CICC CCIC
College of Immigration and Citizenship Consultants
Collège des consultants en immigration et en citoyenneté

Minutes of a Meeting of the Board of Directors of the College of Immigration and Citizenship Consultants Held at 12:30 PM ET, Thursday, March 26, 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:

Stan Belevici, RCIC-IRB, Chairperson
John Burke, RCIC (Vice-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

Guest Present:
John Wilkinson, Partner, WeirFoulds LLP

Management Present:

Kate Lamb, Interim President & CEO
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
Thomas Wardman, Interim Director, Operations

Nithiya Paheerathan, Coordinator, Board Administration and Recording Secretary

Absent:
Victoria Rumble, Corporate Secretary

* *Via Teleconference*

3.1 WELCOME AND INTRODUCTORY REMARKS

Quorum

The Chairperson declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 12:30 pm ET.

With the consent of the meeting, Nithiya Paheerathan acted as Recording Secretary.

Land Acknowledgement

The 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 Chairperson welcomed all members of the Board, Ministerial Observer, members of the public, College licensees and introduced those in attendance. He gave instruction on how to listen to the broadcast in French.

Conflict of Interest Declaration

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

3.2 APPROVAL OF CONSENT AGENDA

The Chairperson referred to the pre-circulated materials and requested a motion to approve the consent agenda. A request was made to move the Annual Review of Insurance Coverage to the meeting agenda for a discussion. The Chairperson then called for a motion to approve the amended consent agenda.

<table>
<tr><th colspan="4">RESOLUTION – CARRIED:</th></tr>
<tr><td>Moved By:</td><td>Jennifer Henry</td><td>Seconded</td><td>Ben Rempel</td></tr>
<tr><td colspan="4">BE IT RESOLVED THAT:
the 9 items contained in the consent agenda be and are hereby approved, as amended:
• Minutes of meeting of September 25, 2025
• Minutes of the meeting of November 27, 2025
• Independent Complaints Review Officer’s Report
• Board and Committee Workplans 2026-27
    o Board of Directors Workplan
    o Finance and Audit Committee Workplan
    o Governance and Nominating Committee Workplan
    o Human Resources Committee Workplan
• Signing Officer Policy
• Confirmation of Authorized Signing Officers</td></tr>
<tr><td>Opposed:</td><td>None</td><td>Abstained:</td><td>None</td></tr>
</table>

3.3 APPROVAL OF MEETING AGENDA

The Chairperson referred to the amended agenda and called for a motion for its approval.

<table>
<tr><th colspan="4">RESOLUTION – CARRIED:</th></tr>
<tr><td>Moved By:</td><td>Marc Spector</td><td>Seconded</td><td>Tim D’Souza</td></tr>
<tr><td colspan="4">BE IT RESOLVED THAT:
That the agenda be approved as amended.</td></tr>
<tr><td>Opposed:</td><td>None</td><td>Abstained:</td><td>None</td></tr>
</table>

3.4 REPORT OF THE CHAIRPERSON

The Chairperson reported that the College was approaching a significant milestone with the anticipated release of the final regulations under the *College of Immigration and Citizenship Consultants Act*, marking the conclusion of its transition period. He noted that, throughout this phase, the Board has balanced the maintenance of existing structures with the development of a modern regulatory framework—work that is now nearing completion.

He further advised that recent governance updates included the appointment of new directors, France Houle and Marc Spector, and acknowledged the valuable contributions of departing members, Normand Beaudry and Jyoti Singh.

Looking ahead, the Chairperson reaffirmed that key priorities include finalizing the by-laws, advancing the Compensation Fund framework, and recruiting a permanent Chief Executive Officer.

In closing, he emphasized that as the College moves forward, it remains committed to strengthening governance, enhancing operational effectiveness, and maintaining public trust through continued transparency, accountability, and dedication to its public interest mandate.

4. MANAGEMENT REPORTS

4.1 REPORT OF THE INTERIM PRESIDENT & CEO

The Chairperson called upon Kate Lamb, Interim President & CEO to report.

Kate Lamb addressed the Board of Directors with her first report as Interim President and CEO, noting that the College was transitioning from a foundational phase into a position of strength, guided by four strategic pillars: Professional Standards and Compliance, Unauthorized Practitioners, Stakeholder Communication, and Sustainability. She highlighted a significant regulatory shift under the *College of Immigration and Citizenship Consultants Act*, with regulations expected by July 2026 and a full suite of by-laws anticipated by early 2027 in collaboration with the Department of Justice, while also acknowledging concerns about reduced flexibility as more elements move into by-laws. Operationally, she reported a 20% year-over-year increase in complaints but emphasized progress in reducing legacy cases to 10% of the caseload, alongside efforts to address a backlog of 1,115 licensees in the mandatory mentoring program through expanded cohort intake. She also underscored initiatives to combat unauthorized practice, including the launch of Fraud Prevention Month and strong engagement with the public register, as well as expanded global outreach across 16 countries and evolving media strategies.

Internally, she pointed to a comprehensive IT infrastructure review, the advancement of Diversity, Equity, Inclusion, and Accessibility initiatives through a dedicated council, and ongoing recruitment for key leadership roles to support long-term organizational sustainability.

The Directors thanked Kate Lamb for her report and further emphasized the need for clearer delineation between governance, strategic, and operational policies. The Directors requested stronger performance metrics to assess whether the organization is on track, deeper analysis of the drivers behind increased complaints, careful consideration of by-law rigidity, and continued transparency on DEI progress and mentoring program prioritization.

The Chairperson thanked Kate Lamb and the management team for their report.

4.2 PRESENTATION: FRAUD PREVENTION

The Chairperson called upon Jessica Freeman, Director, Communications and Stakeholder Relations, to present.

Jessica Freeman presented the College’s 2026 people-centred outreach strategy, emphasizing a research-driven approach through interviews with individuals with lived immigration experience from the United Kingdom, Pakistan, Iran, and the United States. She reported that the findings indicated that fraud frequently exploits user confusion and system complexity, leading individuals to trust the first credible-looking source encountered online. She advised that the College is regarded as a trusted resource, with the Public Register identified as the primary tool for protection.

Jessica Freeman further noted that the campaign achieved broad reach through an eight-week initiative implemented across transit systems in nine major Canadian cities, as well as in 16 international countries. She reported that the campaign was delivered in six languages: English, French, Arabic, Farsi, Hindi, and Simplified Chinese. She also highlighted a shift in social media strategy, reporting 3.3 million views of the Public Register. This included a planned reduction in presence on X due to concerns regarding anti-immigration sentiment, with a transition toward BlueSky.

During the Board discussion, Directors emphasized the importance of maintaining fraud prevention efforts on a year-round basis. Management confirmed that this is supported through ongoing strategic advertising initiatives. Directors also raised questions regarding outreach to vulnerable groups, including international students; management advised that search-based advertising ensures timely and relevant visibility of the College’s messaging. Concerns were also expressed regarding negative commentary on paid advertisements. Management clarified that such feedback originates from the broader public rather than followers and confirmed that staff actively monitor and manage these interactions at the platform level.

The Chairperson thanked Jessica Freeman for her report.

Management were excused from the meeting.

6. SUSTAINABILITY

6.1 REVIEW OF FINANCIAL RESULTS FOR PERIOD ENDED DECEMBER 31, 2025 AND ANNUAL REVIEW OF INSURANCE COVERAGE

The 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) reviewed the unaudited financial results for the quarter ended December 31, 2025. He reported an overall positive financial position, driven by higher-than-expected revenues, including interest income and tribunal-related receipts, alongside lower-than-budgeted expenses across most departments. He reported that notable cost efficiencies were achieved through reduced staffing, consulting, and vendor expenditures, while IT and professional conduct remained significant cost centres.

Net assets were reported as approximately $28 million, including $13.5 million in unrestricted reserves, representing roughly six months of operating capacity. Despite these strengths, he advised that management projected a year-end deficit of $600,000, exceeding the budgeted deficit due to lower program-related revenues, particularly in specialization and mentoring initiatives.

Board discussions focused on several key operational and strategic concerns. Directors were informed that the current extension for D&O and liability insurance coverage was in place until April 30, 2026, prompting discussion on the challenges of securing appropriate coverage for a regulatory body and the need to benchmark rates against comparable organizations. Directors also raised concerns regarding revenue stability, particularly in relation to licensee attrition, with members requesting more detailed data on departures to better support Compensation Fund planning. In addition, the Board engaged in a policy-oriented discussion regarding the treatment of fines, noting their unpredictability and questioning their inclusion in the budget. Lastly, Directors noted their anticipation of the forthcoming IT review, which is expected to assess opportunities to modernize systems and potentially reduce the current $5 million in IT and professional conduct expenditures.

Overall, Tim D'Souza reported that the organization expected to maintain a strong financial position while continuing to focus on cost management, revenue stabilization, and strategic planning for future fiscal periods.

The Chairperson thanked Tim D'Souza for his report.

6.2 COMPENSATION FUND

The Chairperson called upon Kate Lamb, Interim President & CEO to report.

Kate Lamb referred to the documents distributed in advance of the meeting and reported that the fund was positioned as a central element of the new regulatory framework, with management highlighting significant preparatory efforts underway. She advised that this included close collaboration with external actuaries who are providing detailed risk analyses to the Finance and Audit Committee, alignment with Immigration, Refugees and Citizenship Canada and the Department of Justice to ensure compliance with federal standards, and internal readiness initiatives such as staff training on application and referral processes.

Despite this progress, the Board identified several elevated risks, including a current regulatory gap pending full implementation, concerns regarding the fund’s long-term sustainability amid potential declines in fee-paying licensees, and the need to reassess the investment strategy to ensure adequate reserve growth. The Board also addressed enforcement challenges, including the pursuit of restitution orders through federal court and the ongoing difficulty of recovering funds from non-compliant practitioners who evade accountability by relinquishing their licenses.

The Chairperson thanked Kate Lamb for her report.

6.3 RISK RESPONSE STRATEGIES REGISTER

The Chairperson called upon Kate Lamb, Interim President & CEO to report.

Kate Lamb referred to the documents circulated in advance of the meeting and reported that the College’s risk register now reflects a more assertive approach to risk identification, including a 17% reduction in low-risk classifications as items were re-evaluated into higher categories and the introduction of a new “critical” tier for risks posing immediate threats to the College’s operations or reputation. Key critical risks identified include the reputational impact of transitioning to new statutory authorities, heightened IT and cybersecurity vulnerabilities—particularly related to the iMIS system—and challenges in talent retention.

Board members expressed strong support for the report’s enhanced detail and clarity, particularly the explicit link between each risk and its mitigation strategy. Discussion also addressed client service risks, including mitigation through channel reviews and external counsel, as well as broader strategic considerations related to enforcement. The Board requested that future reports focus only on moderate to high risks. Directors also asked about workforce stability and engagement, and Kate Lamb noted that turnover remains manageable and that a new engagement survey is planned to assess staff alignment with the College’s mission.

The Chairperson thanked Kate Lamb for her report.

7. GOVERNANCE

7.1 UPDATE ON REGULATORY FRAMEWORK

The Chairperson called upon Ben Rempel, Chairperson of the Governance and Nominating Committee and Kate Lamb, Interim President & CEO to provide an update on the Regulatory Framework. Ben Rempel reported that that the regulations were expected to come into force by July 2026 following publication in the Gazette, while associated by-laws are anticipated in early 2027, with interim operations continuing under existing Council rules.

Kate Lamb reported ongoing bi-weekly engagement with the Department of Justice, which has assumed a more direct role in drafting, requiring alignment between the College's preliminary models and federal legal requirements. The Board discussed concerns regarding the shift of key elements from policy to by-law, noting potential limitations on flexibility and the need to identify high-risk areas. Directors noted that moving key elements into by-laws reduces Board flexibility and increases the administrative burden associated with change. It was further emphasized that, upon enactment of the regulations, the College will assume full statutory authority, bringing heightened expectations for governance, enforcement, and program delivery.

The Chairperson thanked Ben Rempel and Kate Lamb for their report.

7.2 PROPOSED APPOINTMENT TO TRIBUNAL COMMITTEE

The Chairperson called upon Ben Rempel, Chairperson of the Governance and Nominating Committee, to provide his report. He reported that the Governance and Nominating Committee had reviewed the shortlisted recommendation. The Board discussed the importance of these appointments in supporting the College's mandate.

The Chairperson then called for a motion to approve the appointment of the recommended candidate to the Tribunal Committee.

RESOLUTION – CARRIED:			
Moved By:	Ben Rempel	**Seconded**	Richard Dennis
BE IT RESOLVED THAT: the appointment of Lyudmila (Mila) Aberten, as a RCIC member to the Tribunal Committee for a period of not more than 5 years (as per Section 29(3) of the Act. *It has been the practice of the GNC to recommend the appointment for one-year terms given the anticipated new regulations.			
Opposed:	None	**Abstained:**	None

The Chairperson thanked Ben Rempel for his report.

8. GENERAL INFORMATION

The Chairperson announced the next meeting of the Board of Directors will be held on June 18, 2026, in Burlington, Ontario and via Zoom.

MEETING CLOSED TO THE PUBLIC (IN CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

RESOLUTION – CARRIED:			
Moved By:	Ben Rempel	**Seconded**	Richard Dennis
BE IT RESOLVED THAT: the Board will now move in camera.			
Opposed:	None	**Abstained:**	None

The Board met in camera to discuss confidential governance and organizational matters. No resolutions were passed, and there was nothing to rise and report.

RESOLUTION – CARRIED:			
Moved By:	Jennifer Henry	**Seconded**	John Burke
BE IT RESOLVED THAT: The meeting move to open session.			
Opposed:	None	**Abstained:**	None

PROPOSED APPOINTMENT AND REAPPOINTMENTS TO STANDING COMMMITTEES

After a discussion of the composition of the standing committees of the Board, the Chairperson called for a motion to accept the appointments as outlined below:

RESOLUTION – CARRIED:			
Moved By:	John Burke	**Seconded**	Ben Rempel

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. Finance and Audit Committee:
   - T. D'Souza (Chairperson)
   - J. Burke
   - R. Dennis
   - J. Henry
   - M. Spector
   - S. Belevici (Ex-Officio)

2. Governance and Nominating Committee:
   - B. Rempel (Chairperson)
   - R. Dennis (Vice-Chairperson)
   - J. Burke
   - F. Houle
   - M. Spector
   - S. Belevici (Ex-Officio)

3. Human Resources Committee:
   - S. Belevici (Chairperson)
   - T. D'Souza
   - J. Henry
   - B. Rempel
   - F. Houle

Opposed:	None	**Abstained:**	None

RESOLUTION – CARRIED:			
Moved By:	Stan Belevici	**Seconded**	Marc Spector
BE IT RESOLVED THAT: the following Directors be and are hereby appointed/reappointed as members of the following working group of the Human Resources Committee: CEO Succession Planning Working Group: S. Belevici (Chairperson) J. Burke F. Houle B. Rempel			
Opposed:	None	**Abstained:**	None

TERMINATION

RESOLUTION – CARRIED:			
Moved By:	Jennifer Henry	**Seconded**	France Houle
BE IT RESOLVED THAT: the meeting is hereby terminated at 5:25 pm ET.			
Opposed:	None	**Abstained:**	None

These minutes were approved by the Board on June 18, 2026.

Stan Belevici
Chairperson

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
3.2	**Consent Agenda**	**RESOLVED THAT** the 9 items contained in the Consent agenda, as amended, be and are hereby approved: 1. Minutes of Meeting of September 25, 2025 2. Minutes of Meeting of November 27, 2025 3. Independent Complaints Review Officer's Report 4. Board and Committee Workplans 2026-27 a. Board of Directors Workplan b. Finance and Audit Committee Workplan c. Governance and Nominating Committee Workplan d. Human Resources Committee Workplan 5. Signing Officer Policy 6. Confirmation of Authorized Signing Officers	1
3.3	**Agenda**	**RESOLVED THAT** the Agenda for the meeting be and is hereby approved as amended.	2
7.2	**Proposed Appointment to Tribunal Committee**	**RESOLVED THAT** the appointment of Lyudmila (Mila) Aberten, as a RCIC member to the Tribunal Committee for a period of not more than 5 years (as per Section 29(3) of the Act. *It has been the practice of the GNC to recommend the appointment for one-year terms given the anticipated new regulations.	3
	Board meeting move in camera	**RESOLVED THAT** the Board meeting move in camera.	4
	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.	5
		RESOLVED THAT The meeting move to open session.	6
	Proposed Appointment and Reappointments to Standing Committees	**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. Finance and Audit Committee:	7

Resolution	Agenda Item	Topic	Motion
		T. D'Souza (Chairperson) J. Burke R. Dennis J. Henry M. Spector S. Belevici (Ex-Officio) 2. Governance and Nominating Committee: B. Rempel (Chairperson) R. Dennis (Vice-Chairperson) J. Burke F. Houle M. Spector S. Belevici (Ex-Officio) 3. Human Resources Committee: S. Belevici (Chairperson) T. D'Souza J. Henry B. Rempel F. Houle	
		BE IT RESOLVED THAT: the following Directors be and are hereby appointed/reappointed as members of the following working group of the Human Resources Committee: CEO Succession Planning Working Group: S. Belevici (Chairperson) J. Burke F. Houle B. Rempel	8
	Termination	**RESOLVED THAT** the meeting be and is hereby terminated at 5:25 PM ET.	9