



Annual Report

Toronto Lobbyist Registrar for the Year 2021

Cristina De Caprio
Lobbyist Registrar

Date: July 11, 2022

Table of Contents

Message from the Lobbyist Registrar	4
Mandate of the Lobbyist Registrar.....	4
Role of the Lobbyist Registrar.....	4
Legislative Framework	4
Role of Lobbying in Local Democracy	5
Building Public Trust	6
Lobbying Transparency During the COVID-19 Emergency	7
Continued Delivery of Toronto Lobbyist Registrar's Mandate.....	10
Lobbying Communications Reported During the COVID-19 Emergency.....	11
Collaboration Between the Four Accountability Offices	13
Improvements to the Lobbyist Registry.....	13
Stakeholder Engagement	14
Looking Towards the Future	16
Report Activities in 2021	19
Social Media	20
Interpretation Bulletins and Advice	20
Educational Online Tools Available	21
Open Data.....	21
Report to Council	22
Registry Services	22
Registration Statistics	24
Public Disclosure of Lobbying Activities.....	30
Lobbying Communications Reported with Offices of Elected Officials In 2021	31
Methods of Lobbying Communications Reported in 2021	35
The Number of Stakeholder Groups Engaged in Indirect Lobbying by Grass-roots Lobbying Campaigns in 2021	36
Global Compliance 2021	38
Advice, Investigations, Inquiries and Breach Prevention	39
Looking forward to 2022	40
Selected Investigations and Advanced Opinions.....	41
Technological Change	47
Inquiries & Investigations Unit Statistics	47
Education and Outreach	50

Supporting Stakeholders.....	50
Supporting Public Office Holders	51
Sharing Best Practices in Lobbying Regulation	52
Staff.....	55
Budget Summary.....	57
Financial Information	57

Message from the Lobbyist Registrar

I am pleased to provide the Annual Report for the Toronto Lobbyist Registrar (TLR) for the period of January 1 to December 31, 2021. This is the TLR's 14th Annual Report to Toronto City Council (Council). The purpose of this report is to highlight actions and key accomplishments in 2021.

Mandate of the Lobbyist Registrar

Role of the Lobbyist Registrar

The Lobbyist Registrar (Registrar) is an Independent Officer, who reports directly to Council about its legislative responsibilities. The Registrar regulates lobbying activities in the public interest, according to the standards codified in the Lobbying By-law (By-law). The By-law establishes authority for the TLR to deliver transparency, requiring public disclosure of lobbying activities on the Lobbyist Registry (Registry) and adherence to the Lobbyists' Code of Conduct (Code of Conduct). The duties of the Registrar include: administering and upholding the By-law in the public interest to ensure transparency and integrity in City of Toronto (City) government decision-making.

The Registry and Code of Conduct are the tools in the By-law which deliver transparency. The By-law's disclosure requirements through the Registry ensure that lobbying of Public Office Holders (POHs) is transparent. POHs include: public service employees, and elected and appointed City officials. The Code of Conduct sets out the high ethical standards that must be adhered to in lobbying activities at the City.

Legislative Framework

The City's regulatory model for lobbying activities is mandated by law. The *City of Toronto Act, 2006* (COTA), Toronto Municipal Code Chapter 140, Lobbying (By-law), and Toronto Municipal Code Chapter 3, Accountability Officers, outline the legislation, which gives the TLR its authority, and which provides the standards that lobbyists must adhere to.

Role of Lobbying in Local Democracy

“...A lobbyist registry benefits the public by accounting for all ethical lobbying.”

*The Honourable Madam Justice Denise E. Bellamy, Commissioner
Report of the Toronto Computer Leasing Inquiry and the Toronto External Contracts Inquiry
Vol. 2, Pg 90, Good Government*

A responsive City government mandates ethical and transparent lobbying in order to facilitate open democratic processes. Lobbying is a legitimate activity, when disclosed publicly and when conducted according to the ethical standards outlined in the By-law. The By-law does not impede access to government, but instead guarantees a window of transparency for lobbying communications.

The By-law reinforces the importance of access to City government as the foundation of local democracy. It underscores that lobbying is not restricted, but is instead regulated. Lobbying provides POHs with different viewpoints, opinions, and specialized knowledge, which can be useful to POHs in decision-making. The online Registry provides the public with a window into government decision-making. The Code of Conduct guarantees that lobbyists are bound by standards of conduct, and compliance requirements. By ensuring that lobbyists fulfill their transparency requirements and the Code of Conduct provisions, the By-law provides effective lobbying regulation in the public interest.

Building Public Trust

"The fundamental purpose of requiring lobbyists to register is to achieve greater transparency in government decision-making and dispel the perception that influence is being brought to bear by private interests unknown to the public..."

*The Honourable Madam Justice Denise E. Bellamy, Commissioner
Report of the Toronto Computer Leasing Inquiry and the Toronto External Contracts Inquiry
Vol. 2, Pg 90, Good Government*

Regulating lobbying activities is the cornerstone to building public trust in City government decision-making processes. The Registry and the Code of Conduct build the public's confidence in City government. The public's confidence in its City government's decision-making processes inspires the commitment of stakeholders, which, in turn, supports the outcomes intended by City government decisions. Because the Registry provides information about who has engaged in lobbying activities, the resulting transparency helps to minimize the risk of undue influence by private interest groups. By providing public disclosure of who spoke to whom and about what, the Registry can further the exchange of diverse views on issues before City government. This brings about more informed policy considerations and generates better policy development. As a civic engagement tool, the Registry affords participation in public policy decisions to all stakeholders, including the private sector, media, constituents, POHs, and the public. Therefore, trust in City government is enhanced by the disclosure of lobbying activities provided through the Registry.

The Code of Conduct also serves the public interest by guaranteeing that lobbyists are required to abide by the ethical standards in the Code of Conduct. Thus, while the Registry attests to the integrity of Council decisions, the Code of Conduct entrenches the City's standards for ethical lobbying. It mandates that those who lobbied POHs must act within the standards for responsible conduct set into law by the City. With the By-law guaranteeing, both the disclosure requirements and the ethical standards for lobbyists, trustworthiness in City government decisions is enhanced.

Lobbying Transparency During the COVID-19 Emergency

"In times of crisis such as the current COVID-19 pandemic and its economic and social repercussions, public governance matters more than ever. Governance arrangements have played a critical role in countries immediate responses and will continue to be crucial both to the recovery and to the building a "new normal" once the crisis has passed."

Responding to COVID-19: The Rules of Good Governance Apply Now More Than Ever!

OECD Better Policies for Better Lives

<https://www.oecd.org/governance/public-governance-responses-to-covid19/>



In the year 2021, the City continued into the second year of one of the most challenging crises in its history. On March 17, 2020, the City entered into a State of Emergency in response to the COVID-19 pandemic. The extraordinary challenge of this pandemic was endured throughout 2021. Recognizing the importance of maintaining accountability while addressing pandemic concerns, City stakeholders continued to abide by the By-law's requirements for lobbying transparency. The principles of accountability and transparency, which are codified in the City's governance model, provided the public with the assurance of integrity in the government's decision-making processes during this critical time.

"Trust requires transparency, not only through frequent and targeted crisis communication, but, more importantly, by engaging stakeholders and public in risk-related decision-making."

First Lessons from Government Evaluations of COVID-19 Response: A Synthesis

OECD Policy Responses to COVID-19, Pg 2, January 21, 2022

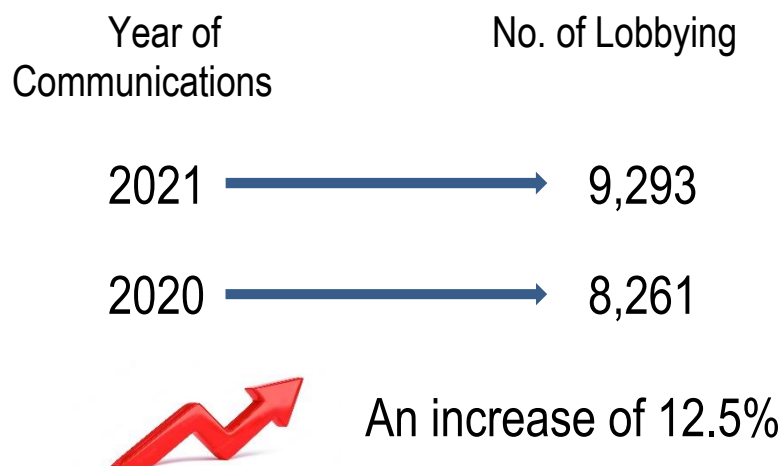


The City's stakeholder community, throughout the COVID-19 Emergency, supported the TLR's mandate for transparency in lobbying communications. Lobbyists continued robust reporting of lobbying communications throughout 2021, demonstrating a willingness to comply with the By-law at a point in the City's history when providing transparency to the public mattered the most. Council, POHs, lobbyists, members of the public, and the media have all been instrumental in enabling the TLR to continue to provide transparency in City government decision-making processes throughout the

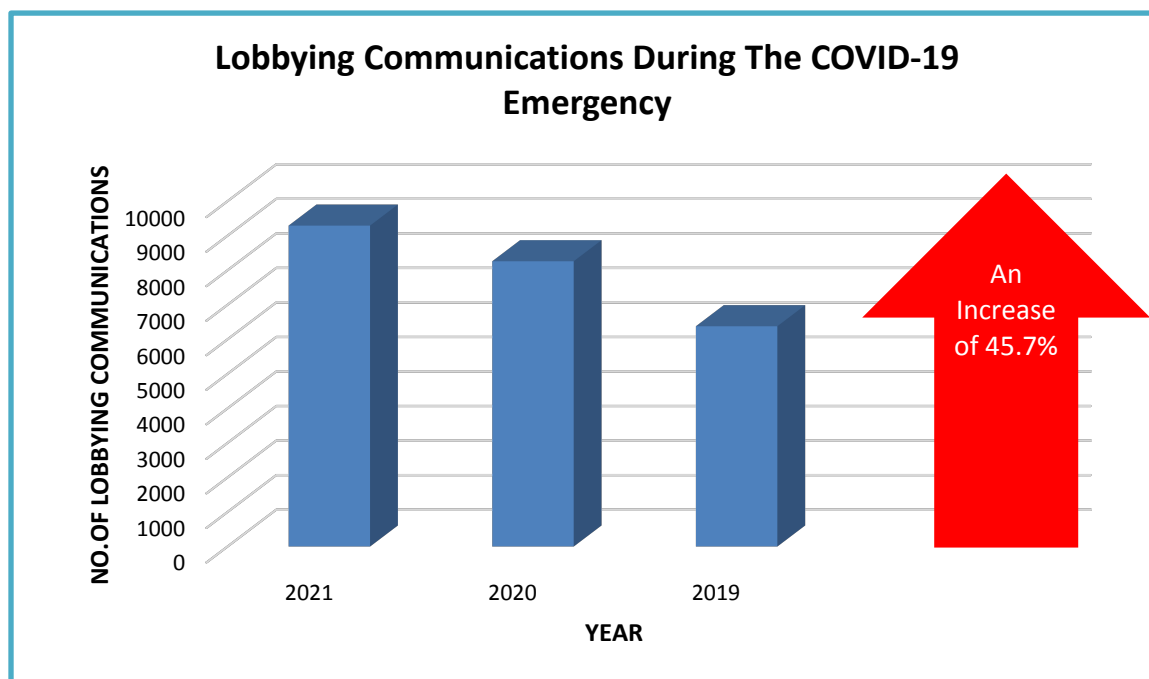
pandemic. Thanks to these efforts, City government pandemic responses are supported by a transparent index of lobbying activities disclosed via the Registry.

As of December 31, 2021, there were 9,293 lobbying communications reported with all POHs. This represents an increase of 12.5% in the number of lobbying communications reported with all POHs compared with 2020.

Lobbying Communications Reported with all Public Office Holders in 2021 Compared to 2020



During the two calendar years of 2020 and 2021, in which the City was in the COVID-19 pandemic State of Emergency, lobbying communications increased year over year. In the year 2020, lobbying communications increased 29.5% from the year before, and in 2021 lobbying communications increased by 12.5% from 2020. This represents an increase of 45.7% in lobbying communications throughout the State of Emergency, and is reflected in the graph below.



Continued Delivery of Toronto Lobbyist Registrar's Mandate

The TLR continued to sustain the delivery of its mandate during the second calendar year of the COVID-19 Emergency.

Throughout, the TLR carried on with improving its operational strategies and using technology to accelerate the business transformation required to modernize the operations of both its Lobbyist Registry Unit (Registry Unit) and Inquiries & Investigations Unit (Investigations Unit). Moving forward with the initiative that began in 2020, where the Registry Unit introduced the new Registry, it continued to both streamline the registration processes, and augment the auditing of its data to ensure clean, current, and accurate Registry information.

Similarly, the Investigations Unit also applied innovative strategies to sustain its investigative and enforcement functions. The Investigations Unit adopted procedures and technology to perform remotely the tasks required to continue its work and took advantage of the increased use of electronic communications, which allows for the remote preservation, collection, and review of evidence. The Investigations Unit also leveraged its recently modernized Case Management System (CMS), and other operational improvements to ensure timely and effective case file advancement.

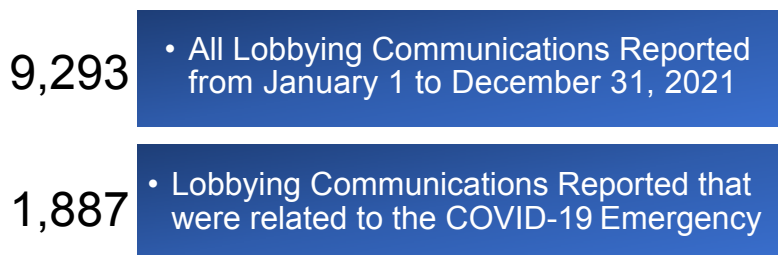
Lobbying Communications Reported During the COVID-19 Emergency

In 2021, there were 9,293 lobbying communications reported with all POHs. Of these, 1,887 communications or 20% (twenty percent, being 1 in 5) were related to the COVID-19 Emergency.

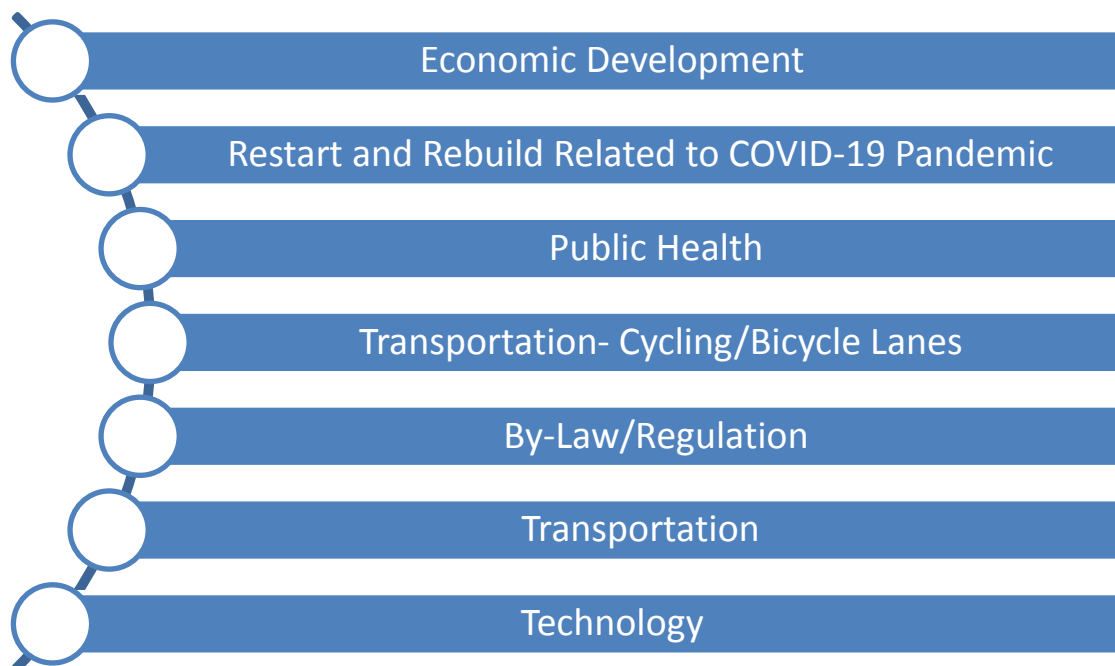
1 in 5, or 20%, of Reported Lobbying Communications were Related to the COVID-19 Emergency



Number of Lobbying Communications Reported from January 1 to December 31, 2021



The Most Frequently Registered Subject Matters in 2021 Related to the COVID-19 Emergency



The Role of Public Office Holders in Supporting the Toronto Lobbyist Registrar's Mandate

POHs continued to contribute to the City's model for transparency and accountability for communications by third parties. The City's POHs supported the By-law's transparency requirements by directing third parties to our office for advice about registration requirements. In addition to referring lobbyists to our office for direct advice about their registration requirements, POHs also sought advice from the TLR regarding best practices in dealings with lobbyists.

The TLR looks forward to continuing this important collaboration with POHs in support of lobbying regulation at the City.

Toronto Lobbyist Registrar Staff Team's Responsiveness to the COVID-19 Emergency

A review of the TLR's 2021 accomplishments would not be complete without acknowledging the commitment of the TLR's professional staff team to the effective regulation of lobbying activities. Throughout 2021, with inventiveness, resiliency, and a dedication to serving the public interest the TLR staff remained steadfast in facilitating City government transparency through upholding the By-law. TLR staff delivered the accountability intended by the By-law through:

- implementation of new technologies;
- continuous improvements of operations and business practices;
- maintenance of the Registry, including prioritizing data integrity;
- advice and information to stakeholders;
- education and outreach activities; and
- investigations and compliance measures.

I wish to thank the TLR staff for their commitment to serving the public. Notwithstanding the challenges in recent years presented by fast-paced advances in technology and heightened demands for transparency in government decision making, TLR staff have persevered in carrying the legislated mandate forward in the public interest.

Collaboration Between the Four Accountability Offices

Reinforcing the importance of sustaining the efficacy of the City's governance model during the challenges of the State of Emergency, the Offices of the Auditor General, the Integrity Commissioner, the Ombudsman and the Toronto Lobbyist Registrar continued to work collaboratively in the public interest. While remaining dutiful to the separate mandates and statutory duties for each of the Accountability Officers, and while executing their respective mandates independently of one another, our offices worked cooperatively in the public interest. Our offices met regularly in 2021 to discuss issues in common on City matters of public interest. Under the umbrella of the Memorandum of Understanding (MoU), which is the charter document supporting co-ordination and co-operation between the four Accountability Offices in advancing City matters of public interest and importance, the four offices shared information, best practices and supported each other, where appropriate, while maintaining independent carriage of their individual mandates under COTA.

Improvements to the Lobbyist Registry



In 2021, the TLR worked in collaboration with City Clerk's Office, Business & Technology Planning Unit (Clerk's IT) to implement the two new improvements described below, designed to expedite registration and refine reporting:

1. Streamlining Lobbyist Registration

In late 2021, the TLR launched a streamlined process for lobbyists to open a user account for registration. The printing and mailing of forms by new users is no longer required. Submissions, under this part, are now completely electronic. The registration process is currently fully automated and is therefore, more efficient. With the registration process now being more expedient, Registry information is more readily available to the public.

2. Expanding Subject Matter Disclosure

Throughout 2021, the TLR engaged with Clerk's IT in the development of expanded subject matter disclosure mechanisms that better capture details about the intended outcomes of lobbying activity. Once implemented, these improvements will ensure a more fulsome disclosure of the objectives of lobbyists' communications with POHs.

Lobbyists will be required to disclose whether they are communicating about one of the following municipal decisions:

- A. Development, introduction, passage, defeat, amendment or repeal of a by-law, bill or resolution on any matter, by Council, a local board (restricted definition), the Board of Health, or a committee, another body or individual under delegated authority.
- B. Without limiting Subsection A, the following:
 - (1) Development, approval, amendment or termination of a policy, program, directive or guidance.
 - (2) Procurement of goods, services or construction and awarding a contract.
 - (3) Approving, approving with conditions, or denying an application for a service, grant, planning approval, permit or other licence or permission.
 - (4) Awarding any financial contribution, grant or other financial benefit by or on behalf of the City, a local board (restricted definition) or the Board of Health.
 - (5) Transferring from the City, a local board (restricted definition) or the Board of Health any interest in or asset of any business, enterprise or institution.
 - (6) Determining the model and method of delivering a service.
- C. The matters noted in Subsection A and B with necessary modifications, if considered by a local board (restricted definition), the Board of Health or another body or individual under delegated authority.
- D. In relation to a consultant lobbyist referred to in Article II or an individual as referred to in S,140-28B, to arrange a meeting between a public office holder and any other person.

The categories for intended outcomes reflect the definition of lobbying as stated in the By-law. These changes will serve the public interest, because there will be a more detailed description of lobbying activities made available to the public. I wish to thank all staff and contributors from the TLR and Clerk's IT for their dedication and commitment to continuous improvement to the Registry.

Stakeholder Engagement

Lobbyists have demonstrated a willingness to comply with the By-law. Their adherence to the obligations under the By-law, in conjunction with the ongoing support of the TLR's many stakeholders, have underscored the By-law and Registry's success in delivering transparency and accountability. Together with our office, the stakeholder community has embraced the TLR's mandate for transparency in lobbying communications. The City Clerk's Office has provided ongoing administrative, financial, and information

technology services. The Offices of the City Manager and City Solicitor have worked with the TLR to expand the By-law with new provisions. Working in collaboration, the City Manager, the City Clerk, the City Solicitor, and the Accountability Officers have all supported the TLR's achievement within the City's accountability framework. Council, POHs, lobbyists, members of the public and the media have all been instrumental in enabling the TLR to promote and enhance transparency in City government decision-making processes.

Looking Towards the Future

The TLR looks forward to continuing its commitment to the following: improving the services that we deliver to our stakeholders; identifying and implementing ways in which the Registry and the regulatory scheme can be enhanced; and adapting to meet ever-changing regulatory challenges.

Below are the objectives for the TLR in 2022:

1. Modernization

Building on the progress made in 2020 and in 2021, the TLR will continue with the business transformation required to modernize the operations of both its Registry and Investigations Units throughout 2022. The Registry Unit will continue to support the implementation of the new Registry, which will include improving the audit of its data to ensure clean, current and accurate Registry information, and will continue streamlining the registration processes. The Investigations Unit will continue to utilize technology, including the expanded use of the digital CMS, and the modification of conventional investigation procedures to ensure timely and effective case file advancement. The TLR will continue its commitment to innovation and to maximizing technology, in order to support its mandate with modernized operations.

2. Continuous Improvements to the Registry

Given the rapid pace of technological advancement, the TLR will continue to work closely with Clerk's IT to ensure modernization of the Registry. The TLR recognizes that continuous upgrades are required to guarantee that the Registry meets the demands of rapidly changing new technologies and heightened standards of data integrity. In 2022, the TLR will once again, work in collaboration with Clerk's IT to identify and implement new ways to improve the Registry to expedite registration and reporting.

3. Expansion of the Lobbying By-law Provisions

A. Improvements to the Regulatory Framework

Improvements to the legislation are important to ensure the efficacy of the TLR's legislative mandates. The TLR will continue to conduct periodic reviews of the By-law and propose amendments as necessary.

Evaluating and responding to requests for advice are important to facilitate

compliance with the By-law. The TLR will continue its commitment to supporting its stakeholders, by performing environmental scans to anticipate future contraventions and conduct judicious interventions where possible to prevent such harm.

B. Planning for the Implementation of Administrative Sanctions

In 2021, the TLR continued its development of the policy and operational requirements for adding these administrative monetary sanctions into the range of penalties available. The Registrar's enforcement powers were expanded through the *Modernizing Ontario's Municipal Legislation Act, 2017*, with the added authority to impose administrative sanctions, including administrative monetary penalties. The TLR is working in collaboration with the City Manager and City Solicitor towards the implementation of this regime. The proposed new sanctions will expand the range of corrective actions from minor for less grievous infractions, to more punitive measures for more egregious breaches of the By-law. Once in place, the range of enforcement measures will be expanded to include: terms and conditions imposed by the Registrar, bans, provincial prosecutions, and administrative monetary penalties. Various approaches are used to enforce compliance with the By-law, including advice and training, reports to Council and prosecutions under the *Provincial Offences Act*. These new enforcement tools will be added to the spectrum of corrective actions imposed in the public interest, on an escalating scale, depending on the facts of the case and the seriousness of the breach.

4. Preparation for the 2022 Municipal Election

In advance of the 2022 Municipal Election, as part of its breach prevention strategy, the TLR reviewed the compliance issues regarding lobbying and political activities for lobbyists.

The Registrar and Inquiries & Investigation Counsel invited feedback from City stakeholders, including the City Manager, the City Clerk, the City Solicitor, and lobbyists, regarding the upcoming election. The purpose was to identify opportunities to provide information to lobbyists to encourage best practices and prevent non-compliance. Preparations were undertaken for the delivery in 2022 of education and outreach activities that will provide guidance to lobbyists to assist them in meeting their obligations under the By-law.

The TLR made preparations to undertake the following in 2022:

- a. a joint training session to be held in 2022 with the Ontario Integrity Commissioner, Toronto Lobbyist Registrar, and the Integrity Commissioner for the City of Ottawa, for lobbyists regarding lobbying activity and political activity, gifts, and general compliance;
- b. deployment and dissemination of education materials related to lobbying and political activity; and,
- c. the allocation of resources for the provisions of advanced opinions and advice to lobbyists with the goal of pre-empting incidents of non-compliance.

5. Continued Collaboration with Stakeholders

The TLR will continue its important role in the City's accountability framework through ongoing collaboration with the City Manager, the City Clerk, the City Solicitor, the other Accountability Officers and Council. Finally, the TLR will continue to work with lobbyists, POHs, the public and other governments to ensure that City government continues to provide effective lobbyist regulation.

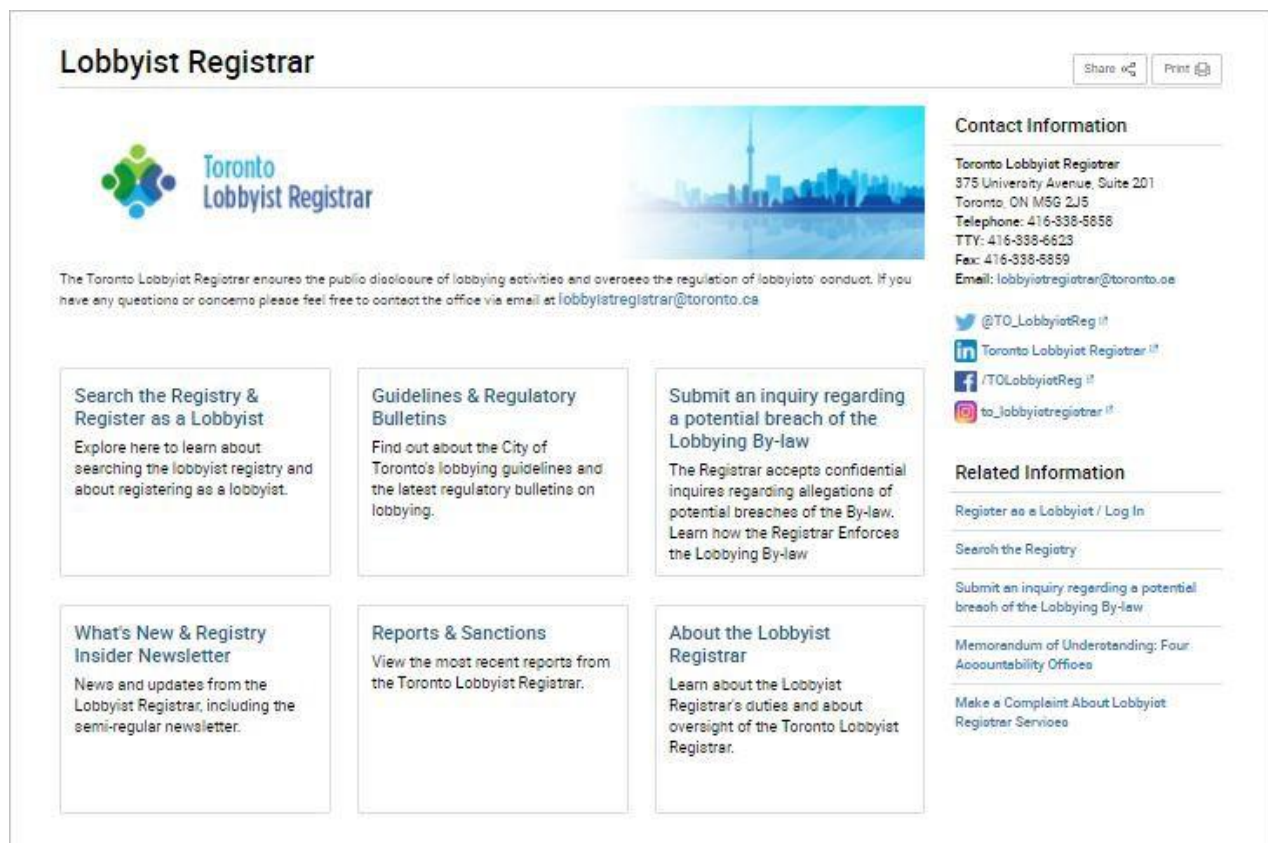
Report Activities in 2021

Website

In 2021, there were 16,785 visits to the [TLR public website](#).

In addition to hosting the Registry, the TLR website provides important compliance information, including legislation, interpretation and advisory bulletins, tutorials, interactive tools, FAQs and links to other sites.

The TLR maintains and administers the Registry online via www.toronto.ca/lobbying. The Registry meets the requirements of s. 165 of COTA, that the City maintains a Registry of persons who lobby POHs, and that this Registry be available for public inspection.



Social Media

Follow us on



LinkedIn



The TLR maintains several social media platforms: Twitter, LinkedIn, Facebook and Instagram. In 2021, the TLR continued its use of social media as an outlet for news and information through these platforms, where information is posted about the By-law, Interpretation and Advisory Bulletins, Reports to Council, upcoming training sessions, and best practices in government ethics and lobbying regulation.

Interpretation Bulletins and Advice

Through S. 169 of the *City of Toronto Act, 2006* (COTA), and Chapter 140 of the Toronto Municipal Code, Lobbying, the Registrar may provide interpretations pertaining to the administration, application and enforcement of the By-law.

The TLR also provided POHs, lobbyists and members of the public with advice and interpretation of the By-law in the following ways: person-to-person by virtual platform, virtual training sessions, online education tools, telephone, mail, and email.

TLR staff provided information about:

- Registrations,
- Searching the Registry,
- Requirements for registration,
- Lobbyists' Code of Conduct,
- Status of unions, broader public sector, and not-for-profit organizations,
- Conduct of lobbyists at charitable and civic events,
- Lobbying by former senior POHs,
- Grass-roots communications,
- Avoiding the placing of POHs in a conflict of interest,
- Gifts and favours,
- Lobbying by former municipal election campaign team members, and
- Procurements.

Information about the application of the By-law with respect to many of these subjects is available in [Interpretation and Advisory Bulletins](#) on the [TLR public website](#).

Educational Online Tools Available

The TLR has educational materials and interactive online tools available to provide information. Some examples include the following:

1. Online Interactive Questionnaire “[Do I need to Register as a Lobbyist?](#)”

For registrants using the Registry, this interactive tool is a guide which helps determine if registration with the TLR is required. There were 1,452 online users of this tool in 2021.

Alternatively, a copy of the [flow chart](#) is available for printing on the [Register as a Lobbyist](#) webpage for records.

2. Video Tutorials

There are [tutorial videos](#) available on the [Register as a Lobbyist](#) webpage to assist lobbyists in using the Registry.

Open Data

The Registry is available in Open Data. Data from the Registry is available in machine-readable format on the City’s Open Data Portal at <https://open.toronto.ca/>.

Transparency is enhanced when data is made accessible to the public through Open Data. The availability of the Registry in Open Data contributes to the City’s strategic initiatives that support civic engagement and open government. The TLR has been utilizing the Registry information found in Open Data to perform audits of the data on the Registry. This practice ensures that the Registry data is as clean and accurate as possible. In addition, the TLR has been using Open Data to extract the information it provides to stakeholders with respect to who is lobbying whom, and about which subject matters.

Report to Council

Approval of Recommended Retention Schedules for Accountability Records of the Lobbyist Registrar

At its meeting on October 1 and 4, 2021, Toronto City Council adopted item EX26.4 Approval of Recommended Retention Schedules for Accountability Records of the Lobbyist Registrar in accordance with section 3-7.6B of the Toronto Municipal Code Chapter 3, Accountability Officers.

The City of Toronto Act, 2006 does not allow for the destruction of original records of the City, including records of the Lobbyist Registrar, unless they are destroyed in accordance with the retention schedules.

Council accepted the Lobbyist Registrar's recommendation to amend the Toronto Municipal Code Chapter 3, Accountability Officers, to establish the Records Retention Schedules outlined in the report.

To read the report: [Approval of Recommended Retention Schedules for Accountability Records of the Lobbyist Registrar](#)

Registry Services

The By-law requires public disclosure of lobbying activities, guaranteeing access to information about how POHs were lobbied as part of City government decision-making. The Registry information is easily available and accessible to the public on the TLR website in accordance with the By-law's requirements. The TLR's mandate ensures that the Registry is publicly available as a multi-stakeholder, online web-based platform.

The Registry delivers the information necessary to enable searches of lobbying activities by all stakeholders. Because the TLR enforces the By-law's provisions that require timely reporting of lobbying activities, the Registry successfully provides prompt access to such information.

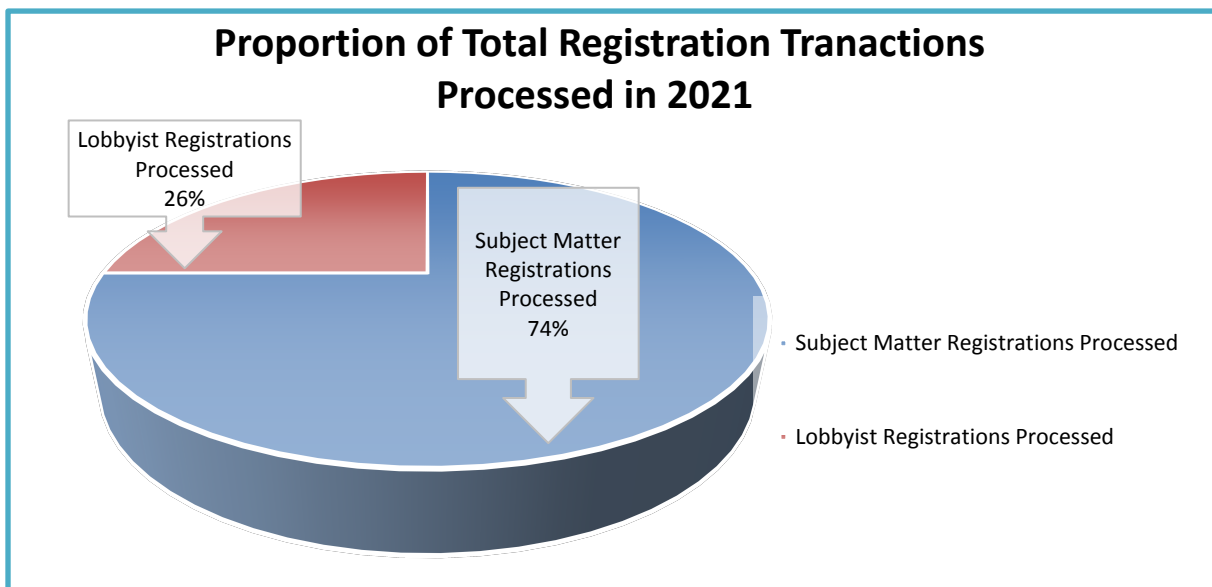
The online Registry is the mechanism for the disclosure of lobbying activities. The Registry provides all the information required of lobbyists by the By-law. The Registry's search capabilities enable all stakeholders to explore its data fields in order to learn who is lobbying whom and about what.

The Lobbyist Registry & Stakeholder Outreach Advisors (Advisors) support the Registry's maintenance. Advisors review, check accuracy of and accept registrations, and any necessary updates. Advisors supervise compliance with registration and

reporting requirements, as well as provide advice to lobbyists and the public about their obligations under the By-law. In 2021, there were 24,731 outgoing email messages sent to lobbyists by our Advisors through the new Registry, in order to facilitate the completion of registration transactions.

Registration Statistics

Since 2010, over 123,131 transactions have been processed through the Registry, and over 67,293 lobbying communications have been recorded. The total number of registration transactions processed in 2021 was 14,855.



In 2021, 3,066 lobbyist registrations were processed. This represents 26% of the total number of transactions processed. Additionally, 11,789 subject matter registration transactions were processed, representing 74% of the total number of transactions processed. The total number of active lobbyist registrations at the year-end was 1,174; and the total number of active subject matter registrations at the year-end was 3,559.

Active Lobbyist Registrations

• 1,174

Lobbyist Registrations Processed

• 3,066

Active Subject Matter Registrations



• 3,559


Subject Matter Registrations Processed

• 11,789

As of December 31, 2021, there were 3,559 active subject matter registrations. This represents an increase of 5.6% from 2020, where the number of active subject matter registrations as of December 31, 2020 was 3,371.

**Active Subject Matter Registrations as of
December 31, 2021 compared to December 31, 2020**

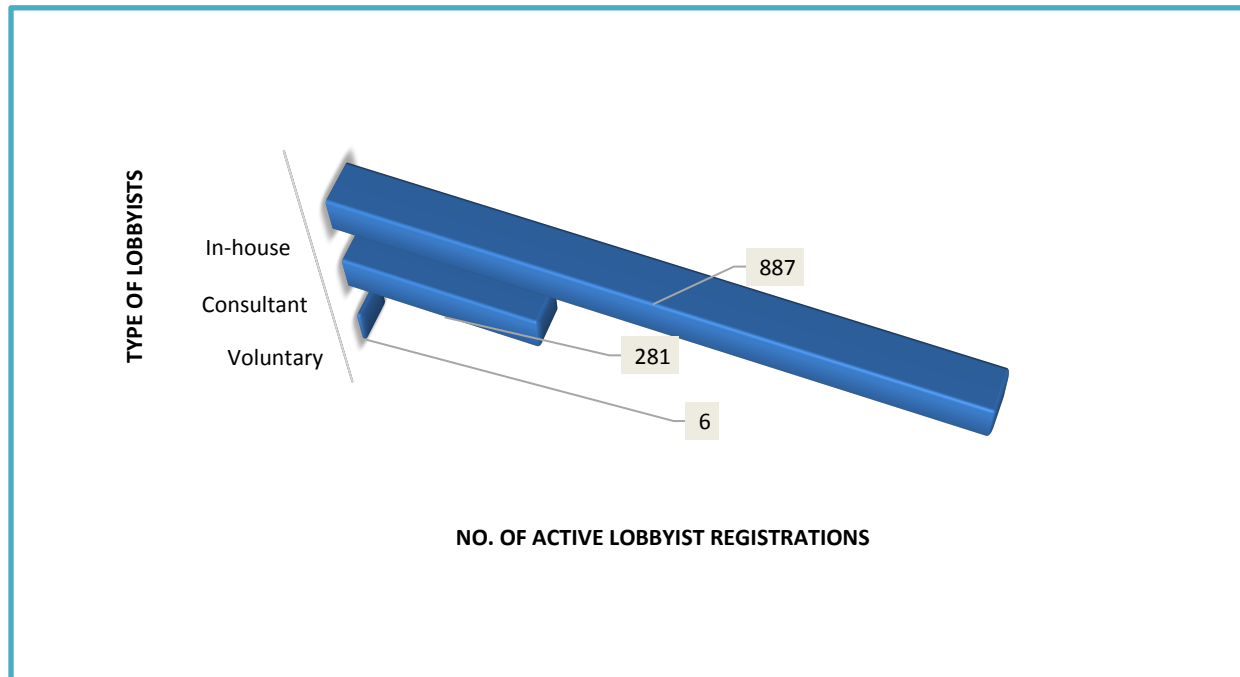
Year		No. of Active Subject Matter Registrations
2021		3,559
2020		3,371

 An increase of 5.6%

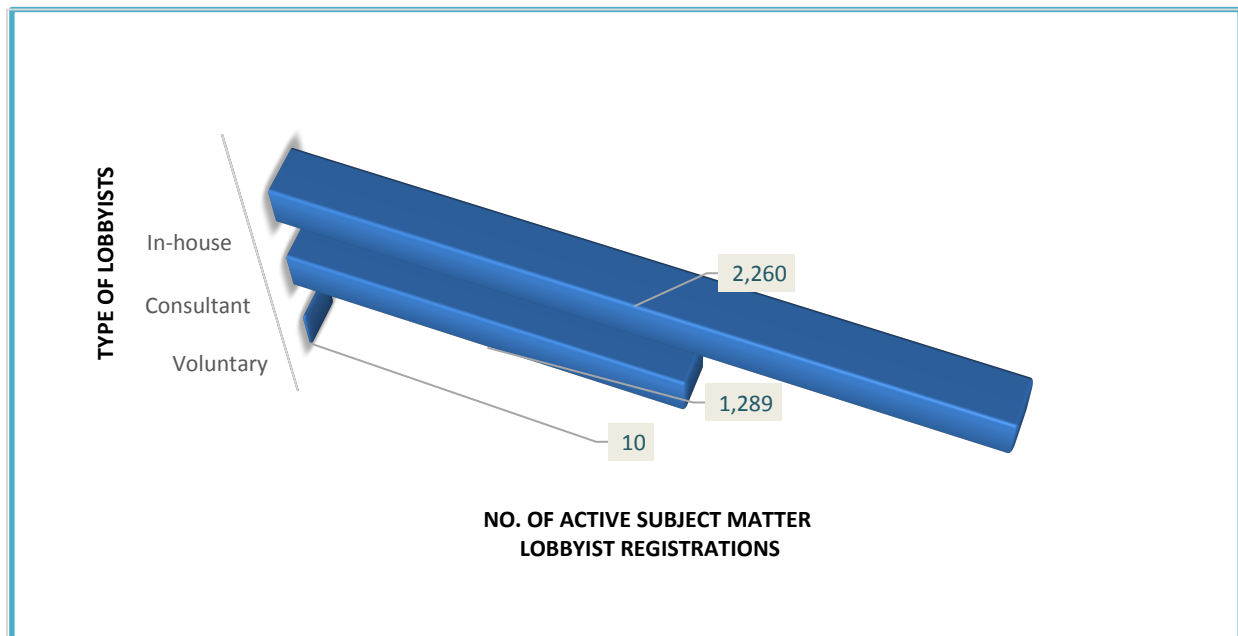
Lobbyist Registrations and Lobbying Communications Reported in 2021

<i>Registration Transactions Processed</i>	<i>January 1 to December 31, 2021</i>
Lobbyist Registration Transactions	
<i>New Lobbyists Submitted</i>	599
<i>Lobbyist Updates Submitted</i>	1,994
<i>Lobbyist Registrations Closed</i>	473
<i>Lobbyist Registration Transactions Processed</i>	3,066
Subject Matter Registration Transactions	
<i>New Subject Matters Submitted</i>	1,202
<i>Subject Matter Updates Submitted (reports of lobbying activities)</i>	9,517
<i>Subject Matters Withdrawn</i>	165
<i>Subject Matters Closed</i>	905
<i>Subject Matter Registration Transactions Processed</i>	11,789
TOTAL Registration Transactions Processed	14,855
Active Lobbyist Registrations	1,174
- Consultant Lobbyists	281
- In-house Lobbyists	887
- Voluntary Lobbyists	6
Active Subject Matter Registrations	3,559
- Consultant Lobbyists	1,289
- In-house Lobbyists	2,260
- Voluntary Lobbyists	10
Active Lobbyist and Subject Matter Registrations at December 31, 2021	
TOTAL No. of Lobbying Communications Reported in 2021	9,293

Active Lobbyist Registrations by Lobbyist Type at December 31, 2021



Active Subject Matter Registrations by Lobbyist Type at December 31, 2021



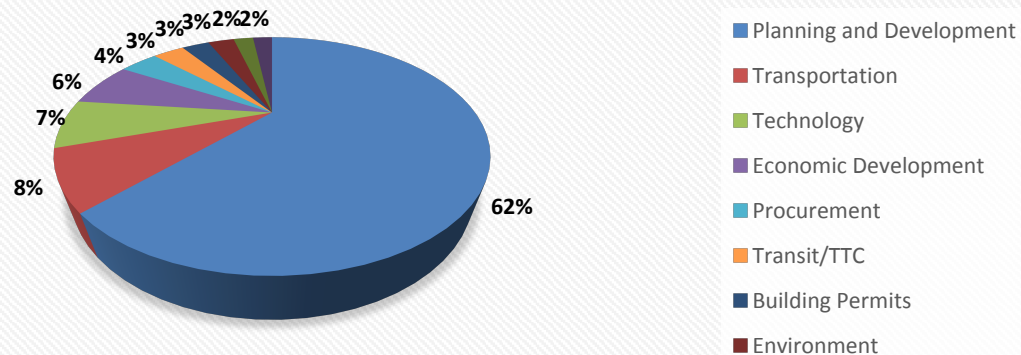
Development, planning and application

Services, Development, Application, Planning, Transportation, Health, Budget, Building, Housing, Revitalization, Pandemic, Fire, Arts, Tourism, Restart, Part, Improvement, City, Combined, Licences, Film, Study, Funding, Permits, Roads, Social, Development, Procurement, Heritage, Regulation, Conversion, Estate, Policy, Child, Public, Property, Consent, Financial, Covid19, Zoning, Site, Real, Space, Safety, Energy, Plan, Grants, Emergency, Trees, Recycling, Minor, restoration, Inspection, Bicycle, Place, Subdivision, Licensing, Transit, Assessment, Area, Waterfront, Signs, Crossovers, TV, Fleet or, Open, Attractions, Business, Hazardous, Tower, Pedestrian, Sony, Technology, Zoo, Culture, Furniture, Authority, Demolition, Condominium, Lot, Rental, Street, Environmental, Metro, Linx, Parks, Waste, Station, Cycling, Exhibition, Seniors, Application, Building, Centre, Renewal, Water, Shelters, Sever and/or, TTC, Housing, Parking, Application, Station, Waste, Building, Centre, Renewal, Water, Shelters, Sever and/or, TTC, Housing, Parking, Application, Station, Waste, Building, Centre, Renewal, Water, Shelters

This table lists the 10 most frequently registered subject matters as of December 31, 2021:

Rank	Subject Matter Category		No. of Active Registrations
1.	Planning and Development		2494
2.	Transportation		314
3.	Technology		270
4.	Economic Development		261
5.	Procurement		152
6.	Transit/TTC		128
7.	Building Permits		114
8.	Environment		110
9.	Affordable Housing		84
10.	By-Law/ Regulation		82

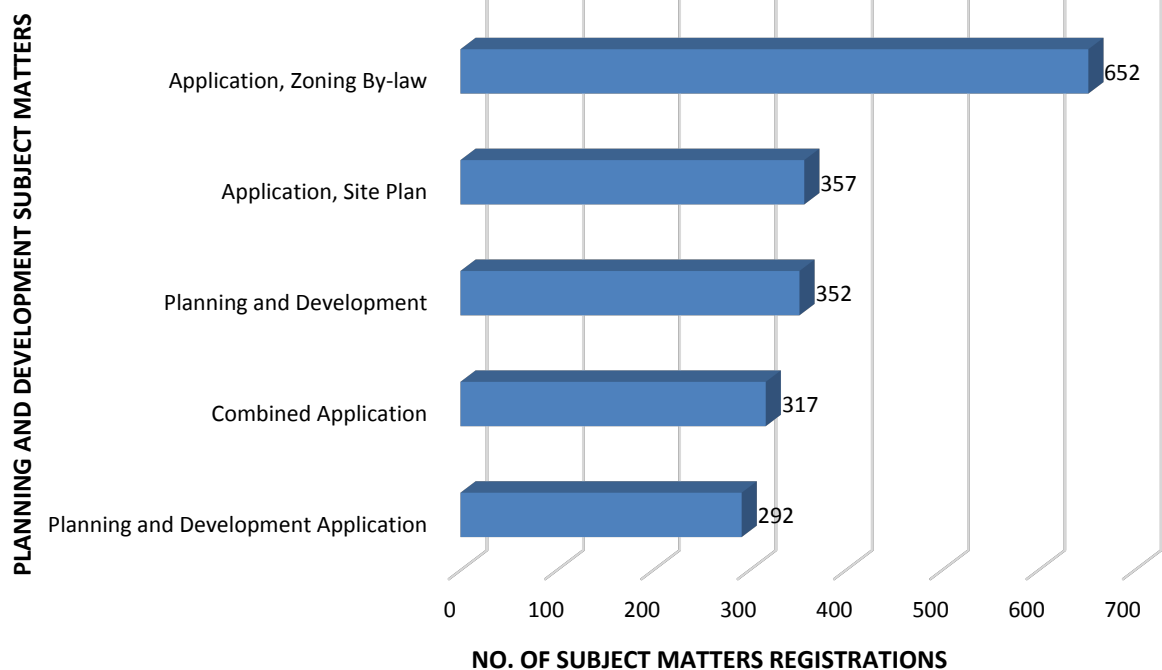
Top 10 Subject Matters as of December 31, 2021



Top 5 Planning and Development Subject Matter Registrations in 2021

This chart lists the 5 (five) most frequently registered planning and development subject matters as of December 31, 2021:

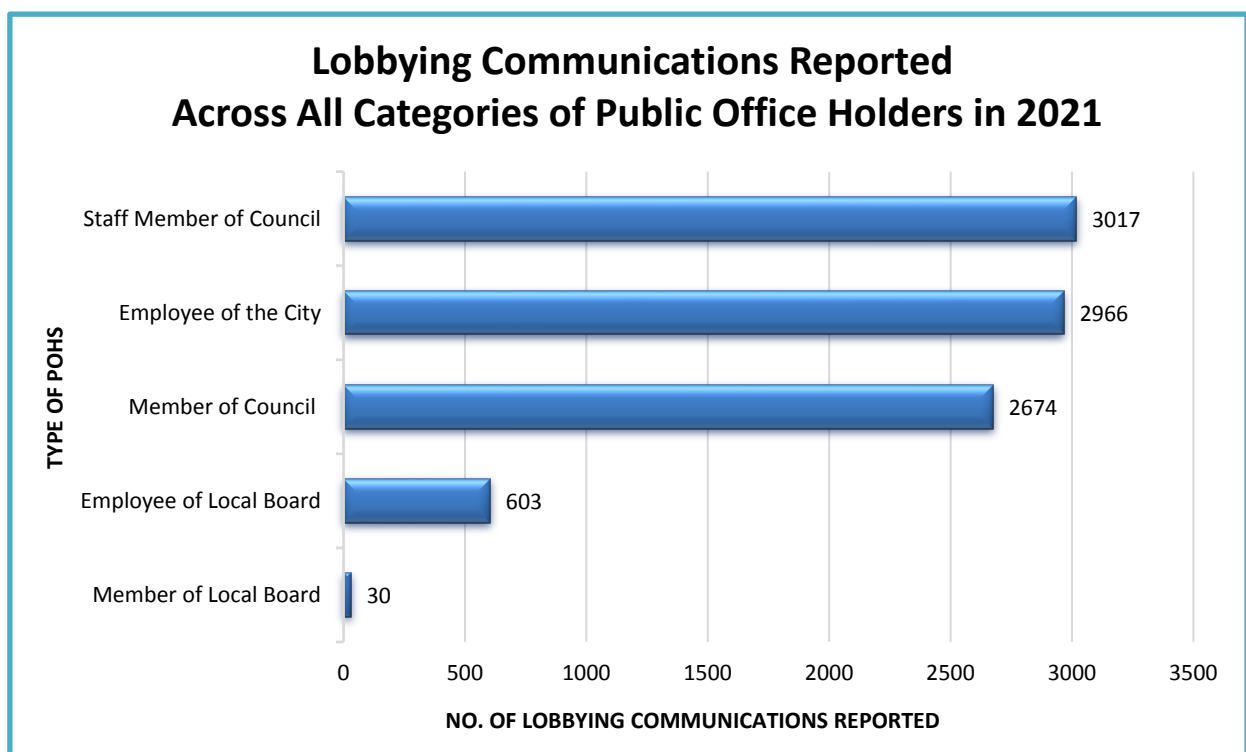
Top 5 Planning and Development Subject Matter Registrations in 2021



Public Disclosure of Lobbying Activities

Lobbying Communications Reported Across All Categories of Public Officer Holders in 2021

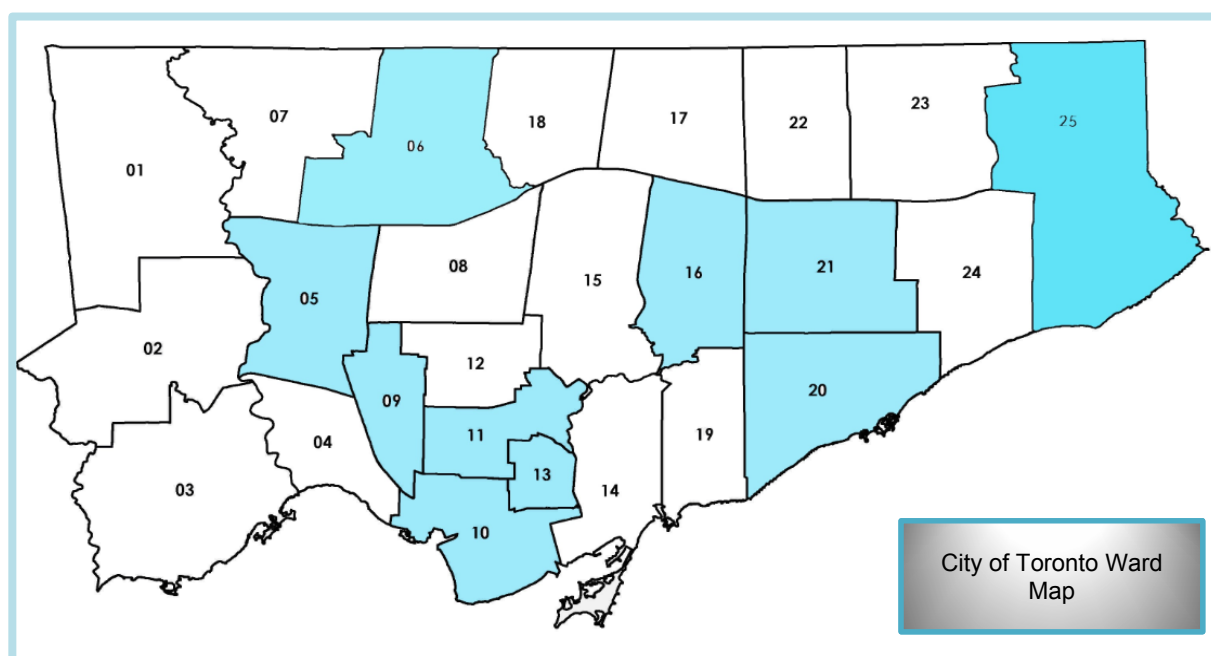
In accordance with the requirements of the By-law, lobbying communications were reported across all categories of POHs. The public, therefore, is being provided with the transparency intended by the By-law. This affords the public a window into the decision-making processes undertaken by City government. The total number of lobbying communications reported in 2021 with all POHs is 9,293.



Lobbying Communications Reported with Offices of Elected Officials In 2021

The councillors' offices with the most frequent lobbying communications reported throughout 2021 are represented below geographically, by ward office. In the map below, the 10 (ten) wards with the most lobbying communications reported during 2021 are highlighted in light blue.

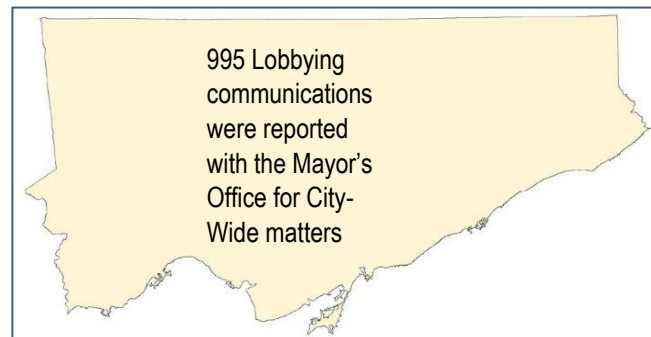
Top 10 Wards with the Most Lobbying Communications Reported January 1 to December 31, 2021



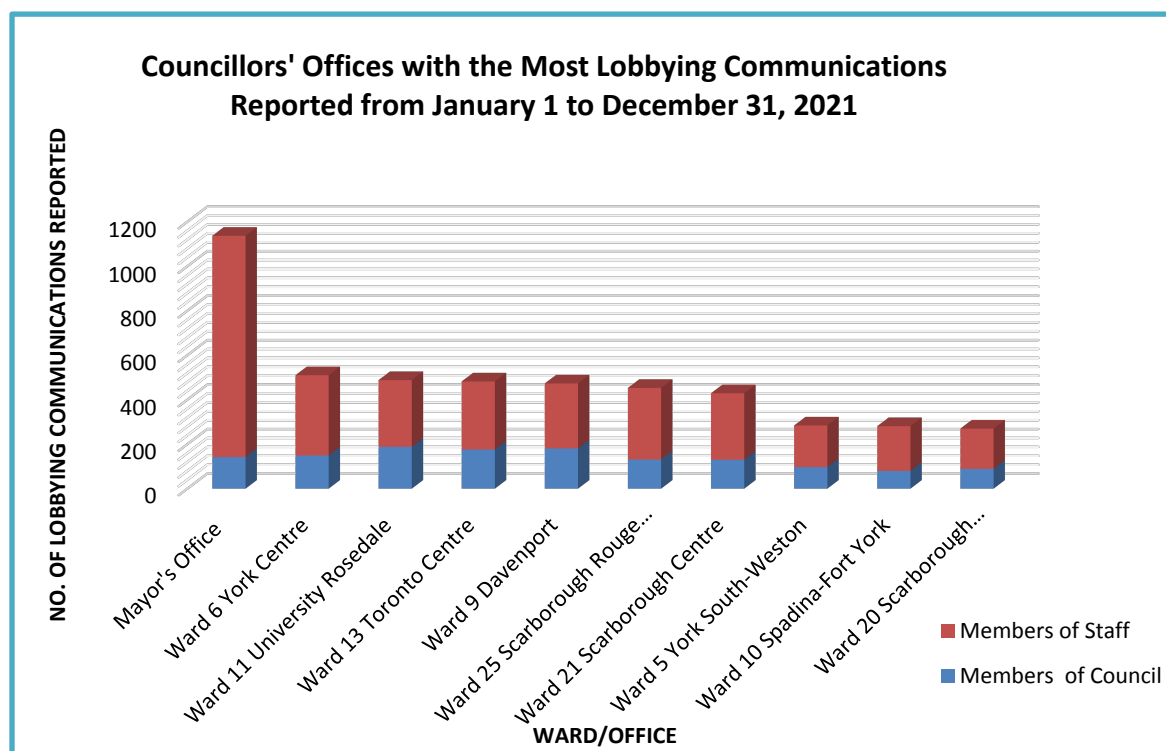
	Ward Office	No. of Lobbying Communications Reported
	Ward 6 York Centre	361
	Ward 25 Scarborough-Rouge Park	322
	Ward 13 Toronto Centre	306
	Ward 11 University-Rosedale	300
	Ward 21 Scarborough-Centre	299
	Ward 9 Davenport	292
	Ward 10 Spadina-Fort York	201
	Ward 5 York South-Weston	187
	Ward 20 Scarborough Southwest	181
	Ward 16 Don Valley East	173

No. of Lobbying Communications Reported with the Mayor's Office January 1 to December 31, 2021

The total number of lobbying communications reported with the Mayor's office for City-Wide matters is 995 between January 1 to December 31, 2021



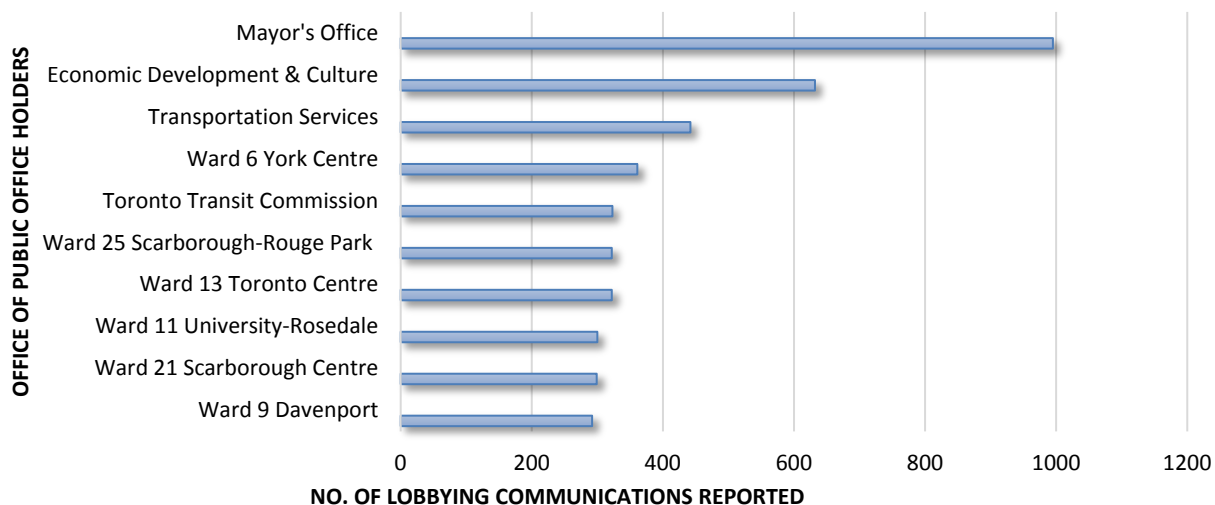
This chart shows the councillors' offices with the greatest number of lobbying communications reported from January 1 to December 31, 2021.



City Divisions with the Highest Number of Lobbying Communications in 2021

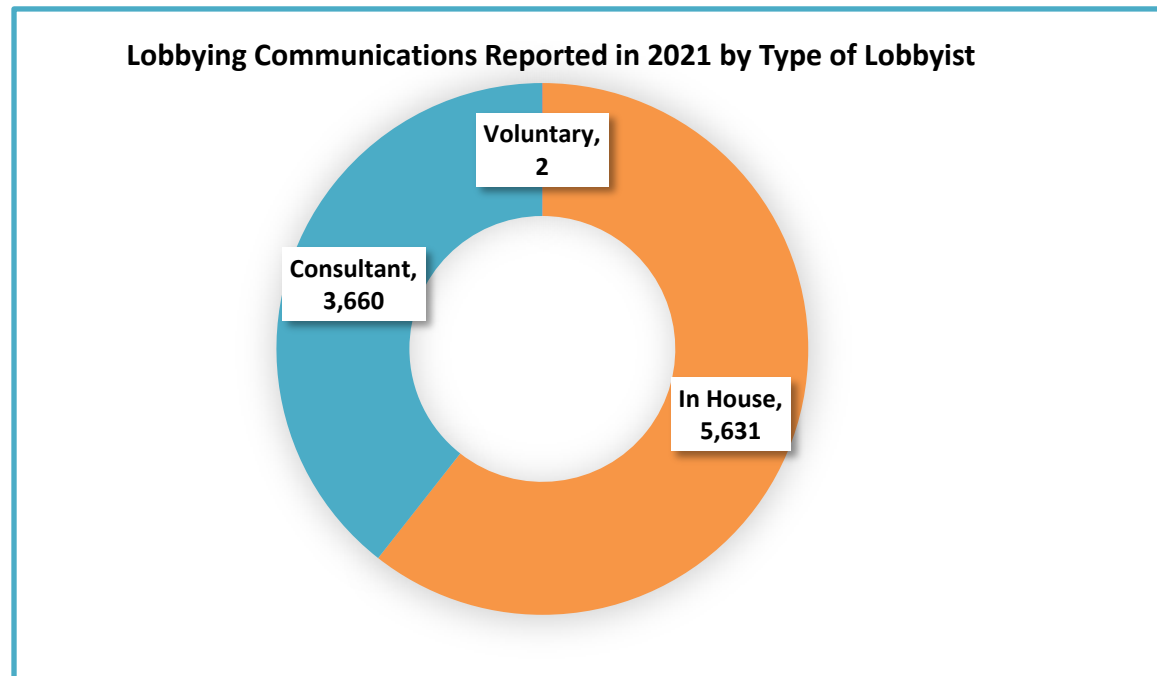
Rank	Division	No. Of Lobbying Communications Reported
1	Economic Development & Culture	632
2	Transportation Services	442
3	City Planning	230
4	City Manager's Office	134
5	Solid Waste Management	122
6	Technology Services	113
7	Corporate Real Estate Management	81
	Environment & Energy	81
	Toronto Water	81
8	Purchasing & Materials Management	76
9	Infrastructure & Development Services Cluster	73
10	Customer Experience Transformation & Innovation	61

Most Frequent Recipients of Lobbying Communications Reported with all Public office Holders from January 1 to December 31, 2021



Total Number of Lobbying Communications Reported in 2021

The total number of lobbying communications reported in 2021 with all POHs is 9,293.



Methods of Lobbying Communications Reported in 2021

The most frequent methods of lobbying communications were by emails, meetings (including in-person and virtual) and telephone.

Reported Methods of Lobbying Communications in 2021 by Percentage



Emails - 54%



Meetings
(In-person and virtual) - 25%



Telephone - 13%



Combination of the above
methods, plus written, social
media and text messages - 8%

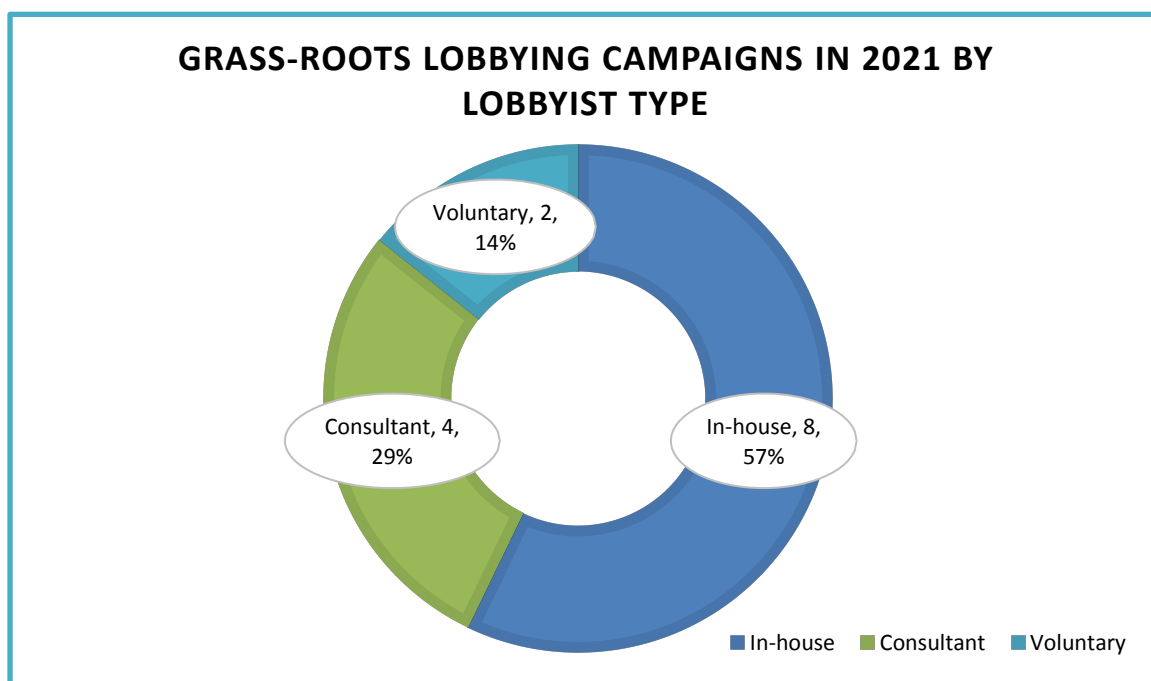
The Number of Stakeholder Groups Engaged in Indirect Lobbying by Grass-roots Lobbying Campaigns in 2021

A. The Number of Grass-roots Lobbying Campaigns

14 (fourteen) grass-roots lobbying campaigns were launched as lobbying activity in 2021

B. Types of Lobbyists Who Executed Grass-roots Lobbying Campaigns

Grass-roots lobbying campaigns have been executed by 8 (eight) In-house lobbyists, 4 (four) consultant lobbyists, and 2 (two) voluntary lobbyists.



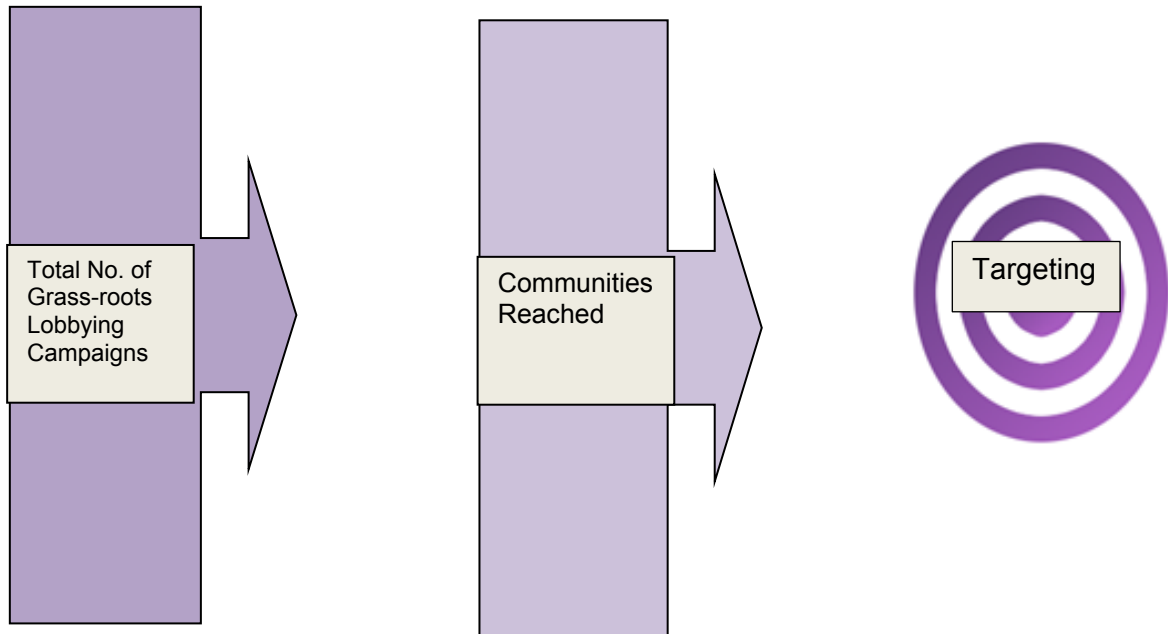
C. Who Was Reached?

Of these 14 (fourteen) grass-roots lobbying campaigns, 6 (six) were designed to reach the public, 6 (six) were aimed at communities of interest, and 2 (two) were directed to a combination of both public and communities of interest.

D. Which Public Office Holders were Targeted?

All 14 (fourteen) grass-roots lobbying campaigns were targeted to councillors and city staff.

The Number of Grass-roots Lobbying Campaigns in 2021 Sorted by Communities and Targets Reached



Launched By:

8 In-house Lobbyist
4 Consultant Lobbyist;
2 Voluntary Lobbyist

Public (6)

Communities of
Interest (6)

Communities of
Interest + Public (2)

Councillors +
Staff (14)

Global Compliance 2021

Compliance is being achieved at an international level. Registered lobbyists, whose communications with POHs appear in the Registry throughout 2021, originated from around the world. Places of origin included: Canada, United States of America, Austria, United Kingdom, Germany, and Norway.

Places of Origin of Registered Lobbyists January 1 to December 31, 2021



Legend

Canada	
United of States America	
Austria	
United Kingdom	
Germany	
Norway	

Advice, Investigations, Inquiries and Breach Prevention

Year two of the COVID-19 Emergency brought new challenges and opportunities for the Investigations Unit. As many of the measures instituted in the first year continued, with remote work, increased reliance on electronic communication, and virtual Council and Committee meetings, so did the approach, techniques and tools adopted to investigate and enforce the By-law in this climate.

The limitations on conducting conventional investigations, coupled with the need to reassure the public that the COVID-19 Emergency did not result in a lessening of transparency and ethics standards at the City, accelerated the Investigations Unit's breach prevention approach. This meant that lobbyists were proactively engaged to prevent breaches. But more novel, recognizing the difficulties both government and industry continued to face, it meant taking more remedial action in cases of minor breaches. Failures to register or late reporting of communications were expeditiously investigated, and lobbyists found in breach were channeled into the early resolution stream and allowed to correct their compliance deficiencies without further sanction.

Formal inquiries were prioritized, those that could safely be delayed were put in abeyance until a return to normalcy. This process involved the consideration of several factors:

- The seriousness of the allegations
- The recency of the alleged breach
- Whether a delay would pose a risk to the City or a division
- Whether a delay would compromise the collection of evidence or the interviewing of witnesses
- Whether electronic evidence could be quickly preserved for later analysis

Inquiries held in abeyance were continually monitored by the Investigations Unit for any developments that warranted reconsideration of the decision to delay the investigation. This process meant that inquiries could resume at any time. This process of tracking and monitoring was aided by the new CMS. This approach allowed for the channeling of inquiry efforts whilst ensuring no matter fell between the cracks.

For investigations and prioritized inquiries, new tools and techniques had to be utilized in this period of remote work and restricted in-person interaction. The increased reliance on electronic communication between parties proved a boon to the work of the Investigations Unit. The difficulty in securing and retrieving hard copy evidence was

effectively ameliorated by the expanded use of email. Such evidence can be secured and reviewed offsite, which also allowed for the remote application of other analytical tools as well as examination by the Investigations Unit.

Social distancing, travel restrictions and closed facilities meant that traditional witness interviews could not happen. While less than optimal than in-person, the new technology allowed for remote witness interviews. The technology utilized by the City facilitated this process for the Investigations Unit in matters where interviews could not be delayed. The use of remote interviews necessitated the development of strategies to deal with some of the limitations of this medium, e.g. preventing witnesses from recording an interview, putting documents to a witness and Internet interruptions to name a few. That being said, the emergency use of remote interviews has put into place an approach that may be further utilized on our return to normal business.

Looking forward to 2022

As in previous years, as a part of the breach prevention strategy, the Investigations Unit conducts an environmental scan to identify an issue, activity or event at the City in the upcoming year where one could reasonably anticipate potential future contraventions and will then conduct judicious interventions where possible to prevent harm.

For 2022, the focus will be the Municipal Election. The Investigations Unit will be providing training, updating information bulletins and providing advanced opinions to lobbyists regarding all aspects of the Municipal Election. Additionally, the Investigations Unit will again provide opinions regarding the post-term of office employment restrictions for former councillors and their former staff.¹

¹ 140-9A of the By-law prohibits a former "Senior Public Office Holder" from lobbying current POHs for a period of one year from the last day of employment with the City. The By-law considers a member of City Council to be a "Senior Public Office Holder."

Selected Investigations and Advanced Opinions

In total, 13 advance opinions were given by the Investigations Unit in 2021, and over 300 consultations and/or pieces of advice were provided to stakeholders.

The following samples are abbreviated. The identities of those involved are anonymized. The decisions or advice articulated below is only applicable to these fact scenarios and is not intended to be utilized as precedent or advice.

1. Registration Requirement Issue

A voluntary entity (VE), that provides guidance to a profession regarding standards to serve the public interest, requested direction as to whether paid support staff provided by the professional organization (PO) were required to register.

Facts

The VE is unincorporated and independent of the PO. The VE has a public presence and public brand that are independent of the PO. The VE has their own logos, letterhead and website, and they issue their own annual reports.

The members of the VE are volunteers, except for the staff support, provided by dedicated employees of the PO, dedicated in the sense that these employees have no responsibilities with the PO (the dedicated staff).

The dedicated staff are paid by PO, work in the same office building as the other PO employees, and use the PO email system, though they do have email addresses specific to the VE. They are subject to the same policies, receive the same internal communications, and are invited to the same office social events, as the other PO employees.

The dedicated staff have business cards with the branding of the VE (i.e., they do not have PO business cards).

This dedicated staff will sometimes communicate with public office holders of the City in the latter's capacity as a POH. Some of those communications relate to the development of law or policy.

Law

TORONTO MUNICIPAL CODE CHAPTER 140, LOBBYING

ARTICLE I General

S. 140-1. Definitions

ORGANIZATION:

[...]

- B. An organization related to professions, labour groups, business, industry or for-profit entities as defined in S. 140-27.

[...]

S. 140-4. Restriction on application (not-for-profit organizations); exceptions.

- A. This chapter does not apply to members, persons on the staff of the members, or officers or employees of a not-for-profit corporation or other not-for-profit organization when acting in their official capacity, subject to the exceptions in Subsections B, C, D and E.
- B. Subsection A does not apply to an organization referred to in Subsection B of the definition of organization in S. 140-1.

[...]

ARTICLE IV

Registration of Voluntary Unpaid Lobbyists Lobbying for For-Profit Entities or Organizations (Includes Shareholders and Directors)

S. 140-27. Definitions

As used in this article, the following terms shall have the meanings indicated:

[...]

ORGANIZATION (RESTRICTED DEFINITION) - An organization referred to in Subsection B of the definition of organization in S. 140-1.

VOLUNTARY UNPAID LOBBYIST:

- A. An individual, corporation, organization or other person, or a partnership, who or that, without payment, lobbies or causes an employee to lobby a public office holder on behalf of or for the benefit of the interests of a for-profit entity or organization (restricted definition).

[...]

S. 140-28. Duty to file return.

[...]

A. Under S. 140-10 (Registration requirement):

[...]

- (2) If Subsection E applies, the senior officer must file a return with the Registrar and otherwise comply with the requirements of this article for a voluntary unpaid lobbyist to communicate with a public office holder on a subject matter, unless the communication is otherwise exempt under Article I or III.

[...]

B. A voluntary unpaid lobbyist shall comply with the registration requirements of this section, if the voluntary unpaid lobbyist intends to commence lobbying a public office holder:

[...]

- (2) On behalf of an organization (restricted definition) or for the benefit of the interest of an organization (restricted definition).

[...]

E. In the case of an individual undertaking the voluntary lobbying activities as part of his or her duties as an in-house lobbyist as defined in S.140-20 or otherwise as an employee, a director or shareholder, the Lobbyist Registrar may permit the senior officer as defined in S. 140-20 to register the individual as an in-house lobbyist under Article III, and Article III applies with necessary modifications.

F. If Subsection E applies, the individual shall also comply with the other provisions of this chapter that apply to an in-house lobbyist with necessary modifications.

G. If Subsection E applies, in addition to the requirements under S. 140-22, the return shall also include the name and business address of the for-profit entity or organization (restricted definition) as described in Subsection B.

Analysis

For the purposes of the opinion rendered, the dedicated staff's communications with POHs of the City is taken to meet the definition of "lobby" in the By-law and they are not otherwise exempt.

The VE is accepted to be independent of the PO and operate as an autonomous entity.

The VE is an organization referred to in Subsection B of the definition of "organization" in S.140-1 of the By-law; specifically, an organization related to professions. Their membership while not comprised totally of one profession is nonetheless an organization comprised of volunteers working in a professional field. As a result, they also meet the definition of Organization (Restricted Definition) under S. 140-27 of the By-law. And even though they are a not-for-profit organization, they are still required to register as they are subject to the exemption found in ss. 140-4B of the By-law.

The PO is also an organization as defined in S. 140-1, similarly a subsection B organization, and again even though a not for profit organization, they are still required to register as they are subject to the exemption found in ss. 140-4B of the By-law.

Applying the above to the definition of Voluntary Unpaid Lobbyist in S. 140-27 yields the following:

An organization (**PO**) that without payment causes an employee (the **dedicated staff**) to lobby a public office holder on behalf of, or for the benefit of the interests of, [an] organization (restricted definition) (the **VE**). **[Emphasis added]**

In the opinion of the TLR, the dedicated staff are undertaking the voluntary lobbying activities as employees of the PO and therefore the subsection E requirements under S. 140-28 apply in this instance. The net result is that the dedicated staff must register to lobby POHs of the City. The Registrar may permit the senior officer of the PO to register the dedicated staff as in-house lobbyists under Article III, and Article III applies with necessary modifications.

The dedicated employees are considered employees of the PO but their lobbying would be considered as being on behalf of the VE.

2. Conflict of Interest

A consultant lobbyist left that field and was hired in another capacity by the City of Toronto. This meant that the individual in question was now a public office holder as defined in the By-law.

The lobbying firm for which this now POH formerly worked was advised that any lobbying of this employee would place him in a conflict of interest, contrary to S.140-45B of the By-law, which provides:

B. Lobbyists shall not place public office holders in a conflict of interest or in breach of the public office holders' codes of conduct or standards of behaviour.

The lobbying firm was advised that members of the firm should not lobby their former employee on any matter for the next 6 (six) months, commencing from when he left their employ, in order to avoid placing him in a conflict of interest.

This advice was contingent on the firm confirming in writing that the former employee did not lobby any POHs of the City in his capacity as an employee of the lobbying firm. They were also advised not to lobby the former employee on any matter or file that he worked on while an employee of the lobbying firm for the duration of this term of Council.

3. Compliance Reviews

The Investigations Unit conducts compliance reviews of lobbyists that fail to provide or correct information in their registrations when such a request is made of them by an Advisor.

Reviews are conducted, and letters are issued demanding compliance for a multitude of reasons, such as: failing to enter the proper municipal address on a planning matter, reporting communications with POHs when none occurred or misidentifying the POH who received the lobbying communication. While at first glance these errors may seem trivial, they are not. Inaccurate information misleads the public and may find its way downstream into media reports that amplify such mistakes.

[Section 143](#) of the By-law, in part, requires that accurate and factual information be provided through the Registry. Lobbyists must not knowingly mislead anyone and should use proper care when providing information to the public. Information provided by lobbyists to the public through the Registry must be free of error.

Lobbyists are given the opportunity to correct such deficiencies within a timely period. A registration that is not corrected is escalated for formal inquiry. In 2021, only one compliance review was not resolved without a referral to the Investigations Unit for formal Inquiry.

4. Code of Conduct

The Toronto Office of Partnerships (TOP) received an unsolicited proposal from a firm for a software service. In the proposal, however, they were not seeking to sell or provide this service to the City directly, rather, they were seeking the City's endorsement of their plan to form a partnership with the Province that would see their software service made available at no cost to all Ontario municipalities.

The firm provided a draft pro-forma template letter, requesting that the City, as represented by a Director of a relevant division indicate their support of the firm's efforts to request that the province expedite the provision of this software service to all Ontario municipalities at no cost.

TOP referred the division to the TLR for an opinion as to whether the division head could sign the letter.

The relevant section of the By-law, in part, states:

S.140-42. Prohibited activities.

B. *Lobbyists shall not request public office holders to endorse or recommend their services.*

This prohibition gives effect to Madame Justice Denise Bellamy's recommendations in the Toronto Computer Leasing Inquiry. Which were:

57. City staff should not publicly state their views of an organization the City does business with, unless requested to do so by Council or other staff. In carrying out such a request, staff should not endorse or appear to endorse any organization.²

114. City councillors and staff should not under any circumstances endorse or recommend any one specific lobbyist to anyone.³

The division was advised not to sign the endorsement.

² The Honourable Madam Justice Denise E. Bellamy, Report, Toronto Computer Leasing Inquiry (2005) Vol. 2, Good Government, page 53

³ The Honourable Madam Justice Denise E. Bellamy, Report, Toronto Computer Leasing Inquiry (2005) Vol. 2, Good Government, page 89

Technological Change

2021 marked the first full year of use of the CMS. Investigations Unit staff have now moved to managing new investigations, inquiries and advance opinions electronically, decreasing the sizeable amount of paperwork generated; a move that also proved timely with the continued necessity of remote work in 2021. The CMS has proved useful in improving collaboration amongst the Investigations Unit and has allowed for quicker access to information, all of which has improved response times.

The Investigations Unit continues to advance its repertoire of e-discovery techniques and is still in the process of acquiring software to assist with the burgeoning amount of electronic evidence now seen in investigations.

Inquiries & Investigations Unit Statistics

The table below shows the source of requests for the 17 (seventeen) new investigations and 4 (four) new inquiries in 2021:

Source of Information or Request for Inquiry

Source of Request	New Investigations	New Inquiries
Members of Council or their staff	0	0
City staff	6	0
Toronto Lobbyist Registrar	4	1
Other Accountability Offices	1	1
Members of the Public	6	2

The following table shows the investigations and inquiries in 2021:

Investigations and Inquiries

Investigations and Inquiries	2021
Investigations (new)	17
(completed)	17
Inquiries (new)	4
(completed)	4
(carried over to 2022)	8

The table below shows the outcomes of the 17 (seventeen) investigations completed in 2021:

Outcomes of Completed Investigations

Outcomes of the Investigations	Completed Investigations
Inquiry Files Opened	4
Early Resolution Stream ⁴	13

⁴ See pg. 39

The table below shows the outcomes of the 4 (four) inquiries completed in 2021:

Outcomes of Completed Inquiries

Outcomes of the Inquires Completed	Completed Inquires
Breach of the Lobbying By-law substantiated	2
Breach of the Lobbying By-law not substantiated	2

The table below shows the resolutions for the 2 (two) substantiated files in 2021:

Resolutions for Substantiated Files

Corrective Action	No. of Action Taken
Advice Given	2
Mandatory Lobbyist Training	2
Apology Provided	2
Commitment to Comply	2

Education and Outreach

Supporting Compliance

A key function of the TLR is to provide education and outreach to POHs, the public and lobbyists about the By-law and the Registry. Promoting awareness of the By-law and the Registry is important for effective regulation. Engaging in educational activities about the By-law's application encourages best practices and helps to nurture a vibrant ethical culture. Outreach and education to all our stakeholders is key to providing enlightenment regarding the implications of their actions with respect to obligations and requirements under the By-law.

The TLR's continued emphasis on outreach has been essential to the success of the By-law. Widespread sharing of knowledge is a most effective tool to achieving transparency and compliance with the By-law.

Supporting Stakeholders

The TLR's education and outreach activities have contributed to the increase in Registry activities. Both the TLR's Investigations and Registry Units, have been dedicated to undertaking the activities described below which raise awareness of the By-law and its application.

In order to support stakeholders with using the Registry, the Advisors hosted 4 (four) virtual training sessions for lobbyists, POHs, and the public. Participants were provided with information about the Registry, which included a demonstration of its search functions and other capabilities, and also included an overview of compliance requirements. The TLR offers virtual training sessions by request, where an overview of registration and compliance under the By-law is provided. To request a training session, please contact LobbyingBylawTraining@toronto.ca.

In 2021, the TLR staff provided information to all stakeholders about the application of the By-law to their circumstances. The TLR provided POHs, lobbyists and members of the public with advice and interpretation of the By-law in the following ways:

- telephone communication;
- written communication by mail;
- written communication by email;
- online interactive tools;
- tutorials and training sessions; and
- written resource materials available online, including interpretation

bulletins, newsletters, and previous investigation reports.

Enabling our stakeholders to participate in educational activities about the By-law's application encourages best practices and helps nurture a vibrant ethical culture. Moreover, welcoming a variety of stakeholders for in-person consultations through meetings, emails, and telephone communication, provides customized advice and interpretation of the By-law which ensures that lobbyists are able to successfully comply.

Supporting Public Office Holders

The TLR partnered with POHs to ensure that information about the By-law and its application are easily available and understood. The Registrar hosted 40 (forty) one-on-one meetings with POHs, including members of Council, their staff, and City staff. An overview of the application of the By-law was provided, where opportunities for collaboration were identified, and where access to online and printed materials was reviewed.

The TLR also partnered with the Purchasing and Materials Management Division (PMMD) to attend, present and provide information at monthly orientation sessions. These sessions were (New) Vendor Days, where new potential vendors were introduced to the City's requirements for procurement. The TLR supported these sessions by providing information about lobbying regulations as they relate to purchasing. This knowledge for vendors, especially at the outset of their interactions with the City, exemplifies the value of collaborating with POHs to ensure all of our stakeholders have the information they need to comply with the By-law. Working with PMMD, TLR staff participated in 3 (three) Vendor Information Sessions on Doing Business with the City.

Outreach initiatives also included an orientation session coordinated with staff in the People & Equity Division. The Registrar presented at the New Employee Orientation Session, where new POHs were introduced to information and resources about what is considered "lobbying". Attendees were given effective tools for directing third-party's wishing to communicate with them to the TLR for strategies on avoiding lobbying non-compliance.

The Registrar also hosted 8 (eight) personal one-on-one orientation meetings with new City executives and senior management employees, where best practices were reviewed for situations in which the By-law may impact their meetings, discussions, and decisions. Information was disseminated to equip senior staff with the tools necessary to alert them to the relevancy of the By-law in their day-to-day encounters. References, tools and TLR staff support were provided. The Registrar also met with 4 (four) exiting

POHs to review post-term lobbying restrictions. With support from the TLR's Investigations Unit, exiting POHs were provided with valuable information regarding the statutory requirements which a former senior POH must consider when evaluating future opportunities relating to lobbying current senior POHs.

The TLR also provided information and support to councillors and their staff. Our office held 1 (one) virtual onboarding session with a newly elected (via by-election) council member, and 3 (three) virtual orientation training sessions for staff of members of council, including the Mayor's office.

Sharing Best Practices in Lobbying Regulation

The TLR meets regularly with regulators of lobbying in other jurisdictions and participates in Canadian and international conferences and seminars to share strategies in lobbying regulation. Due to the unique challenges of the pandemic, the TLR shared expertise and advice with governments in other jurisdictions using virtual meetings.

The TLR shares its expertise and provides advice to governments in many jurisdictions across Canada and internationally. In 2021, the TLR's collaborative exchanges were undertaken with the lobbying regulation authorities from other jurisdictions, including: Commissioner of Lobbying of Canada, Integrity Commissioner for the Province Ontario, Commissaire au lobbying du Québec, Executive Director of Registries for the City of Nova Scotia, Integrity Commissioner of Ottawa, Integrity Commissioner and Lobbyist Registrar for Peel Region, Integrity Commissioner and Lobbyist Registrar for the City of Vaughan, Integrity Commissioner for the City of Winnipeg, Accountability Officer for the Town of Collingwood, and Integrity Commissioner and Lobbyist Registrar for the City of Brampton.

In addition, the TLR senior staff participated in the following conferences virtually as instructors and contributors, sharing expertise with public service and government ethics executives:

1. Lobbyist Registrars and Commissioners Network (LRCN) Conferences

Both the Lobbyist Registrar and Inquiries & Investigations Counsel participated in the LRCN Annual Conference, which was held virtually from September 28th to 30th, 2021. They joined various jurisdictions in sharing news and information regarding legislative developments in the oversight of lobbyist registrations, standards of conduct, and duties of investigation and enforcement. LRCN shares information and best practices regarding emerging trends in lobbying regulation across Canada. Registrars and

Commissioners of Lobbying from across Canada have been meeting and sharing information through this network since 2006.

2. Municipal Lobbyist Registrars of Ontario (MLRO)

On January 27th, 2021 in collaboration with the Integrity Commissioner of Vaughan, the Registrar had the first inaugural meeting of the MLRO. The Registrar and the Commissioner established the MLRO as a networking forum where municipal Commissioners and Registrars of Lobbying can meet to share best practices. The inaugural meeting was attended by Lobbyist Registrars and Commissioners from the following municipalities: City of Brampton, City of Mississauga, City of Hamilton, Region of Peel, Region of York, Town of Collingwood, City of Vaughan, and City of Winnipeg. The Registrars and the Commissioners reviewed common legislative principals and strategies for successful implementation. The Registrar will be contributing and participating in this network on behalf of the TLR on an annual basis.

3. Municipal Integrity Commissioners of Ontario Conference (MICO)

The Registrar attended the virtual conference held by MICO on June 16th, 2021. This meeting was a gathering of Integrity Commissioners from municipalities across the province of Ontario. MICO is an informal group of practitioners in the field of municipal ethics and integrity and plays a key role in developing a core set of best practices for municipal integrity commissioners in Canada.

4. Public Affairs Association of Canada (PAAC)

On September 22nd, 2021, the Lobbyist Registrar joined the Commissioner of Lobbying of Canada and the Integrity Commissioner of Ontario for a panel discussion on compliance, registration, and regulatory developments for public affairs at the "Annual Update from the Federal, Ontario and City of Toronto Lobbying Commissioners" event, which was hosted by PAAC, via webinar. Special thank you to PAAC for inviting the Lobbyist Registrar to participate in this education and outreach event opportunity.

5. Canadian Bar Association (CBA)

Together with the Commissioner of Lobbying of Canada and the Integrity Commissioner for the Province of New Brunswick, on November 2nd, 2021 the Registrar presented at the Canadian Bar Association's Administrative Law – Online Symposium: Lobbying and Ethics Commissioners - A Panel Discussion. The Registrar contributed perspectives in lobbying regulation on behalf of the TLR. Inquiries & Investigations Counsel for the TLR,

Stephen Littlejohn, is a long-time member of the Canadian Bar Association's Administrative Law Section, Law of Lobbying and Ethics Committee and in 2021 was a Member - At - Large of the National Executive Committee of the CBA Administrative Law Section. Mr. Littlejohn has made numerous presentations to the legal community about lobbying and ethics with an emphasis on the City's regime.

6. Council on Governmental Ethics Laws (COGEL)

From December 5th to 8th 2021, The Registrar and Inquiries & Investigations Counsel virtually attended the 41st Annual COGEL Conference; they joined experts from Canada, the U.S. and the world to exchange information about the latest developments in lobbying regulation. TLR staff have participated in this conference with our international colleagues and peers in government ethics and accountability since 2008. This international organization brings together leaders in the fields of government ethics, freedom of information, elections, lobbying and campaign finance. COGEL members include governmental entities, educational institutions, and organizations (such as law firms and corporations).

7. National Conference on Public Sector Ethics (Institute of Public Administration of Canada)

From May 20th to 21st 2021, the Registrar and Inquiries & Investigations Counsel virtually attended the 3rd National Conference on Public Sector Ethics, titled: Building Trust in Government 2021. Additionally, Inquiries & Investigations Counsel, in conjunction with colleagues from the Provincial and Federal Governments, presented a review of recent judicial reviews and trials in the area of public ethics.

Staff

The staff of the TLR is a team of 8 (eight).

In addition to the Registrar, the TLR is staffed by 3 (three) Lobbyist Registry & Stakeholder Outreach Advisors, an Inquiries & Investigations Counsel, a Lobbyist Compliance Investigator, an Executive Assistant and an Administrative Assistant.

Lobbyist Registry & Stakeholder Outreach Advisors 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; and participate in the TLR's website projects.

Inquiries & Investigations Counsel provides advice on compliance issues; conducts assessments, inquiries and investigations on behalf of the Registrar; and develops policies and procedures to support TLR assessment, inquiry and investigation processes. The Lobbyist Compliance Investigator assists Inquiries & Investigations Counsel in these functions.

The Executive/Administrative Assistants provide administrative support and assistance to the Registrar, Lobbyist Registry & Stakeholder Outreach Advisors, and Inquiries & Investigations staff.

The TLR staff team is dedicated to professional development and continuing education. In 2021, TLR staff participated in conferences and seminars offered by the following institutions:

- Council on Governmental Ethics Laws (COGEL)
- Council on Licensure, Enforcement and Regulation (CLEAR)
- Institute of Public Administration of Canada (IPAC)
- Information and Privacy Commissioner of Ontario (IPC)
- Law Society of Ontario
- Lobbyist Registrars and Commissioner Network (LRCN)
- Municipal Integrity Commissioners of Ontario (MICO)
- Ontario Bar Association (OBA)
- Osgoode Hall Law School Professional Development
- Organization for Economic Co-operation and Development (OECD)
- The Society of Ontario Adjudicators and Regulators (SOAR)

- Municipal Lobbyist Registrars of Ontario (MLRO)

Budget Summary

In accordance with Chapter 3 of the Toronto Municipal Code, the Registrar submits the TLR Operating and Capital Budget requests directly to Budget Committee for consideration and recommendation to Council.

On February 18, 2021, City Council approved the TLR's 2021 Operating Budget request for \$1.236.0 million gross and net. City Council also approved the 2022-2030 Capital Plan for the TLR totaling \$0.950 million in project estimates. TLR business, travel and PCard expenses are posted on the [Lobbyist Registrar's Expense Reports](#) page of the [TLR website](#).

Financial Information

Each year, the TLR undergoes an external compliance audit as part of the City's annual attest audit. These audits are required under Chapter 3 of the Toronto Municipal Code to be conducted annually by independent auditors and are reported directly to Council. The external compliance audit report for the year of 2020 was adopted at City Council May 11 & 12, 2022. Due to the pandemic, the external compliance audit reports for the years of 2021 and 2022, will be heard in 2023.

This report is made in the public interest.

Respectfully Submitted,



Cristina De Caprio
Lobbyist Registrar
City of Toronto