

July 1, 2023 -  
June 30, 2026  
Strategic Plan

# Setting the Standard for Public Protection





Every person who seeks Canadian immigration and citizenship advice has informed choice and access to a College licensee who consistently offers professional services.



To regulate immigration and citizenship consultants in the public interest and protect the public, including 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.



## Values

### Transparency

Share decisions, policies, procedures and disciplinary outcomes with licensees and the public.

### Integrity

Maintain the highest moral and ethical standards.

### Accountability

Ensure that the Board of Directors, management and staff take full responsibility for actions and decisions.

### Excellence

Achieve excellence in all endeavours.

### Fairness

Ensure that policies, practices, procedures and decisions are justified and well understood.

### Communication

Welcome licensees, stakeholders and the public to contact the College on any matter relating to the regulation of the Canadian immigration and citizenship consulting profession.

# Strategic Plan

OBJECTIVES	
<b>Professional Standards &amp; Compliance</b> Standards address evolving needs and licensees consistently practise to those standards.	<b>Unauthorized Practitioners (UAPs)</b> Combat unauthorized practitioners by enforcement, licensing, and awareness.
INITIATIVES	
1. Quality Management	1. Domestic Injunctions
2. Mentoring Program	2. Unauthorized Practitioner Registration
3. Practice, Policy, and Public-centred Research	3. Domestic and International Partnerships (Immigration, Refugees and Citizenship Canada (IRCC), Canada Border Services Agency (CBSA), etc.)
4. Regulations, By-laws and Policies Development	4. UAP Research
5. Post-licence Education Programming	5. Fraud Prevention Awareness
6. Complaints Process Efficiency and Effectiveness	
MEASURES	
1. Quality Management Program is developed to provide clear guidance and direction for licensees	1. UAPs complying with College demands or pursued
2. Mentoring programs are developed to provide clear guidance and direction for licensees	2. Number of UAPs licensed
3. Research symposiums inform College strategies	3. Number and scope of partnerships created
4. Regulations, by-laws, and policies are evidence-based, well-researched, and meet the needs of the stakeholders	4. Research projects in progress, submitted conference presentations, and publications in preparation
5. Adoption of evidence-based accreditation practices and improved CPD quality	5. Web traffic to the UAP warning page
6. Increased complaint throughput rate	

Strategic Plan continues on the next page.

# Strategic Plan (continued)

OBJECTIVES	
<b>Stakeholder Communication</b> The College's role as a respected regulator is broadly accepted.	<b>Sustainability</b> The College strengthens organizational capacity.
INITIATIVES	
1. Communications Capacity Building	1. Culture and Engagement
2. Proactive Licensee Communication	2. Diversity, Equity and Inclusion
3. Government Relations and Issues Management	3. Legal, Regulatory, Directives and Policies Compliance
4. Strategic Relationship Partnering	4. Enterprise Management System (EMS)
5. Public Awareness Communication	5. Records Management
MEASURES	
1. Organization structure designed and implemented	1. Task Team evaluation of initiative effectiveness
2. Consultation and feedback from CAPIC	2. Employee-identified feedback
3. Emerging issues are controlled effectively	3. Submission of reports as required to the House of Commons, Senate, TBS, Commissioners, and ATIP inquiries
4. Partners view the College as a competent SRO	4. iMIS launched on the target date and initiative development of predictive and detective abilities
5. Public awareness of the College's role and key messages	5. Compliance with IRCC and TBS on ATIP requirements