



Office of the Commissioner
Community and Health Services Department

MEMORANDUM

To: Regional Chair Emmerson and Members of Regional Council

From: Katherine Chislett
Commissioner of Community and Health Services

Date: July 20, 2020

Re: Social Service Response to COVID-19 Global Pandemic – July Update

This memorandum provides an update to the Social Service Response report brought forward to Committee in [April 2020](#) and the update memos brought forward to Committee in [May 2020](#) and [June 2020](#). It identifies any new trends and issues, highlights key updates to federal and provincial supports and Regional actions, and outlines next steps and resource considerations as York Region enters Stage Three and prepares for possible pandemic waves. It also includes how staff is working with the COVID-19 Community Coordination tables to help distribute face coverings to lower income households. Information from Paramedic and Seniors Services not otherwise included in regular updates to Council by the Medical Officer of Health is included in this memo.

Community needs continue to evolve as the Region moves from the peak of the pandemic into Stage Three

Resident calls to Access York indicate continued need for social assistance though the volume has reduced: 4,066 social assistance-related calls to Access York in April (35% of inquiries), 2,537 in May (29%) and 2,693 in June (24%). The levelling off in resident calls to Access York about social assistance may be due to individuals better understanding of the different programs available that could offer financial support including the Canada Emergency Response Benefit. At the same time, the number of inquiries related to housing is steadily increasing: 787 related calls in April (7%), 923 in May (10%) and 1,277 in June (12% of inquiries). The increase in housing related calls may be due to the recent launch of several new rent subsidy programs and increased correspondence from applicants wanting to update their housing application. Health remains another top category with 3,034 related calls in June (27% of inquiries), with the bulk of calls related to COVID-19. FindHelp 211 data shows similar needs and trends.

Access to emergency food remains a high priority for vulnerable residents

Access to food is a continued need in the community though the volume of related calls to FindHelp 211 is reduced: 158 in April (20% of inquiries), 61 in May (10%) and 25 in June (5%). While this may indicate less need for information about food programs, agencies focusing on access to emergency food note continued and increasing need in the programs themselves.

Access to food remains a high priority at the COVID-19 Community Coordination Initiative tables (details below), especially for isolated, high risk seniors and unsheltered individuals experiencing homelessness. Programs are seeing a growing number of clients, including those from other municipalities, and see food access an ongoing need for coming months, especially when pandemic support funding ends for individuals. Income losses due to COVID-19, children staying at home and using grocery budgets, and seniors self-isolating at home and unable to shop are several of many reasons for increasing food programs uptake.

York Region continues to collaborate with community agencies to help respond to COVID-19 needs, including through local projects and initiatives funded by United Way and other partners

As part of the [COVID-19 Community Coordination Initiative](#) the Region co-hosts with United Way Greater Toronto, community agencies identify collaborative opportunities and share information on funding opportunities, including those administered by the United Way, other organizations and levels of government. Community response tables have been formed to address issues faced by isolated, high risk seniors, unsheltered individuals experiencing homelessness, and people facing food insecurity.

The members of the Homelessness Response Table continue to work collaboratively to address the COVID-19 needs of individuals, who are experiencing homelessness or at risk of homelessness in York Region, in new ways. From implementing drop-by services which provide individuals with nutritional meals, a place to shower, do laundry and get supports, to looking for innovative ways to help people who are at risk or experiencing homelessness to find and keep housing, this table's work helps address the needs of some of York Region's most vulnerable residents.

Supported by discussions at the Homelessness Response Table, the Region has received \$500,000 under the [Reaching Home](#) federal program administered by the United Way for the Region's [Homelessness Prevention Program](#). The Homelessness Prevention Program, currently administered by The Salvation Army and Jewish Family & Child Service, helps eligible York Region residents who are homeless or at risk of homelessness, to stabilize their housing. The program provides financial assistance to help with urgent housing costs, such as first and last month's rent and utility and rental arrears. The additional Reaching Home funding will help the program to respond to expected increases in demand for housing assistance, particularly when supports like the Canada Emergency Response Benefit cease.

The Seniors Response Table continues to work collaboratively to explore partnerships and leverage funding opportunities to meet the needs of vulnerable, isolated, high-risk seniors as a result of COVID-19 including recovery planning. Through a collaborative partnership between Community & Home Assistance to Seniors, Carefirst Seniors and Community Services Association, Human Endeavour and other supporting agencies, the United Way Emergency Seniors Response Fund provided \$50,000 to support four ethnic-specific communities. The program provided 901 deliveries (4,480 meals) to 220 unique vulnerable seniors with food hampers, essential household items, culturally specific meals on wheels and culturally specific hot meals over a five week period ending June 19, 2020.

To help address a key issue identified at the Seniors Response Table, the Region will also be supporting an initiative that will provide technology, internet access and technical support to vulnerable and isolated seniors, to help them connect to community services, family and friends. The project, to be delivered in partnership with a community agency, will initially focus on seniors in Regional Housing programs, but will be available to others depending on uptake. The project will be supported by funding the Region received (\$60,500) from the Federation of Canadian Municipalities in partnership with the Canadian Medical Association Foundation.

York Region continues to assist community organizations during the pandemic by providing additional resources to help further enhance organizational strength and sustainability. In June, Public Health presented to the COVID-19 Community Coordination Initiative Service Partners Table about the local COVID-19 situation, Public Health guidelines and resources, and recovery measures. In July, Data Services staff from the Community and Health Services Department presented a live demonstration to COVID-19 Community Coordination Initiative Service Partners Table of the data tools available to assist organizations in their program and service planning. This capacity building support will continue.

COVID-19 Community Coordination tables to help distribute face coverings to lower income households

Those with low income may find it challenging to access or afford face coverings, now mandatory in indoor public spaces within the Region. To address this, the Region is working with agencies that are part of Community Coordination tables and other networks, and organizations funded under the Community Investment Fund, to help proactively distribute free face coverings to individuals and households in need. These opportunities are also being used to disseminate information on the safe and appropriate use of face coverings, and other public health guidance, to help contain the spread of COVID-19. The Region is also working through other channels, including through Regional housing and other social service programs, Access York and York.ca.

Federal and provincial governments continue to announce new supports

Since the April report and May and June update memos, the federal and provincial governments have made further announcements regarding financial and social supports, including:

Federal Actions:

- Extended the [Canada Emergency Response Benefit](#) by eight weeks to October 3, 2020, to ensure Canadians have the help they need as they transition back to work. This extension will make the benefit available to eligible workers for up to a total of 24 weeks, an increase from 16 weeks. Canada Emergency Response Benefit is a taxable benefit of \$2,000 over a four-week period for eligible workers who have stopped working or whose work hours have been reduced due to COVID-19
- The [Canada Emergency Wage Subsidy](#) is proposed to be modified and extended to December 19, 2020. This wage subsidy is designed to enable employers re-hire workers previously laid off as a result of COVID-19, help prevent further job losses, and be better positioned to resume normal operations following the emergency. Canadian employers whose business has been affected by COVID-19 may be eligible for a subsidy of 75% of employee wages for up to 24 weeks
- Announced support to help [Canadians with disabilities](#) deal with extra expenses during the pandemic. This support includes a special one-time, tax-free payment of \$100 to \$600 to individuals who are certificate holders of the Disability Tax Credit as of June 1, 2020. Combined with other pandemic payments, seniors with a valid Disability Tax Credit certificate will receive a total of \$600 in special payments. People who are eligible for this special payment will receive it automatically

Provincial Actions:

- Announced an additional \$150 million funding to support [municipalities and urban Indigenous community partners](#) to continue to protect vulnerable people from COVID-19 by improving homeless shelters and creating opportunities for longer-term housing. This new funding is in addition to the \$148 million announced by the Province in March to flow to local municipal service managers and urban Indigenous program administrators through the Social Services Relief Fund. Local allocation details for the additional funding are pending
- Announced a [redesigned funding model](#) that will lead to the building of additional, modern long-term care homes. This new approach will help accelerate the construction of urgently needed long-term care projects, and new and redeveloped beds. Over the next five years, the government is investing \$1.75 billion in long-term care homes. It is also updating design standards to include air conditioning for any new and renovated homes, beginning immediately
- Announced the relaxation of visitation restrictions at long-term care homes on July 15, 2020. Effective immediately, up to two individuals can visit a resident outside, and do not require a negative COVID-19 test. As of July 22, indoor visits will be permitted with a two person limit; indoor visitors will require a negative COVID-19 test within the previous two weeks

- Announced the [Premier's Council on Equality of Opportunity](#), a new advisory group that will provide advice on how young people can overcome social and economic barriers and achieve success. The council will also advise government on long-term actions that can be taken to support youth during the COVID-19 outbreak
- Launched an [independent commission into Ontario's long-term care system](#) beginning in July 2020. This commission will provide guidance on how to improve the long-term care system and better protect residents and staff from future outbreaks. Details including terms of reference, membership, leadership of the commission and reporting timelines have not yet been received
- Appointed a new [Patient Ombudsman](#) to help improve the quality of care and supports people receive in hospitals, long-term care homes and in their own homes through home and community care. The Patient Ombudsman will oversee an investigation into the care and health care experiences of long-term care home residents during COVID-19. This work will complement the government's independent commission into Ontario's long-term care system that began in July 2020
- Continued plans to distribute [COVID-19: Temporary Pandemic Pay](#) to frontline staff at heightened risk during the COVID-19 outbreak: paramedics, long-term care, homelessness prevention, infant and child development, housing and some public health staff. Eligible Regional and community agency frontline workers will receive temporary pandemic pay directly from their employer. As an eligible employer and service system manager, the Region is required to administer the program. Eligible employees will receive temporary pandemic pay based on hourly wages and those working over 100 hours in a designated four-week period will receive a monthly lump sum payment. This pay will be provided retroactively to April 24, 2020 and will continue to August 13, 2020. Cost is 100% provincially funded. On June 12, 2020, provincial direction was provided on funding allocations and eligibility for staff in long-term care homes
- Opened applications for the [Seniors Community Grant Program](#) which encourages seniors to get involved in their community by supporting hundreds of projects. Funding will help eligible organizations develop programs for seniors that focus on combatting social isolation, promoting seniors' safety and well-being, improving financial security and making communities age-friendly during COVID-19. The focus this year is programming that can be delivered remotely or virtually
- Invested \$1 million to improve access to healthy meals and snacks for school-age children and youth during the COVID-19 outbreak. As a result of the province-wide school closures, the Student Nutrition Program has had to find new ways to support families experiencing increased food insecurity, including distributing grocery gift cards or farm vouchers, delivering food boxes, meal kits or frozen meals and supporting food banks to provide nutritious items to families with school-age children

- Invested more than \$13 million to support [community-driven and youth-led projects](#) to improve the well-being of children, youth, and families facing economic and social barriers. The funding will flow through the 2020 Youth Opportunities Fund to provide financial support to 43 community organizations that will benefit youth aged 12 to 25 and their families

York Region continues to develop and implement actions as part of its social service response to COVID-19 and movement into Stage Three of the pandemic

Regional staff continues to adapt and deliver programs and services to complement other government initiatives that address social service needs.

Enhanced Housing and Homelessness Supports

- Used proactive surveillance early detection testing as an important tool to identify residents and staff in emergency housing and housing with supports facilities (including Violence Against Women shelters) who may have been asymptomatic with COVID-19 and could have been spreading the virus unknowingly. Of the over 900 clients and staff tested in emergency housing and housing with support facilities, there was one positive staff and three positive clients. All were asymptomatic and would not have been detected if not for proactive testing, which helped limit the potential spread of COVID-19 to others living and working in those facilities
- Continued operation of the self-isolation shelter in East Gwillimbury. The site provides a safe place and supports for people experiencing homelessness to isolate while they are awaiting COVID-19 test results, or are confirmed positive and have mild symptoms or are asymptomatic. As of July 7, 2020 the site has helped York Region hospitals support 26 clients during the 13 weeks since it has been in operation, to help limit the potential spread of COVID-19
- Continued operation of the transitional shelter in the Township of King. This site is a partnership between York Region, Kingbridge Conference Centre and The Salvation Army to provide people experiencing homelessness a place to safely self-isolate for up to 14 days but its goal is to also help people find and keep permanent housing. Although it has been in operation for only 8 weeks, the results are positive. As of July 6, 2020, the site has supported a total of 171 clients and 68 clients have secured new permanent housing and 32 have been reunited and with housed family and friends. On average, 40-50 clients are supported at the transitional shelter on any given day and 53% of these have come to us for service before. More information is available on Attachment 1. The [virtual tour](#) of the transitional shelter highlights the facility's design and services
- Created a calendar of virtual events and activities in addition to wellness checks to support residents living in Housing with Supports facilities through a partnership between redeployed Social Services staff, Canadian Mental Health Association of York and South Simcoe, and Housing with Supports operators

- Established contingency planning for Emergency Housing and Housing with Supports service providers in the event of a COVID-19 outbreak. Jointly planned with Housing with Supports representatives, Public Health, Ministry of Health, Canadian Association of Mental Health, Canadian Mental Association of York Region and South Simcoe, Southlake Regional Health Centre and Local Health Integration Network to develop a plan for isolation supports and services
- Approved 14 market rent households living in community housing to participate in the COVID-19 In-Situ Program which provides relief to market rent households in community housing who have experienced a COVID-19 related income loss
- Continued to work with community housing providers and residents challenged to pay rent due to COVID-19-related income loss to ensure residents can maintain their housing. Arrears remain consistent with the last memo and are closely monitored

Innovative Children's Services

- Operated six emergency child care centres for children of essential healthcare and other front-line workers until the province officially closed centres on June 26, 2020. A total of 134 children from 83 families were provided child care. Supported parents when emergency child care centres closed to find space in child care centres as they reopened
- As part of the Province's Stage Two of reopening, announced that licensed child care centres would be permitted to reopen, while operating under enhanced health and safety requirements. Integrated Children's Services continue to receive notice from the Ministry of Education of child care centres who are opened and planning to open. As of July 13, 2020, there are 216 child care centres open and another 7 are planning to open in the coming weeks. Integrated Children's Services is monitoring how many centres may choose not to reopen at all and what the potential impacts might have on working parents if these child care spaces are lost entirely. In the first stage of re-opening, staff estimate that only about 35% of the spaces available in York Region could open as a result of the new guidelines, a loss of about 38,268 of the total 58,917 spaces normally available. On July 13, the province announced that as of July 27, 2020, all licensed child care centre operators will be able to move from the initial cohort size of 10 to a cohort size of 15 children per room following existing ratios. This announcement will help create more child care availability
- In response to the Province reopening licensed child care centres, Integrated Children's Services set-up virtual meetings in collaboration with Public Health to provide information and resources regarding health and safety measures required for child care operators to reopen. This included information on the requirement to operate in cohorts of 10 people per defined space. Over 400 people attended these meetings

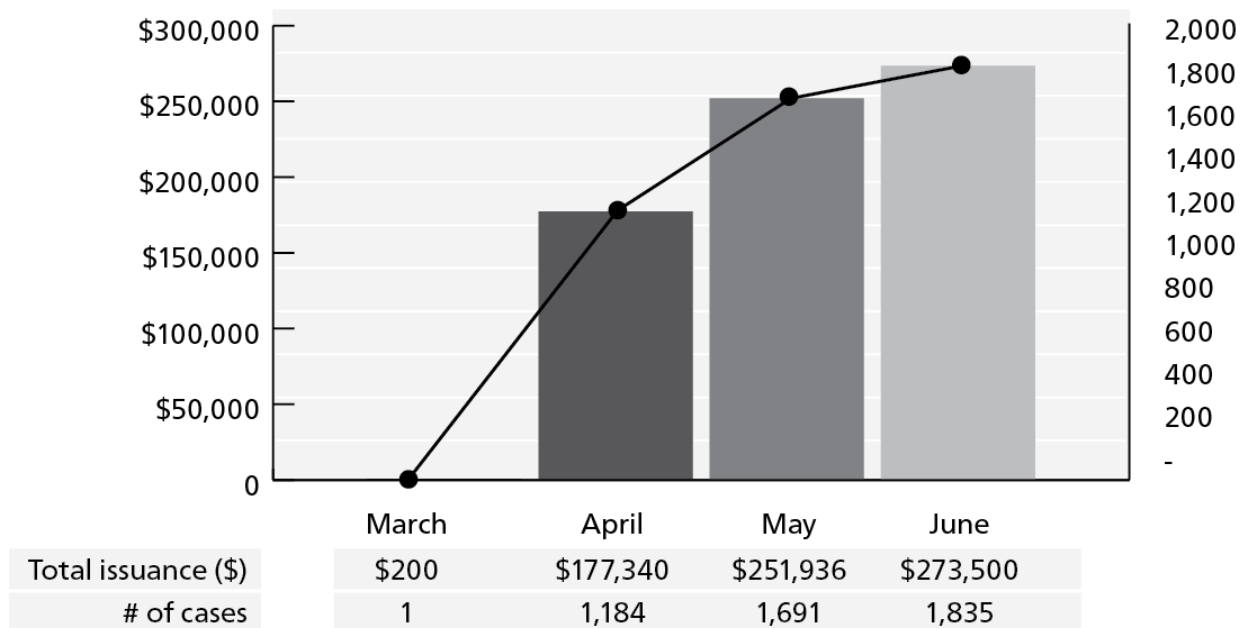
- Early Intervention Services provided virtual support to emergency child care centre staff to help children with special needs as well as others struggling with the changes encountered in the last few months. As child care centres reopen, these virtual sessions have expanded and the emergency child care operators are sharing the lessons they learned to assist in supporting a smoother transition to reopening
- Offered 27 online professional development learning sessions in June with the participation of more than 2,200 early learning and child care professionals
- In partnership with the Children’s Treatment Network, planning is underway to resume in-person specialty Occupational and Physiotherapy clinics for children who require these supports. Currently the Spasticity Management Clinic has resumed in person client visits
- York Region families with children that have a higher risk of medical complications or developmental delays are appreciative of the support continuing to be provided by the multi-disciplinary team, including York Region Children’s Services staff at the virtual Neonatal Follow Up clinics being offered at all three local hospitals. In partnership with York Region, Southlake Regional Health Centre is beginning to plan to resume in person clinics starting in September
- Although EarlyON child and family programs in York Region are closed to the public, agencies continue to support families by telephone and email and through online sessions. This allows parents/caregivers access to live online programs and pre-recorded videos and resources, such as tips and activities for parents to help keep children engaged while physical distancing at home. As of May 31, 2020, EarlyON agencies have had: 595 online programming sessions, 1,379 video-shared, 770,574 video-viewed, 6,292 individual family contacts (phone calls or emails), and 1,478 individual parenting consultations
- Through a new collaboration between York Region Early Intervention Services and EarlyON agencies, parents can now speak with an early years professional over the phone about suggestions and strategies to help them with creating daily routines, promoting positive interactions, behaviour management strategies and tips, supporting growth and development, and other resources to support families with young children

Escalated Social Assistance and Income Supports

- Through virtual service and adjustments, staff has managed the steady increase in the Ontario Works caseload. As of the end of June 2020, there were 8,459 customers compared to 7,615 in June 2019 (an 11% increase from June 2019 to June 2020). There is an anticipated surge of Ontario Works applications when the Canada Emergency Response Benefit ends in October 2020. Staff continues to work closely with customers to provide them with supports and are planning for the anticipated increase in the caseload this fall

- Continued to issue temporary emergency discretionary benefits to eligible Ontario Works customers. On July 2, 2020, the Province announced that the temporary emergency discretionary benefit for eligible Ontario Works customers would be extended for three months (May to July). This benefit provided monthly to eligible customers (\$100 for singles, \$200 for families) is 100% funded by the Province. Since the benefit was introduced the Region has issued the benefit to 1,209 singles and 1,007 families for a total of \$990,879 (as of July 3, 2020). It is unknown if this benefit will be extended beyond July 2020 and, with this benefit ending, staff expect to see an increase in need for food vouchers which is being funded through Social Services Relief Fund. Table 1 highlights the steady increase in need for this additional emergency discretionary benefit

Table 1
Rise in Need for Ontario Works Discretionary Emergency Benefit



It is not certain how much pressure will be placed on municipal social services to support residents once Canada Emergency Response Benefit ends. Indications are that many of the jobs lost will be in the service and retail industries. Workers in these industries are generally younger, more mobile, and used to being in high turnover positions. If the economy recovers quickly they may be able to find work and be less dependent on the social service system. If, however, the economy does not recover quickly and modifications are not made to other benefits such as employment insurance, these workers will be very vulnerable as they are less likely to have adequate assets to tide them over than workers in better paying positions or longer work history.

Community Investment Fund remains responsive to community needs

Regional staff continues to monitor and support Community Investment funded projects, most of which have successfully converted into virtual delivery. As supports are phased out (such as the Canada Emergency Response Benefit) staff anticipates a heightened reliance on services delivered by the Region and community partners. The Region may need to consider additional measures, including enhancements to Community Investment Fund, to help fill any gaps in federal and provincial supports. Additional funding may also be required to assist York Region agencies plan for and implement safe recovery efforts, while preparing for future pandemic waves. A proposal for changes to the Community Investment Fund program beginning in 2021 will be presented in a report to Council in the fall, and additional funding needs will be considered as part of the budget process.

Housing stability for vulnerable residents remains a priority

Applications for assistance through the Region's Homelessness Prevention Program and Housing Stability Program have not yet increased but are expected to escalate. Sector experts anticipate additional demands on the programs as the socio-economic impacts of the pandemic evolve and escalate, including from cessation of pandemic benefits.

Residents in the community who have rental arrears or facing eviction may also be at increased risk of homelessness when the Landlord and Tenant Board is operating again and hearings resume. Non-payment of rent could have the unintended consequence of putting vulnerable households at greater risk of eviction as it may be difficult to pay what is owing. The backlog of cases to be heard may result in the delay of decisions being made over the next several months. This will impact the Housing Stability and Homelessness Prevention Programs and community housing providers as those eligible for these programs may have higher arrears owing as they await the outcome of their hearing

Supplemental funding, including Reaching Home and Social Service Relief funding, that are provisioned for these programs will help address this anticipated demand.

York Region is considering next steps for the isolation, transitional and seasonal shelters

Staff is looking at next steps for the seasonal shelters and for the self-isolation shelter and transitional shelter the Region temporarily established to support those experiencing homelessness. While intensive supports are being provided to move as many people into more stable housing options as expeditiously as possible, temporary shelters will continue to be required as we approach the fall and winter seasons. As the pandemic continues and evolves, congregate-type settings remain challenging and infrastructure that allows for physical distancing and other precautions will be important needs for these facilities to consider.

Paramedic Services continues to play an integral role in the health care system

911 call volumes continue to be lower than usual (down approximately 10% from the same time last year) though calls at Retirement Homes remain up. In addition to responding to 911 calls, paramedics and the community paramedicine team continue to provide the additional supports described in the June 11, 2020, update memo, as well as carrying out the following:

- Working alongside service partners to provide surveillance testing for staff within long-term and congregate care settings
- Collaborating with Public Health and the Local Health Integration Network in order to support community based COVID-19 testing
- Providing supports and COVID-19 testing within multiple transitional housing sites
- Conducting COVID-19 testing of healthcare workers on site at Paramedic Services headquarters

Seniors Services continues to implement preventative measures around the Region's long-term care homes

As of July 2, according to provincial data, 46 of Ontario's 630 long-term care homes are in active COVID-19 outbreak, and 267 of Ontario's long-term care homes that had active cases have been resolved. York Region's two municipally operated long-term care homes (Maple Health Centre with 100 beds and Newmarket Health Centre with 132 beds) continue to implement preventative measures to safeguard residents and staff as Stage Three reopening is underway, including:

- Enhancing contact tracing including using scheduling technology to manage, identify, educate and monitor individuals who have had close contact with someone who is infected with COVID-19
- Testing staff and residents at regular intervals as part of the Province's comprehensive surveillance strategy
- Resuming indoor and outdoor visits for residents and families in each of the Homes using active screening measures and physical distancing barriers
- Resuming communal dining in each Home with safety measures, including physical distancing, enhanced cleaning and assigned seating for contact tracing in case a resident tests positive for COVID-19

On July 13, 2020, the Region learned that one staff member at Maple Health Centre, who was asymptomatic, tested positive for COVID-19 as part of the enhanced surveillance testing of long-term care staff. The staff member was subsequently retested and received two negative test results. Under the circumstances, Public Health determined that this was not an active infection.

As of July 17, 2020, Newmarket Health Centre has not experienced a positive case of COVID-19 in a resident or staff member.

Enhanced measures in Long-Term Care are resulting in unplanned staffing and budgetary pressures

The COVID-19 pandemic continues to change how care is delivered at the Homes, including numerous protocols and infection prevention and control measures put in place to protect residents and staff. The Ministry of Health and Ministry of Long-Term Care continue to implement new and updated directives and memos, which also impacts the Homes' staffing complements and how care is delivered to our residents. The new requirements have resulted in unexpected and unplanned increases to staffing resources and enhancements to personal protective equipment. The Homes have been fortunate to have access to redeployed staff to support these measures, including feeding residents and supporting the recreation staff in providing continued activities to residents to minimize social isolation. However, this staffing gap will need to be addressed as redeployed staff return to their home positions.

In the months ahead, additional resources may be needed to further prepare for recovery planning and a potential second wave of COVID-19. These unplanned, yet necessary resources are causing budgetary pressures in the Homes.

Additional [provincial funding](#) was announced on May 7, 2020, to provide long-term care homes with more COVID-19 Prevention and Containment Funding. As of June 30th, the Region's two Homes have received a total of \$220,400. The province has not indicated the total amount of future funding the Homes are expected to receive.

York Region is collaborating with sector partners to prepare for the independent commission into the long-term care sector

York Region staff participated in discussions and provided input on the composition and scope of the independent commission for [Advantage Ontario](#) and [Association of Municipalities of Ontario's Health Task Force](#) to include in their respective submissions to the Province. As of July 6, 2020, the Region has not received further details about the commission's terms of reference, membership, leadership and reporting timeline. We look forward to contributing to the work of the commission by providing a submission that will outline the Region's experience with system challenges and offer our advice for remedying them.

Regional activities are being planned and implemented within available resources, including provincial and federal funding commitments, however additional resources will be required going forward

The Region's social service response is currently being delivered within the department's approved operating budget, supplemented by additional funding including under the provincial Social Services Relief Fund and the federal Reaching Home program. Additional provincial funding has been announced to support the Region's continued social services response that

will be required to support ongoing services to prevent COVID-19 for individuals experiencing homelessness and escalated housing stability and homelessness prevention program needs for the balance of the year.

Other incremental costs are possible to continue to support the Region's pandemic response and "new normal," including incremental staffing and program costs. These anticipated costs include higher staffing levels in general to continue the emergency response, additional funding to enable the Region to continue to deeply engage with and support community agencies, and changes to Long-Term Care staffing. Identification of immediate Long-Term Care needs will be brought forward to Council in September, with anticipation that there will be other needs resulting from the review.

There are also potential costs for Housing. To ensure ongoing safety for staff and residents, there may be building adaptations needed in community housing to manage COVID-19 impacts, such as the installation of Plexiglass dividers, modifications to on-site office space to accommodate physical distancing and enhancements to rest room facilities. Additional costs will be incurred should these safety features be required.

Regional staff will continue to monitor community needs and their impact on Community and Health Services programs and will bring forward any funding pressures or opportunities, including as part of the 2021 budget process.

Katherine Chislett
Commissioner of Community and Health Services

Bruce Macgregor
Chief Administrative Officer

Attachment (1)
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