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**Minutes of a Meeting of the Board of Directors  
of the College of Immigration and Citizenship Consultants  
Held at 1:30 PM, AT, Thursday, September 26, 2024  
At The Westin Nova Scotian, Halifax, NS and via Zoom**

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**Board of Directors:**

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

**Ministerial Observer:**

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

\*(Via Teleconference)

**Management:**

John Murray, President & CEO  
Russ Harrington, Chief Operating Officer  
Jessica Freeman, Director, Communications and  
Stakeholder Relations  
Laura Halbert, Director, Professional Conduct  
Chris Langlois, Associate Director, Strategic  
Initiatives\*  
Cathy Pappas, Director, Registration  
Beata Pawlowska, Director, Professional Standards,  
Research, Education and Policy  
Joyce Chow Ng, Controller\*  
Fiona Damani, Assistant Controller\*  
Victoria Rumble, Corporate Secretary  
  
Nithiya Paheerathan, Coordinator, Board  
Administration and Recording Secretary

**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 1:30 pm AT.

a) Land Acknowledgement

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

c) Conflict of Interest Declaration/Confidentiality

The Chair asked for declarations of conflict of interest regarding agenda items. None were declared. He stated the meeting will involve the discussion of confidential information. By participating, Members agree to keep all information shared strictly confidential and not disclose it to anyone outside of the Committee without explicit permission.

## 2. APPROVAL OF AGENDA

The Chair referred to the agenda distributed in advance of the meeting. The Chair called for a motion to approve the meeting agenda.

Moved by John Burke, seconded by Richard Dennis:

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

**CARRIED**

## 3. APPROVAL OF THE CONSENT AGENDA

The Chair referred to the Consent agenda distributed in advance of the meeting. There were requests from Directors to move the following from the Consent agenda to the main agenda for discussion:

- Minutes of Board meeting of June 20, 2024,
- Independent Complaints Review Officer's Q4 Report June 2024,
- Board of Director and Committee Member Compensation Policy.

The Chair asked for a motion to approve the remaining 5 items contained therein.

Moved by Marty Baram, seconded by Ben Rempel:

**BE IT RESOLVED THAT** the 5 items contained in the Consent agenda, as presented, be and are hereby approved:

1. Report of the Governance and Nominating Committee,
2. Report of the Finance and Audit Committee,
3. Report of the CEO Performance Review and Evaluation Committee
4. Report on the Research Symposium 2024
5. Revised Board of Directors and Committee Member Expense Policy

**CARRIED**

## 4. REPORT OF THE CHAIR

The Chair opened the meeting with a report on recent developments and upcoming agenda items. He highlighted the College's progress and achievements, challenges faced and commitment to excellence.

The Chair reported on the significant strides the College has made in enhancing the efficiency of its complaint resolution process, highlighting the College's commitment to accountability, professional standards, and its role as a compassionate regulator. He stated that there has been progress on strategic initiatives, including updating the College's By-Laws. He noted that a training session led by Scott Baldwin provided insights into best practices, supporting the continuous learning and development of Board members. He highlighted that the organization successfully hosted a symposium that attracted international participants, fostering discussions on migration trends and regulatory best practices.

The Chair emphasized that there is a need to provide more guidance to practitioners on navigating emerging technical challenges, particularly with the growing use of artificial intelligence in the field and that the organization recognizes the importance of compassionate regulation. He indicated that unregulated use of AI by consultants poses potential risks regarding the accuracy and ethical use of technology, necessitating the development of a responsible strategy.

He reiterated that the organization remains committed to maintaining high professional standards which includes regularly reviewing policies, enhancing communication with licensees, and that consultants operate ethically and competently. In closing he advised that the ongoing efforts aim to uphold the integrity of the profession and contribute positively to Canada's immigration system.

## **5. UPDATE ON STRATEGIC PLAN INITIATIVES**

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

John Murray referred to the documents distributed in advance of the meeting and presented on the progress made on the Strategic Plan initiatives for the previous quarter ending June 30, 2024. He reported that the College plans to continue refining its quality management program, exploring sophisticated modes for risk assessment, and enhancing collaboration with international regulators. He indicated that there is ongoing development of research capability to support policy-making efforts as new By-Laws are created.

The Directors posed questions and made suggestions regarding the content presented. The Directors proposed several formatting changes to the printed report. Overall, they expressed their appreciation for the progress achieved to date. After the discussion, Directors proposed a motion.

WHEREAS, the College has demonstrated a strong commitment to protecting the public interest by actively combating Unauthorized Practitioners (UAPs); and

**BE IT RESOLVED THAT** the Board of Directors wishes to acknowledge and commend the College's outstanding work in this critical area.

**CARRIED**

The Chair thanked John Murray for his report.

## **6. UPDATE ON COLLEGE BY-LAWS/UPDATE ON COLLEGE ACT REGULATIONS**

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

Ben Rempel provided an update on the by-laws and regulations anticipated for prepublication on November 1, 2024. He reported that GNC will hold several meetings prior to the December Board 2024 meeting to continue drafting and refining the draft By-Laws.

The Chair thanked Ben Rempel for his report.

### UPDATE ON COLLEGE ACT REGULATIONS

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

John Murray stated that a complete package of draft By-Laws will be presented at the December 5, 2024, Board meeting for preliminary review. He reported that the proposed draft By-Laws have been provided to GNC for review and input. He reiterated that the approved drafts would be given to the Department of Justice (DOJ) for review and final approval once completed.

John Murray stated that management was preparing to hold webinars for licensees and stakeholders on the regulations post publication.

The Chair thanked Ben and John Murray for their report.

## **7. APPROVAL OF ANNUAL GENERAL MEETING DETAILS**

The Chair called upon Ben Rempel, Chair, GNC to report. He referred to the documents distributed in advance of the meeting. He updated the members the Annual General Meeting (AGM) will be held at Sheraton Laval Hotel, Laval, Quebec on December 5, 2024. The Chair proposed that the record date for determining which licensees are entitled to receive notice of and vote at the AGM be set as November 4, 2024.

Moved by Ben Rempel, seconded by Normand Beaudry:

**BE IT RESOLVED THAT** the Record Date for the 2024 AGM be and is hereby set as November 4, 2024.

**CARRIED**

The Chair thanked Ben Rempel for his report.

## **8. APPROVAL OF COLLEGE GOVERNANCE POLICY – DRAFT BOARD OF DIRECTORS EDUCATION POLICY**

The Chair called upon Ben Rempel Chair, GNC to report. He referred to the documents distributed in advance of the meeting. He stated that at the Board meeting on June 20, 2024, Directors discussed developing a Board Education Policy. He informed that the GNC reviewed a draft policy focusing on 3 subject matters, Governance, Canadian Immigration Ecosystem, and Regulation. He advised that the future drafts could include a more robust section on individual Director development.

Directors engaged in a discussion offering suggestions to enhance its effectiveness. Directors suggested tailoring the education plan based on training levels for effective committee participation in alignment with the education needs for their specific roles and responsibilities within the Committees.

It was emphasized that each director' should take responsibility for their own ongoing education to be updated with the latest knowledge and skills for their roles. Directors proposed identifying development opportunities based on an updated skill matrix. This matrix would help in assessing the current skills and competencies of the Board members and identifying gaps that need to be addressed through targeted educational programs.

Following deliberation, the Chair called for a motion to approve the policy.

Moved by Ben Rempel, seconded by Jyoti Singh:

**BE IT RESOLVED THAT** the Draft Board of Directors Education Policy, in the form presented, be and is hereby approved with immediate effect.

**CARRIED**

The Chair thanked Ben Rempel for his report.

## **9. ANNUAL PERFORMANCE EVALUATIONS**

The Chair called upon Ben Rempel Chair, GNC to report. He referred to the documents distributed in advance of the meeting. He reported that GNC had reviewed the draft Annual Performance Self-evaluations which will be distributed to all Directors for completion. Directors noted the expanded draft surveys and agreed that the expanded surveys over the previous years would help to gain more valuable and comprehensive insights into Board performance.

The Chair thanked Ben Rempel for his report.

## **10. REVIEW OF THE UNAUDITED FINANCIAL RESULTS FOR YEAR ENDED JUNE 30, 2024**

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

Tim D'Souza referred to the materials distributed in advance of the meeting and presented the Unaudited Financial Statements for the year ended June 2024. Directors posed questions regarding the statement and inquired as to the reasons for cost overrun on the Enterprise Management System. Managed reported that there were additional costs associated with mandatory modifications to the system.

The Chair thanked Tim D'Souza for his report.

## **11. APPROVAL OF SIGNING OFFICER POLICY**

The Chair called upon Tim D'Souza, Chair, FAC, to report. He referred to the materials distributed in advance of the meeting. He reported that the current Signing Officer Policy was approved by the Board on September 28, 2023. He advised that the amendment includes the addition of Chris Langlois, Associate Directors, Strategic Initiatives as an Authorized Signing Officer. Tim D'Souza reported that FAC had reviewed the policy at their meeting and was in agreement with the proposed amendment.

Directors inquired as to any risks of having this prominent level of signing authority for a new position to which management responded there was a requirement to have Signing Authority of this level to allow for expedite signing in the absence of other signing officers. He reported that the risk is mitigated due to the requirement of two signatures.

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

**BE IT RESOLVED THAT** the Revised Signing Officer Policy, in the form presented, be and is hereby approved with immediate effect.

**CARRIED**

The Chair thanked Tim D'Souza for his report.

## **12. APPROVAL OF RESTRICTED NET ASSETS ALLOCATION**

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

Tim D'Souza referred to the materials distributed at the meeting. He reported that the Committee endorses management's recommendation regarding the allocation of net assets. He noted that this decision is being made without the benefit of historical data or existing regulations for the compensation fund. Management suggested that a more accurate allocation can be determined once the compensation fund is finalized. Following this explanation, the Chair called for a motion to approve the presented Net Assets allocation.

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

**BE IT RESOLVED THAT** the Net Assets allocation presented below, be and is hereby approved with immediate effect:

- The replenishment of the IT Infrastructure Development Restricted Net Asset in the amount of \$3.5 million.
- The establishment of the Compensation Fund Restricted Net Asset in the amount of \$10 million
- The reduction of the D&O Liability Coverage and Immunity from Civil Litigation Restricted Net Asset from \$4 million to \$2 million.
- No replenishment of the Transition to College Restricted Net Asset.

**CARRIED**

The Chair thanked Tim D'Souza for his report.

## **13. OTHER BUSINESS**

There was a question raised by the Directors as to the status of the Draft Risk Register. Tim D'Souza responded that FAC reviewed a draft risk register and approved the format. Management reported that the final draft risk register will be presented at the next Board meeting.

The ICRO report was removed from the Consent Agenda for a discussion. The Directors advised that the number of cases was provided but it would be helpful to provide historical information for perspective. Management agreed to provide the report as required by the Directors.

Directors discussed the Compensation Policy from the Consent Agenda. After a discussion, Directors stated that section 1.3 to be amended to reflect that Directors will not get travel compensation payment for hybrid meetings. There was an inquiry by the Director regarding section 1. a of the Compensation Policy regarding activity claims submission. The Corporate Secretary confirmed that Directors are responsible for submitting any activity that is not documented in minutes. The Chair called for a motion to approve the Compensation Policy as amended.

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

**BE IT RESOLVED THAT** the Revised Board of Directors and Committee Member Compensation Policy, as amended, be and is hereby approved with immediate effect.

**CARRIED**

#### **14. NEXT MEETING AND TERMINATION**

The next meeting of the Board of Directors will be held via Zoom on October 28, 2024. The Annual General Meeting and the Board of Directors meeting will be held in-person and via Zoom on December 5, 2024, in Laval, Quebec.

#### **MEETING CLOSED TO THE PUBLIC (IN-CAMERA SESSION)**

##### **IN-CAMERA SESSION MOTIONS**

Moved by Ben Rempel, seconded by Jennifer Henry:

**BE IT RESOLVED THAT** the Board meeting move in camera.

**CARRIED**

#### **15. IN-CAMERA SESSION – OUTSTANDING LITIGATION**

The Chair called upon John Murray to provide an update on outstanding litigation, and he answered questions posed by the Directors.

The Chair thanked John Murray for his report.

##### **IN-CAMERA SESSION MOTIONS**

On a motion duly made, seconded and carried

##### **BE IT RESOLVED THAT**

- (1) To close the in-camera session and,
- (2) Move the meeting into open session.

**CARRIED**

**16. TERMINATION**

On a motion duly made, seconded and carried.

**BE IT RESOLVED THAT** the meeting be and is hereby terminated at 4:55 PM AT.

**CARRIED**

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Stan Belevici, RCIC-IRB  
Chair

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Nithiya Paheerathan  
Recording Secretary



## Summary of Resolutions and Actions Discussed

**Record of Resolutions**

<b>Resolution</b>	<b>Agenda Item</b>	<b>Topic</b>	<b>Motion</b>
<b>1</b>	<b>Agenda</b>	<b>RESOLVED THAT</b> the Agenda for the meeting be and is hereby approved presented.	1
<b>2</b>	<b>Consent Agenda</b>	<b>RESOLVED THAT</b> the 5 items contained in the Consent agenda, as presented, be and are hereby approved:  <ol style="list-style-type: none"> <li>1. Report of the Governance and Nominating Committee,</li> <li>2. Report of the Finance and Audit Committee,</li> <li>3. Report of the CEO Performance Review and Evaluation Committee</li> <li>4. Report on the Research Symposium 2024</li> <li>5. Revised Board of Directors and Committee Member Expense Policy</li> </ol>	2
	<b>Update of Strategic Plan Initiatives</b>	<b>RESOLVED THAT</b> the Board of Directors officially praised the College for its outstanding efforts in combating Unauthorized Practitioners (UAPs).	3
<b>7</b>	<b>Approval of Annual General Meeting Details</b>	<b>RESOLVED THAT</b> the Record Date for the 2024 AGM be and is hereby set as November 4, 2024. Committee of the College with immediate effect.	4
<b>8</b>	<b>Approval of College Governance Policy</b>	<b>RESOLVED THAT</b> the Draft Board of Directors Education Policy, in the form presented, be and is hereby approved with immediate effect.	5
<b>11</b>	<b>Approval of Signing Office Policy</b>	<b>RESOLVED THAT</b> the Revised Signing Officer Policy, in the form presented, be and is hereby approved with immediate effect.	6
<b>12</b>	<b>Approval of Restricted Net Assets Allocation</b>	<b>RESOLVED THAT</b> the Net Assets allocation presented below, be and is hereby approved with immediate effect: <ul style="list-style-type: none"> <li>• The replenishment of the IT Infrastructure Development Restricted Net Asset in the amount of \$3.5 million.</li> <li>• The establishment of the Compensation Fund Restricted Net Asset in the amount of \$10 million</li> <li>• The reduction of the D&amp;O Liability Coverage and Immunity from Civil Litigation Restricted Net Asset from \$4 million to \$2 million.</li> <li>• No replenishment of the Transition to College Restricted Net Asset.</li> </ul>	7

<b>Resolution</b>	<b>Agenda Item</b>	<b>Topic</b>	<b>Motion</b>
	<b>Approval of Revised Board of Director and Committee member Compensation Policy</b>	<b>RESOLVED THAT</b> the Revised Board of Directors and Committee Member Compensation Policy, as amended, be and is hereby approved with immediate effect.	8
<b>14</b>	<b>Board meeting move in camera</b>	<b>RESOLVED THAT</b> the Board meeting move in camera.	9
<b>15</b>	<b>In-camera session be moved to the open session and the Board resume in open session</b>	<b>RESOLVED THAT</b> 1. To close the in-camera session and, 2. Move the meeting into open session.	10
<b>16</b>	<b>Termination</b>	<b>RESOLVED THAT</b> the meeting be and is hereby terminated at 4:55 PM AT.	11