EDITED BY STEWART HYSON

Provincial and Territorial Ombudsman Offices in Canada

IPAC  IAPC
The Institute of Public Administration of Canada  L'Institut d'administration publique du Canada

UNIVERSITY OF TORONTO PRESS
Toronto  Buffalo  London
Contents

Contributors ix
Foreword xi
Preface xvii

1 Ombudsman Research Project: The Provincial and Territorial OmbudsOffices in Canada 3
   STEWART HYSON

2 Alberta’s Ombudsman: Following Responsibility in an Era of Outsourcing 27
   LORNA STEFANICK

3 Fairness Inc.: Administrative Justice in B.C. – The Ombudsman Office at Thirty 53
   PATRICK J. SMITH

4 Manitoba Ombudsman: Protecting Citizens through Fairness, Equity, and Accountability? 80
   KENNETH GIBBONS

5 Institutionalization of the Office of Ombudsman in New Brunswick 102
   STEWART HYSON

6 Expedition Sailors: The Ombudsman in Newfoundland and Labrador 126
   BRADLEY MOSS
7. Nova Scotia's Ombudsman: Conciliator, Consultant, and Cooperator 159
   LORI TURNBULL

8. Ontario Ombudsman: A Game of Trust 186
   STEWART HYSON AND GARY MUNRO

   ISABELLE FORTIER

10. Saskatchewan's Ombudsman Office: Reflections on Organizational Mandate and Capacity at the Turn of the Millennium 241
    JOSEPH GARCEA

11. Yukon's Ombudsman: An Evolutionary Step Forward 272
    KIRK CAMERON

12. Recapturing the Spirit, Enhancing the Project: The Ombudsman Plan in Twenty-First-Century Canada 292
    GREGORY J. LEVINE