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Ombudsman Toronto acknowledges that we are on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishinaabeg, the Chippewa, the Haudenosaunee and the Wendat peoples, and that this land is now home to many diverse First Nations, Inuit, and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands. We are here because this land has been colonized, and we recognize the ongoing harm done to Indigenous communities by this colonial system, including the effects of broken treaty covenants.

Ombudsman Toronto is committed to continually acting in support of and in solidarity with Black communities seeking freedom and reparative justice in light of the history and ongoing legacy of slavery that continues to impact Black communities in Canada. As part of this commitment, we would also like to acknowledge that not all people came to these lands as migrants and settlers. Specifically, we wish to acknowledge those of us who came here involuntarily, particularly those brought to these lands as a result of the Trans-Atlantic Slave Trade and Slavery. We pay tribute to those ancestors of African origin and descent.

At Ombudsman Toronto, we know we have a responsibility to uphold and ensure fairness in our local government. We understand that this must be done with a respectful and culturally responsive approach, and we commit to ongoing learning, unlearning, engagement, and relationship-building in order to do so.

Message from the Ombudsman





2024 is a significant year for Ombudsman Toronto. Fifteen years ago, we opened our doors as the first municipal Ombudsman office in the history of Ontario.

Since then, Ombudsman Toronto has worked hard to ensure that people in Toronto have a local government that treats them fairly. Our groundbreaking achievements not only benefit the residents of Toronto but serve as a model for other municipalities and governments alike.

I had the honour of being one of the very first employees of Ombudsman Toronto. During those early days, I worked with a small team led by the first Ombudsman Fiona Crean to build the office from scratch. I am proud to say Ombudsman Toronto has lived up to the promise and potential that many saw in our early beginnings.

Over the ensuing years, I have seen how our investigative work has sparked tremendous change and improvement in the City's policies and programs, made possible thanks to the independent and impartial scrutiny that Ombudsman Toronto provides. And I remain impressed with how the City of Toronto administration has embraced this increased scrutiny, seeing it not as a problem, but as a tool to improve its service to the public.

Since 2009, we have completed nearly 50 systemic investigations and public reports on issues of significant unfairness. These investigations have covered a wide range of issues, from incorrect and confusing public health guidelines to the City's harmful approach to the clearing of encampments, which we detailed in a report last year. (You can read more about our investigation into the encampment clearings later in this report.)

During the course of our 15 years, we have also investigated more than 31,000 individual complaints from the public — 3,512 last year alone. Our work has had a

demonstrated and direct impact on the lives of people in Toronto. For example, we made sure senior residents of City-owned long-term care homes received the Kosher meals they were entitled to and just last year, prevented the imminent and unfair eviction of a father and his family from their apartment in Toronto social housing. (More examples of how we resolved individual complaints are available throughout this report.)

Having been a part of the office since the very beginning, it has been humbling to see firsthand the difference our office can make. For me, the complaints we receive are more than casefiles, examples, or statistics; they are the stories of real people — many of whom I've had the pleasure of meeting myself — whose lives have been forever altered because of the accountability that Ombudsman Toronto provides. They are important reminders of what can go wrong when the public does not have someone in their corner standing up for fairness within local government.

It is no secret that life in Toronto is becoming increasingly more complex — as are the complaints that come to our office and the issues we investigate. The fact that I am able to do my part each day to make life better for people is something I will never take for granted.

Equally as important is the role Ombudsman Toronto now serves at City Hall — we are truly a part of its DNA. A study by Toronto Metropolitan University in 2015 found that City staff felt Ombudsman Toronto had improved how they do their jobs and brought a heightened sense of accountability to the culture of City Hall.

City divisions and their staff across the administration know who we are and see the value in the support we provide. Notably, as you will read later in this report, many City staff members will even request our help when developing a new policy or program to ensure a fairness lens is built in from the start.

The result of this increased focus on accountability has had a positive impact on our investigations as well. Last year for example, the City's social housing provider Toronto Community Housing Corporation began implementing our recommended improvements for handling human rights complaints by tenants even before our investigation was finalized — an important step and commitment to accountability that I commend them for.

This strengthened commitment to accountability was also evident when City Council unanimously voted in 2021 to give new authority to Ombudsman Toronto to investigate the fairness of Toronto Police's policies and procedures. After finalizing the scope of that oversight, we launched our first investigation into the Toronto Police Service's Vulnerable Persons Registry in 2023 and expect to release the findings and any recommendations from that investigation later this year.

As we mark 15 years of Ombudsman Toronto, we know this is not just a time to acknowledge the positive changes — both individual and systemic — that this office has made possible; it also presents us with an opportunity to shine a light on real and persistent concerns that continue to be felt by the public today. While we have seen positive and constructive progress in City services over the years, challenges and frustrations remain.

When Ombudsman Toronto released its first annual report in 2010, we noted that the City's failure to properly communicate with the public was one of the top concerns we heard about. This lack of proper

communication unfortunately continues, resulting in significant consequences for the public.

For instance, earlier this year, my office released the results of an investigation where we found that Toronto Hydro charged a member of the public \$20,000 to repair a hydro vault that he did not even know he owned. This hefty bill, which amounted to half of his annual salary, was a direct result of Toronto Hydro's poor communication and a perfect example of the real and tangible impact this type of unfair service can have. (More information on that investigation can be found on our website.) I urge the City to take a serious look at how it communicates with people in Toronto and to work harder in the future to improve its communication.

As we continue to look ahead, I also urge the City to recommit itself to the ongoing and pervasive housing crisis. The severe lack of affordable housing was one of the most pressing issues facing the City in 2023. This remains true today, with more and more people struggling to live with dignity and security — a third of the complaints we received last year had to do with housing. According to both international and Canadian law, access to adequate housing that is safe, affordable, and secure is a fundamental human right. Unfortunately, however, this is not the lived reality for many people in Toronto.

With the launch of its Housing Charter in 2020, the City promised to work towards ensuring all people living in Toronto have access to this human right to safe, secure, and affordable housing. While we applaud the City for this promise, we also recognize that there is more work to be done and to help achieve that work the City needs someone to hold it accountable.

This need for accountability — and for increased focus on housing in Toronto — is something that City Council understands as well. Last year, Council approved the

creation of a new housing unit within Ombudsman Toronto to hold the City to its stated promise of adequate housing for all and to ensure its housing policies and programs are fair. Led by Toronto's first Deputy Ombudsman (Housing), the unit has already made great strides, including launching its first systemic investigation into the City's decision to deny refugee claimants access to space in its shelter system. That investigation is well underway. We will share our findings and any recommendations for the City in the coming months.

Serving as Toronto's Ombudsman is not a responsibility that I take lightly. It has been an immense privilege to witness firsthand the growth of this office and to play a role in helping countless individuals whose lives have been irrevocably improved as a result.

I owe my predecessors Fiona Crean and Susan Opler a debt of gratitude for the positive, pervasive change their work made possible — the results of which are still helping people today. Similarly, I am deeply grateful to my team at Ombudsman Toronto and those who came before who stand up every day for fairness in City services. I also commend and thank the numerous members of City staff, past and present, who understand the importance of fair service and who collaborate with us to resolve issues quickly.

But most importantly, I extend my sincerest thanks to the many members of the public who have and continue to entrust us with their complaints. It is a true honour to serve you.

Sincerely,



Kwame Addo



How We Help

“We all want to thank you very much for your help. The only way that we got the City to move ahead and solve the problem was through pressure from you.”

Member of the Public



What We Do at Ombudsman Toronto

Our Core Mandate: Making Sure City of Toronto Services are Fair

What We Do

We investigate complaints and concerns from members of the public who believe they have been treated unfairly by the City of Toronto. We also investigate larger, systemic concerns of serious unfairness carried out by the City and can do so without waiting for a complaint. When we find the City has acted unfairly, we recommend ways it can resolve the immediate issue and improve its services in the future.

Who We Oversee

Divisions and Departments that are a part of the City administration (e.g., Municipal Licensing & Standards, Toronto Water)

Agencies that provide City services (e.g., Toronto Zoo, TTC)

Corporations that are owned by the City (e.g., Toronto Hydro, Build Toronto)

Tribunals, Committees, and other bodies that hold hearings to resolve disputes, regulate activities, and determine legal rights and benefits related to City services (e.g., Administrative Penalty Tribunal, Toronto Local Appeal Body)

Why It Matters

The City's services and programs affect people's daily lives in countless ways; when there's unfairness in the City's services, it can have a big impact. People have a right to a City government that is transparent, fair, and accountable to them — we make sure that happens.

Our Housing Unit: Advancing the Goal of Adequate Housing

What We Do

Using a human rights lens, we investigate and review the City's planning and delivery of its housing services, policies, and programs to make sure they are fair. We also actively engage with the public to better understand the housing-related challenges they face.

Who We Oversee

Divisions and Departments within the City administration that are directly or indirectly related to housing (e.g., City Planning, Toronto Shelter & Support Services)

Agencies providing City services that directly or indirectly affect housing (e.g., Toronto Public Health, CreateTO)

Corporations that are owned by the City and directly or indirectly play a role in housing (e.g., Toronto Community Housing Corporation, Toronto Seniors Housing Corporation)

Tribunals, Committees, and other bodies which hold hearings to resolve disputes, regulate activities, and determine legal rights and benefits related to City services that directly or indirectly impact housing (e.g., Multi-Tenant House Licensing Tribunal, Committee of Adjustment)

Why It Matters

The right to adequate housing is a fundamental human right and includes the key principle that all people have a right to housing that is safe, secure, and affordable, without discrimination. The City has pledged to make this fundamental human right a reality for everyone in Toronto; we hold it accountable for following through on that promise.

Our Police Oversight: Increasing the Fairness of Policing in Toronto

What We Do

Through systemic investigations, we examine the fairness and impact of Toronto Police policies and procedures on the lives of people in Toronto. We also recommend practical solutions to improve services provided by the Toronto Police and ensure it is held accountable to the public.

Who We Oversee

Toronto Police Service Board policies

Toronto Police Service procedures, services, and administration

**Note: We do not oversee individual police officers or their conduct.*

Why It Matters

The role of policing in Toronto — and around the world — is significant. This work ensures there is an accountability office that is both independent and local overseeing important aspects of policing in Toronto, improving its services for everyone.

15 Years of Fairness

“Thank you so very much. Toronto is very fortunate to have you working for them.”

Member of the Public



2024 is the 15th anniversary of the opening of Ombudsman Toronto. This anniversary is more than an important milestone. It also highlights the invaluable role that our office has played in improving local government and the countless individuals whose lives have been positively impacted as a result. Here are some examples of how we have helped over the years.

2009

Ombudsman Toronto opened our doors to the public, marking a monumental shift in accountability for the City of Toronto administration and the public.

2010

Despite constant communication with the City, Qadira suffered through 17 sewer back-ups over eight years. This resulted in significant mould damage to her home, causing a serious health risk to her and her family. We helped resolve the issue for Qadira and worked with the City to put systems in place, including a process outlining the City's responsibilities in similar situations, so it would not happen again.

2011

The City's insurer was routinely denying residents' claims about damage caused from potholes, sewer or water backups, and falling tree limbs without any review. After investigating, we made recommendations to fix this, including that the City adopt a service standard that required a proper review of claims.

2012

The City failed to adequately support more than 1,700 residents who were left with nowhere to go after a fire broke out in Canada's largest social housing building. Our recommendations, including developing a protocol for communication between staff responders from different divisions, improved the City's response to major fires and other emergency events so no resident will experience a similar situation again.

2013

We fixed a communication breakdown between the City and a mother who was promised a space in Toronto's social housing. Without our intervention, the City's failure to properly communicate would have left the mother and her children without a home.

2014

The City unfairly gave Sanjeet's neighbour a permit to cut down part of Sanjeet's tree. Thanks to our intervention, the City apologized to Sanjeet, provided him with deep-root fertilization, and promised to monitor the tree's health.

2015

A study conducted by Toronto Metropolitan University found that a majority of senior City staff felt the creation of Ombudsman Toronto improved how they do their jobs and had brought a heightened sense of accountability to the culture of City Hall.

2016

Residents at two City long-term care homes were not being provided with Kosher meals. After we met with the City and told officials that this did not comply with provincial law, City long-term care homes began providing Kosher meals to residents at no extra cost.

2017

Thanks to Ombudsman Toronto's help, Dante, an elderly resident facing financial challenges, recovered \$462,000 from a tax sale of his home after the City refused to give it to him.

2018

We worked with the Toronto Community Housing Corporation (TCHC), the City's social housing provider, to establish a Crisis Priority Transfer Protocol, so that the most urgent health and safety cases get the quick attention they require.

2019

TTC's Wheel-Trans service dropped off Ashley, a young woman with special needs, at an incorrect location. This understandably caused Ashley and her family considerable stress. We called out this unfairness and made recommendations to avoid similar mistakes in the future.

2020

We found that the City was providing incorrect information to the public about COVID-19 rules. We brought this discrepancy to its attention and worked with the City to fix the error.

2021

Following City Council's unanimous approval, we began putting our new oversight in place for the fairness of Toronto Police Service and Toronto Police Service Board's policies and procedures.

2022

Our recommendations made it easier for anyone leaving an abusive relationship to secure new housing through the City's rent-geared-to-income program.

2023

The first-ever Deputy Ombudsman (Housing) was hired to lead a new unit focused on making sure the City's housing policies and programs are fair and that adequate housing is truly a human right for everyone in Toronto.

2024

Ombudsman Toronto celebrates 15 years of holding the City of Toronto accountable to the people it serves.

Voices Throughout

2009

“ Fundamentally, it’s about ensuring the City government is doing its very best in delivering services to residents.”
– *Fiona Crean, Toronto’s First Ombudsman*

2010

“ Your voice is crucial to the community, helping to bring a voice and balance.”
– *Member of the Public*

2011

“ Your team has proven to be unrelenting in their commitment to fulfill your mandate to all citizens of this city. Your work advances moral and ethical government. And this is why if we were to ever see the Ombudsman service end or decrease in any way, it would be a disservice not only to those who so desperately deserve respect and support but a disservice to the community at large.” – *Member of the Public*

2012

“ Thank you. Like many other public service employees, I recognize the critical role that you play and that role must continue on in its capacity.”
– *City Staff Member*

2013

“ You were kind and warm and attentive and made my client feel important. I’ve had so much feedback from so many people on how your words have inspired them to continue.” – *Legal Representative*

2014

“ Ombudsman Toronto is here to help. It’s a huge benefit to have someone look at you critically and where you can improve.” – *City Staff Member*

2015

“ We spent all morning going from one government office to another, four in total, and the only office that treated us as humans was the Ombudsman’s Office.”
– *Member of the Public*

2016

“ Ombudsman Toronto gave me back faith that someone cares, and something can be done.” – *Member of the Public*

the Years

2017

“ The light that you and your office shine on matters leads to improvements in how we do business and the service we provide.” – *City Staff Member*

2018

“ If other offices cared as much as yours does, there would be fewer problems!” – *Member of the Public*

2019

“ I want to reiterate how important this office is – it’s sometimes the only way that citizens can get a breakthrough on the ‘stone in their shoe.’” – *City Councillor*

2020

“ You make a difference because you allow people an opportunity to be heard. And you remind a big publicly funded institution that policy impacts real people and that they can do better.” – *Member of the Public*

2021

“ Thank you for all your hard work. The world needs more people like you to go to bat for them.” – *Member of the Public*

2022

“ You are doing great work so that the public’s issues are dealt with appropriately and fairly, and so that the City is held to account, which is critical in a functioning democracy. All the best as you continue making our City better!” – *City Staff Member*

2023

“ Thank you for shedding light on this important issue and for exposing the truth.” – *Member of the Public*

2024

“ I was one of Ombudsman Toronto’s first employees in 2009. Since then, I have witnessed both the office’s tremendous growth and the positive impact it has on people in Toronto every day. To now serve as the Ombudsman during this important milestone is something I do not take lightly. To the people of Toronto, serving as your champion for fairness at the City of Toronto is a true honour. Thank you.” – *Kwame Addo, Toronto’s Ombudsman*

A Look at our Numbers in 2023

“The great report from the Ombudsman brought some things to our attention as a city and certainly as a public service.”

City Councillor



3,512
cases handled

80% of cases
closed within 30 days

37 recommendations
made public

24 staff + the
Ombudsman

61 public
recommendations
monitored

111
engagement
activities

20 consultations
undertaken with
the City

What We Heard About Most: Frequent Complaint Topics*

*in alphabetical order

Municipal Licensing & Standards

- Business Licence Applications & Renewals
- Noise
- Property Standards
(e.g., long weeds and grass, graffiti)

Revenue Services

- Property Tax
- Utility Billing: Water, Sewage, Solid Waste
- Vacant Home Tax

Toronto Community Housing Corporation

- Maintenance Issues
- Neighbour Issues
- Transfers

Toronto Shelter & Support Services

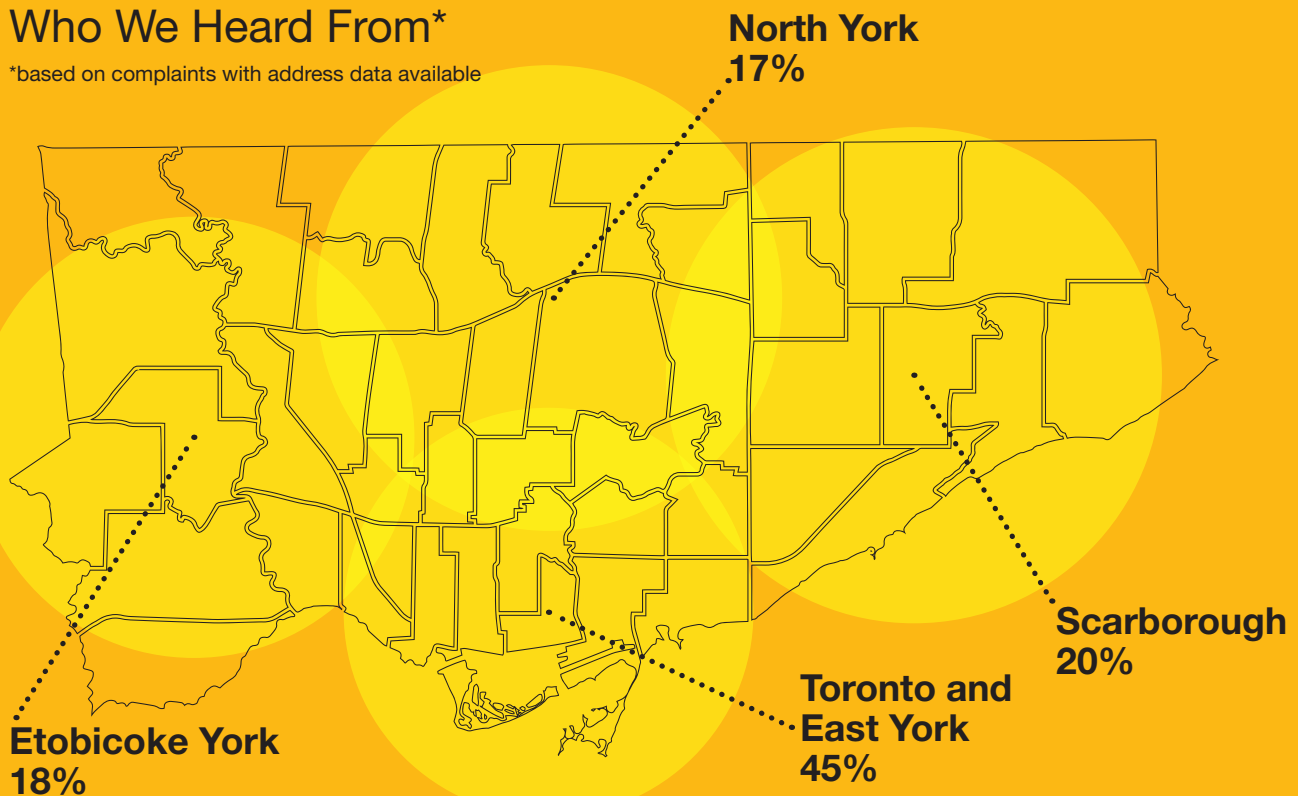
- Encampments
- Shelter/Respite Intake
- Shelter/Respite Maintenance and User Experience

Transportation Services

- Summer Maintenance (e.g., pothole repairs)
- Traffic Management
- Winter Maintenance (e.g., snow removal)

Who We Heard From*

*based on complaints with address data available



15

Years of Results

31,000+
cases handled

45+
investigations completed

550+
recommendations made public

since 2009

Increase in Complaints Over Time



58% increase
Over the past 5 years
(2019 to 2023)

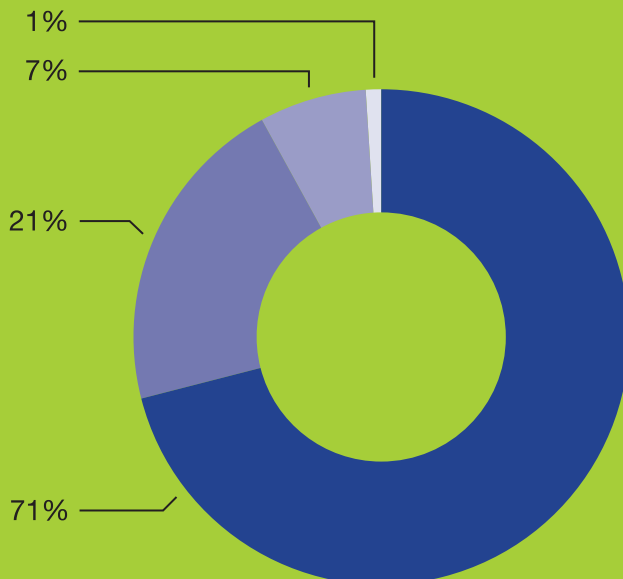


62% increase
Over the past 10 years
(2014 to 2023)



239% increase
Over the past 15 years
(2009 to 2023)

What We Found: Fairness Problems



In 2023, we identified problems of administrative unfairness in close to half of the complaints we looked into, and with case complexity on the rise, some cases involved multiple instances of unfairness. Here is a breakdown of the most frequent types of problems we found.

- Communication**
(e.g., delays in getting back to people, poor complaint handling): 71%
- Policies and Procedures**
(e.g., poor written procedures, not making policies publicly accessible): 21%
- Decisions**
(e.g., failing to provide sufficient reasons for a decision, making an unreasonable or unfair decision): 7%
- Investigations and Enforcement**
(e.g., failing to give proper notice): 1%

Our Impact

“An enormous hug and heartfelt thank you comes from my family to you. So grateful, we will not forget the difference you made in our lives.”

Member of the Public



Case Stories

Every day, we hear from people who believe they have been treated unfairly by the City of Toronto. Case stories provide a window into the kinds of complaints we handle, and how we help improve the City's systems and services for everyone. Here is a small selection of the complaints we handled last year.



All names have been changed to protect people's privacy. Photos are for illustrative purposes only.



Flexible and Fair Treatment: Preventing an Imminent Eviction

What Happened

A community organization reached out to us on behalf of Nico, a Toronto Community Housing Corporation (TCHC) tenant, with a request for urgent support. Nico and his family had been living in the same unit for the past 24 years without any issues paying rent but he had lost his job in the pandemic, and as a result, was now behind in his payments and facing an imminent eviction.

We learned that Toronto Employment & Social Services (TESS), the City division that provides financial benefits and social supports to people living in Toronto, had agreed to cover almost 50% of Nico's outstanding rent. Unfortunately, Nico was unable to cover the remaining amount, and with the eviction only days away, he and his family were now at risk of becoming unhoused.

What We Did

Understanding the urgency, we immediately got to work. We contacted TCHC to try to work out a plan to avoid the eviction, pointing out that TESS was willing to cover 50% of the overdue rent and escalating our concerns directly to TCHC's Chief Executive Officer.

The Result

In response to our calls, TCHC confirmed that, thanks to TESS's financial support, a resolution could be worked out. TCHC confirmed with Nico that the imminent eviction would be paused and that it would work with him to arrange a payment agreement.

Why This Matters

Fair treatment requires that the City consider people's individual needs and circumstances, and explore all possible solutions to an issue. We worked with TCHC — the City's social housing provider — to ensure it did just that for Nico.

Enhancing Accessibility: Recreational Opportunities for Everyone

What Happened

Samantha contacted us after she became frustrated with the City’s sign-up process for its community recreation programs. She felt the sign-up process was inaccessible and unfair to those like her who are visually impaired and do not use the internet. According to Samantha, by the time someone tried to register in person or by phone, most spots were already booked. She wondered if the City could start reserving a specific number of spots for in-person and phone sign-ups.

What We Did

After speaking with Samantha, we learned that she had not yet raised her concerns with the City. Since the City must have the opportunity to address concerns before our office gets involved, we connected Samantha with staff in the Parks, Forestry & Recreation (PF&R) division — the division that oversees the City’s community recreation programs — so they could address the issue.

The Result

PF&R staff contacted Samantha to discuss her concerns and ways the City can ensure it is delivering services accessibly.

Why This Matters

All people have a right to accessible services that meet their needs — that includes ensuring those who do not use or have access to the internet are still able to take part in City programs and services. If you are like Samantha and feel the City’s services are not accessible or fair, you can make a complaint.

“My utmost thanks to you. You are quite possibly a lifesaver.”

Member of the Public



Small Error, Big Consequences: Correcting Essential Shelter Information

What Happened

When the City mistakenly provided the address of Adina's home in its communications about warming centres, individuals seeking shelter arrived at Adina's house looking for a place to stay. Adina's Toronto address shared the same street name and number as a warming centre in North York, but the City had not specified in its communication that the warming centre was in North York.

Adina contacted 311 and Toronto Shelter & Support Services (TSSS) to try and correct the error but did not receive a response. She continued to escalate her concerns and eventually received a response from staff at TSSS, who apologized for the mistake. However, Adina remained dissatisfied with the apology and felt that more needed to be done as individuals were still arriving at her house seeking shelter. Ultimately, Adina asked for our help.

What We Did

We contacted TSSS to discuss the situation. Although TSSS confirmed it had apologized to Adina and updated its communications to include 'North York' in the address of the warming centre, we stressed that more work was needed.

We facilitated a call between TSSS and Adina, and Adina was provided with a phone number that she could use if people continued to arrive at her house seeking shelter. We also connected her with several TSSS staff to ensure Adina's ongoing concerns were addressed and that Adina received a detailed explanation of the steps TSSS would be taking.

The Result

After we spoke with TSSS, it posted a sign on Adina's door explaining the situation and distributed flyers with directions and contact information for the warming centre closest to Adina's home. TSSS also contacted emergency services, news outlets, and taxi services to ensure all were aware of the correct warming centre address. This not only helped prevent people from showing up at Adina's home, but also helped ensure those seeking shelter from the cold were better able to secure it.

Why This Matters

Sometimes little errors can have huge consequences that significantly impact peoples lives. In this case, the City negatively affected the lives of both Adina and her family, as well as everyone who came to her door in need of shelter, by mistakenly sharing Adina's address. When errors of this scale occur, the City must ensure its response adequately measures up. We made sure it made things right.



Ensuring Timely Service: Securing a Refund After Years of Delay

What Happened

Dinara reached out to us after waiting nearly two years for a significant refund from Toronto Hydro. Dinara expressed frustration at having to wait so long for money that was rightfully theirs.

What We Did

Recognizing that Dinara had already waited for a considerable amount of time, we contacted Toronto Hydro right away to find out what had gone wrong and to help facilitate a resolution. We also reminded Toronto Hydro of the importance of timely service.

The Result

After we spoke with Toronto Hydro, Dinara received a refund cheque — this time, within days of their inquiry to our office.

Why This Matters

Not only can delays be extremely frustrating, but they are also unfair. We worked with Toronto Hydro to ensure it responded to Dinara and issued the refund in a timely manner.

“Thank you so very much. It has been very difficult to find someone to help with my situation. My deep appreciation to you for your understanding and kind concern.”

Member of the Public



Sinking Service: Fixing a Damaged Front Lawn



What Happened

Omar reached out to us with concerns about damage to their lawn after Toronto Water installed a water supply line and shut-off valve months earlier. They told us that Toronto Water had dug a significant hole on their property and that the area began to sink after the work was completed, creating a depression on their lawn where weeds started to grow. Frustrated, they contacted Toronto Water several times, but they were not able to come to a resolution.

What We Did

We raised Omar's concerns with Toronto Water and worked to facilitate a resolution.

The Result

Shortly after we spoke with Toronto Water, it sent two contractors to repair the damage to Omar's lawn.

Why This Matters

We all make mistakes, including City staff. When those mistakes happen, it's important for the City to acknowledge and correct its errors. We worked with Toronto Water to make sure it fixed the damage it made to Omar's lawn.

Sounding the Alarm: An Ongoing Investigation

What Happened

Mathéo contacted our office with a complaint about the Toronto Paramedic Services (TPS). He told us that he had called an ambulance for his son, but one never came. After acknowledging the incident, TPS launched an investigation to understand what had gone wrong. Seven months later, Mathéo still had no new information. That is when he reached out to us.

What We Did

We contacted TPS, who told us the investigation was not complete and therefore the report was not ready for release. We told Mathéo that we would monitor the status of the investigation, keep him informed throughout the process, and ensure he received the report as soon as it was complete.

The Result

Within weeks of contacting our office, TPS finished its investigation. We made sure TPS shared the final report with Mathéo, who expressed his thanks for our help.

Why This Matters

Delays in service can add anxiety to already stressful situations. We alleviated some of Mathéo's stress by monitoring the status of the investigation, keeping him updated along the way, and ultimately ensuring he received the final report.

“Thanks so much! I really appreciate the work of the Ombudsman.”

Member of the Public

