





Board of Directors

College of Immigration and Citizenship Consultants (CICC)


Schedule	Thursday, March 20, 2025 12:30 PM — 5:00 PM EDT	
Venue	The Office of the College of Immigration and Citizenship Consultants - 5500 North Service Road, Suite 1002, Burlington, Ontario	
Description	Board of Directors Meeting - March 20, 2025	
Organizer	Nithiya Paheerathan	
Participants	Stan Belevici, RCIC-IRB	Chair, Board of Directors
	John Burke, RCIC	Vice-Chair, Board
	Marty Baram, RCIC	
	Normand Beaudry	
	Richard Dennis, RCIC	
	Tim D'Souza	
	Jennifer Henry	
	Ben Rempel	
	Jyoti Singh	
	Allie Thompson	Acting Assistant Director, Immigration, Refugees and Citizenship Canada
	John Murray	President & CEO
	Russ Harrington	Chief Operating Officer
	Jessica Freeman	Director, Communications and Stakeholder Relations
	Laura Halbert	Director, Professional Conduct
	Cathy Pappas	Director, Registration
	Beata Pawlowska	Director, Professional Standards, Research, Education & Policy
	Victoria Rumble	Corporate Secretary
	Nithiya Paheerathan	Coordinator, Board Administration & Recording Secretary

Agenda

12:30 PM	1. Welcome and Introductory Remarks For Discussion - Presented by Stan Belevici, RCIC-IRB	(5 mins)
	1.1. Land Acknowledgement For Discussion	
	1.2. Introductions For Discussion	
	1.3. Conflict of Interest For Discussion	
12:35 PM	2. Approval of Proposed Agenda For Approval - Presented by Stan Belevici, RCIC-IRB	(2 mins)
12:37 PM	3. Approval of Consent Agenda For Approval - Presented by Stan Belevici, RCIC-IRB	(5 mins)
	3.1. Minutes of Board meeting of December 5, 2024 For Approval	
	 Minutes of Board meeting of December 5, 2024.docx	1
	3.2. Minutes of Board meeting of February 4, 2025 For Approval	
	 Minutes of Board meeting of February 4, 2025.docx	13
	3.3. Report of the Governance and Nominating Committee For Approval	
	 Report of the Governance and Nominating Committee.docx	17
	3.4. Report of the Finance and Audit Committee For Approval	
	 Report of the Finance and Audit Committee.docx	20

3.5. Report of the CEO Performance Review and Evaluation Committee

For Approval

 Report of the CEO Performance Review and Evaluation Committee.docx	22
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3.6. Independent Complaints Review Officer's Report

For Approval

 Independent Complaints Review Officer's Report.docx	24
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3.7. Review of Insurance Coverage

For Approval

 Review of Insurance Coverage - Memo.docx	31
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 Review of Insurance Coverage.docx	32
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3.8. Register of Directors


For Approval

 Register of Directors - Memo.docx	33
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 Register of Directors.docx	34
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3.9. Board of Directors Workplan 2025-26

For Discussion

 Board of Directors Workplan 2025-26.docx	36
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3.10. Finance and Audit Committee Workplan 2025-26

For Discussion

 Finance and Audit Committee Workplan 2025-26.docx	39
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3.11. Governance and Nominating Committee Workplan 2025-26

For Discussion

 Governance and Nominating Committee Workplan 2025 26.docx	41
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3.12. Update on Board Compensation
For Approval

 Update on Board Compensation.docx 44

12:42 PM 4. Report of the Chair (10 mins)
For Report - Presented by Stan Belevici, RCIC-IRB

5. MANAGEMENT REPORTS


12:52 PM 5.1. Report of the CEO (10 mins)
For Report - Presented by John Murray

 Report of the CEO.docx 46

1:02 PM 5.2. Progress Update for Strategic Plan 2023-2025 (15 mins)
For Discussion - Presented by John Murray

 Progress Update for Strategic Plan 2023-2025.pptx 48

1:17 PM 5.3. Report: Professional Standards, Research, Education and Policy (5 mins)
For Report - Presented by Beata Pawlowska






 Report - Professional Standards, Research, Education and Policy.docx 57




1:22 PM 5.4. Report: Registration Department (5 mins)
For Report - Presented by Cathy Pappas



 Report - Registration Department.docx 59


1:27 PM 5.5. Report: Professional Conduct Department (5 mins)
For Report - Presented by Laura Halbert

 Report - Professional Conduct Department.docx 61

1:32 PM	<p>5.6. Report: Communications and Stakeholder Relations Department For Report - Presented by Jessica Freeman</p> <p> Report - Communications and Stakeholder Relations Department.docx</p>	<p>(5 mins)</p> <p>63</p>
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	<p>5.7. Report: Chief Operating Officer For Report - Presented by Russ Harrington</p> <p> Report - Chief Operating Officer.docx</p>	<p>67</p>
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	6. SUSTAINABILITY	
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1:37 PM	<p>6.1. Review of Financial Results for period ended December 31, 2024 For Discussion - Presented by Stan Belevici, RCIC-IRB and Tim D'Souza</p> <p> Review of Financial Results for Period Ended December 31, 2024 - Memo.docx</p>	<p>(40 mins)</p> <p>69</p>
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	<p>6.2. Summarized Financial Report for FY2025 Q2 For Discussion</p> <p> Summarized Financial Report for FY2025 Q2.docx</p>	<p>70</p>
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	<p>6.3. Financial Report for FY2025 Q2 Outlook For Discussion</p> <p> Financial Report for FY2025 Q2 Outlook.docx</p>	<p>73</p>
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2:17 PM	7. BREAK	(10 mins)
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	8. GOVERNANCE	
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2:27 PM	8.1. Update on Code of Professional Conduct Amendments, College Act Regulations and College By-laws For Discussion - Presented by Ben Rempel and John Murray	(20 mins)
	 Update on Code of Professional Conduct Amendments, College Act Regulations and College By-laws.docx	77
	 Approval of Amendments to the Code of Professional Conduct - Memo.docx	79
	 Approval of Amendments to the Code of Professional Conduct.pdf	81

2:47 PM	8.2. Draft Skills Matrix For Discussion - Presented by Ben Rempel	(15 mins)
	 Draft Skills Matrix - Memo.docx	83
	 Draft Skills Matrix.docx	84

3:02 PM	8.3. Appointment of Vice Chairs For Approval - Presented by Ben Rempel	(10 mins)
	 Appointment of Vice Chairs.docx	85

9. GENERAL INFORMATION
 Presented by Stan Belevici, RCIC-IRB

3:12 PM	9.1. Board of Directors Meeting Date: June 19 & June 20, 2025 Location: Burlington, ON For Reference - Presented by Stan Belevici, RCIC-IRB	(2 mins)
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IN CAMERA SESSION - MEETING CLOSED TO THE PUBLIC
 Presented by Stan Belevici, RCIC-IRB

3:14 PM	10. Termination For Approval - Presented by Stan Belevici, RCIC-IRB	(1 min)
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**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants
Held at 1:00 PM, ET, Thursday, December 5, 2024
At Sheraton Laval, Laval, Quebec and via Zoom
2440 Laurentian Autoroute, Laval, Quebec H7T 1X5**

Board of Directors:

Stan Belevici, RCIC-IRB (Chair)
John Burke, RCIC (Vice-Chair)*
Marty Baram, RCIC
Normand Beaudry*
Tim D'Souza*
Richard Dennis, RCIC
Jennifer Henry
Ben Rempel
Jyoti Singh

Management:

John Murray, President & CEO
Russ Harrington, Chief Operating Officer
Jessica Freeman, Director, Communications and Stakeholder Relations
Laura Halbert, Director, Professional Conduct
Cathy Pappas, Director, Registration
Beata Pawlowska, Director, Professional Standards, Research, Education and Policy
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board Administration and Recording Secretary

Ministerial Observers:

Peter Christensen, Assistant Director, Admissibility, Immigration, Refugees and Citizenship Canada

Chelsea Douglas, Director, Migration Control and Horizontal Policy, Immigration, Refugees and Citizenship Canada

*(Via Teleconference)

1. WELCOME AND INTRODUCTORY REMARKS

Quorum

The Chair declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 1:03 pm ET. With the consent of the meeting, Nithiya Paheerathan acted as Recording Secretary.

a) Land Acknowledgement

The Chair acknowledged the land on which they gathered was part of the traditional territories of many nations covered by 70 treaties and other agreements with Indigenous peoples. He expressed gratitude for the privilege to work and live on these territories.

b) Introductions

The Chair welcomed all members of the Board, Ministerial observers guests and members of the public or College licenses and introduced those in attendance. He gave instruction on how to listen to the broadcast in French.

c) Conflict of Interest Declaration

The Chair asked for declarations of conflict of interest with any items being discussed. None were declared.

2. APPROVAL OF AGENDA

The Chair referred to the agenda distributed in advance of the meeting. The Chair called for a motion to approve the meeting agenda. An amendment was proposed to change the item 16 from a motion to discussion.

Moved by Jennifer Henry, seconded by Ben Rempel:

BE IT RESOLVED THAT the Agenda for the meeting, be and is hereby approved as amended.

CARRIED

3. APPROVAL OF THE CONSENT AGENDA

The Chair referred to the Consent agenda distributed in advance of the meeting. A request was made to move the following from the Consent agenda to the main agenda for discussion:

- Schedule of Board and Committee Meetings

The Chair asked for a motion to approve the remaining 5 items contained therein.

Moved by Jennifer Henry, seconded by Marty Baram:

BE IT RESOLVED THAT the 5 items contained in the Consent agenda, as presented, be and are hereby approved:

1. Minutes of Board Meeting of September 26, 2024
Minutes of Board Meeting of October 28, 2024
2. Report of the Governance and Nominating Committee
3. Report of the Finance and Audit Committee
4. Report of the CEO Performance Review and Evaluation Committee
5. Independent Complaints Review Officer's Q4 Report September 2024

CARRIED

4. REPORT OF THE CHAIR

The Chair opened the meeting by delivering the Report of the Chair which included recent developments and upcoming agenda items. He emphasized strategic priorities, board development, and governance focus. Key points included:

- Continuing progress on the College's by-laws
- Reviewing proposed governance policies
- Conducting performance evaluations
- Ongoing Board education and development
- Consideration of Board/Committee appointments

- Implementation of a new Board Portal to improve Board efficiency and document management

The Chair concluded by stressing the importance of positioning the Board for strategic growth, improving governance, maintaining a strong commitment to licensee educational and professional standards and progress in fulfilling the College mandate.

The Directors thanked management for the implementation of the Board portal. They posed questions regarding the communication from the Honorable Marc Miller, Minister of Immigration Refugees and Citizenship Canada. It was decided this item should be addressed in conjunction with item 16.

5. REPORT OF THE CEO

The Chair called upon John Murray, President & CEO to present.

John Murray reported on the recent activities of the College highlighting the progress made on strategic initiatives. He reported that the College is confident in achieving the Q2 benchmarks. Key focus areas he discussed were Federal and Provincial Relations, development of draft by-laws, publication of draft regulations, Crisis Communication Training, Diversity, Equity, and Inclusion (DEI) Initiative, and Enterprise Risk Management. He reported on the response to the Minister's letter and development of CEO Goals for 2025.

John Murray highlighted specific achievements by the College, which included the completion of crisis communication training, DEI initiative kick-off with staff reporting, engagement of consultants for risk management framework and development an interim risk management tool. He reported that there were challenges and opportunities in implementing new systems which included addressing potential implementation bugs. There was focus on staff efficiency which included preparing for future growth. In closing he emphasized the importance of continuous learning and improvement.

Board members posed questions with regard to the strategic plan, risk register, DEI, and unauthorized practitioners.

The Chair thanked John Murray for his report.

6-10. MANAGEMENT REPORTS

The Chair called upon:

- Beata Pawlowska, Director, Professional Standards, Research, Education and Policy
- Cathy Pappas, Director, Registration
- Laura Halbert, Director, Director, Professional Conduct
- Jessica Freeman, Director, Communications and Stakeholder Relations
- Russ Harrington, Chief Operating Officer

Each Director individually presented regarding their department, outlining key highlights, projects and initiatives, challenges and opportunities.

- Professional Standards Department reported on the achievement of second Symposium.
- Registration Department reported that 97% of licensee renewal was processed on the new iMIS system without staff intervention.
- Professional Conduct Department reported that 50% of its legacy complaints have been dealt with.
- Communication and Stakeholder Relations Department reported strong UAP activity in shutting down unauthorized websites.
- Operations Department reported that ATIP reporting has been increasing over time.

The members posed questions to the management team. In response, management reported that a staff survey had been completed regarding (DEI). The responses had been forwarded to a consultation group as the next step.

Management also reported that the College continues to shut down unauthorized practitioner websites and the portal included a section to report identity fraud.

The Chair thanked the management team for their reports.

11. APPOINTMENT OF AUDITOR

The Chair called upon Tim D'Souza, Chair, Finance and Audit Committee (FAC) to report.

Tim D'Souza referred to the documents distributed in advance of the meeting. He reported that on November 14, 2024, the FAC members reviewed and approved a recommendation to the Board to reappoint Doane Grant Thornton, LLP as auditor of the College for the fiscal year ending June 30, 2025. He advised that auditor performance reviews conducted by FAC for both management and Committee members were positive. The Chair then requested a motion to approve the auditor's appointment.

Moved by Tim D'Souza, seconded by John Burke:

BE IT RESOLVED THAT that the re-appointment of Doane Grant Thornton LLP, Chartered Professional Accountants, as Auditor of the College for the fiscal year ending June 30, 2025, be and is hereby approved, with immediate effect.

CARRIED

The Chair thanked Tim D'Souza for his report.

12. AUTHORIZED SIGNING OFFICERS

The Chair called upon Tim D'Souza, Chair, FAC to report.

Tim D'Souza referred to the documents distributed in advance of the meeting. He reported that at the November 14, 2024 FAC meeting, the Committee reviewed and approved a proposed amendment to add Chris Langlois, who was recently engaged by the College as Associate Director, Strategic Initiatives, as an authorized signing officer. He commented that this item was administrative and that controls remain strong. The Chair then requested a motion to approve the confirmation of the Authorized Signing Officer.

Moved by Tim D'Souza, seconded by Normand Beaudry:

BE IT RESOLVED THAT the amended Confirmation of the Authorized Signing Officers in substantially the form presented, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Tim D'Souza for his report.

13. RISK MITIGATION

The Chair called upon Tim D'Souza, Chair, FAC to report. He referred to the documents distributed in advance of the meeting. He explained that management had engaged an external consultant to work with the College in developing a Risk Culture. He reported that an interim draft Risk Mitigation Register had been developed to identify, assess and mitigate key risks facing the College using the approved template.

He appreciated the register has successfully identified the primary risks that could impact the College's operations, financial stability and overall performance.

Tim D'Souza stated that FAC reviewed the interim draft mitigation register prepared by the College. He advised that the Committee concluded the draft was a great basis for moving forward with this living document.

He then called upon Victoria Rumble, Corporate Secretary to present. Victoria Rumble highlighted the structural overview, presentation format, and risk management strategy. She indicated that there were four categories reflecting the strategic plan, with a total of 21 risks of which one high-risk item was identified. She advised that this register was developed in the interim as the College had engaged in external consultation to develop a more comprehensive risk mitigation register to present to the Board.

There were discussions by the Board with regard to more direct input on risk structure, identifying strategic and operational risks, and providing transparency and comprehensive reporting. The Board, in addition requested that it was best to focus on the top 10 strategic risks. The Board raised questions regarding the necessity of engaging external consultant in the development of the risk register, expressing interest in understanding why the organization's internal expertise is not considered sufficient for this task.

The Chair thanked Tim D'Souza and Victoria Rumble for their report.

14. TERMS OF REFERENCE

CEO PERFORMANCE REVIEW AND EVALUATION COMMITTEE

The Chair referred to the documents distributed in advance of the meeting. He advised the CEO Performance Review and Evaluation Committee discussed expanding its Terms of Reference to include the responsibilities of a Human Resources Committee.

After careful consideration, the Committee decided to request Board approval of funding to engage a consultant to recommend if the Committee should amend the mandate and terms of reference of the Committee to re-cast it as a Human Resources Committee and if recommended, to provide guidance on the Terms of Reference for this new Board Committee.

The concern was raised that a Human Resources Committee had the potential to become too operational. In response, it was suggested that engaging a consultant to investigate HR Committee structures, provide governance and research approaches from other organizations may be useful.

Further it was suggested that the consultant could advise on diversity of Board membership for both elected licensee and appointment Directors.

Following deliberation, the Chair called for a motion to approve funding to support a review of its Terms of Reference.

Moved by Ben Rempel, seconded by Tim D'Souza:

BE IT RESOLVED THAT Funding be allocated to the CEO Performance Review and Evaluation Committee to engage a consultant to:

- (1) assist the Committee to determine whether to recommend creating a Human Resources Committee of the Board; and
- (2) if recommended, provide advice on the terms of reference of such new Board Committee including whether the mandate of this Committee should be subsumed within it and to provide recommendations on DEI policy for the Board of Directors.

CARRIED

15. APPROVAL OF PROPOSED CODE AMENDMENTS

The Chair called upon Ben Rempel, Chair of the Governance and Nominating Committee (GNC), to report. Ben Rempel reported that Directors were asked to consider and approve amendments to the Code of Professional Conduct for College Licensees. He reported that the draft College Act did not provide authority for the College to take action in respect of licensee who was “incapable” in the sense of lacking the physical and/or mental capacity to practise their profession safely.

Ben Rempel then called upon John Murray, President & CEO to report. John Murray referred to the documents circulated in advance of the meeting. He reported that management is proposing two sets of amendments, one formal and one substantive. The formal amendment involves amending the French text, the substantive amendment involves adding specific reference to physical and mental capacity in both French and English languages.

The Directors expressed concerns about:

- Lack of a clear understanding of the process for amending the Code of Professional Conduct
- Limited involvement and transparency in the regulatory process

To address these issues, the Directors:

- Requested more direct involvement in the regulation-making process going forward
- Asked the Chair to seek written approval from the Minister to engage with the federal Department of Justice

While appreciating management's efforts, the Board of Directors emphasized its legislative oversight role and called for a more transparent process. Following extensive discussions, the Chair called for a motion to approve proposed code amendments as amended.

Moved by Ben Rempel, seconded by Marty Baram:

BE IT RESOLVED THAT the Chairperson of the Board and College Staff be and are hereby authorized and directed to seek the written approval of the Minister and engage as necessary with the federal Department of Justice to effect the following amendments to the Code of Professional Conduct for College Licensees, pursuant to s. 43(2) of the College Act:

- (1) to amend the French-language text of paragraph 39(b) and subsection 42(1) by deleting the phrase: “capacité à exercer” where it appears and replacing it with the phrase: “aptitude à exercer”; and

- (2) insert a new subsection 4(3) establishing physical and mental capacity to practise in a competent and ethical manner as a professional standard of the profession.

The Chair thanked Ben Rempel for his report.

16. APPROVAL OF DRAFT BY-LAWS

The Chair called upon Ben Rempel, Chair, GNC, to report.

Ben Rempel referred to the materials distributed prior to the meeting and provided an update on the draft By-laws. He reported that the Governance and Nominating Committee (GNC) had raised concerns about proceeding with approval of the draft By-laws in the absence of finalized regulations. The GNC recommended delaying approval until the publication of the regulations to ensure alignment with a consistent regulatory framework. Ben emphasized that approving draft By-laws without clear regulatory guidance could lead to premature decisions and potential misalignment. He also highlighted the importance of engaging with the federal Department of Justice and obtaining written approval from the Minister to maintain regulatory integrity. Ben reiterated the need for a transparent process and stressed that waiting for the publication of regulations would ensure that the By-laws are fully aligned with future requirements. After discussion, the Board agreed that approval of the draft By-laws would be tabled until a future meeting.

The Chair thanked Ben Rempel for his report.

17. APPROVAL OF GOVERNANCE POLICY

DRAFT MEETING AND AGENDA DEVELOPMENT POLICY

The Chair referred to the materials distributed in advance of the meeting. He reported that management had developed a draft Meeting and Agenda Development Policy designed to establish a standardized process for the development, structuring, and distribution of effective Board and Committee agendas. He advised that the goal was to ensure consistency and clarity in all meeting agendas. The Directors discussed the draft policy following which the item removed from the consent agenda was discussed.

The Chair asked for a motion to approve the Draft Meeting and Agenda Development Policy.

Moved by Normand Beaudry, seconded by Ben Rempel:

BE IT RESOLVED THAT the draft Board and Committee Meeting Agenda Development Policy, in substantially the form presented, be and is hereby approved with immediate effect.

CARRIED

CONSENT AGENDA ITEM – SCHEDULE OF BOARD AND COMMITTEE MEETINGS

The Directors discussed the Schedule of Board and Committee Meetings, removed from the consent agenda. It was noted that the Annual General Meeting (AGM) would be held in Calgary, Alberta and all Board meetings in 2025 – 2026 were planned to be held at the Burlington office.

18. BOARD DEVELOPMENT PLAN

The Chair called upon Ben Rempel, Chair, GNC, to report.

Ben Rempel referred to the materials distributed at the meeting. He reported that Director feedback showed the session with Scott Baldwin from DirectorPrep was well received and Directors expressed interest in having additional development sessions. He stated that Directors were requested to select one of the five proposals by external consultants to present at the next development session. The Board discussed holding a Board retreat for the Board development. Based on the key selection criteria, the Board collectively selected Governance Solutions by Dr. Debra and David A.H. Brown to present at the next Board development session.

The Chair thanked Ben Rempel for his report.

19. APPROVAL OF ANNUAL REVIEW OF COMMITTEE MEMBERSHIP

The Chair called upon Ben Rempel, Chair, GNC, to report.

Ben Rempel referred to the materials distributed in advance of the meeting. He reported that all Directors on the Standing Committees had been contacted, and almost all expressed their willingness to continue to serve on their current Committees. He noted that some Committee membership had been changed at the request of Directors to gain experience in different areas and to better utilize their individual skill sets. The Directors discussed appointments of Vice Chairs to all Committees and that the Terms of References be reviewed. There was discussion by Directors to ensure committee appointments support, diverse representation, alignment with organizational goals and maintaining governance effectiveness to ensure strategic objectives are achieved.

Ben Rempel reported that GNC recommends Board approval of the membership of the Standing Committees of the Board of Directors.

Moved by Ben Rempel, seconded by John Burke:

BE IT RESOLVED THAT the following Directors be and are hereby appointed/reappointed as members of the following standing Committees, each to hold such position until a successor is appointed:

- (1) CEO Performance Review and Evaluation Committee:
 - S. Belevici (Chair)
 - M. Baram
 - N. Beaudry
 - J. Henry
 - B. Rempel
- (2) Finance and Audit Committee:
 - T. D'Souza (Chair)
 - M. Baram
 - J. Burke
 - J. Henry
 - J. Singh
 - S. Belevici (Ex-Officio)
- (3) Governance and Nominating Committee:

B. Rempel (Chair)
 M. Baram
 J. Burke
 N. Beaudry
 R. Dennis
 S. Belevici (Ex-Officio)

CARRIED

Ben Rempel continued to refer to the materials distributed in advance of the meeting. He reported that GNC recommends Board approval of the proposed appointments to the Tribunal Committee and re-appointment of the Independent Complaints Review Officer (ICRO).

Moved by Ben Rempel, seconded by Tim D'Souza:

BE IT RESOLVED THAT the proposed appointments to the Tribunal Committee and the position of ICRO, as presented, be and are hereby approved with immediate effect, each to hold such appointment until a successor is appointed.

CARRIED

The Chair thanked Ben Rempel for his report.

Jennifer Henry left the meeting.

20. NEXT MEETING AND TERMINATION

The Chair announced the next meeting of the Board of Directors will be held on March 19th and March 20th, 2025 in Burlington, ON.

MEETING CLOSED TO THE PUBLIC (IN-CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

Moved by Tim D'Souza, seconded by Marty Baram:

BE IT RESOLVED THAT the Board meeting move in camera.

CARRIED

Management, with the exception of CEO and Corporate Secretary left the meeting.

21. IN-CAMERA SESSION – A YEAR IN REVIEW – BOARD AND COMMITTEE EVALUATIONS

The Board reviewed the results of the Self-Assessment Performance evaluation questionnaires.

22. IN-CAMERA SESSION – OUTSTANDING LITIGATION

The Chair called upon John Murray to provide an update on outstanding litigation, and he answered questions posed by the Directors.

The Chair thanked John Murray for his report.

IN-CAMERA SESSION MOTIONS

On a motion duly made, seconded and carried

BE IT RESOLVED THAT

- (1) To close the in-camera session and,
- (2) Move the meeting into open session.

CARRIED

23. TERMINATION

On a motion duly made, seconded and carried.

BE IT RESOLVED THAT the meeting be and is hereby terminated at 4:55 PM ET.

CARRIED

Stan Belevici, RCIC-IRB
Chair

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
1	Agenda	RESOLVED THAT the Agenda for the meeting be and is hereby approved as amended.	1
2	Consent Agenda	RESOLVED THAT the 5 items contained in the Consent agenda, as presented, be and are hereby approved: 1. Minutes of Board Meeting of September 26, 2024 Minutes of Board Meeting of October 28, 2024 2. Report of the Governance and Nominating Committee 3. Report of the Finance and Audit Committee 4. Report of the CEO Performance Review and Evaluation Committee 5. Independent Complaints Review Officer's Q4 Report September 2024	2
11	Appointment of Auditor	RESOLVED THAT that the re-appointment of Doane Grant Thornton LLP, Chartered Professional Accountants, as Auditor of the College for the fiscal year ending June 30, 2025, be and is hereby approved, with immediate effect.	3
12	Authorized Signing Officer	RESOLVED THAT the amended Confirmation of the Authorized Signing Officers in substantially the form presented, be and is hereby approved with immediate effect.	4
14	Terms of Reference	RESOLVED THAT Funding be allocated to the CEO Performance Review and Evaluation Committee to engage a consultant to: 1. assist the Committee to determine whether to recommend creating a Human Resources Committee of the Board; and 2. if recommended, provide advice on the terms of reference of such new Board Committee including whether the mandate of this Committee should be subsumed within it and to provide recommendation on DEI policy for the Board of Directors.	5
15	Approval of Proposed Code Amendments	RESOLVED THAT the Chairperson of the Board and College Staff be and are hereby authorized and directed to seek the written approval of the Minister and engage as necessary with the federal Department of Justice to effect the following amendments to the Code of Professional Conduct for College Licensees, pursuant to s. 43(2) of the College Act: 1. to amend the French-language text of paragraph 39(b) and subsection 42(1) by deleting the phrase: "capacité à exercer" where it appears and	6

Resolution	Agenda Item	Topic	Motion
		replacing it with the phrase: "aptitude à exercer"; and 2. insert a new subsection 4(3) establishing physical and mental capacity to practise in a competent and ethical manner as a professional standard of the profession.	
17	Approval of Governance Policy	RESOLVED THAT the draft Board and Committee Meeting Agenda Development Policy, in substantially the form presented, be and is hereby approved with immediate effect.	7
19	Approval of Annual Review of Committee Membership	RESOLVED THAT the following Directors be and are hereby appointed/reappointed as members of the following standing Committees, each to hold such position until a successor is appointed: (1) CEO Performance Review and Evaluation Committee: S. Belevici (Chair) M. Baram N. Beaudry J. Henry B. Rempel (2) Finance and Audit Committee: T. D'Souza (Chair) M. Baram J. Burke J. Henry J. Singh S. Belevici (Ex-Officio) (3) Governance and Nominating Committee: B. Rempel (Chair) M. Baram J. Burke N. Beaudry R. Dennis S. Belevici (Ex-Officio) RESOLVED THAT the proposed appointments to the Tribunal Committee and the position of ICRO, as presented, be and are hereby approved with immediate effect, each to hold such appointment until a successor is appointed.	8
20	Board meeting move in camera	RESOLVED THAT the Board meeting move in camera.	9
21	In-camera session be moved to the open session and the Board resume in open session	RESOLVED THAT 1. To close the in-camera session and, 2. Move the meeting into open session.	10
24	Termination	RESOLVED THAT the meeting be and is hereby terminated at 4:55 PM ET.	11

**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants
Held at 1:00 PM, ET, Tuesday, February 4, 2025, via Zoom**

Board of Directors:

Stan Belevici, RCIC-IRB (Chair)
Marty Baram, RCIC
Normand Beaudry
Tim D’Souza
Richard Dennis, RCIC
Ben Rempel
Jyoti Singh

Ministerial Observer:

Peter Christensen, Assistant Director, Admissibility,
Immigration, Refugees and Citizenship Canada

Absent:

John Burke, RCIC (Vice-Chair)
Jennifer Henry

Management:

John Murray, President & CEO
Russ Harrington, Chief Operating Officer
Jessica Freeman, Director, Communications and
Stakeholder Relations
Laura Halbert, Director, Professional Conduct
Cathy Pappas, Director, Registration
Beata Pawlowska, Director, Professional
Standards, Research, Education and Policy
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

1. WELCOME AND INTRODUCTORY REMARKS

Quorum

The Chair declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 1:10 pm ET. With the consent of the meeting, Nithiya Paheerathan acted as Recording Secretary.

a) Land Acknowledgement

The Chair acknowledged the land on which they gathered was part of the traditional territories of many nations covered by 70 treaties and other agreements with Indigenous peoples. He expressed gratitude for the privilege to work and live on these territories.

b) Introductions

The Chair welcomed all members of the Board, Ministerial observer, guests and members of the public or College licenses and introduced those in attendance.

c) Conflict of Interest Declaration/Confidentiality

The Chair asked for declarations of conflict of interest with any items being discussed. None were declared.

2. APPROVAL OF AGENDA

The Chair referred to the agenda distributed in advance of the meeting. The Chair called for a motion to approve the meeting agenda.

Moved by Normand Beaudry, seconded by Jyoti Singh:

BE IT RESOLVED THAT the Agenda for the meeting, be and is hereby approved as presented.

CARRIED

3. COLLEGE COMMENTS ON COLLEGE ACT REGULATIONS

The Chair called upon John Murray, President & CEO. John Murray referred to the materials distributed in advance of the meeting and provided an update on the draft Regulations.

He informed the attendees that the draft Regulations had been published for public comment. He noted that management had prepared a draft response for submission to Immigration, Refugees and Citizenship Canada (IRCC), with a deadline of February 4, 2025.

Ben Rempel, Chair of the Governance and Nominating Committee, reported that the Committee had reviewed the draft during their meeting on January 23, 2025. The review focused primarily on the proposed structure of the Compensation Fund required to be established by the College pursuant to section 13 of the College Act and an assessment of the fund's sustainability were this structure to be adopted. The Committee explored the potential benefits and risks associated with this approach, expressing particular concern about the possibility of an influx of legitimate claims that could strain the fund. To mitigate this risk, it was suggested that the College consider implementing lower compensation limits within its by-laws, which could be adjusted over time as needed. Additionally, concerns were raised about the administrative costs of managing the fund, which could also impact its long-term sustainability.

John Murray emphasized the unique nature of the proposed Compensation Fund. As proposed, clients who had suffered financial loss due to the dishonest act of a licensee would have a claim on the fund immediately after the Discipline Committee had determined that such a loss was suffered. This is fundamentally different from similar funds operated by other regulated professions in that claimants under those regimes must take reasonable steps, including civil claims, to collect restitution for such losses before they have recourse to the fund. In discussions with Immigration, Refugees and Citizenship Canada (IRCC), the College had advocated for the Compensation Fund to be structured as a more traditional fund from the outset, however, IRCC indicated that such an approach would not meet their stated policy objective of providing a relatively straightforward claims process to clients of licensees. The Board engaged in a detailed discussion about the appropriate structural model for the Compensation Fund. A key issue raised was the potential for legal challenges stemming from perceived inequities in how the fund might be accessed.

Significant concerns were expressed regarding the fund's long-term sustainability. Directors discussed the financial implications, including potential cost increases for licensees and the risk of driving part-time practitioners out of the profession or underground. The lack of precedent for this type of fund was noted as a challenge, making it difficult to accurately predict its financial and operational impacts, particularly in relation to handling complaints against revoked licensees.

Discussion also touched on the operational complexities set out in the draft Regulations, including the rigid requirements as to which types of complaints were required to go through the full disciplinary process in order to provide claimants with access to the Fund. Such an approach would restrict recourse to more

flexible resolution methods, with which the College has had a history of success. Directors discussed alternatives and resulting reputational considerations. They highlighted the importance of managing media and public expectations, and the importance of balancing the need to protect clients with maintaining the fund's sustainability. It was noted that an approach to compensation that could not be maintained would not benefit the public or the profession.

The Board expressed significant concern regarding the proposed use of the Compensation Fund for "emergency payments" to complainants in advance of a decision of the Discipline Committee. The Board emphasized the need to carefully consider the implications of allowing emergency payments, as it could potentially undermine the integrity of the complaint process.

The Chair thanked John Murray for his report.

4. NEXT MEETING AND TERMINATION

The next meeting of the Board of Directors will be held on March 20th and March 21st, 2025, in Burlington, ON.

MEETING CLOSED TO THE PUBLIC (IN-CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

Moved by Tim D'Souza, seconded by Normand Beaudry:

BE IT RESOLVED THAT the Board meeting move in camera.

CARRIED

The Board Chair will communicate pertinent outcomes while maintaining appropriate confidentiality.

5. TERMINATION

On a motion duly made, seconded and carried.

BE IT RESOLVED THAT the meeting be and is hereby terminated at 2:02 PM ET.

CARRIED

Stan Belevici, RCIC-IRB
Chair

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
1	Agenda	RESOLVED THAT the Agenda for the meeting be and is hereby approved presented.	1
4	Board meeting move in camera	RESOLVED THAT the Board meeting move in camera.	2
5	Termination	RESOLVED THAT the meeting be and is hereby terminated at 2:02 PM ET.	3

MEMORANDUM

To: **Board of Directors**

From: **Ben Rempel**
Chair, Governance and Nominating Committee

Re: **Consent Agenda Item – Report of the Governance and Nominating Committee**

Date: **March 20, 2025**

Summary

The Governance and Nominating Committee (GNC) met on January 23, 2025, and March 4, 2025.

Requested Action

This memorandum is for the information of Directors only. Specific GNC items requiring discussion or Board approval are included on the Board meeting agenda specifically under section 8.

Discussion/Analysis

The following topics were discussed during the GNC meetings, dates as identified above:

Proposed comments on College Act Regulations

The Committee conducted a comprehensive review of the draft comments on College Act Regulations, which were prepared by Management. The Committee provided feedback and suggestions. This review process was completed in preparation for the Special Board meeting scheduled for February 4, 2025, where these comments were further discussed and finalized.

Draft By-Law Development Process

The Committee engaged in a strategic discussion to determine the most effective approach for drafting the proposed By-laws. Consistent with prior discussions between the Chair of GNC, the Board Chair and the CEO, it was agreed that the next steps for by-law development would be based on an end-to-end review of existing draft by-laws and policies, with the distinction made between those that were regulatory and licensee-facing and those that dealt with Board Governance and Organization. The former would be led by LT supported by the Professional Standards, Research, Education and Policy Department (PREP) and the latter would be lead by GNC with support from the Corporate Secretary. The purpose of this review is to ensure that final by-laws are completed in a timely manner consistent with forthcoming regulations and that an updated policy inventory and framework would be developed consistent with the new by-laws.

Governance and Nominating Committee Evaluation

The Committee undertook a comprehensive review of the annual performance evaluation results, identifying both areas that require improvement and significant accomplishments achieved during 2024. Following this analysis, the Committee reviewed the priorities for 2025.

Board Development Session

The Committee discussed conducting a Board Development session facilitated by Governance Solutions, the organization selected by the Board, for the upcoming Board Meeting scheduled for March 20 and 21, 2025. Committee members examined the draft agenda provided by Governance Solutions.

Annual Review of Terms of Reference

The Committee Chair noted that a number of suggested annotations had already been added to the draft Terms of Reference uploaded to Convene and the Committee directed the Corporate Secretary to proceed with drafting an updated version accordingly, with members requested to submit any further changes at their earliest convenience. This will ensure that all suggestions are thoroughly considered and reflected in an updated draft to be discussed during the upcoming meeting in May 2025.

Board Portal

The Committee conducted a review of the recently implemented Convene board portal. It was noted that all Directors were provided the opportunity to attend a training session on February 13, 2025, to familiarize themselves with the new system.

During the discussion, the Committee raised concerns regarding access to the portal. They emphasized the importance of ensuring that only authorized individuals – limited to Board Directors, the CEO and the Corporate Secretary - have access to sensitive Board materials. The Committee requested clarification on the specific access rights and permissions granted to various users within the organization.

Additionally, the Committee deliberated on the appropriate data retention period for the portal. They recognized the need to balance data accessibility with security and compliance requirements. The Committee considered various factors, including legal obligations, the nature of the information stored, and potential risks associated with long-term data retention.

Development of Skills Matrix

The Committee conducted a thorough review of the draft proposed skills matrix, designed to assess and align the diverse skill sets of its members with the organization's strategic objectives. During the discussion, the Committee evaluated the matrix's structure and content, considering how effectively it captures the essential skills and competencies required for optimal governance, and generally supported the overall approach and content included. The Committee also explored ways to refine the matrix to ensure it remains relevant and effective in identifying gaps within the organization.

Review of Policy Development Policy

The Committee conducted a comprehensive review of the formerly approved policy, focusing on its clarity and effectiveness. Following a detailed discussion, the Committee determined that the policy required revisions to enhance to ensure that its intent is clearly communicated. Specifically, the Policy should be updated in a matter consistent with the approved approach to reviewing by-laws and policies as well as with GNC Terms of Reference clearly indicating that GNC is the policy owner of those policies dealing with Board Governance and Organization, and that the workflow for updating these policies should begin with GNC supported by the CEO and Corporate Secretary, with consultation of departmental staff as and when required.

Letter to Hon. Marc Miller – Re Code of Conduct Amendments

The Committee reviewed the letter addressed to the Honorable Marc Miller concerning proposed amendments to the Code of Conduct.

Selection of Vice Chairs

The Committee conducted a review of the proposed Vice Chairs for the various committees of the Board. After careful consideration of each candidate's qualifications, experience, and potential contributions, the Committee recommended the approval of the selected Vice Chairs. This recommendation will be presented to the full Board for final approval

References:

Draft Skills Matrix
Board and Committee Evaluations
Appointment of Vice Chairs

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chair, Finance and Audit Committee
Re: **Consent Agenda item – Report of the Finance and Audit Committee**
Date: **March 20, 2025**

Summary:

The Finance and Audit Committee (FAC) met on February 20, 2025.

Requested Action:

This memorandum is for the information of directors only. Specific FAC items requiring discussion or Board approval are included on the board meeting agenda specifically under item 13.

Discussion/Analysis:

The following topics were discussed during the FAC meeting on February 20, 2025:

Consent Agenda

- The compliance statement indicated no items of non-compliance were noted. FAC accepted this report as presented.
- Review of the FAC Workplan – There were no changes requested by the Committee. FAC accepted this report as presented.
- Investment Results period ended December 31, 2024 - No concerns with the investment results were noted and FAC accepted the results as tabled.

Review of Financial Results for period ended December 31, 2024

Management presented the financial results for the period ended December 31, 2024 providing an overview of the organization's financial performance. The presentation focused on comparing actual results against budget. Management also presented the FY2025 Q2 forecasted projections highlighting key drivers that contributed to any variance. The Committee thoroughly reviewed this statement and posed questions for clarification.

FAC members appreciated Management's presentation and Management's response to questions FAC members posed. Subsequent to the FAC meeting, the FAC communicated to Management the opportunity to further enhance reporting by consolidating the report showing the YTD actuals against budget and the Forecasted revenues and expenses. Also, subsequent to the FAC meeting, FAC asked that Management consider options to reduce Forecast expenditures – examining ways to not unduly compromise progress on key initiatives while allowing net income to come in closer to what was in the approved Budget.

Annual Review of Terms of Reference

The Committee reviewed the Terms of Reference and determined that no amendments were necessary at this time. The Terms of Reference will be reviewed at the next Governance and Nominating Committee meeting.

Selection of Vice Chair

The Committee selected Marty Baram to serve as Vice Chair. This decision reflects the Committee's commitment to strong leadership and to ensure coverage of Chair duties in the absence of the Chair.

Risk Management Options

Management presented two options for the organization's Risk Management approach:

1. Continue with the current Mitigation Register, focusing on refining risk identification processes.
2. Develop a comprehensive Risk Appetite Enterprise Risk Management framework.

The Committee engaged in a thorough discussion, posing various questions about both options. After careful consideration, the Committee concluded that the matter requires further exploration and debate. FAC members asked that subsequent discussions provide additional information and clarification on the suggested two options – as many FAC members were not clear on the details unique to each and the overlap across both. As a result, FAC and Management decided to schedule additional discussions to fully evaluate the pros and cons of each approach. In the meantime, the current interim Risk Management approach will help ensure the College monitors and mitigates key risks.

Annual Review of Insurance Coverage

The Committee received a presentation from the College's Insurance Broker, offering valuable insights into the current insurance landscape and relevant considerations. Following a review of the benchmarking report, the Committee concluded that the existing insurance coverage was suitable and appropriate for the College's needs.

Finance and Audit Committee Evaluation

The Committee conducted a thorough review of the results from the annual performance evaluation, highlighting both areas for improvement and notable achievements accomplished in 2024. The Committee then engaged in a discussion to establish priorities for 2025.

References:

Summarized Financial Report for FY2025 Q2
Financial Report for FY2025 Q2 Outlook

MEMORANDUM

To: **Board of Directors**

From: **Stan Belevici, RCIC-IRB**
Chair, CEO Performance Review and Evaluation Committee

Re: **Consent Agenda Item – Report of the CEO Performance Review and Evaluation Committee**

Date: **March 20, 2025**

Summary:

The CEO Performance Review and Evaluation Committee met on February 21, 2025

Requested Action:

For the information of Directors only.

Discussion/Analysis:

The following topics were discussed:

CEO Goals for F2025: The CEO provided an update on progress towards achievement of F2025 goals, as approved by the Board at the December Board meeting.

Election of Committee Vice Chair: Committee members proposed that Normand Beaudry should be recommended to the Governance and Nominating Committee as Vice Chair of this Committee.

HR Committee Consultant Engagement – Next Steps: Committee members discussed the process for engaging a consultant to review the mandate of this Committee and the need, if any, for the Board to consider appointing a Human Resources Committee in addition to or in place of this Committee. Committee members noted that the Board would be engaging in additional governance training in connection with the March Board meeting and decided that it would be useful to discuss this further in the context of such training.

College Succession Planning: The Committee reviewed the CEO's succession plans for key staff roles within the College.

Committee Terms of Reference: The Committee continued to discuss its Terms of Reference, noting that the Committee's role in CEO succession planning should be added. Further review and finalization of the Terms of Reference will follow from the results of the upcoming Board governance education session.

Draft Workplan: The Committee discussed further amendments to the draft workplan. It was decided that a "pulse" survey of employee engagement should not be conducted during the current year, given that it was the College's policy to conduct a full "Great Place to Work™" survey at 2-year intervals. Instead, the Committee proposed that a 360-degree review of the CEO should



be conducted now, and going-forward on a 3-year cycle. The Committee noted that a limited number of external stakeholders should be included in the proposed review, given the CEO's public role. It was agreed that a process for conducting this survey and a process for engaging in CEO succession-planning would be added to the draft workplan for future review and approval by the Committee.

Independent Complaints Review Officer's QUARTERLY REPORT

October 1, 2024 to December 31, 2024

February 3, 2025

Introduction

This is the Quarterly Report required by Section 5.2 of the Independent Complaints Review Officer ("ICRO") Regulation:

- 5.2 The ICRO shall report to the Council¹ every quarter of the calendar year:
- (a) statistics that include the number of requests for reviews received in each quarter, the number of reviews concluded in each quarter, the number of reviews still active at the end of each quarter, and the general outcomes of the concluded reviews;
 - (b) a summary of the disposition of the reviews concluded by the ICRO in each quarter, including a summary of any matters referred to the Council, and the reasons for that referral; and
 - (c) an assessment of the Council's handling of complaints, including any trends or concerns, and recommendations regarding improvement of those processes.

This Quarterly Report covers the period from October 1, 2024 to December 31, 2024 ("Current Period"), to be presented at the Council's review at its 2025 first quarter meeting.

As required, this Quarterly Report is divided into a General Statistics, a Summary of Disposition of Reviews by ICRO, Assessment of the Handling of Complaints by the College, and Recommendations.

Mandate of the ICRO

On receiving a request for review of a complaint that was not referred to Discipline, the ICRO reviews the College's handling of the complaint to determine if there was any procedural unfairness or any errors in fact or in law. Reviews are expected to be completed within 30 days of the ICRO's receipt of the request for review.

¹ Any references to the Council, and associated terminology, are to be read as references to the College, including the Complaints Committee.

The mandate of the ICRO is set out under section 27 of the By-law, which states in part:

27.3

The ICRO may only review the fairness of the procedure used by the Council or the Complaints Committee to handle the complaint. The ICRO's review will be guided by the accepted principles in the rules and By-laws related to the Complaints and Discipline process. The ICRO cannot review the actual merits of any particular complaint.

27.4

The ICRO will either accept that the procedures were fair or refer the complaint back to the Complaints Committee with a recommendation for further action. During the review, if the ICRO receives fresh information the ICRO considers significant, they may refer that information back to the Complaints Committee for further consideration. Where a matter is referred back to the Complaints Committee the ICRO will direct whether the matter must be considered by a different panel than that which first reviewed the complaint.

Section 4.2 of the Regulation, enacted pursuant to sections 27 and 56.7 of the By-law, again emphasizes that the ICRO's review of a complaint shall be based upon whether the procedures used by the College in its handling of a complaint were fair. The Regulation provides that the ICRO cannot review the actual merits of any particular complaint, and that the ICRO's review will be governed by the principles in the Tribunal Committee Rules of Procedure and the By-laws related to the Complaints and Discipline process.

An important part of the role of the ICRO is to make recommendations to the College on how to improve its handling of complaints, including the fairness and transparency of its complaint procedure and process.

General Statistics

The Current Period saw a decrease to the numbers of requests for review from the previous quarter, to an average of less than two per month. However, the number of reviews that were concluded during this quarter almost tripled over the previous quarter. There was also one request for review in the French language.

Requests for Review Received by ICRO	Reviews Concluded	Active Reviews
5 ²	11 ³	0 ⁴

² During this period, one request for review was received in French.

³ Two of these Reviews Concluded were received by the ICRO prior to the Current Period.

⁴ At the end of the Current Period, there were no active reviews. However, there have been several requests for review requested in January 2025.

ICRO decisions are expected to be rendered within 30 days receipt of a request for review. All but one of the completed requests for review for this Current Period met that timeline. The one that was not completed within 30 days was rendered two days afterwards.

General Outcome of Reviews Concluded

In conducting a review, the ICRO may either (i) accept that there was procedural fairness and no errors in fact or in law in the way the complaint was handled; or (ii) refer the complaint back to the College or Complaints Committee with a recommendation for further action.

Five new requests for review were received during this Current Period, while eleven reviews were concluded. There were no active reviews at the end of the Current Period.

The majority of the decisions on the requests for review confirmed that there was procedural fairness and no errors in fact or in law in the way that the College handled the complaint. However, although concluding that there was generally no procedural unfairness or any errors in fact or in law, one complaint was referred back to the College to consider one discrete issue that had been raised in the complaint but not addressed in the closing letter to the complainant.

During this Current Period, the ICRO also made one recommendation to assist the College in improving its handling of complaints.

Summary of Disposition of Reviews by ICRO

The following is a summary of the disposition of the reviews conducted:

1. College File No: CD.2020.436, CD.2020.496, CD.2020.495, and CD.2021.364⁵

Review Received by ICRO: September 4, 2024

Matter Closed by ICRO: November 5, 2025

Disposition: These decisions of the College were confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaints were handled.

2. College File No: CD.2024.032

Review Received by ICRO: September 6, 2024

Matter Closed by ICRO: October 1, 2024

⁵ On an exceptional basis, given the circumstances, the ICRO request for review of these four related cases was released outside the usual timeline of 30 days receipt of the request for review. Given the special circumstances of this request for review being combined with three other complaints, the decision is being released within 60 days.

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the College's decision to proceed to a voluntary resolution agreement with the Licensee through the Early Resolution process.

3. College File No: CD.2024.033⁶

Review Received by ICRO: September 24, 2024

Matter Closed by ICRO: October 17, 2024

Disposition: The complaint was referred back to the College, with a recommendation that a single identified regulatory issue be reviewed, and the subsequent decision provide an explanation of the results of the College's review. I did not identify any other procedural injustice, nor any errors in fact or in law.

4. College File No: CD.2023.834

Review Received by ICRO: October 4, 2024

Matter Closed by ICRO: November 4, 2024

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the College's decision to proceed to a voluntary resolution agreement with the Licensee through the Early Resolution process.

5. College File No: CD.2023.944

Review Received by ICRO: October 16, 2024

Matter Closed by ICRO: November 18, 2024

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the College's decision to proceed to a voluntary resolution with the Licensee through the Early Resolution process.

6. College File No: CD.2018.383

Review Received by ICRO: October 16, 2024, Suspended for College decision by November 29; no new date; New revised decision received: November 25

Matter Closed by ICRO: December 23, 2024

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the College's decision to proceed to a voluntary resolution with the Licensee through the Early Resolution process.

⁶ This was a French language request for review.

7. College File No: CD.2022.004

Review Received by ICRO: October 22, 2024

Matter Closed by ICRO: November 25, 2024

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the College's not to take further action except to provide guidance to the Licensee.

8. College File No: CD.2024.729295

Review Received by ICRO: November 20, 2024

Matter Closed by ICRO: December 18, 2024

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the College's decision to enter into a voluntary resolution agreement with the Licensee through the Early Resolution process.

Assessment of the Handling of Complaints by College and Recommendations

The College has a critical role in regulating immigration and citizenship consultants in the public interest. The College protects the public by (a) establishing and administering qualification standards, standards of practice and continuing education requirements for licensees; (b) ensuring compliance with the code of professional conduct; and (c) undertaking public awareness activities.

In the busiest quarter since this ICRO's tenure began in August 2022, 11 reviews were completed during the Current Period covered by this Quarterly Report. In general, I found no procedural unfairness, or errors in fact or in law, in the way that the complaints were handled.

There was one instance where the complaint was referred back to the College, with a recommendation that a regulatory issue related to the return of the complainant's "original documents" or "client documents", as referenced in Article 14 of the Code of Professional Conduct, or "customer property" as defined in the Client File Management Regulation, was referred back to the College with a recommendation that the College specifically address the licensee's alleged failure to return the client's documents, as it had not been addressed in the closing letter.

The College has made concerted efforts to improve its complaints handling processes, and this has resulted in a reduction in the types of recommendations made by the ICRO.

During this Current Period, the following recommendations were made:

- Delay in complaints handling was identified as an issue, in one case quite significant. The delays caused no prejudice to the complainants, however, these delays affect the public's confidence in the College. Section 26.7 of the By-law requires that a decision be made "a reasonable time after receiving a complaint". I am aware that the College has been making headway on this issue, and more recent complaints have been handled very promptly. My recommendation was really a reminder to ensure that appropriate measures are taken to ensure prompt handling.
- A recommendation was made for the College to consider having crucial information about its role translated into languages other than Canada's official languages in order to assist members of the public accessing its website. This recommendation has been previously made, with a view to assisting complainants submit their complaints but also to understand the role of the College to act in the public interest.
- Another recommendation was made that does not directly align with improving the College's complaint handling process but addresses an access to justice issue relating to complainants seeking recourse against licensees. In the usual course, complainants are advised during the complaints handling process that they need to seek civil recourses to be compensated for any damages suffered, including seeking reimbursement of fees. However, for those unfamiliar with our legal systems in Canada, this can be very daunting. As a complainant put it, few people can afford legal fees, so they end up giving up their rights. The recommendation was for College staff to be ready to direct complainants to publicly available resources, such as legal clinics, that might provide legal advice or pro bono services.

Conclusion

Complainants play a critical role in supporting the College's mandate of regulating immigration and citizenship consultants in the public interest. The College relies on public and individual complainants to make complaints about licensees, who fail to comply with their code of professional conduct, including when they fall below competence standards.

Through the request for review process, the ICRO holds the College accountable for ensuring that complaint handling procedures used by the College are fair, without errors in fact or in law. This is partly accomplished through the ICRO's recommendations to the College if the ICRO identifies areas of possible improvement in the complaints handling process. Although the ICRO is independent of the College, the ICRO's decisions and recommendations are made in the spirit of ensuring protection of the public interest mandate, and helping the College fulfil its regulatory mandate.

Through communications with the College's leadership team, the ICRO is aware that the College has taken significant steps to improve its complaint handling process, and that they have considered and implemented many of the ICRO's recommendations. In fact, the College's efforts have resulted in less recommendations coming from the ICRO.

I am confident that the improvements to the complaints handling process will reduce anxieties or frustration on the part of both complainants and licensees and increase public confidence. Transparency and clear communications about the College's regulatory mandate to act in the public interest and protect the public, rather than as advocates of individual complainants and their civil matters, is critical to fostering that confidence.

The ICRO will continue to monitor the College's complaints handling processes and provide recommendations, as needed.

Dated this February 3, 2025.

Independent Complaints Review Officer



Lai-King Hum (she/her/elle), ICRO

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chair, Finance and Audit Committee
Re: **Consent Agenda Item – Review of Insurance Coverage**
Date: **March 20, 2025**

Summary:

The Board of Directors is asked to review the College insurance coverage summary.

Requested Action:

THAT: For the information of Committee members, no action required.

Discussion/Analysis:

The Board is requested to review the College's insurance coverages. The Finance and Audit Committee has already conducted a thorough examination of these coverages during their recent meeting.

Based on their assessment, the Committee has determined that the current insurance coverages are sufficient and appropriate for the College's needs. The review process included an analysis of various policy types, coverage limits, and potential risks. The Committee's conclusion provides assurance to the Board that the College is adequately protected against potential liabilities and unforeseen events. The Board is encouraged to review the details and ask any questions they may have to ensure full understanding and confidence in the College's insurance strategy.

Attachment:

Insurance Coverage Summary



Insurance Coverage Summary

Types of insurance coverage	Limit	Deductible
Directors and Officers Liability Insurance (D&O)	\$10,000,000	\$25,000 - \$35,000
Past Acts D & O	\$5,000,000	\$250,000
Regulator E & O	\$5,000,000	\$25,000
EPL	Incl in D & O	\$25,000 - \$35,000
Fiduciary	Incl in D & O	\$25,000
D & O Side A Excess DIC	n/a	n/a
E & O other	Incl in regulator E & O	
Financial Institutions E & O	n/a	n/a
CGL	\$5,000,000	\$1,000
Umbrella	n/a	n/a
Cyber	\$5,000,000	\$25,000
Cyber Crime incl Social	\$250,000	As above
Employee Dishonesty	\$10,000	\$1,000

MEMORANDUM

To: **Board of Directors**
From: **Victoria Rumble**
Corporate Secretary
Re: **Consent Agenda Item – Register of Directors**
Date: **March 20, 2025**

Summary:

The Board of Directors is asked to complete the Register of Directors.

Requested Action:

THAT: all Directors are asked to complete and sign the Register of Directors as provided by the Corporate Secretary.

Discussion/Analysis:

Directors are asked to complete the Register of Directors and provide up-to-date address information as required by ss. 14(1) and 18 of the College Act.

A listing of all Directors is available to the public on the College's website. The College Act requires that the Register of Directors be made available to the public. In compliance with privacy requirements, Directors' mailing addresses will not be disclosed should a member of the public request a copy of the Register.

A copy of the attached will be circulated at the forthcoming Board Meeting. Directors are asked to complete the confidential registers confirming dates of appointment/service, mailing address and signature. These will be kept as part of the College's corporate records. A register is provided for the period of November 30, 2023 to December 4, 2024.

Attachment:

Register of Directors: November 30, 2023, to December 4, 2024

We the undersigned confirm appointment to the Board of the College of Immigration and Citizenship Consultants effective November 30, 2023 to December 4, 2024.

This confirmation is being issued for record keeping purposes and to ensure that the composition of the Board of Directors is accurately documented in the College's records in accordance with *College of Immigration Act and Citizenship Consultants Act 14 (1) (c) and section 18.*

REGISTER OF DIRECTORS			
	NAME	ADDRESS	SIGNATURE
1	Marty Baram <i>Director</i>		
2	Normand Beaudry <i>Director</i>		
3	Stan Belevici <i>Chair</i>		
4	John Burke <i>Vice-Chair</i>		
5	Richard Dennis <i>Director</i>		

6	Tim D'Souza <i>Director</i>		
7	Jennifer Henry <i>Director</i>		
8	Ben Rempel <i>Director</i>		
9	Jyoti Singh <i>Director</i>		

Note:
 S = Standing Item
 P = Project Based

BOARD OF DIRECTORS WORKPLAN 2025/26

ACTIVITY		S/P	NOTES	2025					2026 Mtgs
				Mtg 1 Mar 20	Mtg 2 June 19	Mtg 3 Sept 25	Mtg 4 Oct 21	Mtg 5 Nov 27	
Organizational Performance and Oversight									
A. Strategic Plan									
1	Review Strategic Plan and Refresh	S							✓
2	Review Progress on Strategic Plan Initiatives	S		✓	✓	✓	✓		
3	Review College Regulation Comments	P	Special Meeting February 4, 2025						
B. By-Laws and Regulations									
1	Approve College Regulation Comments	P	Special Meeting February 4, 2025						
2	Approve College Preliminary By-law Framework	P			✓				
3	Review Draft College By-laws	P			✓				✓
4	Review/recommend By-law amendments as needed	S							✓
5	Review Applicable Legislative Changes	S							✓
C. Governance/Governance Policies									
1	Approve Policy Development Policy	S	Last Reviewed March 20, 2024		✓				
2	Approve Board Governance Polices as specified/needed	S		✓	✓	✓	✓	✓	
3	Approve College Governance Policies as specified/needed	S		✓	✓	✓	✓	✓	
4	Approve College Licensee Policies as specified/needed	S		✓	✓	✓	✓	✓	
5	Approval Annual General Meeting Documentation	S				✓			

ACTIVITY		S/P	NOTES	2025					2026 Mtgs
				Mtg 1 Mar 20	Mtg 2 June 19	Mtg 3 Sept 25	Mtg 4 Oct 21	Mtg 5 Nov 27	
D. Organizational Governance									
1	Independent Complaints Review Officer's Quarterly Report	S		✓	✓	✓		✓	
2	Approve Confirmation of Authorized Signing Officers	S	Date of last Review December 5, 2024						
3	Review Outstanding Litigation	S		✓	✓	✓		✓	
4	CEO Succession Planning	S							✓
5	Annual Review of CEO Objectives	S				✓			
Financial Performance and Oversight									
A. Financial Statements									
1	Review Quarterly Financial Statements as prepared by Management	S		✓	✓	✓	✓	✓	
2	Review Outlook/Forecast Q2 Q3	S		✓	✓				
3	Review Annual Audited Financial Statements	S					✓		
4	Appointment of Auditor	S						✓	
5	Review Auditor Engagement and Remuneration	S			✓				
B. Budgeting and Financial Management									
1	Review Operating and Capital Budget	S			✓				
C. Investment Monitoring									
1	Review Quarterly Investment Results	S		✓	✓	✓		✓	
Risk and Uncertainty									
1	Review Significant Financial Risks (as reported by FAC)	S	New Register developed		✓			✓	
2	Review Insurance Coverage Annually	S		✓					

ACTIVITY		S/P	NOTES	2025					2026 Mtgs
				Mtg 1 Mar 20	Mtg 2 June 19	Mtg 3 Sept 25	Mtg 4 Oct 21	Mtg 5 Nov 27	
Governance/Governance Policies									
1	Investment Policy Amendment (s) (as required upon FAC recommendation)	S	Annual Review - Date of Last Review Nov 17, 2022			✓			
2	Reserve Funds Framework Policy Amendment (s) (as required upon FAC recommendation)	S	Bi-annual Review - Date of Last Review – Nov 17, 2022			✓			
3	Signing Officer Policy Amendment (s) (as required upon FAC recommendation)	S	Date of Last Review – Feb 22, 2023						
Board and Board Committee Governance									
1.	Create Workplan for 2025/26 Session	S	Last Reviewed - September 15, 2022	✓					
2.	Annual Review of Board Evaluation	S						✓	
3.	Annual Review of Committee Evaluations	S						✓	
4.	Annual Review of FAC Terms of Reference Amendment (s)	S		✓					
5.	Annual Review of GNC Terms of Reference Amendment (s)	S		✓					
6.	Annual Review of CEO PREC Terms of Reference Amendment (s)			✓					
7.	Annual Review of FAC Membership	S						✓	
8.	Annual Review of GNC Membership	S						✓	
9.	Annual Review of CEO PREC Membership								
10.	Annual Review of Tribunal Committee Membership	S						✓	
11.	Annual Review of Independent Complaints Review Officer Appointment	S						✓	
12.	Review Schedule of Board and Board Committee Meetings	S						✓	
13.	Approve Proposed Slate of Directors (after Transition Period Ends)	S			✓				
14.	Board Chair and Vice-Chair Succession Plan (after Transition Period Ends)	S							✓
15.	Annual Review of Skills Matrix		Under Development		✓				
16.	Annual Review of Board Education Plan	S							
17.	Annual Review of Register of Directors			✓					

- NB: the date of various items may change predicated on the approval of the Regulations

Note:
 S = Standing Item
 P = Project Based

FINANCE AND AUDIT COMMITTEE WORKPLAN 2025/26

ACTIVITY	S/P	NOTES	2025					2026 Mtgs
			Mtg 1 Feb 20	Mtg 2 May 22	Mtg 3 Sept 11	Mtg 4 Oct 7	Mtg 5 Nov 13	
Financial Reporting – Recommendation to Board								
A. Financial Statements								
1	S	Review Quarterly Financial Statements as prepared by Management	✓	✓	✓		✓	
2	S	Review Q2 Outlook/Q3 Forecast	✓	✓				
3	S	Review Annual Audit Plan		✓				
4	S	Review Engagement Letter		✓				
5	S	Review Annual Audited Financial Statements				✓		
6	S	Review Annual Management Representation Letter				✓		
7	S	Review Independence Letter				✓		
8	S	Review of Auditors Recommendations for Implementation				✓		
9	S	Recommend Appointment of Auditor <i>(Doane Grant Thornton LLP Initial Appointment FY2021 - 6 +1 Audits)</i>					✓	
10	S	Recommend Auditor remuneration		✓				
11	S	Review Results of Auditor’s performance Evaluation Survey					✓	
B. Budgeting and Financial Management								
1	S	Review Operating and Capital Budget- Present to Board for Approval		✓				
2	S	Review Banking Arrangements		✓				
3	S	Review Confirmation of Authorized Signing Officers	Reviewed November 14, 2024 due to amendment	✓				
4	S	Review Cash Management Controls		✓				

ACTIVITY	S/P	NOTES	2025					2026 Mtgs	
			Mtg 1 Feb 20	Mtg 2 May 22	Mtg 3 Sept 11	Mtg 4 Oct 7	Mtg 5 Nov 13		
C. Investment Monitoring									
1		Review Quarterly Investment Results	✓	✓	✓		✓		
Internal Control and Information Systems									
1		Review Internal control and Information systems Management		✓					
2		Review Expense reports: Chair, Board of Directors/ President & CEO Annually		✓					
By-Laws and Regulations									
1		Review Compliance Certificate	S	Reviewed Quarterly	✓	✓	✓		✓
Risk and Uncertainty									
1		Review Risk Response Strategies Register	S	New Register developed		✓			✓
2		Review Insurance Coverage Annually	S		✓				
Governance/Governance Policies									
1		Investment Policy (subsequent to regulations publication)	S						✓
2		Reserve Funds Framework Policy (subsequent to regulations publication)	S						✓
3		Signing Officer Policy	S	Reviewed September 13, 2024 due to amendment	✓				
Finance and Audit Committee Governance									
1		Create Workplan for 2025/26 Session	S					✓	
2		Annual Review of Committee Evaluation	S		✓				
3		Annual Review of Terms of Reference	S		✓				
4		Annual Review of Committee Membership	S					✓	

- NB: the date of various items may change predicated on the approval of the Regulations

Note:
 S = Standing Item
 P = Project Based

GOVERNANCE AND NOMINATING COMMITTEE WORKPLAN 2025/26

Activity	S/P		2025							2026 Mtgs	
			Mtg 1 Jan 23	Mtg 2 Mar 4	Mtg 3 April 24	Mtg 4 Jul 24	Mtg 5 Oct 16	Mtg 6	Mtg 7		
By-Laws and Regulations											
1	P	Review College Act Amendments									
2	P	Review Proposed College Act Regulations Issues (if any)	✓								
3	P	Review College Regulation Comments for Board Approval	✓								
4	P	Review/Approve College Preliminary By-Law Framework			✓	✓	✓				
5	P	Review Draft College By-Laws									
6	P	Review/Recommend Draft College By-Laws to Board for approval									✓
7	P	Review/Recommend By-Law amendments as needed									✓
Governance/Governance Policies											
1	P	Review/Approve Policy Framework (Resulting from By-laws)			✓						
2	P	Review/Recommend Governance Policies as needed	✓	✓	✓	✓					
3	P	Review/Recommend Policy Development Policy		✓							
4	S	Executive Expectations of the Chief Executive Officer Policy									
5	S	Board and Committee Member Compensation Policy									
6	S	Board and Committee Expense Policy									
7	S	Annual Report (submission within 120 days of year end)			✓						
8	S	Notice of Annual Meeting Date				✓					
9	S	Review of Annual General Meeting Documentation				✓					

Activity		S/P	2025							2026 Mtgs
			Mtg 1 Jan 23	Mtg 2 Mar 4	Mtg 3 April 24	Mtg 4 Jul 24	Mtg 5 Oct 16	Mtg 6	Mtg 7	
Licensee Policies										
1	Review College Regulatory Policies as needed	S		✓		✓	✓	✓		
Board/Committee Administration										
1	Review Finance and Audit Committee Terms of Reference	S	Completed - June 3, 2024					✓		
2	Review CEO Performance Review and Evaluation Committee Terms of Reference	S	Completed - June 3, 2024					✓		
Board Succession Planning (After Transition Period Ends)										
1	Chair of Board	S								✓
2	Vice Chair of Board	S								✓
3	Directors	S								✓
4	Review Board Skills Matrix	S	Under Development			✓				✓
5	Propose Slate of Directors (Staggered terms)	S								✓
Performance Evaluation										
1	Board Performance Self Evaluation	S	Completed – September 10, 2024					✓		
2	Board Chair Performance Self Evaluation	S	Completed – September 10, 2024					✓		
3	Directors Performance Self Evaluation	S	Completed – September 10, 2024					✓		
4	Committee Performance Self Evaluation	S	Completed – September 10, 2024					✓		
5	Individual Performance Self Evaluation	S	Completed – September 10, 2024					✓		

Activity		S/P	2025							2026 Mtgs
			Mtg 1 Jan 23	Mtg 2 Mar 4	Mtg 3 April 24	Mtg 4 Jul 24	Mtg 5 Oct 16	Mtg 6	Mtg 7	
Directors Orientation and Education										
1	Directors Roles and Responsibilities									✓
2	Role of Board and Committee Chairs									✓
3	Review Board Orientation Materials		Last Reviewed - March 21, 2022							✓
4	Schedule Board Orientation Session for new Directors (as needed)									✓
5	Directors Handbook									✓
6	Survey Directors for Education Priorities		Last Reviewed – November 1, 2023							✓
7	Recommend Board Education Calendar for coming year		Completed November 30, 2023							✓
Governance and Nominating Committee Governance										
1	Create Workplan for 2026/27 Session		Last Reviewed – November 19, 2024							✓
2	Annual Review of Committee Evaluation		✓							
3	Annual Review of Terms of Reference		Completed June 3, 2024							✓
4	Annual Review of Committee Membership		Last Reviewed – November 5, 2024							✓

MEMORANDUM

To: **Board of Directors**

From: **John Murray**
President & CEO

Re: **Consent Agenda Item – Update on Board Compensation**

Date: **March 20, 2025**

Summary:

KornFerry is obtaining information from comparator organizations.

Requested Action:

For the information of Board members. No action required.

Discussion/Analysis:

In accordance with the Board’s instructions, and in consultation with the Governance and Nominating Committee, the College engaged KornFerry in December 2024 to conduct a review of Board and Committee compensation practices among organizations similar to the College.

Actions taken to date include:

1. Identification by KornFerry of 10 “comparator” organizations – mostly professional regulators of similar size (budget and licensee base) and scope to the College;
2. Identification of appropriate contacts within each comparator organization;
3. Requests to participate sent to comparators;
4. Confirmation of comparator participation.

The College’s previous experience with surveys of this nature indicate that comparator organizations often treat this information as sensitive and proprietary. It is not unusual for organizations to decline to participate in these surveys, notwithstanding that every organization that participates is offered access to the results and is usually seeking the same information. As of March 11, 2025, KornFerry has confirmed participation by 5 of the 10 identified comparators and is still pursuing the remainder. A list of the 10 comparator organizations identified by KornFerry is attached to this memorandum as **Appendix 1**.

Attachment:

Appendix 1 – Comparator Organizations

APPENDIX 1

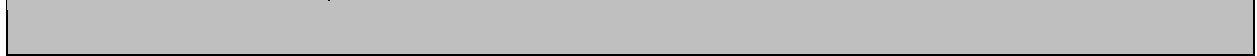
Comparator Organizations:

BC College of Nursing Professionals
College des Medecins du Quebec
College of Physicians and Surgeons of Alberta
College of Physicians and Surgeons of BC
CPA Alberta
CPA British Columbia
Law Society of BC
Ontario College of Pharmacists
Ontario Motor Vehicle Industry Council
Real Estate Council of Ontario

Note: The College of Patent Agents and Trademark Agents will also be considered as the only other “federal” professional regulatory organization.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	March 20, 2025
Agenda Item #:	5.1
Subject:	Report of the CEO – January 2025 to March 2025
Key Contact:	John Murray, CEO & Registrar
Action Required:	<i>For information only</i>



KEY HIGHLIGHTS

The draft **College Act Regulations** comment period ended on February 4, 2025. Extensive comments, informed by Board and Governance and Nominating Committee input, were submitted to IRCC in advance of the deadline.

The 2025 **Fraud Prevention Month** campaign “immigration fraud can be hard to spot” launched successfully on March 3, 2025.

Intake 3 of the **New-Licensee Mentoring Program** was completed on March 11, 2025, with registration of a full cohort of 400 new licensees. Planning for intake 4 is under way.

CURRENT PROJECTS AND INITIATIVES

Code of Professional Conduct Amendments – A request for Ministerial approval of the amendments to the Code of Professional Conduct approved by the Board in December 2024 was submitted on December 19, 2024. Drafting instructions were submitted to the Department of Justice (DOJ) drafters and draft wording prepared, approved by the College and submitted to DOJ juri-linguists for sign off.

F2025 Budget - Following the Finance and Audit Committee meeting on February 20, 2024, Executive and Leadership Team members met to analyze and implement strategies to address the estimated budget shortfall for F2025.

F2026 Budget - The budget development process for F2026 is under way.

By-law Review – Leadership Team members and Managers are engaged in a full review of the draft licensee-facing By-laws and preparing draft policies in support.

CHALLENGES AND OPPORTUNITIES

Growth in the number of RCIC licensees has remained flat during the fiscal year. A meeting was held with Queen's University on February 26, 2025, to discuss. Anecdotal evidence obtained indicates that recent changes to Canadian immigration policy are causing confusion, which is impacting prospective enrolments. Queen's and CSR are developing communications materials to address. Université de Montréal indicates similar concerns.

Ministerial approval of required Code amendments appears to have been delayed by the Liberal Party Leadership Convention. A follow-up letter from the Board Chairperson was sent to the Minister on March 6, 2025.

RECOMMENDATIONS




Continue monitoring of Graduate Diploma Program enrolments and adjust F2026 budget as necessary.

Q3 Strategic Plan Progress Update

March 2025





Strategic Initiatives Status Reporting



INITIATIVE STATUS	
 Green	Proceeding as planned
 Yellow	Proceeding with an adjusted plan or timeline
 Red	Plan under review

MEASURE STATUS	
Achieved	The measure has been successfully met
On track	The measure is expected to be met by the identified timeline but has not yet been met
Modified track	The measure is not tracking toward being met by the identified timeline but could still be met
Not achieved	The measure has decisively not been met
<p><i>The definition of each measure (each milestone or target) will be followed by the quarter-end by which it is expected to be achieved. For example, "Q4" indicates the measure is expected to have been achieved by the end of June.</i></p>	



Objective: Professional Standards & Compliance

Initiative	Description and Purpose	Status	Measures		Activities	
			Milestones/Targets and Timelines for Achievement	Progress	Q3 Summary	Q4 Plans
Quality Assurance	The College will further establish its quality assurance (QA) program, mandated by the College's By-laws, to enable the College to verify licensees' compliance with College requirements and promote maintenance and development of core competencies.	 ON TRACK	Complete business case and options identification (Q3)	Achieved	<ul style="list-style-type: none"> The business case, defining the QA program options for continuing professional development and practice audits, was completed. Executive has reviewed the business case and confirmed current QA components; it will be a key reference point for future enhancements. 	<ul style="list-style-type: none"> The College will continue facilitating its current QA requirements, focused on continuing professional development; further thought will be given to the next phase of program development in the second half of F2026.
			Determine or confirm core QA program components (Q3)	Achieved		
Practice, Policy, and Public-Centred Research	The College will raise its reputation within the sector nationally and internationally, through establishing itself as a thought leader and source of expertise.	 ON TRACK	Research Symposium findings inform programs (ongoing)	Achieved	<ul style="list-style-type: none"> After two successful Research Symposiums, the College built upon the knowledge gained to inform the business case for the QA program. 	<ul style="list-style-type: none"> The College will focus on continued stakeholder collaboration, reciprocal information sharing with national and international regulators, and application of learnings from the previous symposiums.
			Secure 2 research partnerships agreements (Q4)	Achieved		
			Submit/deliver 6 conference proposals (Q4)	Achieved		
			Expand relationships with international regulators (Q4)	On track		


Objective: Professional Standards & Compliance

Initiative	Description and Purpose	Status	Measures		Activities	
			Milestones/Targets and Timelines for Achievement	Progress	Q3 Summary	Q4 Plans
Regulations, By-Laws and Policies Development	The College will participate in the regulation drafting process, and revise its By-laws accordingly, to position the College to be an effective professional regulatory organization.	 ON TRACK	Participate in regulation drafting process (Q3)	Achieved	<ul style="list-style-type: none"> The College reviewed and submitted comments on the College Act Regulations in February. The College also engaged licensees through webinars and a survey to provide information and gain their perspectives on the proposed regulations. 	<ul style="list-style-type: none"> The College will liaise with the Department of Justice on the By-laws related to the finalized College Act Regulations, to gain insights and offer recommendations. To advance the implementation of the By-laws, the College will facilitate staff training.
			Facilitate licensee participation in regulation drafting process (Q3)	Achieved		
			Incorporate the needs of the College in revised By-laws (Q3)	Achieved		
Complaints Process Efficiency and Effectiveness	The College will protect the public interest by reviewing conduct concerns and taking proportionate action against those who are non-compliant with the College Act and Code of Professional Conduct.	 ON TRACK	Acknowledge complaints within average of 3 business days (ongoing)	On track	<ul style="list-style-type: none"> The College has maintained momentum in evaluating the outcomes from pre-College cases; the rate of case assignment and closure continues to outpace the rate of new complaints. This has been supported by resource review and training to maximize throughput. 	<ul style="list-style-type: none"> In addition to ongoing case review processes, the College will conduct an initial review of the College Act Regulations impact on complaint-related processes.
			90% of pre-College files assigned or closed (Q4)	On track		
			90% of ICRO decisions support College procedures were followed (Q4)	On track		
			Discipline committee decisions upheld by judicial reviews (ongoing)	On track		



Objective: Unauthorized Practitioners

Initiative	Description and Purpose	Status	Measures		Activities	
			Milestones/Targets and Timelines for Achievement	Progress	Q3 Summary	Q4 Plans
High and Low-Profile Domestic UAP Shut Down	The College will maintain confidence in the profession by differentiating UAP conduct from licensees and protect the public from those not qualified to practice.	 ON TRACK	Shut down 5,000 UAP social media/website (Q4)	On track	<ul style="list-style-type: none"> The College continues to explore opportunities to combat UAPs. The College has prioritized files in which a UAP is located in Canada and/or impersonating a licensee; the College also continues to review UAP reports. 	<ul style="list-style-type: none"> Based on its review of best practices, the College will determine whether there are additional options the College can employ for enhancing its UAP detection, mitigation, and reporting efforts—either in the short-, mid-, or long-term—as well as associated resource implications.
			Injunction applications for domestic UAPs complied with/granted (Q4)	On track		
Top Source Countries Awareness Communication	The College will continue to raise public awareness via a multi-lingual international fraud prevention campaign.	 ON TRACK	Increase web traffic to the public register by 50% during campaign in-market phase (Q4)	On track	<ul style="list-style-type: none"> The College developed the 2025 Fraud Prevention Month (FPM) awareness campaign and launched it in early March. The campaign is focused on advertising in Canada and in 16 of the top source countries, directing people to the Public Register. 	<ul style="list-style-type: none"> The FPM campaign will conclude in late April. The results will be analyzed to identify performance trends to inform the continued public awareness campaign in F2026.
			Meet industry benchmarks for annual follower growth rates (Q4)	On track		
			Meet industry benchmarks for social media engagement rates (Q4)	On track		



Objective: Stakeholder Communication

Initiative	Description and Purpose	Status	Measures		Activities	
			Milestones/Targets and Timelines for Achievement	Progress	Q3 Summary	Q4 Plans
Proactive Licensee Communication	The College will actively engage with its licensees to reinforce the College’s reputation as a respected regulator.	 ON TRACK	Hold 8 meetings with CAPIC for consultation and feedback (Q4)	On track	<ul style="list-style-type: none"> The College completed a range of activities in Q3, including issuing a Code of Conduct reminder following Minister Miller’s letter, as well as completing Leadership Team crisis communication training and Executive on-camera media training. 	<ul style="list-style-type: none"> The College will continue ongoing proactive communications about relevant, timely College activities to Licensees with concurrent development of unique communications plans and tactics of varying degrees of complexity. The College will issue a survey in April to establish a benchmark for licensee perception of College communications.
			Meet industry benchmark open and click rates in monthly bulletins (Q4)	On track		
			Issue 200+ proactive licensee communications per year (Q4)	On track		
			Publish 250+ social media posts directed to licensees annually (Q4)	On track		
			Establish benchmark for licensee perception of College communication (Q4)	On track		



Objective: Stakeholder Communication

Initiative	Description and Purpose	Status	Measures		Activities	
			Milestones/Targets and Timelines for Achievement	Progress	Q3 Summary	Q4 Plans
Government Relations and Issues Management	The College will advance its mandate through government relations.	 ON TRACK	Build and operationalize process for media responses (Q3)	Achieved	<ul style="list-style-type: none"> In Q3, the College held two minister meetings and met with program managers and policy analysts to raise awareness of fraud prevention and to solidify partners' commitment to share FPM campaign creative. 	<ul style="list-style-type: none"> The College will continue pursuing and capitalizing on meeting opportunities with federal and provincial governments, domestic and foreign agencies, law societies and law enforcement agencies in support of the College's objectives.
			100% on-time response rate to mainstream media requests (Q3)	Achieved		
			45 requests for information and advice from partners (Q4)	On track		
			Partners are involved in issue management (ongoing)	On track		
Strategic Relationship Partners	The College will leverage and engage with primary, secondary and influencer-level partners to advance its mandate.	 ON TRACK	Emerging issues are managed effectively (ongoing)	Achieved	<ul style="list-style-type: none"> To extend the reach of its FPM awareness campaign, creative assets were shared with key stakeholders for dissemination through their channels. The Leadership Team also engaged their respective networks of stakeholders to share FPM messaging. 	<ul style="list-style-type: none"> The College will continue its ongoing strategic partnership activities and meetings, including through the completion of FPM in April.
			Hold monthly meetings with IRCC Communications team (Q4)	On track		
			Hold quarterly meetings with IRCC's Policy team (Q4)	On track		

Objective: Sustainability

Initiative	Description and Purpose	Status	Measures		Activities	
			Milestones/Targets and Timelines for Achievement	Progress	Q3 Summary	Q4 Plans
Culture and Engagement	The College will continue to develop and enhance culture and engagement through initiatives and experiences that positively impact employees.	 ON TRACK	Complete Task Team action plans (Q4)	On track	<ul style="list-style-type: none"> The quarterly President & CEO "Ask Me Anything" session was held, the appreciation and recognition manager training was scheduled, and 5 out of 7 approved Great Place to Work Task Team activities have now been completed. 	<ul style="list-style-type: none"> The College will deliver the remaining Task Team action plan items and continue to provide programs and initiatives related to culture and engagement.
			7.5% (or lower) annual employee attrition rate (Q4)	On track		
Diversity, Equity and Inclusion	The College will develop a DEI Statement of Commitment and DEI Strategy.	 ON TRACK	Share results of employee feedback with staff (F2026 Q1)	Achieved	<ul style="list-style-type: none"> The College held 6 staff collaboration sessions, which were collectively attended by approximately 24 employees. Progress was also made on developing a DEI strategy with the consultant, including a statement of commitment based on best practices and employee feedback. 	<ul style="list-style-type: none"> The College will work to finalize its DEI strategy with the consultant in Q4.
			Establish a minimum of 3 staff collaboration sessions (Q4)	Achieved		
			Finalize DEI statement of commitment and strategy (Q4)	On track		

Objective: Sustainability

Initiative	Description and Purpose	Status	Measures		Activities	
			Milestones/Targets and Timelines for Achievement	Progress	Q3 Summary	Q4 Plans
Enterprise Management System	The College will continue its implementation of an integrated enterprise management system, iMIS, to improve the efficiency and effectiveness of business processes, through replacing legacy systems, streamlining workflows, and providing evidence-base data in managing the licensee base.	 ON TRACK	Fully launch iMIS (Q1)	Achieved	<ul style="list-style-type: none"> The project focused on quality improvement, driven by a new "agile" process and staff training. This has led to significant gains in the speed at which issues are resolved. In parallel, user experience changes have been prioritized, including updates to the public register. 	<ul style="list-style-type: none"> Planned iMIS updates for Q4 include improving the annual renewal process, preparing for changes driven by regulations and by-laws, and continued external user experience enhancements.
			Post-launch hyper care (Q1)	Achieved		
			85% of annual renewals completed without support (Q1)	Achieved		
			Stable and fully operational iMIS platform (Q4)	On track		
Records Management	The College will plan an approach to records management, that will enable the College's staff and systems to effectively and efficiently manage its records in alignment with relevant legislation and regulations and be responsive to formal information requests.	 ON TRACK	Procurement process for vendor executed (Q3)	Achieved	<ul style="list-style-type: none"> A procurement process to recruit a vendor to help the College determine its approach to records management was successfully conducted. 	<ul style="list-style-type: none"> The College will determine what a records management framework must include to comply with legislative requirements, through preliminary consultation with its selected vendor.
			Establish plan for building compliant approach to records management (Q4)	On track		

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	March 20, 2025
Agenda Item #:	5.2
Subject:	Report of PREP Department – January 2025 to March 2025
Key Contact:	Beata Pawlowska, Director, PREP
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

Essential RCICs and RISIA Competency Frameworks: The multimethod research project aimed at revalidating competency frameworks for our licensees is now complete, resulting in revised frameworks that align with current practice needs and enhance public protection, with the full report forthcoming.

Licensing Examinations: We developed and analyzed all College’s licensing exams to date ensuring accurate assessment of licensees’ competencies and practice readiness. Between January and March 15, 2025, we developed additional 414 new competency-based questions, expanding the College’s exam bank to over 4769 questions.

Research Footprint: Strengthened the College's reputation and expanded its research footprint by successfully submitting and securing acceptance for six presentations at prestigious national and international regulatory conferences.

Specialization Program: The College’s Specialization Program remains a cornerstone of professional development, with over 1,733 graduates to date and 173 participants enrolled between January and March 2025. Licensee satisfaction consistently exceeds 94%, reflecting the program’s effectiveness in meeting course objectives, delivering high-quality content, and achieving strong learning outcomes.

Mentoring Program: Intake 3 of the New-Licensee Mentoring Program will launch on March 31, with 400 licensees and 80 mentors already enrolled. All mentors have successfully completed their onboarding process, ensuring a seamless start to the program.

Practice Management Education Program: We delivered 125 PME sessions, filling 1039 licensee seats, with a satisfaction rate continuing to exceed 95% across all PME courses.

Continuing Professional Development Program: Between January 1 and March 15, 2025, 137 Continuing Professional Development (CPD) activities from providers were processed, and 14 individual licensee activities were approved. There are 60 CPD providers for RCICs and RISIAs.

Quality Assurance Program: The business case, defining the QA program options for continuing professional development and practice audits, was completed. The Executive has reviewed the business case and confirmed current QA components; it will be a key reference point for future enhancements.

CURRENT PROJECTS AND INITIATIVE

By-Laws and Regulation Project:

To advance the implementation of the new regulatory regime for the College, the policy team has identified 35 policies in scope, including 23 current ICCRC Regulations and 12 College policies. A Gap Analysis identified 10 potential new policies.

Consultations with Policy Owners to review all 35 policies and discuss the new policies have begun and will continue until the project is completed.

CHALLENGES AND OPPORTUNITIES

Amid resource challenges, our employees' dedication and expertise are vital to our resilience and success. Prioritizing their recognition ensures they feel valued for sustaining performance, innovation, and organizational excellence.

RECOGNITION AND MILESTONES

Advancing College Reputation & Licensee Competence: Revised RCIC and RISIA competency frameworks through a multi-phase research study. Developed 4769 competency-based licensing exam questions to date to ensure rigorous assessment of licensee competence and practice readiness.

Regulatory Governance: The policy team has completed the gap analysis and commenced the revision of policies.

Research Footprint and Public Engagement: Strengthened College reputation and presence at national and international regulatory conferences with six well-received presentations.

Public Protection & Licensee Competence: The ongoing delivery of College programs, marked by high satisfaction rates, coupled with the processing of hundreds of Continuing Professional Development (CPD) activities, continues to improve licensee competence, thereby strengthening public protection.

Ongoing Initiatives: Quality Assurance Program design and development.

Team Commitment: The accomplishments demonstrate the PREP team's outstanding dedication, perseverance, and creativity in addressing challenges to maintain high standards and promote regulatory excellence.

RECOMMENDATIONS

- Leverage internal expertise to drive evidence-based programs, enhance decision-making, and communicate the value of research-driven regulation and programming, reinforcing the College's reputation as a credible regulatory authority.
- Strengthen collaboration across functions to improve operational efficiency and maximize existing resources.
- Continue to demonstrate thought leadership through active participation in industry panels, regulatory forums, and academic conferences to strengthen credibility in the sector.
- Strengthen internal governance structures to ensure transparency, integrity, and adherence to best practices.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, March 20, 2025
Agenda Item #:	5.3
Subject:	Report of Registration Department – January 2025 to March 2025
Key Contact:	Cathy Pappas, Director, Registration
Action Required:	<i>For information only</i>



KEY HIGHLIGHT

The Registration Department has re-commenced administrative enforcement paused during the iMIS implementation period.

Suspensions and revocations have commenced, and further suspensions and revocations have been scheduled. Upcoming suspensions include failure to provide professional liability insurance, non-payment of fees, and failure to submit annual renewal requirements.

Revocations are on schedule for 30 days post suspension.

CURRENT PROJECTS AND INITIATIVES

The Registration Department commenced a project with members of the PREP team to review and revise the current regulations to assist in establishing up to date policies. The department has 15 current regulations that require revision.

CHALLENGES AND OPPORTUNITIES

Attrition Report from the start of fiscal year 2024-2025:

Month	July 2024	August 2024	September 2024	October 2024	November 2024	December 2024	January 2025
Total RCICs	12344	12385	12395	12421	12410	12324	12256
Total RISIAs	457	465	469	475	478	485	485
Total Licensees	12801	12850	12864	12896	12888	12809	12741
% growth:		0.38%	0.11%	0.25%	-0.06%	-0.61%	-0.53%

Overall growth in the number of RCIC licensees has remained flat during the fiscal year.

RECOGNITION AND MILESTONES

Recently staff from the Licensing Applications and Entry-to-Practice areas of the Registration Department presented to students finishing the Graduate Diploma in Immigration & Citizenship Law at Queen’s University. Topics included preparing for the Entry-to-Practice Exam and the licensing process. The presentation was very well received. The Registration Department has agreed to a recurring presentation for all upcoming graduate cohorts.

An invitation has been extended to the Université de Montréal for similar presentations.

Similar presentations have been provided to all graduating RISIA cohorts at CBIE (Canadian Bureau for International Education).

RECOMMENDATIONS

Continuation of the work of the department.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	March 20, 2025
Agenda Item #:	5.4
Subject:	Report of Professional Conduct Department – January 2025 to March 2025
Key Contact:	Laura Halbert, Director, Professional Conduct
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

- Rate of closure of complaint files continues to outpace rate of receipt of new complaints.
 - 17% reduction in open complaints FY2023-FY2024
 - ~15-18% reduction in open complaints FY2024-FY2025 based on current trending data
- ~50% reduction in open legacy files since start of FY2023 to end of FY2025 (forecast)
- Intake and Early Resolutions staff are dealing with contemporaneous complaints.
- Investigation files continue to be re-assessed with special projects and prioritized according to risk.
- Interim suspension powers used for most serious public protection issues

CURRENT PROJECTS AND INITIATIVE

- Injunctive powers (UAP), Discipline Committee decisions filing in federal court, and interim suspensions continue to be used, as required, to leverage compliance and public protection.
- Pilot project underway re: collections on outstanding DC orders.

CHALLENGES AND OPPORTUNITIES

- Unpredictability of final regulations language and timing is impacting planning for procedure and workload challenges.
- UAPs and investigation resource implications

RECOGNITION AND MILESTONES

~50% reduction in legacy cases anticipated by end of FY2025 vs FY2023

RECOMMENDATIONS

Continue to monitor workload pressures and evaluate future needs accordingly.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	March 20, 2025
Agenda Item #:	5.5
Subject:	Report of Communications and Stakeholder Relations Department – January 2025 to March 2025
Key Contact:	Jessica Freeman, Director, Communications and Stakeholder Relations
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

- FPM launch March 3rd
 - key stakeholders such as Federal and Provincial partners will be given assets to share in addition to media buys
- Proactive licensee communications via social media (41 posts on relevant topics to date in Q1, January and February Bulletins deployed)
- Executive-level on-Camera Media Training complete (Feb 2025)
- Crisis Communications plan complete, including mock scenario exercise to execute and refine plan (Feb 2025)
- Strategic key messages developed and disseminated to media as required, helping to strengthen media awareness and understanding of the College and our work

CURRENT PROJECTS AND INITIATIVES

- Our new FPM campaign will run in English, French, Hindi, Punjabi, Arabic and Simplified Chinese, both in Canada and in 16 of the top source countries for immigration to Canada. The campaign will also include English transit ads in Vancouver and Toronto, and French transit ads in Ottawa and Montréal.
- Ongoing Provincial Government meetings
- Ongoing IRCC meetings
- Ongoing media relations work
- Ongoing strategic communications plans and tactics developed and executed as required (New Licensee Mentoring Program, Specialization Program, etc.)
- Annual Report work beginning (content framework, creative development, etc.)

CHALLENGES AND OPPORTUNITIES

Please see appendix “Media Relations Report” for a detailed overview of the current media relations landscape at the College.

Efforts are underway to better align communications activities with IT (i.e. iMIS, the website, etc.)

RECOGNITION AND MILESTONES

Key milestone: March 3rd FPM launch

RECOMMENDATIONS

Media Relations Report

Version: 2025-001
Last Modified: February 21, 2025

Background: Increased dialogue about immigration in Canada is resulting in increased scrutiny and criticism of the College. There currently exists a fundamental misunderstanding, or sometimes, a complete lack of understanding stemming from low awareness, about the College's role, responsibilities, and overall purpose in the Canadian immigration ecosystem. As a result, the College finds itself in a challenging position when faced with questions from journalists. Additionally, there is broader reputational risk if misinformation about the College continues to persist.

The College must be prepared to articulate its purpose for journalists, government audiences and the public, as immigration continues to dominate Canadian public discourse. By quickly and accurately responding to questions about its own role in the immigration ecosystem, the College will be better positioned to correct misconceptions and manage inquiries.

Approach: Every media inquiry received by CSR is evaluated quickly to meet the journalist's deadline and ensure the College has right of reply in any resulting article or story.

CSR works with the relevant department to establish the facts before developing recommended next steps. A conversation with the journalist is often helpful, to get an understanding of what the crux of their story will be and what they see as the College's involvement or role.

Content: Many media inquiries are sparked by alleged misconduct of a College licensee or by the actions of a UAP. Journalists want to know what we are doing about it. Most of the time, we are unable to provide the kind of detail they would like because of confidentiality requirements. We cannot comment on ongoing investigations into either licensees or UAPs nor can we confirm whether an investigation exists. This could be a breach of privacy, could hamper an investigation and carries a significant reputational risk.

Not providing the detail the journalist wants can be taken as an indication that we are doing nothing. To mitigate that risk, we can provide high-level information on what we generally do in such cases, and we strongly condemn the alleged actions in general terms.

For example, we opened a recent response to the Toronto Star with: "Fraudulent use of licensee information is both illegal and unacceptable. Unauthorized Practitioners who pose as licensees create confusion and lack accountability to the expectations and competencies that are required by law."

Our responses also reiterate the College's role as the regulator, warn the public of the dangers posed by UAPs and encourage them to check the Public Register. We also provide an 'About the College' summary which provides a brief overview of our role.

Proactive content: CSR's approach to telling the College's story and protecting its reputation is not just a reactive one. We respond to media inquiries, and we also use our own communications channels (social media, the website and the Bulletin) together with paid advertisements to share

messaging about our role, the dangers posed by UAPs, highlighting our fraud prevention work and promoting the Public Register.

Challenges: News stories written about immigration are rarely positive in nature and the College can find itself in a position where we are being asked to explain our perceived lack of action in dealing with a particular situation. We also know that there exists a misunderstanding of our role.

While we are often unable to directly respond to questions about ongoing investigations or named individuals, we take these opportunities to explain in general terms our work to tackle UAPs and our disciplinary process for licensees.

We do not exist to advocate for licensees and we must accept that there are bad actors in the profession in the same way that there are bad actors in every regulated profession. Our purpose is to regulate them in the public interest and to protect the public.

Successes: Increasingly, journalists approach us for comment on stories where it is appropriate for the College's voice to be heard. Because of our concerted media relations efforts over the last two years, more journalists are aware of the College and are starting to better understand what it is we do and what we don't do. We know this based on the types of requests we receive. Our responses are being published and our key messages are increasingly being shared by media.

Through background 1-1 conversations with journalists, we are combatting misinformation by providing helpful explanations of very complex subject matter. Building these relationships also helps to prevent misinformed views appearing in future articles.

In 2024 the College provided responses to 25 media inquiries. In less than the first two months of 2025, we have provided responses to 14 inquiries. These figures show both increased interest in stories about immigration, and increased media awareness of the College.

Lastly, LT has completed a crisis communications plan that included a real-time tabletop crisis simulation. Key members of the LT have also received rigorous on-camera media training to test and refine reactions to high-pressure situations.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	March 20, 2025
Agenda Item #:	5.6
Subject:	Report of Chief Operating Officer – January 2025 to March 2025
Key Contact:	Russ Harrington, Chief Operating Officer
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

The following is a summary of activity in F2025 as of February 24, 2025.

Number of ATIP Requests Received

Note: A single request may include multiple request items

	ATIA	PA	Total
Number of requests – College related	9	6	15
Number of requests – not College related	0	5	5
			20

Number of extensions taken

Act	# of extensions
ATIA	7
PA	3

Distribution of requests across departments

Note: A single request may involve multiple departments

	OCEO	GOV	HR	FIN	OPS	RD	PREP	PC	CSR
ATIA	4	2	2	3	3	3	4	3	2
PA				2		3	3	2	
Total	4	2	2	5	3	6	7	5	2

Examples of requests made under ATIP

Note: The sample topics are general descriptions and do not include the details of each topic. They are presented to not identify the requester or reason for the request.

- Copies of complaints made against a specific licensee or immigration consulting business
- Information regarding the scoring methods/grading system of the Entry-to-Practice Exam
- Information regarding the number of outstanding legacy and College complaints
- Information concerning the selection process for educational course registration
- Questions about paralegals – how many are accepted into the program, how many have been subject to disciplinary hearings
- Entry-to-Practice Exam questions and answers
- Scores of an individual’s Entry-to-Practice Exam
- Instructor’s assignment feedback for Mentorship program
- A candidate’s webcam recording of the Entry-to-Practice Exam
- Last known address and place of employment of a specific licensee
- Information regarding past and current investigations
- All records containing an individual’s name

CURRENT PROJECTS AND INITIATIVE

- N/A

CHALLENGES AND OPPORTUNITIES

- N/A

RECOGNITION AND MILESTONES

- N/A

RECOMMENDATIONS

- N/A

MEMORANDUM

To: **Board of Directors**

From: **Tim D'Souza**
Chair, Finance and Audit Committee

Re: **Agenda Item 6.1 – Review of Financial Results for Period ended December 31, 2024**

Date: **March 20, 2025**

Summary:

The financial results of the College for the second quarter ending December 31, 2024, together with the report on College investments, and second quarter year-end forecast are presented for Board review.

Requested Action:

For the information of Board members only, no action required.

Discussion/Analysis:

Summarized Financial report for FY2024 Q2 ended December 31, 2024, presents the following:

- Statement of Operations showing results of revenue and expense versus budget
- Variance Explanation
- Statement of Financial Position showing changes in assets and liabilities
- Statement of Changes in Net Assets
- Investments Summary

Financial Report for FY2024 Q2 Outlook presents the following:

- Q2 Forecast Statement of Operations showing results of forecast revenue and expense versus budget for year ending June 30, 2025
- Variance Explanation

Attachments:

Summarized Financial Report for FY2025 Q2
Financial Report for FY2025 Q2 Outlook

Summarized Financial Report for FY2025 Q2 ended December 31, 2024

Summarized statements of operations for the second quarter ended December 31, 2024 compared with the budget is presented as follows:

Summarized Statement of Operations Period ended December 31, 2024	YTD Actual	YTD Budget	Variance over (under) Budget	Annual Budget
Total Revenue	12,453,379	12,513,790	(60,411)	25,027,613
Total Expenses	12,556,113	12,297,044	259,069	25,206,258
Excess of Revenue over Expenses	(102,734)	216,746	(319,480)	(178,645)

Highlights:

- Revenue under budget by 0.5%:
 - Flat growth in licensees numbers. New licensees offset by attrition.
 - Fines issued for not meeting CPD obligations and late payment fees were higher than expected.
 - Increase in demand for Specialization program. More cohorts created in F2025 to support the demand

Overall, total revenue was close to budget. The revenue variances offset each other.

- Expenses over budget by 2.1%:
 - Social media/outreach over budget due to additional media buy to support public awareness campaigns.
 - iMIS development expenses higher than budgeted due to change requests to support increased functionality and features development for end users, and bug repairs.
 - Payroll and related expenses were lower than budgeted due to delays in hiring budgeted positions because of change in staffing requirements and budgeted positions filled later than expected.

The underspend in payroll partially offsets the overspend in social media/outreach and IT infrastructure development, resulting in an unfavorable expense variance.

A summarized Statement of Financial Position as of December 31, 2024 compared with June 30, 2024 is presented as follows:

Summarized Statement of Financial Position	December 31,2024	June 30,2024	Increase (Decrease)
Total Assets	40,948,318	37,319,053	3,629,264
Total Liabilities	13,235,713	9,503,713	3,731,999
Total Net Assets	27,712,605	27,815,340	(102,734)

Highlights:

- Assets increased due to increase in accounts receivable, which includes annual fee invoices pending receipt of payment upon due date of each quarter. This reflects a change in invoicing where licensees are invoiced for the full annual fee and those selecting to pay quarterly are provided a payment plan. Previously, licensees were invoiced quarterly for those selecting to pay quarterly.
- Liabilities increased due to higher deferred revenue. These fees will be recognized as monthly revenue throughout the fiscal year, reflecting the change in invoicing practices as discussed above.

Investment listing as of December 31, 2024 is presented as follows:

	Principal	Rate	Maturity date
CIBC GICs			
Non-redeemable GIC 38-5823177 LD-00272	1,042,104	5.05%	08-Apr-25
Non-redeemable GIC 38-5823177 LD-00299	1,040,464	5.05%	15-Apr-25
Non-redeemable GIC 38-5823177 LD-00302	1,000,000	4.93%	11-Jul-25
Non-redeemable GIC 38-5823177 LD-00329	1,000,000	4.93%	11-Jul-25
Non-redeemable GIC 38-5823177 LD-00337	1,000,000	4.93%	11-Jul-25
Total CIBC	5,082,568		
RBC GICs			
Prime-Linked Cashable GIC 00100189283-0016	1,040,241	5.20%	01-Apr-25
Total RBC	1,040,241		
Investment Interest receivable	182,193		
Total Short-term investments	6,305,003		



Highlights:

- Total investments were \$6.12M as of December 31, 2024.
- No investment activity in the second quarter.
- Total Year-to-date investment interest income earned was \$182K.

Financial Report for FY2025 Q2 Outlook

EXECUTIVE SUMMARY

The FY2025 Q2 outlook yields a deficiency of \$1.45M revenue over expenses as compared with the budget deficit of \$179K. The following are the outlook statements of operations and variance explanation.

Q2 Outlook Statement of Operations for fiscal ending June 30, 2025

	Q2 Forecast	Budget	Variance over (under) Budget
Revenue			
Annual fees	21,593,779	22,394,491	(800,712)
Exam Fees	583,581	568,912	14,669
Mentoring Program	321,970	315,160	6,810
Interest Income	1,345,623	1,425,000	(79,377)
Specialization Program	500,150	112,000	388,150
Other Revenue	670,473	212,050	458,423
Total Revenue	\$ 25,015,576	\$ 25,027,613	\$ (12,037)
Expense			
Office of the CEO	2,425,023	2,098,333	326,690
Human Resources	787,827	705,935	81,892
Professional Conduct	4,823,081	4,730,117	31,026
Operations	2,787,278	2,711,139	76,139
Information Technology	3,717,420	3,021,420	696,000
PREP	3,694,151	3,945,842	(251,691)
Communications & Stakeholder Relations	3,346,101	3,291,322	54,779
Registration	2,222,677	2,293,314	(70,637)
Governance, Board and AGM	504,070	557,091	(53,021)
Finance	1,681,360	1,625,845	55,515
Amortization of Capital Assets	474,715	225,900	248,815
Loss on disposal of Capital Assets	-	-	-
Total Expense	\$ 26,401,765	\$ 25,206,258	\$ 1,195,507
Deficiency of revenue over expense	\$ (1,386,188)	\$ (178,645)	\$ (1,207,543)

Highlights:

Revenue:

- Number of licensees - Flat growth rate. Smaller increase in number of licensees offset by attrition. There may be an increase as the remaining former IPP program graduates must take the Entry to Practice Exam (EPE) by December 2025. Unfavourable variance is offset by the uptake in Specialization Program revenue and other paid revenues on CPD fines and late payment fees.
- Specialization Program - Increase demand of the program resulted in re-extension of the program to December 2026. Continuance of program revenue until then.
- Interest income - As the decrease of bank rate continues, interest income will likely be under budget.

Expense:

- Payroll and related expenses - Overall spending exceeds budget by \$51K to reflect the additional support to meet operational and regulatory requirements, the increase in benefit premium and usage of health spending account.
- IT infrastructure expenses - Ongoing maintenance and enhancement of iMIS during the stabilization period. Estimated spending of \$717K including software fees and development over the budget.
- Increase media buy to raise public awareness of the College's role. Continuance of previous year's work with spending of \$294K. Overspent by \$244K utilizing prior years' surpluses.
- Amortization expenses - Increase by \$248K. Non-cash accounting item to support the auditor's new allocation requirement.

Variance Explanation for FY2025 Q2 Outlook

Revenue Variance: Total estimated revenue under budget by \$12K (0.05%)

Annual Fees - \$801K under budget

- Decreased growth in number of licensees is offset with increased attrition, including a reduction of 100 – 200 to reflect the potential revocations over the next 3 months.
- Increase in bad debts resulting from revocations reduced annual fees revenue.
- New licensees joining the College at different times of the year resulted in prorated fees lower than anticipated.

Interest Income - \$79K under budget

- Lower interest income realized on GIC and interest-bearing bank accounts. Anticipated reduction of bank rates in the fiscal year.

Specialization Program - \$388K over budget

- The extension of the program to December 2026 led to higher than anticipated enrollment.

Other Revenue - \$458K over budget

- Higher than expected paid regulatory offenses fees on CPD compliance and late payment fees. Enforcement including revocations has restarted under iMIS with automated late payment process.

Expense Variance: Total estimated expenses over budget by \$1.26M (5%)

Office of the CEO - \$327K over budget

- \$193K over budget – Payroll expenses. Support for strategic initiatives and increase in health benefits usage.
- \$152K over budget – Higher than anticipated additional legal support for College Regulations and By-laws work, and corporate litigation.

Human Resources - \$82K over budget

- Higher than anticipated professional services from external legal counsel on employment matters.

Professional Conduct - \$31K over budget

- \$26K over budget – Anticipated overspend on external legal services by \$88K to reduce backlog as case inventory is cleared less full panel hearings due to negotiated resolution will reduce this overspend by \$61K.

Operations - \$76K over budget

- \$69K over budget – Increase in payroll costs and consulting services due to additional support related to ATIP requests and IT.
- \$77K over budget – Higher spending on legal services on ATIP requests and consulting related to compliance.
- \$24K under budget – Reduction of rent expense resulted from leasehold improvement allowance on office buildout of the new lease agreement.
- \$25K under budget – Lower insurance premium than anticipated upon renewal due to soften of market.

Information Technology - \$696K over budget

- \$665K over budget – Additional support required during iMIS stabilization period and to support external user experience.
- \$52K over budget – Additional software fees for onboarding new hires.

PREP - \$252K under budget

- \$99K under budget – Lower payroll costs than budgeted due to budgeted positions unfilled.
- \$62K under budget – Stipend to mentors postponed to next fiscal.
- \$118K under budget – No Research Symposium is planned this fiscal. Budgeted spending for Symposium unused.

Communications and Stakeholder Relations - \$55K over budget

- \$141K under budget – Lower payroll costs than budgeted due to staff attrition and position filled later than expected.
- \$41K under budget – Less travel than anticipated.
- \$244K over budget – increase spending in social media to help raise public awareness of key messages.

Registration - \$71K under budget

- Lower payroll costs than budgeted. Budgeted positions were filled later than expected.

Governance, Board, and AGM - \$53K under budget

- \$19K under budget – Reduction in giveaway items for licensees during AGM event.
- \$29K under budget – Board portal subscription reported under IT.

Finance - \$56K over budget

- \$50K over budget – Added position for additional support in Accounts Receivable function.

Amortization of Capital Assets - \$248K over budget

- Adjustment of amortization expense to align with term of the new lease agreement, to support the auditor's new allocation requirement.

MEMORANDUM

To: **Board of Directors**

From: **John Murray**
President & CEO

Re: **Agenda Item 8.1 – Update on Code of Professional Conduct Amendments,
College Act Regulations and College By-laws**

Date: **March 20, 2025**

Summary:

Code amendments proceeding, IRCC has provided additional information on the progress of the College Act Regulations. By-laws entering detailed review.

Requested Action:

For the information of Committee members. No action required.

Discussion/Analysis:

Code of Professional Conduct Amendments: Pursuant to the resolution of the Board passed at the December 5, 2024 Board meeting, the Board Chairperson wrote to the Minister of Immigration, Refugees and Citizenship Canada (IRCC) on December 19, 2024, to request written approval of proposed amendments to the Code of Professional Conduct for College Licensees (Code) to facilitate the capacity provisions provided for in the draft College Act Regulations pre-published for comment in the December 21, 2024 *Canada Gazette* (Regulations). College Staff engaged with IRCC and the federal Department of Justice (DOJ) to provide drafting instructions.

DOJ produced draft wording which has been placed in the queue for DOJ sign-off.

At the request of IRCC, the Board Chairperson sent a follow-up letter to the Minister on March 6, 2025. No response to date.

College Act Regulations: Comprehensive comments on the Regulations were submitted to IRCC on February 4, 2025. IRCC responded with their preliminary views on possible amendments to the Regulations on March 12, 2025. As proposed, these amendments address many (but not all) of the College's concerns with the operation of the Compensation Fund. The proposed amendments will be discussed in more detail under Agenda Item [in camera session].

College By-laws: Copies of the draft College by-laws amended to reflect changes discussed at the December Board meeting have been uploaded into Convene. As the Regulations become more final, the Governance and Nominating Committee will focus on a detailed review of these draft



by-laws relating to governance matters while College staff will continue with a detailed review of those dealing with licensee-facing requirements.

CONFIDENTIAL MEMORANDUM

To: **Board of Directors**

From: **John Murray**
President & CEO

Re: **Agenda Item 8.1 – Approval of Amendments to the Code of Professional Conduct**

Date: **March 20, 2025**

Summary:

The Board of Directors is asked to approve the final text of proposed amendments to the code of Professional Conduct for College Licensees (Code).

Requested Action:

- THAT:** (1) the Board of Directors of the College of Immigration and Citizenship Consultants makes the *Regulations Amending the Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees*, in the form attached hereto, under subsection 43(2) of the *College of Immigration and Citizenship Consultants Act*; and
- (2) the Board Chairperson and College staff be and are hereby authorized and directed to take all steps necessary and advisable to effect the prompt promulgation of such Regulations.

Discussion/Analysis:

The Board of Directors passed a resolution at its December meeting authorizing the Board Chairperson and College Staff to pursue amendments to the Code required to support the Capacity Evaluation Committee and related provisions included in the draft College Act Regulations. The Chairperson wrote to the Minister seeking his prior, written approval, as required under the College Act, and College staff engaged with the federal Department of Justice (DOJ) in the drafting and approval of the text of the required amendments.

Ministerial approval of the proposed amendments was received by the College on March 13, 2025. DOJ-approved text of the required amendments was received by the College on March 14, 2025.

A Board resolution approving the final text of the amendments is required to complete the amendment process for publication in the *Canada Gazette*, after which the amendments will become effective.



Attachment: Blue-stamped *Regulations Amending the Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees*

Whereas the Minister of Citizenship and Immigration has provided prior written approval to the Board of Directors of the College of Immigration and Citizenship Consultants to amend the *Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees*;

Therefore, the Board of Directors of the College of Immigration and Citizenship Consultants makes the annexed *Regulations Amending the Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees* under subsection 43(2) of the *College of Immigration and Citizenship Consultants Act*^b.

Attendu que le ministre de la Citoyenneté et de l'Immigration a autorisé par écrit le conseil d'administration du Collège des consultants en immigration et en citoyenneté à modifier le *Code de déontologie des titulaires de permis du Collège des consultants en immigration et en citoyenneté*^a,

À ces causes, en vertu du paragraphe 43(2) de la *Loi sur le Collège des consultants en immigration et en citoyenneté*^b, le conseil d'administration du Collège des consultants en immigration et en citoyenneté prend le *Règlement modifiant le Code de déontologie des titulaires de permis du Collège des consultants en immigration et en citoyenneté*, ci-après.

Ottawa,

, 2025

Ottawa, le

2025



^a SOR/2022-128

^b S.C. 2019, c. 29, s. 292

^a DORS/2022-128

^b L.C. 2019, ch. 29, art. 292

Regulations Amending the Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees

Règlement modifiant le Code de déontologie des titulaires de permis du Collège des consultants en immigration et en citoyenneté

Amendments

1 Section 4 of the *Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees*¹ is amended by adding the following after subsection (2):

Capacity to practise

(3) A licensee must have the capacity to practise.

2 Paragraph 39(b) of the Code is replaced by the following:

(b) the licensee has a physical or mental health problem or an addiction, verified by a health care professional, that limits the licensee's capacity to practise;

3 Subsection 42(1) of the French version of the Code is replaced by the following:

Conduite d'un collègue

42 (1) Si le titulaire de permis soupçonne, pour des motifs raisonnables, qu'un autre titulaire de permis a adopté une conduite qui est incompatible d'une manière non négligeable avec le présent code ou obtient des renseignements qui soulèvent des préoccupations importantes quant à la compétence, à l'intégrité ou à l'aptitude à exercer de cet autre titulaire de permis, il signale cette conduite ou communique ces renseignements au Collège rapidement.

Coming into Force

4 These Regulations come into force on the day on which they are registered.

Modifications

1 L'article 4 du *Code de déontologie des titulaires de permis du Collège des consultants en immigration et en citoyenneté*¹ est modifié par adjonction, après le paragraphe (2), de ce qui suit :

Aptitude à exercer

(3) Le titulaire de permis est apte à exercer.

2 L'alinéa 39b) du même Code est remplacé par ce qui suit :

b) il a un problème de santé physique ou mentale ou de toxicomanie — constaté par un professionnel de la santé — qui limite son aptitude à exercer;

3 Le paragraphe 42(1) de la version française du même Code est remplacé par ce qui suit :

Conduite d'un collègue

42 (1) Si le titulaire de permis soupçonne, pour des motifs raisonnables, qu'un autre titulaire de permis a adopté une conduite qui est incompatible d'une manière non négligeable avec le présent code ou obtient des renseignements qui soulèvent des préoccupations importantes quant à la compétence, à l'intégrité ou à l'aptitude à exercer de cet autre titulaire de permis, il signale cette conduite ou communique ces renseignements au Collège rapidement.

Entrée en vigueur

4 Le présent règlement entre en vigueur à la date de son enregistrement.

¹ SOR/2022-128

¹ DORS/2022-128

MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel**
Chair, Governance and Nominating Committee
Re: **Agenda Item 8.2 – Draft Skills Matrix**
Date: **March 20, 2025**

Summary:

The Board of Directors is asked to review the draft Skills Matrix.

Requested Action:

For the information of Board members only, no action required.

Discussion/Analysis:

A Board Skills Matrix is a strategic tool that enhances Board effectiveness by providing an overview of directors' skills, qualifications, and competencies. The matrix helps in identifying areas where the Board may need to strengthen its collective capabilities, ensuring the organization is led with the right mix of expertise, experience, and governance skills.

The Governance and Nominating Committee (GNC) has reviewed and approved a draft skills matrix prepared by management. GNC is now presenting this draft to the Board for review and input, allowing all Directors to contribute to its development.

Once the Board's input is incorporated, a final version of the skills matrix will be developed and approved.

All directors will be asked to complete the approved skills matrix, providing a comprehensive overview of the Board's collective capabilities.

The completed skills matrix will serve as a valuable tool in the selection process for both appointed and elected licensee Directors, ensuring a well-rounded and effective Board composition.

Attachment:

Draft Skills Matrix

Appendix A

Draft Skills Matrix

DIRECTOR DETAILS					PARTICULARS			GENDER/DIVERSITY		SKILLS MATRIX									
		FIRST	LAST NAME	MEMBER POSITION	COMMITTEES			CONFIRMED WILL STAY	VACANCY	TO BE CONFIRMED	GENDER	DIVERSITY IDENTITY	LANGUAGE	Financial Reporting	Corporate Governance	Investments	Legal Regulatory Compliance	Strategic Planning	Sustainability
					CEO PR&E	FAC	GNC												
Transitional Board	Appointed	1	Normand	Beaudry	CEO PR&E Vice Chair	VC					Male								
		2	Tim	D'Souza	FAC Chair		C				Male								
		3	Jennifer	Henry							Female								
		4	Ben	Rempel	GNC Chair						Male								
		5	Jyoti	Singh							Female								
	Elected Licensee	6	Marty	Baram	FAC Vice Chair						Male								
		7	Stan	Belevici	Board Chair	C					Male								
		8	John	Burke	Board Vice Chair						Male								
		9	Richard	Dennis							Male								
Totals								2	Female	7	Male		0	0	0	0	0	0	
Directors are asked to rate their proficiency on their knowledge levels: 1= basic 2 = working 3 = thorough																			

MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel**
Chair, Governance and Nominating Committee
Re: **Agenda Item 8.3 – Appointment of Vice Chairs**
Date: **March 20, 2025**

Summary:

The Board of Directors is asked to approve the appointment of Committee Vice Chairs.

Requested Action:

THAT: the Board of Directors approve the appointment of the of Vice Chairs to the standing committees of the Board with immediate effect, each to hold such position until a successor is appointed.

- CEO Performance Review and Evaluation Committee – Normand Beaudry
- Finance and Audit Committee – Marty Baram
- Governance and Nominating Committee – Richard Dennis

Discussion/Analysis:

The Terms of Reference for each Committee stipulate that the composition of the Committee shall include a Vice Chair. At their meeting on March 4, 2025, the Governance and Nominating Committee carefully reviewed the proposed appointments for these Vice Chair positions. After thorough consideration, the Committee has put forward their recommendations for the proposed candidates.

Duties:

In the event that the Committee Chair is absent from any meeting, the Vice Chair will assume the responsibilities and duties of the Chair. This ensures continuity and effective leadership during the Chair's absence, allowing the Committee to proceed with its work without interruption.