

# Office of the Lobbyist Registrar

## Recommended 2019 Operating Budget and 2019-2028 Capital Budget & Plan

Budget Briefing to Budget Committee

**budget**  
—2019—



February 6, 2019



Overview and Highlights

2019-2021 Lobbyist Registrar-Recommended Operating Budget and Plan

2019-2028 Lobbyist Registrar-Recommended Capital Budget and Plan



# Office Overview





## The Office of the Lobbyist Registrar (OLR)

The Office of the Lobbyist Registrar regulates lobbying activity in the public interest. The OLR is an independent office of the City and reports directly to City Council. The OLR has a legislative mandate to ensure the public disclosure of lobbying activities and adherence to the Lobbyists' Code of Conduct. We:

- a. maintain an online registry of lobbyists and lobbying activities that may be searched;
- b. provide guidance, opinions and interpretation of the Lobbying By-law (By-law);
- c. strive to make the lobbying process more efficient and open;
- d. ensure that lobbyists comply with the Registry system and Code of Conduct; and
- e. investigate alleged breaches of the By-law, and where required bring enforcement proceedings.

Lobbyist Registry

Inquiries and Investigations

# Our Office Map



## Lobbyist Registry

### **Purpose:**

Ensure openness and transparency of lobbying communication for the public to know who the lobbyists are, what the communications are about, and which public office holders are being lobbied.

### **Action:**

- Provide advice and interpretation.
- Maintain the Registry.
- Review, verify and approve registrations and updates.
- Monitor compliance with registration and reporting requirements.
- Develop and deliver information, training, and outreach programs and materials.
- Participate in the OLR's website projects.

## Inquiries and Investigations

### **Purpose:**

Ensure compliance with the By-law.

### **Action:**

- Promote compliance through training and outreach.
- Provide advanced assessments/opinions on fact specific scenarios.
- Perform environmental scans to anticipate future contraventions and conduct judicious interventions where possible to prevent such harm.
- Anticipate, develop and coordinate the release of timely reminders.
- Conduct preliminary assessments of alleged contraventions and make recommendations as to whether to conduct inquiries or investigations.
- Conduct inquiries and investigations and where substantiated provide recommendations as to penalty.
- Develop policies and procedures to support the OLR inquiry and investigation processes.
- Conduct periodic reviews of the By-law and propose amendments as necessary.
- § Draft interpretation and advisory bulletins.



# Budget Highlights



## Our Experience & Success



1. 76,027 registration transactions have been processed since 2010.
2. The Lobbyist Registry recorded 1,835 active lobbyist registrations and 2,702 active subject matter registrations at the end of 2018.
3. A total of 11,404 registration transactions were processed in 2018.
4. 230 consultations/pieces of advice were provided to stakeholders and 12 advance opinions were given by Inquiries and Investigations in 2018.
5. Since 2011, OLR has provided 25 investigative reports to Council.
6. The OLR has published 4,507 posts on social media regarding best practices and By-law compliance since the office expanded its use in multiple platforms in 2017.
7. The OLR has received an estimated 21,544 calls since the office was established



1. The delivery of timely and accurate services is at risk from the Lobbyist Registry. The number of registration transactions processed annually by our office has increased by 367% since 2010. However, the current staff complement has not changed since 2009.
2. Outreach activities, the provision of advanced opinions and consultations are being performed at the detrimental cost to formal investigations.
3. Inquiries and Investigation's capacity to take on new matters is restricted and there are delays in the length of the investigative process.
4. The increased complexity of legal issues and recent expansion of the OLR's enforcement powers require adequate resources.
5. The execution of a technology upgrade to the Registry system will require permanent dedication of Lobbyist Registry staff resources.
6. Without the resources requested, the OLR cannot guarantee that it can meet its mandate and the public may lose confidence in the OLR's ability to provide oversight.

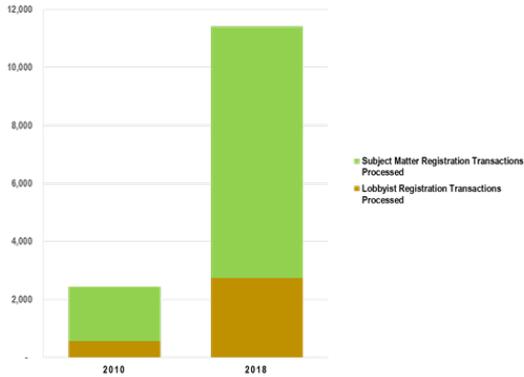


1. Additional monetary resources for Inquiries and Investigations will enable it to keep pace with complex cases in a timely manner.
2. Additional money for external legal advice and for a junior counsel position will ensure that the utmost due diligence be taken, given the contentious nature of investigations and the possibility of judicial review.
3. These enhancements will enable compliance and therefore decrease investigations and prosecutions. This will alleviate demand on the Investigations Unit's already limited resources. Therefore the amount of time an investigation is completed will be reduced.
4. The additional Lobbyist Registry & Stakeholder Outreach Advisor will enable the Registry Unit to continue to deliver timely and accurate services to the public and lobbyists.
5. With these resources, the Lobbyist Registry will provide the public with the tools for transparency and civic engagement that are mandated by City Council.

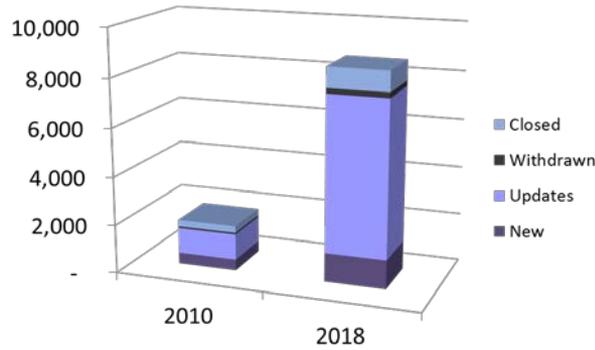
# Key Service Performance Measures



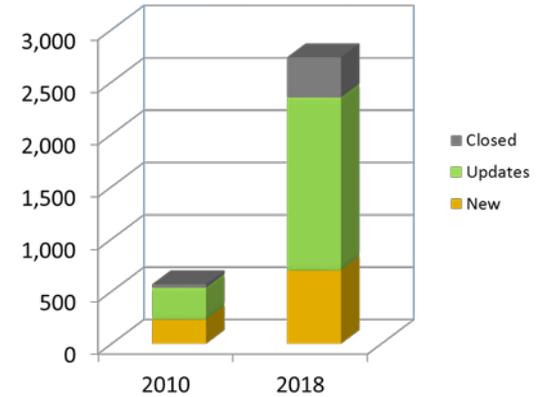
**Total Registration Transactions Processed Comparing 2010 and 2018**



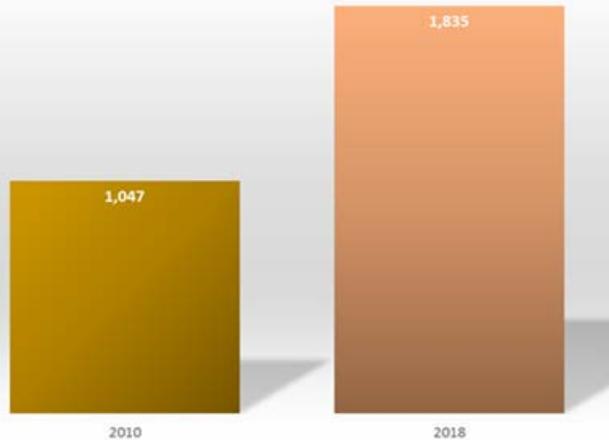
**Subject Matter Registrations Processed Comparing 2010 and 2018**



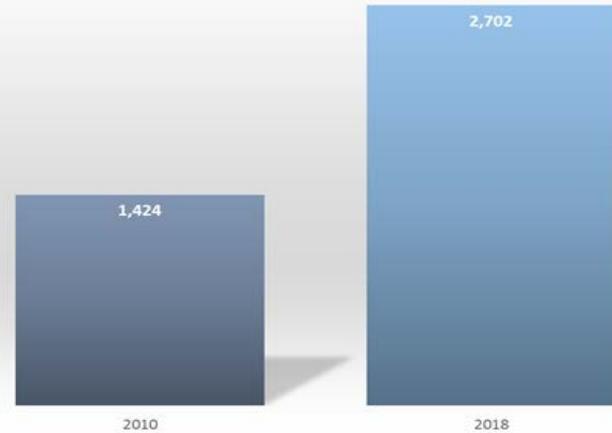
**Lobbyist Registrations Processed Comparing 2010 and 2018**



**Active Lobbyist Registrations at the End of the Year Comparing 2010 and 2018**



**Active Subject Matter Registrations at the End of the Year Comparing 2010 and 2018**



Without the enhancements:

1. Timely, accurate and efficient services to the public will be compromised.
2. Keeping pace with complex investigation cases in a timely manner, with appropriate responses will be compromised.
3. There is a risk of decreased compliance with the disclosure requirements in the By-law.
4. Transparency, Civic Participation, Accountability and Accessibility will be diminished.
5. The OLR cannot guarantee that City Council's legislative amendments which expanded the office's enforcement powers will be optimized as intended.
6. Without with resources requested, the OLR cannot guarantee that it can meet its mandate.
7. The public may lose confidence in the OLR's ability to provide oversight.

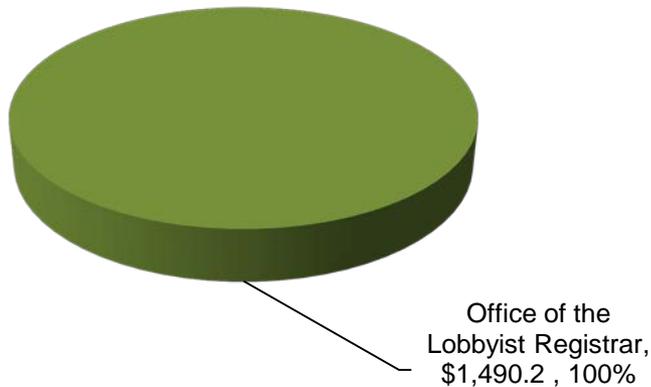
# Operating Budget Overview



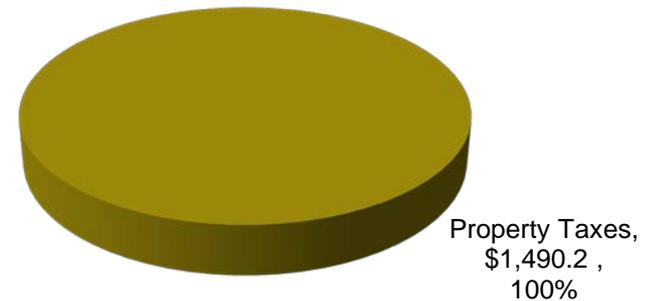
# 2019 Lobbyist Registrar-Recommended Operating Budget By Program and Funding Source



Where the Money Goes  
\$1.490 Million



Where the Money Comes From  
\$1.490 Million



# 2019 Lobbyist Registrar-Recommended Net Operating Budget vs 2018



(In \$000s)	2018		2019			Changes	
	Budget	Projected Actual*	Base	New / Enhanced	Total Lobbyist Registrar-Recommended Budget		
<b>Office of the Lobbyist Registrar</b>	\$	\$	\$	\$	\$	\$	%
Gross Expenditure	1,202.5	1,196.1	1,235.1	255.1	1,490.2	287.7	23.9%
Revenue		(8.6)			0.0	0.0	-
<b>Total Net Expenditures</b>	<b>1,202.5</b>	<b>1,187.5</b>	<b>1,235.1</b>	<b>255.1</b>	<b>1,490.2</b>	<b>287.7</b>	<b>23.9%</b>
<b>Approved Positions</b>	<b>8.3</b>	<b>8.0</b>	<b>8.3</b>	<b>2.0</b>	<b>10.3</b>	<b>2.0</b>	<b>24.2%</b>
* Year-End Projection Based on Q3 2018 Variance Report							

# Key Cost Drivers

Office of the Lobbyist Registrar (In \$000s)	Total Changes	
	\$	Position
<b>Base Expenditure Changes</b>		
Inflationary Factors	1.9	
Salaries & Benefits	26.4	
Other Base Expenditure changes	4.3	
<b>Base Revenue Changes</b>		
<b>Service Changes</b>		
	<b>32.6</b>	

# New / Enhanced Services



Office of the Lobbyist Registrar (\$000s)	2019			Incremental Impact			
	Gross	Net	Position	2020 Plan		2021 Plan	
				Net	Position	Net	Position
Statutory Education & Outreach Requirements	95.5	95.5	1.0	29.6	0.0	2.7	0.0
Statutory Investigation & Legal Requirements	159.6	159.6	1.0	35.6	0.0	4.2	0.0
<b>Total</b>	<b>255.1</b>	<b>255.1</b>	<b>2.0</b>	<b>65.2</b>	<b>0.0</b>	<b>6.9</b>	<b>0.0</b>

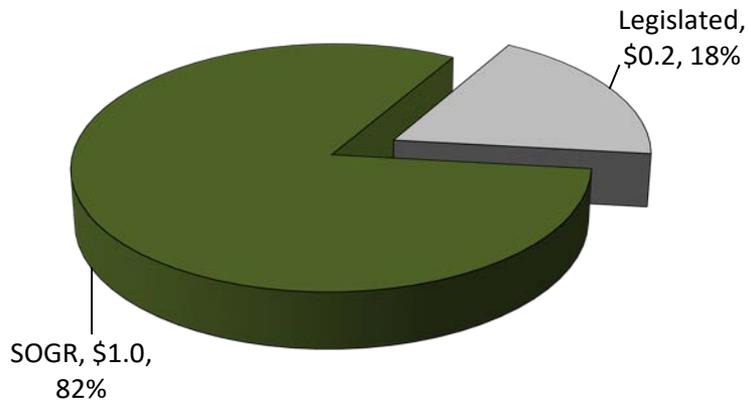


# Capital Budget Overview

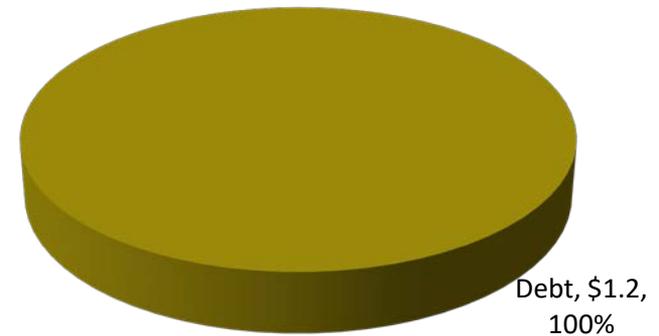
# 2019-2028 Lobbyist Registrar-Recommended Capital Budget & Plan



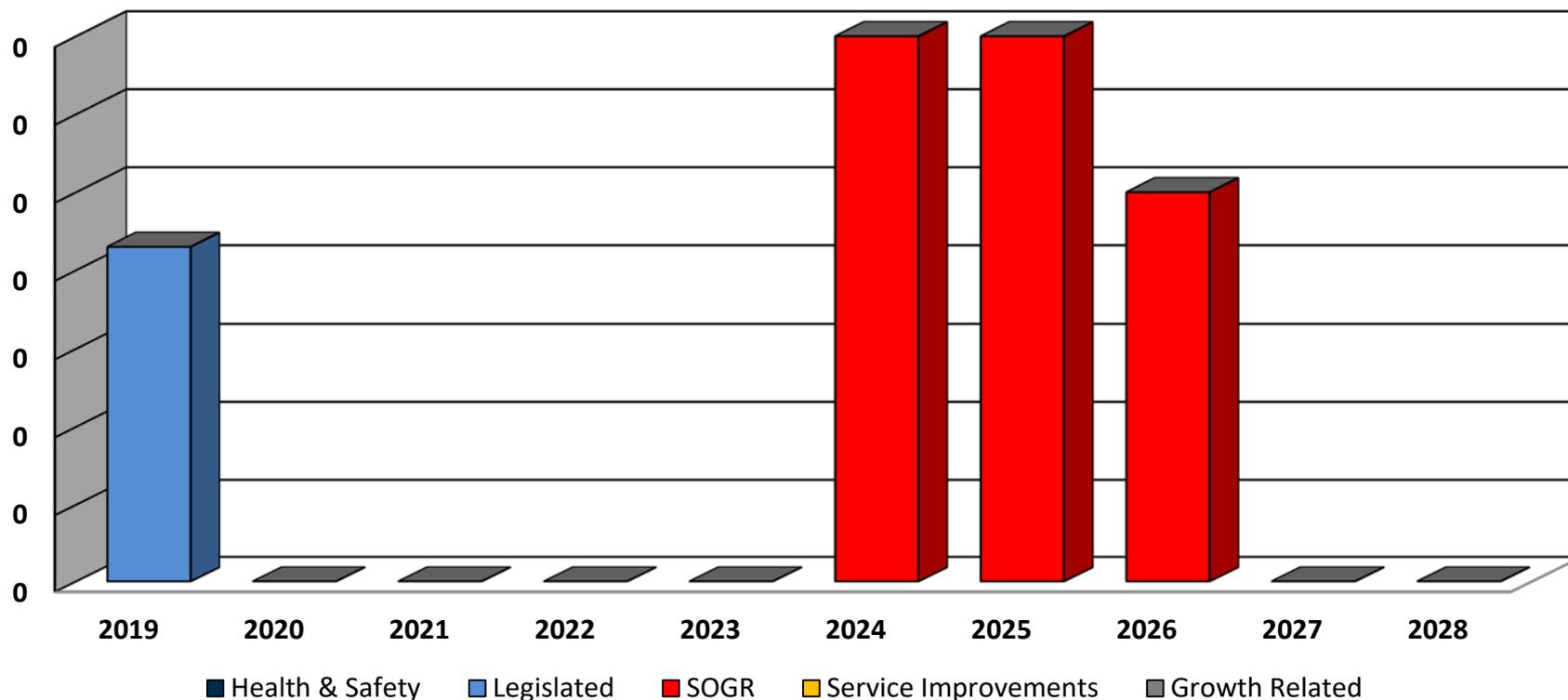
Where the Money Goes  
\$1.165 Million



Where the Money Comes From  
\$1.165 Million



# 2019 - 2028 Lobbyist Registrar-Recommended Capital Budget & Plan by Project Category

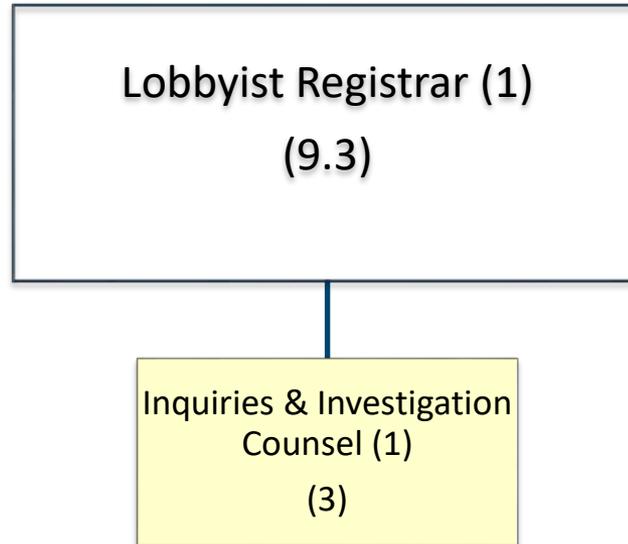


\$ Million	2019 - 2028 Lobbyist Registrar-Recommended Capital Budget and Plan by Category									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Health &amp; Safety</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Legislated</b>	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>SOGR</b>	0.0	0.0	0.0	0.0	0.0	0.4	0.4	0.3	0.0	0.0
<b>Service Improvements</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Growth Related</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0



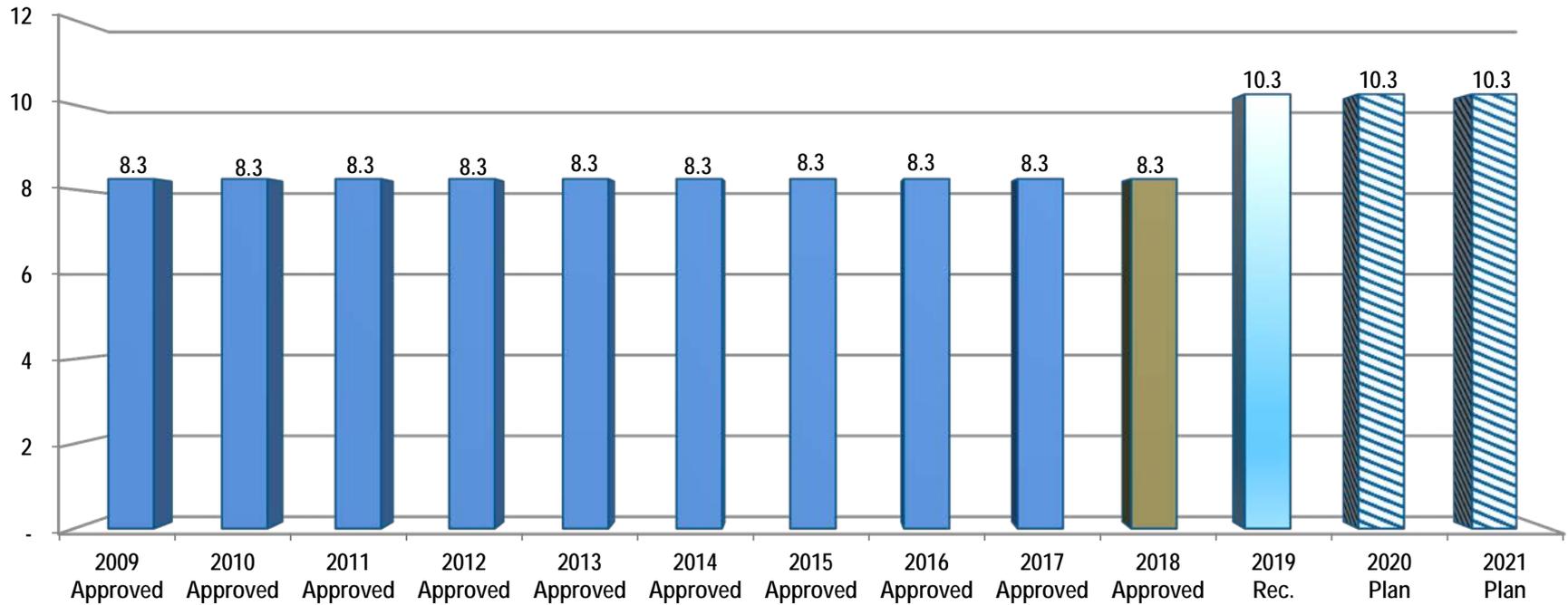
# Operating Appendices

# 2019 Organizational Chart for Office of the Lobbyist Registrar



Budget	Category	Senior Management	Management with Direct Reports	Management without Direct Reports / Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	1.0	8.0		10.0
	Temporary			0.3		0.3
Capital	Permanent					0.0
	Temporary					0.0
<b>Total</b>	<b>Total</b>	<b>1.0</b>	<b>1.0</b>	<b>8.3</b>	<b>0.0</b>	<b>10.3</b>

# Staffing Trend (Excludes Capital Positions)



# Vacancy Analysis

Agency Name	2016			2017			2018			
	# of Vacancies	Vacancies % of Total Approved Position	Approved Position	# of Vacancies	Vacancies % of Total Approved Position	Approved Position	# of Vacancies as at Sept 30	# of Vacancies Projections to Dec 31	Vacancies % of Total Approved Position	Approved Position
Operating	0.3	3.0%	8.3	0.3	3.0%	8.3	0.3	0.3	3.0%	8.3
Capital										
<b>Total</b>	<b>0.3</b>	<b>3.0%</b>	<b>8.3</b>	<b>0.3</b>	<b>3.0%</b>	<b>8.3</b>	<b>0.3</b>	<b>0.3</b>	<b>3.0%</b>	<b>8.3</b>

# 2019 Key Complement Changes



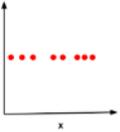
Office of the Lobbyist Registrar	2018 Approved Staff Complement	2019 Complement Changes									
		Prior Year Impact	Operating Impacts of Capital Projects	Capital Project Delivery	Base Changes	Efficiencies	Service Changes	Total 2019 Base Budget	New/Enh Service Priorities	Total 2019 Staff Recommended Budget	Change from 2018 Approved
Operating	8.3							8.3	2.0	10.3	2.0
<b>Total complement</b>	<b>8.3</b>							<b>8.3</b>	<b>2.0</b>	<b>10.3</b>	<b>2.0</b>

# 2019 Key Complement Changes



Category	Description
<b>Base Changes</b>	Not applicable.
<b>Efficiencies</b>	Not applicable
<b>New / Enhanced Services</b>	<ul style="list-style-type: none"><li data-bbox="504 611 1750 779">• <b>Statutory Education &amp; Outreach Requirements</b> – one permanent Lobbyist Registry &amp; Stakeholder Outreach Advisor position to provide training and support for registrants to achieve compliance, and facilitate ongoing registrations as required by the By-law.</li><li data-bbox="504 832 1785 958">• <b>Statutory Investigation &amp; Legal Requirements</b> – one permanent Junior Counsel position to ensure that the Investigations Unit can continue to be effective in supporting compliance.</li></ul>

# Operating Budget Variance



Accountability Office In \$ Millions	2017 Variance					2018 YTD September 30 Variance					2018 YE Projection Variance									
	Gross		Net		Alert	Gross		Net		Alert	Gross		Net		Alert					
	\$	%	\$	%		\$	%	\$	%		\$	%	\$	%						
Office of the Lobbyist Registrar	(0.060)	(5.2%)	(0.060)	(5.2%)	Ⓞ	(0.054)	(6.4%)	(0.063)	(7.4%)	Ⓞ	(0.006)	(0.5%)	(0.015)	(1.2%)	Ⓞ					
<b>Net Variance</b>	Year End		Ⓞ		Ⓜ		Year-to-Date		Ⓞ		Ⓜ		Ⓜ		Year End		Ⓞ		Ⓜ	
			<=100%		> 100%				85% - 105%		0% -85%		>105%				<=100%		> 100%	

# 2019 Lobbyist Registrar-Recommended Operating Budget Changes



(In \$000s)	Total	
	\$	Positions
<b>2018 Council Approved Operating Budget (Net)</b>	<b>1,202.5</b>	<b>8.3</b>
<b>Base Expenditure Changes</b>		
Prior Year Impacts		
Other Prior Year Impacts	(9.7)	
Economic Factors		
Divisional Economic Factors	1.9	
Salaries and Benefits		
COLA	11.2	
Progression Pay	20.4	
Benefits adjustments	4.5	
Other Base Expenditure Changes		
Other Base Changes	4.3	
<b>Sub-Total Base Expenditure Changes</b>	<b>32.6</b>	
<b>Base Revenue Changes</b>		
<b>Sub-Total Base Revenue Changes</b>		
<b>Service Changes</b>		
<b>Sub-Total Service Changes</b>		
<b>Total Base Changes</b>	<b>32.6</b>	
<b>New &amp; Enhanced Services</b>		
Statutory Education & Outreach Requirements	95.5	
Statutory Investigation & Legal Requirements	159.6	
<b>Sub-Total New &amp; Enhanced Services</b>	<b>255.1</b>	<b>2.0</b>
<b>Total 2019 Lobbyist Registrar-Recommended Operating Budget (Net)</b>	<b>1,490.2</b>	<b>10.3</b>



Office of the Lobbyist Registrar Description (\$000s)	2020 - Incremental Increase					2021 - Incremental Increase				
	Gross	Revenue	Net	% Change	Position	Gross	Revenue	Net	% Change	Position
<b>Known Impacts:</b>										
<b>Prior Year Impact</b>										
Annualization of 2019 Service Efficiencies										
Annualization of 2019 Service Changes										
Annualization of 2019 New/Enhanced	65.2		65.2	4.4%		6.9		6.9	0.4%	
Other Prior Year Impacts										
<b>Salaries and Benefits</b>										
COLA & Progression Pay	8.2		8.2	0.5%		14.0		14.0	0.9%	
Other Adjustments	6.6		6.6	0.4%		4.7		4.7	0.3%	
<b>Other Base Changes (specify)</b>										
Economic Factors	2.0		2.0	0.1%		2.1		2.1	0.1%	
IDC/IDR Changes										
Volume Changes										
Contributions to Reserves										
Other Base Changes										
<b>Sub-Total</b>	<b>82.0</b>		<b>82.0</b>	<b>5.5%</b>		<b>27.8</b>		<b>27.8</b>	<b>1.8%</b>	
<b>Anticipated Impacts:</b>										
Anticipated Impacts (Base)										
Anticipated Service Changes										
Anticipated New / Enhanced										
Other (specify)										
<b>Sub-Total</b>										
<b>Total Incremental Impact</b>	<b>82.0</b>		<b>82.0</b>	<b>5.5%</b>		<b>27.8</b>		<b>27.8</b>	<b>1.8%</b>	

