Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

Government Engagement Toolkit

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mentalhealthcommission.ca

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Introduction

Governments from coast to coast to coast have a direct interest in making investments that improve the mental health and wellness of people living in Canada. However, oftentimes governments are unaware of promising new initiatives in development or even those already being delivered. Likewise, the individuals, groups, and organizations involved in these initiatives are frequently unaware of the support that might be available to them from governments and effective means to engage them.

1.1 Toolkit goals and objectives

This toolkit is intended to support individuals, groups, or organizations in their efforts to secure government support in developing and delivering mental health services. Even if there is an awareness of the potential benefits of engaging governments, making the connections necessary to successfully secure government support can be a daunting task. This kit provides the strategies, guides, and tools that can be used to ensure that groups are best equipped in this endeavour.

Individuals familiar with the resources herein will be better prepared to connect with the most appropriate government leaders, policy-makers, and support staff and communicate most effectively in terms that will provide the best arguments for governments to support their proposals.

1.2 Mental Health Commission of Canada

The Mental Health Commission of Canada (MHCC) leads the development and dissemination of innovative programs and tools that support the mental health and wellness of people living in Canada. Through its unique mandate from the Government of Canada, the MHCC supports federal, provincial, and territorial governments as well as organizations in the implementation of sound public policy.

Funded by Health Canada, the MHCC convenes stakeholders, develops and influences sound public policy, and seeks to inspire collective action. The MHCC provides its recommendations to governments, service providers, community leaders and many others, and works with these partners to implement them.

1.3 Service organizations & the MHCC

The MHCC serves as a convener of numerous mental health stakeholders in its work to inspire collective action but is not itself primarily a service delivery organization. Examples of the MHCC's stakeholder community include organizations in the justice field, primary health care, workplace, housing, and others that impact the lives of Canadians living with a mental health problem or illness and their families.

A key goal of the MHCC is to support these organizations by equipping them to do the best jobs possible in providing mental health services to people living in Canada.

1.4 Why engage government?

Governments at all levels operate in cycles that are focused on their own individual priorities, often resulting in otherwise worthwhile initiatives that fall outside of these priorities being put on hold or disregarded entirely. However, there are significant benefits to engaging positively with governments given their exclusive ability to change laws and regulations as well as allocate public money.

Indeed, the amount of resources required to effectively engage with government are minimal when weighed against the potential rewards. There may already be local, provincial, territorial, or federal governments that have made mental health a priority and are looking for partnership opportunities in the very field in which your organization is already working.

It thus behooves mental health organizations to, if not proactively engage governments with proposals to support individual initiatives, at least maintain an awareness of government activity in the mental health field so they can take advantage of new opportunities as they present themselves.

Section II - Introduction to Government

2.1 Orders of governments & jurisdictions

The way governments work is defined in Canada's foundational documents that make up our Constitution. To more easily govern large areas with big populations, the governance of Canada was divided into specific jurisdictional orders based, largely, on how far removed they were from frontline services. What follows is an overview of each jurisdiction's responsibilities as they relate to healthcare.

Federal (Government of Canada)
Often the most referenced jurisdiction, the federal government has a less involved role in healthcare than is commonly believed. Though there are some segments for which the federal government is directly responsible for healthcare delivery such as First Nations, Inuit, and Métis populations, Canadian Forces Personnel, inmates in federal penitentiaries, and some others, the federal role is largely confined to:
- Data collection;
- Transfer payments to provinces and territories;
- Facilitating discussions and coordination among provinces and territories;
- Supporting health research; and
- Regulating pharmaceuticals.

Provincial & Territorial (Ontario, Québec, Alberta, Yukon, etc.)
This order of government has by far the greatest part to play in healthcare delivery. Though agreements may be reached from time to time with other provinces and territories on broad strategies to address certain health issues, provinces and territories often vary widely in their approach to delivery. The provincial and territorial role covers the most essential aspects of healthcare delivery in Canada including:
- Funding of healthcare services, facilities, and staff;
- Emergency services;
- Determining what treatments are covered under public health plans; and
- Managing patient data.

Municipal
Though this is the order with which most come into regular contact, it does not have any significant role to play in the delivery or funding of healthcare. This order is concerned with local issues including libraries, parks, community water systems, local police, roadways, and parking.

Due to the nature of health-related initiatives, this guide focuses on federal, provincial, and territorial orders of government.

2.2 Politicians & Legislatures

2.21 Politicians

Every order of government is comprised of mostly elected politicians that are tasked with representing the views of the public when carrying out their duties. The traditional role of these representatives is to voice the views of their constituencies in their respective legislatures and to hold the government to account for government spending and activities. When engaging government on mental health issues, it's often best to first contact those politicians who are most likely to have an interest in meeting with you.

Politicians are divided within their legislatures into members of a political parties, Cabinets, Committees, Shadow Cabinets, and other roles that lend greater insight into the possibility that they will be open to meeting with you and being receptive to your message. Broadly speaking, these groups are defined as follows:

Cabinet (Prime Minister, Ministers, Premiers)
This leadership and policy-setting group of elected legislators is the most important set of individuals to consider if looking to motivate change or elicit funding. Though it is common to refer to any politician regardless of position or political stripe as a member of "government," it is Cabinet that plays the literal role of government. Cabinet members set the law-making agenda and have the final say on if new initiatives receive funding, if existing funding agreements are maintained, and to what degree policy change is implemented.

Members of Legislatures (Members of Parliament, Senators, Members of Legislative Assemblies)

Unless chosen to serve in Cabinet, Members have a limited role in government funding decisions, and how government out their business. Members are almost always elected as representatives of political parties (Liberal, Conservative, NDP, etc.) and usually support their party with votes in the legislature. Members do however have the unique ability to propose changes to existing laws through Private Members' Bills, enjoy easier and frequent access to Cabinet, and can be of great help when looking to build awareness of your initiative. Your local representative should always be your first stop when embarking on a government relations effort.

Parliamentary Secretaries

Each Cabinet Member is traditionally paired with another legislator of the same party to help shepherd the government's agenda through the legislature and represent the government on their behalf at public events. These Parliamentary Secretaries do not have status in Cabinet but do interact frequently with their Ministers and tend to have a good handle on their files.

Committees

Like most large organizations, legislatures establish smaller working groups of legislators (approx. 6-10) usually with set themes (health, justice, finance, etc.) to delve more deeply into issues. These Committees will elect Chairs and Vice-Chairs to help them organize proceedings and will oftentimes have broad freedom to determine their specific area of study. For example, while the Health Committee may be out of scope if it decided to study the effects of resource development, it would be well suited to embark on a lengthy study of hospital wait times.

Shadow Cabinet (Opposition Leader, Critics)

Opposition parties have no access to the powers of government beyond their votes in legislatures. Holding the government to account in terms of spending and actions is the role of the Opposition as well as proposing alternatives. Beyond their leaders, Opposition parties traditionally assign Critic roles that mirror Cabinet positions (example: The Health Minister has a Health Critic from each party). These critics tend to hold a personal interest in the subject matter and can usually be relied upon to champion related initiatives.

Parliamentary Positions (Speaker, House Leader, Whip, Caucus Chair)
When assembled for legislative business (votes, debates, etc) legislatures require designated individuals to moderate debates, represent partisan views, and ensure Members are where they need to be. Though these positions serve a largely administrative purpose, they are often chosen because of the friendly relations they hold with many Members in their own parties and in others. As such, they can at times be useful in helping to build consensus across partisan lines.

Political Staff (Ministers' Office, Members' Offices, Party Offices)
Though support staff have no lawful authority beyond providing advice to their superiors, this advice and influence is often crucial in politicians' decision-making and can make or break a proposal. Fostering good relationships with political staff – especially at the Ministerial level – can oftentimes yield more immediate and substantial results than meeting with politicians themselves as they will often pass along the information received in their meetings to their support staff.

2.22 Legislatures

Legislatures like Parliament (federal), Queen's Park (Ontario provincial), and the National Assembly (Quebec provincial), are the institutions where elected politicians vote on laws and budgets, hold Committee meetings, and debate issues of the day. Every politician within a given jurisdiction will have a physical office in their related legislative building and in the constituency which elected them.

Access to representatives is a key principle of Canada's democracy, and every legislature has a website that allows individuals to:
- determine who their local representative is based on postal code;
- view full lists of representatives, their portfolios, and contact information;
- and read debate transcripts, Committee reports, and budgets.

The work of legislatures is focused entirely on studying and debating issues, passing laws, and awarding lump-sum budgets to government departments. They are not directly responsible for the actual day-to-day operations of government such as which organizations outside of government receive funding, what contracts are awarded, or how grants are designed – these jobs are performed by Ministers, and more specifically the institutions supporting them: bureaucracies.

2.3 Mandates

This term has varying implications depending on the context in which it is used - it essentially means the authority granted to an individual or group to act in an official capacity. A political party that wins an election for example, is awarded a mandate to govern.

The leader of a government – federally, the Prime Minister, and provincially/territorially a Premier – will, upon assuming office, issue mandate letters to his Cabinet Ministers that outline the specific priorities and goals he or she wants them to focus on during their tenure. Though there are exceptions, governments frequently post these documents publicly making them valuable resources to understanding the motivations of governments.

The legitimacy of a government is rooted within the public support it received in an election. All governments are concerned with their prospects for re-election and mandate letters tend to be the roadmaps to achieving a list of accomplishments that can be highlighted in a re-election bid. Governments are always interested in pursuing initiatives that not only have public policy merits, but also make them look good to voters.By reading the mandate letters of the Minister of Health, for example, you may be able to frame your proposal as being able to help him or her more easily deliver on a specific priority.

2.31 Platforms

Political parties are the main vehicle by which individuals organize to present themselves for election. These parties will always introduce a set of proposals and ideas that they promise to do should they win - these are singularly referred to as platforms. Upon winning an election, representatives have a vested interest in ensuring that the promises they made in their platforms are kept.

However, due to the nature of elections and the desire to differentiate themselves from opponents, political parties will often include highly aspirational and vague goals in their platforms that are very difficult to fully achieve in practice (example, committing to reduce hospital wait times by 15%).

Having even minor evidence of work they've done to deliver on their promises is incredibly valuable to a government and its likelihood of being re-elected. If your proposal can be linked to helping a government deliver on a platform promise it is far more likely to be given serious consideration.

2.4 Public servants & bureaucracies

2.41 Public Servants

The day-to-day work of federal, provincial, and territorial governments is done by non-partisan public servants based on the policies set by Ministers. This includes everything from issuing social security payments to evaluating new pharmaceuticals for sale. These government employees remain in place notwithstanding the political party in power and are responsible for providing neutral advice to their Ministers and policy recommendations that they feel best deliver on government priorities.

Often forgotten by those seeking to convince a government of the merits of an initiative, public servants have possibly the greatest influence on the decisions made by Cabinet – they are responsible for prioritizing the material that is put to Ministers for consideration and author the briefing notes appended to them. Ministers are generally confident in the advice they receive from their departments and most times agree with their advice. Making connections with the right people in a government department can make a big difference in your campaign and should be explored wherever possible. Below are listed some of the more prominent common positions in bureaucracies that should be sought:

Deputy Ministers (DM)
The highest-ranking position in a government department that reports directly to the Minister. All government employees regard their deputy minister as the highest source of authority and they possess a great deal of decision-making power.

Associate Deputy Ministers
When dealing with larger departments like Health Canada, oftentimes these positions are created which hold comparable powers to that of DMs without the formal leading role. Associate Deputies should are considered to be on the same level as DMs in terms of influence.

Assistant Deputy Ministers (ADM)
Reporting directly to DMs and their associates, these positions are charged with managing groups of programs within departments and setting their general direction. ADMs generally hold a far greater familiarity with a department's programming than do their superiors and can speak intelligibly and with authority on program direction.

Directors General (DG)
Reporting directly to an ADM, a Director General manages a specific program and section within a department that represents anywhere from a few dozen to hundreds of employees. These individuals often achieve the strongest grasp on programming ins-and-outs and deepest understanding of opportunities for improvement.

2.42 Bureaucracies

Bureaucracies are government departments responsible for delivering the programs and services for which politicians have provided budgets via votes in legislatures. Individual departments can employ thousands of employees. Though imposing at first, there is a logic to the ways in which departments are organized and such details are available to the public.

Much like legislatures, jurisdictions ensure that government departments maintain web directories that can be used to better pinpoint precise individuals within departments that are best placed to address your issue. While program titles can be misleading at times, they generally provide a good idea of who is responsible for what – a full list of government directories is included in section 4.

2.5 Strategies, programs & grants

Governments are famous for making announcements with big price tags - headlines frequently read that a Minister has pledged to invest several million dollars to address an issue. But the roadmaps for how these funds are spent are usually much more nuanced; investments in "mental health" usually end up being directed to one or a combination of frontline or support services or research.The good news is that governments frequently publicize how they plan to direct such large, lump sum investments through posting online wholesale strategies, program descriptions, and grant criteria.

Strategies are thematic documents that lay out broad priority areas on which an organization will focus its efforts. Especially when dealing with bureaucracies, creating specific links between your initiative and priorities noted in federal/provincial strategies could reinforce your proposal.

Programs are structures within bureaucracies that are tasked with work on specific subjects (example: Health Canada's Food Safety & Nutrition program). If your proposal has a specific link to the work that a department's program area is working on, it is

likely worthwhile to make connections within it to see if they can suggest ways in which you can access government support.

Grants are sums of money that are provided by the government via an application process administered by a departmental program. Grant applications set criteria that applicants must meet to be awarded funding; programs that include grant funding are usually included as part of government strategies to address health and wellness issues and are worth exploring.

Section III – Planning Guide

This planning guide is designed to help you think through who in government you will connect with, how, and when. It includes a questionnaire that you can use to prepare your approach for different target audiences – who, what, where, when, and why. With a well-prepared case and your passion for the cause, you will be better able to influence the outcome.

3.1 Getting started

Who is your target audience?
Matching your goals to the right audience is important for success. To help identify your audience map out your plan using a stakeholder analysis tool. Determine who you would like to target first and why; then, add the name of someone who could be your liaison and their contact details, if known. To map your network, identify target audiences and prioritize who to contact, you could try activities described in this toolkit: Thought Shower, Stakeholder Analysis, Mindmapping, or Dotmocracy.

How would you like to work?
Think about how you work best. Ask how much time you or your organization has for this initiative and any restrictions. Do you have more time and energy at a particular time of year? Would you like to create a working group? Form a two-person team? Embark on your own? Is there an existing organization, group or network already in place with whom you could work?

Although you can start the process on your own, consider creating a working group as well as linking with an existing organization that is already making connections with government. Recognized groups or networks add credibility, can help strengthen your pitch, and may have more resources already in place to sustain your efforts. Working in a group allows you to bounce ideas off others and benefit from multiple

perspectives before approaching a potentially interested stakeholder to implement a change.

What would you like to see happen?
Planning is the key to successfully engaging others. A well-planned process can also save time. To communicate clearly, identify your objective for each stage of the process and the expected result.

Example:

In the first phone call, I will:
- find out if my contact person is familiar with my proposal.
- offer to provide introductory / additional details.

As a result, I hope to:
- familiarize them with my proposal.
- schedule a 30-minute meeting to present my proposal in greater detail within a month.

What is your key message?
You know better than anybody your reason for wanting to advocate for your initiative. When communicating with your target audience it is important to have a clear message for them. This message should speak to why you are reaching out to them, why your proposal is important, and a clear understanding of the benefits of implementing your initiative. Where possible, use stories, research, or data to back up your argument.

When will you approach them?
Consider whether there is a "best" time to approach each target audience, especially those that follow a clear-cut cycle, such legislatures. Examples: When is a legislature scheduled to convene? When do governments consider material for inclusion in budgets?

What are the logistics?
List where, when, and what resources you will need for each stage in the process and who will provide or develop them. For example, if providing the target group with a summary document, who will write it and what will be the key message?

3.2 Communicating your message to governments

There are many ways to communicate your message, including meetings, telephone calls, presentations, and emails. Your method of communication will often depend on your relationship with your target audience.

In your communication, it is important to include key messages and a clear "ask" – the action you want your target audience to take. Using evidence in the form of research, data, or personal experience can be a powerful way to back up your argument.

Delivering your key message
You've developed your key message and you know what it is you're asking. But how can you best plan for success? This will vary heavily on the position held by the individual with whom you're meeting, his or her political affiliation (if any), and the mandates under which they're operating.

If you're meeting with your local representative who is a member of a political party in opposition to the government, it's probably best to frame your proposal as being a merit-based project that can bridge party lines and help him or her deliver a practical service in the constituency.

If you've arranged a meeting with a Minister, you should probably be prepared to tell them how your proposal will help them deliver on their ministerial mandate or platform beyond simply being merit-based.

And if you're meeting with a public servant, you should seek to frame your proposal as helping them better achieve their programming targets or how your request meets the department's funding criteria.

Letters & Summary Documents
Written communication is often the best way to help governments understand your message and objectives. For governments particularly, it is important to communicate in a way that makes sense for them. Letters and summary documents, sometimes called briefing notes or backgrounders, are two ways to do that. They are also good tools to organize your message and help audiences reflect on the topic.

Meetings & Presentations
Face-to-face meetings and presentations can be very effective for communicating your message and building working relationships. They can ensure engagement, encourage participation and provide the space to clarify meaning. However, they

require planning, preparation and follow-up. To plan an effective meeting, organizers need to consider the purpose, logistics, invitations, presenter responsibilities, and more.

Remember though, that elected representatives are often very pressed for time. Ensuring that your presentations are short, succinct, and to the point greatly increases the likelihood of your initial meeting request being accepted (it's easier to ask for a 30-minute meeting than a 2-hour one) but also that your key message is heard and not lost in the minutiae.

PowerPoints & Visual Aids
Oral communication requires focus and structure. In addition to key messages, using compelling stories can help illustrate your point. A PowerPoint showing powerful visuals can not only help you communicate your message, but also evoke emotional responses. Having a leave behind is another tool to help your audience reflect on your message.

However as mentioned above, elected representative much prefer shorter meetings and fewer materials. Condensing your message into several slides and presenting hard copies rather than using a digitized slideshow will make for not only a more engaging meeting, but ensure your key messages and considerations are front and center.

Telling a Personal Story
Personal stories can go a long way to help illustrate the need for a changed mental health. Stories help people connect with their audience who often remember stories better than they do data. Personal experience, and ultimately the stories that follow, are often the 'WHY' of why we are doing this work. To be effective, a story should be relevant to your audience, well thought out, and link clearly to the change you want to see implemented.

3.3 Involving the media

Politicians earn the right to govern via democratic mandate – through winning enough votes in an election. This means that their public reputations are their most valued professional possession. Local and national newspapers, social media, and television broadcasts are some of the most powerful means by which politicians communicate their value to the electorate.

While seeking supportive media coverage can be a great way to help build momentum for your proposal, especially in the community, it is critical to ensure that this is done so in a way that does not alienate current or potential political support. For example, a story that is published that speaks highly of your proposal but is critical of a local politician for not supporting it prior to even meeting with that politician could unnecessarily harm your relationship with that politician.

Media can help build the narrative for your proposal, but be prudent in how you use this resource and take care in how you involve political contacts in such opportunities – politicians are always looking to build their public persona in a positive way, so try to involve them in a manner that casts them in a good light.

3.4 Planning a meeting

What is the meeting purpose and agenda?
Despite the target audience, your meeting request should be clear from the get-go. State clearly the reason you're seeking to meet and how the subject matter is relevant to the individual and his/her organization. To better organize yourself, have an agenda so you can control the flow of the meeting and budget the appropriate time to present your key messages while being respectful of the time set for the meeting.

What are the meeting logistics?
Government offices will always have a staff person making the arrangements for your meeting with the representative or official. Work with this contact person to set the time for the meeting together – when to meet, for how long, and where.

If your meeting is to take place in the national or a provincial/territorial capital city, be sure to use this opportunity to arrange multiple meetings with people who can help advocate for your project or make decisions in your favour.

How will you start the meeting?
You can set the tone of a discussion or meeting through prior planning, even considering what you will chat about as you arrive. Have all materials ready beforehand, so you can focus on making a connection.

Decide how you will deliver your key messages to your audience:
- Will you email before the meeting?
- Will you hand it out as the meeting begins?
- Will you have multiple handouts for the meeting?

Think about how to ease into the meeting, and give your audience time to adjusts during the first few minutes.

Here are a few suggestions:
- Welcome participants and thank them for making time to meet with you.
- State the purpose of the meeting and desired outcomes.

How will you present the issue?
Decide how you will introduce and frame your proposal. What would immediately capture their attention, a surprising statistic? How does it link to their political realities? Are there small, meaningful steps that can be taken to help along your proposal like helping you get a meeting with a Minister?

Concluding the Meeting
Plan how you will end the meeting with as much clarity as the beginning. Try to provide a sense of accomplishment. Suggestions:
- Summarize progress and any decisions made.
- Review commitments (who will do what and when).

3.5 After meeting

Importance of Thank-You Notes & Follow-ups
Timely follow-up on commitments from meetings is important for demonstrating professionalism, credibility and building trusting relationships. Be sure to send out meeting notes and "thank you" notes to everyone involved. Building trusting and respectful relationships will help you move the conversation forward and help you reach the desired outcome.

Lobbying Requirements
Federal and provincial governments have enacted varying laws regarding individuals and organizations that approach them with requests for funding. It is very important that you understand your legal obligations set out by the jurisdiction (federal, provincial, etc.) you are approaching with your request. This usually is a simple matter of registering with the appropriate authority before your meetings and noting who you met with after the fact.

Consult the appropriate jurisdiction's lobbying authority for full details. The federal lobbying commissioner's website is: https://lobbycanada.gc.ca/

Section IV – Case Study: At Home Project

Housing First is an evidence-based intervention model that involves the immediate provision of permanent housing to individuals who are homeless and living with serious mental illness rather than traditional "treatment then housing" approaches.

In 2008, after significant engagement efforts, the federal government provided the Mental Health Commission of Canada (MHCC) with $110 million for a five-year research demonstration project involving Housing First approaches, which the Commission branded as At Home / Chez Soi.

First Steps
> ➢ Identified key federal and provincial Ministers and officials as well as local MPs, MPPs, MLAs, and municipal officials who were interested in mental health and housing issues. All political parties were included, not just those in power.

> ➢ Developed key messages and briefing material that was targeted to various decision makers on the political and bureaucratic side always focusing on links to existing priorities and providing solutions to problems rather than simply outlining problems.

> ➢ Prepared material that supported a range of outcomes that appealed to decision makers including economic benefits, clear information on 'how to' implement the project, clear information on what the program was and how it could be evaluated.

> ➢ The Commission invested resources in a small-scale version of the desired project to show commitment to the proposal as well as generate additional evidence to support the request.

> ➢ Produced an Interim Report that provided early findings from the small-scale project to provide to key decision makers. This allowed the MHCC to create a narrative of momentum and a requirement for quick action to sustain the project once small-scale resource were expended. This also allowed us to provide a takeaway product during meetings.

Building a Narrative
- ➢ Engaged with all levels of government (Federal, provincial and municipal) from different Ministries (health, housing, social development) as well as elected officials (MPs, MPPs, MLAs).

- ➢ Representatives identified in our first steps were contacted and provided with briefings about the project, the interim report, and the MHCC's large-scale proposal.

- ➢ Invited representatives to visit the project sites (to make it more personal).

- ➢ Involved government representatives directly in the project to help develop a sense of ownership. This included including representatives to help influence some project decisions via the creation of special advisory committees.

- ➢ Also created a national working group for the proposal that included senior government officials from Employment & Skills Development Canada.

- ➢ When working with one Minister, there were indications that the Minister was unclear on how the funding would flow if they were to support the proposal. Since we had been working with bureaucrats prior to this meeting we could provide tangible solutions that worked within the framework of government.

- ➢ Developed a media plan to encourage wide-spread attention and offered opportunities for politicians to join us at media events to increase their profile

Securing Support
- ➢ Maintained flexibility in the proposal by working with the Federal government to fund a transition year for the small-scale project that allowed us to have ongoing conversations with the provinces to sort out details about their funding and sustaining and building up the project.

Section V – Supporting Resources

This section contains weblinks to government website directories where one can determine local representatives, Cabinet Ministers, government officials, and others. Remember to not focus on one person alone – government relations are about building momentum for your cause. You will need a team of supportive contacts to get your proposal supported by a government.

5.1 Federal

Prime Minister's Website
http://pm.gc.ca
Cabinet Ministers
http://pm.gc/ca/cabinet
Parliament of Canada
http://www.parl.ca
List of MPs & Search by Postal Code
https://www.ourcommons.ca/Parliamentarians/en/members
List of Senators
https://sencanada.ca/en/senators/
House of Commons - committee list
https://www.ourcommons.ca/Committees/en/Home
Senate – committee list
https://sencanada.ca/en/committees/
Government Electronic Directory Service (GEDS)
https://geds-sage.gc.ca/en/GEDS/
List of Departments
https://geds-sage.gc.ca/en/GEDS/?pgid=012
Lobbying Commissioner
https://lobbycanada.gc.ca/

5.2 Eastern provinces

Newfoundland & Labrador

Premier & Cabinet https://www.gov.nl.ca/cabinet-ministers/
House of Assembly http://assembly.nl.ca/
List of Members https://www.assembly.nl.ca/Members/members.aspx
Committee Listings https://www.assembly.nl.ca/Committees/

Determine Local MLA https://www.elections.gov.nl.ca/elections/
Provincial Employee Directory https://telephonedirectory.gov.nl.ca/Default.aspx

Prince Edward Island

Premier & Cabinet https://www.princeedwardisland.ca/en/information/executive-council-office/meet-cabinet
Legislative Assembly http://www.assembly.pe.ca/
List of Members http://www.assembly.pe.ca/current-members
Committee Listing http://www.assembly.pe.ca/legcommittees
Provincial Employee Directory https://www.princeedwardisland.ca/phone

Nova Scotia

Premier & Cabinet http://nslegislature.ca/index.php/people/cabinet/
Legislative Assembly http://nslegislature.ca/
List of Members http://nslegislature.ca/index.php/people/member-bios
Committee Listings http://nslegislature.ca/index.php/committees/
Determine Local MLA http://enstools.gov.ns.ca/edinfo2012/
Provincial Employee Directory https://novascotia.ca/psc/geds/

New Brunswick

Premier & Cabinet http://www2.gnb.ca/content/gnb/en/contacts/minister_list.html
Legislative Assembly http://www.gnb.ca/legis/index-e.asp
List of Members https://www.gnb.ca/gnb/Pub/MLAReport1.asp
Committee Listings http://www1.gnb.ca/legis/committees/comm-index-e.asp
Provincial Employee Directory http://www2.gnb.ca/content/gnb/en/contacts.html

5.3 Ontario & Quebec

Ontario

Premier, Cabinet, and Opposition Critics
http://www.ontla.on.ca/web/members/members_composite.do?locale=en
Legislative Assembly http://www.ontla.on.ca/web/home.do
List of Members http://www.ontla.on.ca/lao/en/members/
Committee Listings http://www.ontla.on.ca/lao/en/committees/
Determine Local MPP https://www3.elections.on.ca/internetapp/fyed.aspx
Provincial Employee Directory http://www.infogo.gov.on.ca/infogo/

Quebec

Premier & Cabinet http://www.premier.gouv.qc.ca/equipe/conseil-des-ministres-en.asp
National Assembly http://www.assnat.qc.ca/en/index.html
List of Members http://www.assnat.qc.ca/en/deputes/index.html
Committee Listings http://www.assnat.qc.ca/en/travaux-parlementaires/commissions/index.html
Provincial Employee Directory http://www.gouv.qc.ca/en/nousjoindre/pages/reptel.aspx

5.4 Prairie provinces

Manitoba

Premier & Cabinet https://www.gov.mb.ca/minister/index.html
Legislative Assembly http://www.gov.mb.ca/legislature/index.html
List of Members http://www.gov.mb.ca/legislature/members/mla_list_alphabetical.html
Determine Local MLA http://www.electionsmanitoba.ca/en/Voting/MLA
Committee Listings http://www.gov.mb.ca/legislature/committees/index.html
Provincial Employee Directory http://web2.gov.mb.ca/contact/index.php

Saskatchewan

Premier & Cabinet https://www.saskatchewan.ca/government/government-structure/cabinet
Legislative Assembly http://www.legassembly.sk.ca/
List of Members http://www.legassembly.sk.ca/mlas/
Committee Listings http://www.legassembly.sk.ca/legislative-business/legislative-committees/
Determine Local MLA http://www.elections.sk.ca/voters/gis/
Provincial Employee Directory http://gtds.gov.sk.ca/

Alberta

Premier & Cabinet https://www.alberta.ca/premier-cabinet.aspx
Legislative Assembly https://www.assembly.ab.ca/
List of Members https://www.assembly.ab.ca/net/index.aspx?p=mla_home

Committee Listings https://www.assembly.ab.ca/committees/index.html
Provincial Employee Directory https://www.alberta.ca/staff-directory.cfm

5.5 British Columbia & the North

British Columbia

Premier & Cabinet http://www2.gov.bc.ca/gov/content/governments/organizational-structure/cabinet/cabinet-ministers
Legislative Assembly https://www.leg.bc.ca/
List of Members https://www.leg.bc.ca/learn-about-us/members
Committee Listings https://www.leg.bc.ca/parliamentary-business/committees
Provincial Employee Directory https://dir.gov.bc.ca/

Yukon

Premier & Cabinet http://www.yukonpremier.ca/premiersteam.html
Legislative Assembly http://www.legassembly.gov.yk.ca/
List of Members http://www.legassembly.gov.yk.ca/members/index.html
Committee Listings http://www.legassembly.gov.yk.ca/committees/index.html
Territorial Employee Directory http://www.gov.yk.ca/Staff_directory.html

Northwest Territories

Premier & Cabinet https://www.gov.nt.ca/en/premier
Legislative Assembly http://www.assembly.gov.nt.ca/
List of Members https://www.assembly.gov.nt.ca/members
Committee Listings https://www.assembly.gov.nt.ca/committees-18th-assembly
Territorial Employee Directory http://rdirectory.gov.nt.ca/rDirectory.aspx

Nunavut

Premier & Cabinet http://www.gov.nu.ca/cabinet
Legislative Assembly http://www.assembly.nu.ca/
List of Members http://www.assembly.nu.ca/members/mla
Committee Listings http://www.assembly.nu.ca/standing-and-special-committees
Territorial Employee Directory http://directory.gov.nu.ca/