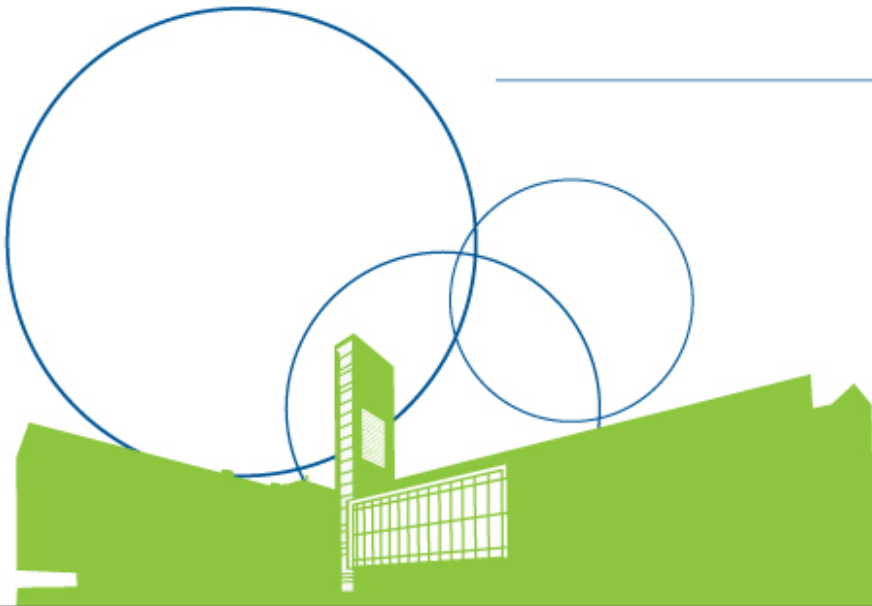


REGULATION OF LOBBYING ACTIVITIES

COMMITTEE OF THE WHOLE (WORKING SESSION) –
DECEMBER 8, 2015



Relationship to Term of Council Service Excellence Strategy Map (2014-2018)

TERM OF COUNCIL PRIORITIES

- Improve municipal road network
- Continue to develop transit, cycling and pedestrian options to get around the City
- Facilitate the development of the VMC
- Support the development of the hospital
- Re-establish the urban tree canopy
- Invest, renew and manage infrastructure and assets
- Continue to ensure the safety and well-being of citizens
- Meet Council tax rate targets (no greater than 3%)
- Update the Official Plan and supporting studies
- Attract investment and create jobs
- Create and manage affordable housing options (secondary suites)
- Continue to cultivate an environmentally sustainable city
- Support and promote arts, culture, heritage and sports in the community
- Continue to advance a culture of excellence in governance
- Establish a lobbyist registry
- Enhance civic pride through a consistent city-wide approach to citizen engagement

Term of Council Service Excellence Strategy Map (2014-2018)



TERM OF COUNCIL PRIORITIES

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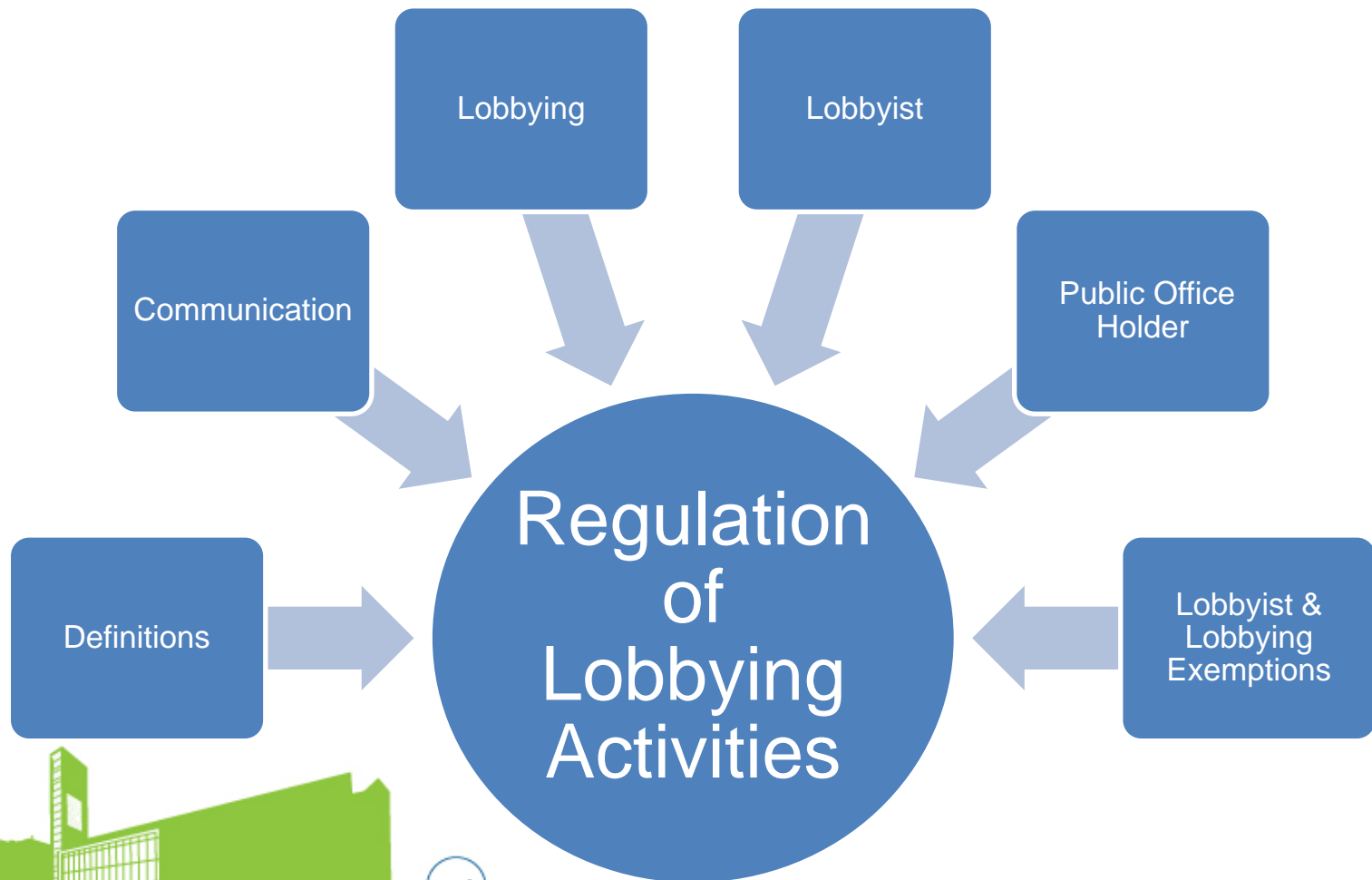
SERVICE EXCELLENCE STRATEGIC INITIATIVES

CITIZEN EXPERIENCE			
Citizen Experience and Service Delivery Citizens Engaged in Decision Making • Develop a meaningful and inclusive citizen engagement framework	Consistent Service Delivery • Improve the use of tools and resources • Develop service level standards to enhance satisfaction through consistent service experience	End-to-End Citizen-Centred Services Improvement Through Technology • Develop and implement a digital service strategy that defines how the City will deliver services through multiple channels (phone, web, mobile)	
OPERATIONAL PERFORMANCE			
Service Delivery Options Effective Service Delivery • Review service delivery options and shared services to match resources to the desired level of service	Continuous Improvement • Implement continuous improvement initiatives to improve our service and business processes	Financial Sustainability Sustainable Fiscal Framework • Create a Financial Master Plan to ensure sustainable fiscal policies and management of assets	Demonstrate Value for Money • Continue to refine our performance measures and benchmark for service delivery
STAFF ENGAGEMENT			
Employee Engagement Invest in Our People • Establish a People Plan to support employees through change: • Succession plan • Learning and development • Workforce planning and talent management	Communication Strategy • Develop communications to frame the journey of service excellence and transformation	Corporate Governance and Accountability Framework Leadership Alignment • Develop and implement a leadership alignment process that aligns people, process and technology to foster a culture of service excellence	Governance and Accountability • Review the organizational structure with defined roles and responsibilities to ensure it is positioned to deliver on Council priorities • Develop an Enterprise Risk Management Framework to better support governance and accountability

DEPARTMENTAL BUSINESS PLANS



Considerations for the Regulation of Lobbying Activities



Components of Lobbyist Regulation

Lobbyist Code
of Conduct

Registrations –
Voluntary or
Mandatory

Appointment
of Lobbyist
Registrar

Inquiries

Sanctions

Penalties

Other Tools

- Payments
- Former Public
Office Holders



Lobbyist Regulation Options

Option 1

- Code of Conduct

Option 2

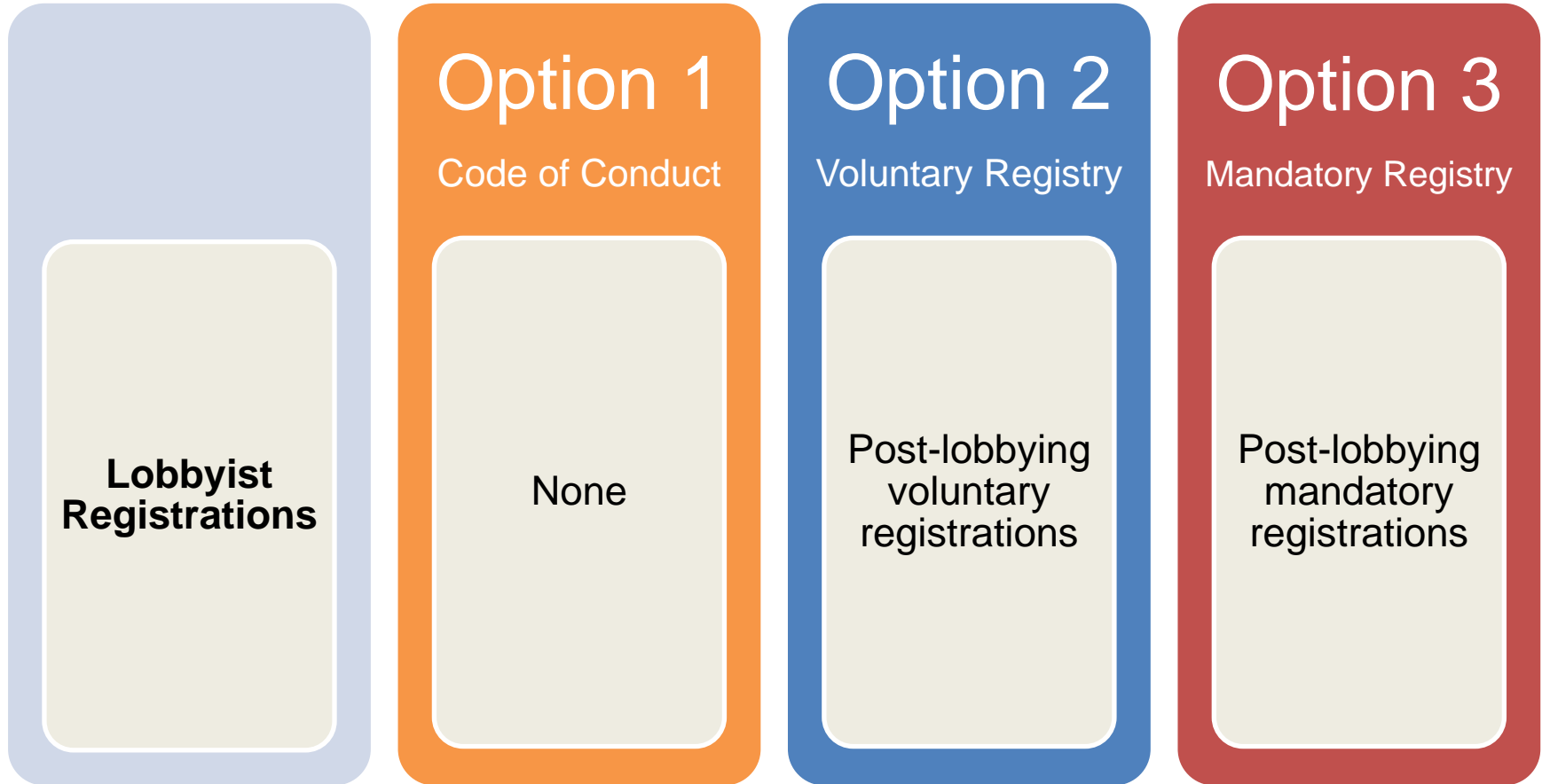
- Voluntary Registry

Option 3

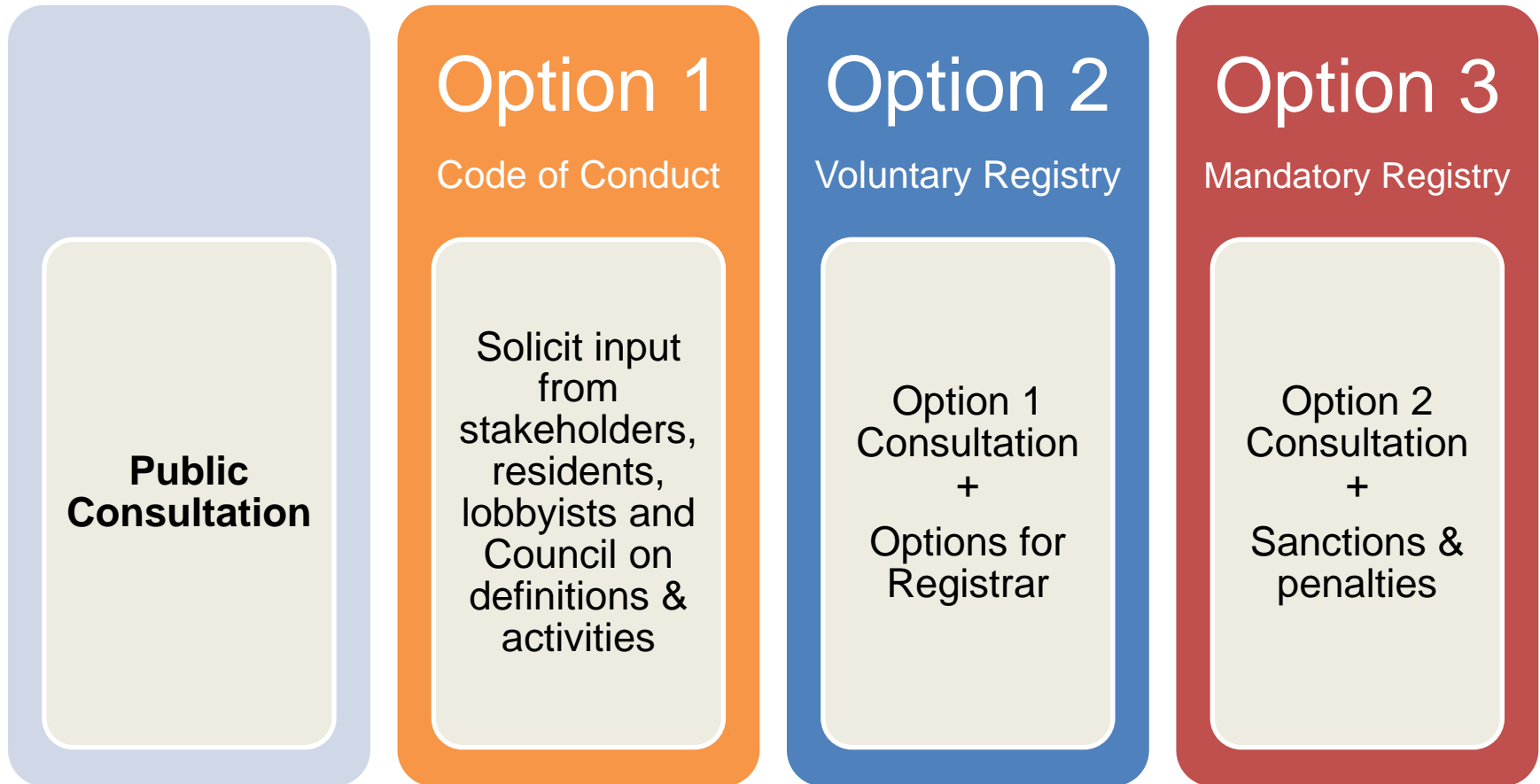
- Mandatory Registry



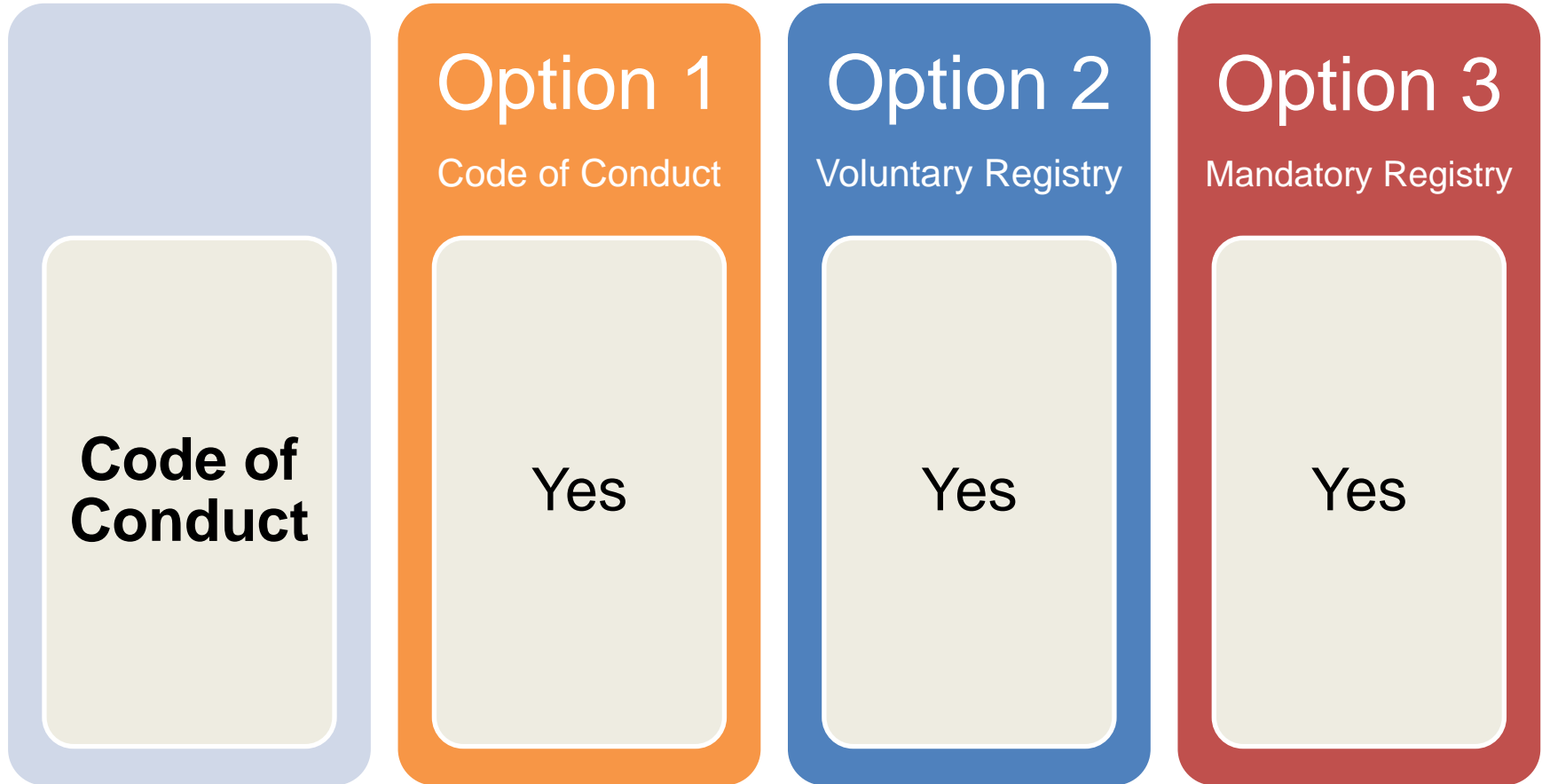
Comparison of Lobbyist Regulation Options



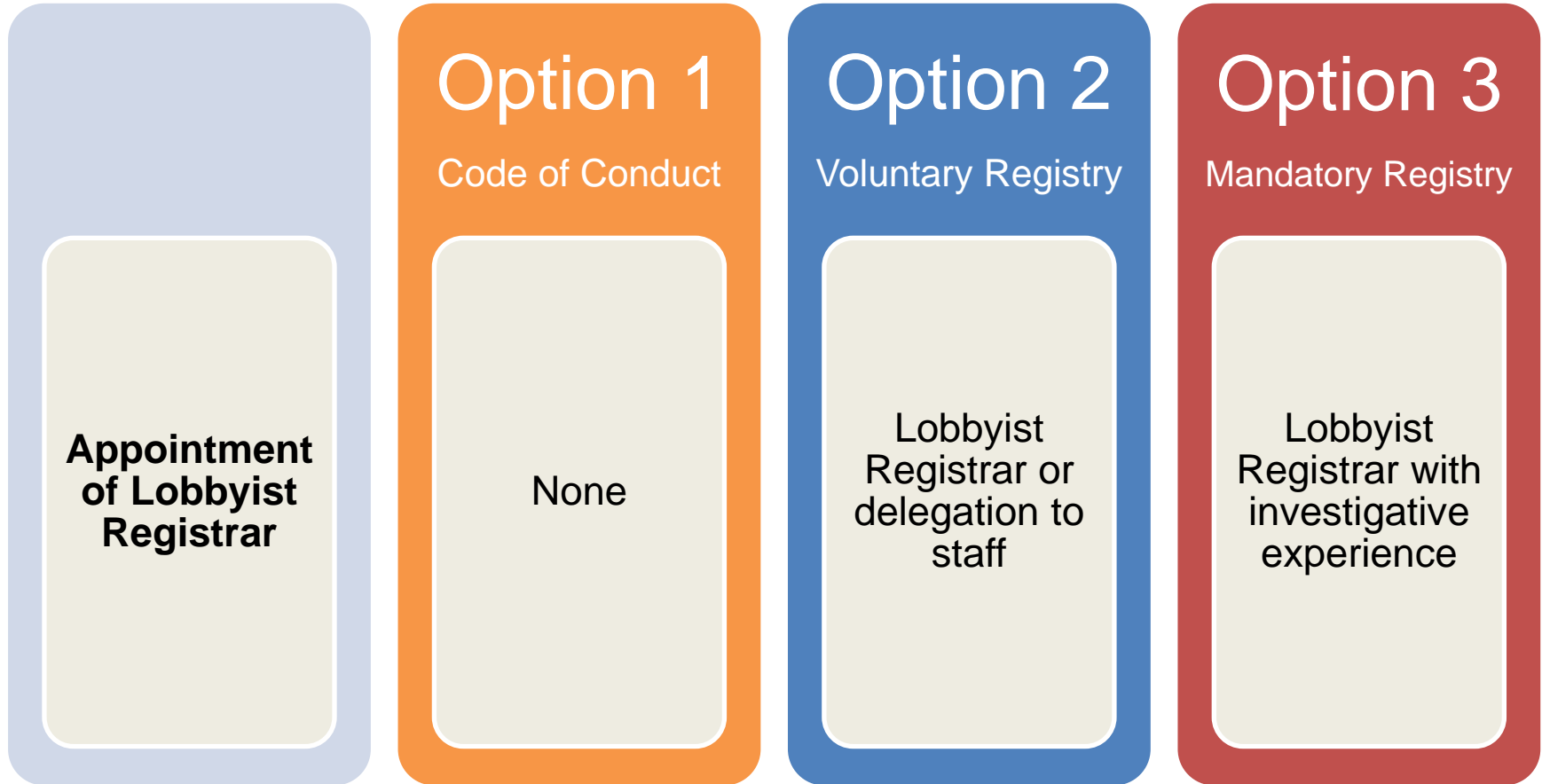
Comparison of Lobbyist Regulation Options



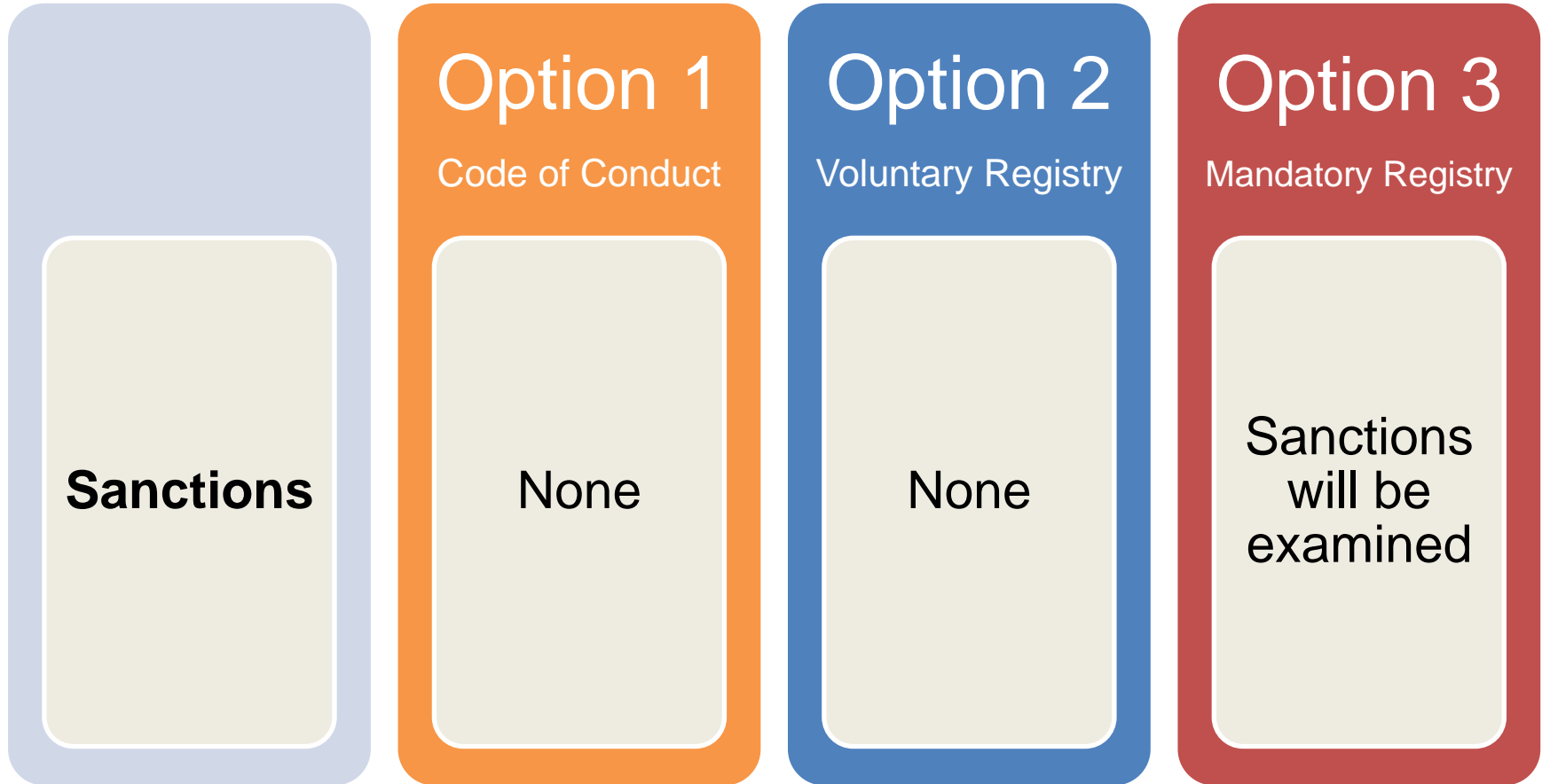
Comparison of Lobbyist Regulation Options



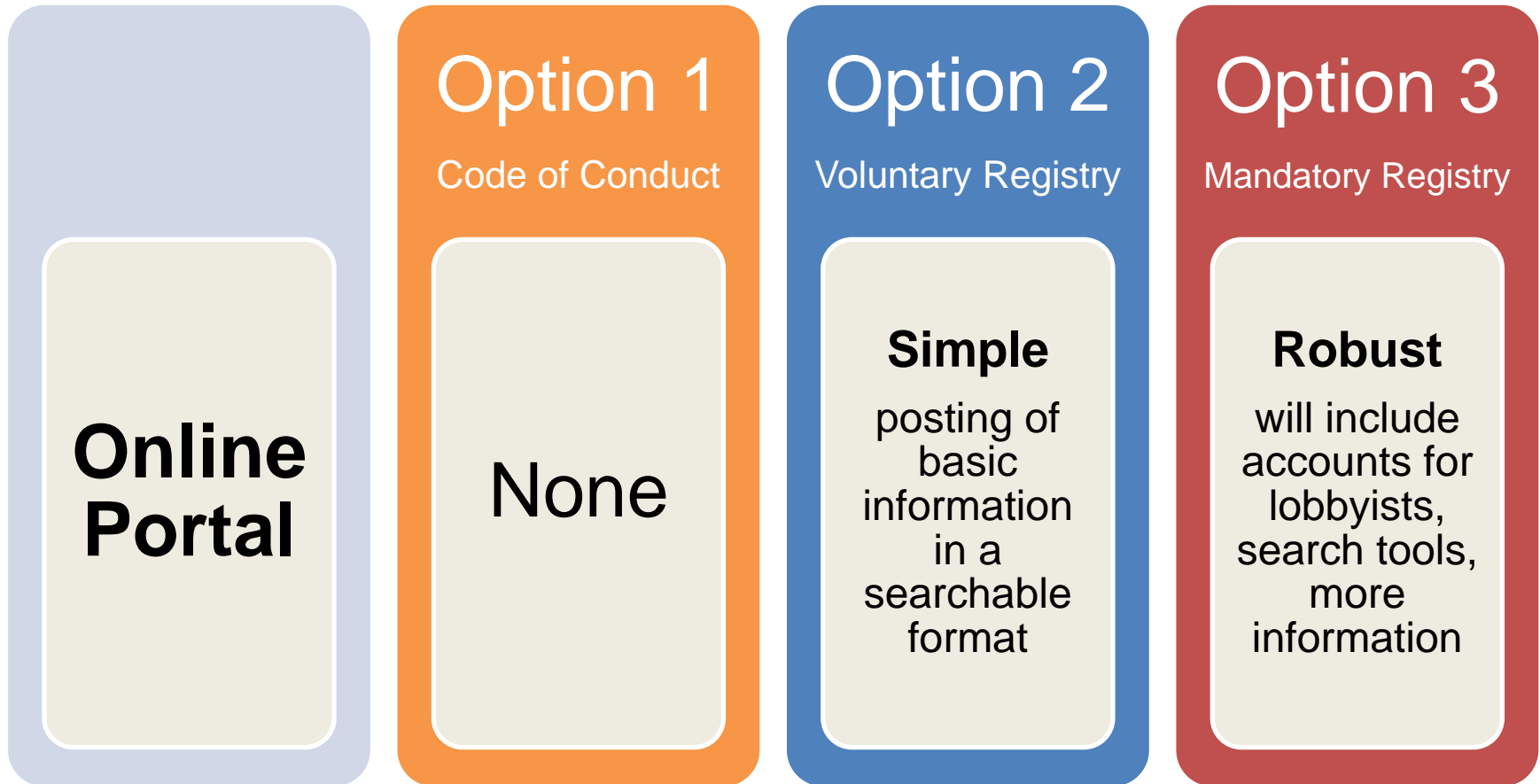
Comparison of Lobbyist Regulation Options



Comparison of Lobbyist Regulation Options



Comparison of Lobbyist Regulation Options



Online Portal

Option 1

Code of Conduct

None

Option 2

Voluntary Registry

Simple

posting of basic information in a searchable format

Option 3

Mandatory Registry

Robust

will include accounts for lobbyists, search tools, more information



Comparison of Lobbyist Regulation Options

Cost

Option 1

Code of Conduct

Absorbed by existing budgets

Option 2

Voluntary Registry

Most costs absorbed by existing budgets. Additional costs with appointment of a Lobbyist Registrar

Option 3

Mandatory Registry

Cost for Option 3 has the greatest variables, due to potential use of new technology & the use of an outside resource as the Lobbyist Registrar.



Comparison of Lobbyist Regulation Options

Timing

Option 1

Code of Conduct

June 2016 -
Draft lobbyist
registry by-
law

Option 2

Voluntary Registry

**Fall 2016 to
Early 2017** –
establish
Registrar's
office, lobbyist
registry in
effect

Option 3

Mandatory Registry

**End of 2016
to Early 2017**
– budget
submission
re: Registrar's
Office,
lobbyist
registry in
effect



Next Steps

Option 1

Code of Conduct

Option 2

Voluntary Registry

Option 3

Mandatory Registry

Public consultation with stakeholders, residents, lobbyists and Council, to solicit input on the Code of Conduct, the definition of lobbying, lobbying activities (to be included and excluded) and identification of the public office holders.

Develop definitions for lobbying, lobbyist, communication, public office holder



Next Steps

Option 1

Code of Conduct

Option 2

Voluntary Registry

Option 3

Mandatory Registry

Review options for appointment of lobbyist registrar or delegation to staff.

Review options for sanctions & penalties.



Next Steps

Option 1

Code of Conduct

Option 2

Voluntary Registry

Option 3

Mandatory Registry

Review options for online portal.

Draft lobbyist registry by-law

Implement
Code of
Conduct

Implement
Simple
Online
Portal

Implement
Robust
Online
Portal



Recommended Option

Option 3

Mandatory Registry

Code of Conduct

Mandatory Post-Lobbying Registrations

Lobbyist Registrar

Sanctions and Penalties

Online Portal

