

Re-Opening Safely Playbook

**A Summary Guide for COVID-19 Pandemic
Preparedness and Response**



www.reopeningsafely.ca

Compiled and Edited by Akash Kapoor & Gwendolyn DelGuidice
for Akash Kapoor Advisors Inc.



Disclaimer



The content of this Re-Opening Safely Playbook Summary Presentation (hereinafter referred to as the “Playbook”) is provided for general information purposes. The content should not be considered as legal, consulting or any other professional advice. This Playbook is to be understood as a guideline on what to consider when re-opening a workplace during the COVID-19 pandemic. The health and safety of workers is our number one priority and our hope in sharing this information is that it may be of assistance to our collective colleagues and partner businesses.

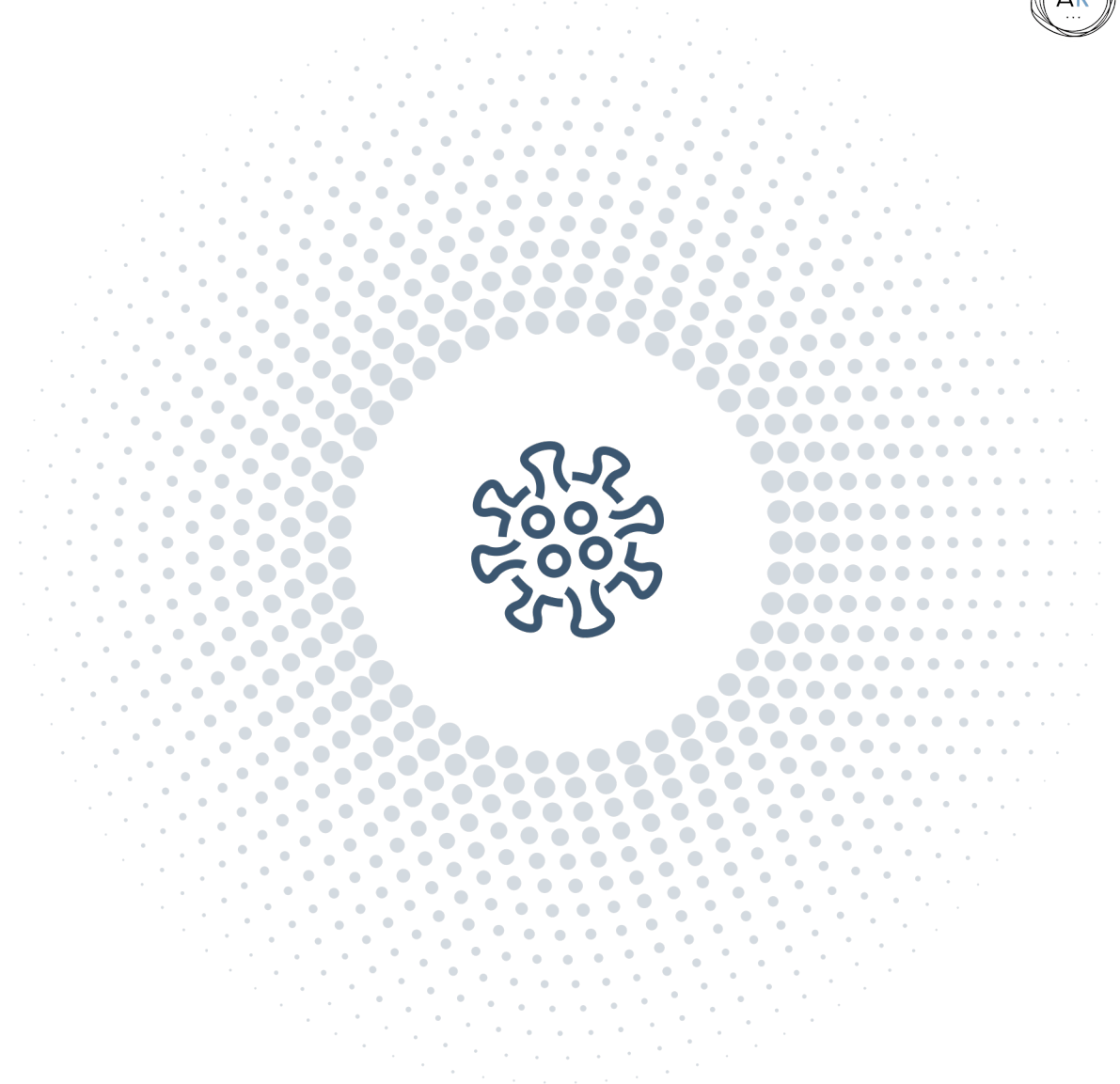
Please be advised that some or all of the information contained in this document may not be applicable to some businesses or workplaces. We strongly recommend that before implementing any of the ideas contained herein you carefully evaluate and consult with outside legal counsel familiar with your organization’s particular factual situation regarding the legality, applicability and potential efficacy of this information in your place of business before making any decisions.

Akash Kapoor Advisors Inc. assumes no responsibility or liability for any errors or omissions in the content of the Playbook and for any unwanted or unintended consequences arising out of or related to the adoption, or decision not to adopt, any of the practices or procedures contained in the Playbook.

This Playbook is to be used as a corporate and recommended practice guideline and aligns with the applicable authorities such as the Public Health Agency of Canada and the World Health Organization (WHO) recommendations to the greatest extent possible.

The Playbook is a working document and will be updated on a best efforts basis from time to time to reflect changes in directives and to include new recommended practices as they become available given the fluidity of this situation. While we have made every attempt to ensure the information contained in the Playbook has been obtained from reliable sources, all information in the Playbook is provided “as is,” with no guarantee of completeness, accuracy, timeliness or of the results obtained from the use of this information, and without warranty of any kind, express or implied, including, but not limited to warranties of performance, merchantability and fitness for a particular purpose.

This Playbook provides general recommendations for use in most workplaces. Due to circumstances that may be unique to a particular workplace, there may be some situations in which a workplace will require accommodation(s) to implement the recommendations of the Playbook. Such accommodations may need to be authorised by management or the organization’s Health and Safety committee if applicable.



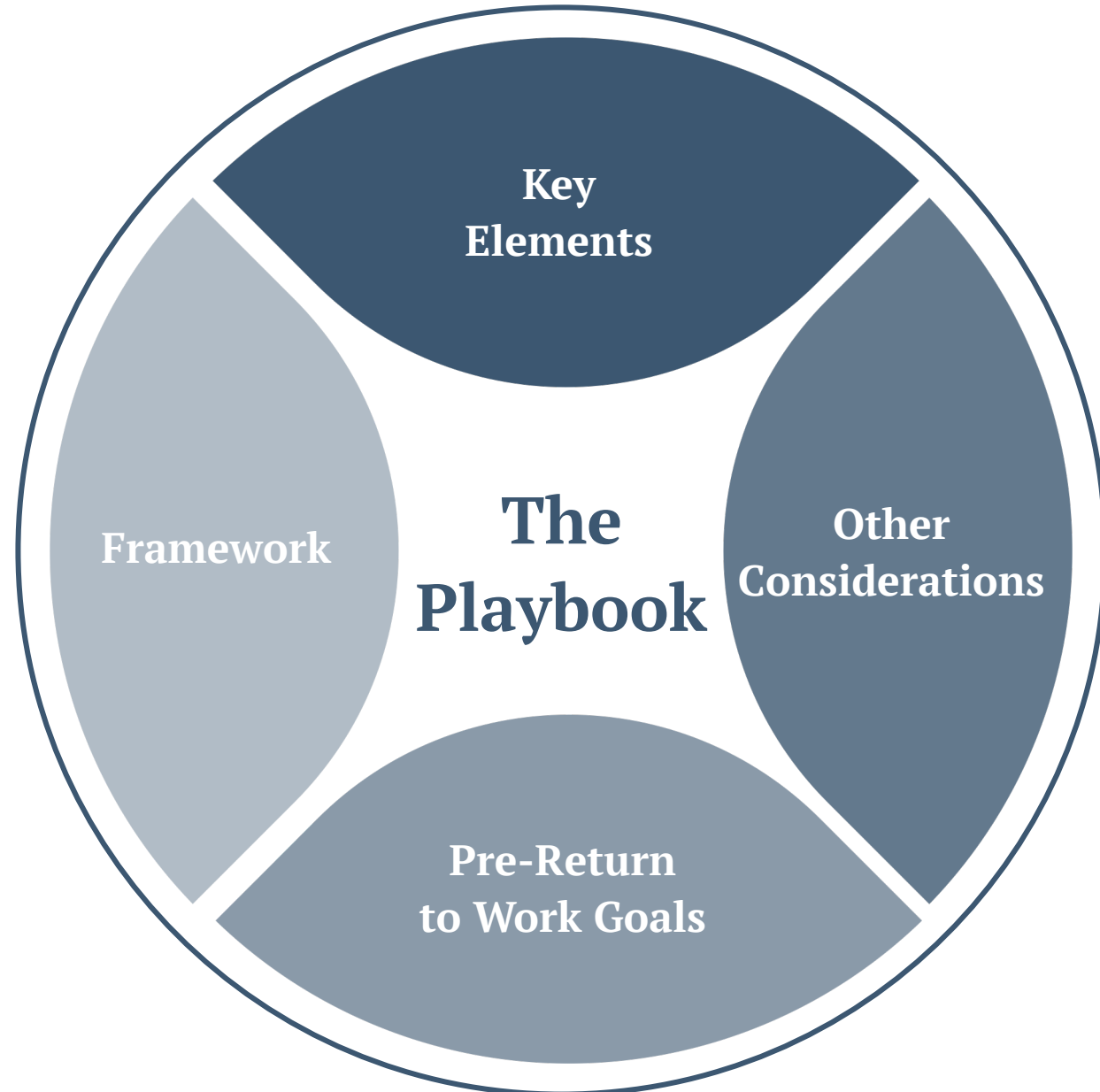
Re-Opening Safely



The Playbook

The safety and well-being of our staff, clients and communities we are a part of is paramount in our approach to Re-Opening Safely. This Summary and the Playbook are intended to provide general guidance, operational protocols and suggestions for reinforcing safe practices for all employees on the Company Sites, and suggestions for the responsibilities and needs of the Company to adhere to the protocols and guidance provided herein.

This Summary also provides a Suggested Timeline on slides 18-20 and an Overview of all the Topics and Tasks in the Re-Opening Safely Playbook on slides 21-22.

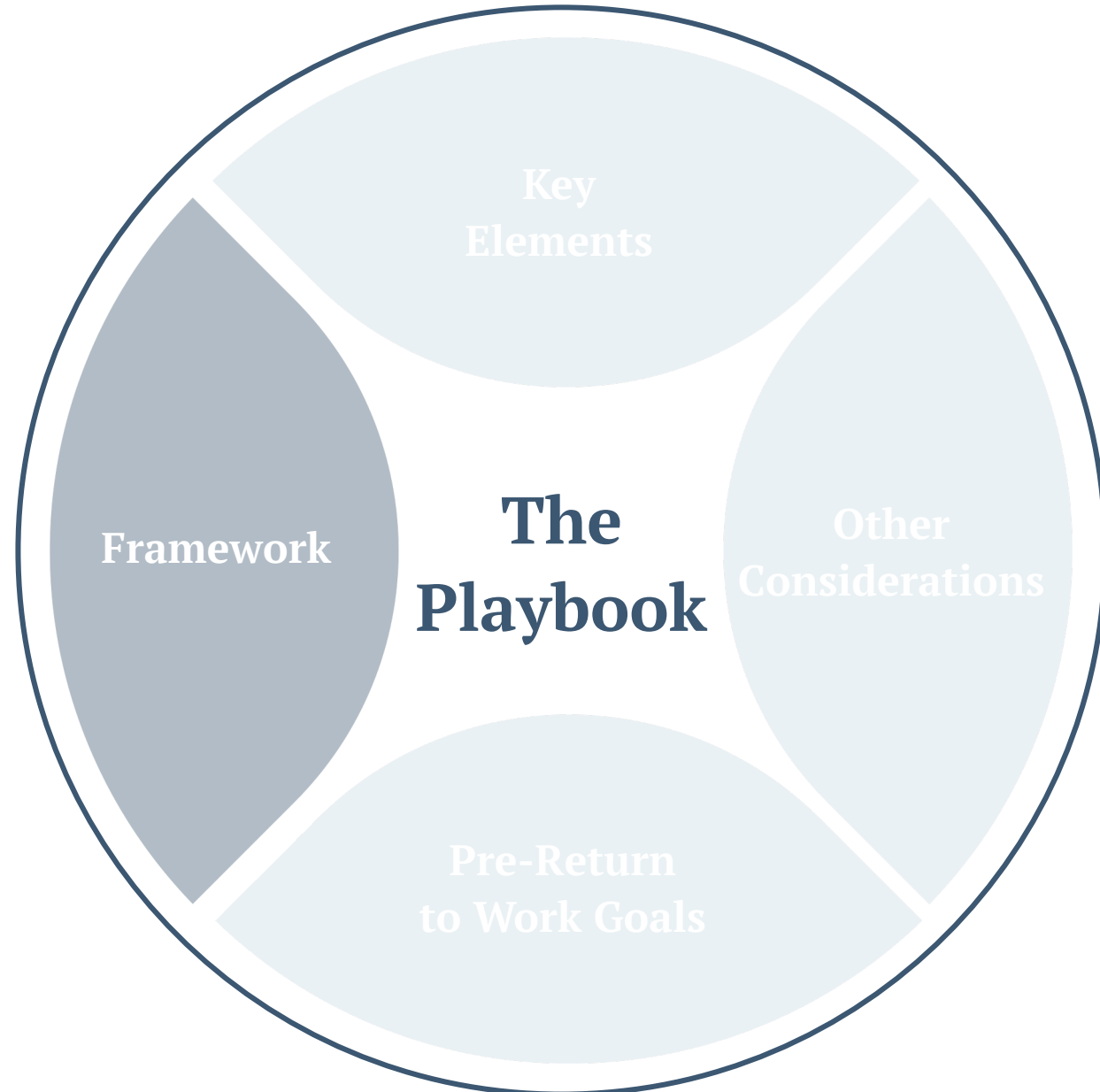


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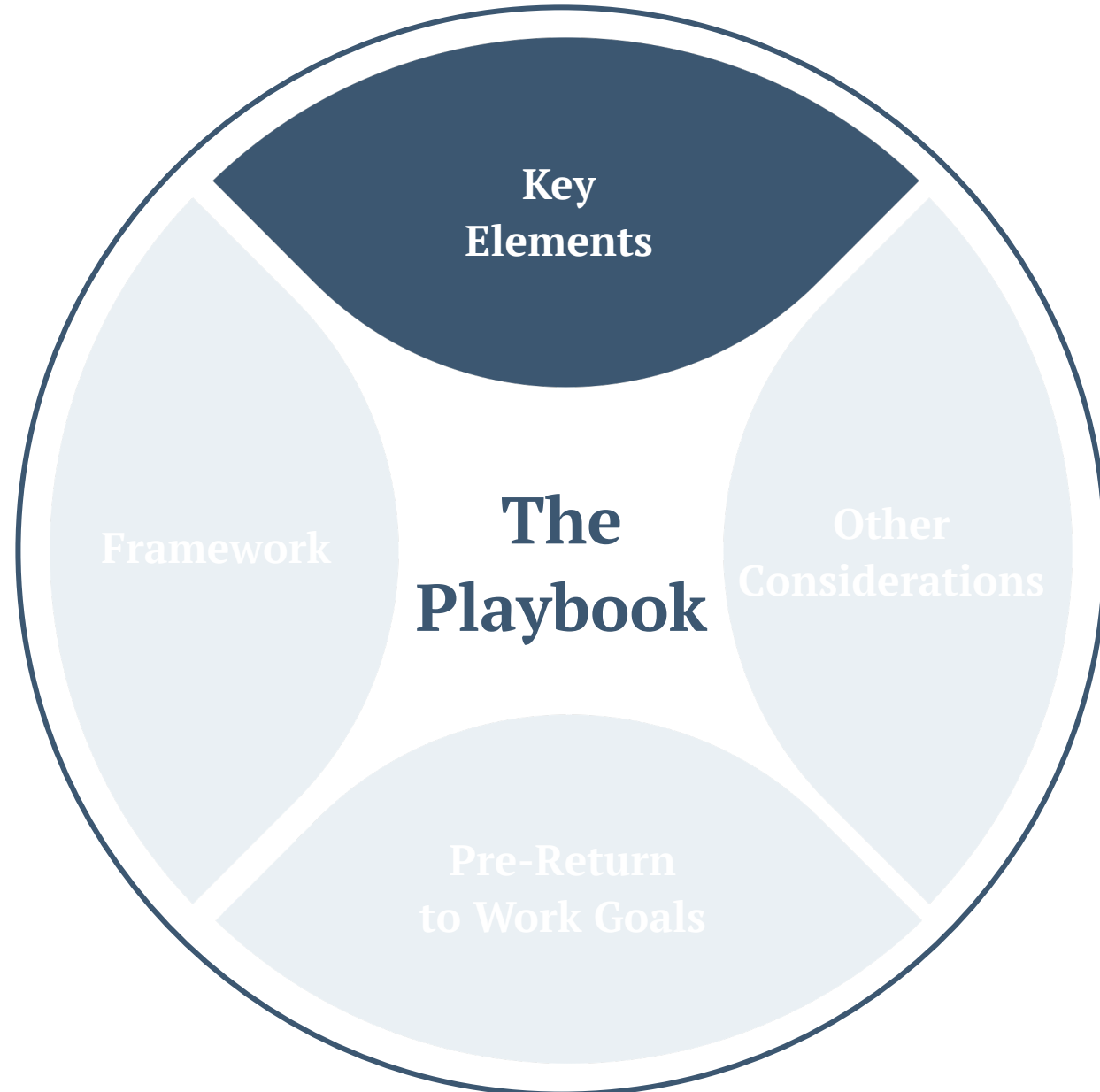
Framework

The Framework provides the overarching strategic view of considering Re-Opening in the midst of a pandemic scenario. It includes the 3 Major Strategic Pieces for a company to Re-Open and how the Playbook addresses them. The Key Stakeholders and drivers of those thematic pieces are represented with the sub-elements within each of the 3 major themes. We believe these represent the majority of the considerations needed to assess a Re-Opening Protocol. See slide 8.



Key Elements

The Key Elements summarises the overarching operating themes that we try to consider in Re-Opening Safely. The 6 Major Operational Pieces are summarised in slides 9-14, labeled as Key Elements 1-6.

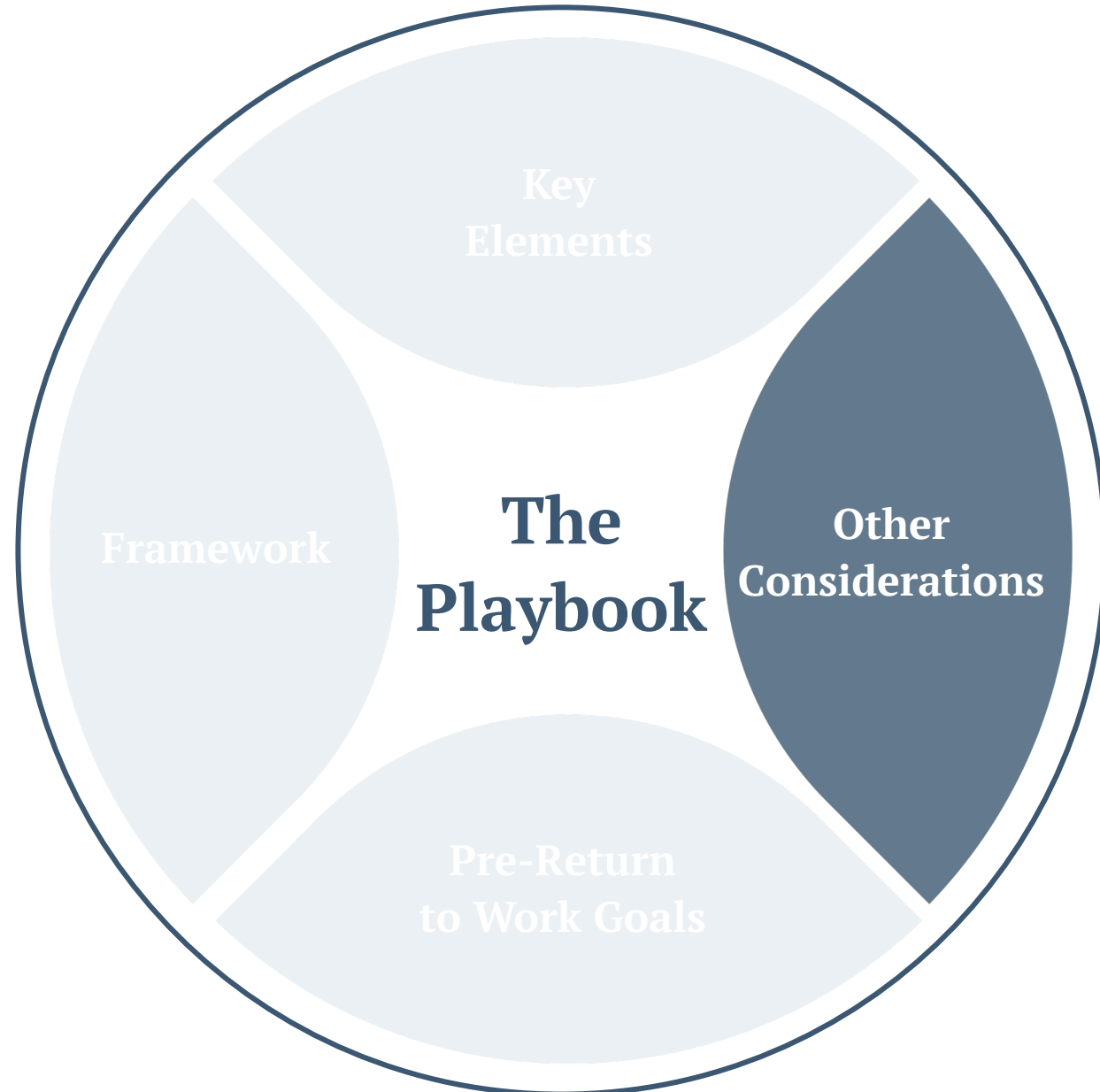


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Other Considerations

The Re-Opening Safely Playbook is to be used as a Corporate and Recommended Practice Guideline and it does not cover all topics related to the Business Operations of the Company and its Sites. Management must still be aware of these important topics and discuss and consider them as part of the Business Operations prior to Re-Opening any Site. See slides 15-16.

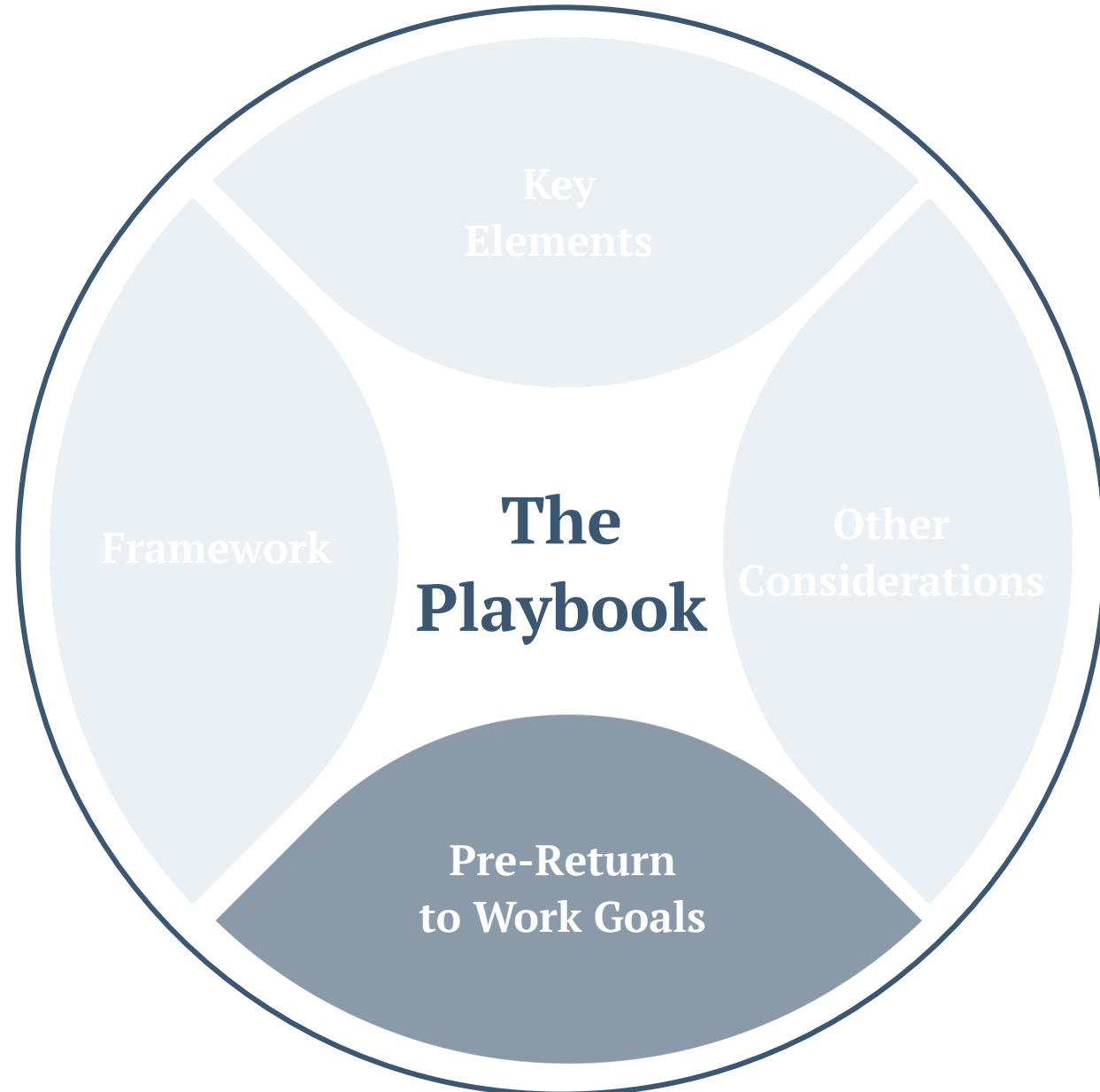


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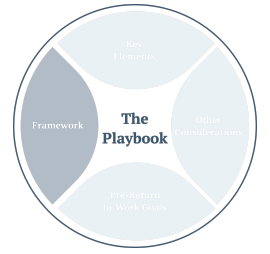


Pre-Return to Work Goals

The Pre-Return to Work Goals provide key decision points, important considerations and objectives to complete, prior to even opening. See slide 17.



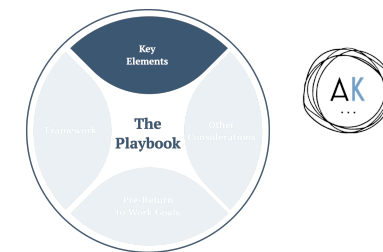
Re-Opening Safely – The Framework



Governance & Risk	People Health & Safety	Workplace Preparation & Management
Executive, Board, Legal	Employees, Visitors, Contractors	Site/Unit Managers, Leaders
<ol style="list-style-type: none"> 1. Pandemic Response Team 2. Return to work approach 3. Government (local, national) guidelines, local health guidelines 4. Governance requirements 5. Insurance & legal review 6. Employment standards/employment law review 7. Risk analysis – mitigation plan 	<ol style="list-style-type: none"> 1. Employee ability & readiness to return 2. Employee remote/virtual work 3. Travel guidelines 4. PPE 5. Employee training, certification 6. Employee health & wellness 7. Physical Distancing guidelines 8. On-Site protocols 	<ol style="list-style-type: none"> 1. Workplace design 2. In-house & remote/virtual technology readiness 3. Cleaning, disinfecting & sanitization protocols 4. Workforce management, workplace flow 5. Visitor/contractor access 6. On-Site protocols

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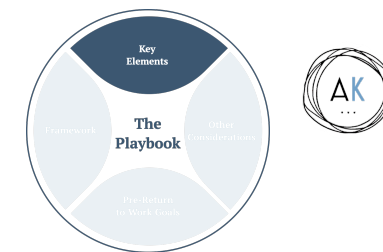
Element 1 – Setting Up The Pandemic Response Team



Key Decision Points	Important Considerations	Objectives – What needs to be done
<ul style="list-style-type: none">• Set-up the Pandemic Response Team• Appoint and train appropriate Leaders for the Pandemic Response Team• Assign Leaders Site Responsibilities• Have all the sections and topics been addressed by the Pandemic Response Team and the issues, modifications and any other considerations been addressed, audited, signed off and brought to the Executive for final approval and sign-off?	<ul style="list-style-type: none">• Prior to the selection of PRT members:<ul style="list-style-type: none">• Consider the potential size of this team which will be dependant on the size of your office• One person can potentially occupy various roles or roles can be divided between various people	<ul style="list-style-type: none">• Has the Pandemic Response Team been Set Up?• Have all members of the PRT must be properly trained and understand the full responsibility of each role?• Has a plan to adopt the protocols included in the Playbook across Sites been established?• Have Site-specific protocols been developed?

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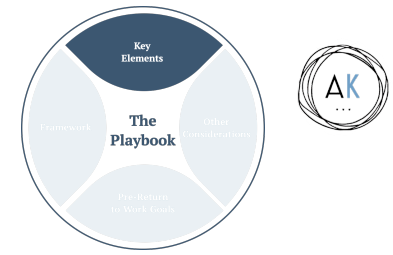
Element 2 – Cleaning & Disinfection Protocols, PPE



Key Decision Points	Important Considerations	Objectives – What needs to be done
<ul style="list-style-type: none">• Labour resources for Sanitization and Disinfection• Determine the Company's position on Masks and other PPE for employees – medical, non-medical, self- supplied, company-supplied?• Have PPE and Disinfectant supply inventories been completed? Have the order and re-order protocols been put in place and vetted for potential supply disruption? Have additional redundancies been considered and implemented?	<ul style="list-style-type: none">• Ongoing protocols will be addressed, trained for and assigned. Site-specific circumstances must be taken into consideration for the sanitization and disinfection protocols on-Site• Foreign Items and Lunch Bags in the Office• Address tight control on access (entrance and exit) to facilities during the deep-cleaning protocols	<ul style="list-style-type: none">• Have Sites been disinfected prior to return to work?• Have the General Disinfection Measures been implemented?• Have the weekly checklists been reviewed and introduced?• Have all PRT member and employees reviewed, understood and prepared for the Deep-Cleaning and Disinfection Protocol, should it be triggered?• Has an external company been identified and approved that can carry out the deep cleaning activity?

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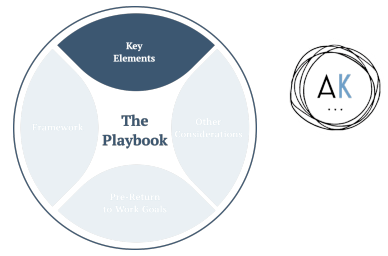
Element 3 – Physical Distancing In The Workplace



Key Decision Points	Important Considerations	Objectives – What needs to be done
<ul style="list-style-type: none">Capacity of Physical Spaces – For example, Site capacity, number of chairs per room, people in rooms, restroom and lunchroom capacity	<ul style="list-style-type: none">Should security be stationed near entry doors at opening and closing office hours?How should waiting lines be accommodated during inclement weather?How and when should PPE be handed out?Do you have the ability to prop doors open at start/end times and during shift change to minimize door handle touching or to install toe kicks on the doors?How to disinfect time clocks each time it is touched by an employee? For example: Station an employee to observe the time clock at a safe 2 meters distance to disinfect the computer clock if it is inadvertently touched to avoid holding up the lineIs it practical and effective to do away with punching in and out for a few weeks and pay employees an automatic 40 hours and reconcile the time post?Remote work may be assigned when possible or when mandated by the government to keep the operation efficient and communications flowing	<ul style="list-style-type: none">Review and Understand the Physical Distancing ProtocolComplete and Continue to adhere to the Physical Distancing guidelinesConsiderations – No external food, protocols for bringing food, external device management, supply purchasing, staggered start times and finish times etc.Physical and Visual Markers on-Site to assist with adherence to ProtocolsLines and markers — may come in the form of tape, decals or paintOffice work should be organized to ensure Physical Distancing: a physical separation of 2 meters minimum between employees — Avoid face-to-face desk layoutsProvide alternative measures to mitigate their exposure, such as: Face masks, Face shields, Body orientation, or Physical barriers installed where practicalMeeting rooms should be organized to hold only the number of chairs compliant with the appropriate spacingIncrease cleaning intervals to ensure a clean environment at all times

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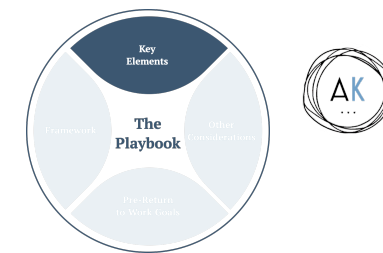
Element 4 – Implementing New Structures In The Workplace



Key Decision Points	Important Considerations	Objectives – What needs to be done
<ul style="list-style-type: none">• Professional Health Care Worker• Should a dedicated resource be hired, brought in house?• Who can fill the role at the Company Sites in lieu of an on-Site reference?• Are there Physical changes required at Sites?• Have they been executed to?• Has the signage and floor markers been distributed and put into the appropriate locations on-Site for maximum visibility and effectiveness?• Have Site specific needs been addressed and modified for use in the Playbook?	<ul style="list-style-type: none">• Client Intake• Client Return• Client Interaction• Physical Barriers for Client Interaction with staff• Physical Changes for Internal Distancing Protocols on-Site• Physical area for Isolation Protocols and Quarantine• Physical Changes to common Bathrooms, Kitchen Facilities• Inventory Supply Intake and Storage• HVAC/Ventilation system maintenance and Compliance to Protocol• Door, Cupboard, Handle maintenance and Disinfection• PPE Disposal (storage in-between, handling, etc.)• Common use items throughout Facilities• Use of common elements (Fridge, Lockers, Cupboards, Coffee Machines and Other Appliances)• Refresher of Medical Equipment Storage, Disposal in light of current COVID-19 protocols• Entering, Exiting Protocols, and Material/Contracting required• Physical Signage	<ul style="list-style-type: none">• Visitor/Client Interaction• Physical Changes for Internal Distancing Protocols• Physical Area for Isolation Protocols and Quarantine• Physical Changes to common Bathrooms, Kitchen Facilities• Inventory Supply Intake and Storage• HVAC/Ventilation system maintenance and Compliance to Protocol• Door, Cupboard, Handle maintenance and Disinfection – how to and what to do?• PPE Disposal (storage in-between, handling, etc.)• Common use items throughout Facilities• Use of common elements (Fridge, Lockers, Cupboards, Coffee Machines and Other Appliances)• Entering, Exiting Protocols and Material/Contracting required• Physical Signage

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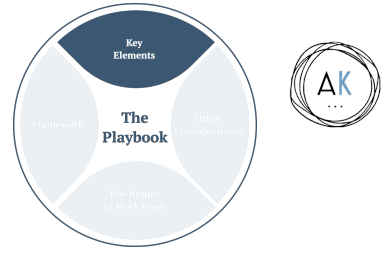
Element 5 – Daily Health Screening, Screening Of Visitors



Key Decision Points	Important Considerations	Objectives – What needs to be done
<ul style="list-style-type: none">• Medical certificates – will they be required for Return to Work Protocols?• Public Transportation – What are the Protocols for employees arriving through public transportation?• On-Site screening Protocols must be discussed, decided and assigned	<ul style="list-style-type: none">• If an employee is deemed symptomatic upon reporting to work or is deemed symptomatic during the employee’s shift or after the employee has spent any time in the Facility, reference the Isolation Protocol• If the employee is confirmed positive for COVID-19 by a medical professional, reference the Self-Quarantine and Return to Work Protocol	<ul style="list-style-type: none">• Provide all employees with a Self-Screening document and links to Public Health Agency of Canada Site for on-line Self-Screening Tool• Prepare the Human Resources Team to receive inquiries or reports of symptomatic employees prior to shift• Temperature reading• Observation for overt symptoms• Verbal/non-verbal confirmation of daily self-screening• Preparing and implementing visitor restrictions• Host Directions for Visitors and Contractors

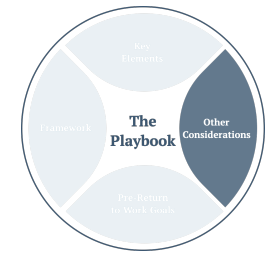
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Element 6 – Protocols For Isolating Employees



Key Decision Points	Important Considerations	Objectives – What needs to be done
<ul style="list-style-type: none">Has the Company contracted a third-party resource(s) for Deep-Cleaning Protocol upon triggering?	<ul style="list-style-type: none">Where possible, the Isolation Room should be an exterior room (building or tent structure)<ul style="list-style-type: none">If unavailable, an enclosed area away from the general population can be used	<ul style="list-style-type: none">Review and Understand the ProtocolIdentify and Train a volunteer Isolation CoordinatorEstablish a protocol to isolate employees if they are symptomatic on-Site. This includes:<ul style="list-style-type: none">Isolation RoomPPECommunication with Health Authorities and transportation based on their instructionsDisinfection of the roomPrint out forms and protocol to be available as neededReview and modify the Procedure as suited for your Site

Re-Opening Safely – Other Considerations

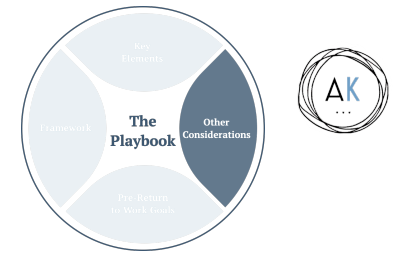


Other Considerations

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- Enforcement – what to do in instances of non-compliance with Guidelines and Protocols
- Specific Employment Standards – local jurisdictional standards, specific laws regarding employment and human resource management
- Specific vendors for materials and inventory, as well as cleaning, considered in the Playbook
- Individual Company and department processes
- Remote, staggered and virtual work scheduling and considerations (see below)
- Building, Landlord or Property Manager Protocols and Guidelines – Coordination and Compliance with building Guidelines and Protocols is imperative to create a consistent, seamless and safe environment for all employees
- Legal and Insurance reviews with appropriate Stakeholders
- Governance reviews with Board and appropriate Stakeholders

Re-Opening Safely – Other Considerations

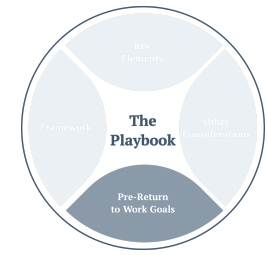


Labour – Remote & Virtual Work

Where possible, the use of Remote Work and Virtual environments is encouraged. The Physical Distancing requirements, the fluidity and divergence of local guideline and the ultimate safety of the employees (travel, high touch points, proximity to potentially asymptomatic colleagues) suggest that the continuation of Remote Work and Virtual environments is recommended and preferred where possible.

- Management should discuss who is essential on-Site and who is non-essential on-Site
- All non-essential should be prioritized for remote work
- ***Essential vs Non-Essential** - in this context, refers to the absolute physical need to be on the physical Site for logistical purposes. For example: if an employee does not have access to a particular technology required to fulfill duties and obligations, or if manual labour on-Site is required or any other reason that the duties and obligations of the particular role cannot be fulfilled through a Virtual or Remote protocol, then they will be considered Essential to be present on-Site.
- Virtual environments for remote workers should be solidified and contracts negotiated
- Virtual environments for on-Site workers should also be encouraged in order to adhere to the Physical Distancing Guidelines and Protocols in the Playbook
- Management and HR, along with Site Leaders must consider and discuss scheduling, potential rotation of on-Site employees and the physical considerations of staggering employees seated in proximity to each other in the seat configuration on-Site
- Management and HR, along with Site Leaders must consider and discuss workflow in this hybrid environment, employee engagement strategies and enough flexibility to encourage new ideas and strategies to maintain and enhance the Company culture
- Policies to engage in virtual 1 on 1 sessions to provide direct feedback, coaching and maintain connection must be considered and implemented
- Policies to maintain performance expectations and reviews must be enforced
- Maintain clear communication lines and respect in all communications. Discuss transparency as a key trait to maintain camaraderie, foster loyalty and maintain accountability in communication
- Discuss what happens if an employee refuses to work citing COVID-19 and safety and have clear and consistent communications prepared to address concerns and questions
- Management must consider the potential of labour continuity and disruption due to potential illness or absenteeism

Re-Opening Safely – Pre-Return To Work



Key Decision Points	Important Considerations	Objectives – What needs to be done
<ul style="list-style-type: none"> Decide and Hire external company for Deep-Cleaning prior to Re-Opening In order to avoid peak travel times/periods, how will flexibility in shift timing be assessed? Are there back-up plans for disruption in essential on-Site staff due to potential COVID-19 related absence or other absence? How will employee schedules be adjusted to accommodate the guidance and protocols in the Playbook? Site Leaders have co-ordinated with Building managers and Landlords to ensure the Guidance and Protocols for the Site are consistent and delineation of responsibility clear and documented When will the Company send the surveys included in the Playbook to employees prior to returning to work? 	<ul style="list-style-type: none"> All key decision points have been reviewed and considered prior to the Site Re-Opening <ul style="list-style-type: none"> These decision points pertain directly to the execution and enforcement of the guidance and protocols in the Playbook They will directly impact the safety of all employees and will result in a smoother transition into new protocols and improve the flow of operation 	<ul style="list-style-type: none"> Establish a sanitary baseline in the office and Sites BEFORE they re-open The Head Office and the Sites should be 100% disinfected prior to anyone returning to work Address tight control on access (entrance and exit) to facilities during the Deep-Cleaning Protocols Ongoing protocols will be addressed, trained for, and assigned If your business has remained open during this time Begin by resetting the baseline: <ul style="list-style-type: none"> Consider authorizing a deep clean during an off-day Consider staggering shifts to avoid physical overlap between employees Consider implementing and using the Employee Protocols in the Playbook at these Sites also Prepare for if/when an active employee/visitor/contractor tests positive for COVID-19? Pandemic Response Team has been established and prepped Determine the Site's various Capacity limits and how will the requirements for adherence to Physical Distancing Protocols and employee safety be achieved?

The First 10 Days

Key Elements

- The First 10 days provide the foundation for the execution of the Playbook.
Prior to the First 10 days, the Pre-Return to Work Goals must be achieved and executed. All of the Key Elements highlighted above must have been:
- Implemented
- Communicated to employees
- Read, understood and acknowledged by all employees.
The acknowledgement, initial training and sign-off of having read and understood
- All documentation received must be completed, received and compiled prior to Return to Work

Baseline

- After a baseline is set for Sites that are Re-Opening through a deep-cleaning and virtual/on-line training materials for all employees, the opening of the office and the next 10 days are for setting the tone and monitoring compliance to the Protocols presented.
- Training — All returning employees must attend the mandatory Day 1 training and re-review the Training materials.

Set-up, Monitoring, Compliance, Modifications

- The PRT, Site Leaders and Executive must ensure the protocols are set-up, monitor compliance and discuss any changes and modifications to make the guidelines and protocols more effective for the safety of the employees.

Employee Survey – Feedback

- Employee surveys will gauge important initial feedback that can guide the PRT and Executive assessment of the Guidelines and Protocols in the Playbook.

The First 30 Days

Key Elements

- The First 30 days provide insight into the execution of the Playbook and setting the tone, monitoring compliance and assessing the effectiveness of the Protocols On-Site.

Mid-term

- After a baseline is set for Sites that are Re-Opening through a deep-cleaning and virtual/on-line training materials for all employees, the opening of the office and the next 30 days are for setting the tone and monitoring compliance to the Protocols presented.

Training – Continuous Review

- All new employees must attend the mandatory Day 1 training and re-review the Training materials that were sent prior to their start date. Regular training updates must be provided to ensure all employees are kept current with modifications to the Playbook and changes to the timing and outlook for the provisions in the Playbook.

Monitoring, Compliance, Modifications

- The PRT, Site Leaders and Executive must continue to ensure and monitor compliance to the Guidelines and Protocols in the Playbook and discuss any changes and modifications to make the guidelines and protocols more effective for the safety of the employees.

Employee Survey – Feedback

- Employee surveys will continue to gauge important feedback from the field.

The Next 90 Days and Beyond

Key Elements

- The next 90 days and beyond provides the rationale for systematic and long-term changes to the business from the Pandemic.

Long-term: Re-assess the External Environment (Continue every 30 days thereafter)

- As execution and monitoring to the Protocols and Guidelines in the Playbook continues, the longer-term outlook must provide for monitoring of local regulation, changes to the pandemic response and the business strategy.

On-going Monitoring, Compliance, Modifications (Continue every 30 days thereafter)

- As in the first 30 days, the PRT, Site Leaders and Executive must continue to ensure and monitor compliance to the Guidelines and Protocols in the Playbook and discuss any changes and modifications to make the guidelines and protocols more effective for the safety of the employees, taking into the account the External environment.

Employee Survey – Feedback (Continue every 30 days thereafter)

- Employee surveys continue to gauge important feedback that can guide the PRT and Executive Teams in their analysis of all aspects of the business as it relates to Pandemic Planning, Analysis and Execution.

Re-Opening Safely – PLAYBOOK Overview



Topic	Tasks
Pandemic Response Team (PRT)	<ul style="list-style-type: none"> Set up the Pandemic Response Team (PRT) Have a plan in place to adopt this corporate framework and develop site-specific protocols
Preventative Material Inventory	<ul style="list-style-type: none"> Confirm operations has an adequate supply of Disinfectant Supplies and has the minimum quantity on-Site with the amounts on order with lead time Confirm stock of PPE and has the minimum quantity on-Site and on order with lead time, along with required users of such materials Have touchless thermometers on-Site for employee screening
Personal Protective Equipment	<ul style="list-style-type: none"> Review and understand protocol for PPE Responsibility for ensuring there are adequate supplies, there are multiple supplier contacts and appropriate lead times for ordered materials
Disinfection Measures	<ul style="list-style-type: none"> Disinfect Sites prior to anyone returning to work Replace HVAC air filters or clean/disinfect Implement the General Disinfection Procedures
Deep-Cleaning and Disinfection Protocol	<ul style="list-style-type: none"> Review, understand, and prepare for the triggering of the Deep-Cleaning and Disinfection Protocol; identify and external company, coordination and supervision of cleaning process, PPE requirements and disposal
Inbound Packages	<ul style="list-style-type: none"> Manage incoming packages/supplies in accordance with playbook standards
Audit Checklist	<ul style="list-style-type: none"> Implement Audit Communicate results and follow-up on any non-conformities
Isolation Protocol & Coordinator Training	<ul style="list-style-type: none"> Review and understand protocol Isolation Coordinator (volunteer) identified and trained Protocol in place to isolate employees if symptomatic on-Site Print out forms and protocol to be available as needed
Physical Distancing Protocol	<ul style="list-style-type: none"> Review and understand protocol Complete and continue to adhere to the Physical Distancing including any considerations on external items Implement and adhere to physical/visual markers

Re-Opening Safely – PLAYBOOK Overview

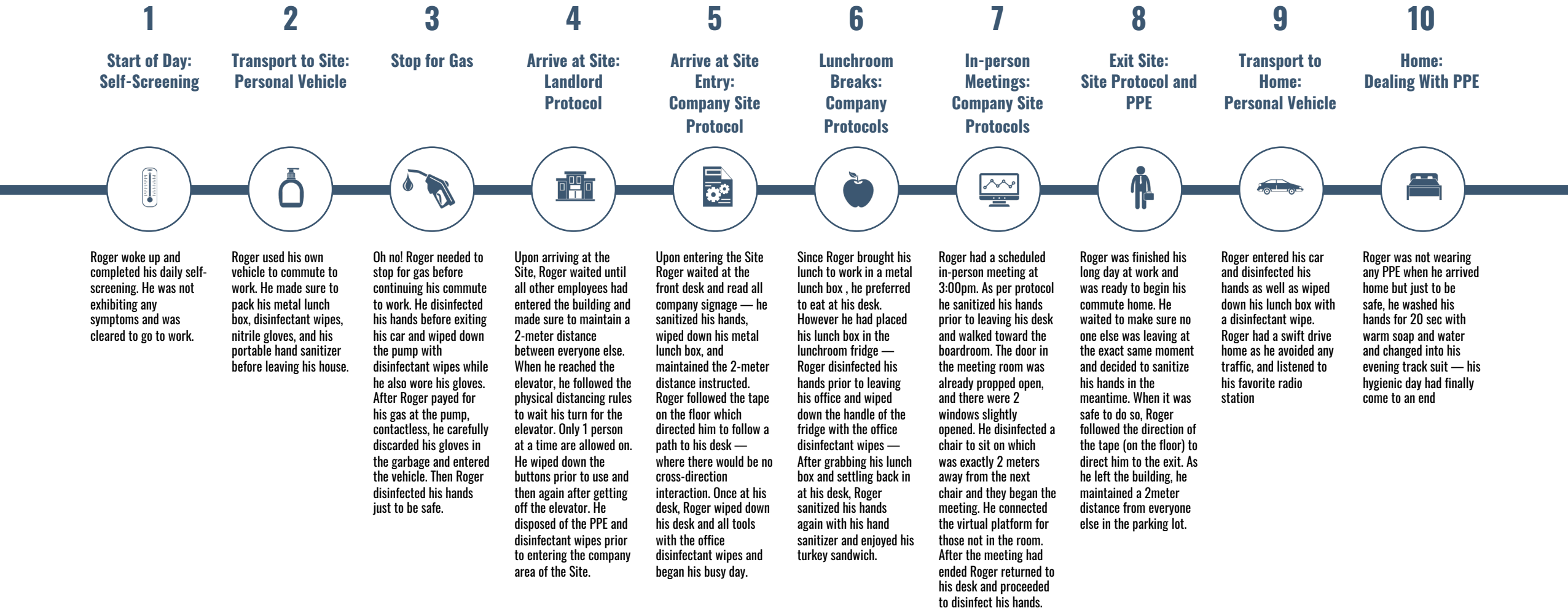


Topic	Tasks
Daily Self-Screening and On-Site Health Screening Protocol	<ul style="list-style-type: none"> • Daily Self-Screening protocol is distributed to all employees for voluntary, home self-screening • HR team prepared to receive inquiries or reports of symptomatic employees prior to shift/start of work • Ensure protocol for pre-shift screening prior to Site entry • Ensure barriers are in place to prevent anyone from missing screening protocol • Review and understand “Overview of Health Screening Procedure”
Employee Travel Protocol	<ul style="list-style-type: none"> • Review and understand protocol — monitoring updated travel information • Assess need for business travel — cancel/postpone all non-essential travel • Before, While, and After Travelling procedure for all travelling employees • Create an active database to log all employee travel
Self-Quarantining and Return to Work Protocol	<ul style="list-style-type: none"> • Review and understand protocol and adjust as necessary for local, legal and cultural environment
Visitors & Contractors Self-Screening	<ul style="list-style-type: none"> • Plan in place for screening Visitors and Contractors — visitor restrictions, directions for visitors/contractors • Visitors & Contractor Self-Screening Checklist printed and available as needed
Employee Training	<p>Host Pre-Return to Work Trainings:</p> <ul style="list-style-type: none"> • Review of Safe Work Playbook with FT, Salaried and PT employees • Training for Health Screeners & Isolation Coordinators <p>Training for Disinfection Team & HR Team</p> <p>Host First Day Trainings/Orientation:</p> <ul style="list-style-type: none"> • Localize playbook presentation & materials to be consistent with type of facility, geography • Host first-day training orientation for all staff • Ensure all Employees have read, understood and acknowledged the materials provided. Acknowledgement, initial training & sign-off of having read and understood all documentation received must be completed, received, compiled prior to Return to Work
Health & Wellness: Signage	<ul style="list-style-type: none"> • Self-Screening Checklist • Create and Print Facility Signage and Post on-Site • Consider physical markers (floor tape/paint)

Re-Opening Safely – A Day In The Life

A Day In The Life Of Roger

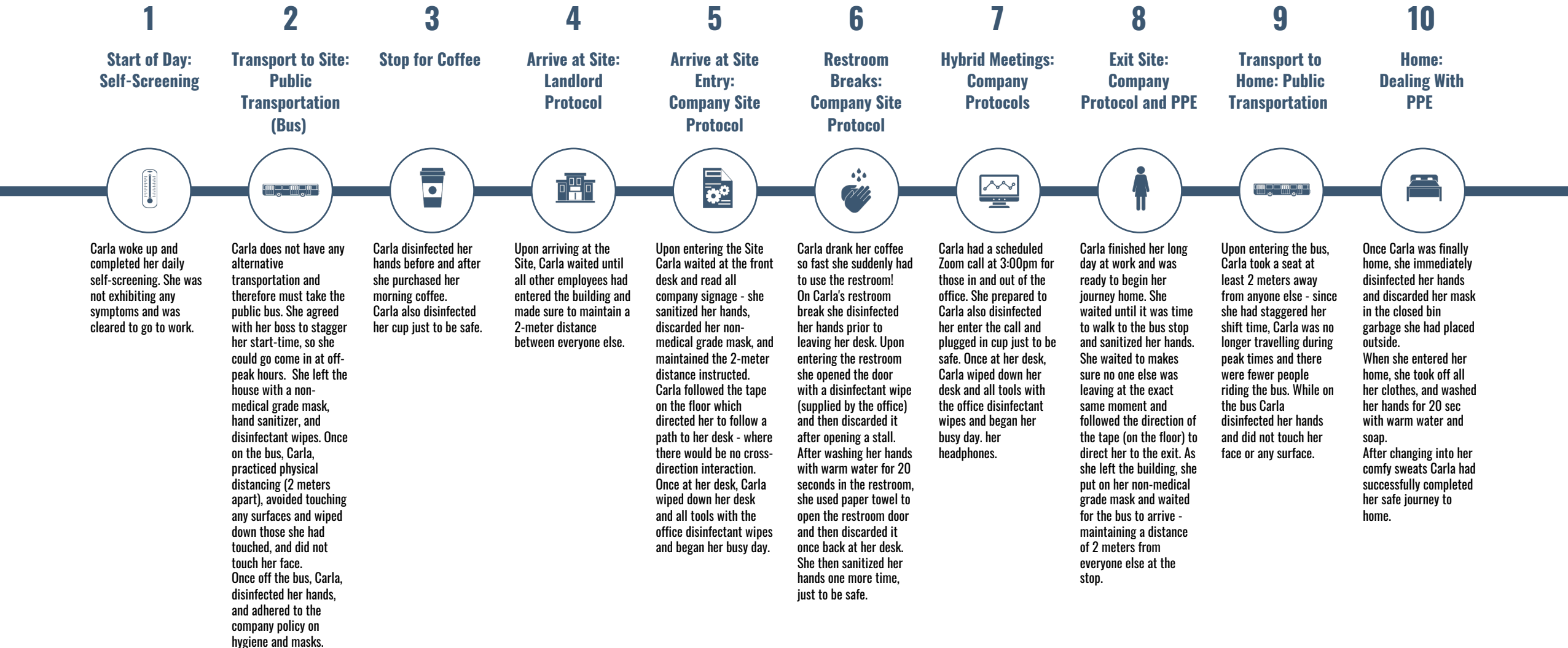
How does he come in and what does he do along the way?



Re-Opening Safely – A Day In The Life

A Day In The Life Of Carla

How does she come in and what does she do along the way?



Contact Information



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Further Information



Public Health Agency of Canada

<https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html>



World Health Organization (WHO)

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>



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