

# **Canadian Intergovernmental Conference Secretariat**

**2014-15**

## **Report on Plans and Priorities**

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The Honourable Denis Lebel  
Minister of Infrastructure, Communities and  
Intergovernmental Affairs;  
Minister of the Economic Development Agency of  
Canada for the Regions of Quebec; and  
President of the Queen's Privy Council for Canada

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## **2014-15 ESTIMATES**

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### **PART III – Departmental Expenditure Plans: Reports on Plans and Priorities**

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#### **Purpose**

Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, Reports on Plans and Priorities serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

#### **Estimates Documents**

The Estimates are comprised of three parts:

Part I - Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II - Main Estimates - supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III - Departmental Expenditure Plans - consists of two components:

- Report on Plans and Priorities (RPP)
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the [Treasury Board Secretariat website](#)<sup>i</sup>.

### **Links to the Estimates**

As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1<sup>st</sup> (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

### **Changes to the presentation of the Report on Plans and Priorities**

Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC - [Report 15](#)<sup>ii</sup>), in 2010; and on Government and Operations Estimates (OGGO - [Report 7](#)<sup>iii</sup>), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.

- The report's general format and terminology have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

### **How to read this document**

RPPs are divided into four sections:

#### Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, the Estimates by Votes and the Contribution to the Federal Sustainable Development Strategy. It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

#### Section II: Analysis of Program(s) by Strategic Outcome(s)

This Section provides detailed financial and non-financial performance information for strategic outcomes, Programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled "Planning Highlights". This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department's strategic outcome or parent program.

#### Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major

crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations Report*, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

#### Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

### **Definitions**

#### *Appropriation*

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

#### *Budgetary Vs. Non-budgetary Expenditures*

Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

#### *Expected Result*

An outcome that a program is designed to achieve.

#### *Full-Time Equivalent (FTE)*

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

#### *Government of Canada Outcomes*

A set of high-level objectives defined for the government as a whole.

#### *Management Resources and Results Structure (MRRS)*

A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g.: program costs, program expected results and their associated targets, how they align to the government's priorities

and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

### *Planned Spending*

For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014-15 Main Estimates.

### *Program*

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

### *Program Alignment Architecture*

A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

### *Spending Areas*

Government of Canada categories of expenditures. There are [four spending areas](#)<sup>iv</sup> (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

### *Strategic Outcome*

A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision, and core functions.

### *Sunset Program*

A time-limited program that does not have on-going funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

### *Whole-of-Government Framework*

A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their Programs to a set of high level outcome areas defined for the government as a whole.





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## Minister's Message

I am pleased to table The Canadian Intergovernmental Conference Secretariat's (CICS) *Report on Plans and Priorities* for the fiscal year 2014-15.

The multilateral intergovernmental conference is a key component of Canadian federalism. It is an instrument for consultation and coordination among federal, provincial and territorial governments.

Through its unique program and mandate, CICS provides professional administrative services for the planning and conduct of senior level federal-provincial-territorial (F/P/T) and provincial-territorial (P/T) conferences held across Canada.



The Secretariat offers governments increasingly important cost efficiencies and economies of scale. In addition, CICS also offers the clear advantages of confidentiality, continuity, neutrality and expertise when organizing these intergovernmental meetings.

During fiscal year 2014-15, CICS will continue to enhance and expand government partnerships, transform its service delivery model, review and adapt management practices to increase efficiencies and continue to build a capable, confident and high performing workforce.

The Honourable Denis Lebel

Minister of Infrastructure, Communities and Intergovernmental Affairs

Minister of the Economic Development Agency of Canada for the Regions of Quebec

President of the Queen's Privy Council for Canada



## Section I: Organizational Expenditure Overview

### Organizational Profile

**Minister:** The Honourable Denis Lebel

**Deputy Head:** André M. McArdle

**Ministerial portfolio:** Minister of Infrastructure, Communities and Intergovernmental Affairs; Minister of the Economic Development Agency of Canada for the Regions of Quebec; and President of the Queen's Privy Council for Canada.

**Year established:** 1973

**Main legislative authorities:** The Canadian Intergovernmental Conference Secretariat was established pursuant to an agreement reached at the May 1973 First Ministers' Conference and was designated a department of the federal government by an Order-in-Council dated November 29, 1973.

### Organizational Context

#### Raison d'être

The President of the Queen's Privy Council for Canada is responsible for this organization. The Canadian Intergovernmental Conference Secretariat (CICS), established pursuant to an agreement reached at the May 1973 First Ministers' Conference, is an agency of the federal, provincial and territorial governments. Its mandate is to provide administrative support and planning services for intergovernmental conferences of First Ministers, Ministers and Deputy Ministers.

These intergovernmental conferences are a key instrument for consultation and negotiation among the different orders of governments and assist in the development of national and/or provincial/territorial policies. They are a critical component of the workings of the Canadian federation and represent a core principle of our democratic society.

By skilfully executing the logistical planning and delivery of these meetings, CICS not only relieves governments of the administrative process burden but also allows them to greatly benefit from significant cost efficiencies and economies of scale.

## Responsibilities

The mandate of the Secretariat is to support federal, provincial and territorial governments in the planning and conduct of senior level intergovernmental conferences held across Canada. The primary objective of CICS is to relieve client departments of the numerous technical and administrative tasks associated with the planning and conducting of multilateral conferences, thereby enabling participants to concentrate on substantive intergovernmental policy issues. CICS provides continuous, effective, impartial administrative services to these meetings.

## Benefits for Canadians

The planning and conduct of multilateral meetings of First Ministers, Ministers and Deputy Ministers is a critical component of the workings of the Canadian federation. By skillfully and professionally planning and delivering of services at these meetings, CICS allows governments to discuss important issues without getting distracted by process. The risk of error and omission is significantly mitigated by tapping into the Secretariat's experience and impartiality.

The interests of all Canadians are represented by their elected governments participating in these intergovernmental conferences.

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 role to maximum effect, producing an environment conducive to rational discourse and optimal decision-making, to the benefit of all Canadians.

Federal, provincial and territorial governments greatly benefit from significant cost efficiencies and economies of scale through the use of CICS. This is particularly relevant in the current fiscal environment.

## Strategic Outcome and Program Alignment Architecture (PAA)

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

- 1 Strategic Outcome:** Senior-level intergovernmental conference services are professionally and successfully delivered.

### 1.1 Program: Conference Services

#### Internal Services

## Organizational Priorities

### Organizational Priorities

Priority	Type	Strategic Outcome
Enhance and expand strategic partnerships.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <p>In order for CICS to successfully deliver its strategic outcome, the agency must be viewed as providing an essential service in the process of intergovernmental collaboration. Through marketing initiatives, improved dialogue and creating forums to facilitate knowledge exchanges among our clients, this priority will strengthen the loyalty of existing clients and also increase the Secretariat's visibility among potential partners.</p> <p><b>What are the plans for meeting this priority?</b></p> <ul style="list-style-type: none"> <li>• Finalize a marketing plan which will include communication and promotional strategies and products that will enhance the organization's visibility and strengthen stakeholders' loyalty;</li> <li>• Enhance dialogue/renew partnership with the provinces and territories; and</li> <li>• Work with intergovernmental sectors in order to provide leadership to horizontal sharing of information and best practices.</li> </ul>		

Priority	Type	Strategic Outcome
Transform CICS' service delivery model.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <p>This priority will ensure that the conference services program reflects the current realities, the demands of the future and the changing needs of clients. It will also allow for the achievement of greater efficiencies.</p> <p><b>What are the plans for meeting this priority?</b></p> <ul style="list-style-type: none"> <li>• Implementation of virtual conferences;</li> <li>• Integration of new technologies with service delivery processes;</li> <li>• Implementation of modern and efficient service delivery tools;</li> <li>• Provision of a la carte services based on the needs of clients; and</li> <li>• Efficient information management of conference records.</li> </ul>		

Priority	Type	Strategic Outcome
Review and adapt management practices to increase efficiencies.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <p>In light of the current economic environment, CICS is continuing to focus on shared services solutions, technology enhancements and cost efficiencies. This priority will ensure transparency and accountability and contribute to achieving excellence in management practices, resulting in effective and efficient use of resources in support of CICS's strategic outcome.</p> <p><b>What are the plans for meeting this priority?</b></p> <ul style="list-style-type: none"> <li>• Explore and negotiate shared-services agreements with other organizations for integrated service delivery;</li> <li>• Explore partnerships with other agencies with the objective of sharing expertise and resources;</li> <li>• Implement the Electronic Document and Records Management System;</li> <li>• Review the program evaluation strategy and develop new assessment tools as required;</li> <li>• Develop a risk management framework; and</li> <li>• Perform a Privacy Impact Assessment.</li> </ul>		



Priority	Type	Strategic Outcome
Continue to build a capable, confident and high performing workforce.	Ongoing	Senior-level intergovernmental conference services are professionally and successfully delivered.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <p>The agency's greatest asset remains its personnel. This priority will seek ways to empower and motivate employees, build internal capacity, and provide flexible means of working in order to foster a culture of continual improvement and innovation.</p> <p><b>What are the plans for meeting this priority?</b></p> <ul style="list-style-type: none"> <li>• Continue to provide training and development opportunities for all employees;</li> <li>• Implement the new Performance Management Directive; and</li> <li>• Continue to improve internal communication processes and tools.</li> </ul>		

## Risk Analysis

The Canadian Intergovernmental Conference Secretariat (CICS) is an organization whose sole program is to manage senior level intergovernmental conference activities undertaken by 14 governments and their respective departmental organizations. The Secretariat reports annually to all governments and thus, must ensure that its services remain pertinent, impartial, confidential and equitable to all clients. In the last few years, all governments have been faced with budget reductions and more recently they have been encouraged to modernize and transform intergovernmental business. Although these factors have led to a decline in face-to-face meetings, they have also introduced new and efficient methods of collaboration. As a result, CICS has seized the opportunity to adapt its service delivery model to incorporate new technologies which allow all clients to benefit from efficiencies and attain their objectives.

The Secretariat has identified three key risk categories that may impact its ability to achieve expected results: Human Resource Management; Governance and Strategic Direction; and Policy Development and Implementation. The following table describes each risk along with the response strategies that will be used during 2014-15.

## Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
<b>Human Resource Management</b> There is a risk that the organization will be unable to sustain an adequate workforce with the appropriate competencies due to a large turnover of staff in 2014-15 (retirements & departures, provincial-territorial secondment rotations) resulting in potential errors, client dissatisfaction, and loss of confidence in the organization.	CICS plans to mitigate this risk through the implementation of its Succession Plan and Human Resources Plan. In order to ensure knowledge transfer, experienced personnel will continue to mentor new employees.	<ul style="list-style-type: none"> <li>Conference Services</li> <li>Internal Services</li> </ul>
<b>Governance and Strategic Direction</b> There is a risk that the provincial-territorial stakeholders may not perceive CICS as being neutral because of recent federal initiatives (such as Canada.ca and Shared Services initiatives) which could negatively affect the number of requests for services being requested for provincial-territorial meetings.	CICS plans to mitigate this risk by finalizing a marketing plan which will include communication and promotional strategies and products that will enhance the organization's visibility and strengthen stakeholders' loyalty.	<ul style="list-style-type: none"> <li>Conference Services</li> <li>Internal Services</li> </ul>
<b>Policy Development and Implementation</b> There is a risk that the organization will not be able to deliver on policy requirements because of limited financial and human resources in a micro agency resulting in compliance issues or delays in implementing requirements.	CICS plans to mitigate this risk through the implementation of its Integrated Strategic and Business Plan. In addition, shared services agreements with other small departments and agencies will be upheld and CICS will maintain its involvement in the community of federal agencies.	<ul style="list-style-type: none"> <li>Internal Services</li> </ul>

## Planned Expenditures

### Budgetary Financial Resources (Planned Spending—dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
5,957,163	5,957,163	5,957,163	5,957,163

### Human Resources (Full-time equivalents—FTEs)

2014-15	2015-16	2016-17
32	32	32

**Budgetary Planning Summary for Strategic Outcome and Programs (dollars)**

<b>Strategic Outcome, Program and Internal Services</b>	<b>2011-12 Expenditures</b>	<b>2012-13 Expenditures</b>	<b>2013-14 Forecast Spending</b>	<b>2014-15 Main Estimates</b>	<b>2014-15 Planned Spending</b>	<b>2015-16 Planned Spending</b>	<b>2016-17 Planned Spending</b>
<b>Strategic Outcome : Senior-level intergovernmental conference services are professionally and successfully delivered.</b>							
Conference Services	3,493,260	3,344,606	3,657,000	4,026,878	4,026,878	4,026,878	4,026,878
Internal Services	2,067,352	1,810,874	2,011,000	1,930,285	1,930,285	1,930,285	1,930,285
<b>Total</b>	<b>5,560,612</b>	<b>5,155,480</b>	<b>5,668,000</b>	<b>5,957,163</b>	<b>5,957,163</b>	<b>5,957,163</b>	<b>5,957,163</b>

The variances in expenditures are due to a number of factors, but mainly to the event locations and the number of conferences and meetings that fluctuate from year to year. In 2011-12 CICS managed 43 events (38 outside the National Capital Region (NCR)), in 2012-13 49 events (42 outside the NCR) and for 2013-14 as of December, 55 events, with 2 additional events planned before year-end for a total of 57 (44 outside the NCR). In 2012-13, CICS achieved savings in the first year of implementation of Budget 2012. This explains why we are able to serve a higher number of events for almost the same costs.

The freezes and reductions in the areas of travel, hospitality and conferences throughout government have had an impact on the services we provide. In response to the evolving needs of clients, the Conference Services Division transformed its service delivery model to encompass videoconferencing and other new technologies. CICS is planning an increase for this type of services in the years to come. In 2013-14, with the transformation of the service delivery model, a review and update of job descriptions was undertaken which resulted in an upward classification from AS 02 to the AS 03 level for five Conference Assistant (Procurement and Technical Services) positions. CICS will continue the service delivery model transformation in 2014-15 and this might also impact other positions and result in increased salary costs.

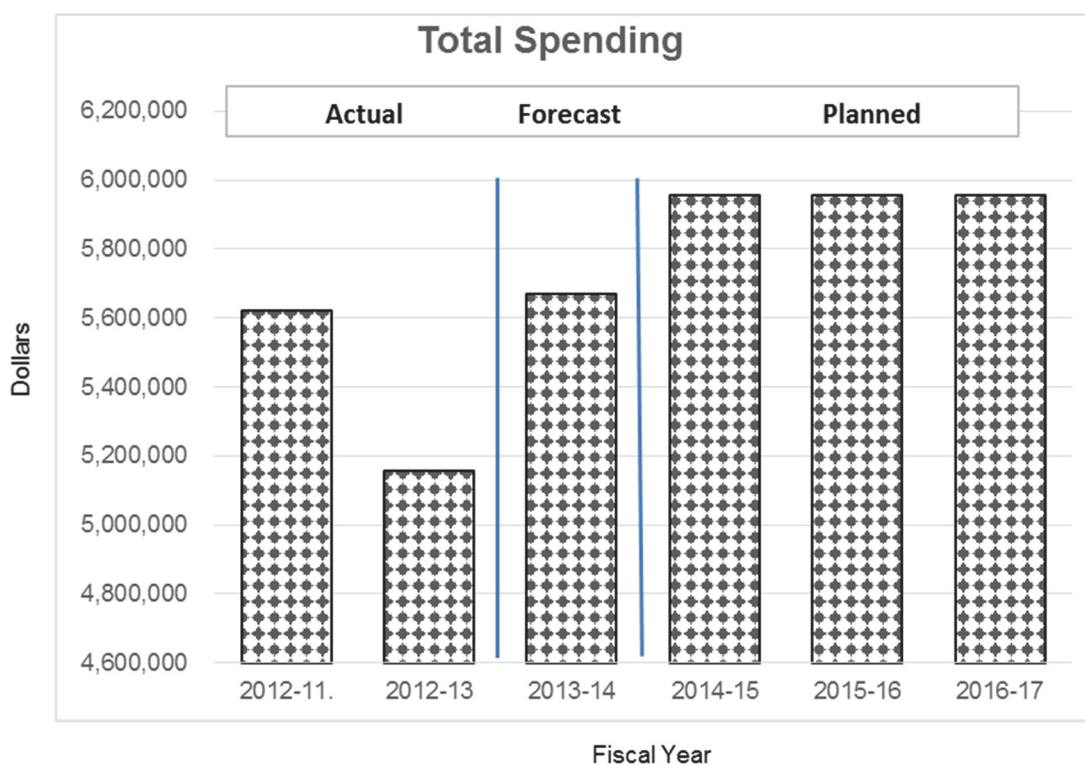
## Alignment to Government of Canada Outcomes

### 2014–15 Planned Spending by [Whole-of-Government-Framework Spending Area<sup>v</sup>](#) (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014–15 Planned Spending
1. Senior-level intergovernmental conference services are professionally and successfully delivered.	1.1 Conference Services	Government Affairs	Well-managed and efficient government operations	\$4,026,878

## Departmental Spending Trend

### Departmental Spending Trend Graph



The reduction in spending for 2012-13 is mainly attributed to achieving savings for the first year of Budget 2012 implementation. These savings were achieved while our actual spending usually varies according to the number of events and conferences that fluctuate from one year to the next. 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. The Secretariat is funded at a level sufficient to finance 100 conferences annually. An event can consist of one or two conferences and it is used to plan the budget for each of the conferences in terms of transportation and communication, rentals, translation and interpretation services. Over a ten-year period, we were averaging over 100 conferences annually or 70 events. This is the reason why our planned spending is higher than the actual spending. However, the economic environment in recent years has contributed to a decline in intergovernmental activity.

In response to the evolving client needs, CICS transformed its service delivery model to encompass videoconferencing and other new technologies. CICS is planning an increase of these services in the years to come.

## Estimates by Vote

For information on the Canadian Intergovernmental Conference Secretariat's organizational appropriations, please see the [2014-15 Main Estimates publication](#)<sup>vi</sup>.

## Contribution to the Federal Sustainable Development Strategy (FSDS)

CICS also ensures that its decision-making process includes a consideration of the FSDS goals and targets through the strategic environmental assessment (SEA). An SEA for policy, plan or program proposals includes an analysis of the impacts of the proposal on the environment, including on the FSDS goals and targets. The results of SEAs are made public when an initiative is announced or approved, demonstrating that environmental factors were integrated into the decision-making process.



## Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: Senior-level intergovernmental conference services are professionally and successfully delivered

### Program 1.1: Conference Services

#### 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, however, directly affected by these factors.

Over the next three years, the Secretariat has the capacity of serving approximately 100 conferences per year.

#### Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
4,026,878	4,026,878	4,026,878	4,026,878

#### Human Resources (FTEs)

2014-15	2015-16	2016-17
23	23	23

## Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Professionally planned and supported conferences, including effectively addressing unforeseen challenges.	Client satisfaction levels for the full range of CICS services provided in support of provincial-territorial and federal-provincial-territorial conferences.	90% or higher positive response rate.	March, 2015
Clients' and conference participants' conference needs identified and addressed accordingly.	Client satisfaction levels for the full range of CICS services provided in support of provincial-territorial and federal-provincial-territorial conferences.	90% or higher positive response rate.	March, 2015

## Planning Highlights

The Conference Services program is responsible for the professional and successful delivery of its services to senior-level intergovernmental meetings. Ensuring that its services remain viable, relevant and efficient while maintaining a high level of client satisfaction so that the Secretariat remains the preferred choice of governments for senior-level intergovernmental conference support continues to be the ultimate objective for the Conference Services program in fiscal year 2014-15. Therefore, initiatives are planned to enhance dialogue and facilitate exchanges with clients; new technologies will continue to be integrated into service delivery; the program will be expanded to offer à la carte services based on individual client needs; and renewed attention will be given to employee training and development to ensure all employees have the appropriate competencies to deliver the services. All of these initiatives are aligned with the four organizational priorities of the Secretariat:

1. Enhance and expand strategic partnerships;
2. Transform our service delivery model;
3. Review and adapt management practices to increase efficiencies; and
4. Continue to build a capable, confident and high performing workforce.

In 2014-15, the Secretariat will implement an updated performance management strategy along with refined evaluation tools to better assess its performance. Client surveys of both planners and conference delegates will continue to be carried out with a target satisfaction rate set at 90%. In addition, a greater emphasis will be placed on internal assessments and reviews to analyze results, identify lessons learned and guide future initiatives and services.



## Internal Services

### Description:

Internal Services are groups of related activities and resources that are administered to support the needs of an organizations 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 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.

### Budgetary Financial Resources (dollars)

2014–15 Main Estimates	2014–15 Planned Spending	2015–16 Planned Spending	2016–17 Planned Spending
1,930,285	1,930,285	1,930,285	1,930,285

### Human Resources (FTEs)

2014–15	2015–16	2016–17
9	9	9

### Planning Highlights

The Internal Services program is expected to support CICS in meeting its mandate through sound management and careful stewardship of assets, financial and human resources, and information technology services.

In order to evaluate its performance, the Secretariat will continue to analyze and report on various client survey results, client satisfaction letters, audit results and reviews in relation to the identified targets. In addition, the Secretariat will also develop new evaluation tools in order to better assess its operational and internal services.

Approximately 1 million dollars of internal services planned spending is for salaries. The balance of the spending will be reviewed to ensure proper activity allocation but is expected to remain stable except for the planning of some additional costs in 2014-15 to move our office to a new location. The moving expenses are planned to be funded within CICS's existing reference levels. There are also additional expenses planned for the relocation of several provincial employees for a three year assignment with CICS.



## Section III: Supplementary Information

### Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of the Canadian Intergovernmental Conference Secretariat's operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and the planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed [future-oriented statement of operations](#)<sup>vii</sup> and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on the Canadian Intergovernmental Conference Secretariat's [website](#)<sup>viii</sup>.

#### Future-Oriented Condensed Statement of Operations For the Year Ended March 31 (dollars)

Financial information	Estimated Results 2013-14	Planned Results 2014-15	Change
Total expenses	\$6,201,449	\$6,512,735	\$311,286
Total revenues	1,100,000	1,100,000	0
Net cost of operations	\$6,201,449	\$6,512,735	\$311,286

CICS is planning an increase in expenses due the number of events it will manage in response to client demands for videoconference services, teleconferences services and also due to the relocation of the agency's office.

## List of Supplementary Information Tables

The supplementary information tables listed in the *2014–15 Report on Plans and Priorities* can be found on the Canadian Intergovernmental Conference Secretariat's [website](#)<sup>ix</sup>.

- [Greening Government Operations](#)<sup>x</sup>; and
- [Upcoming Internal Audits and Evaluations over the next three fiscal years](#)<sup>xi</sup>.

## Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the [Tax Expenditures and Evaluations](#)<sup>xii</sup> publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

## Section IV: Organizational Contact Information

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## Endnotes

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<sup>i</sup> <http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp>

<sup>ii</sup> <http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0>

<sup>iii</sup> <http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1>

<sup>iv</sup> <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>

<sup>v</sup> <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>

<sup>vi</sup> <http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp>

<sup>vii</sup> <http://www.scics.gc.ca/english/view.asp?ccid=187>

<sup>viii</sup> <http://www.scics.gc.ca/english/view.asp?x=198>

<sup>ix</sup> <http://www.scics.gc.ca/english/view.asp?x=198>

<sup>x</sup> <http://www.scics.gc.ca/english/view.asp?ccid=188>

<sup>xi</sup> <http://www.scics.gc.ca/english/view.asp?ccid=189>

<sup>xii</sup> <http://www.fin.gc.ca/purl/taxexp-eng.asp>