

# 2021–22 Departmental Results Report

## Canadian Intergovernmental Conference Secretariat

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The Honourable Dominic LeBlanc, P.C., K.C., M.P.  
Minister of Intergovernmental Affairs, Infrastructure  
and Communities



Canadian  
Intergovernmental  
Conference  
Secretariat

Secrétariat  
des conférences  
intergouvernementales  
canadiennes

Canada 



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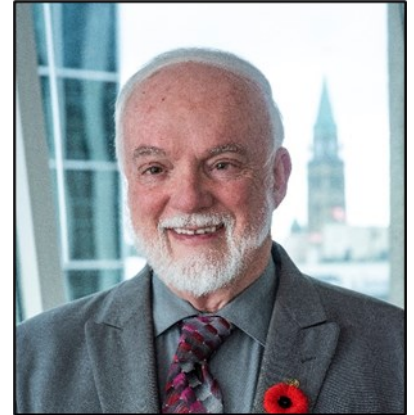
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## Table of contents

From the Institutional Head.....	1
Results at a glance .....	3
Results: what we achieved .....	5
Core responsibilities .....	5
Internal services .....	12
Spending and human resources.....	15
Spending .....	15
Human resources .....	17
Expenditures by vote .....	17
Government of Canada spending and activities.....	17
Financial statements and financial statements highlights .....	17
Corporate information .....	20
Raison d'être, mandate and role: who we are and what we do.....	20
Operating context .....	20
Reporting framework .....	21
Supporting information on the program inventory .....	21
Supplementary information tables .....	21
Federal tax expenditures .....	21
Organizational contact information.....	22
Appendix: definitions.....	23
Endnotes.....	27

## From the Institutional Head

I am pleased to table the Canadian Intergovernmental Conference Secretariat's (CICS) 2021-22 Departmental Results Report (DRR). As an impartial agency whose mandate is to provide administrative support and planning services for intergovernmental meetings of First Ministers, Ministers and Deputy Ministers throughout Canada, CICS has been a key player in Canadian intergovernmental machinery for close to half a century.



In 2021-22, the continuing impact of the pandemic on our operations resulted in a significant transformation in the way intergovernmental meetings are held. The agency has demonstrated creativity, innovation and flexibility in adapting to the new reality of virtual conferences, telework and a changing environment. Consequently, one of the top priorities for the Secretariat in 2021-22 was to continue to maintain and cultivate strong partnerships with our clients. This was accomplished through productive consultations with Deputy Ministers of Intergovernmental Affairs and Public Service Commissioner representatives from coast to coast to coast.

The Secretariat's ongoing ability to realign and retool in response to the pandemic enabled the organization to broaden its expertise by focussing on adopting new meeting formats and adding to the current technology options, while setting new standards for the future of hybrid meetings.

This is how CICS was able to support 147 senior-level intergovernmental meetings in 2021-22 while maintaining a satisfaction rate of 89.7% in our annual survey of conference organizers.

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André M. McArdle

Secretary, Canadian Intergovernmental Conference Secretariat



## Results at a glance

Key results achieved in 2021-22
<ul style="list-style-type: none"> <li>• The videoconferencing platform (secure, user-friendly and with integrated interpretation module) continued to be the platform of choice during the second year of the pandemic and will continue to be used to link remote participants to in-person/hybrid meetings in the future.</li> <li>• CICS maintained and expanded its slate of virtual services. This includes online registration of delegates and access to documents; assistance with presentations in screen-share mode; expanded moderator role for CICS conference managers; virtual break-out rooms and other forms of parallel meetings for discussions, communiqué preparation, virtual press conferences, etc.</li> </ul>

CICS continued to focus on innovation and delivering high-quality, responsive, and cost-effective conference services to federal, provincial, and territorial governments in a primarily virtual environment. The Secretariat made great strides to develop and implement new technologies and processes, with a focus on addressing technical and other challenges related to virtual conferencing with interpretation. As a result of these modernization improvements, CICS was able to maintain the high-quality service its clients have come to expect in a rapid evolving conference environment.

<b>Actual full-time equivalents</b>
28

The Secretariat continued to provide equipment to all new employees in order for them to be fully mobile, and improved processes to ensure that its workforce was fully operational outside of the office and could support all virtual conferences remotely. In addition, the successful implementation of new policies, tools and procedures gave our workforce the flexibility to be fully productive from anywhere in Canada, either from the office, from a conference site or from home.

<b>Actual spending</b>
\$4,893,775

CICS provided its services to 147 senior-level intergovernmental conferences, including 3 In-person meetings, 9 teleconferences and 135 virtual videoconferences. The latter being a relatively new venture for the Secretariat which, until March 2020, had only served virtual meetings using boardrooms equipped with permanent videoconferencing equipment. In spite of this significant shift in approach, overall client satisfaction levels continued to be very high. For conference delegates, client satisfaction reached 94%. For conference planners, the overall satisfaction rate was 89.7% in 2022, down 2.1% compared to 2021. This is mainly attributed to the continued transition and improvement of the virtual platform and related services.

For more information on Canadian Intergovernmental Conference Secretariat’s plans, priorities and results achieved, see the “[Results: what we achieved](#)” section of this report.





## **Results: what we achieved**

### **Core responsibility**

#### **Intergovernmental Conference Services**

##### **Description**

The Canadian Intergovernmental Conference Secretariat provides continuity of planning and archival services as well as impartial administrative support, for federal-provincial-territorial and provincial-territorial conferences of First Ministers, Ministers and Deputy Ministers, throughout Canada

##### **Results**

The Conference Services branch delivers the Agency's core responsibility and, consequently, conducts the professional, innovative, and successful delivery of services for senior-level intergovernmental meetings. These meetings contribute to this government's key policy goal of enhancing partnerships with provincial and territorial governments, and Indigenous partners, communities and governments. As the COVID-19 crisis continued to evolve, collaboration between governments as well as Indigenous communities became even more critical in responding to the urgent health, economic and social impacts of the pandemic. As a result, there was an even greater reliance on the services and competencies of CICS by conference delegates as well as other stakeholders including meeting organizers and permanent secretariats that supported intergovernmental relations and priorities in 2021-22.

Throughout the year, the Agency demonstrated its capacity to respond (often on short notice) to the very high demand for services, ensuring that they remained relevant, forward looking and of the highest quality. The CICS made good on its commitment to proactively lead the way, to advise, guide and encourage its clients to continue using new and innovative approaches to support senior-level intergovernmental meetings in a fully virtual mode which helped maintain strong, open and collaborative relationships between the federal, provincial and territorial governments at a most critical time. For example, CICS personnel spent considerable time and effort coaching meeting chairs, participants, and presenters in the use of the relatively new videoconferencing (VC) platform ahead of, and during meetings. As part of our promotional work in support of the VC format, we informed and reassured meeting organizers on aspects such as security, technical requirements, VC etiquette and other best practices. Service delivery procedures and tools were reviewed and adapted to fit the rapid pace of planning and delivering virtual meetings. This includes efficiencies in the coordination of specialised services such as audio-visual (AV), interpretation, and other contractors as appropriate.

Activities and actions were undertaken in 2021-22 to support the following five key initiatives, designed to fulfill/advance the Agency’s core responsibility:

<b>Key Initiative 1: Continue targeted outreach to create awareness about our services and maintain sustained contact with individual FPT government departments to determine their needs</b>	
Planned Activities	<ul style="list-style-type: none"> <li>• Market, develop and explore opportunities with new and current partners as the key conference service provider for senior-level intergovernmental meetings.</li> <li>• Achieve recognition among CICS’ government partners.</li> <li>• Improve client guidance and information documents, and conduct outreach forums to facilitate timely and innovative event management solutions for the benefit of clients.</li> </ul>
Results Obtained	<ul style="list-style-type: none"> <li>• In 2021-22, CICS supported 147 conferences distributed amongst a very similar number of client sectors as in the past three years. However, many sectors held a larger number of reoccurring meetings during the year.</li> <li>• The complete shift from in-person to virtual meeting formats provided yet another excellent opportunity to strengthen relations with meeting organizers in all 14 client governments in 2021-22 as they relied heavily on CICS’ experience and competencies to guide and advise them on the technical aspects of virtual conferencing and the related support services.</li> <li>• During the first quarter of the fiscal year, CICS conducted extensive testing of new virtual conferencing technologies to ensure our services remained at the highest quality, especially in relation to remote interpretation services. A Knowledge Exchange Forum (see key initiative 5 for more details) was held in 2021-22 and brought together the largest number of participants in recent years.</li> <li>• The significant demand for virtual conferencing with interpretation services required that CICS strengthen its network of private sector interpretation and audio-visual suppliers. These partnerships will facilitate effective and efficient interpretation services and support the use of both official languages in these meetings.</li> </ul>

<b>Key Initiative 2: Ensure multi-platform conference capabilities to support teleconferencing and videoconferencing for fully virtual meetings and to link remote delegates to in-person meetings</b>	
<b>Planned Activities</b>	<ul style="list-style-type: none"> <li>• Enhance virtual conferencing capabilities by exploring new technologies and remote services (i.e., remote interpretation).</li> <li>• Develop guides and best practices intended for organizers and participants.</li> </ul>
<b>Results Obtained</b>	<ul style="list-style-type: none"> <li>• While the popularity of teleconferencing remained high during the first four months of the previous fiscal year, videoconferencing gradually became the preferred virtual meeting format amongst CICS clients. This trend continued in 2021-22 mainly because of the addition of image (making for a much more interactive experience for meeting participants) but also the far better quality of the audio for delegates and interpreters alike. Testing continued and resulted in further improvements to the sound quality of virtual meetings.</li> <li>• The popularity of these videoconferencing services, as well as the enhancement of our remote support services, have enabled us to continue providing unparalleled service to our federal, provincial and territorial clients, regardless of their location in the country. At the same time, the successful implementation of remote interpretation services has allowed us to maintain a bilingual environment for all participants.</li> <li>• Planning guides and tools for organizers of in-person events were completed and distributed to clients. Best practices intended for organizers and participants of intergovernmental virtual conferences were developed and implemented.</li> </ul>

<b>Key Initiative 3: Review and refine training strategies for conference service delivery and for high-quality customer service to ensure we are aligned to respond to the current environment and the changing needs of clients</b>	
Planned Activities	<ul style="list-style-type: none"> <li>• Ensure that CICS employees, internal processes and technologies are aligned to respond to the current environment, future demands and the changing needs of clients while strengthening CICS' client service mindset.</li> </ul>
Results obtained	<ul style="list-style-type: none"> <li>• Throughout 2021-22, training and development opportunities were provided to all Conference Services personnel as they learned to function through telework and to support meetings completely remotely, as effectively and seamlessly as possible.</li> <li>• In addition, new project teams analyzed virtual conferencing activities, current models and technologies utilized, as well as client needs and feedback to improve upon the current model. Eying heightened client needs for flexibility in conference delivery, this included the investment in new assets to maintain and increase the accessibility to conferences for attendees, while ensuring client satisfaction in light of an environment focused on virtual and hybrid conferencing formats.</li> </ul>

<b>Key Initiative 4: Implement the use of new tools developed in 2020 to conduct internal and external post-conference evaluations</b>	
Planned Activities	<ul style="list-style-type: none"> <li>• Fully implement client surveys of both conference planners and delegates to ensure an improved level of response that captures effective feedback in relation to virtual and in-person meetings.</li> <li>• Analyze these program evaluation results and use as a primary source of information to determine service improvements and measure success in achieving our overall objective of service excellence and responsiveness.</li> </ul>
Results Obtained	<ul style="list-style-type: none"> <li>• Two survey types (one of an annual sampling of conference organizers and the other of delegates after each event) are used to assess client satisfaction, which continues to be very high.                             <ul style="list-style-type: none"> <li>○ For conference delegates, the satisfaction rate reached 94% in 2021-22, a remarkable achievement in an almost all-virtual mode (including the new videoconferencing format and platform) and at a time of complete transformation of CICS' operations and services as a result of the ongoing pandemic.</li> <li>○ The rating from organizers of virtual meetings served through 2021-22 was 89.7%.</li> </ul> </li> </ul>

<b>Key Initiative 5: Conduct a Knowledge Exchange Forum with federal, provincial and territorial meeting organizers</b>	
Planned Activities	<ul style="list-style-type: none"> <li>• Organize a knowledge exchange forum with federal, provincial and territorial meeting organizers.</li> </ul>
Results Obtained	<ul style="list-style-type: none"> <li>• A Knowledge Exchange Forum with federal, provincial and territorial meeting organizers was held on January 25, 2022, and the following 5 key areas of focus were discussed:               <ol style="list-style-type: none"> <li>1. <b>Refine/improve conference management software.</b> The Secretariat is working towards the creation of a portal for conference organizers that would give real-time access to registration reports and various other planning tools. CICS has already obtained some feedback, but clients may be engaged again to validate certain features.</li> <li>2. <b>Develop/improve client guidance documents.</b> CICS launched a suite of tools for clients to assist with the planning and preparation of conferences: Conference Planning – Steps to Follow for a Successful Event; Venue Site Checklist; Build Your Meeting Room Set-Up, and a Protocol Guide for Intergovernmental Meetings of Ministers and Deputy Ministers. These tools are shared with organizers at the beginning of the planning process and will be accessible on the portal for conference organizers.</li> <li>3. <b>Enhance teleconference and videoconference capability.</b> The lead time required for the planning of videoconferences has significantly been reduced. Videoconferencing and Teleconferencing Best Practices were created, and these are shared with organizers and all participants in advance of each meeting. Education and communication will always remain very important as Ministers and Deputy Ministers change, and as new conference organizers come into their roles with different levels of comfort and understanding of the technology. CICS will continue to provide support and training for clients and participants to ensure successful virtual conferences.</li> <li>4. <b>Strengthen client service mindset.</b> CICS' recruitment strategy now focusses on client service-oriented individuals and has yielded great results for all new hires thus far. Service excellence training and refreshers are delivered to all staff annually.</li> <li>5. <b>Expand continuous improvement approach.</b> In order to obtain meaningful feedback that can be actioned, CICS has standardized post-mortems with clients and increased the reach of its post-conference surveys.</li> </ol> </li> </ul>

## Experimentation

CICS has not conducted any experimentation activities, but continued to promote and facilitate innovation. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. As a micro-Agency, the Secretariat lacks the human and financial resources that would be necessary to support a full-scale and valid experiment.

## Key risks

### Human Resource Management

In 2021-22, there was a risk that the organization would be unable to sustain an adequate workforce with the appropriate competencies due to a large turnover of staff (retirements & departures, provincial-territorial secondment rotations, peak period staffing). CICS was able to successfully mitigate this risk by staffing positions in a proactive manner, which included some overlap of key positions to ensure transfer of corporate knowledge. Focus on succession planning remains a critical element of our continued success due to the agency's limited size and internal capacity.

With respect to the ongoing COVID-19 pandemic, there was a risk of exposure to the virus through returning to the office and in-person conferences. CICS worked toward mitigating this risk through the creation and implementation of an extensive Return to Work Policy, which provided details on medical mask mandates, social distancing, and flexible work arrangements.

## Results achieved

The following table shows, for Intergovernmental Conference Services, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
R1: Facilitate productive federal-provincial-territorial (FPT) and provincial-territorial (PT)	Conference organizer satisfaction rate <sup>1</sup>	> 90%	March 31, 2022	96.8%	91.8%	89.7% <sup>2</sup>

<sup>1</sup> Proportion of respondents who provide a grade of 4 or 5 out of 5 to a series of interview questions (based on 135 videoconferences, 9 teleconference and 3 in-person meetings).

<sup>2</sup> Although this result is slightly below target, it is considered an outstanding success in this fiscal year's transformational context. The slight shortcoming most likely reflects the challenges faced by our clients as they adapted to the new videoconferencing format and platform.

discussions through centralized, professionally planned and supported conferences	Conference participant satisfaction rate <sup>3</sup>	> 90%	March 31, 2022	95%	88%	94%
R2: Continuous innovation in process and service delivery to meet evolving client needs	Usage rate of key technologies and service delivery innovations by clients <sup>4</sup>	> 75%	March 31, 2022	83%	80%	92%

Financial, human resources and performance information for the Canadian Intergovernmental Conference Secretariat's Program Inventory is available in [GC InfoBase](#).<sup>i</sup>

### Budgetary financial resources (dollars)

The following table shows, for Intergovernmental Conference Services, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
4,666,373	3,991,758	4,845,476	3,252,061	(739,697)

Financial, human resources and performance information for the Canadian Intergovernmental Conference Secretariat's Program Inventory is available in [GC InfoBase](#).<sup>ii</sup>

<sup>3</sup> Proportion of respondents who provide a grade of 4 or 5 out of 5 to a series of survey questions.

<sup>4</sup> Percentage of innovative solutions being adopted by clients.

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
25	20	(5)

Financial, human resources and performance information for the Canadian Intergovernmental Conference Secretariat's Program Inventory is available in [GC InfoBase](#).<sup>iii</sup>

## 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:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

### Results

The Internal Services program supports the Agency in meeting its mandate through sound management and careful stewardship of assets, financial and human resources, and information technology services.

In 2021-22, Internal Services continued to apply the utmost care and prudence in the handling of public resources as well as monitoring and reporting on its internal control framework. Internal control processes were improved as a result of findings in the completion of an internal control



self-assessment. Additionally, internal controls were improved as gaps were found throughout the year.

In its commitment to adhere to the [2018 Government of Canada Cloud Adoption Strategy](#), the Secretariat has started its move of getting away from an on-premises data centre by analyzing its current services and requirements, streamlining where possible and exploring the feasibility of moving to a cloud environment. The initial discovery portion of this analysis has been completed and some components, like the transition of our Exchange server to the Cloud, has been successfully implemented.

During the fiscal year, CICS worked in collaboration with Public Service and Procurement Canada (PSPC) to successfully implement the Overpayment Project within the organization which has produced an improved, standardized end-to-end process for Emergency Salary Advances (ESA) and Priority Payments (PP).

Furthermore, CICS continued to promote and encourage learning opportunities to foster a healthy workplace, promote mental health and to ensure a culture of continuous improvement and innovation by actively sharing information bulletins with resources with employees, and encouraging participation in public service activities and learning opportunities. Additionally, monthly group sessions were organized to virtually bring employees together to discuss and raise awareness about mental health, and diversity and inclusion. CICS finalized and fully implemented its Policy on Workplace Harassment and Violence Prevention and had all employees complete the required training.

In preparation for a return to in-person conferences, the organization used innovative recruitment strategies to fill vacant positions in the fourth quarter of the fiscal year.

### **Budgetary financial resources (dollars)**

The following table shows, for Internal Services, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
1,364,105	1,270,888	1,413,341	1,641,714	370,826

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
7	8	1

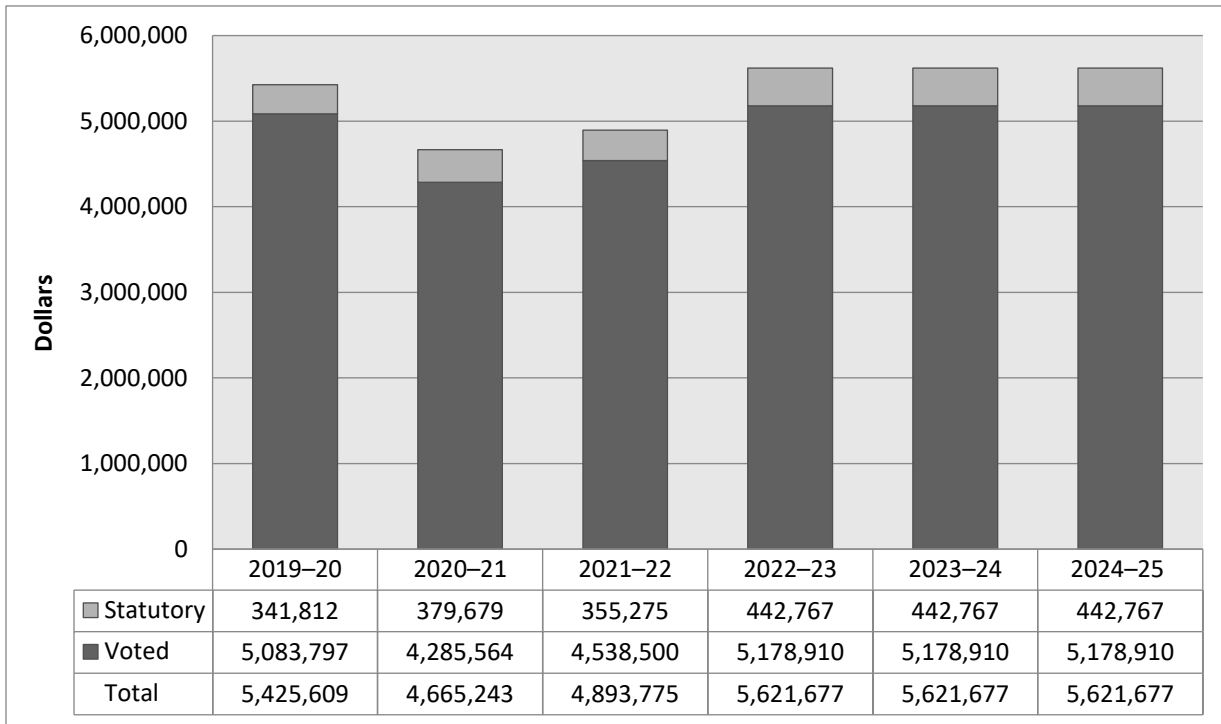
The CICS internal services utilized an additional FTE above what was originally planned due to the proactive staffing of planned departures in key positions that provide critical support to the organisation.

## Spending and human resources

### Spending

#### Spending 2019–20 to 2024–25

The following graph presents planned (voted and statutory spending) over time.



For detailed information see the [“Budgetary performance summary for core responsibility and Internal Services”](#) section of this report.

## Budgetary performance summary for core responsibility and internal services (dollars)

The “Budgetary performance summary for core responsibility and internal services” table presents the budgetary financial resources allocated for the Canadian Intergovernmental Conference Secretariat’s core responsibility and for internal services.

Core responsibility and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Intergovernmental Conference Services	4,666,373	3,991,758	4,263,097	4,263,097	4,845,476	4,125,601	3,369,649	3,252,061
Internal services	1,364,105	1,270,888	1,358,580	1,358,580	1,413,341	1,300,008	1,295,594	1,641,714
<b>Total</b>	<b>6,030,478</b>	<b>5,262,646</b>	<b>5,621,677</b>	<b>5,621,677</b>	<b>6,258,817</b>	<b>5,425,609</b>	<b>4,665,243</b>	<b>4,893,775</b>

It is important to note that 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 and format 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. CICS does exercise due care and probity in the expenditure of its funds to meet its mandate, planning for variances in conference volume, support level and format to ensure continued operation within its available budget. As illustrated in this report, fiscal year 2021-22 continued to be impacted by the pandemic, resulting in only three in-person meetings, which are traditionally more costly due to travel, overtime, and audio-visual requirements. Another important consideration is the ratio of teleconferences to videoconferences. In 2020-21, the Secretariat served a 124/95 ratio respectively, and in 2021-22 that became 9/135. Teleconferences require significantly fewer resources than videoconferences, therefore a higher volume of the latter drastically increases the overall conference costs.

## Human resources

The “Human resources summary for core responsibility and internal services” table presents the full-time equivalents (FTEs) allocated to each of the Canadian Intergovernmental Conference Secretariat’s core responsibility and to internal services.

### Human resources summary for core responsibility and internal services

Core responsibility and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Intergovernmental Conference Services	22	19	25	20	25	25
Internal services	8	8	7	8	7	7
<b>Total</b>	<b>30</b>	<b>27</b>	<b>32</b>	<b>28</b>	<b>32</b>	<b>32</b>

Due to a reduction of in-person conferences and travel needs, staffing demands decreased during the pandemic. In a continued attempt to minimize the number of staffing processes during this time, CICS put in place temporary staffing measures for some positions while others remained unstaffed. Staffing processes were launched at the end of the fiscal year, in preparation for a return to in-person meetings in 2022-23.

## Expenditures by vote

For information on the Canadian Intergovernmental Conference Secretariat’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#).<sup>iv</sup>

## Government of Canada spending and activities

Information on the alignment of the Canadian Intergovernmental Conference Secretariat’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).<sup>v</sup>

## Financial statements and financial statements highlights

### Financial statements

The Canadian Intergovernmental Conference Secretariat’s [financial statements \(unaudited\)](#)<sup>vi</sup> for the year ended March 31, 2022, are available on the departmental website.

## Financial statement highlights

### Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	5,887,926	5,518,371	5,360,056	(369,555)	158,315
Total revenues	0	0	0	0	0
Net cost of operations before government funding and transfers	5,887,926	5,518,371	5,360,056	(369,555)	158,315

The variance between planned results and actual results relate to a marked reduction in non-salary expenditures throughout the COVID-19 pandemic due to an evolved service delivery model. CICS only hosted three in-person meetings during the fiscal year, lower than forecasted. In addition, CICS continued to experience vacancies in the organization, resulting in lower than planned salary expenditures.

Total expenses were approximately \$5.5 million, roughly \$158 thousand higher than the previous year. CICS continued to be impacted by the pandemic through fiscal year 2021-22, resulting in almost all conferences being held virtually, which are significantly lower in cost. CICS took this opportunity to proceed with a digitization project which comprised most of the \$327 thousand increase in professional and special services. Additionally, rentals decreased by \$166 thousand while telecommunications rose by \$71 thousand.

**Condensed Statement of Financial Position (unaudited) as of March 31, 2022  
(dollars)**

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	631,856	686,327	(54,471)
Total net financial assets	384,018	428,007	(43,989)
Departmental net debt	247,838	258,320	(10,482)
Total non-financial assets	4,470	7,341	(2,871)
Departmental net financial position	(243,368)	(250,979)	7,611

Total liabilities were approximately \$632 thousand, a decrease of approximately \$54 thousand (8%) over the previous year. Accounts payable and accrued liabilities accounted for 43% of these total liabilities while vacation pay and compensatory leave made up another 43%. The overall decrease is mainly due to a decrease in accounts payable and accrued liabilities, partially offset by an increase in vacation pay and compensatory leave liabilities, which increased \$60 thousand.

Total net financial assets were approximately \$384 thousand as at March 31, 2022, a decrease of \$44 thousand (10%) over the previous year. The overall decrease is mainly attributable to a reduction in accounts payable from other government departments due to the Consolidated Revenue Fund, caused by a timing difference in processing invoices. A delay in receiving a provincial contribution partially offset this variance.

Total non-financial assets were approximately \$4 thousand as at March 31, 2022, a decrease of some \$3 thousand (39%) over the previous year. The decrease is mainly due to the reduction in prepaid expenses.

The 2021–22 planned results information is provided in the Canadian Intergovernmental Conference Secretariat's [Future-Oriented Statement of Operations and Notes 2021–22](#)<sup>vii</sup>.

## Corporate information

**Appropriate minister:** The Honourable Dominic LeBlanc

**Institutional head:** André M. McArdle

**Ministerial portfolio:** Minister of Intergovernmental Affairs, Infrastructure and Communities

**Enabling instrument[s]:** 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.

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

“[Raison d'être, mandate and role: who we are and what we do](#)<sup>viii</sup>” is available on Canadian Intergovernmental Conference Secretariat website.

For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#)<sup>ix</sup>.

### **Operating context**

Information on the [operating context](#)<sup>x</sup> is available on Canadian Intergovernmental Conference Secretariat' website.



## Reporting framework

The Canadian Intergovernmental Conference Secretariat's Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.

Departmental Results Framework	<b><u>Core Responsibility 1: Intergovernmental Conference Services</u></b>		Internal Services
	<b><u>1.1 Departmental Result:</u></b> Facilitate productive federal-provincial-territorial and provincial-territorial discussions through centralized planning and professionally supported conferences	<b><u>1.1.1 Indicator:</u></b> Conference organizer satisfaction rate  <b><u>1.1.2 Indicator:</u></b> Conference participant satisfaction rate	
	<b><u>1.2 Departmental Result:</u></b> Continuous innovation in process and service delivery to meet evolving client needs	<b><u>1.2.1 Indicator:</u></b> Usage rate of key technologies and service delivery innovations by clients	
Program Inventory	<b><u>Program: Conference Services</u></b>		

## Supporting information on the program inventory

Financial, human resources and performance information for the Canadian Intergovernmental Conference Secretariat's Program Inventory is available in [GC InfoBase](#).<sup>xi</sup>

## Supplementary information tables

The following supplementary information tables are available on the Canadian Intergovernmental Conference Secretariat's website:

- ▶ [Departmental Sustainable Development Strategy/Reporting on Green Procurement](#)<sup>xii</sup>
- ▶ [Gender-based analysis plus](#)<sup>xiii</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>xiv</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and

references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

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## 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*)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

### **departmental priority** (*priorité*)

A plan or project that a department 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 departmental results.

### **departmental result** (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. 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 quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

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

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

**experimentation** (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

**gender-based analysis plus (GBA Plus)** (*analyse comparative entre les sexes plus [ACS Plus]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**government-wide priorities** (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

**horizontal initiative** (*initiative horizontale*)

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**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.

**plan** (*plan*)

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 to the expected result.

**planned spending** (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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.

**program** (*programme*)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

**program inventory** (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (*résultat*)

A 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.

**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 GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi Financial Statements (Unaudited), <https://scics.ca/en/publication/unaudited-financial-statements-2021-22/>
- vii Unaudited Future-Oriented Statement of Operations and Notes 2021–22, <https://scics.ca/en/publication/unaudited-future-oriented-statement-of-operations-2021-22/>
- viii Raison d’être, mandate and role: who we are and what we do, <https://scics.ca/en/publication/raison-detre-mandate-and-role/>
- ix Minister’s mandate letter, <http://pm.gc.ca/eng/mandate-letters>
- x Operating context, <https://scics.ca/en/publication/operating-context-2021-22/>
- xi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xii Departmental Sustainable Development Strategy/Reporting on Green Procurement, <https://scics.ca/en/publication/reporting-on-green-procurement-21-22>
- xiii Gender-based analysis plus, <https://scics.ca/en/publication/gender-based-analysis-plus-21-22>
- xiv Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>