

# **Canadian Intergovernmental Conference Secretariat**

**2010-2011**

**Departmental Performance Report**

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Hon. Peter Penashue  
Minister of Intergovernmental Affairs  
President of the Queen's Privy Council for Canada



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## Minister's Message

The Canadian Intergovernmental Conference Secretariat (CICS) is a neutral, impartial intergovernmental organization that plays a key role in the Canadian federation and in maintaining harmonious relations among the federal, provincial and territorial governments. Its mandate consists of providing the administrative services required for planning and holding federal-provincial-territorial and provincial-territorial conferences of first ministers, ministers and deputy ministers. For some 40 years now, CICS has served as an essential instrument for collaboration, facilitating the management and effectiveness of Canadian intergovernmental relations and enhancing cooperation among governments.



The values of integrity, excellence, adaptability and teamwork have been the Secretariat's hallmark of its exceptional work over the years. In 2010-2011, it organized over 73 senior-level meetings, including 50 federal-provincial-territorial conferences and 23 provincial-territorial conferences. Because CICS is funded by the federal and provincial governments, and its staff includes federal and provincial/territorial public servants, the neutrality and impartiality of the organization are guaranteed. In addition, governments benefit from substantial economies of scale in using CICS's services, which is all the more relevant in the current economic context.

CICS is a safeguard of continuity and stability in Canadian intergovernmental relations. It is committed to maintaining its leading-edge role as a service provider for meetings, and to remaining the first choice for governments in organizing intergovernmental conferences, by continuing to provide an evolved delivery model of flawless and professional services. In that context, as the President of the Queen's Privy Council for Canada, I am very pleased to table the Secretariat's Departmental Performance Report for 2010-2011, which highlights its accomplishments over the past fiscal year.

Hon. Peter Penashue  
Minister of Intergovernmental Affairs  
President of the Queen's Privy Council for Canada

## Section I: Organizational Overview

### Raison d'être

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. Its one program mandate is to provide administrative services for the planning and conduct of First Ministers, Ministers and Deputy Ministers level federal-provincial-territorial and provincial-territorial conferences.

CICS is an agency of 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 federal and provincial/territorial 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. CICS reports to Parliament through the President of the Queen's Privy Council for Canada.

### Responsibilities

The mandate of CICS is to serve federal, provincial and territorial governments in the planning, conduct, and the serving of senior level intergovernmental conferences. The primary objective of CICS is to relieve client departments in virtually every major sector of intergovernmental activity of the numerous technical and administrative tasks associated with the planning and conduct of multilateral conferences, thereby enabling them to concentrate on the substantive policy issues. CICS provides continuous, effective, impartial administrative services to these meetings.

## Benefits for Canadians

The planning and conducting of multilateral meetings of First Ministers, Ministers and Deputy Ministers is a service which elevates a core principle of democratic society, communication, and is a critical component of the workings of the Canadian federation.

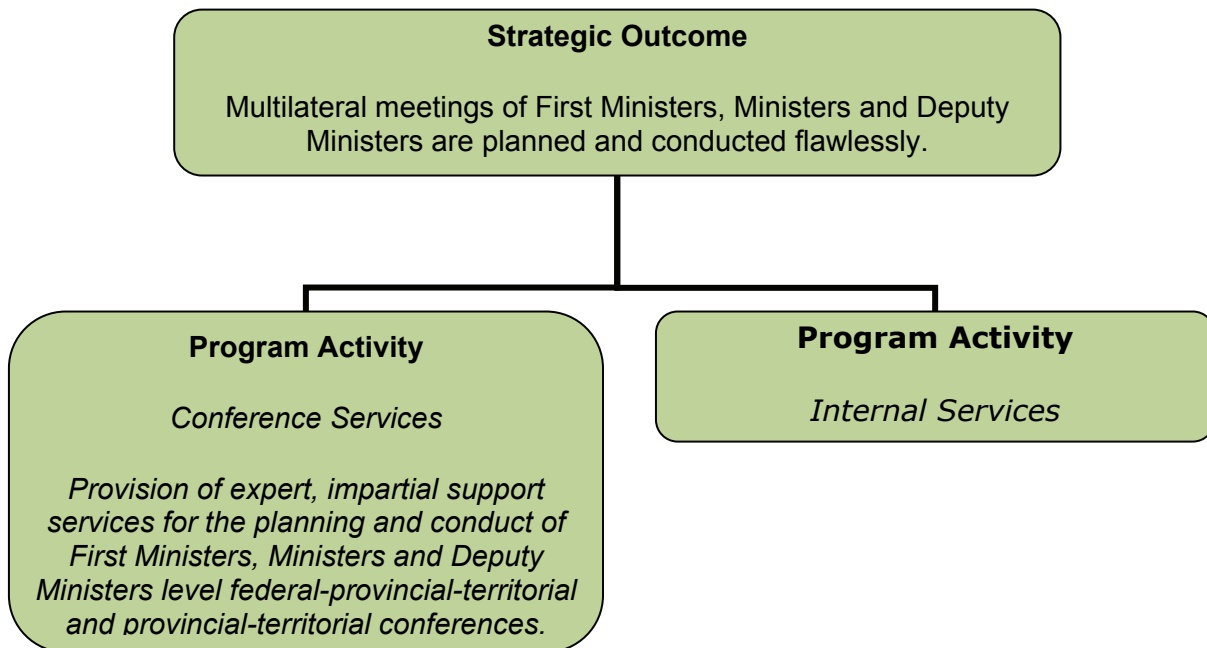
By skilfully and professionally executing planning and delivery of these meetings, CICS allows these entities to address pertinent issues without getting distracted by process, with significant risk of error and omission taken out of the equation by tapping into our experience and impartiality, and with efficiency and effectiveness enhanced by technical expertise and an understanding of what should be done and when.

The interests of every Canadian are represented by several levels of government within their respective jurisdiction. The success of each level in meeting its respective mandate is dependent on the successes of the whole in determining national and/or provincial and territorial policies through cooperation and negotiation.

As an institution dedicated to supporting events that give rise to, and support the spirit of cooperation and negotiation among governments, CICS seeks to execute its part in these processes to maximum effect, producing an environment wherein the opportunity for rational discourse and optimal decision-making is at its highest, to the benefit of all Canadians.

## Strategic Outcome and Program Activity Architecture (PAA)

CICS is a micro agency with a single program mandate. Its Program Activity Architecture is presented below.





## Organizational Priorities

### Performance/Priority Status Legend

**Exceeded:** More than 100 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result or priority identified in the corresponding Report on Plans and Priorities (RPP) was achieved during the fiscal year.

**Met all:** 100 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.

**Mostly met:** 80 to 99 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and expected outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.

**Somewhat met:** 60 to 79 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.

**Not met:** Less than 60 per cent of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result or priority identified in the corresponding RPP was achieved during the fiscal year.

Priority	Type <sup>1</sup>	Strategic Outcome
Continuous improvement and documentation of all procedures and practices used in the planning and conduct of senior-level intergovernmental conferences.	Ongoing	Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.
<b>Status: Met all</b>		
Progress achieved		
<ul style="list-style-type: none"> <li>Communities of Practice by workgroup clusters are now well established in the organization. These enable the continuous sharing of information and best practices across all conference teams.</li> <li>Conference planning processes were reviewed and employees developed procedural</li> </ul>		

1. "Type" is categorized as follows: **Previously committed to**—committed to in the first or second fiscal year before the subject year of the report; **Ongoing**—committed to at least three fiscal years before the subject year of the report; and **New**—newly committed to in the reporting year of the Departmental Performance Report.

- manuals by position to ensure consistency and to support employees new to their roles.
- In an effort to always serve the unique needs of each of our client groups, individual client sector summary sheets were created to capture and share the intelligence gained from serving their meetings.
  - A number of resources, both physical and technological, were replaced and/or renewed to ensure cost efficiencies and to better meet the needs of clients.
  - Staff participated in facilitated sessions to identify possible new and/or improved services. Projects are now underway to explore and implement several of these innovative ideas.
  - An internal post-event evaluation process was developed to focus team post-mortem discussions and to ensure that significant information is recorded and appropriate action taken.

Priority	Type	Strategic Outcome
Increased engagement with stakeholders and clients to ensure that the Secretariat remains the preferred choice for senior-level intergovernmental conference support.	New	Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.
<b>Status: Mostly met</b>		
<p>Progress achieved</p> <ul style="list-style-type: none"> <li>• An independent consulting firm was contracted to create and conduct an on-line survey of CICS clients to engage our clients in an analysis of their needs. The survey focused on current service offerings and their perceived importance as well as on potential future service offerings and the level of interest they would generate. The information gathered was highly valuable to the organization in defining its future strategic priorities.</li> <li>• Presentation on the role of CICS and its services was offered to directors of intergovernmental affairs from various federal government departments at a workshop entitled “So you are organizing an F-P-T meeting?” in August 2010.</li> </ul>		

- Efforts were made to increase the number of evaluation forms completed by delegates at conferences. These efforts resulted in an increase of 22% in the response rate.
- Increased communication and consultations with provincial and territorial governments took place to ensure the successful recruitment of provincial and territorial employees to CICS on a secondment basis. This blend of personnel contributes significantly to the neutrality of the organization.

Priority	Type	Strategic Outcome
To strengthen internal management practices at CICS.	Ongoing /Permanent	Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.
<b>Status: Mostly met</b>		
<p>Progress achieved</p> <ul style="list-style-type: none"> <li>• The initiative of implementing a more extensive and solid performance measurement strategy is ongoing. Progress has been achieved with regard to both service quality and performance evaluation and information quality.</li> <li>• Human resources management and financial management models have been developed to harmonize them with sound practices by revising, developing and implementing some 30 internal policies. Efforts are ongoing to provide CICS with a framework of policies, guides and tools to make processes more efficient and effective.</li> <li>• Human resources have been more effectively integrated into activity planning by producing an annual integrated resources planning report.</li> </ul>		

## Risk Analysis

As an organization that services the senior level intergovernmental conference activities undertaken by 14 jurisdictions and their respective departments, CICS has no control over the timing, location and costs of such meetings. The Secretariat is funded annually at a level sufficient to finance a level of conference activity in the 110-120 range. Over a ten-year period, we were averaging over 100 conferences annually. However, instability in political environments and more recently the economic recession has led to what is seen as a temporary decline in intergovernmental activities in the last several years.

The flawless delivery of high quality services to the Secretariat's clients is only made possible by the total dedication and commitment of the agency's personnel; personnel which possesses the aptitudes, character and devotion necessary for efficient CICS operations. Furthermore, retention of corporate memory and conference practices, procedures and protocols are fundamental to the success of CICS in carrying out its mandate. CICS departmental clients are also subject to high turnover rates among the staff assigned to conference planning. Consequently, CICS staff play a key role in providing new contacts with pertinent information on the practices and processes related to intergovernmental machinery.

Given that CICS reports to 14 governments, it must ensure that its services not only remain pertinent, impartial, confidential and equitable to all clients but, more critical, that they be perceived as such in an environment that often can be highly political.

As a result, CICS has always been cognizant of the importance of risk management issues and continues to make steady progress towards the effective implementation of integrated risk management. CICS' highest risks continue to be:

1. Maintaining the credibility of CICS as a neutral conference service provider;
2. Maintaining continuity of CICS' conference services capability in the context of budget restrictions (applicable to all departments and agencies) without affecting service quality and maintaining supporting infrastructure;
3. Maintaining due diligence and reporting on appropriate controls, given the increased emphasis on accountability and resources management;
4. The ability to react and adjust to expansions and reductions within the requests for CICS services;
5. Access to qualified personnel; and
6. Retention of corporate memory and practices.

## Summary of Performance

### 2010–11 Financial Resources (in millions of \$)

Planned Spending	Total Authorities	Actual Spending
6.6	6.9	5.2

### 2010–11 Human Resources (full-time equivalents—FTEs)

Planned	Actual	Difference
36	32	4

**Strategic Outcome:** Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.

Performance Indicator	Targets	2010–11 Performance
Extent to which senior government officials are satisfied with various CICS services in the planning and conduct of multilateral meetings of First Ministers, Ministers and Deputy Ministers.	90% satisfaction—High degree of stakeholder trust and confidence in CICS’ institutional, independent role and high degree of satisfaction with CICS services.	Survey results confirmed a very high level of satisfaction with the quality of services provided by CICS. All targets were met and many surpassed. As well, informal feedback following specific events was most complimentary. In addition, sector demand for services remained stable with one new sector requesting CICS services.

Program Activity	2009–10 Actual Spending (in \$)	2010–11 <sup>2</sup> (in dollars)				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Intergovernmental Conference Services	3.0M	4.4M	4.4M	4.5M	3.0M	Contribute to the conduct of inter-governmental affairs: Support synergies, dialogue, and effective interactions among government sectors in the inter-governmental context through the impartial delivery of support services to conferences and information management.

Program Activity	2009–10 Actual Spending (in \$)	2010–11 (in \$)			
		Main Estimates	Planned Spending	Total Authorities	Actual Spending
Internal Services	2.1M	2.2M	2.2M	2.4M	2.2M

2. Commencing in the 2009–10 Estimates cycle, the resources for Program Activity: Internal Service is displayed separately from other program activities; they are no longer distributed among the remaining program activities, as was the case in previous Main Estimates. This has affected the comparability of spending and FTE information by program activity between fiscal years.

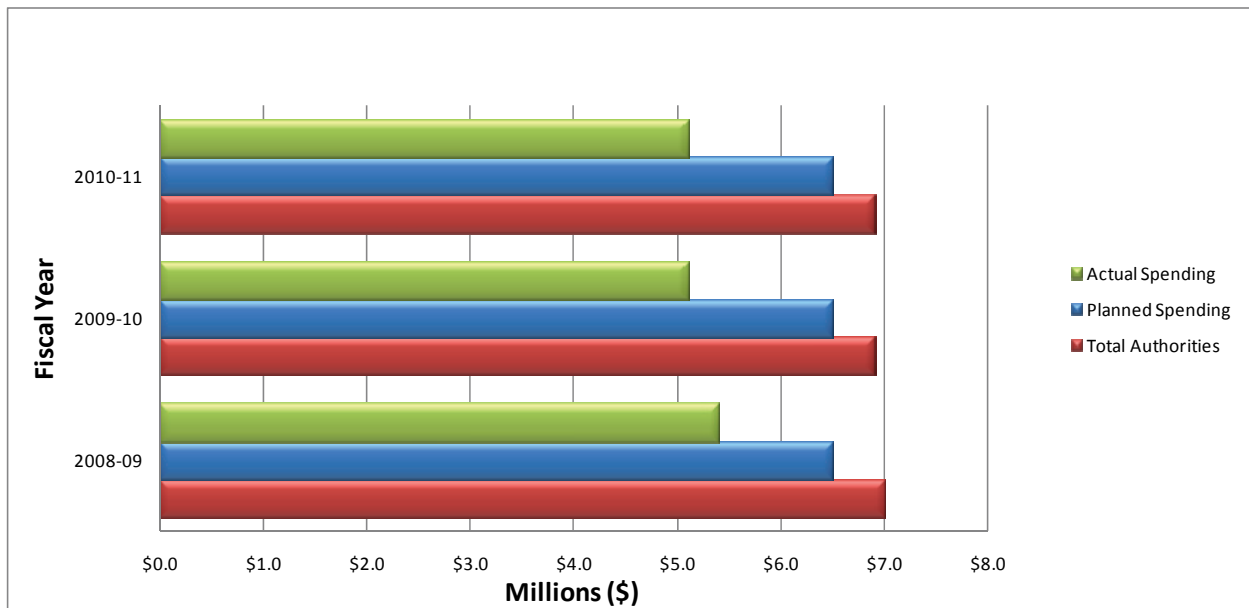
## Expenditure Profile

CICS expenditures have remained stable since 2008-2009. CICS had a \$1.7 million surplus, which is partly attributable to its receiving sufficient funding to support from 110 to 120 conferences a year, but supporting only 73 (75 in 2009-2010). It is noteworthy that conference location affects other operating costs, as most expenditures are undertaken for professional services (translation and interpretation) and transportation.

CICS is funded by both the Government of Canada, which provides it with parliamentary votes, and the provinces, which provide contributions. The funding requested from the provinces last fall, for the 2010-2011 budget, totalled \$2,605,300. Of that amount, the provinces contributed \$1,072,600, which was paid directly into the Consolidated Revenue Fund.

## Canada's Economic Action Plan (EAP)

### Departmental Spending Trend (\$ millions)



## Estimates by Vote

For information on our organizational Votes and/or statutory expenditures, please see the 2010–11 Public Accounts of Canada (Volume II) publication. An electronic version of the Public Accounts is available on the Public Works and Government Services Canada website.<sup>3</sup>

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3. See Public Accounts of Canada 2010, <http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html>.



## Section II: Analysis of Program Activities by Strategic Outcome

### Strategic Outcome

Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly.

#### Program Activity1: Conference Services

#### Program Activity Description

Provision of expert, impartial support services for the planning and conduct of First Ministers, Ministers and Deputy Ministers level federal-provincial-territorial and provincial-territorial conferences.

The CICS does not convene intergovernmental meetings. It 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 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, therefore, directly affected by these factors.

#### 2010–11 Financial Resources (in millions of \$)

Planned Spending	Total Authorities	Actual Spending
4.4	4.5	3.0

#### 2010–11 Human Resources (FTEs)

Planned	Actual	Difference
20	20	0

Expected Result	Performance Indicators	Target	Performance Status
Flawlessly planned and conducted events.	Survey results, client satisfaction letters, number of client departments utilizing the services is maintained or expanded.	To maintain the highest degree of customer satisfaction.	Met all

### Performance Summary and Analysis of Program Activity

In 2010-11, CICS provided its services to seventy-three senior level intergovernmental conferences. The breakdown of the meetings is as follows:

First Ministers: 0 Premiers: 1 Ministers: 32 Deputy Ministers: 40

Based on its Program Activity Architecture (PAA), the Secretariat's performance measurement framework (PMF) outlines its overall measurement strategy. Performance is assessed annually using internal data and documents as well as two surveys of clients; one a sampling of conference planners and the second of conference delegates.

Satisfaction results remained very positive again this year. In fact, 100% of planners surveyed indicated that they were satisfied or very satisfied with CICS services overall. Individual features of the services offered during the planning phase received ratings of satisfaction between 89 – 100%. On a scale of 1 (not at all satisfied) to 5 (very satisfied), average ratings were all at least 4.5 for each feature. Consequently, the performance target of 90% was achieved in all cases and surpassed in many. Equally positive, the survey of conference delegates revealed that 98% of them were satisfied or very satisfied with CICS services overall. Individual features of the on-site service received by our clients showed satisfaction ratings between 91-98%.

There is a range of other survey results which highlights the level of satisfaction of conference planners and delegates alike. The following quotes have been gleaned from this year's surveys to provide some insights:

“CICS has established a process that is very efficient as a result of well established standards and procedures.”

“CICS is a well-oiled machine.”

“CICS takes care of all the little details availing quality time for participants to focus on the subject matter of the conference”

“CICS has always demonstrated the very best organized conferences I have experienced.”

In addition, CICS continues to receive a variety of expressions of appreciation from various clients throughout the year:

“I would like to express my sincere thanks to CICS for your assistance at the Council of Ministers of Education, Canada (CMEC) meetings last week. Your professionalism and diligence have contributed immensely to the success of the meetings. I look forward to working with you again.”

Ruby Chow  
Council of Ministers of Education, Canada (CMEC)

“I wanted to take this opportunity to thank CICS very much for your work at the meeting of Ministers responsible for persons with disabilities and Ministers responsible for Human Rights held in March...Our Minister and other participants were very pleased with how it went. They felt that this meeting has set the foundations for future meetings devoted to this topic. It was a great pleasure to work with you in organizing this meeting...”

Peter Ogradnik  
Manitoba Labour and Immigration

## Lessons Learned

It was recognized over the past year that while annual evaluations provide valuable information to the organization, any concerns raised by clients in this framework cannot be effectively addressed in a timely manner. It was therefore determined that the addition of internal evaluation immediately following each event could strengthen our performance and allow for a

more immediate response. Consequently, a post-evaluation process was created and implemented during the year.

On-going communication with our clients in recent years has focused on their satisfaction levels with current service offerings. However, the importance of anticipating their future needs as well in order to ensure the long-term viability of the organization as the preferred choice for intergovernmental meetings became increasingly evident this year. For this reason, a new on-line client survey was conducted which confirmed the need for the organization to create an evolved service delivery model and in fact reinforced the urgency of embracing new technologies for the offering of conference services. CICS looks forward to implementing its strategic priorities in this regard and to pursuing a variety of opportunities that will undoubtedly better meet the evolving needs of its clients.

During our program evaluation when our clients were asked for words to describe the quality of services offered by CICS, the most frequent responses were: *professional, organized, efficient* and *courteous*. This result has been consistent over the past several years and certainly reinforces our belief that quality client service is embedded in organizational values. As our organization continues to undergo significant staff turnover due to retirements, secondments and opportunities elsewhere, we must be vigilant in the transmission of the public service values as well as our corporate values of excellence, integrity, flexibility, adaptability and teamwork. Efforts are on-going to engage employees in this reflection and new opportunities will be seized to ensure a continued quality client service agenda across the organization.

## Program Activity 2: Internal Services

### Program Activity Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

#### 2010–11 Financial Resources (in millions of \$)

Planned Spending	Total Authorities	Actual Spending
2.2	2.4	2.2

#### 2010–11 Human Resources (FTEs)

Planned	Actual	Difference
16	12	4

Expected Results	Performance Indicators	Targets	Performance Status
<p>Effective support of Conference services in providing services to senior level intergovernmental meetings and to the Executive branch in meeting the organization's corporate obligations, as an agency of the government of Canada. Internal support activities enable Conference Services to deliver high quality services to governments. Internal Services is also instrumental in delivering timely and accurate reports to central agencies within prescribed deadlines.</p>	<p>Favourable client survey results, audit reports, central agencies reports.</p>	<p>Ensuring the highest degree of satisfaction in meeting client needs and in meeting the agency's corporate obligations.</p>	<p>Mostly met</p>
<p>Provide sound management and careful stewardship of assets, financial and human resources, and IT services, in accordance with principles of modern controllership.</p>	<p>Positive reviews and audit results.</p>	<p>Strong evidence of sound management in these regards.</p>	<p>Mostly met</p>

## Performance Summary, Analysis of Program Activity and Lessons Learned

Internal Services were strengthened in Fiscal Year 2010-2011. New policies, directives and procedures were adopted or renewed. Most reports to central agencies were submitted on time. The Departmental Staffing Accountability Report (DSAR) indicated acceptable performance in all areas, and no key sector required increased attention.

## Section III: Supplementary Information

### Financial Highlights

#### Condensed Statement of Financial Position

As at March 31, 2011 (in \$)

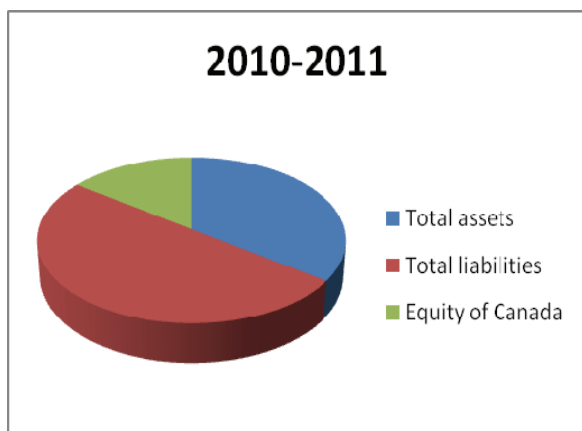
	% Change	2010-11	2009-10
Total assets	66%	787,394	475,508
Total liabilities	62%	1,125,132	694,418
Equity of Canada	54%	(337,738)	(218,910)
Total	66%	787,394	475,508

#### Condensed Statement of Operations

For the year ended March 31, 2011 (in \$)

	% Change	2010-11	2009-10
Total expenses	2%	5,781,209	5,643,523
Total revenues	4%	1,073,373	1,033,960
Net cost of operations	2%	4,707,836	4,609,563

### Financial Highlights Graph





## Financial Statements

<http://www.scics.gc.ca/english/view.asp?ccid=123>

## List of Supplementary Information Tables

All electronic supplementary information tables found in the *2010–11 Departmental Performance Report* can be found on the Treasury Board of Canada Secretariat website.<sup>4</sup>

- ▶ Green Procurement
- ▶ Internal Audits and Evaluations
- ▶ Sources of Respendable and Non-Respendable Revenue

## Section IV: Other Items of Interest

CICS is an agency of the federal and provincial governments and, as such, acts as a neutral intergovernmental body. The Secretariat produces an annual report to Governments detailing the activities of the agency. It can be found on CICS' website at [www.scics.gc.ca](http://www.scics.gc.ca).

## Organizational Contact Information

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4. See 2010–11 Part III—Departmental Performance Reports (DPR): Supplementary Information (Tables), <http://www.tbs-sct.gc.ca/dpr-rmr/2010-2011/index-eng.asp>.