

# Canadian Intergovernmental Conference Secretariat

2016–17

## **Departmental Results Report**

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The Honourable Karina Gould  
President of the Queen's Privy Council for Canada  
Minister of Democratic Institutions

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## Table of contents

Minister’s message.....	1
Results at a glance.....	3
Raison d’être, mandate and role: who we are and what we do .....	5
Raison d’être .....	5
Mandate and role .....	5
Benefits for Canadians .....	5
Operating context and key risks.....	7
Operating context .....	7
Key risks.....	8
Results: what we achieved .....	9
Program: Conference Services .....	9
Internal Services.....	14
Analysis of trends in spending and human resources.....	17
Actual expenditures .....	17
Actual human resources .....	18
Expenditures by vote .....	18
Alignment of spending with the whole-of-government framework.....	19
Financial statements and financial statements highlights.....	19
Financial statements .....	19
Financial statements highlights.....	19
Supplementary information .....	21
Corporate information.....	21
Organizational profile .....	21
Reporting framework .....	21
Supplementary information tables .....	22
Federal tax expenditures .....	22
Organizational contact information .....	22
Appendix: definitions .....	23
Endnotes .....	27

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## Minister's message

As President of the Queen's Privy Council for Canada, I am pleased to table the Canadian Intergovernmental Conference Secretariat's (CICS) 2016-17 Departmental Results Report.

The Secretariat's mandate is to provide the administrative support services required for the planning and conduct of federal-provincial-territorial and provincial-territorial conferences of First Ministers, Ministers and Deputy Ministers across Canada.



Our government made a commitment to Canadians to pursue our goals with a renewed sense of collaboration. Improved partnerships with provincial and territorial governments are essential to deliver the real, positive change that we promised Canadians. The multilateral intergovernmental conference is a key instrument for open communication, consultation and collaboration among federal, provincial and territorial governments.

In fiscal year 2016-17, the Secretariat served 141 conferences across 47 sectors of intergovernmental activity, including Education, Environment, Health, Justice, Indigenous Affairs and a First Ministers' Meeting held in December 2016.

Going forward, CICS will continue to adapt its service delivery model so that it remains client-focused and responsive to the current environment.



## Results at a glance

### What funds were used?

5,241,938

Actual Spending

### Who was involved?

31

Actual FTEs

### Results Highlights

- ✓ CICS provided its services to 141 senior-level intergovernmental conferences, a 24% increase over the previous year's total. The number of in-person meetings increased by 31%, going from 72 to 94 meetings year-over-year, while the number of teleconferences increased by 15% (from 40 to 46), continuing to indicate clients' definite interest in this meeting format as a viable, cost- and time-effective way for governments to confer.
- ✓ Overall, client satisfaction levels continue to be very high. For conference delegates, client satisfaction was just under our 90% target while for conference planners, the same 90% target was exceeded with a satisfaction rate of 94.4%, the second annual increase in this rate of satisfaction. While the words professional, efficient and organized continue to be used most often by planners and delegates alike to describe the quality of services provided by CICS in support of intergovernmental meetings, many also mention our organization's competence, expertise and overall excellence.

For more information on the department's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.





## Raison d'être, mandate and role: who we are and what we do

### 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 government 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 skillfully 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.

### Mandate and role

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 conduct 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 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, creating an environment conducive to productive 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.

For more general information about the department, see the “Supplementary information” section of this report. For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#).<sup>i</sup>

## Operating context and key risks

### Operating context

The fall 2015 federal election marked the beginning of a new era in intergovernmental relations. The new administration, sworn in on November 4, 2015, framed its priorities with an increased focus on federal-provincial-territorial relations. They also vowed to re-instate the annual First Ministers' Meetings. These commitments have led to an increase in intergovernmental conferences of all types and we anticipate the trend to continue.

Security is a prevalent topic in the current environment. Whether physical or IT-related, the culture is one of hyper-awareness. Security is embedded into CICS policy frameworks, day-to-day operations and employee behaviours. The Secretariat will continue to ensure that security mechanisms and resources are planned, efficient and effective, as well as in line with government policies.

There are six anticipated elections over the next two years at the provincial-territorial level. As new governments come to power and others are re-elected, it is important for CICS to strengthen its relationship with our clients and actively market the organization as a neutral intergovernmental agency. Communication efforts should be ongoing in order to sustain and even increase the number of intergovernmental conferences we serve.

This continues to be a time of fiscal restraint for the provinces and territories and these realities do have an impact on our organization. For instance, in 2016-17 we served 46 virtual conferences (teleconference- and videoconference), compared to 42 in 2015-16 and 19 in 2014-15. As with the federal government, provincial and territorial governments are modernizing, seeking efficiencies wherever possible, reducing travel and exploring the use of new technologies. CICS is proud to continue to offer a wide array of conference solutions that respond to these needs.

In the next few years, a significant number of the Secretariat's federal public servants will be eligible to retire. These retirements along with the provincial-territorial secondment rotations will challenge CICS' ability to sustain a knowledgeable workforce with the appropriate competencies. Carrying out meaningful succession and transition plans which include conserving corporate memory will continue to be a critical strategic priority.

Retention of young, ambitious and motivated staff creates a unique challenge for a micro agency such as CICS due to employees' limited upward mobility within such a small organization. The agency now makes use of the Federal Student Work Exchange Program across all divisions on a regular basis to encourage interest in the public service. Sustained efforts will be exerted to maintain and improve employee retention by creating an environment conducive to career development and job satisfaction.

## Key risks

Risks	Mitigating strategy and effectiveness	Link to the department's Programs	Link to departmental priorities
<p><b>Human Resource Management</b></p> <p>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 (retirements &amp; departures, provincial-territorial secondment rotations, peak period staffing), resulting in potential errors, client dissatisfaction, and loss of confidence in the organization.</p>	<p>This risk was identified in the 2016-17 RPP and continues to be a key risk because in a micro-agency, the departure of one employee has an impact on the organization.</p> <p>In 2016-17, CICS successfully mitigated the Human Resource Management Risk through the implementation of its Human Resource Plan and Succession Plan for key positions.</p> <p>Going forward, the same mitigation strategies identified in the 2016-17 RPP will be used and greater importance will be placed on creating pools for key positions and having experienced personnel mentor new employees.</p>	<p>Conference Services; Internal Services</p>	<p>Cultivate a continuous learning environment</p>
<p><b>Governance and strategic direction</b></p> <p>There is a risk that the provincial-territorial stakeholders may not perceive CICS as being neutral because of recent federal initiatives which could negatively affect the number of requests for services being requested for provincial-territorial meetings.</p>	<p>This risk was identified in the 2016-17 RPP and continues to be a key risk because CICS must ensure that all 14 jurisdictions recognize its services as being equal, impartial and confidential to all clients.</p> <p>In 2016-17, CICS successfully mitigated this risk by strengthening provincial/territorial partnerships, respecting the exemptions from the <i>Federal Access to Information and Privacy Act</i> and the Federal Identity Program. Discussions with key players around the impacts of other transformation initiatives will be ongoing.</p>	<p>Conference Services</p>	<p>Enhance and expand strategic partnerships</p>
<p><b>Financial Management</b></p> <p>There is a risk that sufficient resources may not be available to maintain quality service levels for client groups because of rising operational costs, fiscal restraints and increased stakeholder expectations.</p>	<p>This risk was identified in the 2016-17 RPP and was successfully mitigated through rigorous forecasting, effective budgeting and stronger internal controls.</p> <p>As a result of these measures, the Financial Management Risk has been reduced to an acceptable level and is no longer ranked as a key risk in our Risk Management Plan.</p>	<p>Conference Services; Internal Services</p>	<p>Efficient and effective use of resources</p>

## Results: what we achieved

### Program: 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 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.

#### Results

<b>Priority:</b>	<b>Enhance and expand strategic partnerships</b>
<b>Description:</b>	In order for CICS to successfully deliver its strategic outcome, the agency must be recognized among governments as the key conference service provider for senior level intergovernmental meetings. Through improved dialogue and greater collaboration with our partners and clients, this priority will help maintain our existing clientele and increase our visibility among potential partners.
<b>Planned Initiatives:</b>	<ul style="list-style-type: none"> <li>• Strengthen relationships with federal, provincial and territorial stakeholders;</li> <li>• Promote the provision of videoconference and teleconference services with simultaneous interpretation</li> </ul>

#### Results Obtained in Support of Planned Initiatives

- The *Knowledge Exchange Forum on FPT meeting logistics*, held by CICS in 2013 and 2014, did not take place in 2015 nor in 2016 due to record high conference activity and staffing challenges. This activity will resume in 2017-18, as it provides CICS and its contacts from across federal government departments with an opportunity to exchange valuable information, network and share best practices surrounding the organization of senior level FPT meetings including those held through teleconferencing.
- The very high level of conference activity over the past two years has offered an excellent (though more informal and less structured) opportunity to interact and continue building effective relations with federal, provincial and territorial government meeting organizers. The information and ideas exchanged in this way have focused on the particularities of individual meetings, but also on broader issues surrounding intergovernmental meetings in general, including some challenges specific to teleconferences.

- CICS continues to refine its strategies to ensure the effective marketing of its services available to federal, provincial and territorial governments. A re-designed CICS website, launched in January 2017, has been a critical element in the organization’s effort to improve the promotion of its services to conference planners, not only presenting a new more professional look but also ensuring fully up-to-date information and a more intuitive and use-friendly experience for visitors to the site. The updated and reconfigured section on conference services in particular now enables CICS to refer clients to the website for all the current information they require (including critical meeting space requirements) to plan and conduct senior level intergovernmental meetings. An online form to request CICS’ services in support of upcoming meetings offers a new option to contact CICS and is being used increasingly often by clients.
- Usage of videoconferencing services continue to progress, even though clients prefer the ease, convenience as well as the cost- and time-efficiency of teleconferencing with 3-line simultaneous interpretation. The popularity of this meeting format is reflected in the ongoing increase in the number of calls at the Ministers’ and Deputy Ministers’ levels in 2016-17 (46, versus 40 the previous year). Continuous improvements are being made to sound quality and other aspects of teleconferences, to ensure optimal user experience for participants and interpreters alike.

<b>Priority:</b>	<b>Ensure a relevant, responsive service delivery model</b>
<b>Description:</b>	This priority will ensure continuous improvement in the service delivery model by aligning people, processes and technologies to reflect the current environment, the demands of the future and the changing needs of clients.
<b>Planned Initiatives:</b>	<ul style="list-style-type: none"> <li>• Continue to integrate new technologies into service delivery processes and day-to-day operations;</li> <li>• Analyze program evaluation results to determine service improvements;</li> <li>• Strengthen internal post-conference evaluation tools</li> </ul>

Results Obtained in Support of Planned Initiatives

- The capabilities of the on-line registration portal and the secure document retrieval site continue to be popular services for meeting organizers and participants. On-line registration is useful to meeting planners in host governments to gauge interest in, and plan for delegates’ participation in the various components of more elaborate conference programs in particular.
- The services and expertise provided by CICS in support of an ever growing number of teleconferences with simultaneous interpretation are greatly valued by conference planners as well as participants.

- The ongoing work of an internal Technology Committee, created in 2014-15, continues to be a critical element in developing and reviewing new technologies that enable CICS to enhance services while lowering costs where appropriate.
  - The use of wireless connections between presentation laptops, projectors and tv monitors has greatly improved the efficiency of the set-up and tear-down process, as has the availability of power banks for use by delegates, the latter having replaced the need for power cords installed throughout the main meeting room.
  - The acquisition and implementation of a new accreditation and photo-ID system for media and delegates has also greatly simplified these processes in the context of large (First Ministers level) conferences. The system developed by CICS also enables direct coordination with the RCMP, for seamless and effective provision of these services.
- A delegate’s survey conducted on site or online in relation to most meetings served by CICS continues to provide valuable and very timely feedback on all facets of the administrative and technical support we provide. A similar survey is conducted annually with conference planners, also yielding important feedback for the organization. In turn, the insight gained from both surveys informs the organization’s decisions about the alignment of its services and approaches with clients’ evolving needs and priorities.
- A process was started to address some duplications in, and also update the tools being used by CICS, especially with respect to internal post-conference evaluations for follow-up and reference/continuity purposes.
- As part of the same process, the two external evaluations (meeting planners and participants) will also be reviewed and updated to ensure that these valuable tools remain relevant and effective in gathering the type of information needed to gauge client satisfaction in the future.

## Program Performance Analysis and Lessons Learned

Performance is assessed using internal data and documents as well as two surveys of clients; one an annual sampling of conference planners and the second of conference delegates who attend the events.

In 2016-17, CICS provided its services to 141 senior-level intergovernmental conferences, a 24% increase over the previous year's total. The number of in-person meetings increased by 31%, going from 72 to 94 meetings year-over-year, while the number of teleconferences increased by 15% (from 40 to 46), continuing to indicate clients' definite interest in this meeting format as a viable, cost- and time-effective way for governments to confer.

Overall, client satisfaction levels continue to be very high. For conference delegates, client satisfaction was just under our 90% target while for conference planners, the same 90% target was exceeded with a satisfaction rate of 94.4%, the second annual increase in this rate of satisfaction. While the words *professional*, *efficient* and *organized* continue to be used most often by planners and delegates alike to describe the quality of services provided by CICS in support of intergovernmental meetings, many also mention our organization's competence, expertise and overall excellence.

There continued to be increases in the degree of satisfaction of meeting planners regarding CICS' flexibility and adaptability vis-à-vis their changing needs during planning, as well as our ability to identify conference media coverage requirements and to recommend options to address these requirements. All respondents agreed or strongly agreed about CICS' planning services having resulted in an effectively and efficiently run conference that met operational expectations, as well as their willingness to call upon CICS again to plan and deliver their future intergovernmental conferences. Very high praise was also obtained regarding CICS staff's and contractors' courteousness, knowledge and responsiveness to participants' needs during conferences.

Flexibility and adaptability must continue to be a main focus for the organization, to ensure that we continue to be nimble and to adjust quickly to changing client needs and requests during the planning and conduct of conferences. However, this must continue to be balanced with the need to deliver our services in the most cost effective way possible.



## Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Professionally planned and supported conferences, including effectively addressing unforeseen challenges.	Client satisfaction levels for the full range of CICS services provided in support of PT and FPT conferences.	90% or higher positive response rate.	March 31, 2017	94.4%	92.5%	90.5%
Clients' and conference participants' conference needs identified and addressed accordingly.	Client satisfaction levels for the full range of CICS services provided in support of PT and FPT conferences.	90% or higher positive response rate.	March 31, 2017	86.7%	90.4%	96.3%

## Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
4,163,437	4,056,344	4,269,683	3,580,015	(476,329)

## Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
23	23	0

## Internal Services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories 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; and Acquisition Services.

### Results

<b>Priority:</b>	<b>Effective and efficient use of resources</b>
<b>Description:</b>	CICS aims to be an agile department, where internal processes are continuously reviewed, improved and streamlined to be end-to-end, integrated and efficient.
<b>Planned Initiatives:</b>	<ul style="list-style-type: none"> <li>• Implement the new government-wide pay system;</li> <li>• Implement recommendations arising from the internal control framework review;</li> <li>• Update the Departmental Security Plan;</li> <li>• Conduct CICS policy suite review</li> </ul>

#### Results Obtained in Support of Planned Initiatives:

- The Phoenix pay system was implemented, resulting from the Human Resources Transformation Initiative for the Public Service. In addition, business processes mapping was completed and additional controls were put in place following the internal control framework review that took place during the 2015-16 fiscal period.
- All shared services agreements that were renegotiated in 2015-16 with other organizations for integrated service delivery were maintained, in order to stay in line with the government's policy on internal service agreements.
- With a greater focus on security, CICS updated its Departmental Security Plan (DSP) in May 2016 and developed a Security Program and Security Risk Management Plan. Information sessions were carried out to ensure that all employees effectively manage and implement departmental security activities within their areas of responsibility and contribute to an effective CICS-wide security management program.

- Learning was identified as a strategic priority in 2016-17. As such, CICS updated internal policy instruments related to learning, training and development. This included new and improved learning plans for every position in the organization and a training tracking and reporting process to monitor training activity levels per employee.

<b>Priority:</b>	<b>Cultivate a continuous learning environment</b>
<b>Description:</b>	The agency's greatest asset remains its employees. This priority will seek ways to engage employees and recognize their efforts in order to foster a culture of continual improvement and innovation.
<b>Planned Initiatives:</b>	<ul style="list-style-type: none"> <li>• Continue to promote employee recognition;</li> <li>• Create awareness and encouragement of learning opportunities;</li> <li>• Continue to create opportunities for employee input.</li> </ul>

Results Obtained in Support of Planned Initiatives:

- CICS is committed to cultivate a continuous learning environment and values employees' input. All recognition awards, including the Secretary's Award of Excellence and the Employees Choice Award were presented at all staff events. In addition, instant awards were given throughout the year to employees for their accomplishments. All managers kept track of core courses as well as developmental courses for their employees during the performance management process. The results were reported quarterly to the Executive Committee.
- Several lunch and learns and other learning activities were held primarily on mental health and wellness. In addition, all managers followed a two day first aider's mental health program and are now certified first aiders. Most of our employees are on travel status on a regular basis, which can be challenging for training and all staff activities. However, CICS is committed to use new technology, creativity and flexibility to ensure all employees are part of our continuous learning environment solution.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
1,811,533	1,798,677	1,831,462	1,661,923	(136,754)

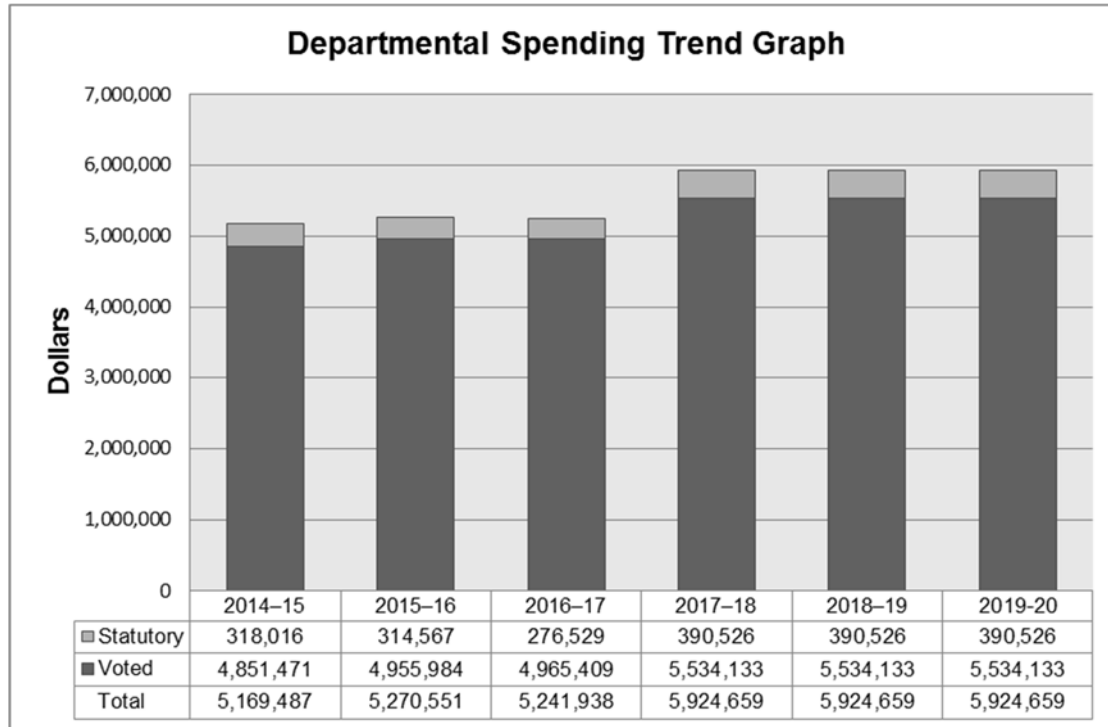
Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
9	8	(1)

## Analysis of trends in spending and human resources

### Actual expenditures

#### Departmental spending trend graph



#### Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2016–17 Main Estimates	2016–17 Planned spending	2017–18 Planned spending	2018–19 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)	2014–15 Actual spending (authorities used)
Conference Services	4,163,437	4,056,344	4,442,435	4,442,435	4,269,683	3,580,015	3,561,128	3,508,894
Internal Services	1,811,533	1,798,677	1,402,874	1,402,874	1,831,462	1,661,923	1,709,423	1,660,593
<b>Total</b>	<b>5,974,970</b>	<b>5,855,021</b>	<b>5,845,309</b>	<b>5,845,309</b>	<b>6,101,145</b>	<b>5,241,938</b>	<b>5,270,551</b>	<b>5,169,487</b>

It is important to note that CICS does not convene intergovernmental meetings. The Secretariat responds to decisions taken by governments to meet on key national or specific issues. The location, number, timing and duration of meeting are factors that are beyond the control of the

Secretariat. CICS does exercise due care and probity in the expenditure of its funds to meet its mandate.

The Secretariat is funded at a level sufficient to finance 100 in person conferences annually. An event can consist of one or more conferences and is used to plan the budget for each of the conferences in terms of transportation and communication, rentals, translation and interpretation services. Over the past three years, there has been a gradual increase in conference activity.

The spending has been stable for the last two years (\$5.2 million). CICS continues to ensure a relevant, responsive service delivery model while ensuring an effective and efficient use of resources. As a result, savings were generated from an increased number of teleconferences and virtual conferences. Since jurisdictions participate remotely by video or telephone, these types of meetings significantly reduce costs for CICS. Operating costs by event were lower in most cases, which allowed CICS to deliver a higher volume of conferences (2016-2017: 141 conferences and 2015-16: 114 conferences) without increasing the overall costs.

## Actual human resources

Human resources summary for Programs and Internal Services  
(full-time equivalents)

Programs and Internal Services	2014–15 Actual	2015–16 Actual	2016–17 Planned	2016–17 Actual	2017–18 Planned	2018–19 Planned
Conference Services	18	22	23	23	25	25
Internal Services	9	9	9	8	7	7
<b>Total</b>	27	31	32	31	32	32

CICS human resources have been stable for the last two years. As a proactive measure, the Secretariat has put in place a succession plan to address potential departures, mostly due to retirement. With the gradual increase in conference activity, CICS must maintain a strong and qualified workforce in place.

## Expenditures by vote

For information on the Canadian Intergovernmental Conference Secretariat's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017](#).<sup>ii</sup>

## Alignment of spending with the whole-of-government framework

Alignment of 2016–17 actual spending with the [whole-of-government framework](#)<sup>iii</sup> (dollars)

Program	Spending area	Government of Canada activity	Total planned spending	2016–17 Actual spending
Conference Services	Government affairs	Well-managed and efficient government operations	4,056,344	3,580,015

## Financial statements and financial statements highlights

### Financial statements

The Canadian Intergovernmental Conference Secretariat's financial statements [unaudited] for the year ended March 31, 2017, are available on the [departmental website](#)<sup>iv</sup>.

### Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2017 (dollars)

Financial information	2016–17 Planned results	2016–17 Actual	2015–16 Actual	Difference (2016–17 actual minus 2016–17 planned)	Difference (2016–17 actual minus 2015–16 actual)
Total expenses	6,420,233	5,735,273	5,845,908	(684,960)	(110,635)
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	6,420,233	5,735,273	5,845,908	(684,960)	(110,635)

Total expenses were approximately \$5.7 million, \$110 thousand less than the previous year's expenses. Savings were generated from an increased number of teleconferences and virtual conferences. This trend is expected to continue. This also explains the \$685 thousand variance with the planned results. CICS does not convene intergovernmental meetings and responds to decisions taken by governments to meet on key national or specific issues. It should be noted that expenses are recorded on an accrual basis in the Financial Statements and include charges paid on our behalf by other government departments.

Condensed Statement of Financial Position (unaudited) as at March 31, 2017  
(dollars)

Financial Information	2016–17	2015–16	Difference (2016–17 minus 2015–16)
Total net liabilities	782,993	903,036	(120,043)
Total net financial assets	561,127	658,907	(97,780)
Departmental net debt	221,866	244,129	(22,263)
Total non-financial assets	118,293	116,273	2,020
Departmental net financial position	(103,573)	(127,406)	23,833

Total liabilities were approximately \$783 thousand, a decrease of some \$120 thousand (13%) over the previous year. Accounts payable and accrued liabilities make up the largest component representing 70% of total liabilities. The decrease is mainly due to a decrease in accounts payable to support normal operations including accrued salary and wages. The liabilities consist of accounts payable to external parties (\$550 thousand), vacation pay and compensatory leave (\$91 thousand) as well as employee future benefits (\$142 thousand)

Total net financial assets were approximately \$561 thousand as at March 31, 2017, a decrease of some \$98 thousand (15%) over the previous year. The decrease is mainly due to a decrease in the amount due from the Consolidated Revenue Fund by some \$142 thousand and a decrease in receivables from other government departments and agencies. Amounts due from the Consolidated Revenue Fund represent a charge against departmental authorities and are available for use to the organization without further authorities.



## Supplementary information

### Corporate information

#### **Organizational profile**

**Appropriate minister:** The Honourable Karina Gould

**Institutional head:** André M. McArdle

**Ministerial portfolio:** President of the Queen’s Privy Council for Canada; Minister of Democratic Institutions

**Enabling instrument:** 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.

**Year of incorporation / commencement:** 1973

#### **Reporting framework**

The Canadian Intergovernmental Conference Secretariat’s Strategic Outcome and Program Alignment Architecture of record for 2016–17 are shown below.

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

**1.1 Program:** Conference Services

**Internal Services**

## Supplementary information tables

The following supplementary information tables are available on the [Canadian Intergovernmental Conference Secretariat's website](#)<sup>v</sup>:

- ▶ [Greening Government Operations](#)<sup>vi</sup>
- ▶ [Internal audits and evaluations](#)<sup>vii</sup>

## Federal tax expenditures

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 Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>viii</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

## Organizational contact information

Canadian Intergovernmental Conference Secretariat

### **Mailing Address**

P.O. Box 488, Station 'A'  
Ottawa, Ontario  
K1N 8V5

### **Location**

222 Queen St., 12th Floor  
Ottawa, Ontario  
K1P 5V9

General Inquiries: 613-995-2341

Fax: 613-996-6091

E-mail: [Info@scics.ca](mailto:Info@scics.ca)

## Appendix: definitions

### **appropriation (crédit)**

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

### **budgetary expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

### **Core Responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

### **Departmental Plan (Plan ministériel)**

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

### **Departmental Result (résultat ministériel)**

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

### **Departmental Result Indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

### **Departmental Results Framework (cadre ministériel des résultats)**

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

### **Departmental Results Report (Rapport sur les résultats ministériels)**

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **Evaluation (évaluation)**

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine

questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

**full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents 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-wide priorities (priorités pangouvernementales)**

For the purpose of the 2016–17 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

**horizontal initiatives (initiative horizontale)**

An initiative where two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (for example, by Cabinet or a central agency) as a horizontal initiative for managing and reporting purposes.

**Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)**

A comprehensive framework that consists of an organization’s inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**non-budgetary expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**plans (plans)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**priorities (priorité)**

Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

**program (programme)**

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 (architecture d'alignement des programmes)**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**results (résultat)**

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures (dépenses législatives)**

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**Strategic Outcome (résultat stratégique)**

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

**sunset program (programme temporisé)**

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

**target (cible)**

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures (dépenses votées)**

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

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## Endnotes

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- i. The Minister's mandate letter, <http://pm.gc.ca/eng/mandate-letters>
- ii. Public Accounts of Canada 2017, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iii. Whole-of-government framework, [https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~\(current\\_branch~'GOCO~sort\\_key~'name~sort\\_direction~'asc~open\\_nodes~\(~'tag\\_SA0001~'tag\\_SA9999~'tag\\_SA0002~'tag\\_SA0003~'tag\\_SA0004~'tag\\_SA0005\)\)](https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~(~'tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005)))
- iv. Unaudited Financial Statements, <http://www.scics.ca/en/publication/unaudited-financial-statements-2016-17/>
- v. Canadian Intergovernmental Conference Secretariat's website, <http://www.scics.ca/en/>
- vi. Greening Government Operations, <http://www.scics.ca/en/publication/greening-government-operations-2016-17/>
- vii. Internal Audits and Evaluations, <http://www.scics.ca/en/publication/internal-audits-and-evaluations-2016-17/>
- viii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>