

**Institute for Citizen-Centred Service**  
**Annual General Meeting**  
**September 28, 2021**  
**MS Teams**  
**1:00 pm – 2:00 pm EDT**

ICCS BOARD MEMBERS	
Natasha Clarke	Nova Scotia
Christian Laverdure	Immigration Refugee Board of Canada
Paul Pierlot	Manitoba
Nicholas Wise	Public Safety Canada
Adriana Poveda	British Columbia
Denis Skinner	Treasury Board of Canada Secretariat
Catherine Bennett	Employment and Social Development Canada
Sean McLeish	Yukon
Sean Baird	Region of Peel
PSSDC MEMBERS	
Linda Maljan	Northwest Territories
Gillian Latham	Nova Scotia
Judy Ross	New Brunswick
Louise Simos	Ontario
Jean-Paul Fradette	Manitoba
Mark Healy	Newfoundland and Labrador
Roxanne Hersack	Alberta
Kathryn Durkin-Chudd	Manitoba
PSCIOC MEMBERS	
Tracy Wood	Prince Edward Island
CJ Ritchie	British Columbia
Stephen Bull	Alberta
Hong Chung	Manitoba
OBSERVERS / SUB-COMMITTEE CO-CHAIRS	
Kristy Ready on behalf of Silvano Tocchi	Canada Revenue Agency
Isha Dhingra	Ontario
Christopher MacDonald	Treasury Board Secretariat of Canada
Colin McDonald	Manitoba
Olivier Samson	Québec
INSTITUTE FOR CITIZEN-CENTRED SERVICE	
Dan Batista	Maria Luisa Willan
Michal Dziong	Alex Denike
Stefania Silisteanu	Catherine Goguen
Linda Robins	Paul Bretton (Accountant – The Holst Equation)
Alysha Dunn (Accountant – The Holst Equation)	Jeffrey Weigensberg (RZN Accountants)
Daniel Leung (RZN Accountants)	

#	Agenda Item	Discussion
1.	Welcome and Opening Remarks	<p>The President welcomed the members to the meeting. She provided a brief update on the year that had passed and commented that investments had been made to transform the lines of business to a modern, digitized format. The President asked the members to leverage and take advantage of the services and products of ICCS.</p> <p>The President noted that we always enjoy hearing from the members at the AGM and throughout the year. We are always open to engage with jurisdictions to support citizen-centre service across the country.</p>
2.	Review of Previous Minutes and Review of Current Agenda	<p>The President asked if there were any comments on the minutes of September 30, 2020.</p> <p><b>MOTION #1:</b> Paul Pierlot moved the adoption of the September 30, 2020 record of decision without changes. Nicholas Wise seconded the motion. All in favour.</p> <p>The President asked if there were any changes/additions to the current agenda, there were none.</p> <p><b>MOTION #2:</b> Paul Pierlot moved the adoption of the current agenda without changes. Sean Baird seconded the motion. All in favour.</p>
3a.	ICCS Audited Financial Statements as of March 31, 2021	<p>Paul Pierlot, ICCS Treasurer and Chair of the Finance and Legal Committee provided a few opening comments. The Institute has been faced with challenges in 2020-2021, like all other organizations due to the ongoing pandemic. While revenues are down, they have not been as severely impacted as initially feared. In 2019/20, the ICCS Board decided to fully leverage the Strategic Innovation Fund and made key investments to transform the Institute's products and services by ensuring the availability of digital products and services customized to respond to clients' needs. This 'digital first' business model is helping us through the pandemic and will continue to benefit the organization in the future. Staff continue to fine-tune and roll out new products and services on our digital platform. We have been actively promoting the products and services through social media channels.</p> <p>The Treasurer provided a brief overview of the revenues and expenditures. The negative impact of the pandemic has been mitigated by the efforts made by management and staff to reduce expenses and find more efficient ways to deliver services.</p> <p>The Treasurer advised that the audit in 2020 – 2021 was a clean audit and he asked the auditor to make a few comments.</p> <p>The Auditor, Jeffrey Weigensberg, commented that over the past 10 years the audit has always been clean. He noted that there were no instances pertaining to fraud and has no adjustments to accounting entries. There are no major holes in the internal controls and the auditor agrees with the accounting policies of the Institute. As we go into the 2021 – 2022 fiscal year, the Board will continue to monitor the financials and as outlined in the COVID note, the Board recognizes that the pandemic will be an ongoing concern for the foreseeable future.</p> <p>The Auditor agreed with the Treasurer and Executive Director that the investments made from the strategic innovation fund to modernize and digitize the products and services of ICCS has positioned it well for the future.</p> <p>The Treasurer thanked the auditor for his support over the past years.</p>

		<p><u>Discussion</u></p> <p>A Board member commented on the revenue outlook going forward. This has been a tough year and we are heavily reliant on governments. We are not out of the woods and have been well positioned with some reserves but we not turning the corner yet.</p> <p>The Executive Director explained that we will begin the budget process later this Fall for the 2022-2023 budget. All signs indicate that the Institute will be in the same position as it is in the 2021-2022 fiscal year. We still don't know the true impact of potential and upcoming deficit reduction initiatives on governments. Even with the way the Institute has positioned itself, it will take a concerted effort and well-priced products and services to ensure longer-term success; the ICCS needs the entire community to ensure that it is considered as a source of products and services for service improvement initiatives across all levels of government.</p> <p>The President thanked Jeffrey Weigensberg and Daniel Leung of RZN for the important work that they have done.</p> <p><b>MOTION #3:</b> Paul Pierlot moved the adoption of the ICCS Financials as of March 31, 2021. Christian Laverdure seconded the motion. All in favour.</p>
4.	Appointment of Auditor for the Fiscal Year April 1, 2021 – March 31, 2022	<p>The Treasurer presented the report to approve the appointment of RZN LLP to act as the auditor for the ICCS for the year ending March 31, 2022. He noted that RZN LLP has been very thorough and have provided good advice to the ICCS Board.</p> <p>A Board member asked that in next year's audit report to the AGM that the auditors bring forward some recommendations for improvement. The Executive Director advised that the Auditors have suggested some work be carried out regarding the monetary value of ICCS intellectual property. The Board will be looking at the work that needs to be done to carry out valuation of the intellectual property (IP) of the Institute.</p> <p><b>MOTION #4:</b> Paul Pierlot moved the adoption of the recommendation to appoint RZN LLP to act as the auditors for the ICCS for the year ending March 31, 2022. Nicholas Wise seconded the motion. All in favour.</p>
5.	Election of ICCS Board of Directors	<p>The Chair of the Governance and Human Resources Committee (GHRC), Nicholas Wise, advised that we had just learned that Carroll Francis would not continue as an ICCS Board Member and the motion was withdrawn to reappoint her for a second 3-year term.</p>
6.	Expression of Appreciation to Outgoing Directors	<p>In the past year, Alan Doody of Newfoundland and Labrador left the Board due to workload reasons. We thank him for his time on the Board.</p> <p>Following this Annual General Meeting, Nicholas Wise will be leaving the ICCS Board as he has served two – three-year terms which is the maximum time that is allowed for Board members. The President personally thanked Nicholas Wise for his strategic and best practices advice and work on human resources for the ICCS.</p> <p>Nicholas Wise commented that his six years has gone quickly and the ICCS Board has provided him with a rich experience of coming together with FPTM colleagues. It has been a privilege and honour to serve on the Board. He advised the members that Christian Laverdure will be stepping into the position of Chair of the GHRC.</p> <p><b>MOTION # 6:</b></p>

		Nicholas Wise and Alan Doody will be recognized with a gift in recognition of his service. All in favour.
7.	ICCS Strategic Plan	<p>The President reiterated that the investments made by the Board into modernizing and digitizing the products and services of the Institute has positioned it well during the pandemic and for the future. She asked the members that when opportunities present themselves in their organizations or in their networks, that the members have the ICCS top of mind as we are trying to broaden our reach. The President asked that the members help us to make connections to weather the storm and if we are making decisions where ICCS can help that the members consider ICCS.</p> <p>The Executive Director provided an overview of the strategic plan. He noted that any excess revenues are reinvested into the products and services of the Institute.</p> <p>With respect to the Joint Councils, we are building on the relationship with the members. We are exploring ways that ICCS can do more for the Councils. He provided the example of the digital ID work and thanked British Columbia for their commitment to lead the work. The digital ID work has now been extended to the FPTM proof of vaccination work currently underway.</p> <p>Based on the work to move our learning modules online, we have worked with the Client Centric Services CoP to update their maturity model so that it is user friendly and can be updated easily. We are working on trying to align our research with the work of the members so that we are able to better support the Councils.</p> <p>In this year, we completed the ninth iteration of Citizens First 2020. The way we carry out this work was changed to have the field work done in 4 waves offering the results to subscribers in a more timely fashion. We are now launching Business First 2022, which will be the seventh iteration of these studies. This iteration will focus on the impact of the pandemic on businesses and entrepreneurs. We are looking at ways to modernize our research and the use of AI to improve our understanding of the results of our research. ICCS is working with Pathos AI to develop a way to provide better insights to our subscribers.</p> <p>We now have a Citizens First Analytics (CMT) suite of tools that allows the client to upload their data and get the results of their research rapidly. We are also working on digitizing the CMT question bank which will allow organizations to access the CMT questions, develop the survey and analyze the results in an integrated way online.</p> <p>We now have a series of digitized, self-study learning modules for the community and we are beginning to see more uptake on these modules. More modules are being developed. We can also customize the content for the Council member organizations. As mentioned, we also have the ability to digitize playbooks. We are positioning ourselves as learning content designers.</p> <p>The Institute has been offering webinars, bringing in guest speakers to address areas of interest to the Councils. We are working on marketing the products and services of the ICCS. The work being done in marketing will help us remain top of mind and relevant. We have implemented HR and administration best practices and have developed succession plans for the Board and organization to move the Institute forward.</p> <p>The President thanked the ICCS team for their work during the past year. She noted that the ICCS has a small team and we are very lucky to have an organization such as this one.</p>

8.	Roundtable – Feedback from the members	<p>A member thanked the ICCS for all of the work they do and the Board for their leadership.</p> <p>The President asked how the ICCS might help to support the members. We are glad to hear feedback and appreciate any ideas and suggestions to improve the ICCS.</p> <p>The Executive Director thanked the members that attended the AGM and also thanked them for their support over the past year. He commented that we are here to support the members in their pursuit of service excellence.</p> <p>There were no additional comments from the members.</p>
9.	Notice of the Annual General Meeting	The notice of the Annual General Meeting was distributed to members by email on July 13, 2021.