



Community of Federal Regulators

ANNUAL REPORT 2016-2017



Government
of Canada

Gouvernement
du Canada

Canada 



Excerpt from the Clerk of the Privy Council's
**Twenty-Fourth Annual Report
on the Public Service of Canada**

“ The Community of Federal Regulators has shown leadership in building our regulatory capacity... It has become a hub for regulatory experimentation by mobilizing horizontal networks to co-create solutions to common regulatory challenges. It has taken professional development for the community, by the community, into its own hands. ”

“

The goal of the Community of Federal Regulators (CFR) is to foster a collaborative culture among federal organizations with regulatory responsibilities, support the application of innovative strategies in the field, and provide professional development opportunities to strengthen the skills and knowledge of today's regulatory professionals.

Over 2016-2017, the CFR has achieved progress towards these goals.

Interdepartmental Working Groups continue to tackle regulatory challenge areas, such as Administrative Monetary Penalties Systems, User Fees and eRegulations.

CFR's Communities of Practice are tackling issues from a "functional perspective" by breaking down departmental boundaries and sharing expertise/tools widely among federal employees with similar responsibilities.

Partnerships have been sought to focus in on cutting-edge technologies and strategies that would make the regulatory process more modern, effective and productive.

It was also another popular year for learning with 6300+ regulatory professionals reading our biweekly e-bulletin and participating in CFR events and meetings, (either virtually or in-person).

The CFR is a community that leads. It is a community that has taken experimentation and progress into its own hands. I would like to thank you for your continued support as the CFR embarks on a new Business Plan for 2017-2020. I look forward to the next phase of this community.

”

ANDREA LYON

Deputy Minister, Agriculture
and Agri-Food Canada &
Champion of the Community
of Federal Regulators

The CFR is an interdepartmental community working together to support the capacity of federal regulatory professionals across the country, thereby helping to build a regulatory community Canadians trust to maintain & strengthen regulations affecting health, safety, security & prosperity in a sustainable society

ABOUT THE CFR

29 PARTNER ORGANIZATIONS 2016-2017

Agriculture & Agri-Food Canada
 Canada Border Services Agency
 Canada Revenue Agency
 Canadian Environmental Assessment Agency
 Canadian Food Inspection Agency
 Canadian Nuclear Safety Commission
 Canadian Radio-television & Telecommunications Commission
 Canadian Transportation Agency
 Department of Finance Canada
 Department of Justice Canada
 Employment & Social Development Canada/Labour Program
 Environment & Climate Change Canada
 Farm Products Council of Canada
 Financial Consumer Agency of Canada
 Financial Transactions & Reports Analysis Centre of Canada
 Fisheries & Oceans Canada
 Global Affairs Canada
 Health Canada
 Immigration, Refugees & Citizenship Canada
 Indigenous & Northern Affairs Canada
 Innovation, Science & Economic Development Canada
 National Energy Board
 Natural Resources Canada
 Parks Canada Agency
 Public Health Agency of Canada
 Public Services & Procurement Canada
 Royal Canadian Mounted Police
 Transport Canada
 Treasury Board of Canada Secretariat

CFR GOVERNANCE

DM Champion

Andrea Lyon, Agriculture and Agri-Food Canada

ADM Champions



Jean-Guy Forgeron, Assistant Secretary,
Regulatory Affairs Sector,
Treasury Board of Canada Secretariat



Anne Lamar, Assistant Deputy Minister,
Regulatory Operations and Regions Branch,
Health Canada

ADM Steering Committee

The CFR Champions are advised by an ADM Steering Committee, made up of representatives from participating departments & agencies. The ADM Steering Committee provides direction to a Director General Committee & the CFR Office on plans and priorities.

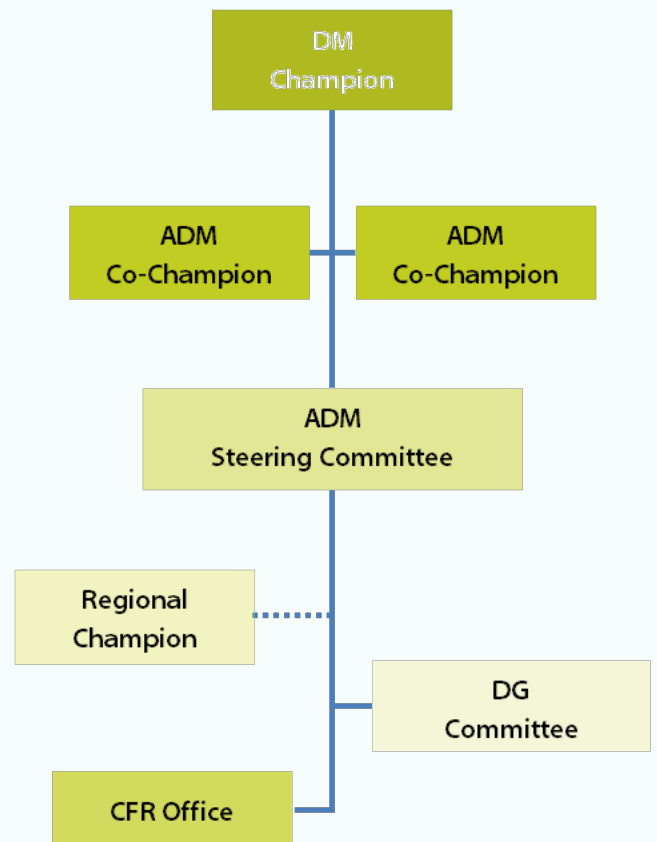
Regional Champion



Josée Touchette,
Chief Operating Officer
National Energy Board

DG Committee

Comprised of DGs from CFR partner organizations, this group provides guidance in the development of CFR plans to ensure that community resources are allocated towards priority activities to meet community needs.



YEAR IN REVIEW

ADVANCING ACTION



*Whole-of-Government
Solutions on Key
Regulatory Issues*

CFR eREGS

An eRegs experimentation project was launched in March 2017 to test an agile, user-centric, open source platform for regulatory consultations under Part I of the Canada Gazette.

This project was the first of its kind in the federal government and measures the viability of using an open source web interface for regulatory consultations.

This CFR project was led in partnership with the Privy Council Office, Treasury Board Secretariat, Justice Canada, Health Canada and the Canada Gazette.

USER FEES WORKING GROUP

The User Fees Working Group shared best practices at an interdepartmental level in the implementation of the *User Fees Act*. The group also provided recommendations for the review of the *Act*.

Highlights of Activities

June 20, 2016: Case Studies on Independent Advisory Panels, Consultations, User Fees Process

November 28, 2016 & February 22, 2017: Group discussion on the Review of the *User Fees Act*

REGULATORY INNOVATION FORUM SUPPORTING TBS ON CDRM REVIEW

October 13, 2016

Held in collaboration with Regulatory Affairs Secretariat (TBS), this forum was added as part of the CFR's Annual National Workshop.

The goal was to gather feedback from regulatory professionals as part of the review of the Cabinet Directive on Regulatory Management (CDRM).

TBS compiled the feedback as part of the CDRM Review process and committed to consult the regulatory community in spring 2017 as the review moves forward.

ADMINISTRATIVE MONETARY PENALTIES SYSTEM (AMPS) WORKING GROUP

The AMPS Working Group continued to meet regularly to discuss issues, identify solutions and exchange effective AMPS strategies.

Highlights of Activities:

October 24, 2016: Overview of the AMPS regime presented by the Ontario Ministry of Environment and Climate Change

December 17, 2016: Working Group Co-Chair presented federal AMPS strategies at a BC Symposium

February 9, 2017: Regulatory Law Enforcement Symposium on AMPS (open to all federal departments and agencies)

PUBLIC ENGAGEMENT TRAINING AND LEARNING WORKING GROUP

In support of the Government's priority to build capacity in public engagement, a Public Engagement Training and Learning Group was formed to co-design and deliver a series of Public Engagement Bootcamps for public servants.

Over a five-month period, the CFR Government of Canada Consultations Community of Practice brought together 14 organizations to design the one-day Bootcamp focused on the fundamentals and processes of effective public engagement.

Eight sessions were delivered (five sessions in the NCR - including virtual delivery to Vancouver/Iqaluit - and three sessions in regional offices) to 135 public servants between October 2016 and March 2017. In addition, two "Train-the-Trainer" sessions were held to build the skills of public servants who can support ongoing delivery of this Bootcamp training across the federal government.

All the content shared by departments for the creation of these Bootcamps is available to public servants via GCpedia.

FOCUS ON INNOVATIVE REGULATORY APPROACHES

The CFR established multiple partnerships to promote innovative approaches and their regulatory application across government.

Topics covered included:

- Big Data / Predictive Analytics
- Open Government
- Behavioural Economics
- eRegs
- Foresight

ADVANCING CAPACITY



Strengthen knowledge & competencies among regulatory professionals

REGULATORY PROFESSIONAL DEVELOPMENT PROGRAM

Cohort 1

Participants under the first cohort continued on assignments and their targeted learning:

May 30, 2016 - Site visit to Hydrotheatry
July 25- 26, 2016 - Learning Days (C&E focus)
September 13, 2016 - Career Coaching

The cohort graduated from the program in December and was recognized for their achievements as part of the Regulatory Excellence Awards ceremony.

REGULATORY PROFESSIONAL DEVELOPMENT PROGRAM

Cohort 2

Prior to the launch of Cohort2, an assessment of the Cohort 1 process was completed and adjustments made.

The Call for Assignments for the second cohort was launched in January with 21 organizational assignments received. In February, the Candidate Selection Process was opened.

Preparations are ongoing for Cohort 2 to commence their assignments in July 2017.

CFR FLAGSHIP EVENTS

CFR ANNUAL NATIONAL WORKSHOP

October 12- 13, 2016

Event theme: *Raising the Bar on Regulatory Excellence*

Keynote Speakers:

Jim Ellis, President and Chief Executive Officer, Alberta Energy Regulator

Michael Crawford Urban, Policy Associate at the Mowat Centre

[See GCpedia for programme and presentations](#)

Full capacity within 24h of launch of event registration.

Over 460 regulatory professionals participated in person or via webcast.

Overall Satisfaction Rate: 96%

REGULATORY EXCELLENCE AWARDS

December 14, 2017

The CFR recognized the achievements and success of two individuals and seven teams (177 individuals total) at this year's Regulatory Excellence Awards.

[See GCpedia for this year's recipient list](#), details of their achievements and photos from the ceremony.

CFR-JUSCTICE CANADA REGULATORY LAW ENFORCEMENT SYMPOSIUM

February 9, 2017

Event theme: *Administrative Monetary Penalties System (AMPS)*

[See GCpedia for programme and presentations.](#)

Over 300 regulatory professionals participated in person or via webcast.

Overall Satisfaction Rate: 97%

REGULATORY SPEAKER SERIES

CFR held four speaker series events over the year covering the following topics:

Duty to Consult – An Overview

Gender- Based Analysis Plus and the Federal Regulatory Development Process

Everything You Ever Wanted to Know About the Standing Joint Committee for the Scrutiny of Regulations

Confidential Business Information: Recent Experience in Health Products Regulation

Over 750 regulatory professionals participated in person or via webcast.

These events may be viewed on the [CFR online video library](#).

CFR SPECIAL EVENTS

FORUMS FOR REGULATORY DIRECTORS GENERAL

CFR offered learning forums specifically for DGs with regulatory responsibilities:

October 5, 2016

“Public Trust in Regulatory Systems” – an in-person talk by Cary Coglianese (UPenn Program on Regulation);

January 18, 2017

“Trends in Regulatory Policy” – presentations by Nick Malyshev and Céline Kauffman from the Organization for Economic Cooperation and Development (OECD).

Organization for Economic Co-operation & Development EGYPTIAN DELEGATION STUDY VISIT

July 22, 2016

CFR provided an overview of CFR's vision, mission, structure, services and collaborative projects as part of an international regulatory study visit by the Egyptian government.

NATIONAL POLICY CONFERENCE

CFR contributed to the first National Policy Conference held in March 2017 and continues to be a supporting partner for this emerging community.

ADVANCING ENGAGEMENT



Engage & inform regulatory professionals of opportunities to learn, share ideas & innovate

COMMUNITIES OF PRACTICE

CONSULTATIONS

COMMUNITY OF PRACTICE (CoP)

Working to raise the profile of engagement as an evolving function across government, this CoP met regularly to share updates and exchange effective strategies. In addition, many sub-working group meetings also took place to support the priorities of the CoP including principles, guidelines and capacity-building. This CoP has grown from 100 to 500 members this fiscal year and actively engages in Q&A discussions on GCconnex.

COST-BENEFIT ANALYSIS CoP

Six Regulatory Cost-Calculator learning events held in Q1 and Q2 in partnership with Regulatory Affairs – Treasury Board Secretariat.

This CoP continues to meet to address an increasing need for capacity and training in this area across government.

COMPLIANCE & ENFORCEMENT (C&E) CoP

In addition to planning for the Regulatory Law Enforcement Symposium, this CoP focused its efforts on C&E Core Training, AMPS, electronic note taking, and online investigations.

September 23, 2017

Special presentation was made to the CoP participants on the “Enforcement Landscape” by Ontario’s Ministry of Environment and Climate Change.

PERFORMANCE MEASUREMENT & EVALUATION CoP

This CoP met three times to examine and discuss Performance Management for Regulatory Programs and Performance Information Profiles (PIPS) for Regulatory Programs.

ENGAGEMENT

CFR NEWSFLASH

CFR Newsflash continues to be distributed twice monthly to over 6300 regulatory professionals across the government.

The e-bulletin was expanded to include job opportunities as a measure to increase mobility of regulatory talent.

REGIONAL ENGAGEMENT

All CFR flagship events were offered to regional audiences via webcast or WebEx and regional viewing “hubs” were set up offering networking and collective viewing of the CFR Annual National Workshop to regional employees.

CFR 24/7 ONLINE VIDEO LIBRARY

19 new videos on a range of topics were added to the online library. Promotions were sent monthly to launch new videos. 97 videos are now available to the over 950 library subscribers.

CFR SOCIAL MEDIA

CFR continued to engage the community on Twitter through daily tweets, as well as through Twitter chats during CFR events.

A community page was also established on LinkedIn to further networking and to develop relationships among regulatory professionals.

The suite of GCTools (GCpedia, GCconnex, GCintranet) were used by CFR to promote its work & enable open community engagement.

SUMMARY OF FINANCIAL STANDING

Revenues	September 30, 2016 ¹	March 31, 2017 ²
1. ILA Funding: CFR Participating Organizations	\$1,090,000	\$1,165,000
2. CFR-TBS/RAD MOU Funding	15,000	15,000
3. CFR-PCO MOU Funding (Public Engagement Bootcamps)	8,000	8,000
4. CFR-PCO MOU Funding (eRegs)	0	17,000
	<hr/>	<hr/>
	\$1,113,000	\$1,205,000
Salary		
1. Salary	\$351,311	\$781,315
2. Employee Benefit Plan (EBP)	63,236	138,087
	<hr/>	<hr/>
	\$414,547	\$919,402
Operations		
1. Learning and Recognition Events ³	\$27,826	\$41,970
2. Awareness and Outreach	4,525	11,467
3. Professional Services	7,926	61,678
4. Office Expenses	14,489	36,721
5. Printing and Courier Services	24	24
6. Translation Services	14,220	69,316
7. Travel ⁴	0	9,223
8. Staff Training	0	9,739
9. TBS/RAS Activities	7,550	15,000
10. PCO Activities	6,000	25,000
	<hr/>	<hr/>
	\$82,560	\$280,138
Total Expenses		\$1,199,540
		\$5,460

¹ Committed and actual expenditures/revenues

² Total expenditures forecasted to year-end

³ Includes all costs associated with events, except translation

⁴ Taxi and parking expenditures, Regional Outreach Travel

THANK YOU

... to all the partners who
contributed to the success of
CFR's 2014-2017 Business Plan

SPECIAL THANKS TO CFR DEPARTING CHAMPION:

Anne Lamar

Assistant Deputy Minister, Fisheries and Oceans Canada

The groundwork has been laid for the CFR's next three-year Business Plan (2017-2020). We have consulted with our partner organizations, Regulatory Affairs Secretariat (TBS) and our governing bodies to continue to remain at the forefront of today's regulatory challenges.

We look forward to serving you by continuing to deliver strategic learning and collaborative activities for the federal regulatory field.

LOOKING AHEAD

YEAR IN PHOTOS



*This year marked the final year of CFR's 2014-2017 Business Plan.
The following is a brief summary of CFR's key achievements for 2014 & 2015*

2014

- 5 new partner organizations
(Total: 25 CFR organizations)
- Hosted 22 learning events & 19 collaborative meetings
- Through its events, CFR made an impact on partner organizations to meet requirements under the Red Tape Reduction Action Plan
- Development & launch of Regulatory Talent Management initiatives including the Regulatory Professional Development Program & publication of a Career Pathway: Competencies Framework for Career Progression in Regulation Development
- Mobile Technologies for Field Officers Working Group was formed to address gaps identified in the draft GoC Business Requirements for Mobile Technologies
- Committee on Web Renewal of Regulatory Information for Canada.ca was formed
- Regulatory innovation themes brought to the fore: User-centric Design, Innovation Labs, Behavioural Economics, Foresight, Big Data
- MAKING AN IMPACT: CFR helped its partner organizations meet requirements under the Red Tape Reduction Action Plan

2015

- Additional 2 new partner organizations
(Total: 27 CFR organizations)
- Hosted 28 learning events & 24 collaborative meetings
- In partnership with Regulatory Affairs Secretariat (TBS), CFR learning was strategically focused on regulatory modernization themes, culture change & implementing the "One-for-One" rule
- Working Group on the Administrative Monetary Penalties System (AMPS) was launched to work towards consistent approaches to AMPS across government
- User Fees Working Group launched to examine current challenges & progress of organizations towards implementation systems
- CFR commenced a partnership with CSPA to transform core regulatory courses
- Regional Outreach Strategy developed to increase CFR awareness & bring regional perspectives to CFR planning
- MAKING AN IMPACT: Web templates developed by the Committee on Web Renewal were adopted by TBS as the standard for Canada.ca web pages and the team won a Public Service Award of Excellence for their efforts



Canada