



# Canadian Intergovernmental Conference Secretariat



For the  
period ending  
March 31, 1997



Improved Reporting to Parliament —  
Pilot Document

Canada

©Minister of Public Works and Government Services Canada – 1997

Available in Canada through your local bookseller or by

mail from Canadian Government Publishing – PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/26-1997

ISBN 0-660-60312-8



## Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

This report is accessible electronically from the Treasury Board Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/tb/key.html>

Comments or questions can be directed to the TBS Internet site or to:

Government Review and Quality Services  
Treasury Board Secretariat  
L'Esplanade Laurier  
Ottawa, Ontario, Canada  
K1A 0R5  
Tel: (613) 957-7042  
Fax (613) 957-7044

# **Canadian Intergovernmental Conference Secretariat**

## **Performance Report**

**For the  
period ending  
March 31, 1997**

---

The Right Honourable Jean Chrétien  
Prime Minister

## Table of Contents

Section I: The Message .....	1
Section II: Departmental Overview .....	2
Mandate, Roles, and Responsibilities .....	2
Objectives and Strategic Priorities .....	2
Business and Service Line, Organization Structure, and Resource Plans .....	3
Section III: Departmental Performance .....	5
A. Performance Expectations .....	5
Planned Versus Actual Spending Tables .....	5
Departmental Planned versus Actual Spending by Business Line .....	6
Provincial Contributions towards CICS' budget. ....	7
Summary of Performance Expectations .....	8
B. Performance Accomplishments .....	8
Departmental /Business Line performance .....	8
Section IV: Supplementary Information .....	14
A. Listing of Statutory and Departmental Reports .....	14
B. Contacts for Further Information .....	14
C. Financial Summary Tables .....	15
Summary of Voted Appropriations .....	15
Revenues to the Consolidated Revenue Fund (CRF) by Business Line .....	16

## **Section I: The Message**

High level intergovernmental conferences are a critical mechanism in governing our federation, providing opportunity for governments to consult on and coordinate their various policies and programs. The Canadian Intergovernmental Conference Secretariat (CICS) was created by the First Ministers to provide administrative services to these conferences.

To a considerable extent, the number of conferences served by CICS in any one year is a barometer of the intensity of intergovernmental activity of the time. So it was in 1996-1997 when the 70 conferences served, including 4 at the First Ministers' level, reflected a return to a more usual level of activity after the uncertainty of the post-referendum period during the previous year.

Several corporate initiatives were begun in the Secretariat during the course of the year. One is a survey of client needs, the results of which will eventually be used in a strategic planning process within the organization. The second is the development of an Internet website to provide up-to-date corporate and conference information to the Secretariat's government clients and the general public.

Stuart MacKinnon  
Secretary, Canadian Intergovernmental  
Conferences

## **Section II: Departmental Overview**

The Canadian Intergovernmental Conference Secretariat (CICS) was created by the First Ministers of Canada in May 1973 to provide administrative services to federal-provincial and interprovincial meetings of First Ministers, Ministers and Deputy Ministers. The CICS is an agency of both the federal and provincial governments and, as such, acts as a neutral intergovernmental body. Its budget is supported by both orders of government and its staff includes both federal and provincial public servants. The Secretary reports to all governments annually. The operations are reviewed by federal and provincial senior officials designated by their respective First Ministers. The CICS reports to Parliament through the Prime Minister.

### **Mandate, Roles, and Responsibilities**

The Canadian Intergovernmental Conference Secretariat was established pursuant to an agreement reached at the May 1973 First Ministers' Conference, and designated a department of the federal government by an Order-in-Council dated November 29, 1973. Its mandate is to provide administrative services for the planning and conduct of federal-provincial-territorial and provincial-territorial conferences.

CICS services include the set-up of conference site facilities; secretaryship; interpretation; the translation, printing, distribution and control of documents; writing of records of proceedings; media relations; security; and the provision of technical equipment and secretarial assistance.

In addition to the above conference services which are available anywhere in Canada, a document archives is maintained by the Secretariat for the use of governments. CICS is the principal source of unclassified intergovernmental conference documentation for legislative, university and municipal libraries across Canada. It also publishes material relating to intergovernmental conference activities.

### **Objectives and Strategic Priorities**

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

It is important to note that 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, however, directly affected by these factors.

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

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

## **Business and Service Line, Organization Composition, and Resource Plans**

### **Business Line**

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

### **Organization Structure**

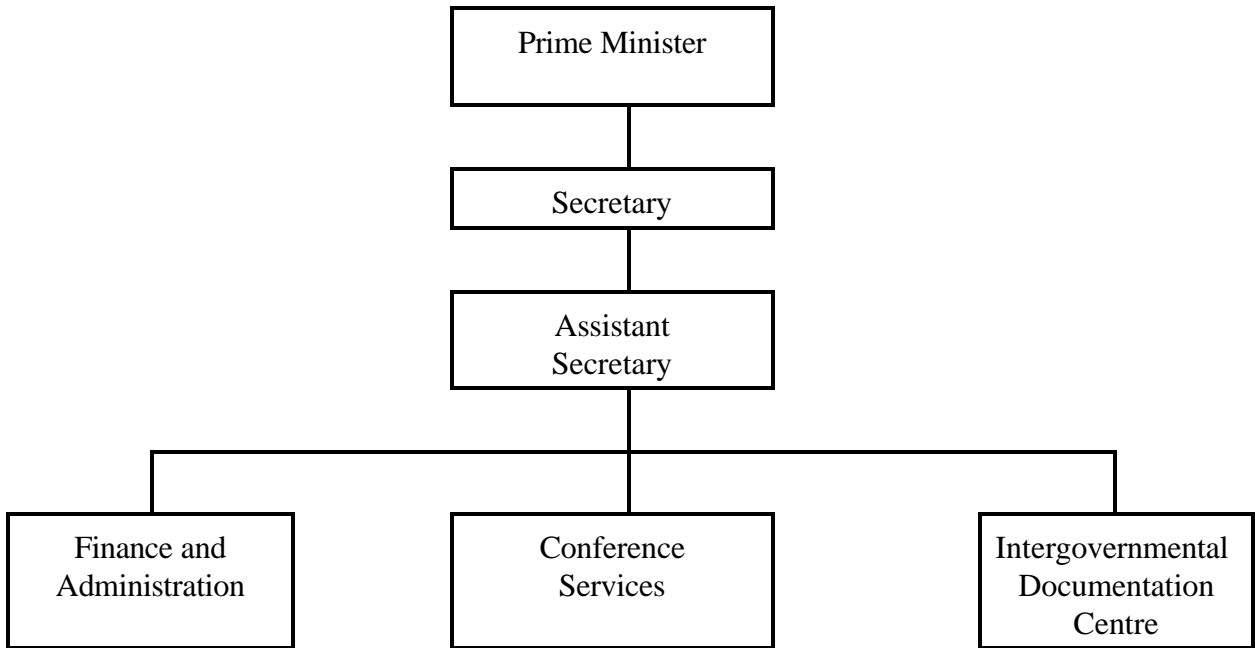
From its office, located in Ottawa, the CICS delivers conference services to intergovernmental meetings held throughout Canada. The Secretary is the chief executive officer and is appointed by the Governor-in-Council after consultation with the provincial Premiers. The organization reports to Parliament through the Prime Minister.

The organization has the following sub-activities:

- o Conference Services consisting of four conference teams organized to provide administrative, logistical and technical support to individual intergovernmental conferences throughout Canada;
- o The Intergovernmental Document Centre (IDC) which provides document control and records management for conferences served, distribution and consultation services for public conference documents, and acts as an intergovernmental document archives for the federal and provincial governments; and
- o Financial, Personnel and Administrative Services which provides support for the CICS as a whole.



## Organization Chart



## Resource Plans

### Resource Requirements by Program (\$000)

---

<b>1996-1997 Main Estimates</b>				
<b>Program</b>				
<b>Canadian Intergovernmental Conference Secretariat</b>			<b>Total</b>	
<b>Program</b>	<b>FTE's</b>	<b>000's</b>	<b>FTE's</b>	<b>000's</b>
	31	3,115	31	3,115
<b>Total</b>	31	3,115	31	3,115

---

### Section III: Departmental Performance

#### A. Performance Expectations

#### Planned Versus Actual Spending Tables

#### Comparison of Total Planned Spending to Actual Expenditures, 1996-1997 by Business Line

(\$ millions)

Business Line	FTE'S	Operating <sup>1</sup>	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Revenue Credited to the Vote	Total Net Expenditures
CICS	31	3.1			3.1		3.1		3.1
	31	3.0			3.0		3.0		3.0
<b>Totals</b>	31	3.1			3.1		3.1		3.1
	31	<b>3.0</b>			<b>3.0</b>		<b>3.0</b>		<b>3.0</b>
Other Revenues and Expenditures									
Revenue credited to the Consolidated Revenue Fund									1.0
									0.9
Cost of services provided by other departments									0.3
									0.3
Net Cost of the Program									2.4
									2.4

Note: Shaded numbers denote actual expenditures/revenues in 1996-97.

1. Operating includes contributions to employee benefit plans

## Departmental Planned versus Actual Spending by Business Line

(\$ millions)

Business Lines	Actual 1993-1994	Actual 1994-1995	Actual 1995-1996	Total Planned 1996-1997	Actual 1996-1997
CICS	2.8	2.6	2.9	3.1	3.0
<b>Total</b>	<b>2.8</b>	<b>2.6</b>	<b>2.9</b>	<b>3.1</b>	<b>3.0</b>
Less:					
Provincial Contributions towards CICS' budget <sup>1</sup>	1.1	1.2	.9	1.0	0.9
<b>Net Cost to Federal Government</b>	<b>1.7</b>	<b>1.4</b>	<b>2.0</b>	<b>2.1</b>	<b>2.1</b>

---

<sup>1</sup> See breakdown on page 7

## Provincial Contributions towards CICS' budget

Population Census 1991		1996-1997					1997-1998		
		Main Estimates		Contribution payment received			To be applied against next billing		
	%	Co-shared <sup>2</sup> Amount	Projected <sup>3</sup> Contribution	Co-shared Amount	Less: Surplus Credit from 1995-1996 <sup>4</sup>	Actual Contribution	Surplus Credit from 1996-1997	P.A.Y.E. <sup>5</sup> from 1995-1996	Total
<b>Total Budget/Expenditures</b>		3,115.0	3,115.0		2,867.4		3,033.0	25.8	
<b>Less: Federal Share<sup>1</sup></b>		1,839.5	2,208.3		1,635.3		1,806.7	12.9	
<b>Total Provincial Share</b>		1,275.5	906.7		1,232.1		1,226.3	12.9	
Newfoundland	2.1	26.8	26.8	26.8	(1.2)	25.6	(1.0)	(0.3)	(1.3)
Nova Scotia	3.3	42.1	42.1	42.1	(3.2)	38.9	(1.6)	(0.4)	(2.0)
New Brunswick	2.7	34.4	34.4	34.4	(1.3)	33.1	(1.3)	(0.3)	(1.6)
Prince Edward Island	0.5	6.4	6.4	6.4	(0.3)	6.1	(0.2)	(0.1)	(0.3)
Quebec	25.3	322.7	150.0	131.3	0	131.3	0	0	0
Ontario	37.1	473.2	473.2	377.6	(22.0)	355.6	0	(4.8)	(4.8)
Manitoba	4.0	51.0	20.0	20.0	0	20.0	0	0	0
Saskatchewan	3.6	45.9	45.9	45.9	(2.2)	43.7	(1.8)	(0.5)	(2.3)
Alberta	9.3	118.7	90.0	118.7	0	118.7	(4.6)	0	(4.6)
British Columbia	12.1	154.3	154.3	154.3	(7.2)	147.1	(6.0)	(1.6)	(7.6)
<b>Total</b>	<b>100.0</b>	<b>1,275.5</b>	<b>1,043.1</b>	<b>957.5</b>	<b>(37.4)</b>	<b>920.1</b>	<b>(16.5)</b>	<b>(8.0)</b>	<b>(24.5)</b>

**Notes:**

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

<sup>2</sup> Provincial contributions are per capita, based on the 1991 population census.

<sup>3</sup> Revenue shortfalls resulting from the non-payment or partial payment by the provinces are automatically absorbed by the federal government.

<sup>4</sup> Credit is the result of difference between amount invoiced and share based on actual 1996-1997 expenditures.

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

## Summary of Performance Expectations

Canadian Intergovernmental Conference Secretariat	
to provide Canadians with:	to be demonstrated by:
to provide Canadians with conference services to federal-provincial and interprovincial meetings/conferences	<ul style="list-style-type: none"><li>● post-conference evaluations</li><li>● ongoing monitoring and review of services provided</li><li>● periodic surveys of our clients, senior level consultations and gathering pertinent conference statistical information.</li></ul>

### B. Performance Accomplishments

#### Departmental/ Business Line Performance

##### Context of Operation

The Canadian Intergovernmental Conference Secretariat (CICS) does not convene intergovernmental meetings. It is called upon to respond to decisions taken by governments to meet on national or specific issues. Decisions concerning the location of such meetings, their number in any given fiscal year, their timing and duration, are all factors beyond the control of the Secretariat. The level of CICS expenditures for each fiscal year is, however, directly affected by these factors.

##### Departmental Overview

To a considerable extent, the number of conferences served by the CICS in any one year is a barometer of the intensity of intergovernmental activity at that time. So it was in 1996-97 when the 70 conferences served reflected a return to a more usual level of activity after the uncertainty of the post-referendum period during the previous year.

##### 1996-1997 Performance

##### Post Conference Evaluations

Secretariat officers are responsible for reviewing and evaluating CICS services provided to each conference. This assessment includes the formulation of recommendations to management and the implementation of remedial actions and corrections as required. The solicitation of feedback from our clients provides the Secretariat with a critical tool to assess client satisfaction and to identify areas requiring improvements.

## **Ongoing Monitoring and Review of Services Provided**

Regular staff meetings and consultations with our clients provide an opportunity for the Secretariat to monitor our clients needs, the agency's service delivery mechanisms and procedures as well as scan the environment in which the organization operates.

### **Conference Statistics**

In 1996-1997, the CICS was called upon to support a total of 70 conferences, a number equal to the annual average for non-constitutional conferences served during the previous six years.

Four First Ministers' meetings were held during 1996-1997. A Western Premiers' Conference was held in Dawson City, Yukon, June 3 to 5, 1996. This was followed by a First Ministers' Meeting held in Ottawa on June 21. Jasper (Alberta) was the site of the 37<sup>th</sup> Annual Premiers' Conference, on August 21 to 23, and a meeting of Premiers with National Aboriginal Leaders was held on October 28, in Calgary (Alberta).

The number of conferences held at the First Ministers' and Ministers' levels continued to rise in 1996-1997, both in number and as a percentage of the total meetings served by CICS. Forty-eight such conferences were held, representing 69% of the conferences in which the Secretariat was involved.

As illustrated in Table 1, the Secretariat provided its services to 45 federal-provincial-territorial meetings and 25 provincial-territorial meetings in 1996-1997, those two conference types accounting for 64% and 36% of the year's total, respectively. This very slight shift towards provincial-territorial meetings is the first noticeable percentage change in the last four years.

Conferences are presented according to location, in Table 2. The Western provinces hosted 19 conferences, or 27% of the total served by CICS in 1996-1997, while 14 conferences (20%) were held in Atlantic Canada and 5 (7%) in the Yukon and the Northwest Territories. The 32 conferences served in Ontario and Quebec accounted for 46% of all meetings served in 1996-1997.

As per Table 3, Environment, Health, Human Resources and Social Services as well as Justice were the most active sectors served by CICS in 1996-1997, totalling 39 conferences or 56% of the total served.

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

Now containing approximately 26,000 classified and unclassified documents (as per Table 4), dating as far back as 1973, and spanning all sectors of intergovernmental conference activity, the collection is unique. In 1996-1997, 866 new documents were added to the Centre's holdings. Although the IDC is primarily for the use of governments, unclassified materials are also made available to the public upon request and through routine distribution to 111 legislative, university and public libraries across Canada.

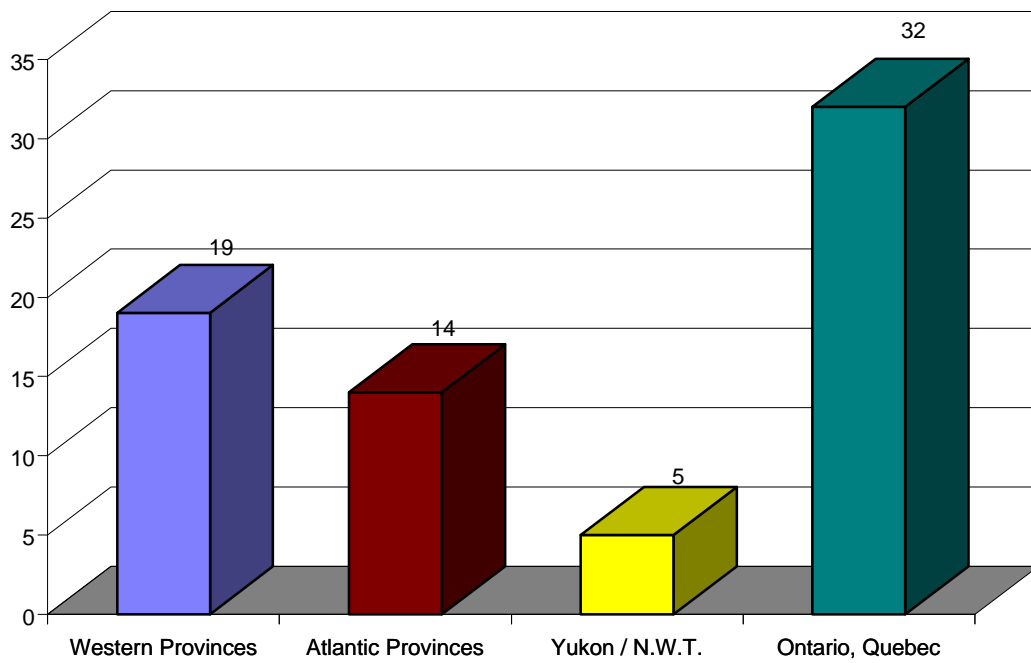
**TABLE 1: CONFERENCES BY LOCATION, TYPE AND LEVEL****Fiscal Year 1996 - 1997**

	FEDERAL-PROVINCIAL- TERRITORIAL			PROVINCIAL-TERRITORIAL			TOTALS		
	First Ministers	Ministers	Deputy Ministers	First Ministers	Ministers	Deputy Ministers	F.M. Min. D.M.		
Ontario <sup>1</sup>	1	11	4	0	7	2	F.M. Min. D.M.	1 18 6	25
Quebec <sup>2</sup>	0	2	3	0	1	1	F.M. Min. D.M.	0 3 4	7
Nova Scotia	0	0	0	0	0	0	F.M. Min. D.M.	0 0 0	0
New Brunswick	0	2	1	0	1	0	F.M. Min. D.M.	0 3 1	4
Manitoba	0	2	2	0	1	0	F.M. Min. D.M.	0 3 2	5
British Columbia	0	1	1	0	3	1	F.M. Min. D.M.	0 4 2	6
Prince Edward Island	0	4	5	0	0	0	F.M. Min. D.M.	0 4 5	9
Saskatchewan	0	1	0	0	1	0	F.M. Min. D.M.	0 2 0	2
Alberta	0	1	0	2	3	0	F.M. Min. D.M.	2 4 0	6
Newfoundland and Labrador	0	0	0	0	1	0	F.M. Min. D.M.	0 1 0	1
Yukon / N.W.T.	0	2	2	1	0	4	F.M. Min. D.M.	1 2 2	5
TOTAL BY TYPE AND LEVEL	1	26	18	3	18	4	F.M. Min. D.M.	4 44 22	70
TOTAL BY TYPE		45			25				

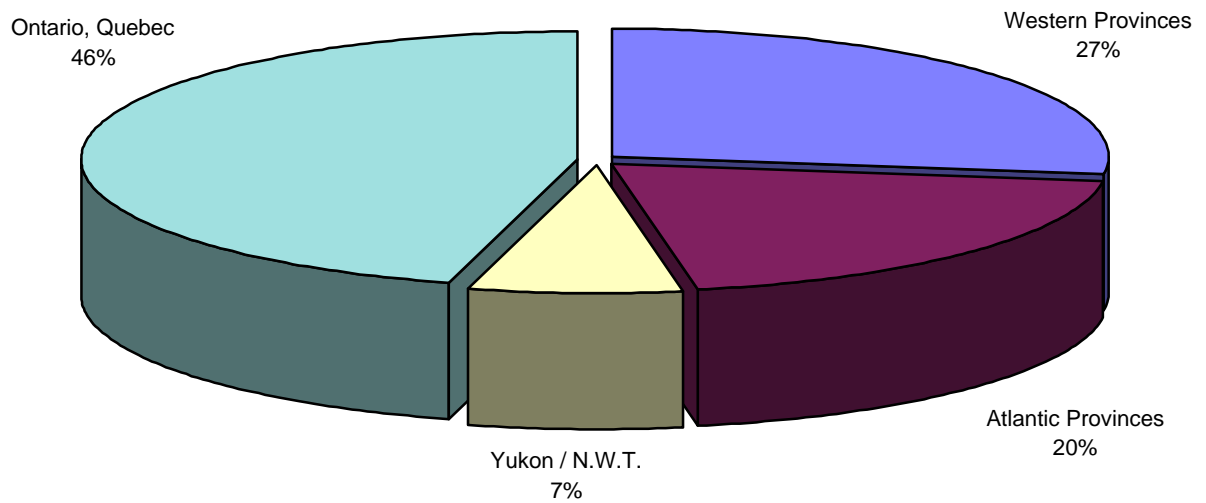
<sup>1</sup> Includes 7 conferences in the National Capital Region.<sup>2</sup> Includes 1 conference in the National Capital Region.

**Table 2:**

**CONFERENCES 1996-1997  
NUMBER OF CONFERENCES BY REGION**



**PERCENTAGE OF CONFERENCES BY REGION**





**Table 3: 1992-93 to 1996-97 Intergovernmental meetings - Distribution by Sector**

	1996-1997	1995-1996	1994-1995	1993-1994 <sup>1</sup>	1992-1993 <sup>1</sup>
Agriculture	2	2	3	4	4
Citizenship and Immigration	-	2	1	-	-
Co-operatives	-	-	-	2	2
Constitution	-	-	-	-	58
Economy	-	-	-	2	-
Education	3	2	4	2	4
Emergency Preparedness	-	-	2	3	-
Environment	10	6	9	8	6
Finance	-	-	-	-	-
Fisheries	2	2	4	3	-
Health	8	6	7	7	2
Heritage	3	2	-	1	2
Housing	-	2	3	3	3
Human Resources and Social Services	14	6	4	13	12
Industry	3	1	-	2	6
Intergovernmental Affairs	4	3	2	3	2
Justice and Solicitor General	7	3	4	6	3
Local Government	1	1	2	1	1
Native/Aboriginal Affairs	1	-	3	6	1
Natural Resources	5	5	5	5	4
Northern Development	-	-	-	1	1
Public Works and Government	1	-	1	1	1
Sports and Recreation	-	-	5	1	8
Status of Women	2	1	1	1	1
Trade	1	3	6	2	6
Transport	3	1	4	1	1
<b>Total</b>	<b>70</b>	<b>47</b>	<b>70</b>	<b>78</b>	<b>128</b>

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

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

	<b>1996-1997</b>	<b>1995-1996</b>	<b>1994-1995</b>
<b>No. of new conference documents received -</b>	866	609	983
<b>Total no. of documents held in archives -</b>	25,921	25,028	24,406
<b>No. of individual requests for documentation received and served by CICS -</b>	146	128	98
<b>No. of legislative, university &amp; public libraries that serve as CICS document custodians -</b>	111	113	117

## **Section IV: Supplementary Information**

### **A. Listing of Statutory and Departmental Reports**

1996-1997 Report to Governments

### **B. Contacts for Further Information**

André M. McArdle, Assistant Secretary

Telephone:

995-2345

E-Mail

**X400:**/C=CA/A=GOVMT.CANADA/P=GC+SCICS/N=Andre McArdle

Internet

Andre.McArdle@scics.x400.gc.ca

## C. Financial Summary Tables

### Summary of Voted Appropriations

#### Authorities for 1996-1997 - Part II of the Estimates

#### Financial Requirements by Authority (\$ millions)

(thousands of dollars)		1996-1997 Main Estimates	1996-1997 Actual
<b>Program</b>			
10	Program Expenditures	2.9	2.8
(S)	Contribution to Employee Benefit Plans	.2	.2
<b>Total Department</b>		<b>3.1</b>	<b>3.0</b>

**Revenues to the Consolidated Revenue Fund (CRF) by Business Line**  
 (\$ millions)

Business Lines	Actual 1994-1995	Actual 1995-1996	Total Planned 1996-1997	Actual 1996-1997
CICS				
Provincial Contribution to CICS Budget	1.2	.9	.9	.9
<b>Total Revenues to the CRF</b>	<b>1.2</b>	<b>.9</b>	<b>.9</b>	<b>.9</b>