



Institute for Citizen-Centred Service
Annual General Meeting

Tuesday, October 3, 2017
In-Person – Delta Prince Edward
18 Queen Street
Henry Johnson Room, Mezzanine Level, Charlottetown, PE
10:30 am – 11:50 pm ADT

Topics		Lead	Actions
10:30 am – 10:35 am	1. Welcome and Opening Remarks	Nancy MacLellan, President, ICCS Board of Directors	
10:35 am – 10:45 am	2. Review of Previous Minutes of September 13, 2016 and Current Agenda a) Approval of Previous Minutes and Action Items (attach) b) Review and Acceptance of Current Agenda	Nancy MacLellan	Motion Motion
10:45 am – 11:00 am	3. ICCS Financials a) ICCS Audited Financial Statements as of March 31, 2017 (attach) b) Appointment of Auditor for the Fiscal Year April 1, 2017 to March 31, 2018 (attach)	Ray Winer and Jeffrey Weigensberg, RZN, LLP Nancy MacLellan	Motion Motion
11:00 am – 11:15 am	4. Election of ICCS Board of Directors (attach)	Nicholas Wise, Chair Governance Committee	Motion
11:15 am – 11:20 am	5. Expression of Appreciation to Outgoing Directors (attach)	Nicholas Wise	Motion
11:20 am – 11:30 am	6. ICCS Lines of Business Update	Dan Batista	Information
11:30 am – 11:50 pm	7. ICCS President's Closing Remarks and Adjournment	Nancy MacLellan	Information

8. The following items are for information:

- a) The Notice of Annual General Meeting was distributed to Members by email on August 9, 2017.

Institute for Citizen-Centred Service
Annual General Meeting
In-Person
Victoria Marriott Inner Harbour Hotel
Victoria, BC
September 13th, 2016
11:00 am – 12:00 pm PDT

ICCS MEMBERS

Nancy MacLellan	Nova Scotia
Donna Kelland	Newfoundland and Labrador
Janine Halliday	MSDO Eastern Region/City of St. John's
Karla Hale	MSDO Central/Peel Region
Chad Vickers	Saskatchewan
Nicholas Wise	Treasury Board of Canada Secretariat
Ron Hinshaw	British Columbia
Maurice Gallant	City of Fredericton
Josée Dussault	Canada Revenue Agency

PSSDC MEMBERS

Chris Bookless	Yukon
Steve Burnett	Ontario
Natasha Clarke	Nova Scotia
Beverly Dicks	British Columbia
Michelle Lattimore	Citizenship and Immigration Canada
Christian Laverdure	Innovation, Science and Economic Development Canada
Lee Parker	Canada Post (representing Don Bougie)
Rob Horwood	New Brunswick (representing Alan Roy)
Jackie Stankey	Alberta
Cosanna Preston-Idedia	Saskatchewan (representing Lisa Raddysh)

PSCIOC MEMBERS

John Messina	Treasury Board Secretariat of Canada
Harry Turnbull	MISA East (City of Windsor)
Kathryn Bulko	MISA Canada (City of Toronto)
Mark Brisson	Alberta
Munna Zaman	Saskatchewan
Bette-Jo Hughes	British Columbia
Ellen MacDonald	Newfoundland and Labrador
Sean McLeish	Yukon
Sandra Cascadden	Nova Scotia
Robert Devries	Ontario (representing David Nicholl)
Chris Fisher	MISA West (City of Regina)
Cheryl Hansen	New Brunswick
Tracy Wood	Prince Edward Island

OBSERVERS / SUB-COMMITTEE CO-CHAIRS

Jennifer Dawson	Treasury Board Secretariat of Canada
Anik Dupont	Service Canada
Pascale Elvas	Service Canada
Robert Frelich	Service Canada
Allison Little Fortin	Immigration, Refugees and Citizenship Canada
Silvano Tocchi	Canada Revenue Agency

INSTITUTE FOR CITIZEN-CENTRED SERVICE

Dan Batista	Maria Luisa Willan
Linda Robins	

#	Agenda Item	Discussion
1.	Welcome and Opening Remarks	The President welcomed the members to the meeting.
2.	Notice of Annual General Meeting	The notice of the Annual General Meeting was circulated to the Joint Councils members on July 8 th , 2016.
3.	Review of Previous Minutes September 15, 2015 and Current Agenda	<p>The President asked if there were any comments on the minutes of the September 15th, 2015 meeting and there were none.</p> <p>MOTION #: 2016001 Chris Bookless moved the adoption of the September 15th, 2015 minutes. Bette-Jo Hughes seconded the motion.</p> <p>There were no changes to the current agenda.</p>
4.	<p>ICCS Financials</p> <p>a) ICCS Audited Financial Statements as of March 31, 2016</p>	<p>Jeffrey Weigensberg from RZN, LLP commented that he was pleased with the audit and the statements were clean. All variances had been explained. It was noted that the accountant, Paul Bretton, had been very helpful in providing all information requested. The Finance and Legal Committee and team were recognized for making the information more accessible and consumable. ICCS is now in a more financially stable position.</p> <p>The auditor asked about the late timing for Taking Care of Business 5 and inquired if there would be any other timing issues with other work. There was a timing issue for Taking Care of Business 5 related to a revised methodology. In 2017, ICCS will be moving into another major study, Citizens First 8. It was noted that there may be some slippage on timing in this work as well due to Research Review which needs to be completed prior to starting Citizens First 8.</p> <p>MOTION #: 2016002 Bette-Jo Hughes moved the adoption of the ICCS Audited Financial Statements as of March 31st, 2016. Harry Turnbull seconded the motion.</p>
	b) Appointment of Auditor for the Fiscal Year April 1, 2016 to March 31, 2017	<p>The ICCS recommends the appointment of Rosenthal Zaretsky Niman & Co. as the auditors for the year ending March 31st, 2017. Rosenthal Zaretsky Niman & Co. has provided auditing services to the Institute for a number of years and ICCS has been pleased with the work of this auditor.</p> <p>MOTION #: 2016003 Janine Halliday moved the adoption of the appointment of Rosenthal Zaretsky Niman & Co. 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, 2017. Karla Hale seconded the motion.</p>
5.	Election of ICCS Board of Directors	<p>The ICCS Governance Committee Chair provided an overview of the slate of candidates for the 2016 – 2017 ICCS Board of Directors. The Chair asked for nominations from the floor and there were none.</p> <p>MOTION #: 2016004 Harry Turnbull moved the adoption of the slate of candidates for the 2016 – 2017 ICCS Board of Directors. Chris Bookless seconded the motion.</p>
6	Expression of Appreciation to Outgoing Directors	<p>The members recognized the work of Holly Fancy, Christian Couturier, Gisela Rempel and Richard Steele on the ICCS Board of Directors. A plaque will be presented to these members in thanks for their service and valuable contributions to the ICCS Board of Directors.</p> <p>MOTION #: 2016005 Sandra Cascadden moved the adoption of the expression of appreciation to outgoing directors. Chris Bookless seconded the motion.</p>

7	<p>ICCS Update</p> <p>a) Certification and Learning</p> <p>b) Research</p>	<p>Alex Denike provided an update on the progress made on the Certification and Learning program.</p> <p>Michal Dziong provided an update on the work underway on ICCS Research.</p>
8	<p>ICCS President's Closing Remarks and Adjournment</p>	<p>The President provided an update on the ICCS sustainability study. Over the last 18-24 months, the ICCS has been doing a lot of introspection, which included interviews with PSSDC/PSCIOC Members. The ICCS Board of Directors determined that it would be helpful to initiate a sustainability study. It was noted that the ICCS has been doing the same work for over 10 years and needs to look at its value added as well as financial sustainability. The President noted that the ICCS had just received the sustainability report from the consultant. A sub-committee of the Board is reviewing the sustainability study prior to broader engagement. There will be a discussion about alignment with the work of the Joint Councils' Framework Working Group.</p> <p>The President noted that she was pleased to present the ICCS Annual Report to the members and if the members had any comments/suggestions to please contact the ICCS.</p> <p>The President thanked the members for their participation at the meeting and their support over the past year.</p>

**INSTITUTE FOR CITIZEN-CENTRED SERVICE/
L'INSTITUT DES SERVICES AXES SUR LES CITOYENS**

FINANCIAL STATEMENTS

MARCH 31, 2017

**INSTITUTE FOR CITIZEN-CENTRED SERVICE/
L'INSTITUT DES SERVICES AXES SUR LES CITOYENS**

FINANCIAL STATEMENTS

MARCH 31, 2017

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INDEPENDENT AUDITOR'S REPORT

To the Directors of:

Institute for Citizen-Centred Service/
L'Institut des Services Axes sur les Citoyens

We have audited the accompanying financial statements of Institute for Citizen-Centred Service/L'Institut des Services Axes sur les Citoyens, which comprise the Statement of Financial Position as at March 31, 2017 and the Statements of Changes in Net Assets, Operations and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian Generally Accepted Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

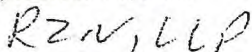
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Institute for Citizen-Centred Service/L'Institut des Services Axes sur les Citoyens as at March 31, 2017 and its financial performance and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Toronto, Ontario
September 11, 2017



Chartered Professional Accountants & Licensed Public Accountants

INSTITUTE FOR CITIZEN-CENTRED SERVICE/
L'INSTITUT DES SERVICES AXES SUR LES CITOYENS

STATEMENT OF FINANCIAL POSITION

MARCH 31, 2017

ASSETS

	<u>2017</u>	<u>2016</u>
CURRENT		
Cash	\$629,337	\$711,473
Accounts receivable	324,434	49,555
Prepaid expenses	<u>2,059</u>	<u>3,613</u>
	955,830	764,641
LONG-TERM		
Learning and Certification Program (Note 3)	<u>-</u>	<u>84,865</u>
	<u>\$955,830</u>	<u>\$849,506</u>

LIABILITIES

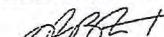
CURRENT		
Accounts payable and accrued liabilities	\$ 42,388	\$ 84,027
Government remittances payable	16,804	5,117
Deferred revenue (Note 4)	<u>383,428</u>	<u>323,153</u>
	442,620	412,297

NET ASSETS

Per statement	<u>513,210</u>	<u>437,209</u>
	<u>\$955,830</u>	<u>\$849,506</u>
Commitment (Note 5)		

The accompanying notes are an integral part of these financial statements.

THESE FINANCIAL STATEMENTS ARE
APPROVED BY AND ON BEHALF OF
THE BOARD OF DIRECTORS

 Dan Batista, Executive Director

 DIRECTOR
Maurice Gauthier
TREASURER
DIRECTOR

INSTITUTE FOR CITIZEN-CENTRED SERVICE/
L'INSTITUT DES SERVICES AXES SUR LES CITOYENS

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED MARCH 31, 2017

	<u>2017</u>	<u>2016</u>
NET ASSETS, BEGINNING OF YEAR	\$437,209	\$304,219
Excess of revenue over expenses	<u>76,001</u>	<u>132,990</u>
NET ASSETS, END OF YEAR	<u>\$513,210</u>	<u>\$437,209</u>

The accompanying notes are an integral part of these financial statements.

**INSTITUTE FOR CITIZEN-CENTRED SERVICE/
L'INSTITUT DES SERVICES AXES SUR LES CITOYENS**

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2017

	<u>2017</u>	<u>2016</u>
PROGRAM REVENUES		
Sales - services	\$ 224,338	\$ 265,983
Sales - products	469,178	383,410
Registration fees	74,767	85,045
Contributions	374,630	365,500
Other program revenue	<u>386</u>	<u>2,642</u>
	<u>1,143,299</u>	<u>1,102,580</u>
PROGRAM EXPENSES		
Amortization of Learning and Certification Program	84,865	84,866
Conferences and meetings	64,566	79,578
Consulting services	260,308	190,131
Miscellaneous	693	291
Other direct services	6,373	12,426
Salaries and employees' benefits	305,608	269,617
Subcontractor labour	122,450	124,624
Travel	<u>36,697</u>	<u>55,479</u>
	<u>881,560</u>	<u>817,012</u>
PROGRAM SURPLUS	<u>261,739</u>	<u>285,568</u>
EXPENSES		
Awards	933	1,084
Bank charges	4,247	2,948
Conference and hospitality	2,925	14,906
Dues and fees	2,854	1,010
Data processing, web and computer	43,646	23,219
General and office	48,046	31,279
Insurance	3,474	3,099
Occupancy cost	29,372	30,518
Professional fees	33,130	33,909
Travel	<u>17,111</u>	<u>10,606</u>
	<u>185,738</u>	<u>152,578</u>
EXCESS OF REVENUE OVER EXPENSES	<u>\$ 76,001</u>	<u>\$ 132,990</u>

The accompanying notes are an integral part of these financial statements.

**INSTITUTE FOR CITIZEN-CENTRED SERVICE/
L'INSTITUT DES SERVICES AXES SUR LES CITOYENS**

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2017

	<u>2017</u>	<u>2016</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 76,001	\$132,990
Add: Amortization of Learning and Certification Program	<u>84,865</u>	<u>84,866</u>
	160,866	217,856
Accounts receivable	(274,879)	250,192
Government remittances payable	11,687	(24)
Prepaid expenses	1,554	(1,520)
Accounts payable and accrued liabilities	(41,639)	(103,955)
Deferred revenue	<u>60,275</u>	<u>225,042</u>
Cash flows provided by (used in) operating activities	<u>(82,136)</u>	<u>587,591</u>
INCREASE (DECREASE) IN CASH	(82,136)	587,591
CASH, BEGINNING OF YEAR	<u>711,473</u>	<u>123,882</u>
CASH, END OF YEAR	<u><u>\$629,337</u></u>	<u><u>\$711,473</u></u>

The accompanying notes and schedules are an integral part of these financial statements.

**INSTITUTE FOR CITIZEN-CENTRED SERVICE/
L'INSTITUT DES SERVICES AXES SUR LES CITOYENS**

NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2017

1. PURPOSE OF THE ORGANIZATION

Institute for Citizen-Centred Service/L'Institut des Services Axes sur les Citoyens ("the Organization") was incorporated on August 2, 2005 under the Canada Corporations Act as a corporation without share capital to promote high levels of citizen satisfaction with public sector service delivery. As a not-for-profit organization, while registered, the Organization is exempt from income tax under the Income Tax Act (Canada).

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

The accompanying financial statements have been prepared by management in accordance with Accounting Standards for Not-for-Profit Organization ("ASNPO").

Use of estimates

The preparation of financial statements in accordance with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the statement of financial position and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Financial statement items subject to significant management judgement include revenue recognition, the completeness of accounts payable and accrued liabilities and the valuation of intangible assets.

Revenue recognition

The Organization derives its revenues from the sale of its publications and from the provision of consulting and related services, from fees earned for joint council meetings, educational courses and seminars, marketing memberships and outreach subscriptions, and from contributions to the Organization's research projects, occupancy and secretarial support and subcontractor labour services. Revenues are recognized under the accrual basis of accounting, except for contributions which are externally restricted and payments received in advance of the rendering of services which are accounted for under the deferral method as noted below.

Payments received in advance of the rendering of services are recorded as a component of deferred revenue on the accompanying statement of financial position when received and are recognized as revenue over the term of the corresponding project.

Sales and registration fee revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured and the corresponding service has been provided or the goods have been sold with a corresponding transfer of the risks and rewards of ownership. Included in registration fees are membership and subscription revenues which are recognized evenly over the period to which the contract applies. The unearned portion of these revenues is recorded as a component of deferred revenue on the accompanying statement of financial position.

**INSTITUTE FOR CITIZEN-CENTRED SERVICE/
L'INSTITUT DES SERVICES AXES SUR LES CITOYENS**

NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2017

2. SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

Contributed assets and services

The work of the Organization is partly dependent upon the services provided by certain staff members from other organizations under secondment arrangements. In addition, the Organization's tangible capital assets are provided by other organizations at no cost. Since these assets and certain of the services are not normally purchased by the Organization and because of the difficulty of determining their fair value, contributed assets and certain services are not recognized in the accompanying financial statements.

Leases

Lease obligations are classified as either capital or operating leases. Leases that transfer ownership upon conclusion of the lease or substantially all of the benefits and inherent risks of ownership of property and equipment to the Organization are accounted for as capital leases. At the time a capital lease is entered into, an asset is recorded together with its related long-term obligation to reflect the acquisition and financing. Rental payments under operating leases are expensed as incurred.

Financial instruments

Financial assets and financial liabilities are recognized when the Organization becomes a party to the contractual provisions of the instrument. Financial assets are derecognized when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. Financial liabilities are derecognized when they are extinguished, discharged, cancelled or expire. At initial recognition, the Organization classifies its financial instruments depending on the purpose for which the instruments were acquired. Trade-date accounting is used.

The Organization measures cash at fair value with changes in fair value recognized in excess of revenue over expenses (expenses over revenue.)

Accounts receivable are classified as loans and receivables, which are measured at amortized cost.

Accounts payable and accrued liabilities are classified as other financial liabilities, which are measured at amortized cost.

Comparative figures

Certain comparative figures have been reclassified to confirm with the current year's basis of presentation.

**INSTITUTE FOR CITIZEN-CENTRED SERVICE/
L'INSTITUT DES SERVICES AXES SUR LES CITOYENS**

NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2017

3. LEARNING AND CERTIFICATION PROGRAM

Intangible assets relate to the expenditures incurred in prior years regarding the Learning and Certification Program as follows:

	<u>2017</u>	<u>2016</u>
Learning and Certification Program, balance beginning of year	\$84,865	\$169,731
Amortization	<u>(84,865)</u>	<u>(84,866)</u>
Learning and Certification Program, balance end of year	<u>\$ -</u>	<u>\$ 84,865</u>

4. DEFERRED REVENUE

Deferred revenue comprises operating funding and payments received in advance of rendering services received in the current year to be recognized in the subsequent year. Changes in the deferred revenue balance are as follows:

	<u>2017</u>	<u>2016</u>
Deferred revenue balance, beginning of year	\$323,153	\$ 98,111
Funding and payments received in advance in the year	888,425	915,284
Revenue recognized in year (before costs)	<u>(828,150)</u>	<u>(690,242)</u>
Deferred revenue balance, end of year	<u>\$383,428</u>	<u>\$323,153</u>

5. COMMITMENT

The Organization leases its office from the Legislative Assembly of Ontario under an operating lease with no expiry date. The minimum annual rental payments, exclusive of certain operating costs, are \$29,517.

**INSTITUTE FOR CITIZEN-CENTRED SERVICE/
L'INSTITUT DES SERVICES AXES SUR LES CITOYENS**

NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2017

6. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

The fair value of the Organization's financial instruments approximates book value due to the short-term maturity of these instruments, unless otherwise noted.

The Organization's risk management policies are established to identify and analyse the risks faced by the Organization, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Organization's activities. There have been no changes to the Organization's exposure to risks in respect of its financial instruments, and there have been no changes in respect of management's objectives, policies and processes in the management of its financial instruments from that of the prior reporting period.

Currency Risk

The Organization is not exposed to currency risks in that none of the Organization's financial instruments are denominated in foreign currencies.

Interest Rate and Investment Risk

The Organization is exposed to interest rate risk arising from fluctuations in interest rates on its short-term investments, if any, from time to time to the extent that changes in market conditions will affect the available returns that the Organization can earn on these investments as they mature and are reinvested. All of the Organization's other financial instruments are non-interest bearing.

The Board of Directors of the Organization regularly reviews both the compliance and performance of its short-term investments where applicable. The Organization does not consider there to be a significant credit risk for its investments based on investment grade ratings and performance criteria used in selecting these investments.

As at March 31, 2017, the Organization did not have any short-term investments.

Liquidity Risk

The Organization is exposed to liquidity risk to the extent that it must meet its financial obligations as these fall due. The Organization's approach to managing liquidity risk is to ensure that it has sufficient cash and other financial assets, with varying maturities, to meet its obligations when and as due. Management forecasts cash flows to identify financing requirements. These requirements are then addressed through a combination of cash and investment management. As at March 31, 2017, the Organization had accounts payable and accrued liabilities arising in the normal course of operations of \$42,388 due within 12 months.

Credit Risk

Management believes that the Organization is not exposed to material credit risks in that most of its clients are either governments or are also not-for-profit entities that receive government funding and do not withhold overdue payments.

Agenda Item # 3b

Appointment of Auditor

Background

Article 12.1 of By-law Number 3 states that, “The Voting Members shall, by Ordinary Resolution, at each Annual Meeting appoint a Public Accountant to hold office until the next Annual Meeting, and if an appointment is not so made, the Public Accountant in office will continue in office until a successor is appointed” At the Annual General Meeting of the ICCS Board of Directors held on September 13, 2016 in Victoria, British Columbia, the accounting firm of RZN, LLP was selected based on the work performed in the fiscal year ending March 31, 2015.

The firm of RZN, LLP has provided excellent service to the Institute in preparing the financial statements for the year ending March 31, 2017. It is therefore recommended that they continue to act as the auditor for the ICCS. The firm would be responsible for preparing the financial statements for the fiscal year ending March 31, 2018.

Recommendation

It is recommended that RZN, LLP, Chartered Accountants, 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, 2018.

Agenda Item # 4 – Decision

Election of ICCS Board of Directors

Background

Consistent with By-law Number 1, Article 5, Directors shall be elected by the Voting Members and shall, as far as is practicable, reflect the nature and diversity of the citizen-centred service delivery community as determined by the Members.

Therefore a slate of Directors is proposed that balances representation across the two Councils, from the three orders of government, and to the extent possible, reflective of Canada's regions.

Three existing Directors have terms expiring at this Annual General Meeting (September 2017). All three Directors have served one full term: Judy Ross, Ron Hinshaw and Maurice Gallant. Maurice Gallant has advised that he will be retiring in December and will not continue on the Board following this Annual General Meeting. Consistent with the By-Law, and to maintain continuity on the Board, it is recommended that Judy Ross and Ron Hinshaw be re-elected to serve a second 3-year term. In the past year, the ICCS Board of Directors appointed two new Directors to replace those Directors that had resigned during the year. It is recommended that the two new Directors: Silvano Tocchi and Harry Turnbull be appointed for their first 3-year term as Board Directors.

At the September 2016 Annual General Meeting, Donna Kelland was appointed as a Board Officer. Donna Kelland's term expires as of the September 2017 Annual General Meeting. The ICCS Board of Directors would like to thank Donna for her time, commitment and dedication to the ICCS and the ICCS Board of Directors.

Over the past year, the ICCS Board of Directors has received guidance and advice from three Board Advisors: Siegfried Fuchsbichler, Sharon Squire and Bette-Jo Hughes. Consistent with By-law #1, Article 5.13, "All Board Advisors shall hold their positions at the pleasure of the Board", the new Board may at its discretion ask any or all of those named here, or other individuals with the required background (typically, retired public servants), to serve as Board Advisors for the coming term.

Recommendation:

It is recommended that Judy Ross and Ron Hinshaw be re-elected as Directors of the ICCS for a second term ending September 2020.

It is recommended that Silvano Tocchi and Harry Turnbull, be elected as Directors of the ICCS for a first term ending September 2020.

It is recommended that Bette-Jo Hughes, Sharon Squire and Siegfried Fuchsbichler be appointed as Board Advisors for the term ending September 2018.

This would result in the composition of the Board being as follows:

ICCS Board of Directors

	Term Ending 2018	Term Ending 2019	Term Ending 2020
Federal	Nicholas Wise		
		Christian Laverdure	Silvano Tocchi
Provincial/Territorial	Nancy MacLellan	Steve Burnett	Judy Ross
		Chad Vickers	Ron Hinshaw
		Natasha Clarke	
		Paul Pierlot	
Municipal		Karla Hale	Harry Turnbull

ICCS Board Advisors – Term Ending September 2018

Bette-Jo Hughes	Sharon Squire	Siegfried Fuchsbichler
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A call for nominations for the ICCS Board of Directors will be forwarded to PSSDC and PSCIOC members following the ICCS Annual General Meeting to seek interest in becoming an ICCS Board of Director.

Agenda Item # 5

Expression of Appreciation to Outgoing Directors

Background

Janine Halliday and Josée Dussault left the Board of Directors following the September 2016 Annual General Meeting in Victoria, British Columbia.

For the past year, Donna Kelland has served as an Officer on the ICCS Board of Directors. Donna's term with the Board began in 2009, serving as a Board Member, Vice President, President and Officer. Donna will be leaving the Board following this Annual General Meeting.

Maurice Gallant, ICCS Board Treasurer began with the Board in 2014. Maurice assumed the position of Board Treasurer in September 2015. Maurice has advised that he will be retiring from the City of Fredericton later this year and will be leaving the Board following this Annual General Meeting.

These individuals have made significant contributions to the ICCS Board of Directors during their term on the Board and have helped to further the work of the Institute.

Recommendation

It is recommended that Janine Halliday, Josée Dussault, Donna Kelland and Maurice Gallant be presented with plaques in recognition and gratitude for their service and valuable contributions to the ICCS.

Joint Councils Update

In-person meetings	<p>The 2017 fall meeting of the Joint Councils are taking place in Charlottetown, PEI on October 4th and 5th, 2017. The Learning Event takes place on October 3rd, 2017 hosted by Tracy Wood, PSCIOC member. The meetings are taking place at the Delta Prince Edward Hotel.</p> <p>The 2018 winter meeting of the Joint Councils are taking place in Toronto on February 21st and 22nd, 2018. The Learning Event takes place on February 20th, 2018. The meetings will take place at the Hyatt Regency Hotel in downtown Toronto.</p>
Teleconferences of the PSCIOC, PSSDC and the Joint Councils	<p>The ICCS Secretariat will coordinate and manage the monthly teleconferences of the Councils for fall/winter 2017-2018.</p>
Support to Sub-Committees and Working Groups of the Councils	<p>The ICCS Secretariat continues to provide support to all committees and working groups of the Councils including work on the online repositories</p>
Procurement and Contract Management Services	<p>The ICCS Secretariat provides procurement and contract management services to the Councils, as requested.</p>





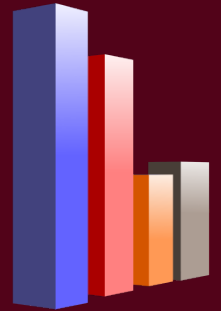
Core Research and CMT

Core Research

- The **ICCS Research Review**, involving a detailed look at the current model as well as extensive consultations with a broad range of stakeholders, was conducted from December 2016 to February 2017.
- **Citizens First 8** has been formally launched in April 2017. The final results are expected to be available in early 2018.
- The ICCS has been actively involved with promoting its research approaches to public sector organizations by presenting at events such as the Service Research Conference hosted by Employment and Social Development Canada (November 2016) and the Local Government Management Association of British Columbia's Spring Conference (April 2017).

Common Measurements Tool (CMT)

- The **CMT** continues to be used at all three levels of government in Canada. The newly licensed users include Transport Canada and the Government of Newfoundland and Labrador.
- Internationally, the ICCS has been actively supporting implementation of CMT-based approaches in several jurisdictions and has continued to develop partnerships with such organizations as the Civil Service College (Singapore), Customer Service Benchmarking Australia, and the Social Security Board of Belize.



*citizens***first**

Certification and Learning Update

Course Deliveries	ICCS has facilitated over 10 deliveries of various C&L training programs offered this year
Certifications	178 CSP certifications and 10 CSM certifications issued this year
Online Self-Study	Both CSM and CSP now available to learners
CSM Body of Knowledge	New edition of CSM Body of Knowledge has been completed and used for CSM Self-Study Program
Certification and Learning Advisory Board	New members for Certification & Learning Advisory Board (CLAC) (formerly Service Certification Board) have been recruited CLAC will continue work on Certification & Learning Program with renewed focus on course content and architecture
Learning Events	Certification & Learning Program Learning Events to continue through 2017/2018



ICCS President's Update

Board of Directors



ICCS had undertaken a sustainability study which arose from some financial challenges



ICCS has resolved its financial challenges and is on a solid financial footing with improved financial procedures and reporting



ICCS Sustainability Study
ICCS Research Review
ICCS Marketing Study
Business Planning Work



ICCS Sustainability Study

Focus of Study

- Study presented to the ICCS Board of Directors at its in-person meeting in September 2016

Recommendations

- Included recommended improvements for each of the following lines of business: Secretariat Services, Research, Common Measurements Tool and Certification and Learning
- As an enterprise, it was recognized that the ICCS is not a standard member driven non-profit organization and the Board may want to consider a review of membership model given the implications for longer-term stability and growth
- Prosperity Task Force (a task force of the ICCS Board), was established to evaluate and develop a go-forward strategy for implementation of the recommendations



ICCS Research Review

Focus of the Review

- One of the recommendations from the Sustainability Review was to initiate a review of its current research studies
- The purpose was to ensure that the research remained relevant, met the needs of subscribers and to understand how its research tools will fit into future opportunities for the ICCS

Recommendations

- ICCS has a strong reputation built on its flagship studies (CF and TCOB)
- Design and timing changes are recommended however it was noted that care must be taken in not drastically changing the studies (continuity)
- Wide support for new types of research to supplement CF and TCOB
- A dedicated communications and marketing resource would significantly assist in awareness and strategic marketing of research products
- New product offerings and increased sharing of insights on a collaborative platform



ICCS Marketing Study

Focus of Study

- A market analysis and study was commissioned to determine market value, potential and gaps of the ICCS current products and services
- Study presented to the ICCS Board of Directors at its in-person meeting in February 2017
- A common thread throughout the studies was a need for strategic promotion and marketing of the ICCS brand and products

Recommendations

- ICCS has great potential and needs to become more marketing-oriented, clearly stating its unique selling position
- Specific improvements suggested for all lines of business: Secretariat Services, Research, Common Measurements Tool and Certification and Learning
- Development of a brand and marketing strategy



What's Next

- The studies have provided the ICCS Board with a number of thought-provoking recommendations for discussion
- A business planning session was held yesterday (October 2nd) to discuss plans for the ICCS for the next three years
- Based on the discussion of the business planning session and a review of the existing pieces of work already undertaken, an actionable ICCS business plan including a roadmap for 2018 – 2021 is being developed

QUESTIONS/COMMENTS

