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Joseph Pennachetti
City Manager
Toronto City Hall, 11E
100 Queen St. West
Toronto ON M5H 2N2

Dear Mr. Pennachetti,

Re: Integrated Service System Approach to Vulnerability

Yesterday Chris Brillinger and members of his team provided us with an overview of the work regarding the above noted initiative that I understand has been led by Brenda Patterson.

I wanted to commend you and your staff for the first rate conceptualization of this model. The team has taken on some very complex, some might say, intractable challenges for a government as large and complex as this public service. Yet it has done so in bold, imaginative and courageous ways cutting across silos and putting the right expertise in the right places. The mix of "situational" problem solving on the ground with the systemic and structural reform possibilities is impressive in its design and the configuration of expert front line with senior systems thinkers. It is quite brilliant!

Bravo to all your dedicated, smart and hard working public servants. The implementation of this approach and the program itself will of course assist public servants across divisions but most importantly this is progressive public administration at its best and will go a long way to helping some of the most vulnerable residents in our communities.

I applaud your staffs work and if there is any way on an ongoing basis that we can be of assistance, the team knows where to find us. A very big congratulations to everyone involved.

Yours sincerely,

Fiona Crean
Ombudsman

Cc: Brenda Patterson, Deputy City Manager
Chris Brillinger, Executive Director, SDFA
Kelly Murphy, Policy Development Officer, SDFA
Scott McKean, Manager, Community Development, SDFA
Bikram Chawla, Commander Policy & Project Management, EMS