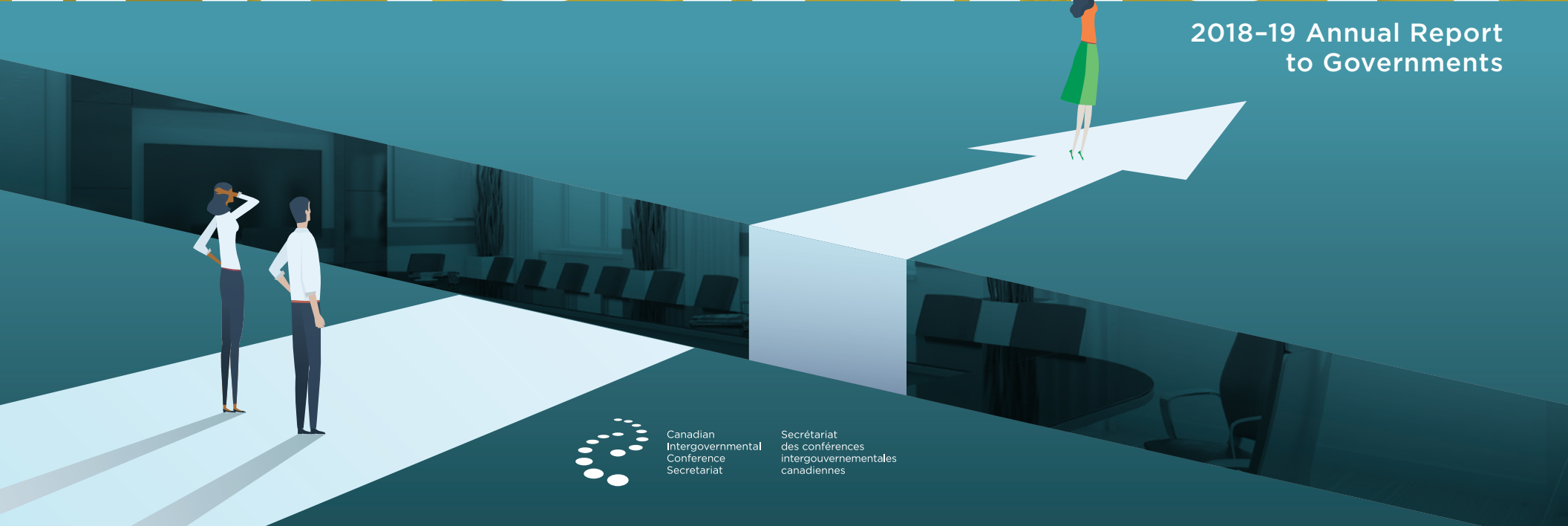




Driving

INNOVATION

2018-19 Annual Report
to Governments



Canadian
Intergovernmental
Conference
Secretariat

Secrétariat
des conférences
intergouvernementales
canadiennes

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**WORKING
TOGETHER
TO MAKE
IT HAPPEN.**



Message



The Canadian Intergovernmental Conference Secretariat (CICS) is the conference services provider of choice among governments for senior level intergovernmental meetings held across Canada. The Secretariat thrives on assisting federal, provincial and territorial governments in their hosting of conferences by providing these jurisdictions with impartial and professional administrative services.

In fiscal year 2018-19, CICS served a total of 125 meetings of which 82 were in-person and 43 were teleconferences. With respect to the latter, the Secretariat is extremely proud of the launch in November 2018 of its state-of-the-art in-house virtual conferencing studio as part of its innovation and modernization strategy.

With the high degree of professionalism and expertise of its personnel, the Secretariat has effectively and consistently adapted its service delivery model to meet the ever changing and evolving requirements of its federal, provincial and territorial government clients. To meet these challenges, great emphasis is placed on promoting and encouraging learning opportunities among its employees in order to foster a culture of continuous improvement and innovation within the agency.

André M. McArdle
Secretary

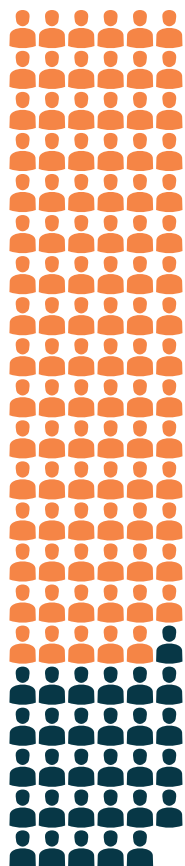


Highlights

OVERVIEW OF INTERGOVERNMENTAL
CONFERENCE ACTIVITY IN 2018-19.

90
Federal-
Provincial-
Territorial

35
Provincial-
Territorial



66
Deputy Ministers

46
Ministers

6
Senior Officials

3
Premiers

2
First Ministers

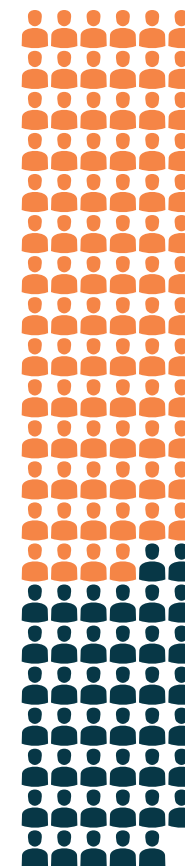
1
Vice-Regal

1
Other



82
In-person

43
Teleconference



125 Conferences



By Location



125 Conferences

By Month



| | | |
|---------------|----------------|---------------|
| 12 January | 12 February | 6 March |
| 14 April | 10 May | 11 June |
| 4 August | 8 September | 14 October |
| | 10 November | 9 December |

125 Conferences

About

MANDATE

The Canadian Intergovernmental Conference Secretariat (CICS) is an impartial agency whose mandate is to provide administrative support and planning services for Federal-Provincial-Territorial and provincial-territorial conferences of first ministers, ministers and deputy ministers, throughout Canada.

Our primary objective 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.

The Secretariat's services are available to federal, provincial and territorial government departments that are called upon to organize and chair such meetings.

Being truly intergovernmental in nature, the agency is funded by the federal and provincial governments, and its staff is comprised of federal, provincial and territorial public servants.

MISSION

We thrive on helping governments by delivering impartial and professional conference services, with innovative solutions.

VISION

Working together to make it happen.

VALUES

Excellence

We strive to fulfill the requirements of our mandate through teamwork.

Respect

We offer a collegial and rewarding work environment that fosters trust, civility, dignity and fairness.

Integrity

We conduct ourselves in an ethical, honest and transparent manner and with financial probity.



ORGANIZATIONAL STRUCTURE

Secretary's Office

Serves as the executive office of CICS.

Its function is to provide support to the Secretary in his day-to-day activities as the deputy head of the agency.

Information Services

Responsible for information management, information technology and library services to the organization. It also maintains a permanent archive of audio-visual records, documents and a selection of photographs from various conferences served by CICS.

- > **Information Technology**
- > **Information Management**

Conference Services

Delivers the agency's core mandate by providing support and advice to the Chair and Co-Chairs with respect to the planning, organizing and the logistics management of senior level intergovernmental conferences.

Conference Services personnel are a mix of federal, provincial and/or territorial government employees. Additional personnel such as interpreters, translators, technicians and security guards are contracted to join the teams at each conference site, as required.

Corporate Services

Responsible for the agency's financial, human resources, procurement and security services. This includes providing functional direction and guidance to managers and staff in the delivery of conference services.

- > **Finance/Procurement**
- > **Human Resources**



EXECUTIVE COMMITTEE



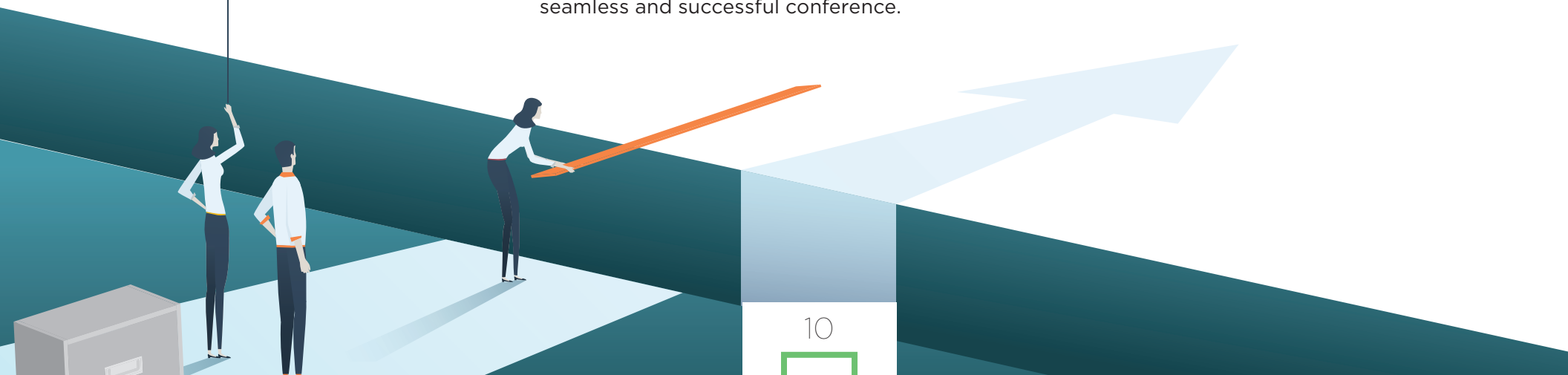
Our executive team is experienced and committed to delivering innovative conference solutions. Working together, they are focused on excellence in client service and achieving value-for-money for all stakeholders.

From left to right:
Mario Giasson, Director, Information Services (front),
André M. McArdle, Secretary; (back),
Brian J. Berry, Assistant Secretary; (front),
Rodrigue Hurtubise, Director, Conference Services; (back) and
Véronique Beaumier-Robert, Director, Corporate Services

EMPLOYEES



If you've attended an intergovernmental meeting, you may have had the pleasure to meet one of our employees. They are greeting you at the registration desk, providing technical support in the meeting room, or offering a wide variety of other administrative support services from our satellite office on site. The CICS team is made up of Conference Administrative Officers (CAO) and Conference and Procurement Technical Services Officers (CPTSO), who work diligently with their Conference Manager (CM) and conference organizers to provide a seamless and successful conference.



As a client-focused organization with only 32 FTEs, almost all of CICS employees are trained to serve conferences during peak periods. Our vision “*Working together to make it happen*” describes our work ethic perfectly: dedicated teamwork helps us achieve the success of your event. Our employees are motivated, dedicated, and proud of the work they do. They are vibrant and creative, and are always proactively discovering the latest technologies to improve services both internally and to our clients.

Our office is a beehive of activity with teams travelling across Canada all year long. Therefore, maintaining a healthy work-life balance is a crucial factor in our day-to-day activities. The Mental Health Policy is regularly reviewed to ensure it is relevant for employees today; group activities such as yoga at lunch and get-togethers after work are just some of the ways we connect and reenergize when we’re not on the road. We invest in

the well-being of our employees as well as in their training, at both an individual and a corporate level. Continuous learning opportunities are offered to ensure we stay on top of current trends, and to provide advancement opportunities within our agency.

Much work is done behind the scenes to ensure well-organized and efficient senior-level intergovernmental meetings. We wouldn’t have been able to achieve all that we have this year without our caring and competent employees.



Representation from the provinces and territories

A number of positions in the Conference Services division are reserved for provincial and territorial (PT) 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; the secondments are usually three-year terms. The presence of our provincial and territorial government colleagues helps ensure that CICS can fulfill its mandate as a neutral intergovernmental body, and also boost the organization's knowledge of provincial and territorial governments as well as Canadian cities and regions. Upon completion of their secondment, the PT employees return to their respective governments enriched with the experience of working with key sectors of senior-level intergovernmental activity.



- Students:** In 2018-19, we hired 5 students; this is a record number of students at any given time for CICS. We will continue leveraging our strengths at career fairs to encourage students and recent graduates to consider us as their employer of choice.
- Talent Management initiatives:** This year, the Secretariat launched a Career Development and Talent Management Program. We will continue moving forward with this initiative, and are proud to offer such opportunities to our team.
- Investments in Mental Health awareness:** In 2018-19, CICS prioritized Mental Health Awareness. As a result, various Lunch-and-Learn activities, LifeSpeak videos, Federal Speakers on mental health, and sessions organized by employees were held to promote mental health.
- Learning Activities:** During the 2018-19 fiscal year, CICS invested more than double what we had in each of the previous two years.

SPOTLIGHT: Interview with one of our Provincial Conference Managers



Lucie Carpentier

Government of Québec

CICS employment dates:
September 2018 to present

What was it like moving and adjusting to living and working in a different city and province than your own?

It was exciting! It wasn't the first time I had to move for work, so I knew what to expect. The most important thing is that people were very welcoming; the HR department helped me find a neighborhood that would suit me, while others explained bus lines, grocery stores near my place, and helpful tips and tricks.

How do you like working in the National Capital Region?

It's really nice because it's not too big or too small, and as a capital there are a lot of activities: theatre, festivals, public markets and for those who love nature, Gatineau Park is just a few minutes away. There really are activities for everybody in this region.

What do you like best about working for CICS?

We have a chance to work with people from all across Canada. We witness strategic decisions, and learn about a variety of subjects and issues that concern our country, provinces, and territories.

How would you describe your experience as a PT employee at CICS?

It is certainly a privilege to serve all jurisdictions of our country and to get to know more about the various ministry mandates and their work.

Would you recommend working at CICS to other PT employees? If yes, Why?

Yes absolutely, without hesitation! It's a chance to learn more about the federal public service, develop your network of contacts and make new friends. In

addition, when you return to your department, you have gained a broader vision of the public service and thus a new way of seeing your work.

How does CICS and its employees inspire you to do your best work?

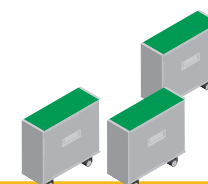
People truly enjoy their jobs here, and they are always friendly and ready to help out. Working with people like that makes you feel like part of the family, and you don't want to disappoint your family, so you always give your best.

Do you find your supervisors to be encouraging and helpful when you need it?

Absolutely. My director has been available for me every time I want to discuss a subject or am seeking information.

Do you feel you are treated the same as other employees in terms of respect and integration as a fully-contributing member of the CICS team?

No doubt at all! I really don't see any difference between PT employees and the federal employees; we're a team.



2018 AWARD RECIPIENTS



Secretary's Award Winner—Relocation Committee (From Left to right: Natalia Castano, Matthieu Letang-Keithlin, Sonia Roy, Simone Healey, Véronique Beaumier-Robert) Not present: Céline Lecordier

The Secretary's award of excellence is given annually for exceptional contributions made by the agency's employees to the Secretariat's efficient operations. Among the criteria utilized to receive this award are excellence of work on special projects or major initiatives, exemplary behavior and ultimately, the positive results achieved.

The successful candidate for this award in 2018 was the Relocation Committee for their outstanding contribution and collaboration in the CICS relocation to a new office 2.0 project. Their dedication and professionalism during somewhat trying circumstances is to be commended. Attention to detail, constant oversight, and caring for this project resulted in best class accommodation for all our employees.



Employee's Choice Award Winner
Sonia Roy, Conference Manager




The Employee's Choice Award is given once a year by a vote of all employees of an individual who exemplifies the criteria of the theme announced. This year's theme was "Make things happen".

Throughout the year, Sonia Roy demonstrated extreme resourcefulness and productivity. For this reason, employees voted for her to win the Employees' Choice Award.

Services

KEY MESSAGE



Serving senior level intergovernmental meetings continues to evolve in step with our clients' changing needs. Over the past several years, for example, we have experienced an increased reliance on virtual conferencing, especially in the form of teleconferencing. As a proportion of all conference served, virtual meetings have gone from 3% and 21% in 2013-14 and 2014-15, respectively, to a very stable level of 33-37% during the last four years. We are also seeing a shift to remote participation in face to face meetings, including remote presentation of some agenda items at these meetings. This saves on travel and time resources for the participants and presenters concerned. It also increases the demand for new ways of providing support services, including simultaneous interpretation. CICS has managed to successfully deliver on these demands and continues to seek innovative solutions to deliver these evolving services.

WHAT WE DO

- We offer logistical and administrative support services for senior-level intergovernmental conferences.
- These services include conference registration, translation and distribution of documents, room set-up, audio-visual support, simultaneous interpretation and archiving.

[Watch video highlighting core services](#)

[View complete list of services](#)

Most, but not all, senior-level intergovernmental conferences are supported by our

organization. Our client “sectors” include Heritage, Justice, Social Services, Education, and Intergovernmental Affairs, to name just a few.

The Secretariat ensures continuity and neutrality in the delivery of conference support services, while also offering innovative and resource-efficient solutions.

WHO WE SERVE

- First Ministers/Premiers
- Ministers
- Deputy Ministers

HOW TO REQUEST OUR SERVICES

- Complete and submit our [online request form](#); or
- Contact our Director of Conference Services at 613-995-4328 or Info@scics.ca.

CICS services are available to any federal, provincial or territorial government department that organizes an intergovernmental meeting of First Ministers, Ministers or Deputy Ministers.

The host government is responsible for the costs of conference rooms and hospitality; CICS covers the cost of most other conference services.

We look forward to working with you on your next event!

ARCHIVES

The CICS archives, a unique collection totalling over 50,000 documents, is a valuable asset. The collection of documents, tabled at meetings served by the Secretariat since 1973, includes agendas, lists of delegates, and records of decisions, news releases, presentations, and reports. Documents may be requested by federal-provincial-territorial delegates, meeting organizers, participants, or chairing jurisdictions looking to prepare for future conferences by getting an overview of prior ones. The documents remain the legal property of issuing governments. Researchers, libraries, analysts, students, journalists and members of the public have access to news releases and other public documents issued as part of a conference through the [Newsroom](#) section of our website or on request. Should you have any questions concerning CICS records, please contact info@scics.ca. We would be pleased to help you.

Requests for Information

| | English | French |
|---------------------------|----------------------------|--------------|
| 37 Public | 151 | 17 |
| 8 Ontario | 9 Northwest Territories | 8 Québec |
| 7 Saskatchewan | 7 Alberta | 5 Public |
| 6 Nova Scotia | 6 Manitoba | 3 Federal |
| 4 Prince Edward Island | 5 British Columbia | 1 Library |
| 1 Library | 4 Public Outside Canada | |
| | 3 Yukon | |
| | 1 Scotland | |

*Requests from provinces are made by their respective provincial governments.

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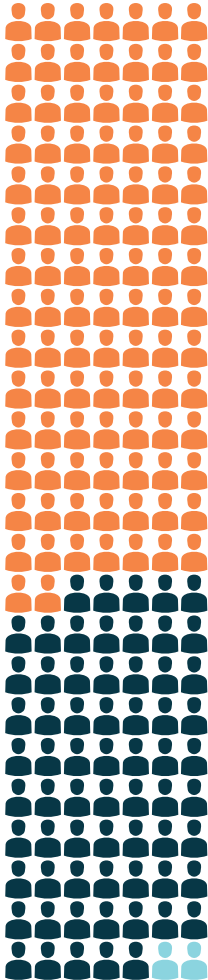
168 Total

Requests
Via

100
Email

66
Website

2
Telephone



Type of
Request

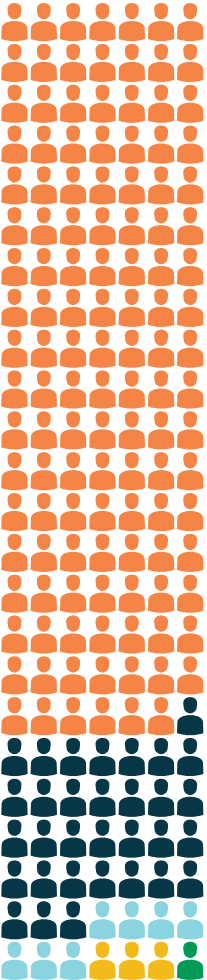
125
Information

32
Documentation

7
Registration

3
Recording

1
Research



168 Total

WORKING
TOGETHER
TO MAKE
IT HAPPEN.



Driving Innovation

SPOTLIGHT: Fully operational conference studio



Since the launch of our state-of-the-art virtual conferencing studio in our offices in Ottawa, in early November 2018, all teleconferences served by CICS have been coordinated from this facility instead of off-site, resulting in considerable tax savings to Canadians not to mention better control and operation of the technology.

We always strive to improve the quality of the services that we offer our clients and partners. With this in mind, our priority to date has been to properly calibrate the equipment, ensure consistency of the service and effective troubleshooting, improve sound quality and increase the protection of interpreters' hearing through the use of limiter-compressor technology to address the risk of acoustic shocks.

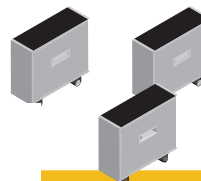
From this studio, we are also researching various video- and web- conferencing technologies to provide our clients the best possible experience.



WHAT WE HAVE IMPLEMENTED

- We also invested in state-of-the-art modems to provide conference participants with a strong and reliable WIFI experience.
- Research was conducted into ways of implementing a secure digital signature to further increase our sustainability and to improve efficiency in our day-to-day business processes (in view of constant travel of our conference services staff);
- We provided our clients with a secure and reliable way to submit and access extra-large conference documents.
- When possible, we offer our meeting facilities to other federal departments and agencies located in the National Capital Region. These facilities come with full video, web and teleconferencing capability, some also including built-in simultaneous interpretation equipment.
- We devised and implemented a new digital receptionist through the use of a tablet that connects directly to employee smartphones.
- We improved our conference planning and tracking tools for more effective support of our clients and their need for increasingly early planning of events, including advice in relation to venue selection.

Figure 8: Virtual conferencing studio



Priorities



The Secretariat is fully committed to delivering quality, cost-effective conference services to federal, provincial and territorial governments.

Our impartiality, commitment to official languages, expertise in service delivery, and 46-year history make us the conference service provider of choice for senior-level intergovernmental conferences. We are focused on maintaining this unique status by continuously pursuing our four main priorities.

Over the next year, the Secretariat's priorities will focus on: enhancing and expanding strategic partnerships; ensuring a client-focused, responsive service delivery; maintaining the effective and efficient use of resources; and cultivating a continuous learning environment for our employees.

Each priority has multiple objectives that must be achieved throughout the fiscal year. These objectives are attained through the implementation of specific initiatives that are delegated to each division in our department. Highlighted below are a few of our key initiatives planned for the upcoming year:



Refresh and expand material and knowledge on industry trends, best practices and strengthening partnerships with key stakeholders

In 2019-20, CICS plans to refresh and expand its promotional material, as well as conduct two knowledge exchange forums with meeting organizers. The feedback from these forums will allow the Secretariat to stay on top of best practices and concurrently network with industry leaders; we will also be connecting with private sector service providers to broaden our knowledge of industry trends.



Revise and update program evaluation tools and continue to analyze results to determine service improvements

In 2019-20, existing client surveys for conference planners and delegates will be updated, and additional surveys will be developed to ensure these valuable tools remain effective and relevant. Surveys will continue to be carried out with a target satisfaction rate set at 90%. Analysis of these program evaluation results will be used as the primary source of information to determine service improvements and to measure our success in achieving CICS' overall objective of service excellence and responsiveness. This initiative will also include the tracking of progress against the objectives of the modernization action plan.



Seek internal feedback and develop action plans based on results

CICS aims to be an agile department where internal processes are continuously reviewed and improved to be streamlined, end-to-end, integrated and efficient. As such, the Secretariat will continue to use internal committees (such as the technology and client relations committees) and employee input for program decision-making.



Create awareness and encouragement of learning opportunities

The Agency's greatest asset remains its employees. Investments will be made to encourage learning opportunities with the goal of fostering a healthy workplace, promoting mental health, and creating a culture of continuous improvement and innovation. By doing so, CICS strives to create a work environment conducive to career development and job satisfaction.

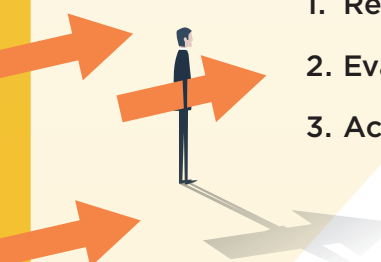


Going forward:

- Not only does the Secretariat intend to conduct more Knowledge Exchange Forums, but we also plan on expanding their engagement to include a broader cross-section of our clientele, such as provincial and territorial groups.
- Developing and improving client guidance and information documents was identified as a key area of focus in the Secretariat's Modernization Action Plan. Many clients step into their conference organizing role with very little experience. Helping to build up this capacity with refined tools and reference material will facilitate the planning process for all partners. Some examples include: templates for room layout options; how-to guides; checklists and critical path timelines for conference planning; and a project charter or contract that will more clearly spell out deliverables as well as respective roles and responsibilities of the client and CICS for each event.
- CICS plans on revamping its technology committee to better reflect current conditions. Instead of directing our attention solely on technological advancements, we would like to engage with employees to come up with innovative solutions in all areas of work, not just those that are technology-related.

SPOTLIGHT: Completion of the Modernization Plan

Modernization has been an ongoing strategic priority for the Secretariat. We've introduced and refined many of our services and back-end operations as a result of ongoing client feedback and industry research. In March of 2018, CICS began a Modernization Exercise during which research was conducted on industry best practices. The exercise was divided into 3 phases and was officially completed in October of 2018:

- 
1. Research,
 2. Evaluation,
 3. Action Plan.

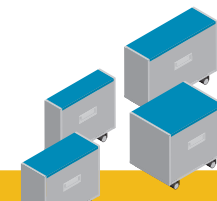
Overall, it was found that CICS had the majority of best practices in place, and the Agency was in a strong position compared to industry leaders. Naturally, gaps were nonetheless identified and, as a result of further client and staff consultations, an Action Plan was devised to address the weaker points in order to raise CICS to the gold standard of conference management service delivery.

CICS' focus on the following **5 key areas** will allow the Secretariat to attain the gold standard of conference management service delivery.

1. **Refine and improve our conference management software** through the creation and implementation of two online applications: An organizer portal, and a CICS availability calendar. The organizer portal will be accessed by clients that are involved in the logistics planning process; its key features are real-time access to registration info, and inventory of new guides and tools for clients' use. The CICS availability calendar will also have a real-time feature to assist conference organizers with selection of meeting dates.
2. **Develop and improve client guidance and information documents** was identified as a key area of focus in the Secretariat's Modernization Action Plan. Many clients step into their conference organizing role with very little experience. Helping to build up this capacity with refined tools and reference material will facilitate the planning process for all partners. Some examples include: templates for room layout options; how-to guides; checklists and critical path timelines for conference planning.
3. **Enhance teleconference and videoconference capability** with the use of our new virtual-conferencing studio, and through the integration of training and guidance materials into the recommended preparation process.

For example, CICS will advise meeting participants on best practices for successful virtual conferences, and provide support for clients on how to best use our technologies. We will also be working toward shortening the lead-time required for the planning and preparation of videoconferences.

4. **Strengthen client service mindset and support the search for new innovative conference practices** The Secretariat will work toward this goal by conducting ongoing environmental scans, adjusting its current recruitment strategy to focus on service-oriented individuals, and encouraging training and refresher courses on service excellence.
5. **Expand our continuous improvement approach** by implementing a standardized conference post-mortem that is to be used with a sampling of our clients (for both in-person and virtual meetings), and by ensuring best practices are reviewed regularly by staff. Furthermore, CICS will hold regular annual knowledge exchange forums with clients to encourage the sharing of ideas and new industry trends.



Performance

In spite of a 9% decrease in the total number of meetings served in comparison to the previous fiscal year, 2018-19 was still a very busy year at CICS in terms of conference activity. The 125 meetings served represented the third highest annual total in the past 14 years. While the number of in-person meetings served decreased by 7% over the previous year (82 versus 88), the number of teleconferences was down 14% (at 43, compared to 50 the previous year). Still, the number of virtual meetings accounted for very close to one third of the total meetings served, a proportion sustained for four years now and continuing to indicate clients' interest in virtual meeting formats as a viable, cost- and time-effective way for governments to confer.

MINISTERS RESPONSIBLE FOR THE STATUS OF WOMEN



Source: Alistair Maitland on behalf of Government of Yukon

Type of Conference

Teleconferencing in 2018-19 proved most popular for Federal-Provincial-Territorial discussions at the Deputy Ministers level, continuing a trend established in 2015-16 when virtual meetings were gaining popularity.

Fiscal year 2018-19 also saw a growing demand for web-conferencing as another cost-effective way (along with teleconferencing) to involve some presenters and delegates whose brief participation in in-person meetings makes travel costs and time investments prohibitive.

In-person conferences

| 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|---------|---------|---------|---------|
| 72 | 94 | 88 | 82 |

Teleconferences

| 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|---------|---------|---------|---------|
| 40 | 46 | 50 | 43 |

Video/Web conferences*

| 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|---------|---------|---------|---------|
| 2 | 1 | 6 | 9 |

* Figures for video/web conferencing in 2015-16 and 2016-17 represent fully virtual meetings held solely by videoconference.

Figures for video/web conferencing in 2017-18 and 2018-19 indicate the number of in-person meetings where either technology was used to link-in remote participants or presenters.

Level of Conference

As for level, the number of meetings of First Ministers/Premiers, Ministers and Deputy Ministers was 5, 46 and 66 respectively in 2018-19, compared to 5/45/86 in 2017-18 and 5/44/85 in 2016-17. This shows very steady meeting activity at the First Ministers/Premiers and Ministers levels over the three most recent years, but a 23% decrease in Deputy Ministers' meetings compared to each of the two previous years. The five top-level conferences served included two First Ministers Meetings, two meetings of the Atlantic Growth Strategy Committee and the annual meeting of New England Governors and Eastern Canadian Premiers.

First Ministers/Premiers

| 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|---------|---------|---------|---------|
| 4 | 5 | 5 | 5 |

Ministers

| 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|---------|---------|---------|---------|
| 35 | 44 | 45 | 46 |

Deputy Ministers

| 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|---------|---------|---------|---------|
| 73 | 85 | 86 | 66 |

The figures, above, do not include other levels of conferences

Meeting Type

Looking at meeting type, CICS served a total of 90 FPT and 35 PT meetings in 2018-19, compared to 91 and 47 respectively during the previous fiscal year, and a 104/37 ratio in 2016-17. This indicates a stable number of FPT meetings over the past year but a 26% decline in the number of PT meetings.

Federal-Provincial-Territorial Meetings

| 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|---------|---------|---------|---------|
| 75 | 104 | 91 | 90 |

Provincial-Territorial Meetings

| 2015-16 | 2016-17 | 2017-18 | 2018-19 |
|---------|---------|---------|---------|
| 39 | 37 | 47 | 35 |

MINISTERS RESPONSIBLE FOR JUSTICE AND PUBLIC SAFETY



Source: Government of Newfoundland and Labrador

Conferences by Sector

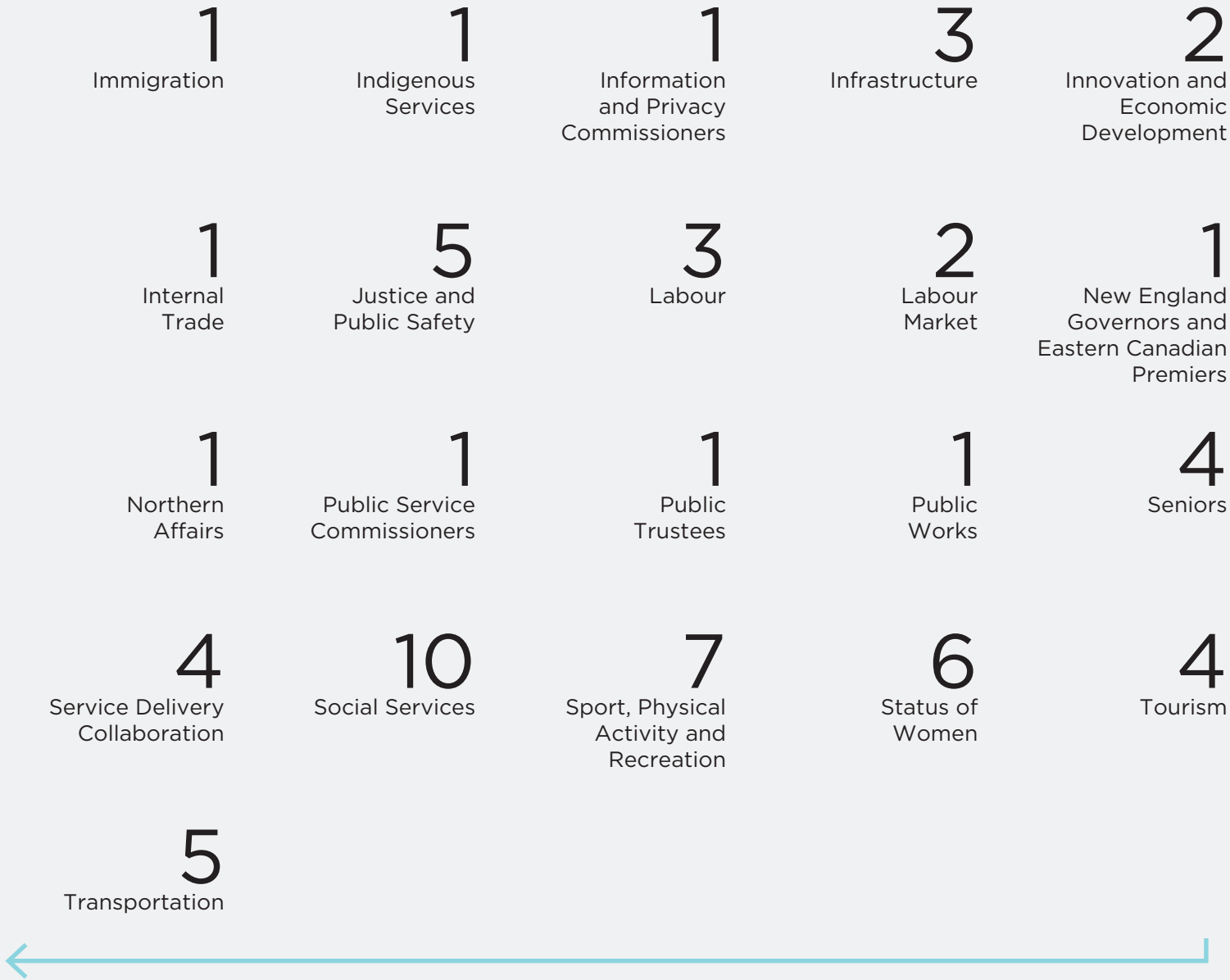
Of the 41 sectors of intergovernmental activity served in 2018-19, the four that met the most often (either in person or by teleconference) were Education, Social Services, Culture and Heritage, and Sports, Physical Activity and Recreation. Together, these sectors were responsible for 27% of all meetings served by CICS.

Also of note was the support provided to three sectors that had not been served in a number of years or were new: Internal Trade (last served in June 2011); the Canadian Presiding Officers Conference; and a teleconference on Indigenous Child and Family Services organized by the newly established Indigenous Services Canada.



continued on next page...

125 Conferences



125 Conferences



ONLINE REGISTRATION AND ONLINE DOCUMENT RETRIEVAL

Clients continued to take advantage of the benefits and ease of use of our secure online registration service and, as a result, the usage rate increased once again in 2018-19 to 83% (from 79% the previous year) for in-person events. Online registration is also useful to host governments to gauge interest in, and plan for delegates' participation in the various components of more elaborate conference programs in particular.

For its part, the usage of online access to documents decreased to 36% of all in-person events (down from 43% the previous year). This is due at least in part to the fact that more sectors now have a dedicated and secure intranet and/or document-sharing site for their members, relying less on CICS to provide the latter service.

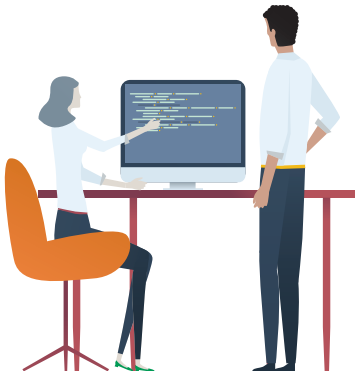
Percentage of conferences that used the Secretariat's secure online registration site and document portal:

| Online Registration | | | |
|----------------------|---------|---------|---------|
| 2015-16 | 2016-17 | 2017-18 | 2018-19 |
| 73% | 78% | 79% | 83% |
| Online Document Site | | | |
| 2015-16 | 2016-17 | 2017-18 | 2018-19 |
| 33% | 42% | 43% | 36% |

MEETING OF THE ATLANTIC GROWTH STRATEGY LEADERSHIP COMMITTEE



Source: Atlantic Canada Opportunities Agency (ACOA)



SPOTLIGHT: Knowledge Exchange Forum

In recent years, CICS has become a hub for information sharing among sectors and client governments on matters related to high-level inter-governmental conference logistics. We are able to quickly put clients in touch with each other to discuss issues and innovative solutions in relation to logistics (including meeting formats, remote interpretation, etc.) and governance, for example.

With regards to this role, a Knowledge Exchange Forum held in February 2019 brought together 20 federal government participants from 13 sectors. Ideas and solutions were shared about the evolving nature of senior-level intergovernmental conferences including virtual conferencing with interpretation, other

innovations in event management, and the growing inclusion of stakeholders and Indigenous representatives. The session on Indigenous involvement was led by three representatives from Indigenous and Northern Affairs Canada and focused on the best ways to support the meaningful and culturally sensitive inclusion of Indigenous representation in senior-level intergovernmental meetings. The Forum also provided an opportunity to report on the results of the modernization exercise conducted by CICS in 2018 and discuss participants' priorities.

In 2019-20, CICS wants to broaden the Forum approach to include conference organizers in provincial and territorial host governments as well.



EXPANDING INTERPRETATION RESOURCES

The ever growing demand for web- or teleconferencing with interpretation, either for fully virtual meetings or to link remote participants and presenters to in-person meetings, has required that CICS expand its network of interpretation suppliers to include private sector companies. In the longer term, these new partnerships will also position CICS very well to offer even more effective, efficient and low-cost innovative options to its clients or share this knowledge with them as they, too, strive to stay at the forefront of technology and other solutions in this quickly evolving area.

As for technologies in support of virtual meetings with interpretation, improvements are ongoing to further increase sound quality and reduce the risk of hearing injuries, ensuring optimal user experience for participants and interpreters alike.



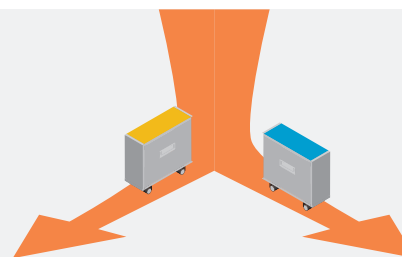
CLIENT SATISFACTION

Two surveys (one an annual sampling of conference organizers and the other of delegates after most in-person events) are used to assess client satisfaction. Both provide valuable and very timely feedback on all aspects of the administrative and technical support CICS provides. In turn, this insight informs the Secretariat's decisions about the alignment of its services and approaches with clients' evolving needs and priorities.

The satisfaction rate for conference delegates reached 93% in 2018-19, an increase over the previous three years. For its part, the rating from organizers of in-person meetings was 92.6%, slightly lower than the previous two years but still above CICS' 90% target.

The satisfaction level of teleconference organizers, measured for three years now, reached 85.7% in 2019, down from 93.8% in 2018 but up from 78.8% in 2017, a result of the time and effort invested by CICS to resolve issues related to the technical and remote interpretation aspects of these calls. While the words professional, efficient and helpful continue to be used most often by organizers and delegates alike to describe the quality of services provided by CICS in support of intergovernmental meetings, many also mention our organization's knowledge and responsiveness.

Clients continued to favour CICS to help them plan and deliver their future meetings. The Secretariat's ability to meet clients' needs regarding conference requirements, and to identify options in relation to simultaneous interpretation in particular, received especially high ratings in 2018-19. Very high praise was also obtained once again regarding CICS staff's and contractors' courteousness, knowledge and responsiveness to participants' needs during conferences, as well as CICS' planning services having resulted in an effectively and efficiently run conference that met operational expectations.



Performance indicators

Client (Conference Organizer) satisfaction levels for the full range of CICS services provided in support of PT and FPT conferences.

Expected results

Professionally planned and supported conferences, including effectively addressing unforeseen challenges.

Target
90%

Results
92.6%

Performance indicators

Client (Conference Participant) satisfaction levels for the full range of CICS services provided in support of PT and FPT conferences.

Expected results

Clients' and conference participants' conference needs identified and addressed accordingly.

Target
90%

Results
93%

Financials

BUDGET

The Canadian Intergovernmental Conference Secretariat (CICS) is financed by both the Government of Canada through parliamentary appropriations and by the provinces through contributions under a shared cost agreement. The amount requested from the provinces last fall, for the 2018-19 budget, was calculated by taking the difference between CICS' total budget and the federal government contribution and adjusting it on the basis of the funds that were not used in 2017-18, as shown in Table 1.

Table 1. 2018-19 Budget (\$ thousands)

| | 2018-19 Budget | Less: 2017-18 Budget adjustment ² | Adjusted Budget |
|----------------------------------|-------------------|--|--------------------|
| CICS Main Estimates Budget | 5,971.1 | (801.0) | 5,170.1 |
| Less: Federal Share ¹ | 3,527.5 | (775.9) | 2,751.6 |
| Total Provincial Share | 2,443.6 | (25.1) | 2,418.5 |

PROVINCIAL CONTRIBUTIONS

The total provincial share of the CICS budget is then split among the provinces on a pro rata basis, according to their population as determined by the last Population Census. Table 2 shows the provinces' shares for the 2018-19 budget, as well as the actual amounts received.

Table 2. Distribution of provincial contributions towards CICS' 2018-19 budget (\$ thousands)

| Province | % based on 2016 Population Census | Distribution of Provincial Share of CICS' 2018-19 Budget | Distribution of Provincial Share of the Adjustment ² | 2018-19 Requested Contribution | 2018-19 Actual Contribution Received |
|---------------------------|-----------------------------------|--|---|--------------------------------|--------------------------------------|
| Newfoundland and Labrador | 1.5% | 36.7 | 1.7 | 35.0 | 35.0 |
| Nova Scotia | 2.6% | 63.5 | 3.0 | 60.5 | 60.5 |
| New Brunswick | 2.1% | 51.3 | 2.4 | 48.9 | 48.9 |
| Prince Edward Island | 0.4% | 9.8 | 0.5 | 9.3 | 9.3 |
| Quebec | 23.3% | 569.4 | - | 569.4 | 131.3 |
| Ontario | 38.4% | 938.3 | - | 938.3 | 265.0 |
| Manitoba | 3.7% | 90.4 | 4.2 | 86.2 | 86.2 |
| Saskatchewan | 3.1% | 75.7 | - | 75.7 | 23.0 |
| Alberta | 11.6% | 283.5 | 13.3 | 270.2 | 270.2 |
| British Columbia | 13.3% | 325.0 | - | 325.0 | 95.0 |
| Total | 100% | 2,443.6 | 25.1 | 2,418.5 | 1,024.4 |

FINANCIAL RESULTS

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, 2018. Total funding for CICS has not varied significantly compared with the previous year.

Total spending for 2018-19 is substantially the same when compared with 2017-18. The variance is approximately \$103.1 thousand (or 2%).

Table 3. 2018-19 Financial Results (\$ thousands)

| CICS Budget | 2018-19 | 2017-18 |
|---|---------|---------|
| Main Estimates | 5,971.1 | 5,924.7 |
| Adjustments & Transfers | 212.8 | 250.0 |
| Total Funding | 6,183.9 | 6,174.7 |
| CICS Expenditures | | |
| Salaries & Wages | 2,315.8 | 2,566.7 |
| Employee Benefit Plans | 294.9 | 289.6 |
| Sub-total—Personnel Costs | 2,610.7 | 2,856.3 |
| Other Operating Costs | 2,659.9 | 2,382.4 |
| Capital Costs | – | 135.0 |
| Sub-total—Other Operating & Capital Costs | 2,659.9 | 2,517.4 |
| Total Expenditures | 5,270.6 | 5,373.7 |
| Lapsed (over expended) | 913.3 | 801.0 |

- 1 The Federal share includes fifty percent of the total budget plus the employee benefit plans for federal, provincial and territorial 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 2018-19 Budget adjustment represents the difference calculated from the Main Estimate less actual expenditures. The provincial share of the budget adjustment is distributed between provinces which fully contributed towards CICS' operational budget.

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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