



Office of the Commissioner  
of Lobbying of Canada

Commissariat au lobbying  
du Canada

Office of the Commissioner of Lobbying of Canada  
Strategic Plan  
2018-2021

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## Table of Contents

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Message from the Commissioner .....	2
Mandate, Vision and Values.....	3
Mandate .....	3
Vision .....	3
Values .....	3
Key Result Areas and Priorities .....	4
Desired Outcomes and High Level Actions .....	4
1. A Modern Lobbyists Registration System .....	4
2. Effective Compliance and Enforcement Activities .....	5
3. Enhanced Outreach and Communications for Canadians .....	5
4. An Exceptional Workplace .....	6
Institutional Challenges and Critical Enablers of Success .....	6
Care and Maintenance of the Plan.....	7

## Message from the Commissioner

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This document is intended to guide the work of the employees of the Office of the Commissioner of Lobbying of Canada (OCL).

The OCL is responsible for administering and fostering conformity with the Lobbying Act and the Lobbyists' Code of Conduct. The OCL's Strategic Plan sets out the three-year strategic direction for its activities.

Developing this plan provided the opportunity to:

- assess our progress and reconfirm our commitment to ensure transparency in lobbying at the federal level;
- foster a shared understanding of the obligations stemming from the Act and the Code and
- help Canadians have a better understanding of the role that lobbying plays in our democratic society and of the rules that govern lobbying.

This is the first strategic planning exercise carried out under my new mandate. OCL personnel were engaged in the development of this plan.

This document outlines the strategic direction of the OCL for the next three years. It defines the desired outcomes OCL sets out to achieve and the key result areas and high-level actions that will contribute to improving the delivery of our Office's mandate. I intend to put into place performance measures to assess the results achieved in these key areas.

Our three-year strategic plan builds on the successes and lessons learned by the OCL over its first decade of operation and it leverages the professionalism, competency and dedication of its team.

**Nancy Bélanger**  
Commissioner of Lobbying

## Mandate, Vision and Values

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### Mandate

Foster 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 is 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 abides 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

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For the next three years, the OCL identified four key result areas to focus on. This will allow the OCL to continue to move towards achieving its vision.

### Key Result Areas

1. A Modern Lobbyists Registration System
2. Effective Compliance and Enforcement Activities
3. Enhanced Outreach and Communications for Canadians
4. An Exceptional Workplace

## Desired Outcomes and High Level Actions

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For each Key Result Area, desired outcomes and high-level actions were identified.

### 1. A Modern Lobbyists Registration System

Desired Outcome	A more accessible, up-to-date and user-friendly Lobbyists Registration System (LRS) that meets the needs of all stakeholders.
High Level Actions	
1.1	Streamline the functionalities and update the user interface of the LRS to enhance the user experience.
1.2	Modernize and maintain the LRS.
1.3	Implement an information management and information technology strategy to better integrate knowledge and improve business intelligence.
1.4	Further develop and maximize the reporting capabilities of the LRS for the benefit of the OCL and external users.

## 2. Effective Compliance and Enforcement Activities

Desired Outcome	Improve compliance with the Act and the Code
High Level Actions	
2.1	Streamline and strengthen the investigation, exemption review and compliance verification processes.
2.2	Publish reports on relevant key issues.
2.3	Improve transparency of lobbying activities and compliance with the Act and the Code by raising awareness through innovative enforcement activities.
2.4	Support legislative review and Code review processes by recommending possible amendments to the Lobbying Act and the Lobbyists Code of Conduct.

## 3. Enhanced Outreach and Communications for Canadians

Desired Outcomes	<p>Lobbyists, their clients and public office holders know their responsibilities and obligations under the Lobbying Act and the Lobbyists' Code of Conduct.</p> <p>Canadians have access to information on federal lobbying activities.</p>
High Level Actions	
3.1	Implement a communications, outreach and media strategy.
3.2	Renew the OCL website to improve timeliness, relevance and accessibility of content for stakeholders and clients.
3.3	Develop and establish a renewed OCL brand (i.e. website, outreach materials and other documents).
3.4	Develop outreach initiatives with a focus on activities that improve awareness and compliance, including activities related to the review of the Act and the Code.

#### 4. An Exceptional Workplace

Desired Outcomes		<p>A positive and healthy work environment promotes engagement, openness and transparency.</p> <p>Employees are knowledgeable, skilled, engaged and productive; their collaboration and effectiveness is supported by effective tools and processes.</p>
High Level Actions		
4.1	Develop and implement career and skills building opportunities, within and external to the OCL.	
4.2	Develop a training plan that appropriately addresses the operational needs of the employees.	
4.3	Support the implementation of the Federal Public Service Workplace Mental Health Strategy and of the OCL Mental Health Strategy.	
4.4	Provide opportunities to encourage innovation.	
4.5	Link performance measurements and employee performance evaluations to the strategic plan outcomes and high level actions.	

### Institutional Challenges and Critical Enablers of Success

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The ability for the Office of the Commissioner of Lobbying to carry out its mandate and progress toward its long-term vision can be impacted by the unpredictability of investigations caseload, the complexity of files and court actions.

Furthermore, the fiscal constraints associated with a small organization like the OCL cannot be overlooked. The budget of 4.4 million allows for very little flexibility to reallocate resources internally. The OCL must maximize efficiencies and resources in support of its strategic priorities. As an Agent of Parliament, the OCL must demonstrate sound stewardship of public funds and resources, as well as the highest standard of accountability.

We must also continue with the modernization of our information management and information technology (IM/IT) infrastructure. This includes the harmonization of our systems, the development of appropriate tools to foster more efficient business processes, and providing an innovative digital workplace environment.

The OCL will also be required to move in the spring of 2019. This project will require financial resources that were identified in the government’s budget of 2018, as well as time of OCL’s staff.

## Care and Maintenance of the Plan

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The Strategic Plan will be reviewed 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.



Operational Plan 2018-2021 <sup>1</sup>

1. A Modern Lobbyists Registration System

Activity	Lead	2018-19	2019-20	2020-21
Streamline the LRS Account Creation to facilitate registration processes.	Business and System Analyst	X		
Implement an operational procedure for the LRS so that its components are continuously maintained and kept up to date to ensure security and stability.	Director, Registration and Client Services	X		
Update the LRS front-end to be more accessible, usable, interoperable, and mobile friendly.	Business and System Analyst	X	X	
Ensure a smooth IM/IT transition to a new activity based workplace for the anticipated move in the summer of 2019.	Director, Registration and Client Services	X	X	
Update the LRS dashboard and toolset to provide a more efficient workspace for registrant’s representatives.	Business and System Analyst		X	
Develop integration between the OCL’s Customer Relationship Management System (and other information systems) and the LRS to provide better access to organizational data (improve ability to report/improve business intelligence).	Director, Registration and Client Services			X
Expand and improve the collection of LRS Statistical Reports to meet the OCL’s various program needs.	Director, Registration and Client Services			X

<sup>1</sup> This operation plan may be affected by the upcoming move

2. Effective Compliance and Enforcement Activities

Activity	Lead	2018-19	2019-20	2020-21
Streamline and strengthen investigation processes <ul style="list-style-type: none"> <li>Review priority setting criteria and develop mechanisms to focus compliance efforts</li> <li>Review investigation processes and update manual</li> <li>Develop information products for subjects and witnesses and put on website</li> </ul>	Director of Investigations Director of Investigations Director of Investigations	X X	X	
Streamline exemption review and compliance verification processes <ul style="list-style-type: none"> <li>Develop online application for exemption review applicants</li> <li>Simplify compliance analysis process</li> </ul>	Director of Investigations Director of Investigations	X	X	
Refine case management system and IM/IT tools <ul style="list-style-type: none"> <li>Standardize data-capture and information management methods</li> <li>Develop quality control mechanisms to ensure data integrity</li> <li>Train staff on effective use of IM/IT tools (Dynamics/SharePoint)</li> <li>Participate in efforts to expand CMS and enhance business intelligence</li> </ul>	Director RCSD Director of Investigations Director RCSD Director Investigations	X X X X	X X	X
Improve transparency and compliance with Lobbyists' Code of Conduct by raising awareness through innovative compliance and enforcement activities <ul style="list-style-type: none"> <li>Maximize the use of publication tools to educate stakeholders (ROI, Special Reports, Annual Reports)</li> <li>Increase participation in the planning and delivery of outreach activities</li> <li>Target strategic enforcement activities to address deficiencies in knowledge and compliance</li> </ul>	Director Investigations Director Investigations Director Investigations	X X X	X X X	X
Identify improvements to the existing Act and Code, in support of readiness for an eventual/possible legislative and Code reviews.	Director Investigations Senior Counsel	X	X	X

### 3. Enhanced Outreach and Communications for Canadians

Activity	Lead	2018-19	2019-20	2020-21
Develop new branding and templates for website content and other OCL documents.	Senior Communications Advisor	X		
Review and update website content and implement a renewed website architecture.	Senior Communications Advisor	X		
Analyze information and current products to identify key audiences, issues and outreach activities that increase the OCL's profile	Manager, Policy, Public Affairs and Outreach	X	X	
Migrate the website to WET 4 with a Content Management System.	Senior Communications Advisor / CIO	X		
Develop new communication products and tools for identified key audiences and issues.	Senior Communications Advisor		X	X
Identify improvements to the existing Act and Code, in support of readiness for an eventual/possible reviews.	Senior Policy Analyst	x	x	x
Develop and prepare policy and communications products, in support of readiness for an eventual/possible Act and Code reviews.	Senior Communications Advisor	X	X	X
Assess products and tools developed as well as Web content to ensure relevancy for key audiences.	Senior Policy Analyst			X

#### 4. An Exceptional Workplace

Activity	Lead	2018-19	2019-20	2020-21
List employees' past experiences and competencies to build a pool of various expertise to be used by teams, for specific and ad hoc projects.	Director, Registration and Client Services	X		
List all needs for training, after consultation with staff, and develop a plan and calendar proposing various learning activities, including training on IT tools.	Director, Registration and Client Services	X		
Explore proactive actions to promote a career development program and opportunities for employees within the OCL.	Director, Registration and Client Services	X		
Support the implementation of the Federal Public Service Workplace Mental Health Strategy.	Manager of Client Services	X		
Identify recruitment and development of activities to build a diverse workforce at the OCL.	Director, Registration and Client Services	X		
Engage employees at all stages of the OCL's move to a new location that will create an activity base work environment.	Manager, Policy, Public Affairs and Outreach / Director of Financial Services and CFO	X	X	
Supporting efforts to address the pay system, including monitoring and developing controls to ensure accuracy of Phoenix related transactions.	Director of Financial Services and CFO	X	X	X