

**Canadian
Intergovernmental
Conference
Secretariat**

Performance Report

**For the
period ending
March 31, 2004**

The Right Honourable Paul Martin
Prime Minister

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Section I: The Message

The Canadian Intergovernmental Conference Secretariat (CICS) is an agency that provides administrative services for the planning and conduct of senior level intergovernmental meetings in Canada. The Secretariat was created by the First Ministers of Canada in 1973. CICS is an agency of both the federal and provincial governments and, as such, acts as a neutral intergovernmental body. Intergovernmental relations are critical to the governance of our federation. The meetings that the Secretariat serves provide a forum for federal, provincial and territorial governments to discuss common issues and coordinate their various policies and program.

CICS served 104 conferences in 2003-2004, maintaining an annual average of over 100 meetings served for the last six years. The locations ranged across the country from St. John's in the East to Parksville, British Columbia in the West, and as far north as Dawson City. Seven conferences were at the level of First Ministers, 47 were ministerial and 50 at the deputy minister level. The federal government participated in 64 meetings and the remaining 40 were provincial-territorial.

Four of the top level meetings related to the establishment of the Council of the Federation by the provinces and territories. These were: the 44th Annual Premiers' Conference in Charlottetown in July, followed by Premiers' meetings in Québec City in October and Charlottetown in December and the first meeting of the Council in Vancouver in February. The other top level meetings were the First Ministers' Meeting on Health Care in Ottawa in January, the Western Premiers' Conference in Kelowna, and the 28th Annual Conference of New England Governors and Eastern Canadian Premiers in Groton, Connecticut in September.

While Health remained high on the national agenda, accounting for 12 conferences, not including those at the First Ministers' level, Human Resources and Social Services was the most frequently served sector, accounting for 14 conferences. These were followed by Justice with 10 meetings and Education with 8.

The CICS website, on which are posted conference communiqués as soon as they are released on conference site, continues to grow in popularity. The over 2.4 million visits in 2003-2004 represent a 30% increase over the previous year and raise the total to over 8.5 million since the website was created in July 1997.

Stuart MacKinnon
Secretary, Canadian Intergovernmental Conferences

Section II: Agency Overview

Mandate, Mission and Vision

The Canadian Intergovernmental Conference Secretariat (CICS) was established pursuant to an agreement reached at the May 1973 First Ministers' Conference, and designated a department of the federal government by an Order-in-Council dated November 29, 1973. In essence, its mandate is to excel in the planning, conduct, and serving of senior intergovernmental conferences. The objective of the program is to relieve client departments, in virtually all sectors of government activity, of the numerous technical and administrative tasks associated with the planning and conduct of such conferences, thereby enabling them to concentrate on the substantive issues. The Secretariat not only provides services to federal-provincial-territorial meetings but as well to provincial-territorial conferences.

CICS services include the set-up of conference site facilities; secretaryship; simultaneous interpretation; the translation, printing, distribution and control of documents; media relations; security; and the provision of technical equipment and secretarial assistance. In addition to the above conference services which are available anywhere in Canada, a document archives is maintained by the Secretariat for the use of governments.

Agency Organization

Business Line Description

The Canadian Intergovernmental Conference Secretariat is a small, one-program agency that provides administrative services for the planning and conduct of senior level intergovernmental conferences in virtually every sector of government activity.

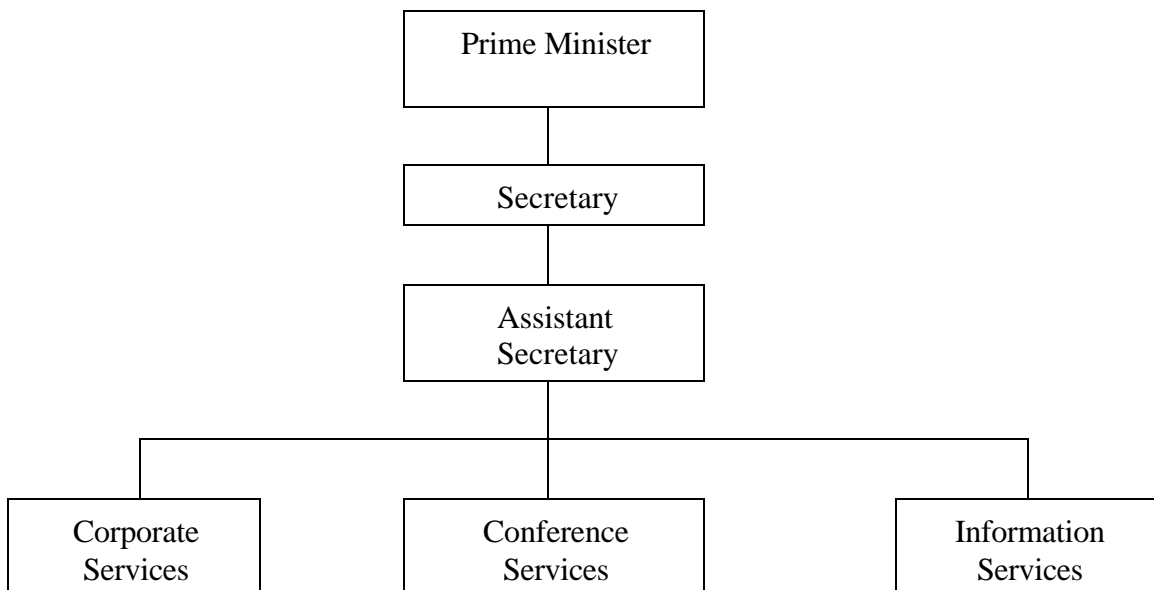
Organization Structure

From its office, located in Ottawa, the CICS delivers conference services to intergovernmental meetings held throughout Canada. The Secretary is the chief executive officer and is appointed by the Governor-in-Council after consultation with the Premiers. The organization reports to Parliament through the Prime Minister.

The organization has the following sub-activities:

- Conference Services consisting of four conference teams organized to provide administrative, logistical and technical support to individual intergovernmental conferences throughout Canada;
- Information Services (IS) which provides document control and records management for conferences served, consultation services for public conference documents, acts as an intergovernmental document archives for federal, provincial and territorial governments, and provides information technology support services for the CICS and its clients which includes the management of the Secretariat's website and;
- Corporate Services which provides Financial, Personnel and Administrative Support Services for the Secretariat .

Organization Chart



Section III: Agency Performance

Societal Context

Position in the Government

Although designated a federal department for the purposes of the Financial Administration Act, the Secretariat is in fact an agency of both the federal and provincial governments. Not only is its budget supported by both orders of government (see Annex 2), but its staff is selected from both federal and provincial governments. There are currently 31 full-time equivalent positions in the organization. The Secretary reports to all governments annually. The operations are reviewed by federal and provincial senior officials designated by their respective First Ministers. The CICS reports to Parliament through the Prime Minister.

Objectives and Strategic Priorities

CICS provides administrative and support services for meetings of First Ministers as well as for federal-provincial-territorial and provincial-territorial multilateral meetings of Ministers, Deputy Ministers and their equivalents.

Challenges

It is fundamental to note that the CICS does not convene intergovernmental meetings nor does it refuse, under normal circumstances, to serve conferences that fall under its mandate. The Agency is called regularly upon to respond to decisions taken by governments to meet on key national or specific issues. **Decisions concerning the location of such meetings, their number in a given fiscal year, their timing and duration, are all factors beyond the control of the Secretariat.** The level of CICS expenditures for each fiscal year is, however, directly affected by these factors.

A number of significant intergovernmental issues could arise and result in a high number of meetings being held in any given year. Since these issues cannot be foreseen with any degree of certainty, supplementary funding could be required under the following circumstances:

- when there is a requirement to support an intensive round of meetings on critical national issues; or
- when the number of conferences to be served exceeds CICS's budgetary capacity.

Additional funding in the amount of \$2,197,000 supplementary estimates was obtained in 2003-2004 to assist with costs due to the significant increase in conference activity.

Performance Results Expectations and Chart of Strategic Outcomes

CICS sole program is process oriented, as opposed to outcome oriented. Consequently, it must be prepared to continue providing high quality conference services to governments. Particular and ongoing emphasis is placed on the improvement of the services already provided and on the adaptation and application of advances in communications and information management technology to conferences.

Chart of Strategic Outcomes

Canadian Intergovernmental Conference Secretariat (CICS)		
to provide Canadians with:	to be demonstrated by:	achievements reported at:
expert, impartial and cost effective administrative support services for senior level intergovernmental conferences	<ul style="list-style-type: none"> responsive, flexible and cost effective administrative services to conferences 	<ul style="list-style-type: none"> page 5
	<ul style="list-style-type: none"> ability to organize conferences effectively within short-term time frame 	<ul style="list-style-type: none"> page 6
	<ul style="list-style-type: none"> fully-satisfactory post conference evaluations 	<ul style="list-style-type: none"> page 6
	<ul style="list-style-type: none"> technologically up-to date communication and information services 	<ul style="list-style-type: none"> page 7

Performance Accomplishments

Responsive, flexible and cost effective administrative services to conferences

The Secretariat has, over the years, streamlined its structure and developed and implemented flexible and innovative policies and procedures to improve the level of services provided to its clients. As an example, on account of the extremely high demand for our services in the September-November months, additional personnel recruited from other CICS sectors are utilized.

With ever increasing operating costs and rapidly evolving technology, the Secretariat must constantly review the way it delivers its conference support program in an attempt to meet our clientele's demands for services while minimizing costs and maintaining a high level of service.

Ability to organize conferences effectively within short-term time frame

The Secretariat is usually informed by our clients of the need for services approximately two months ahead of each upcoming conference. Improved and increased communications with clients have enabled the organization to benefit from even longer planning periods in recent years. However, the expertise and the resourcefulness of its personnel have enabled the Secretariat to respond to requests on much shorter notice, sometimes as little as one or two weeks and on some urgent national issues, as little as 2 days. Furthermore, the excellent relationships which CICS has built with many suppliers over the years translate into extremely fast response times when necessary, while usually avoiding the additional charges that often apply in such cases.

Fully-satisfactory post conference evaluations

The Secretariat receives on a regular basis, correspondence from conference chairs, hosts and organizers, praising the agency and its personnel for their level of expertise, their professionalism and the quality of the services provided. This feedback provides a critical means of gauging client satisfaction and identifying areas requiring improvement. The following are extracts from the correspondence received in the past year:

“We have only received positive feedback from our Provincial and Territorial colleagues concerning the organization and logistics of the meeting and that you are to be congratulated. I look forward to working with the Canadian Intergovernmental Conference Secretariat and your staff at our next meeting.”

*Donna Mitchell, Executive Director
Agriculture and Agri-Food Canada*

“As yet another Conference has been successfully concluded, I want to express my sincere thanks and the thanks of the entire staff of the New England Governors’ Conference, for the outstanding performance of the CICS staff both before and during our recent meeting in Groton, Connecticut. Once again their administrative and logistical support proved invaluable in helping to make the Conference run smoothly and efficiently.”

*Chales C. Tretter, Executive Director
New England Governors’ Conference, Inc.*

Post-conference debriefings are an essential component of our operations, especially following the more complex meetings in order to assess properly the Secretariat’s performance, to discuss difficulties encountered, to consider various options and propose corrective measures for the future.

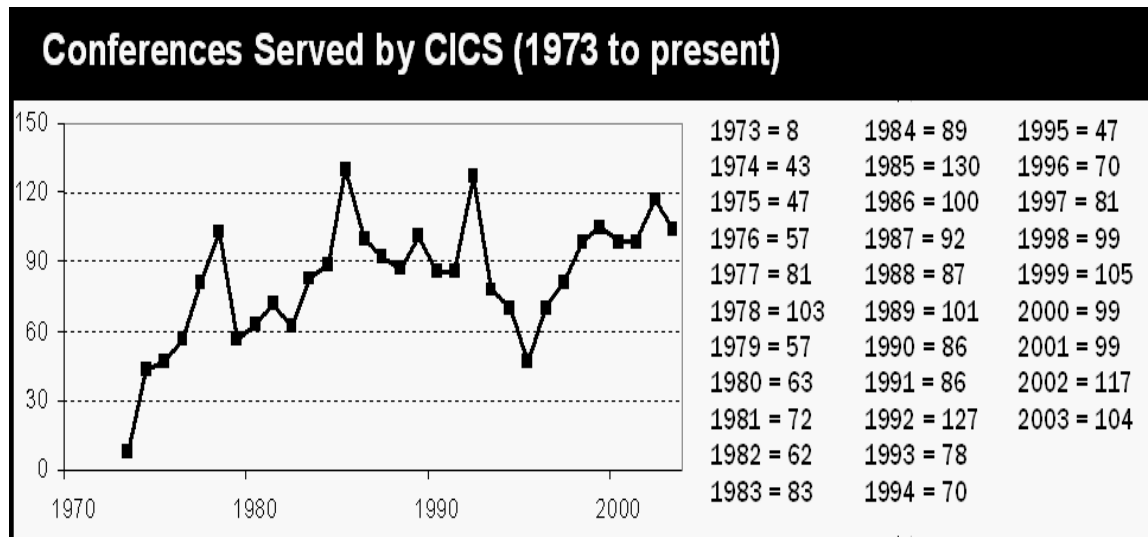
Technologically up-to-date communication and information services

Because the Secretariat’s client base is drawn from 14 governments and approximately 30 sectors of government activity, we strive to provide tools to our staff that will achieve the maximum in flexibility and technical compatibility with those in use by governments. Pentium-based, multi-media portable and desktop systems, equipped with a full suite of the latest word processing, spreadsheet, database, and communications applications, form the standard operating base for use by our staff both on conference site and in our home office.

The Secretariat’s website continues to be a useful tool for government officials, researchers and the general public with over 2,450,000 visitors in FY 2003-2004, a 31% increase over the previous fiscal year, and totalling over 8.6 million since its inception in July 1997. The site contains not only key information on the Secretariat and its activities but on conference communiques and press releases which are posted on our website immediately after their release on conference sites. Our web site is located at <http://www.scics.gc.ca>.

Conference Services

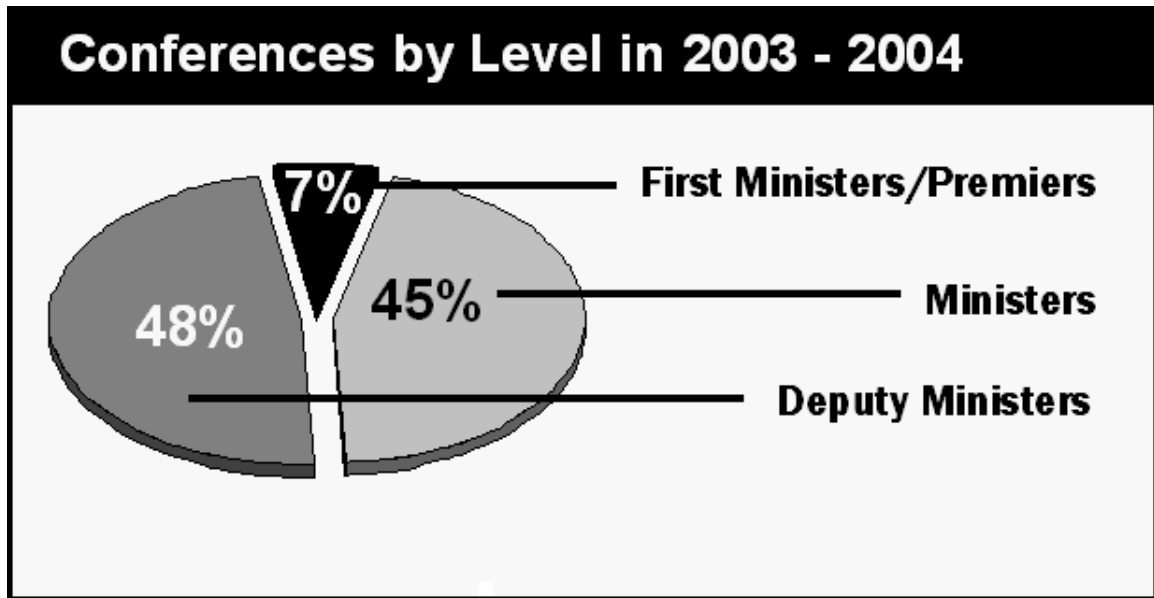
The 2003-2004 fiscal year was a busy one for the Secretariat which served a total of 104 conferences, 21% above CICS' ten-year average of 86.



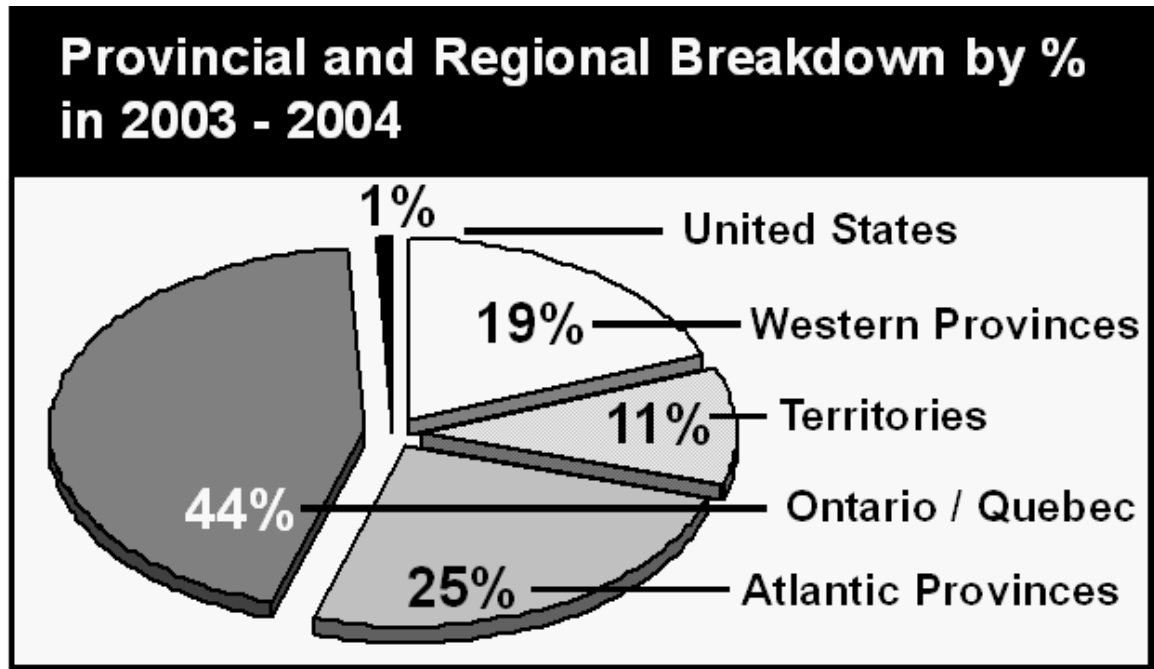
The Secretariat provided services to seven meetings at the First Ministers level in 2003-2004:

- *2003 Western Premiers Conference* on June 8-10 in Kelowna, British Columbia;
- *44th Annual Premiers' Conference* on July 9-11, in Charlottetown, Prince Edward Island;
- *28th Annual Conference of New England Governors and Eastern Canadian Premiers* in Groton, Connecticut, USA, on September 7-9;
- Three Provincial-Territorial Premiers' Council of the Federation meetings, Québec, Quebec on October 23-24, Charlottetown, Prince Edward Island on December 4-5 and Vancouver, British Columbia on February 23-24; and
- A Federal-Provincial-Territorial First Ministers's Meeting on January 30 in Ottawa.

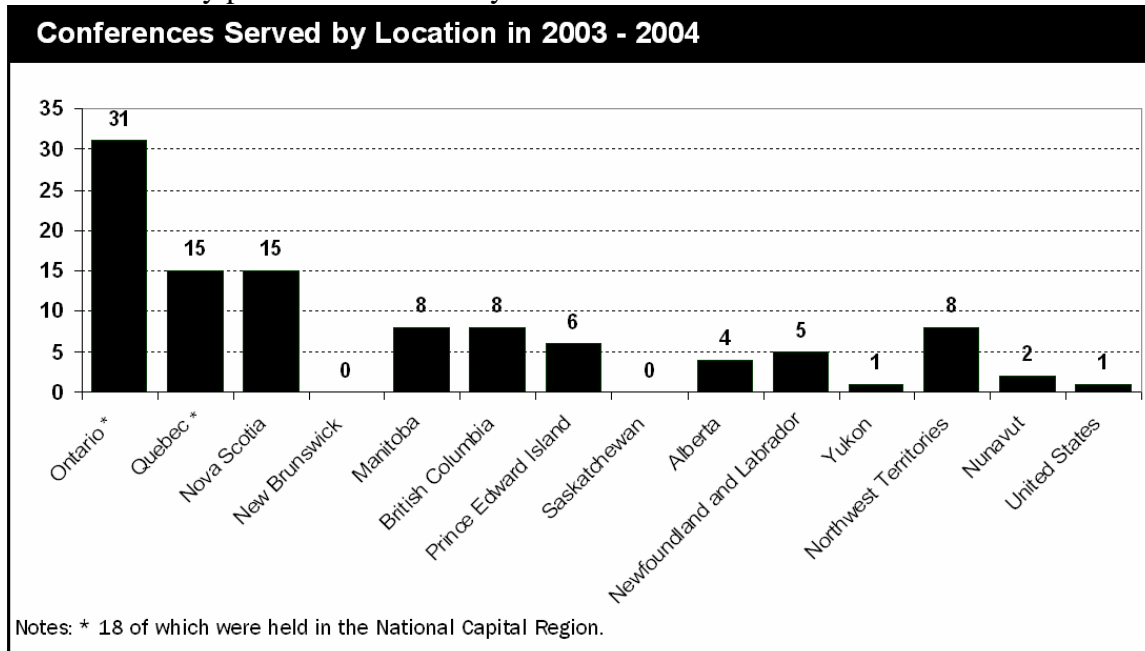
The Secretariat provided its support to 54 ministerial conferences (representing 55% of all meetings served in 2002-2003) and 50 conferences of deputy ministers (45%).



On a regional basis, in 2003-2004, CICS served 20 conferences in Western Canada (19 % of the total); 26 meetings (25%) in Atlantic Canada; 31 and 15 meetings in Ontario and Quebec respectively (44%); 11 (11%) meetings were held in the Territories and 1 (1%) in the United States.



A breakdown by province and territory follows:



The most active sector in terms of conferences were Human Resources and Health, which met 14 and 12 times respectively in 2003-2004. The Intergovernmental and Justice sectors met 10 times each. A further breakdown can be found in Annex 1 to this report.

Information Services (IS)

The unique collection of conference documents held by CICS dates back to 1973, and spans all sectors of intergovernmental activity. It now containing a total of 35,934 (6% above that of 2002-2003) classified and unclassified documents.

Number of Conference Documents in the Archives as of March 31, 2004

Federal-Provincial-Territorial	24,670
Federal-Territorial	41
Provincial-Territorial	10,683
Grand total	35 394

In 2003-2004, 1,432 new documents were added to its holdings. Although the IS is primarily for the use of governments, unclassified materials are also made available to the public upon request.

Number of New Conference Documents in the Archives 2003 - 2004			
Conference Type and Level	Type and Number of Documents		
	Classified	Unclassified	Total
Federal-Provincial-Territorial			
First Ministers	2	0	2
Ministers	392	101	493
Deputy Ministers	480	11	491
<i>Sub-Total</i>	<i>874</i>	<i>112</i>	<i>986</i>
Federal-Territorial			
First Ministers	0	0	0
Ministers	2	19	21
Deputy Ministers	0	0	0
<i>Sub-Total</i>	<i>2</i>	<i>19</i>	<i>21</i>
Provincial-Territorial			
Premiers	28	61	89
Ministers	153	16	169
Deputy Ministers	167	0	167
<i>Sub-Total</i>	<i>348</i>	<i>77</i>	<i>425</i>
Total Number of New Documents	1,224	208	1,432

Presentation of Financial Information

Canadian Intergovernmental Conference Secretariat

Planned Spending	\$3,930,000
<i>Total Authorities</i>	6,206,811
Actual Expenditures	\$5,260,740

Section IV: Financial Performance

Financial Performance Overview

The CICS began the fiscal year with authorities of \$3.9 millions. Supplementary estimates in the amount of 2.2 million were then approved to assist with costs due to an increase in conference activity and negotiated collective agreements, thereby increasing total authorities to \$6.2 millions. In 2003-2004, the Secretariat spent \$5.3 millions or 85% of its \$6.2 millions total authorities.

The net cost of the CICS program amounted to 4.7 millions (Financial Table 2) in 2003-2004 or approximately \$0.14 per Canadian citizen. The price to pay for a neutral intergovernmental agency catering to senior level intergovernmental conferences in virtually all sectors of government activity is small in comparison to the multiplicity of secretariats that would otherwise be required.

Financial Summary Tables

The summary of financial information presented in the following tables includes three figures. These figures are intended to show:

- what the plan was at the beginning of the year (Planned Spending);
- what additional spending Parliament has seen fit to approve to reflect changing priorities and unforeseen events (Total Authorities); and
- what was actually spent (2003-2004 actual).

Financial Tables included

The CICS is a small single business line agency, and as such, the only pertinent Financial Tables for the Secretariat are as follows:

Table 1:	Financial Requirements by Authority
Table 2:	Agency Planned versus Actual Spending
Table 3:	Historical Comparison of Departmental Planned versus Actual Spending
Table 4:	Non-responsible Revenues

Financial Table 1

Financial Requirements by Authority (\$ millions)				
		2003-2004		
Vote		Planned Spending	Total ¹ Authorities	Actual
Canadian Intergovernmental Conference Secretariat				
10	Program Expenditures	3.6	5.8	4.9
(S)	Contribution to Employee Benefit Plans	0.3	0.4	0.4
	Total Agency	3.9	6.2	5.3
¹ Total Authorities are main estimates plus supplementary estimates plus other authorities.				

Financial Table 2

Agency Planned versus Actual Spending (\$ millions)				
		2003-2004		
	Business Line	Planned	Total Authorities	Actual
	FTEs	31	31	31
	Operating	3.9	6.2	5.3
	Capital	0.0	0.0	0.0
	Grants & Contributions	0.0	0.0	0.0
	Total Gross Expenditures	3.9	6.2	5.3
	Less:			
	Respendable revenues	0.0	0.0	0.0
	Total Net Expenditures	3.9	6.2	5.3
	Other Revenues and Expenditures			
	Non-Respendable Revenues	1.4	1.4	1.1
	Cost of services provided by other departments	0.5	0.5	0.5
	Net Cost of Program	3.0	5.3	4.7

Financial Table 3

Historical Comparison of Departmental Planned Versus Actual Spending (\$ millions)					
Business Line	Actual 2001-2002	Actual 2002-2003	2003-2004		Actual
			Planned Spending Authorities	Total ¹	
Canadian Intergovernmental Conference Secretariat	4.4	5.0	3.9	6.2	5.3
Total	4.4	5.0	3.9	6.2	5.3
¹ Total Authorities are Main Estimates plus Supplementary Estimates plus other authorities.					

Financial Table 4

Non-respendable Revenues (\$ millions)					
Business Line	Actual 2001-2002	Actual 2002-2003	2003-2004		Actual
			Planned Revenues Authorities	Total	
Canadian Intergovernmental Conference Secretariat ¹	1.1	1.1	1.4	1.4	1.1
Total Non-respendable revenues	1.1	1.1	1.4	1.4	1.1
¹ Provincial Contributions to CICS Budget (see Annex 2 for breakdown).					

Section V: Other Information

List of Agency Reports

Report to Governments 2002-2003, 2003-2004

Contact for Further Information:

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E-Mail: amcardle@scics.gc.ca

Internet Web Site: www.scics.gc.ca

Annex 1

Conferences Served by CICS - From April 1, 2003 to March 31, 2004									
Sector	First Ministers	F-T Ministers	F-T Deputy Ministers	FPT Ministers	FPT Deputy Ministers	Premiers	P-T Ministers	P-T Deputy Ministers	Total
Agriculture (includes Rural Development)				4			1		5
Citizenship and Immigration				1	1				2
Education * (Canadian Education Statistics Council (CESC) - 1. and Joint FPT DM's meeting on Financial Assistance to Students - 2)					3*		3	2	8
Environment (includes Wildlife, Endangered Species and Joint Fisheries & Aquaculture)				2	2				4
Finance							3	1	4
Fisheries (includes Aquaculture)				1	2				3
Health (includes Seniors and Symposium on Public Health)				3	4		1	4	12
Heritage (includes Francophone Affairs)				1			1		2
Housing				1			1	1	3
Human Resources and Social Services (includes Labour)				5	4		2	3	14
Industry (includes Innovation, Joint Innovation and Trade, Tourism, Internal Trade and Consumer Affairs)				4	2		1		7
Intergovernmental Affairs	1			1		6		2	10
Justice and Solicitor General (includes Chief Coroners and Chief Medical Examiners, Justice Efficiencies and Access to the Justice System and Court Administration)				1	5		1	3	10
Local Government (includes Urban Regional Research [ICURR])							1	1	2
Native / Aboriginal Affairs							1	1	2
Natural Resources (includes Mines, Energy and Mines and Forestry)		1		3	1				5
Northern Development				1					1
Public Works & Government Administration (includes Public Service Commissioners' and Public Works)					2				2
Status of Women				1	3				4
Trade (see Industry)									
Transport				1	3				4
TOTAL	1	1		30	32	6	16	18	104

Annex 2

Financial Table - Provincial Contributions Towards CICS' Budget (000's)									
Population Census 2001		2003-2004							2004-2005
		Main Estimates			Contribution payment received				To be subtracted from next billing
	%	Co- shared ² Amount	Budget Adjustment 2002-2003	Projected ³ Contri- bution	Co-shared ² Amount	Plus: Budget Adjustment 2002-2003 ⁴	Total Billed	Actual Contri- bution	Budget ⁵ Lapse 2003-2004
Total Budget/ Expenditures		6,292.0	1,573.3	7,865.3	5,260.8	1,283.7	6,544.5		(930.2)
Less: Federal Share ¹		3,738.5	1,022.9	4,761.4	3,169.9	733.3	3,903.2		(904.7)
Total Provincial Share		2,553.5	550.4	3,103.9	2,090.9	550.4	2,641.3		(25.5)
Newfoundland and Labrador	1.7	43.4	9.3	52.7	43.4	9.3	52.7	52.7	(7.9)
Nova Scotia	3.0	76.6	16.5	93.1	76.6	16.5	93.1	49.0	0.0
New Brunswick	2.4	61.3	13.2	74.5	61.3	13.2	74.5	38.3	0.0
Prince Edward Island	0.5	12.7	2.8	15.5	12.7	2.8	15.5	15.5	(2.3)
Quebec	24.2	618.0	133.2	751.2	618.0	133.2	751.2	131.3	0.0
Ontario	38.2	975.4	210.3	1,185.7	975.4	210.3	1,185.7	355.6	0.0
Manitoba	3.7	94.5	20.4	114.9	94.5	20.4	114.9	30.0	0.0
Saskatchewan	3.3	84.3	18.1	102.4	84.3	18.1	102.4	102.4	(15.3)
Alberta	9.9	252.8	54.5	307.3	252.8	54.5	307.3	185.1	0.0
British Columbia	13.1	334.5	72.1	406.6	334.5	72.1	406.6	95.0	0.0
Total	100.0	2,553.5	550.4	3,103.9	2,553.5	550.4	3,103.9	1,054.9	(25.5)

Notes:

¹ Federal share includes 50% of operational budget/ expenditure plus, employee benefit plans for federal employees, translation costs, tenant services, capital and revenue shortfalls resulting from the non-payment or partial payment by the provinces of their respective share.

² Provincial contributions are per capita, based on the 2001 population census.

³ Revenue shortfalls resulting from the non-payment or partial payment by the provinces are automatically absorbed by the federal government.

⁴ Of the \$1,573,300 supplementary estimates obtained in 2002-2003, \$1,283,700 was actually spent, of which \$550,400 was billed to provinces.

⁵ Budget lapse is the result of difference between amount invoiced and share based on actual 2003-2004 expenditures.