

2021 Budget Notes



Toronto Lobbyist Registrar

Budget submissions from the Accountability Officers (Auditor General, Integrity Commissioner, Lobbyist Registrar and Ombudsman) have not been the subject of an administrative review and have not been submitted to the City Manager or Chief Financial Officer and Treasurer for review, approval or recommendation prior to submission to the Budget Committee as set out in Chapter 3 of the Toronto Municipal Code, "Accountability Officers."

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-338-5858 or lobbyistregistrar@toronto.ca.

Description

The Toronto Lobbyist Registrar (TLR) regulates lobbying activity in the public interest. The TLR is an independent office of the City and reports directly to City Council. The TLR has a legislative mandate to ensure the public disclosure of lobbying activities and adherence to the Lobbyists' Code of Conduct. The disclosure requirement ensures that lobbying activities at the City are transparent. The Code of Conduct sets out the high ethical standards that are expected of lobbyists when they communicate with Toronto public office holders.

Why We Do It

- The *City of Toronto Act, 2006* and the Toronto Municipal Code Chapter 140, Lobbying, i.e. the Lobbying By-law (the By-law) require the City to regulate lobbying activities. The By-law guarantees:
 - a. Open and unfettered access to City government is a vital aspect of local democracy.
 - b. Lobbying public office holders is a legitimate activity.
 - c. Public office holders and the public should be able to know who is attempting to influence City government.
 - d. Public disclosure of lobbying activity and standards of conduct for lobbyists are important to the integrity of City government decision-making.
- Ethical and transparent lobbying is a central component to a responsive City government which encourages civic engagement and open democratic processes.
- The regulation of lobbying is the cornerstone to building public trust in City government decision-making processes.

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

What Service We Provide

Who We Serve: Lobbyists, public and public office holders

What We Deliver: Lobbyist registration, publicly searchable online lobbyist registry; outreach and education; and Inquiries, Investigations and Enforcement

How Much Resources (gross operating budget): \$1.236 million

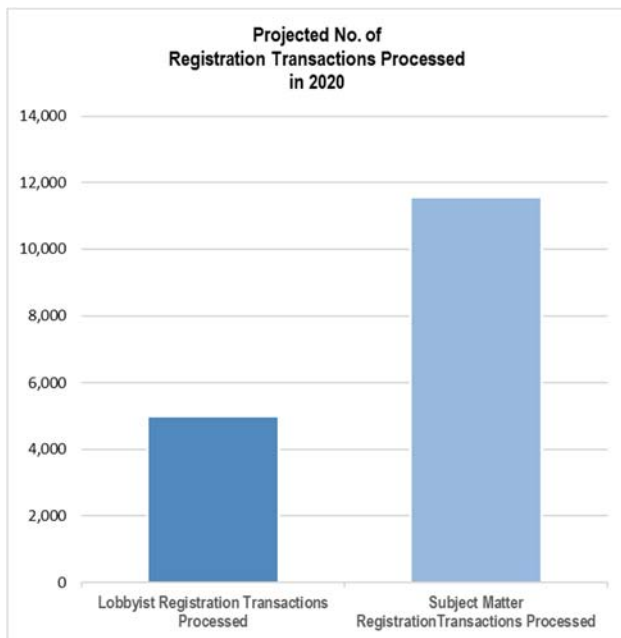
Budget at a Glance

2021 OPERATING BUDGET			
\$Million	2021	2022	2023
Revenues	\$0.0	\$0.0	\$0.0
Gross Expenditures	\$1.2	\$1.2	\$1.2
Net Expenditures	\$1.2	\$1.2	\$1.2
Approved Positions	8.3	8.3	8.3

2021 - 2030 10-YEAR CAPITAL PLAN			
\$Million	2021	2022-2030	Total
Gross Expenditures	\$0.0	\$1.0	\$1.0
Debt	\$0.0	\$1.0	\$1.0

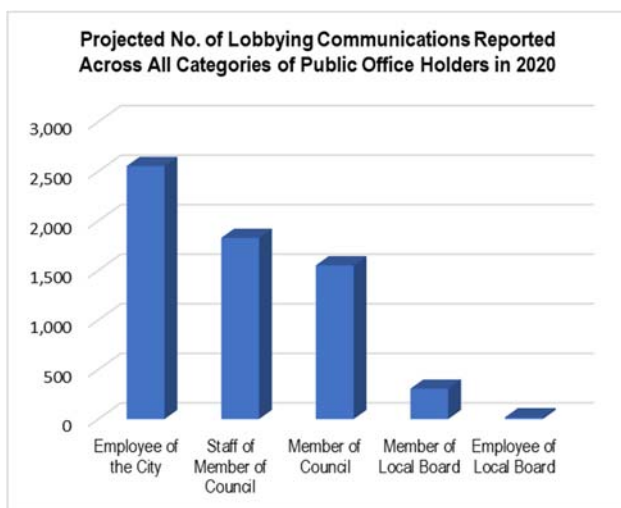
Note: Includes 2020 carry forward funding to 2021

How Well We Are Doing – Behind the Numbers



The TLR’s significant outreach and education activities and enforcement activities have contributed to the continuous increase in the Registry’s registrations. By the end of 2020,

- the total number of registration transactions processed by the TLR is estimated to be 16,564;
- the number of lobbyist registration transactions processed is estimated to be 5,003; and
- the number of subject matter registration transactions processed is estimated to be 11,561.



The total number of lobbying communications reported with the all the City’s public office holders are estimated to be 6,259 by the end of 2020.

How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Outcome Measures								
Maintain an online Registry of lobbyists and lobbying activities that may be searched by anyone at anytime	<ul style="list-style-type: none"> Provide service within 24 hours for inquiries related to registrations, clarification of the By-law and Registry searches to lobbyists and the members of the public 	93%	95%	97%	97%	99%	99%	●
	<ul style="list-style-type: none"> Provide online publicly available Lobbyist Registry (no. of visits to TLR website) 	16,282	18,310	N/A	20,369	N/A	N/A	●
Continue improving audit processes of the data in the Registry to ensure the Registry contains clean and accurate data	Percentage of data reviewed	30%	75%	90%	98%	99%	99%	●
Provide investigation reports	<ul style="list-style-type: none"> Bring public reports to Council to fulfill enforcement duties Ensure required transparency in lobbying activity 	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	●
Investigate complaints regarding allegations of breaches of the By-law	<ul style="list-style-type: none"> Early resolution of less egregious matters Prevention and deterrence of breaches of the By-law 	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	●
Provide registration advice and support compliance	<ul style="list-style-type: none"> Registered lobbying communications 	3,870	6,379	N/A	6,259	N/A	N/A	●

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
	<ul style="list-style-type: none"> Efficacy of the By-law's lobbying transparency requirements 	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	●
Service Level Measures								
Maintain an online Registry of lobbyists and lobbying activities that may be searched by anyone at anytime	Provide service within 24 hours for inquiries related to registrations, clarification of the By-law and Registry searches to lobbyists and the members of the public	93%	95%	97%	97%	99%	99%	●
Other Measures								
Provide guidance, opinions and interpretation of the By-law to anyone who needs it (Registry Unit)	Provide customer service with 24 hours	93%	95%	97%	97%	99%	99%	●
Provide advice to stakeholders on the By-law (Inquiries and Investigations Unit – “the Investigations Unit”)	Piece of advice	230	280	300	285	290	300	●
Deliver educational outreach presentations and meetings to public office holders, lobbyists and external organizations	No. of sessions	109	108	100	100	110	110	●

COVID-19 IMPACT AND RECOVERY

2020 Impact	2021 Impact and Recovery
<p>Financial Impact (Operating)</p> <ul style="list-style-type: none"> • There are no significant budget impacts due to the COVID-19 emergency situation. • Throughout the COVID-19 emergency, the TLR engaged in the business transformation required to modernize the operations of both its Registry and Investigations Units. The Registry Unit supported the implementation of the new Lobbyist Registration System, which included improving the audit of its data to ensure clean, current and accurate Registry information, and streamlining the registration processes. The COVID-19 pandemic initially foreclosed certain conventional investigation activities, for example, in-person interviews and meetings. However, the Investigations Unit quickly adopted procedures and technology to perform remotely the tasks required to continue its work. This was in no small measure aided by the City's rapid deployment of remote access capabilities to employees and the global pivot to increased electronic communications that allows for the remote preservation, collection and review of evidence. The Investigations Unit also implemented a new case management system, and undertook the necessary operational improvements to ensure timely, effective case file advancement. • The TLR continued the services required to fulfill its mandate. 	<p>Financial Impact (Operating)</p> <ul style="list-style-type: none"> • There are no significant budget impacts expected in 2021 related to COVID-19. • The TLR is expected to continue with the business transformation required to modernize the operations of both its Registry and Investigations Units. The Registry Unit will continue to support the implementation of the new Lobbyist Registration System, which will include improving the audit of its data to ensure clean, current and accurate Registry information, and will continue streamlining the registration processes. Considering the lingering challenges presented by COVID-19, the Investigations Unit will continue to utilize technology, including the ongoing implementation of the new case management system, and the modification of conventional investigation procedures to ensure timely, effective case file advancement. • The TLR is expected to continue the services required to fulfill its mandate.
<p>Financial Impact (Capital)</p> <ul style="list-style-type: none"> • N/A 	<p>Financial Impact (Capital)</p> <ul style="list-style-type: none"> • N/A
<p>Service Level Changes</p> <ul style="list-style-type: none"> • No changes to service levels. 	<p>Service Level Changes</p> <ul style="list-style-type: none"> • No changes to service levels.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- An estimated 104,400 registration transactions have been processed by our office since 2010. An estimated 55,100 lobbying communications have been reported on the Registry since 2010.
- We provide ongoing presentations and training sessions to members of the public, lobbyists, external organizations and City public office holders. In 2020, an estimated 100 educational outreach sessions to stakeholders have been facilitated to share best practices in lobbying regulation and provide advice and interpretation about the By-law.
- In 2020, the Investigations Unit has provided:
 - 285 estimated consultation/pieces of advice to stakeholders
 - 12 full advance legal opinions
 - 6 investigations were commenced
 - 3 inquiries were closed
- A total of 26 inquiry reports were submitted to City Council since 2010.
- The By-law's requirements for public disclosure of lobbying activities on the Registry extend to indirect lobbying. Communicating with government officials by indirect lobbying is known as "grass-roots" lobbying. An estimated 515 grass-roots lobbying campaigns have been registered since 2010.

Key Challenges and Risks

- The requested 2021 budget is 1.3% lower than the Council approved 2020 operating budget.
- Notwithstanding the budget reduction, in 2021, the TLR will undertake: the expansion of its mandate through the addition of administrative monetary penalties to enhance its enforcement powers; the continued oversight of an anticipated increase in lobbying registration transactions; and ongoing business transformation initiatives to support the continued modernization of the operations of its Registry and Investigations Units.
- In 2020, the TLR underwent modernization of both its Registry and Investigations Units, through the implementation of the newly upgraded Lobbyist Registration System, and the implementation of a new case management system for its Investigations Unit. The ongoing business transformation that occurred with these projects will continue into 2021, and, the TLR will be required to maximize opportunities for innovation, and for streamlining its processes, in the delivery of its mandate, as the full integration of these two new systems into the TLR's operations will continue throughout 2021.
- The total number of registration transactions processed annually by our office has increased by approximately 580% since 2010. However, the current staff complement has not changed since 2009.
- Outreach activities, the provision of advanced opinions and consultations are being performed using limited resources that would otherwise be available to complete formal investigations.
- The Investigations Unit's capacity to take on new matters is restricted which is extending the length of the investigative process.
- The increased complexity of legal issues and anticipated expansion of the TLR's enforcement powers will require adequate resources.
- Implementing and administering the expected Administrative Monetary Penalty (AMP) system will continue to divert time and resources from the work of the Investigations Unit, including the development of an AMP revenue collection process.
- Ongoing threat of judicial review of inquiries and enforcement options.

- Supporting the full implementation of the newly acquired Lobbyist Registration System into 2021 and ensuring any further improvements can be facilitated will require permanent dedication of Lobbyist Registry staff resources.
- Ongoing resources are required to ensure that the TLR can meet its mandate and maintain the public's confidence in the TLR's ability to provide oversight.

Priority Actions

- Implementing and administering the anticipated Administrative Monetary Penalty (AMP) system, including levying AMPs and collecting associated revenues.
- Continuous improvement to the Lobbyist Registration System.
- Ongoing business transformation required to modernize the operations of both its Registry and Investigations Units.
- Providing education and outreach sessions to public office holders, including other levels of government, members of the public and lobbyists.
- The TLR is committed to service within 24 hours for registrations inquiries and Registry searches.

RECOMMENDATIONS

The Lobbyist Registrar recommends that:

1. City Council approve the 2021 Operating Budget for the Toronto Lobbyist Registrar of \$1.236 million gross and net:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Total Office Budget	1,236.0	0.0	1,236.0

2. City Council approve the 2021 staff complement for the Toronto Lobbyist Registrar of 8.3 positions.
3. City Council approve the 2022-2030 Capital Plan for the Toronto Lobbyist Registrar totalling \$0.950 million in project estimates as detailed by project in Appendix 6b.

Toronto Lobbyist Registrar:

Cristina De Caprio

Lobbyist Registrar

Tel: (416) 338-5865

Email: Cristina.DeCaprio@toronto.ca

2021 LOBBYIST REGISTRAR -
RECOMMENDED
OPERATING BUDGET

2021 OPERATING BUDGET OVERVIEW

Table 1: 2021 Operating Budget

(In \$000s)	2019 Actual	2020 Budget	2020 Projection*	2021 Base Budget	2021 New / Enhanced Requests	2021 Budget	Change v. 2020 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Toronto Lobbyist Registrar								
Total Revenues								
Expenditures								
Toronto Lobbyist Registrar	1,194.0	1,252.0	1,252.0	1,236.0		1,236.0	(16.0)	(1.3%)
Total Gross Expenditures	1,194.0	1,252.0	1,252.0	1,236.0		1,236.0	(16.0)	(1.3%)
Net Expenditures	1,194.0	1,252.0	1,252.0	1,236.0		1,236.0	(16.0)	(1.3%)
Approved Positions	8.3	8.3	8.3	8.3		8.3		

*2020 Projection based on Q3 Variance Report

COSTS TO MAINTAIN EXISTING SERVICES

Total 2021 Base Budget of \$1.236 million gross and net reflecting a decrease of \$0.016 million in spending compared to 2020 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary & benefit adjustments related to realignment of budget to actual.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in the Toronto Lobbyist Registrar's 2021 Operating Budget do not have any significant equity impacts.

2021 OPERATING BUDGET KEY DRIVERS

The 2021 Operating Base Budget for the Toronto of Lobbyist Registrar is \$1.236 million gross or 1.3% lower than the 2020 Projected Actuals. Table 2 below summarizes the key cost drivers for the base budget.

Table 2: 2021 Key Drivers – Base Budget

Key Cost Drivers	2019 Actuals**	2020 Budget	2020 Projection*	2021 Base Budget	Change Vs. 2020 Projection	
					\$	%
Expenditures						
1 Salaries and Benefits	1,140.0	1,147.1	1,175.2	1,129.5	(45.7)	-3.9%
2 Materials and Supplies	6.8	7.0	7.2	7.1	(0.1)	-1.5%
3 Equipment	1.2		23.5		(23.5)	-100.0%
4 Service and Rent	44.2	96.1	44.3	97.6	53.3	120.4%
5 Contribution To Capital						
6 Contribution To Reserves	1.8	1.8	1.8	1.8	0.0	1.1%
Total Expenditures	1,194.0	1,252.0	1,252.0	1,236.0	(16.0)	-1.3%
Revenues						
1 Provincial Subsidies						
2 User Fees & Donations						
3 Draw from Reserve Funds						
4 Other Revenues (Inc. IDR's)						
Total Revenues						
Net Expenditures	1,194.0	1,252.0	1,252.0	1,236.0	(16.0)	-1.3%
Approved Positions	8.3	8.3	8.3	8.3		

*2020 Projection based on Q3 Variance Report

** 2019 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Realignment of budget to actual based on current mix of staff. This decrease is partially offset by the benefit adjustment in 2021.

Equipment:

- The decrease is due to one-time purchase of computer hardware and software and office equipment in 2020.

Services and Rent:

- The increase is to retain the professional services and investigative expense budget approved in 2020 to allow the Office the capacity to meet its statutory responsibilities including undertaking investigations and inquiries as well as render opinions.
- Economic factor adjustments.

Note:

1. For additional information on 2021 key cost drivers refer to [Appendix 2](#).
toronto.ca/budget

2022 & 2023 OUTLOOKS**Table 3: 2022 and 2023 Outlooks**

(\$000s)	2020 Projection*	2021 Budget	2022 Outlook	2023 Outlook
Revenues				
Gross Expenditures	1,252.0	1,236.0	1,239.3	1,243.6
Net Expenditures	1,252.0	1,236.0	1,239.3	1,243.6
Approved Positions	8.3	8.3	8.3	8.3

*2020 Projection based on Q3 Variance Report

Key drivers

The 2022 Outlook with total gross expenditures of \$1.239 million reflects an anticipated \$0.003 million or 0.27% increase in gross expenditures above the 2021 Operating Budget; The 2023 Outlooks expects a further increase of \$0.004 million or 0.35% above 2022 gross expenditures.

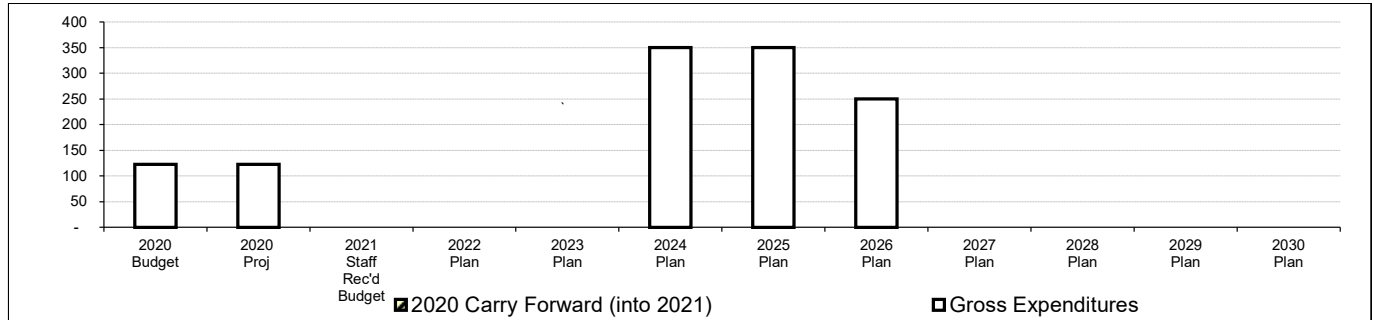
These changes arise from the following:

- Benefit rate adjustments
- Economic factor adjustments for non-payroll items

2021 – 2030 LOBBYIST REGISTRAR-
RECOMMENDED
CAPITAL BUDGET AND PLAN

2021 – 2030 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$'000)



In \$'000's	2021 Capital Budget and 2022 - 2030 Capital Plan												Total 10 Year Plan
	2020		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
	Budget	Projected Actual											
Gross Expenditures by Project Category:													
Health & Safety & Legislated													-
SOGR	123	118				350	350	250					950
Service Improvement & Growth													-
Total by Project Category	123	118	-	-	-	350	350	250	-	-	-	-	950
Financing:													
Debt													
Reserves/Reserve Funds						350	350	250					950
Development Charges													-
Provincial													-
Federal													-
Debt Recoverable													-
Other Revenue													-
Total Financing	-	-	-	-	-	350	350	250	-	-	-	-	950


Changes to Existing Projects (\$0.0 Million)	New Projects (\$1.0 Million)	Capital Needs Constraints (\$0.0 Million)
	<ul style="list-style-type: none"> Lobbyist Registry State of Good Repair Replacement and Upgrade in 2024 and 2025 (\$0.7M) TLR Investigation Case Management System Replacement and Upgrade in 2026 (\$0.3M). 	

Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project.

2021 – 2030 CAPITAL BUDGET AND PLAN

\$1.0 Million 10-Year Gross Capital Program


Information Technology
\$1.0 M 100%
<ul style="list-style-type: none"> • <i>TLR Investigation Case Management System</i> • <i>Lobbyist Registry System SOGR</i>

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$1.0 M 100%		\$0.0 M 0%	\$0.0 M 0%
Debt	\$ 1.0 M		

APPENDICES

Appendix 1

COVID-19 Financial Impact - Operating

N/A

Appendix 2

2021 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2018 Actual**	2019 Actual**	2020 Budget	2020 Projection*	2021 Total Lobbyist Registrar Budget	2021 Change from 2020 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations							
Licences & Permits Revenue							
Transfers From Capital							
Contribution From Reserves/Reserve Funds							
Sundry and Other Revenues	10.4						
Inter-Divisional Recoveries							
Total Revenues	10.4						
Salaries and Benefits	1,083.9	1,140.0	1,147.1	1,175.2	1,129.5	(45.7)	(3.9%)
Materials & Supplies	7.2	6.8	7.0	7.2	7.1	(0.1)	(1.5%)
Equipment	5.6	1.2		23.5		(23.5)	(100.0%)
Service and Rent	35.2	44.2	96.1	44.3	97.6	53.3	120.4%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	1.7	1.8	1.8	1.8	1.8	0.0	1.1%
Other Expenditures							
Inter-Divisional Charges							
Total Gross Expenditures	1,133.7	1,194.0	1,252.0	1,252.0	1,236.0	(16.0)	(1.3%)
Net Expenditures	1,123.3	1,194.0	1,252.0	1,252.0	1,236.0	(16.0)	(1.3%)
Approved Positions	8.3	8.3	8.3	8.3	8.3		

* Year-End Projection Based on Q3 2020 Variance Report

** Prior Year Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Appendix 3

Summary of 2021 Service Changes

N/A

Appendix 4

Summary of 2021 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 5

Summary of 2021 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2021 Capital Budget; 2022 - 2030 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
LR001	Lobbyist Registry System SOGR				350	350						700		700	
LR002	TLR Investigation Case Management System SOGR						250					250		250	
Total Expenditures (including carry forward from 2020)					350	350	250					950		950	

Appendix 6a

2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

N/A

Appendix 6b

2022 - 2030 Capital Plan

Project Code	(In \$000s)	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2022-2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
LR001	Lobbyist Registry System SOGR			350	350						700		700	
LR002	TLR Investigation Case Management System SOGR					250					250		250	
Total Expenditures				350	350	250					950		950	

Appendix 7

Reporting on Major Capital Projects: Status Update

N/A

Appendix 8

Summary of Capital Needs Constraints

(In \$ Millions)

N/A

Appendix 9

2021 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

Table 9a - New User Fees

N/A

Table 9b – Fees Above Inflation

N/A

Table 9c - User Fees for Discontinuation

N/A

Table 9d - User Fees for Technical Adjustments

N/A

Table 9e - User Fees for Transfers

N/A

Table 9f - User Fees for Rationalization

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2021 Operating Budget

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
Insurance Reserve Fund	XR1010			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		1.8	1.8	1.8

* Based on 9-month 2020 Reserve Fund Variance Report

Appendix 11

Glossary

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Recommended Operating / Capital Budget: An operating or capital budget recommended by Accountability Officer to City Council for consideration and approval.

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes