



# Canadian Intergovernmental Conference Secretariat

1997-98  
Estimates

Part III

Expenditure Plan

## **The Estimates Documents**

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

Instructions for obtaining each volume can be found on the order form enclosed with Part II.

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# Canadian Intergovernmental Conference Secretariat

1997-98  
Estimates

Part III

Expenditure Plan

Approved

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Prime Minister

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Secretary

**Preface**

This document is a report to Parliament to indicate how the resources voted by Parliament have or will be spent. As such, it is an accountability document that contains several levels of details to respond to various needs of its audience.

The Part III for 1997-98 is based on a revised format intended to make a clear separation between planning and performance information, and to focus on the higher level, longer term plans and performance of departments.

This document is divided into four sections:

- The Minister's Executive Summary;
- Departmental Plans;
- Departmental Performance; and
- Supplementary Information.

It should be noted that, in accordance with Operating Budget Principles, human resource consumption reported in this document will be measured in terms of employee full-time equivalents (FTEs)

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**Section I: The Minister's Executive Summary**

Intergovernmental conferences are a key mechanism in governing our federation, providing opportunity for governments to consult on and coordinate their policies and programs. The Canadian Intergovernmental Conference Secretariat (CICS) was created to provide administrative services to these conferences.

Looking ahead, we expect the issues facing governments will require a continuing high level of intergovernmental conference activity. CICS must be prepared to continue providing high quality conference services to governments in a period of rapidly developing technology and diminishing financial resources. Particular emphasis will be placed on the adaptation and application of advances in communications and information management technology to the provision of conference services. This will require the effective focussing of financial and personnel resources, including an emphasis on staff training and development.

## **Section II: Departmental Plans**

### **A. Summary of Departmental Plans and Priorities**

#### **Context**

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

Although designated a federal department for the purposes of the Financial Administration Act by Order-in-Council on November 29, 1973, the organization is in fact an agency of both the federal and provincial governments. Not only is its budget supported by both orders of government, but its staff is selected from both federal and provincial governments. There are currently 31 full-time equivalent positions in the organization, of which 9 are provincial employees.

In addition to serving federal-provincial First Ministers' Conferences, CICS serves other meetings of First Ministers such as the Annual Premiers' Conference, the meetings of Eastern Canadian Premiers and New England Governors and the Western Premiers' Conference. The core of the Secretariat's work, however, is to provide services to multilateral meetings of Ministers and Deputy Ministers in some 25 sectors of government activity.

CICS' services are available to federal, provincial and territorial departments that are called upon to organize and chair such meetings. In essence, the agency's mandate and its single program are designed to relieve client departments of the numerous technical and administrative tasks associated with the planning and conduct of intergovernmental conferences at the most senior levels.

The meetings served by CICS are characterized first and foremost by their multilateral aspect, the high profile of the participants, the often contentious nature of the issues discussed, as well as intense public and media scrutiny. In this context, a permanent secretariat like CICS ensures the consistently high level of neutrality, confidentiality, continuity and overall expertise required on an ongoing basis, and often on very short notice, in support of such conferences. In fact, those needs and objectives constituted the very basis for the creation of the CICS in 1973.

Within the current climate of fiscal restraint, government restructuring and reorganization, other significant benefits have emerged. Most notably, CICS' operations greatly reduce or eliminate the type of duplication which would be unavoidable if client governments and departments were responsible for all technical and administrative aspects of each conference they host. Furthermore, the Secretariat has developed an expertise and a reputation which, over the years, have resulted in cost-effective partnerships with the private sector, particularly in relation to the provision of communication, interpretation and office equipment and services. The Secretariat has implemented numerous cost-saving measures and increased its overall efficiency in an effort to keep pace with ever-changing technology, changes in government infrastructure and new client demands. This has had a major impact on controlling the cost of the meetings served, and savings are passed on to contributing governments each year.

In this respect, however, it is important to underline that the agency is called 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 year, their timing and duration are all factors beyond the control of the Secretariat. The level of CICS expenditure for each fiscal year is, however, directly affected by these factors.

## **B. Departmental Overview**

The Canadian Intergovernmental Conference Secretariat (CICS) was created by the First Ministers of Canada in May 1973 to serve federal-provincial and interprovincial meetings of First Ministers, Ministers and Deputy Ministers by providing key services required for their organization and administration. The CICS is an agency of both the federal and provincial governments and, as such, acts as a neutral intergovernmental body. Its budget is supported by both orders of government and its staff includes both federal and provincial public servants. 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.

- **Roles and Responsibilities**

The Canadian Intergovernmental Conference Secretariat 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.

CICS services include the set-up of conference site facilities; secretaryship; interpretation; the translation, printing, distribution and control of documents; writing of records of proceedings; 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. CICS is the principal source of unclassified intergovernmental conference documentation for legislative, university and municipal libraries and the general public.

- **Organization and Program Composition**

**Organization Structure:** From its offices, 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 provincial 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;



- The Intergovernmental Document Centre (IDC) which provides document control and records management for conferences served, distribution and consultation services for public conference documents, and acts as an intergovernmental document archives for the federal and provincial governments; and
- Financial and Administrative Services which provides support for the CICS as a whole.
- Objectives and Priorities

CICS provides administrative and support services for meetings of First Ministers as well as for federal-provincial and interprovincial multilateral meetings of Ministers and Deputy Ministers.

The CICS does not convene intergovernmental meetings. It is called upon to respond to decisions taken by governments to meet on 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 expenditure for each fiscal year is, however, directly affected by these factors.

A number of key intergovernmental issues could arise and result in a high number of meetings being held in 1997-98. Since these cannot be predicted with any degree of certainty, supplementary funding could be required during the upcoming fiscal year under the following circumstances:

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

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**Spending Authorities**

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**A. Authorities for 1997-98 - Part II of the Estimates****Financial Requirements by Authority**

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Vote (thousands of dollars)		<b>1997-98 Main Estimates</b>	1996-97 Main Estimates
	<b>Canadian Intergovernmental Conference Secretariat</b>		
10	Program expenditures	<b>2,850</b>	2,899
(S)	Contribution to employee benefit plans	<b>254</b>	216
	<b>Total Agency</b>	<b>3,104</b>	3,115

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**Votes - Wording and Amounts**

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Vote (dollars)		<b>1997-98 Main Estimates</b>
	<b>Canadian Intergovernmental Conference Secretariat</b>	
10	Canadian Intergovernmental Conference Secretariat - Program expenditures	<b>2,850,000</b>

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**Net Cost of Program**

(thousands of dollars)		<b>1997-98 Main Estimates</b>	
Program	Operating	Total Main Estimates	
Canadian Intergovernmental Conference Secretariat	3,104	3,104	
	<b>3,104</b>	<b>3,104</b>	
<b>Other Revenue and Expenditures</b>			
Revenue credited to the Consolidated Fund		(902)	
Estimated Cost of services by other departments		368	
<b>Net Cost of Program</b>		<b>2,565</b>	

### **Section III: Departmental Performance**

#### **A. Summary of Departmental Performance**

##### **Context of Operation**

The Canadian Intergovernmental Conference Secretariat (CICS) was created to provide administrative and support services for the meetings of First Ministers, as well as federal-provincial and inter-provincial meetings of Ministers and Deputy Ministers.

The CICS does not convene intergovernmental meetings. It is called upon to respond to decisions taken by governments to meet on national or specific issues. Decisions concerning the location of such meetings, their number in any 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.

##### **Departmental Overview**

The Quebec referendum cast a long shadow over conference year 1995-96, with the total number of conferences served by CICS falling to 47, the lowest in 20 years. While restraint measures in all governments may have affected the frequency of meetings, there seems little doubt that the referendum had a significant inhibiting effect on intergovernmental conference activity during the year.

##### **1995-96 Performance**

##### **Conferences**

During 1995-1996, the CICS provided its services in support of 47 conferences. This figure does not reflect the unusually high number of meetings which were postponed or cancelled -- some on very short notice -- and which entailed considerable planning activity on the part of the Secretariat's personnel as well as additional expenses in certain cases.

The CICS served three conferences at the First Ministers' level during 1995-1996. The 21st Annual Conference of New England Governors and Eastern Canadian Premiers was held in Portsmouth (New Hampshire) on June 8 and 9, while the 36th Annual Premiers' Conference took place in St. John's (Newfoundland) from August 23 to 25; the 1995 Western Premiers' Conference was held in Yorkton (Saskatchewan) between October 31 and November 2.

The 31 conferences at the First Ministers' and Ministers' levels represented 66% of the total meetings served by the CICS in 1995-1996. This is an increase of 5% over the previous year and reflects the gradual trend towards fewer multilateral intergovernmental meetings at the deputy ministerial level.

As illustrated in Table 1, the Secretariat was involved in 32 federal-provincial-territorial meetings and 15 provincial-territorial meetings in 1995-1996. The two conference types, therefore, represent 68% and 32% of the year's total, respectively; these proportions have remained virtually unchanged for the last three years.

Table 2 shows the number of conferences served in each region. The western provinces hosted 21 conferences, or 45% of the total served by CICS in 1995-1996 (the same percentage as in 1994-1995). Only five conferences (11%) were held in Atlantic Canada, down from 25% the year before. Nine conferences (or 19% of the total) were held in the National Capital Region, compared to 7 (or 10%) the year before, while 8 meetings (17%) took place elsewhere in Ontario. The remaining conferences were held in the Yukon (3) and in New Hampshire (1).

As per Table 3, Environment, Health, Human Resources and Social Services as well as Natural Resources were the most active sectors served by CICS in 1995-1996, accounting for 23 conferences (or 49% of the total).

Finally, the Secretariat provided some much appreciated support to the Halifax Summit of G7 leaders in June 1995, through the assignment of six staff members to this week-long event.

### **Intergovernmental Document Centre (IDC)**

Over the 1995-1996 fiscal year (see Table 4) IDC's archives has continued to grow. The addition of 609 new documents brought our total holding to more than 25,000 documents spanning every sector of conference activity. These documents are made available, as appropriate, to government institutions at the federal and provincial levels. Unclassified materials are also made available to the public upon request, and through routine distribution to 113 legislative, university and public libraries through the 'custodian library' program that the IDC administers.

### **Departmental Appropriated Planned and Actual Spending**

<b>(Thousands of dollars)</b>	<b>Actuals 1993-94</b>	<b>Actuals 1994-95</b>	<b>Main Estimates 1995-96</b>	<b>Actuals 1995-96</b>
Canadian Intergovernmental Conference Secretariat	2,783	2,611	3,133	2,867
<b>Total</b>	<b>2,783</b>	<b>2,611</b>	<b>3,133</b>	<b>2,867</b>

The 1995-1996 Main estimates and actual spending were up by \$332,000 and \$209,000 respectively on account of translation costs. In previous years, the responsibility for these costs were borne by Public Works and Government Services Canada.

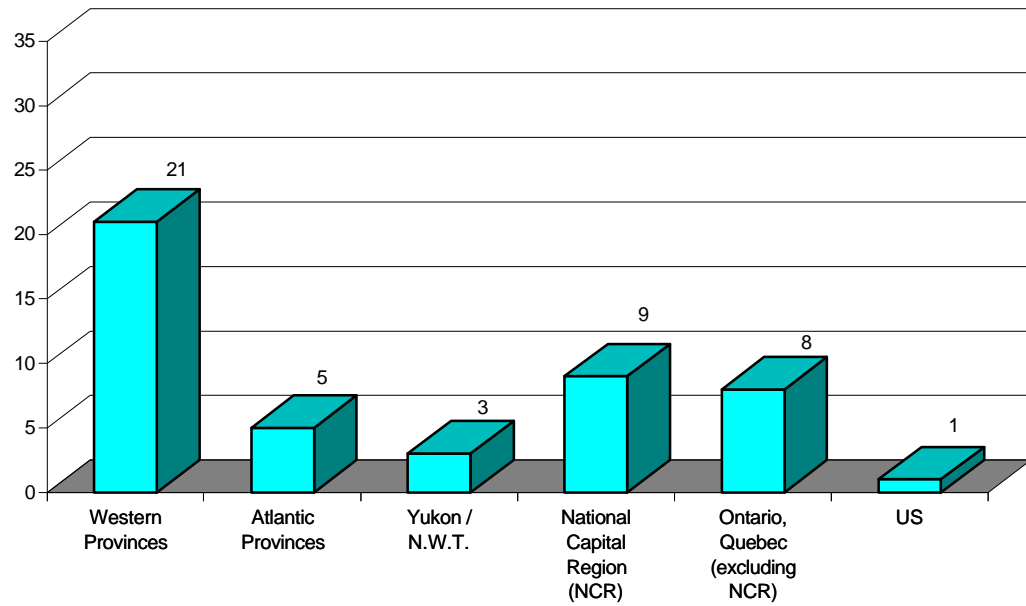
**TABLE 1: CONFERENCES BY LOCATION, TYPE AND LEVEL**  
**Fiscal Year 1995 - 1996**

	FEDERAL-PROVINCIAL-TERRITORIAL			PROVINCIAL-TERRITORIAL			TOTALS		
	First Ministers	Ministers	Deputy Ministers	First Ministers	Ministers	Deputy Ministers	F.M.	Min.	D.M.
National Capital Region	0	2	7	0	0	0	F.M.	0	
							Min.	2	9
							D.M.	7	
Ontario *	0	4	1	0	3	0	F.M.	0	
							Min.	7	8
							D.M.	1	
Quebec *	0	0	0	0	0	0	F.M.	0	
							Min.	0	0
							D.M.	0	
Nova Scotia	0	0	0	0	0	0	F.M.	0	
							Min.	0	0
							D.M.	0	
New Brunswick	0	0	0	0	0	0	F.M.	0	
							Min.	0	0
							D.M.	0	
Manitoba	0	1	3	0	1	0	F.M.	0	
							Min.	2	5
							D.M.	3	
British Columbia	0	2	1	0	2	0	F.M.	0	
							Min.	4	5
							D.M.	1	
Prince Edward Island	0	1	0	0	2	0	F.M.	0	
							Min.	3	3
							D.M.	0	
Saskatchewan	0	2	2	1	0	1	F.M.	1	
							Min.	2	6
							D.M.	3	
Alberta	0	2	1	0	2	0	F.M.	0	
							Min.	4	5
							D.M.	1	
Newfoundland & Labrador	0	1	0	1	0	0	F.M.	1	
							Min.	1	2
							D.M.	0	
Yukon / N.W.T.	0	2	0	0	1	0	F.M.	0	
							Min.	3	3
							D.M.	0	
United States	0	0	0	1	0	0	F.M.	1	
							Min.	0	1
							D.M.	0	
TOTAL BY TYPE AND LEVEL	0	17	15	3	11	1	F.M.	3	
							Min.	28	47
							D.M.	16	
TOTAL BY TYPE		32			15				
TOTAL OUTSIDE NATIONAL CAPITAL REGION	0	15	8	3	11	1	F.M.	3	
							Min.	26	38
							D.M.	9	

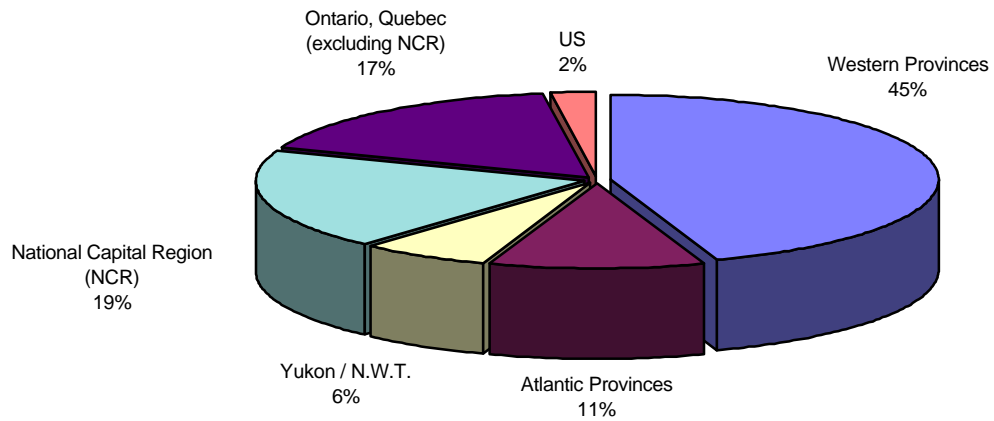
\* Except National Capital Region

**Table 2:**

**CONFERENCES 1995-1996  
NUMBER OF CONFERENCES BY REGION**



**PERCENTAGE OF CONFERENCES BY REGION**



**Table 3: 1991-92 to 1995-96 Intergovernmental meetings - Distribution by Sector**

	1995-96	1994-95	1993-94 <sup>1</sup>	1992-93 <sup>1</sup>	1991-92 <sup>1</sup>
Agriculture	2	3	4	4	4
Citizenship and Immigration	2	1	-	-	-
Co-operatives	-	-	2	2	2
Constitution	-	-	-	58	12
Economy	-	-	2	-	1
Education	2	4	2	4	1
Emergency Preparedness	-	2	3	-	-
Environment	6	9	8	6	7
Finance	-	-	-	-	-
Fisheries	2	4	3	-	-
Health	6	7	7	2	3
Heritage	2	-	1	2	4
Housing	2	3	3	3	3
Human Resources and Social Services	6	4	13	12	5
Industry	1	-	2	6	5
Intergovernmental Affairs	3	2	3	2	2
Justice and Solicitor General	3	4	6	3	5
Local Government	1	2	1	1	1
Native/Aboriginal Affairs	-	3	6	1	1
Natural Resources	5	5	5	4	12
Northern Development	-	-	1	1	1
Public Works and Government Services	-	1	1	1	-
Sports and Recreation	-	5	1	8	8
Status of Women	1	1	1	1	3
Trade	3	6	2	6	6
Transport	1	4	1	1	-
<b>Total</b>	<b>47</b>	<b>70</b>	<b>78</b>	<b>128</b>	<b>86</b>

<sup>1</sup> These figures have been adjusted according to a revised list of sectors established in April 1994 to reflect the re-organization of governments over the past several years. In addition, First Ministers' and Premiers' meetings are no longer listed separately and are grouped under "Intergovernmental Affairs" when their agenda covers more than one sector.



**Table 4: Conference Documents - Coded, Catalogued, Distributed**

	<b>1995-96</b>	<b>1994-95</b>	<b>1993-94</b>
<b>No. of new conference documents received -</b>	609	983	1,230
<b>Total no. of documents held in archives -</b>	25,028	24,406	23,423
<b>No. of individual requests for documentation received and served by CICS -</b>	128	98	128
<b>No. of legislative, university &amp; public libraries that serve as CICS document custodians -</b>	113	117	120

## **Appendix B - Supplementary Information**

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### **3. Additional Financial Information**

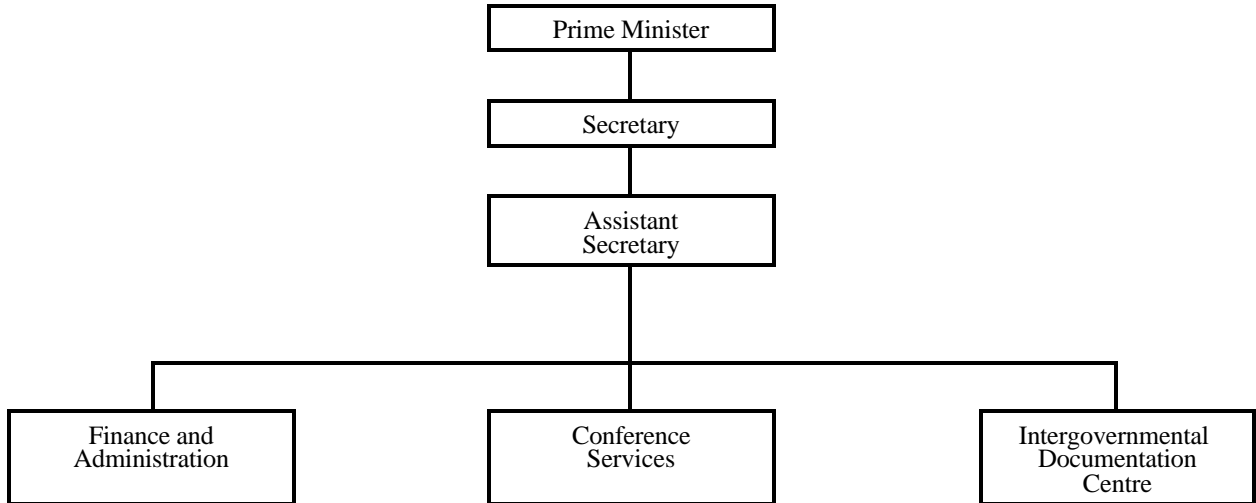
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**Appendix 1 - Organization**

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**1.1 Organization Chart**



**1.2 Resource Requirements by Program (\$000)**

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<b>1997-98 Main Estimates</b>		
<b>Program</b>		
	<b>Canadian Intergovernmental Conference Secretariat</b>	<b>Total</b>
<b>Program</b>	3,104	3,104
<b>Total</b>	3,104	3,104

## Appendix 2 - Personnel Requirements

<b>2.1 Summary by Professional Category (FTE s)</b>						
	<b>Actuals 1994-95</b>	<b>Actuals 1995-96</b>	<b>1996-97 Estimates</b>	<b>1997-98 Estimates</b>	<b>1998-99 Planned</b>	<b>1999-00 Planned</b>
<b>Order-in Council Appointments</b>	1	1	1	1	1	1
<b>Executive Group</b>	1	1	1	1	1	1
<b>Administrative and Foreign Service</b>	13	15	15	15	14	14
<b>Administrative support</b>	15	14	14	14	14	14
<b>Total</b>	30	31	31	31	30	28

### Appendix 3 - Additional Financial Information

#### 3.1 Revenues and Expenditures

##### 3.1.1 Gross and Net Departmental Expenditures by Program (000\$)

	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
<b>Gross Expenditures by Program</b>				
Canadian Intergovernmental Conference Secretariat	3,115	3,104	3,004	3,004
<b>Total Gross Expenditures</b>	<b>3,115</b>	<b>3,104</b>	<b>3,004</b>	<b>3,004</b>
<b>Less:</b>				
<b>Revenue credited to the Consolidated Revenue Fund</b>	<b>891</b>	<b>902</b>	<b>890</b>	<b>890</b>
<b>Total Net Expenditures</b>	<b>2,224</b>	<b>2,202</b>	<b>2,114</b>	<b>2,114</b>

##### 3.1.2 Details of Revenue by Program (000\$)

	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Estimates	1999-00 Estimates
<b>Revenue credited to the Consolidated Revenue fund by Program</b>						
<b>Transfer payments from other governments</b>	1,156	927	891	902	890	890
<b>Miscellaneous Revenues</b>	3	2	0	0	0	0
<b>Total</b>	<b>1,159</b>	<b>929</b>	<b>891</b>	<b>902</b>	<b>890</b>	<b>890</b>

### Appendix 3 - Additional Financial Information

#### 3.1 Revenues and Expenditures

##### 3.1.3 Information on the federal-provincial CICS cost-sharing formula

##### 3.1.3.1 Determination of operating costs to be co-shared:

	1996-97	1997-98	1998-99	1999-00
<b>Main Estimates</b>	<b>3,115,000</b>	<b>3,104,000</b>	<b>3,004,000</b>	<b>3,004,000</b>
<b>Less: Items excluded from cost-sharing with the provinces</b>				
<b>Contribution to Federal Employee Benefit Plans</b>	<b>(216,000)</b>	<b>(254,000)</b>	<b>(249,000)</b>	<b>(249,000)</b>
<b>Translation Costs</b>	<b>(324,000)</b>	<b>(317,000)</b>	<b>(317,000)</b>	<b>(317,000)</b>
<b>Tenant Services</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>
<b>Capital</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>
<b>Total amount to be co-shared</b>	<b>2,551,000</b>	<b>2,509,000</b>	<b>2,414,000</b>	<b>2,414,000</b>
<b>Allocation of co-shared amount</b>				
<b>Provincial governments (50%)</b>	<b>1,275,500</b>	<b>1,254,500</b>	<b>1,207,000</b>	<b>1,207,000</b>
<b>Federal government (50%)</b>	<b>1,275,500</b>	<b>1,254,500</b>	<b>1,207,000</b>	<b>1,207,000</b>

### Appendix 3 - Additional Financial Information

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#### 3.1 Revenues and Expenditures

##### 3.1.3 Information on the federal-provincial CICS cost-sharing formula

##### 3.1.3.2 Provincial shares of CICS's projected operating costs (\$):

	Population	1996-97	1997-98	1998-99	1999-00
Newfoundland & Labrador	2.1	26,800	26,300	25,300	25,300
Nova Scotia	3.3	42,100	41,400	39,800	39,800
New Brunswick	2.7	34,400	33,800	32,600	32,600
Prince Edward Island	0.5	6,400	6,300	6,000	6,000
Quebec	25.3	322,700	317,400	305,400	305,400
Ontario	37.1	473,200	465,400	447,800	447,800
Manitoba	4.0	51,000	50,200	48,300	48,300
Saskatchewan	3.6	45,900	45,200	43,500	43,500
Alberta	9.3	118,700	116,700	112,300	112,300
British Columbia	12.1	154,300	151,800	146,000	146,000
Total		1,275,500	1,254,500	1,207,000	1,207,000

### Appendix 3 - Additional Financial Information

#### 3.1.3.3 Federal share of CICS's projected operating costs for 1996-97 (\$):

	1996-97	1997-98	1998-99	1999-00
Federal co-shared amount	1,275,500	1,254,500	1,207,000	1,207,000
Add: Adjustments				
• Contribution to Federal Employee Benefit Plans	216,000	254,000	249,000	249,000
• Translation Costs	324,000	317,000	317,000	317,000
• Tenant Services	9,000	9,000	9,000	9,000
• Capital	15,000	15,000	15,000	15,000
• Projected revenue shortfall on account of partial contributions by: <sup>1</sup>				
Manitoba	31,000	30,200	28,300	28,300
Alberta	28,700	26,700	22,300	22,300
Quebec	191,400	186,100	174,100	174,100
Ontario	117,600	109,800	92,200	92,200
Total adjustments	932,700	947,800	906,900	906,900
Total estimated cost of the federal government	2,208,200	2,202,300	2,113,900	2,113,900

<sup>1</sup> Based on last contribution received by individual province



**Appendix 3 - Additional Financial Information****3.1 Revenue and Expenditures****3.2.1 Presentation by Standard Object (\$000)**

	<b>Actuals 1994-95</b>	<b>Actuals 1995-96</b>	<b>1996-97 Estimates</b>	<b>1997-98 Estimates</b>	<b>1998-99 Planned</b>	<b>1999-00 Planned</b>
<b>Personnel</b>						
Salaries and Wages	1,442	1,495	1,493	1,496	1,461	1,461
Contributions to Employee Benefit Plans	194	194	216	254	249	249
	1,636	1,689	1,709	1,750	1,710	1,710
<b>Goods and Services</b>						
Transportation and Communications	439	540	621	500	480	480
Information	26	32	25	40	40	40
Professional and Special Services	49	271	420	524	504	504
Rentals	227	186	250	200	180	180
Purchased Repair and Upkeep	13	16	15	15	15	15
Utilities, Materials and Supplies	60	79	60	60	60	60
Other Subsidies and Payments	-	-	-	-	-	-
Minor Capital *	161	55	15	15	15	15
	975	1,179	1,406	1,354	1,294	1,294
<b>Net Budgetary Expenditures</b>	<b>2,611</b>	<b>2,868</b>	<b>3,115</b>	<b>3,104</b>	<b>3,004</b>	<b>3,004</b>

**Appendix 4 - References**

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