



Office of the Commissioner
of Lobbying of Canada

Commissariat au lobbying
du Canada

Departmental plan 2021-22

Nancy Bélanger
Commissioner of Lobbying

The Honourable Jean-Yves Duclos, PC, MP
President of the Treasury Board



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Table of contents

Message from the Commissioner of Lobbying	1
Plans at a glance	2
Core responsibility: planned results and resources	3
Internal services: planned results	7
Spending and human resources	9
Additional information	13
Appendix: definitions	16
Endnotes	18

Message from the Commissioner of Lobbying



I am pleased to present the 2021-22 Departmental plan for the Office of the Commissioner of Lobbying.

Our plans for 2021-22 continue to sharpen our focus on the regulation of lobbying by setting goals for our Registry of Lobbyists, compliance activities and education. Fostering an exceptional workplace that promotes engagement, openness and transparency also remains central to our work. Our activities are informed by our new multi-year strategic plan.

Key highlights in 2021-22 will include:

- enhancing the Registry of Lobbyists to make it easier to use – from entering data to finding information
- compliance work that fosters transparent and ethical lobbying
- using data and sharing information to engage more Canadians
- fostering mental health to support our employees

Recently, I submitted a budget request to the Government to further invest in the development of the Registry of Lobbyists and to maintain exceptional service to Canadians. I hope to receive a positive response to this request in 2021-22.

In November 2020, I launched a consultation to explore changes to the *Lobbyists' Code of Conduct*. Based on the feedback received and my experience administering the existing Code, revisions will be undertaken and I intend to launch a second phase of consultation to obtain comments on these proposed changes. I am confident that an updated Code will come into effect in 2021-22.

With respect to updating the *Lobbying Act*, the House of Commons Standing Committee on Access to Information, Privacy and Ethics requested that I share my preliminary recommendations informed by our experience administering the Act. I presented a submission to the Committee in early 2021. When a statutory review launches, I will support the work of parliamentarians to improve the *Lobbying Act*.

As we did for most of 2020, we expect to start 2021-22 teleworking due to the COVID-19 pandemic. I am grateful for my staff's dedication, effort and engagement during this challenging period. Together, we look forward to delivering on the commitments outlined in this plan.

Nancy Bélanger
Commissioner of Lobbying

Plans at a glance

As in previous years, our plans for 2021-22 support openness and transparency in government.

Our work will further strengthen the regulation of lobbying by ensuring a modern lobbying registry, effective compliance and enforcement, and enhanced outreach and communications for Canadians.

2021-22 key initiatives and activities that support transparent and ethical lobbying

Enhancing registration and compliance

- implementing updated service standards for assisting users of the Registry of Lobbyists
- enhancing the Registry of Lobbyists user experience, with refined help information, usability improvements, and more search features for finding and retrieving information
- achieving efficient and timely compliance work that fosters transparent and ethical lobbying

Expanding awareness and understanding

- informing stakeholders of the coming into effect of an updated *Lobbyists' Code of Conduct*, including offering information resources to support lobbyists in complying with a revised Code
- using data and sharing information to engage with a wider range of stakeholders and Canadians

We remain committed to fostering an exceptional workplace that promotes engagement, openness and transparency. In 2021-22, we will continue to support our employees by fostering mental health. As we expect pandemic-related telework conditions to continue into 2021-22, our internal communications will focus even more on engaging employees across all of our operational and corporate functions.

Our plans will be realized with an allocation of \$4.68 million in planned spending and 28 full-time equivalents.

Core responsibility: planned results and resources

Regulation of lobbying

DESCRIPTION

The purpose of the *Lobbying Act* and the *Lobbyists' Code of Conduct* is to provide a regime for the transparent and ethical lobbying of public office holders. This regime contributes to public confidence in the integrity of decision making by public office holders. The mandate of the Commissioner of Lobbying is to establish and maintain the Registry of Lobbyists, ensure compliance with the Act and the Code, and develop and implement educational programs to foster awareness about the Act and the Code.

PLANNING HIGHLIGHTS

Our activities support the outcome of transparent and ethical lobbying.

A resource allocation of \$3.66 million in planned spending and 24 full-time equivalents supports the work of our Registry Services and Compliance program.

To support the Commissioner in the regulation of lobbying, we will focus on the following results in 2021-22:

That lobbyists register and report their lobbying activities in compliance with requirements

We will continue to maintain the Registry of Lobbyists and provide support to lobbyists. Through registration support, monitoring and verification, we provide information to lobbyists that encourages appropriate use of the Registry. Where necessary to ensure compliance with lobbying requirements, suspected offences of the Act are investigated and, when appropriate, referred to peace officers. At the conclusion of an investigation, findings are reported to Parliament.

In particular, registration and compliance will be enhanced in 2021-22 by:

- implementing updated service standards for assisting users of the Registry of Lobbyists, developed in response to recommendations from an evaluation performed in 2018-19
- making the Registry of Lobbyists easier for registrants to use, by refining text and help information that describes data entry and reporting requirements
- adding functionality to the Registry of Lobbyists that improves the user experience, including features such as simpler registration data updates, saved searches, access to more reports and statistics, and easier-to-use dataset files
- achieving efficient and timely compliance work carried out in an independent, fair and impartial manner, supported by rigorous, continuously-improved practices that evolve with jurisprudence

That stakeholders understand federal lobbying requirements

We will continue to develop and disseminate information about legal requirements under the *Lobbying Act* and adherence with the *Lobbyists' Code of Conduct*. This includes sharing information with key stakeholders (lobbyists, their clients, and public office holders) and the public.

In particular, awareness and understanding will be expanded in 2021-22 by:

- communicating to stakeholders the ethical behaviour standards defined in an updated *Lobbyists' Code of Conduct* (anticipated to be finalized and take effect in 2021-22), including offering information resources to support lobbyists in complying with a revised Code
- ensuring that key stakeholders have access to clear information to help them understand the federal lobbying regime, by refining and issuing refreshed information resources respecting the application, interpretation, and enforcement of the *Lobbying Act*
- engaging with a wider range of stakeholders and Canadians, by publishing and sharing more registration data and information resources about lobbying

GENDER-BASED ANALYSIS PLUS

Since 2020-21, stakeholders providing feedback on our outreach services are being invited to provide GBA+ information on an entirely voluntary basis. Collected GBA+ information is anonymized, disaggregated and separately maintained. Analysis of this data is expected to result in changes that improve the inclusiveness and accessibility of our services and information resources.

UNITED NATIONS' 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

We are aligned with United Nations' goal on peace, justice and strong institutions (Goal 16). We are committed to sharing our expertise in lobbying regulation with provincial and international counterparts to help foster effective, accountable and inclusive institutions at all levels. Common goals of transparency and accountability in the principles of lobbying registration and compliance support the development of open standards that can strengthen democratic systems.

EXPERIMENTATION

As a micro-organization operating with a limited budget since 2008, we do not have the flexibility to devote a fixed percentage of program funds to rigorous experimentation in program design and delivery. Despite this budgetary constraint, we are committed to undertake small-scale, simple experiments when resources permit. Lessons learned from experiments will help us innovate and find new ways to improve program delivery. Experimentation undertaken in 2021-22 would relate to our information resources and interactions with stakeholders.

PLANNED RESULTS (REGULATION OF LOBBYING)

Departmental result	Departmental result indicator	Target	Date to achieve target	2017-18 actual result	2018-19 actual result	2019-20 actual result
Lobbyists and public office holders understand the requirements of the <i>Lobbying Act</i> and the <i>Lobbyists' Code of Conduct</i>	Change in stakeholders' level of understanding of federal lobbying requirements *	To be determined	To be determined	Not available	Not available	Not available
Lobbyists register and report their lobbying activities in compliance with the <i>Lobbying Act</i>	Percentage of registrations by lobbyists not requiring correction *	At least 75%	March 31, 2022	Not available	Not available	Not available
	Percentage of verified monthly communication reports by lobbyists not requiring correction	At least 90%	March 31, 2022	93%	90%	91%
	Percentage of on-time new registrations by lobbyists *	To be determined	To be determined	Not available	Not available	Not available
	Percentage of on-time monthly communication reports by lobbyists	At least 90%	March 31, 2022	94%	94%	92%

* Designates a new indicator introduced for 2020-21. Where not provided, target information will be set after examining complete results for 2020-21.

PLANNED BUDGETARY FINANCIAL RESOURCES (REGULATION OF LOBBYING)

2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 planned spending	2022-23 planned spending	2023-24 planned spending
3,599,949	3,660,963	3,589,994	3,589,994

PLANNED HUMAN RESOURCES (REGULATION OF LOBBYING)

2021-22 planned full-time equivalents	2022-23 planned full-time equivalents	2023-24 planned full-time equivalents
24	24	24

Financial, human resources and performance information related to our program inventory is available in [GC InfoBase](#).¹

Internal services: planned results

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 services that support program delivery in the organization, regardless of the internal services delivery model in a department. These services are:

- acquisition management
- communications
- financial management
- human resources management
- information management
- information technology
- legal
- materiel management
- management and oversight
- real property management

Given our responsibilities under the *Lobbying Act* to maintain the Registry of Lobbyists, engage in education with stakeholders, and verify that lobbyists are compliant with lobbying requirements, communications, information technology, and legal services are integrated into our Registry Services and Compliance program.

PLANNING HIGHLIGHTS

We remain committed to fostering an exceptional workplace

A positive and healthy work environment that promotes engagement, openness and transparency is important to us. We support our employees in being knowledgeable, skilled, engaged and productive.

In particular, we will foster an exceptional workplace in 2021-22 by:

- embracing inclusion and diversity throughout our organization, with all employees being able to contribute ideas and perspectives on how we operate and regulate federal lobbying activities on behalf of Canadians
- ensuring that team members are up-to-date on our operational and corporate activities, by focusing on internal communications adapted to the telework conditions experienced throughout 2020-21 and continuing into 2021-22
- continuing to support our employees by fostering mental health, with particular attention to wellness during the COVID-19 outbreak and the impact on people, families, and communities

PLANNED BUDGETARY FINANCIAL RESOURCES (INTERNAL SERVICES)

2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 planned spending	2022-23 planned spending	2023-24 planned spending
1,022,997	1,022,997	1,022,997	1,022,997

PLANNED HUMAN RESOURCES (INTERNAL SERVICES)

2021-22 planned full-time equivalents	2022-23 planned full-time equivalents	2023-24 planned full-time equivalents
4	4	4

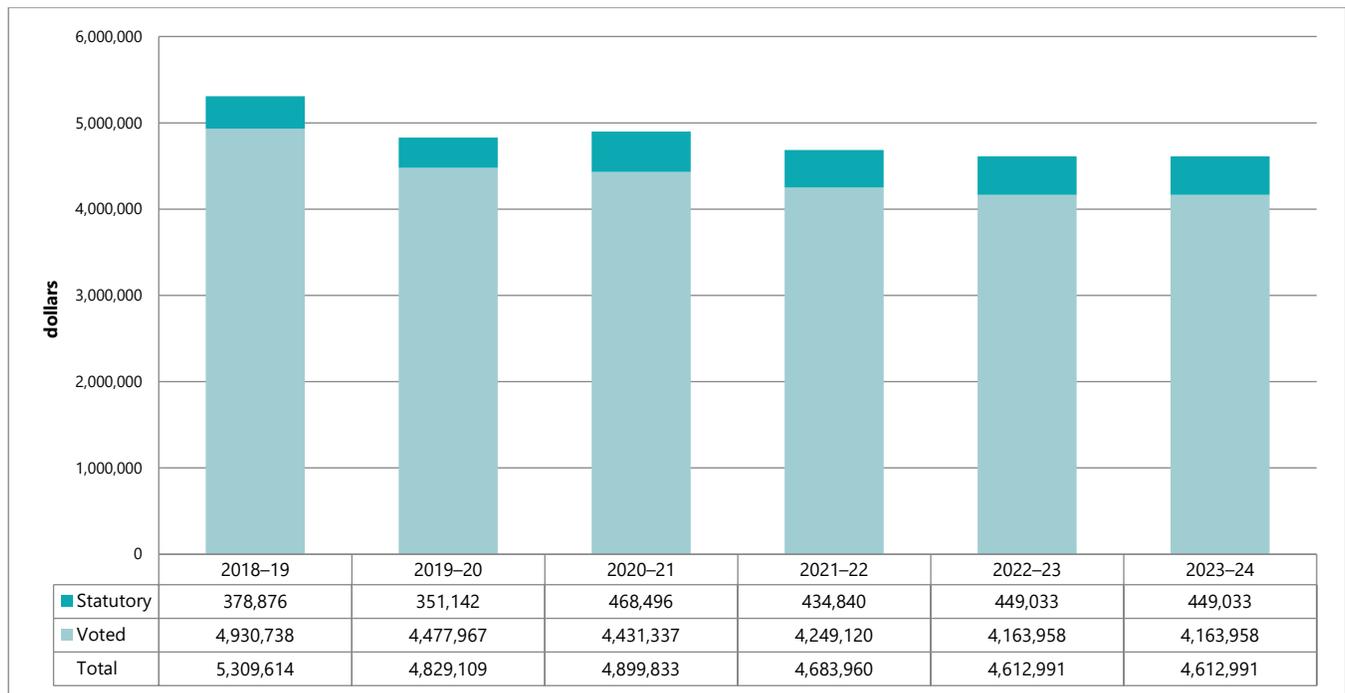
Spending and human resources

This section provides an overview of our planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years' actual spending.

PLANNED SPENDING

Departmental spending 2018-19 to 2023-24

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



Over the years, our core planned spending levels have remained stable. In 2018-19 and 2019-20, a special fund was used for expenditures linked to the relocation of our office. In 2020-21, increased planned spending is primarily related to compensation for signed collective agreements and corresponding adjustments to the Employee Benefits Plan.

Planned spending of \$4,683,960 for 2021-22 reflects currently approved resources and an estimated carryforward of lapsed funds from 2020-21.

Budgetary planning summary for core responsibility and internal services

The following table shows actual, forecast and planned spending for our core responsibility and internal services for the years relevant to the current planning year.

Core responsibility and internal services	2018-19 expenditures	2019-20 expenditures	2020-21 forecast spending	2021-22 budgetary spending (as indicated in Main Estimates)	2021-22 planned spending	2022-23 planned spending	2023-24 planned spending
Regulation of lobbying	3,281,717	3,257,743	3,676,952	3,599,949	3,660,963	3,589,994	3,589,994
Internal services	2,027,897	1,571,366	1,222,881	1,022,997	1,022,997	1,022,997	1,022,997
Total	5,309,614	4,829,109	4,899,833	4,622,946	4,683,960	4,612,991	4,612,991

In 2018-19 (\$870,000) and 2019-20 (\$350,000), a special fund was used for expenditures linked to the relocation of our office. Relocation costs are reflected in the internal services expenditures.

When comparing 2020-21 forecast spending to 2021-22 planned spending, the \$215,873 decrease in 2021-22 expenditures is mainly attributable to collective agreement retroactive payments (\$188,000) and corresponding adjustments to the Employee Benefits Plan (\$26,000) incurred as expenses in 2020-21.

Planned spending of \$4,683,960 for 2021-22 reflects currently approved resources and an estimated carryforward of lapsed funds from 2020-21. Planned expenditures for 2022-23 and 2023-24 are in line with the approved authorities for 2021-22.

PLANNED HUMAN RESOURCES

The following table shows actual, forecast and planned full-time equivalents (FTEs) for the core responsibility in our departmental results framework and for internal services for the years relevant to the current planning year.

Human resources planning summary for core responsibility and internal services

Core responsibility and internal services	2018-19 actual	2019-20 actual	2020-21 forecast	2021-22 planned	2022-23 planned	2023-24 planned
Regulation of lobbying	22	22	24	24	24	24
Internal services	6	6	4	4	4	4
Total	28	28	28	28	28	28

Our staffing level has remained constant at 28 employees for the last few years. The human resources for 2021-22 and future years reflect the currently approved resources.

ESTIMATES BY VOTE

Information on our organizational appropriations is available in the [2021-22 Main Estimates](#).²

CONDENSED FUTURE-ORIENTED STATEMENT OF OPERATIONS

The condensed future-oriented statement of operations provides an overview of our operations for 2020-21 to 2021-22.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of this departmental plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available [on our website](#).³

Condensed future-oriented statement of operations for the year ending March 31, 2022

Financial information	2020-21 forecast results	2021-22 planned results	Difference: 2021-22 planned minus 2020-21 forecast
Total expenses	5,787,763	5,457,971	(329,792)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	5,787,763	5,457,971	(329,792)

When comparing 2021-22 planned results to 2020-21 forecast results, the \$329,792 variance is explained by a decrease in personnel costs of \$223,339 primarily linked to the signing of a collective agreement, a decrease in amortization costs of \$57,978 due to some assets that have been fully amortized, a decrease of \$73,626 in professional services, and an increase of \$25,151 in IT-related expenditures.

Additional information

ORGANIZATIONAL PROFILE

Institutional head

Nancy Bélanger, Commissioner of Lobbying of Canada

Enabling instrument

*Lobbying Act, R.S.C. 1985, c. 44 (4th Supp.)*⁴

Year of incorporation

2006

Ministerial portfolio

Treasury Board

Other

For administrative purposes, the President of the Treasury Board tables our departmental plans and departmental results reports in Parliament.

RAISON D'ÊTRE, MANDATE AND ROLE

The Commissioner of Lobbying is an independent Agent of Parliament responsible for regulating federal lobbying activities.

The Office of the Commissioner of Lobbying ensures transparent and ethical lobbying by administering the *Lobbying Act* and the *Lobbyists' Code of Conduct*. Responsibilities of the Office include maintaining a searchable registry of information reported by lobbyists, providing education to stakeholders about lobbying requirements, and verifying that lobbyists are compliant.

More information about who we are and what we do is available [on our website](#).³

OPERATING CONTEXT

Information on our operating context is available [on our website](#).³

REPORTING FRAMEWORK

Office of the Commissioner of Lobbying of Canada Departmental results framework and program inventory of record for 2021-22		Internal services
Core responsibility: Regulation of lobbying		
Results:	Indicators:	
Lobbyists and public office holders understand the requirements of the <i>Lobbying Act</i> and the <i>Lobbyists' Code of Conduct</i>	Change in stakeholders' level of understanding of federal lobbying requirements	
Lobbyists register and report their lobbying activities in compliance with the <i>Lobbying Act</i>	Percentage of registrations by lobbyists not requiring correction	
	Percentage of verified monthly communication reports by lobbyists not requiring correction	
	Percentage of on-time new registrations by lobbyists	
	Percentage of on-time monthly communication reports by lobbyists	
Program inventory:		
Registration Services and Compliance		

SUPPORTING INFORMATION ON THE PROGRAM INVENTORY

Supporting information on planned expenditures, human resources, and results related our program inventory is available in [GC InfoBase](#).¹

SUPPLEMENTARY INFORMATION TABLES

The following supplementary information tables are available [on our website](#).³

- Sustainable development strategy
- Gender-based analysis plus

FEDERAL TAX EXPENDITURES

This departmental plan does not include information on tax expenditures that relate to our planned results for 2021–22.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).⁵ This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

ORGANIZATIONAL CONTACT INFORMATION

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Email: info@lobbycanada.gc.ca

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Appendix: definitions

appropriation (crédit)

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

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 a department over a 3-year period. Departmental plans are tabled in Parliament each spring.

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 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)

The department's core responsibilities, departmental results and departmental result indicators.

departmental results report (rapport sur les résultats ministériels)

A report on the 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 and what doesn't. 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. 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.

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

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

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.

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 up to the expected result.

planned spending (dépenses prévues)

For departmental plans and departmental results reports, planned spending refers to those amounts 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.

priority (priorité)

A plan or project 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 departmental results.

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

result (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.

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.

Endnotes

- 1 GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- 2 2021–22 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- 3 Office of the Commissioner of Lobbying of Canada website, <http://www.lobbycanada.gc.ca/>
- 4 Justice Canada – Lobbying Act, R.S.C., 1985, c. 44 (4th Supp.), <http://laws.justice.gc.ca/eng/acts/L-12.4/>
- 5 Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>