

# OMBUDSMAN TORONTO

## 2021 Annual Report

**Kwame Addo,  
Ombudsman**

Presentation to City Council  
May 12, 2022





# MESSAGE FROM THE OMBUDSMAN

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- Accountability during a crisis
- Handling more cases
- Creating positive systemic change
- Reducing barriers to access
- Looking ahead







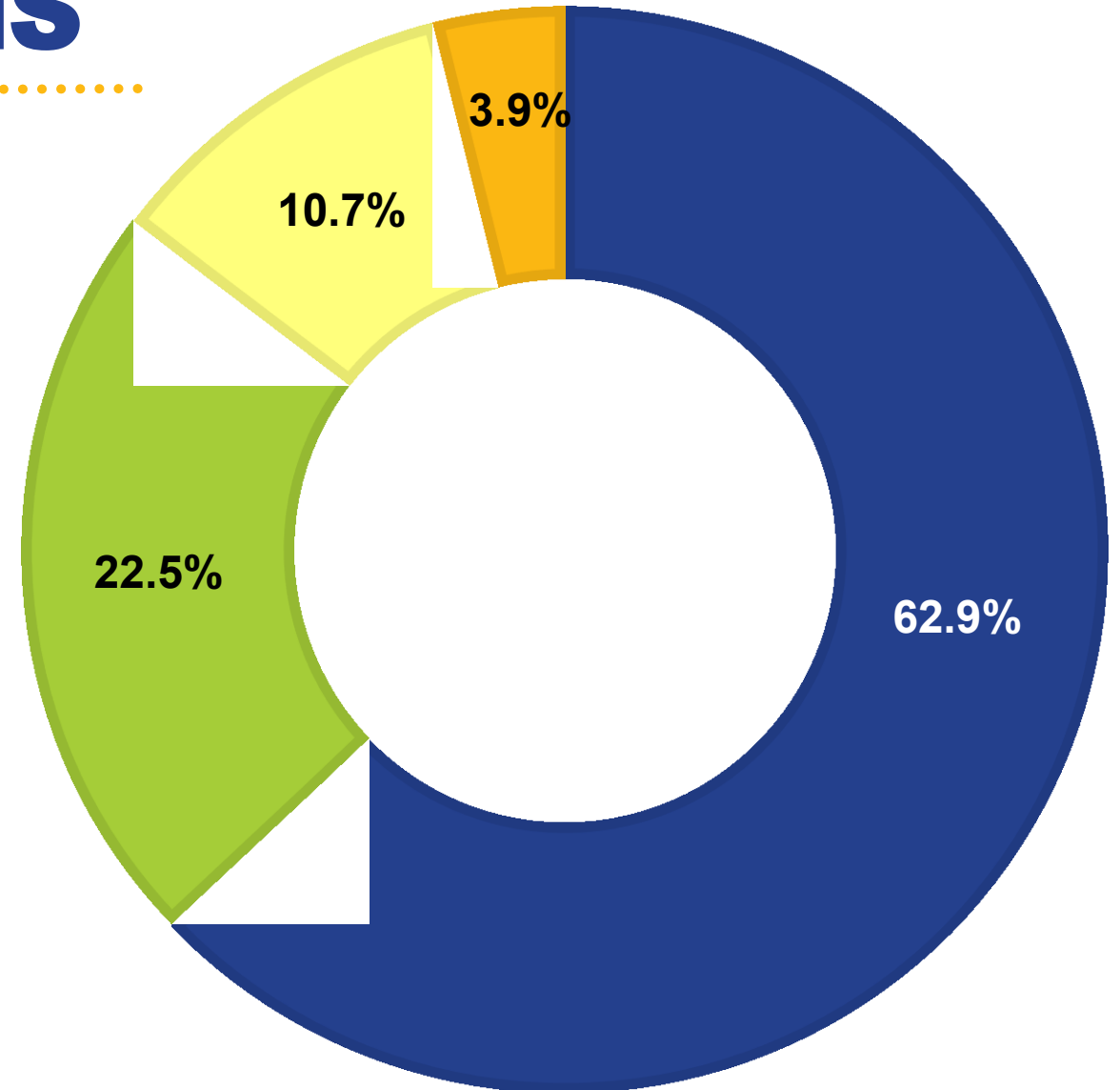
# 2021 BY THE NUMBERS

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- **Cases Handled:** 2,802 (15.4% increase)
- **Public Reports:** 3
- **Formal Recommendations:** 128
- **Consultations:** 14
- **Outreach Activities:** 66 (47% increase)
- **Cases Closed within 30 Days:** 92.4% (8.3% increase)

# WHAT WE HEARD: FAIRNESS PROBLEMS

- **Communication**  
(e.g., delays in getting back to people, poor complaint handling)
- **Policies and Procedures**  
(e.g., not having good written procedures, not making policies publicly accessible)
- **Investigations and Enforcement**  
(e.g. failing to give proper notice)
- **Decisions**  
(e.g., falling to provide sufficient reasons for a decision, making an unreasonable or unfair decision)





# BECAUSE OF OMBUDSMAN TORONTO

- The City improved the process for **obtaining a natural garden exemption**.
- A Toronto resident **obtained a \$12,096.07 refund from the City's Committee of Adjustment** after we found that its refund policy was not applied consistently.
- Shelter, Support & Housing Administration (SSHA) began using a "Shelter System Flow Data" dashboard. Instead of looking solely at nightly occupancy, the dashboard provides a **more comprehensive view of homelessness in Toronto and greater detail on how the City's shelter system is used**.







# BECAUSE OF OMBUDSMAN TORONTO

- The **City reinstated its phone line for complaints about its shelter system**, which is critically important for individuals who do not have access to email.
- We recommended **better communication with the public about the City's winter maintenance program**. As a result, the City sent a brochure in January 2021 called "Get to Know the Plan for Snow" to all Toronto residents
- A **refugee obtained heat in his new City-owned apartment**, after he was treated for extreme cold because the City did not adequately explain how to use the heating system.



“Thank you for the work you do for us citizens!”

- **Member of the public**





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