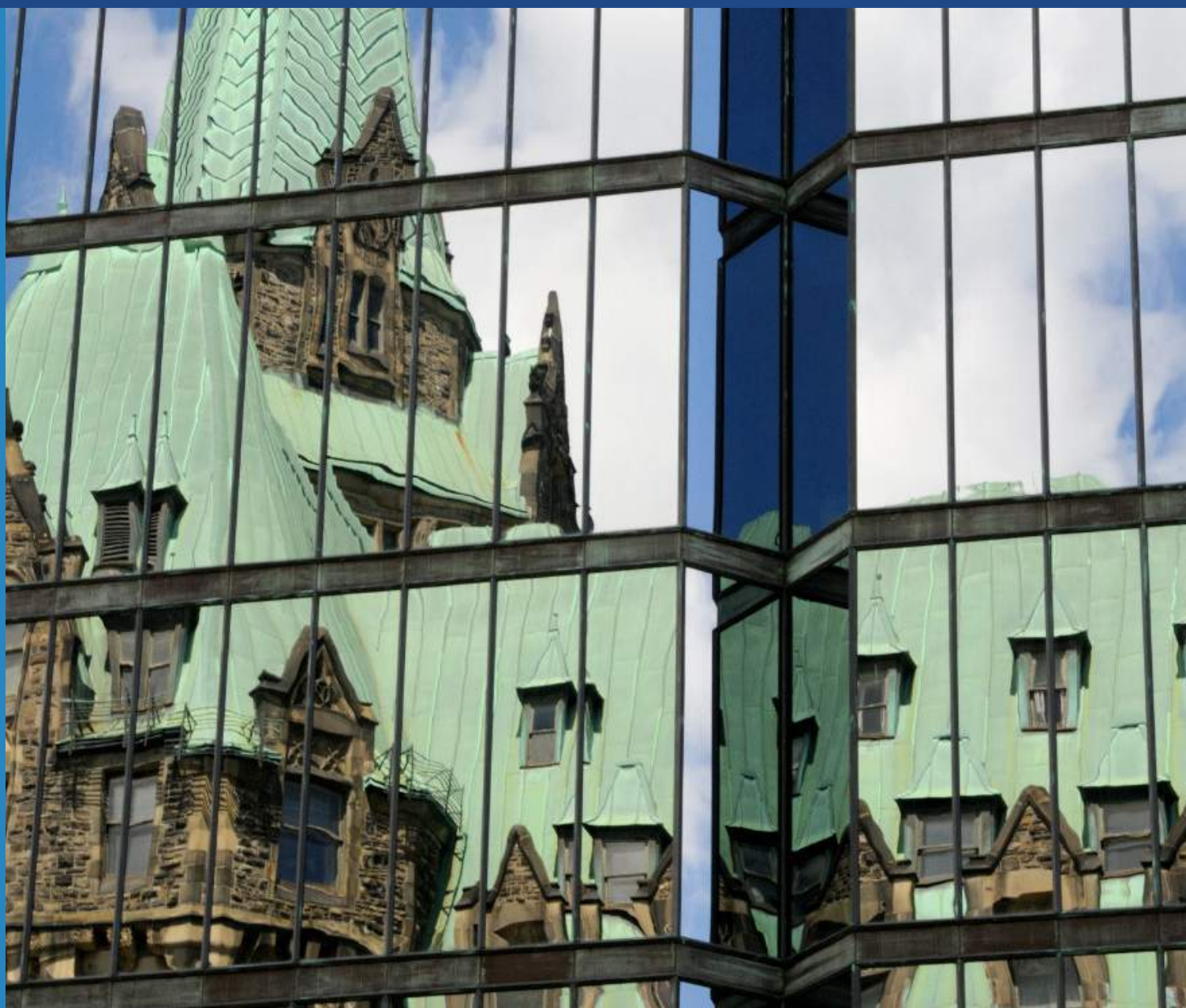




Community of Federal Regulators

2017 - 2020

B U S I N E S S P L A N



Government
of Canada

Gouvernement
du Canada

Canada

An Overview

Working Together to 2020

CFR's Key Priority Areas 2017-2020

Experimentation

Objective

Increase community understanding of innovative regulatory concepts and enable their application

Desired Outcome

An agile and responsive federal regulatory system

CFR Priorities

Pioneer projects and knowledge-sharing to support an ever-evolving regulatory system

Talent Management

Objective

Targeted recruitment and strengthen regulatory capacity across the system

Desired Outcome

A robust regulatory workforce with well-developed competencies and skill sets

CFR Priorities

Activities and learning events to attract and build regulatory talent

Collaboration

Objective

Connect organizations to foster collaboration and share regulatory expertise

Desired Outcome

Shared regulatory approaches for greater efficiencies across the system

CFR Priorities

Opportunities to explore and adopt alignment on government-wide regulatory priorities

ENABLING ACTIVITIES



Community Engagement Strategic Partnerships

VISION

To enhance and sustain the capacity of the federal regulatory community through learning, partnerships and best practices

MISSION

A regulatory community Canadians trust to maintain and strengthen their health, safety, security and prosperity in a sustainable society

INTRODUCTION

The Community of Federal Regulators (CFR) plays an important role in bringing together regulatory organizations and professionals across the government to share ideas and knowledge, promote innovation and new technologies, and help develop a talented, connected, and well-equipped regulatory workforce.

Over the past three years, the CFR has matured and pushed the community to come together to increase efficiencies in the regulatory system and meet the emerging demands of an ever-evolving regulatory field.

Our goal moving towards 2020 is to continue to focus on common government-wide regulatory priorities, initiate activities to improve regulatory best practices and approaches, and invest in projects, platforms, learning events and networks that will contribute to a modern and responsive federal regulatory environment.

Several sources of input were considered in the development of this Business Plan:

- Feedback from regulatory professionals on our activities/platforms/partnerships established over the past three years;
- Feedback from members and our participating organizations identified through strategic planning questionnaires; and
- Direction provided by CFR governing bodies, including Champions, ADM Steering Committee and DG Committee.

A progressive approach will be taken to achieving the objectives and desired outcomes outlined in this plan. Annual Plans will be developed each fiscal year in consultation with CFR governing bodies and our progress will be reported on a biannual basis.

"CFR has become a community that leads by mobilizing horizontal networks to co-create solutions to common challenges."



CFR Value Proposition 2017-2020

Support Talent Management of the Regulatory Profession
Facilitate Regulatory Experimentation across Government
Foster Networking, Collaboration and Knowledge-Sharing to Address Common Challenges

**CFR's Value Proposition aligns with the Clerk of the Privy Council's Public Service Renewal Results Plan*



KEY PRIORITY AREAS 2017-2020

Under this strategy, the CFR will focus on three priority areas and two enabling activities to help reach our goals:

Experimentation **Increase community understanding of innovative regulatory concepts and enable their application**

The CFR will position itself as an enabler – bringing the community together to explore, pioneer and test new approaches and delivery methods with potential application for creating efficiencies across the regulatory lifecycle

ANTICIPATED CFR ACTIVITIES

CFR will continue to:

1. deliver specialty workshops and training to examine innovative tools and approaches
2. build prototypes and pilot new approaches (e.g. eRegs)

DESIRED OUTCOME

An agile and responsive federal regulatory system

CFR will also explore:

1. forums to examine the application of new knowledge (e.g. artificial intelligence, blockchain, predictive analytics, open and big data)
2. forums to explore and pilot innovative solutions to address regulatory life cycle challenges
3. scale-up implementation of existing and new pilots (e.g. eRegs)
4. partnerships to co-create innovative regulatory solutions
5. opportunities to engage (and seek guidance from) senior management on prospective experimentation projects

Talent Management

Targeted recruitment and strengthen regulatory capacity across the system

The CFR will contribute to upholding a strong regulatory workforce by attracting talent and supporting regulatory professionals to develop the competencies and skill sets needed in an agile and responsive regulatory system

ANTICIPATED CFR ACTIVITIES

CFR will continue to:

1. deliver regulatory professional development offerings, activities and recognition programs:
 - Annual CFR Regulatory Conference
 - CFR Regulatory Law Enforcement Symposium
 - Regulatory Speaker Series (3-4/year)
 - DG Forums (1-2/year)
 - Targeted Workshops
 - Let's Talk Sessions
 - 24/7 Online Video Library
2. deliver development programs to support regulatory talent management (e.g. Regulatory Professional Development Program)
3. work with Treasury Board of Canada Secretariat (TBS) and the Canada School of Public Service (CSPS), or other partners, to support the development and delivery of core regulatory courses
4. encourage development of the regulatory learning ecosystem to support regulators of today and tomorrow

CFR will also explore:

1. establishment of a CFR ADM "Sounding Board" on Talent Management to guide potential activities such as:
 - partnerships for a collective targeted recruitment effort
 - collaborative opportunities with academia to promote regulatory professionalization and learning opportunities (in partnership with other functional communities)
 - horizontal approaches for the development and delivery of in-depth regulatory learning on key skills (e.g. Cost-Benefit Analysis, Gender Based Analysis+, Strategic Environmental Assessment, Indigenous Consultations)
 - working with other regulatory departments and agencies to build on, and share, the regulatory curriculum

DESIRED OUTCOME

**A robust regulatory workforce
with well-developed
competencies and skill sets**





KEY PRIORITY AREAS 2017-2020 CONTINUED

Collaboration

Connect organizations to foster collaboration and share regulatory expertise

The CFR will bring the community together to work on common regulatory priorities across organizations and create opportunities for departments and agencies to dialogue, share expertise and form mutually-beneficial relationships

ANTICIPATED CFR ACTIVITIES

CFR will continue to:

1. deliver Regulatory Innovation Forums (1/year)
2. support government-wide Communities of Practice
 - Public Engagement
 - Compliance and Enforcement
 - Cost-Benefit Analysis
3. support horizontal collaborative Working Groups and Networks
 - Administrative Monetary Penalties (AMPS)
 - Public Engagement Training
 - User Fees

CFR will also explore:

1. establishment a CFR ADM "Sounding Board" on Compliance, Inspection and Enforcement (with a focus on regional capacity and outreach)
2. collaborative forums to develop shared approaches or solutions with respect to guidance development under the Cabinet Directive on Regulatory Management (CDRM), including consultation guidance and its implementation

DESIRED OUTCOME

Shared regulatory approaches for greater efficiencies across the system

ENABLING ACTIVITIES

Community Engagement

- Ongoing outreach to build awareness of the CFR, its activities and its resources
- Effective communications management of multiple vehicles/platforms:
CFR Newsflash | GCpedia | GCconnex | GCcollab | Twitter | LinkedIn | 24/7 Online Video Library
- Transparent CFR Office management and financial reporting
- ADM Steering Committee Meeting (1/year)
- DG Committee Meetings (1-2/year)
- CFR Champions Meeting (quarterly)
- Bilateral meetings (or presentations) to support partner organizations

Strategic Partnerships

- Leverage the regulatory leadership and success of CFR partner organizations to benefit the community as a whole
- Expand and build partnerships with governmental and non-governmental organizations to strengthen community knowledge and expertise



LOOKING FORWARD TO 2020

KEY REGULATORY DRIVERS

The CFR's recent environmental scan identified several key drivers having an impact on the current and future regulatory landscape. These drivers were considered in the development of CFR activities under its annual plans.

Full Regulatory Agenda

Departments and agencies are modernizing their regulatory frameworks, responding to emerging areas of regulation, and engaged in a fairly ambitious regulatory agenda to implement federal regulatory commitments. Further, the Cabinet Directive on Regulation, to be implemented in 2018-19, will introduce new requirements on the regulatory process to ensure continued improvements in how regulations are developed and measured against expectations.

Technological Change and the Digital Economy

Governments across jurisdictions are working to respond to the arrival of innovative new digital services, new business models and exponential use of data. While these services promise great benefits for Canadians, they also pose novel regulatory challenges for regulatory agencies. In a fast-moving and increasingly complex world, regulators are tasked to balance the need to protect citizens and avoid impeding innovation. The challenges of the modern digital world demand a regulatory system that continues to be effective, as well as anticipatory and agile.

Changing Political and Trade Environment

There is significant change in the political and trade environment, which is expected to continue for the foreseeable future. An ambitious regulatory agenda over the next few years will implement significant new federal policy commitments. In addition, negotiation and/or renegotiation of new and existing trade agreements (NAFTA, CETA, CFTA) will drive amendments or new regulations to implement

these new obligations. Finally, commitments, nationally and bi-nationally between Canada and the U.S., to reduce administrative burden and align regulations, are expected to further impact the regulatory environment.

Equipping our Workforce

The 2014 Public Service Employee Service reflected that approximately one quarter of regulatory professionals, including those working as inspectors and investigators, planned to leave their profession within a two year period.

Consistent with this, the Clerk's 2017 Report on the Public Service of Canada noted that the Public Service is experiencing a dramatic demographic shift as baby boomers start to retire in large numbers. Consequently, the Report identified as a priority the recruitment, development, knowledge-sharing and fostering of an environment of lifelong learning for employees to equip our workforce.

Open Government

Openness and transparency are fundamental to ensuring Canadians' trust in their government and in democracy overall. Citizens expect their government to be open, transparent, and accountable. In support of Open Government commitments, the regulatory community is working to making more data and information available to Canadians and engage Canadians help them influence and improve government policies that impact them.

CFR GOVERNANCE STRUCTURE

Deputy Minister Champion

Dr. Siddika Mithani,
President of the Public Health Agency of Canada

Assistant Deputy Minister Co-Champion

Assistant Deputy Minister Co-Champion

Mr. Jean-Guy Forgeron, Assistant Secretary, Regulatory Affairs
Sector, Treasury Board of Canada Secretariat
Ms. Tina Green, 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

Ms. Josée Touchette, Chief Operating Officer, National Energy Board

Director General 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.

CFR Office

Ms. Brenda Czich, Executive Director, CFR Office

CFR TARGET AUDIENCES

The CFR serves federal public servants with regulatory responsibilities across the regulatory life cycle which encompasses not only regulatory development but also the implementation, evaluation and review of regulations, as well as compliance promotion, inspection and enforcement. It also includes regulatory professionals working across Canada in a wide variety of functions that contribute to making the regulatory process successful.

- Policy and Regulatory Analysts
- Stakeholder Engagement Officers
- Program and Project Officers
- Scientists, including Data Scientists
- Researchers
- Auditors
- Legal Counsel
- Compliance Promotion Officers
- Inspectors
- Investigators and Enforcement Officers
- Risk Assessors/Managers
- Performance Evaluators
- Economists and Cost-Benefit Analysts
- Senior Management



CFR Contributing Organizations

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

Complex issues require

Systemic Solutions

across jurisdictions within a

Networked Government

We look forward to

Working Together to 2020



Canada 

