

SERVING **TODAY,** PREPARING FOR **TOMORROW**

ANNUAL REPORT TO GOVERNMENTS 2010-2011



Canadian
Intergovernmental
Conference
Secretariat

Secrétariat
des conférences
intergouvernementales
canadiennes





In our efforts to provide the best service possible and the most up to date information to you, our clients, CICS welcomes your comments and suggestions.

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ANNUAL REPORT TO GOVERNMENTS 2010-2011

OVER ITS 38 YEAR HISTORY
CICS HAS SERVED

3,170

CONFERENCES

2,103

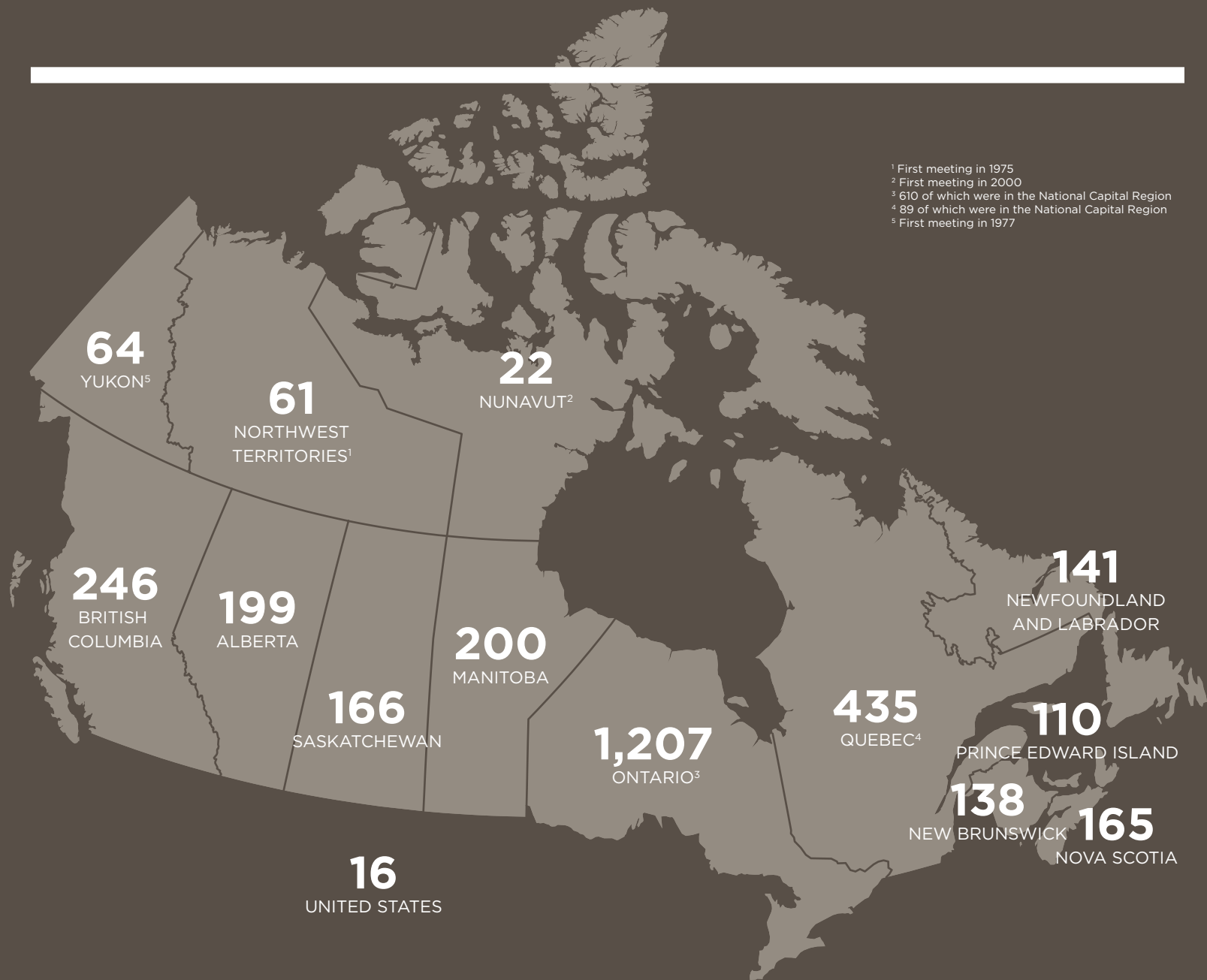
FEDERAL-PROVINCIAL-
TERRITORIAL

1,064

PROVINCIAL-TERRITORIAL

3

FEDERAL-TERRITORIAL



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GOVERNMENT

SECTORS

TOOK ADVANTAGE OF
CICS CONFERENCE
EXPERTISE AND SUPPORT
IN 2010-2011



98%

OF DELEGATES SURVEYED
WERE OVERALL EITHER
SATISFIED OR VERY
SATISFIED WITH CICS
ON-SITE SERVICES.

“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.”

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MESSAGE FROM THE SECRETARY

André M. McArdle

*Secretary, Canadian Intergovernmental
Conference Secretariat*



The current economic environment is obliging all levels of government to reduce their budgets. As a governmental organization, the Canadian Intergovernmental Conference Secretariat (CICS), like the sector it serves, intergovernmental affairs, is not immune to these cuts.

To that end, the federal government is currently undertaking a review of intergovernmental activities and relations with its departments and agencies, to make them as efficient and effective as possible.

Within the Canadian federation, it is of course essential to maintain relations and activities among the federal, provincial and territorial governments. Those intergovernmental relations help to ensure that information and best practices are shared

among governments, especially when they often need to manage issues that fall under different jurisdictions and often necessitate partnerships. In that spirit, CICS served 73 high-level intergovernmental conferences in 2010-2011, and our comparative advantage definitely lies in the interoperability and economies of scale we provide to departments and agencies.

In recent months, **CICS has moved to reorient our service offer and corporate image, with the ongoing objective of renewal.** As part of that process, we surveyed our employees and clients to determine which new services and technologies we could provide. We have also introduced new management practices

and a series of policies to enhance our internal effectiveness and efficiency.

With the support of our team, we will be continuing those efforts in the coming months, as we believe that we not only need to maintain mechanisms for intergovernmental meetings, but can also be innovative and creative in identifying development opportunities, including making greater use of new technologies.

WHO WE ARE

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The Canadian Intergovernmental Conference Secretariat (CICS) is a neutral, impartial agency whose mandate is to provide administrative support and planning services for intergovernmental conferences of first ministers, ministers and deputy ministers, throughout Canada.

Even though CICS was designated as a department of the federal government a few months after it was established in 1973, pursuant to an agreement reached at the May First Ministers' Conference, its intergovernmental character and impartiality are guaranteed by the fact that it is funded by the federal and provincial governments. CICS staff also includes public servants from federal, provincial and territorial governments.

Furthermore, our employees' commitment and dedication are the hallmark of CICS's services. Our staff embodies the values that guide and define our organization: excellence, teamwork, adaptability/ flexibility, and integrity.

While our vision is to consolidate our position in order for CICS to remain the preferred choice of our partners for senior level intergovernmental conferences, our ongoing mission is to re-energize those partnerships and offer an evolved delivery model of flawless services. To achieve that goal, CICS relies on sound and innovative management practices. Also, in the coming year, we will be making greater use of new technologies.

In that context of re-energizing partnerships and ongoing renewal, CICS also modified its visual identity in the past year. The new corporate image reflects CICS's dynamic work organization and its understanding of its clients and their service delivery needs. The stronger colours help to reflect that dynamism and the true strength of the organization. The fourteen circles represent our capacity to provide unique, customized professional services to Canada's fourteen federal, provincial and territorial governments.



TODAY, CICS REMAINS THE PREFERRED CHOICE OF OUR PARTNERS FOR SENIOR LEVEL INTERGOVERNMENTAL CONFERENCES AND MEETINGS ACROSS CANADA.

DID YOU KNOW: CICS ASSUMES THE COSTS OF MOST OF THE SERVICES IT PROVIDES. THIS IS MADE POSSIBLE UNDER AN INTERGOVERNMENTAL COST SHARING FORMULA WHERE CICS OPERATIONS ARE JOINTLY FUNDED BY THE FEDERAL AND PROVINCIAL GOVERNMENTS.

OUR SERVICES

Any federal, provincial or territorial government department proposing to convene an intergovernmental meeting of First Ministers, Ministers or Deputy Ministers can request the services of CICS. We offer a complete package of services that can be tailored to meet the specific needs of each conference.

During the planning phase, the conference team, under the leadership of the CICS Conference Coordinator, will assist and advise you with all the administrative and logistical aspects of your intergovernmental meeting. We have the expertise that comes from almost 40 years of experience in organizing these meetings and from working across all government sectors.

We are the detail people who know the right questions to ask. Our job is to help you find the solutions to the many challenges that can arise when planning such high level events. Prior to the conference, we can also provide translation services for official conference documents.

On-site, our team works with the venue staff to set-up the conference room and other rooms in accordance with the conference requirements. We establish an on-site office to serve the needs of all conference delegates. We arrange for simultaneous interpretation in Canada's two official languages in the main conference room as well as at press conferences. In special circumstances, arrangements can

also be made to offer interpretation services in Inuktitut. We provide the required audio-visual services and we are there to assist you with the communiqué drafting process, including on-site translation.

Some of our other services include the distribution, safe-keeping and archiving of conference documents, orchestrating the delegate registration process, providing internet stations for delegate use during the meeting and assuring the security of the meeting rooms.

CICS prides itself on the quality of its services and our teams work diligently to ensure the success of your meetings.

TRANSLATION SERVICES AND SIMULTANEOUS INTERPRETATION SERVICES - WHAT'S THE DIFFERENCE?

Translation refers to the transcription of *written* text from one language to another. This work is done by a *translator*.

Simultaneous interpretation refers to the rendering of the *spoken word* from one language to another. This work is performed by an *interpreter*. Consequently, CICS offers translation services for documents and simultaneous interpretation services in the main meeting room and at press conferences.

OUR PEOPLE

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Our strength is in the dedication and professionalism of our employees. The Secretariat is fortunate to have a devoted, knowledgeable and experienced workforce that constantly strives to achieve service excellence.

The intergovernmental nature and neutrality of the Secretariat is reflected in the composition of its personnel which

encompasses federal, provincial and territorial employees. The objective of CICS is to have half the staff of the Conference Services division consisting of provincial-territorial public servants who are seconded to the agency by their respective governments for a period of three to four years. CICS offers these employees a unique developmental opportunity in the field of intergovern-

mental affairs. Upon completion of the secondment, the provincial/territorial public servants return to their respective governments enriched with an overview of the machinery of intergovernmental relations and the experience of working with key sectors of intergovernmental activity.

For their part, the Information Services and Corporate Services divisions are staffed by federal government employees, as is the Executive office. To address the demands for conference services in peak periods, the Secretariat continues to cross-train employees from these divisions.

This combination of federal, provincial and territorial public servants has been, over the years, to the advantage of the Secretariat since it brings various perspectives, fresh approaches and constantly renewed enthusiasm to the organization. The blend also ensures continuity in the delivery of service and offers a critical level of experience mixed with historical and corporate insight.

With regard to the positions for provincial-territorial employees on secondment, CICS started the fiscal year with four provincial employees. Last Fall CICS initiated a nation-wide recruitment process to fill the following positions: two Conference Assistants, one Conference Assistant (Procurements and Technical Services) and one Assistant Conference Coordinator. This is a complex process as CICS must work with the Intergovernmental Affairs Departments as well as with the Public Service Commissions in each province and territory to ensure that the secondment opportunities are supported and that the advertisements are widely circulated to their employees. By the end of the process in late January, we had received a total of 51 eligible applicants from 7 provinces and from 1 territory. This was an excellent show of interest and the result of outstanding collaboration from the provinces and territories. Once the application screening was completed, a total of 29 interviews were scheduled beginning March 2011 for the 4 positions that were currently available. The quality of the candidates was excellent and CICS is confident that

it will be able to attain its objective for all of its provincial-territorial positions during the 2011-2012 fiscal year.

It is important to stipulate that CICS pays relocation expenses and starting this year, it now reimburses the provincial and territorial governments for the benefits of seconded staff in addition to their salaries.

Internally, the Secretariat introduced new policies in 2010-2011 to enhance the work environment and encourage continuous learning by our employees. They included a Learning, Training and Professional Development Policy, which led to the development of learning plans for all positions in the organization, as well as an Occupational Health and Safety Policy. Similar measures will be introduced as the human resources strategy review proceeds.

Finally, CICS introduced an Employee Recognition Policy, which has greatly contributed to the professional life of the Secretariat. It came into effect on May 1, 2010.



OUR EXECUTIVE TEAM

The CICS executive team is experienced, focused and dedicated to providing quality service and to meeting any challenges that lay ahead. It ensures that the organization remains effective and efficient and consistently achieves value for money.

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André M. McArdle
Secretary



Daniel Plourde
Assistant Secretary



Anik Lapointe
Director, Corporate Services



Bernard Latulippe
Director, Information Services



Louise Seaward-Gagnon
Director, Conference Services

OUR ACCOMPLISHMENTS FOR 2010-2011

IN 2010-2011, CICS HAS TAKEN MANY INITIATIVES TOWARD THE GOALS THAT HAD BEEN OUTLINED IN OUR STRATEGIC PRIORITIES. SOME OF OUR KEY ACCOMPLISHMENTS AND PRIORITIES FOCUSED ON RENEWING OUR IDENTITY AND ON REAFFIRMING OUR ROLE AS A LEADING PROVIDER OF SERVICES FOR THE ORGANIZATION OF INTERGOVERNMENTAL CONFERENCES WITH THE GOAL OF REINVIGORATING OUR VARIOUS PARTNERSHIPS.

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In conjunction with the client survey (presented in the next section, “Our Priorities in Support of Our Services”), we held a series of brain-storming sessions with our employees in an effort to bring our services to an ever higher level. Several initiatives resulted including the setup of an internal post-conference evaluation.

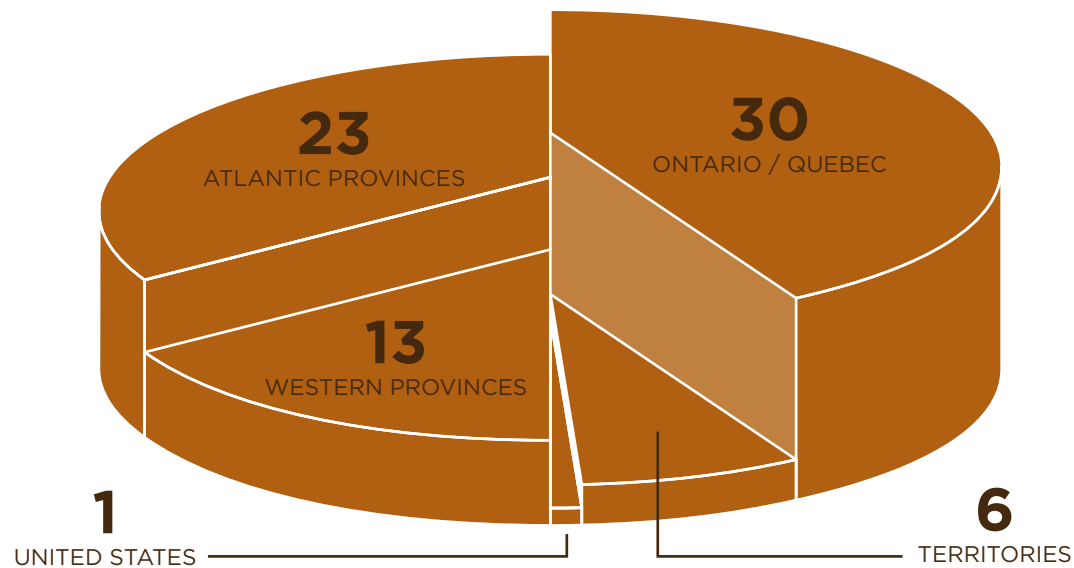
It is also important to mention that in 2010-2011 we started the review and development of our entire suite of Secretariat policies, including a policy on learning, training and development, as

stated in the previous section. This is being done to ensure our employees are equipped with the most up to date information. As well, a new financial management system has been established. With this new system we will be able to provide our intergovernmental affairs clients with more effective and efficient financial reporting.

While CICS offers its services anywhere in Canada the *location* of an actual conference is decided by the chair or co-chairs. Each government sector builds

its own rotational schedule for co-chairmanship and hosting meetings thus ensuring that intergovernmental meetings will be held in all regions of our country. At times, however, the central regions of Canada are chosen due to ease of access and to distribute more equitably the financial burden and travel-time obligations placed on participants.

PROVINCIAL & REGIONAL BREAKDOWN BY CONFERENCE





NEW CONFERENCE SECTOR

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Once again CICS was happy to provide its services to a *new sector* with the first Provincial-Territorial meeting of Ministers responsible for Persons with Disabilities and Ministers responsible for Human Rights. The Chair of this initiative was the Honourable Jennifer Howard, Manitoba Minister of Labour and Immigration and Minister responsible for Persons with Disabilities. The meeting was held in Winnipeg on March 15, 2011. The Minister and her colleagues “were very pleased with the meeting and felt that it has set the foundation for future meetings devoted to this topic”. CICS looks forward to serving this group again in the future.



Photo by Tracey Goncalves, Government of Manitoba

Provincial-Territorial Meeting of Ministers responsible for Persons with Disabilities, and Ministers responsible for Human Rights. Winnipeg, Manitoba, March 15, 2011

SECTORS

The number of conferences served by CICS during the 2010-2011 fiscal year remained relatively stable. All *sectors* of government activity that had been supported by CICS in the previous year returned once again to request our services for their meetings. In an effort to provide consistent quality service

from one year to the next that meets the unique needs of each of our client groups, CICS staff developed individual client sector summary sheets this year which capture and share the intelligence gained from serving their meetings.

Sector	FPT Ministers	FPT Deputy Ministers	Premiers	P-T Ministers	P-T Deputy Minister	Total Number of Conferences
Agriculture	2			1		3
Citizenship and Immigration		2				2
Education		1		2	2	5
Emergency Management	1			1		2
Environment	1					1
Fisheries	1	2				3
Health	1	3		1	2	7
Culture and Heritage	2	2		2		6
Housing		1			1	2
Human Resources and Social Services	3	1				4
Industry	2			1		3
Intergovernmental Affairs			1			1
Intergovernmental Budget		1				1
Justice	1	2		2	4	9
Local Government				1	1	2
Aboriginal Affairs				1		1
Natural Resources	1	3				4
Northern Development	1					1
Public Works & Government Administration		4				4
Sport, Physical Activity and Recreation	1	3				4
Status of Women	1	1				2
Internal Trade	1					1
Transport	1	4				5
Total	20	30	1	12	10	73

COLLABORATIVE EFFORTS... GREAT RESULTS!

CONFERENCE SERVICES EVALUATION



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Your continued assessment of our services through our *conference services evaluation* assists us in our efforts to consistently provide outstanding service that meets the needs of our clients. CICS assesses its performance on an annual basis using internal data and documents as well as two surveys of its 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. Equally positive, the survey of conference delegates revealed that 98% of those who responded were satisfied or very satisfied with CICS services overall.

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. CICS is hoping to further increase its response rate by implementing an e-mail follow-up with conference participants in the coming year. Your feedback is always welcomed!

BEHIND THE SCENES

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For a glimpse into the *behind the scenes* business of planning a conference, you may wonder ...

Why 24 hours ahead?

Often, our first-time clients are surprised when they learn that CICS requires all meeting rooms 24 hours in advance of the start of the meeting. In fact, that is one of the secrets to our success! In the logistics world, it is well known that no matter how well one plans, how many checklists one uses, how many times you review the details, dealing with the unexpected is the norm and for that reason, the “set-up” day was invented.

Our team, having travelled the day prior, arrives on set-up day at approximately 8:00 am. The first focus is to get the CICS on-site office up and running as quickly as possible. So, here we go...are the phone lines installed? Are the numbers we published to delegates in fact the numbers that are now in the room? Oh good! Is the internet working?... (yes, but oh, they forgot our individual IP addresses... now we can't access our server... where's the technician?)... Oh great, the photocopiers

have arrived... (oops, they forgot to bring the paper!.... Another phone call to make!)... And the confidential waste consoles? (Pardon, they went to the “other” hotel on the opposite end of the Island!!! Hmmm, three hours later...).

Set-up of the main meeting room... Oh dear, the table plan has changed again! How many people are now at the table?... and how many behind? Oh, you have 15 delegates from the federal government and 10 from the co-chair provincial delegation... hmmm and all those want to sit directly behind the 2 Ministers... we'll see what we can do! Now for the presenters... So there is one arriving late tonight who has a PowerPoint presentation with an embedded video?... and he may need an internet connection too??? Now, let's talk about the Press Conference... where are the Communications people? Will that be one podium, two podiums?... oh, three podiums, OK! Is there a draft communiqué

available? Has it been translated? Speaking of translation, so you have one last minute presentation?... 22 slides!... and you expect that when?... to brief your Minister this evening? We love our job!!!!

Out of the corner of our eye, we see the AV technician coming towards us... the fluorescent lights are interfering with the mikes... is there any way to have the hotel remove a few light bulbs directly above the table? We see the interpreters coming... are our binders ready with all the materials? And finally, the flags... the ceiling height is too low. Do you think anyone will notice if we don't use the maple leaf toppers??? All in a day's work, but please, please, never take away our set-up day!

DID YOU KNOW: IN THE LAST YEAR THE 16 + CICS CONFERENCE STAFF SPENT APPROXIMATELY 100 DAYS IN TRANSIT TO AND FROM THE VARIOUS CONFERENCE SITES ACROSS THE COUNTRY; 50 DAYS ON-SITE PREPARING CONFERENCE SETUPS; AND 90 DAYS PROVIDING ON-SITE CONFERENCE SERVICES.



INFORMATION TECHNOLOGY

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In the area of *information technology*, the vision of CICS is to continue to be the first choice for the organization of intergovernmental conferences; as such the Information Technology (IT) unit of CICS continues to play a crucial role in providing cutting edge technology, in an efficient and effective manner. This is not only a priority at the conference venues but also in supporting the preparatory work performed at the main office. The IT team plays a critical role in ensuring that high quality services, such as telecommunications, hardware availability and data security are provided to our clients at the conferences it serves and to CICS personnel.

Developments are continually being assessed for possible implementation on the road and at the office. We also provide an environment that ensures accurate and secure data management. Our network system meets the highest security standard and every effort is made to ensure that delegates' data is handled accordingly.

As in previous years much effort has been made to work with our service providers and our personnel to identify new technologies and innovations that can best

serve our partners, thus ensuring the goal of CICS to remain on the leading edge of technological developments.

As such, this year we continued our development of a secure Online Registration website for Conference Services. This service, with its updated Photo ID system, its upgraded software and also with the addition of state of the art cameras, was first introduced for the delegates and media registration at the July 2010 New England Governors and Eastern Canadian Premiers conference with great success. We are now ready and eager to offer this web-based registration service to other conferences that may require such service.

This year we will be piloting a secure portal where conference organizers will be able to post their conference documentation and also make them accessible to their individual delegates prior, during and after their specific meeting.

The IT team, in conjunction with other CICS divisions, is undertaking a review and upgrade of the conference event management application. The current Conference database was created in 1997 and is in part still very much a home based manual system. This new system will increase efficiencies and will streamline the process by allowing the conference services teams to manage their events from any location while working across the country. It will more readily provide them with previous conference search and future planning capabilities.

Also, we will continue to explore ways of making conference information more freely accessible to you, our clients.

CICS COMMUNICATIONS

This past year has also been an exciting time in *CICS communications*. One of the objectives of CICS' strategic plan is to modernize and improve our communications tools. In this light, we are proud to announce the launch of our new Website, located at www.scics.gc.ca.

The goal of this project was to provide you, the users, with a more efficient means to access CICS information and to provide you with the ability to search the rich data the Secretariat has accumulated over the years.

As such, the new site, with its more modern look and feel, was carefully designed to make it more user-friendly and informative. It has a section on Our Services; another

on Our Conferences, which lists all the conferences served by CICS from 1997 to the present and any corresponding news releases/communiqués and also features an easy-to-use search engine; a Media section which contains the most recent press releases/communiqués; and a Publications section, where you will find the Secretariat's most recently published material as well as a few historical reference materials.

It is our hope that you will find this new site informative and complete and that it provides you with a more efficient means to access CICS information. Enjoy.

Over the coming year CICS will continue to update its communications and marketing tools, as our staff work towards providing you with access to information and our services in a more efficient and effective manner.

Finally, as fully explained in the "Who we are" section, CICS has also undertaken to review the visual identity of our organization with a view to guiding the Secretariat and its services into the future.

DID YOU KNOW: CICS CROSS TRAINS ITS STAFF FROM THE VARIOUS DIVISIONS SO THAT THEY ARE AVAILABLE TO ASSIST ON-SITE CONFERENCE TEAMS DURING ITS PEAK SERVICE SEASONS, THEREBY ENSURING THAT ALL CONFERENCE CLIENTS RECEIVE THE VERY BEST SERVICE POSSIBLE.

INTERGOVERNMENTAL DOCUMENT ARCHIVE

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CICS has been providing an *intergovernmental document archive* for every conference sector that has been served by the Secretariat since its inception in 1973. This unique collection is made up of the documents tabled by delegations at federal-provincial-territorial, provincial-territorial and federal-territorial conferences. These documents create a comprehensive record of each conference served by the Secretariat and are made up of documents created by the Secretariat on behalf of the Chair or Co-chairs (such as the list of documents, list of delegates, etc) as well as the documents (such as the agenda, presentations and reports) presented and tabled by the various attending delegations. Other reference materials relating to these meetings can include audiovisual records of open sessions of various First Ministers' and Premiers' conferences served by the Secretariat, as well as a selection of digital images and photographic records from some of these meetings.

In the fiscal year 2010-2011 over 1,100 new documents originating from federal-provincial-territorial meetings were added to the CICS archive, as well just over 500 new documents from provincial-territorial meetings.

It is important to note that the Secretariat is only the custodian of the material and that the documents remain the legal property of the originating government(s).

The archive is managed for the primary use of the federal, provincial and territorial governments' conference delegates. Other requests for access to documents which are not in the public domain are referred back to the originating jurisdiction.

In an effort to better provide improved security and protection for the document archive, CICS has modernized the archive shelving system. This resulted in the documents being moved from its original open shelving system to a closed shelving system. While this system improves document protection against smoke and water damage it also improves and provides a safer work environment for the staff of the Document Centre.

Also, as part of its Information Management awareness campaign the Information Services team has formalized the CICS Handbook on the Protection and Handling of Information. The presentation of this handbook provides all CICS personnel with a brief definition and description of the various document security classifications and standards required for the handling, transportation and transmission of protected and classified information for all forms of media (including paper, email, electronic format, smart phone, USB key, etc). As part of their learning plan every CICS employee (new and existing) is required to read the Handbook and participate in a discussion with a member of the Information Management team.

32,257 > FEDERAL-PROVINCIAL-TERRITORIAL DOCUMENTS

54 > FEDERAL-TERRITORIAL DOCUMENTS

13,752 > PROVINCIAL-TERRITORIAL DOCUMENTS

46,063 > TOTAL NUMBER OF ARCHIVED INTERGOVERNMENTAL DOCUMENTS

1,681 > NEW DOCUMENTS ADDED TO THE ARCHIVE IN 2010-2011



OUR PRIORITIES IN SUPPORT OF OUR SERVICES

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For CICS, 2010-2011 was a year of reflection and strategic planning with the goal to better adapt our services to meet our clients' needs. To achieve that goal, we needed to have a clear picture of how our clients perceived the current services we offer, and to know more about what improvements they would like to see. We also reviewed how new technologies could be integrated into our service delivery, which would be identified through a cost-benefit analysis. With all this, we also endeavoured to maintain service quality, while implementing these improvements. The desire to modernize service delivery and adapt to clients' needs was naturally a key part of the corporate image renewal undertaken in 2010-2011.

In that context, we conducted a client survey in early 2011. The survey initially confirmed that the services we provide are still relevant and meet clients' needs.

The survey also helped to identify new client needs and the services clients would like CICS to provide. Most of the new services identified are related to new technologies, such as a videoconferencing, wireless service, and a secure website for conference documents and online registration.

To that end, CICS launched an online registration pilot project last year, which was tested at two conferences, with conclusive results. We hope to continue the project in the coming year. We also provided Conference Services with new, modern projectors, which provide a higher-resolution image and better quality, as well as "Polycoms," for conference calls on demand.

CICS will continue to make significant investments in the coming months to develop and use new technologies to expand our service offer, including videoconferencing. Other possibilities will also be considered. We also believe that greater use of these new technologies will respond to a desire expressed by some clients for "green" conferences.

This line of products and services that we hope to add to our existing range will undoubtedly help us to remain a leading player and the supplier of choice for intergovernmental conferences.

OUR OPPORTUNITIES AND CHALLENGES FOR THE FUTURE

CICS has undertaken numerous initiatives in the past year in connection with our strategic priority objectives, and we certainly plan to pursue that process further, although we will face many challenges along the way because of various constraints.

First of all, there are budget restrictions facing all federal, provincial and territorial governments. All of them will need to be creative and innovative, to improve their effectiveness and maintain existing service quality. We are no exception. Moreover, we have no control over the number of

conferences and events we serve, which poses an additional challenge.

In this context of having to do as much, if not more, with less, we will endeavour in the coming year to create opportunities to increase our effectiveness. To that end, we are seeking to enter into shared services agreements with other departments, and especially with other small agencies like us, in the integrated services sector (finance, human resources and so on). Last year we began rolling out a series of policies, and we will continue that process

so that other new internal policies can provide a framework for our operations, including our operating costs. These initiatives are in keeping with our ongoing objective of finding sound, innovative management practices that are more cost-effective.

In addition, the client surveys conducted earlier this year provided us with a variety of possibilities to offer an evolved service delivery model adapted to our clients' needs.

**DID YOU KNOW: CONFERENCE COMMUNIQUÉS ARE POSTED
ON THE CICS WEBSITE AS SOON AS THEY ARE RELEASED ON
CONFERENCE SITE.**

We have determined that greater use of new technologies needs to be one of our priorities, and will also help us to become a greener organization. The transition we hope to achieve will be a challenge given the budget restrictions described above, but it is necessary if we are to remain the supplier of choice for intergovernmental conference services.

Moreover, renewing our image and changing our visual identity constitutes a further communication effort with our partners, which will continue in the coming year. We want to confirm our mandate and our constructive role within intergovernmental machinery. The preparation of a document last year on the origins of CICS was another contribution to the overall process of re-energizing our partnerships.

Furthermore, investing in our employees will remain a strategic priority, as we believe our staff are our greatest asset. Their support is necessary, indeed essential, to the success of the initiatives CICS will introduce. Consequently, we have decided to invest in our personnel by helping them to develop their skills and competencies, ensuring better internal communication, and giving them more recognition. At a time when workloads are holding steady or increasing as available resources decrease, we believe the commitment of all our team members is essential.

Investments will be required in the coming years to rise to those significant challenges and establish those new practices and tools. However, we see this as opportunities for development and renewal, in order to diversify our services and make our Secretariat ever more effective!

DID YOU KNOW: CICS WORKS ACTIVELY WITH ITS CLIENTS TO REDUCE PAPER BURDEN/USAGE ON CONFERENCE SITE.

FINANCES

CICS IS FINANCED BY BOTH THE GOVERNMENT OF CANADA THROUGH PARLIAMENTARY APPROPRIATIONS AND BY THE PROVINCES THROUGH CONTRIBUTIONS.

The Canadian Intergovernmental Conference Secretariat (CICS) is financed by both the Government of Canada through parliamentary appropriations and by the provinces through contributions. The 2010-11 provincial contributions requested last fall were based on CICS's budget minus the Federal share¹ and adjusted with the 2009-10 lapse of budgetary funding.

TABLE 1. 2010-11 CICS Budget (\$ thousands)

	Budget	Less: Budget adjustment 2009-10 ²	Adjusted Budget
CICS Main Estimates Budget	6,615.6	(1,382.9)	5,232.7
Less: Federal Share ¹	3,877.3	(1,249.9)	2,627.4
Total Provincial Share	2,738.3	(133.0)	2,605.3

The total provincial share of CICS budget is then split among the provinces based on the latest federal Population Census on a pro-rated basis. Table 2 shows the distribution of the Provincial Share of CICS 2010-11 Budget and the contributions received.

¹ The Federal share includes fifty percent of the total budget plus the employee benefit plans, the translation costs, the tenant services, the capital costs and any revenue shortfalls resulting from the non-payment or partial payment by the provinces of their respective share.

² The Budget adjustment 2009-10 represents the difference calculated from the main estimate less actual expenditures. The provincial share budget adjustment is calculated from provinces which fully contributed toward CICS operational budget.

TABLE 2. Distribution of Provincial Contributions towards CICS' 2010-11 Budget (\$ thousands)

	% based on 2001 Population Census	Distribution of Provincial Share of CICS 2010-11 Budget	Ditribtuion of Provincial Share of the Adjustment	Requested Contribution	Actual Contribution Received
Newfoundland and Labrador	1.7	46.7	(9.2)	37.5	37.5
Nova Scotia	3.0	82.5	(16.3)	66.2	66.2
New Brunswick	2.4	66.0	(13.0)	53.0	53.0
Prince Edward Island	0.5	13.7	(2.7)	11.0	11.0
Quebec	24.2	662.6	0.0	662.6	131.3
Ontario	38.2	1,044.8	0.0	1,044.8	355.6
Manitoba	3.7	101.7	(20.1)	81.6	81.6
Saskatchewan	3.3	90.7	(17.9)	72.8	23.0
Alberta	9.9	272.2	(53.8)	218.4	218.4
British Columbia	13.1	357.4	0.0	357.4	95.0
Total	100.0	2,738.3	(133.0)	2,605.3	1,072.6

A summary of CICS's financial results are presented in table 3. The total funding is composed of the Main Estimates budget and adjustments. The Main Estimates are the voted appropriations at the beginning of the fiscal year, which started on April 1, 2010. The adjustments represent the additional funding received to cover salary increases from the revised collective agreements. Total funding remained approximately at the same level as in 2009-10.

Total spending for 2010-11 amounted to \$ 5.3 million compared to \$ 5.1 million (2.5% increase) spent in 2009-10. This brought a surplus of \$1.7 million for 2010-11 (1.7 million in 2009-10). The surplus is also attributable to the fact that CICS receives funding to serve up to 120 conferences a year, however only 73 conferences were served in 2010-11 (75 in 2009-10). The salaries and wages expenditures increased by 8% in reason of staffing decisions and position increment. However, the other operating costs decreased by 3% and this is mostly explained by the location of conferences served throughout the year. This variable impacts on the cost incurred for professional services (interpretation and translation) and transportation.

TABLE 3. 2010-11 CICS' Financial Results (\$ thousands)

CICS BUDGET	2010-11	2009-10
Main Estimates	6,615.6	6,524.8
Adjustments & Transfers	316.0	365.2
TOTAL FUNDING	6,931.6	6,890.0
CICS EXPENDITURES		
Salaries & Wages	2,452.5	2,260.1
Employee Benefit Plans	419.7	404.0
Sub-total - Personnel Costs	2,872.2	2,664.1
Other Operating Costs	2,308.7	2,346.5
Capital Costs	82.4	131.3
Sub-Total - Other Operating & Capital Costs	2,391.1	2,477.8
TOTAL EXPENDITURES	5,263.3	5,141.9
LAPSED (OVEREXPENDED)	1,668.3	1,748.1