COVID-19 Emergency Response: Update

as of May 4, 2021

Environment, Infrastructure & Community Services Committee
May 6, 2021



COVID 19 Provincial Orders

Sheila Jones,

Executive Director Strategy, Risk and Accountability



May 4, 2021

Provincial Regulations and Timelines

April 3, 2021

April 8, 2021

April 12, 2021

April 17, 2021

April 18, 2021

Province-wide emergency brake in effect for at least four weeks Province declared a third provincial emergency for four weeks

province-wide Stay-at-Home order requiring everyone to remain at home except for essential purposes Province announced schools remain closed after spring break, students moving to online learning for an indefinite period

Provincial Shutdown order issued for additional two weeks

- Strengthened enforcement powers of police and by-law officers
- Starting April 19 interprovincial borders
 closed to Quebec and
 Manitoba

Amendments to
Provincial closure
regulations included reopening playgrounds
and refinement of
enforcement powers



Legislative Update

Sheila Jones,

Executive Director Strategy, Risk and Accountability



Legislative Update Report Projection – June 2021

Corporate Services, Strategy, Risk and Accountability Committee

Meeting Date – June 7, 2021

Consent Agenda

- F-17-21- 2021 Capital Budget Variance and Project Closure
- F-23-21- Annual Burlington Hydro Financial Results

Regular Agenda

- CSSRA-XX-21- COVID-19 Verbal update
- CM-XX-21- June Service Redesign Interim Modifications and Resumptions
- CS-07-21 Government Relations Update
- CM-08-21- City Manager 2021/2022 Objectives
- CL-09-21- Public Notice Policy
- CL-11-21- Open Government Framework
- CL-16-21- Training and Onboarding Strategy for Committee Appointees
- MO-04-21- Donation and Sponsorship Policy Review
- CL-13-21- IM Strategy and Policy

Confidential Agenda

• HR-01-21 Labour Relations update

Community Planning, Regulation and Mobility Committee

Meeting Date - June 8, 2021

Statutory Public Meeting

- PL-29-21- Housekeeping Amendments to Zoning By-law 2020
- PL-30-21- Housekeeping Amendments to Zoning By-law 2020- Removal of Holding Zone
- PL-32-21- Housekeeping Amendments to Zoning By-law-Palladium Way

Regular Agenda

 PL-21-21 Submission on Region of Halton's Growth Concepts Discussion Paper

Audit Committee

Meeting Date – June 9, 2021

Consent Agenda

• F-21-21- Quarterly Financial Highlights

Regular Agenda

- F-19-21- The City of Burlington Consolidated Financial Statements-December 31, 2020
- F-22-21- Annual External Audit Results



Report Projection – June 2021 (continued)

Environment, Infrastructure and Community Services Committee

Meeting Date – June 10, 2021

Consent Agenda

- ES-22-21- Assumption of Forest Creek Estates Subdivision
- ES-XX-21- Cootes to Escarpment Ecopark System Strategic Plan
- RCC-07-21- Amendment to 2021 Rates and Fees

Regular Agenda

- ES-14-21- Municipal Consent Bylaw Update
- ES-21-21- Storm Sewer Discharge By-law Amendment
- EICS-07-21- Climate Action Plan Update

Community Planning, Regulation and Mobility Committee- Public Meeting Meeting Date – June 15, 2021

Regular Agenda

 PL-27-21- Major Transit Station Area (MTSA) Area- Specific Planning Terms of Reference

Council Workshop Meeting Date – June 21, 2021

Regular Agenda

- ES-25-21- Parks Master Plan Workshop
- EICS-XX-21- Asset Management Program



COVID 19 Financial/Budget Update

Joan Ford, Chief Financial Officer



COVID 19 Property Tax Update

2021 Interim Due: \$216.2M (City, Region, & Education)

Collections to May 3,2021: \$204.8M

Collection Rate: 94.7% (compared to 66% Apr 2020)

Class	Interim Levy	Total Interim Outstanding	% of Int Levy
COM	\$35,937,677.95	\$1,760,567.29	5%
IND	\$28,180,002.43	\$1,019,804.37	4%
RES	\$139,425,254.79	\$8,375,208.85	6%
MULTI-RES	\$11,932,249.03	\$189,404.11	2%
FARM	\$716,276.69	\$60,830.19	8%
Total	\$216,191,460.89	\$11,405,814.81	5%



COVID-19 Property Tax Deferral Payment Plan

24 applications received for the monthly pre-authorized deferral payment plan representing \$124K of deferred interim taxes.

Class	Total Taxes Deferred	# Applicants
COM	\$51,704.28	3
IND	\$22,535.90	1
RES	\$49,610.51	20
Total	\$123,850.69	24



COVID 19 Cash Flow Update

Cash Flow Projections (Apr 30/21)

	2021	
Apr 30 th	\$47.1M*	\$70.4M
May 31st	\$51.7M**	\$55.7M
Jun 30 th	\$51.3M***	\$34.0M



^{*}Includes Region's requisition payment of approximately \$34M.

^{**}Includes receipt of 50% of Phase 3 Safe Restart - Municipal Operating Pressures funding (\$1.4M).

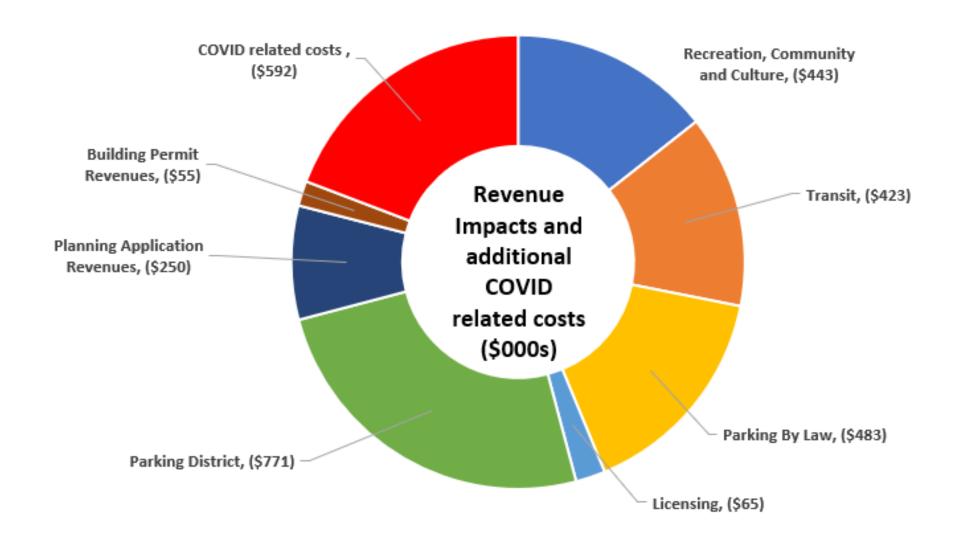
^{***} Includes the School Board's requisition payment of approximately \$30M and Region's requisition payment of approximately \$34M.

2021 Year End Projections for COVID-19 pandemic

Estimated Year End Net Financial Impact		
Revenue Impact (Tax Supported)	\$	1,414,008
Revenue Impact (Non-Tax Supported)	\$	1,075,838
COVID Related costs	\$	592,144
Total Revenue Impacts and COVID related costs	\$	3,081,990
COVID Part time staffing savings	\$	809,071
Other Operational Savings	\$	1,376,933
Total City-Initiated Mitigation Measures	\$	2,186,005
Projected Position		(895,985)
Additional Safe Restart Funding Required		895,985
Net Year End Position		-

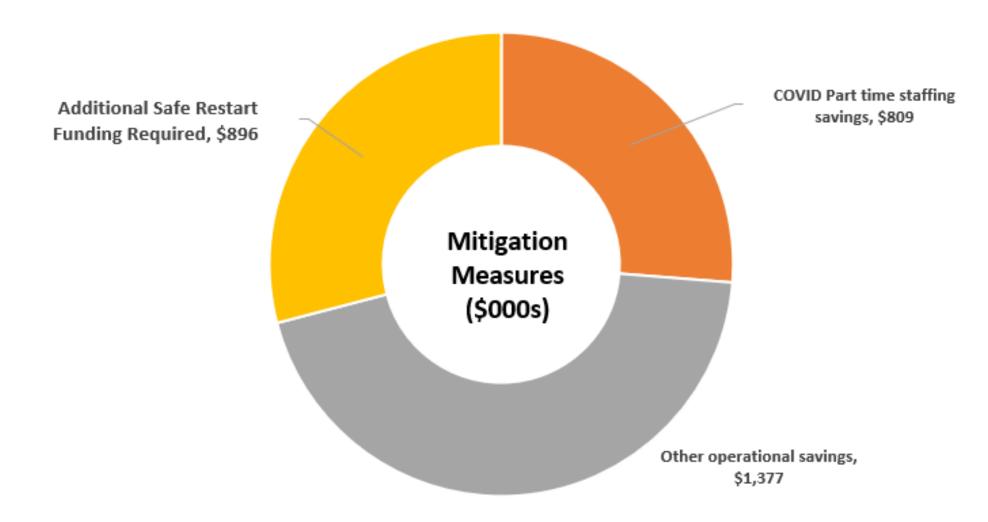


Revenue Losses/COVID costs - 2021





Mitigation Measures - 2021





Hotel, Hospitality & Tourism Briefing

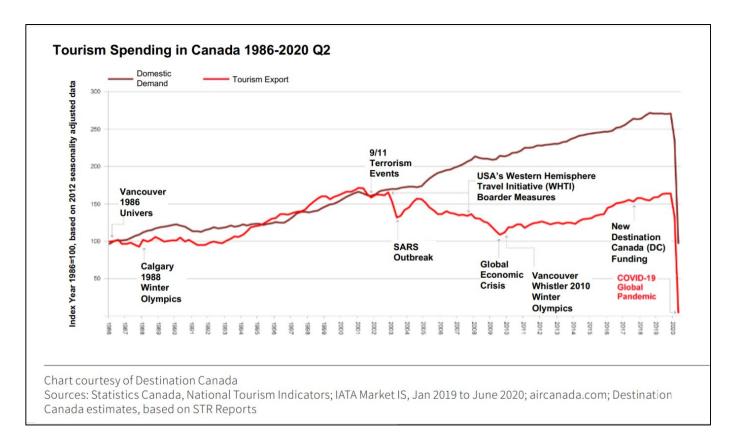
Kristene Smith

Executive Director, Tourism Burlington



Current Tourism Situation Status

- Prior to COVID-19, tourism was one of the fastest growing industries in the world;
- In Canada, Ontario, and Burlington -Tourism was the first hit, the hardest hit, and will be the last to recover;
- A recent study conducted by Destination Canada indicates that if borders stay closed until October 2021, recovery to 2019 levels is not expected until 2026.



Source: Tourism Industry Association of Canada - 2021 TIAC Tourism Recovery Plan



Impacts of COVID-19 on Tourism Business

- Tourism Burlington conducted a survey in March for all tourism businesses;
- Results show the pandemic continues to have deep and serious negative impacts on small and medium-sized businesses in Burlington;
- Many businesses expressed concerns over remaining open in the foreseeable future;
- IMPACTS OF CONCERN:
 - Business uncertainty
 - Financial impacts (short and long term)
 - Timelines for recovery
 - Restrictive policies

Note: the survey closed March 31, 2021 just prior to the third lockdown.

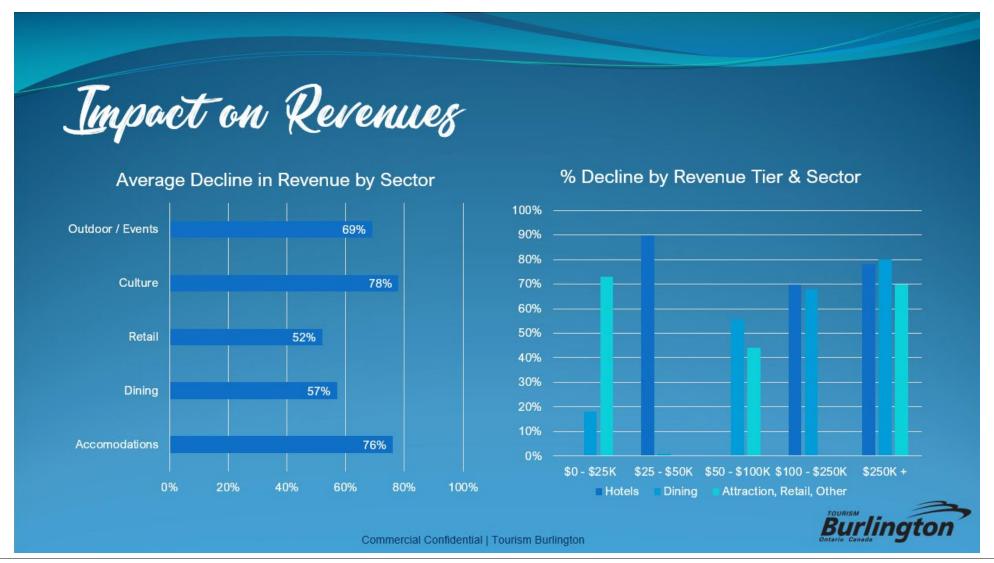


Highlights from Impacts Survey

- Hotels in Burlington, with average monthly revenue of over \$100k, saw a 77% decrease in revenue (2020 vs. 2019);
- While properties with an average monthly revenue between \$15 50k experienced a 90% decline;
- Restaurants overall saw a 57% decline in revenue, however, those values varied, based on restaurant size. The declines ranged between 56% 80%;
- Retailers note between 44% 69% decline in average monthly revenue;
- More than 60% of businesses accessed all federal supports, with 80% accessing the Canadian Employee Wage Subsidy alone;
- 45% accessed provincial programs, and 31% applied for the Burlington Safe Restart Grant

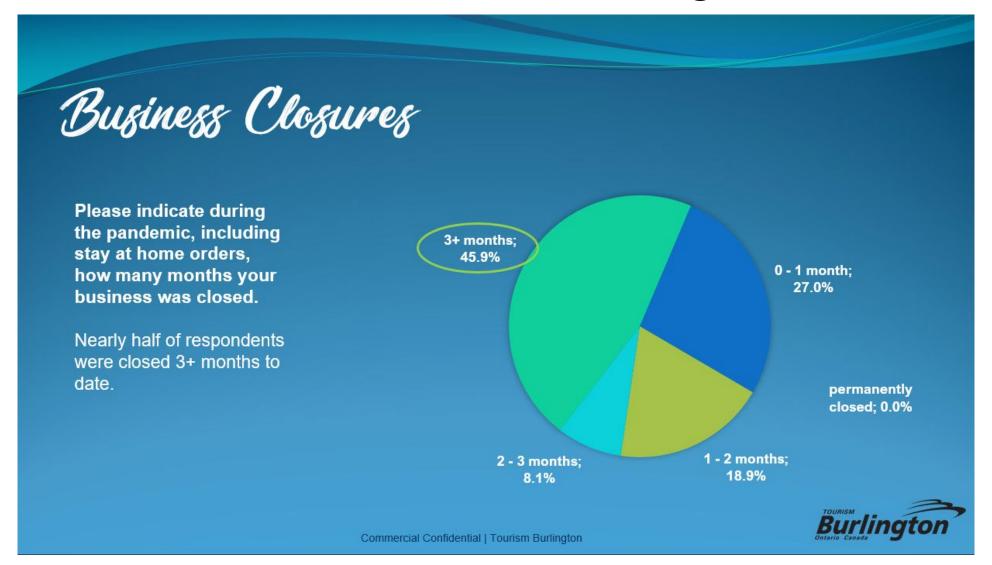


Financial Impacts





Business Closures in Burlington





Outlook: Tourism Built for Recovery

Tourism Burlington is using this time to review data, business needs, and build a solid foundation for recovery. How are we doing this?

- Developing a new strategic plan while the world is paused for travel beyond local borders;
- Developing marketing and work plans for the implementation of the Municipal Accommodation Tax;
- Refreshing Tourism Burlington using this pause to refresh our priorities ensuring we
 are aligned with our stakeholders and collaborate with regional partners to breathe
 new life on the campaign to gain back consumer confidence and encourage spending;
- Assess the tourism landscape as we begin re-opening efforts. Be prepared to position Burlington as a strong, inclusive, and safe destination of choice.



Economic Update Briefing

Anita Cassidy, Executive Director, Burlington Economic Development



Conference Board of Canada Canadian Outlook

- Third wave of COVID-19 depressed economic activity
 - GDP is anticipated to increase by 0.7% in the first quarter of 2021
- Vaccination will lead to a reopening of the economy and GDP accelerated growth in second half of the year
 - Canada's economy is predicted to expand 5.8% this year and 4% in 2022
- Canada has already recovered close to 80% of the jobs lost in 2020
 - February unemployment rate stood at 8.2% down from double-digits in spring and summer of 2020

Source: The Confrence Board of Canada Canadian Outlook, updated April 28, 2021



Canadian Retailers better placed to weather closures than 1 year ago

- Retail sales rose 4.8% in February 2021 and 2.3% in March 2021
- E-commerce sales accounted for more than 100% of the yearover-year growth in retail sales on average over December 2020 to February 2021
- Momentum is predicted to lag in April due to stronger restrictions but nowhere near the levels seen last year

Canadian retail sales in 2nd wave supported by online sales

Contribution to YoY % change

20

-40

Jan '20

May '20

May '20

Jul '20

Sep '20

Nov '20

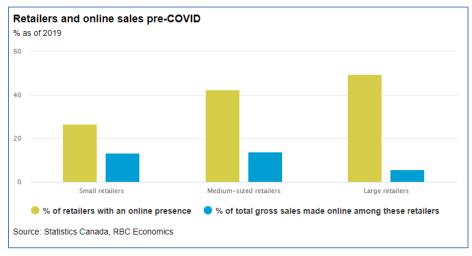
Jan '21

Retail e-commerce sales

Store sales

Overall retail sales

Source: Statistics Canada, RBC Economics



Source: RBC Economics



Federal Budget 2021: Business Supports

- Extension of Wage and rent subsidies to Sep 25 with decrease in subsidies from July 4
- Canada Recovery Hiring Program
 June 6 Nov 20
- Up to \$30 Billion in Childcare Support and \$8 Billion in early learning support







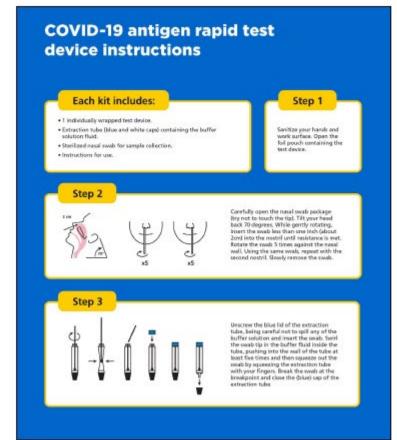
A rapid screening model to support Canadian businesses

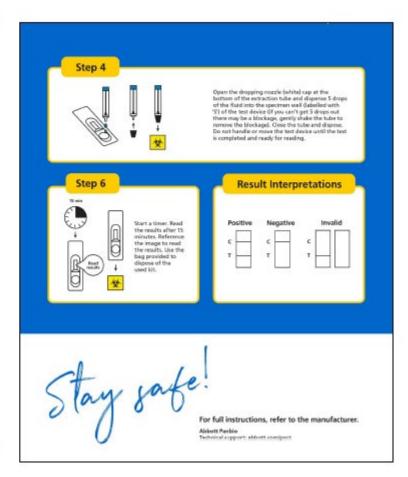
staysafescreen.ca



Rapid Screening Kit Pickup Model









Halton COVID Vaccination Program City of Burlington Update

Allan Magi,

Executive Director Environment, Infrastructure & Community Service Amber Rushton, Community Emergency Management Coordinator



Vaccine Program Updates and VOC Trends

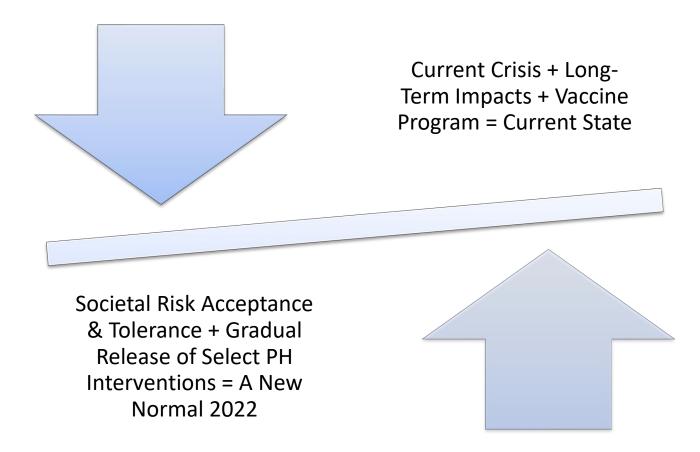
Current Third Wave and Future State

- ↑ Hospitalizations + ↑ ICU Patients + ↑ Demands on Healthcare System = Crisis
- \uparrow Brazilian, UK, South African VOCs + \uparrow Mutations + \uparrow of VOIs = \uparrow VOC PP 97%
- ↑ Vaccine Supply from Pfizer + ↓ Vaccine Supply from other vendors = Counter-Balanced Vaccine Program
- ↑ Mental Health Tribulations, Civil Unrest, Anti-Government Movements, Social Isolation & Societal Financial Strains = Short Term Crisis + Long Term Community Recovery



Vaccine Program Updates and VOC Trends

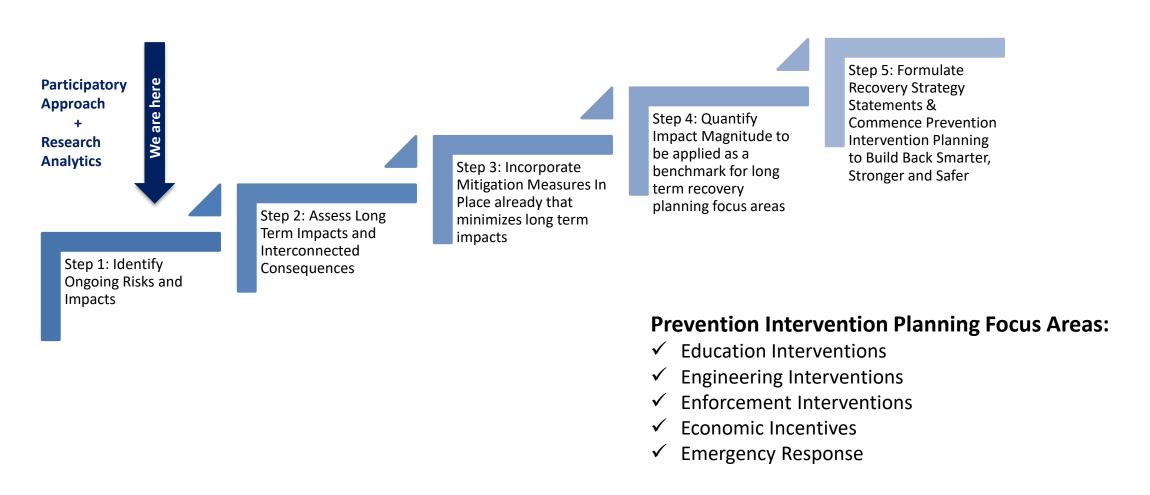
Current Third Wave and Future State





City of Burlington – Community and Corporate Recovery

2021 - To transition out of the Pandemic and strategize long term recovery





Outdoor Amenities and COVID-19 Enforcement

Denise Beard, Manager Community Development Kerry Davren, Manager By-Law Enforcement Chris Kroes, Health & Safety Coordinator



Setting the Context Occupational Health and Safety - Workplace Violence

Background

- Occupational Health and Safety Act (OHSA) of Ontario (Part III.0.1) requires an employer to assess the risk of workplace violence and ensure measures and procedures are in place to control the risk. There are specific actions we are required to do including, but not limited to having an anti-violence/harassment policy
- The OHSA defines workplace violence and examples include:
 - Verbally threatening to attack a worker
 - Shaking a fist in a worker's face
 - Hitting or trying to hit a worker
 - Sexual violence against a worker
 - Leaving threatening notes at or sending threatening e-mails to a workplace
 - Wielding a weapon at work
 - Throwing an object at a worker
 - Domestic violence that occur in the workplace

City of Burlington Actions

- Workplace Policy in place; reviewed annually and updated, as necessary.
- Respect in the Workplace training in place and modified to reflect changes to policy, as necessary
- New employees are provided with a copy of Respect in the Workplace Policy
- All full-time staff are required to complete "Respect in the Workplace" training
- Health and Safety orientation in place and modified to reflect changes to policy, as necessary
- Workplace Violence Risk Assessments are being updated
- Joint Health and Safety Committees are informed of when workplace violence risk assessments are completed and when a workplace violence incident occurs
- The city already has protocols in place for activities like cash handling, working alone, etc. Many offices are secured with swipe cards.



Examples of City of Burlington Actions

First page of Policy

BurlingtonOrganizational Policy

Human Resources Department

2-190 Respect in the Workplace

Approved by City Manager

Report No.:

Effective: June 15, 2011

Reviewed: October 19, 2020

Next Review: October 19, 2021

Amended: December 22, 2020

Note: Supersedes July 21, 2017

Policy Statement:

This policy provides information on respect in the workplace.

The City of Burlington is committed to providing and maintaining a working environment that is based on respect for the dignity and rights of everyone in the organization. It is the City of Burlington's goal to provide a healthy, safe work environment that is free of any form of harassment or violence.

Scope:

This policy applies to all staff at the City of Burlington.

Delivering customer service in a respectful environment

The City of Burlington is committed to providing great customer service in a safe and respectful environment.

To ensure that all employees feel supported in delivering customer service, the following quidelines have been developed.

If you have any questions, please speak with your supervisor or refer your concerns as indicated below.

Levels of Customer Service Guidelines In person, in writing or on the phone

1

Upset, frustrated, demanding, elevated voice or they may just require

- · Follow the City's customer service standards
- Refer and be familiar with the Respect in the Workplace policy found on 360 $\,$
- Allow the customer to vent and listen carefully, ask questions to clarify your understanding
- Begin to actively problem solve their concerns, follow-up to ensure resolution
- For all scenarios, document situation and actions taken for future reference. Share wit supervised to am as required.

2

Yeiling, profanity, personal attacks, repetitive calls or calling other departments on the same issue

- If in person, employee to ask for co-worker or supervisor's assistance at the counter. Take
 customer with co-worker/supervisor to a public area (i.e. end of counter) to discuss concern
 person in visible.
- If on the phone, after attempting to calm the caller down, you may indicate that you will be
 ending the call if they cannot adjust their behaviour. If in person, end conversation and ask the
 person to leave the premise
- If a customer continues to call on the same issue, or it has been identified that they are calling several departments, ask them to submit their issue in writing, provide the contact information and politile yend the call
- Directors need to be aware of these interactions, and if repetitive in nature, contact City Manager, City Solicitor, City Clerk and Director of Human Resources; Director may conside following up in writing with the individual to confirm expected behaviour.
- Verbal or physical threats to safety, stalking, harassment,

eaving threatening notes.

- If in person, advise customer that if they do not stop behaviour, you will be dialing 911. Call 911 or press emergency button if police are required, or contact city's security at ext. 7911
- If possible, remove yourself from the situation and elevate to a Supervisor/Director immediately
 Advise Human Resources who will investigate. Complete Workplace Violence Report Form found.
- on 360
- Human Resources will advise City Manager and City Solicito

Public Meetings/Open Houses/Workshops

4

jeering, clapping, talking over others, interrupting speakers.

- Employees who organize these types of meetings are responsible for pre-planning support, it they are aware the meeting may be difficult/contentious.
- Support can include for example, security or police at the meeting, or arrangements to walk staff to their vehicle afterwards
- If a meeting becomes contentious in the moment, staff are asked to intervene and request participants to adjust/stop their behaviour. If behaviour does not improve, staff may end the meeting (and call 911 if required).

360.burlington.ca/customerservice





Positions, Responsibilities and Exposure

- The City has positions involved in:
 - the enforcement of COVID-19 by-laws and provincial regulations (Ontario Reopening Act and its regulations)
 - By-law Enforcement Officers direct involvement to educate and enforce through ticketing
 - Park Ambassador indirect involvement limited to providing education and monitoring and escalation to By-law Enforcement for handling non-compliance
 - the enforcement of parking by-laws
 - Parking Ambassador direct involvement in supporting the efficient and safe use of City parking lots
- The City is in the process of implementing positions to promote and encourage a better community experience
 - Park Customer Experience Ambassadors direct involvement in building and strengthening relationships with citizens
 especially people that are harder to reach working parents, youth, newcomers using technology and people skills to educate
 and engage with community in our city's parks

Current and Present Exposure

- Under normal circumstances, city employees in certain positions are more exposed to situations where workplace violence can occur.
- Given the current pandemic situations, there is evidence of elevated tensions (community- and employee-felt) especially as it relates to outdoor park amenities that are closed by Provincial order
 - The City has experienced a workplace violence incident



Summary of Workplace Violence Risk Assessment for COVID-19 Enforcement Activities at Outdoor Amenities

Position	Mitigating Measures	Residual Risk Assessment
By-law Enforcement Officers	 Staff to respond in pairs to COVID-19 complaints/calls, whenever feasible Staff are equipped with uniforms, ballistic vests and portable radios that act as a deterrent. Shared radio channel with HRPS Staff have received training on standard operating guidelines regarding how to deal with various situations, including conflicts COVID-19 Safe Job Procedure in place Conflict Prevention eLearning Training is being considered for staff Workplace Violence Risk Assessment update – in progress 	 Despite additional training, by-law enforcement officers will be exposed to similar risks in the parks. Risk remains elevated due to (COVID-related) tensions in the community; this is especially apparent in the context of outdoor park amenities. The benefit of this (outdoor amenity) enforcement is not well known; however, the risk of workplace violence is present Limited by-law enforcement resources are available
Park Ambassador	 Staff to work in pairs at all times Staff are to have a charged mobile phone at all times Staff provided with training on dealing with challenging behaviours Safe Job Procedure developed that provides information on hazards and controls (including COVID-19 PPE requirements for close contact) Additional control measure added after a recent incident – At this time, staff are not to engage if non-compliance is observed: observe and report only Conflict Prevention eLearning Training is being considered for staff 	 Risk remains elevated, even with control measures in place due to (COVID-related) tensions in the community While park ambassadors have now been instructed not to engage, there remains potential for confrontation with their presence; the risk outweighs the benefit of deploying park ambassadors in high-risk settings
Parking Ambassador	 Staff to work in pairs, with means to summon assistance Staff to primarily focus on education as it relates to parking lot use COVID-19 SJP will be developed Conflict Prevention eLearning Training is being considered for staff Workplace Violence Risk Assessment – in progress 	 This function is primarily an educational role to deal with parking, address issues and direct traffic in parking lots (e.g. Beachway Park) Staff do have parking enforcement powers, but will contact/engage parking enforcement contractor if enforcement/tow is required (if not available, will conduct enforcement)



Decisions

Position	Decision
By-law Enforcement Officers	 Council ratified April 20, 2021: Authorize the Director, Building & By-Law to focus enforcement on priority by-laws (as identified) and implement an appropriate communication plan for the duration of the pandemic or until the emergency orders are revoked. BLT/ECG/Service Lead: Provide staff with additional Conflict Prevention training via eLearning
Park Ambassadors	 BLT/ECG/Service Lead: Suspend the Park Ambassador program until further notice Affix conspicuous signage on all CLOSED outdoor amenities. Regulations do put onus on the person: "a person shall not use"
Parking Ambassadors	 BLT/ECG/Service Lead: Parking Ambassador program continues to ensure safe and efficient flow of traffic in City lots with no responsibility for or assistance with other COVID-19 enforcement issues. Provide staff with Conflict Prevention training via eLearning
Park Customer Experience Ambassadors	Council ratified March 23, 2021: Authorize the Director of Recreation, Community and Culture to implement a pilot park customer experience program in 2021, utilizing service options items 1, 2, 3, 4, 5 and 6 as outlined in report CM-06-21, to an upset limit of \$350,000 to be funded through the Recreation, Community and Culture COVID operating cost centre
	 BLT/ECG/Service Lead: Suspend program until further notice Complete risk assessment Provide staff with additional Conflict Prevention training via eLearning



Recreation, Community & Culture Update

Chris Glenn, Director



A small window of opportunity...

- In the 6 weeks we were able to re-open, we:
 - Serviced 39 user groups by booking 6394 rental hours.
 - Welcomed 12,000 drop-in users back into our facilities offering 1020 different drop-in program instances.
 - Offered unique and innovative registered programs, including the continuation of virtual programs and the addition of outdoor, winter play-based offerings.
 - Brought 165 part-time staff back to work
 - 1176 rounds of golf sold

Demand is High!



Stay at Home Impact

Programs	Community	Tyandaga	Staff
 1,091 Drop-in opportunities cancelled 571 Registered program participants refunded 349 Memberships paused Spring sessions 1 & 2 cancelled (Virtual and Telepals continue to operate) 	 7869 Rental hours cancelled 57 User Groups impacted 6 Golf Leagues onhold 	 Golf course opened on April 10 (Stay a home order effective April 17) 246 memberships sold totaling \$200,049. (\$115K favourable to budget) Estimating \$20,389 of partial refunds will be issued based on projected re-opening of May 21st 	 164 staff on Infectious Disease Emergency Leave Hold on offering summer contracts (possibly lose staff to other jobs)



You-Unite Virtual Program – NEW!

- Partnership virtual program run by the City of Burlington and the Town of Oakville with Community Living
- The goal of the program is to provide a safe online space for individuals with disabilities that allows for social interactions with their peers
- Activities will be designed to be adaptive for individuals with developmental and cognitive exceptionalities.
- Program for individuals 16+ years, and runs for 1 hour each week
- Program launched on April 10 and will run for 5 weeks, break for joint planning, then resume in May
 - Continued success of program will see it run in this pattern for the remainder of the year
- 17 participants currently registered for Burlington's program at \$20 for the 5-week session to help cover special guests and staffing time
- Based on program success, may connect with other Regional counterparts and could transition into in-person after the lockdown.



Youth Week 2021



- Youth Week for 2021 will look to engage Burlington youth virtually to celebrate between May 1 and May 7
- A Get Involved page has been set up to engage youth and gather information from them on program interests and other services they are looking for in their community
- A video campaign has been created to celebrate our youth and will feature Burlington
 youth speaking on their biggest accomplishments over this past year and adults in the
 community saying what they are most proud of our youth for
- A proclamation will also be made by Mayor Meed-Ward about Youth Week and the importance of celebrating youth in the community



Summer Swimming: Ready, Set, Swim!

- Beach: Targeting May Long Weekend.
 - Rentals Service: Operating as of June 1
 - No Summer Concession this year



- Indoor Pools to be re-opened gradually after the Provincial Closure ending May 21:
- Outdoor Pools planned to Open Earlier: Targeting May Long Weekend and early June.
- Dates and Details to be posted closer to May 21.



Teaching people to swim is the #1 drowning prevention strategy

May/June: Emphasis on Drowning Prevention

- Virtual Videos Learn to Swim Safety Tips for Active at Home program #watersafety Wednesdays
- Virtual Backyard Pool Safety Course
- On-line Leadership Courses
- Provide Lifejackets in the Play Lending Program
- Offer Lifejacket Clinics
- Virtual Video Cool Pool Patrol safety messages for elementary student
- Free Learn to Swim assessments & Swim to Survive program during drop in rec swims
- June Swim Lesson Blitz

July/August: Drowning Prevention continued and Rec Fun

- Continue to offer free Swim to Survive and Learn to Swim assessments during drop in rec swims
- Promote Drowning Prevention Week & International Drowning Prevention Day
- Deliver Summer Learn to Swim lessons & drop in recreation and Lap swim programming
- Consideration to keep one outdoor pool open later in September (weather permitting - TBC)
- Mix of programming at both Indoor and Outdoor to space out usage
- Scale up and down programming based on Provincial Restrictions



Summer City Day Camps & Programs

Over 600 Registrations processed over the weekend!

Camps General	Student Theatre	Music & Band
 7 SNAP Sites 2 Youth Sites Inclusion programming for individuals with disabilities available at all SNAP and Youth sites 4 Outdoor Park Play Sites (NEW!) 	 Two sessions of Arts Camp One Session of Explore Theatre and Backstage Pass 	 Weekly Burlington Teen Tour Band Outdoor Rehearsals Music Camps

Ratios based on 2020 format (8:1). All programming is scalable to increase should regulations allow.



Day Camps Continued...

- Long Standing Partnership for over a decade at Tansley Woods with the YMCA providing day camp opportunities for Burlington residents.
- YMCA looking to offer 3 Day Camp Opportunities:
 - Stepping Stones (ages 4-5)
 - Kidventure (ages 6-13)
 - Sports (ages 6-13)
- Based on small cohorting predications, limited registration potential, and the need to space out more in the facility, the YMCA will require an additional discount to operate this year.



Recommendation:

Authorize the Director of Recreation, Community and Culture, where necessary to further discount rental rates in 2021 for not-for-profit community organizations based upon financial analysis, program offerings and community need and report the financial implications through the Chief Financial Officer as part of the ongoing financial COVID-19 impacts.



Questions

