



Office of the Commissioner
of Lobbying of Canada

Commissariat au lobbying
du Canada

Office of the Commissioner of Lobbying of Canada Strategic Plan 2021-2024



Table of Contents

Message from the Commissioner	3
Mandate, Vision and Values.....	4
Mandate.....	4
Vision.....	4
Values.....	4
Key Result Areas and Priorities	5
Desired Outcomes and High Level Actions	5
1. A Flexible and Responsive Lobbyists Registration System	5
2. An Integrated Approach to Fostering Awareness and Compliance	6
3. A Highly Skilled Workforce in an Exceptional Workplace.....	7
Institutional Challenges and Critical Enablers of Success	7
Care and Maintenance of the Plan.....	8

Message from the Commissioner

The 2021-2024 Strategic Plan serves as the roadmap to guide the work of the employees of the Office of the Commissioner of Lobbying of Canada and identifies the key deliverables expected from its operations over the next three years.

As this represents the Office's second three-year strategic plan, developing the 2021-2024 version offered the opportunity to evaluate our successes and challenges in delivering on the previous plan, as well as to take stock of the factors that influenced our performance. An all-staff survey identified the strengths, weaknesses, opportunities, and threats experienced in delivering on the targets and employee-led sessions shaped the key priorities that emerged in our 2021-2024 Strategic Plan.

In this document, we have outlined our overarching goals for the next three years, and the key result areas and high-level actions that will deliver on them. We will continue to focus on the areas and bring solutions that directly support our mandate of ensuring transparency, compliance, and awareness of Canada's lobbying regime, while also taking additional steps to continue improving our exceptional workplace.

The 2021-2024 Strategic Plan undoubtedly builds on the team's excellence in delivering on our previous goals, which saw us attain a Top-10 position in a *Hill Times* ranking of 88 federal organizations' performance against their stated 2019-20 targets. Our internal evaluations support this outcome and similar measures will be in place over the next three years to ensure our accountability.

This planning process reconfirmed the employees' commitment to our mandate, vision, and values, and demonstrated their dedication to ensure transparent and ethical lobbying of the federal government through the framework of the *Lobbying Act* and the Lobbyists' Code of Conduct.

The team's adaptability, dedication, and professionalism saw us continue to excel in the final year of our plan while coping with drastic change due to the global pandemic. We also anticipate that this strategic plan will be shaped by the ongoing pandemic and the significant changes we believe it will bring to the way we work.

As we embark on our 2021-2024 Strategic Plan, we will build on a foundation of almost 15 years of the Office of the Commissioner of Lobbying and on the successes achieved in our first three-year strategic plan. Looking back on what we have achieved, I have no doubt that we will continue to deliver value to Canadians and foster their confidence in the democratic process.

Nancy Bélanger

Commissioner of Lobbying

Mandate, Vision and Values

Mandate

Foster awareness of and compliance with the *Lobbying Act* and the Lobbyists' Code of Conduct, and maintain a lobbyists registration system in order to increase transparency of federal lobbying activities.

Vision

Canadians have access to information regarding federal lobbying activities and are aware that lobbying should be conducted in accordance with the *Lobbying Act* and the Lobbyists' Code of Conduct, which contributes to Canadians' confidence in our federal democratic institutions.

Values

As federal public servants, OCL personnel abide by the Values and Ethics Code for the Public Sector, and its values of Respect for Democracy, Respect for people, Integrity, Stewardship and Excellence.

In addition, given the nature of our work, the following values are especially important to the OCL:

- Independence
- Transparency
- Impartiality
- Fairness

Key Result Areas and Priorities

For the next three years, the Office of the Commissioner of Lobbying identified three key result areas of focus. This will allow us to continue to move towards achieving our vision.

Key Result Areas

1. A Flexible and Responsive Lobbyists Registration System
2. An Integrated Approach to Fostering Awareness and Compliance
3. A Highly Skilled Workforce in an Exceptional Workplace

Desired Outcomes and High Level Actions

For each Key Result Area, the desired outcomes and high-level actions are identified below.

1. A Flexible and Responsive Lobbyists Registration System

Desired Outcome	A Lobbyist Registration System that meets the needs of internal and external stakeholders while ensuring the transparency goals of the <i>Lobbying Act</i> .
High-Level Actions	
1.1	Develop functionality that empowers internal and external users to leverage the Lobbyist Registration System’s data
1.2	Enhance user experience through customization, rich information, and open data
1.3	Simplify and automate registration and reporting processes based on external feedback and internal experience
1.4	Support the accuracy, reliability, security and functionality of the system

2. An Integrated Approach to Fostering Awareness and Compliance

Desired Outcome	All stakeholders understand the transparency and ethical obligations of Canada’s lobbying framework and the appropriate action they should take.
High-Level Actions	
2.1	Solicit client and stakeholder feedback to create a responsive environment that encourages continuous improvement and service excellence
2.2	Explore ways to inform Canadians about the role of the Commissioner and her mandate of fostering transparent and ethical lobbying
2.3	Use a data-driven approach to focus registration, compliance, and outreach activities, support corporate and client services, and identify relevant information products, including digital platforms
2.4	Identify avenues to increase internal intelligence gathering and sharing between directorates to help close program and operational gaps by addressing them proactively
2.5	Perform efficient and timely compliance and verification activities in an independent, impartial, and non-partisan manner

3. A Highly Skilled Workforce in an Exceptional Workplace

Desired Outcome	An engaging, healthy, well-equipped work environment that enables excellence and delivers value to Canadians through collaboration, innovation, and respect.
High-Level Actions	
3.1	Prioritize and support enhanced internal communication by exploring new tools, policies, and processes
3.2	Implement recruitment, retention, and professional development initiatives that support diversity and inclusivity and that offer all employees the opportunity to acquire, develop, and apply skills and talents, increase job satisfaction, and advance their careers
3.3	Develop an enterprise-wide information management regime to support business strategy, efficiency, and collaboration
3.4	Ensure continuous improvement of IT systems that enable and support organizational priorities, foster innovative solutions, and reflect government-wide requirements
3.5	Promote a healthy, diverse, and inclusive workplace by supporting a safe work environment, mental health initiatives, work-life balance, and formalized telework arrangements

Institutional Challenges and Critical Enablers of Success

Several factors influence the Office of the Commissioner of Lobbying’s ability to deliver on its mandate and demonstrate progress toward its long-term vision. This cuts across all aspects of the Office and remains linked mostly to the ongoing fiscal constraints of a small organization.

Its \$4.4-million budget offers the Commissioner little flexibility to reallocate resources regardless of the external forces at play. Instead, the Commissioner must respond to changes in caseloads or to new requirements through efficiencies and maximizing existing resources to deliver on her strategic priorities, while also demonstrating sound stewardship and the highest standards of accountability.

The Commissioner submitted a request to the Government for additional funding to support the modernization of our information management and information technology infrastructure.

A positive response will help to alleviate some of the pressures on budgets and staff in these areas, but potential changes to the *Lobbying Act* through an anticipated legislative review and the planned revision of the Lobbyists Code of Conduct may simply shift that burden elsewhere within the OCL.

Care and Maintenance of the Plan

A review of the Strategic Plan will occur on a yearly basis. This review will assess the progress in the key results areas recognizing the context in which the OCL is evolving.

At least every three years, the Strategic Plan will be reviewed more extensively in light of the progress.