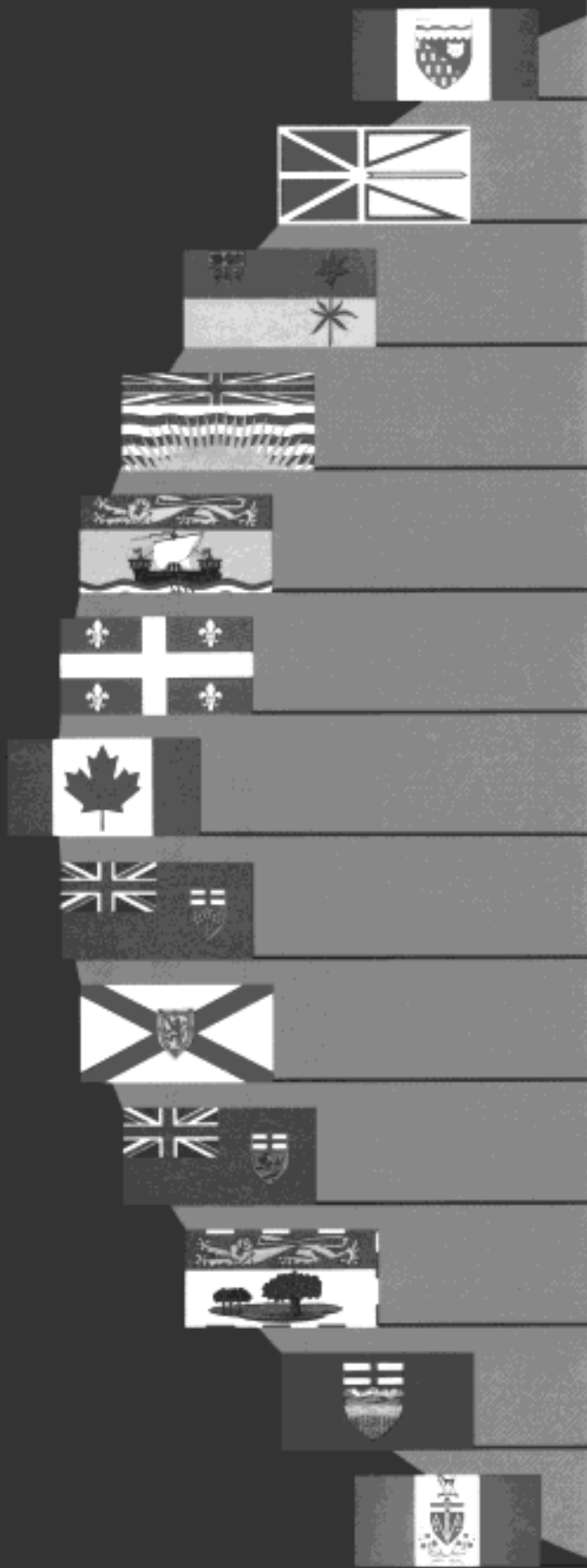




**CICS**

**CANADIAN  
INTERGOVERNMENTAL  
CONFERENCE  
SECRETARIAT**

**REPORT  
TO  
GOVERNMENTS  
1997 - 1998**



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# REPORT TO GOVERNMENTS

1997 - 1998

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*Our front cover symbolizes intergovernmental conference activity in Canada. Portrayed are the thirteen official flags of Canada, the provinces and territories, placed around a grey semi-circle depicting a conference table.*

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Visit our WEB site at [www.scics.gc.ca](http://www.scics.gc.ca). Your comments or queries are welcomed

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**CANADIAN INTERGOVERNMENTAL CONFERENCE  
SECRETARIAT**

**REPORT TO GOVERNMENTS**

**1997 - 1998**

**TABLE OF CONTENTS**

	<u>PAGE</u>
PREFACE	
MESSAGE FROM THE SECRETARY	
CONFERENCES .....	1
• TABLE 1: Conferences by location, type and level 1997-98 fiscal year .....	2
INTERGOVERNMENTAL DOCUMENT CENTRE (IDC) .....	3
INFORMATICS .....	4
FINANCES .....	5
• TABLE 2: CICS Finances - Fiscal Years 1997-98, 1998-99 and 1999-2000 .....	7
• TABLE 3: CICS Budget - Government Shares .....	8
PERSONNEL .....	9

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## **APPENDICES**

- APPENDIX A: CONFERENCES 1997-98
- APPENDIX B: CONFERENCE SECTORS SERVED BY CICS - FISCAL YEAR 1997-98
- APPENDIX C: NUMBER OF CONFERENCES SERVED BY CICS MAY 1973 - MARCH 1998
- APPENDIX D: INTERGOVERNMENTAL CONFERENCE DOCUMENTS - FISCAL YEAR 1997-98
- APPENDIX E: CICS PRINCIPAL OFFICERS

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The Canadian Intergovernmental Conference Secretariat (CICS) is an agency that provides administrative services for the planning and conduct of federal-provincial-territorial and provincial-territorial conferences. The Secretariat was created by the First Ministers of Canada in 1973.

In addition to acting as the permanent secretariat of the federal-provincial First Ministers' Conference, CICS serves other meetings of First Ministers such as the Annual Premiers' Conference, the meetings of Eastern Premiers and New England Governors, and the Western Premiers' Conference.

The core of the Secretariat's work, however, is providing services to meetings of Ministers and Deputy Ministers. Secretariat services are available to federal, provincial and territorial departments that are called upon to organize and chair such meetings. CICS' role is to relieve those departments of the administrative tasks associated with the convening of the conferences, and to provide continuity to its clients between conferences. CICS serves conferences in virtually every major sector of governmental activity.

The services offered by CICS include: pre-conference planning and coordination; set-up of conference site facilities; interpretation; the translation, printing, control, and distribution of documents; the provision of a conference secretary to advise the chair and prepare a summary record of proceedings; media relations; security; and the provision of technical equipment, secretarial and technical assistance and other support functions. Under the chair's direction, CICS services are provided to all delegations in attendance and are available anywhere in Canada.

In addition to providing conference services, the Secretariat maintains the Intergovernmental Document Centre (IDC), an archives for conference documents and audio-visual material for the use of governments and the public. The Centre is the principal source of unclassified intergovernmental conference documentation for legislative, university, and municipal libraries in Canada. It also publishes material relating to intergovernmental conference activities.

CICS is an agency of both the federal and provincial governments and, as such, acts as a neutral intergovernmental body. Not only is its budget supported by both orders of government, but its staff is selected from both federal and provincial governments. This blend of personnel not only reinforces the intergovernmental nature of the agency but also provides a special atmosphere of cooperation within the Secretariat which is reflected in the quality of service provided to its clients.

In addition to the increasingly important cost efficiencies and the economies of scale which clients can achieve through CICS, the Secretariat also offers the usual advantages of confidentiality, continuity, neutrality, and overall expertise in the planning and organizing of high level intergovernmental conferences in Canada.

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## MESSAGE FROM THE SECRETARY

“... It was a very good year”.



*(Photo: Leclair)*

In spite of the federal general election, usually an inhibiting factor to holding conferences, we served more conferences in 1997-98 than in any of the last five fiscal years. Of the 81 conferences, 7 were at the level of First Ministers - an unprecedented number; including the Calgary meeting of Premiers on national unity; the Atlantic Vision Conference in Moncton in October and the First Ministers' meeting in Ottawa in December; as well as the regular national and regional annual meetings of Premiers.

During 1997, I conducted my biennial round of consultation visits to our Principals, the Deputy Ministers of Intergovernmental Affairs. A major focus of those visits was to address the decline in financial contributions to CICS by certain provinces due to severe financial restraint measures of their government. If unchecked, such a trend could have the effect of undermining the intergovernmental character and perceived neutrality of the Secretariat. It is to be hoped that the governments concerned will, in better economic times, be able to restore their full contributions under the long-standing cost-sharing formula.

The broad survey of CICS clients on the services and operation of the Secretariat, begun in 1996-97, was completed with representative departments of provincial and territorial governments, the federal government component having been completed in 1996-97. The resulting report by Consulting and Audit Canada (CAC), was sent to all governments. It emphasized greater flexibility and tailoring of services to fit the needs of client government departments. The CAC report, along with interviews of CICS personnel, was used as a basis for discussion at a two-day strategic planning session of CICS managers and staff held in early March, 1998. Following that session, I appointed a departmental working group to examine organizational options and work with the CAC consultants, who were directed to carry out an organizational review. It is anticipated that the report from this exercise, received in June 1998, will lead towards a more streamlined, effective organization, flexible and responsive to the needs of the governments it serves.

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One of the major events of our year was the launching of the CICS website, which was up and running in early August, in time for the Annual Premiers' Conference in St. Andrews, New Brunswick. Apart from providing information on CICS and its services, the major focus of the website is to make available electronically the communiqués from major conferences served by CICS - virtually as soon as they are released on conference site. This service has proved extremely popular with governments, the media, and the public at large. In less than a year since its inception, we have had well over 300,000 "hits". I invite you to join the "hit parade" and visit us at [www.scics.gc.ca](http://www.scics.gc.ca).

Stuart MacKinnon  
Secretary  
Canadian Intergovernmental Conferences

Ottawa  
September, 1998



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## CONFERENCES

The 1997-1998 fiscal year was a very busy one for the Secretariat which served a total of 81 conferences.

During a seven-month period from May to December 1997, an unprecedented seven conferences at the First Ministers level were held. Western Premiers gathered in Campbell River, British Columbia, for their yearly meeting from May 28 to 30, while Eastern Canadian Premiers and New England Governors held their annual conference from June 2 to 4 in Newport, Rhode Island. A third recurring event, the Annual Premiers' Conference, took place in St. Andrews-by-the-Sea, New Brunswick, between August 6 and 8.

Other gatherings of Premiers in 1997-98 included the Calgary meeting on national unity of September 14, the Atlantic Vision Conference held in Moncton on October 9 and 10, and a meeting with Leaders of National Aboriginal Organizations on November 18 in Winnipeg. A federal-provincial First Ministers' Meeting took place in Ottawa on December 11 and 12.

At other levels, the Secretariat provided its support to 47 ministerial conferences (representing 58% of all meetings served in 1997-98) and 27 conferences of deputy ministers (or exactly one third of the total).

Last fiscal year's slight shift in conference type from federal-provincial-territorial to provincial-territorial continued in 1997-98, the two groups ending the year with 49 meetings (60% of the total) and 32 meetings (40% of the total), respectively.

The Western provinces hosted 18 conferences (22% of the total) supported by CICS in 1997-98, while 22 meetings (or 27%) were served in Atlantic Canada. Ontario and Quebec were the site of 33 and 7 conferences respectively. Proportionally, the number of meetings served in Central Canada has steadily increased from 32% in 1994-95 to 50% in 1997-98. The main reason for this would appear to be Toronto's popularity as a central meeting location for senior level intergovernmental meetings: 28 conferences (or 35% of the total served by the Secretariat) were held in that city in 1997-98.

The two most active sectors in terms of conferences served by CICS in 1997-98 were Social Services and Health. Together, these two groups accounted for just under one third of all meetings supported by the Secretariat.

Finally, the Secretariat also provided its support to the November 1997 APEC (Asia Pacific Economic Cooperation) Economic Leaders' Meeting in Vancouver and to several meetings held during the months prior to the event. A total of three staff members were seconded to the APEC Canadian Coordinating Office (Department of Foreign Affairs and International Trade) and the Department of Natural Resources Canada for various periods in 1997.

### TABLE 1

**CONFERENCES BY LOCATION, TYPE AND LEVEL**  
**Fiscal Year 1997 - 1998**

	FEDERAL-PROVINCIAL- TERRITORIAL			PROVINCIAL-TERRITORIAL			TOTAL		
	First Ministers	Ministers	Deputy Ministers	First Ministers	Ministers	Deputy Ministers	F.M.	Min.	D.M.
Ontario	1	9	10	0	7	6	F.M.	1	33
							Min.	16	
							D.M.	16	
Quebec	0	3	2	0	2	0	F.M.	0	7
							Min.	5	
							D.M.	2	
Nova Scotia	0	1	0	0	1	0	F.M.	0	2
							Min.	2	
							D.M.	0	
New Brunswick	0	1	0	2	2	0	F.M.	2	5
							Min.	3	
							D.M.	0	
Manitoba	0	1	0	1	1	0	F.M.	1	3
							Min.	2	
							D.M.	0	
British Columbia	0	1	2	1	0	0	F.M.	1	4
							Min.	1	
							D.M.	2	
Prince Edward Island	0	0	0	0	0	0	F.M.	0	0
							Min.	0	
							D.M.	0	
Saskatchewan	0	2	1	0	2	1	F.M.	0	6
							Min.	4	
							D.M.	2	
Alberta	0	0	3	1	1	0	F.M.	1	5
							Min.	1	
							D.M.	3	
Newfoundland and Labrador	0	10	2	0	3	0	F.M.	0	15
							Min.	13	
							D.M.	2	
Northwest Territories and Yukon	0	0	0	0	0	0	F.M.	0	0
							Min.	0	
							D.M.	0	
Outside Canada	0	0	0	1	0	0	F.M.	1	1
							Min.	0	
							D.M.	0	
TOTAL BY TYPE AND LEVEL	1	28	20	6	19	7	F.M.	7	81
							Min.	47	
							D.M.	27	
TOTAL BY TYPE		49			32				

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## **INTERGOVERNMENTAL DOCUMENT CENTRE (IDC)**

The role of the Intergovernmental Document Centre (IDC) is to manage documentation and related materials emanating from conferences served by CICS. Documents tabled by delegations at each conference are immediately catalogued in preparation for submission to the IDC shortly after the close of each meeting. Additional material created by the Secretariat on behalf of the Chair (such as the final agenda, list of delegates, summary records of proceedings, etc.) are also added to the archives to create a comprehensive record of each conference.

Now containing close to 27,000 classified and unclassified documents spanning every sector of intergovernmental conference activity, and dating back to 1973, this collection is unique. This year alone, 1,000 new documents were added. Although the Centre is primarily for the use of governments, unclassified materials are also made available to the public upon request and through routine distribution to legislative, university and public libraries across Canada. The document centre responded to approximately 200 requests from groups and individuals this year for conference related materials. Partly due to the creation of the CICS Internet web site, many requests for information were received from university students in Canada and also from students as far away as Indonesia and Belgium.

In addition to the documentation, IDC keeps other reference materials relating to intergovernmental conferences. These include a small library of audio visual records of open sessions of various First Ministers' and Premiers' conferences and a selection of photographic records from some of these meetings.

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## INFORMATICS

Technology plays an ever increasing role in the provision of services to our clients, and in our corporate management as well — challenging our staff at all levels to keep pace with an ever increasing array of tools and new ways of working. 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 CICS staff both on conference site and in our home office.

Because the Secretariat's client base is drawn from 13 governments and over 26 sectors of government activity, we strive to provide to our staff the equipment that will achieve the maximum in flexibility and technical compatibility with those in use by governments. The provision of solid and up-to-date services to our clients is a CICS tradition that holds true even during such fast-paced change.

One example of our development in the area of client service was the creation of an electronic message notification system for use at high-level conferences. This system comprises a central database controlled by the Secretariat office and several display monitors placed at convenient locations near the conference rooms. The display is actively updated to notify individuals when a message or fax is awaiting pickup at the Secretariat office. This system was used successfully this year at the Annual Premiers' Conference in August and at the Atlantic Vision Conference in October, and will continue to be a service offered at major conferences whenever the layout of the conference facility will accommodate the cabling requirements.

Also, in the area of communications, CICS successfully launched its World Wide Web site in time for the Annual Premiers' Conference in August. Since then, the Secretariat has been able to add the key service of posting conference communiqués to our site immediately after the close of each conference we serve. The feedback we have received and number of regular visitors to our site are indicative that this service is useful to governments, media organizations, special interest groups and the general public, in Canada and elsewhere. Our web site is located at <http://www.scics.gc.ca>.

Internet-access stations have been set up for the use of conference delegates at several high-level meetings this year, and we will continue to provide this service whenever feasible.

The provision of relevant, responsive and reliable informatics services, not only on conference site but during the lead-up and post-conference periods as well, is our corporate priority. We will continue to maximize the use of technology to achieve that goal.

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## FINANCES

The CICS budget for 1997-1998 was \$3,104,000, down \$11,000 from the previous year. The decrease of \$11,000 is the net result of an increase of \$38,000 in the Statutory Item -- Contribution to Employee Benefit Plans, and a reduction of \$49,000 in the operating budget due to the federal government's restraint measures.

Total spending for 1997-1998 amounted to \$3,353,182 (see table 2), \$249,182 over budget. This increase was the result of increased conference activity particularly at the First Ministers' level and was financed by Supplementary Estimates. Of this amount, approximately half or \$139,400 has been added to the 1998-1999 invoices to the provinces.

For 1998-1999 the CICS budget has been set at \$3,074,000, down \$30,000 or 1% from the previous year. This situation is due to:

- 1) an increase of \$58,000 related to the employer's contributions to the employee benefit plans; and
- 2) a one-time increase of \$12,000 to finance the Secretariat's migration to the Federal Government's Universal Classification System (to be repaid over the next three years); and
- 3) a budgetary reduction of \$100,000 resulting from the federal government's program review II exercise.

### **Planning, Reporting and Accountability Structure (PRAS)**

1997-1998 was marked by changes in our accountability structure. The Secretariat (as are all federal government departments), is now governed by a new Planning, Reporting and Accountability Structure (PRAS), approved by Treasury Board at its meeting of February 5, 1998. The main features of the Secretariat's PRAS are as follows:

#### Mission Statement

To provide cost-effective administrative and support services for federal-provincial and interprovincial conferences of First Ministers, Ministers and Deputy Ministers.

#### Strategic Agency/Business Line Objective

Excelling in the planning, conduct, and the serving of intergovernmental conferences at the most senior levels, with the objective of relieving client departments in virtually all sectors of government activity of the numerous technical and administrative tasks associated with the planning and conduct of

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such conferences, thereby enabling them to concentrate on the substantive issues.

#### Business Line Resources

Although financed entirely by Appropriation Act through the Estimates process (\$3,074,000 in 1998-1999), the Secretariat operational expenses, adjusted for federal employee benefit plans, translation costs, tenant services and capital expenditures, are co-shared 50/50 by the federal and provincial governments.

Given the CICS modus operandi and its limited financial resources, additional funding may be required 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.

#### Business Line Key Results

The CICS is fully committed to delivering the highest quality services to federal-provincial and interprovincial conferences/meetings it is requested to serve, at the First Ministers', Ministers' and Deputy Ministers' levels.

CICS performance will be measured through post-conference evaluations, ongoing monitoring and review of services provided, periodic surveys of our clients, senior level consultations and gathering pertinent conference statistical information.

Flowing from the PRAS and with the objective of more timely and pertinent information to taxpayers, the federal government has replaced the Part III of the Estimates (tabled in Parliament) by two documents: 1) the Departmental Performance Report (DPR), tabled in Autumn and covering results to March 31 and, 2) Report on Plans and Priorities (RPP), tabled in the spring and focussing on expectations for the next three fiscal years.

These two documents and this Report to Governments, can be viewed on the Secretariat's web site.

**TABLE 2****CICS FINANCES - FISCAL YEARS 1997-1998, 1998-1999 AND 1999-2000**

	<b>1997-1998 Expenditures</b>	<b>1998-1999 Estimates</b>	<b>1999-2000 Proposed Estimates</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Personnel</b>			
Salaries and Wages	1,596,881	1,461,000	1,461,000
Employee Benefit Plans (Federal)	254,000	307,000	307,000
<b>Total Personnel</b>	<b>1,850,881</b>	<b>1,768,000</b>	<b>1,768,000</b>
<b>Goods And Services</b>			
Transportation and Communications	592,817	480,000	480,000
Information	59,478	40,000	40,000
Professional and Special Services	387,942	516,000	504,000
Rentals	302,677	180,000	180,000
Repairs and Tenant Services	9,567	15,000	15,000
Materials and Supplies	57,525	60,000	60,000
Other Expenditures	245	0	0
<b>Total Goods and Services</b>	<b>1,410,251</b>	<b>1,291,000</b>	<b>1,279,000</b>
<b>Capital</b>			
Equipment and Furniture	92,050	15,000	15,000
<b>Total</b>	<b>3,353,182</b>	<b>3,074,000</b>	<b>3,062,000</b>

**TABLE 3**

## CICS BUDGET - GOVERNMENT SHARES

		1997-1998				1998-1999	1999-2000	
		Provincial Contribution	Actual Expenditures	Credit Carried Forward to 1998-1999 <sup>4</sup>		Amount Payable	Proposed Budget	
Population Census 1991				P.A.Y.E. <sup>5</sup> 1996-1997	Additional Budgetary Requirements 1997-1998	Total Adjustment	Budget <sup>6</sup> (includes adjustments carried forward from 1997-1998)	
%	\$	\$	\$	\$	\$	\$	\$	
Total Expenditure/Budget			3,353,182				<b>3,074,000</b>	3,062,000 <sup>8</sup>
Less: Federal Share <sup>1</sup>			1,959,300				<b>1,861,000</b>	1,855,000
Total Provincial Share			1,393,900				<b>1,213,000<sup>7</sup></b>	1,207,000
Newfoundland	2.1	26,300	29,300	0	3,000	3,000	<b>28,500</b>	25,300
Nova Scotia	3.3	41,400	46,000	0	4,600	4,600	<b>44,600</b>	39,800
New Brunswick	2.7	33,800	37,600	0	3,800	3,800	<b>36,500</b>	32,600
Prince Edward Island	0.5	6,300	7,000	0	700	700	<b>6,800</b>	6,000
Quebec <sup>2</sup>	25.3	131,300	352,700	0	35,300	35,300	<b>342,200</b>	305,400
Ontario <sup>2</sup>	37.1	355,600	517,100	0	51,700	51,700	<b>501,700</b>	447,800
Manitoba <sup>2</sup>	4.0	0	55,800	0		5,600	<b>54,100</b>	48,300
Saskatchewan	3.6	45,200	50,200	0	5,600	5,000	<b>48,700</b>	43,500
Alberta <sup>2</sup>	9.3	90,000	129,600	0	5,000	12,900	<b>125,700</b>	112,300
British Columbia	12.1	151,800	168,700	(100)	12,900	16,800	<b>163,600</b>	146,000
					16,900			

Notes: Numbers rounded to the nearest hundred.

<sup>1</sup> Federal share includes 50% of operational budget plus employee benefit plans for federal employees, translation costs, tenant services, and capital.

<sup>2</sup> Manitoba, Quebec, Ontario and Alberta made partial contributions of \$20,000, \$131,300, \$355,600 and \$90,000 respectively for fiscal year 1997-1998. Manitoba's contribution was however received too late to be included in fiscal year 1997-1998. The balance was absorbed by the federal government.

<sup>3</sup> Provincial contributions are based on the 1991 population census.

<sup>4</sup> Adjustments are the result of the difference between amount invoiced and share based on actual 1997-1998 expenditures.

<sup>5</sup> Payable at year-end. (P.A.Y.E.)

<sup>6</sup> The amount to be paid for 1998-1999 does not include supplementary funding.

<sup>7</sup> Provincial shares have been adjusted for additional budgetary requirements arising out of fiscal year 1997-1998.

<sup>8</sup> Reflects decrease of \$12,000 on account of a one-time budgetary increase of the same amount in 1998-1999 to cover off expenses related to the Universal Classification System exercise.



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## PERSONNEL

The Secretariat's personnel reflects the intergovernmental nature of the agency. Over half of the staff employed in our Conference Services sector, including the Manager, are provincial public servants seconded to the CICS by their respective governments for a period of 3 to 4 years. Other employees in that sector, as well as the personnel of the Intergovernmental Document Centre and the Administration, Finance and Personnel sector, are federal public servants.

The regular turnover in secondment positions represents an ongoing challenge for the Secretariat, as new secondees periodically need to be fully trained and integrated within the organization's ranks while maintaining the high quality services which have become a trademark of the CICS over the years. In return, this synergetic mix of federal and provincial public servants brings to the agency different perspectives, fresh approaches and a constantly renewed enthusiasm for the task at hand while ensuring continuity and a critical level of experience and historical insight.

In late April 1998, **Anne Fradette**, an Assistant Conference Officer on secondment from Quebec, returned to her government after 3 years with the Secretariat. In addition to her excellent work in direct support of some 65 conferences during that period, Anne participated in a number of projects. These included the revision of the Secretariat's operational policies and procedures in the area of Conference Services and the updating of an orientation guide for new employees. We wish her the very best success in all her future endeavours.

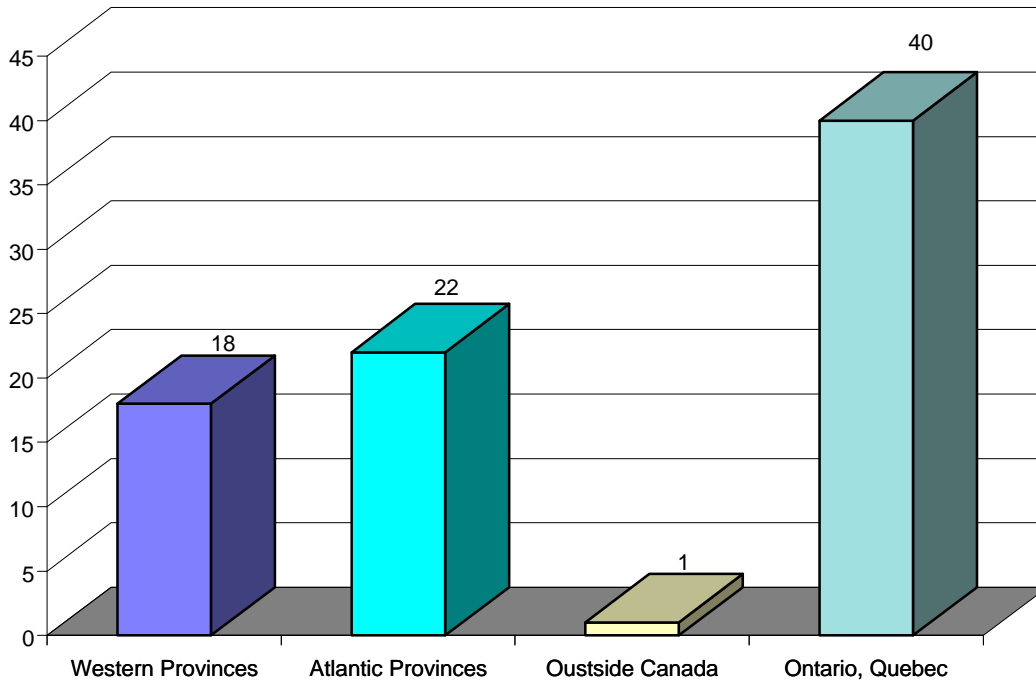
For the fifth consecutive year, the Secretariat provided support to the Forum for Young Canadians, this time through the participation of the Assistant Secretary, André McArdle, who was Team Leader for one of the Forum's 1998 sessions.

A list of the CICS principal officers is provided in Appendix E.

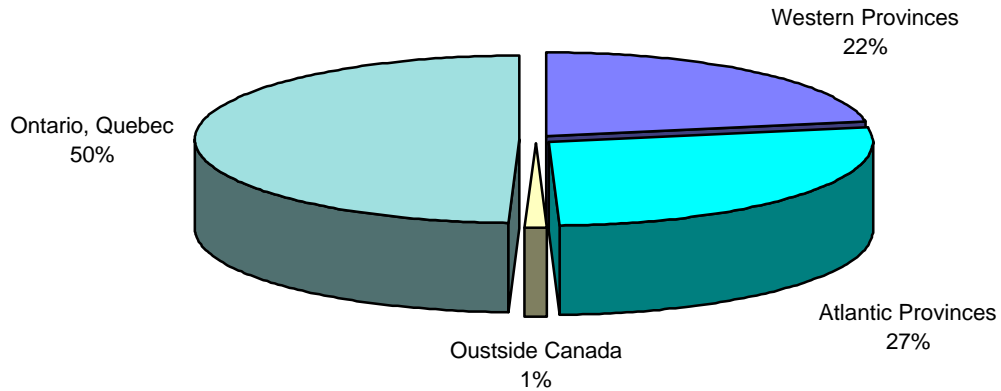
# APPENDIX A

## CONFERENCES 1997-1998

### NUMBER OF CONFERENCES PER REGION



### PERCENTAGE OF CONFERENCES PER REGION



## APPENDIX B

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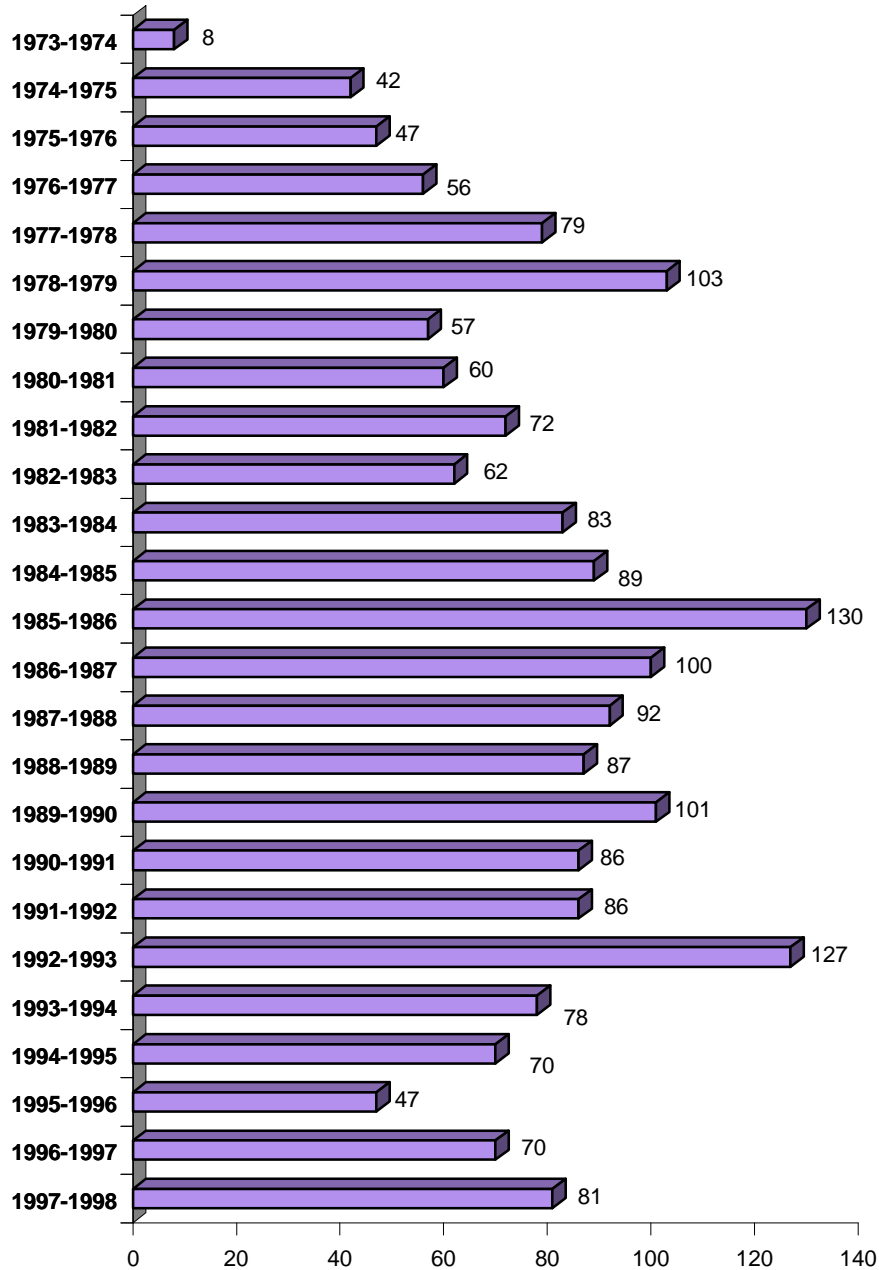
### CONFERENCE SECTORS SERVED BY CICS Fiscal Year 1997-1998

Aboriginal Affairs	Fisheries	Internal Trade
Agriculture	Fitness, Recreation and Sport	Justice
Culture and Heritage <sup>1</sup>	Health <sup>3</sup>	Local Government
Education	Human Resources and Social Services <sup>4</sup>	Natural Resources <sup>6</sup>
Environment <sup>2</sup>	Industry <sup>5</sup>	Public Works
Finance	Intergovernmental Affairs	Transportation and Highway Safety

- <sup>1</sup> Includes Parks  
<sup>2</sup> Includes Wildlife  
<sup>3</sup> Includes Seniors  
<sup>4</sup> Includes Labour Market  
<sup>5</sup> Includes Consumer Affairs  
<sup>6</sup> Includes Energy, Forests and Mines

## APPENDIX C

### CONFÉRENCES SERVED BY CICS 1973-1974 to 1997-1998



**Total Conferences = 1,913**

## APPENDIX D

### INTERGOVERNMENTAL CONFERENCE DOCUMENTS FISCAL YEAR 1997-1998

NEW DOCUMENTS ADDED TO THE IDC ARCHIVES:			
Conference Type	Document Type		
Federal-Provincial-Territorial Conferences	Classified	Unclassified	Total
• First Ministers	2	5	7
• Ministers	375	124	499
• Deputy Ministers	209	14	223
<b>Sub-Total:</b>			<b>729</b>
<b>Provincial-Territorial Conferences</b>			
• Premiers	20	35	55
• Ministers	163	36	199
• Deputy Ministers	52	0	52
<b>Sub-Total:</b>			<b>306</b>
<b>TOTAL NUMBER OF NEW DOCUMENTS:</b>			<b>1,035</b>

TOTAL NUMBER OF CONFERENCE DOCUMENTS IN IDC ARCHIVES:	TOTAL
• Federal-Provincial-Territorial Conference Documents:	18,555
• Provincial-Territorial Conference Documents:	8,401
<b>GRAND TOTAL:</b>	<b>26,956</b>

<b>NUMBER OF LEGISLATIVE, UNIVERSITY AND PUBLIC LIBRARIES THAT SERVE AS CICS DOCUMENT CUSTODIANS:</b>	<b>113</b>
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## APPENDIX E

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### CICS PRINCIPAL OFFICERS

As at September 30, 1998

Canadian Intergovernmental Conference Secretariat  
222 Queen Street, 10th Floor  
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#### SECRETARY

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#### MANAGER, FINANCE, PERSONNEL AND ADMINISTRATION

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