
**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants
Held at 1:00 PM ET, Thursday, June 18, 2026
At the College of Immigration and Citizenship Consultants Office and via Zoom
5500 North Service Road, Suite 1002, Burlington, ON L7L 6W6**

Board of Directors Present:

John Burke, RCIC, Interim Chairperson
Richard Dennis, RCIC
Tim D'Souza*
Jennifer Henry
France Houle
Ben Rempel
Marc Spector

Ministerial Observer Present:

Peter Christensen, Assistant Director, Integrity Policy
& Programs, Immigration Refugees and Citizenship
Canada

Absent:

Laura Halbert, Director, Professional Conduct
Beata Pawlowska, Director, Professional Standards,
Research, Education and Policy

Guest Present:

Andrew Dumont, Partner, CEO & Board Services,
Social Impact Sector, Boyden Executive Search

** Via Teleconference*

Management Present:

Stan Belevici, RCIC-IRB, Interim President & CEO
Jessica Freeman, Director, Corporate and
Public Affairs
Cathy Pappas, Director, Registration
Thomas Wardman, Interim Director, Operations
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

3. WELCOME AND INTRODUCTORY REMARKS

The Interim Chairperson welcomed all members of the Board, the Ministerial Observer, members of the public, and College licensees in attendance. He provided instructions in English for accessing the French interpretation channel, following which the Corporate Secretary provided the instructions in French.

Quorum

The Interim Chairperson declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 1:00 pm ET.

With the consent of the Directors, Nithiya Paheerathan was appointed to act as Recording Secretary for the meeting.

Land Acknowledgement

The Interim Chairperson 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.

Introductions

The Interim Chairperson introduced the Directors in attendance, acknowledged the presence of the Ministerial Observer, Peter Christensen, Assistant Director, Integrity Policy & Programs, Immigration, Refugees and Citizenship Canada, in accordance with section 76 of the College Act, and welcomed Stan Belevici, Interim President & Chief Executive Officer. He further advised that members of the Senior Leadership Team would be introduced during their respective reports and noted that Andrew Dumont, Partner, CEO & Board Services, Social Impact Sector, Boyden Executive Search, would join the Board during the in camera portion of the meeting.

Conflict of Interest Declaration

The Interim Chairperson asked for declarations of conflict of interest in relation to the items on the agenda. None were declared.

APPROVAL OF CONSENT AGENDA

The Interim Chairperson referred to the pre-circulated materials and invited a motion to approve the six items on the consent agenda. It was requested that the items titled "Proposed Board and Committee Meeting Dates for 2027" and "Annual General Meeting Location and Format 2026" be removed from the consent agenda and added to the main agenda for discussion under Governance. The Interim Chairperson subsequently called for a motion to approve the amended consent agenda.

RESOLUTION – CARRIED:			
Moved By:	Jennifer Henry	Seconded	Richard Dennis
BE IT RESOLVED THAT: the Consent Agenda, originally consisting of six items, be amended to remove the items titled "Proposed Board and Committee Meeting Dates for 2027" and "Annual General Meeting Location and Format 2026" for separate consideration under the Meeting Agenda; and that the remaining four items be and are hereby approved: • Minutes of meeting of March 26, 2026 • Independent Complaints Review Officer's Report • 2026 Annual Report Design Concept and Table of Contents • Risk Response Strategies Register			
Opposed:	None	Abstained:	None

APPROVAL OF MEETING AGENDA

The Interim Chairperson referred to the agenda circulated in advance of the meeting and noted that the litigation item had been addressed during the Special In Camera Board Meeting held earlier in the day and would therefore be removed from the agenda. He then called for a motion to approve the amended agenda.

RESOLUTION – CARRIED:			
Moved By:	Ben Rempel	Seconded	France Houle
BE IT RESOLVED THAT: the agenda be approved as amended.			
Opposed:	None	Abstained:	None

4. REPORT OF THE INTERIM CHAIRPERSON

The Interim Chairperson provided an update on several ongoing College initiatives and areas of organizational progress. He advised that the CEO succession process was nearing completion, with the CEO Succession Planning Working Group and Human Resources Committee reaching the final stages of selection and appointment. He noted that the draft fiscal 2027 budget had been completed, reviewed by the Finance and Audit Committee, and recommended to the Board for approval. He highlighted the successful execution of the College's fraud prevention campaign, by the Corporate and Public Affairs Department which exceeded the previous year's results. Additional updates included the ongoing modernization of the College's Public Register, continued by-law revisions and efforts to address non-compliance among licensees with outstanding fees.

5. MANAGEMENT REPORTS

The Interim Chairperson referred to the materials circulated in advance and advised that he would call upon each Departmental Director to highlight any material changes since the submission of their reports, following which Directors would have the opportunity to ask questions.

5.1 Professional Standards, Research, Education and Policy

The Interim Chairperson referred Directors to the written report of the Professional Standards, Research, Education and Policy Department included in the meeting materials. In the absence of the Director, the Board reviewed the report and discussed matters arising from it.

5.2 Registration

Cathy Pappas, Director of Registration, highlighted key updates from the Registration Department, including current application volumes, licensing renewal activity, and preparations for implementation of the new regulations.

Directors sought clarification regarding current processing times for licensing applications, Management advised that applications continued to be processed within the 60-day service standard, with the current average at approximately 38 days. Management further noted that both application complexity and volume were increasing, particularly where matters required escalation to the Professional Conduct Department.

Directors also discussed trends in licensing volumes and annual renewal activity, including fluctuations associated with the renewal cycle and temporary impacts on application processing. Questions were also raised regarding the number of suspensions for non-payment and the Department's operational readiness to implement the new regulatory framework. Management confirmed that the reported suspension levels were consistent with historical quarterly trends and that the Department was prepared for implementation, with much of the operational impact expected to arise through related by-law changes.

5.3 Professional Conduct Department

The Interim Chairperson noted that Laura Halbert, Director of Professional Conduct, was no longer in attendance and referred Directors to the written report. He advised that any follow-up questions could be directed to management following the meeting.

The Board acknowledged the positive trends reflected in the report, including the reduced need for recommendations from the Independent Complaints Review Officer, as referenced in the Officer's report approved under the Consent Agenda. Discussion also included the staffing resources proposed for the Professional Conduct Department in the Fiscal 2027 budget and the need for further justification in support of those additional resources.

5.4 Corporate and Public Affairs

Jessica Freeman, Director of Corporate and Public Affairs, provided an update on the College's annual fraud prevention campaign and broader communications strategy.

The Board commended management on the success of the campaign, noting its importance in supporting consumer protection and public awareness. Management reported that the campaign generated approximately 1.7 million new visits to the College's public register over a ten-week period and significantly exceeded established performance benchmarks across digital, social media, and transit advertising channels.

Directors sought clarification regarding the key performance indicators established for the campaign and the methods used to measure effectiveness. Management advised that benchmarks were established annually in consultation with its external media partner, informed by prior-year performance data, and that the 2026 campaign substantially exceeded projected results.

The Board also discussed the College's media strategy, including proactive communications regarding enforcement actions, responsiveness to media inquiries, and broader transparency objectives. Management advised that service standards for media responses had been

established and were consistently being met, and that communications relating to tribunal and enforcement decisions formed an important part of the College's public education strategy. Directors further discussed the development of a dedicated stakeholder engagement function to support improved responsiveness to licensee inquiries and emerging communication trends.

5.5 Operations Department

Thomas Wardman, Interim Director of Operations, advised that there were no material updates to his written report.

Directors sought clarification regarding the College's current technology platform, including its readiness to support the implementation of the new regulations coming into force on July 15, 2026, and any operational risks associated with legacy systems. Management advised that the required system changes had been completed and that no significant operational concerns were anticipated in support of implementation. Management further reported that an enterprise-wide review of the College's technology platforms was underway, with preliminary findings expected to be presented to the Board at a future meeting.

The Board also discussed information technology expenditures, including forecasted cost reductions and longer-term investment requirements to modernize core systems. Directors sought further assurance regarding cybersecurity controls, including vendor oversight, third-party risk management, and the future implementation of independent penetration testing. Management advised that cybersecurity enhancements had been incorporated into proposed technology contracts and that the Fiscal 2027 budget included additional investments to strengthen the College's managed security capabilities.

There being no further questions arising from the departmental reports, the Interim Chairperson thanked the members of the Senior Leadership Team for their reports and contributions. The Interim Chairperson excused the remaining members of the Senior Leadership Team and they left the meeting.

6. SUSTAINABILITY

REPORT OF THE FINANCE AND AUDIT COMMITTEE

The Interim Chairperson called upon Tim D'Souza, Chairperson of the Finance and Audit Committee, who referred to the materials circulated in advance of the meeting and provided an overview of the Committee's report.

REVIEW OF FINANCIAL RESULTS FOR PERIOD ENDED MARCH 31, 2026

The Interim Chairperson called upon Tim D’Souza, Chairperson Finance and Audit Committee to report.

Tim D’Souza referred to the materials circulated in advance of the meeting and reported that the Finance and Audit Committee (FAC) had reviewed the unaudited financial results for the quarter ended March 31, 2026. He advised that the College remained in a strong financial position, with a forecasted net income for Fiscal 2026 projected surplus of just under \$100,000—representing a \$700,000 improvement over prior estimates. He noted that the positive variance was primarily attributed to lower information technology expenditures and reduced bad debts, despite higher expenses and modest revenue increases.

Tim D’Souza further advised that the unrestricted reserves remained strong at approximately \$14 million and were projected to settle at \$13.5 million by fiscal year-end.

The Board discussed the College’s current financial position and forecasted year-end results. Directors acknowledged that while the College remained in a healthy financial position, emerging revenue trends would require close monitoring as part of future strategic and financial planning.

The Interim Chairperson thanked Tim D’Souza for his report.

DRAFT BUDGET FOR FISCAL 2027

The Interim Chairperson called upon Tim D’Souza, Chairperson Finance and Audit Committee to report.

Tim D’Souza referred to the materials circulated in advance of the meeting and reported that the FAC reviewed the draft budget for fiscal 2027. He advised that the proposed budget projected an operating deficit of approximately \$1.8 million, representing a significant shift from the prior year’s modest surplus. He noted that the projected deficit was primarily attributable to reduced annual fee revenues, lower specialization program earnings, and declining participation volumes, marking a notable departure from the College’s historical growth trends.

Tim D’Souza further advised that expenditures reflected shifting departmental allocations and increased regulatory and operational demands, and significant one-time compliance-related costs. He noted that management had identified limited opportunity for further expenditure reductions without compromising core programs and services.

The Board discussed the proposed budget at length and acknowledged that Fiscal 2027 represented a transitional year for the College, driven by regulatory implementation, leadership transition, and strategic planning renewal. Directors emphasized the importance of monitoring revenue trends, distinguishing between one-time and recurring expenditures, and maintaining long-term financial sustainability. The Board also discussed the risk of raising fees—while it might

increase revenue, it could also cause a "reducing base" by discouraging people from entering or staying in the profession. The Board further acknowledged that the incoming President & Chief Executive Officer may, following appointment, bring forward recommendations for adjustments to the approved budget.

The Interim Chairperson then called for a motion to approve the budget.

RESOLUTION – CARRIED:			
Moved By:	Tim D'Souza	Seconded	Jennifer Henry
BE IT RESOLVED THAT: the proposed budget for the financial year of the College ending June 30, 2027, in substantially the form attached hereto, be and is hereby approved with immediate effect.			
Opposed:	None	Abstained:	None

The Interim Chairperson thanked Tim D'Souza for his report.

AUDITOR ENGAGEMENT AND REMUNERATION

The Interim Chairperson called upon Tim D'Souza, Chairperson Finance and Audit Committee to report.

Tim D'Souza referred to the materials circulated in advance of the meeting and reported that the FAC had reviewed the Auditor Engagement Letter from Doane Grant Thornton LLP for the fiscal year ending June 30, 2026, and identified no areas of concern. He further confirmed that the terms of engagement remained consistent with prior years and that the Committee was satisfied that the Auditor remained independent.

Tim D'Souza further reported that the Finance and Audit Committee had reviewed the proposed Auditor remuneration for Fiscal 2026, consisting of a base fee of \$50,000 and a contingency fee of \$5,000, exclusive of administrative costs, disbursements, and applicable taxes. He advised that the proposed fee remained unchanged from the previous year and was consistent with the scope of work outlined in the current Audit Plan.

There being no questions from Directors, the Interim Chairperson called for a motion to approve the proposed remuneration.

RESOLUTION – CARRIED:			
Moved By:	Tim D’Souza	Seconded	Richard Dennis
BE IT RESOLVED THAT: the remuneration fee of the Auditor, Doane Grant Thornton, LLP for fiscal year 2026, being a base fee of \$50,000 plus a contingency fee of \$5,000, exclusive of administrative costs, disbursements, and applicable taxes—be and is hereby approved with immediate effect.			
Opposed:	None	Abstained:	None

The Interim Chairperson thanked Tim D’Souza for his report.

APPROVAL OF MAXIMUM COMPENSATION FUND CLAIM AMOUNT

The Interim Chairperson called upon Tim D’Souza, Chairperson Finance and Audit Committee to report.

Tim D’Souza referred to the materials circulated in advance of the meeting and reported that FAC had reviewed the compensation fund claim amount.

The Board engaged in extensive discussion regarding the proposed \$7,000 cap including its financial rationale, legal feasibility, and alignment with the College’s public interest mandate. Tim D’Souza advised that the proposed cap was developed through multiple rounds of committee review actuarial analysis, and risk assessment, and was intended to balance meaningful claimant reimbursement with long-term compensation fund sustainability.

While management and external legal counsel advised that inclusion of the cap within By-law 10 was feasible, Directors discussed the practical and regulatory implications, particularly in scenarios where assessed losses exceed the cap and where compensation claims may not directly align with disciplinary outcomes.

The Board further considered the variance between the proposed cap and average historical claims of approximately \$11,500. The Board, supported by the FAC and Governance and Nominating Committee, determined that the cap was appropriate subject to continued consultation with the Department of Justice as part of the by-law finalization process.

The Interim Chairperson called for a motion to approve a maximum compensation award of \$7,000 per eligible claim under the proposed by-law, with direction to management to advance the provision through regulatory drafting.

RESOLUTION – CARRIED:

Moved By:	Tim D’Souza	Seconded	Jennifer Henry
BE IT RESOLVED THAT: the Board of Directors approve the inclusion of a maximum compensation award limit per eligible claim within proposed By-law 10 governing the Compensation Fund; AND FURTHER THAT the Board approve a maximum compensation award of \$7,000 per eligible claim; AND FURTHER THAT management be directed to provide instruction to the Department of Justice to incorporate the approved maximum compensation award into the applicable regulatory drafting associated with proposed draft By-law 10.			
Opposed:	None	Abstained:	None

The Interim Chairperson thanked Tim D’Souza for his report.

RECESS

At 2:40 p.m., the Interim Chairperson declared a ten-minute recess. The meeting resumed at 2:50 p.m.

8. GOVERNANCE**REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE**

The Interim Chairperson called upon Ben Rempel, Chairperson of the Governance and Nominating Committee to provide his report of the Governance and Nominating Committee (GNC).

Ben Rempel reported that the Report of the Governance and Nominating Committee was attached to the meeting materials and that he can address any questions posed by the Directors.

UPDATE ON REGULATORY FRAMEWORK

The Interim Chairperson then called upon Ben Rempel to provide an update on the regulatory framework. Ben Rempel reported that the development of the College’s by-laws remained a longer-term initiative and was unlikely to be finalized in the near term.

He advised that the ongoing by-law development should not delay implementation of the new regulations and that the College would proceed with regulatory implementation as the new provisions came into force.

The Interim Chairperson thanked Ben Rempel for his report.

EXTENSION OF THE 2023-2026 STRATEGIC PLAN

The Interim Chairperson called upon Ben Rempel, Chairperson of the Governance and Nominating Committee, to provide his report.

Ben Rempel referred to the materials circulated in advance of the meeting and reported that the Strategic Plan was intended to function as an evergreen document and that the extension would support organizational stability during the regulatory transition, allow for continued alignment with the evolving regulatory framework and College By-Laws, and enable the incoming President & Chief Executive Officer to participate in the development of the next Strategic Plan.

The Interim Chairperson then called for a motion to approve the extension of the Strategic Plan.

RESOLUTION – CARRIED:			
Moved By:	Ben Rempel	Seconded	Richard Dennis
BE IT RESOLVED THAT: the College's 2023–2026 Strategic Plan be extended for one additional year, to June 30, 2027, to support organizational stability during the regulatory transition and to enable input from the incoming President & CEO.			
Opposed:	None	Abstained:	None

The Interim Chairperson thanked Ben Rempel for his report.

The Interim Chairperson referred to the consent agenda circulated in advance of the meeting and noted that the proposed Board and Committee Meeting Dates for 2027 and the Annual General Meeting Location and Format 2026 were removed from the consent agenda for further discussion under Governance.

PROPOSED BOARD AND COMMITTEE MEETING DATES FOR 2027

The Interim Chairperson initiated discussion regarding the proposed Board and Committee meeting dates for 2027. Directors expressed interest in considering an increase in the number of Board meetings. Ben Rempel indicated that this matter would be reviewed at the next Governance and Nominating Committee meeting and subsequently brought forward to the Board for further consideration. There was consensus that, should additional meetings be scheduled, a virtual option should be considered to accommodate directors who may be unable to attend in person.

ANNUAL GENERAL MEETING LOCATION AND FORMAT 2026

The Board discussed the format of the 2026 Annual General Meeting (AGM), weighing financial stewardship against the benefits of in-person engagement. A significant cost disparity was noted, with virtual meetings estimated at \$5,000 compared to approximately \$95,000 for in-person

delivery, raising concerns about alignment with current fiscal prudence during a period of transition.

The Board also considered hybrid options, stakeholder perspectives, and ongoing financial constraints, including a potentially declining revenue base, and acknowledged that future Annual General Meetings may involve different considerations, including election cycles. Following discussions the Interim Chairperson called for a motion to proceed with a hybrid/in-person AGM format for December 3, 2026, in the Greater Toronto Area, with final logistical details to be determined by management.

RESOLUTION – CARRIED:			
Moved By:	Richard Dennis	Seconded	Ben Rempel
BE IT RESOLVED THAT: the Board of Directors approve an in-person/hybrid format for the 2026 Annual General Meeting to be held in the Greater Toronto Area on December 3, 2026, with the final venue location to be determined by management.			
Opposed:	None	Abstained:	None

9. GENERAL INFORMATION

The Interim Chairperson announced that the next meeting of the Board of Directors will be held on September 24, 2026, in Burlington, Ontario and via Zoom.

MEETING CLOSED TO THE PUBLIC (IN CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

RESOLUTION – CARRIED:			
Moved By:	France Houle	Seconded	Ben Rempel
BE IT RESOLVED THAT: the Board move in camera at 3:25			
Opposed:	None	Abstained:	None

The Board met in camera to discuss confidential governance and organizational matters.

RESOLUTION – CARRIED:

Moved By:	Jennifer Henry	Seconded	John Burke
BE IT RESOLVED THAT: the Board return to open session at 3:58.			
Opposed:	None	Abstained:	None

TERMINATION**RESOLUTION – CARRIED:**

Moved By:	Ben Rempel	Seconded	France Houle
BE IT RESOLVED THAT: the meeting is hereby terminated at 3:59 pm ET.			
Opposed:	None	Abstained:	None

These minutes were approved by the Board on: September 24, 2026

John Burke
Interim Chairperson

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
3	Consent Agenda	RESOLVED THAT the Consent Agenda, originally consisting of six items, be amended to remove the items titled <i>Proposed Board and Committee Meeting Dates for 2027</i> and <i>Annual General Meeting Location and Format 2026</i> for separate consideration under the Meeting Agenda; and that the remaining four items be and are hereby approved: 1. Minutes of meeting of March 26, 2026 2. Independent Complaints Review Officer's Report 3. 2026 Annual Report Design Concept and Table of Contents 4. Risk Response Strategies Register	1
	Agenda	RESOLVED THAT the Agenda for the meeting be and is hereby approved as amended.	2
6	Draft Budget for Fiscal 2027	RESOLVED THAT the proposed budget for the financial year of the College ending June 30, 2027, in substantially the form attached hereto, be and is hereby approved with immediate effect.	3
	Auditor Remuneration	RESOLVED THAT the remuneration fee of the Auditor, Doane Grant Thornton, LLP for fiscal year 2026, being a base fee of \$50,000 plus a contingency fee of \$5,000, exclusive of administrative costs, disbursements, and applicable taxes—be and is hereby approved with immediate effect.	4
	Approval of Maximum Compensation Fund Claim Amount	RESOLVED THAT the Board of Directors approve the inclusion of a maximum compensation award limit per eligible claim within proposed By-law 10 governing the Compensation Fund; AND FURTHER THAT the Board approve a maximum compensation award of \$7,000 per eligible claim; AND FURTHER THAT management be directed to provide instruction to the Department of Justice to	5

Resolution	Agenda Item	Topic	Motion
		incorporate the approved maximum compensation award into the applicable regulatory drafting associated with proposed draft By-law 10.	
7	Extension of the 2023-2026 Strategic Plan	RESOLVED THAT the College's 2023–2026 Strategic Plan be extended for one additional year, to June 30, 2027, to support organizational stability during the regulatory transition and to enable input from the incoming President & CEO.	6
	Annual General Meeting Location and Format 2026	RESOLVED THAT the Board of Directors approve an in-person/hybrid format for the 2026 Annual General Meeting to be held in the Greater Toronto Area on December 3, 2026, with the final venue location to be determined by management.	7
10	In camera session be moved to the open session and the Board resume in open session	RESOLVED THAT the Board now move in camera at 3:25	8
		RESOLVED THAT the Board return to open session at 3:58	9
14	Termination	RESOLVED THAT the meeting be and is hereby terminated at 3:59 PM ET.	10