

Institute for Citizen-Centred Service
Annual General Meeting
In-Person
Delta Hotel Winnipeg
September 24, 2019
11:00 – 12:00 pm CDT

ICCS MEMBERS

Karla Hale	MSDO Central/Peel Region
Nancy MacLellan	Nova Scotia
Natasha Clarke	Nova Scotia
Paul Pierlot	Manitoba
Chad Vickers	Saskatchewan
Nicholas Wise	Public Safety Canada
Silvano Tocchi	Canada Revenue Agency
Anik Dupont	Employment and Social Development Canada/Service Canada
Christian Laverdure	Immigration and Refugee Board of Canada
Carroll Francis	MSDO/City of Brantford
Roma Robinson	Newfoundland and Labrador
Vidya ShankarNarayan	Innovation, Science and Economic Development Canada

PSSDC MEMBERS

Mark Arsenault	Nova Scotia
Gillian Latham	Nova Scotia
Alanna MacDougall	Immigration and Citizenship Canada
Jacqueline Ratté Kohut	Manitoba

PSCIOC MEMBERS

Gerry Fairweather	Nova Scotia
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OBSERVERS / SUB-COMMITTEE CO-CHAIRS

Kathy Kupfer (PSCIOC Observer)	Manitoba
Mark Levene (PSCIOC Observer)	Treasury Board of Canada Secretariat

INSTITUTE FOR CITIZEN-CENTRED SERVICE

Dan Batista	Maria Luisa Willan
Michal Dziong	Alex Denike
Cathy Kealey	Linda Robins

#	Agenda Item	Discussion
1.	Welcome and Opening Remarks	The President welcomed the members to the meeting and asked the participants to introduce themselves.
2.	Notice of Annual General Meeting	The notice of the Annual General Meeting was circulated to the Joint Councils members on July 29, 2019 and the material for the meeting was posted in advance of the meeting on the Winnipeg Meeting site.
3.	Review of Previous Minutes September 25, 2018 and Approval of September 24, 2019 Agenda	<p>The President asked if there were any comments on the minutes of the September 25, 2018 meeting. An ICCS Board member noted that there was an omission in the discussion of the Auditor's Report on the September 25, 2018 minutes. The correction will be made to the minutes.</p> <p>MOTION # 1: Natasha Clarke moved the adoption of the September 25, 2018 with the revision. Nicholas Wise seconded the motion. All in favour.</p> <p>The President asked if there were any changes to the agenda and there were none.</p> <p>MOTION # 2: Christian Laverdure moved the adoption of the September 24, 2019 agenda. Anik Dupont seconded the motion. All in favour.</p>
4.	<p>ICCS Financials</p> <p>a) ICCS Audited Financial Statements as of March 31, 2019.</p>	<p>Paul Pierlot, ICCS Treasurer provided an overview of the ICCS Audited Statements. The package made available to the members includes the Treasurer's presentation. In addition to the auditors, the Treasurer thanked our accountants Paul Bretton and Alysha Dunn of the Holst Equation, the Finance and Legal Committee and the Executive Director and Secretariat for their work on the finances.</p> <p>The audit was carried out by RZN LLP Accountants. The Treasurer read the statement from the auditor's report: The auditor's opinion is that "the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations". We have a clean audit this year. We are structured as a not-for-profit so those are the standards that we follow. We are tracking extremely well as will be seen in the financial information that the Treasurer will discuss.</p> <p>The Treasurer reviewed the overall financial position. The statement is provided for the fiscal as of March 31, 2019 and as of March 31, 2018. He noted that cash balances have gone down but that is due to additional secure investments the Board has made. Accounts receivable have gone down considerably year over year which is due to management of the accounts. With respect to property and equipment, that is entirely attributable to computer expenses. Looking at liabilities, accounts payables have gone down year over year and deferred revenue has also gone down. The Treasurer explained that deferred revenue is received in one year but not recognized until the next year. In terms of net assets, the ICCS follows fund-based accounting and the Board has set up two funds: the Financial Reserve Fund and the Strategic Innovation Fund. The overall balance from 2018 to 2019 has increased slightly.</p> <p>The statement of cash flows includes the excess of revenues over expenses. In the private sector this would be called profit however as a not-for-profit we do not have profits. The ICCS is here to promote service excellence and the Board stays focused on its mission, mandate and objectives. The money we want to earn is to pursue our goals and objectives. We want to pursue a healthy organization and over the last few years things have got a lot stronger. The Board watches the bottom line and has done a couple of things in the last while. One of the things is investments which began in 2018 which we cautiously approached. These are secure investments that are liquid as well. In 2019, we moved approximately \$200K into further investments for a total of \$300K plus interest in investments. This is important because we need cash to invest in our products and services. The cash position has gone down, but the investments have gone up. He noted that cash</p>

		<p>comprised of \$253,061 held in the operating fund and \$149,995 held in the strategic innovation fund. Out of the \$253K, \$200K is held in a financial reserve as per Board policy. In the audited statements, there is a statement of operations which shows the program and business line revenue and expenses and general expenses as well.</p> <p>The Treasurer spoke about the Strategic Innovation Fund. This is the way we are funding the objectives of the strategic business plan. It's a fund that we can draw upon but also replenish to build our products and services. All funding requests have to go through the Board, and we have an established policy and procedure and we monitor it very closely. At this time, \$150K has been invested in the fund. The Board has approved funds for the marketing and sales strategy and implementation which includes the rebranding and automation of the Common Measurements Tool and renewal of the Learning and Certification program.</p> <p>The Board decided to establish a financial reserve. We have not set this up as a formal fund like the Strategic Innovation Fund. The financial reserve is to cover the Institute and its staff should a wind down be required. The Finance and Legal Committee worked with the accountants to establish a reserve amount and the Board has asked the Committee to do additional analysis on the cash and investment components. We have \$200K in cash and \$300K in investments in the financial reserve. The Committee reports every Board meeting on the overall status of the Institute.</p> <p>There were no questions on the ICCS Audited Statements.</p> <p>MOTION # 3: Paul Pierlot moved the adoption of the ICCS Audited Financial Statements as presented. Natasha Clarke seconded the motion. All in favour.</p>
	b) Appointment of Auditor for the Fiscal Year April 1, 2019 to March 31, 2020	<p>The ICCS recommended the appointment of current auditor for the year ending March 31st, 2020. The firm has provided auditing services to the Institute for a number of years and ICCS has been pleased with their work.</p> <p>MOTION # 4: Chad Vickers moved the adoption of the appointment of RZN, LLP, Chartered Accountants to continue to act as the auditor for the Institute for Citizen-Centred Service and prepare the financial statements for the fiscal year ending March 31, 2020. Nicholas Wise seconded the motion. All in favour.</p>
5.	Election of ICCS Board of Directors	<p>Nicholas Wise provided an overview of the recommendations by the Governance and Human Resource Committee related to Board appointments. Nicholas Wise is the chair of the Governance and Human Resource Committee. Three Board members terms are expiring: Christian Laverdure, Paul Pierlot and Natasha Clarke and the first recommendation is that the three members be appointed for an additional term. The second recommendation is that the current President, Karla Hale be appointed as a Board Officer to allow her to serve as Past President. Nancy MacLellan and Chad Vickers have served their full two terms and Harry Turnbull and Ron Hinshaw have advised that they are retiring. In response to a call for Board members in 2018, Vidya ShankarNarayan expressed an interest in becoming a member. The appointment of Vidya ShankarNarayan is the third recommendation. The Committee had also been busy trying to solicit additional members to the ICCS Board to balance jurisdictional representation.</p> <p>MOTION # 5: Anik Dupont moved the adoption of the appointments to the ICCS Board of Directors. Roma Robinson seconded the motion. The motion carried but was not unanimous.</p>
6.	Expression of Appreciation to Outgoing Directors	<p>The members recognized the work of Nancy MacLellan and Chad Vickers. These members have served the maximum two – three-year terms. Nancy has served as ICCS Vice-President, President and Past President. Nancy also served as co-chair of the PSSDC. Chad Vickers served as Chair of the Program and Strategic Planning Committee and was the first graduate of the Certified Service Manager program. Chad was also a member of the PSSDC. In addition, Harry Turnbull and Ron Hinshaw have announced that they will be retiring from the</p>

		<p>public service this month and will no longer serve on the ICCS Board. Harry was a member of the PSCIOC and served as Treasurer and Co-Chair. Ron served on the PSSDC and was a champion of the certification and learning program and chair of the Certification and Learning Advisory Committee.</p> <p>A discussion of appointments as Board Advisors will be held at an upcoming Board meeting.</p> <p>MOTION # 6: Silvano Tocchi moved that Nancy MacLellan, Chad Vickers, Harry Turnbull and Ron Hinshaw be recognized and presented with a gift. Paul Pierlot seconded the motion. All in favour.</p>
7.	President's Comments and ICCS Rebranding	<p>Karla Hale commented that as President it has been a wonderful journey, and everyone has made it very easy and she takes away learnings. The last three years the Board has been working on projects in its strategic business plan. The Board has focused on three priorities and in the Board meeting we saw proof of the work that has been done in our marketing and sales plan, the digital strategy development and updated website and the work around the human resources plan are all notable. We have successfully developed an action plan for all lines of business with brand guidelines and Citizen First has become our champion brand. We have modernized the website and showed off our champion brand with a promise for more to come with a human centred design for the future. We have also added social media channels. We had work to do in the human resource area. We have completed the review and developed job competencies and descriptions and employment letters. Karla Hale commented that she appreciated that the Board members work collaboratively in the best interest of ICCS.</p> <p>The Executive Director launched the new champion brand which is Citizen First. The Institute for Citizen-Centred Service (ICCS) is our corporate name and will continue to exist. The reason for the champion brand is that we haven't always presented ourselves in a cohesive brand. We have the separate lines of business and each has had a different interpretation on the look and feel of the organization. However, this is more than look and feel. This is about moving the ICCS forward into the future as a modern organization. It is about the citizen or the client. The unveiling of Citizen First is the first step forward with more to come. We will continue to look at improving on how we project the image of ICCS. It is about recognition of the organization. We have taken Citizen First as the champion brand with sub-brands underneath. On the website the lines of business will be rebranded to reflect the champion brand. Today we have unveiled the website but it's about leveraging the digital channel so that our clients can self-serve. Behind all of this is the ongoing improvement of our content, improving findability, ensuring that it's easy to understand and allow people to get to what they need as soon as possible. Changes will be ongoing. The colour schemes are all deliberate and we have a brand guideline book which we can share with everyone if interested. The Executive Director thanked the Board for the work done in establishing the Strategic Innovation Fund.</p> <p>The President commented that the Board is excited to see where the brand has gone and the work in the individual lines of business is very good. The ICCS is showing the way in a digital way and setting the bar and something the Joint Councils can be proud of. There is untapped potential with the ICCS as a not-for-profit organization and she believes the conversations at the Joint Councils for the future will set it up for success.</p> <p>Nicholas Wise thanked Karla Hale for serving as President on behalf of the Board.</p>
8.	Roundtable – Feedback from the members	<p>There were no additional comments from the members.</p> <p>MOTION #7: Anik Dupont moved that the AGM is closed. Nicholas Wise seconded the motion. All in favour.</p>