



Ombudsman Toronto

Recommended 2019 Operating Budget and 2019 – 2028 Capital Budget & Plan

Budget Briefing to Budget Committee

budget
—2019—



February 6, 2019



Overview

Overview and Highlights

2019 – 2021

Recommended Operating Budget and Plan

2019-2021

Recommended Capital Budget and Plan



What We Do



Ombudsman Toronto

Mandated by the *City of Toronto Act, 2006*

Ombudsman Toronto is an independent and effective voice for fairness at the City of Toronto. We:

- a) Listen to the public's concerns about City services and administration
- b) Investigate by asking questions, gathering information and analyzing evidence
- c) Explore ways to resolve individual cases without taking sides
- d) Shine a light on problems and recommend system improvements

We also consult with City Staff to inform and show them what administrative fairness requires

Complaints
Resolution and
Investigative Work

Consultation with
City Staff

Outreach to the
Public and City
Staff



Budget Highlights



Our Experience & Success in 2018

Service Efficiency

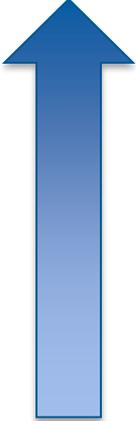
- Handled 2,111 cases using new, more efficient processes
 - **28% increase in complaints from 2017**
- 92% of cases handled in 2018 were closed in 2018
- 60% were closed within 30 days

Reports, Consultations & Outreach

- Published 7 reports with 56 formal recommendations
- Consulted with City staff on 12 projects
- Held approximately 100 stakeholder outreach sessions

All of Ombudsman Toronto's cases, consultations and outreach improve fairness at the City of Toronto and help the public have trust and confidence in their municipal government.

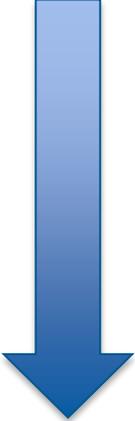




Volume and Complexity

Volume of complaints has increased significantly over the last few years without any increase in funding for staff

Complexity of complaints has also increased, making casework more difficult and time-consuming



Leaves little time for proactive ombudsmanship including consultations and outreach

Without additional staff, we risk not being able to consistently apply our service standards

Priority Actions

Listen to and resolve complaints

as effectively and quickly as possible to ensure public trust in the City of Toronto

Consult with City staff

to help build equitable and fair systems and services

Continue expanding our outreach

to the public, City Council and City staff to inform them of our role and our services

Ombudsman Toronto Enquiry

- Informal, flexible and nimble tool we use to consider an issue, gather information, and look for a resolution as quickly as possible
- It may take from a couple of days to several months to complete, depending on its complexity

What is the result? Most Enquiries conclude informally with a call or letter to the complainant and the City explaining the outcome. When it is in the public interest, we publish a report on our website.

New Case Management System (CMS)

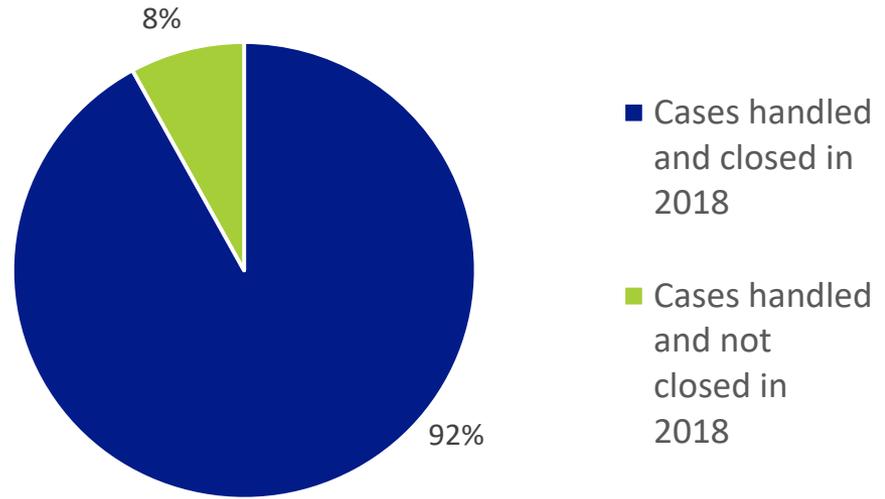
- Specifically designed for Ombudsman offices
- Improved capacity to record, analyze case work

What is the result? We are better able to capture the complexities of OT work to strategically and efficiently deploy resources.

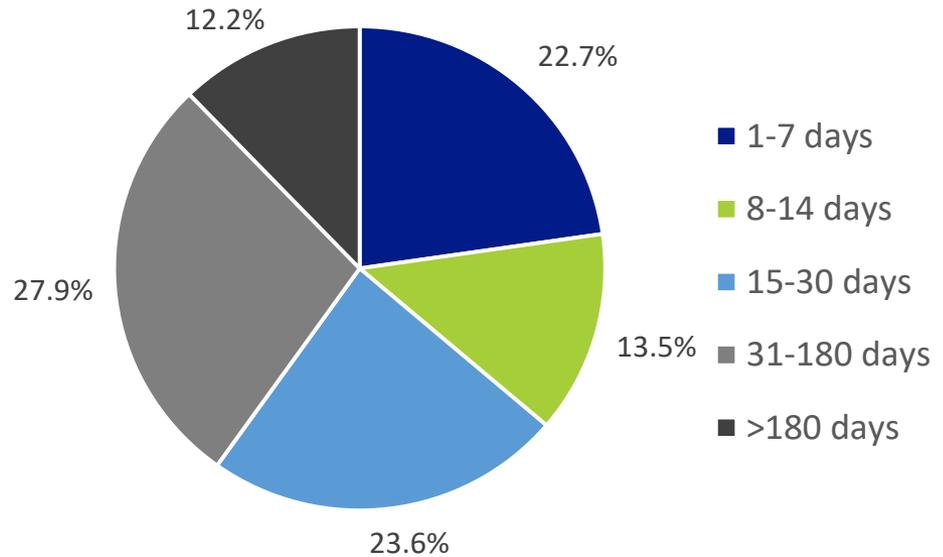


Key Service Performance Measures

We closed almost every file we worked on in 2018

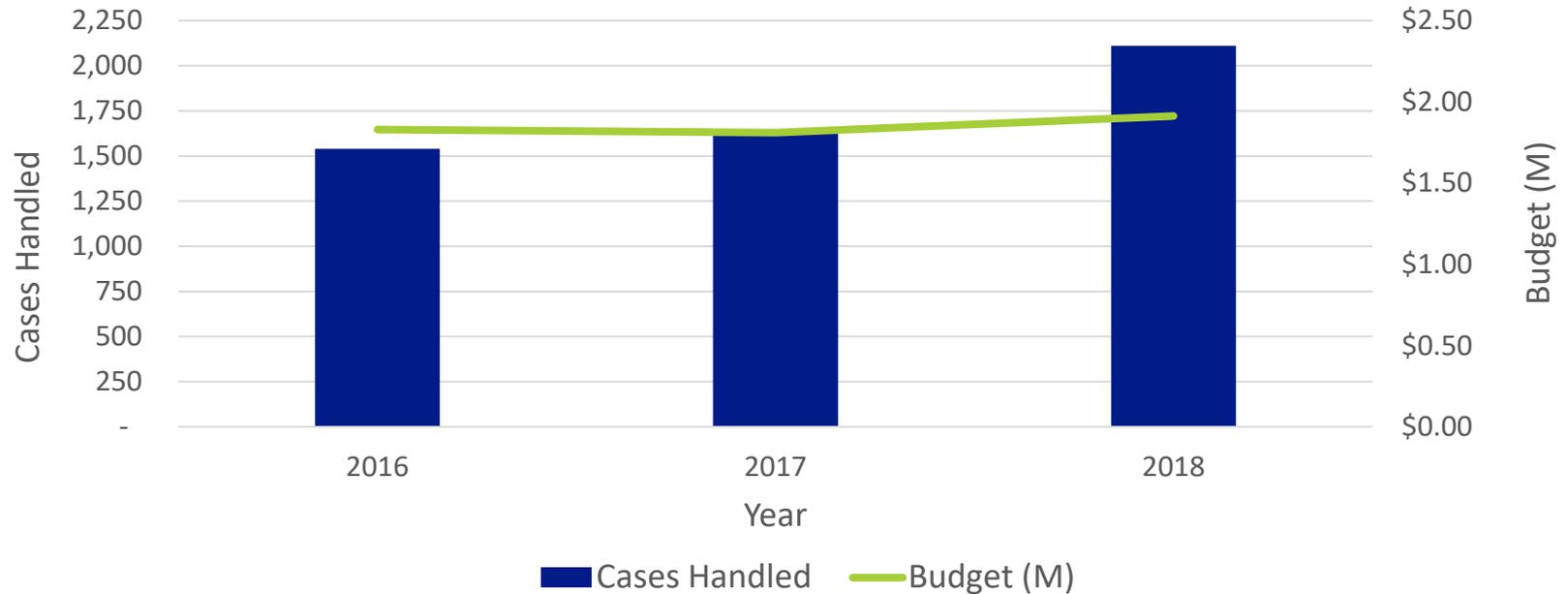


How long did our Enquiries take?



Significant Issues

Cases and Budget



Year	Cases Handled	Cases Handled % Change from past year	Budget (M)	Budget % Change from past year
2017	1,646	Increase of 7%	\$1.81	1.3% Decrease
2018	2,111	Increase of 28%	\$1.93	6.7% Increase



Significant Issues



Since 2016, Ombudsman Toronto's cases handled have increased by 37%.

Corresponding staff funding increase: 0%.

More staff is urgently needed.

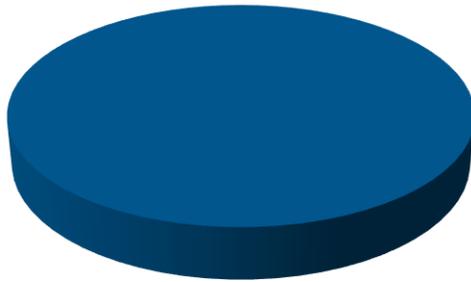


Operating Budget Overview



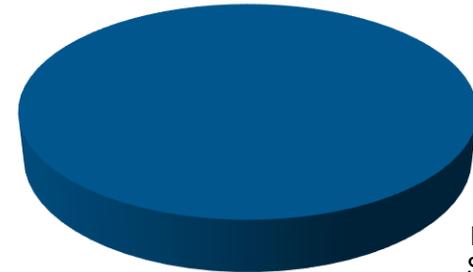
2019 Recommended Operating Budget By Program and Funding Source

Where the
Money Goes
\$2,158.1 Million



Ombudsman
Toronto,
\$2,158.1 , 100%

Where the Money
Comes From
\$2,158.1 Million



Property Taxes,
\$2,158.1 , 100%



2019 Recommended Net Operating Budget vs 2018

(In \$000s)	2018		2019			Changes	
	Budget	Projected Actual*	Base	New / Enhanced	Total Ombudsman-Recommended Budget		
Ombudsman Toronto	\$	\$	\$	\$	\$	\$	%
Gross Expenditure	1,931.7	1,921.7	1,990.9	167.2	2,158.1	226.3	11.7%
Revenue					0.0	0.0	-
Total Net Expenditures	1,931.7	1,921.7	1,990.9	167.2	2,158.1	226.3	11.7%
Approved Positions	12.0	12.0	12.0	2.0	14.0	2.0	16.7%

* Year-End Projection Based on Q3 2018 Variance

Report



Key Cost Drivers

Ombudsman Toronto (In \$000s)	Total Changes	
	\$	Position
Base Expenditure Changes		
Prior year impacts	(5.5)	
Inflationary Factors	5.6	
Salaries & Benefits	48.2	
Other Base Expenditure changes	10.9	
Base Revenue Changes		
Service Changes		
	59.2	



New / Enhanced Services

Ombudsman Toronto (\$000s)	2019			Incremental Impact			
	Gross	Net	Position	2020 Plan		2021 Plan	
				Net	Position	Net	Position
Enhancements to Intake, Complaints Analysis, Investigative and Consultation Capacity	167.2	167.2	2.0	61.3	0.0	4.9	0.0
Total	167.2	167.2	2.0	61.3	0.0	4.9	0.0

Recommendation is to fund two new positions:

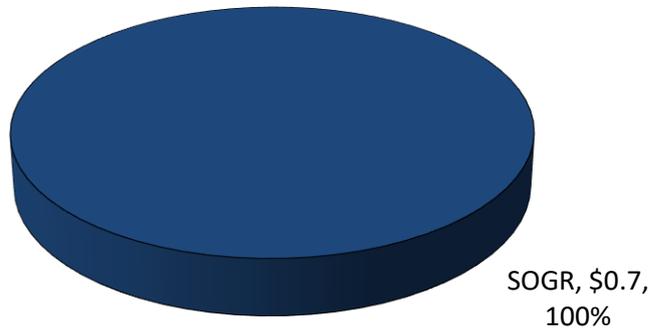
One Complaints Analyst (to conduct complaint intake and handle quick cases)

One Investigator (for more complex cases)

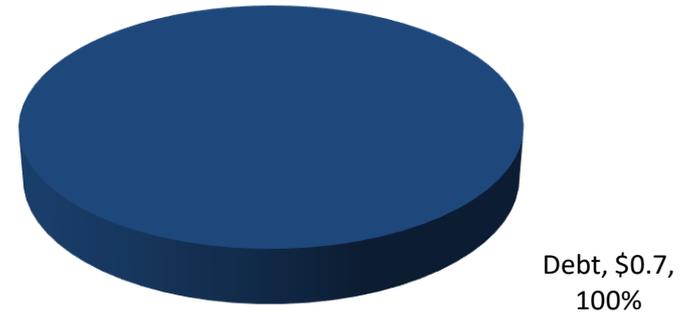
Capital Budget Overview

2019 - 2028 Recommended Capital Budget & Plan

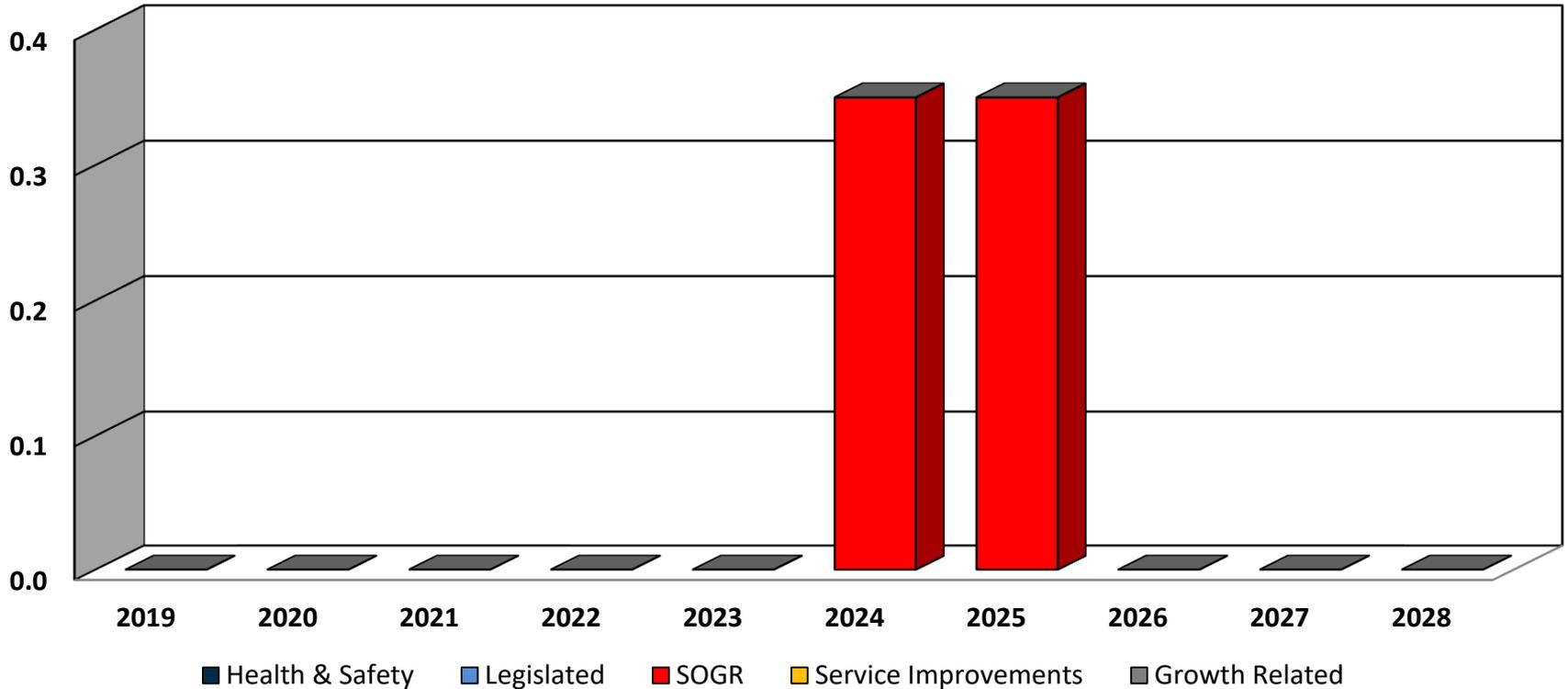
Where the
Money Goes
\$0.7 Million



Where the Money
Comes From
\$0.7 Million



2019 - 2028 Recommended Capital Budget & Plan by Project Category



\$ Million	2019 - 2028 Ombudsman-Recommended Capital Budget and Plan by Category									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Health & Safety	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Legislated	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SOGR	0.0	0.0	0.0	0.0	0.0	0.35	0.35	0.0	0.0	0.0
Service Improvements	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Growth Related	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0





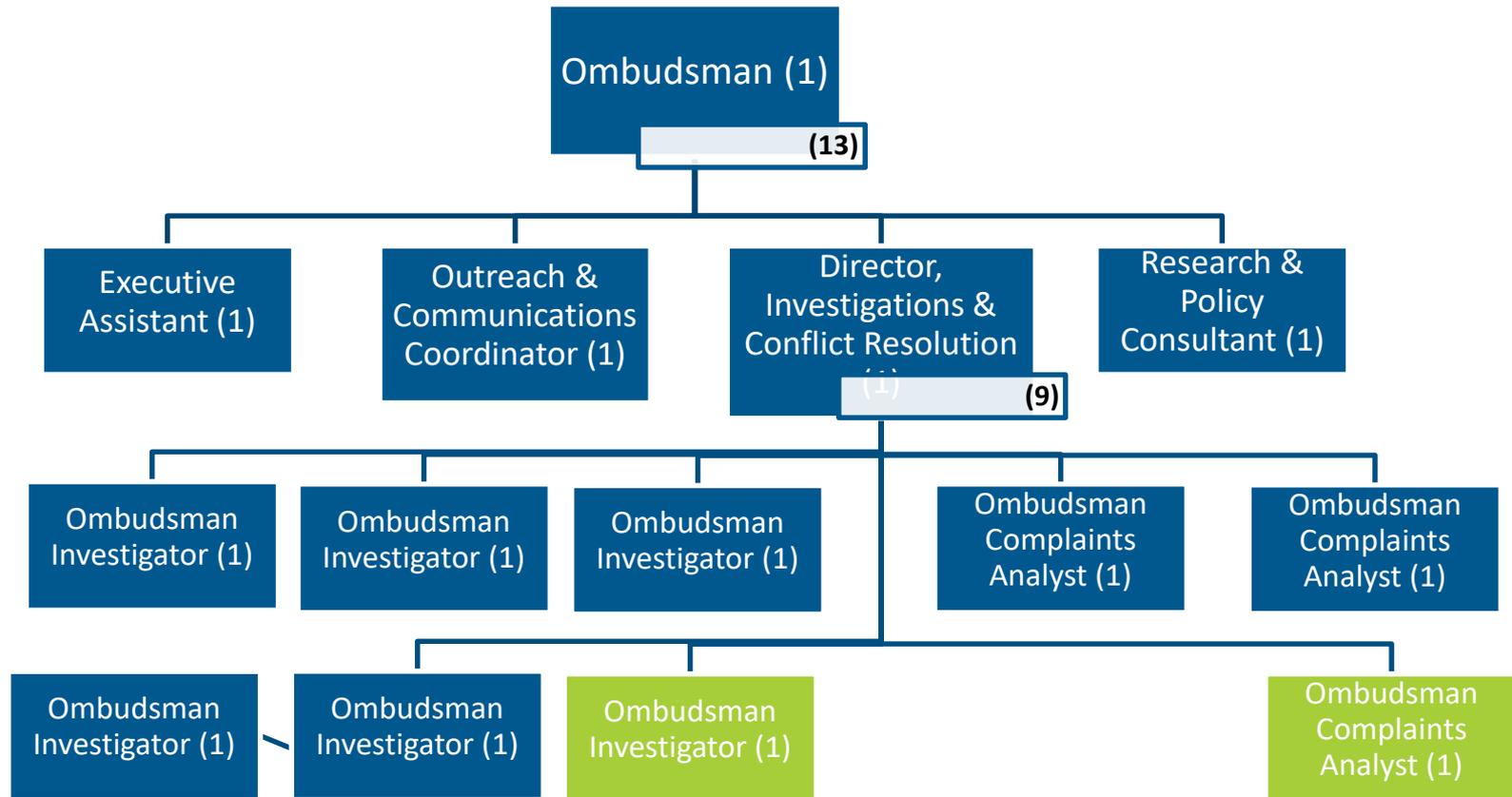
Appendices





Operating Appendices

2019 Organizational Chart for Ombudsman Toronto



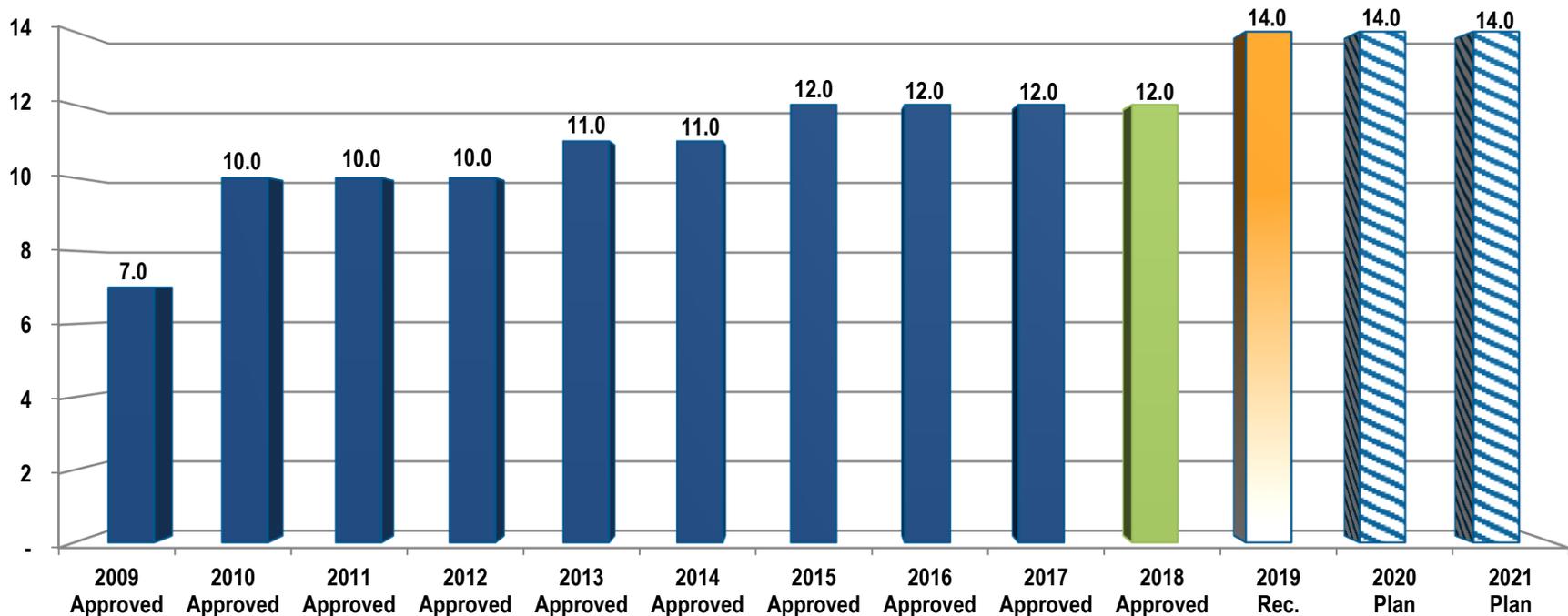
- Existing position
- Proposed new position



2019 Organizational Chart for Ombudsman Toronto

Budget	Category	Senior Management	Management with Direct Reports	Management without Direct Reports / Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	1.0	12.0	0.0	14.0
	Temporary					0.0
Capital	Permanent					0.0
	Temporary					0.0
Total	Total	1.0	1.0	12.0	0.0	14.0

Staffing Trend (Excludes Capital Positions)



Ombudsman Toronto's staff complement has not increased since 2015.

For the past several years, we have had to use funds from our Investigative Expenses budget to fund temporary staff in order to keep up with complaint volume. This directly reduces our ability to do important systemic Investigations with broad impact and to do consultations.



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	0.0	0.0%	12.0	0.0	0.0%	12.0	0.0	0.0	0.0%	12.0
Capital										
Total	0.0	0.0%	12.0	0.0	0.0%	12.0	0.0	0.0	0.0%	12.0



2019 Key Complement Changes

Ombudsman Toronto	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	12.0							12.0	2.0	14.0	2.0
Total complement	12.0							12.0	2.0	14.0	2.0



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
	\$	%	\$	%		\$	%	\$	%		\$	%	\$	%	
Ombudsman Toronto	(0.052)	(2.9%)	(0.052)	(2.9%)	Ⓞ	(0.104)	(7.7%)	(0.104)	(7.7%)	Ⓞ	(0.010)	(0.5%)	(0.010)	(0.5%)	Ⓞ
Net Variance	Year End	Ⓞ	Ⓜ		Year-to-Date	Ⓞ	Ⓨ	Ⓜ		Year End	Ⓞ	Ⓜ			
		<=100%	> 100%			85% - 105%	0% -85%	>105%			<=100%	> 100%			



2019 Recommended Operating Budget Changes

(In \$000s)	Total	
	\$	Positions
2018 Council Approved Operating Budget (Net)	1,931.7	12.0
Base Expenditure Changes		
Prior Year Impacts		
Other Prior Year Impacts	(5.5)	
Economic Factors		
Divisional Economic Factors	5.6	
Salaries and Benefits		
COLA	16.7	
Progression Pay	26.9	
Benefits adjustments	4.5	
Other Base Expenditure Changes		
Other Base Changes	10.9	
Sub-Total Base Expenditure Changes	59.2	
Base Revenue Changes		
Sub-Total Base Revenue Changes		
Service Changes		
Sub-Total Service Changes		
Total Base Changes	59.2	
New & Enhanced Services		
Enhancements to Intake, Complaints Analysis, Investigative and Consultation Capacity	167.2	2.0
Sub-Total New & Enhanced Services	167.2	2.0
Total 2019 Ombudsman Toronto-Recommended Operating Budget (Net)	2,158.1	14.0



2020 & 2021 Plan

Office of the Lobbyist Registrar Description (\$000s)	2020 - Incremental Increase					2021 - Incremental Increase				
	Gross	Revenue	Net	% Change	Position	Gross	Revenue	Net	% Change	Position
Known Impacts:										
Prior Year Impact										
Annualization of 2019 Service Efficiencies										
Annualization of 2019 Service Changes										
Annualization of 2019 New/Enhanced	61.3		61.3	2.8%		4.9		4.9	0.2%	
Other Prior Year Impacts										
Salaries and Benefits										
COLA & Progression Pay	19.7		19.7	0.9%		23.1		23.1	1.0%	
Other Adjustments	12.0		12.0	0.6%		0.3		0.3	0.0%	
Other Base Changes (specify)										
Economic Factors	6.0		6.0	0.3%		6.7		6.7	0.3%	
IDC/IDR Changes										
Volume Changes										
Contributions to Reserves										
Other Base Changes	4.5		4.5	0.2%						
Sub-Total	103.6		103.6	4.8%		35.0		35.0	1.5%	
Anticipated Impacts:										
Anticipated Impacts (Base)										
Anticipated Service Changes										
Anticipated New / Enhanced										
Other (specify)										
Sub-Total										
Total Incremental Impact	103.6		103.6	4.8%		35.0		35.0	1.5%	



