
**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants**
Held at 12:30 pm, CT, Thursday, June 8, 2023,
At Delta Hotels by Marriott Winnipeg, Winnipeg, MB and via Zoom

Board of Directors:

Stan Belevici, RCIC (Chair)
John Burke, RCIC (Vice-Chair) *
Marty Baram, RCIC
Normand Beaudry*
Tim D'Souza
Richard Dennis, RCIC
Jennifer Henry
Ben Rempel
Jyoti Singh

Ministerial Observers:

Alexis Graham, Director General, Social Immigration
Policy and Programs, Immigration Refugees and
Citizenship Canada
Sabrina Kabir, Senior Policy Analyst, Immigration,
Refugees and Citizenship Canada

*(Via Teleconference)

Management:

John Murray, President & CEO
Russ Harrington, Chief Operating Officer
Jessica Freeman, Director, Communications and
Stakeholder Relations
Michael Huynh, Director, Professional Conduct
Joyce Chow Ng, Controller*
Cathy Pappas, Director, Registration
Beata Pawlowska, Director, Professional Standards,
Research, Education and Policy
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

Guest:

Phil Buckley, Managing Director, Change with
Confidence

1. WELCOME AND INTRODUCTORY REMARKS

Quorum

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

a) Land Acknowledgement

The Chair acknowledged the land on which they gathered was part of traditional territories of many nations covered by 70 treaties and other agreements. He expressed gratitude to those who cared for these territories over time.

b) Introductions

The Chair welcomed all members and guests and introduced those in attendance. With the consent of the meeting, Nithiya Paheerathan acted as Recording Secretary of the meeting.

c) Conflict of Interest Declaration

The Chair asked for declarations of conflict of interest regarding agenda items. None declared.

d) Staff Introductions

The Chair called upon John Murray, President & CEO to introduce new staff member, Jessica Freeman, Director, Communications and Stakeholder Relations who had recently joined the College.

2. APPROVAL OF AGENDA

The proposed meeting agenda was adopted with the moving of the Independent Complaints Review Officer's (ICRO) Q3 Report January 20, 2023, to March 2023 and Update, from the Consent Agenda to the Meeting Agenda and the removal of the proposed resolution for item number 7 now for discussion only.

Moved by Ben Rempel, seconded by Jennifer Henry:

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

CARRIED

3. APPROVAL OF THE CONSENT AGENDA

The Chair referred to the Consent agenda distributed in advance of the meeting. At the request of Ben Rempel, the ICRO Q3 Report was removed for discussion following Agenda item 13. The Chair asked for a motion to approve the remaining five items contained therein.

Moved by Ben Rempel, seconded by Jennifer Henry:

BE IT RESOLVED THAT the five items contained in the Consent agenda, in substantially the form presented, be and are hereby approved with immediate effect:

- a) minutes of Board meeting of March 10, 2023,
- b) report of the Governance and Nominating Committee Chair,
- c) report of the Finance and Audit Committee Chair,
- d) Summarized Financial Report for FY2023 Q3 ended March 31, 2023,
- e) Forecast FY2023 Q3.

CARRIED

4. DRAFT STRATEGIC PLAN F2023-2025

The Chair called upon Phil Buckley, Managing Director, Change with Confidence, and John Murray, President & CEO to present.

Phil Buckley referred to the materials distributed in advance of the meeting. He commented on the seven-step process taken to finalize the Strategic Plan. He noted three sources used in building the foundation for the Strategic Plan:

- a stakeholder strategy development survey,
- international regulator practices,
- and Michael J. Trebilcock's book on professional regulatory principles.

John Murray reported that Senior Management had collaborated with the Board of Directors to create the draft 2023-2025 Strategic Plan focused on achieving the College's purpose, as articulated in s. 4 of the *College of Immigration and Citizenship Consultants Act (Canada)* – the regulation of the profession in the public interest.

John Murray emphasized the first step was to define principles in achieving the College's purpose. He restated the College's Vision and the four strategic objectives that would be advanced over the duration of the Strategic Plan. He reported Senior Management Team had identified initiatives to advance each Strategic Objective over the next three years. Each of the Senior Management Team initiative sponsors presented a short overview of each initiative and measure.

John Murray thanked the Board for their input and guidance throughout the Strategic Planning Process. He also thanked the members of the Senior Management Team for their diligences and hard work in drafting a Strategic Plan focused on achieving the College's mandate.

Moved by John Burke, seconded by Ben Rempel:

BE IT RESOLVED THAT the proposed Strategic Plan 2023-2025, in substantially the form presented to the Board, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Phil Buckley and John Murray for their report.

5. DRAFT BUDGET FOR FISCAL 2024

The Chair called upon Tim D'Souza, Chair of the Finance and Audit Committee (FAC), to present.

Tim D'Souza referred to the materials distributed in advance of the meeting. He reported that FAC had met on May 31, 2023, and considered a draft budget prepared by management.

The deficit budget of approximately \$300K for fiscal 2024 assumed that revenue would increase by 6% and a 33% increase in expenses over F2023. He noted that the College was still in a "building mode", with several key regulatory processes still under development, and commented on the various assumptions made by each department in formulating the proposed budget. He stated that FAC recommended approval of the budget to the Board of Directors.

The Board of Directors discussed the proposed budget and the directors asked various questions resulting in a recommendation to approve the proposed budget.

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

BE IT RESOLVED THAT the proposed Draft Budget for the financial year of the College ending June 30, 2024, in substantially the form presented to the Board, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Tim D'Souza for his report.

6. DISCUSSION - BOARD OF DIRECTORS DASHBOARD

The Chair called upon John Murray, President & CEO, to present.

John Murray reported a dashboard would be developed for regular distribution to Directors driven by the newly-approved College strategic goals. He stated key statistics would be collected from each of the operating departments to be presented along with a brief update on the College's progress on strategic initiatives.

The Chair thanked John Murray for his report.

7. DISCUSSION - DRAFT GNC WORKPLAN

The Chair called upon Ben Rempel, Chair of the Governance and Nominating Committee (GNC), to report.

Ben Rempel referred to the proposed GNC Workplan distributed in advance of the meeting. He advised the proposed workplan was based on the GNC Terms of Reference the Board approved in June of 2022. He commented the proposed workplan would remain a living document as there are dependencies that will be resolved with the forthcoming regulations.

The Chair thanked Ben Rempel for his report.

8. NEW-LICENSEE MENTORING PROGRAM POLICY

The Chair called upon Ben Rempel, Chair of the Governance and Nominating Committee (GNC), to report.

Ben Rempel referred to the proposed New-Licensee Mentoring Program Policy distributed in advance of the meeting.

He stated a new policy had been drafted to provide additional clarity and to enhance the mentoring program. The new policy addresses several key areas such as program and mentor expectations, registration requirements, failure to comply and withdrawal, application of the program and administrative fees and other key areas. To eliminate redundancy in the program policies, the Board is also asked to repeal:

- A. The Supervised Practice Program Policy; and
- B. The Supervised Practice Assessment and Grading Policy

Ben Rempel stated management had recommended the Supervised Practice Program Policy and the Supervised Practice Assessment and Grading Policy be repealed and replaced with the New-Licensee Mentoring Program Policy. He reported the GNC had reviewed the proposed New-Licensee Mentoring Program Policy and recommends its approval to the Board of Directors.

Moved by Ben Rempel, seconded by John Burke:

BE IT RESOLVED THAT

- (1) the New-Licensee Mentoring Program Policy, in substantially the form presented to the Board, be and is hereby approved with immediate effect; and
- (2) the former Supervised Practice Program Policy be and is hereby repealed; and
- (3) the former Supervised Practice Assessment and Grading Policy be and is hereby repealed.

CARRIED

The Chair thanked Ben Rempel for his report.

9. AMENDED CORPORATE CREDIT CARD USE POLICY

The Chair called upon Tim D'Souza, Chair of FAC, to present.

Tim D'Souza reported that, at its May 31st meeting, FAC considered and now recommends Board approval of the Amended Corporate Credit Card Use Policy. He stated a black-lined version of the policy had been included in the materials highlighting the proposed individual limit change as well as a cumulative increase to the College's credit limit.

He reported these changes are recommended to meet the increased volume of corporate credit card transactions of the college.

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

BE IT RESOLVED THAT the proposed Amended Corporate Credit Card Use Policy, in substantially the form presented to the Board, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Tim D'Souza for his report.

10. ASSET DEPRECIATION THRESHOLD AND DISPOSAL POLICY

The Chair called upon Tim D'Souza, Chair of FAC, to present.

Tim D'Souza reported that, at its May 31st meeting, FAC considered and recommends for Board approval, the revised Asset Depreciation Threshold and Disposal Policy increasing the threshold of capital assets from \$500 to \$1000. This recommendation is also supported by the auditors.

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

BE IT RESOLVED THAT the proposed Asset Depreciation Threshold and Disposal Policy, in substantially the form presented to the Board, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Tim D'Souza for his report.

11. AUTHORIZED SIGNING OFFICERS

The Chair called upon Tim D'Souza, Chair of FAC, to present.

Tim D'Souza reported that, at its May 31st meeting, FAC considered and now recommends Board approval of the Confirmation of Authorized Signing Officers. There is no change to the signing officers, the proposed resolution simply identifies the names of the individuals in the form required by the Quebec government. The College has prepared a confirmation of authorized signing officers to be used for verification when required.

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

BE IT RESOLVED THAT the Confirmation of Authorized Signing Officers, in substantially the form presented to the Board, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Tim D'Souza for his report.

12. DISCUSSION - ANALYSIS OF LICENSEE RESPONSE COMMUNICATION TIMES

The Chair called upon John Murray, President & CEO, to give a brief opening and introduce Cathy Pappas, Director, Registration, to present.

Cathy Pappas stated the Registration Department had introduced several procedural and resource changes to address concerns raised regarding the College's response time to licensees. The registration department reviewed several methods to track response times. An add-on monitoring system was purchased, and comprehensive tracking of licensee communications began in January 2023.

Cathy Pappas reported an influx of emails is received over the weekend in addition to daily emails received during the week. She stated at the end of each week the Registration Department is at a 48-hour email response time and the renewed focus on emails had brought down response times and enhanced communication with the licensees, candidates, and applicants. She stated iMIS robust applications and email functionality is expected to further improve communication.

The Chair thanked John Murray and Cathy Pappas for their report.

CONSENT AGENDA - ICRO REPORT

The Chair opened discussion of the ICRO Report which was removed from the Consent Agenda.

Tim D'Souza referenced the recommendations the ICRO had made to improve the handling of complaints by the College.

In response, Michael Huynh, Director of Professional Conduct, stated he had scheduled a meeting with the ICRO to discuss the recommendations made and an update will be provided to the Board with the next ICRO Report to the Board scheduled for September 28, 2023.

MEETING CLOSED TO THE PUBLIC (IN-CAMERA SESSION)

13. NEXT MEETING AND ADJOURNMENT

The next meeting of the Board of Directors will be held in-person/Zoom on September 28, 2023, in Edmonton, Alberta.

Moved by Jennifer Henry, seconded by Ben Rempel:

BE IT RESOLVED THAT the meeting be and is hereby adjourned at 4:20 pm, CT.

CARRIED

Stan Belevici, RCIC
Chair

Nithiya Paheerathan
Recording Secretary

SUMMARY OF RESOLUTIONS AND ACTIONS DISCUSSED

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
1	Agenda	RESOLVED THAT the Agenda for the meeting be and is hereby approved as amended.	1
2	Consent Agenda	RESOLVED THAT the five items contained in the Consent Agenda, in substantially the form presented, be and are hereby approved with immediate effect.	2
3	Draft Strategic Plan F2023-F2025	RESOLVED THAT the proposed Draft Strategic Plan in substantially the form presented to the Board, be and is hereby approved with immediate effect.	3
4	Draft Budget for Fiscal 2024	RESOLVED THAT the proposed Draft Budget for Fiscal 2024, in substantially the form presented to the Board, be and is hereby approved with immediate effect.	4
5	New-Licensee Mentoring Program Policy	RESOLVED THAT (1) the proposed New-Licensee Mentoring Program Policy, in substantially the form presented to the Board, be and is hereby approved with immediate effect; and (2) the former Supervised Practice Program Policy be and is hereby repealed; and (3) the former Supervised Practice Assessment and Grading Policy be and is hereby repealed.	5
6	Amended Corporate Credit Card Use Policy	RESOLVED THAT the proposed Amended Corporate Credit Card Use Policy, in substantially the form presented to the Board, be and is hereby approved with immediate effect.	6
7	Asset Depreciation Threshold and Disposal Policy	RESOLVED THAT the proposed Asset Depreciation Threshold and Disposal Policy, in substantially the form presented to the Board, be and is hereby approved with immediate effect.	7
8	Authorized Signing Officers	RESOLVED THAT the proposed Confirmation of Signing Officers, in substantially the form presented to the Board, be and is hereby approved with immediate effect.	8
9	Board meeting move in camera	RESOLVED THAT the meeting go in camera at 4:00 pm CT.	9
10	Board Motions passed in camera be moved to the open session and the Board resume in open session	RESOLVED THAT (1) All motions passed in camera be and are hereby moved to the open session of the meeting; and (2) The Board meeting move into open session.	10
11	Adjournment	RESOLVED THAT the meeting be and is hereby adjourned at 4:20 pm CT.	11