



BOARD OF DIRECTORS

MEETING MATERIALS FOR
MARCH 21, 2024

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**Board of Directors Meeting
 Thursday March 21, 2024 at 1:00 PM PT
 Hotel Grand Pacific, Victoria, BC and via Zoom**

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 Observers

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

Management

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

Recording Secretary

Nithiya Paheerathan, Coordinator, Board
 Administration

PROPOSED AGENDA				
#	Time	Topic	Presenter	A/D
01	1:00 pm 5 mins	Welcome and Introductory Remarks a) Call to Order b) Land Acknowledgement c) Introductions d) Conflict of Interest/Confidentiality	Stan Belevici John Murray	Discussion
02	1:05 pm 1 min	Approval of Proposed Agenda	Stan Belevici	Approval (motion)
03	1:06 pm 2 mins	Approval of Consent Agenda Tab A Minutes of Board meeting of November 30, 2023 Tab B Report of the Governance and Nominating Committee Tab C Report of the Finance and Audit Committee	Stan Belevici	Approval (motion)

Governance				
04	1:08 pm 17 mins	Progress Update for Strategic Plan 2023-2025	John Murray	Discussion
05	1:25 pm 20 mins	Update on College Act Regulations and College By-Laws	John Murray Peter Christensen	Discussion
06	1:45 pm 5 mins	Review of Board of Directors and Committee Workplans Transition of Ad-Hoc Committee Tab D Proposed Transition of Ad-Hoc Committee Tab E Board of Directors Workplan 2024-2025 Tab F Governance and Nominating Committee Workplan 2024-2025 Tab G Finance and Audit Committee Workplan 2024-2025	Ben Rempel Tim D'Souza Victoria Rumble	Approval (Motion)
07	1:50 pm 15 mins	Diversity, Equity, and Inclusion (DEI) <ul style="list-style-type: none"> Report on the Council on Licensure, Enforcement & Regulation (CLEAR) DEI Committee 	John Murray Cathy Pappas	Discussion
08	2:05 pm 10 mins	Approval of College Governance Policy Tab H Policy Development Policy	Ben Rempel	Approval (motion)
09	2:15 pm 10 mins	Post – Board Meeting Surveys Tab I Responses to Post Board Meeting Surveys	Victoria Rumble	Discussion
Break (10 mins)				
10	2:35 pm 10 mins	Board of Directors Education Plan for 2024 Tab J Board of Directors Education Plan for 2024	Ben Rempel Victoria Rumble	Discussion
11	2:45 pm 10 mins	ICRO Quarterly Report Tab K Independent Complaints Review Officer Quarterly Report October 1, 2023 to December 31, 2023 and Response from the College	Russ Harrington	Discussion
12	2:55 pm 10 mins	Register of Directors Tab L March 7, 2022 to November 30, 2022 Tab M December 1, 2022 to November 29, 2023	Victoria Rumble	Discussion

Sustainability				
13	3:05 pm 20 mins	Review of Financial Results for Period ended December 31, 2023 Tab N Summarized Financial Report for FY2024 Q2 Tab O Financial Report for FY2024 Q2 Outlook	Tim D'Souza	Discussion
Professional Standards and Compliance				
14	3:25 pm 15 mins	Amendments to the New-Licensee Mentoring Program Policy Tab P New-Licensee Mentoring Program Policy	Ben Rempel Beata Pawlowska	Approval (motion)
Unauthorized Practitioners (UAPs)				
15	3:40 pm 15 mins	Fraud Prevention Month	Jessica Freeman	Discussion
General Information				
16	3:55 pm 5 mins	Next meeting of the Board of Directors Date: Thursday June 20, 2024 Location: Toronto, Ontario	Stan Belevici	Discussion
In Camera Session - Meeting Closed to the public				
17	4:15 pm	Termination	Stan Belevici	Approval (motion)
LICENSEE NETWORKING EVENT PENDER ISLAND BALLROOM 5:00 – 6:30 PM				

**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants**

Held at 3:15 pm, ET, Thursday, November 30, 2023,
At Ottawa Conference and Event Centre, Ottawa, Ontario 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:

Peter Christensen, Assistant Director, Social Immigration Policy and Programs, Immigration Refugees and Citizenship Canada
Mashal Dawkins, Policy Analyst, Immigration, Refugees and Citizenship Canada*
Sabrina Kabir, Senior Policy Analyst, Immigration, Refugees and Citizenship Canada
Natalia Orsorio, Policy Analyst, Admissibility, Immigration, Refugees and Citizenship Canada*
Tammy-Lynn Romain, Assistant Director, Immigration Program Guidance, Immigration, Refugees and Citizenship Canada*
Dhan Lamba-Thebeau, Policy Analyst, Immigration, Refugees and Citizenship Canada
Alexanderia Thompson, Policy Analyst, Immigration, Refugees and Citizenship Canada

Management:

John Murray, President & CEO
Russ Harrington, Chief Operating Officer
Jessica Freeman, Director, Communications and Stakeholder Relations
Cathy Pappas, Director, Registration
Michael Huynh, Director, Professional Conduct
Joyce Chow Ng, Controller*
Fiona Damani, Assistant Controller*
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board Administration and Recording Secretary

Absent: Beata Pawlowska, Director, Professional Standards, Research, Education and Policy

*(Via Teleconference)

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 3:21 pm ET.

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.
- c) Conflict of Interest Declaration
The Chair asked for declarations of conflict of interest regarding agenda items. None declared.

2. APPROVAL OF AGENDA

The Chair called for a motion to approve the meeting agenda as presented. Tim D'Souza requested that the Schedule of Board and Committee Meetings be moved to the agenda for discussion.

Moved by Richard Dennis, seconded by Ben Rempel:

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

CARRIED

3. APPROVAL OF THE CONSENT AGENDA

The Chair referred to the Consent agenda distributed in advance of the meeting. The Chair asked for a motion to approve the 2 items contained therein.

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

BE IT RESOLVED THAT the 2 items contained in the Consent agenda, be and are hereby approved:

- a) minutes of Board meeting of September 28, 2023,
- b) report of the Governance and Nominating Committee.

CARRIED

4. INDEPENDENT COMPLAINTS REVIEW OFFICER'S REPORT AND UPDATE

The Chair called upon Michael Huynh, Director, Professional Conduct, to report.

Michael Huynh referred to the report provided with the meeting materials. He noted that the report reflects positively on the work of the Professional Conduct department. There were questions from the committee and Michel Huynh provided responses.

The Chair thanked Michael Huynh for their report.

5. ANNUAL REVIEW OF COMMITTEE MEMBERSHIP

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

Ben Rempel reported the GNC met on November 1, 2023, a summary report was provided in the Consent Agenda. The Committee reviewed the membership of the Standing Committees of the Board of Directors, the Tribunal Committee, and the Independent Complaints Review Officer (ICRO).

He advised that all directors on the Standing Committees were contacted, and all expressed their willingness to continue to serve on their respective Standing Committees.

Moved by Ben Rempel, seconded by Normand Beaudry:

BE IT RESOLVED THAT the following Directors be and are hereby reappointed as members of the following standing committees, each to hold such position until a successor is appointed:

1. Governance and Nominating:
 - B. Rempel (Chair)
 - M. Baram
 - J. Burke
 - N. Beaudry
 - R. Dennis

2. Finance and Audit:
 - T. D'Souza (Chair)
 - M. Baram
 - J. Burke
 - N. Beaudry
 - J. Henry

CARRIED

He reported that all Tribunal Committee members and the ICRO are also willing to continue.

Moved by Ben Rempel, seconded by Normand Beaudry:

BE IT RESOLVED THAT the proposed appointments to the Tribunal Committee and the position of ICRO, as presented, be and are hereby approved with immediate effect, each to hold such appointment until a successor is appointed.

CARRIED

The Chair thanked Ben Rempel for his report.

6. DISCUSSION - A YEAR IN REVIEW – BOARD AND COMMITTEE EVALUATIONS

The Chair, Stan Belevici, presented.

Stan Belevici reported that on November 7, 2023, Self-Assessment Performance Evaluation questionnaires were sent to the Directors to complete. He presented the results which were completed by all members of the Board of Directors, the Finance and Audit Committee and the Governance and Nominating Committee. Directors discussed the survey results.

7. DISCUSSION – BOARD EDUCATION AND DEVELOPMENT

The Chair, Stan Belevici reported.

Stan Belevici reported that the Directors were surveyed for input towards a draft Board education and development plan. Several categories were suggested to formulate the education plan for FY2024. It was noted that while several Directors indicated that a “refresher” on basic topics would be beneficial, others suggested specific topics. The responses were reviewed and discussed.

8. FOR DISCUSSION - COLLEGE ACT REGULATIONS AND COLLEGE BY-LAWS

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

John Murray presented on the introduction to the forthcoming development of the College Act Regulations and College By-Laws. He provided detailed information regarding the College Act, the College Act Regulations and the College By-laws. He provided the current working timetables for both College Act Regulations and College By-laws and indicated that final Regulations are scheduled to be in place in early/mid 2025.

The Chair thanked John Murray for his report.

9. APPOINTMENT OF AUDITOR

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

Tim D’Souza reported that on November 10, 2023, the FAC members reviewed and approved a recommendation to the Board to re-appoint Goodman Mintz, LLP, Chartered Professional Accountants, Licensed Public Accountants as Auditor of the College for FY2024. This recommendation was made by resolution in writing as the scheduled FAC meeting was cancelled for lack of quorum. He reiterated to the Directors that Goodman Mintz, LLP was first appointed as Auditors of the Council (predecessor to the College) in 2020. He advised that auditor performance reviews conducted by FAC each year have been uniformly positive and therefore it is appropriate for FAC to recommend that Goodman Mints, LLP be recommended to the Board for re-appointment. This decision was also supported by management.

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

BE IT RESOLVED THAT the re-appointment of Goodman Mintz, LLP, Chartered Professional Accountants, Licensed Public Accountants, as Auditor of the College for the financial year ended June 30, 2024, be and is hereby approved, with immediate effect.

CARRIED

The Chair thanked Tim D’Souza for his report.

10. FOR DISCUSSION – FEEDBACK FROM THE RESEARCH SYMPOSIUM

The Chair called upon Russ Harrington, Chief Operating Officer, to present in the absence of Beata Pawlowska.

Russ Harrington reported that the Research Symposium held on October 6, 2023 was a successful event and was well received by all participants. There were discussions about possible focus areas for the next Symposium.

The Chair thanked Russ Harrington for his report.

10.A. SCHEDULE OF BOARD AND COMMITTEE MEETINGS

The Board and Committee meetings and locations for 2024 were presented. There were discussions about items to be addressed and cadence of BOD development activities.

MEETING CLOSED TO THE PUBLIC (IN-CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

Moved by Normand Beaudry, seconded by Marty Baram:

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

CARRIED

11. IN-CAMERA SESSION

The Chair called upon John Murray to report.

The Chair thanked John Murray for his report.

IN-CAMERA SESSION MOTIONS

Moved by Normand Beaudry, seconded by Richard Dennis:

No motions were passed in-camera.

BE IT RESOLVED THAT

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

CARRIED

12. NEXT MEETING AND TERMINATION

The next meeting of the Board of Directors will be held in-person/Zoom on March 21, 2024, in Victoria, British Columbia.

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

BE IT RESOLVED THAT the meeting be and is hereby terminated at 5:04 PM ET.

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, as amended, be and is hereby approved.	1
2	Consent Agenda	RESOLVED THAT the 2 items contained in the Consent agenda, be and are hereby approved: 1. minutes of Board meeting of September 28, 2023, 2. report of the Governance and Nominating Committee.	2
5	Annual Review of Committee Membership	RESOLVED THAT the following Directors be and are hereby reappointed as members of the following standing committees, each to hold such position until a successor is appointed: 1. Governance and Nominating: B. Rempel (Chair) M. Baram J. Burke N. Beaudry R. Dennis 2. Finance and Audit: T. D'Souza (Chair) M. Baram J. Burke N. Beaudry J. Henry RESOLVED THAT the proposed appointments to the Tribunal Committee and the position of ICRO, as presented, be and are hereby approved with immediate effect, each to hold such appointment until a successor is appointed.	3
9	Appointment of Auditor	RESOLVED THAT the re-appointment of Goodman Mintz, LLP, Chartered Professional Accountants, Licensed Public Accountants, as Auditor of the College for the financial year ended June 30, 2024, be and is hereby approved, with immediate effect.	4
11	Board meeting move in camera	RESOLVED THAT the Board meeting move in-camera.	5

Resolution	Agenda Item	Topic	Motion
11	Board Motions passed in camera be moved to the open session and the Board resume in open session	RESOLVED THAT 1. To close the in-camera session and, 2. Move the meeting into open session.	6
12	Termination	RESOLVED THAT the meeting be and is hereby terminated at 5:04 PM ET.	7

MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel**
Chair, Governance and Nominating Committee
Re: **Consent Agenda Item – Report of the Governance and Nominating Committee Chair**
Date: **March 21, 2024**

Summary

The Governance and Nominating Committee (GNC) met on February 13, 2024.

Requested Action

This memorandum is for the information of Directors only. Specific GNC proposals requiring Board approval are included on the Board meeting Agenda under items 8 and 14.

Discussion/Analysis

The following topics were discussed during the GNC meeting on February 13, 2024:

Governance and Nominating Committee Annual Evaluation

The Committee discussed the results of the Annual Evaluation and noted 3 areas of potential improvement which the Committee agreed could be best addressed through a Board Education Plan.

Review of Governance and Nominating Committee Workplan

The Committee reviewed the workplan for 2024 that had been revised to align with the College Strategic Plan 2023-2025 and revised the timelines of items which are predicated on the approval of the Regulations scheduled for 2025.

Approval of College Governance Policy

The Committee reviewed the Policy Development Policy documenting the policy development process in use by the College and recommended a motion for approval be presented to the Board at the next meeting scheduled for March 21, 2024.

Annual Review of Terms of Reference

The Committee reviewed the Terms of Reference and deferred approval pending Board consideration of a proposal for a new Standing Committee.



Update on College Act Regulations

John Murray advised that the IRCC had completed the policy intent documents and drafting instructions in respect of the College Act Regulations and forwarded the same to the Department of Justice to begin the drafting of the Regulations.

College By-Law Framework

Management advised the Committee that development of the College By-Laws had begun and reviewed the draft framework that was circulated.

Amendments to the New Licensee Mentoring Program Policy

The Committee discussed the proposed changes to the New Licensee Mentoring Program Policy and recommended a motion for approval be presented to the Board at the next meeting scheduled for March 21, 2024.

References:

Tab I - Policy Development Policy

Tab Q - New Licensee Mentoring Program Policy

MEMORANDUM

To: Board of Directors
From: Tim D'Souza
Chair, Finance and Audit Committee
Re: Consent Agenda item – Report of the Finance and Audit Committee
Date: March 21, 2024

Summary:

The Finance and Audit Committee (FAC) met on February 15, 2024.

Requested Action:

This memorandum is for the information of Directors only.

Discussion/Analysis:

The following topics were discussed during the FAC meeting on February 15, 2024:

Consent Agenda

- The compliance statement indicated no items of non-compliance were noted. FAC accepted this report as presented.
- Review of the FAC Workplan - The Committee discussed the workplan noting the goals and timelines. FAC recognized that it was premature to set a specific quarter for Investment Policy and Reserve Funds Policy review to take place due to the uncertainty around the details and implications of the compensation fund requirements.
- Investment Results period ending December 31, 2023 - FAC had no concerns with the investment results and accepted the results as tabled.
- Update from the Auditor: Correspondence – Merger of Goodman Mintz, LLP and Grant Thornton, LLP - questions on the potential implication to service from the pending merger of our auditor with Grant Thornton were addressed.
- Review Authorized Signing Officers - no concerns with the range of signing officers and those named and accepted the briefing as presented.

Review of Financial Results for period ended December 31, 2023

FAC reviewed the financial performance against budget and the drivers of the variance year-to-date. FAC reviewed the net income estimated for the end of the year and requested Management provide a range to give additional information on possible year-end results.

Annual Review of Terms of Reference

The Committee proposed a change to the Terms of Reference which will be reviewed at the next meeting of the Governance and Nominating Committee.

Risk Response Strategies Register

FAC reviewed the latest Risk Report and suggested that the report could evolve to include an inventory and assessment of risks (a risk mitigation register) and a report highlighting the most important risks that require board discussion (a Key Risks Report).

Annual Review of Insurance Coverage

Management reviewed the insurance coverage in force. FAC accepted the insurance report as tabled and suggested that a benchmarking exercise with similar organizations would provide further context for evaluation of the adequacy of coverage.

Finance and Audit Committee Evaluation

FAC members briefly discussed the evaluation results. No issues or concerns were expressed.

References:

Tab N - Summarized Financial Report for FY2024 Q2

Tab O – Financial Report for FY2024 Q2 Outlook

MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel**
Chair, Governance and Nominating Committee
Re: **AGENDA ITEM 6 – Proposed Transition of Ad Hoc Committee**
Date: **March 21, 2024**

Summary:

The Governance and Nominating Committee (GNC) requests Board authorization to develop terms of reference and re-constitute the Ad Hoc Board Committee for the CEO Performance Review as a Standing Committee of the Board.

Requested Action:

THAT:

1. that the current Ad Hoc committee of the Board struck to conduct the 2023 performance review of the CEO should be re-constituted as a Standing Committee of the Board; and
2. GNC be and is hereby authorized and directed to prepare draft Terms of Reference for the proposed Standing Committee for Board review and approval.

Discussion/Analysis:

Background: Section 29(7) of the College Act and section 56.4 of the By-laws provide for the Board of Directors to establish committees of the College. At its meeting of June 10, 2022, the Board of Directors created an *ad hoc* Board Committee to develop and implement a performance evaluation and review process for the President & Chief Executive Officer of the College (CEO). This committee, *inter alia*, developed a formal process for soliciting input from Directors and the CEO, and applied it in evaluating the CEO's past performance and setting future CEO performance objectives.

Proposal: At its meeting of February 13, 2024, the GNC considered the suggestion that the *ad hoc* Committee should be re-constituted as a standing Committee of the Board as the CEO review process is expected to take place annually. After discussion, the GNC agreed to recommend this to the Board at the March Board meeting. Upon receiving authorization from the Board, GNC will develop Terms of Reference for the proposed Standing Committee for Board review and approval.

Attachments: **None**

MEMORANDUM

To: **Board of Directors**
From: **Victoria Rumble**
Corporate Secretary
Re: **Agenda Item 06 – Review of Board of Directors and Committee Workplans**
Date: **March 21, 2024**

Summary:

The Board of Directors is asked to review the Board and Committee Workplans.

Requested Action:

For the information of Directors. No action required.

Discussion/Analysis:

Committee Terms of Reference require annual Committee workplans to be presented to the Board of Directors.

Each of the Finance and Audit and Governance and Nominating Committees have reviewed their respective workplans which are now presented to the Board.

A Board of Directors workplan has also been developed and is presented for the Board's review.

Attachments:

Tab E – Board of Directors Workplan 2024-2025
Tab F – Governance and Nominating Committee Workplan 2024-2025
Tab G – Finance and Audit Committee Workplan 2024-2025

Note:
 S = Standing Item
 P = Project Based

BOARD OF DIRECTORS WORKPLAN 2024/25

ACTIVITY		S/P	NOTES	2024					2025 Mtgs
				Mtg 1 Mar 21	Mtg 2 June 20	Mtg 3 Sept 26	Mtg 4 Oct 28	Mtg 5 Dec 05	
Organizational Performance and Oversight									
A. Strategic Plan									
1	Review Strategic Plan and Refresh	S							✓
2	Review Progress on Strategic Plan Initiatives	S		✓	✓	✓	✓		
3	Review College Regulation Comments	S			✓				
B. By-Laws and Regulations									
1	Approve College Regulation Comments	P			✓				
2	Approve College Preliminary By-law Framework	P			✓				
3	Review Draft College By-laws	P			✓				✓
4	Review/recommend By-law amendments as needed	S							✓
5	Review Applicable Legislative Changes	S							✓
C. Governance/Governance Policies									
1	Approve Policy Development Policy	S		✓					
2	Approve Board Governance Polices	S		✓	✓	✓	✓	✓	
3	Approve College Governance Policies as specified/needed	S		✓	✓	✓	✓	✓	
4	Approve College Licensee Policies as specified/needed	S		✓	✓	✓	✓	✓	
5	Approval Annual General Meeting Documentation	S				✓			

D. Organizational Governance									
1	Independent Complaints Review Officer's Quarterly Report	S		✓	✓	✓		✓	
2	Approve Confirmation of Authorized Signing Officers	S							
3	Review Outstanding Litigation	S		✓	✓	✓		✓	
4	CEO Succession Planning	S							✓
5	Annual Review of CEO Objectives	S				✓			
Financial Performance and Oversight									
A. Financial Statements									
1	Review Quarterly Financial Statements as prepared by Management	S		✓	✓	✓	✓	✓	
2	Review Outlook/Forecast Q2 Q3	S			✓	✓			
3	Review Annual Audited Financial Statements	S					✓		
4	Appointment of Auditor	S						✓	
5	Review Auditor Engagement and Remuneration	S			✓				
B. Budgeting and Financial Management									
1	Review Operating and Capital Budget	S	Date of Last Review - May 31, 2023		✓				
C. Investment Monitoring									
1	Review Quarterly Investment Results	S		✓	✓	✓		✓	
Risk and Uncertainty									
1	Review Significant Financial Risks (as reported by FAC)	S	New Register to be developed	✓	✓	✓	✓	✓	
2	Review Insurance Coverage Annually	S		✓					

Governance/Governance Policies									
1	Investment Policy Amendment (s) (as required upon FAC recommendation)	S	Annual Review - Date of Last Review Nov 17, 2022						✓
2	Reserve Funds Framework Policy Amendment (s) (as required upon FAC recommendation)	S	Bi-annual Review - Date of Last Review – Nov 17, 2022						✓
3	Signing Officer Policy Amendment (s) (as required upon FAC recommendation)	S	Date of Last Review – Feb 22, 2023						✓
Board and Board Committee Governance									
1	Create Workplan for 2024/25 Session	S	Last Reviewed - September 15, 2022	✓					
2	Annual Review of Board Evaluation	S						✓	
3	Annual Review of Committee Evaluations	S						✓	
4	Annual Review of FAC Terms of Reference Amendment (s)	S			✓				
5	Annual Review of GNC Terms of Reference Amendment (s)	S			✓				
6	Annual Review of FAC Membership	S						✓	
7	Annual Review of GNC Membership	S						✓	
8	Annual Review of Tribunal Committee Membership	S						✓	
9	Annual Review of Independent Complaints Review Officer's	S						✓	
10	Review Schedule of Board and Board Committee Meetings	S						✓	
11	Approve Proposed Slate of Directors (after Transition Period Ends)	S							✓
12	Board Chair and Vice-Chair Succession Plan (after Transition Period Ends)	S							✓
13	Annual Review of Board Education Plan	S			✓				
14	Annual Review of Register of Directors	S			✓				

- NB: the date of various items may change predicated on the approval of the Regulations

GOVERNANCE AND NOMINATING COMMITTEE WORKPLAN 2024/25

Note:
 S = Standing Item
 P = Project Based

Activity		S/P	2024				2025 Mtgs
			Mtg 1 Feb 13	Mtg 2 May 07	Mtg 3 Aug 06	Mtg 4 Nov 05	
By-Laws and Regulations							
1	Review College Act Amendments	P	Completed – Aug 16, 2023				
2	Review Proposed College Act Regulations Issues (if any)	P		✓			
3	Review/Survey Licensees re: Pre-published Regulations	P		✓			
4	Prepare College Regulation Comments for Board Approval	P		✓			
5	Review/Approve College Preliminary By-law Framework	P	✓	✓			
6	Review Draft College By-laws	P		✓			
7	Review/Recommend Draft College By-laws to Board for approval.	P					✓
8	Review/recommend By-law amendments as needed	P					✓
Governance/Governance Policies							
1	Review/Approve Policy Framework	P		✓	✓		
2	Review/Recommend Policy Development Policy	P	✓				
3	Review/Recommend Board Policies	P	✓	✓	✓	✓	✓
4	Review College Governance Policies as specified/needed	S	✓	✓	✓	✓	
5	Executive Expectations of the Chief Executive Officer Policy	S	Date Approved – Aug 16, 2023				
6	Approval of Annual Report (submission within 120 days of year end)	S					✓
7	Board and Committee Member Compensation Policy	S	Date of Last Review - November 22, 2022				
8	Board and Committee Expense Policy	S	Date of Last Review - March 22, 2022				
9	Notice of Annual Meeting Date	S			✓		
10	Review of Annual General Meeting Documentation	S			✓		

Activity		S/P	2024				2025 Mtgs
			Mtg 1 Feb 13	Mtg 2 May 07	Mtg 3 Aug 06	Mtg 4 Nov 05	
Licensee Policies							
1	Review Mentoring Program Pilot results and update Policies if needed	P	✓				
2	Review College Licensee Policies as specified/needed	S	✓	✓	✓	✓	
Board/Committee Administration							
1	Review Board Committee Terms of Reference	S	Date of Last Review - June 20, 2022	✓			
2	Conduct Committee Evaluations	S		✓			
3	Review Tribunal Committee Terms of Reference [subject to Regulations]	P				✓	
4	Establish/Review College Committee Requirements [subject to Regulations]	P				✓	
Board Succession Planning (After Transition Period Ends)							
1	Chair of Board	S			✓		
2	Vice Chair of Board	S			✓		
3	Directors	S			✓		
4	Review Board Skills Matrix	S			✓		
5	Propose Slate of Directors (Staggered terms)	S				✓	
Performance Evaluation							
1	Board Performance Self Evaluation	S			✓		
2	Board Chair Performance Self Evaluation	S			✓		
3	Directors Performance Self Evaluation	S			✓		
4	Committee Performance Self Evaluation	S			✓		
Directors Orientation and Education							
1	Directors Roles and Responsibilities			✓	✓	✓	
2	Role of Board and Committee Chairs						✓

Activity		S/P		2024				2025 Mtgs
				Mtg 1 Feb 13	Mtg 2 May 07	Mtg 3 Aug 06	Mtg 4 Nov 05	
4	Review Board Orientation Materials		March 21, 2022					✓
5	Schedule Board Orientation Session for new Directors (as needed)							✓
6	Directors Handbook						✓	
7	Survey Directors for Education Priorities						✓	
8	Recommend Board Education Calendar for coming year		Completed November 30, 2023					✓
Governance and Nominating Committee Governance								
1	Create Workplan for 2024/25 Session		Last Reviewed – May 24, 2023	✓				
2	Annual Review of Committee Evaluation			✓				
3	Annual Review of Terms of Reference			✓				
4	Annual Review of Committee Membership						✓	

Note:
 S = Standing Item
 P = Project Based

FINANCE AND AUDIT COMMITTEE WORKPLAN 2024/25

ACTIVITY	S/P	NOTES	2024					2025 Mtgs	
			Mtg 1 Feb 15	Mtg 2 May 16	Mtg 3 Sept 13	Mtg 4 Oct 02	Mtg 5 Nov 14		
Financial Reporting – Recommendation to Board									
A. Financial Statements									
1	S	Review Quarterly Financial Statements as prepared by Management	Reviewed Quarterly	✓	✓	✓		✓	
2	S	Review Q2 Outlook/Q3 Forecast		✓	✓				
3	S	Review Annual Audit Plan	Date of Last Review – Feb 22, 2022 FY 2023		✓				
4	S	Review Engagement Letter	Date of Last Review – Nov 17, 2022 for FY2023		✓				
5	S	Review Annual Audited Financial Statements	Date of Last Review – Sep 14, 2023				✓		
6	S	Review Annual Management Representation Letter					✓		
7	S	Review Independence Letter					✓		
8	S	Review of Auditors Recommendations for Implementation	Reviewed Yearly				✓		
9	S	Recommend Appointment of Auditor (<i>Goodman Mintz LLP Initial Appointment FY2021 - 6 Audits</i>)	Appointed – Nov 30, 2023 for FY2024					✓	
10	S	Recommend Auditor remuneration			✓				
11	S	Review Results of Auditor’s performance Evaluation Survey	Date of Last Review – Nov 17, 2022 FY 2022					✓	
B. Budgeting and Financial Management									
1		Review Operating and Capital Budget- Present to Board for Approval	Date of Last Review - May 31, 2023		✓				
2		Review Banking Arrangements			✓				
3		Review Confirmation of Authorized Signing Officers	Last Reviewed – May 31, 2023	✓					
4		Review Cash Management Controls			✓				
C. Investment Monitoring									

ACTIVITY	S/P	NOTES	2024					2025 Mtgs	
			Mtg 1 Feb 15	Mtg 2 May 16	Mtg 3 Sept 13	Mtg 4 Oct 02	Mtg 5 Nov 14		
1		Review Quarterly Investment Results	S	✓	✓	✓		✓	
Internal Control and Information Systems									
1		Review Internal control and Information systems Management	S		✓				
2		Review Expense reports: Chair, Board of Directors/ President & CEO Annually	S		✓				
By-Laws and Regulations									
1		Review Compliance Certificate	S	Reviewed Quarterly	✓	✓	✓		✓
Risk and Uncertainty									
1		Review Risk Response Strategies Register	S	New Register to be developed		✓			
2		Review Insurance Coverage Annually	S		✓				
Governance/Governance Policies									
1		Investment Policy (subsequent to regulations publication)	S	Annual Review - Date of Last Review Nov 17, 2022					✓
2		Reserve Funds Framework Policy (subsequent to regulations publication)	S	Bi-annual Review - Date of Last Review – Nov 17, 2022					✓
3		Signing Officer Policy	S	Date of Last Review – Feb 22, 2023	✓				
Finance and Audit Committee Governance									
1		Create Workplan for 2024/25 Session	S	Last Reviewed - September 15, 2022	✓				
2		Annual Review of Committee Evaluation	S		✓				
3		Annual Review of Terms of Reference	S		✓				
4		Annual Review of Committee Membership	S					✓	

- NB: the date of various items may change predicated on the approval of the Regulations

MEMORANDUM

To: **Board of Directors**

From: **Ben Rempel**
Chair, Governance and Nominating Committee

Re: **Agenda Item 08 – Approval of College Governance Policy**

Date: **March 21, 2024**

Summary:

The Governance and Nominating Committee (GNC) recommends Board approval of the proposed Policy Development Policy to support the College's policy development, tracking and periodic review processes.

Requested Action:

THAT: the draft Policy Development Policy, in substantially the form attached hereto, be and is hereby approved with immediate effect.

Discussion/Analysis:

Background: With continuance, the College transitions from a regime governed by the *Canada Not-for-profit Corporations Act* (CNCA), CNCA Regulations, Council Articles of Incorporation, Council By-laws, Council Regulations and Council Policies, to a somewhat more simplified structure comprising the College Act, College Act Regulations, College By-laws and College Policies (the College Act Regime).

College Act amendments were finalized in June of 2023. The College is participating with IRCC on development of the College Act Regulations (expected to be released in draft form in the coming months) and beginning the drafting of the College By-laws for ultimate review by the GNC. It is expected that the full College Act Regime will be in place and effective by mid-2025.

Policy Initiative: As part of the implementation of the College Act Regime, the many policies approved by the Board prior-to, and post-continuance are being catalogued and a timetable established for periodic review. Much of this work is reflected in the current GNC Workplan.

To facilitate this process, and to document the formal procedures adopted by the College to ensure effective development of the additional policies that are and will be required to support current College initiatives and the College Act Regime, the Professional Standards, Research, Education and Policy department of the College (PREP) has developed the attached "Policy Development Policy," which, upon Board approval, will guide PREP's management of the policy

development and maintenance process. Adherence to this policy will ensure that the College maintains a consistent, evidence-based approach to policy development, and formalize the coding, tracking, and periodic review of all College Governance and Public Interest Policies developed to support the College Act Regime.

Authority for proposed action: section 3.1 of the current By-law authorizes the Board to make policies “with regard to any matter that is not inconsistent with provincial and federal legislation or the By-laws.”

Why do this now? Policies are essential to provide directions, limits, principles and guidance for discretionary decision making and follow-on consequences. It is important that our policies reflect the College’s high professional standards that mirror those required of licensees by the Code of Professional Conduct. At present, the College does not have a documented, consistent approach to policy development, or the coding, tracking and periodic review of approved policies. The proposed Policy Development Policy, if approved, will provide the necessary guidance to develop and maintain such an approach.

Attachment:

Tab H - Policy Development Policy

POLICY DEVELOPMENT POLICY

Version: 001- 2024
Pending Approval by Board of Directors, March 2024

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GUIDING DOCUMENT(S):

Council By-law 2021-2, ss.1.1(t) and s.3.1
College Act, s.4

DOCUMENT TYPE:

Public Interest

ADMINISTRATOR(S):

Professional Standards, Research,
Education and Policy (PREP) department

DOCUMENT NUMBER:

PREP/POL/SOP/001/00

EFFECTIVE DATE:

March 21/2024

REVISION DATE:

March 21/2026

PURPOSE

This policy outlines the development, tracking and maintenance processes, and review cycle of College Governance and Public Interest policies.

RATIONALE

Policies provide guidance on how discretionary authority granted under a statutory or other governing instrument may be exercised. Policies impacting licensees must also demonstrate procedural fairness. Policies are an essential part of the College governance and regulatory regimes, fostering compliance with the College Act, and any government regulations and College by-laws made thereunder. It is important for the College to establish and follow a standard and defensible process for developing policies. To the extent practicable, College policies should be evidence based and articulated in clear, concise, and consistent language. Policies, once developed and approved, must be maintained in an accessible form, and made known to those responsible for implementing and those impacted by them. Policies must be reviewed periodically and revised when necessary.

Centralized support and oversight from the Professional Standards, Research, Education and Policy (PREP) department will provide all departments with a thorough and consistent approach to policy development. Each policy has a policy owner who works with the Professional Standards, Research, Education and Policy (PREP) department for policy research, development, tracking, reviewing and maintenance.

APPLICATION AND SCOPE

This Policy applies to the development, tracking, periodic review, and revision of all College Governance and Public Interest College Policies.

DEFINITIONS

College Act or Act – means the *College of Immigration and Citizenship Consultants Act* (Canada).

Corporate Secretary – means any individual designated as such by the President & CEO.

Governance Policy – means any policy supporting the Board of Directors in fulfilling its governance role, including, without limitation, policies in respect of selection of Elected Directors, meetings of licensees and the Board of Directors, committees of the Board, statutory committees or other committees, sub-committees, task forces or working groups of the College.

Policy – means any mandatory and enforceable formal requirements created in response to legal requirements, research, government regulations or organizational values that regulate individual behaviour. Policies give directions, set limits, articulate principles, and provide guidance for decision-making and the consequences of not following policies.

Policy Coding – means a set of codes defined by letters and numbers to categorize policies by date, department, and topic to organize and track College policies.

Policy Owner – means the College department or staff person responsible for working with PREP to develop, implement, review, and update the policy.

PREP – means the Professional Standards, Research, Education and Policy (PREP) department of the College.

President & CEO – means the Chief Executive Officer of the College appointed pursuant to s. 28 of the Act.

Procedure - means a specific action for carrying out a policy – the how and when to deal with a situation.

Public Interest Policy – means any policy that applies to the College’s regulation and oversight of licensees in the public interest, and public awareness activities in accordance with s. 4 of the College Act.

1. POLICY REQUIREMENTS

This policy requires all departments to comply with the policy development, approval, tracking, review, and maintenance processes set out herein in the development and maintenance of College Governance and Public Interest Policies.

1.1 Policy Initiation

Development of a policy may be initiated by the Board of Directors, a Board committee, a department within the College, the President & CEO, or the College's senior management team. Initiation requires identification of an emerging or pre-existing issue that would benefit from policy guidance. When such an appropriate issue has been identified, the senior management team will designate the Policy Owner and authorize development work.

1.2 Policy Owner's Role

The Policy Owner will liaise with PREP to develop a development plan and provide necessary development support including research, drafting, approval, publication, tracking, review, and maintenance.

1.3 Standard Policy Template

PREP will provide the Standard Policy Template, which must be used by the Policy Owner. This template provides a consistent format for all College policies and includes the effective date and date/cycle when any new policy will be reviewed. Drafting must adhere to the Standard Policy Template, to the extent possible.

2. DEVELOPMENT PROCESS

2.1 Development Plan

The policy owner and PREP will work together to develop the policy development plan. At a minimum, this plan will include research and other support required to: confirm the need for the new policy, consider alternatives, identify the target audience and other impacted stakeholders (including other College departments), define the scope of the policy, and outline any research requirements necessary to support the drafting of the policy. Where the policy has been initiated by the Board of Directors or a Board committee, a draft of the policy development plan will be presented to the Governance and Nominating Committee for review and approval prior to implementation.

2.2 Consultation

Research, including environmental scans, licensee surveys, and other consultation with stakeholders will occur prior to preparing a draft policy. In appropriate cases, the policy development plan may provide for the creation of a task force or working group of

licensees, Board or committee members, College staff, subject matter experts or other participants, including members of the public.

2.3 Final Draft

Following any consultations, and completion of drafting, the Policy Owner will submit the draft policy to the College Communications and Stakeholder Relations department for formatting and preparation for translation. After formatting, the Policy Owner will submit the draft policy to the senior management team for review. After review, the senior management team will submit the policy to the Governance and Nominating Committee for review and recommendation to the Board of Directors for approval. Where the policy has been initiated by another committee, that committee will also review the final draft and the policy will only be submitted to the Governance and Nominating Committee with the initiating committee's approval and recommendation.

2.4 Translation

Following review and recommendation by the Governance and Nominating Committee, the final draft of the policy is provided to the Communications and Stakeholder Relations department for translation. No substantive revisions to the text of the draft policy are permitted without the express authorization of the Policy Owner and senior management team.

2.5 Approval Process

The Policy Owner and/or senior management team submits the draft policy in English and French, together with the recommendation of the Governance and Nominating Committee to the Board of Directors. All Governance and Public Interest Policies require Board approval, on the recommendation of the Governance and Nominating Committee to become effective. The Board resolution approving the policy shall specify the effective date, and may, in appropriate cases, provide for a period of notice to licensees or others prior to the effective date.

2.6 Tracking

Upon Board approval, the Corporate Secretary will advise PREP of the approved policy and effective date. PREP will code the approved policy and add it to the policy tracking chart administered by PREP, noting the date set for policy review according to the applicable review cycle.

2.7 Policy Publication

The Corporate Secretary will provide the approved policy to Communications and Stakeholder Relations for posting, in English and French, on the College website. Communications and Stakeholder Relations will ensure that notice of the new policy is placed in the Bulletin and, on the instructions of the senior management team, in other appropriate communications.

3. POLICY MAINTENANCE

3.1 Maintenance

The Policy Owner, with the support of PREP, is responsible for maintaining, tracking, reviewing, and revising policies.

3.2 Review Cycle

PREP notifies the Policy Owner of the review date for each policy. The Policy Owner is required to review the policy and determine if:

- Policy is still current/applicable - no action required.
- The current version of policy is no longer applicable – policy is retired or repealed.
- Policy needs to be revised/updated - begin the policy development process.
- Policy needs to be replaced – begin the policy development process.

In the normal course, policies are reviewed on the following cycles from their date of coming into effect:

- Governance policies – every 5 years
- Public Interest policies – every 2 years.

The Policy Owner or Governance and Nominating Committee may determine that a policy requires review and will contact PREP to support the revision of policies that need to be revised prior to the date required by the policy cycle.

3.3 Repeal or Retirement of Policies

On the recommendation of the Governance and Nominating Committee (GNC) a Governance or Public Interest policy can be repealed by the Board of Directors. Departmental policies that are no longer relevant may be approved for retirement by the senior management team.

RESOURCES

- Standard Operating Procedure, Policy Coding System
- Standard Policy Template
- Policy Tracking and Maintenance
- Policy Process Visual

APPROVAL AND REVIEW

	Details <i>If relevant, add notes to alert readers about the modifications to the document (ex.: updated wording from Council to College)</i>	Approval Authority	Date
Original Approval		Pending Approval by Board of Directors	2024/03/21

MEMORANDUM

To: **Board of Directors**
From: **Victoria Rumble**
Corporate Secretary
Re: **Agenda Item 09 – Post – Board Meeting Surveys**
Date: **March 21, 2024**

Summary:

The Board of Directors is asked to review the Board Meeting Surveys.

Requested Action:

For the information of Directors. No action required.

Discussion/Analysis:

Board meeting surveys are sent to Directors after each Board of Directors meeting. All Directors responded unless indicated.

The attached heatmap reflects feedback received.

Attachment:

Tab I – Responses to Post Board Meeting Surveys



Post-Board Meeting Survey Results

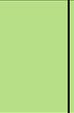
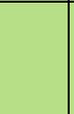
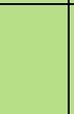
May 2023 – November 2023

March 21, 2024

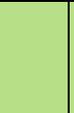
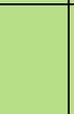
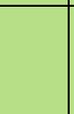
SECTION 1. BOARD MEETING

 Left Blank	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
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Question 1: Agenda items were appropriate for Board Discussion.

1.	<i>June 8, 2023</i> Winnipeg – CAPIC Conference – Presentation of Strategic Plan Licensee Reception									
2.	<i>September 28, 2023</i> Edmonton – Board Education Session – Professional Conduct Licensee Information Sessions and Reception	*	*							
3.	<i>November 30, 2023</i> Ottawa – Annual General Meeting – Proforma Board Meeting Licensee Education Sessions									

Question 2: There was sufficient time allotted to discuss each agenda item.

1.	<i>June 8, 2023</i> Winnipeg – CAPIC Conference – Presentation of Strategic Plan Licensee Reception									
2.	<i>September 28, 2023</i> Edmonton – Board Education Session – Professional Conduct Licensee Information Sessions and Reception	*	*							
3.	<i>November 30, 2023</i> Ottawa – Annual General Meeting – Proforma Board Meeting Licensee Education Sessions									

*No responses given

Responses received – June 8, 2023 (9), September 28, 2023 (7), November 30, 2023 (9)

 Left Blank	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
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Question 3: I received Board meeting materials in a timely manner.

1.	<i>June 8, 2023</i> Winnipeg – CAPIC Conference – Presentation of Strategic Plan <i>Licensee Reception</i>									
2.	<i>September 28, 2023</i> Edmonton – Board Education Session – Professional Conduct <i>Licensee Information Sessions and Reception</i>	*	*							
3.	<i>November 30, 2023</i> Ottawa – Annual General Meeting – Proforma Board Meeting <i>Licensee Education Sessions</i>									

Question 4: Board meeting materials provided were appropriate for me to make informed decisions and provide meaningful participation.

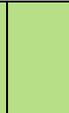
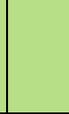
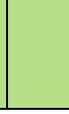
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2.	<i>September 28, 2023</i> Edmonton – Board Education Session – Professional Conduct <i>Licensee Information Sessions and Reception</i>	*	*							
3.	<i>November 30, 2023</i> Ottawa – Annual General Meeting – Proforma Board Meeting <i>Licensee Education Sessions</i>									

*No responses given

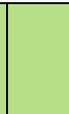
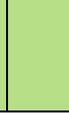
Responses received – June 8, 2023 (9), September 28, 2023 (7), November 30, 2023 (9)

 Left Blank	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
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Question 5: I had adequate opportunity to contribute to the discussion of agenda items.

1.	<i>June 8, 2023</i> Winnipeg – CAPIC Conference – Presentation of Strategic Plan <i>Licensee Reception</i>									
2.	<i>September 28, 2023</i> Edmonton – Board Education Session – Professional Conduct <i>Licensee Information Sessions and Reception</i>	*	*							
3.	<i>November 30, 2023</i> Ottawa – Annual General Meeting – Proforma Board Meeting <i>Licensee Education Sessions</i>									

Question 6: I was satisfied with the way other Board members contributed to the discussion.

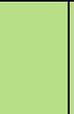
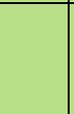
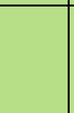
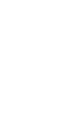
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2.	<i>September 28, 2023</i> Edmonton – Board Education Session – Professional Conduct <i>Licensee Information Sessions and Reception</i>	*	*							
3.	<i>November 30, 2023</i> Ottawa – Annual General Meeting – Proforma Board Meeting <i>Licensee Education Sessions</i>									

*No responses given

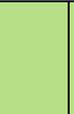
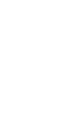
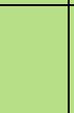
Responses received – June 8, 2023 (9), September 28, 2023 (7), November 30, 2023 (9)

 Left Blank	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
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Question 7: The Chair ensured that discussions were focused, and time was used effectively.

1.	<i>June 8, 2023 Winnipeg – CAPIC Conference – Presentation of Strategic Plan Licensee Reception</i>												
2.	<i>September 28, 2023 Edmonton – Board Education Session – Professional Conduct Licensee Information Sessions and Reception</i>	*	*										
3.	<i>November 30, 2023 Ottawa – Annual General Meeting – Proforma Board Meeting Licensee Education Sessions</i>												

Question 8: The Chair guided the meeting effectively and encouraged participation.

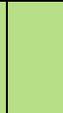
1.	<i>June 8, 2023 Winnipeg – CAPIC Conference – Presentation of Strategic Plan Licensee Reception</i>												
2.	<i>September 28, 2023 Edmonton – Board Education Session – Professional Conduct Licensee Information Sessions and Reception</i>	*	*										
3.	<i>November 30, 2023 Ottawa – Annual General Meeting – Proforma Board Meeting Licensee Education Sessions</i>												

*No responses given

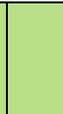
Responses received – June 8, 2023 (9), September 28, 2023 (7), November 30, 2023 (9)

 Left Blank	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
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Question 9: The Chair allowed all sides to be heard while bringing the matter to a decision.

1.	<i>June 8, 2023</i> Winnipeg – CAPIC Conference – Presentation of Strategic Plan <i>Licensee Reception</i>									
2.	<i>September 28, 2023</i> Edmonton – Board Education Session – Professional Conduct <i>Licensee Information Sessions and Reception</i>	*	*							
3.	<i>November 30, 2023</i> Ottawa – Annual General Meeting – Proforma Board Meeting <i>Licensee Education Sessions</i>									

Question 10: The Chair kept discussions at an appropriate governance level.

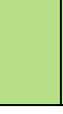
1.	<i>June 8, 2023</i> Winnipeg – CAPIC Conference – Presentation of Strategic Plan <i>Licensee Reception</i>									
2.	<i>September 28, 2023</i> Edmonton – Board Education Session – Professional Conduct <i>Licensee Information Sessions and Reception</i>	*	*							
3.	<i>November 30, 2023</i> Ottawa – Annual General Meeting – Proforma Board Meeting <i>Licensee Education Sessions</i>									

*No responses given

Responses received – June 8, 2023 (9), September 28, 2023 (7), November 30, 2023 (9)

 Left Blank	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
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Question 11: I was satisfied with the Board's overall performance.

1.	<i>June 8, 2023 Winnipeg – CAPIC Conference – Presentation of Strategic Plan Licensee Reception</i>									
2.	<i>September 28, 2023 Edmonton – Board Education Session – Professional Conduct Licensee Information Sessions and Reception</i>	*	*							
3.	<i>November 30, 2023 Ottawa – Annual General Meeting – Proforma Board Meeting Licensee Education Sessions</i>									

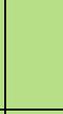
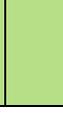
*No responses given

Responses received – June 8, 2023 (9), September 28, 2023 (7), November 30, 2023 (9)

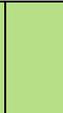
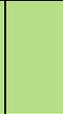
 Left Blank	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
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SECTION 2: MEETING SPECIFIC QUESTIONS – JUNE 8, 2023

Presentation of Strategic Plan

1.	The 7 step development process adopted by the Board was appropriate, provided adequate background resources and ample opportunity for Board discussion.	*								
2.	The facilitator guided the meeting(s) effectively and encouraged participation.									
3.	I had adequate opportunity to contribute to the discussion.									
4.	My feedback was appropriately incorporated into the Strategic Plan.	*								
5.	There were enough meetings to provide director guidance and input.									

Licensee Reception

1.	The reception provided an opportunity to meaningfully connect with College licensees and other CAPIC members.	*								
2.	The time allotted for the reception was appropriate.	*								

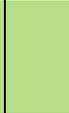
*No responses given

Responses received – June 8, 2023 (9), September 28, 2023 (7), November 30, 2023 (9)

 Left Blank	 Strongly Disagree	 Disagree	 Neither Agree nor Disagree	 Agree	 Strongly Agree
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SECTION 2: MEETING SPECIFIC QUESTIONS – NOVEMBER 30, 2023

Annual General Meeting of Licensees

1.	The meeting was well organized and structured.									
2.	The voting method was efficient and provided timely tallies.									
3.	The moderated question session without the use of open microphones ran effectively.									
4.	I had ample time to meaningfully connect with College licensees.	N/A	N/A							
5.	The address from the Office of the Minister of Immigration, Refugees and Citizenship was well received.									

Licensee Information Session – Professional Standards of Practice for RCICs and RISIA’s

1.	The first panel session entitled "Professional Standards of Practice for RCICs and RISIA’s" was relevant and well presented.									
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Licensee Information Session – Developing your Service Agreements – A How-to Guide

1.	The second panel session entitled "Developing your Service Agreements – A How-to Guide" was relevant and well presented.									
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MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel**
Chair, Governance and Nominating Committee
Re: **Agenda Item 10 – Board of Directors Education Plan for 2024**
Date: **March 21, 2024**

Summary:

The Board of Directors is asked to review the Board of Directors Education Plan 2024.

Requested Action:

For the information of Directors. No action required.

Discussion/Analysis:

All Directors were surveyed as to educational topics that they believed would assist in performing their governance role. A draft Education Plan was developed based on the feedback received.

A Board education session has been proposed at each future Board meeting based on the attached plan (subject to alternate timely topics that may arise).

Attachment:

Tab J – Board of Directors Education Plan for 2024

Board of Directors Education Plan 2024

Governance			
	Item	Outcome	Delivery
1	<p><u>TRAINING SESSION – BOARD MEMBER 101</u></p> <p>Three Main Duties of a Board Member</p> <ul style="list-style-type: none"> a) Set Direction b) Delegate Authority c) Monitor Progress <p>Four Lines of Sight</p> <ul style="list-style-type: none"> d) Oversight e) Insight f) Foresight g) Hindsight <p>Governance</p> <ul style="list-style-type: none"> h) Conflicts of Interest i) Board/Management Relationship j) CEO Succession Planning k) Board Evaluation l) Noses In-Fingers Out 	<p>Understanding the Board’s role</p> <ul style="list-style-type: none"> • setting the College’s direction • delegation to the CEO who is responsible for all other staff • receive regular progress updates <p>Understanding the four lines of sight and how they apply to a governance Board</p> <p>Understanding:</p> <ul style="list-style-type: none"> • what is a conflict of interest and how to manage when they arise • dynamics of the Board relationship with management • key aspects of CEO succession planning • critical process of Board evaluations to measure accountability and effectiveness • oversight without interference 	<p>Session with Deanna Williams – June 20, 2022</p> <p>Refresher Session to be scheduled</p> <p>In-house session with 3rd Party Provider</p>
2	<p>Training Session</p> <ul style="list-style-type: none"> • Financial Literacy • Risk Mitigation 	<p>Understanding financial literacy to effectively oversee the College’s activities and make informed decisions</p> <p>Understanding the role the Board has in oversight and mitigation strategies</p>	<p>In-house session with 3rd Party Provider</p>

Canadian Immigration Ecosystem			
	Item	Outcome	Delivery
1	Constitutional Jurisdiction	Understanding interplay amongst Federal and Provincial Stakeholders	College Staff Review Session
2	Key Immigration Pathways	Understanding main Federal/Provincial Immigration Programs	College Staff Review Session
3	Current Issues for licensees	Understanding the recent changes to Canada's International Student Immigration Stream and impact on licensees	3.0 hours March 21, 2024 Moderated Panel Re International Student Issues
Regulation			
1	Self-regulatory approaches	Understanding the Regulators' roles and methods	College Staff Review Session
2	Role of the College	Understanding the role of the College as the Regulator for Canadian Immigration and Citizenship Consultants and International Student Immigration Advisors	Session with Deanna Williams – June 20, 2022 Refresher - College Staff Review Session Proposed June 2024 Board Education Session
3	Other Canadian SROs – Challenges and Learning Opportunities	Understanding the challenges faced by other Regulators and their responses	College Staff Review Session or speakers from other SROs

Independent Complaints Review Officer's QUARTERLY REPORT

October 1, 2023 to January 31, 2024

February 13, 2024

Introduction

This is the quarterly report required by Section 5.2 of the Independent Complaints Review Officer ("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 ("Report"), covering the period from October 1, 2023 and January 31, 2024 ("Period"), has been completed for February 13, 2024, in time for the Council to review for its next Board meeting on March 21, 2024.

As required, this Report is divided into a General Statistics, a Summary of Disposition of Reviews by ICRO, Assessment of the Handling of Complaints by the College, and Recommendations.

¹ Any references to the Council, and associated terminology, are to be read as references to the College, including the Complaints Committee.

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.

The mandate of the ICRO is set out under section 27 of the By-law, which states in part:

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.

An important part of the role of the ICRO is 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

Requests for Review Received	Reviews Concluded ²	Active Reviews ³
10	10	2

This Period continued a trend starting from the last Quarterly Report ("Prior Report") covering the period from August 1, 2023 to September 30, 2023 ("Prior Period"). The Prior Report showed an average of 2.5 requests for review per month over August and

² Two of the completed reviews were received towards the end of the Prior Period covered by the Prior Report: CD.2021.180 (received September 20, 2023) and CD.2022.540 (received September 20, 2023).

³ As of the end of this Period, there were two active reviews: CD.2023.571 (received January 15, 2024) and CD.2023.365 (received January 30, 2024).

September 23, 2023. All prior Quarterly Reports ranged from about 1 to 4 requests for review per quarter.⁴

ICRO decisions are expected to be rendered within 30 days receipt of a request for review. With the increase in the number of requests for review, and two vacation periods during this Period⁵, two (2) decisions were delivered a short time after the expected 30 days.

During this Period, two outstanding requests for review from the Prior Period were completed. I also received ten new requests for a review, and completed eight (8) of these new requests for review. Two (2) requests for review remain outstanding as of the end of the Period in this Report.

General Outcome of Reviews Concluded

In conducting a review, 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 Complaints Committee with a recommendation for further action.

Eight requests for reviews were received and concluded during this Period. Five of the review decisions confirmed that the procedures were fair, with no errors of fact and law in the way the complaint was handled, and three were referred back to the College for further handling. Some recommendations were also made to assist in improving the College's handling of complaints. There were two reviews received in January 2024 that were not completed during the Period.

Summary of Disposition of Reviews by ICRO

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

1. College File No: CD.2021.180

Review Received by ICRO: September 20, 2023 Matter

Closed by ICRO: October 19, 2023.

Disposition: The decision of the College 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 Prior Quarterly Reports were dated November 11, 2022; January 20, 2023; April 6, 2023; and July 31, 2023.

⁵ Vacation from September 30, 2023 to October 11, 2023, and again from January 19 to the end of the Period in this Quarterly Report.

2. College File No: CD.2022.540

Review Received by ICRO: September 20, 2023

Matter Closed by ICRO: October 19, 2023

Disposition:

The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

3. College File No: CD.2023.188

Review Received by ICRO: October 23, 2023

Decision Issued by ICRO: November 21, 2023

Disposition:

Having reviewed the College's handling of the Complaint, this matter was referred back to the College for further consideration of a regulatory issue raised in the Complaint and not addressed in the College's decision and consideration of fresh evidence.

4. College File No: CD.2023.262

Review Received by ICRO: October 23, 2023

Matter Closed by ICRO: November 21, 2023

Disposition:

Having reviewed the College's handling of the Complaint, this matter was referred back to the College for reconsideration, with a direction that specific facts be further considered.

5. College File No: CD.2022.163

Review Received by ICRO: October 30, 2023 Matter

Closed by ICRO: November 30, 2023

Disposition:

Having reviewed the College's handling of the Complaint, this matter was referred back to the College for reconsideration, with a direction that identified facts be considered.

6. College File No: CD.2022.340

Review Received by ICRO: October 31, 2023

Decision Issued by ICRO: December 4, 2023

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

7. College File No: CD.2023.383

Review Received by ICRO: November 6, 2023

Decision Issued by ICRO: December 11, 2023

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

8. College File No: CD.2023.386

Review Received by ICRO: November 6 and November 23, 2023

Decision Issued by ICRO: December 13, 2023

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

9. College File No: CD.2023.581

Review Received by ICRO: December 5, 2023

Decision Issued by ICRO: January 24, 2024

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

10. College File No: CD.2023.669

Review Received by ICRO: December 5, 2023

Decision Issued by ICRO: January 24, 2024

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the College's determination that the Complaint was out of scope.

Summary of Matters Referred to the College and Reasons for Referral

Three (3) matters were referred to the College during this Period.

The reasons for the matters to errors in fact and law, as follows:

- failure to properly identify the regulatory issues that was the subject of the complaint
- unclear whether all relevant facts were considered
- fresh evidence needed to be considered

Assessment of the Handling of Complaints by College and Recommendations

Ten (10) reviews were completed during the Period covered by this Report.

In seven (7) of the reviews, I found no procedural unfairness, or errors in fact or in law, in the way that the complaint was handled. As noted above, three (3) matters were referred back to the College for consideration as directed. The matters that were referred back included a notice to the complainant that a referral back to the College for reconsideration may or may not mean that there is a different result.

Some of the recommendations that were made during this Period echoed earlier concerns about communications between the College and complainants. I am aware that the College has taken steps to ameliorate these concerns.

The remaining recommendations related to the matters that were referred back, and were essentially reminders that the College ensure that the proper regulatory issues are identified in the handling of a complaint, and that all relevant facts/evidence is considered.

During this Period, the recommendations that were made to the College can be categorized below:

- 1. Communications between the College and complainants:** This recommendation echoes prior recommendations made to the College to prevent misunderstandings about the role of the College and the role of the complainant in the complaints process, and that I am aware the College is taking steps to ameliorate. This could include the College including: (i) a notice at the outset to complainants about the regulatory scope of the College in the handling of complaints, and that complainants should seek legal advice if a civil remedy is sought for damages arising from a licensee's conduct, which is distinct from, but can be pursued at the same time as, the complaint to the College; or (ii) information that clarifies to the complainant the respective roles of the College and the complainant in the complaints process, and that the College offers either legal advice nor civil remedies.
- 2. Regulatory Issues as well as Relevant Facts were Considered:** This is ancillary to the need for clearer communications to complainants about the respective roles of the College and the complainant. An important aspect of procedural fairness is that the complainant knows that the regulatory issues that they raised were given fair consideration. This also requires that the regulatory issues raised be properly identified and that all relevant facts were considered. Written reasons are required, but they need not be detailed. The recommendation however was that the reasons should reflect the regulatory issues that were in fact considered in the decision and addressed by the College.

This recommendation included identifying a need for the College to ensure that the regulatory issues raised by complaints be accurately identified and considered, and that

the College only make findings after taking into consideration all relevant facts and evidence.

Conclusion

The College 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. An important aspect of the College's role in regulating immigration and citizenship consultants in the public interest is the complaints process against individual licensee. The College relies on the public and individual complainants to make complaints about licensees who fail to comply with their code of professional conduct, including when they fall below competence standards. Through the request for review process, the ICRO holds the College accountable for ensuring that complaint handling procedures used by the College are fair, without errors in fact or in law.

Whether a matter is referred back to the College or recommendations are made on how the complaints handling process may be improved, these ICRO decisions are made in the spirit of increasing public confidence in the College and the fulfilment of its regulatory mandate. This includes transparent adherence to the principles of natural justice and procedural fairness, so that complainants know that their issues have been properly identified and considered. Key to fostering that confidence amongst complainants is clear communications about the College's regulatory mandate to act in the public interest and protect the public, rather than as advocates of individual complainants and their civil matters.

Dated this 13th day of February 2024

Independent Complaints Review Officer



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

March 1, 2024

Dear Ms. Hum,

RE: ICRO QUARTERLY REPORT FOR PERIOD OCTOBER 1, 2023, TO JANUARY 31, 2024

Thank you for your thorough review of the complaints referred to you in this reporting period.

During this reporting period:

- 10 files resulted in reviews
- 3 were referred for reconsideration

We employ a robust process to deal with files referred for reconsideration. The steps followed in this process are:

- Reopen the complaint immediately
- Advise licensee and complainant
- Revisit all issues identified by the ICRO
- Refer file to the Complaints Committee for their decision

Two of the three files referred for reconsideration have been reviewed by the Complaints Committee and closed in accordance with their decision. The third will be heard at an upcoming meeting of the Committee.

I would like to thank you for the learnings outlined in your report and I can confirm these will be implemented. Our templates have been updated so that complainants understand their role in the complaint handling process, the limited scope of the College's authority to assist with refunds, and to encourage complainants to seek legal advice for civil remedies while the College's complaint handling process is in progress.

Further, we have actioned your recommendation that our communications with complainants should give them confidence regulatory issues identified were considered and addressed, while providing the appropriate level of detail.

As part of our commitment to continuing improvement, we share the decisions of the ICRO with staff members involved directly, discuss these at team meetings, and work collaboratively to address lessons learned.

Sincerely,



Russ Harrington ¹²

MEMORANDUM

To: **Board of Directors**
From: **Victoria Rumble**
Corporate Secretary
Re: **Agenda Item 12 – Register of Directors**
Date: **March 21, 2024**

Summary:

The Board of Directors is asked to complete the Register of Directors.

Requested Action:

THAT: all Directors are asked to complete and sign the Register of Directors as provided by the Corporate Secretary.

Discussion/Analysis:

Directors are asked to complete the Register of Directors and provide up-to-date address information as required by ss. 14(1) and 18 of the College Act.

A listing of all Directors is available to the public on the College's website. The College Act requires that the Register of Directors be made available to the public. In compliance with privacy requirements, Directors' mailing addresses will not be disclosed should a member of the public request a copy of the Register.

A copy of the attached will be circulated at the forthcoming Board Meeting. Directors are asked to complete the confidential registers confirming dates of appointment/service, mailing address and signature. These will be kept as part of the College's corporate records. A register is provided for the period March 7, 2022, to November 30, 2022; and from the IGM of December 1, 2022, to November 29, 2023.

Attachments:

Tab K – Register of Directors: March 7, 2022, to November 30, 2022

Tab L – Register of Directors: December 1, 2022, to November 29, 2023

We the undersigned confirm appointment to the Board of the College of Immigration and Citizenship Consultants effective March 7, 2022 to November 30, 2022.

This confirmation is being issued for record keeping purposes and to ensure that the composition of the Board of Directors is accurately documented in the College’s records in accordance with *College of Immigration Act and Citizenship Consultants Act 14 (1) (c) and section 18.*

*Exception see below

REGISTER OF DIRECTORS			
	NAME	ADDRESS	SIGNATURE
1	Marty Baram <i>Director</i>		
2	Normand Beaudry <i>Director</i>		
3	Stan Belevici <i>Chair</i>		
4	John Burke <i>Vice-Chair</i>		
5	Richard Dennis <i>Director</i>		

6	Tim D'Souza <i>Director</i>		
7	Jennifer Henry <i>Director</i>		
8	Ben Rempel <i>Director</i>		
*As of May 11, 2022			
9	Jyoti Singh <i>Director</i>		

We the undersigned confirm appointment to the Board of the College of Immigration and Citizenship Consultants effective December 01, 2022 to November 29, 2023.

This confirmation is being issued for record keeping purposes and to ensure that the composition of the Board of Directors is accurately documented in the College's records in accordance with *College of Immigration Act and Citizenship Consultants Act 14 (1) (c) and section 18.*

REGISTER OF DIRECTORS			
	NAME	ADDRESS	SIGNATURE
1	Marty Baram <i>Director</i>		
2	Normand Beaudry <i>Director</i>		
3	Stan Belevici <i>Chair</i>		
4	John Burke <i>Vice-Chair</i>		
5	Richard Dennis <i>Director</i>		

6	Tim D'Souza <i>Director</i>		
7	Jennifer Henry <i>Director</i>		
8	Ben Rempel <i>Director</i>		
9	Jyoti Singh <i>Director</i>		

EMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chair, Finance and Audit Committee
Re: **Agenda item 13 – Review of Financial Results for Period ended December 31, 2023**
Date: **March 21, 2024**

Summary:

The financial results of the College for the second quarter ending December 31, 2023, together with the report on College investments, and second quarter year-end forecast are presented for Board review.

Requested Action:

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

Discussion/Analysis:

Summarized Financial report for FY2024 Q2 ended December 31, 2023, presents the following:

- Statement of Operations showing results of revenue and expense versus budget
- Variance Explanation
- Statement of Financial Position showing changes in assets and liabilities
- Statement of Changes in Net Assets
- Investments Summary

Financial Report for FY2024 Q2 Outlook presents the following:

- Q2 Forecast Statement of Operations showing results of forecast revenue and expense versus budget for year ended June 30, 2024
- Variance Explanation

The Statement of Operations shows revenues of \$12,862,726 and expenses of \$11,040,385, with an excess of revenue over expenses of \$1,822,340.

The Statement of Financial Position continues to show high liquidity. The College maintains \$34,154,325 of assets, \$5,311,205 of liabilities and net assets of \$28,843,120. Highlights of the financial operations and financial position are discussed in the FY2024 Q2 Financial Report.

The College licensee numbers increased by 1% from beginning of the period, July 1, 2023. Overall, total revenue was close to budget and there was a favorable variance in expenses. The net budget variance likely will be reduced by about 75% during the remaining months of the fiscal year ended June 30, 2024.



Attachments:

Tab N – Summarized Financial Report for FY2024 Q2

Tab O – Financial Report for FY2024 Q2 Outlook

Summarized Financial Report for FY2024 Q2 ended December 31, 2023

Summarized statements of operations for the second quarter ended December 31, 2023 compared with the budget is presented as follows:

Summarized Statement of Operations Period ended December 31, 2023	YTD Actual	YTD Budget	Variance over (Under) Budget	Annual Budget
Total Revenue	12,862,726	12,895,320	(32,594)	25,790,623
Total Expense	11,040,385	13,158,849	(2,118,464)	26,079,593
Excess of Revenue Over Expenses	\$1,822,340	\$(263,529)	\$2,085,869	\$(288,970)

Highlights:

- Revenue under budget by 0.2%:
 - Flat growth in number of licensees. Increase in licensees by 1% as compared to the start of the fiscal year.
 - Lower than budgeted examination writers.
 - Mentoring Program intake 2 delayed.
 - Interest income earned on GICs and interest-bearing bank accounts remained to be the major revenue contributor.
 - Higher than budgeted tribunal costs awards and fines in the last six months of the fiscal year which were written down 100% until payment is received.
- Expense under budget by 16%:
 - Budgeted expenses not required. For example, services offered by provider for free; services no longer needed and service agreements were ceased; budget based on estimation with higher number of attendees on events and meetings.
 - Timing. Budgeted expenses will realize in the upcoming months. For example, UAP strategy and training will occur in Q3 and Q4; Mentoring program will commence using legacy platforms; delay in By-laws and regulations and crisis management initiative will start in Q3.
 - Payroll costs. Some departments were under budgeted and some were over budgeted. HR is assisting departments on strategic workforce planning to meet recruitment needs.

A summarized Statement of Financial Position as of December 31, 2023, compared with June 30, 2023, is presented as follows:

Summarized Statement of Financial Position	December 31, 2023	June 30, 2023	Increase (Decrease)
Total Assets	34,154,325	29,105,611	5,048,714
Total Liabilities	5,311,205	2,084,831	3,226,373
Total Net Assets	\$28,843,120	\$27,020,780	\$1,822,340

Highlights:

- Assets increased due to inflow of cash from annual renewal and was invested in GIC to yield higher interest income.
- Liabilities increased due to receipts of annual renewal fees recorded as a liability under deferred revenue. Deferred revenue is recognized as revenue monthly throughout the fiscal year.

Summary of investments as of December 31, 2023 is presented as follows:

	Principal	Rate	Maturity date
CIBC GICs			
Variable Redeemable VRGIC 0167	1,000,000	5.25%	11-Jul-24
Variable Redeemable VRGIC 0191	1,000,000	5.25%	15-Jul-24
Variable Redeemable VRGIC 0205	1,000,000	5.25%	15-Jul-24
Variable Redeemable VRGIC 0248	1,000,000	5.50%	19-Jul-24
Variable Redeemable VRGIC 0256	1,000,000	5.50%	19-Jul-24
Non-Redeemable BBSTGIC 0159	1,000,000	5.65%	8-Apr-24
Non-Redeemable BBSTGIC 0264	1,000,000	5.45%	15-Apr-24
Non-Redeemable GIC 0108	1,000,000	5.90%	11-Jul-24
Non-Redeemable GIC 0116	1,000,000	5.90%	11-Jul-24
Non-Redeemable GIC 0175	1,000,000	5.85%	15-Jul-24
Non-Redeemable GIC 0183	1,000,000	5.85%	15-Jul-24
Non-Redeemable GIC 0213	1,000,000	5.90%	19-Jul-24
Non-Redeemable GIC 0221	1,000,000	5.90%	19-Jul-24
Total CIBC	\$13,000,000		
RBC GICs			
Non-Redeemable GIC 180175017-030	1,000,000	5.27%	4-Mar-24
Non-Redeemable GIC 180175017-031	500,000	5.47%	4-Mar-24
Non-Redeemable GIC 100189283-012	1,000,000	5.44%	1-Apr-24
Non-Redeemable GIC 100189283-015	733,698	5.37%	27-May-24
Non-Redeemable GIC 180175017-032	500,000	5.55%	3-Jun-24
Non-Redeemable GIC 100189283-013	1,000,000	5.41%	8-Jul-24
Prime-Linked Cashable GIC 100189283-0011	1,000,000	4.95%	8-Jul-24
Prime-Linked Cashable GIC 100189283-0014	750,000	4.95%	15-Jul-24
Total RBC	\$6,483,698		
Total Short-term investments	\$19,483,698		



Highlights:

- Total investments were \$19.5 million as at December 31, 2023.
- Low investment activity in the second quarter.
- Total Year-to-date investment interest income earned was \$549K.

Financial Report for FY2024 Q2 Outlook

EXECUTIVE SUMMARY

The FY2024 Q2 forecast yields an excess of \$226K revenue over expenses as compared with the budgeted deficit of \$289K. The following are the forecast statements of operations and variance explanation.

Q2 Forecast Statement of Operations for fiscal ended June 30, 2024

	Q2 Forecast	Budget	Variance over (under) Budget
Revenue			
Annual fees	21,622,553	21,565,908	56,645
Exam	837,693	958,750	(121,057)
Mentoring Program	618,040	1,207,075	(589,035)
Interest Income	1,829,724	1,281,500	548,224
Other Revenue	1,030,467	777,390	253,077
Total Revenue	\$ 25,938,477	\$ 25,790,623	\$ 147,854
Expense			
Office of the CEO	2,994,038	3,228,416	(234,378)
Human Resources	1,141,612	1,477,055	(335,443)
Professional Conduct	4,588,627	4,859,823	(271,196)
Corporate Services	1,606,673	1,702,991	(96,318)
Information Technology	3,643,043	2,802,180	840,863
PREP	4,225,580	4,556,768	(331,188)
Communications and Stakeholder Relations	2,676,252	2,719,677	(43,425)
Registration	2,230,912	2,133,040	97,872
Governance, Board and AGM	470,114	829,705	(359,591)
Finance	1,949,900	1,525,438	424,462
Amortization of Capital Assets	185,860	242,500	(56,640)
Loss on disposal of Capital Assets	-	2,000	(2,000)
Total Expense	\$ 25,712,612	\$ 26,079,593	\$ (366,981)
Excess of revenue over expense	\$ 225,865	\$ (288,970)	\$ 514,835

Variance Explanation for FY2024 Q2 Forecast

Revenue Variance: Total estimated revenue exceeds budget by \$148K (0.6%)

Annual Fees - \$57K over budget

- Flat growth in number of licensees.

Exam - \$121K under budget

- Lower number of candidates than budgeted. Cohorts are smaller, hence fewer examination candidates.

Mentoring Program - \$589K under budget

- Delay in second program intake.

Interest Income - \$548K over budget

- Higher interest income realized on GIC and interest-bearing bank accounts. Anticipate no change in bank rate until end of fiscal year.

Other Revenue - \$253K over budget

- Higher than expected tribunal costs awards and fines realized in the first half of the fiscal. This item cannot easily be predicted as it depends on the final outcome of collection efforts.

Expense Variance: Total estimated expenses below budget by \$367K (1%)

Office of the CEO - \$234K under budget

- \$124K under budget – Budgeted position unfilled due to change in strategic workforce planning.
- \$85K under budget – Lower legal expenses and consulting fees due to delay of government Regulations and College By-laws.
- \$15K under budget – Lower travel expenses due to fewer in-person provincial and Ottawa meetings. Virtual meetings were held instead. More in-person meetings are expected to be scheduled in the upcoming months.

Human Resources - \$335K under budget

- \$85K under budget – Lower recruitment expenses than budgeted. Lesser support from external search firms required as HR team is in full complement.
- \$34K under budget – Some consulting services no longer needed, and service agreements were ceased.
- \$40K under budget – Lower project expenses as some initiatives were held for free by service provider.
- \$152K under budget – Lower legal expenses than budgeted.

Professional Conduct - \$271K under budget

- \$179K under budget – Lower payroll costs than budgeted due to delay in hiring of budgeted positions and staff departures.
- \$89K under budget – Lower external legal services than budgeted due to lower volume of cases referred to Discipline Committee in the last few months. Anticipated more cases will be referred to external counsel in the last two quarters.

Corporate Services - \$96K under budget

- \$46K under budget – Reversal of prior year accruals for office buildout consulting expenses.
- \$27K under budget – Lower general office expenses including repair and maintenance than budgeted as office is still under renovation.

Information Technology - \$841K over budget

- \$841K over budget – iMIS implementation is underway. More change requests than anticipated due to coding bug repairs.

PREP - \$331K under budget

- \$476K under budget – Lower payroll costs than budgeted due to delay in hiring of budgeted positions.
- \$178K under budget – Full Quality Management program expenses not anticipated to be incurred in this fiscal year.
- \$242K over budget – Higher Mentoring Program expenses than budgeted. Commencement of program in upcoming months. Program intake will start and be delivered using the legacy platforms.
- \$112K over budget – Higher research expenses than budgeted including adding the second Research Symposium in June 2024.

Communications and Stakeholder Relations - \$43K under budget

- \$275K over budget – Higher payroll costs than budgeted. The CSR team reorganization was completed in November 2023. New positions were added to support strategic initiatives.
- \$152K under budget – Lower expenses, with a new marketing firm, for fraud prevention campaign than budgeted.
- \$165K under budget – Lower overall other expenses than budgeted. The new team are in relatively early stages of spending.

Registration - \$98K over budget

- \$64K over budget – Higher payroll costs than budgeted. Hiring more employees to support the department's increasing activity including iMIS implementation.
- \$39K over budget – Higher proctoring expenses than budgeted due to payment made for prior year not reaching the minimum number of exam sessions as stated per service agreement.

Governance, Board, and AGM - \$360K under budget

- \$19K under budget – Lower director fees than budgeted.
- \$357K under budget – Lower expenses for licensee event than budgeted. Actual number of licensees, about 350 versus budget of 800.
- \$17K over budget – Higher travel expenses than budgeted. General increase in cost of airfare in addition to higher charge on late bookings.

Finance - \$424K over budget

- \$457K over budget – Higher bad debts allowance than budgeted due to increase in tribunal cost awards and fines, which have a 100% bad debt allowance applied to them.
- \$18K over budget – Higher consulting expenses than budgeted. Short staff due to attrition, illness and vacation coverage resulted in need for support from independent contractors.

MEMORANDUM

To: **Board of Directors**

From: **Ben Rempel**
Chair, Governance and Nominating Committee

Re: **Agenda Item 14 – Amendments to the New-Licensee Mentoring Program Policy**

Date: **March 21, 2024**

Summary:

The Governance and Nominating Committee (GNC) recommends Board approval of the New-Licensee Mentoring Program Policy.

Requested Action:

THAT: the New-Licensee Mentoring Program Policy (formerly the New-Licensee Mentoring (Supervised Practice Stream) Policy), in substantially the form attached hereto, be and is hereby approved with immediate effect.

Discussion/Analysis:

Mentoring is an invaluable tool to standardize the quality of practice among Regulated Canadian Immigration Consultants (RCICs) and Regulated International Student Immigration Advisors (RISIAs).

Background: The current New-Licensee Mentoring Program (Supervised Practice Stream) Policy was approved by the Board of Directors on June 8, 2023. Following completion of the pilot intake of the College's New-Licensee Mentoring Program, PREP staff have reviewed participant surveys and staff experience, and consulted with counsel to identify several needed amendments to the governing program policy. The GNC has reviewed these proposed amendments, which are summarized below, and recommends them to the Board of Directors for approval. A copy of the policy, blacklined to show the proposed amendments, and a clean copy of the amended policy are attached to this memorandum as **Appendix A** and **Appendix B**, respectively.

Summary of proposed amendments:

- (1) The policy will be renamed to clarify its application to the new-licensee stream of the program. Additional policies will be developed as needed to accommodate the future launch of the proposed remedial and voluntary mentoring program streams.
- (2) The stipend to be paid to mentors has increased and payment is now based on achievement of formal milestones.
- (3) Mentors will also receive a maximum of 16 CPD hours for completing the entire mentoring intake.
- (4) New definitions are added to support the above amendments.
- (5) References to formal Mentor and Mentee Agreements have been added.
- (6) References to “co-counselling” have been amended to refer sharing of client files.
- (7) On the advice of counsel, policy language has been amended to provide that the terms of individual Mentor or Mentee agreements will govern in the event of a conflict with the policy and other policy language has been amended to conform to language in the Mentor and Mentee Agreements.

Authority for proposed action: Section 3.1 of the By-law authorizes the Board to make Regulations and policies in furtherance of the purpose of the Council. Section 14.1 of the By-law allows the Board to establish and maintain standards. Section 1.1(b)(oo) of the By-law authorizes the Board to establish supporting requirements for the New-Licensee Mentoring Program by resolution.

Attachments:

- Appendix A - New-Licensee Mentoring Program Policy – Blacklined to show proposed revisions
- Appendix B - New-Licensee Mentoring Program Policy – Clean Copy

A large, intricate decorative graphic in the background, consisting of many overlapping, concentric, wavy lines in shades of red and grey, forming a circular, sunburst-like pattern. In the center of this pattern is a smaller version of the CICC/CCIC logo featuring a red maple leaf.

NEW-LICENSEE MENTORING PROGRAM POLICY

| ~~(pending)~~

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<p>GUIDING DOCUMENT(S): By-law 2021-2, sections 1.1(ii)(oo)(#), 10.3, 10.4, 10.6, 10.7(d), 20 Code of Professional Conduct, section 4(2) 42 (1) Academic Integrity Policy Assessment and Grading Policy Licensee Conduct Policy</p>	<p>DOCUMENT TYPE: Public Interest External</p>
<p>ADMINISTRATOR(S): Professional Standards, Research, Education and Policy</p>	<p>DOCUMENT NUMBER: PREP/EDU/POL/0071/00 2003</p>
<p>EFFECTIVE DATE: March 21 October XX, -20243 June 8, 2023</p>	<p>REVISION DATE: March 21 October XX June 8, 20265</p>

PURPOSE

This policy outlines the requirements for the College of Immigration and Citizenship Consultants' (College) New-Licensee Mentoring Program (~~Supervised Practice Stream~~) including the:

- Expectations to Meeting the Mentoring Program Requirements;
- Program Registration;
- Program Expectations;
- ~~Mentor~~ Mentor Expectations of Mentors;
- Mentor Stipend and CPD Hours;
- Failure to Comply with Mentor Expectations;
- Valid Reasons for Mentor Withdrawal;
- Mentor Participation Requirements;
- Reporting of Licensee Conduct;
- Program and Administrative Fees for the New-Licensee Mentoring Program; and
- Penalties for Breach of Policy.

RATIONALE

By-law 2021-2, sections 10.3 (b), 10.4 (b) and 10.6 (b), requires a period of practical experience

under the supervision of a designated, experienced licensee, completion of a formal

assessment and such other requirements as the Board of Directors may, by resolution, determine from time to time as necessary to support licensees in the development of the competencies, knowledge, skills, values, ethics, and attitudes required to provide immigration and citizenship advice and services with professional competence [*Programme de mentorat pour les nouveaux titulaires de permis*]

APPLICATION AND SCOPE

The New-Licensee Mentoring Program Policy ~~only~~ applies to:

- new licensees who are mandated to complete the New-Licensee Mentoring Program (By-law, ss. 10.3, 10.4, 10.6) within 12 months of being licensed, as per the By-law; and: Failure to complete the New-Licensee Mentoring Program within 12 months of becoming licensed may result in suspension of a licensee's licence (By-law, s. 10.7 (d)).
- licensees who apply and become Mentors for the New-Licensee Mentoring Program.

~~Failure to complete the New-Licensee Mentoring Program within 12 months of becoming licensed may result in suspension of L1 or L4a Licensee's licence (By-law, s. 10.7 (d)).~~

This policy applies to new licensees who are graduates of:

- Immigration Practitioner Programs who receive their Letter of Authority as Class L1 Licensees and, as per section 10.3 of the By-law, are mandated to complete the New Licensee Mentoring Program within 12 months of licensing in order to become eligible for admission to Class L2 – RCIC – Restricted Practice;
- the Graduate Diploma Program (Queen's University Graduate Diploma in Immigration and Citizenship Law or the D.E.S.S. en réglementation canadienne et québécoise de l'immigration offered by the Université de Montréal) who receive their Letter of Authority as Class L3 licensees and, as per section 10.4 of the By-law, are mandated to complete the New-Licensee Mentoring Program within 12 months of licensing in order to maintain their Class L3 licence; and
- Graduates of the International Students and Immigration Education Program (ISIEP) who receive their Letter of Authority as Class L4 Licensees and, as per section 10.5 of the By-Law, are mandated to complete the New-Licensee Mentoring Program within 12 months of licensing in order to become eligible for admission to Class L5 – RISIA —Unrestricted Practice.

DEFINITIONS

In this Policy, capitalized terms, unless otherwise defined herein, have the same meaning as they do in the By-law.

Assessment – means ~~to~~ any form of licensee activity in a Course or Program where a grade is to be granted. [*évaluation*]

Conduct – means manner in which a licensee behaves. [*conduite*]

In Good Standing – ~~refers to~~ means an individual who is not in arrears in respect of any amount payable by such individual to the College for a period longer than the time specified in the By-laws, is current and in full compliance with the requirements of section 1.1(0000) (New-Licensee Mentoring Program), section 36 (Learning and Development) and section 41 (Professional Liability Insurance), and whose licence with the College is not under suspension for any cause whatsoever. [*en règle*]

Intake – ~~means a group of licensees who are enter College courses or programming during a particular period of registration and enrolment during which a group of licensees enter and complete a College course or program.~~ [*période d'inscription*]

Learning Environment – means any shared forum whether digital or physical (e.g. virtual discussion boards, physical classrooms, etc.) where licensees exchange communications and perform activities to complete course or program requirements. [*milieu d'apprentissage*]

Mentee – ~~means a licensee who has received their Letter of Authority as of July 1, 2022 and is registered/enrolled in the New-Licensee Mentoring Program.~~ [*mentoré*]

Mentor – means a licensee who is in good standing with the College and has met the selection criteria set by the Department of Professional Standards, Research, Education and Policy and ~~has been accepted to act as a Mentor~~ has signed an agreement to provide services for an intake of the in the New-Licensee Mentoring Program. [*mentor*]

Program – ~~means a~~ course of study, typically comprised of multiple courses. [*programme*]

Program Fees – means the cost of taking a College Education Program, plus all applicable taxes. [*frais rattachés au programme*]

~~**Mentee** – means a licensee who has received their Letter of Authority as of July 1, 2022 and is registered in the New Licensee Mentoring Program.~~ [*mentoré*]

Reporting of Licensee Conduct – ~~means~~ a licensee's or Mentor candidate's moral, ethical and professional duty to report to the College any instance(s) of a fellow licensee's or Candidate's violation of the Code of Professional Conduct or any other applicable regulation or policy. [*signalement de la conduite d'un titulaire de permis*]

Stipend – means a fixed fee of money paid periodically to cover expenses that might be incurred but not a salary or an honorarium. [*allocation*]

~~**Program** – A course of study, typically comprised of multiple courses.~~ [*programme*]

~~**Program Fees** – means the cost of taking a College Education Program, plus all applicable taxes.~~ [*frais rattachés au programme*]

~~**Licensee Mentoring Program** – means one of the programs of the mandatory New Licensee Mentoring Program.~~ [*volet de la pratique supervisée*]

POLICY REQUIREMENTS

1. EXPECTATIONS TO MEETING THE MENTORING PROGRAM REQUIREMENTS

1.1 Active Licensee

- (a) Every licensee who received their Letter of Authority on or after July 1, 2022 must complete the New-Licensee Mentoring Program within 1 year of obtaining their licence.

1.2 Licensee on Leave

- (a) A licensee on leave, duly approved by the Registrar, is not required to complete the New-Licensee Mentoring Program for the duration of the leave. Upon the licensee returning to active status, the New-Licensee Mentoring Program must be completed at the next available ~~intake~~Intake.

1.3 Suspended Licensee

- ~~(a)~~—A suspended licensee who received their Letter of Authority on or after July 1, 2022 must complete the New-Licensee Mentoring Program within 1 year of obtaining their licence. As per section 20 of the By-Law suspended licensees who do not meet the Mentoring Program Requirements within the specific timeframe are subject to revocation of their licence.

2. PROGRAM REGISTRATION

- 2.1 A licensee must:
- (a) Complete the online application for the New-Licensee Mentoring Program by the registration deadline.
 - (b) Provide a valid Letter of Authority in their online application.
 - (c) Complete a valid Mentee Agreement.
 - (d) Pay all applicable Program Fees by the payment deadline.
 - (e) Complete all requirements outlined by the College to enable Mentor-Mentee matching by the deadline.

3. PROGRAM EXPECTATIONS

- 3.1 Licensees are prohibited from engaging in sharing client files~~co-counselling~~ with any other licensee participating in the New-Licensee Mentoring Program.
- 3.2 Licensees are prohibited from soliciting or selling services or products. Such activities constitute a conflict of interest as per the Code of Professional Conduct.
- 3.3 Licensees acknowledge that the Mentoring Program materials and all the items associated with the Program are the sole property of the College. All Program materials are protected by copyright.
- 3.4 Licensees acknowledge that discussion forums or communication features available in the Learning Environment are provided for the purposes of learning only.
- 3.5 Licensees must ensure their online behaviour in the Learning Environment does not state false, misleading, or inaccurate information or statements about other licensees, College staff or others as per section 43 of the Code of Professional Conduct including:
 - using discussion forums or communication features to inappropriately challenge ~~program~~ Program requirements, assessments or applicable policies and procedures;
 - posting aggressive or disruptive comments; or engaging in any behaviour that in the opinion of Mentoring Program administrators could negatively affect the learning environment or intimidate or disturb other licensees.

4. ~~MENTOR~~ EXPECTATIONS OF MENTORS

- 4.1 The Mentor assumes all responsibility for the quality and accuracy of guidance, advice and training provided to the licensees in their Mentoring Group. A Mentor whose personal conduct is unbecoming, negligent or breaches their duty is solely responsible for their behaviour, and may face action from the College, including the termination of their agreement with the College;
- 4.2 Mentors participating in the New-Licensee Mentoring Program must not request or assign Mentees any work on a gratuitous basis and must not accept money, fees or inducements from a Mentee.

- 4.3 — Mentors must complete ~~the all~~ mandatory onboarding sessions required by the College.
- 4.3 ~~Mentors must complete the entire intake in which they have been assigned a Mentoring Group.~~
- 4.4 ~~Mentors must complete Aall group mentoring meetings, formative assessments and summative assessments must be completed in the Learning Environment by the required deadline.~~
- 4.5 ~~Mentors mustare expected to complete the entire iIntake in which they have been assigned a Mentoring Group.~~

5. MENTOR STIPEND AND CPD HOURS

- 5.1 ~~Mentors are eligible to receive a Sstipend and CPD hours from the College for their mentoring services as per the terms of their in the context of the Program. Please refer to the applicable mentoring agreement with the College for more details.~~

~~The Stipends are fees ppaid for services as per the Mentor Agreement;~~

~~Fee amounts are based on the completion of 2 program milestones per intake of the Mentoring Program as per the Mentor Agreement;~~

~~b) Stipends Fees are paid following the end date of the an iIntake.;~~

~~c) Stipends are paid only for Mentors who comply with all Mentor Expectations outlined in section 4~~

- 5.21 ~~All formative and summative assessments must be completed in the Learning Environment by the required deadline.~~

5.2 ~~Mentors who complete the an entire iIntake are eligible to claim 16 an annual maximum of 16 CPD hours for acting as a Mentor for the perreporting term in which the iIntake is completed, per their mentor agreement with the College.~~

~~a) CPD hours claimed as a Mentor are not eligible to be carried over to the next reporting term; and~~

- 5.3 ~~Only CPD hours may only be claimed for Mentors who comply with all Mentor expectations -~~

~~(s.4) and who complete the entire Iintake in which they have been assigned a~~

~~-mentoring group are eligible to claim an annual maximum of the 16CPD hours for~~

acting as a Mentor.

6. FAILURE TO COMPLY WITH MENTOR EXPECTATIONS

6.1 Failure of a Mentor to complete the entire ~~intake~~ Intake of the Mentoring Program without a valid reason for withdrawal (as per section ~~876~~) ~~will~~ will/may result in ~~ineligibility to receive a Mentor stipend and may result in:~~

- ~~a) ineligibility to receive the full a Mentor Stipend fee amount; and/or~~
- ~~b) ineligibility to claim anythe 16 Continuing Professional Development (CPD) hours related to acting as a Mentor activities, and~~
- ~~c) termination of the Mentor's participation in the New-Licensee Mentoring Program; and/or~~
- ~~d) revocation of a Mentor's eligibility to register in future Mentoring Program streams or.~~

~~e)~~

6.2 Failure to comply with Mentor Expectations outlineds in section 4, may result in:

- ~~a) ineligibility to receive the full Mentor Stipend fee amount; and~~
- ~~b) ineligibility to claim any Continuing Professional Development (CPD) hours related to acting as a Mentor, and~~
- ~~c) termination of the Mentor's participation in the New-Licensee Mentoring Program; and/or~~
- ~~d) revocation of a Mentor's eligibility to register in future Mentoring Program streams~~
- ~~a) ineligibility to receive Mentor Stipend fee amounts as outlined in schedule A of the Mentor Agreement;~~
- ~~b) ineligibility to claim any Continuing Professional Development (CPD) hours related to acting as a Mentor;~~
- ~~t) termination of the Mentor's participation in the New Licensee Mentoring Program;~~
- ~~b) revocation of a Mentor's eligibility to register in future Mentoring Program streams; and/or~~
- ~~e); and/or~~

e) any other action deemed appropriate by the College.

7. VALID REASON FOR MENTOR WITHDRAWAL

7.1 A Mentor may have a valid reason to withdraw from the ~~Monitoring~~ Mentoring Program after they have been assigned a Mentoring Group if they experience ~~the~~ the following an emergency or unexpected event:

a) Medical Emergencies: The medical reason must affect the Mentor, their child, or spouse. The medical reason must be serious such as a hospital visit or urgent care visit. A doctor's note and/or medical bill should be submitted. The medical note should be descriptive (date and time of visit) but no personal health information or diagnosis is required.

b) Birth: If the Mentor or their spouse goes into labour on the date of the scheduled session.

c) Death: If one of the Mentor's immediate family members dies close to the time of the scheduled session.

d) Other Emergencies: An emergency is something that is out of the Mentor's control including extreme weather conditions, power outages, accidents, computer hardware failure, etc. Valid documentation may be requested by the College (for example, natural disasters, power outages, or accidents may include an official letter from the power provider, an official weather report for the individual's area, or a police report).

7.2 An immediate family member includes the Mentor's:

- (i) husband, wife or partner;
- (ii) child or dependent;
- (iii) parent or guardian;
- (iv) sibling; or
- (v) grandparent.

8. MENTOR PARTICIPATION REQUIREMENTS

8.1 To be eligible to apply to become Mentors in the New-Licensee Mentoring Program licensees must meet the following criteria:

- have ~~practice~~ practiced as an expertise as RCICs for ~~at least the last 3-5~~ years or more;
- be In Good Standing with the College;
- hold a current RCIC licence;
- have ~~significant experience in at least 2~~ practice experience in at least one of the following areas of practice:
 - citizenship
 - economic classes
 - family classes
 - study permit
 - temporary foreign workers
 - super visa
 - refugee and humanitarian considerations
 - ~~Quebec-specific classes~~ temporary resident visas —
 - ~~IRB applications~~
 - ~~family classes~~

-
- ~~○ economic classes~~
 - ~~○~~
 - ~~○ Quebec specific classes~~
 - ~~○ other classes (e.g., applications based on Humanitarian and Compassionate Grounds);~~
 - be available for a stipulated number of hours per month, for up to a 12 month period;
 - be available to complete onboarding sessions; and
 - have be proficient in strong written communications and accurate documentation skills.

9. REPORTING OF LICENSEE CONDUCT

9.1 Licensee's must meet all professional behaviour standards as set out in the Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees (Code).

9.2 If a licensee has knowledge of, or suspects that a fellow licensee, has or is violating, or attempting to violate by engaging in any of the conduct outlined in the Code or any applicable regulations and policies, the licensee has a professional and ethical duty to report the licensee's conduct to the College immediately.

9.3 A licensee who fails to report a fellow licensee's violation of the Code or any applicable regulations or policies is subject to expulsion from the education Program.

10. PROGRAM AND ADMINISTRATIVE FEES FOR THE NEW-LICENSEE MENTORING PROGRAM

10.1 Following submission of a completed application and immediately following the invoice being issued, each licensee is required to pay the non-refundable Program Fees to register in the New-Licensee Mentoring Program;

10.2 If the licensee is unsuccessful in completing the New-Licensee Mentoring Program, they must pay 80% of the Program Fees¹ to re-register in the next available ~~intake~~Intake;

10.3 A licensee who is required to take the Mentoring Program but fails to complete any Registration Requirements set out in ~~S~~section 2 must pay an additional administrative fee of \$150 and will be required to re-register in the next available ~~I~~intake.

11. PENALTIES FOR BREACH OF ~~PROGRAM~~ POLICY

11.1 Licensees ~~have 2 attempts to successfully~~ ~~have a maximum of 2 attempts to~~ must complete the New-Licensee Mentoring Program within 12 months of receiving their licence.

11.2 ~~Licensees are offered 2 attempts to successfully complete the p~~Program. It will be considered 1 of the licensee's 2 attempts to complete the New-Licensee Mentoring Program if the licensee:

a) Fails to complete any Registration Requirements set out in Section 2;

~~B~~b) Receives a grade of Fail for the Program; or

c) Has been removed from the Program for any violation of the Code, applicable regulations or policies.

11.3 A Licensee who has been removed from the New-Licensee Mentoring Program or has had their assessment results invalidated due to violations of the Code or any applicable regulations or policies is subject to disciplinary measures by the College.

11.4 A licensee who fails to complete the New-Licensee Mentoring Program within ~~the first available 2 i~~Intakes~~±2 months~~ ~~of~~ ~~after~~ receiving their licence will have their name forwarded to the Registrar ~~to and have~~ their licence may be suspended or revoked. ~~Failure to~~

¹ ~~As applicable at the time of intake.~~

~~complete the New Licensee Mentoring Program during the period of suspension will result in the licensee's licence being revoked.~~

RESOURCES

~~Academic Integrity Policy~~

~~Assessment and Grading Policy~~

~~Licensee Conduct Policy~~

12. INDIVIDUAL AGREEMENTS

12.1 Should any provisions of the Mentor or Mentee’s agreement provide for different obligations, terms or conditions than those set out in this Program Policy, the Mentor or Mentee’s individual agreement with the College shall prevail.

APPROVAL AND REVIEW

	Details If relevant, add notes to alert readers about the modifications to the document (e.g., updated wording from Council to College)	Approval Authority	Date
Original Approval	N/A	Board of Directors	2022/09/29
Revision	Updated wording and definitions; new sections added (1, 5 and 6); additional information added in sections 2, 3, 9 and 10.	Board of Directors (pending)	2023/06/08
<u>Revision-</u>	<u>Updated definitions</u> <u>Updated wording and definitions for consistency with College terminology</u> <u>Definitions of Mentee and Mentor were updated</u> <u>Definitions of sStipend and iIntake were added;</u> <u>Additional information added to sections; 4, 5, 6 and 611-s.5;</u>		<u>2023/10/01</u>
<u>Revision</u>	<u>Update to s.5 to include Mentors eligible for CPD hours and Stipends based on milestones</u> <u>Co-counselling replaced with sharing client files</u> <u>Legal counsel review to align policy with Mentor Agreement – changes to s.5.1 and 5.2</u> <u>Legal counsel added a new</u>	<u>Board of Directors</u>	<u>2024/03/21</u>

	<u>section 12 – Individual Agreements</u>		
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New-Licensee Mentoring Program Policy

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<p>GUIDING DOCUMENT(S): By-law 2021-2, sections 1.1(b)(oo)(ii), 10.3, 10.4, 10.6, 10.7(d), 20 Code of Professional Conduct, section 4(2) 42 (1) Academic Integrity Policy Assessment and Grading Policy Licensee Conduct Policy CPD Regulation</p>	<p>DOCUMENT TYPE: Public Interest External</p>
<p>ADMINISTRATOR(S): Professional Standards, Research, Education and Policy</p>	<p>DOCUMENT NUMBER: PREP/EDU/POL/007/003</p>
<p>EFFECTIVE DATE: March 21, 2024</p>	<p>REVISION DATE: March 21, 2026</p>

PURPOSE

This policy outlines the requirements for the College of Immigration and Citizenship Consultants’ (College) New-Licensee Mentoring Program including the:

- Expectations to Meeting the Mentoring Program Requirements;
- Program Registration;
- Program Expectations;
- Expectations of Mentors;
- Mentor Stipend and CPD Hours;
- Failure to Comply with Mentor Expectations;
- Valid Reasons for Mentor Withdrawal;
- Mentor Participation Requirements;
- Reporting of Licensee Conduct;
- Program and Administrative Fees for the New-Licensee Mentoring Program; and
- Penalties for Breach of Policy.

RATIONALE

By-law 2021-2, sections 10.3 (b), 10.4 (b) and 10.6 (b), requires a period of practical experience under the supervision of a designated, experienced licensee, completion of a formal

assessment and such other requirements as the Board of Directors may, by resolution, determine from time to time as necessary to support licensees in the development of the competencies, knowledge, skills, values, ethics, and attitudes required to provide immigration and citizenship advice and services with professional competence [*Programme de mentorat pour les nouveaux titulaires de permis*]

APPLICATION AND SCOPE

The New-Licensee Mentoring Program Policy applies to:

- new licensees who are mandated to complete the New-Licensee Mentoring Program (By-law, ss. 10.3, 10.4, 10.6) within 12 months of being licensed, as per the By-law; and
- licensees who apply and become Mentors for the New-Licensee Mentoring Program.

This policy applies to new licensees who are graduates of:

- Immigration Practitioner Programs who receive their Letter of Authority as Class L1 Licensees and, as per section 10.3 of the By-law, are mandated to complete the New Licensee Mentoring Program within 12 months of licensing in order to be eligible for admission to Class L2 – RCIC – Restricted Practice;
- the Graduate Diploma Program (Queen’s University Graduate Diploma in Immigration and Citizenship Law or the D.E.S.S. en réglementation canadienne et québécoise de l’immigration offered by the Université de Montréal) who receive their Letter of Authority as Class L3 licensees and, as per section 10.4 of the By-law, are mandated to complete the New-Licensee Mentoring Program within 12 months of licensing in order to maintain their Class L3 licence; and
- Graduates of the International Students and Immigration Education Program (ISIEP) who receive their Letter of Authority as Class L4 Licensees and, as per section 10.5 of the By-Law, are mandated to complete the New-Licensee Mentoring Program within 12 months of licensing in order to be eligible for admission to Class L5 – RISIA Unrestricted Practice.

DEFINITIONS

In this Policy, capitalized terms, unless otherwise defined herein, have the same meaning as they do in the By-law.

Assessment – means any form of licensee activity in a Course or Program where a grade is to be granted. [*évaluation*]

Conduct – means manner in which a licensee behaves.

In Good Standing – refers to an individual who is not in arrears in respect of any amount payable by such individual to the College for a period longer than the time specified in the By-laws, is current and in full compliance with the requirements of section 1.1(00) (New-Licensee Mentoring Program), section 36 (Learning and Development) and section 41 (Professional Liability Insurance), and whose licence with the College is not under suspension for any cause whatsoever. [*en règle*]

Intake – A particular period of registration and enrolment during which a group of licensees enter and complete a College course or program. [*période d'inscription*]

Learning Environment – means any shared forum whether digital or physical (e.g. virtual discussion boards, physical classrooms, etc.) where licensees exchange communications and perform activities to complete course or program requirements.

Mentee – means a licensee who has received their Letter of Authority as of July 1, 2022 and is enrolled in the New-Licensee Mentoring Program. [*mentoré*]

Mentor – means a licensee who is in good standing with the College and has met the selection criteria set by the Department of Professional Standards, Research, Education and Policy and has signed an agreement to provide services for an intake of the New-Licensee Mentoring Program. [*mentor*]

Program – A course of study, typically comprised of multiple courses. [*programme*]

Program Fees – means the cost of taking a College Education Program, plus all applicable taxes. [*frais rattachés au programme*]

Reporting of Licensee Conduct – a licensee's or Mentor candidate's moral, ethical and professional duty to report to the College any instance(s) of a fellow licensee's or Candidate's violation of the Code of Professional Conduct or any other applicable regulation or policy. [*obligation de signaler*]

Stipend – means a fixed fee of money paid periodically to cover expenses that might be incurred but not a salary or an honorarium.

POLICY REQUIREMENTS

1. EXPECTATIONS TO MEETING THE MENTORING PROGRAM REQUIREMENTS

1.1 Active Licensee

- (a) Every licensee who received their Letter of Authority on or after July 1, 2022 must complete the New-Licensee Mentoring Program within 1 year of obtaining their licence.

1.2 Licensee on Leave

- (a) A licensee on leave, duly approved by the Registrar, is not required to complete the New-Licensee Mentoring Program for the duration of the leave. Upon the licensee returning to active status, the New-Licensee Mentoring Program must be completed at the next available intake.

1.3 Suspended Licensee

A suspended licensee who received their Letter of Authority on or after July 1, 2022 must complete the New-Licensee Mentoring Program within 1 year of obtaining their licence. As per section 20 of the By-Law suspended licensees who do not meet the Mentoring Program Requirements within the specific timeframe are subject to revocation of their licence.

2. PROGRAM REGISTRATION

2.1 A licensee must:

- (a) Complete the online application for the New-Licensee Mentoring Program by the registration deadline.
- (b) Provide a valid Letter of Authority in their online application.
- (c) Complete a valid Mentee Agreement.
- (d) Pay all applicable Program Fees by the payment deadline.
- (e) Complete all requirements outlined by the College to enable Mentor-Mentee matching by the deadline.

3. PROGRAM EXPECTATIONS

- 3.1 Licensees are prohibited from engaging in sharing client files with any other licensee participating in the New-Licensee Mentoring Program.
- 3.2 Licensees are prohibited from soliciting or selling services or products. Such activities constitute a conflict of interest as per the Code of Professional Conduct.
- 3.3 Licensees acknowledge that the Mentoring Program materials and all the items associated with the Program are the sole property of the College. All Program materials are protected by copyright.
- 3.4 Licensees acknowledge that discussion forums or communication features available in the Learning Environment are provided for the purposes of learning only.
- 3.5 Licensees must ensure their online behaviour in the Learning Environment does not state false, misleading, or inaccurate information or statements about other licensees, College staff or others as per section 43 of the Code of Professional Conduct including:
 - using discussion forums or communication features to inappropriately challenge program requirements, assessments or applicable policies and procedures;
 - posting aggressive or disruptive comments; or engaging in any behaviour that in the opinion of Mentoring Program administrators could negatively affect the learning environment or intimidate or disturb other licensees.

4. EXPECTATIONS OF MENTORS

- 4.1 The Mentor assumes all responsibility for the quality and accuracy of guidance, advice and training provided to the licensees in their Mentoring Group. A Mentor whose personal conduct is unbecoming, negligent or breaches their duty is solely responsible for their behaviour.
- 4.2 Mentors participating in the New-Licensee Mentoring Program must not request or assign Mentees any work on a gratuitous basis and must not accept money, fees or inducements from a Mentee.
- 4.3 Mentors must complete all mandatory onboarding sessions required by the College.
- 4.4 Mentors must complete all group mentoring meetings, formative assessments and summative assessments in the Learning Environment by the required deadline.
- 4.5 Mentors are expected to complete the entire intake in which they have been assigned a Mentoring Group.

5. MENTOR STIPEND AND CPD HOURS

- 5.1 Mentors are eligible to receive a Stipend and CPD hours from the College for their services as per the terms of their mentor agreement with the College.
- 5.2 Mentors who complete an entire intake are eligible to claim an annual maximum of 16 CPD hours for acting as a Mentor for the reporting term in which the intake is completed, per their mentor agreement with the College.
- 5.3 Only Mentors who comply with all Mentor expectations (s.4) and who complete the entire intake in which they have been assigned a mentoring group are eligible to claim CPD hours for acting as a Mentor.

6. FAILURE TO COMPLY WITH MENTOR EXPECTATIONS

- 6.1 Failure of a Mentor to complete the entire intake of the Mentoring Program without a valid reason for withdrawal (as per section 7) will result in:
 - a) ineligibility to receive the full Mentor Stipend fee amount; and/or
 - b) ineligibility to claim the Continuing Professional Development (CPD) hours related to acting as a Mentor, and
 - c) termination of the Mentor's participation in the New-Licensee Mentoring Program.
- 6.2 Failure to comply with Mentor Expectations outlined in section 4, may result in:
 - a) ineligibility to receive the full Mentor Stipend fee amount; and
 - b) ineligibility to claim any CPD hours related to acting as a Mentor, and

- c) termination of the Mentor's participation in the New-Licensee Mentoring Program; and/or
- d) revocation of a Mentor's eligibility to register in future Mentoring Program streams; and/or
- e) any other action deemed appropriate by the College.

7. VALID REASON FOR MENTOR WITHDRAWAL

7.1 A Mentor may have a valid reason to withdraw from the Mentoring Program after they have been assigned a Mentoring Group if they experience an emergency or unexpected event:

- a) Medical Emergencies: The medical reason must affect the Mentor, their child, or spouse. The medical reason must be serious such as a hospital visit or urgent care visit. A doctor's note and/or medical bill should be submitted. The medical note should be descriptive (date and time of visit) but no personal health information or diagnosis is required.
- b) Birth: If the Mentor or their spouse goes into labour on the date of the scheduled session.
- c) Death: If one of the Mentor's immediate family members dies close to the time of the scheduled session.
- d) Other Emergencies: An emergency is something that is out of the Mentor's control including extreme weather conditions, power outages, accidents, computer hardware failure, etc. Valid documentation may be requested by the College (for example, an official letter from the power provider, an official weather report for the individual's area, or a police report).

7.2 An immediate family member includes the Mentor's:

- (i) husband, wife or partner;
- (ii) child or dependent;
- (iii) parent or guardian;
- (iv) sibling; or
- (v) grandparent.

8. MENTOR PARTICIPATION REQUIREMENTS

8.1 To be eligible to apply to become Mentors in the New-Licensee Mentoring Program licensees must meet the following criteria:

- have practiced as an RCIC for 3 years or more;
- be In Good Standing with the College;
- hold a current RCIC licence;

- have practice experience in at least one of the following areas of practice:
 - citizenship
 - economic classes
 - family classes
 - study permit
 - temporary foreign workers
 - super visa
 - refugee and humanitarian considerations
 - Quebec-specific classes
- be available for a stipulated number of hours per month, for up to a 12-month period;
- be available to complete onboarding sessions; and
- be proficient in written communications and accurate documentation skill

9. REPORTING OF LICENSEE CONDUCT

- 9.1 Licensee's must meet all professional behaviour standards as set out in the [Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees](#) (Code).
- 9.2 If a licensee has knowledge of, or suspects that a fellow licensee, has or is violating, or attempting to violate by engaging in any of the conduct outlined in the Code or any applicable regulations and policies, the licensee has a professional and ethical duty to report the licensee's conduct to the College immediately.
- 9.3 A licensee who fails to report a fellow licensee's violation of the Code or any applicable regulations or policies is subject to expulsion from the education Program.

10. PROGRAM AND ADMINISTRATIVE FEES FOR THE NEW-LICENSEE MENTORING PROGRAM

- 10.1 Following submission of a completed application and immediately following the invoice being issued, each licensee is required to pay the non-refundable Program Fees to register in the New-Licensee Mentoring Program;
- 10.2 If the licensee is unsuccessful in completing the New-Licensee Mentoring Program, they must pay 80% of the Program Fees to re-register in the next available intake;
- 10.3 A licensee who is required to take the Mentoring Program but fails to complete any Registration Requirements set out in section 2 must pay an additional administrative fee of \$150 and will be required to re-register in the next available intake.

11.PENALTIES FOR BREACH OF POLICY

- 11.1 Licensees must complete the New-Licensee Mentoring Program within 12 months of receiving their licence.
- 11.2 Licensees are offered 2 attempts to successfully complete the program. It will be considered 1 of the licensee's 2 attempts to complete the New-Licensee Mentoring Program if the licensee:

- a) Fails to complete any Registration Requirements set out in Section 2;
 - b) Receives a grade of Fail for the Program; or
 - c) Has been removed from the Program for any violation of the Code, applicable regulations or policies.
- 11.3 A Licensee who has been removed from the New-Licensee Mentoring Program or has had their assessment results invalidated due to violations of the Code or any applicable regulations or policies is subject to disciplinary measures by the College.
- 11.4 A licensee who fails to complete the New-Licensee Mentoring Program within the first available 2 intakes after receiving their licence will have their name forwarded to the Registrar and their licence may be suspended or revoked.

12. INDIVIDUAL AGREEMENTS

- 12.1 Should any provisions of the Mentor or Mentee’s agreement provide for different obligations, terms, or conditions than those set out in this Program Policy, the Mentor or Mentee’s individual agreement with the College shall prevail.

APPROVAL AND REVIEW

	Details If relevant, add notes to alert readers about the modifications to the document (e.g., updated wording from Council to College)	Approval Authority	Date
Original Approval	N/A	Board of Directors	2022/09/29
Revision	Updated wording and definitions; new sections added (1, 5 and 6); additional information added in sections 2, 3, 9 and 10.	Board of Directors	2023/06/08
Revision	Updated wording and definitions for consistency with College terminology Definition of Mentee and Mentor was updated Definition of stipend and intake was added Additional information added to sections 4, 5, 6 and 11		2023/10/01
Revision	Update to s.5 to include mentors eligible for CPD hours and stipends based on milestones Co-counselling replaced with sharing client files Legal counsel review to align policy with Mentor Agreement – changes to s.5.1 and 5.2 Legal counsel added a new section 12 – Individual Agreements	Board of Directors	2024/03/21