



Board of Directors Meeting

March 26, 2026 - 12:30 PM ET

Burlington, Ontario

Board of Directors Meeting - March 26, 2026

AGENDA

1 PARTICIPANTS

BOARD OF DIRECTORS:

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:

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

MANAGEMENT:

Kate Lamb, Interim President & CEO
Jessica Freeman, Director, Communications and Stakeholder Relations
Laura Halbert, Director, Professional Conduct
Cathy Pappas, Director, Registration & Interim Registrar
Beata Pawlowska, Director, Professional Standards, Research, Education &
Policy
Thomas Wardman, Interim Director, Operations
Victoria Rumble, Corporate Secretary
Nithiya Paheerathan, Coordinator, Board Administration

2 CONSENT AGENDA

Stan Belevici, RCIC-IRB

2.1 Minutes of Meeting of September 25, 2025

2.2 Minutes of Meeting of November 27, 2025

2.3 Independent Complaints Review Officer's Report

2.4 Annual Review of Insurance Coverage

2.5 Board and Committee Workplans 2026-27

2.5.1 Board of Directors Workplan

2.5.2 Finance and Audit Committee Workplan

2.5.3 Governance and Nominating Committee
Workplan

2.5.4 Human Resources Committee Workplan

2.6 Signing Officer Policy

2.7 Confirmation of Authorized Signing Officers

3 MEETING AGENDA

3.1 Welcome and Introductory Remarks (2 MINS)

Stan Belevici, RCIC-IRB

3.1.1 Recording Secretary

3.1.2 Land Acknowledgement

3.1.3 Introductions

3.1.4 Conflict of Interest

3.2 Approval of Consent Agenda

Stan Belevici, RCIC-IRB

Approval (1
MIN)

3.3 Approval of Meeting Agenda

Stan Belevici, RCIC-IRB

Approval (2
MINS)

3.4 Report of the Chairperson

Stan Belevici, RCIC-IRB

Report (10
MINS)

4 MANAGEMENT REPORTS

4.1 Report of the Interim President & CEO

Kate Lamb

Report (25
MINS)

4.2 Presentation: Fraud Prevention

Jessica Freeman

Report (15
MINS)

**5 DEPARTURE OF DEPARTMENT DIRECTORS &
BREAK (15 MINS)**

6 SUSTAINABILITY

6.1 Review of Financial Results for period ended
December 31, 2025

Tim D'Souza

Discussion (10
MINS)

6.1.1 Summarized Financial Report for F2026 Q2

Discussion

6.1.2 Financial Report for F2026 Q2 Outlook

Discussion

6.2 Compensation Fund

Kate Lamb

Discussion (10 MINS)

6.3 Risk Response Strategies Register

Kate Lamb

Discussion (10 MINS)

7 GOVERNANCE

7.1 Update on Regulatory Framework

Kate Lamb

Discussion (10 MINS)

7.2 Proposed Appointment to Tribunal Committee

Ben Rempel

Approval (5 MINS)

8 GENERAL INFORMATION

8.1 Board of Directors Meeting

Reference

Date: June 18 & 19, 2026

Location: Burlington, ON

9 IN CAMERA SESSION - MEETING CLOSED TO PUBLIC

Stan Belevici, RCIC-IRB

10 TERMINATION

Stan Belevici, RCIC-IRB

Approval

**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants
Held at 1:00 PM, ET, Thursday, September 25, 2025
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:

Ben Rempel (Interim Chairperson)
John Burke, RCIC (Vice-Chairperson) *
Marty Baram, RCIC*
Normand Beaudry
Richard Dennis, RCIC
Tim D'Souza
Jyoti Singh

Ministerial Observer:

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

Absent

Jennifer Henry

* Via Teleconference

Management:

Stan Belevici, RCIC-IRB, 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
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

1. WELCOME AND INTRODUCTORY REMARKS

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 meeting, Nithiya Paheerathan acted as Recording Secretary.

a) 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.

b) Introduction

The Interim 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.

c) Conflict of Interest Declaration

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

2. APPROVAL OF CONSENT AGENDA

The Interim Chairperson noted that the Consent Agenda had been distributed prior to the meeting and proposed moving two items—8.3 Board Development and Education Plan and 8.6 Results of the Survey Regarding Convene—to the Consent Agenda. This adjustment was intended to provide additional time to focus on substantive discussions during the meeting.

The Interim Chairperson then called for a motion to approve the Consent Agenda as amended.

Moved by John Burke, seconded by Marty Baram:

BE IT RESOLVED THAT the 11 items contained in the Consent agenda, as amended, be and are hereby approved:

1. Minutes of Board Meeting of June 19, 2025
2. Report of the Finance and Audit Committee
3. Report of the Governance and Nominating Committee
4. Report of the Human Resources Committee
5. Independent Complaints Review Officer's Report
6. Confirmation of the Authorized Signing Officers
7. Updated College Succession Plan
8. Tribunal Appointment
9. Approval of Interim Registrar
10. Board Development and Education Plan
11. Results of the Survey regarding Convene

CARRIED

3. APPROVAL OF MEETING AGENDA

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

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

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

CARRIED

4. REPORT OF THE INTERIM CHAIRPERSON

The Interim Chairperson reaffirmed the College's core purpose and noted that the organization is entering a pivotal stage of transition and renewal. He reported that as the College moves toward

finalizing regulations to fully implement the College of Immigration and Citizenship Consultants Act, this milestone will signify the completion of its transition phase.

He acknowledged the vital role of transitional measures in maintaining the institutional framework, policies, and By-laws during this period, as well as the significant contributions of the transitional Board in preparing for the post-transition phase through the development of updated By-laws, standards, and governance policies.

He advised that the Board reached consensus on the need for new executive leadership to guide the College beyond transition and recognized the valuable contributions of the former CEO, John Murray. He advised that some notable achievements include establishing a registration process, implementing professional training and mentorship programs, reduction of backlogs in complaints and applications, strengthening oversight of unlicensed practitioners, and advancing professionalism initiatives.

The Interim Chairperson emphasized transparency, accountability, and trust as foundational principles, and highlighted the importance of honest communication, credible reporting, and continuous improvement. He stressed that effective governance depends on strong collaboration between the Board and operations, supported by open communication, shared accountability, and clarity of roles between the Chairperson, CEO, and Corporate Secretary.

He concluded the report with expressing appreciation for the dedication of Board members and the leadership team, whose efforts have been instrumental in advancing essential regulatory work and establishing a solid foundation for the College's future.

5. MANAGEMENT REPORTS

5.1 REPORT OF THE INTERIM CEO

The Interim Chairperson called upon Stan Belevici, Interim President & CEO to report.

Stan Belevici acknowledged the challenges associated with organizational change and emphasised the importance of supporting and reassuring staff throughout the process. He noted that open communication remained a key strategy to ensure that decisions are transparent, well-understood, and broadly supported.

He further noted that the leadership team were actively engaged to collect insights, maintain alignment, and strengthen collaboration across departments. He noted the importance of promoting consistency with the broader strategic plan, while ongoing teamwork was essential to fostering an informed environment and achieving shared, comparable outcomes.

The Interim Chairperson thanked Stan Belevici for his report.

5.2 – 5.6 MANAGEMENT REPORTS

The Interim Chairperson called upon each member of the Leadership Team to report on their respective departments.

- Beata Pawlowska, Director, Professional Standards, Research, Education and Policy reported that the College achieved several key milestones this year, including the completion of revisions to the Essential Competencies for RCIC and RISIA Practice—a significant step forward in strengthening the regulatory foundation. She noted that the updated framework was presented to the Board of Directors in June and was followed by stakeholder briefings and coordinated planning for integration across all educational programs.

She reported that concurrently, preliminary work had begun on item bank validation and examination alignment with the new framework noting that the item bank now exceeds 5,000 questions, enhancing exam integrity and providing operational flexibility.

In the area of research, she reported that the fellowship project secured a second Mitacs Accelerate grant, underscoring the strength of the College’s research initiatives, while the draft AI Scoping Review has been completed, positioning the College to guide ethical AI practices for licensees and staff. She confirmed that program delivery continues to operate effectively, with initiatives such as Mentoring Program Cohort 4 launching in October for 400 licensees. She advised that these achievements demonstrate meaningful progress in advancing the College’s commitment to public protection and professional excellence.

- Cathy Pappas, Director of Registration, reported that the College achieved a significant reduction in application processing time, shortening the average duration from 60 to 49 days through process streamlining and the enhanced functionality of the College portal. She advised that annual renewal performance remained strong, with 96 percent of licensees completing their renewals independently, consistent with the previous year.

She reported that despite a rise in call and email volumes during the renewal period, the registration team consistently met key performance indicators, maintaining response times within the 48-hour target for all but one week over the past six months. She added that weekly analytics reviews continue to support timely responsiveness. She noted that the increase in inquiry volume was largely attributed to seasonal peaks and users requiring assistance with login or portal navigation. She advised that as licensees grow more accustomed to the system, inquiry volumes were expected to decline further in future renewal cycles.

- Laura Halbert, Director, Professional Conduct, reported strong operational performance for the year, marking a 20 percent improvement over the previous cycle. She advised that operational efficiency continued to advance through disciplined management and streamlined processes particularly in intake and early resolution functions.

Laura Halbert reported that targeted mechanisms contributed to a 54 percent increase in resolved releases, while complaint resolution remained effective under continuous monitoring for consistent data tracking. She advised that substantial progress was achieved in legacy file management, with 80 percent of 1627 inherited files fully resolved, the remainder actively assigned. She indicated that during Fiscal Year 2025, operations in July and August remained steady, with a reduced issue volume of 53 and no notable rise in new cases.

- Jessica Freeman, Director of Communication and Stakeholder Relations, reported that the College monitored social media performance and engagement throughout the year, using data-driven metrics to assess communication effectiveness and guide outreach. She noted that activity levels aligned with available resources, with marketing and storytelling focused on fraud prevention and protection of vulnerable individuals.

She reported that by year-end, the College had achieved more than 760,000 followers, issued 265 posts, attracted nearly 550,000 website users, and logged approximately 750,000 public register visits, with traffic doubling during fraud prevention initiatives. She noted that growth toward the 800,000-follower target was supported by targeted awareness and marketing across digital and local platforms. She also reported on exploratory work related to artificial intelligence and preparations to present on AI and backlog management at an upcoming regulatory conference. She added that register traffic remained steady despite shifts in immigration policy, and a previous campaign resulted in YouTube subscriber growth from 1,000 to 350,000 within 16 weeks. She concluded that the College made significant progress in risk management and social responsibility, strengthening its national presence amid rising engagement and workload demands.

The Board of Directors expressed their appreciation for the work being carried out across all departments and asked that this appreciation be conveyed to College staff.

The Interim Chairperson thanked the management team for their reports.

6. SUSTAINABILITY

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

Tim D'Souza noted that the Committee met on September 11, 2025 and that a summary of the meeting highlights had been included in the materials circulated to Directors in advance of the meeting.

6.1 REVIEW OF UNAUDITED FINANCIAL RESULTS FOR YEAR ENDED JUNE 30, 2025

The Interim Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the documents distributed in advance of the meeting. He reported that the Finance and Audit Committee reviewed the unaudited financial results for the year ended June 30. He advised that the positive variance of \$393K is driven by higher-than-expected revenue of \$363K and lower than expected expense of about \$30K. He further explained that the higher revenue was tied to higher than anticipated annual fees and late payment fees and lower bad debts; whereas lower expenses were due to lower than anticipated exam proctoring fees and credit card expenses. He noted that the College's overall financial position was deemed healthy.

The Directors requested to review reserve balances at its next meeting, focusing on appropriate reserve levels and the need for continued IT funding. Additionally, the Directors requested a clean status update on the IT platform's costs, performance, and strategic value to support informed decision-making.

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

6.2 RISK MITIGATION REGISTER

The Interim Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the documents distributed before the meeting and reported that the Risk Register had been reviewed at the last Finance and Audit Committee meeting. He noted that 25 risks were identified and evaluated on a 0–25 scale for likelihood and impact, both before and after mitigation measures.

The latest assessment, he reported, indicated two very high residual risks, seven moderate, and six low. Compared with the previous quarter, ten risks had increased in rating, with the complaint process sufficiency risk receiving the highest but still mid-range score.

Tim D'Souza noted that the frequency of risk reporting will be reviewed, as one member expressed a preference to maintain quarterly reports. He agreed and indicated that FAC will assess the matter further and present a formal recommendation to the Board at a later date.

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

6.3 FINANCIAL REVIEW – COLELGE PORTAL DEVELOPMENT

The Interim Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the documents circulated in advance of the meeting and reported that the College had prepared a schedule comparing budgeted and actual forecasted expenses for the IT transition initiative. He advised that an initial allocation of \$3 million had been

approved for IT requirements at inception, with an additional contribution last year bringing the total capital fund to \$6.5 million. He reported that the document had been revised to present a comparison between total capital funds budgeted and total funds utilized as over several years, \$6.5 million was budgeted and \$6.7 million was spent, with the \$0.2 million variance drawn from the operating budget. He added that the total capital allocation could increase to approximately \$10.9 million in future years, pending Board approval and management's updated projections.

The Directors raised governance concerns regarding the \$10.9 million forecast and the ongoing budget variances, citing timing and forecasting challenges. They discussed the delays in project completion and acknowledged the need for stronger risk assessment, clearer financial disclosures, and more robust governance oversight. The Directors requested that a new report be prepared to enhance transparency and to support oversight, providing information to guide Board-level decision-making.

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

Management was excused from the meeting.

8. GOVERNANCE

The Interim Chairperson called upon Richard Dennis, Vice Chairperson of the Governance and Nominating Committee, to provide his report.

Richard Dennis noted that the Committee met on July 24, 2025, and that a summary of the meeting highlights had been included in the materials circulated to Directors in advance of the meeting.

8.1 REVIEW DRAFT BY-LAWS

Richard Dennis referred to the documents circulated before the meeting and called up Ben Rempel to present. Ben Rempel reported that the Committee reviewed the proposed By-laws and highlighted some items for discussion.

By-law 6: Revocation of Appointments, Directors considered whether revocations should require a simple majority or a higher voting threshold. They noted that the current wording lacked clarity and may not align with forthcoming legislative requirements. As regulations are still pending, the Board agreed to defer a final decision.

By-law 6: Chairperson's Right to Attend Meetings, the Board discussed whether the By-laws should explicitly articulate the Vice Chairperson's authority to attend meetings in the Chair's absence. It was agreed that this authority is inherent to the position and already addressed in the Terms of Reference; therefore, no additional wording in the By-laws was required.

By-law 8: Disclosure of Conflicts of Interest, Directors considered whether annual disclosures were redundant given continuous reporting obligations. While some viewed annual declarations as unnecessary, others supported them as a governance best practice. The Board agreed to retain the annual disclosure requirement temporarily, pending confirmation of future statutory obligations.

The Interim Chairperson called for a motion to approve the draft By-laws.

Moved by Richard Dennis, seconded by John Burke:

BE IT RESOLVED THAT

1. The Board of Directors approve the revised By-law No 6. Committees and By-law No. 8 Conflict of Interest for Directors and Committee Members, in substantially the form presented, and;
2. That the College be and is hereby authorized and directed to submit, as necessary, such draft College By-laws to the federal Department of Justice, for preliminary review and discussion purposes, as part of the By-laws of the College made pursuant to s. 80 of the College Act.

CARRIED

The Board recognized GNC's work in reviewing the By-laws and expressed appreciation for the opportunity to provide input.

The Interim Chairperson thanked Richard Dennis for his report.

8.2 TERMS OF REFERENCE – CORPORATE SECRETARY

The Interim Chairperson called upon Richard Dennis, Vice Chairperson, GNC to report.

Richard Dennis referred to the documents distributed in advance of the meeting noting that the GNC approved a resolution to recognize the position and responsibilities of the Corporate Secretary. He advised that the resolution established formalizing this role through a Terms of Reference ensuring clarity regarding the scope of responsibilities, reporting relationships, and authority, while reinforcing accountability and alignment with best governance practices.

The Vice Chairperson called for a motion to adopt the resolution as presented.

Moved by Richard Dennis, seconded by Tim D'Souza:

BE IT RESOLVED THAT the Board of Directors approve the draft Corporate Secretary Terms of Reference, effective immediately, in substantially the form presented.

CARRIED

The Interim Chairperson thanked Richard Dennis for his report.

8.3 APPROVAL OF ANNUAL GENERAL MEETING DETAILS

The Interim Chairperson called upon Richard Dennis, Vice Chairperson, GNC to report.

Richard Dennis referred to the documents distributed in advance of the meeting and noted that GNC had reviewed the matter and recommend Board approval. There were no further comments, and the Interim Chairperson called for a motion to approve the documents as presented.

Moved by Richard Dennis, seconded by John Burke:

BE IT RESOLVED THAT the Board of Directors recommends that the record date for the 2025 AGM be set as October 27, 2025.

BE IT RESOLVED THAT the Board of Directors approve the licensee AGM package to include the following:

Information Circular
Proxy Form

Order of events
Meeting Agenda

BE IT RESOLVED THAT the Board of Directors instruct management to issue the official Notice of Meeting to all licensees on October 28, 2025.

CARRIED

The Interim Chairperson thanked Richard Dennis for his report.

8.4 DRAFT ANNUAL REPORT 2025

The Interim Chairperson called upon Richard Dennis, Vice Chairperson, GNC to report.

Richard Dennis referred to the documents distributed in advance of the meeting and reported that the Draft 2025 Annual Report incorporates feedback shared by members of the Board of Directors. The Interim Chairperson called for a motion to approve the Draft 2025 Annual Report.

Moved by Richard Dennis, seconded by Marty Baram:

BE IT RESOLVED THAT the Board of Directors approves the Draft 2025 Annual Report.

CARRIED

The Interim Chairperson thanked Richard Dennis for his report.

9. NEXT MEETING AND TERMINATION

The Interim Chairperson announced the next meeting of the Board of Directors will be held on October 21, 2025 via Zoom followed by the Board of Directors meeting and Annual General Meeting on November 27, 2025 in Calgary, Alberta.

9.1 SCHEDULE OF BOARD AND COMMITTEE MEETINGS

The Interim Chairperson called upon Richard Dennis, Vice Chairperson, GNC to report.

Richard Dennis referred to the documents distributed in advance of the meeting and reported that a list of all Board and Committee meetings for 2026 were included in the package. The Directors discussed the strategic planning cycle and its relevance for the next four years and made suggestions to include strategic planning in the 2026 meeting schedule. The Corporate Secretary took note of the suggestion and will add it to upcoming agenda development discussions.

The Interim Chairperson thanked Richard Dennis for his report.

MEETING CLOSED TO THE PUBLIC (IN CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

Moved by Marty Baram, seconded by Normand Beaudry:

BE IT RESOLVED THAT the Board meeting move in camera.

CARRIED

IN CAMERA SESSION – OUTSTANDING LITIGATION

Nothing to report.

IN CAMERA SESSION – IMPLEMENTATION OF SUCCESSION PLAN

The Interim Chairperson reported on the CEO Succession Plan.

IN CAMERA SESSION – BOARD DISCUSSION

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

TERMINATION

On a motion duly made, seconded and carried.

BE IT RESOLVED THAT the meeting be and is hereby terminated at 5:30 PM ET.

CARRIED

Ben Rempel
Interim Chairperson

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
1	Consent Agenda	RESOLVED THAT the 11 items contained in the Consent agenda, as amended, be and are hereby approved: <ol style="list-style-type: none"> 1. Minutes of Board Meeting of June 19, 2025 2. Report of the Finance and Audit Committee 3. Report of the Governance and Nominating Committee 4. Report of the Human Resources Committee 5. Independent Complaints Review Officer's Report 6. Confirmation of the Authorized Signing Officers 7. Updated College Succession Plan 8. Tribunal Appointment 9. Approval of Interim Registrar 10. Board Development and Education Plan 11. Results of the survey regarding Convene 	1
2	Agenda	RESOLVED THAT the Agenda for the meeting be and is hereby approved as amended.	2
8.1	Review Draft By-laws	RESOLVED THAT <ol style="list-style-type: none"> 1. The Board of Directors approve the revised By-law No 6. Committees and By-law No. 8 Conflict of Interest for Directors and Committee Members, in substantially the form presented, and; 2. That the College be and is hereby authorized and directed to submit, as necessary, such draft College By-laws to the federal Department of Justice, for preliminary review and discussion purposes, as part of the By-laws of the College made pursuant to s. 80 of the College Act. 	3
8.2	Terms of Reference - Corporate Secretary	RESOLVED THAT the Board of Directors approve the draft Corporate Secretary Terms of Reference, effective immediately, in substantially the form presented.	4
8.4	Approval of Annual General Meeting Details	RESOLVED THAT the Board of Directors recommends that the record date for the 2025 AGM be set as October 27, 2025. BE IT RESOLVED THAT the Board of Directors approve the licensee AGM package to include the following:	5

Resolution	Agenda Item	Topic	Motion
		Information Circular, Order of events, Proxy Form, Meeting Agenda BE IT RESOLVED THAT the Board of Directors instruct management to issue the official Notice of Meeting to all licensees on October 28, 2025.	
8.5	Draft Annual Report 2025	RESOLVED THAT the Board of Directors approves the Draft 2025 Annual Report.	6
	Board meeting move in camera	RESOLVED THAT the Board meeting move in camera.	7
	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.	8
	Termination	RESOLVED THAT the meeting be and is hereby terminated at 5:30 PM ET.	9

**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants
Held at 8:30 AM MT, Thursday, November 27, 2025
At the the Calgary TELUS Convention Centre, and via Zoom
136 8th Ave SE, Calgary, AB T2G 0K6**

Board of Directors:

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

Management:

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
Victoria Rumble, Corporate Secretary

Ministerial Observers:

Peter Christensen, Assistant Director, Admissibility, Immigration, Refugees and Citizenship Canada
Allie Thompson, Senior Policy Analyst, Integrity Policy & Program, immigration, Refugees and Citizenship Canada*
Natalia Osorio, Policy analyst, Integrity Policy & Program, Immigration, Refugees and Citizenship Canada*
Mashal Dawkins, Policy analyst, Integrity Policy & Program, Immigration, Refugees and Citizenship Canada*

Nithiya Paheerathan, Coordinator, Board Administration and Recording Secretary

Absent: N/A

*Via Teleconference

1. WELCOME AND INTRODUCTORY REMARKS

Quorum

1.1 The Chairperson declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 8:30 am MT.

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

1.2 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.

1.3 Introduction

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

1.4 Conflict of Interest Declaration

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

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 remove the minutes of the September 25, 2025, meeting for further review and offline discussion, citing noted discrepancies and time constraints. The item will be resubmitted for approval at the next Board meeting. The Chairperson then called for a motion to approve the amended consent agenda.

Moved by John Burke, seconded by Jennifer Henry:

BE IT RESOLVED THAT the 4 items contained in the Consent agenda, be and are hereby approved:

1. Minutes of Meeting of October 21, 2025
2. Independent Complaints Review Officer's Report
3. Report of Human Resources Committee
4. Report of the CEO Succession Planning Workgroup

CARRIED

3. APPROVAL OF MEETING AGENDA

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

Moved by Normand Beaudry, seconded by Ben Rempel:

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

CARRIED

Jyoti Singh joined the meeting at 8:46 am MT.

4. REPORT OF THE CHAIRPERSON

The Chairperson reported that the College is advancing toward full regulatory operation, supported by key governance developments, including new By-laws currently under Department of Justice review. He advised that interim By-laws remain in effect to ensure continuity until final approval and implementation in 2026. He indicated that preparations are underway for the onboarding of government-appointed directors, expected in early 2026, marking an important step in enhancing Board accountability. He emphasized that these initiatives reflect heightened expectations for transparency and credibility from stakeholders and the public, alongside progress on projects such as the compensation fund framework and strengthened regulatory processes.

The Chairperson commended Interim President & CEO Kate Lamb for her steady leadership and effective management during the College's transition, noting the Board's strong confidence in her team's dedication and professionalism.

5. MANAGEMENT REPORTS

5.1 – 5.4 MANAGEMENT REPORTS

The Chairperson called upon each member of the Leadership Team to report on their respective departments.

- Beata Pawlowska, Director of Professional Standards, Research, Education and Policy (PREP), reported that the department was developing predictive models using demographic and visa data to analyze immigrant engagement with licensed consultants, despite consistently high satisfaction rates. She advised that recent research activities included 17 completed interviews, 10 scheduled, and six forthcoming focus groups examining institutional policies that connect clients with licensed professionals. She reported that preliminary results showed 40 percent of international students used licensed consultants, informing the College's risk mitigation and education strategies.

She indicated that PREP also completed a scoping review of responsible AI governance frameworks to guide future policy on AI-assisted tools. Beata Pawlowska noted that all educational programs continue to operate at full capacity, supporting continuous competence as a central risk control, with the exam bank expanding to enhance security and flexibility. She indicated that despite ongoing resource constraints, only one of several requested new positions would affect the current budget. The Board agreed to defer staffing decisions to the next budget cycle, and Interim President & CEO Kate Lamb confirmed an organizational resource review aligned with 2026 strategic priorities.

- Director of Registration, Cathy Pappas reported that the Registration Department maintained steady post-renewal enforcement activity, with approximately 1,300 license suspensions following the annual renewal period—consistent with prior years. She reported that most suspensions were temporary and resolved through compliance or voluntary withdrawal. Her reporting reflected a modest 0.6% decline in total licensees

from July to August, continuing a gradual leveling trend. Cathy Pappas noted strong Continuing Professional Development participation and stable operations, with inquiry response times meeting the 48-hour standard.

Following discussion, the Board requested expanded reporting on enforcement and suspension data relative to budget forecasts, as well as analysis of potential demographic and policy impacts on licensing trends.

- Laura Halbert, Director of Professional Conduct, reported substantial progress in resolving legacy complaints and combating unauthorized practitioner (UAP) activity despite record complaint volumes. She reported that approximately 88% of pre-college legacy files have been closed, with remaining cases tied to active disciplinary matters. She advised that strong enforcement against UAPs continues, with more than 1,840 unauthorized sites removed, though further investigation was limited by resource constraints.

She noted rising complaint volumes due partly to increased public awareness and highlighted a focus on high-risk licensees, with over 60 cases recently addressed. It was noted that the Public Register remains a vital tool for transparency and mitigating UAP risks. The Board encouraged further analysis of systemic factors contributing to non-compliance, including reduced sector support.

- Jessica Freeman, Director of Communication and Stakeholder Relations, reported significant growth in public and licensee engagement, including a 600% increase in traffic to the College's 2025 AGM webpage and a rise in Public Register visits to 80,000 in October. She noted active collaboration with IRCC to align messaging on the 2026 Regulations and By-laws. She reported that preparations were underway for an expanded Fraud Prevention Month campaign, extending transit advertising to five additional cities and enhancing digital visibility through Google search and new video assets. Jessica Freeman also highlighted the introduction of focus groups involving individuals with lived immigration experience to strengthen message relevance. The Board emphasized the need for clearer reporting on communication objectives, KPIs, and measurable outcomes.

The Board of Directors expressed their appreciation for the work being carried out across all departments and asked that this appreciation be conveyed to College staff.

The Chairperson thanked the management team for their reports.

Management was excused from the meeting.

6. SUSTAINABILITY

6.1 REPORT OF THE FINANCE AND AUDIT COMMITTEE

The Chairperson called upon Tim D'Souza, Chairperson of the Finance and Audit Committee (FAC), to provide his report.

Tim D'Souza noted that the Committee met on November 13, 2025 and that a summary of the meeting highlights had been included in the materials circulated to Directors in advance of the meeting.

6.2 REVIEW OF UNAUDITED FINANCIAL RESULTS FOR PERIOD ENDED SEPTEMBER 30, 2025

The Chairperson called upon Tim D'Souza 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 September 30, 2025. He reported that the College maintained financial stability, posting net income of just under \$170,000—approximately \$80,000 above budget—driven by expense savings of about \$260,000, partially offset by revenue shortfalls of roughly \$180,000. He advised that revenue declines were mainly due to lower fines, annual fees, and reduced specialization program enrollment, while savings resulted from hiring delays, timing of vacations, and reduced legal costs. He indicated that net assets exceeded \$28 million, including \$10 million designated to the compensation fund and \$13.5 million in unrestricted reserves. He advised that the FAC deferred recommendations on net asset restrictions pending final decisions on related policies.

The Board expressed concern over declining specialization program revenue and requested a detailed analysis and risk assessment for inclusion in the College's risk register. Management agreed to provide a comprehensive breakdown in future reports. Tim D'Souza noted that FAC had reviewed revised licensing projections and would revisit the issue at its next meeting to determine whether the revenue shortfall is temporary or structural.

The Chairperson thanked Tim D'Souza for his report.

6.3 APPOINTMENT OF AUDITOR FOR F2026

The Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the documents distributed in advance of the meeting and reported that FAC recommended the reappointment of Doane Grant Thornton LLP as the College's

auditors for the upcoming fiscal year. He noted that the recommendation was based on positive performance evaluations and the firm's continued high-quality service. The Committee highlighted the benefits of retaining experienced staff familiar with the College's accounts, Lynn Stivaletti, while also gaining new perspectives from recently assigned team members following the firm's merger. Tim D'Souza added that both management and the Committee acknowledged sector trends supporting longer auditor tenures under consistent leadership, after which the Chairperson called for a motion to approve the recommendation.

Moved by Tim D'Souza, seconded by Jennifer Henry:

BE IT RESOLVED THAT the re-appointment of Doane Grant Thornton LLP, Chartered Professional Accountants, as Auditor of the College for the fiscal year ending June 30, 2026, be and is hereby approved, with immediate effect.

CARRIED

The Chairperson thanked Tim D'Souza for his report.

6.4 COMPENSATION FUND

The Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the documents distributed in advance of the meeting. He reported that FAC reviewed the compensation fund's payout cap framework and engaged actuaries to determine a balanced maximum payout level. The FAC initially considered a management proposal to embed payout limits in the College's By-laws but ultimately recommended maintaining such limits through policy for greater flexibility. During discussion, Directors requested clarity on the resolution's wording and potential feedback from ministerial observers, noting consistency with Department of Justice consultations and previous By-law direction. After the discussion, the Chairperson called for a motion to approve the recommendation.

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

BE IT RESOLVED THAT that the Board of Directors approve that the By-laws not include the compensation fund payout cap, leaving it in policy to ensures flexibility and avoid the procedural hurdles associated with By-law amendments.

CARRIED

The Chairperson thanked Tim D'Souza for his report.

6.5 RISK MITIGATION REGISTER

The Chairperson called upon Tim D’Souza to report.

Tim D’Souza directed Victoria Rumble to present the Risk Mitigation Register. Victoria Rumble referred to the documents circulated in advance of the meeting and reported that the College’s risk register now includes 27 risks, up from 25, with two new policy-related additions. She highlighted the need to finalize and stabilize the procurement policy and to have the Human Resources Committee review HR policies. She indicated that while most risks remain low, several have been classified as high, with none deemed critical.

During the review, Directors questioned whether the “policy governance framework” should maintain a low-risk rating and noted that some low-rated risks may warrant reassessment. “Delays in By-laws” were identified as a concern, given the absence of a finalization date and dependency on regulatory work. The Board also requested that licensee volume forecasts be incorporated into financial projections to assess potential revenue risks. Consensus was reached to re-evaluate certain low-rated risks in future reviews.

The Chairperson thanked Victoria Rumble for her report.

7. GOVERNANCE

7.1 REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

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

Ben Rempel reported that the Committee met on October 16, 2025, and a summary of the meeting highlights had been circulated to Directors in advance. Questions were raised regarding the scope of the compensation survey and the selection process for the Board education session, Ben Rempel clarified that the survey applies to the Board of Directors and that the Governance and Nominating Committee (GNC) will review additional data and revisit the matter at the next Board meeting. Ben Rempel advised that the GNC had approved the presenter for the Board education session; however, a scheduling conflict prevented the presentation at the November meeting. He noted that the Committee had reviewed several providers and selected a prominent one to present at the March Board meeting.

The Chairperson thanked Ben Rempel for his report.

7.2 PROPOSED APPOINTMENTS AND REAPPOINTMENTS TO STANDING COMMITTEES

The Chairperson called upon Ben Rempel, Chairperson of the Governance and Nominating Committee, to provide his report. Ben Rempel reported that GNC proposed one adjustment to the Human Resources Committee—adding an additional member, Jyoti Singh, who has agreed to serve. The Chairperson called for motion, and discussion followed regarding Committee composition, including clarification that membership was governed by the terms of reference with a maximum of five members. The motion was subsequently put to a vote and carried unanimously.

Moved by Ben Rempel, seconded by Richard Dennis:

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
 - J. Henry
 - J. Singh
 - S. Belevici (Ex-Officio)

2. Governance and Nominating Committee:
 - B. Rempel (Chairperson)
 - R. Dennis (Vice-Chairperson)
 - N. Beaudry
 - J. Burke
 - S. Belevici (Ex-Officio)

3. Human Resources Committee:
 - S. Belevici (Chairperson)
 - N. Beaudry (Vice-Chairperson)
 - J. Henry
 - J. Singh
 - B. Rempel

CARRIED

The Chairperson thanked Ben Rempel for his report.

7.3 PROPOSED APPOINTMENT TO TRIBUNAL COMMITTEE AND INDEPENDENT COMPLAINTS REVIEW OFFICER

The Chairperson called upon Ben Rempel, Chairperson of the Governance and Nominating Committee, to provide his report. He reported the proposed appointments to the Tribunal Committee, including the appointment of a new Vice Chair and a new RCIC member, as well as the reappointment of current members for another term. He provided context was provided regarding earlier Board deliberations, emphasizing the Board's legislative responsibility to make informed tribunal appointments. Directors noted improvements in the background information provided to support these decisions and discussed the need for enhanced reporting beyond basic resumes and bios. He advised that the GNC and Board had previously considered introducing By-law provisions to formalize such reporting, although a review of By-law 6 (Committees) revealed no existing reference.

There was a suggestion for Management may need to consult the Department of Justice on possible amendments to support more substantive reporting from tribunals to guide appointment decisions. The Board was reminded that previous reappointments were limited to one year, although authority exists to appoint for up to five years. Ben Rempel indicated that the current resolution requested approval of two additional tribunal members, bringing total membership to 27, and reappointment of all members for one-year terms.

Ben Rempel then addressed the proposed reappointments to the Complaints Committee. It was noted that similar considerations raised for the Tribunal Committee applied here, though this resolution was more straightforward, involving only one-year reappointments with no new members.

The Chairperson then called for a motion to approve the appointments and reappointments.

Moved by Ben Rempel, seconded by Richard Dennis:

BE IT RESOLVED THAT

the appointment of Jeanie Theoharis as Vice Chair and Arian Sultafa, 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.

the proposed re-appointments 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.

the Board of Directors approve the re-appointment of current Complaints Committee members for an additional one-year term to the Complaints Committee.

the position of ICRO be and are hereby approved with immediate effect, each to hold such appointment until a successor is appointed.

CARRIED

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 March 26, 2026, in Burlington, Ontario and via Zoom.

MEETING CLOSED TO THE PUBLIC (IN CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

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

BE IT RESOLVED THAT the Board meeting move in camera.

CARRIED

IN CAMERA SESSION – BOARD DISCUSSION

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

TERMINATION

On a motion duly made, seconded and carried.

BE IT RESOLVED THAT the meeting be and is hereby terminated at 12:15 PM MT.

CARRIED

Stan Belevici
Chairperson

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
1	Consent Agenda	RESOLVED THAT the 4 items contained in the Consent agenda, as amended, be and are hereby approved: Minutes of Meeting of October 21, 2025 Independent Complaints Review Officer's Report Report of Human Resources Committee Report of the CEO Succession Planning Workgroup	1
2	Agenda	RESOLVED THAT the Agenda for the meeting be and is hereby approved as amended.	2
6.3	Appointment of Auditor for F2026	RESOLVED THAT the re-appointment of Doane Grant Thornton LLP, Chartered Professional Accountants, as Auditor of the College for the fiscal year ending June 30, 2026, be and is hereby approved, with immediate effect.	3
6.4	Compensation Fund	RESOLVED THAT that the Board of Directors approve that the By-laws not include the compensation fund payout cap, leaving it in policy to ensures flexibility and avoid the procedural hurdles associated with By-law amendments.	4
7.2	Proposed Appointments and Reappointments to Standing Committees	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 J. Henry J. Singh S. Belevici (Ex-Officio) 2. Governance and Nominating Committee: B. Rempel (Chairperson) R. Dennis (Vice-Chairperson) N. Beaudry J. Burke S. Belevici (Ex-Officio) 3. Human Resources Committee: S. Belevici (Chairperson)	5

Resolution	Agenda Item	Topic	Motion
		<p>N. Beaudry (Vice-Chairperson) J. Henry J. Singh B. Rempel</p>	
7.3	<p>Proposed Appointment to Tribunal Committee and Independent Complaints Review Officer</p>	<p>RESOLVED THAT the appointment of Jeanie Theoharis as Vice Chair and Arian Sultafa, 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.</p> <p>the proposed re-appointments 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.</p> <p>the Board of Directors approve the re-appointment of current Complaints Committee members for an additional one-year term to the Complaints Committee.</p> <p>the position of ICRO be and are hereby approved with immediate effect, each to hold such appointment until a successor is appointed.</p>	6
	<p>Board meeting move in camera</p>	<p>RESOLVED THAT the Board meeting move in camera.</p>	7
	<p>In camera session be moved to the open session and the Board resume in open session</p>	<p>RESOLVED THAT</p> <ol style="list-style-type: none"> 1. To close the in camera session and, 2. Move the meeting into open session. 	8
	<p>Termination</p>	<p>RESOLVED THAT the meeting be and is hereby terminated at 12:15 PM MT.</p>	9

Independent Complaints Review Officer's QUARTERLY REPORT for period of October 1 to December 31, 2025

February 2, 2026

Introduction

This is the Quarterly Report required by Section 5.2 of the Independent Complaints Review Officer Regulation ("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, covering the last quarter of 2025, the period from October 1, 2025 to December 31, 2025 ("Current Period"), will be presented for the Council's review at its next quarterly meeting.

As required, this Quarterly Report is divided into the following sections: General Statistics, 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:

27.2

A complainant may only request an ICRO review by written application using the application form on the Council website. The ICRO is not required to review every matter requested and may in their discretion decide not to conduct a review or may discontinue a review already in progress.

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 4.1 of the ICRO Regulation, enacted pursuant to sections 27 and 56.7 of the By-law, sets out more detail the broad authority of the ICRO:

4.1 The ICRO has the power and discretion to decide how to respond to any request by a complainant to review the closing of their complaint. The ICRO may decide to do one or more of the following:

- (a) refuse the complainant's request for a review, because it does not raise issues that are serious enough, or because any review will likely not lead to any different outcome, or for any other reason;
- (b) review the closing of the complaint, by investigating the Council's handling of the complaint;
- (c) mediate with the complainant and the Council to try to achieve an agreement to settle the matter; or
- (d) stop or temporarily suspend a review at any time, and close the review without any referral or further action, or decide to refer the complaint back to the Council.

These provisions emphasize that, where the request for review is not refused or temporarily suspended, 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 By-law and the ICRO Regulation provide that the ICRO cannot review the actual merits of any 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.

Although the ICRO has the power and discretion under the ICRO Regulation to also mediate with the complainant and the College, this power has not yet been used.

Finally, 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

This Quarterly Report includes a chart that keeps track of the Current Period statistics, and also includes statistics from prior quarterly reports since this ICRO's appointment started.

As seen below, the fourth quarter of 2025 was even slower than the third quarter of 2025, which itself was significantly slower than the trend established by the prior five quarters.

Quarter ²	Requests for Review Received by ICRO	Reviews Concluded	Active Reviews (as of Dec 31, 2025)
Current Period 4th, 2025	3	2	1
Prior Quarterly Report Statistics			
3 rd , 2025	4	5	0
2 nd , 2025	8	8	2
1 st , 2025	14	9	5
4 th , 2024	5	11	0
3 rd , 2024	9	4	7
2 nd , 2024	3	2	1
1 st , 2024 ³	1	3	0
4 th , 2023 ⁴	10	10	2
3 rd , 2023 ⁵	5	4	2
2 nd , 2023 ⁶	2 ⁷	2	1
1 st , 2023 ⁸	3	2	1
1 st , 2023 ⁹	1	3	0
4 th , 2022 ¹⁰	4	2	1

ICRO decisions are expected to be rendered within 30 days receipt of a request for review. The two reviews completed in this Current Period were completed within the 30 days.

-
- ² The earlier reports did not cover precise quarterly periods.
- ³ This Quarterly Report covered the period from February 1, 2024 to March 31, 2024.
- ⁴ This Quarterly Report covered the period from October 1, 2023 to January 31, 2024.
- ⁵ This Quarterly Report covered the period from August 1, 2023 to September 30, 2023.
- ⁶ This Quarterly Report covered the period from April 7, 2023 to July 31, 2023.
- ⁷ This includes two requests for an extension of time, and the related decision on this request.
- ⁸ This Quarterly Report covered the period from January 21, 2023 to April 6, 2023.
- ⁹ This Quarterly Report covered the period from November 12, 2022 to January 20, 2023.
- ¹⁰ This initial Quarterly Report covered the period from September 29, 2022 to November 11, 2022.

General Outcome of Reviews Concluded

In conducting a review, generally 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.

This Current Period represents a considerable slow-down from the peaks in the period starting in the 3rd quarter of 2024 through to the 2nd quarter of 2025. There were only three new requests for review were received during this Current Period, and two reviews were concluded. There was one active review at the end of the Current Period, which has since been closed and will be reported in the Quarterly Report for the 1st quarter of 2026.

In both the completed reviews, I concluded that there was procedural fairness and no errors in fact or in law in the way that the College handled the complaint. The outcomes are summarized in the next section of this Quarterly Report.

Summary of Disposition of Reviews by ICRO

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

- 1. College File No:** CD.2025.1005172
Review Acknowledged by ICRO: October 2, 2025
Matter Closed by ICRO: November 2, 2025
Disposition: The decision of the College to close the complaint, after entering into a VRP agreement with the Licensee, was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.
- 2. College File No:** CD.2025.1092003
Review Acknowledged by ICRO: October 21, 2025
Matter Closed by ICRO: November 2, 2025
Disposition: The decision of the College to close the complaint, with guidance to the Licensee, was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

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. It 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. As part of this mandate, the College went through significant reforms in 2024 and introduced others at the beginning of 2025, with the aim of, in part, enhancing the College's oversight over licensees and strengthening its public protection measures.

The historical overview of general statistics since I started as ICRO shows that starting in the third quarter to the end of 2025, requests for review have considerably slowed since the busiest period over the prior five quarters.

The College's handling of complaints has continued to generally proceed with procedural fairness.

This Current Period, the ICRO made no recommendations to the College.

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 them to file complaints about licensees who breach their code of professional conduct or standards of competence. Without these complaints, the College would not be aware of licensee misconduct.

However, notwithstanding the critical role that they play in supporting the College's regulatory mandate, the caselaw is clear that a complainant is not entitled to the same level of fairness as the licensee who is the subject of a complaint.¹¹ The extent of this regulatory duty is clearly laid out in the College's By-Law and the ICRO Regulation.

The ICRO's independent role in reviewing the College's complaints handling processes for its closure of complaints ensures the College's accountability. The ICRO's role in making recommendations also identifies for the College areas where the College can improve, including enhancing or strengthening, its complaints handling processes and procedures.

Over the course of this ICRO's appointment, there has been less of a need to make recommendations on improving the College's complaints handling processes. It is worthy to note that the College has considered and implemented many of the ICRO's past recommendations, and that as a result, there has been a decreasing number of recommendations coming from the ICRO.

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

Dated this February 2, 2026.

Independent Complaints Review Officer



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

¹¹ *Makis v College of Physicians and Surgeons of Alberta (Complaint Review Committee)*, [2020 ABCA 451](#), at paragraphs 7-8, and *Toutsaint v Investigation Committee of The Saskatchewan Registered Nurses' Association*, [2023 SKCA 11](#), at paragraph 22.

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chairperson, Finance and Audit Committee
Re: **Consent Agenda Item 2.4 – Annual Review of Insurance Coverage**
Date: **March 26, 2026**

A. Executive Summary:

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

B. Requested Action:

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

C. Discussion/Analysis:

The insurance program of the College includes Directors and Officers Liability Insurance, Errors and Omissions Liability Insurance, Cyber Insurance and the Commercial Package Insurance. Annual policy renewal date is November 30. All policies are renewed with one year term to November 30, 2026, except for the Directors and Officers Liability Insurance which is extended to end of March 2026.

At the Finance and Audit Committee meeting, the College's Broker, Hunter Insurance presented. It was noted that the Board should explore increasing its insurance for employee fraud, which is currently limited to \$10,000. The College has committed to considering this recommendation and reviewing an application. 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	\$50,000 Canada and \$75,000 USA
Past Acts D & O	\$5,000,000	\$250,000
Regulator E & O	\$5,000,000	\$25,000
EPL	Incl in D & O	\$50,000 Canada and \$75,000 USA
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 Engineering	\$250,000	As above
Employee Dishonesty	\$10,000	\$1,000

Note:
 S = Standing Item
 P = Project Based

BOARD OF DIRECTORS WORKPLAN 2026/27

ACTIVITY		S/P	NOTES	2026					2027 Mtgs
				Mtg 1 Mar 26	Mtg 2 June 18	Mtg 3 Sept 24	Mtg 4 Oct 20	Mtg 5 Dec 3	
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	S			✓				
B. By-Laws and Regulations									
1	Approve College Regulation Comments	P			✓				
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		✓					
2	Approve Board Governance Polices	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				✓			

D. Organizational Governance									
1	Independent Complaints Review Officer's Quarterly Report	S		✓	✓	✓		✓	
2	Approve Confirmation of Authorized Signing Officers	S		✓					
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	Date of Last Review -		✓				
C. Investment Monitoring									
1	Review Quarterly Investment Results	S		✓	✓	✓		✓	
Risk and Uncertainty									
1	Review Significant Financial Risks (as reported by FAC)	S		✓	✓	✓	✓	✓	
2	Review Insurance Coverage Annually	S		✓					

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	✓					✓
Human Resource Committee Performance and Oversight									
1	Board reviews/endorses/provides performance feedback to CEO @ Board meeting	S							
2	Board endorses CEO goals for next fiscal year	S							
3	Board receives Committee Report re: Succession planning	S							
Board and Board Committee Governance									
1	Create Workplan for 2025/26 Session	S	Last Reviewed – March 2024	✓					
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 FAC Membership	S						✓	
7	Annual Review of GNC Membership	S						✓	
8	Annual Review of Tribunal Committee Membership	S						✓	
9	Annual Review of Independent Complaints Review Officer's	S						✓	
10	Review Schedule of Board and Board Committee Meetings	S						✓	
11	Approve Proposed Slate of Directors (after Transition Period Ends)	S							✓
12	Board Chair and Vice-Chair Succession Plan (after Transition Period Ends)	S							✓
13	Annual Review of Board Education Plan	S							

14	Annual Review of Register of Directors	S		✓					
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- 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 2026/27

ACTIVITY	S/P	NOTES	2026					2027 Mtgs
			Mtg 1 Feb 19	Mtg 2 May 21	Mtg 3 Sept 9	Mtg 4 Oct 6	Mtg 5 Nov 12	
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 +2 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 13 2025 due to amendment	✓				
4	S	Review Cash Management Control		✓				

ACTIVITY	S/P	NOTES	2026					2027 Mtgs
			Mtg 1 Feb 19	Mtg 2 May 21	Mtg 3 Sept 9	Mtg 4 Oct 6	Mtg 5 Nov 12	
C. Investment Monitoring								
1	S	Review Quarterly Investment Results	✓	✓	✓		✓	
Internal Control and Information Systems								
1	S	Review Internal control and Information systems Management		✓				
2	S	Review Expense reports: Chair, Board of Directors/ President & CEO Annually		✓				
By-Laws and Regulations								
1	S	Review Compliance Certificate	Reviewed Quarterly	✓	✓	✓		✓
Risk and Uncertainty								
1	S	Review Risk Response Strategies Register	New Register developed September 13, 2024	✓	✓	✓	✓	✓
2	S	Review Insurance Coverage Annually		✓				
Governance/Governance Policies								
1	S	Investment Policy (subsequent to regulations publication)						✓
2	S	Reserve Funds Framework Policy (subsequent to regulations publication)						✓
3	S	Signing Officer Policy	Reviewed September 13, 2024 due to amendment	✓				
Finance and Audit Committee Governance								
1	S	Create Workplan for 2026/27 Session					✓	
2	S	Annual Review of Committee Evaluation		✓				
3	S	Annual Review of Terms of Reference		✓				
4	S	Annual Review of Committee Membership					✓	

- 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 2026/27

Activity		S/P	2026					2027 Mtgs
			Mtg 1 Jan 22	Mtg 2 April 23	Mtg 3 Jul 23	Mtg 4 Oct 15		
By-Laws and Regulations								
1	Review College Act Amendments	P	Completed – Aug 16, 2023					
2	Review Proposed College Act Regulations Issues (if any)	P	In Progress – October 2025					
4	Review College Regulation Comments for Board Approval	P	Completed – January 23, 2025					
5	Review/Approve College Preliminary By-Law Framework	P	Completed September 10, 2024					
6	Review Draft College By-Laws	P	Completed October 2025					
7	Review/Recommend Draft College By-Laws to Board for approval.	P	Completed October 2025					
8	Review/Recommend By-Law amendments as needed	P						✓
Governance/Governance Policies								
1	Review/Approve Policy Framework (Resulting from By-laws)	P	✓					
2	Review/Recommend Governance Policies as needed	P	✓	✓	✓	✓		
3	Review/Recommend Policy Development Policy	P	Completed – February 14, 2024					
4	Executive Expectations of the Chief Executive Officer Policy	S	Date Approved – Aug 16, 2023					
5	Board and Committee Member Compensation Policy	S	Date of Last Review – September 10, 2024					
6	Board and Committee Expense Policy	S	Date of Last Review – September 10, 2024					✓
7	Annual Report (submission within 120 days of year end)	S		✓				
8	Notice of Annual Meeting Date	S			✓			
9	Review of Annual General Meeting Documentation	S			✓			

Activity		S/P		2026				2027 Mtgs
				Mtg 1 Jan 22	Mtg 2 April 23	Mtg 3 Jul 23	Mtg 4 Oct 15	
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 19, 2025		✓			
2	Review Human Resources Terms of Reference	S	Completed – May 8, 2025		✓			
3	Review Tribunal Committee Terms of Reference (In Act)	S						
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						✓
5	Propose Slate of Directors (Staggered terms)	S						✓
Performance Evaluation								
1	Board Performance Self Evaluation	S	Completed – October 16, 2025				✓	
2	Board Chair Performance Self Evaluation	S	Completed – October 16, 2025				✓	
3	Directors Performance Self Evaluation	S	Completed – October 16, 2025				✓	
4	Committee Performance Self Evaluation	S	Completed – October 16, 2025				✓	
5	Individual Performance Self Evaluation	S	Completed – October 16, 2025				✓	

Activity		S/P	2026					2027 Mtgs
			Mtg 1 Jan 22	Mtg 2 April 23	Mtg 3 Jul 23	Mtg 4 Oct 15		
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			✓				
Governance and Nominating Committee Governance								
1	Create Workplan for 2026/27 Session		Last Reviewed – October 2025				✓	
2	Annual Review of Committee Evaluation		Last Reviewed – January 23, 2025	✓				
3	Annual Review of Terms of Reference		Last Reviewed January 23, 2025/April 24, 2025	✓				
4	Annual Review of Committee Membership		Last Reviewed – October 16, 2025				✓	
Governance Projects								
1	Develop Process for French Bilingualism for Tribunal Candidates	P			✓			
2	College Strategic Plan (post-transition)	P			✓			

Note:
 S = Standing Item
 P = Project Based

HUMAN RESOURCES COMMITTEE WORKPLAN 2026/27

ACTIVITY	S/P	NOTES	2026					2027 Mtgs		
			Mtg 1 Feb 12	Mtg 2 May 14	Mtg 3 Aug 13	Mtg 4 Sept 3	Mtg 5 Nov 5			
Human Resources (HR) Risk Management & People Strategy										
A. HR Policies Review & Monitoring										
1		Workplace Harassment, Violence and Discrimination Prevention	S	Reviewed: August 7, 2025						✓
2		Workplace Health and Safety Policy and Prevention Policy and Program	S		✓					
3		Disclosure of Incidents of Wrongdoing	S		✓					
4		Code of Conduct	S		✓					
5		Accommodation	S	Reviewed: August 7, 2025						✓
6		Accessibility	S	Reviewed: August 7, 2025						✓
7		Workplace Culture	S		✓					
8		Salary Administration and Job Evaluation	S			✓				
9		Employees Who are Licensees	S		✓					
10		Hours of Work, Additional Hours and Overtime	S			✓				
11		Working from a Remote Environment	S			✓				
12		Vacation Days	S				✓			
13		Sick Days	S				✓			
14		Personal Days	S					✓		
15		Expense	S					✓		

ACTIVITY		S/P	NOTES	2026					2027
				Mtg 1 Feb 12	Mtg 2 May 14	Mtg 3 Aug 13	Mtg 4 Sept 3	Mtg 5 Nov 5	Mtgs
B. People Strategy									
1	Review Compensation Philosophy and Benefits				✓				
2	Review Leadership Succession Planning				✓				
3	Review Compliance Certificate: Employment, Labour and HR Legislation			✓	✓	✓	✓	✓	
4	Review HR Complaints by Department trends			✓					
CEO Succession Planning									
1	Review Emergency and Long Term CEO Succession Plans	S	Reviewed September 16, 2025						✓
2	Review Role, Responsibilities and Expectations of the CEO Policy	S		✓					
CEO Recruitment, Compensation and Performance Evaluation									
1	Committee determines CEO assessment methodology (survey)	S							
2	Committee implements CEO Performance assessment methodology								
3	Committee reviews CEO Performance Assessment Results								
4	Committee reviews CEO compensation range and updates								
5	Committee prepares recommendation for CEO performance feedback and merit pay increase for Board								
6	Committee prepares recommendation for CEO's goals for current fiscal year to the Board								
7	Review of Performance Results with CEO								
Organizational Structure and Strategic Initiatives									
1	Review College Organizational Chart	S	New Register to be developed		✓				
2	Review of Diversity Equity and Inclusion Strategic Initiative	S		✓					
Human Resources Committee Governance									
1	Create Workplan for 2026/27 Session	S		✓					
2	Annual Review of Committee Evaluation	S		✓					

ACTIVITY		S/P	NOTES	2026					2027 Mtgs
				Mtg 1 Feb 12	Mtg 2 May 14	Mtg 3 Aug 13	Mtg 4 Sept 3	Mtg 5 Nov 5	
3	Annual Review of Terms of Reference	S		✓					
4	Annual Review of Committee Membership	S						✓	

MEMORANDUM

To: Board of Directors
From: Tim D'Souza
Chairperson, Finance and Audit Committee
Re: Consent Agenda Item 2.6 – Signing Officer Policy
Date: March 26, 2026

Summary:

The revised Signing Officer Policy is presented for approval by the Board of Directors.

Requested Action:

THAT: the revised Signing Officer Policy, in substantially the form presented, be and is hereby approved with immediate effect.

Discussion/Analysis:

The current Signing Officer Policy was approved by the Board on September 26, 2024. To reflect the decision made at the Board meeting of November 27, 2025, the Policy is revised to include the changes of the Authorized Signing Officers in Group A of the College as follows:

- Addition of the Vice-Chairperson, Board of Directors and the Chairperson, Governance and Nominating Committee.
- Removal of the Chief Operating Officer and the Associate Director, Strategic Initiatives.

A copy of the Signing Officer Policy, black-lined to show the proposed amendments, and a clean copy including the proposed amendments, are attached to this memorandum as Appendices A and B.

Attachments:

Appendix A - Signing Officer Policy – Revised - Black lined
Appendix B - Signing Officer Policy – Revised



Revised
SIGNING OFFICER POLICY

Version: 2024-0011

To be Approved by the Board of Directors, September March 26, 2024

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

1002-5500 North Service Road, Burlington, ON L7L 6W6 www.college-ic.ca

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<p>GUIDING DOCUMENT(S)</p> <p>By-law 2021-2, s. 74, 80.1.</p> <p>Procurement Policy</p>	<p>DOCUMENT TYPE</p> <p>Internal Governance</p>
<p>ADMINISTRATOR(S)</p> <p>Finance Department</p>	<p>DOCUMENT NUMBER</p> <p>FIN/CEO/POL/004/054</p>
<p>EFFECTIVE DATE</p> <p>September<u>March</u> 26, 20246</p>	<p>REVISION DATE</p> <p>September<u>February</u> 139, 20246</p>

PURPOSE

This policy specifies the signing authorities for executing legal and financial documents on behalf of the College of Immigration and Citizenship Consultants (the College).

APPLICATION AND SCOPE

This policy applies to the Board of Directors, the President & Chief Executive Officer, and all officers and employees of the College.

DEFINITIONS

Contracts – means any agreements, contracts, leases, engagements, purchase orders, invoices or any other document which creates an obligation or legal commitment binding upon the College.

Finance and Audit Committee (FAC) – means the Finance and Audit Committee of the Board of Directors created pursuant to By-law s. 56.1.

Line of Credit – means a line of credit maintained by the College with a Canadian Schedule I bank if available.

Payments – means cheques, drafts, electronic fund transfers, wire payments, letters of credit or any other payment of funds.

POLICY REQUIREMENTS

General

- 1.1 No person shall authorize payments, contracts, or borrow monies pursuant to a Line of Credit on behalf of the College unless authorized to do so under this policy.
- 1.2 Any person permitted to authorize payments, contracts or borrow monies pursuant to a Line of Credit shall do so only in accordance with this policy.
- 1.3 Any person permitted to authorize payments or contracts pursuant to this policy shall ensure that there are supporting documents for such payments or contracts to verify compliance with the College's Procurement Policy and other applicable policies and procedures prior to signature.
- 1.4 Any person permitted to authorize payments or contracts pursuant to this policy may do so by counterpart and in electronic form.

2. AUTHORIZED SIGNING OFFICERS

- 2.1 Subject to ss. 2.2 and 2.3 below, the following persons are designated as authorized signing officers of the College for the purpose of approving any payments or contracts, or borrowing monies pursuant to the Line of Credit on behalf of the College:

- Group A:
 - ~~Chairperson, of the~~ Board of Directors
 - ~~Vice-Chairperson, Board of Directors~~
 - ~~Chairperson, Governance and Nominating Committee-~~
 - ~~President & Chief Executive Officer~~
 - ~~_____~~
 - ~~Chief Operating Officer~~
 - ~~Associate Director, Strategic Initiatives~~
- Group B:
 - Controller
 - Assistant Controller

- 2.2 All payments must be signed by two (2) authorized signing officers of the College as below:

Either

- 2 signing officers from Group A
- Or
- 1 signing officer from each of Group A and Group B

2.3 All borrowings of monies pursuant to a Line of Credit must be authorized by the signatures of two (2) authorized signing officers and reported promptly to the Finance and Audit Committee.

2.4 The authority to approve contracts committing the College to expenditures greater than the approved budgeted amounts is limited to a maximum of \$100,000. For greater clarity, any expenditure not included in an approved budget and above \$100,000 requires specific approval from the Board of Directors. Likewise, any contract with a term extending for more than one (1) year involving foreseeable aggregated expenses of \$200,000 or more that is not included in an approved budget requires specific approval by the Board of Directors.

3. LIMITED SIGNING OFFICERS

3.1 The following persons are designated as limited signing officers of the College:

- Associate Director, Operations
- Director, Registration
- Director, Professional Standards, Research, Education and Policy
- Director, Professional Conduct
- Director, Communications and Stakeholder Relations

3.2 Limited signing officers are permitted to authorize contracts committing the College to expenditures within approved budgeted amounts to a maximum of \$10,000. All such contracts must be co-authorized by a signing officer.

4. FILING DOCUMENTS

4.1 All signed contracts shall be filed in the Contract Registry.

APPENDICES

None

RESOURCES

None



SIGNING OFFICER POLICY

Version: 2026-001

To be Approved by the Board of Directors, March 26, 2026

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

1002-5500 North Service Road, Burlington, ON L7L 6W6 www.college-ic.ca

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<p>GUIDING DOCUMENT(S)</p> <p>By-law 2021-2, s. 74, 80.1.</p> <p>Procurement Policy</p>	<p>DOCUMENT TYPE</p> <p>Internal Governance</p>
<p>ADMINISTRATOR(S)</p> <p>Finance Department</p>	<p>DOCUMENT NUMBER</p> <p>FIN/CEO/POL/004/05</p>
<p>EFFECTIVE DATE</p> <p>March 26, 2026</p>	<p>REVISION DATE</p> <p>February 19, 2026</p>

PURPOSE

This policy specifies the signing authorities for executing legal and financial documents on behalf of the College of Immigration and Citizenship Consultants (the College).

APPLICATION AND SCOPE

This policy applies to the Board of Directors, the President & Chief Executive Officer, and all officers and employees of the College.

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 - Chairperson, Board of Directors
 - Vice-Chairperson, Board of Directors
 - Chairperson, Governance and Nominating Committee
 - President & Chief Executive Officer
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 - Assistant Controller

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Either

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- 1 signing officer from each of Group A and Group B

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- 2.4** The authority to approve contracts committing the College to expenditures greater than the approved budgeted amounts is limited to a maximum of \$100,000. For greater clarity, any expenditure not included in an approved budget and above \$100,000 requires specific approval from the Board of Directors. Likewise, any contract with a term extending for more than one (1) year involving foreseeable aggregated expenses of \$200,000 or more that is not included in an approved budget requires specific approval by the Board of Directors.

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4. FILING DOCUMENTS

4.1 All signed contracts shall be filed in the Contract Registry.

APPENDICES

None

RESOURCES

None

CONFIRMATION OF AUTHORIZED SIGNING OFFICERS

I, Victoria Rumble (the undersigned) being the Corporate Secretary of the College of Immigration and Citizenship Consultants (the College) do hereby certify that the persons named below do hold the position set forth opposite his/her name with the College and the signature appearing opposite each person's name is the true signature of such person.

	Name	Position	Signature
1.	Stanislav Belevici	Chairperson, Board of Directors	
2.	John Burke	Vice-Chairperson, Board of Directors	
3.	Ben Rempel	Chairperson, Governance and Nominating Committee	
4.	Joyce Chow Ng	Controller	
5.	Fiona Damani	Assistant Controller	

This document replaces and supersedes any prior certification and will remain in effect for the next 12 months or until such earlier time as a change in position occurs.

Signed at: _____ this _____

day of _____

Signed by: _____

Victoria Rumble
 Corporate Secretary

MEMORANDUM

To: Board of Directors
From: Kate Lamb
Interim President & CEO
Re: Agenda Item 4.1 – Report of the Interim President & CEO
Date: March 26, 2026

A. Executive Summary:

Between November 2025 and March 2026, the College has continued to successfully deliver on the Strategic Plan 2023-2026 and deliver on its mandate. A key focus of the last reporting period has been to stabilize the organization while preparing for the coming into force of the new Regulation anticipated in 2026.

B. Requested Action:

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

C. Discussion/Analysis:

This Report is structured in alignment with the four objectives in the Strategic Plan 2023-2026:

- *Professional Standards and Compliance:* standards address evolving needs and licensees consistently practice to those standards
- *Unauthorized Practitioners:* combat unauthorized practitioners through enforcement, licensing and awareness.
- *Stakeholder Communication:* the College’s role as a respected regulator is broadly accepted
- *Sustainability:* the College strengthens organizational capacity

The below is a summary of the key areas to be discussed in the report to the Board:

Professional Standards and Compliance

- Regulation and By-laws: preparation efforts for the new Regulations which anticipated in 2026, including the development of internal procedures and By-laws
- ICRO Observations
- Case Load and Complaints: continued focus on inventory, management of increasing volume of complaints.
- Mentoring Cohorts: inventory reduction strategy
- Reporting period data

Unauthorized Practitioners

- Fraud Prevention Month: launched March 1, 2026
- Reporting period data

Stakeholder Communications

- Outreach to international communities
- Government Relations
- Reporting period data

Sustainability:

- Information Technology review: launched in February 2026
- Recruitment of Key Roles
- Diversity, Inclusion and Equity
- Internal Policy Review
- External Channel review and pilot

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chairperson, Finance and Audit Committee
Re: **Agenda Item 6.1.1 – Review of Financial Results for period ended December 31, 2025**
Date: **March 26, 2026**

A. Executive Summary:

The financial result of the College for the second quarter ended December 31, 2025, is presented for Board review.

B. Requested Action:

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

C. Discussion/Analysis:

Summarized Financial Report for F2026 Q2 ended December 31, 2025, presents the following:

- Summarized Statement of Operations showing results of revenue and expense compared with the Budget
- Highlights of Revenue and Expenses
- Summarized Statement of Financial Position showing results compared with last year-end
- Highlights of changes in assets and liabilities
- Investment as at December 31, 2025

Attachment:

Summarized Financial Report for F2026 Q2 ended December 31, 2025

Summarized Financial Report for F2026 Q2 ended December 31, 2025

Summarized Statement of Operations for the second quarter ended December 31, 2025, compared with the Budget is presented as follows:

Summarized Statement of Operations Period ended December 31, 2025	Actual	Budget	Variance over (Under) Budget
Total Revenue	12,635,559	12,574,092	61,467
Total Expense	12,484,430	12,713,712	(229,282)
Excess of Revenue Over Expenses	\$151,129	\$(139,620)	\$290,749

Highlights of Revenue and Expenses

Revenue over budget by 0.5%, favourable variance of \$61K

- **Interest Income:** \$230K over budget - Higher due to increased GIC investments, higher interest rates, and stronger average cash balances than budget.
- **CPD Fines:** \$180K under budget - Issuance of fines invoices to licensees for not meeting CPD obligations has been deferred.

The favourable revenue variances are partially offset by unfavourable ones, resulting in an overall favourable revenue variance of \$61K at second quarter end.

Expense under budget by 1.8%, \$229K

- **Payroll expenses:** \$560K over budget- Exceeded budget overall, driven by higher payroll costs in OCEO (\$1.2M) related to recent changes in key management. This was partially offset by lower payroll costs in other departments (\$634K) due to delay in hiring of budgeted positions and lower payroll taxes as contribution limits maxed out. The net impact resulted in an overall payroll overspend.
- **Bad debts:** \$216K over budget - Higher provision for higher delinquency among licensees. 266 licensees were revoked for non-submission of annual renewal (including non-payment), non-provision of valid professional liability insurance or disciplinary reasons.
- **IT Enterprise Management System:** \$289K under budget - Spending controls implemented on the delivery of the BSI contract. However, this is temporary as the underspend will potentially be utilized for other initiatives in the coming quarters.
- **Legal and consulting:** \$278K under budget - Temporary underspend due to timing. Deployment of unspent budget for work related to the new Regulations and By-Laws.

The favourable expense variances are partially offset by unfavourable ones, resulting in an overall favourable expense variance of \$229K at second quarter end.

A summarized Statement of Financial Position as of December 31, 2025, compared with June 30, 2025, is presented as follows:

Summarized Statement of Financial Position	December 31, 2025	June 30, 2025	Increase (Decrease)
Total Assets	34,785,298	29,840,587	4,944,711
Total Liabilities	6,764,796	1,971,214	4,793,581
Total Net Assets	\$28,020,502	\$27,869,373	\$151,129

Highlights:

- Assets increased due to cash inflow from collection of annual fees. Some funds were invested in GICs.
- Liabilities increased due to the deferred portion of licensee renewal fees, which will be recognized as revenue by the end of the fiscal year.

Investment as at December 31, 2025, is presented as follows:

	Principal	Rate	Maturity date
CIBC GICs			
Non-redeemable GIC 0345	1,000,000	3.00%	08-Jul-26
Non-redeemable GIC 0353	1,000,000	3.00%	08-Jul-26
Non-redeemable GIC 0388	1,000,000	3.00%	09-Jul-26
Non-redeemable GIC 0396	1,000,000	3.00%	09-Jul-26
Non-redeemable GIC 0418	1,000,000	3.00%	09-Jul-26
Non-redeemable GIC 0426	1,000,000	3.00%	12-Aug-26
Non-redeemable GIC 0434	1,000,000	3.00%	12-Aug-26
Total CIBC	\$ 7,000,000		
RBC GICs			
Prime-Linked Cashable GIC 018	3,000,000	2.95%	15-Jul-26
Total RBC	\$ 3,000,000		
Investment Interest receivable	\$ 133,603		
Total Short-term investments	\$ 10,133,603		

Highlights:

- Total investments were \$10M as of December 31, 2025.
- Total Year-to-date investment interest income earned was \$159K.

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chairperson, Finance and Audit Committee
Re: **Agenda Item 6.1.2 – Financial Report for F2026 Q2 Outlook**
Date: **March 26, 2026**

A. Executive Summary:

The financial result of the College for the second quarter Outlook is presented for Board review.

B. Requested Action:

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

C. Discussion/Analysis:

Revenue:

The following provides a summary of the key factors in the Revenue Outlook for F2026 Q2:

- Number of licensees: College has seen a negative growth rate between -1% and -2% with 5% growth of new licensees and 6% attrition rate.
- Program fees: Deficiency in program fees revenue due to deferral of session 6 of the Mentoring Program to Q1 F2027 and the unanticipated low enrolment for Specialization Program.
- CPD Fines: Enforcement deferral to Q3 resulted in an anticipated shortfall of Regulatory Offense Fees.

Expense:

The following provides a summary of the key factors in the Expense Outlook for F2026 Q2:

- Payroll and related expenses: Underspending of the salary budgets in most departments due to later than expected hiring, however the costs associated with the change of management has largely exhausted the unspent salary budgets.
- Some of the unspent expense budgets are temporary and will be utilized for work required to implement the new Regulations, By-Laws and the Compensation Fund. The amount and timing are yet to be determined and will be included in the Q3 forecast when more information is available.
- Some unspent expense budgets will be reallocated to other priorities such as IT.

Attachment:

Financial Report for F2026 Q2 Outlook with Variance Explanation

Financial Report for F2026 Q2 Outlook

The following are the summarized Q2 Outlook statement of operations and the variance explanation which is presented by major revenue and expense items.

Q2 OUTLOOK STATEMENT OF OPERATIONS FOR FISCAL ENDING JUNE 30, 2026

Q2 Outlook Statement of Operations for fiscal ending June 30, 2026	Q2 Outlook	Budget	Q2 Outlook Over (Under) Budget
Revenue			
4000 Annual Fees	21,832,595	21,835,247	(2,652)
4020 Examination Fees	579,433	570,275	9,158
4030 Mentoring Program	536,143	800,073	(263,930)
4069 Specialization Program	477,650	890,600	(412,950)
4040 Interest Income	866,001	583,000	283,001
4070 Tribunal Cost and Fines	42,233	30,000	12,233
4060 Other Revenue	293,178	534,500	(241,323)
Total Revenue	24,627,232	25,243,695	(616,463)
Expense			
5000 Office of the CEO	2,994,534	2,482,365	512,169
5020 Human Resources	634,069	673,063	(38,994)
5040 Professional Conduct	5,025,036	5,595,697	(570,661)
5080 Operations	2,663,735	2,784,521	(120,786)
5110 Information Technology	2,340,415	2,336,824	3,591
5120 PREP	3,506,488	3,766,242	(259,755)
5160 Communications & Stakeholder Relations	2,661,959	2,725,633	(63,674)
5200 Registration	2,065,355	2,292,689	(227,334)
5240 Governance, Board and AGM	435,662	423,607	12,055
5280 Finance	1,772,023	1,776,688	(4,665)
5324.1 Bad debts	678,799	347,000	331,799
Total Expense before amortization	24,778,074	25,204,329	(426,255)
Excess/(Deficiency) of Revenue over Expense before amortization	(150,842)	39,366	(190,208)
5360 Amort of Capital Assets	444,202	452,169	(7,967)
Total Expense after amortization	25,222,276	25,656,498	(434,222)
Deficiency of Revenue over Expense after amortization	(595,044)	(412,803)	(182,241)

VARIANCE EXPLANATION FOR F2026 Q2 Outlook

REVENUE:

Estimated revenue under budget by 2.4%, unfavourable variance of \$616K

Under Budget (unfavourable variance) revenue items:

Mentoring Program – \$264K under budget

- Session 6 will not take place until F2027 Q1. Session 4 launched October 2025 and Session 5 launches April 2026.

Specialization Program - \$413K under budget

- Rate of applications and enrolment has dropped; Smaller groups with re-enrollees outpacing new enrolments.

Other Revenue - \$241K under budget

- CPD deficiencies. Anticipated to start enforcement of CPD deficiencies deferred to Q3 resulted in an anticipated shortfall of \$144K Regulatory Offense Fees.
- Lower number of new agents than anticipated resulted in shortfall of \$24K Agent Registration Fees.

Over Budget (favourable variance) revenue items:

Interest Income - \$283K over budget

- Reduction of bank rates lower than anticipated resulted in higher interest income earned from GICs investment and bank balances.

EXPENSE:

Estimated expense under budget by 1.7%, favourable variance of \$434K

Under Budget (favourable variance) expense items:

Salary expenses - \$86K under Budget

- The total employee complement is 145 headcount which is lower than the budgeted headcount of 149 by 4. The combination of difference in timing of positions filled, salary rate, change of role and the cost related to the change of management offset and reduce the salaries expense of the 4 budgeted positions.

PD/Teambuilding - \$52K under Budget

- No plans to spend in the remaining months of the fiscal year.

Legal expenses - \$315K under Budget

PC - \$243K under Budget

- Less contested hearings due to negotiated resolutions and settlement resulted in permanent favourable variance of \$172K Tribunal expenses and \$46K temporary variance of external legal services. Potential legal support from external is required when new Regulations, By-Laws and Compensation Fund are implemented.
- Less volume of requests for review. Lower than anticipated ICRO expense of \$29K.

OCEO - \$72K under Budget

- Unspent budget of \$10K on support from external legal review and opinions. Anticipated spending related to implementation of Regulations, By-Laws and Compensation Fund.
- Unspent budget of \$50K on development work of By-laws due to change of timelines. Potential spending of budget associated with Compensation Fund.
- Less external support from legal counsel required resulted in savings of \$50K. Improvement in internal self-reliance for ATIP matters.
- Unspent budgets reduced by estimated overspend of \$17K on actuarial costs for guidance and support on the Compensation Fund and overbudget of \$21K on litigation matter.

Consulting expenses - \$55K under Budget

- Unspent budget will be utilized when priorities are identified. Potential spending on Regulations and By-Laws support and IT priorities.

Travel expenses - \$53K under Budget

- Pending until update on Regulations and By-laws to inform if in-person meetings to Ottawa is required.
- Overall fewer business travel are required than anticipated.

General Office expenses including rent - \$91K under Budget.

- Overall less spending in general office expenses than anticipated.
- Lower than anticipated increase in building management expense.

Mentoring Program expense - \$70K under budget

- Session 6 deferred to F2027 Q1; corresponding expense related to the program will not incur.

Board meetings/AGM/Licensee event expenses - \$79K under budget

- Lower number of attendees (one-third of the budget) resulted in overall lower cost of the AGM.
- Lower travelling cost incurred by board members for attending Board meetings.

Board training expenses - \$23K under budget

- Few training sessions than anticipated.

Merchant administration fees - \$35K under budget

- Anticipated potential change of payment gateway vendor with higher rates did not happen in the fiscal resulted in lower than budgeted merchant fees being charged.

Over budget (unfavourable variance) expense items:

Unbudgeted item - \$118K

- Expenses related to the matters of the departed staff including recruitment and assessment of human resources function.

IT expenses - \$4K over Budget

- Higher spending on cloud resources due to increased usage of MS Cloud, AI resources and the use of new platform tools by some departments by \$19K.
- The above overspending is offset by the savings from the negotiated reduced rate of the College Portal (iMIS) software of \$16K.
- Reduced support request from the service provider of iMIS resulted in unspent budget of \$670K. This will be utilized on IT initiatives.

Bad debts - \$332K over budget

- Increase in bad debts resulted from the write-offs of prior year receivables due to revocations related to non-submission of annual renewal, non-payment and non-compliance of professional liability insurance.

MEMORANDUM

To: Board of Directors
From: Tim D'Souza
Chairperson, Finance and Audit Committee
Re: Agenda Item 6.2 – Compensation Fund
Date: March 26, 2026

A. Executive Summary:

The *College of Immigration and Citizenship Act* (the College Act) requires the College to establish a Compensation Fund "to compensate persons who have been adversely affected by the conduct or activities of a licensee."

Considering the anticipated complexity of operating a Compensation Fund and the need to maintain the sustainability and sufficiency of the fund for future years, the College commissioned an actuarial firm, Dion Strategic Consulting Group, to provide an actuarial analysis and recommendations. The College created a restricted net asset of \$10million drawn from its accumulated surplus to support the implementation of the Compensation Fund.

B. Requested Action:

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

C. Discussion/Analysis:

Background:

In 2021, the College Act came into force and section 13 requires the College to establish a Compensation Fund (Fund): "to compensate persons who have been adversely affected by the conduct or activities of a licensee."

The draft College Act Regulations, which are anticipated to come into force 2026, provide additional details on the Compensation Fund. In particular, the draft Regulation provides that the Fund is to be structured and operate as a unique "fund of first resort." This means that the Fund must pay out eligible claims "promptly" once eligibility is determined by the Compensation Fund Committee. The College is permitted to attempt to recoup the amounts paid from the licensee found liable for payment.

This is different from similar funds that are structured and operated by other regulated professions which generally operate as “funds of last resort” – i.e. the fund exists to address any shortfall in ordered restitution once the aggrieved claimant has taken civil action to enforce the order and exhausted all other assets of the liable licensee.

Preparing for the Introduction of the Fund

The creation of a Compensation Fund requires careful planning and analysis, in particular establishing rules, financial due diligence, new processes, and communications strategies:

Regulatory Framework

The College is actively working with IRCC on the final Regulation, including provisions relating to the Compensation Fund. As noted, it is anticipated that this Regulation is anticipated to come into force in 2026.

The College is also working with IRCC and the Department of Justice on a set of By-Laws to support the Act and Regulation. These By-Laws provide rules and procedures that allow the College to operationalize the legislative and regulatory requirements. The College is working to draft a Compensation Fund By-law with the Department of Justice.

Actuarial Analysis:

The College has engaged Dion Strategic to provide actuarial analysis and recommendations to support the creation of the Fund. This will allow the Board to make informed decisions related to the funding needed to sustain the fund over time and the impact of policies decisions on long term sufficiency. Dion has attended two FAC meeting to provide updates on their Actuarial analysis.

Internal Processes

The College has developed a plan and is actively dedicating resources to developing new processes and procedures to implement the Compensation Fund. These include:

- A referral process for cases from Discipline Committee to Compensation Fund Committee
- An application process for the Compensation Fund
- Appointment and approval process for Compensation Fund Committee members
- Training materials for committee members and staff and licensees
- Finance processes for payments and recovery of amounts owing

Communications Strategy

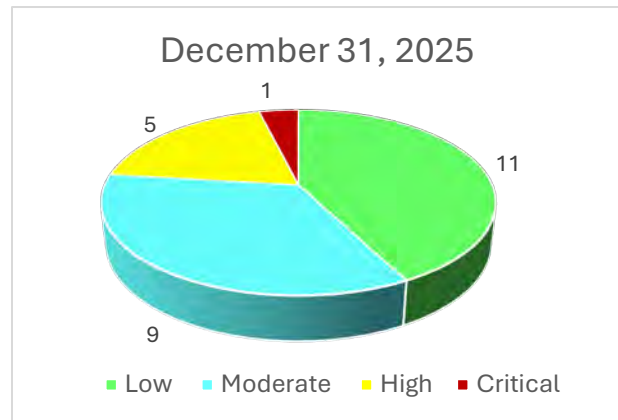
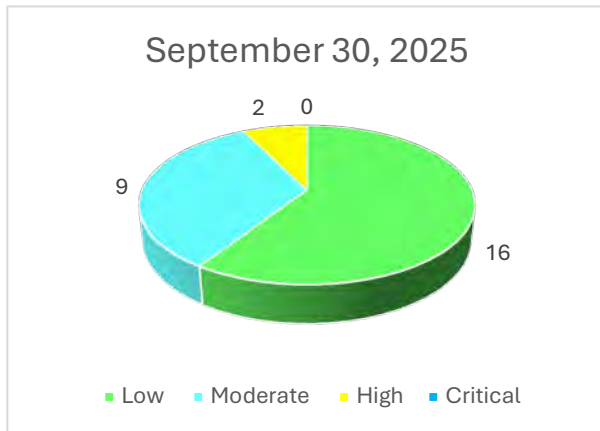
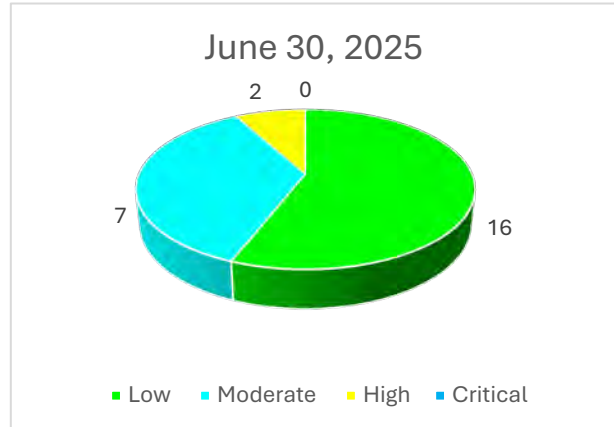
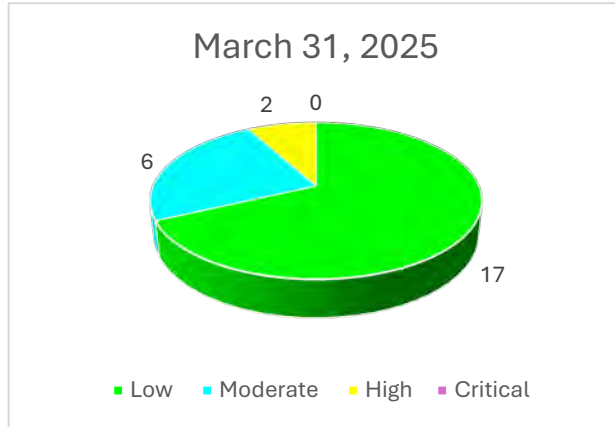
The Compensation Fund has attracted significant media and public attention since it was first introduced. The College anticipates once the Regulations are in force, the public, media, and licensees will be seeking information about how the Compensation Fund and who is eligible to receive funds. In preparation for this, the College is:

- Preparing key messaging for senior leaders
- Developing dedicated website space for information



- Developing a set of FAQs
- Preparing for media questions
- Assessing the various reputational risks and developing mitigation strategies.

RISK MITIGATION REGISTER



Summary As At Dec 30, 2025									
Date	Total	Low Risk		Moderate Risk		High Risk		Critical Risk	
9/30/24	19	9	47%	9	47%	1	6%	0	0%
3/31/25	25	17	68%	6	24%	2	8%	0	0%
6/30/25	25	16	64%	7	28%	2	8%	0	0%
9/30/25	27	16	59%	9	33%	2	7%	0	0%
12/31/25	26	11	42%	9	35%	5	19%	1	4%

Changes from last Risk Mitigation Update:
New Risk(s) Added

Register No.	Risk Label	Risk Description	Before Management			After Management		
		N/A						

Elevating Risk(s)

Register No.	Risk Label	Risk Description	Modification	After Management					
				Previous			Current		
Was 17 Now 1.	New College Act Regulations and supporting governance.	<ul style="list-style-type: none"> New College Act Regulations coming into force in 2026, which require By-Laws and program changes for implementation 	<p style="text-align: center;"><u>Reassessed</u></p> <p>While comprehensive mitigation measures are in place — including early federal engagement, external legal support, formal project planning, and structured change management — implementation of new statutory and regulatory requirements remains complex and high profile. The potential operational and reputational impact of implementation failure remains severe.</p>	5	5	25	4	5	20
Was 6. Now 2.	IT Systems - Enterprise Management System (EMS)	<ul style="list-style-type: none"> Underperforming IT systems. 	<p style="text-align: center;"><u>Reassessed</u></p> <p>While management has initiated a holistic systems review and engaged external expertise to address critical deficiencies, stabilization efforts remain in progress. Residual risk will be revisited following implementation and demonstrated effectiveness of stabilization measures.</p>	3	3	9	4	4	16
5.	Cyber-security	<ul style="list-style-type: none"> Cyber-Security and data breach. IT data loss. 	<p style="text-align: center;"><u>Reassessed</u></p> <p>Impact rating increased to reflect the potentially significant operational, financial, and reputational consequences of a major cybersecurity breach, despite existing mitigating controls.</p>	3	3	9	3	4	12
Was 9. Now 6.	Negative Media Coverage of Licensee(s)	<ul style="list-style-type: none"> Media reports of about the College and/or licensee(s) engaged in illegal/criminal activity. 	<p style="text-align: center;"><u>Reassessed</u></p> <p>Media exposure involving licensees remains largely outside the College's direct control and the risk of licensee misconduct is ongoing. Even with strong crisis communications planning and preparedness measures in place, the College cannot meaningfully reduce the likelihood that media events will occur.</p>	3	2	6	4	3	12
Was 26. Now 10.	People	<ul style="list-style-type: none"> College loses capacity to attract and retain required, specialized talent. 	<p style="text-align: center;"><u>Reassessed</u></p> <p>The College's talent risk is mitigated through HR audits, Board-approved compensation, benefits benchmarking, and DEI initiatives. These measures lower the likelihood of losing specialized staff while recognizing that talent retention cannot be fully guaranteed.</p>	1	1	1	3	3	9

Was 18 & 21. Now 12. (Combined)	Legal/Regulatory /Compliance	<ul style="list-style-type: none"> College/Staff fails to comply with applicable legislation. 	<p style="text-align: center;"><u>Reassessed</u></p> <p>Compliance risk has been consolidated to reflect the College's enterprise-wide exposure to legislative, regulatory, financial, and employment obligations. Despite strong controls, evolving legislation and inherent human factors mean the risk cannot be fully eliminated, and the impact of a material breach would remain significant.</p>	3 1	1 2	3 3	2	4	8
Was 23. Now 15.	Client Service Standards.	<ul style="list-style-type: none"> Delayed responses to public or licensee requests 	<p style="text-align: center;"><u>Reassessed</u></p> <p>Following implementation of structured service standards, monthly executive oversight of response metrics, channel strategy alignment, and enhanced support mechanisms during high-volume periods, the likelihood of service delays has decreased. The residual risk reflects mitigation.</p>	1	2	2	2	3	6

Reducing Risk (s)

Register No.	Risk Label	Risk Label	Risk Description	Previous			Current		

#	Risk category	Risk label	Risk Description	Impact	Mitigation Plan	Inherent Likelihood (1-5)	Inherent Severity (1-5)	Inherent Risk Rating
1.	Professional Standards and Compliance	New College Act Regulations and supporting governance.	<ul style="list-style-type: none"> New College Act Regulations coming into force in 2026, which require By-Laws and program changes for implementation. 	<ul style="list-style-type: none"> Operational challenges, including establishment of Compensation Fund, and operational requirements. Reputational risk - Licensee confusion. Reputational damage if compensation fund is not launched effectively. 	<ul style="list-style-type: none"> Early engagement with federal Department of Justice (DOJ) (November 2024); frequent communication with IRCC Change Management Strategy created focused on external and internal changes. Transitional provisions of College Act allow current By-laws to continue until new By-Laws enacted/approved. Submission of all 10 English/French draft By-Laws to DOJ to initiate review process. External legal support obtained to support governance strategy and by-law development. Project Plan established with workstreams to implement changes. 	Before Management		
						5	5	25
						After Management		
						4	5	20
						Strategy: Reduce		
Ongoing engagement with IRCC and DOJ								
2.	Sustainability	IT Systems - Enterprise Management System (EMS)	<ul style="list-style-type: none"> Underperforming IT systems. 	<ul style="list-style-type: none"> Data integrity issues impacting organizational decisions. Poor internal and external user experience. Increased costs – vendor and internal resources. College ability to achieve strategic goals within established timetable is diminished. Operational instability. Reputational damage. 	<ul style="list-style-type: none"> Holistic review of IT systems including EMS and establishment of a plan for system improvements. Engagement with external vendor to address critical bugs/risks. 	Before Management		
						4	4	16
						4	4	16
						Strategy: Reduce		
IT Review Q2 2026								
3.	Professional Standards & Compliance	Complaints Process Efficiency/Effectiveness	<ul style="list-style-type: none"> Incoming complaint volumes outpace College ability to meet processing timelines. Delays in processing of complaints creates perception of increased risk to the public as licensee misconduct appears unchecked. 	<ul style="list-style-type: none"> Reputational damage. Public at risk. 	<ul style="list-style-type: none"> Early communication with licensees and complainants to establish expectations. PC portal allows licensees and complainants to track file progress in real time. Focus on resolving legacy complaints has substantially reduced outstanding complaint inventory. Increased use of interim suspensions in appropriate cases. Monthly monitoring of PC statistics by Director and CEO. Continuous Quality Improvement review of PC processes. Ongoing monitoring of HR resource requirements by Director and CEO. Law firms on block fee retainers provide flexible resources to meet increased volumes efficiently. 	Before Management		
						5	4	20
						After Management		
						3	4	12
						Strategy: Reduce		
Continuous monitoring of staff capacity and resources to align with complaint volume demands.								

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 4 of 12			

4.	Professional Standards and Compliance	Compensation Fund	<ul style="list-style-type: none"> Proposed Compensation Fund is unable to process or fund all claim requests (post-launch in F2026 and thereafter). 	<ul style="list-style-type: none"> Potential volumes and financial impact are unknown. Increased Judicial Review Applications. Increased legal resource requirements. Reputational damage. Increased resources required to implement Compensation Fund – operations, communications and financial. 	<ul style="list-style-type: none"> Actuarial support engaged to overcome lack of historical claims experience and provide advice on anticipated funding requirements. College Regulations include eligibility criteria. Pre/post launch communication strategy to advise licensees of ultimate funding responsibilities. Pre/post launch communications strategy to manage claimant expectations. Implementation of formal enforcement of Discipline Orders to increase compliance with restitution orders and recovery of fines. Compensation fund processes and training resources being developed. 	Before Management		
						4	5	20
						After Management		
						3	4	12
						Strategy: Reduce		
5.	Sustainability	Cyber-security	<ul style="list-style-type: none"> Cyber-Security and data breach. IT data loss. 	<ul style="list-style-type: none"> Disclosure of personal data. Shutdown of operating systems. Financial losses due to fraud. Legal and Financial liability. Reputational damage. 	<ul style="list-style-type: none"> Cyber-security insurance coverage maintained. Development of comprehensive cybersecurity strategy. Implementation of multi factor authentication, strengthened password protocols, and introduction of mandatory staff training and phishing tests. Board education on cybersecurity risks. Regular review and updating of virus and malware protection. Use of cloud-based storage providers, subject to periodic assessment to ensure appropriate cybersecurity controls, data protection standards, and system safeguards are maintained. 	Before Management		
						5	5	25
						After Management		
						3	4	12
						Strategy: Reduce/		
						Cybersecurity plan created and implementation beginning Q3 2026.		
6.	Stakeholder Communication	Negative Media Coverage of Licensee(s)	<ul style="list-style-type: none"> Media reports of about the College and/or licensee(s) engaged in illegal/criminal activity. 	<ul style="list-style-type: none"> Negative media causes reputational damage to the College and the profession. 	<ul style="list-style-type: none"> Enhance College pro-active media strategy to provide timely, transparent, and accurate communication that reinforces public trust and highlights the College’s regulatory role. Provide high-level information about standard regulatory processes and issue general public condemnation of alleged misconduct to promote transparency and uphold public trust. 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. 	Before Management		
						4	4	16
						After Management		
						4	3	12
						Strategy: Reduce		

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 5 of 12			

7.	Unauthorized Practitioners (UAPs)	Unauthorized Practitioners	<ul style="list-style-type: none"> Public harm caused by unauthorized practitioners (UAPs) may lead to reputational damage and erode public trust in the profession. Media coverage of UAP activity often fails to differentiate among licensees and UAPs. 	<ul style="list-style-type: none"> Reputational damage. 	<ul style="list-style-type: none"> Continue "cease and desist"/ injunction proceedings against domestic UAPs. Continue maintaining and expanding College-led UAP disruption efforts, including website/social media monitoring and the roll-out of disruption techniques to domestic and international partners. Continue international and domestic public awareness campaigns. Continue efforts to license UAPs who meet College standards. Enhance College pro-active media strategy. Continue promptly evaluating and addressing media inquiries to ensure the College has opportunity to provide accurate information. Communicate the College's condemnation of UAP activity, reinforce its regulatory role, warn of UAP-associated risks, and emphasize the importance of seeking services from licensees. 	Before Management		
						5	5	25
						After Management		
						5	2	10
						Strategy: Acceptance		
8.	Professional Standards and Compliance	Mentoring Program	<ul style="list-style-type: none"> Judicial Review (JR) application by licensee in progress. 	<ul style="list-style-type: none"> Potential disruption to College regulatory scheme if JR successful. Reputational damage. 	<ul style="list-style-type: none"> Legal Counsel engaged to assess risk and prepare for proceedings. Preparation of contingency plan to manage potential program modifications. 	Before Management		
						4	4	16
						After Management		
						3	3	9
						Strategy: Reduce		

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 6 of 12			

9.	Sustainability	Political	<ul style="list-style-type: none"> Major change in immigration policy. 	<ul style="list-style-type: none"> Sharp decline in Active/prospective licensees if policy change reduces market for licensees resulting in decrease of College revenues. College inability to meet surge in active licensees if policy change rapidly increases licensee applications. College ability to achieve strategic goals within established timetable is diminished. 	<ul style="list-style-type: none"> Current "representation rates" indicate substantial room for growth. Monthly monitoring of licensee data including applications and GDP enrolments. Robust annual budget process leading to Board approval. Detailed quarterly financial reporting/review by Finance and Audit Committee and Board of Directors. FAC workplan includes establishment of operating reserves and revision of investment policy. Substantial surplus maintained to support planned initiatives and future operations. 	Before Management		
						3	4	12
						After Management		
						3	3	9
						Strategy: Acceptance		
GDP enrolment monitoring, strong financial oversight.								
10.	Sustainability	People	<ul style="list-style-type: none"> College loses capacity to attract and retain required, specialized talent. 	<ul style="list-style-type: none"> College ability to achieve strategic goals within established timetable is diminished. Reputational risk. 	<ul style="list-style-type: none"> HR Audit completed and implementation plan on recommendations being developed. College Compensation philosophy established, approved by Board, and implemented/maintained. Periodic benchmarking of College benefits program against industry standards/ regulators. College Public Awareness and stakeholder relations activities raise College profile within the domestic and international regulatory community. Great Place To Work and Diversity, Equity and Inclusion strategy launched. 	Before Management		
						3	4	12
						After Management		
						3	3	9
						Strategy: Eliminate		
11.	Strategic	Regulatory Purpose	<ul style="list-style-type: none"> Failure to fulfill regulatory purpose due to strategic plan misalignment. 	<ul style="list-style-type: none"> Reputational damage. Loss of public trust. Potential Government Intervention. 	<ul style="list-style-type: none"> Robust strategic planning with active Board and Leadership collaboration. Relevant ongoing performance monitoring. Alignment of Strategic goals with regulatory obligations. 	Before Management		
						5	5	25
						After Management		
						2	4	8
						Strategy: Acceptance		

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 7 of 12			

APPENDIX

12.	Sustainability	Legal/ Regulatory/ Compliance	<ul style="list-style-type: none"> College fails to comply with applicable and evolving legislative, regulatory and employment obligations. 	<ul style="list-style-type: none"> Monetary penalties. Reputational damage. Legal risk. 	<ul style="list-style-type: none"> Review of compliance statutory obligations. Ongoing/policy/legislation review and timely amendments to policies and processes. Participation in Treasury Board Secretariat informational meetings. Outside counsel retained. Employment agreements outlining compliance responsibilities. Quarterly Compliance Certificate is submitted to the Finance and Audit Committee to ensure oversight and compliance. 	Before Management		
						4	4	16
						After Management		
						2	4	8
						Strategy: Reduce		
Compliance /HR staff ensure ongoing policy and legislative oversight.								
13.	Sustainability	Leadership & Key Staff Succession	<ul style="list-style-type: none"> Risk of loss of key executives (non-CEO) or staff without adequate succession planning. Loss of institutional knowledge and operational disruption. 	<ul style="list-style-type: none"> Operational delays. Reputational damage. Loss of institutional knowledge and operational disruption. 	<ul style="list-style-type: none"> Maintain succession plans for all key roles. Cross-training and knowledge transfer. Retention strategies and interim coverage plans. 	Before Management		
						3	4	12
						After Management		
						3	2	6
						Strategy: Reduce		
Key Role Succession Plan to be developed for review at a future Human Resources Committee meeting.								
14.	Governance/ Oversight	Policy Governance Framework	<ul style="list-style-type: none"> Absence of a complete, up-to-date policy inventory and consistent review process limits effective oversight of the overall policy framework. 	<ul style="list-style-type: none"> Gaps or overlap in governance and management accountability Inconsistent or outdated policies. Operational performance declines. Reputational or compliance exposure if policies are not properly maintained or approved. Unclear accountabilities leading to diffused accountability. 	<ul style="list-style-type: none"> Develop and maintain a College Policy Framework with a complete inventory of all College policies with assigned owners and review schedules. Establish a formal policy review cadence and reporting process to the Board through the Governance and Nominating Committee. 	Before Management		
						4	4	16
						After Management		
						2	3	6
						Strategy: Reduce		
Policy Framework being development for Board approval								

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 8 of 12			

15.	Stakeholder Communication	Client Service Standards	<ul style="list-style-type: none"> Delayed responses to public or licensee requests. 	<ul style="list-style-type: none"> Reputational damage. Licensee disengagement and non-compliance. 	<ul style="list-style-type: none"> Incoming licensee communications and responses tracked and reviewed monthly by Director and CEO. Establishment of a Channel Strategy and service level standards for each licensee and public facing department. CSR engagement in design/delivery of all licensee compliance communications. "Live" online and telephone helplines established for compliance periods (i.e., Annual Renewal). 	Before Management		
						3	4	12
						After Management		
						2	3	6
						Strategy: Reduced		
16.	Sustainability	Internal Financial Controls	<ul style="list-style-type: none"> Inadequate internal financial controls, including procurement, expense management, accounts payable & receivable and banking authorizations. 	<ul style="list-style-type: none"> Financial loss, fraud, legal and reputational risks or mismanagement. 	<ul style="list-style-type: none"> Review of internal financial controls by Management with report to FAC. Regular review by Finance and Audit Committee of authorized signatories list and banking arrangements. Multiple authorized signatories for significant transactions. 	Before Management		
						5	4	20
						After Management		
						2	2	4
						Strategy: Reduce		
Report to FAC on internal controls F2027. Regular review of authorized signatories and banking arrangements by Finance and Audit Committee.								
17.	Sustainability	Risk Management	<ul style="list-style-type: none"> Unexpected/uninsured liabilities. 	<ul style="list-style-type: none"> College unable to meet its financial obligations. Reputational damage. 	<ul style="list-style-type: none"> Insurance requirements reviewed annually with best practices focus. Insurance policies reviewed annually against all risks and updated as necessary. Restricted funds allocation(s) reviewed annually by FAC and approved by Board. 	Before Management		
						3	5	15
						After Management		
						2	2	4
						Strategy: Eliminate		
The Finance and Audit Committee reviewed coverage levels Feb 20, 2025, and determined that they are adequate.								

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 9 of 12			

18.	People	Group Retirement Savings Plan	<ul style="list-style-type: none"> College Group RRSP fails to comply with legal, tax, or fiduciary obligations. 	<ul style="list-style-type: none"> Financial penalties resulting from failure to comply. Loss of skilled employees. Reputational damage. 	<ul style="list-style-type: none"> Group RRSP provided by 3rd party provider. College provides ongoing employee communication and support to address concerns or questions. Continuous monitoring of payroll deductions. 	Before Management		
						4	4	16
						After Management		
						2	2	4
Strategy: Transfer								
19.	Sustainability	Financial Performance	<ul style="list-style-type: none"> Financial resources insufficient to meet ongoing/future requirements. Decrease in revenue increase in expenses. 	<ul style="list-style-type: none"> College unable to meet its financial obligations. College ability to achieve strategic goals within established timetable is diminished. Operational instability. Reputational damage. 	<ul style="list-style-type: none"> Robust annual budget process leading to Board approval. Detailed quarterly financial reporting/review by Finance and Audit Committee and Board of Directors. FAC workplan includes establishment of operating reserves and revision of investment policy. Substantial surplus maintained to support planned initiatives. Periodic FAC review of restricted funds allocation. The College ensures financial stability through rigorous budgeting, regular financial reporting, strategic reserve planning, and ongoing review of fund allocations. 	Before Management		
						3	4	12
						After Management		
						1	4	4
Strategy: Eliminate								
20.	Sustainability	Pandemic/Natural Disaster	<ul style="list-style-type: none"> Unforeseen business disruption. Public Health Crisis or natural disaster causes widespread business disruption. 	<ul style="list-style-type: none"> College ability to achieve strategic goals within established timetable is diminished. College staff are at risk. Face-to-face meetings/travel limited. Operational instability. Reputational damage. 	<ul style="list-style-type: none"> Continuity Plan in place. All College staff work remotely. Remote work policy in place. Emergency protocols developed and regularly reviewed. 	Before Management		
						4	4	16
						After Management		
						3	1	3
Strategy: Acceptance								

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 10 of 12			

21.	Sustainability	CEO Succession	<ul style="list-style-type: none"> Unplanned departure of CEO. 	<ul style="list-style-type: none"> Diminished organizational stability. College ability to achieve strategic goals within established timetable is diminished. Internal uncertainty could affect staff retention and morale. 	<ul style="list-style-type: none"> CEO succession plan reviewed regularly by Human Resources Committee. HRC review of CEO's succession plan for leadership completed. 	Before Management		
						2	5	10
						After Management		
						1	3	3
Strategy: Eliminate								
22.	Professional Standards and Compliance	Mentoring Program Compliance /Capacity	<ul style="list-style-type: none"> Licensee non-compliance /failure to complete program requirements. Volume of licensees exceeds the College's enrollment capacity. 	<ul style="list-style-type: none"> Licensee suspensions for non-compliance or College waiver of completion deadline. Licensee dis-engagement or non-compliance. Reputational damage. 	<ul style="list-style-type: none"> Targeted licensee communications to inform licensees of their obligations and program requirements. PLAR to support throughput and compliance. Licensee communications to increase awareness of mandatory requirements. Timely follow-up with non-compliant licensees. Undertakings developed for non-compliant licensees. Implementation of financial incentive for Mentor recruitment. 	Before Management		
						4	4	16
						After Management		
						1	2	2
Strategy: Reduce								
Ongoing monitoring of recruitment, enrollment, graduation statistics, and EPE pass rates to guide program capacity forecasting.								
23.	Sustainability	Director Liability	<ul style="list-style-type: none"> Individuals unwilling to serve as Directors due to perceived personal liability. 	<ul style="list-style-type: none"> Governance failure. 	<ul style="list-style-type: none"> College Act amendments increased immunity for Directors and other participants. Directors & Officers (D&O) liability insurance reviewed and renewed annually. D & O restricted fund reviewed and renewed annually. Director compensation benchmarked periodically against similar organizations. Public awareness/stakeholder engagement activities increase College awareness and reputation. 	Before Management		
						4	4	16
						After Management		
						1	2	2
Strategy: Eliminate								
The Finance and Audit Committee reviewed coverage levels Feb 20, 2025, and determined that they are adequate.								

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 11 of 12			

24.	Strategic	Conflict of Interest	<ul style="list-style-type: none"> Board members not disclosing perceived/real Conflict of Interest. 	<ul style="list-style-type: none"> Board members' objectivity compromised by real or perceived conflicts of interest. Public confidence is undermined. Reputational damage. 	<ul style="list-style-type: none"> Conflict of Interest policy for Board members, Officers, and Committee members in place. Board development of Conflict-of-Interest By-law ongoing. Standing Board and Committee agenda item re declaration of Conflict of interest. Periodic Board governance training. Development of annual Conflict of Interest attestation. 	Before Management		
						4	3	12
						After Management		
						1	2	2
Strategy: Eliminate								
25.	Sustainability	Records Management	<ul style="list-style-type: none"> Non-Compliance with <i>Libraries and Archives of Canada Act</i>. 	<ul style="list-style-type: none"> Monetary penalties. Reputational damage. 	<ul style="list-style-type: none"> Records Management (RM) consultant engaged. RM Project plan developed. Plan progress reviewed weekly by CEO. Interim policies/measures implemented in all College areas. Project plan developed and consultant engaged. 	Before Management		
						2	4	8
						After Management		
						1	2	2
Strategy: Eliminate								
26.	Sustainability	Postal Interruption	<ul style="list-style-type: none"> Possible postal strike. 	<ul style="list-style-type: none"> Minimal impact to College. 	<ul style="list-style-type: none"> College does not receive payments through postal service. College payments are sent through electronic transfer. Invoices for payment are sent through College Portal. 	Before Management		
						3	1	3
						After Management		
						1	1	1
Strategy: Eliminate								

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 12 of 12			

MEMORANDUM

To: Board of Directors

From: Ben Rempel
Chairperson, Governance and Nominating Committee

Re: Agenda Item No. 7.2 - Proposed Appointment to Tribunal Committee

Date: March 26, 2026

Summary

The Governance and Nominating Committee (GNC) recommends Board approval of the proposed appointment to the Tribunal Committee.

The Tribunal Committee (Discipline, Capacity and Registrar Appeal) is an adjudicative body, which as per Section 58 of the Act and Sections 28.1, 38.3 and 30.1 of the By-laws, must hear and determine all complaints referred to it by the Complaints Committee or Appeals of Registrar's decisions. The Tribunal Committee make decisions on fact and penalty on professional conduct, incapacity and licensing matters. They are empowered by Section 66 of the Act to compel evidence, production of documents, administer oaths and accept evidence. Committee members are appointed by the Board of Directors as per Section 29(2) of the Act.

At the end of 2025, the Chair of the Tribunal Committee along with staff of the Tribunal Office assessed the needs of the Committee as to whether additional members need to be recruited to serve on the Committee. On January 8, 2026 interviews of several short-listed candidates were completed for the one remaining RCIC Tribunal Committee Member.

The following candidate was chosen based on their skills and experience to bring forward to the Governance and Nominating Committee, to recommend to the Board of Directors at its meeting on March 26, 2026:

- Lyudmila (Mila) Aberten as the RCIC Committee Member.

Requested Action:

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.

Discussion/Analysis

The Tribunal Committee is comprised of three separate subcommittees: the Discipline Committee, the Capacity Committee, and the Registrar Appeal Committee. These three committees are tasked with making final decisions on professionalism and competence (Discipline), physical and mental capacity (Capacity), and licensing (Registrar Appeal).

Discipline, Fitness to Practice and Registrar Appeal Committees

The Discipline, Capacity and Registrar Appeal Committees perform formal adjudicative functions. They are led by a Chair and Senior Vice Chair, who help establish the Committees’ rules of procedures and practice guidelines, review the Committees’ overall performance and assess the Committee’s ongoing needs. The Chair, Senior Vice Chair, and other Vice Chairs are also tasked with greater adjudicative responsibilities than the other regular members.

In their adjudication, members typically sit as a panel of three, where at least one panel member is a licensee (i.e., RCIC or RISIA), and one panel member is not a licensee (i.e., Public Representative).

Appointment:

The individual below is recommended for appointment to the Discipline, Registrar’s Appeal and Capacity Committees for a minimum of a one-year term (max 5 year):

Candidate	Role
Lyudmila (Mila) Aberten	<p>RCIC - Member</p> <p>Ms. Aberten was grandfathered in from CSIC as an RCIC in July 2011. She has a vast amount of experience as an Immigration and Citizenship Consultant and runs her own firm. She teaches immigration courses at Queens University and the University of British Columbia. She was previously a member of the Discipline Committee until 2020 when she resigned from the Committee to raise her young family however is now interested in returning as she has more time to commit to the Tribunal work.</p>

October 2, 2025

College of Immigration and Citizenship Consultants
5500 North Service Road, Suite 1002
Burlington, Ontario L7L 6W6
Canada

Dear Sirs/Mesdames:

Re: Application for the Position of Tribunal Member, RCIC Appointment

I would like to express my interest in the position of a Tribunal Member, RCIC Appointment with the CICC.

I am a Regulated Canadian Immigration Consultant (RCIC) practicing immigration law in Abbotsford, BC, since 2009. I have a Bachelor's degree in Teaching and hold an honours diploma in foreign languages. I am fluent in English, Russian, and Ukrainian, and a beginner in French.

After graduating from the University of British Columbia's UBC Certificate in Immigration: Laws, Policies and Procedures Program in 2009, I joined an established immigration company in Abbotsford, BC. In 2011, I started my own immigration consulting practice, Immigration Counsels of Canada (ICC). Being a lead consultant at the firm, I represent clients before the Immigration, Refugees and Citizenship Canada (IRCC) and the Canada Border Services Agency (CBSA) in temporary residence (visitors, international students, and foreign workers) and permanent residence (economic, family, and H&C class) applications.

My 9-year experience serving as a member of the Discipline Committee of the previous regulator, ICCRC, has equipped me with a strong understanding of regulatory procedures, ethical decision-making, and procedural fairness- qualities that align closely with the responsibilities of the Tribunal Member of CICC. In that role, I reviewed complex disciplinary cases that required extensive knowledge of immigration procedures, applied relevant legislation, and was guided by the rules of Code of Professional Conduct, and, as a result, contributed to decisions that upheld the integrity of the profession. This experience has honed my ability to assess evidence impartially, collaborate effectively with other panel members, and maintain confidentiality and professionalism in sensitive matters. I am confident that this background will allow me to contribute meaningfully to the Tribunal's mandate of ensuring accountability and public trust in the immigration consulting profession.

In addition, I am a passionate educator and I have been working with University students teaching immigration laws since 2014, when I joined an instructional team at the University of British Columbia (UBC) Extended Learning "Certificate in Immigration: Laws, Policies and Procedures (CILPP)" program in 2014. From 2022, I have been teaching the Immigration Diploma program at Queen's University, Ontario.

Finally, I am a full member of the Immigration Consultant of Canada Regulatory Council (College of Immigration Consultants), former member of the Canadian Association of Professional Immigration Consultants (CAPIIC) and Society of Translators and Interpreters of British Columbia (STIBC). In addition to my role as an immigration consultant, I act as a

Commissioner of Oaths in and for the province of British Columbia.

Attached please find my resume for your consideration. For any additional information, do not hesitate to contact me by phone at 1-604-751-5017 or by e-mail at mila.immservices@gmail.com. Thank you for your time and consideration.

Yours Truly,

A handwritten signature in black ink, appearing to read 'Mila Aberten', with a stylized flourish at the end.

Mila Aberten

Mila Aberten

Objective Tribunal Committee - Tribunal Member, RCIC Appointment

Summary Ethical, detail-oriented professional with extensive experience in regulatory compliance and professional standards regulatory process. Proven track record of fair and impartial decision-making as a member of the Discipline Committee of ICCRC, with a deep understanding of investigative procedures, disciplinary frameworks, and governance best practices. Adept at interpreting the Code of Professional Conduct applicable to RCICs, participating in hearings, and upholding the integrity of the profession through transparent and accountable decision-making processes. Committed to fostering public trust and ensuring practitioners meet the highest standards of competence and ethical behavior.

- Highlights**
- Regulated Canadian Immigration Consultant (RCIC)
 - Member in Good Standing of the CICC (# R406311)
 - Nine (9) years of experience as a Member of the Discipline Committee of ICCRC
 - Sixteen (16) years of experience in immigration, expertise in IRCC policies & regulations
 - Eleven (11) years of instructional experience teaching students immigration laws in the post-secondary system
 - Fluent in English, Russian & Ukrainian. Beginner in French
-

Work and Volunteering Experience

- Sep 2021-
Present
- Regulated Canadian Immigration Consultant (RCIC)**
Immigration Counsels of Canada (ICC), Abbotsford, BC
- Represent clients in study/work permits, immigration, and citizenship applications
 - Advise international students, workers, and immigrants on IRCC policies/regulations
 - Prepare documentation and submissions to Immigration, Refugees and Citizenship Canada (IRCC) and Canada Border Services (CBSA)
 - Commission documents for study/work permit and immigration applications as a Commissioner for Taking Affidavits in and for the province of BC
- Jan 2021-
Present
- Immigration Law Instructor**
Queen's University, Kingston, ON
- Responsible for teaching all elements of the online immigration courses
 - Facilitate online synchronous tutorials and student meetings
 - Monitor students' communication in the learning management system
 - Mentor legal skills development and connect the learning objectives of the course to relevant practical experience

- Grade assignments and assessments

Aug 2022-
Present

Program Supervisor

Archway Community Services, Abbotsford, BC

- Promote the Career Paths for Skilled Immigrants Program through marketing and outreach activities and utilizing web content-editing software (e.g., Canva, etc.)
- Conduct research on community resources, support programs, educational institutions, and professional associations to facilitate clients' education, career and settlement goals
- Build relationships and partnerships with community organizations and stakeholders exercising initiative, tact, discretion, and diplomacy
- Plan and schedule presentations, facilitate events, and workshops
- Attend community-based activities, and learning centers for networking purposes, program promotion, client recruitment, and building relationships with stakeholders
- Draft official communication and correspondence utilizing excellent writing, editing, and proofreading skills
- Adhere to provincial information privacy guidelines and Canadian confidentiality laws

Jul 2011-
Nov 2020

Discipline Committee Member

Immigration Consultants of Canada Regulatory Council (ICCRC), Burlington, ON

- Review evidence and submissions in support of the cases involving possible breaches of the Code of Professional Conduct for immigration consultants
- Participate in hearings and proceedings conducted in-person or by teleconference as a member of the decision-making discipline panel
- Adjudicate Tribunal Committee cases with impartiality and objectivity
- Prepare decisions on behalf of the committee
- Participate in the Tribunal members' training and professional development

Sep 2015-
Jul 2011

Course Lead

Immigration Laws, Policies and Procedures Diploma Program

University of British Columbia (UBC), Vancouver, BC

- Develop up-to-date curricular materials for the course
- Prepare course syllabus
- Prepare weekly written readings
- Develop course assessments and exams
- Coordinate & integrate feedback on the curricular materials from instructional team
- Provide subject matter expertise by resolving issues that relate to the subject matter in the curriculum, providing guidance to course instructors, providing direction and feedback on the overall design of the course, and attending meetings with the instructional team

- Sep 2014-
Jul 2021
- Immigration Law Instructor**
Immigration Laws, Policies, and Procedures Diploma Program
University of British Columbia (UBC), Vancouver, BC
- Prepare PowerPoints and practice case studies
 - Conduct weekly webinars using the learning management system web conferencing software
 - Facilitate, monitor, and respond to students' discussions in the online learning management system
 - Mark and grade students' assignments
 - Provide written feedback to the class on key areas where students underperformed

- Sep 2014-
Jun 2020
- Instructional Assistant**
Immigration Laws, Policies, and Procedures Diploma Program
University of British Columbia (UBC), Vancouver, BC
- Provide in-class and online support to instructors and students enrolled in the Certificate of Immigration: Law, Policies, and Procedures program
 - Invigilate exam sessions
 - Receive, mark, and provide written and oral feedback to students' case study submissions for various modules
 - Monitor and respond to students' questions regarding content and assessments in the online discussion forums of the Immigration certificate program

Education and Training

- 2009
- Certificate in Immigration: Laws, Policies and Procedures, The University of British Columbia, Vancouver, BC
- 2004
- Bachelor's Degree in Teaching with Honours, Zhytomyr State Ivan Franko University, Ukraine (Equivalent to Canadian Bachelor's Degree)
- 2012
- French Studies, The University of the Fraser Valley, Abbotsford, BC

Memberships and Affiliations

- 2021-Pres
- College of Immigration and Citizenship Consultants (CICC)
- 2011-2021
- The Immigration Consultants of Canada Regulatory Council (ICCRC)
- 2009-2018
- The Society of Translators and Interpreters of British Columbia (STIBC)
- 2009-2013
- The Canadian Association of Professional Immigration Consultants (CAPIC)
- 2009-2011
- The Canadian Migration Institute (CMI)
- 2009-2011
- The Canadian Society of Immigration Consultants (CSIC)