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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**

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**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 of 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 reviewed the Schedule of Board and Committee Meetings, which had been removed from the consent agenda. It was noted that the Annual General Meeting (AGM) would take place in Calgary, Alberta and all Board meetings in 2025 – 2026 were scheduled to be held at the Burlington office now that renovations are complete.

This will save costs and travel time for many Directors and College staff. While this may limit opportunities for Directors to engage with licensees, it was noted that the intention was to continue to hold Annual General meeting and the associated Board meeting in various locations along with a related licensee event. This would facilitate future engagement.

## **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 19<sup>th</sup> and March 20<sup>th</sup>, 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**

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Stan Belevici, RCIC-IRB  
Chair

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Nithiya Paheerathan  
Recording Secretary

## Summary of Resolutions and Actions Discussed

## Record of Resolutions

Resolution	Agenda Item	Topic	Motion
1	Agenda	<b>RESOLVED THAT</b> the Agenda for the meeting be and is hereby approved as amended.	1
2	Consent Agenda	<b>RESOLVED THAT</b> 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	<b>RESOLVED THAT</b> 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	<b>RESOLVED THAT</b> 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	<b>RESOLVED THAT</b> 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	<b>RESOLVED THAT</b> 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	<b>RESOLVED THAT</b> 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	<p><b>RESOLVED THAT</b> 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:</p> <p>(1) CEO Performance Review and Evaluation Committee:  S. Belevici (Chair)  M. Baram  N. Beaudry  J. Henry  B. Rempel</p> <p>(2) Finance and Audit Committee:  T. D'Souza (Chair)  M. Baram  J. Burke  J. Henry  J. Singh  S. Belevici (Ex-Officio)</p> <p>(3) Governance and Nominating Committee:  B. Rempel (Chair)  M. Baram  J. Burke  N. Beaudry  R. Dennis  S. Belevici (Ex-Officio)</p> <p><b>RESOLVED THAT</b> 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.</p>	8
20	Board meeting move in camera	<b>RESOLVED THAT</b> the Board meeting move in camera.	9
21	In-camera session be moved to the open session and the Board resume in open session	<p><b>RESOLVED THAT</b></p> <p>1. To close the in-camera session and,  2. Move the meeting into open session.</p>	10
24	Termination	<b>RESOLVED THAT</b> the meeting be and is hereby terminated at 4:55 PM ET.	11