









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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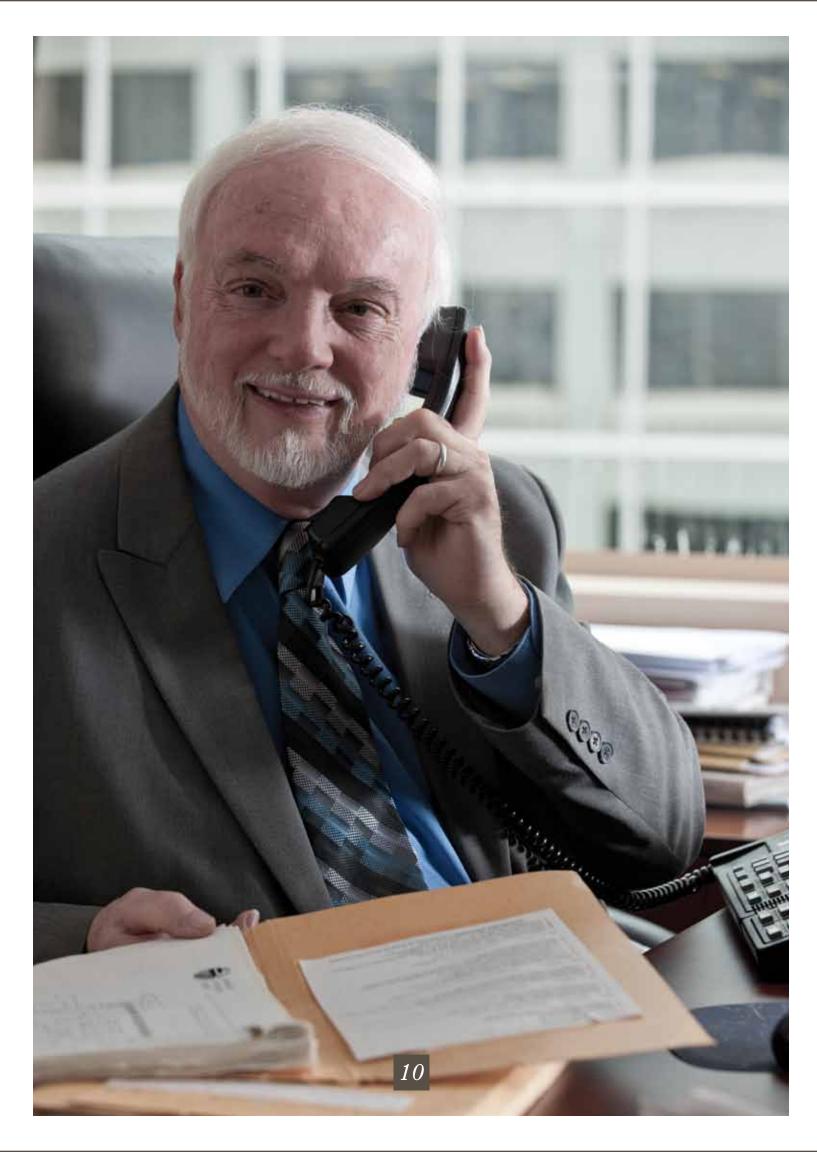
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MESSAGE FROM THE SECRETARY

The Canadian Intergovernmental Conference Secretariat (CICS) continues to evolve alongside the changing needs of our clients. The services provided by the Secretariat assist governments across Canada to move towards more effective and efficient intergovernmental collaboration.

Those collaborative relations are an integral part of the successful functioning of the Canadian federation. To ensure that the Secretariat remains the leader in the provision of senior level intergovernmental conference services in Canada, we are in the process of transforming our conference service delivery model.

In this context, the continuous evolution of technologies presents both opportunities and challenges for the CICS. Modern IT tools, for instance, open up new possibilities for conferencing and make it easier than ever before to collaborate more effectively. The organization is actively pursuing initiatives that will integrate new technologies in its service delivery process. However, the necessity for face to face meetings will always be an integral part of key intergovernmental negotiations and agreements in the Canadian federation. This is precisely why federal, provincial and territorial governments rely on the unique expertise, experience and professionalism of CISC staff.

The Secretariat looks forward to working with all governments to develop and refine the tools and services that can best meet their conference requirements.

ANDRÉ M. McARDLE

Lorche-Mac U

SECRETARY, CANADIAN INTERGOVERNMENTAL CONFERENCE SECRETARIAT



The Canadian Intergovernmental Conference Secretariat (CICS) is an 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 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.

The commitment and dedication of CICS employees continues to be the hallmark of our services. This past year, preliminary work on our very own Organizational Code of Conduct began. Although completion is scheduled for 2012, we are pleased to share that together, we defined our values: Excellence, Respect and Integrity are the driving forces that define our unique organization.

OUR VISION IS TO CONSOLIDATE OUR POSITION IN ORDER FOR CICS TO REMAIN THE PREFERRED CHOICE OF GOVERNMENTS FOR SENIOR LEVEL INTERGOVERNMENTAL CONFERENCE SUPPORT ACROSS CANADA.

OUR MISSION IS TO RE-ENERGIZE

PARTNERSHIPS AND OFFER AN

EVOLVED SERVICE DELIVERY MODEL

PROVIDING IMPECCABLE SERVICES

TO GOVERNMENTS SUPPORTED

BY STRONG AND INNOVATIVE

MANAGEMENT PRACTICES.



The CICS' talented and motivated staff is the primary factor in both the organization's reputation for excellence and its ability to meet the evolving needs of clients. Given the central role that staff play in the organization's success, the CICS continues to invest significantly in employee training and development.

Two priorities established in the 2011-14 Strategic Plan are customized learning maps for each position at CICS and security training for all employees. Learning maps serve to guide the development of the annual learning plan for individual employees, ensuring the alignment of job expectations and career objectives with client needs. And with the advent of digital technologies, safeguarding sensitive information represents an important challenge. During the past year, significant progress has been made on both priorities.

The CICS also made substantial progress on another key goal: the recruitment of employees from the provinces and territories. 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 from their respective governments. CICS offers these employees a unique developmental opportunity in the field of intergovernmental 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. Most of these employees serve three-year terms. Their presence ensures the CICS can fulfill its mandate as a neutral intergovernmental body and boosts the organization's knowledge of provincial and territorial governments as well as Canadian cities and regions.

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.

Four new provincial government employees and our first territorial government employee arrived at CICS this past year:

- Marie-Hélène Paré from the Quebec government
- Chris Caldwell from the British Columbia government
- Jacqueline Gervais from the Manitoba government
- Angela Donatucci from the Ontario government
- Laurette Sylvain from the Yukon government

We also said goodbye to three provincial employees who completed their term with us:

- Louise Pichon from the Quebec government
- Dorene Albert from the New Brunswick government
- Laura Patrick from the Nova Scotia government

CICS conducts a nation-wide recruitment process every two-three years however we can be contacted at any time should there be an interest in joining the CICS team. It is important to stipulate that CICS pays the relocation expenses of seconded employees and also reimburses the provincial and territorial governments for the benefits and salaries of these employees.

DID YOU KNOW

PROGRESS HAS BEEN ACHIEVED TO
ENHANCE THE BUDGETING AND
FINANCIAL SYSTEMS AND TO DEVELOP
BUSINESS INTELLIGENCE TO SUPPORT
MANAGEMENT DECISIONS

CICS RECRUITS FIRST TERRITORIAL EMPLOYEE



Laurette Sylvain

In the fall of 2011, Laurette Sylvain left Whitehorse to begin a three-year secondment in Ottawa as the CICS' newest conference coordinator. Ms. Sylvain, manager and acting director of human resources at Yukon's Department of Health and Social Services, heard that the job had been posted to the territory's job-opportunities website.

WHAT MADE YOU DECIDE TO SWITCH JOBS?

Professional growth was a big part of it; I wanted to broaden my knowledge of intergovernmental issues and there's no better place to do that than at the CICS. This organization is dedicated to

continuous improvement, both for itself and for employees. And this was also an opportunity for me to live in another part—a bilingual part—of Canada.

HOW HAVE YOU ENJOYED IT SO FAR?

It's been wonderful, although pretty demanding. My initial training was extensive because there was so much to cover, but everyone has been incredibly supportive. It's great to be part of a team with such extensive experience in intergovernmental conference services.

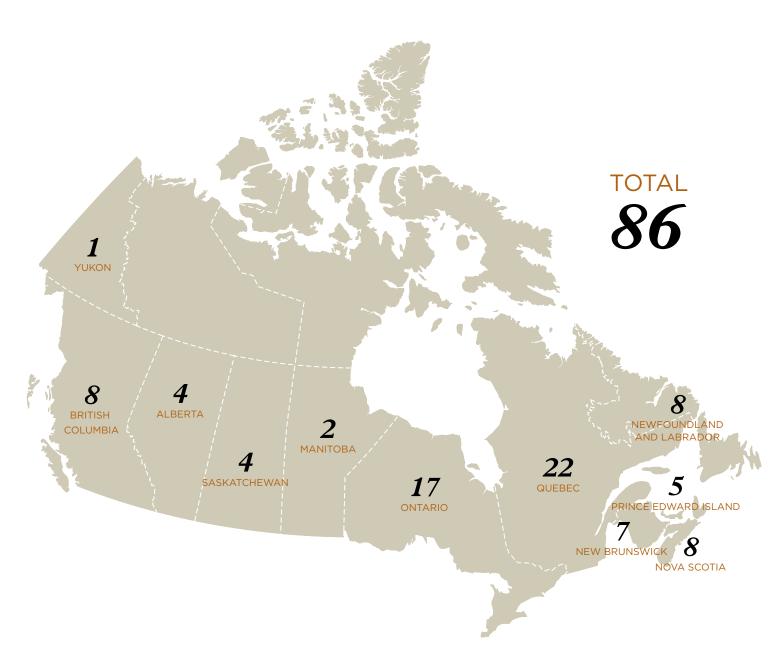
WHAT DO YOU LIKE ABOUT THE JOB?

Planning and staging a successful conference gives me a tremendous sense of satisfaction. I also like the fast pace of the job: as soon as one conference ends, I immediately move to planning the next event.

WHAT IMPACTS DO EMPLOYEES FROM OTHER JURISDICTIONS HAVE ON THE CICS?

I think having employees from across Canada leads to a broader range of ideas and creative solutions — especially solutions specific to a particular city or region. I think it also gives CICS better insight into the needs and expectations of its clients.

ORIGINS OF CICS PROVINCIAL AND TERRITORIAL SECONDMENTS SINCE 1973



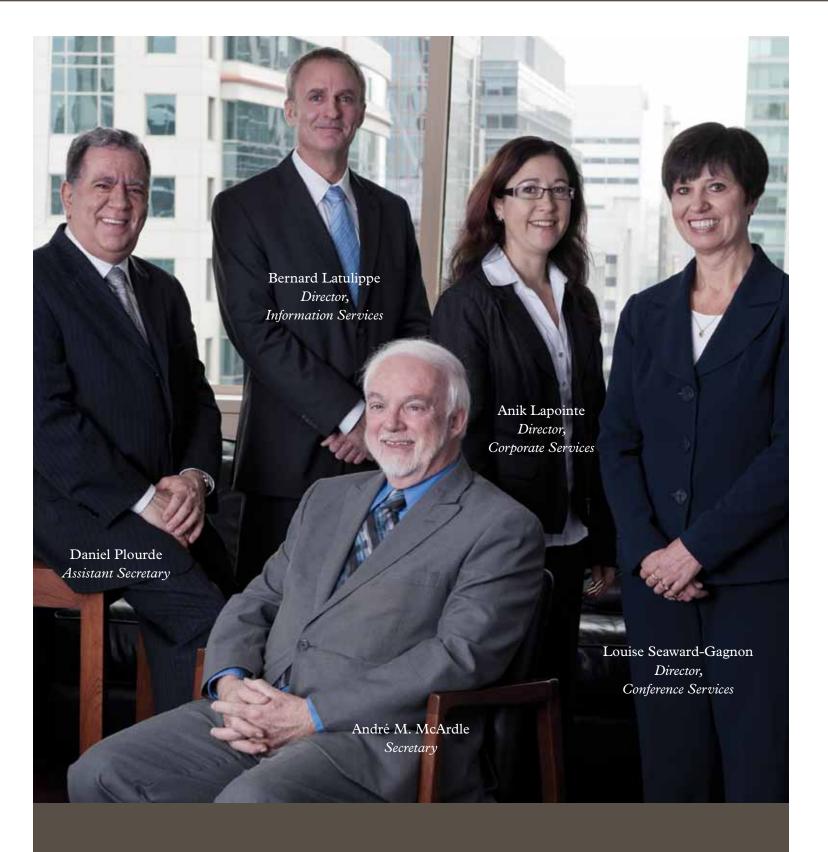


THE INTERGOVERNMENTAL CONFERENCE AT ITS BEST

The CICS offers a range of services to senior level intergovernmental conferences: from planning and pre-registration, to pre-conference translation services for official documents, to distribution of documents, to all on-site logistics. Each year, we tailor our support to meet the particular needs of a significant number of conferences across Canada. Our reputation for excellence has been forged through thousands of these conferences during the past four decades.

Our service offering continues to evolve alongside the needs of intergovernmental clients. In recent years, digital technologies have revolutionized many aspects of conference logistics and management; online registration and document sharing, and videoconferencing, for instance, are increasingly popular. Like all tools, though, these technologies are worthwhile and valuable only when used effectively and efficiently.

The CICS team has the knowledge and expertise required to identify appropriate resources, and technologies for your event. Because each conference and meeting is unique, pre-planning is an essential component of our services. Long before a conference starts, our conference coordinators consult extensively with clients to gain an understanding both of their needs and of the expectations of delegates.



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.

To ensure conferences flow smoothly, CICS staff typically arrive at least one day early to set-up rooms and finalize preparations. We commonly provide services such as on-site registration, security, computer and audio-visual support, document control, simultaneous interpretation (French, English and occasionally Inuktitut) and we assist with the communiqué drafting process. Archiving of conference documents is also part of our service offering. Whatever challenge your intergovernmental conference faces, the CICS is committed to finding a solution.

KEY CHALLENGES

ALTHOUGH THE CICS ALWAYS TAILORS ITS SERVICES TO CLIENTS' NEEDS, TWO CONSIDERATIONS ARE PARTICULARLY IMPORTANT WHEN IT COMES TO IT SOLUTIONS:

SECURITY: TECHNICAL SOLUTIONS SUCH AS ENCRYPTION TECHNIQUES AND INDIVIDUAL PASSWORD-PROTECTED WEBSITES FACILITATE SECURE SHARING. THIS ENSURES CONFIDENTIALITY, INTEGRITY AND AVAILABILITY, ALTHOUGH SOME USERS CONSIDER THEM INCONVENIENT.

BANDWIDTH: TRANSFERRING VIDEO AND AUDIO OVER THE INTERNET IN REAL TIME REQUIRES THAT BOTH SENDERS AND RECEIVERS HAVE ACCESS TO HIGH-SPEED DIGITAL NETWORKS. AT THE PRESENT TIME, SOME REGIONS OF CANADA DO NOT HAVE NETWORKS THAT SUPPORT THE RAPID DATA-TRANSFER RATES REQUIRED FOR SECURE, HIGH-DEFINITION VIDEOCONFERENCING.

NEW SERVICES BEING OFFERED...

Significant progress was achieved in 2011-12 with regards to videoconferencing. CICS conducted a detailed study and consulted with various partners to evaluate the feasibility of offering such a service. It was decided that integrating videoconferencing into our delivery model would demonstrate meaningful and measurable value to our clients. Videoconferencing equipment, such as codecs, was purchased – training and pilot launches will commence in the Spring of 2012. If you have a need for videoconferencing at an upcoming meeting, we would be happy to hear from you. CICS continues to strive for a full launch by the end of fiscal year 2012-13.

CICS recognized the increasing amount of requests for a WiFi service in the conference room. We acquired the appropriate hardware and began working with each conference location in order to offer a dedicated service for conference delegates in the main meeting room.

CICS also completed the implementation of an on-line registration system as well as an on-line document retrieval system allowing a secure way for conference participants to have access to meeting material prior to the conference.

Finally, CICS began absorbing the costs of venue patch fees on behalf of clients.



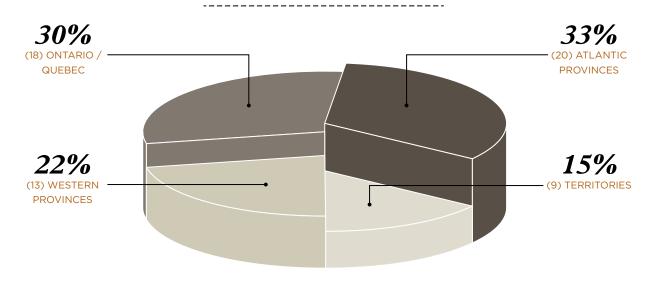
CODECTONCTIONALITY

A codec is a device that encodes and decodes data streams, enabling them to be shared among multiple locations. In 2011, the CICS bought three state-of-the-art codec systems and began training employees in how to use them to deliver high-definition videoconferencing.

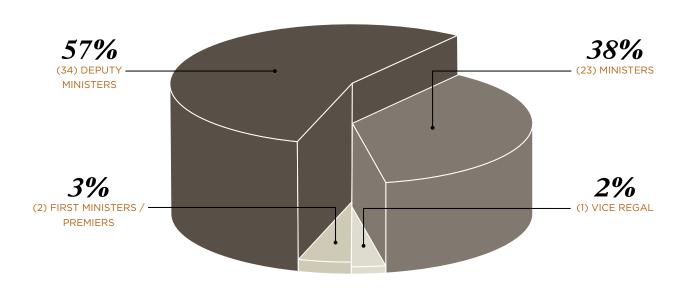
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The economic environment and political situation in 2011-12 contributed to a decline in intergovernmental activity. While all governments were experiencing another year of fiscal restraint, eight governments also held elections. In that context, CICS organized and served 60 senior-level meetings, including 38 federal–provincial–territorial conferences and 22 provincial–territorial conferences.

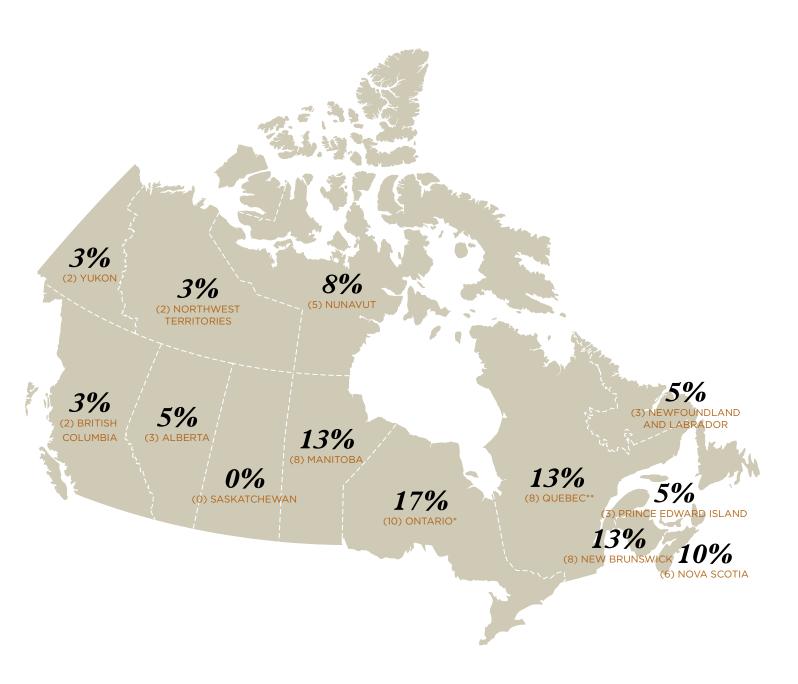
PROVINCIAL & REGIONAL BREAKDOWN



CONFERENCES BY LEVEL FOR 2011-12



CONFERENCE BY LOCATION FOR 2011-12



*3 of which we held in the National Capital Region

**4 of which we held in the National Capital Region

SECTOR	FPT Min.	FPT DMs	Prem.	P-T Min.	P-T DMs	Vice- Regal	Total
Aboriginal Affairs				1			1
Agriculture	1			1			2
Citizenship and Immigration		2					2
Education		1			4		5
Emergency Management					2		2
Environment	1	1					2
Fisheries	3	1					4
Health	2	1		1	1		5
Culture and Heritage	2	1		1		1	5
Housing							0
Human Resources and Social Services	1	2					3
Industry	1				1		2
Intergovernmental Affairs			2				2
Intergovernmental Budget		1					1
Internal Trade	1						1
Justice	1	2		1	2		6
Local Government				2	1		3
Natural Resources	1						1
Northern Development	1						1
Public Works & Govt Administration		3			2		5
Sport, Physical Activity and Recreation		1					1
Status of Women	1	1					2
Transport		4					4
Total	16	21	2	7	13	1	60

ARCHIVES

CICS has been providing an intergovernmental document archive service 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 consist 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 2011-12, over 818 new documents originating from federal-provincial-territorial meetings were added to the CICS archive, as well as just over 326 new documents from provincial-territorial meetings.

While the Secretariat is the custodian of the material, the documents maintained in our archives remains the property of the originating governments. The archive is managed for the primary use of federal, provincial and territorial governments' conference delegates: they are not in the public domain and are excluded from the *Access to Information Act*. Other requests for access to documentation from our archives are referred back to the originating jurisdiction.

CONFERENCE	DOCUMENT STA	NIS
Total Number of Documents in the A	rchive (as of March 31, 20	 1)
Federal-Provincial-Territorial	33075	70%
Federal-Territorial	54	0%
Provincial-Territorial	14078	30%
Grand Total	47207	100%



A combination of factors continues to drive the evolution of conference services in the public sector. The need for intergovernmental collaboration and efficiency improvements, along with the rising expectations of citizens, for instance, means that governments must cooperate and communicate more effectively both internally and with outside partners. While conferences will remain a powerful vehicle for collaboration, the cost of conferences must also be considered.

Intergovernmental collaboration has never been more important to Canada. In January 2011, Federal, Provincial and Territorial Clerks and Cabinet Secretaries agreed that new technologies have a role to play in the modernization of intergovernmental business, and called on the CICS to exercise its leadership in this area.

The increased speed and functionality of the Internet continues to open up a wave of possibilities. Today, the concept of *telepresence* has taken hold: integrating on-demand, high-definition videoconferencing with other tools, such as document sharing, to maximize effective collaboration. The new technologies offer both advantages (e.g. fewer environmental impacts; reduced travel time) and challenges (e.g. lack of interoperability of systems; training requirements). CICS also understands that *telepresence* will never be a replacement for face-to-face meetings as technology does not allow the networking opportunities and open dialogue that are encouraged and achieved in face-to-face forums. Videoconferencing can however enhance these in-person meetings by providing access to the outside delegate observer community and subject matter experts from anywhere, at any time, to help accelerate decision-making.

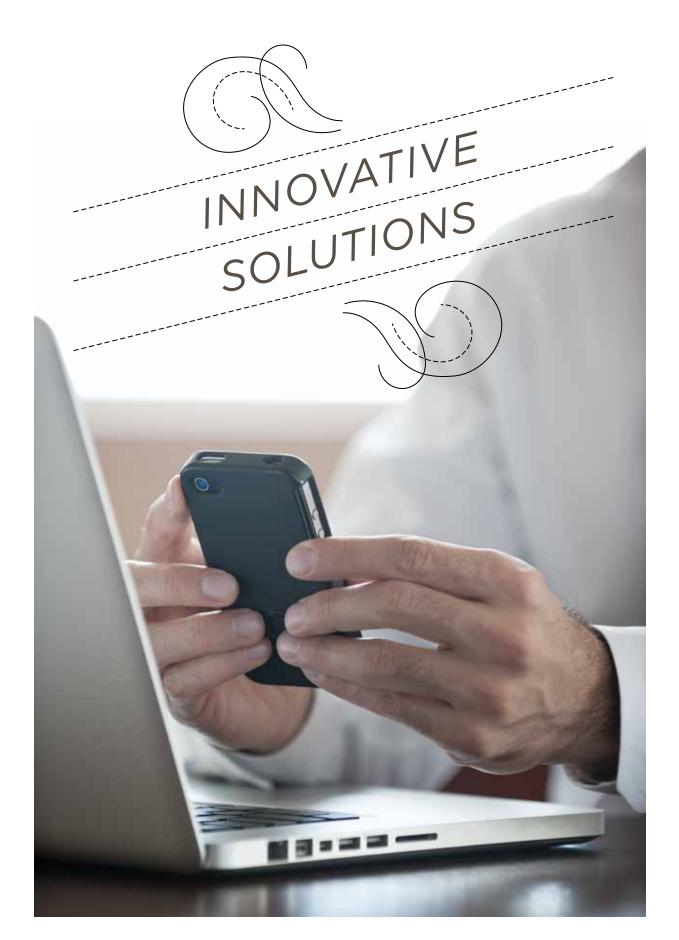
And, as with all new technologies, they must be used appropriately to realize their full potential.

Over the years, the CICS has developed the expertise and experience in intergovernmental conference service delivery. The experiences and needs of our clients, however, continue to drive the evolution of these conference services



DID YOU KNOW

THE NUMBER OF EVALUATION FORMS
COMPLETED BY DELEGATES ON-SITE
CONTINUES TO RISE. THIS YEAR'S
COMMUNICATION EFFORTS RESULTED
IN AN INCREASE OF 70% IN THE
RESPONSE RATE FROM LAST YEAR



MODERNIZING CICS' SERVICE OFFERING

2012 CONFERENCE OF JUSTICE AND PUBLIC-SAFETY MINISTERS

January 2012 marked the first time that the CICS delivered the full range of services under its new Event Management System. The System integrates online registration with secure access to conference documents posted online. The conference of Ministers of Justice and Public Safety was not only a huge success, but also demonstrated the CICS's ability to respond effectively to clients' needs.

Justice and Public Safety represents the largest sector the CICS serves on a regular basis: more than 20 ministers meet at least once each year, while a similar number of deputy ministers meet at least twice annually. Handling the logistics of these conferences, such as ensuring that delegates have timely access to complex, lengthy and bilingual background materials, often represents a significant challenge. The January 2012 Ministers conference attracted 116 delegates to Charlottetown. Many of the delegates expressed their appreciation for how the CICS facilitated clear communication during the event.

The CICS is exploring several options to ensure it can continue to meet the sector's needs. The Department of Justice Canada, for instance, is interested in a dedicated website that would serve as an online repository of relevant conference documents. The site would help address the ongoing challenge of storing and accessing the growing numbers of records generated during conferences. The CICS is also working with a provincial delegation to address a related concern: the conservation of corporate knowledge. As large numbers of public servants retire, there is a risk that jurisdictions will become less familiar with issues and solutions proposed and documented during previous conferences. To develop appropriate solutions, the CICS continues to pursue partnerships with outside groups.

DID YOU KNOW

ON-LINE REGISTRATION AND A SECURE
DOCUMENT RETRIEVAL SYSTEM WERE
PILOTED AND SUCCESSFULLY ADDED TO
OUR REPERTOIRE OF SERVICES



Since it was created in 1973, the CICS has adapted its service offering to the changing intergovernmental environment and the needs of its clients. From secure telephone lines in the 1970s to videoconferencing, the CICS has designed and delivered appropriate, cost-effective solutions in collaboration with governments. To maintain and enhance this ability, the CICS must continue to evolve.

STRATEGIC PLAN 2011-14

Last year, the CICS developed a Strategic Plan focused on four priorities:

- Expanding partnerships with clients and outside organizations;
- Improving our service offering;
- Adopting sound and innovative management practices; and
- Developing the abilities of our employees.

The CICS has taken concrete action on each priority. To re-energize partnerships, for instance, we have met with key organizations, such as the Privy Council Office and Shared Services Canada. The acquisition of videoconferencing equipment, along with staff training, upgrades our service offering. Internal re-organization, employee learning maps and security training all contribute to our ability to meet our clients' needs in an era of rapid technological change and increased calls for efficiency and intergovernmental collaboration.

EVALUATION PROCESSES

To improve the organization's ability to learn from and work with clients, the CICS has adopted a series of new evaluation practices. Along with paper surveys of conferences delegates, the CICS also ensures the conduct of in-depth interviews with a sample of conference organizers each year. In 2011, the CICS also adopted an internal process known as post-event evaluation review. Under the process, members of the CICS team that worked on a particular conference analyze every aspect of the event, identifying successes and challenges, and discerning trends and lessons learned.

STAFF AND TECHNOLOGIES

As described elsewhere in this report, the CICS continues to train employees and develop and deploy appropriate technologies. In support of several recent conferences, for instance, the organization provided delegates with access to the internet in the main meeting room through a wireless router. And the CICS continues to explore, in collaboration with a variety of partners, options to improve access to, and storage of, archival documents.

COMMUNICATIONS

CICS continued the implementation of its renewed visual identity by further upgrading various marketing and communications tools, such as signage and stationery. The new corporate image which was launched last year reflects CICS's dynamic work organization, 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 found in our new logo represent our capacity to provide unique, customized, methodical, professional services to Canada's fourteen federal, provincial and territorial governments.

DID YOU KNOW

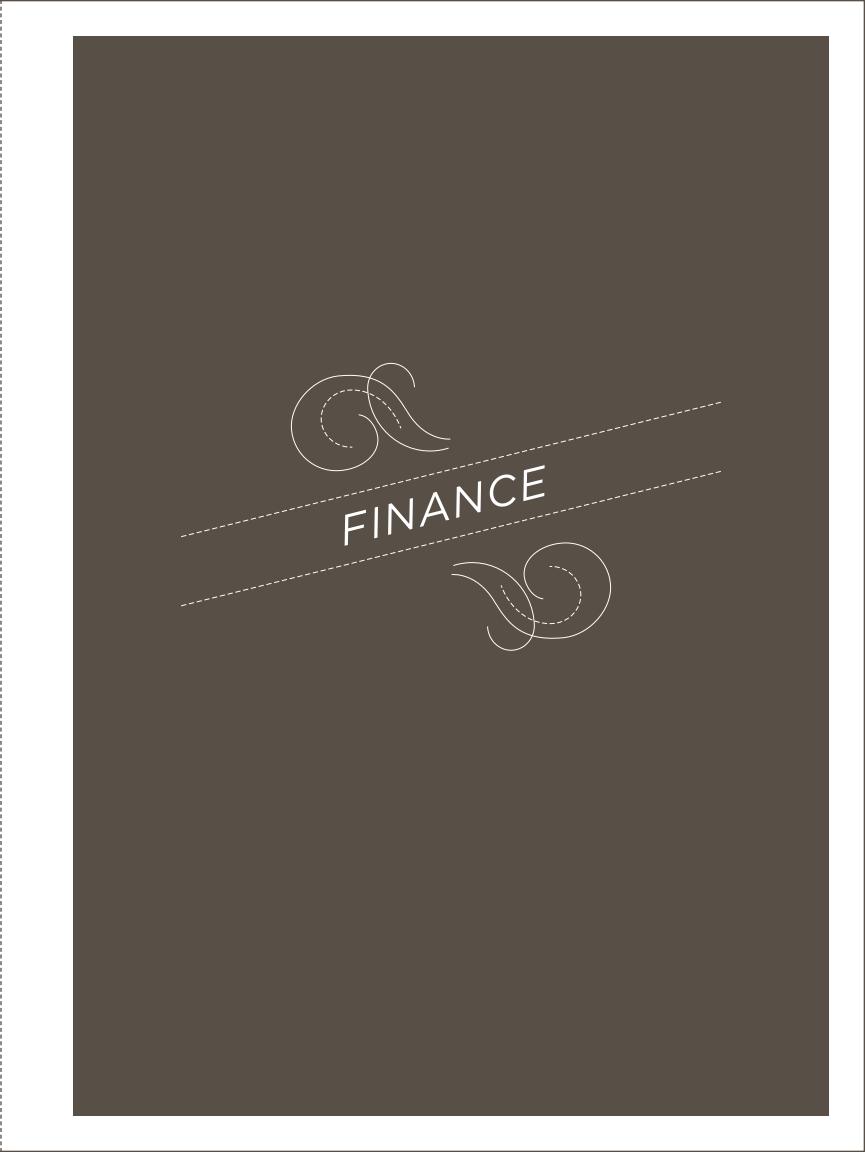
CICS BEGAN ABSORBING THE

COSTS OF VENUE PATCH FEES ON

BEHALF OF CLIENTS

DID YOU KNOW

A NEW COMPREHENSIVE MARKETING
STRATEGY FOR CICS WAS LAUNCHED
INCLUDING A NEW WEBSITE, A NEW
LOGO AND A MODERNIZED VISUAL
REPRESENTATION OF THE
ORGANIZATION



CICS is financed by both the Government of Canada through parliamentary appropriations and by the provinces through contributions. The 2011-12 provincial contributions requested last fall were based on CICS's budget minus the Federal share and adjusted with the 2010-11 lapse of budgetary funding.

TABLE 1

2011-12 CICS BUDGET

Budget Less: Budget Adjusted adjustment **Budget** (\$ thousands) 2010-11² CICS Main Estimates Budget 6,624.1 (1,668.2)4,955.9 Less: Federal Share¹ 3,859.3 (1,560.4) 2,298.9 **Total Provincial Share** 2,764.8 (107.8) 2,657.0

The total provincial share of CICS budget is then split among the provinces based on the latest Population Census on a pro-rated basis. Table 2 shows the distribution of the Provincial Share of CICS 2011-12 Budget and the contributions received.

TABLE 2

DISTRIBUTION OF PROVINCIAL CONTRIBUTIONS TOWARDS CICS' 2011-12 BUDGET

(\$ thousands)	% based on 2001 Population Census	Share of CICS 2010–11 Budget		Requested Contribution	Receiv
Newfoundland and Labrado		47.0			
Nova Scotia	3.0	82.9	(15.3)	67.6	67
New Brunswick	2.4	66.4	(12.2)	54.2	53
Prince Edward Island	0.5	13.8	(2.5)	11.3	11
Quebec	24.2	669.1	-	669.1	131
Ontario	38.2	1,056.2	-	1,056.2	355
Manitoba	3.7	102.3	(18.8)	83.5	83
Saskatchewan	3.3	91.2	-	91.2	23
Alberta	9.9	273.7	(50.4)	223.3	223
British Columbia	13.1	362.2	-	362.2	95
Total	100.0	2,764.8	(107.8)	2,657.0	1,08

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, 2011. 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 2010-11.

¹ The Federal share includes fifty percent of the total budget plus the employee benefit plans for employees, 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 2010-11 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.

Total spending for 2011-12 amounted to \$ 5.6 million compared to \$ 5.3 million (5.7% increase) spent in 2010-11. This brought a surplus of \$1.4 million for 2011-12 (1.7 million in 2010-11). The surplus is also attributable to the fact that CICS receives funding to serve up to 120 conferences a year, however only 60 conferences were served in 2011-12 (73 in 2010-11). The salaries and wages expenditures increased by 7% in reason of staffing decisions and position increment and the payment of severance pay to several employees due to a change in their collective agreement. The other operating costs have also increased by 7% 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, and can also be explained by the investment in videoconferencing technology.

TABLE 3 2011-12 CICS' FINANCIAL RESULTS

(\$ thousands)	2011-12	2010-11
CICS Budget		
Main Estimates	6,624.1	6,615.6
Adjustments and Transfers	349.0	316.0
Total Funding	6,973.1	6,931.6
CICS Expenditures		
Salaries and Wages	2,614.2	2,452.5
Employee Benefit Plans	333.2	419.7
Sub-total: Personnel Costs	2,947.4	2,872.2
Other Operating Costs	2,473.6	2,308.7
Capital Costs	139.6	82.4
Sub-total: Other Operating and Capital Costs	2,613.2	2,391.1
Total Expenditures	5,560.6	5,263.3
Lapsed (over expended)	1,412.5	1,668.3