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What we do

Mandated by provincial legislation (the *City of Toronto Act, 2006*), Ombudsman Toronto is an independent and effective voice for fairness, accountability and transparency at the City of Toronto. We hold the City government accountable to the people it serves. We identify problems, find practical solutions and make recommendations for how the City can improve.

We:

- listen to the public's complaints about City services and administration and identify areas of concern
 - investigate by asking questions, gathering information and analyzing evidence
 - explore ways to resolve individual cases without taking sides
 - shine a light on problems, recommend system improvements, and show staff and the public what fair service requires
-

Why we do it

Part of the City's mandatory accountability framework, Ombudsman Toronto serves as a bridge between people and their municipal government. We work to ensure that the City (and most of its agencies, corporations and boards) treat people fairly in how they deliver services. We also humanize the City government for people whose dealings with it have left them feeling mistreated or alienated. Our work helps to increase people's trust and confidence in their City. In short, the work we do makes Toronto better and provides an essential, legally-mandated service to ensure transparency, accountability and fairness in how the City administration operates.

Who we serve

Complaints + Investigative Work

- Public

Beneficiaries

- Public
- City Divisions, Agencies, Corporations and Boards

Consultations

- City Staff

Beneficiaries

- Public
- City Divisions, Agencies, Corporations and Boards

Outreach

- Public, City Staff, Council

Beneficiaries

- Public
- City Divisions, Agencies, Corporations and Boards






Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$0.0	\$0.0	\$0.0	Gross Expenditures	\$0.0	\$0.7	\$0.7
Gross Expenditures	\$2.2	\$2.3	\$2.3	Debt	\$0.0	\$0.7	\$0.7
Net Expenditures	\$2.2	\$2.3	\$2.3				
Approved Positions	14.0	14.0	14.0				

Key service outcomes

Outcomes	Description
The public's complaints are independently addressed.	Resolving people's complaints impartially, effectively and quickly ensures public trust.
City systems are improved and work better for the people they serve.	When we find a problem (and even when we don't), we work constructively with City staff to make common-sense recommendations for improving how services are delivered, for everyone.
Staff knows what fair service requires, and delivers it.	We consult with City staff to build fair systems and processes from the start, to avoid complaints. We show them how to deliver services fairly and equitably. This fosters a culture of fairness and respect for the public at the City.

Goals and metrics

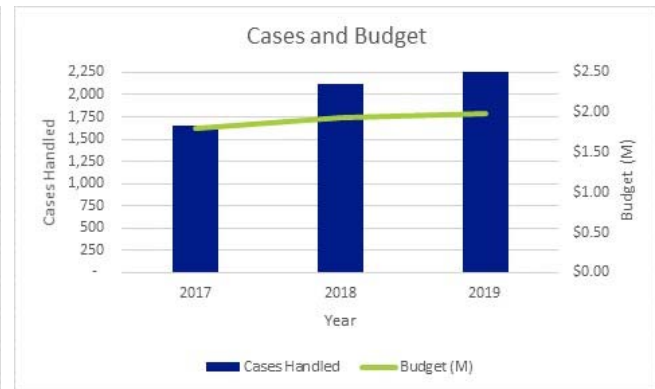
Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
Handling more and more complaints	We will continue to work to handle complaints from the public effectively and quickly	2125 cases	2358 cases	Continued increase expected	
Responding to increasing case complexity	We will work to reduce how long we have cases open	59% closed within 7 days; 87% within 30 days	31.5% closed within 7 days; 75% within 30 days	Cases continue to be more complex and take longer	
Return to previous service standards	We had to reduce our service standards (how quickly we get back to people) in 2019 and we are still not always able to meet them	1 business day for calls; 2 for emails and letters	2 business days for calls; 5 for emails and letters	1 business day for calls; 2 for emails and letters	
Provide more consultations to City Staff	Consultations with City staff to ensure new policies, processes and services consider administrative fairness	10	15	20	
Provide more education to the public, City Staff and Council	Education sessions (presentations) to ensure stakeholders are aware of our services and understand our role	23	36	45	

Our experience and success in 2019:

- We handled **2358 cases** in 2019 (vs. 2125 in 2018; 1646 in 2017)
- We made **29 formal recommendations** (and countless informal ones) to improve City services
- We conducted **15 Consultations** with City staff
- We held **over 100 outreach sessions** with the public, City staff and elected officials
- We continued to **modernize and refine** our processes and structure to **improve service efficiency**

Key challenges and risks

- **Volume of complaints has increased by 43.3% over the last 3 years** in 2019 it increased by 11% from 2018; in 2018 it increased by 29% from 2017; in 2017 it increased by 7% from 2016
- Our **staff complement has not increased since 2015**, when it went from 11 to 12 FTEs.



- We had to **reduce our service levels** (extending the time it takes us to get back to people) to keep up
- The **complexity of cases** continues to rise
- It **takes longer to close cases**
- We are left **without necessary resources** to do the important work of **identifying issues without a complaint and proactive consultation with City staff**

Priority actions

- **Listen to and resolve the public’s complaints** as effectively and as quickly as possible
- **Identify and address systemic issues** in how the City serves people
- **Consult with City Staff** to help build fair systems and service and to show them what equitable service requires
- **Continue expanding our outreach** to the public and City staff to inform them of our role and services

Our key service levels



Equitable access to our services



Comprehensive complaint management protocols



Basic translation services available in over **100** languages



Return phone calls in **2** business days, respond to emails and letters in **5** business days

Key service deliverables

- Every case is addressed as quickly and informally as possible.
- We are aware of – and focused on – the important issues facing people in Toronto: we launch our own Enquiries and Investigations, even without a complaint, resources permitting
- Our recommendations result in concrete systemic improvements, making City services fairer.
- City staff understand our role and how to work with the office.
- City staff trust and respect us as we support their efforts to ensure fair and effective service delivery.
- Members of the public know what they should expect when dealing with the City of Toronto and know how to access our services when needed.

RECOMMENDATIONS

City Council approved the following recommendations:

1. 2020 Operating Budget for Ombudsman Toronto of \$2.196 million gross and net:

	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Total Office Budget	2,195.7	0.0	2,195.7

2. City Council approve the 2020 staff complement for Ombudsman Toronto of 14.0 positions.
3. City Council approve the 2021-2029 Capital Plan for Ombudsman Toronto totalling \$0.700 million in project estimates as detailed by project in Appendix 5b.

2020 OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Total Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Ombudsman Toronto	4.8				0.0	0.0	
Total Revenues	4.8	0.0	0.0	0.0	0.0	0.0	
Expenditures							
Ombudsman Toronto	1,848.3	1,970.3	2,026.0	169.7	2,195.7	225.4	11.4%
Total Gross Expenditures	1,848.3	1,970.3	2,026.0	169.7	2,195.7	225.4	11.4%
Net Expenditures	1,843.4	1,970.3	2,026.0	169.7	2,195.7	225.4	11.4%
Approved Positions	12.0	12.0	12.0	2.0	14.0	2.0	16.7%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget of \$2.026 million gross and net reflecting an increase of \$0.056 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary & benefit adjustments related to progression pay, one additional working day in 2020 and benefit adjustments.
- Economic factor adjustments for non-payroll items.

COSTS TO ENHANCE SERVICES

New and Enhanced Service budget of \$0.170 million gross and net, enabling:

- The office needs resources to strengthen its Intake, Complaints Analysis, Investigative and Consultation capacity to keep up with increased demand, by adding 1.0 permanent Ombudsman Investigator position and 1.0 permanent Ombudsman Complaints Analyst position to its complement.

EQUITY IMPACTS OF BUDGET CHANGES

Positive equity impact: Pursuant to its legislative mandate, Ombudsman Toronto works to ensure that the City treats people fairly and equitably. Increasing Ombudsman Toronto's staff complement directly enhances equity at the City of Toronto.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Ombudsman Toronto is \$2.196 million gross and net or 11.4% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	1,697.9	1,828.0	1,749.5	(78.5)	-4.3%
2 Materials & Supplies	9.9	5.4	5.3	(0.1)	-2.4%
3 Equipment	43.8	15.9	4.5	(11.4)	-71.8%
4 Service and Rent	94.4	111.1	256.4	145.3	130.8%
5 Contribution To Capital					
6 Contribution To Reserves	2.2	9.9	10.4	0.5	5.1%
7 Other Expenditures					
Total Expenditures	1,848.3	1,970.3	2,026.0	55.7	2.8%
Revenues					
1 Provincial Subsidies					
2 Federal Subsidies					
3 User Fees & Donations					
4 Transfers From Capital					
5 Other Revenues	4.8				
Total Revenues	4.8				
Net Expenditures	1,843.4	1,970.3	2,026.0	55.7	2.8%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Temporary staff were hired in 2019 as the most cost-effective way to undertake necessary casework. The cost of these temporary staff is reversed in 2020 to align with the 2020 investigative expenses budget in the Services & Rents category. This cost reversal is offset by salary & benefit budget pressures related to permanent staff's progression pay, one additional working day in 2020 and benefit adjustments.

Equipment:

- Decrease in equipment budget to reflect anticipated reduced requirements in 2020.

Services and Rent:

- Increase to the Investigative Expense budget to reflect anticipated 2020 needs of the office, which may require as yet unknown specialized investigative skills and/or services.
- Economic factor adjustments.

Table 2b: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 To strengthen Intake, Complaints Analysis and Investigative Capacity to meet increased demand		169.7	169.7	2.0	232.9	High
Total New / Enhanced		169.7	169.7	2.0	232.9	

The 2020 Operating Budget includes \$0.170 million gross and net enhancements to strengthen the intake, complaints analysis, investigative and consultation capacity of the Office, in order to meet increased demand. This enhancement increases the Office's total approved staff positions by two positions from 12.0 in 2019 to 14.0 in 2020.

This staff increase is essential for Ombudsman Toronto to keep up with increased complaints volume and complexity, to identify issues requiring investigation without a complaint and to conduct "proactive ombudsmanship" by providing consultation to City staff on the requirements of administrative fairness.

Ombudsman Toronto's staff complement has not increased since 2015 (when it went from 11 to 12 approved positions.)

The number of cases the office has handled has increased every year since, with no increase in the staff complement to deal with the heightened demand:

2016: 1540 cases
 2017: 1646 cases
 2018: 2125 cases
 2019: 2358 cases

Note:

- For additional information on 2020 key cost drivers refer to [Appendix 1](#) for a more detailed listing and descriptions of the 2020 Changes and to [Appendix 3](#) for the 2020 New and Enhanced Service Priorities included in budget.

2021 & 2022 OUTLOOKS**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues				
Gross Expenditures	1,970.3	2,195.7	2,296.6	2,338.3
Net Expenditures	1,970.3	2,195.7	2,296.6	2,338.3
Approved Positions	12.0	14.0	14.0	14.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Salaries and Benefits

- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items
-

Key 2022 drivers

Salaries and Benefits

- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items
-

How well we are doing

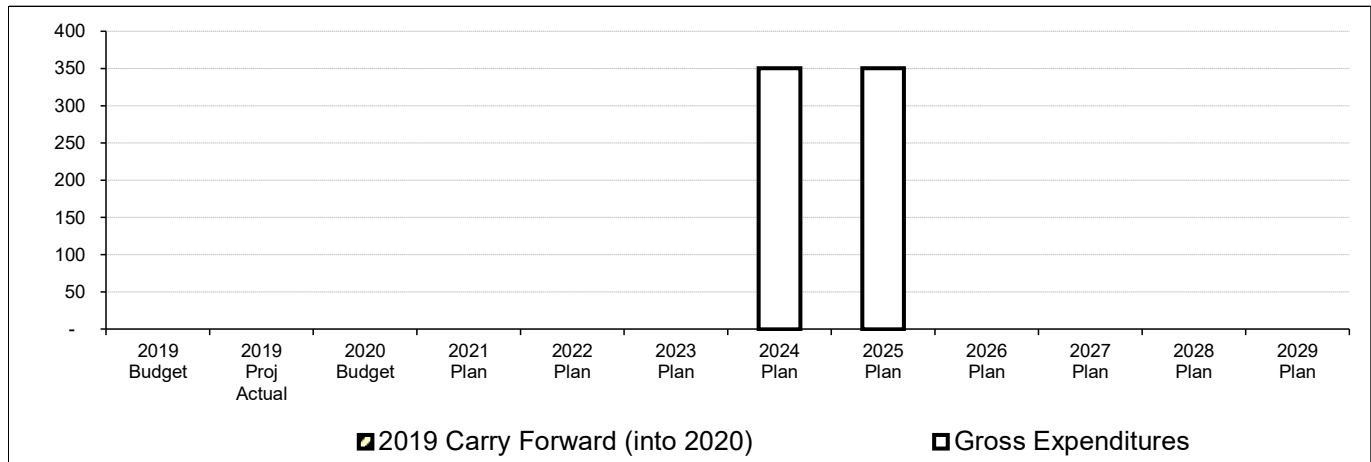
Performance measures	Behind the numbers
<p>In 2019</p> <ul style="list-style-type: none"> • We handled 2358 cases • We made 29 formal recommendations (and countless informal ones) to improve City services • We conducted 15 Consultations with City staff • We held over 100 Outreach sessions with the public, City staff and elected officials 	<ul style="list-style-type: none"> • Cases handled is up 43.3 % over 3 years <ul style="list-style-type: none"> ○ Corresponding budget increase: 10.4% ○ Corresponding staff increase: 0% • Our recommendations make the City work more fairly for everyone. • We help City staff design better systems and processes and teach them and the public what fair service requires. • Our outreach helps ensure that members of the public know about us when they need us, and that City staff and elected officials know what we do and how we work.
<h3>Our Impact</h3>	
<p>We follow up on each recommendation we make in our Enquiries and Investigations to ensure that we are satisfied with implementation. In 2019, we actively followed up on 87 formal recommendations made in past public reports.</p> <p>Because of Ombudsman Toronto: (a few specific examples of our impact)</p> <ul style="list-style-type: none"> • Toronto Hydro has improved its communications and customer service for hydro pole replacement projects. • The TTC is completely re-designing its oversight of transit fare inspectors, which will include new complaints and investigations processes. • The TTC is working on a system wide anti-racism strategy. • Respite services for people experiencing homelessness now have service standards and are better coordinated and communicated. • City Planning is working on improving how the City interacts with third party organizations directly impacted by Section 37 agreements, and how it enforces developers' Section 37 obligations. 	

2020 – 2029 CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$000)

Chart 1: 10-Year Capital Plan Overview



	2020 Capital Budget and 2021 - 2029 Capital Plan									
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025- 2029	Total 10 Year Plan
	Budget	Projected Actual								
Gross Expenditures by Project Category:										
Health & Safety & Legislated SOGR						350	350	350	700	
Service Improvement & Growth										
Total by Project Category	-		-	-	-	-	350	350	350	700
Financing:										
Debt							350	350	350	700
Reserves/Reserve Funds										
Development Charges										
Provincial Federal										
Debt Recoverable	-		-	-	-	-				
Other Revenue			-	-	-	-				
Total Financing	-		-	-	-	-	350	350	350	700


Changes to Existing Projects (\$0.0M)	New Projects (\$0.7M)	Capital Needs Constraints (\$0.0M)
	<ul style="list-style-type: none"> The Ombudsman Toronto Case Management System project is an end of life replacement and upgrade of the system to meet corporate and industry standards and allow for added functionalities using new technology. The system will support the Office in fulfilling its legislative mandate/ 	

Note:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project.

2020 – 2029 CAPITAL BUDGET AND PLAN

\$0.7 Million 10-Year Gross Capital Program


Information Technology
\$0.7 M 100%
Ombudsman Toronto Case Management System

How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding	
\$0.7 M 100%		\$0.0 M 0%		\$0.0 M 0%	
Debt	\$ 0.7 M	PTIF	\$ 0.0 M	Grants	\$ 0.0 M
Recoverable Debt	\$ 0.0 M	Grants	\$ 0.0 M	Other	\$ 0.0 M
Reserve Draws	\$ 0.0 M	Other	\$ 0.0 M		
Development Charges	\$ 0.0 M				
Other	\$ 0.0 M				

APPENDICES

Appendix 1

2020 Operating Budget by Expenditure Category

Category (In \$000s)	2017 Actual*	2018 Actual*	2019 Budget*	2019 Projected Actual **	2020 Total Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations							
Licences & Permits Revenue							
Transfers From Capital							
Contribution From Reserves/Reserve Funds							
Sundry and Other Revenues		4.8					
Inter-Divisional Recoveries							
Total Revenues		4.8					
Salaries and Benefits	1,636.5	1,697.9	1,718.6	1,828.0	1,919.2	91.2	5.0%
Materials & Supplies	4.2	9.9	5.2	5.4	5.3	(0.1)	(2.4%)
Equipment	9.6	43.8	4.4	15.9	4.5	(11.4)	(71.8%)
Service and Rent	99.7	94.4	252.2	111.1	256.4	145.3	130.8%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	2.2	2.2	9.9	9.9	10.4	0.5	5.1%
Other Expenditures							
Inter-Divisional Charges							
Total Gross Expenditures	1,752.2	1,848.3	1,990.3	1,970.3	2,195.7	225.4	11.4%
Net Expenditures	1,752.2	1,843.4	1,990.3	1,970.3	2,195.7	225.4	11.4%
Approved Positions	12.0	12.0	12.0	12.0	14.0	2.0	16.7%

* Actuals and 2019 Budget adjusted retroactively to remove interdepartmental charges and recoveries

** Year-End Projection Based on Q3 2019 Variance Report

Appendix 2

Summary of 2020 Service Changes

N/A

Appendix 3

Summary of 2020 New / Enhanced Priorities Included in Budget

Form ID		Accountability Offices Program - Office of the Ombudsman	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
19283		To strengthen Intake, Complaints Analysis and Investigative Capacity to meet increased demand						
72	†	Description: Two additional permanent positions are required to strengthen the intake, complaints analysis, investigative and consultation capacity of the Office, in order to meet increased demand.						
		Service Level Impact: The additional resources are essential for Ombudsman Toronto to keep up with increased complaints volume and complexity, to identify issues requiring investigation without a complaint, and to conduct "proactive ombudsmanship" by providing consultation to City staff on the requirements of administrative fairness.						
		Equity Statement: Pursuant to its legislative mandate, Ombudsman Toronto works to ensure that the City treats people fairly and equitably. Increasing Ombudsman Toronto's staff complement directly enhances equity at the City of Toronto.						
		Service: Ombudsman Toronto						
		Total Changes:	169.7	0.0	169.7	2.00	63.1	7.0
		New/Enhanced Services:	169.7	0.0	169.7	2.00	63.1	7.0
		<hr/>						
Summary:								
New / Enhanced:			169.7	0.0	169.7	2.00	63.1	7.0
		<hr/>						

Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
OM001	Ombudsman Case Management System SOGR					350	350					700		700	
	Total Expenditures (including carry forward from 2019)	-	-	-	-	350	350	-	-	-	-	700	-	700	-

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

N/A

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
OM001	Ombudsman Case Management System SOGR	-	-	-	350	350	-	-	-	-	700		700	
	Total Expenditures (including carry forward from 2019)	-	-	-	350	350	-	-	-	-	700	-	700	-

Appendix 6

Reporting on Major Capital Projects: Status Update

N/A

Appendix 7

Summary of Capital Needs Constraints

N/A

Appendix 8

2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

N/A

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds

2020 Operating Budget

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
Insurance Reserve Fund	XR1010			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		10.4	10.4	10.4

* Based on 9-month 2019 Reserve Fund Variance Report

Appendix 10

Glossary of Terms

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes