



Board of Directors Meeting

September 24, 2026, 1:00 – 4:00 pm ET

5500 North Service Road, Suite 1002

Burlington, ON L7L 6W6



Board of Directors Meeting - September 24, 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 Policies and Program
Strategic Policy, Planning and Risk Sector, IRCC

MANAGEMENT:

Michael Huynh, President & CEO
Jessica Freeman, Director, Corporate & Public Affairs
Laura Halbert, Director, Professional Conduct
Cathy Pappas, Director, Registration & Interim Registrar
Beata Pawlowska, Director, Professional Standards, Research, Education & Policy
Thomas Wardman, Associate Director, Operations
Victoria Rumble, Corporate Secretary
Nithiya Paheerathan, Coordinator, Board Administration

INVITED GUESTS:

None

2 CONSENT AGENDA

Stan Belevici, RCIC-IRB

Minutes of Meeting of June 18, 2026
Independent Complaints Review Officer's Report
Final Draft of the 2026 Annual Report
Risk Mitigation Register
Appointment of Registrar

3 MEETING AGENDA

1:00 PM

Welcome and Introductory Remarks

(2 MINS)

Stan Belevici, RCIC-IRB

Recording Secretary

Land Acknowledgement

Introductions

	Conflict of Interest	
1:02 PM	Approval of Consent Agenda <i>Stan Belevici, RCIC-IRB</i>	Approval (1 MINS)
1:03 PM	Approval of Meeting Agenda <i>Stan Belevici, RCIC-IRB</i>	Approval (2 MINS)
	4 REPORT OF THE CHAIRPERSON	
1:05 PM	Report of the Chairperson <i>Stan Belevici, RCIC-IRB</i>	Report (10 MINS)
	5 MANAGEMENT REPORTS	
1:15 PM	MANAGEMENT REPORTS	Discussion (60 MINS)
10 MINS	Report of the President & CEO <i>Michael Huynh</i>	Reference
10 MINS	Report: Professional Standards, Research, Education and Policy <i>Beata Pawlowska</i>	Reference
10 MINS	Report: Registration Department <i>Cathy Pappas</i>	Reference
10 MINS	Report: Professional Conduct Department <i>Laura Halbert</i>	Reference
10 MINS	Report: Corporate and Public Affairs <i>Jessica Freeman</i>	Reference
10 MINS	Report: Operations Department <i>Thomas Wardman</i>	Reference
2:15	DEPARTURE OF DEPARTMENT DIRECTORS (5 MINS)	
	6 SUSTAINABILITY	
	Report of the Finance and Audit Committee <i>Tim D'Souza</i>	Reference
2:20 PM	Unaudited Financial Report for year ended June 30, 2026 <i>Tim D'Souza</i>	Discussion (20 MINS)
2:40 PM	7 BREAK (15 MINS)	
	8 GOVERNANCE	
	Report of the Governance and Nominating Committee <i>Ben Rempel</i>	Reference
2:55 PM	Update on Regulatory Framework <i>Ben Rempel</i>	Discussion (30 MINS)
3:25	Annual General Meeting Documentation <i>Ben Rempel, Victoria Rumble</i>	Approval (10 MINS)
	9 GENERAL INFORMATION	
3:35 PM	Board of Directors Meeting <i>Stan Belevici, RCIC-IRB</i> Board of Directors Meeting - Approval of Audited Financial Statements Date: October 20, 2026	Reference

Location: Virtual

Board of Directors Meeting & Annual General Meeting

Date: December 3, 2026

Location: Toronto, ON

3:40 PM

10 IN CAMERA SESSION - MEETING CLOSED TO PUBLIC

Stan Belevici, RCIC-IRB

4:00 PM

11 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, June 18, 2026
At the College of Immigration and Citizenship Consultants Office and via Zoom
5500 North Service Road, Suite 1002, Burlington, ON L7L 6W6**

Board of Directors Present:

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

Ministerial Observer Present:

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

Absent:

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

Guest Present:

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

** Via Teleconference*

Management Present:

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

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

3. WELCOME AND INTRODUCTORY REMARKS

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

Quorum

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

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

Land Acknowledgement

The Interim Chairperson acknowledged the land on which they gathered was part of the traditional territories of many nations covered by 70 treaties and other agreements with Indigenous peoples. He expressed gratitude for the privilege to work and live on these territories.

Introductions

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

Conflict of Interest Declaration

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

APPROVAL OF CONSENT AGENDA

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

RESOLUTION – CARRIED:

Moved By: Jennifer Henry

Seconded

Richard Dennis

BE IT RESOLVED THAT:

the Consent Agenda, originally consisting of six items, be amended to remove the items titled "Proposed Board and Committee Meeting Dates for 2027" and "Annual General Meeting Location and Format 2026" for separate consideration under the Meeting Agenda; and that the remaining four items be and are hereby approved:

- Minutes of meeting of March 26, 2026
- Independent Complaints Review Officer's Report
- 2026 Annual Report Design Concept and Table of Contents
- Risk Response Strategies Register

Opposed:

None

Abstained:

None

APPROVAL OF MEETING AGENDA

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

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

4. REPORT OF THE INTERIM CHAIRPERSON

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

5. MANAGEMENT REPORTS

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

5.1 Professional Standards, Research, Education and Policy

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

5.2 Registration

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

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

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

5.3 Professional Conduct Department

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

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

5.4 Corporate and Public Affairs

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

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

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

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

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

5.5 Operations Department

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

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

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

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

6. SUSTAINABILITY

REPORT OF THE FINANCE AND AUDIT COMMITTEE

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

REVIEW OF FINANCIAL RESULTS FOR PERIOD ENDED MARCH 31, 2026

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

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

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

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

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

DRAFT BUDGET FOR FISCAL 2027

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

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

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

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

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

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

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

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

AUDITOR ENGAGEMENT AND REMUNERATION

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

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

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

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

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

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

APPROVAL OF MAXIMUM COMPENSATION FUND CLAIM AMOUNT

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

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

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

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

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

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

RESOLUTION – CARRIED:

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

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

RECESS

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

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

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

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

UPDATE ON REGULATORY FRAMEWORK

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

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

The Interim Chairperson thanked Ben Rempel for his report.

EXTENSION OF THE 2023-2026 STRATEGIC PLAN

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

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

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

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

The Interim Chairperson thanked Ben Rempel for his report.

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

PROPOSED BOARD AND COMMITTEE MEETING DATES FOR 2027

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

ANNUAL GENERAL MEETING LOCATION AND FORMAT 2026

The Board discussed the format of the 2026 Annual General Meeting (AGM), weighing financial stewardship against the benefits of in-person engagement. A significant cost disparity was noted,

with virtual meetings estimated at \$5,000 compared to approximately \$95,000 for in-person delivery, raising concerns about alignment with current fiscal prudence during a period of transition.

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

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

9. GENERAL INFORMATION

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

MEETING CLOSED TO THE PUBLIC (IN CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

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

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

RESOLUTION – CARRIED:**Moved By:** Jennifer Henry**Seconded**

John Burke

BE IT RESOLVED THAT:

the Board return to open session at 3:58.

Opposed:

None

Abstained:

None

TERMINATION**RESOLUTION – CARRIED:****Moved By:** Ben Rempel**Seconded**

France Houle

BE IT RESOLVED THAT:

the meeting is hereby terminated at 3:59 pm ET.

Opposed:

None

Abstained:

None

These minutes were approved by the Board on:

John Burke
Interim Chairperson

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

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

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

Independent Complaints Review Officer's QUARTERLY REPORT for period of April 1, 2026 to June 30, 2026

August 4, 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 second quarter of 2026, the period from April 1, 2026 to June 30, 2026 ("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 first quarter of 2026 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 June 30, 2026)
Current Period 2nd, 2026	5	6³	3
Prior Quarterly Report Statistics			
1 st , 2026	6	3	4
4 th , 2025	3	2	1
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 ⁴	1	3	0
4 th , 2023 ⁵	10	10	2
3 rd , 2023 ⁶	5	4	2
2 nd , 2023 ⁷	2 ⁸	2	1
1 st , 2023 ⁹	3	2	1
1 st , 2023 ¹⁰	1	3	0
4 th , 2022 ¹¹	4	2	1

² The earlier reports did not cover precise quarterly periods.

³ Four of the concluded reviews relate to the prior quarter.

⁴ This Quarterly Report covered the period from February 1, 2024 to March 31, 2024.

⁵ This Quarterly Report covered the period from October 1, 2023 to January 31, 2024.

⁶ This Quarterly Report covered the period from August 1, 2023 to September 30, 2023.

⁷ This Quarterly Report covered the period from April 7, 2023 to July 31, 2023.

⁸ This includes two requests for an extension of time, and the related decision on this request.

⁹ This Quarterly Report covered the period from January 21, 2023 to April 6, 2023.

¹⁰ This Quarterly Report covered the period from November 12, 2022 to January 20, 2023.

¹¹ This initial Quarterly Report covered the period from September 29, 2022 to November 11, 2022.

ICRO decisions are expected to be rendered within 30 days receipt of a request for review.

During this Current Period, four of the six reviews completed were done outside of the 30 days' timeline, as noted in the summaries below. Reasons included:

- Three reviews were conducted together, involving the same licensee.
- One review involved significant delay on the part of the College that the ICRO wanted to properly review and address.
- This period also covered vacation period taken by the ICRO.

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 continues a trend from the 3rd quarter 2025 of a reduction in the number of requests for ICRO review, particularly when compared to the peaks in the period starting in the 3rd quarter of 2024 through to the 2nd quarter of 2025. There were four new requests for review during this Current Period, and three reviews were concluded, one of which was a request for ICRO review stemming from the 4th quarter 2025. There were four active reviews at the end of the Current Period.

In all three of the completed reviews for this Current Period, I concluded that there was procedural fairness and no errors in fact or in law in the way that the College handled the complaints. 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.2022.373
College File No: CD.2024 048
College File No: CD.2024.081

Review Acknowledged by ICRO: March 5, 2026
Matter Closed by ICRO: May 25, 2026

Disposition: The decision of the College to close the complaint with guidance to the Licensee was confirmed. There was some procedural unfairness in terms of inordinate delay, but when the whole context was taken into consideration, the College generally handled the Complaint with the level of procedural fairness owed to complainants, and there was no error in fact or law.

2. College File No: CD.2025.1104376

Review Acknowledged by ICRO: March 17, 2026

Matter Closed by ICRO: April 25, 2026

Disposition: The decision of the College to close the complaint without any further action except to provide guidance to the licensee. There were no findings of procedural unfairness, or errors in fact or in law.

3. College File No: CD.2025.113115

Review Acknowledged by ICRO: April 13, 2026 (response to ICRO inquiry received May 14, 2026)

Matter Closed by ICRO: May 19, 2026

Disposition: The decision of the College to close the complaint without any further action was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

4. College File No: CD.2024.867251

Review Acknowledged by ICRO: April 23, 2026

Matter Closed by ICRO: April 29, 2026

Disposition: Decision by ICRO to decline to consider a review request received by the ICRO Office on April 23, 2026 for a complaint closed about 10 months prior, on June 27, 2025.¹²

Assessment of the Handling of Complaints by the 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 internal reforms in 2024 and introduced others at the beginning of 2025.

Significantly, in a news release on May 6, 2026, Canada's Minister of Immigration, Refugees and Citizenship announced new regulations to enhance the oversight of immigration and citizenship consultants: <https://www.canada.ca/en/immigration-refugees-citizenship/news/2026/05/canada-strengthens-regulation-of-immigration-and-citizenship-consultants.html> These new regulations, which came into effect as of July 15, 2026, are intended to reinforce the role of the College and help applicants obtain more reliable, transparent and accountable services throughout their immigration or citizenship process. These changes will include a Compensation Fund, makes available funds of up to \$7,000 for

¹² Requests for review by the ICRO are to be made within 30 days of receiving notice from the College of the decision to close a complaint.

complainants who have suffered financial loss due to the dishonest conduct of licensees, with coverage retroactive to on or after November 23, 2021.

Against this backdrop of increased public protection measures, the ICRO continues its role of reviewing the College's handling of complaints to determine if there has been any procedural unfairness or any errors in fact or in law. In the context of this role, I have found that the College's handling of complaints has continued to generally proceed with procedural fairness.

However, in this Current Period, there was one request for review that raised concerns relating to significant delay that did not have the usual explanations relating to shortage of staff or delay relating to needed investigation time. This concern is expressed in more detail under the next section, Recommendations.

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 five quarters between the 3rd quarter of 2024 through to the 2nd quarter of 2025. This Current Period remains consistent with the first quarter of 2026, and both are a slight increase over the last quarter of 2025.

Recommendations

This Current Period, the ICRO made the following recommendations to the College, arising from the review of one request for review:

- a. The concern was a complaint where an investigator was assigned, but the investigator was not aware of the assignment. The recommendation was for better internal tracking of the handling of complaints, including possibly having quarterly team meetings to review active matters and ensure complaints are properly assigned, and that the person to whom it is assigned is actively working on the Complaint.
- b. The concern related to a complaint with a timeline of seven years from the filing of a complaint, and where there is an unusually long delay, that the College provide more than standardized letters to Complainants and provide more information as to the delay, without compromising the integrity of any investigation; and
- c. In situations such as this one, where the financial losses claimed by the complainant are considerable, that the College consider going beyond simply informing complainants that they should be looking into remedies through the civil court process and to provide some at least basic warning about limitation periods. The College should consider whether a relationship can be established with pro bono clinics in jurisdictions across Canada that can be at least an initial resource to complainants navigating Canada's courts and laws.

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.

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 concern raised during this Current Period is an anomaly, but it is still one that the College could use to implement better complaints handling parameters.

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

Dated this August 4, 2026.

Independent Complaints Review Officer



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

RESOLUTION

To:	Board of Directors
Meeting Date:	September 24, 2026
Agenda Item:	Consent Agenda
Subject:	Final Draft of the 2026 Annual Report
Key Contact:	Jessica Freeman, Director, Corporate and Public Affairs (CAPA)
Action Required:	<i>For Approval</i>

PURPOSE

The Board of Directors is being presented with the final draft of the 2026 Annual Report, excluding audited financials.

BACKGROUND

The CAPA team, together with partners across the College, is progressing well on the 2026 Annual Report. The College is required to submit its Annual Report to the Minister of Immigration, Refugees and Citizenship by October 28, 2026, to be followed by public posting on the College's website and social media channels. The College is on track to meet this deadline.

ANALYSIS

The theme of this year's Annual Report is *Safeguarding the Immigration Journey Through Regulatory Excellence*.

To visually express this theme, the cover and inside spreads feature stylized location-based photography from across Canada. Each photo is accompanied by the number of RCICs and RISIAs working in the province depicted showcasing how licensees of the College are serving in the public interest from coast to coast.

The 2026 Annual Report continues to evolve the College's brand through the use of corporate reds, and a clean, and modern typographic layout. Key statistics, graphs and maps accompany content spreads to help highlight KPIs and accomplishments over the past year.

Key accomplishments highlighted in this year's Annual Report include: disciplinary actions in the public interest, new regulations, the 2026 fraud prevention campaign, advancing government and stakeholder relations, the updated essential competencies, educational opportunities for licensees and candidates and the launch of the College's Diversity, Equity, Inclusion and Accessibility Council.

All Departments have submitted their respective annual statistics.

RECOMMENDATION

It is recommended that the Board approves the final draft of the 2026 Annual Report in English and French.

POTENTIAL RISK(S)

There are no identified potential risks.

RESOLUTION

BE IT RESOLVED THAT The Board approves the final draft 2026 Annual Report in English and French.

NEXT STEPS

CAPA will take the following actions:

- Once finalized in October, audited financials will be inserted into the Annual Report
- Annual Report PDFs will be made accessible for online posting
- Social media posts sharing Annual Report highlights are in development
- Printed copies for the Annual General Meeting will be ordered

APPENDICES

- 2026 Annual Report (English)
- 2026 Annual Report (French)

DRAFT

Safeguarding the Immigration Journey Through Regulatory Excellence

2026 ANNUAL REPORT

DRAFT



📍 Quebec – Home to 1,129 RCICs and 108 RISIAs

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Message from the Chairperson of the Board

As a licensee and Chairperson of the Board, supporting people who are building a new life in Canada is truly meaningful work. I am proud of the College's accomplishments in providing newcomers with informed choices and access to licensees who offer professional and ethical services. This is more important than ever before as Unauthorized Practitioners (UAPs) continue to exploit vulnerable people who are trying to navigate their immigration journey.

On behalf of the Board of Directors, I am pleased to share the progress made on the College's 4 Strategic Plan objectives over the past year: elevating professional standards and compliance, combating UAPs, enhancing stakeholder communications and strengthening the College's sustainability through organizational capacity building.

The Board remains deeply committed to strong governance, effective oversight and ensuring that public protection remains at the centre of every decision.

Establishing strong standards of professionalism and accountability for licensees of the College is critical to upholding the public interest. Over the past year, College staff have advanced this work, including the launch of updated essential competency frameworks. These frameworks define the knowledge, skills and judgment required for licensees to practise effectively and responsibly.



A handwritten signature in dark ink, appearing to read 'Stan Belevici', written in a cursive style.

Stan Belevici,
LLB, LLM, JD, RCIC-IRB
Chairperson

"Establishing strong standards of professionalism and accountability for licensees of the College is critical to upholding the public interest."

The College has made great strides to combat UAPs through global and domestic public awareness, which you will read more about in this annual report. Additionally, through strategic enforcement the College has shut down 5,386 UAP social media pages to disrupt misinformation and communication to potential victims.

Through the complaints process, the College remains committed to taking action on violations of public trust. This annual report highlights some of the most serious cases brought forward to the Discipline Committee and the ongoing work done to significantly reduce the College's historic backlog of complaints.

In the year ahead, the College will continue to work closely with the federal government and key stakeholders to implement and operationalize the new *College of Immigration and Citizenship Consultants Regulations* (Regulations). Together with the Board, the College will ensure regulatory approaches remain strong, adaptive and focused on the public interest.

I would like to express my sincere appreciation to the College staff, Leadership Team and Board of Directors for ongoing efforts as the College moves forward on the journey as a trusted regulator in Canada.

Message from the President and CEO, Registrar

The past year has been one of significance for both the College and the immigration consulting profession. In July, the new Regulations took effect, bringing the College one step closer to finalizing the By-Laws and ending the transitional phase.

With the new Regulations, the federal government has strengthened the tools available to the College to ensure that licensees meet the highest professional standards for the clients they serve.

College staff are working closely with government partners to operationalize the new Regulations, particularly the Compensation Fund. The College is committed to administering the Compensation Fund in a way that upholds the integrity of the profession, ensures financial sustainability and upholds the public interest.

Building audiences domestically and internationally through public awareness, such as the annual fraud prevention campaigns, is not simply a discretionary measure – it is critical to the College’s public protection mandate.

Through multilingual, global outreach, the College provides people with practical tools to recognize scams, identify UAPs, verify College licensees, and make informed decisions – before irreversible harm occurs.

Digital ads ran on Facebook, Instagram and Google Search across 17 countries and in 6 different languages. The College also had an expanded presence on transit ads in 9 Canadian cities from coast to coast.



A handwritten signature in black ink, appearing to read 'Michael Huynh'.

Michael Huynh
President & CEO,
Registrar

“Through multilingual, global outreach, the College provides people with practical tools to recognize scams, identify UAPs, verify College licensees, and make informed decisions – before irreversible harm occurs.”

This year’s campaign achieved historic success, earning 687 global million impressions and driving 1.7 million users to the Public Register, up 227% and 235% respectively from 2025.

These results show the campaign’s call to action clearly resonated with both domestic and international audiences who accessed online College resources in unprecedented numbers.

Within this annual report, you will also read about operational highlights, including government and stakeholder advocacy, updated essential competency frameworks, disciplinary actions in the public interest and how the College supports licensees through competency-based education.

I look forward to working with partners, stakeholders and College staff to continue the important work of serving in the public interest and helping to safeguard the thousands of newcomers who make Canada their home each year.

2026 Strategic Plan Accomplishments

PROFESSIONAL STANDARDS AND COMPLIANCE

- Supported more than 2,400 licensees across all stages of professional practice through competency-based education, from entry-to-practice to advanced specialization and continuing competence.
- Achieved licensee satisfaction scores of 90% or higher in each of the College's educational programs – Practice Management Education (PME), Specialization Program and New-Licensee Mentoring Program.
- Conducted a comprehensive benchmark study of the profession's competency standards to ensure they remain current and align with evolving practice and public protection needs.
- Since November 2021, nearly 93% of inherited historic cases from the College's predecessor organization were resolved.
- Outcomes from requests for review made to the Independent Complaints Review Officer continued to result in no findings of procedural unfairness or errors in fact/law by College staff.
- Professional Conduct continued to focus resources on licensees associated with the most serious conduct concerns or the highest complaint volumes. As a result, 1% of licensees accounted for 55% of open complaints, down from 68% in the previous fiscal year.
- The College's complaint-handling process remained accessible to the public, contributing to a year-over-year increase of nearly 14% in new complaints.
- The Professional Conduct team proactively revised complaints procedures to align with the new Regulations.
- College staff presented at 7 international conferences to raise awareness of the College's role and drive dialogue on public protection and policy direction with global regulators, academics and other industry stakeholders.
- Collaborated with the Department of Justice to support the College's future legislative and regulatory frameworks.

UNAUTHORIZED PRACTITIONERS (UAPS)

- Shut down 5,386 UAP social media pages to combat immigration fraud and disrupt communication with potential victims.
- Completed "good character good conduct" checks for all exam candidates, new licensee applicants and agents to ensure they are not UAPs.
- Executed a global, multilingual Fraud Prevention Campaign as a core public protection measure to provide education on immigration fraud and drive traffic to the Public Register.
- Campaign highlights included:
 - » Ran on social media and Google Search domestically and in 16 of Canada's top source countries for immigration.
 - » Campaign earned 687 million global impressions.
 - » Drove 1.7 million total users to the Public Register.
 - » Expanded domestic transit ads to 9 cities across Canada, earning 160 million impressions.

STAKEHOLDER COMMUNICATION

- In addition to the global fraud prevention campaign, the College launched a benchmark domestic print and digital advertising campaign to strengthen outreach to diverse communities, especially in regions with high newcomer populations.
- Continued a steady, proactive cadence of communication to licensees on key matters, including the launch of the new Regulations.
- Participated in licensee and stakeholder events to raise awareness about the role of the College and licensees.
- Engaged provincial and federal governments, law enforcement agencies and key stakeholders, including Immigration, Refugees and Citizenship Canada (IRCC) Deputy Minister Ted Gallivan and Assistant Deputy Minister Scott Harris, to strengthen collaboration and combat UAPs.
- Participated in the 2026 National Citizenship and Immigration Conference (NCIC), with College staff available to answer in-person inquiries from licensees.
- Presented to representatives from the travel industry in Africa, in association with the High Commission of Canada, to highlight the College's licensing requirements and raise awareness of UAPs.
- Responded to more than 35 media inquiries, including appearing in an on-camera television interview on OMNI News Filipino Edition discussing the College's fraud prevention activities.
- Introduced the new full-time role of Specialist, Stakeholder Experience to improve incoming inquiry processes and waiting times for responses to stakeholders, including licensees.

SUSTAINABILITY

- Maintained an average response time of less than 2 business days for email inquiries from licensees to the Registration Department.
- Added a new checklist to the 2026 Annual Renewal Form in the College Portal to make it easier for licensees to update their personal and business information.
- Implemented a new Privacy Policy and Terms of Reference to support organizational accountability and compliance.
- Launched a Diversity, Equity, Inclusion and Accessibility (DEIA) Council to foster a culture of inclusion and ensure policies and procedures promote equity and remove barriers.

About the College

The College is the authority mandated by the Government of Canada to license and regulate the practice of Regulated Canadian Immigration Consultants (RCICs) and Regulated International Student Immigration Advisors (RISIAs). The College's role, authority and powers are established in the *College of Immigration and Citizenship Consultants Act* (Canada). The College sets and enforces the licensing, education and ethical standards of the profession, in the public interest.

Vision, Purpose and Values

VISION

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

PURPOSE

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

- establishing and administering qualification standards, standards of practice and continuing education requirements for licensees;
- establishing and providing training and development programs for licensees;
- ensuring compliance with the Code of Professional Conduct; and
- undertaking public awareness activities.

VALUES

Transparency

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

Integrity

Maintain the highest moral and ethical standards.

Accountability

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

Excellence

Achieve excellence in all endeavours.

Fairness

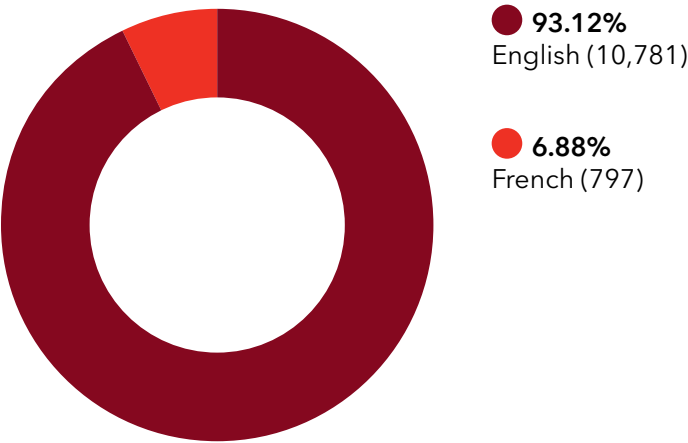
Ensure that policies, practices, procedures and decisions are justified and well understood.

Communication

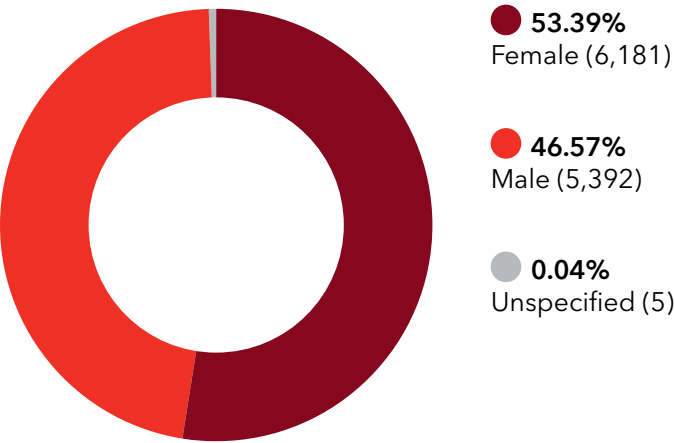
Welcome licensees, stakeholders and the public to contact the College on any matter relating to the regulation of the Canadian immigration and citizenship consulting profession.

2026 by the Numbers:
RCICs

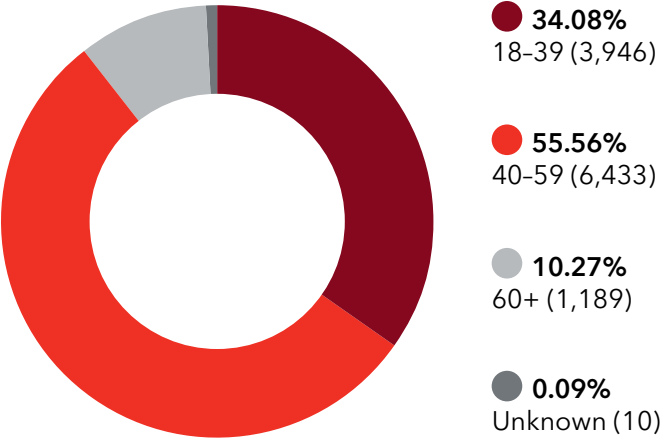
PREFERRED LANGUAGE



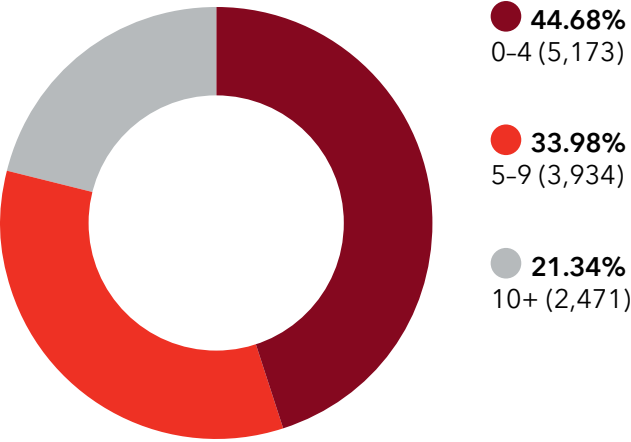
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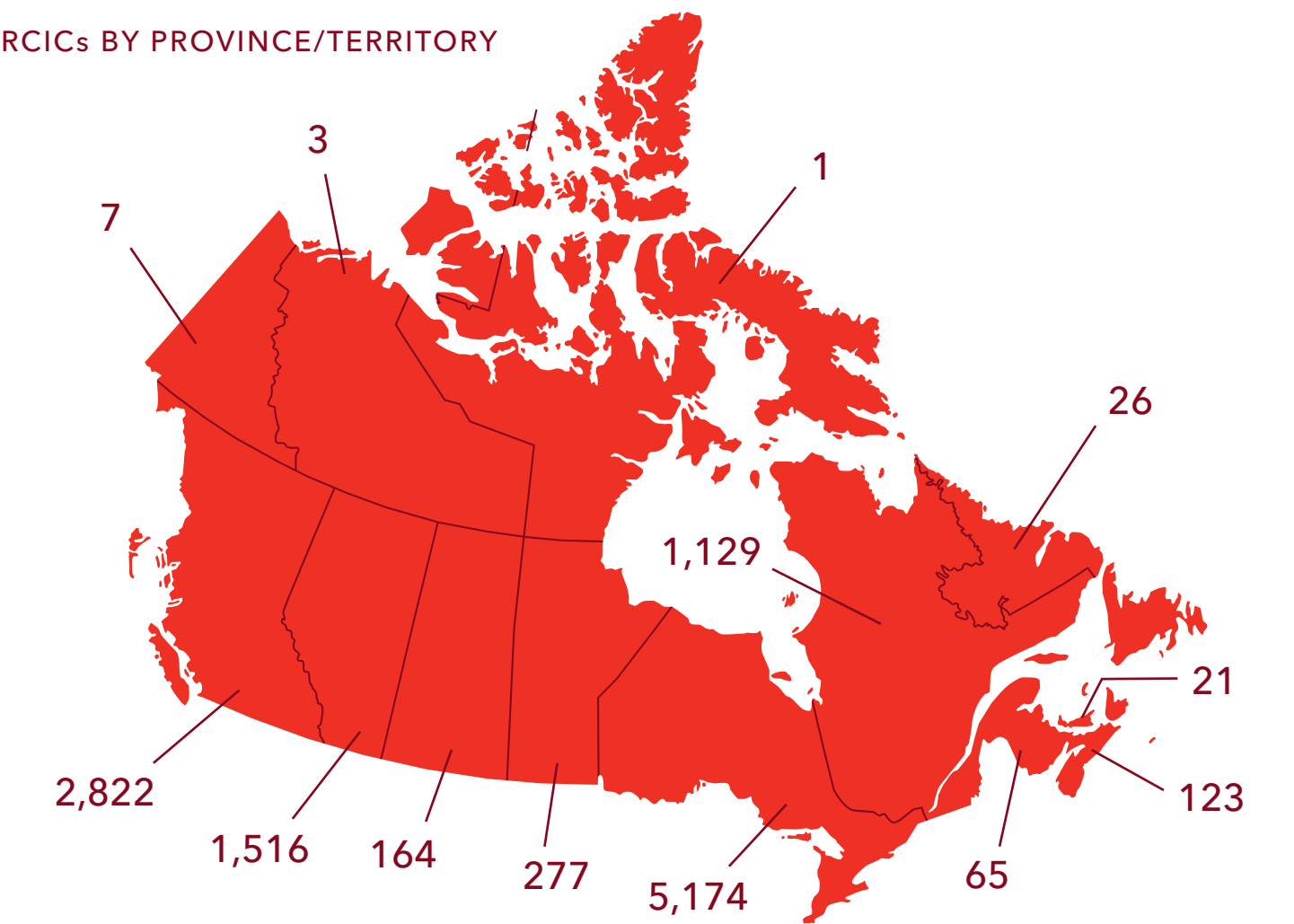


YEARS OF PRACTICE AS AN RCIC



All percentages are rounded to the nearest hundredth.

RCICs BY PROVINCE/TERRITORY



11,578

RCICs in good standing at June 30, 2026.

457

RCICs were licensed within the past year.

5%

Attrition rate over the past year, representing 542 RCIC resignations, revocations and deaths.

2,724

RCICs have their RCIC-IRB class of licence.

11,328

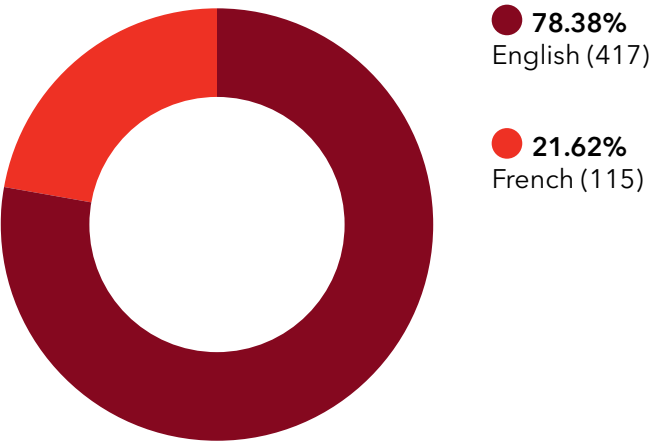
RCICs reside in Canada. This is 98% of total RCICs.

250

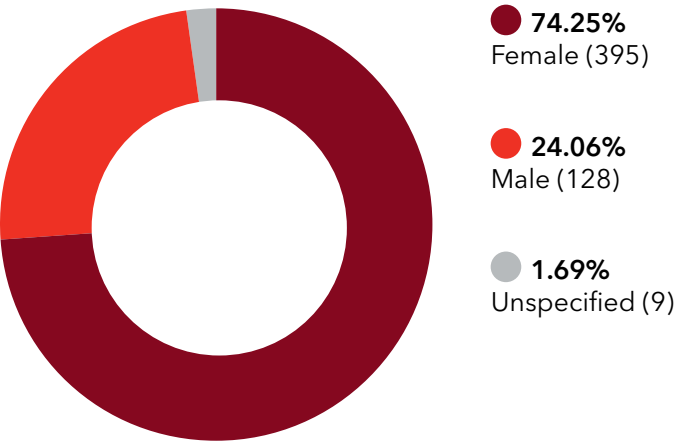
RCICs reside internationally. This is 2% of total RCICs.

2026 by the Numbers:
RISIAs

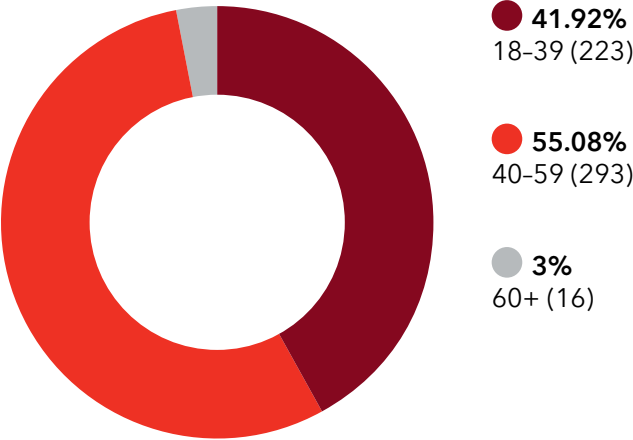
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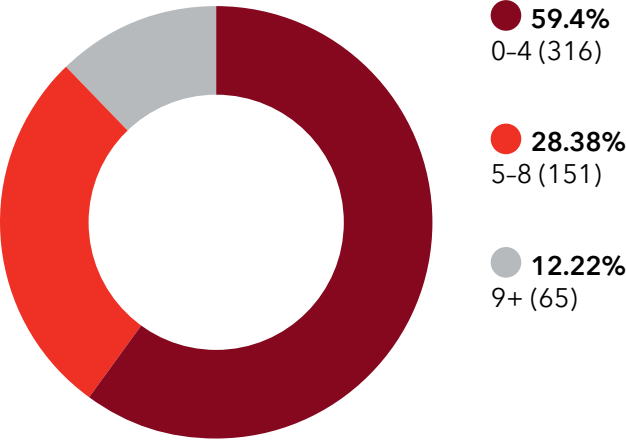
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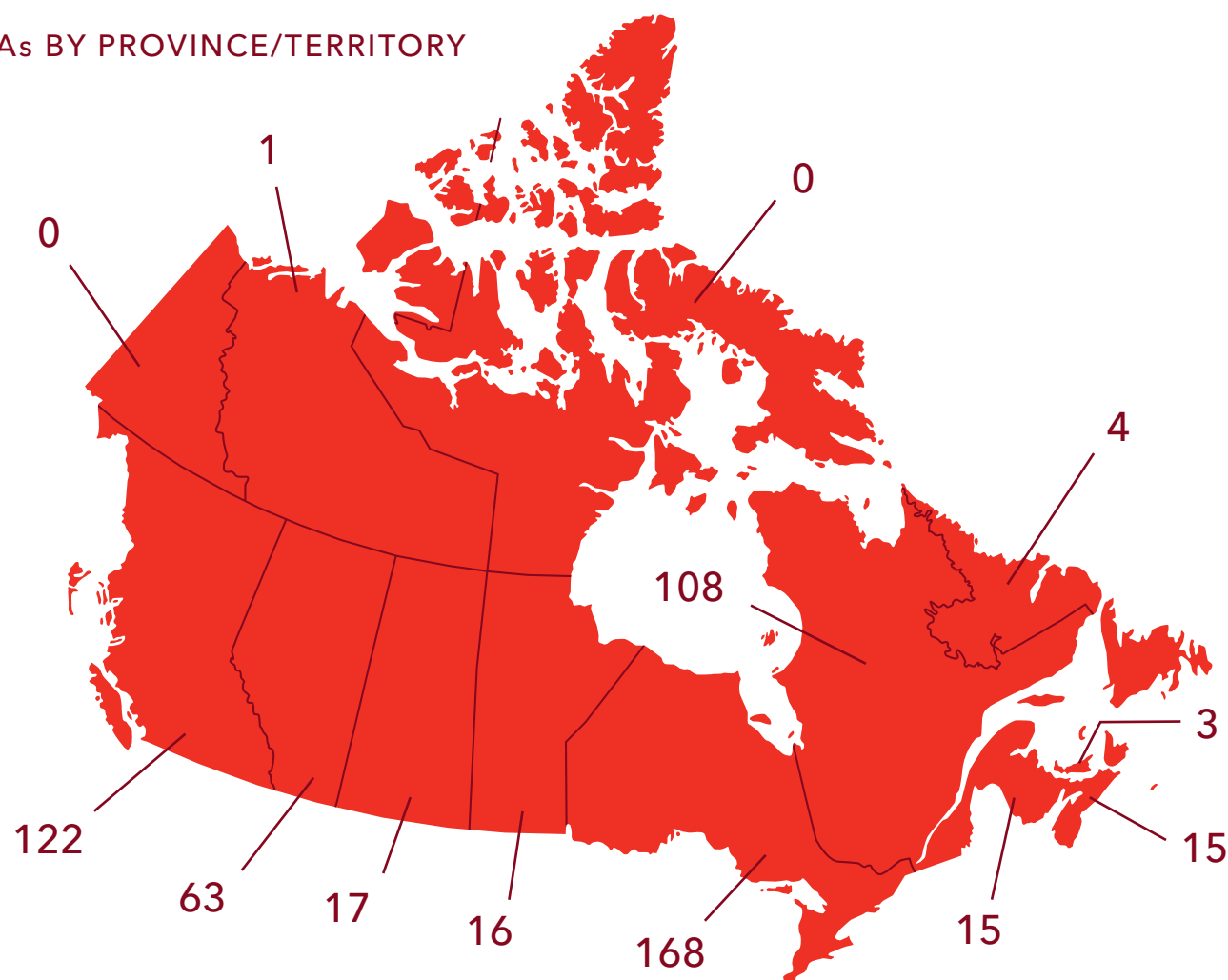


YEARS OF PRACTICE AS A RISIA



All percentages are rounded to the nearest hundredth.

RISIAs BY PROVINCE/TERRITORY



532

RISIAs in good standing at June 30, 2026.

77

RISIAs were licensed within the past year.

7%

Attrition rate over the past year, representing 39 RISIA resignations, revocations and deaths.

DRAFT

Professional Conduct

📍 Newfoundland and Labrador – Home to 26 RCICs and 4 RISIAs

2026 by the Numbers: Professional Conduct

The College monitors and enforces licensee compliance with the Code of Professional Conduct and investigates and resolves complaints about licensees through a fair and objective process.

July 1, 2025 to June 30, 2026	
New Cases	1,378
At June 30, 2026	
Cases Closed	1,216
By Intake	436
By Early Resolution	261
By Investigations	73
By Complaints Committee	377
By Discipline Committee	69
Open Cases	*1,537
July 1, 2025 to June 30, 2026	
Discipline Outcomes	
Licensee Suspensions	5
Licensee Revocations	8

*55% of open cases are attributable to 1% of licensees.

Regulatory Decisions in the Public Interest

The College is committed to regulating the immigration consulting profession in a manner that is efficient, effective, fair and transparent. All complaints are reviewed and assessed based on their risk to the broader public. Where possible, the College uses the least adversarial enforcement tools to correct practice concerns of licensees. If the risk is severe and the investigation evidence is strong, the Complaints Committee may refer complaints to the Discipline Committee.

The cases summarized below are among the most serious violations of public trust brought forward to the Discipline Committee in the past fiscal year. All decisions are published on the College website.

CASE #1:

The College permanently revoked the licence of an RCIC for serious misconduct involving multiple clients. The RCIC had a history of misconduct and was previously suspended by the Discipline Committee. At the most recent hearing, the Discipline Committee found that the licensee misrepresented himself as a lawyer, engaged in immigration consulting while suspended and threatened legal action against clients who complained about the quality of their service or posted complaints on social media.

It was determined that the RCIC submitted immigration applications with inaccurate information, failed to get client approval and in some instances, did not file the applications at all.

The committee also found that the licensee failed to proactively advise clients on the status of their applications, did not respond to client inquiries and provided false and/or misleading information to clients, despite knowing they were vulnerable persons with tenuous immigration statuses.

OUTCOME

- Licence permanently revoked
- **\$153,000** in fines and costs to the College

CASE #2:

Following an interim licence suspension, an RCIC had their licence permanently revoked by the Discipline Committee for engaging in fraud and misrepresentation. The Discipline Committee noted that complaints against the licensee accumulated at an alarming pace and the actions of the RCIC reflected a troubling pattern of exploiting vulnerable clients.

The agreed statement of facts submitted to the Discipline Committee included admissions of submitting forged documents, impersonating another consultant, concealing their firm's involvement in applications, job selling, misappropriation of client funds, improper supervision of non-licensed staff and improper delegation.

The committee found the RCIC engaged in fabricated job offers and created shell corporations without client knowledge to generate a job offer and misled clients about employment and work permit conditions. The committee found that the joint submission on penalty was reasonable and served as a deterrent to all licensees of the College.

OUTCOME

- Licence permanently revoked
- Prohibited from applying for a new RCIC licence
- **\$50,000** fine

“[The College’s] guidance helped me better understand how to protect myself as a client and verify the legitimacy of an immigration consultant. In a vulnerable situation like mine, clear and accessible support like yours truly matters – both emotionally and practically. I sincerely appreciate the work you do to ensure professional standards are upheld.”

– Member of the public on support from College staff

CASE #3:

The College permanently revoked the licence of an RCIC involved in a sophisticated scheme which falsely promised clients permanent residence in exchange for large sums of money. The Discipline Committee found that the licensee engaged in job selling, knowingly allowed unlicensed staff to provide immigration consulting services or advise clients, misappropriated money from client trust funds and accepted payments for services that were not rendered.

The RCIC also failed to communicate with clients in a timely, transparent and effective manner, did not return retainer funds, did not issue invoices and receipts, did not comply with applicable deadlines and deliberately blocked a client to avoid receiving file status update requests. The committee determined that the RCIC took advantage of vulnerable clients through a scheme that was reprehensible, brought shame on the profession and warranted the most serious regulatory response to protect the public.

OUTCOME

- Licence permanently revoked
- Prohibited from applying for a new RCIC licence
- **\$12,341** in reimbursement to clients and **\$91,850** in fines and costs to the College

CASE #4:

The College permanently revoked the licence of an RCIC after complaints against them accumulated at an alarming rate, with approximately 45 active complaints received by the College in recent years.

These complaints revealed a troubling and consistent pattern of serious allegations, including dishonesty, failure to clearly distinguish immigration services from employment-related services, improper delegation, failure to provide services, failure to supervise, deficient service and accounting irregularities. The nature, volume and recurrence of these allegations raised profound concerns about the integrity and trustworthiness of the RCIC.

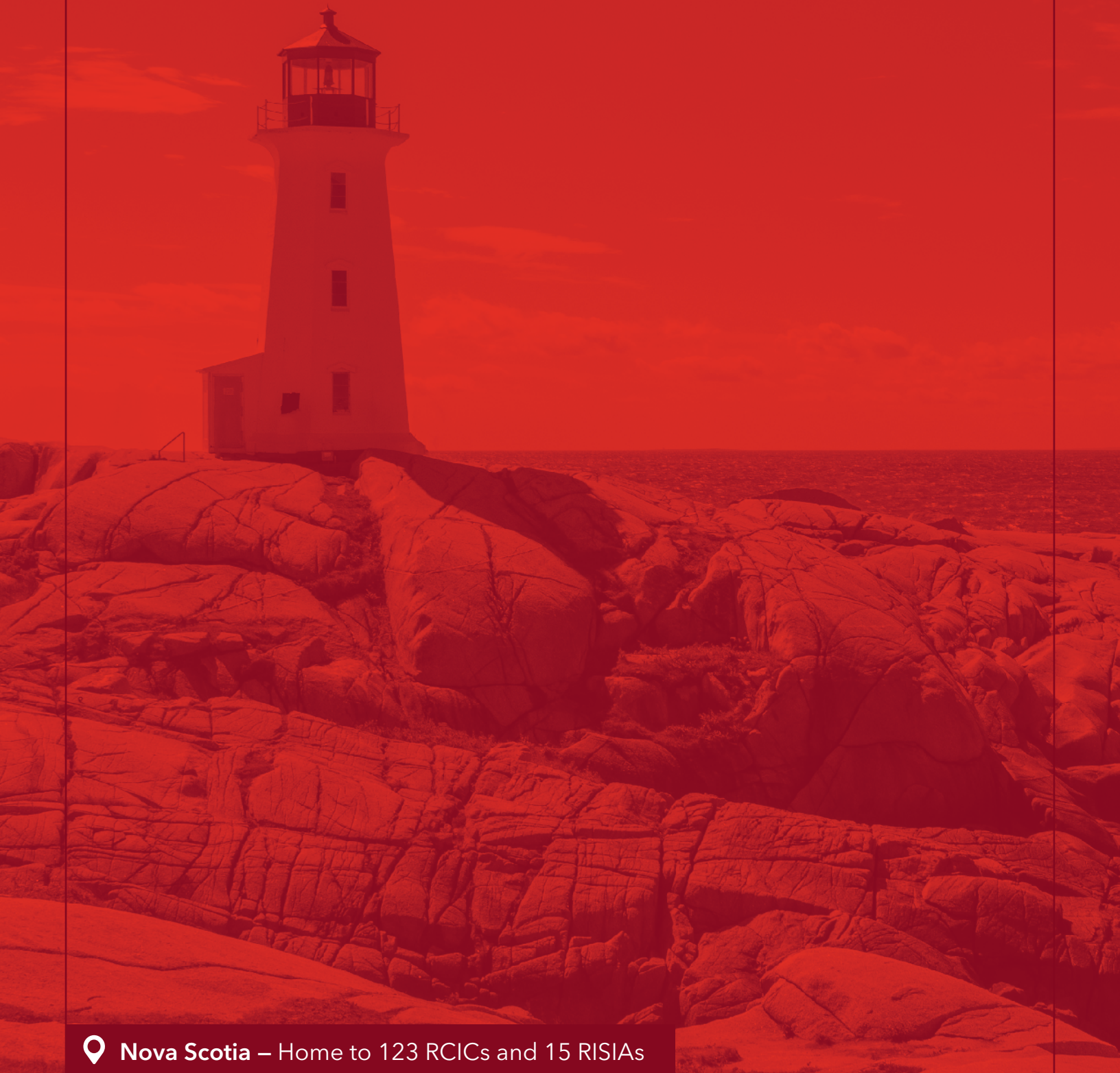
The RCIC signed an Agreed Statement of Facts, in which they admitted they had engaged in professional misconduct and/or conduct unbecoming. The Discipline Committee accepted the joint submission, recognizing the seriousness of the allegations and complete acknowledgment by the RCIC.

OUTCOME

- Licence permanently revoked
- **\$25,000** fine

DRAFT

Year at a Glance



 **Nova Scotia** – Home to 123 RCICs and 15 RISIAs

New Regulations for the College

The publication of the new Regulations in the Canada Gazette, Part II, in May 2026 marked a significant milestone as the College moves out of its transitional phase.

Coming into effect on July 15, 2026, the Regulations strengthen the tools available to the College to help ensure that Canada’s immigration and citizenship consultants continue to meet the highest professional standards for their clients.

The College is focused on preparing the necessary operational, governance and communications structures to support the Compensation Fund. This includes ensuring that the Compensation Fund is administered in a manner that upholds the integrity of the immigration consulting profession, supports public confidence and maintains long-term financial sustainability.

The new Regulations have been in development since the College’s continuance from the Council in 2021 and were subject to public consultation. The College submitted a detailed formal comment letter to the government after conducting surveys and webinars for licensees.

As work continues on the finalization of By-Laws and other supporting legal frameworks, the College remains committed to regulating the profession in the public interest. The College welcomes continued collaboration with government partners to ensure that the Regulations and associated operational, governance and communications structures uphold a system that is transparent and accountable.

TIMELINE: REGULATIONS AND BY-LAWS



Immigration Fraud Can Be Hard to Spot

Under the College Act, the College's purpose is to regulate immigration and citizenship consultants in the public interest and protect the public.

The Act outlines 4 key measures to uphold this purpose: establishing and administering qualification standards, standards of practice and continuing education requirements for licensees; establishing and providing training and development programs for licensees; ensuring compliance with the Code of Professional Conduct; and undertaking public awareness activities.

Over the past year, the College undertook major initiatives to educate the public and stakeholders in Canada and abroad on the dangers that UAPs pose to potential newcomers.

The *Immigration Fraud Can Be Hard to Spot* campaign encouraged people around the world to check the Public Register to verify that they are not unknowingly falling prey to an UAP.

This is one of the best ways people can protect themselves from immigration fraud, which can have a devastating impact on prospective newcomers hoping to make Canada their home.

Digital ads ran on Facebook, Instagram and Google Search in Canada and 16 of the top source countries for immigration to Canada. These ads were available in English, French, Hindi, Arabic, Simplified Chinese and Farsi.

This year the College had an expanded presence on transit ads in Canadian cities from coast to coast, running ads in Ottawa, Montreal, Vancouver, Toronto, Calgary, Saskatoon, Winnipeg, Halifax and Saint John. These transit ads generated 160 million impressions.

The campaign earned more than 687 million impressions globally across all channels and drove 1.7 million total users to the Public Register. The College also achieved 67,300 new social media followers, driven by more than 65,000 new Instagram followers.

In total, the campaign earned 515.48 million international social impressions. India was the most engaged market, followed by Bangladesh and Pakistan. The social media campaign particularly resonated with younger audiences, aged 25-34.

Domestically, the social campaign earned 10.43 million impressions. This provided visibility among temporary residents, students and workers already in Canada, looking to navigate the next steps of their immigration journey.

The Google Search campaign was the most effective channel for reaching individuals who were actively researching immigration to Canada, earning a total of 1.3 million total impressions. Engagement was strongest internationally, especially in markets like Pakistan, Congo, Cameroon and Côte d'Ivoire. Total international Google Search impressions were 902,889.

In addition to the global fraud prevention campaign, the College also launched a robust domestic advertising plan designed to strengthen outreach to diverse communities, especially in regions with high newcomer populations across Canada.

Immigrant communities serve as trusted referral networks, helping shape decisions around immigration advice. By educating communities and encouraging the public to verify whether a consultant is licensed and in good standing using the Public Register, the College empowered prospective newcomers to make safer, more informed decisions.

The advertising plan combined bilingual national outreach in English and French with targeted placements in CBC, Canadian Immigrant, Immigrant Québec, Metroland – a Greater Toronto Area (GTA)-focused e-newsletter – and The Hill Times to improve visibility among both public and stakeholder audiences.

Multilingual digital placements with Sunflower Media extended the campaign across 7 languages: English, French, Arabic, Hindi, Punjabi, simplified Chinese and traditional Chinese, helping ensure the College's message resonates with diverse communities in Canada. The combined reach for the advertising plan was around 7 million impressions.

The Metroland e-newsletter campaign generated strong engagement within GTA communities, particularly in Brampton, Mississauga, Durham and York Region.

Through sustained public awareness activities, the College has successfully educated potential newcomers about the Public Register, which is an important tool to protect against the dangers of UAPs.



KEY 2026 CAMPAIGN RESULTS

687M

Total impressions globally.

1.7M

Total users to the Public Register.

160M

Total impressions from transit ads across Canada.

Advancing Stakeholder and Government Relations

The College's Corporate and Public Affairs department engaged with a wide range of stakeholders to build relationships and discuss the important role of the regulator in Canada's immigration system.

Meetings were held with new and returning members of parliament, ministers, parliamentary staff and IRCC staff to discuss the College's role, the success of the fraud prevention work carried out around the world, opportunities for collaboration, the new Regulations and constituent concerns about the immigration process.

The College also met with provincial government stakeholders across Canada on a wide range of topics relevant to matters of importance in their jurisdictions.

Immigration fraud prevention was a key topic at many of these meetings, with the College seeking to align efforts to combat UAPs and also sharing fraud prevention campaign messaging.

The College presented to stakeholders in Africa, in conjunction with IRCC and the High Commission of Canada. These presentations were focused on the role of RCICs and the requirements to become licensed.

Other engagement with partners came through the College's sponsorship of the Canadian Council for Refugees (CCR) Fall Consultation in Winnipeg and the National Citizenship and Immigration Conference (NCIC) in Mississauga, sponsored by the Canadian Association of Professional Immigration Consultants (CAPIC).

In December, College staff met with licensees at the Annual General Meeting (AGM) in Calgary and engaged directly with them on various matters.

Participation at these events promoted the College's role as a professional regulator by providing opportunities to share best practices with policymakers, researchers, settlement service providers, prospective immigrants, newcomers and College licensees.

Left:

College staff engage with licensees at the NCIC.

Right:

Jessica Freeman, Director of Corporate and Public Affairs with IRCC Deputy Minister Ted Gallivan at NCIC.



Supporting Licensees Throughout Their Careers

The College continued to offer in-person educational events that expanded opportunities for licensees to strengthen the knowledge and skills they need to perform their roles.

At this year's AGM in Calgary, licensees who registered for the in-person education session earned a Continuing Professional Development (CPD) hour by attending 2 courses: *Navigating Annual Renewal* and *Role of the Regulator*.

Led by College staff, these sessions covered both the broader context of the Canadian immigration consulting profession and the practical skills consultants use every day. The sessions were an incredible success with 75 in-person attendees.

The *Role of the Regulator* session focused on helping licensees understand the purpose, structures and responsibilities of regulatory bodies. The discussion centered on the relationship between regulators and licensees, as well as the professional interactions between the public, licensees and regulators.

The *Navigating Annual Renewal* session covered practical skills related to the Annual Renewal process. At the event, staff instructed licensees on how to properly complete the

required forms, highlighted common errors that can lead to delays or compliance issues and offered strategies to make sure submissions meet regulatory requirements.

These educational events supported the Professional Standards and Compliance objectives outlined in the College's Strategic Plan. They aimed to support licensees and guide them to uphold professional standards, which may adapt to the evolving demands of the immigration sector.

Many of the licensees in attendance had positive feedback and commented that the educational sessions were both practical and applicable to their daily work.

Below:

Licensees at the College's 2025 AGM in Calgary.



Updated Essential Competency Frameworks

This year, the College strengthened professional standards by implementing updated essential competency frameworks for RCICs and RISIAs, effective July 1, 2026.

The competency frameworks identify the knowledge, skills and judgment required for RCICs and RISIAs to practise effectively. These are more than a set of requirements – they serve as a blueprint for the profession, shaping pre-licensee education, entry-to-practice requirements, practice standards, College programs and ongoing professional development activities.

The updated frameworks are informed by comprehensive research and licensee feedback. By introducing new performance indicators across key areas of practice, the College ensures standards reflect the realities of an evolving immigration landscape.

New performance indicators for RCICs clarify expectations in foundational knowledge, business management, leadership and professionalism. For RISIAs, they further define the areas of student advising and coaching.

The College worked closely with education partners, Queen's University, Université de Montréal and the Canadian Bureau for International Education, to align their accredited education programs with the updated essential competencies and performance indicators.

The 2026 updates reaffirmed the College's commitment to upholding professional standards and protecting the public interest.

Building and Sustaining Competence in Practice

The College supports licensees across every stage of their career through competency-based education. This ensures that licensees are equipped to practise with competence, integrity and confidence. In the past year, the College delivered 3 programs to over 2,400 licensees, reinforcing standards of practice across the profession.

The New-Licensee Mentoring Program, a key College initiative, is mandatory for new RCICs and supports their transition into practice. Experienced licensees play a critical role as mentors, reflecting a shared commitment to upholding standards across the profession. More than 650 licensees expressed interest in becoming mentors this year, supporting 1,200 mentee enrolments.

Building on this foundation, the Practice Management Education (PME) program reinforces essential competencies and supports the application of the Code of Professional Conduct, Regulations and By-Laws. This year, the College delivered 445 PME sessions to 872 English and French licensees, achieving an overall average satisfaction rate of 95%.

The Specialization Program builds practice competence for licensees seeking the RCIC-IRB class of licence. In collaboration with the Immigration and Refugee Board of Canada, the program hosted 126 observation sessions, offering direct insights into public hearings and tribunal processes. To date, 2,182 licensees have completed the program, including 398 this year. Licensee satisfaction remained above 90%, with 97% recognizing the program's value in supporting competent practice.

The College also supports competence through the CPD framework and reviews submitted activities in line with established content and delivery standards. This year, 848 CPD applications were reviewed and 590 approved, supporting access to relevant professional development activities reinforcing licensee competence in the public interest.

Fostering an Inclusive Workplace Culture

The College is committed to building an inclusive workplace where all employees are treated with respect, feel valued for their contributions and have the tools they need to succeed in their careers.

In support of this goal, the College's first-ever Diversity, Equity, Inclusion and Accessibility (DEIA) Council was launched in February 2026.

Comprised of employees from across the organization, the DEIA Council is working to foster a culture of inclusion that supports both staff and diverse communities.

"To the College, DEIA is more than a strategic objective – it's a responsibility we have to one another," said Jessica Freeman, DEIA Council executive sponsor and Director of Corporate and Public Affairs.

"By embracing diversity of thought, learning from our lived experiences and building safe spaces, we believe employees can thrive and best serve in the public interest."

Key accomplishments so far have included incorporating pronouns and celebrating Important and Commemorative Days internally and on College social media channels.

Ongoing work will focus on ensuring that organizational policies and procedures promote equity and remove barriers. The DEIA Council will also identify new opportunities to foster trust, empathy and collaboration in the work environment. Planning is underway to roll out a supportive speaker series for employees to learn from those with lived experience on topics like mental health and resilience.

DEIA is an important initiative of the College's Strategic Plan, supporting the objective of organizational sustainability.

Left:

The College's inaugural Pride Month social media post.

Right:

Members of the College's DEIA Council.



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Governance



📍 Ontario – Home to 5,174 RCICs and 168 RISIAs

Board of Directors



**Stan Belevici,
LLB, LLM, JD, RCIC-IRB
Chairperson**



**John A. Burke, RCIC
Vice-Chairperson**

Mr. Belevici has a background in international relations and immigration law, having worked for the European Commission's Technical Assistance to the Commonwealth of Independent States and Georgia (TACIS) program and Ernst & Young's Southeast Europe Legal Department.

After immigrating to Canada in 2002, he completed a master's degree in comparative law at McGill University and obtained his juris doctor degree in common law and transnational law from Université de Sherbrooke.

His current practice includes the development of immigration policies and processes, risk mitigation and workforce mobility solutions. As an RCIC-IRB licensee, he represents clients before the Immigration and Refugee Board of Canada on deportation orders, extradition requests and spousal sponsorship appeals.

Mr. Belevici was elected in 2016 to the Board of Directors of the Council, predecessor to the College and elected as Board Chair in 2020. Mr. Belevici became Chair of the College's transitional Board of Directors upon continuance of the Council to the College in 2021 and has served as Chair since 2020.

Prior to starting his own immigration consulting practice in 1996, Mr. Burke worked with the federal public service for 29 years. He developed foreign worker policy, procedures and operational guidelines, both nationally and in the province of Ontario.

Mr. Burke also has experience in the automotive, manufacturing and construction sectors, providing strategic advice to employers, associations and trade unions. He supported senior corporate executives in the successful establishment of the Honda, Toyota and CAMI (a GM/Suzuki joint venture) automobile manufacturing plants in Ontario.

His current practice includes employment-based and business immigration matters. Mr. Burke was elected to the Council's Board of Directors in 2017 and served as Chair of the Board for 2 terms. Mr. Burke was elected as Vice-Chairperson of the Council's Board of Directors following the 2020 AGM.

Board of Directors



Richard Dennis, RCIC



Tim D'Souza, CPA
Interim CEO,
National Diabetes Trust

Mr. Dennis served as a Designated Immigration Officer for 20 years at the Canadian Consulate General in Buffalo, New York.

In 1993, he established an immigration consulting business, specializing in federal skilled workers and family sponsorship.

Mr. Dennis joined the Council's Board of Directors in 2012 and was elected to serve on the transitional Board of the College in 2021.

Mr. D'Souza has 30 years of finance, consulting and leadership experience. Over the course of his career, he has assisted non-governmental organizations, such as the Christian Children's Fund of Canada, and private sector companies, including IBM and Sun Life, to develop and execute strategy and operational improvements.

He currently serves as Interim CEO of the National Diabetes Trust. He also owns and operates a company that designs and delivers courses for several post-secondary institutions in Canada.

Mr. D'Souza sits on the Board of Directors for OMERS Sponsors Corporation, the Canada Revenue Agency and the Ontario Internal Audit Committee.

Mr. D'Souza served on the Council's Board of Directors from June 2019 until November of 2021. He was appointed to the transitional Board of the College in March 2022 and as Chair of the Finance and Audit Committee in June 2022. He was reappointed for an additional 2-year term in March 2026.



Jennifer Henry
Executive Minister,
Organizational
Development and
Strategy, The United
Church of Canada



France Houle,
LL.D., Ad. E.

Ms. Henry has worked for 3 decades as a national and global advocate for human rights and ecological justice, addressing root causes of displacement.

From 2012 to 2020, she served as Executive Director of the social justice organization KAIROS, with a mandate that included Indigenous solidarity, the advancement of women's rights in conflict zones, climate justice, and migrant and refugee rights.

Ms. Henry brought her expertise in non-profit management to the United Church of Canada where she leads a unit focused on strategic planning, communications, research, and development and growth.

She holds a bachelor of arts and social work from the University of Manitoba, master of social work and theological studies from the University of Toronto and an honorary doctorate from Saskatoon Lutheran Seminary. She is also accredited as a United Church Minister.

Ms. Henry was appointed to the transitional Board of the College in March 2022 and was reappointed for an additional 2-year term in March 2026.

Ms. Houle is a professor and past dean at the Faculty of Law of the Université de Montréal. She has served as legal counsel with the Immigration and Refugee Board of Canada and has experience in private practice. Her areas of expertise include professional, immigration and administrative law.

Ms. Houle has published extensively in 4 research areas: immigration and foreign-trained professionals, reform of regulatory systems, independence of administrative tribunals and evidentiary matters in administrative decision-making processes. She is the founder of the International Journal of Migration and Border Studies, serving as an editorial board member since 2012.

Ms. Houle was appointed to the transitional Board of the College by the Minister in March 2026.

Board of Directors



Ben Rempel



**Marc Spector,
LL.B, MBA, C.Dir**

Mr. Rempel has served in a variety of leadership, policy development and program roles related to immigration, international education and the recognition of international qualifications.

As a former Assistant Deputy Minister of Immigration in Manitoba, Mr. Rempel led the province's immigration and international education strategies. He supported the development of several regulatory initiatives, including fair practices in qualifications recognition and a licensing regime for worker recruitment.

He has led talent attraction missions, negotiated bilateral international agreements supporting ethical recruitment practices and co-chaired Federal-Provincial-Territorial tables on immigration, qualifications recognition and international education.

Mr. Rempel has served in a governance role with the boards of several non-governmental organizations.

He was appointed to the transitional Board of the College in March 2022 and reappointed for an additional 2-year term in March 2026.

Mr. Spector is a seasoned board member, deputy registrar and lawyer with nearly 20 years of experience leading regulatory agencies in the health, education, finance and housing sectors.

Mr. Spector has been internationally recognized as an expert in regulating professionals and was elected by 650 regulators around the world as President of the Council of Licensure, Enforcement and Regulation (CLEAR) – the leading association for regulatory learning.

Over the years, Mr. Spector has written extensively about regulation and is a frequent speaker at regulatory conferences across North America. His writing and speaking engagements often focus on what it takes to be a modern, innovative regulator today.

He was appointed to the transitional Board of the College by the Minister in March 2026.

Ministerial Observer



Alexis Graham
Ministerial Observer

Ms. Graham was designated as ministerial observer pursuant to Section 76 of the College Act in 2022.

Committees

GOVERNANCE AND NOMINATING COMMITTEE

The Governance and Nominating Committee (GNC) of the Board of Directors oversees the development, implementation and continuous improvement of the College's governance framework and processes. The Committee supports effective Board leadership, accountability and succession planning by overseeing the nomination and election of Directors, as well as the appointment of committee and working group members.

The GNC provides recommendations to the Board of Directors regarding governance policies, Board composition, Director recruitment, orientation, evaluation and governance best practices to support the College's strategic priorities and regulatory responsibilities.

Ben Rempel
Chairperson

Richard Dennis, RCIC
Vice-Chairperson

John Burke, RCIC

France Houle

Marc Spector

FINANCE AND AUDIT COMMITTEE

The Finance and Audit Committee (FAC) assists the Board of Directors in fulfilling its oversight responsibilities related to the financial management and fiscal accountability of the College. The Committee oversees and monitors significant aspects of the College's financial operations, including financial reporting, budgeting, audit processes, internal controls, risk management and regulatory compliance.

The FAC provides recommendations to the Board to support informed decision-making and to help ensure the integrity, transparency and sustainability of the College's financial stewardship.

Tim D'Souza
Chairperson

John Burke, RCIC

Jennifer Henry

Richard Dennis, RCIC

Marc Spector

HUMAN RESOURCES COMMITTEE

The Human Resources Committee assists the Board of Directors in overseeing matters related to the performance, compensation and succession planning of the President and CEO of the College. The Committee oversees the implementation and management of the Board's processes for establishing annual performance goals and objectives, conducting performance reviews and recommending adjustments to compensation and terms of employment, as appropriate.

Stan Belevici, RCIC-IRB
Chairperson

Jennifer Henry

Tim D'Souza

Ben Rempel

France Houle

Leadership Team



Michael Huynh
President & CEO,
Registrar



Jessica Freeman
Director, Corporate
and Public Affairs



Laura Halbert
Director, Professional
Conduct



Cathy Pappas
Director, Registration



Beata Pawlowska, PhD
Director, Professional
Standards, Research,
Education and Policy



Victoria Rumble, GPC.D
Corporate Secretary

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Appendix

 **British Columbia** – Home to 2,822 RCICs and 122 RISIAs

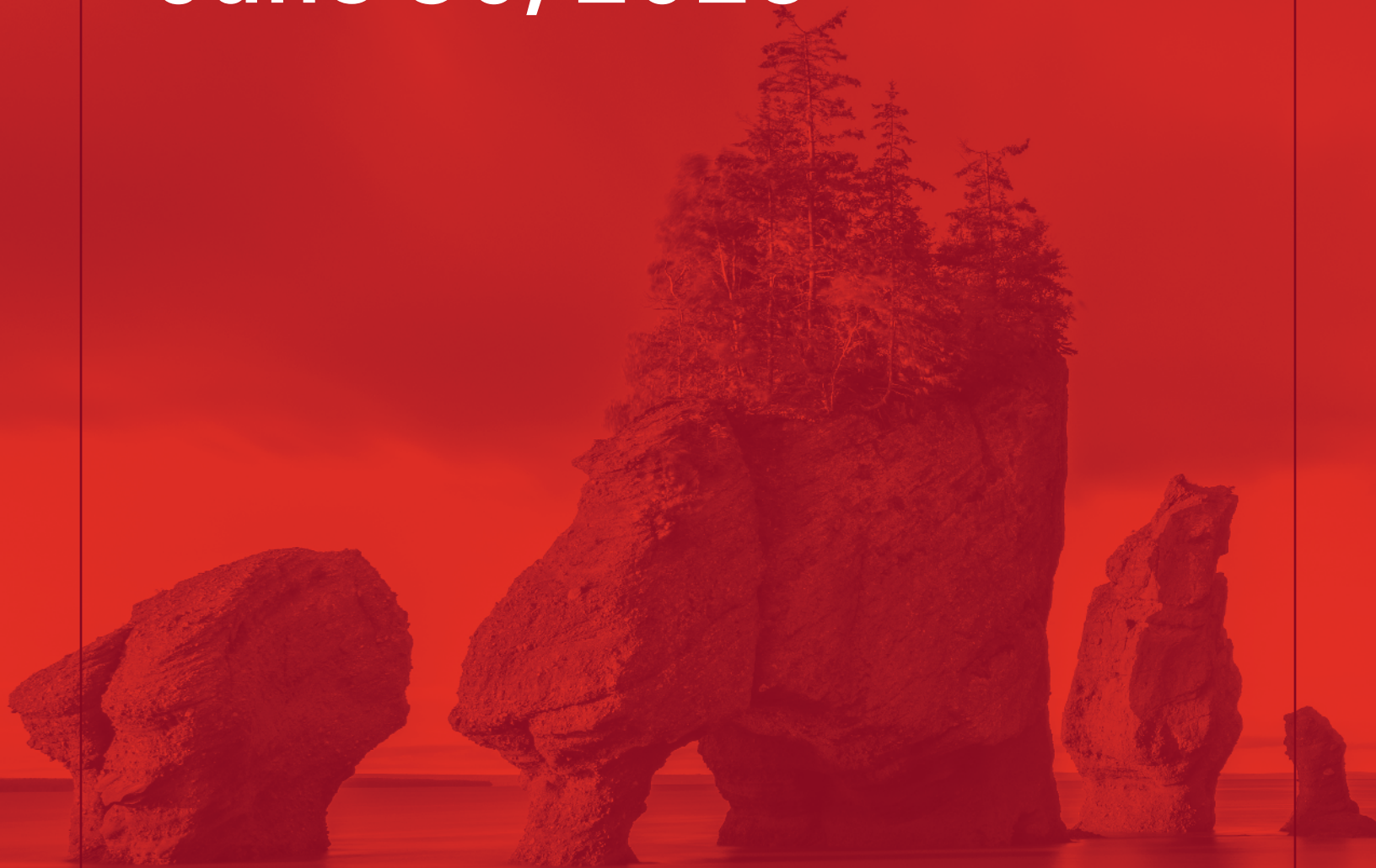
RCICs Working Internationally in 2026

Antigua and Barbuda	1	Iraq	1	Philippines	7
Argentina	1	Israel	1	Portugal	2
Australia	12	Jamaica	1	Qatar	2
Azerbaijan	1	Japan	1	Singapore	1
Bangladesh	3	Jordan	4	Slovakia	1
Belarus	1	Kenya	1	Spain	4
Brazil	5	Korea (Republic of)	3	Switzerland	1
Cayman Islands	1	Kuwait	1	Taiwan	2
China	14	Lebanon	2	Thailand	1
Colombia	1	Mali	1	Turkey	4
Costa Rica	1	Mauritius	1	Uganda	1
Egypt	2	Mexico	6	United Arab Emirates	14
France	2	Monaco	1	United Kingdom	9
Germany	1	Morocco	11	United States	50
Ghana	3	Netherlands	1	Uzbekistan	1
Greece	1	New Zealand	1	Zambia	1
Hong Kong	13	Nigeria	4		
India	36	Pakistan	7		
Iran (Islamic Republic of)	1	Paraguay	1	Total	250

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Financial Statements

June 30, 2026

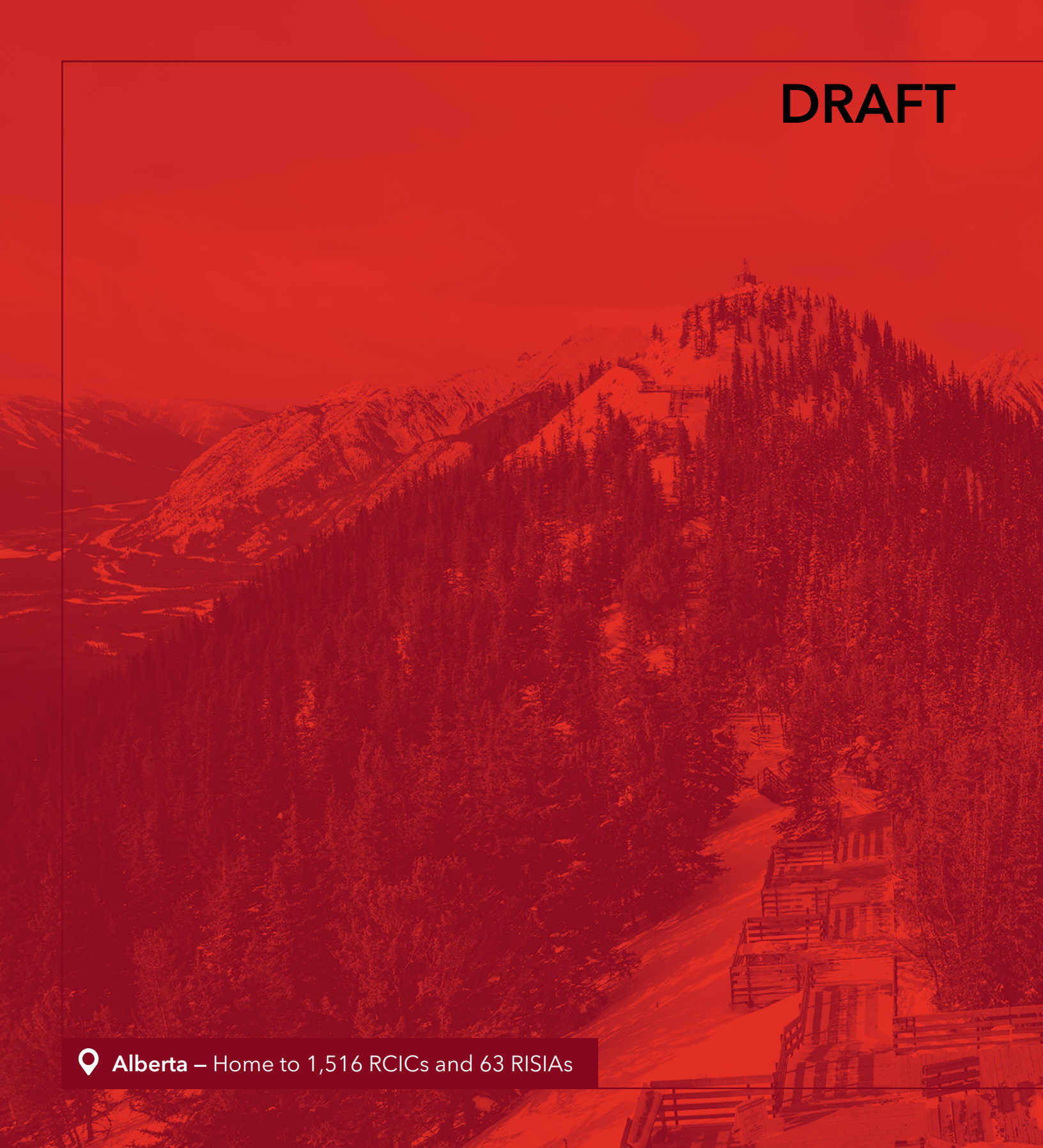


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 **Alberta** – Home to 1,516 RCICs and 63 RISIAs

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



RISK MITIGATION REGISTER

A. Summary of College Risk

The following provides a summary of the total number of risks over the past 15 months, as represented by Risk Level.

For June 30, 2026:

Summary As At June 30, 2026					
Date	Total	Low	Moderate	High	Critical
3/31/25	25	68%	24%	8%	0%
6/30/25	25	64%	28%	8%	0%
9/30/25	27	59%	33%	7%	0%
12/31/25	26	42%	35%	19%	4%
3/31/26	22	41%	32%	23%	4%
6/30/26	22	41%	32%	23%	4%

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				

B. Critical and High Risks

The following summarizes the Critical and High Risks for the College as of June 30, 2026, incorporating subsequent developments. The below also indicates current status.

	Risk label	Risk description	Impact	Mitigation	Rating (pre/post)	Status				
1.	New College Act Regulations and supporting governance.	- New College Act Regulations came into force July 15, 2026, requiring by-law and program changes for implementation. - By-laws remain under development, with completion extending into 2027. - Potential legislative gap regarding the College’s authority to charge certain applicants prior to licensure.	- Operational challenges, including establishment of Compensation Fund, and related operational requirements. - Reputational risk - Licensee confusion. - Reputational damage if compensation fund is not implemented effectively. - Potential financial and operational impacts if legislative amendments are not secured or implementation is delayed.	- Continued engagement with the Department of Justice and IRCC regarding regulatory and by-law requirements - Legislative amendments are being pursued to address the College’s authority - Phased implementation of required by-law and program changes. - Transitional provisions of College Act allow current By-laws to continue until new By-Laws enacted/approved. - External legal support obtained to support governance strategy and by-law development. - Project Plan established with workstreams to implement changes. - Transition planning underway, including the election process, permanent Board composition, timing for ending the transitional period, and related ministerial decisions. - Communications materials to support the transition to be developed in coordination with the chosen approach.	<table><tr><td>Before Management</td></tr><tr><td>25</td></tr><tr><td>After Management</td></tr><tr><td>20</td></tr></table>	Before Management	25	After Management	20	Stable
Before Management										
25										
After Management										
20										
2.	IT Systems	- Underperforming IT systems – both College managed and vendor managed 2026 IT assessment identified material risks relating to cybersecurity, iMIS, data management, system integration and technology maturity. - iMIS is not considered a strong fit for the College’s current and future needs, with issues relating to data, workflows and system integration.	- 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.	2026 IT Risk Assessment and Roadmap completed in July 2026, including current-state assessment, future-state architecture and a 3–5 year technology roadmap. - FY27 budget revised to address critical, very high and most high cybersecurity risks identified through the assessment. - Development of a longer-term digital transformation approach focused on improved integration, data portability and departmental technology requirements. - Further assessment of iMIS and potential replacement of BSI Forms, which has been identified as a significant source of current system issues. - Digital transformation initiative planned for FY28, allowing time for planning and consideration by the new CEO and Board.	<table><tr><td>Before Management</td></tr><tr><td>16</td></tr><tr><td>After Management</td></tr><tr><td>16</td></tr></table>	Before Management	16	After Management	16	Stable
Before Management										
16										
After Management										
16										
3.	Complaints Process Efficiency/ Effectiveness	- 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.	- Reputational damage. - Public at risk	- 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.	<table><tr><td>Before Management</td></tr><tr><td>20</td></tr><tr><td>After Management</td></tr><tr><td>16</td></tr></table>	Before Management	20	After Management	16	14% increase in complaint volume over previous fiscal
Before Management										
20										
After Management										
16										

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				

	Risk label	Risk description	Impact	Mitigation	Rating (pre/post)	Status
4.	Compensation Fund	Compensation Fund is unable to process or fund all claim requests (post-launch in F2026 and thereafter).	- 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.	- 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. - Compensation fund processes and training resources being developed to support implementation. - Board approved a maximum compensation award of \$7,000 per eligible claim, based on actuarial analysis.	Before Management	Stable
					20	
					After Management	
					12	
5.	Cyber-security	- Cyber-Security and data breach. - IT data loss.	- Disclosure of personal data. - Shutdown of operating systems. - Financial losses due to fraud. - Legal and Financial liability. - Reputational damage.	- Cyber-security insurance coverage maintained. 2026 IT Risk Assessment completed, with critical, very high and high cybersecurity risks identified for remediation. - FY27 budget revised to address priority cybersecurity risks. - 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	Stable
					25	
					After Management	
					12	
6.	Negative Media Coverage of Licensee(s)	Media reports of about the College and/or licensee(s) engaged in illegal/criminal activity.	Negative media causes reputational damage to the College and the profession.	- 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. - Channel strategy is being developed to strengthen and coordinate the College’s communications across media and other public channels.	Before Management	Stable
					16	
					After Management	
					12	

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				

APPENDIX

C. Appendix: Full list of Risks and Ratings

	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.	- New College Act Regulations came into force July 15, 2026, requiring By-Law and program changes for implementation. - By-Laws remain under development, with completion extending into 2027. - Potential legislative gap regarding the College’s authority to charge certain applicants prior to licensure.	- Operational challenges, including establishment of Compensation Fund and related operational requirements. - Reputational risk – Licensee confusion. - Reputational damage if Compensation Fund is not implemented effectively. - Potential financial and operational impacts if legislative amendments are not secured or implementation is delayed.	- Continued engagement with DOJ and IRCC regarding regulatory and By-Law requirements. - Legislative amendments being pursued to address the College’s authority to charge certain applicants prior to licensure. - Phased implementation of required By-Law and program changes. - Transitional provisions allow current By-Laws to continue until new By-Laws are enacted/approved. - External legal support obtained. - Project Plan established with workstreams to implement changes.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>5</td><td>5</td><td>25</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>4</td><td>5</td><td>20</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			5	5	25	After Management			4	5	20	Strategy: Reduce		
Before Management																							
5	5	25																					
After Management																							
4	5	20																					
Strategy: Reduce																							
2.	Sustainability	IT Systems -	- Underperforming IT systems. 2026 IT assessment identified material risks relating to cybersecurity, iMIS, data management, system integration and technology maturity.	- 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.	2026 IT Risk Assessment and Roadmap completed in July 2026, including a 3–5 year technology roadmap. - FY27 budget revised to address priority cybersecurity risks identified through the assessment. - Digital transformation planning underway, including assessment of iMIS and BSI Forms and longer-term system integration and data management requirements. - Digital transformation initiative planned for FY28.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>4</td><td>4</td><td>16</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>4</td><td>4</td><td>16</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			4	4	16	After Management			4	4	16	Strategy: Reduce		
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3.	Professional Standards and Compliance	Complaints Process Efficiency and Effectiveness	- Incoming complaint volumes outpace College ability to meet processing timelines. - Complaint volume increased 14% over the previous fiscal year. - Delays in processing of complaints creates perception of increased risk to the public as licensee misconduct appears unchecked.	- Reputational damage. - Public at risk.	- 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.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>5</td><td>4</td><td>20</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>4</td><td>4</td><td>16</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			5	4	20	After Management			4	4	16	Strategy: Reduce		
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	Risk category	Risk label	Risk Description	Impact	Mitigation Plan	Inherent Likelihood (1-5)	Inherent Severity (1-5)	Inherent Risk Rating															
4.	Professional Standards and Compliance	Compensation Fund	Compensation Fund is unable to process or fund all claim requests (post-launch in F2026 and thereafter).	- 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.	- 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. - Compensation fund processes and training resources are being developed.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>4</td><td>5</td><td>20</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>3</td><td>4</td><td>12</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			4	5	20	After Management			3	4	12	Strategy: Reduce		
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5.	Sustainability	Cyber-security	- Cyber-Security and data breach. - IT data loss.	- Disclosure of personal data. - Shutdown of operating systems. - Financial losses due to fraud. - Legal and Financial liability. - Reputational damage.	- 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.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>5</td><td>5</td><td>25</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>3</td><td>4</td><td>12</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			5	5	25	After Management			3	4	12	Strategy: Reduce		
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6.	Stakeholder Communication	Negative Media Coverage of Licensee(s)	Media reports of about the College and/or licensee(s) engaged in illegal/criminal activity.	Negative media causes reputational damage to the College and the profession.	- 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.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>4</td><td>4</td><td>16</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>4</td><td>3</td><td>12</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			4	4	16	After Management			4	3	12	Strategy: Reduce		
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7.	Unauthorized Practitioners (UAPs)	Unauthorized Practitioners	- 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.	Reputational damage.	- 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.	<table><tr><th colspan="3">Before Management</th></tr><tr><td>5</td><td>5</td><td>25</td></tr><tr><th colspan="3">After Management</th></tr><tr><td>5</td><td>2</td><td>10</td></tr><tr><th colspan="3">Strategy: Acceptance</th></tr></table>			Before Management			5	5	25	After Management			5	2	10	Strategy: Acceptance		
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8.	Sustainability	Political	Major change in immigration policy.	- 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.	- 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.	<table><tr><th colspan="3">Before Management</th></tr><tr><td>3</td><td>4</td><td>12</td></tr><tr><th colspan="3">After Management</th></tr><tr><td>3</td><td>3</td><td>9</td></tr><tr><th colspan="3">Strategy: Acceptance</th></tr></table>			Before Management			3	4	12	After Management			3	3	9	Strategy: Acceptance		
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9.	Sustainability	People	College loses capacity to attract and retain required, specialized talent.	- College ability to achieve strategic goals within established timetable is diminished. - Reputational risk.	- HR Audit completed, with implementation of recommendations underway. - 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. - New HR Manager hired to strengthen HR leadership and organizational capacity.	<table><tr><th colspan="3">Before Management</th></tr><tr><td>3</td><td>4</td><td>12</td></tr><tr><th colspan="3">After Management</th></tr><tr><td>3</td><td>3</td><td>9</td></tr><tr><th colspan="3">Strategy: Eliminate</th></tr></table>			Before Management			3	4	12	After Management			3	3	9	Strategy: Eliminate		
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10.	Strategic	Regulatory Purpose	Failure to fulfill regulatory purpose due to strategic plan misalignment.	- Reputational damage. - Loss of public trust. - Potential Government Intervention.	- Robust strategic planning with active Board and Leadership collaboration. - Relevant ongoing performance monitoring. - Alignment of Strategic goals with regulatory obligations	<table><tr><th colspan="3">Before Management</th></tr><tr><td>5</td><td>5</td><td>25</td></tr><tr><th colspan="3">After Management</th></tr><tr><td>2</td><td>4</td><td>8</td></tr><tr><th colspan="3">Strategy: Acceptance</th></tr></table>			Before Management			5	5	25	After Management			2	4	8	Strategy: Acceptance		
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11.	Sustainability	Legal/ Regulatory/ Compliance	College fails to comply with applicable and evolving legislative, regulatory and employment obligations.	- Monetary penalties. - Reputational damage. - Legal risk.	- Comprehensive legal review of the College’s compliance obligations initiated through external counsel, including Official Languages Act requirements and AODA website accessibility compliance. - Ongoing/policy/legislation review and timely amendments to policies and processes. - Participation in Treasury Board Secretariat informational meetings. - Employment agreements outlining compliance	<table><tr><td colspan="3">Before Management</td></tr><tr><td>4</td><td>4</td><td>16</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>2</td><td>4</td><td>8</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			4	4	16	After Management			2	4	8	Strategy: Reduce		
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12.	Sustainability	Leadership & Key Staff Succession	- Risk of loss of key executives (non-CEO) or staff without adequate succession planning. - Loss of institutional knowledge and operational disruption.	- Operational delays. - Reputational damage. - Loss of institutional knowledge and operational disruption.	- Maintain succession plans for all key roles. - Cross-training and knowledge transfer. - Retention strategies and interim coverage plans.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>3</td><td>4</td><td>12</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>3</td><td>2</td><td>6</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			3	4	12	After Management			3	2	6	Strategy: Reduce		
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13.	Stakeholder Communication	Client Service Standards	Delayed responses to public or licensee requests.	- Reputational damage. - Licensee disengagement and non-compliance	- Incoming licensee communications and responses tracked and reviewed monthly. - 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).	<table><tr><td colspan="3">Before Management</td></tr><tr><td>3</td><td>4</td><td>12</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>2</td><td>3</td><td>6</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			3	4	12	After Management			2	3	6	Strategy: Reduce		
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14.	Sustainability	Internal Financial Controls	Inadequate internal financial controls, including procurement, expense management, accounts payable & receivable and banking authorizations.	Financial loss, fraud, legal and reputational risks or mismanagement.	- 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.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>5</td><td>4</td><td>20</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>2</td><td>2</td><td>4</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			5	4	20	After Management			2	2	4	Strategy: Reduce		
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15.	Sustainability	Risk Management	Unexpected/uninsured liabilities.	- College unable to meet its financial obligations. - Reputational damage.	- 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 the Board. - Broader enterprise risk review to be undertaken as part of strategic planning, including identification of the College’s top ten risks and assessment of mitigation effectiveness.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>3</td><td>5</td><td>15</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>2</td><td>2</td><td>4</td></tr><tr><td colspan="3">Strategy: Eliminate</td></tr></table>			Before Management			3	5	15	After Management			2	2	4	Strategy: Eliminate		
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16.	People	Group Retirement Savings Plan	College Group RRSP fails to comply with legal, tax, or fiduciary obligations.	- Financial penalties resulting from failure to comply. - Loss of skilled employees. - Reputational damage.	- Group RRSP provided by 3rd party provider. - College provides ongoing employee communication and support to address concerns or questions. - Continuous monitoring of payroll deductions.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>4</td><td>4</td><td>16</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>2</td><td>2</td><td>4</td></tr><tr><td colspan="3">Strategy: Transfer</td></tr></table>			Before Management			4	4	16	After Management			2	2	4	Strategy: Transfer		
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17.	Sustainability	Financial Performance	- Financial resources insufficient to meet ongoing/future requirements. - Decrease in revenue increase in expenses.	- College unable to meet its financial obligations. - College ability to achieve strategic goals within established timetable is diminished. - Operational instability. - Reputational damage.	- 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. - 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. - FY2027 budget approved by the Board, with ongoing monitoring of licensee volumes, revenue and expenses and consideration of adjustments as renewal results are confirmed.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>3</td><td>4</td><td>12</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>1</td><td>4</td><td>4</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			3	4	12	After Management			1	4	4	Strategy: Reduce		
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18.	Sustainability	Pandemic/Natural Disaster	- Unforeseen business disruption. - Public Health Crisis or natural disaster causes widespread business disruption.	- 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.	- Continuity Plan in place. - All College staff work remotely. - Remote work policy in place - Emergency protocols developed and regularly reviewed.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>4</td><td>4</td><td>16</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>3</td><td>1</td><td>3</td></tr><tr><td colspan="3">Strategy: Acceptance</td></tr></table>			Before Management			4	4	16	After Management			3	1	3	Strategy: Acceptance		
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19.	Sustainability	CEO Succession	Unplanned departure of CEO.	- Diminished organizational stability. - College ability to achieve strategic goals within established timetable is diminished. - Internal uncertainty could affect staff retention and morale.	- CEO succession plan maintained and reviewed regularly by Human Resources Committee. - Succession planning supports continuity in the event of an unplanned CEO departure.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>2</td><td>5</td><td>10</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>1</td><td>3</td><td>3</td></tr><tr><td colspan="3">Strategy: Eliminate</td></tr></table>			Before Management			2	5	10	After Management			1	3	3	Strategy: Eliminate		
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20.	Professional Standards and Compliance	Mentoring Program Compliance /Capacity	- Licensee non-compliance /failure to complete program requirements. - Volume of licensees exceeds the College’s enrollment capacity.	- Licensee suspensions for non-compliance or College waiver of completion deadline. - Licensee dis-engagement or non-compliance. - Reputational damage.	- 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.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>4</td><td>4</td><td>16</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>1</td><td>2</td><td>2</td></tr><tr><td colspan="3">Strategy: Reduce</td></tr></table>			Before Management			4	4	16	After Management			1	2	2	Strategy: Reduce		
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21.	Sustainability	Director Liability	Individuals unwilling to serve as Directors due to perceived personal liability.	Governance failure.	- 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.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>4</td><td>4</td><td>16</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>1</td><td>2</td><td>2</td></tr><tr><td colspan="3">Strategy: Eliminate</td></tr></table>			Before Management			4	4	16	After Management			1	2	2	Strategy: Eliminate		
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22.	Strategic	Conflict of Interest	Board members not disclosing perceived/real Conflict of Interest.	- Board members’ objectivity compromised by real or perceived conflicts of interest. - Public confidence is undermined. - Reputational damage.	- 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.	<table><tr><td colspan="3">Before Management</td></tr><tr><td>4</td><td>3</td><td>12</td></tr><tr><td colspan="3">After Management</td></tr><tr><td>1</td><td>2</td><td>2</td></tr><tr><td colspan="3">Strategy: Eliminate</td></tr></table>			Before Management			4	3	12	After Management			1	2	2	Strategy: Eliminate		
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APPENDIX 2

D. Appendix 2: Risks removed

Risk category	Risk Label	Risk Description	
Professional Standards and Compliance	Mentoring Program	Judicial Review (JR) application by licensee in progress.	- Issue as opposed to Risk - Case resolved in College’s favour
Governance/Oversight	Policy Governance Framework	Absence of a complete, up-to-date policy inventory and consistent review process limits effective oversight of overall policy framework.	Sub risk or issue of Governance
Sustainability	Records Management	Non-Compliance with <i>Library and Archives Canada Act</i>.	sub risk or issue of Compliance
Sustainability	Postal Interruption	Minimal impact on the College	No longer relevant

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RESOLUTION

To:	Board of Directors
Meeting Date:	September 24, 2026
Agenda Item:	Consent Agenda
Subject:	Appointment of Registrar
Prepared By:	Victoria Rumble, Corporate Secretary
Presented By:	Victoria Rumble, Corporate Secretary
Action Required:	<i>For Approval</i>
Classification:	☐ Annual Work Plan ☒ Follow-Up Item ☐ Emerging Matter

PURPOSE

To seek Board of Directors approval for the appointment of Michael Huynh, President & Chief Executive Officer, as Registrar of the College of Immigration and Citizenship Consultants.

BACKGROUND

Following the departure of the College's previous President & CEO and Registrar, the Director of Registration assumed responsibility as interim Registrar.

As part of its work, the CEO Succession Planning Working Group considered the respective roles of the President & CEO and Registrar, including examples of regulatory organizations where the roles are combined. The research identified the importance of clear governance arrangements to preserve the Registrar's independent statutory responsibilities and to identify and manage actual, potential, or perceived conflicts of interest.

The College has historically combined the roles of President & CEO and Registrar.

ANALYSIS

Section 30(1) of the *College of Immigration and Citizenship Consultants Act* (the Act) provides: "The Board is to appoint a Registrar of the College for a term of not more than five years. The Registrar may be reappointed for subsequent terms of not more than five years each."

The Registrar carries significant statutory responsibilities, verifying compliance with, or preventing non-compliance with, the Act.

The President & CEO is responsible for the College's overall organizational leadership and operational administration. The Registrar's role is distinct in that it includes regulatory decision-making and statutory duties. Combining these roles is therefore appropriate only where the College maintains clear governance arrangements that preserve the Registrar's authority to

exercise statutory responsibilities independently, fairly, and in accordance with the Act, regulations, by-laws, and applicable policies. Michael Huynh’s appointment as President & CEO provides an opportunity to establish a combined President & CEO and Registrar leadership structure. His prior experience with the College and his appointment as President & CEO provide relevant organizational context for the proposed combined leadership structure.
RECOMMENDATION That the Board of Directors appoint Michael Huynh, President & Chief Executive Officer, as Registrar of the College of Immigration and Citizenship Consultants, effective September 24, 2026, for a term ending September 23, 2031.
POTENTIAL RISK(S) Regulatory independence: Combining the President & CEO and Registrar roles creates a potential for perceived or actual conflicts between the Registrar’s regulatory responsibilities and the CEO’s operational responsibilities. The Registrar’s statutory responsibilities and decision-making authority must remain distinct within the combined structure. Governance clarity: The distinct statutory responsibilities and authority of the Registrar must remain clear within the combined leadership structure.
RESOLUTION BE IT RESOLVED THAT the Board of Directors appoint Michael Huynh, President & Chief Executive Officer, as Registrar of the College of Immigration and Citizenship Consultants, effective September 24, 2026, for a term ending September 23, 2031. BE IT FURTHER RESOLVED THAT Michael Huynh, in his capacity as Registrar, shall exercise the powers and perform the duties and functions of the Registrar in accordance with the <i>College of Immigration and Citizenship Consultants Act</i>, its regulations, the College’s By-laws and applicable policies.
NEXT STEPS • Communicate the Board’s decision to College leadership. • Update the College’s governance and organizational records to reflect the appointment. • Update public-facing information, including the College website and Registrar information, as appropriate.
APPENDICES • None

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	September 24, 2026
Agenda Item #:	5
Subject:	Report of PREP Department, April-June 30, 2026
Key Contact:	Beata Pawlowska, Director, PREP
Action Required:	<i>For information only</i>

Executive Summary

This reporting period marks a major advance in the College's ability to protect the public through evidence-informed, competence-based, and preventative regulation. With Intake 5 completed, Intake 6 will nearly eliminate the New-Licensee Mentoring Program backlog—a capacity milestone delivered through the exceptional commitment of staff and mentors.

The College's competence programs accommodated close to 3,000 licensees during the reporting period. PME is moving to a hybrid online model, modernization of the CPD Accreditation Framework is underway, and targeted quality improvement has been completed for the Fall Specialization Program launch. The work on the College Bylaws continues, with diligent and engaged contributions from staff across multiple departments.

PREP's research program continues to generate evidence in support of the College's mandate and strategy. Drawing on responses from more than 21,000 participants, the College's study found that use of RCICs and RISIAs increased by 10 percentage points over two years. The professional behaviours clients value most align directly with those captured in the College's competency frameworks and standards. In contrast, use of unauthorized practitioners was associated with reported misinformation and financial loss.

Analysis of Mentoring and PME data showed that early non-compliance with mandatory requirements may signal an elevated risk of subsequent licence revocation. Non-compliant licensees had a roughly four- to five-fold higher risk of subsequent revocation.

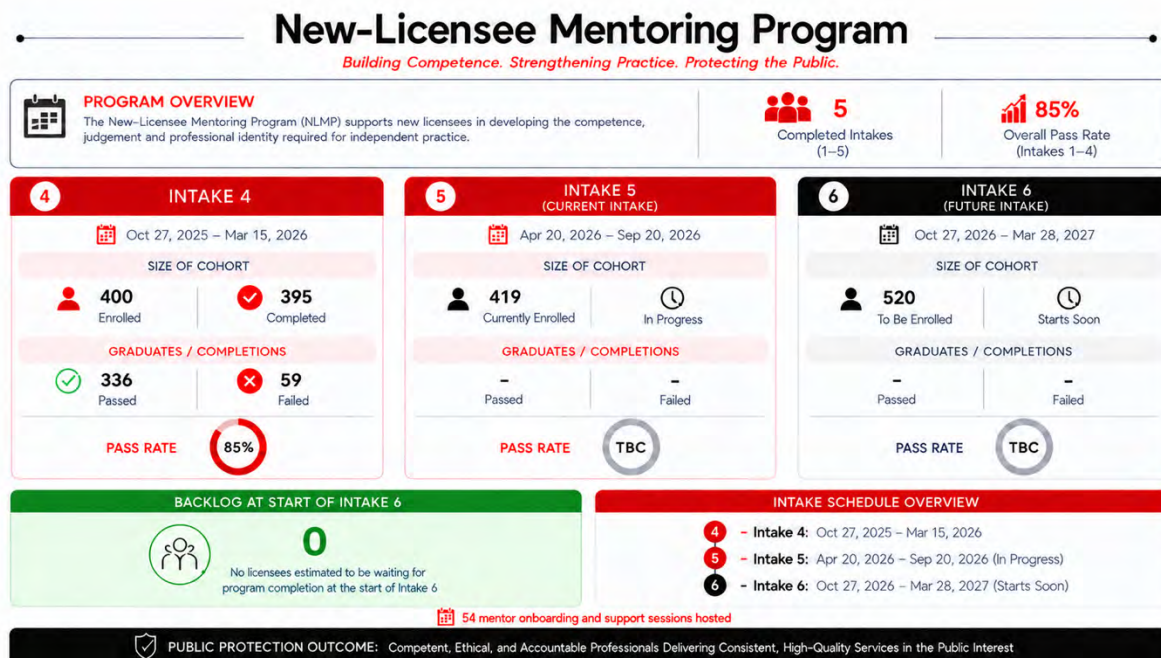
The College also completed its first three- and five-year longitudinal RCIC population forecasts, using a study-specific dataset of 15,708 licensees assembled from multiple College systems. The forecasts provide important evidence for regulatory capacity, program and operational readiness, and revenue planning.

1. Professional Standards and Licensee Competence

1.1 New-Licensee Mentoring Program: A Capacity Milestone and Modernized Mentor Onboarding

With Intake 6, the Mentoring Program **backlog will be nearly cleared**, a significant milestone in supporting licensees to meet licensing requirements, mitigating early practice risk and building ongoing competence. The College has increased cohort capacity without additional staff and while operating in legacy systems. It also reflects an exceptional commitment from mentors: while a typical mentor supports six mentees, many have agreed to mentor two groups simultaneously, supporting up to 12 new licensees through the program.

Intake 6 will also introduce **a new interactive, fully online mentor onboarding program**, replacing the previous in-person model. The program includes comprehension checks and enables mentors to access and revisit consistent training materials throughout the mentoring cycle. It improves flexibility across schedules and time zones, reduces reliance on repeated staff-led delivery, and retains targeted live drop-in sessions for questions and support. The model strengthens mentor preparedness and experience while providing a sustainable foundation for program growth.

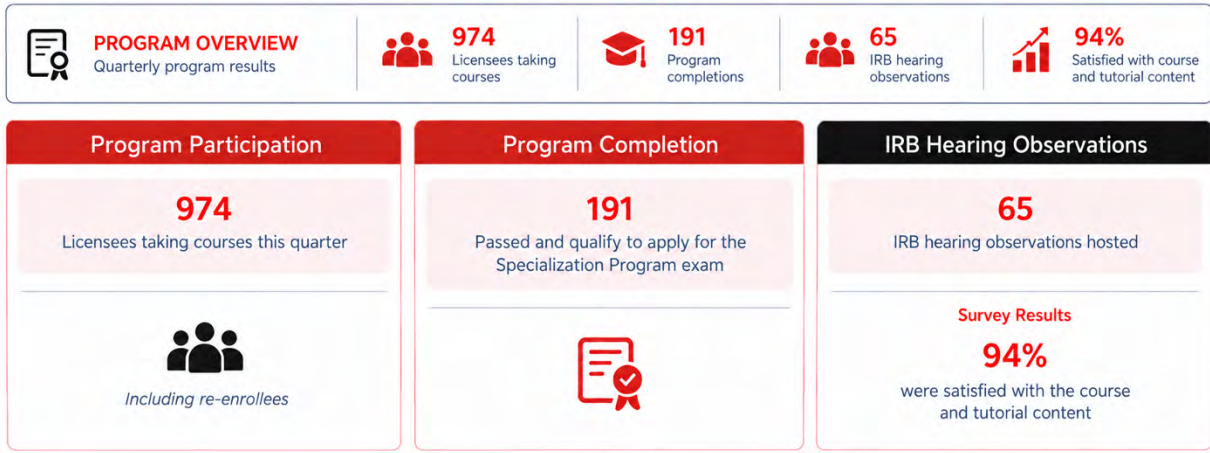


1.2 Specialization Program: Strengthening Competence in IRB Practice

The Specialization Program supports public protection in the highly specialized area of Immigration and Refugee Board practice and has graduated more than **2,200 licensees to date**. In preparation for the Fall launch, PREP completed targeted quality-improvement work, including updates to case files and a comprehensive verification and refinement of the progress test. Beyond delivery readiness, this work helps ensure that the program continues to support licensee competence, reflects current practice needs, and advances public protection.

Specialization Program

April 1 – June 30, 2026



1.3 Practice Management Education: Applied Learning for Ethical, Accountable Practice

Recent licensee feedback underscores the practical value of PME in translating professional obligations into day-to-day practice. Through real-world case studies, knowledge checks, and facilitated discussion, the course strengthened understanding of agent supervision, professional responsibilities, and ethical duties under the Code of Professional Conduct. Participants highlighted the relevance of the examples, the opportunity for meaningful peer exchange, and skilled facilitation that supported clear, actionable learning.

PRACTICE MANAGEMENT EDUCATION PROGRAM

APRIL 1–JUNE 30, 2026



2. College's Regulatory Intelligence: Early Risk Identification, Strengthening Public Protection, and Forecasting

2.1 Preventative Regulation: Identifying Risk Before Harm Occurs

The analysis of Mentoring and Practice Management Education program data and licensee non-compliance patterns found that early non-compliance with mandatory early-career requirements may signal an elevated risk of subsequent licence revocation. Across both Mentoring and PME, approximately 18% of non-compliant licensees were subsequently revoked, compared with 3.5%–4.7% of compliant licensees, representing a roughly four- to five-fold higher risk of subsequent licence revocation.

The study and its findings support the preventative regulatory model. Rather than treating early-career non-compliance solely as a matter for enforcement or conduct, the findings support the integrated analysis of program, enforcement, and conduct data to identify patterns of regulatory risk and enable earlier, targeted, and proportionate action to eliminate risk before public harm occurs.

2.2 When Professional Standards Matter: Evidence of Public Protection and the Cost of Unauthorized Practice

Our benchmark research provides rare, direct evidence of the public value of the College's regulatory model. Drawing on responses from more than 21,000 international students, it found that use of RCICs and RISIAs increased from approximately 18% in 2023 to 27% in 2025. In contrast, respondents who used unauthorized providers were more likely to report adverse outcomes, including misinformation and financial loss.

Moreover, our research shows that the public experience clarity, professionalism, cultural sensitivity, responsiveness, and policy awareness as a cohesive impression of the quality of service received from an RCIC or RISIA. The very high factor loadings (0.91–0.96) and reliability support treating the five items as one overall service-quality measure. That measure aligns closely with the College's competency frameworks: the professional behaviours the College identifies as essential are the same behaviours clients associate with high-quality service. It therefore provides a credible outcome measure for monitoring whether competence standards are translating into the quality of service experienced by the public. For governance purposes, use one overall service-quality score for reporting and trend monitoring, while retaining the individual items to diagnose where improvement may be needed. The study strongly supports the alignment between the College's standards and what clients value.

2.3 The College's First Longitudinal Population Forecasts: Evidence for Sustainable Growth and Regulatory Readiness

The College has completed its first three- and five-year longitudinal RCIC population forecasts, modelling four scenarios for entry and exit from the profession. To undertake this work, PREP assembled a study-specific, individual-level research dataset for 15,708 licensees by integrating

records from multiple College systems from 2011 to 2026—creating the longitudinal view needed to examine professional trajectories over time.

The studies move the College beyond static licensee counts to an evidence-based understanding of the drivers of population growth, attrition, stabilization, and recovery. They identify early attrition patterns, particularly between two and five years of practice, and examine these alongside client volume and other licensee-level factors. The resulting scenarios provide a strategic planning tool for regulatory capacity, program and operational readiness, workforce planning, and revenue forecasting—enabling the College to anticipate future conditions.

3. Bylaw Transition Project

Development of the College's By-Laws progressed through drafting sessions with the Department of Justice (DOJ) and College staff. To inform the drafting process, College staff participated in a series of departmental-level meetings and focus groups to identify regulatory, operational, and policy considerations for discussion and recommendation during drafting sessions with DOJ. The By-Law drafting process will continue in September following a scheduled summer recess.

CURRENT PROJECTS AND INITIATIVES

Regulatory Transition and Governance

- By-law Drafting and Transition Project

Continuous Competence Programs and Quality Improvement

- PME Program Revision
- Mentoring Program Backlog Elimination and Digital Mentor Onboarding
- Quality Improvement Across Competency-Based Programs
- Operational continuous quality improvement
- Curricular continuous quality improvement
- Specialization Program case-file and progress-test refinement

New Accreditation Framework

Assessment, Research, Evaluation and Regulatory Intelligence

- Ongoing Development and Psychometric Analysis of Licensing Examinations
- Item Bank Development and Management
- Institutional Research and Program Evaluation
- Regulatory Intelligence and Impact Analysis
- Longitudinal Licensee Population Forecasting and Risk Analysis.

CHALLENGES AND OPPORTUNITIES

The ability to sustain competence and compliance across a large and changing licensee population, while completing the governance, operational, and legal work required to implement the evolving regulatory framework, including Compensation Fund is one of the College's key challenges. It also underscores the value of integrating program, compliance, conduct, and institutional data to inform strategy, identify risk earlier, and anticipate demand for regulatory interventions, impact analysis, evaluations, capacity, programs, and resource planning.

RECOGNITION AND MILESTONES

Mentoring capacity milestone: Intake 6 clears the Mentoring Program backlog, enabling new licensees to enrol within their first year of practice.

Mentor contribution: A significant number of mentors have agreed to support two groups simultaneously—up to 12 mentees—helping expand capacity without additional staff.

Program quality and modernization: Intake 6 introduces interactive, fully online mentor onboarding, while targeted CQI strengthens the Specialization Program ahead of the Fall launch.

Research milestones: PREP completed the College's first longitudinal three- and five-year RCIC population forecasts; generated national evidence linking College competency standards to the service qualities clients value; and identified early-career non-compliance patterns that warrant further analysis as potential indicators of broader regulatory risk.

The By-Law Drafting and Transition Project remains one of the most significant initiatives currently underway at the College. Its progress reflects the substantial contributions of staff across multiple departments.

RECOMMENDATIONS

NA

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	September 24, 2026
Agenda Item #:	5
Subject:	Report of Registration Department, April - June 30, 2026
Key Contact:	Cathy Pappas, Director, Registration
Action Required:	<i>For information only</i>

Executive Summary

During the final quarter of fiscal year 2025-2026, the Registration Department continued to advance the College's public protection mandate through the effective administration of licensing, oversight of entry-to-practice requirements, and compliance enforcement. Activity levels across licensing, re-licensing, enforcement, and entry-to-practice remained consistent with prior quarters, supporting stable and effective regulatory operations.

Key priorities during the quarter included the 2026-2027 annual renewal launch which provided a more streamlined approach for licensees to update their information in the College Portal, continuing professional development (CPD) compliance oversight, and enhanced detection of unauthorized practice. These initiatives directly supported the College's Strategic Plan priorities of Professional Standards & Compliance, Stakeholder Communication, Unauthorized Practitioner Awareness, and organizational sustainability.

Overall, departmental results demonstrate continued operational stability, with licensing volumes remaining stable, enforcement activity aligned with established trends, strong compliance with CPD audit requirements, and improved capacity to identify and respond to unauthorized practice. Together, these activities reinforced the College's regulatory oversight and contributed to the ongoing protection of the public.

KEY HIGHLIGHTS

Licensing activity for the quarter is summarized below in the chart showing new licensees for the quarter:

Month	RCIC	RISIA	Total
Apr	48	5	53
May	47	4	51
June		2	2
Q4	95	11	106

Of the 106 new licensees, 84 identified English as their primary language, while 22 identified French.

The number of new licensees in the month of June is historically lower, reflecting the Department's focus on annual renewal activities during this period. New licensee numbers are expected to return to established levels in the next quarter.

Enforcement action from the professional compliance team for the quarter is summarized below:

- 489 Suspensions
- 65 Revocations

Enforcement activity levels were higher than in the previous quarter as they include suspensions and revocation for non-payment of the Q4 licensing fees and other invoices, and non-payment of the CPD fine. The numbers reflect ongoing regulatory oversight, compliance monitoring, and enforcement of licensing requirements.

Entry-to-practice activity was lower in Q4, while core regulatory operations continued to be delivered effectively. We had one Specialization Program exam in April with 215 writers. As cross-training is a key initiative in Registration, staff from the entry to practice team were able to assist with the other priorities across the department, including annual renewal, data updates, and email responses.

Overall licensee volumes remained relatively stable during the reporting period, with modest month-over-month fluctuations consistent with normal licensing and renewal cycles.

Licensee Report for Q4 is as follows:

Month	April	May	June
Total Licensees	12498	12424	12328
% growth month over month	0.02%	-0.59%	-0.77%
% growth in current fiscal year	-0.87%	-1.46%	-2.22%

The total number of licensees decreased by 2.22% in the fiscal year (July 1, 2025, to June 30, 2026).

CURRENT PROJECTS AND INITIATIVES

- The team is actively following up with more than 1,000 licensees regarding outstanding information and submissions identified through the annual renewal process.
- Proactive outreach to licensees continues to address missing or incomplete information required for the Public Register, supporting the accuracy and integrity of licensee information.
- Development is underway for the enforcement process related to CPD requirements from the previous fiscal year.

CHALLENGES AND OPPORTUNITIES

- **Unauthorized Practice Identification:**

Enhanced checks of employment and agent applications continue, which strengthened the team's ability to identify potential unauthorized practice matters.

These enhanced verification measures continue to strengthen the College's proactive regulatory oversight and public protection efforts.

RECOGNITION AND MILESTONES

- Email response times continue to meet the standard of a 48-hour response, even during the very busy annual renewal period in June where emails volumes exceeded 10,000
- Work continues to identify and implement a replacement for the College's current examination hosting and online proctoring services.

RECOMMENDATIONS – No Board decisions are requested at this time

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	September 24, 2026
Agenda Item #:	5
Subject:	Report of Professional Conduct Department, April – June 30, 2026
Key Contact:	Laura Halbert, Director, Professional Conduct
Action Required:	<i>For information only</i>

EXECUTIVE SUMMARY

During the reporting period, the Professional Conduct Department continued to advance the College's public protection mandate through risk-based complaint management, unauthorized practitioner disruption, regulatory modernization, and implementation planning for the new Regulations and Compensation Fund (CF).

Phase 1 of the CF Project is on track for completion by end of August. It was taken on without additional dedicated resources, supported by effective collaboration with our colleagues in project management, finance, communications, and IT.

Operational and interpretation issues related to the new regulatory scheme are a priority for the PC team.

New complaint volumes continue to increase year over year. This is impacting the overall volume of open complaints. Risk register rating was adjusted accordingly in the previous quarter.

PC continues to reduce legacy complaint inventory, maintain procedural fairness standards, and prioritize higher-risk matters using right-touch regulation principles. Activities undertaken support Strategic Plan priorities related to Professional Standards & Compliance, Complaints Process Efficiency and Effectiveness, Unauthorized Practitioner Enforcement, and public protection.

KEY HIGHLIGHTS

- As reflected in the annual report 1% of our licensees are responsible for 54% of open complaints which has been significantly reduced from 68% last year. This reflects our focus on high risk and often high-volume complaint attracting licensees.
- 94% reduction in legacy complaints (those inherited by the College from predecessor org) (1647 to 107)
- New complaints increased by 14% over FY25 totals, reaching 1,378 cases in FY26—an average of 114 per month. Although this was lower than projected, sustained double-digit annual growth (as noted in previous reports) limits the department's ability to reduce its overall case inventory.

- Unauthorized-practitioner disruption activity remained consistent with last year, resulting in 5,386 social media sites taken down and 114 cease-and-desist letters issued.
- In FY26 over 1200 complaints were dealt with and closed. ICRO reviews were requested for less than 1.5% of closed cases, and none resulted in findings of procedural unfairness or errors in fact/law by the ICRO. This reflects that PC staff are committed, thorough and our processes are fair.

CURRENT PROJECTS AND INITIATIVE

- CF Phase 1 project is on track to be completed by end of August. Highlights include CF website and content, complaint related workflows and information management system changes to track claims and report according to our new obligations.
- We are assessing whether our current information management system can be modified to capture general complaint statistics by related to "types" of complaint type, as required by new regulations.
- PC managers and legal team members continue to participate in DOJ meetings on drafting instructions for by-law revisions and to help staff with interpretation issues related to the new regulatory framework.

CHALLENGES AND OPPORTUNITIES

Complaint Volumes and Age (See Appendix A & B):

- Complaint volumes increase ~14% year over year. This is positive from the point of view of accessibility to our complaint intake and public protection purpose.
- Reliable statistics on type of complaints and turnaround times are not available due to data migration and information management system limitations. Please see Appendix B for open cases shown by year complaint was received. Multiple complaints involve the same licensee vs unique licensees.
- Approximately 65-70% of our assessed complaints are being resolved at intake and early resolutions with negotiated terms, guidance, or no further action.
- New regulations fetter discretion to close certain cases, and this will impact efficiency and closure rates.
- We anticipate both ICRO review requests and JRs may increase as they relate to compensation fund claim eligibility. We welcome the former as the ICRO recommendations have assisted PC in the past to identify areas for improvement.
- PC is working with IT to develop a way to track "types" of complaints received in the FY period. This is important information for the College to review and is a reporting requirement under the new regulations.

Compensation Fund

- Our goal is to create a compensation fund with processes that are just, transparent and will withstand judicial scrutiny.
- We look forward to working with the GNC on CFC recruitment, appointments, per diems and terms of reference.
- Phase 2 of the CF Project will be supported by PC but primarily related to system changes to facilitate payment to claimants based on committee decisions.
- Phase 3 will include decision making guidelines for committee members, recruitment of staff and vetting of claims for completion and eligibility criteria.

RECOGNITION AND MILESTONES

- PC recognizes colleagues across the College who supported the project lead from PC (one of the supervisors at I&R) and helped complete Phase 1 of the CF project while managing their core responsibilities.

RECOMMENDATIONS

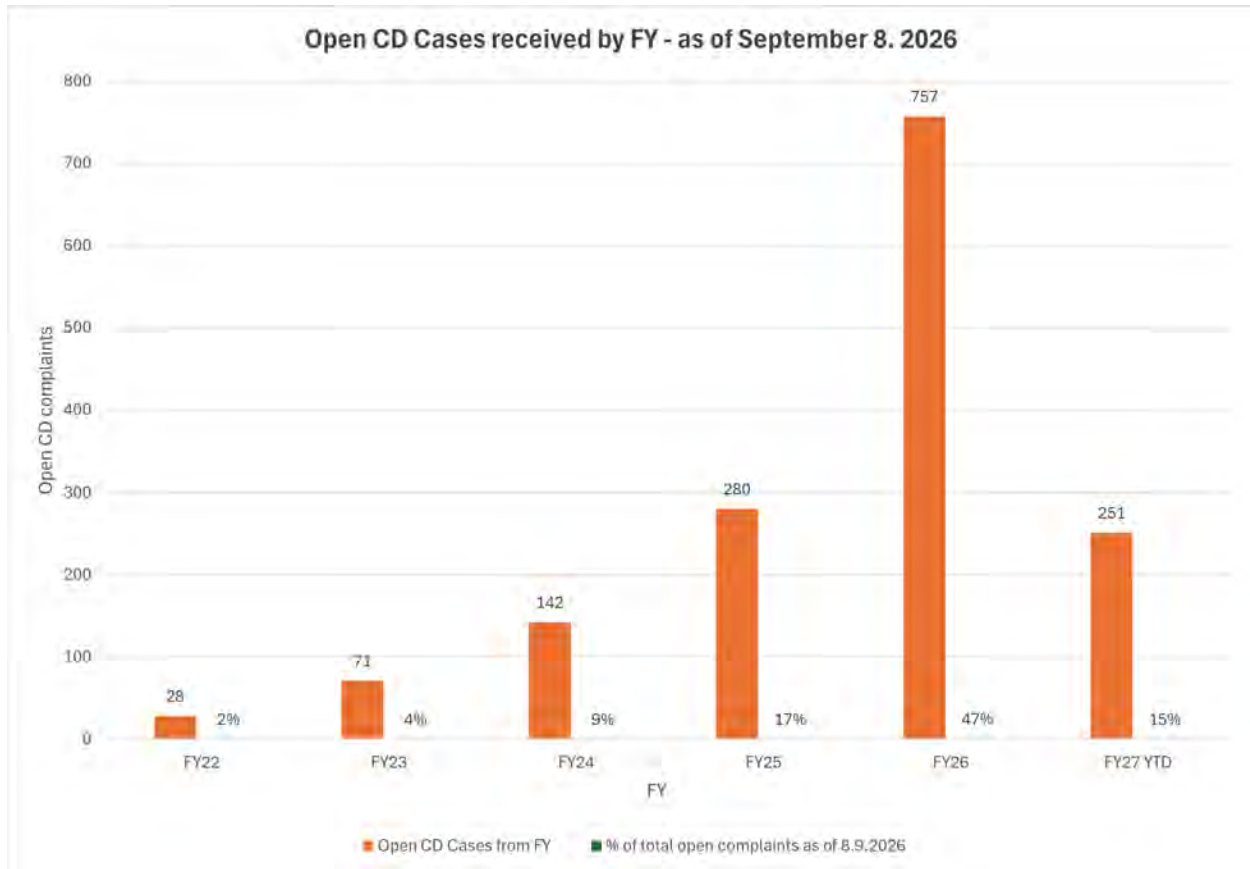
- Continue identifying innovative process improvements and appropriate staffing approaches to meet core regulatory requirements.

Appendix A: Complaint Volume history



Appendix B

*1627 open cases in total



DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	September 24, 2026
Agenda Item #:	5
Subject:	Report of Corporate & Public Affairs Department, April – June 30, 2026
Key Contact:	Jessica Freeman, Director, Corporate & Public Affairs (CAPA)
Action Required:	<i>For information only</i>

Executive Summary

Corporate & Public Affairs continued to advance broad public awareness both internationally and in Canada with a focus on newcomer communities, drive strong stakeholder engagement including with Minister Diab's office, conduct transparent and timely media relations, and produce proactive regulatory and licensee communications. The department's primary operational focus remained advancing public protection objectives, supporting implementation of the new Regulations, and strengthening public awareness of the College's regulatory role.

Departmental initiatives undertaken during the reporting period directly supported the College's Strategic Plan objectives related to Stakeholder Communication, Unauthorized Practitioner awareness, organizational sustainability, and public protection. The FY2026 Fraud Prevention campaign exceeded all established KPIs and materially outperformed the prior year in impressions, Public Register usage, and audience engagement. It is included in this report with updates as it spanned two Board reporting periods.

Media & Issues: The College received **14 media inquiries (1 FR and 13 EN)** between the start of April and end of June 2026 and responded to 100 percent within established service standards (all journalist-imposed deadlines met), resulting in 6 **major stories:** [Globe & Mail](#), [New Canadian Media](#), [The Walrus](#), [New Canadian Media again](#), [Globe & Mail again](#) and [OMNI News](#).

In addition to direct inquiries, the College was referenced in **16** media mentions related to the coming-into-effect of the new Regulations in July. There remains continued interest in the College's regulatory mandate and role in Canada's immigration system.

Government & Stakeholder Relations: A meeting with IRCC Minister Diab's appointed Policy and Communications senior political staff was secured in the reporting period and

subsequently took place in September. The Minister's team was highly interested in the College's Fraud Prevention work and UAP social media/website page takedowns. Another meeting is scheduled for early October and good dialogue continues. This is in addition to regular touchpoints with IRCC Communications staff.

Channel Strategy Update: The Channel Strategy is focused on establishing a centralized, coordinated approach to external stakeholder inquiries, enabling more effective intake, triage, tracking, and response. The goal is to improve consistency, clarity, and timeliness, while reducing the operational burden on program teams.

Good progress has been made in analyzing incoming communications to identify key trends, and areas of increasing demand. These insights are informing work of the Specialist, Stakeholder Experience. This newly created role will be responsible for providing a central point of contact for more complex or challenging inquiries and will support the appropriate escalation and coordination of responses.

Early results demonstrate positive impact: inbox management data indicates that the majority of inquiries are being resolved within 24 hours, with urgent matters prioritized for timely action. This provides an early indication that a more structured and centralized approach is improving responsiveness and creating greater capacity for program staff to focus on core priorities.

DEIA Council: As Executive Sponsor, the Director, CAPA works with the College's newly launched and highly engaged DEIA Council in advancing organizational inclusion initiatives and employee engagement strategies. Initial activities included the establishment of Important and Commemorative Dates to publicly acknowledge on social media, beginning with Pride Month in June. This post earned 14,621 impressions across all channels in the month of June. Upcoming Important and Commemorative Dates include National Day for Truth and Reconciliation (September 30), Remembrance Day (November 11), Black History Month (February) and International Women's Day (March 8).

Updated Fraud Prevention Results (since the last report):

The FY2026 Fraud Prevention campaign directly supported the College's strategic objective to combat unauthorized practitioners through awareness, outreach, and public education initiatives. Increased Public Register usage and campaign reach demonstrate growing public engagement with regulatory verification tools and support the College's public protection mandate.

This year's campaign exceeded all established KPIs and outperformed last year's effort.

The campaign ran for 10 weeks, in 6 languages across 17 countries (including Canada where we expanded our Out of Home (OOH)/transit advertising to 9 cities from coast to coast) and yielded an unprecedented:

- 687M impressions, up 227% from 210M in 2025
 - This included 160M transit impressions, up 2,253% from 6.8M in 2025
- 1.7M total Public Register users, up 235% from 507,170 2025
- 67.3K new social media followers, driven by more than 65,000 new Instagram followers.

Print and Digital Advertising

- In addition to the global fraud prevention campaign, the College launched a robust domestic advertising plan designed to strengthen outreach to diverse communities, especially in regions with high newcomer populations in English, French, Arabic, Hindi, Punjabi, simplified Chinese and traditional Chinese.
- Ad placements appeared in CBC, Canadian Immigrant, Immigrant Quebec, Metroland, The Hill Times and Sunflower Media.
- In total, the advertising plan earned nearly 7 million impressions.

Q4 Highlights – April 1 to June 30, 2026

Website & Public Register

- **227,543 website users**
- **Top 5 visited webpages:**
 - Find an Immigration Consultant
 - Welcome to the College
 - Trouver un consultant en immigration
 - Bienvenue au Collège
 - How do I become an RCIC?
- **1,539,533 Public Register users**

Licensee Communications

- The Bulletin generated **26,310 views** on the College website
- Most popular Bulletin articles in both French and English included *Monthly Tribunal Actions* and *New College Act Regulations Published in Canada Gazette*
- **4 eblasts** were sent with an **average open rate of 70.3%**, which is higher than the industry average of 61.96%

Social Media

- **820,657 social media followers**
 - Instagram had the largest increase in followers
- **95,155,632 social impressions**, up 394.3% from Q3
 - Facebook had the highest impressions of all channels – 63,685,027.
 - Top performing Facebook posts included the FPM campaign, service agreement consumer tip, CAPIC conference, job postings and Tribunal Actions.
- From May 27 to June 30, 2026, the College ran a paid social campaign on Meta, which included a post on the services offered by RCICs, titled *RCICS Can Help*, and a fraud prevention post
 - This resulted in **4.28 million impressions**

2026 Annual Report

The Annual Report is complete and has been submitted to GNC. Printed copies will be available for Board Members at the September Board Meeting.

CHALLENGES AND OPPORTUNITIES – n/a

RECOGNITION AND MILESTONES – Key CAPA team members worked hard to action the Bilingual CEO announcement confidential communications plan (website, eblast, social posts) on a very tight timeline.

RECOMMENDATIONS – No Board decisions are requested at this time

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	September 24, 2026
Agenda Item #:	5
Subject:	Report of Operations Department, April 1 – June 30, 2026
Key Contact:	Thomas Wardman, Associate Director, Operations
Action Required:	<i>For information only</i>

Executive Summary

During Q4 FY2026, the Operations Department continued advancing organizational sustainability, operational modernization, technology improvements, and corporate compliance initiatives supporting the College's regulatory mandate and day-to-day operations.

Key priorities during the quarter included technology improvements for licensee renewal, modernizing our procurement policy and access to information and privacy updates.

Department initiatives undertaken during the reporting period directly supported Strategic Plan priorities related to organizational sustainability, legal and regulatory compliance, enterprise management systems, records management, and operational effectiveness.

KEY HIGHLIGHTS

The College's operations teams advanced several organizational sustainability, modernization, and compliance initiatives during the quarter, including:

- Improvements to our Enterprise Management System (iMIS) that enabled a stable renewal experience for licensees.
- Continued work on our updated Procurement Policy, with the objectives of modernization and alignment with the best practices of Broader Public Sector organizations.
- We continue to experience a growing volume of ATIP requests, which are increasing in complexity and time to close.

CURRENT PROJECTS AND INITIATIVES

The Operations team has several initiatives and projects which are currently underway. These

activities support the day-to-day operations of the College and contribute to supporting its regulatory mandate.

Information Technology:

In Q4, the Information Technology team advanced several key initiatives, including:

- The Information technology team made several improvements to the underlying technology used in iMIS to support a renewal with minimal issues.
 - A new Licence Renewal Checklist was added to the iMIS Portal to assist Licensees in their renewal showing where they needed to make required updates prior to submitting their renewal application.
 - Proactive work with both Advanced Solutions Inc. (ASI, the vendor for iMIS) and Bursting Silver Inc (BSI, vendor for iMIS implementation) increased server capacity, and deferred backend cloud work avoiding outages during the renewal period. As one of ASI's largest clients, they adjusted their software rollout schedule to accommodate us. Proactive relationship building with ASI has improved their performance, reducing unexpected outages vs 2025.
 - We removed pieces of the automated form technology which in previous renewal years caused issues for licensees. Working with the Registration department, the forms were simplified to accommodate the same outcomes and keep required automation in place.
- Pricing negotiations have been underway with our major vendors, ASI, and BSI to secure larger discounts. We expect to finalize the negotiations in early Q1 with submission for signatures by early Q2. We are anticipating large savings from the original budget submission in June 2026.
- Preparations were made in Q4 for upcoming changes to our technology stack relating to cybersecurity. This work included looking at new email/anti-spam capabilities, enhanced phishing training, ASV PCI scanning and penetration testing services. We expect to select vendors in Q1 to begin implementation of these services.
- Preparatory work also began for updates to our Public Register to accommodate the implementation of the College's new regulations.

Procurement:

The corporate procurement team completed a number of activities in Q4, including:

- A new draft of the Procurement Policy has started. We continue to review and revise the policy with feedback from stakeholders. The revised policy is based upon Broader Public Sector principles and aims to modernize our procurement like other Federal entities. We expect the policy to be ready later in FY27.

Compliance:

The corporate compliance team completed several activities in Q4 including:

- Updating ATIP training for staff. With the onboarding of the new CEO, we expect to provide training to all College staff before the end of the fiscal year.
- ATIP staff continue to attend various training sessions provided by the Federal Government on updates to access to information procedures and best practices.
- We continue to monitor changes to Bill C-36 which will make large changes to the Privacy Act and will potentially impact our compliance obligations once passed into law.
- Detailed analysis of data fields in iMIS began. We are linking automated data discovery in our iMIS system with fields used both by staff and licensees. This work, once complete, will allow us a better understanding of the data we store in iMIS, and what needs to be updated to improve our reporting.

Number of ATIP Requests Received – July 1, 2025, to June 30, 2026

Number of ATIA Requests Received July 1, 2015, to June 30, 2016										
	Q1 Jul 1– Sep 30		Q2 Oct 1– Dec 31		Q3 Jan 1 – Mar 31		Q4 Apr 1 – Jun 30		Total	
	ATIA	PA	ATIA	PA	ATIA	PA	ATIA	PA	ATIA	PA
Number of requests	2	2	5	3	1	3	5	7	13	15

*ATIA: Access to Information Act; PA: Privacy Act

Number of ATIP Requests Received in Q4

	Q4 Apr 1 – Jun 30	
	ATIA	PA
Number of requests	5	7

ATIP Requests Closed – from Jul 1, 2025, to Jun 30, 2026

	0 to 15 days	16 to 30 days	31 to 60 days	61 to 120 days	121 to 180 days
ATIA	2	4	1	2	
PA	4	6	3	1	

Note: 100% of requests were closed on time (including those where we took an extension)

ATIP Requests Closed in Q4

	0 to 15 days	16 to 30 days	31 to 60 days	61 to 120 days	121 to 180 days	Still open
ATIA	1	1				
PA	1	4				

Note: 100% of requests were closed on time (including those where we took an extension)

Distribution of requests across departments - from Jul 1, 2025, to Jun 30, 2026

Note: A single request may involve multiple departments

	OCEO	GOV	HR	FIN	OPS	RD	PREP	PC	CAPA
ATIA	4	3	1	2	2	5	4	6	1
PA						3		4	
Total	4	3	1	2	2	8	4	10	1

Distribution of requests across departments – for Q4

Note: A single request may involve multiple departments

	OCEO	GOV	HR	FIN	OPS	RD	PREP	PC	CAPA
ATIA	1	1		1	1	2		3	
PA						2		2	
Total	1	1		1	1	4		5	

Number of pages processed & released (volume) - from Jul 1, 2025, to Jun 30, 2026

Processed – a total count of the relevant pages that were *retrieved* for review

Released – a count of the pages *released* to the requester (after exemptions/exclusions applied)

Act	# processed	# released
ATIA	922	641
PA	3425	2256
Total	4347	2897

Number of pages processed & released (volume) – Q4

Act	# processed	# released
ATIA	288	89
PA	438	302
Total	726	391

Informal ATIA Requests via ATIP Online Portal from Jul 1, 2025, to Jun 30, 2026

	Jul 1– Jun 30
Number of informal requests received	7
Number of informal requests still open	0

The College continued to meet legislated ATIP response requirements during the quarter, with all requests completed within applicable timelines, including approved extensions.

CHALLENGES AND OPPORTUNITIES

No significant operational challenges to report during the quarter.

RECOGNITION AND MILESTONES

No significant operational milestones to report during the quarter.

BRIEFING NOTE

To:	Board of Directors			
Meeting Date:	September 24, 2026			
Agenda Item:	6			
Subject:	Unaudited Financial Report for year ended June 30, 2026			
Prepared By:	Joyce Chow Ng, Controller			
Presented By:	Tim D'Souza, Chairperson, Finance and Audit Committee			
Action Required:	<i>For Information</i>			
Classification:	☒ Annual Work Plan	☐ Follow-Up Item	☐ Emerging Matter	

PURPOSE

The purpose of this report is to present the unaudited financial results of the year ended June 30, 2026 for Board review.

BACKGROUND

In alignment with the Finance and Audit Committee annual work plan, the report outlines the financial results for Board review.

ANALYSIS

The College generated revenues of \$24,887,091 and expenses of \$23,916,212, with an excess of revenue over expenses of \$970,879 for the year ended June 30, 2026. It maintained \$30,480,728 of assets, \$1,640,476 of liabilities and net assets of \$28,840,251 at year-end. The result of the financial operations and position were compared with the Budget and the third quarter Forecast.

The attached Financial Report includes the following:

- Statement of Operations showing results of revenue and expense compared with the Budget and Q3 Forecast
- 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 June 30, 2026
- Statement of Changes in Net Assets

RECOMMENDATION

That the Board of Directors review the unaudited financial report as outlined in the appendix

POTENTIAL RISK(S)

The annual audit is underway. Upon finalization of the audit, there may be audit adjustments made to the financial result. The audited financial statements are scheduled to be presented by the auditor, Doane Grant Thornton LLP to the Finance and Audit Committee and the Board in October.

NEXT STEPS

Not applicable – no action required.

APPENDICES

Summarized Unaudited Financial Report for the year ended June 30, 2026

Summarized Unaudited Financial Report for year ended June 30, 2026

Statement of Operations for year ended June 30, 2026, compared with the Budget and Q3 Forecast is presented as follows:

	F2026			Actual vs Budget	Actual vs Q3 Forecast
	Actual	Budget	Q3 Forecast	Variance over/ (under) Budget	Variance over/ (under) Q3 Forecast
Revenue					
Annual fees	21,875,966	21,835,247	21,801,771	40,719	74,195
Examination Fees	557,040	570,275	555,220	(13,235)	1,820
Mentoring Program	545,624	800,073	547,919	(254,449)	(2,295)
Specialization Program	423,450	890,600	479,850	(467,150)	(56,400)
Interest Income	953,942	583,000	948,130	370,942	5,812
Tribunal Cost and Fines	149,637	30,000	50,000	119,637	99,637
Other Revenue	381,432	534,500	413,595	(153,068)	(32,163)
Total Revenue	\$24,887,091	\$25,243,695	\$24,796,486	\$(356,604)	\$90,605
Expense					
Office of the CEO	2,590,383	2,211,213	2,675,141	379,170	(84,758)
Human Resources	417,979	673,063	619,292	(255,084)	(201,313)
Professional Conduct	5,137,209	5,595,697	5,166,546	(458,488)	(29,337)
Operations	2,930,884	3,055,673	2,988,869	(124,789)	(57,985)
Information Technology	1,779,409	2,336,824	1,906,091	(557,415)	(126,682)
PREP	3,390,606	3,766,242	3,497,782	(375,636)	(107,176)
Corporate & Public Affairs	2,499,164	2,725,633	2,631,873	(226,469)	(132,709)
Registration	2,047,410	2,292,689	2,028,684	(245,279)	18,726
Governance, Board and AGM	487,575	423,607	499,476	63,968	(11,901)
Finance	1,776,579	1,776,688	1,737,195	(109)	39,384
Bad debts	418,121	347,000	540,000	71,121	(121,879)
Loss on sale/disposal of capital assets	2,406	-	-	2,406	2,406
Total Expense before amortization	\$23,477,725	\$25,204,329	\$24,290,949	\$(1,726,604)	\$(813,224)
Excess of revenue over expense before amortization	\$1,409,366	\$39,366	\$505,536	\$1,370,000	\$903,830
Less: Amortization of Capital Assets	\$438,487	\$452,169	\$441,764	\$(13,682)	\$(3,277)
Total expenses including amortization	\$23,916,212	\$25,656,498	\$24,732,713	\$(1,740,286)	\$(816,501)
Excess/(Deficiency) of revenue over expense after amortization	\$970,879	\$(412,803)	\$63,773	\$1,383,682	\$907,107

Highlights of Revenue and Expenses

Actual compared with the Budget:

Revenue under budget by 1.4%, unfavourable variance of \$357K:

- Specialization Program: \$467K under budget - Revenue was significantly below budget due to lower-than-expected enrolment. This downward trend reflects waning interest in the Program amongst the balance of RCICs.
- Mentoring Program: \$254K under budget - The 6th Intake was pushed back to the next fiscal year.
- Interest Income: \$371K over budget - Investment and bank interest rates were higher than budgeted.

The unfavourable revenue variances of \$888K are partially offset by favourable ones of \$531K, resulting in an overall unfavourable revenue variance of \$357K at year end.

Expense including amortization under budget by 6.8%, favourable variance of \$1,740K:

- IT Enterprise Management System: \$611K under budget - Spending controls implemented on the delivery of BSI contract.
- Payroll and professional development: \$372K under budget - Higher payroll costs, primarily from management changes in the Office of the CEO (\$501K), were offset by lower-than-expected professional development expenses (\$149K) and savings from delayed hiring and vacancies across other departments (\$725K).
- Regulatory committee expenses: \$157K under budget - Increased proportion of matters being resolved through negotiation prior to Tribunal hearings, resulting in reduced costs.
- Travel and consulting: \$233K under budget – Travel and consulting expenses were lower than expected for most departments.

The unfavourable expense variances of \$517K are offset by favourable ones \$2,257K, resulting in an overall favourable expense variance of \$1,740K at year end.

Actual compared with the Q3 Forecast:

Revenue over Q3 Forecast by 0.4%, favourable variance of \$91K

- Main drivers were revenue from Annuals fees and Tribunal Costs and Fine Awards. Both were slightly higher than expected.
- Number of licensees at year-end was 12,328 with a shortfall of 49 as compared to Q3 Forecast. The difference in timing of licensees' status change and new licensees joining resulted in slightly higher licensing fees revenue though the number of licensees were lower by 49.
- Negative net growth rate of 2% with attrition rate of 6% and number of new licensees growth rate of 4%.
- Specialization program revenue was slightly lower than expected by 12%.

Expense under Q3 Forecast by 3.3%, favourable variance of \$816K

- Payroll lower than forecast by \$150K: Decrease in anticipated expense of workforce change and vacant positions unfilled. Plans on hold to be reviewed by the new President & CEO.
- Professional Development underspend by \$62K.
- Travel underspend by \$86K
- Consulting services lower by \$111K: Work related to by-laws and other supporting legal framework is delayed as the new College Act Regulations was finalized in the last quarter of the fiscal year. Human resources related consulting costs on compensation survey was lower than anticipated and support on statutory reporting was less expensive.
- Legal fees lower by \$45K: Support on by-laws and government policy to be continued in F2027.
- IT EMS development expense lower by \$123K due to less support required from the vendor for Regulations and Annual Renewal work.
- Bad debts overestimated by \$122K.
- Tradeshow & sponsorship, brand management and translations expenses lower by \$65K: Pause on previously planned spending of remaining budgets for public awareness activities. Pending direction from new President and CEO.

Summarized Statement of Financial Position as of June 30, 2026, compared with June 30, 2025, is presented as follows:

Summarized Unaudited Statement of Financial Position	June 30, 2026	June 30, 2025	Increase (Decrease)
Total Assets	30,480,728	29,840,587	640,141
Total Liabilities	1,640,476	1,971,214	(330,739)
Total Net Assets	\$ 28,840,252	\$ 27,869,373	\$ 970,879

Highlights of changes in assets and liabilities:

- Assets increased due to overall lower spending during the fiscal year resulted in higher liquidity.
- Liabilities decreased due to reduction of the deferred portion of Specialization program fees resulted from lower enrollment.

Investment as at June 30, 2026, is presented as follows:

	Principal	Rate	Maturity date
CIBC GICs			
Non-redeemable GIC 38-5823177 LD-00345	1,000,000	3.00%	08-Jul-26
Non-redeemable GIC 38-5823177 LD-00353	1,000,000	3.00%	08-Jul-26
Non-redeemable GIC 38-5823177 LD-00388	1,000,000	3.00%	09-Jul-26
Non-redeemable GIC 38-5823177 LD-00396	1,000,000	3.00%	09-Jul-26
Non-redeemable GIC 38-5823177 LD-00418	1,000,000	3.00%	09-Jul-26
Non-redeemable GIC 38-5823177 LD-00426	1,000,000	3.00%	12-Aug-26
Non-redeemable GIC 38-5823177 LD-00434	1,000,000	3.00%	12-Aug-26
Total CIBC	7,000,000		
Investment Interest receivable	199,973		
Total Short-term investments including interest receivable	7,199,973		

Highlights:

- Total investments including investment interest receivable were \$7.2M as of June 30, 2026.
- Total Year-to-date investment interest income earned was \$276K.

Statement of Changes in Net Assets for year ended June 30, 2026, is presented as follows:

	F2026						F2025
	Unrestricted	Invested in Capital Assets	Restricted			Total	Total
			IT Infrastructure Development	Directors' & Officers' and Immunity from Civil Liability	Professional Conduct	Compensation Fund	
Balance - Beginning of year	12,130,916	1,309,504	1,228,954	2,000,000	1,200,000	10,000,000	27,869,374
Excess of revenue over expense	1,998,574	(438,487)	(589,208)				970,879
Net change in capital assets	(164,938)	164,938					-
Balance - End of Year	\$13,964,552	\$1,035,955	\$639,746	\$2,000,000	\$1,200,000	\$10,000,000	\$28,840,252
							\$27,869,374

- Total Net Assets of \$29M at year-end with breakdown of:
 - Unrestricted Net Assets - \$14M
 - Invested in Capital Assets - \$1M
 - Restricted Net Assets - \$14M
- During the year, the activities of the Net Assets included:
 - Unrestricted Net Asset
 - Net increase of \$2M. The Unrestricted Reserve balance of \$14M represents approximately 7 months of the College's operating expenses.
 - Invested in Capital Assets
 - Net decrease of \$274K with capital purchase less disposal and amortization expense.
 - Restricted Net Asset
 - Reduction of IT Infrastructure Development by \$589K on iMIS. Balance of \$640K.
 - Directors' & Officers' and Immunity from Civil Liability of \$2M. The College has sufficient D&O Liability insurance coverage and protection from the College Act on immunity from civil litigation. Therefore, this reserve is no longer required, and the amount can be transferred to Unrestricted Net Asset or reallocate to other restricted net assets.
 - Professional Conduct Restricted Reserve of \$1.2M remains sufficient. No adjustment is required.
 - Compensation Fund of \$10M. No adjustment is required.

RESOLUTION

To:	Board of Directors
Meeting Date:	September 24, 2026
Agenda Item #:	8
Subject:	Annual General Meeting Documentation
Prepared By:	Victoria Rumble, Corporate Secretary
Presented By:	Victoria Rumble, Corporate Secretary
Action Required:	<i>For Approval</i>

PURPOSE

This report presents the proposed planning arrangements and documentation for the College's 2026 Annual General Meeting of Licensees (AGM) for review and approval by the Board of Directors.

BACKGROUND

The current By-law 2021-2 requires that the Annual General Meeting of licensees be held within six months of the fiscal year-end, at a time and place in Canada determined by the Board of Directors. A record date must also be established to determine the licensees entitled to receive notice of, attend and participate in the meeting.

At its June 18, 2026 meeting, the Board of Directors approved an in-person/hybrid format for the 2026 Annual General Meeting, to be held in the Greater Toronto Area on December 3, 2026, with the final venue location to be determined by management.

Management has subsequently identified the Courtyard by Marriott Toronto Downtown as the proposed venue for the AGM. The draft AGM documentation has been prepared based on the December 3, 2026 meeting date and proposed venue.

The Board of Directors are now being asked to review the proposed record date and the AGM documentation package, including the Information Circular, Proxy Form, Order of Events and Meeting Agenda.

The record date is proposed as October 28, 2026, which will determine the licensees eligible to receive notice of, attend, participate in and vote at the AGM. The proposed timing is intended to provide sufficient time to prepare and issue the Notice of Meeting while meeting the applicable By-law notice requirements.

ANALYSIS

The proposed AGM arrangements have been developed in accordance with the Board's direction to hold the 2026 AGM in an in-person/hybrid format in the Greater Toronto Area on December 3, 2026.

Record Date

The proposed record date is October 28, 2026. The record date determines which licensees are eligible to receive notice of, attend, participate in and vote at the AGM. Under the By-laws, a licensee must be in good standing on the record date to be eligible to participate and vote.

AGM Documentation

A AGM package has been prepared for review and includes the Information Circular, Form of Proxy, Order of Events and Meeting Agenda. The Information Circular provides licensees with information regarding the meeting, voting procedures, eligibility and the business to be considered. The Form of Proxy provides licensees who are unable to attend with a mechanism to appoint a proxy to attend and act on their behalf.

The Order of Events outlines the activities associated with the AGM and related licensee events. The Meeting Agenda has been developed to reflect the requirements of the By-laws and the proposed program for the AGM, including the President & CEO's report, Chair's report, Board introduction and question-and-answer period.

Notice of Meeting

Following approval of the AGM package and confirmation of the record date, the official Notice of Meeting will be issued to licensees in accordance with the notice requirements under the By-laws.

Venue and Format

The proposed AGM will be held at the Courtyard by Marriott Toronto Downtown in an in-person/hybrid format, consistent with the Board's June 2026 direction. The current proposed schedule provides for the AGM from 1:30 p.m. to 3:00 p.m., followed by a licensee education session and networking reception.

RECOMMENDATION

It is recommended that the Board of Directors:

- approve October 28, 2026 as the record date for the 2026 Annual General Meeting of Licensees;
- approve the proposed 2026 AGM documentation package, consisting of the Information Circular, Form of Proxy, Order of Events and Meeting Agenda, substantially in the forms presented to the Committee;

- approve the proposed in-person/hybrid AGM format and meeting arrangements, consistent with the Board's June 18, 2026 resolution, including the proposed December 3, 2026 meeting date and Greater Toronto Area location; and
- authorize management to finalize the AGM documentation and issue the official Notice of Meeting to licensees in accordance with the current By-law 2021-2.

POTENTIAL RISK(S)

1. By-law and Notice Compliance Risk

Errors in the record date, Notice of Meeting or AGM documentation could result in non-compliance with the current By-law 2021-2 or affect a licensee's ability to participate or vote.

Mitigation: Confirm the record date and notice timeline against the By-laws and complete a final review of the AGM documentation before issuance.

2. Proxy and Voting Administration Risk

Errors in the administration of proxies or voting could affect a licensee's ability to exercise their voting rights or create uncertainty regarding voting results.

Mitigation: Clearly communicate proxy and voting requirements and ensure appropriate processes are in place to receive, verify and track proxies.

3. Operational Risk

Technical or logistical issues associated with the in-person/hybrid format could affect licensee participation.

Mitigation: Complete advance testing and establish appropriate contingency arrangements for virtual participation and voting.

RESOLUTION

BE IT RESOLVED THAT the Board of Directors:

1. approve October 28, 2026 as the record date for the 2026 Annual General Meeting of Licensees;
2. approve the 2026 AGM documentation package, consisting of the Information Circular, Form of Proxy, Order of Events and Meeting Agenda, substantially in the forms presented to the Committee; and
3. authorize management to finalize the AGM arrangements and documentation and issue the official Notice of Meeting to licensees in accordance with the current By-law 2021-2.

NEXT STEPS

- Following Board approval, the Corporate Secretary will finalize the AGM documentation and coordinate the remaining meeting arrangements.
- The official Notice of Meeting and AGM package will be issued to eligible licensees in accordance with the current By-law 2021-2.
- The Corporate Secretary will coordinate the administration of the AGM, including registration, proxy and voting processes, and meeting logistics.

- Final AGM materials will be provided to the Board in advance of the December 3, 2026 meeting.

APPENDICES

- Draft AGM December 3, 2026, Information Circular
- Draft Proxy Form
- Draft Order of Events
- Draft Meeting Agenda

College of Immigration and Citizenship Consultants

**ANNUAL GENERAL MEETING OF LICENSEES
DECEMBER 3, 2026 INFORMATION CIRCULAR**

Version: 2026-001
Last Modified: August 2026



NOTICE OF ANNUAL GENERAL MEETING OF LICENSEES

NOTICE IS GIVEN THAT the Annual General Meeting (the "Meeting") of licensees of the COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS (the "College") will be held virtually and in-person at the Courtyard by Marriott Toronto Downtown, 475 Yonge Street, Toronto, ON M4Y 1X7, on **Thursday, December 3, 2026**, at 1:30 p.m. (Eastern Time), for the following purposes:

1. To approve the minutes of the Annual General Meeting (AGM) of the College of Immigration and Citizenship Consultants held on November 27, 2025;
2. To introduce the Board of Directors to the licensees;
3. To receive the Chairperson's address to the Meeting;
4. To receive the Finance and Audit Committee Chairperson's presentation of the Audited Financial Statements;
5. To receive the report of the President & Chief Executive Officer
6. To permit licensees to ask questions of the Board and management of the College.

In preparation of the Meeting, to read or download the following documents:

[CLICK HERE](#)

1. Meeting Agenda
2. Meeting Circular (details of the business to be considered at the Meeting)
3. Order of Events
4. Minutes of the Annual General Meeting of November 27, 2025
5. College Annual Report (including the Audited Financial Statements)
6. Form of Proxy

Eligibility

Only licensees (RCICs and RISIAs) In Good Standing at the close of business on October 28, 2026, are eligible to attend (in-person or online) and vote at the Meeting.

Voting

Licensees will be able to vote in-person, online or by proxy on the agenda, the previous AGM minutes and the termination of the Meeting. In person voting will be conducted by using a cell phone with a link which will be provided at the Meeting. Please bring your cell phone to the Meeting.

Licensees who are unable to attend the Meeting may appoint a proxy holder to vote for them.

Deadline

Friday, November 20, 2026 before 5:00 p.m. (Eastern Time) is the deadline to register to attend the Meeting by webcast and vote online; to attend and vote in-person; and to submit a completed proxy form to secretariat@college-ic.ca.

Meeting day event schedule

In addition to the Meeting itself licensees will have the opportunity to attend the following events:

- 3:15 pm – 4:15 pm – Licensee Education Session
- 4:30 pm – 6:00 pm – Licensee Networking Event – Meet the Board of Directors Reception

Dated at the College's Head Office at Burlington, Ontario, Canada this 9th day of October 2026.

BY ORDER OF THE BOARD OF DIRECTORS

Victoria Rumble, GPC.D
Corporate Secretary



October 9, 2026

Dear Licensees:

It is our pleasure to invite you to attend the Annual General Meeting of licensees (the "Meeting") of the College of Immigration and Citizenship Consultants (College) which will be held in-person/virtually on December 3, 2026, at 1:30 p.m. (Eastern Time).

During the business portion of the Meeting, you will receive information about the activities of the College. You will also be introduced to the transitional Board of Directors of the College, as prescribed in the *College of Immigration and Citizenship Consultants Act* (College Act) and have an opportunity to ask questions of the Board and College management.

This Information Circular and the Notice of Meeting describe in more detail the business to be conducted at the Meeting and how licensees may exercise their right to vote. We hope that you will take the time to read this Information Circular, and the Annual Report of the College which accompanies it, in advance of the Meeting.

Licensees may vote:

- by attending the Meeting in person;
- by attending the Meeting by webcast and voting online during the Meeting; or
- by completing and returning the form of proxy which accompanies this Information Circular in accordance with the instructions provided on the Form of Proxy.

We hope that you are able to attend the Meeting in person or by webcast.

THE FOLLOWING TEXT WILL BE UPDATED WHEN AVAILABLE:

In addition to the business portion, we welcome the Honourable Lena Diab, Minister of Immigration, Refugees and Citizenship who will provide remarks.

We look forward to seeing you (in-person or virtually) at the Meeting.

Sincerely,

Stan Belevici, RCIC-IRB
Chairperson of the Board of Directors

Michael Huynh
President & Chief Executive Officer

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INTRODUCTION:

Unless stated otherwise, the information in this Information Circular is dated as of October 9, 2026.

On December 3, 2026, commencing at 1:30 p.m. (Eastern Time) the College of Immigration and Citizenship Consultants ("College") will hold an Annual General Meeting for the purposes set out in the Notice of Annual General Meeting of Licensees ("Notice of Meeting").

This information circular ("Information Circular") is furnished in connection with the solicitation of proxies by or on behalf of the Board of Directors of the College to all licensees of the College entitled to vote, for use at the Meeting, together with the Notice of Meeting and a form of proxy ("Form of Proxy").

ABOUT THE COLLEGE:

The College was created by an act of the Canadian Parliament: The *College of Immigration and Citizenship Consultants Act* (Canada) (the "College Act").

The College Act was passed by Parliament in June 2019.

Pursuant to an order of the Minister of Immigration, Refugees and Citizenship (the "Minister"), the Immigration Consultants of Canada Regulatory Council ("ICCRC") was continued as the College on November 23, 2021. The College licenses and regulates Canadian immigration and citizenship consultants, and international student immigration advisors in the public interest. Immigration and citizenship consultants licensed by and In Good Standing with the College are permitted to use the professional designation. Regulated Canadian Immigration Consultants ("RCICs"), and international student immigration advisors licensed by and In Good Standing with the College are permitted to use the professional designation Regulated International Student Immigration Advisor ("RISIA").

The College's role, its statutory authority, and its powers are set out in:

- The *College of Immigration and Citizenship Consultants Act*,
- The *Immigration and Refugee Protection Act*, and
- The *Citizenship Act*.

The College's statutory authority applies to immigration and citizenship consultants whether they practise in Canada or abroad.

The College fulfils its mandate to regulate its licensees in the public interest and protect the public by:

- Establishing and administering qualification standards, standards of practice, and continuing education requirements for licensees;
- Establishing and providing training and development programs for licensees;
- Ensuring compliance with the Code of Professional Conduct; and
- Undertaking public awareness activities.

GENERAL VOTING INFORMATION

RCICs and RISIAs ("licensees") In Good Standing may attend the Meeting in-person or online via webcast. Licensees who cannot attend the Meeting may appoint a proxy holder to vote for them.

WHO CAN VOTE:

Licensees In Good Standing as of October 28th, 2026, are entitled to vote and participate at the Meeting.

Voting at the Meeting will be facilitated by Zoom Inc, a third-party provider independent of the College, through electronic voting at the Meeting and an encrypted online platform for webcast attendees. All voting will be confidential. Licensees who attend in person are asked to bring their cellular phones to cast their electronic vote.

Licensees who wish to attend and vote at the Meeting by webcast are asked to register by logging into the Licensees section before 5:00 p.m. (Eastern Time) on Friday, November 20, 2026.

VOTING BY PROXY:

Licensees who wish to appoint a proxy holder must submit a completed Form of Proxy to the Corporate Secretary by 5:00 p.m. (Eastern Time) on Friday, November 20, 2026.

Voting by proxy means you are giving the persons or person named in your Form of Proxy the authority to attend the Meeting, or any adjournment or postponement thereof, and vote for you. The enclosed Form of Proxy names the Chairperson of the Board and his alternate, each a director of the College as your proxyholder. You have the right to appoint another person who must be a licensee of the College to be your proxyholder. To do so, fill in that person's name in the blank space located on the enclosed Form of Proxy and cross out the name of the Chairperson and his alternate. If you return the attached Form of Proxy to the College and have left the line for the proxyholder's name blank, then the Chairperson (or his alternate) will automatically become your proxyholder.

HOW YOUR PROXY WILL BE VOTED

On your Form of Proxy, you can indicate how you want your proxy holder to vote on the matters listed in the Notice of Meeting by checking the appropriate boxes on the Form of Proxy. If you have specified on the Form of Proxy how you want to vote on a particular matter, then your proxyholder must cast your votes as instructed. By checking "WITHHOLD FROM VOTING" on the Form of Proxy, where applicable, you will be abstaining from voting.

If you have NOT specified how to vote on a particular matter, your proxyholder is entitled to vote as they see fit. Please note that if your Form of Proxy does not specify how to vote on any particular matter, and if you have authorized the Chairperson (or his alternate) to act as your proxyholder (by leaving the line for the proxyholder's name blank on the Form of Proxy), the Chairperson (or his alternate) will vote your proxy "for" each of the ordinary Resolutions.

SOLICITATION OF PROXIES:

The solicitation of your proxy (your vote) is made by or on behalf of management of the College. Management requests that you fill out your Form of Proxy to ensure your vote is cast at the Meeting. If you leave the Form of Proxy blank, or if you do not specify how your proxy is to be

voted on particular resolutions, the Chairperson (or his alternate) will vote your proxy “for” each of the ordinary resolutions.

Solicitation of your proxy is expected to be made primarily by electronic mail. However, employees, officers or directors of the College, or agents engaged by the Board of Directors, may also contact you by telephone to ask for proxies to be returned.

VOTES REQUIRED FOR APPROVAL

A simple majority of the votes cast at the Meeting, online or by proxy is required for each of the matters scheduled to be voted upon at the Meeting to be approved by ordinary resolution.

QUORUM

In accordance with the current By-law 2021-2, the quorum for the transaction of business at the Meeting is ten (10) licensees In Good Standing present in person or represented by proxy.

BUSINESS OF THE MEETING:

The College Act requires that a meeting of licensees be held each year within six (6) months of the financial year end of the College. Other College governance processes are set out in the College Act and will be further prescribed in Government Regulations to be promulgated under the College Act, and will be included in the College By-laws whose completion is anticipated in early 2027.

Until these new instruments are completed, approved and in force, the transitional provisions of the College Act provide for the By-laws and Regulations of the Immigration Consultants of Canada Regulatory Council (ICCRC), as these existed on November 23, 2021, to remain in effect. In accordance with the College Act and By-laws, business to be conducted at the Meeting is restricted to the following items:

1. To approve the minutes of the Annual General Meeting of the College of Immigration and Citizenship Consultants held on November 27, 2025.

The Annual General Meeting of the College was held on November 27, 2025. Minutes of this meeting accompany the notice of the Meeting.

2. To receive the Chairperson’s address to the Meeting.

Stan Belevici, Chairperson of the Board of Directors will provide his views on the progress of the College and the priorities of the transitional Board.

3. To receive the Finance and Audit Committee Chairperson’s presentation of the Audited Financial Statements.

Tim D’Souza, Chairperson, Finance and Audit Committee of the College, will review highlights of the audited financial statements.

4. To introduce the Board of Directors to the licensees.

Subsection 85(3) of the College Act provides for the College to be governed by a transitional Board of Directors comprising four (4) licensees who were members of the ICCRC Board of Directors (including the Vice-Chairperson) immediately prior to the date of continuance, and five (5) non-licensees appointed by the Minister. This transitional Board remains in office until the Minister issues an order under subsection 17(2) of the College Act setting the final size and composition of the College Board of Directors. At that time, it is expected that the College will hold an election for the required number of licensee Directors.

As of the date of this Information Circular, the transitional Board of Directors of the College consists of:



Stan Belevici, LLB, LLM, JD, RCIC-IRB (Chairperson)

Mr. Belevici has a background in international relations and immigration law, having worked for the European Commission's Technical Assistance to the Commonwealth of Independent States and Georgia (TACIS) program and Ernst & Young's Southeast Europe Legal Department.

After immigrating to Canada in 2002, he completed a master's degree in comparative law at McGill University and obtained his juris doctor degree in Common law and transnational law from Université de Sherbrooke.

His current practice includes the development of immigration policies and processes, risk mitigation and workforce mobility solutions. As an RCIC-IRB licensee, he represents clients before the Immigration and Refugee Board of Canada on deportation orders, extradition requests and spousal sponsorship appeals.

Mr. Belevici was elected in 2016 to the Board of Directors of the Council, predecessor to the College and was elected as Board Chair in 2020. Mr. Belevici became Chair of the College's Transitional Board of Directors upon continuance of the Council to the College in 2021 and has served as Chair since 2020.



John A. Burke, RCIC, Vice-Chairperson

Prior to starting his own immigration consulting practice in 1996, Mr. Burke worked with the federal public service for 29 years. He developed foreign worker policy, procedures and operational guidelines, both nationally and in the province of Ontario.

Mr. Burke also has experience in the automotive, manufacturing and construction sectors, providing strategic advice to employers, associations and trade unions. He supported senior corporate executives in the successful establishment of the Honda, Toyota and CAMI (a GM/Suzuki joint venture) automobile manufacturing plants in Ontario.

His current practice includes employment-based and business immigration matters. Mr. Burke was elected to the Council's Board of Directors in 2017 and served as Chair of the Board for 2 terms. Mr. Burke was elected as Vice-Chairperson of the Council's Board of Directors following the 2020 AGM.

**Richard Dennis, RCIC**

Mr. Dennis served as a Designated Immigration Officer for 20 years at the Canadian Consulate General in Buffalo, New York.

In 1993, he established an immigration consulting business, specializing in federal skilled workers and family sponsorship.

Mr. Dennis joined the Council's Board of Directors in 2012 and was elected to serve on the transitional Board of the College in 2021.

**Tim D'Souza, CPA, Interim CEO, National Diabetes Trust**

Mr. D'Souza has 30 years of finance, consulting and leadership experience. Over the course of his career, he has assisted non-governmental organizations, such as the Christian Children's Fund of Canada, and private sector companies, including IBM and Sun Life, to develop and execute strategy and operational improvements.

He currently serves as Interim CEO of the National Diabetes Trust. He also owns and operates a company that designs and delivers courses for several post-secondary institutions in Canada.

Mr. D'Souza sits on the Board of Directors for OMERS Sponsors Corporation, the Canada Revenue Agency and the Ontario Internal Audit Committee.

Mr. D'Souza served on the Council's Board of Directors from June 2019 until November of 2021. He was appointed to the transitional Board of the College in March 2022 and as Chair of the Finance and Audit Committee in June 2022. He was reappointed for an additional 2-year term in March 2026.

**Jennifer Henry, Executive Minister, Organizational Development and Strategy, The United Church of Canada**

Ms. Henry has worked for 3 decades as a national and global advocate for human rights and ecological justice, addressing root causes of displacement.

From 2012 to 2020, she served as Executive Director of the social justice organization KAIROS, with a mandate that included Indigenous solidarity, the advancement of women's rights in conflict zones, climate justice, and migrant and refugee rights.

Ms. Henry brought her expertise in non-profit management to the United Church of Canada where she leads a unit focused on strategic planning, communications, research and development and growth.

She holds a Bachelor of Arts and social work from the University of Manitoba, master of social work and theological studies from the University of Toronto and an honorary doctorate from Saskatoon Lutheran Seminary. She is also accredited as a United Church Minister.

Ms. Henry was appointed to the transitional Board of the College in March 2022 and was reappointed for an additional 2-year term in March 2026.



France Houle, LL.D., Ad.E.

Ms. Houle is a professor and past dean at the Faculty of Law of the Université de Montréal. She has served as legal counsel with the Immigration and Refugee Board of Canada and has experience in private practice. Her areas of expertise include professional, immigration and administrative law.

Ms. Houle has published extensively in four research areas: immigration and foreign-trained professionals, reform of regulatory systems, independence of administrative tribunals and evidentiary matters in administrative decision-making processes. She is the founder of the International Journal of Migration and Border Studies, serving as an editorial board member since 2012.

Ms. Houle was appointed to the transitional Board of the College by the Minister in March 2026.



Ben Rempel

Mr. Rempel has served in a variety of leadership, policy development and program roles related to immigration, international education and the recognition of international qualifications.

As a former Assistant Deputy Minister of Immigration in Manitoba, Mr. Rempel led the province's immigration and international education strategies. He supported the development of several regulatory initiatives, including fair practices in qualifications recognition and a licensing regime for worker recruitment.

He has led talent attraction missions, negotiated bilateral international agreements supporting ethical recruitment practices and co-chaired Federal-Provincial-Territorial tables on immigration, qualifications recognition and international education.

Mr. Rempel has served in a governance role with the boards of several non-governmental organizations.



He was appointed to the transitional Board of the College in March 2022 and reappointed for an additional 2-year term in March 2026.

Marc Spector, LLB, MBA, C.Dir

Mr. Spector is a seasoned board member, deputy registrar and lawyer with nearly 20 years of experience leading regulatory agencies in the health, education, finance and housing sectors.

Mr. Spector has been internationally recognized as an expert in regulating professionals and was elected by 650 regulators around the world as President of the Council of Licensure, Enforcement and Regulation (CLEAR) — the leading association for regulatory learning.

Over the years, Mr. Spector has written extensively about regulation and is a frequent speaker at regulatory conferences across North America. His writing and speaking engagements often focus on what it takes to be a modern, innovative regulator today.

He was appointed to the transitional Board of the College by the Minister in March 2026.



Alexis Graham, Ministerial Observer

Ms. Graham was designated as ministerial observer on the Board of Directors of the College pursuant to section 76 of the College Act in 2022.

5. The Annual Report of the College will be approved by the transitional Board on October 20, 2026, and will be released on October 28, 2026. The Annual Report provides detailed information about the College's activities and includes the Audited Financial Statements for the College for the period July 1, 2025 - June 30, 2026.

6. To permit licensees to ask questions from the Board and Management of the College.

Michael Huynh, Stan Belevici, Tim D'Souza and Victoria Rumble will answer questions pre-submitted by licensees on behalf of the Board and management of the College. Attendees are requested to submit any questions in writing in advance of the meeting to secretariat@college-ic.ca. Participants joining via webcast may also submit questions ahead of time using the same email address.

**COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS
PROXY**

This is a form of proxy for the College of Immigration and Citizenship Consultants (College) Annual General Meeting (AGM) of licensees on Thursday, December 3, 2026, at 1:30 p.m. ET, at the Courtyard by Marriott Toronto Downtown, 475 Yonge Street, Toronto, ON M4Y 1X7. By completing and signing this form, a **licensee unable to attend** the AGM may appoint a proxy holder of their choice (and other than a person designated by this form) to attend and vote in the name of the licensee at the AGM.

I, _____ the undersigned (the licensee completing the proxy form),
(Print Licensee's Name and College ID Number)

being a licensee of the College and entitled to attend and vote at the AGM appoint,

Name: _____ College ID Number _____
(Print name of appointed proxy holder clearly) (proxy holder's College ID Number)

Or, if no proxy holder is named above, Stan Belevici, RCIC-IRB, or in his absence, John A. Burke, RCIC as proxy holder (the "Proxy Holder") with power of substitution, to attend and vote in the name of the undersigned licensee at the AGM (including any continuation after any adjournment).

If you do not insert a name on the line above, Stan Belevici, RCIC-IRB, or in his absence, John A. Burke, RCIC will become your Proxy Holder.

The undersigned confers discretionary authority upon the Proxy Holder relating to any amendments to matters identified in the Notice of AGM or other matters that may properly come before the meeting. The undersigned instructs the Proxy Holder to abstain, or vote in favour or against, the specific resolutions set out below, and to act in accordance with their instructions on any ballot that may be called for on which they have authorized the Proxy Holder to vote. (See back of form/attached page for resolution summaries.)

	YES <i>in favour</i>	NO <i>against</i>	WITHHOLD <i>(abstain)</i>
RESOLUTION 1			
RESOLUTION 2			
RESOLUTION 3			

DEADLINE: For the proxy appointment to be effective, the College must receive this form no later than **Friday, November 20, 2026, at 5 p.m. (Eastern Time).**

MAIL, DELIVER, SCAN AND E-MAIL OR FAX
THIS PROXY TO:

Corporate Secretary
College of Immigration and Citizenship Consultants
5500 North Service Road, Suite 1002
Burlington, Ontario Canada L7L 6W6
Email: secretariat@college-ic.ca

DATED: THIS _____ DAY OF _____, 2026. IN THE CITY OF _____

Licensee's Name (please print) _____

College ID Number _____ Licensee's Signature _____

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

SUMMARY OF RESOLUTIONS PROPOSED AT THE ANNUAL GENERAL MEETING OF LICENSEES DECEMBER 3, 2026

RESOLUTION NO.	MOTION	EXPLANATION
RESOLUTION 1	Approval of Agenda for the Meeting	This is procedural and occurs at every Annual Meeting.
RESOLUTION 2	Approval of Minutes of the Annual General Meeting of the College held November 27, 2025	This is procedural and occurs at every Annual Meeting.
RESOLUTION 3	Termination of Meeting	This is procedural and occurs at every Annual Meeting.

For licensee reference: Section 67.7 of the By-laws relating to Proxies

67.7 Proxies

Every licensee In Good Standing may by means of a proxy appoint an individual who shall be a licensee In Good Standing, as nominee for the licensee, to attend and act at a meeting of licensees. A proxy shall be in writing, and any notice calling a meeting of licensees shall include a form of proxy, or a reminder of a voting licensee's right to use a proxy. A proxy shall be executed by the licensee In Good Standing or the attorney of the licensee authorized in writing and ceases to be valid one year from its date. Subject to the requirements of law, a proxy may be in such form as the Board or its delegate from time to time prescribes, provided however that the Board may by resolution from time to time fix a time not earlier than the close of business five (5) Business Days preceding any meeting or adjourned meeting of licensees before which time proxies to be used at that meeting must be deposited with the Council, and any period of time so fixed shall be specified in the notice calling the meeting

68.2 Majority Determines

Each licensee in attendance in person or by proxy at a meeting of licensees is entitled to cast one (1) vote. All questions proposed for consideration at a meeting of licensees shall be determined by a majority of the votes cast by licensees In Good standing, provided however that it shall be the responsibility of the Board or its delegate to ensure that the mechanisms adopted from time to time for calculating the votes are fair, equitable and accurate.

68.3 Electronic or Telephone Voting

The Directors may provide for licensees to vote by telephonic, electronic, or other communication facility. Such alternative means of voting must:

- (a) allow for verification that the votes are made by the licensees entitled to vote; and
- (b) not allow the Council to identify how each licensee voted.

68.4 In-person Voting at a Meeting of Licensees

The Directors may provide for licensees in attendance at a meeting of licensees to vote by a show of hands, a prescribed voting card or by the use of a wireless audience voting device.

68.5 Adjournments

Any meeting of licensees may be adjourned to any time and from time to time, and any business may be transacted at any adjourned meeting that might have been transacted at the original meeting from which the adjournment took place, but no business may be transacted at any re-convened meeting other than business which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same. No notice is required of any adjourned meeting.

68.6 Rules of Order

In all cases for which no specific provision is prescribed by law or made in the By-laws, the rules and practice of the latest edition of Robert's Rules of Order shall govern as far as applicable, provided that no action of the Council or of the Board shall be invalid by reason only of an inadvertent failure to adhere to such rules.

Order of Events

THURSDAY, DECEMBER 3, 2026 ANNUAL GENERAL MEETING TO BE HELD AT (COURTYARD HALL – PLENARY ROOM – COURTYARD BY MARRIOTT TORONTO DOWNTOWN, 475 YONGE STREET, TORONTO, ON M4Y 1X7)	
1:30 – 3:00 pm	Annual General Meeting of Licensees
3:00 pm	TERMINATION OF ANNUAL GENERAL MEETING
3:00 – 3:15 pm	COURTESY BREAK
3:15 – 4:15 pm	Licensee Education Session (Topic to be confirmed)
4:30 – 6:00 pm	LICENSEE NETWORKING EVENT – MEET THE BOARD OF DIRECTORS RECEPTION
6:00 pm	TERMINATION

ANNUAL GENERAL MEETING

To be held at the Courtyard by Marriott Toronto Downtown, 475 Yonge Street, Toronto, ON M4Y 1X7 on Thursday, December 3, 2026, 1:30 PM – 3:00 PM ET

PROPOSED AGENDA				
#	Time	Topic	Presenter	A/D
1	1:30 5 mins	Welcome and Land Acknowledgement	Victoria Rumble	N/A
2	1:35 2 mins	Instructions for Participation	Victoria Rumble	N/A
3	1:37 3 min	National Anthem	Victoria Rumble	N/A
4	1:40 3 mins	Remarks from the Minister of Immigration, Refugees and Citizenship	Hon. Lena Diab	Video Presentation
5	1:43 5 mins	Meeting Opening	Victoria Rumble	N/A
6	1:48 2 mins	Call to Order	Stan Belevici	N/A
7	1:50 3 mins	Confirmation of Notice of Meeting	Victoria Rumble	N/A
8	1:53 2 mins	Scrutineer's Report and Declaration of Quorum	Victoria Rumble	N/A
9	1:55 2 mins	Introduction to Audience Voting Procedure	Victoria Rumble	N/A
10	1:57 3 mins	Approval of Agenda Tab A – Proposed Agenda	Stan Belevici	Approval (motion)
11	2:00 5 mins	Approval of Minutes Tab B – Minutes of AGM November 27, 2025	Stan Belevici	Approval (motion)

#	Time	Topic	Presenter	A/D
12	2:05 5 mins	Introduction of Transitional Board of Directors	Stan Belevici	Presentation
13	2:10 10 mins	Report of the Chairperson, Board of Directors	Stan Belevici	Presentation
14	2:20 10 mins	Report of the Chairperson, Finance and Audit Committee	Tim D'Souza	Presentation
15	2:30 5 mins	Report of the President & Chief Executive Officer	Michael Huynh	Presentation
16	2:35 20 mins	Question and Answer Period	Stan Belevici Tim D'Souza Michael Huynh	Presentation
17	2:55 5 mins	Closing Remarks	Stan Belevici	Presentation
18	3:00	Termination	Stan Belevici	Approval (motion)

3:15 – 4:15 pm

Licensee Education Session

4:30 – 6:00 pm

PLEASE JOIN US
You are invited to the Licensee Networking Event – Meet the Board of Directors Reception