



Memorandum

TO:	Ministry of Health
FROM:	Ian W. Delaney
RE:	Conflict of Interest Compliance FY2021
DATE:	April 13, 2021

Re. Conflict of Interest Compliance

I hereby attest to the following, pursuant to the obligation set out in article 13.3 of the Performance Agreement and for the period from April 1, 2020 to March 31, 2021:

- 1) I have received annual declarations from the board members and executives of Ornge, confirming that they have reviewed the Conflict of Interest Policies and that they have complied with the policies for the period in question.
- 2) I will cause this attestation to be posted to the Ornge web-site prior to June 1, 2021.

Dated at Toronto this 13 day of April, 2021.

A handwritten signature in black ink, appearing to read "IWD".

Ian W. Delaney
Chairman