



LOBBYIST REGISTRARS AND COMMISSIONERS ANNUAL CONFERENCE

2013-2014 ACTIVITY REPORT EXTRACTS

VICTORIA, SEPTEMBER 2014

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2013-2014 HIGHLIGHTS

TO MAKE THE APPLICABLE RULES BETTER KNOWN AND TO ENCOURAGE PLAYERS TO INTEGRATE THE CONCERN OF TRANSPARENCY AND ETHICS IN THEIR INFLUENCE COMMUNICATIONS

3,118 The number of people who took part in 146 training activities to raise awareness about the Lobbying Transparency and Ethics Act and the Code of Conduct for Lobbyists organized by the office of the Lobbyists Commissioner, in particular during the tour of the regions. The number of participants can be broken down as follows: 1,007 lobbyists, 1,767 public office holders and 344 citizens. The number of training sessions increased by 109% over the last year.

1,037 The number of requests for information from lobbyists, public office holders, journalists and citizens processed by the office of the Lobbyists Commissioner. During the last year alone, the number of requests for information increased by 61%.

6 The number of regions visited by the Commissioner during the 2013-2014 year as part of a tour of Québec's 17 administrative regions that will continue until November 2014. During 2013-2014, the Commissioner visited the Montréal, Laurentides, Lanaudière, Mauricie, Centre-du-Québec and Montérégie regions.

586 The number of lobbyists and public office holders made directly aware of the Act and the Code at one of six symposiums or trade fairs where the office of the Lobbyists Commissioner had an information stand.

3,988 The number of subscribers to the Commissioner's newsletter. During the 2013-2014 year, four issues of the newsletters were produced and distributed.

TO MAXIMIZE THE MONITORING AND CONTROL OF LOBBYING ACTIVITIES

476 The number of monitoring and control activities completed during 2013-2014.

35 The number of reports by citizens, public office holders and lobbyists received by the office of the Lobbyists Commissioner, an increase of 9% compared to the 32 reports received in 2012-2013.

13 The number of inspections and inquiries launched on the initiative of the office of the Lobbyists Commissioner.

20 The number of lobbyists or senior officers who received a notice issued by the Lobbyists Commissioner concerning 116 infringements of the Act or the Code observed during an inspection.

4 The number of lobbyists or senior officers who received a notice issued by the Lobbyists Commissioner concerning 21 breaches of the Act or the Code observed during an inquiry.

72 The number of files in which 97 breaches of the Act or the Code were observed during monitoring activities.

205 The number of letters sent following checks of late returns in the registry of lobbyists.

5,323 The number of lobbyists entered in the registry of lobbyists who had at least one active mandate during 2013-2014. This is an increase of 46% compared to 2012-2013, when there were 3,654 active lobbyists.

TO DEVELOP THE APPLICABLE RULES AND ENSURE ACCOUNTABILITY, THE LOBBYISTS COMMISSIONER:

APPEARED before the Committee on Institutions during its examination of the report *Propositions de modifications à la Loi sur la transparence et l'éthique en matière de lobbyisme* ("Proposed amendments to the Lobbying Transparency and Ethics Act").

RELEASED the conclusions of a study completed in partnership with the research chair on democracy and parliamentary institutions at Université Laval. The study concerned the perceptions of public office holders, in particular concerning the application of the Act.

ORGANIZED, with the Research chair on democracy and parliamentary institutions, the symposium *Le lobbyisme et la transparence à un moment décisif* ("Lobbying and transparency at a turning point") in the Legislative Council Chamber at the National Assembly.

PREPARED an overview of the integration of the culture of transparency and ethics in public institutions by the players concerned. Bringing together both qualitative and quantitative data, the overview reviews the progress made from 2002 to 2013.

APPEARED before the Committee on Institutions during its examination of the 2007-2008 to 2011-2012 activity reports, the guidelines and the administrative management of the Lobbyists Commissioner.

DRAFTED the *2014-2018 Strategic Plan: Transparency, a shared responsibility*.

MESSAGE FROM THE LOBBYISTS COMMISSIONER

An Act that remains more relevant than ever!

At a time when the themes of ethics, transparency and the sound management of public funds are at the heart of Quebecers' concerns and the government's political actions, when public institutions must focus on concrete, sustainable solutions to counteract the trust deficit they have incurred, and when enterprises and organizations must look critically at their ways of dealing with public institutions, the Lobbying Transparency and Ethics Act clearly remains more relevant than ever.

Behind the rules governing lobbying activities lie two fundamental objectives: transparency and the sound exercise of lobbying activities. The legislator recognizes that the lobbying of public office holders is a legitimate activity, but considers it essential for the public to have access to the information it needs to know who is trying to exert an influence, over which public institutions, and for what purpose. To ensure the proper exercise of lobbying activities, rules of conduct based on the values of respect for institutions, honesty, integrity and professionalism are incorporated into the Code of Conduct for Lobbyists.

In April 2013, I appeared before the members of the National Assembly's Committee on Institutions to emphasize the need to amend the Lobbying Transparency and Ethics Act as quickly as possible. As I pointed out, the best way to allow systems based on collusion and corruption to flourish, as described at the Charbonneau Commission hearings, was to allow them to remain in the shadows. This is why organizations such as Transparency International state that to fight corruption, there must be more transparency and a stronger accountability requirement, and situations must be brought to light quickly before they degenerate. I consider that we all have a role to play, if we believe in this approach. We must act now, firmly, to achieve greater transparency.

Transparency, a shared responsibility!

To ensure that the democratic objectives of this public legislation are achieved, all the players concerned must discharge their responsibilities and must each take the necessary steps, in turn, to ensure transparency and ethics in influence communications with public institutions.

It is important to remember that under the Act, lobbyists must enter their lobbying activities in the registry of lobbyists and comply with the other requirements imposed by the Act and the Code of Conduct for Lobbyists. Public office holders must ensure that lobbyists have complied with their obligations in connection with the influence communications they receive. It should be noted here that the public office holders' responsibility to ensure that lobbyists comply with the Act and register in the registry of lobbyists results from the citizens' right to know about lobbying activities. Citizens, in turn, must be aware that the registry exists for their benefit and that it is to their advantage to remain vigilant with respect to lobbying activities. Citizens can take part in a public debate at the appropriate time, in other words before decisions are made, only if they have been informed about the influence communications that have been directed at public institutions. When influence communications are declared in the registry of lobbyists, the objective of transparency is achieved.

In accordance with the mission set out in the Act, we continue to take action to ensure compliance with the Act and the Code of Conduct for Lobbyists.

Integration of the culture of transparency and ethics in the lobbying field

In February 2014, during the symposium *Le lobbyisme et la transparence à un moment décisif* (“Lobbying and transparency at a turning point”), held in the Legislative Council Chamber at the National Assembly, we released the document *Encadrement du lobbyisme: où en est le Québec? Bilan 2002-2013* (“Regulating lobbying: How is Quebec faring? 2002-2013 overview”). In this overview, we described the degree to which players have integrated the culture of transparency and ethics in public institutions. The main observations in this overview became the basis for the issues and guidelines targeted in our third strategic plan, which will cover the period 2014 to 2018. Briefly, we review here the three main observations.

1. The culture of transparency continues to progress despite ongoing scepticism

For a large segment of the population, the question of lobbying still raise doubts and scepticism. It is generally associated with the kind of discrete, and even secret, activities that encourage shadowy transactions. However, over the last 12 years, the work done to raise awareness by the office of the Lobbyists Commissioner, along with monitoring and control activities, has demystified some deeply-anchored beliefs, for example that lobbying is illegitimate and often close to corruption, and helped to ensure greater transparency in the field of lobbying. The number of registrations in the registry of lobbyists has grown considerably in recent years. On March 31, 2014, the number of lobbyists with at least one active mandate during the years reached 5,323, a 46% increase compared to the previous year, when the number of active lobbyists was 3,654.

It appears likely that the marked increase since 2012 can be traced back to various awareness-raising campaigns and to monitoring and control by the office of the Lobbyists Commissioner, and possibly also to the adoption and application of measures by public institutions to ensure compliance with the Act. The ongoing hearings of the Charbonneau Commission have also led to more registrations.

However, it is clear that the registry does not fully reflect the actual lobbying of public institutions covered by the Act. The print and electronic media are full of information tending to show that the entries in the registry of lobbyists do not constitute a complete record of all the lobbying activities directed at parliamentary, governmental and municipal institutions in Québec. Some lobbying still takes place outside the framework of transparency.

2. The key role played by public office holders

There is still a major gap between the way in which public office holders perceive their role under the Act, and the actual actions they take to manage influence communications in their environment. This is one of the findings of a study of lobbying activities conducted by the research chair on democracy and parliamentary institutions. For example, although they are aware of their responsibility for ensuring compliance with the Act, only 27% of public office holders stated, in 2012, that they had encouraged a lobbyist to enter his or her lobbying activities in the registry. This is why, for the last 12 years, my team and I have asked public office holders to ensure that the lobbyists who approach them are registered in the registry of lobbyists as required by the Act. They may ask lobbyists directly if they are registered, or they can easily check their registration. Public office holders should refrain from dealing with lobbyists who fail to register. They should not agree to work with people who refuse to comply with the Act.

3. Growing media and public interest

There is increasing media interest in the question of compliance with the rules governing lobbying, in the mandates recorded by lobbyists in the registry of lobbyists, in the results of inspections and inquiries by the office of the Lobbyists Commissioner, and in the need to strengthen the Lobbying Transparency and Ethics Act.

Citizens, too, appear to be paying more attention to the lobbying of public institutions, based on the growing number of consultations of the registry of lobbyists. In 2013-2014, the registry was consulted 110,338 times, compared to 43,176 in 2010-2011, representing an increase of 156% over three years. In addition, public interest is reflected in the substantial increase in the number of requests for information sent to the office of the Lobbyists Commissioner: the 1,037 requests received in 2013-2014 represented an increase of 61% over a single year.

Continuation of work to obtain legislative amendments

Over the past year, we have continued our work on the legislative amendments to be made to the Lobbying Transparency and Ethics Act. On April 17, 2013, I appeared before the National Assembly's Committee on Institutions which was examining our report, Propositions de modifications à la Loi sur la transparence et l'éthique en matière de lobbyisme ("Proposed amendments to the Lobbying Transparency and Ethics Act"), tabled in the National Assembly on May 9, 2012. Our 105 recommendations, in particular concerning ways to simplify and clarify the Act and specify certain provisions, would make it far easier to apply and understand.

On September 19 and 24, 2013, the National Assembly's Committee on Institutions held a special consultation and public hearings on our report Propositions de modifications à la Loi sur la transparence et l'éthique en matière de lobbyisme ("Proposed amendments to the Lobbying Transparency and Ethics Act"). In December 2013, the Committee tabled a report in which it recommended a revision of the Act. It suggested appropriate changes to meet the objectives of the Act more effectively and to simplify the process of registration in the registry of lobbyists, making it more accessible and user-friendly.

To continue the work begun by the National Assembly, and in light of the importance of the issues targeted by the legislation on lobbying activities, I can only reiterate to the members of the National Assembly the importance of amending the Act without delay.

It is important to remember that at the five-year review of the Act in 2008, several players with an interest in the rules governing lobbying activities stated that they were in favour of major amendments to the Act. Six years later, the context has continued to evolve. First, public office holders, lobbyists and the general public are even more concerned about the questions of transparency and ethics. Second, the office of the Lobbyists Commissioner has gained extensive experience and, in addition, the current registry will have to be extensively upgraded soon before it becomes technically outmoded. All of these reasons create a special opportunity to review the Act in depth and to make essential changes in order to fully achieve the objectives of transparency and the proper conduct of lobbying activities.

Review of achievements during the year

This activity report describes the work of the organization I direct to increase transparency in situations in which influence is exercised. The results, once again, go beyond those achieved in the 2013-2014 year, and make me especially proud given that I have only a small team of 29 people to pursue the tasks that form our mission. I would like to offer my warmest thanks to all the members of my team; their commitment and rigorous work help us attain the ambitious objectives we have set and to ensure that transparency and ethics continue to gain ground over the culture of secrecy.

Québec Lobbyists Commissioner

A handwritten signature in black ink, reading "François Casgrain". The signature is written in a cursive style with a large initial 'F' and a small 's' at the end.

M^e François Casgrain
Québec, June 2014

RESULTS OF THE 2010-2014 STRATEGIC PLAN

ORIENTATION 1: GET ALL THE PLAYERS TO INCORPORATE THE CONCERN FOR TRANSPARENCY AND ETHICS INTO INFLUENCE COMMUNICATIONS

For the first orientation, during the period covered by the strategic plan, the office of the Lobbyists Commissioner devoted its efforts to ensuring that all players adhered to the ideas of transparency and the proper conduct of lobbying activities. The 2010-2014 strategic plan was designed to make transparency and ethics a major concern. This meant that an extra effort was necessary to make all the parties involved, namely lobbyists, public office holders and citizens, aware of the question of influence communications in order to ensure compliance with the Act and the Code of Conduct for Lobbyists.

Over the last four years, the office of the Lobbyists Commissioner has informed 2,640 lobbyists of their duties and obligations during 85 support and assistance activities. Similarly, it made over 6,000 public office holders more aware of the role they must play to ensure compliance with the Act during 195 targeted training activities. Last, it informed citizens of their right to know during 36 activities on lobbying organized for the general public, which reached over 777 people.

Several of these activities took place as part of a tour of Québec's 17 administrative regions. The tour, which will end in November 2014, gave the Lobbyists Commissioner an opportunity to promote the transparency objectives in the Act for the benefit of elected officials, public administrators, representatives of the business community, university teachers and students, the media and citizen groups.

To help institutions identify lobbying practices and establish rules to manage influence communications in their specific environment, the office of the Lobbyists Commissioner offered its assistance to several government departments and bodies and several municipalities. For example, it was involved in drawing up lobbying maps, drafting documents on lobbying and the awarding of public contracts, and creating tools to assess the extent of lobbying activities within public institutions. In addition, the Lobbyists Commissioner sent recommendations to the mayors and general managers of all municipalities in Québec concerning the measures to be included in their contract management policies to ensure compliance with the Lobbying Transparency and Ethics Act. For this purpose, the Commissioner examined the contract management policies of 922 municipalities and 68 regional county municipalities to see whether they matched the suggested model.

Work was also completed to make sure that all the information needed for the full achievement of the Act's objectives was easily accessible on the Lobbyists Commissioner website. During the period covered by the 2010-2014 strategic plan, over 80,000 single hits were recorded on the Lobbyists Commissioner website. A self-assessment tool was created for lobbyists. Entitled *Lobbyisme ou non ?* ["Is this lobbying or not?"], it allowed lobbyists to determine quickly whether their activities comply with the Act. Since it was placed on-line, the tool has been viewed by 5,873 visitors, helping increase compliance with the Act and Code.

To ensure that the Act and Code are taken into account at the legislative, regulatory and administrative levels, the Commissioner intervened at every possible opportunity, including the examinations of Bill 109, the Municipal Ethics and Good Conduct Act, and Bill 1, the Integrity in Public Contracts Act.

Last, the office of the Lobbyists Commissioner consolidated its partnerships and introduced new methods of collaboration during the period covered by the strategic plan to encourage all stakeholders to take the Act and Code into account. Some collaborative work was designed to share key information about evolving practices within the public administration and also to share the Commissioner's experience in this field.

ORIENTATION 2: MAXIMIZE MONITORING AND CONTROL OF LOBBYING ACTIVITIES

Considering the broad scope of the Act and the large number of public decisions targeted, this orientation was designed to establish a fair balance between the investigatory effort needed to ensure compliance with the Act and Code and the outcomes achieved, given the resources deployed. The cases investigated were chosen on the basis of the issues and the risks they presented for the application of the Act and Code. As a result, all the actions undertaken in the form of monitoring, inspection and inquiry activities were targeted and timed on the basis of the target outcome.

During the reference period, and in view of the fact that the orientation also targeted firmer action with lobbyists who failed to comply with the Act and Code, breach notices were issued following inspections and inquiries. They were sent to the senior officers or lobbyists concerned when breaches of the Act or the Code of Conduct were observed but where penal prosecutions were not possible because of the time bar. The breaches included, for example, lobbyists who were not registered in the registry when exercising lobbying activities or who failed to enter all their lobbying activities.

In addition, since the second quarter of 2013-2014, 205 lobbyists or senior officers have received a letter for late returns in the registry of lobbyists.

During the four-year period covered by the strategic plan, 49 general statements of offence were forwarded to the Director of Criminal and Penal Prosecutions following inquiries conducted by the Commissioner. In addition, disciplinary measures were taken against three people because of grave or repeated breaches of the rules.

Last, during the last year of the strategic plan, almost one third of monitoring activities led to a regularization of registration in the registry of lobbyists by a senior officer or a lobbyist acting on behalf of an enterprise or organization.

All these actions demonstrate the office of the Lobbyists Commissioner's goal of taking firmer action to encourage lobbyists to comply with the Act and the Code.

ORIENTATION 3: CONTRIBUTE TO A BETTER UNDERSTANDING OF THE RULES AND THEIR EVOLUTION

This orientation was designed to ensure a better understanding of the rules governing lobbying activities and to ensure that they could evolve in a way that allowed transparency and the proper use of influence communications to be taken into account on a daily basis, and even prior to the public decision-making process.

To promote a better application of the rules, amendments to the Act are needed. Over the last four years, the office of the Lobbyists Commissioner has led the movement for amendments to the Act, conducting an in-depth review of the Act in order to propose legislative amendments to the members of the National Assembly. As part of this review, the office of the Lobbyists Commissioner looked in

more detail at and documented the problems connected with the interpretation and application of the Act. Then, on May 9, 2012, the Lobbyists Commissioner tabled a major report in the National Assembly. The report, entitled Propositions de modifications à la Loi sur la transparence et l'éthique en matière de lobbyisme ("Proposed amendments to the Lobbying Transparency and Ethics Act"), contained 105 recommendations for legislative amendments in order to provide input for the parliamentary debate. On April 17, 2013, the Commissioner appeared before the National Assembly's Committee on Institutions during its examination of the report and recommendations. After holding consultations and public hearings, the Committee on Institutions asked the Minister responsible for the administration of the Act to follow up on its work and complete an in-depth revision of the Act. Despite all this work, no legislative amendment has yet been made, and the Commissioner intends to continue his efforts to obtain a rapid revision of the Act.

The training and awareness-raising activities organized by the office of the Lobbyists Commissioner helped improve understanding of the Act and Code. A study by the research chair on democracy and parliamentary institutions, completed in 2012, shows that 60% of public office holders say that they are aware of the Act, compared to 54% in 2006. The data shows a progression in knowledge of the Act, despite the constant renewal of public office holders in public institutions.

Last, during the period covered by the strategic plan, the start of a culture shift resulting from the new rules on lobbying activities could be observed. The number of registrations in the registry of lobbyists continued to grow, reaching 5,323 in 2013-2014, while an increasing number of lobbyists and public office holders contact the office of the Lobbyists Commissioner to make sure that they are in compliance, or to ask the Commissioner to ensure compliance with the Act. For example, 1,037 requests for information were received during the 2013-2014 year, an increase of 61% compared to the previous year.

ORIENTATION 4: ENHANCE THE STAFF'S COMMITMENT, QUALITY AND KNOW-HOW

The goal of this orientation was to support skills development and highlight expertise, to maintain and develop a working environment and atmosphere conducive to staff attraction and commitment, to optimize operational and management processes, and to enhance collaboration and information-sharing practices within the office of the Lobbyists Commissioner.

Since the performance of the office of the Lobbyists Commissioner clearly depends on the quality and commitment of its staff, special attention was paid to professional development and the valorization of the expertise developed in recent years. Over the last three years, 100% of staff members at the office of the Lobbyists Commissioner have received training in their professional field. In addition, an increasing number of staff valorization and mobilization activities are held each year. A survey of staff members at the office of the Lobbyists Commissioner, conducted in 2012, *Sondage sur la satisfaction du personnel et le climat organisationnel* ("Survey of the staff satisfaction and organizational climate"), showed an overall employee satisfaction rate of 79%. In short, the office of the Lobbyists Commissioner is a stimulating workplace that is appreciated by staff members.

Last, a number of operational and management processes have been reviewed or optimized to increase the effectiveness and efficiency of the office of the Lobbyists Commissioner. In addition, collaboration and information-sharing within the office of the Lobbyists Commissioner have also contributed to the performance results.

STRATEGIC GUIDELINES FOR THE NEXT FOUR YEARS

The third strategic plan of the office of the Lobbyists Commissioner, based on the theme “Transparency, a shared responsibility”, covers the period from April 1, 2014 to March 31, 2018. The plan lays the groundwork for the actions to be implemented by the office of the Lobbyists Commissioner over this four-year period, and reflects the scope of the challenges that must be faced in order to fully achieve the objectives of the Lobbying Transparency and Ethics Act and the Code of Conduct for Lobbyists.

The strategic plan is based on the premise that all the players targeted by the Act, namely lobbyists, public office holders, citizens and the office of the Lobbyists Commissioner, must each play their assigned role in order to give full effect to the public’s right to know who is attempting to influence public institutions.

Lobbyists must declare their lobbying activities in the registry of lobbyists and comply with the other obligations imposed by the Act and Code. Public office holders must ensure that lobbyists have met their obligations in connection with the influence communications they receive. Citizens must be made aware that the registry exists for their benefit and that they must remain vigilant to ensure that all lobbying activities are registered as required, in keeping with the objective of maintaining transparency in debates and decisions. Last, the office of the Lobbyists Commissioner must, in keeping with its mission, ensure compliance with the Act and Code while promoting transparency, legitimacy and the proper conduct of lobbying activities.

This strategic plan does not represent a break with the preceding plan. This reflects continuity in the mission of the office of the Lobbyists Commissioner, which has not in itself changed. However, almost 12 years after the Lobbying Transparency and Ethics Act was passed unanimously by the National Assembly, the new plan focuses on ways to enhance compliance with the provisions of the Act and the Code of Conduct for Lobbyists.

To achieve its goal, the plan sets out guidelines to encourage all players to follow their assigned role, to increase the capacity of the office of the Lobbyists Commissioner for monitoring and control, to act with more firmness against persons who still fail to comply with the Act, and to continue efforts to obtain legislative amendments.

The review process that preceded the drafting of this plan led to an agreement that, to pursue our mission successfully and deal with the challenges we face, we must be able to rely on a committed team and an effective organization. This means that we must recognize and encourage the commitment, potential, expertise and excellence of staff members in the office of the Lobbyists Commissioner. It also means that we must improve the quality of our services and increase our capacity to act by optimizing some of our operational and management processes.

More than ever before, the themes of ethics, transparency and the sound management of public funds are at the heart of Quebecers’ concerns. Their confidence in public institutions has been shaken. We are at a crossroads, but I am confident that the institution I direct will be able, once again, to contribute significantly to an increase in public trust, a fundamental aspect of our democratic system.

Our mission

Ensure compliance with the Act and the Code of Conduct for Lobbyists and promote transparency, legitimacy and the proper conduct of lobbying activities in order to give full effect to the public's right to know who is attempting to influence public institutions.

Our vision

Exercise leadership and play a key role in the areas of transparency and the regulation of lobbying activities, and help re-establish public trust in public institutions.

Our jurisdiction

The Lobbying Transparency and Ethics Act was passed unanimously by the National Assembly in 2002. It applies to all lobbying of public office holders working in parliamentary institutions, in the roughly 300 departments, enterprises and agencies of the Québec government, and in over 2,200 municipalities and municipal and supramunicipal bodies.

In addition to its broad scope, the Act also covers a wide range of decisions, such as those relating to the development, introduction, amendment or defeat of any legislative or regulatory proposal or resolution. It also covers a large number of administrative acts, such as decisions relating to policies, programs or action plans, decisions relating to the issue of any permit, licence, certificate or other authorization, decisions relating to the awarding of any contract or any grant or other financial benefit, and decisions relating to the appointment of any public office holder.

Our values

Transparency

Transparency lies behind all our actions and is one of the values inherent in our mandate. It applies to our decisions and the reasons on which they are based, to the way in which they are made and, in general, to access to information.

Respect

Another key concern is respect, as reflected in consideration for all the people with whom we interact. We show courtesy, attentiveness, discretion and diligence in all our relationships.

Objectivity

Objectivity, the foundation for our actions and decision-making process, is demonstrated by compliance with the applicable rules and fair treatment for all. We ensure that we remain objective in our decisions, apply no partisan considerations and avoid all forms of discrimination and personal preference.

Coherency

Organizational coherency is a sign of sound internal communications and cohesion between departments. It gives rise to trust and respect. The office of the Lobbyists Commissioner seeks at all times to increase coherency between its messages and its actions and to avoid contradictory signals.

Excellence

Excellence is a state of mind that we aim for in order to surpass ourselves, display imagination and curiosity, and develop recognized skills in the supervision of lobbying activities. The office of the Lobbyists Commissioner targets excellence in the effectiveness, efficiency and quality of all its actions.

SUMMARY OF THE 2014-2018 STRATEGIC PLAN	
ISSUE 1 : KNOWLEDGE OF AND COMPLIANCE WITH THE ACT	
ORIENTATION 1 : ENCOURAGE ALL PLAYERS TO TAKE RESPONSIBILITY FOR THEIR ROLES WITH RESPECT TO LOBBYING ACTIVITIES	ORIENTATION 2 : INCREASE OUR MONITORING AND CONTROL ACTIVITIES, AND TAKE FIRMER ACTION
KEY ACTIONS, OBJECTIVES, INDICATORS AND TARGETS	
AWARENESS AND SUPPORT	COMPLIANCE WITH RULES
<p>1.1 Increase awareness and support lobbyists, enterprises and organizations to ensure compliance with the Act and the Code</p> <p>Number of awareness-raising activities completed with lobbyists</p> <p>Annual average of 15 awareness-raising activities</p> <p>Annual average of 450 lobbyists reached</p>	<p>2.1 Strengthen the registration monitoring and supervision mechanisms in all sectors of the work of the office of the Lobbyists Commissioner.</p> <p>Percentage of cases where the time limit for filing a return in the registry is monitored :</p> <p>100% of cases</p> <p>Identification and implementation of improvements to the mechanism for the monitoring and supervision of entries</p> <p>2014-2015 : Improvements identified</p> <p>2014-2018 : Improvements implemented</p>
<p>1.2 Increase the awareness of and support public office holders to encourage them to play their part in achieving the objectives of the Act</p> <p>Number of public institutions reached</p> <p>100% of government departments and bodies, local municipalities and regional county municipalities</p> <p>Number of awareness-raising activities completed with public office holders</p> <p>Annual average of 25 awareness-raising activities</p> <p>Annual average of 1,000 public office holders reached</p>	<p>2.2 Increase the number of inspections and inquiries made at the initiative of the office of the Lobbyists Commissioner while maintaining the number of cases monitored</p> <p>Percentage increase in the number of inspections and inquiries</p> <p>25% increase</p> <p>Number of cases monitored</p> <p>Annual average of 435 cases monitored</p>
<p>1.3 Implement methods to encourage institutions to identify lobbying activities and introduce the best possible measures to ensure compliance with the rules governing lobbying activities in their environment</p> <p>Methods implemented</p> <p>2014-2015: Identification of means</p> <p>2014-2018: Implementation of the means identified</p>	<p>2.3 Act more firmly against offenders</p> <p>Drafting of a strategy</p> <p>2014-2015: Strategy drafted</p> <p>2014-2018: Strategy implemented</p> <p>Percentage of breaches observed for which action is taken against the offender</p> <p>100% of breaches observed</p>
VISIBILITY AND COMMUNICATION	MONITORING AND CONTROL CAPACITY
<p>1.4 Ensure the visibility of the office of the Lobbyists Commissioner for citizens by its presence in the public arena and in media</p> <p>Number of participations in public debates and media activities</p> <p>Minimum of 8 participations per year</p>	<p>2.4 Reduce processing times and the time devoted to monitoring, inspections and inquiries</p> <p>Percentage reduction in processing times</p> <p>Reduction of 2% per year for monitoring activities</p> <p>Reduction of 4% per year for inspection and inquiry activities</p> <p>Percentage reduction in time</p> <p>Reduction of 2% per year for monitoring, inspection and inquiry activities</p>
<p>1.5 Increase media and public interest in the registry of lobbyists and the rules governing lobbying activities</p> <p>Methods established to raise media and public interest</p> <p>2014-2015: Identification of a strategy</p> <p>2014-2018: Implementation of the strategy</p>	
<p>1.6 Improve the communications tools used by the office of the Lobbyists Commissioner</p> <p>Number of tools improved or developed</p> <p>2014-2015: Identification of tools</p> <p>2014-2018: Improvement or development of the tools identified</p>	

ISSUE 2: IMPROVEMENTS TO THE RULES AND REGISTRY	ISSUE 3: A COMMITTED TEAM AND HIGH-PERFORMANCE ORGANIZATION	
ORIENTATION 3 : EVOLVE THE REGULATORY FRAMEWORK FOR AND TRANSPARENCY OF LOBBYING ACTIVITIES	ORIENTATION 4 : RECOGNIZE AND ENCOURAGE STAFF COMMITMENT, POTENTIAL, EXPERTISE AND EXCELLENCE	ORIENTATION 5 : INCREASE THE CAPACITY OF THE OFFICE OF THE LOBBYISTS COMMISSIONER FOR ACTION AND QUALITY OF SERVICE
KEY ACTIONS, OBJECTIVES, INDICATORS AND TARGETS		
DEVELOPMENT OF RULES	SKILLS UPGRADING AND RESPONSIBILIZATION	OPERATIONAL AND MANAGEMENT PROCESSES
3.1 Continue work to ensure that the Act is amended and that responsibility for the registry is transferred to the office of the Lobbyists Commissioner Action taken to ensure that the Act is amended	4.1 Develop and deploy staff potential and expertise Percentage of employees receiving support for skills upgrading 100% of employees Staff satisfaction rate for the upgrading of potential and expertise Satisfaction rate of 80%	5.1 Optimize certain operational and management processes to increase the effectiveness and efficiency of the office of the Lobbyists Commissioner Number of processes optimized Annual minimum of two processes
3.2 Take advantage of consultation and strategic monitoring processes to remain a leader in the development of rules to supervise lobbying activities and take action as needed Consultation activities completed 2014-2015: Establishment of an advisory committee bringing together various players 2014-2018: Organization of two meetings each year Percentage of relevant draft legislation and regulations in Québec examined 100% of draft legislation and regulations Percentage of decisions relating to lobbying activities in other Canadian jurisdictions examined 100% of decisions	4.2 Support staff commitment and responsabilization Actions taken to support staff commitment and responsabilization Percentage of projects for the transformation of processes and practices in which staff members are involved 100% of projects	5.2 Implement the process to assess and take institutional risks into account Preparation and implementation of an action plan to take institutional risks into account 2014-2015: Preparation of the action plan 2014-2018: Implementation of the action plan
IMPROVEMENTS TO THE REGISTRY	WORKPLACE	IMPROVEMENTS TO SERVICES
3.3 Propose the contents of an improved registry of lobbyists taking into account possible amendments to the Act, and contribute to its implementation Proposals for improvements to the registry Proposals submitted in 2014-2015 Actions taken to contribute to the implementation of the proposed improvements	4.3 Promote a healthy, stimulating workplace Number of measures implemented to promote a healthy, stimulating workplace 6 actions per year Staff satisfaction rate Overall satisfaction rate of 80%	5.3 Establish and implement a strategy to improve service quality Strategy establish and implemented 2014-2015 : Strategy establish 2014-2018 : Strategy implemented

ISSUES AND ORIENTATIONS

Issue 1: Knowledge of and compliance with the Act

To ensure compliance with the Act and the Code of Conduct for Lobbyists, awareness-raising and support, along with monitoring and control, are all essential. All players must be made aware of the role they have to play; in addition, the ability to act of the office of the Lobbyists Commissioner must be increased, and it must act more firmly with respect to offenders.

Orientation 1: GET PLAYERS TO ASSUME THEIR PROPER ROLE IN CONNECTION WITH LOBBYING ACTIVITIES

Almost 12 years after the passage of the Act, the various players involved in lobbying activities must take full responsibility for their respective roles. For lobbyists, this means complying with the rules, while for public office holders it means checking that lobbyists have complied with the rules. Both groups must continue to receive support, but all stakeholders must be made more aware of the question of influence communications. The office's communications tools must be improved, and our public presence must be maintained in order to attract media and public attention for the registry of lobbyists and the rules governing lobbying activities.

Orientation 2: INCREASE OUR MONITORING AND CONTROL CAPACITY AND ACT MORE STRONGLY

To increase compliance with the legislative provisions governing lobbying activities, a range of methods must be deployed, in particular targeting lobbyists who still resist the idea of complying with the Act. Over the coming years, the office of the Lobbyists Commissioner will not only increase its monitoring and control ability, but will also act more firmly with those who fail to comply with the Act or the Code. It will also focus on strengthening monitoring mechanisms in all its sectors of activity, reducing file processing times, and launching more inspections and inquiries.

Issue 2: Improvements to the rules and registry

Since 2008, many different players have joined with the Lobbyists Commissioner to call for amendments to the Act passed in 2002. Despite the observations made by a number of different stakeholders, no amendments to the rules governing lobbying activities have yet been made. In addition, there have been many calls for changes to the registry of lobbyists.

Orientation 3: EVOLVE THE REGULATORY FRAMEWORK FOR AND TRANSPARENCY OF LOBBYING ACTIVITIES

There is an urgent need for an in-depth review of the provisions of the Act. To promote a broader and more uniform application of the rules, the Act must be revised. The office of the Lobbyists Commissioner intends to continue work to ensure that legislative amendments are introduced quickly. The registry of lobbyists must also be reviewed. The Lobbyists Commissioner has undertaken to contribute to its development by proposing improvements and helping to implement them. Last, in order to remain abreast of best practices at all times and to be aware of any difficulties encountered, an advisory committee will be established and consulted on a regular basis. Its members will include players wishing to make a contribution by expressing their vision or sharing their experience and

expertise in the field of lobbying. The work of the advisory committee will complement the legislative and strategic monitoring conducted by the office of the Lobbyists Commissioner in order to remain abreast of developments in the rules governing lobbying activities.

Issue 3: A committed team and high-performance organization

To meet the challenges it faces, the office of the Lobbyists Commissioner must be able to rely on a committed team and perform well as an organization able to adapt to its environment. Good performance depends, to a large extent, on the quality and expertise of staff members. In addition, approaches must be optimized and institutional risks must be taken into account.

Orientation 4: RECOGNIZE AND ENCOURAGE THE STAFF'S COMMITMENT, POTENTIAL, EXPERTISE AND EXCELLENCE

The office of the Lobbyists Commissioner firmly believes that its performance depends largely on the quality, mobilization and commitment of its staff members. It intends to maintain and develop a stimulating workplace by focusing on responsabilization, knowledge transfer and staff versatility. It will take action to ensure that staff members are able to achieve their full potential and strive for excellence.

Orientation 5: INCREASED THE INSTITUTION'S CAPACITY FOR ACTION AND QUALITY OF SERVICE

To increase its capacity for action and the quality of its services, the office of the Lobbyists Commissioner intends to reviews its operational and management processes. The number of requests for information, training and legal support, and the number of files undergoing monitoring, inspection or inquiry is increasing constantly. To meet this growing need with a limited number of staff members, certain operational and management processes will be optimized. In addition, to ensure that service delivery matches client expectations, a service quality improvement strategy will be established and implemented. Last, once institutional risks have been assessed and taken into account, action will be taken to reduce the occurrence of certain risks and their potential impact on the office of the Lobbyists Commissioner.

CONTEXT

This plan results from an institutional process in which staff members were closely involved. It is based on the experience acquired by the office of the Lobbyists Commissioner in recent years and on various elements that shape the environment for lobbying activities. It also reflects the overview created by the office of the Lobbyists Commissioner over the past year to show how the culture of transparency and ethics has been integrated by the players concerned.

The culture of transparency continues to progress despite ongoing scepticism

For a large segment of the population, the practice of lobbying still raise doubts and scepticism. It is generally associated with the kind of discrete, and even secret, activities that encourage shadowy transactions. However, the work done to raise awareness by the office of the Lobbyists Commissioner, along with monitoring and control activities, has demystified some deeply-anchored beliefs and helped to ensure greater transparency in the field of lobbying.

The number of entries in the registry of lobbyists has increased greatly in recent years. However, it must be recognized that the registry does not yet fully reflect the reality of the lobbying of public institutions covered by the Act.

Although advisors working in government or public relations appear to be more likely to fulfill their obligation to register, it is clear that enterprise are under-represented, as well as professionals holding mandates from clients, even if many of the communications they address to public institutions clearly constitute lobbying. Some lobbyists are still resistant to the idea of revealing their intentions as they attempt to influence the decisions made by public office holders for the benefit of the enterprise, organization or client on whose behalf they are acting.

The key role played by public office holders

Since the Act was passed in 2002, the public's right to know has formed an integral part of the conditions governing the exercise of responsibilities by public office holders. Lobbyists have an obligation to declare the subject-matter of their communications in the registry of lobbyists and to comply with the Code of Conduct for Lobbyists, while public office holders have a responsibility to ensure that lobbyists have met their obligations.

As reflected in the data reported in a study of lobbying activities conducted by the research chair in democracy and parliamentary institutions, there is still a major gap between the way in which public office holders perceive their role under the Act, and the actual actions they take to manage influence communications in their environment. Unless public office holders assume their responsibilities in connection with lobbying, the objectives of the Act cannot be fully met.

An act more relevant than ever

During a period when the questions of integrity, good governance and healthy democracy are a key concern, the Lobbying Transparency and Ethics Act is more relevant than ever before. However, certain amendments must be made quickly to allow it to be applied more effectively. By making the changes proposed by the office of the Lobbyists Commissioner and supported by several stakeholders concerned by the question of transparency, the members of the National Assembly could reaffirm the importance they attach to the issues targeted by the legislation on lobbying activities and to the values it promotes.

Barriers to dealing with the growing interest in the question of ethics and transparency

Since the release of the last strategic plan in 2010, the context in which the office of the Lobbyists Commissioner works has evolved considerably. The questions of ethics, transparency and integrity now attract much more attention in the public sphere.

Because of this, growing numbers of public office holders, lobbyists and citizens are turning systematically to the office of the Lobbyists Commissioner to obtain information, request training or find out more about the issues underlying the Act and the Code and the rules they enact, or to draw our attention to situations involving possible infringements of the Act or the Code of Conduct for Lobbyists.

This major growth in our activities makes it increasingly difficult to deal with the situation, given the limited resources of the office of the Lobbyists Commissioner. We have already taken direct action to optimize operational and management processes in all our sectors of activities, and we will continue to do so. However, it is clear that this effort will not be sufficient, given the scope of our mandate, the number of public institutions to which the Act applies, and the number of decisions concerned.

REGISTRY OF LOBBYISTS

The registry of lobbyists is the instrument used to ensure transparency in the lobbying of public office holders in Québec. It allows public office holders, citizens and lobbyists to identify current lobbying activities in the public administration.

With a few clicks, any person can discover whether a lobbyist is registered in the registry of lobbyists. For each lobbying mandate, the registry shows the subject-matter of the lobbying activities, the period during which lobbying takes place, the duration of the lobbying activities, the techniques of communication used and the name of the public institutions targeted.

To consult the registrations filed in the registry : www.lobby.gouv.qc.ca

Statistics of last year

Between April 1, 2013 and March 31, 2014, the number of lobbyists with at least one active mandate during the year increased by 46% compared to the same period in 2012-2013.

As of March 31, 2014, the number of lobbyists with at least one active mandate during the year was 5,323, compared to 3,654 on March 31, 2013. The lobbyists duly registered in the registry consisted of

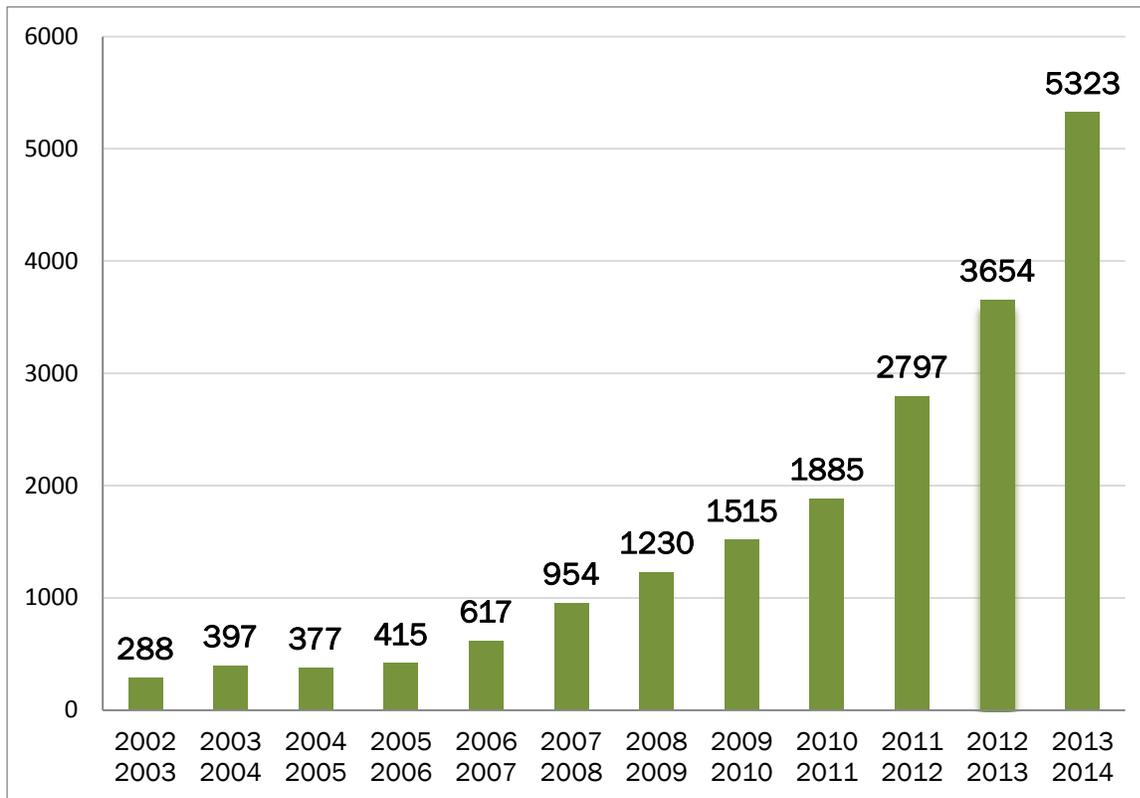
- 391 consultant lobbyists working for 1,058 clients
- 3,372 enterprise lobbyists working for 656 enterprises
- 1,560 organization lobbyists working for 337 organizations

DISTRIBUTION BY CATEGORY OF ACTIVE LOBBYISTS* REGISTERED IN THE REGISTRY OF LOBBYISTS (2002-2014)

Year	Consultant Lobbyists	Enterprise Lobbyists	Organization Lobbyists	Total
2002-2003	83	41	164	288
2003-2004	131	59	207	397
2004-2005	116	59	202	377
2005-2006	103	118	194	415
2006-2007	142	220	255	617
2007-2008	164	357	433	954
2008-2009	186	517	527	1 230
2009-2010	204	694	617	1 515
2010-2011	226	908	751	1 885
2011-2012	247	1 534	1 016	2 797
2012-2013	297	2 101	1 256	3 654
2013-2014	391	3 372	1 560	5 323

* A lobbyist is considered to be active if he or she reports at least one active mandate during a fiscal year.

CHANGE IN THE NUMBER OF ACTIVE LOBBYISTS* REGISTERED IN THE REGISTRY OF LOBBYISTS (2002-2014)



* A lobbyist is considered to be active if he or she reports at least one active mandate during a fiscal year.

Considerable progress achieved in recent years: the figures speak for themselves

Lobbyists registering in the registry for the first time

- Since 2002-2003, the first year in which the Act applied, 7,241 lobbyists have registered at one time or another in the registry of lobbyists.
- Over the last three years alone, 1,046 lobbyists or senior officers of enterprises or groups have registered for the first time in the registry of lobbyists.

Returns and notices of change filed in the registry of lobbyists

- The total number of returns and notices filed in the registry has increased by 56% over the last year. In 2013-2014, 2,036 returns and notices were filed in the registry of lobbyists, compared to 1,307 in 2012-2013.

Number of enterprises and organizations with at least one lobbyist registered in the registry of lobbyists

- The number of enterprises and organizations with at least one lobbyist registered in the registry increased by 45% over the last year. As of March 31, 2014, there were 993, compared to 684 on March 31, 2013.