



**Plan for the Restoration of Services Affected by the COVID-19 Pandemic**

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## 1 Executive Summary

The City of Duncan (City) Plan for the Restoration of Services Affected by the COVID-19 Pandemic (“City Services Restoration Plan”) is a coordinated corporate strategy.

The restoration of City services will be a gradual process and decisions will be guided by information and advice from health authorities, other levels of government, WorkSafeBC, and other stakeholder groups. Each service offered by the City that has been affected by the COVID-19 pandemic has been evaluated on criteria to mitigate risks to the public, staff, and the City.

The City Services Restoration Plan supports four primary strategic objectives guiding the City’s collective efforts to respond to and overcome the COVID-19 pandemic. The plan is a living document, and will be updated as necessary to reflect emerging information and advice from public health authorities, other levels of government, WorkSafeBC, and member municipalities.

The restoration of services will have a financial impact. In some cases, new administrative controls and workspace modifications may be necessary to ensure current health guidelines are adhered to.

### 1.1 Acknowledgement

This plan has been developed based on the City of Richmond’s *Plan for the Restoration of Services and Programs Affected by the Covid-19 Pandemic* as well as adaptations by the Cowichan Valley Regional District, and the City appreciates the opportunity to build on their excellent work.

## 2 Introduction

The COVID-19 pandemic has had an impact on the City's ability to effectively deliver services to its citizens. Many City services have been temporarily stopped or modified in response to COVID-19 under Stage One of the City Service Restoration Plan. These services were stopped or modified to ensure the health and wellbeing of the community and staff and in response to requirements by public health authorities for physical distancing among individuals. A summarized list of the Provincial Health Orders can be found in Appendix A.

The impacts to the affected City services occurred primarily in the period between March 12, 2020 and March 30, 2020 and are ongoing.

In response to communication by senior levels of government that there has been some success in flattening the curve of COVID-19 infections and aspects of the economy have begun re-opening, the City has started the restoration of services now that the Provincial Government has deemed it appropriate to do so. There will be some flexibility and discretion by the City in many of the decisions around the restoration of services. Some actions to stop or modify services were originally taken in direct response to orders or advice from health authorities and senior levels of government, while other actions were in response to the needs of the community and directed by City Council or the Chief Administrative Officer (CAO).

The City Services Restoration Plan is a coordinated corporate strategy to re-open facilities and restore service delivery.

The restoration of City services will be a gradual process and decisions will be guided by information and advice from health authorities, other levels of government, WorkSafeBC, and other stakeholder groups such as the BC Recreation & Parks Association (BCRPA) and provincial and national sport governing bodies. There is also a desire for alignment in the restoration of services with neighbouring municipalities to ensure balanced provision across the region and to avoid any one local government taking excessive risk and/or the load of participation from another local government. This alignment is expected to be achieved through collaboration by the CAOs.

The restoration of services will have a financial impact. There will also be extraordinary costs (both one-time and ongoing) of offering these services in a modified manner in order to continue to ensure the safety of the community and staff.

It is to be noted that the City Services Restoration Plan is a living document. Information is subject to change based on changing advice and information from public health authorities, other levels of government, WorkSafeBC, and other stakeholder groups.

### 3 Strategic Objectives

The City Services Restoration Plan supports four primary strategic objectives guiding the City's collective efforts to respond to and overcome the COVID-19 pandemic. These include:

- Protect the health and safety of both employees and the public while serving as an essential service second line of defence against the COVID-19 pandemic as mandated by the Provincial Government;
- Protect City assets while also continuing to the full extent possible to deliver City services needed by the community, while adhering to restrictions and limits prescribed by the Provincial Health Officer and as mandated by City Council or the CAO;
- Do the necessary planning and complete all work needed to ensure that all facilities, , services and equipment will be in optimum condition and at operational status when re-opened for community use; and
- Ensure that the appropriate staff resources and remote work assignments are in place to provide the back of house services that will be needed over the full duration of the crisis to support all staff who are continuing to work on sustaining services as described above and on the recovery.

### 4 Restoring Services Along a Continuum

The restoration of services consists of a carefully staged approach along a continuum that takes into account level of risk, exposure, and ability to effectively mobilize service delivery with strict adherence to health and safety guidelines.

#### 4.1 Criteria

Each service offered by the City that has been affected by the COVID-19 pandemic has been evaluated on criteria to mitigate risk and determine the appropriate timing to restore service offerings. Factors considered to determine risk and impact of each service, or in some cases, group of services, included the following:

##### **1. Workforce and workplace requirements**

This includes the level of staff training required, the level of exposure of staff members and/or the public to other staff members and/or members of the public, the need for personal protective equipment, and the need to adapt the physical infrastructure of the work environment in order to mitigate risks and exposure.

##### **2. Risks to vulnerable populations**

This includes seniors, those with compromised immune systems and/or pre-existing health conditions.

##### **3. Ability to adhere to health protocols**

This includes physical distancing, proper and frequent hand washing, not touching one's own face, and any additional health protocols and guidelines put forward by the BC Centre for Disease Control or public health officers.

#### **4. Nature of participation in program or activity**

This includes the mode of delivery (indoor, outdoor, or virtual), the extent to which equipment and materials are shared, the level of physical exertion involved, and the level of contact with others.

#### **5. Additional risks**

This includes any insurance implications, contractual agreements, and agreements with other user groups.

#### **6. Timelines**

This includes the length of time that it is estimated to take to be able to implement any necessary risk mitigation measures, train staff in necessary protocols, and/or complete physical adaptations needed.

#### **7. Assumptions and prerequisites**

This includes any assumptions made or prerequisites necessary in order to restore services according to the estimated timelines. This may include lifting of current government restrictions, access to other programs and amenities, or any other contingencies and dependencies for a particular program or service.

#### **8. Financial Impact**

This includes an analysis of the additional costs that will be incurred to mitigate risks, above and beyond existing expenses, timing of revenues, and any additional capital costs that may be required to modify facilities and work spaces.

### **5 Staged Approach to Service Restoration**

The City Services Restoration Plan consists of stages. The timing of each stage, and the restoration of individual services within each stages, is subject to change as the COVID-19 pandemic and provincial direction evolves. This plan assumes that there is no setback in the collective societal progress to flatten the curve of infections.

The restoration of the City's services will necessitate changes in the way these services are conducted. A number of health and safety measures will be put in place across all facilities to ensure the safety of staff and the public. The City provides the opportunity for the public to safely participate in services; however, it is the responsibility of the public to follow the established guidelines.

The additional measures to provide safe experiences for the public may include, but are not limited to:

- Cleaning and disinfection at all facilities.
- Modification of facilities to include protective plexiglass barriers for front counters where appropriate.
- Ensuring physical distancing is maintained where possible through more appointment-based service provision, directional traffic modification and queuing strategies.
- Implementation of protective measures for vulnerable populations, such as providing specific service hours to serve seniors or immune compromised customers..
- Ensuring participants and staff stay at home if they are sick.
- Promoting high levels of handwashing and personal hygiene as a key preventative measure. This includes providing access to washroom facilities and hand sanitizing stations.
- Permitting staff and participants to wear face masks if desired and where there is a risk that physical distancing may be hard to achieve or maintain consistently
- Creating clear guidelines for user groups.

Supply of materials to support these mitigating measures is not anticipated to be an issue based on current supplies at the City. However, it will need to continue to be closely monitored for both availability and rising costs.

## 6 Plan for Restoring Services

### 6.1 Stage 1 (June 1<sup>st</sup> Through Mid-June)

**Characterized by the restoration of public access to most outdoor park amenities and outdoor programs with limits on group size. City Hall is re-opened, with limited hours and restrictions.**

#### **Parks & Trails Services**

- Playgrounds re-opened with signage
- Sport courts/Tennis courts/pickleball courts re-opened with limited users
- Outdoor field use with limited users (non-bookable use only) with signage
- Public Washrooms remain open, one with extended hours
- Rotary Park off leash area remains open
- Spray Park opening as soon as signage can be installed

#### **City Hall**

- Front counter services limited to tax payments, utility payments, and parking payments

- Public enquiries via email and phone
- Cheque payments through the drop box can be made
- Meetings with applicants via Zoom, MStTeams, or WebEx by appointment
- Site visits and inspections by appointment
- Development applications - electronic only
- Increased digital engagement including transition to web-based committee meetings and public hearings

## 6.2 Stage 2 (Late June Through September)

**Characterized by the re-opening of recreation facilities and enclosed park facilities with limited hours and/or restrictions.**

### **Parks & Trails Services**

- Picnic shelters/tables with limited users (non-bookable use only), closing alternate tables where tables are too close
- Outdoor field bookings where physical distancing can be maintained where the organizer has an Exposure Control Plan in place

### **City Hall**

- Continued modified service levels, expansion to front counter drop-off of documents

## 6.3 Stage 3 (September & Beyond)

**Characterized by expanded public access to services.**

### **Recreation Services**

- Recreation programming and facility booking where physical distancing can not be maintained (soccer, football and other contact sports)

### **City Hall**

- Continued modified service levels, potential expansion to additional front counter service

### **Public Works Office**

- Following WorkSafe guidelines, front counter services may be open to public access

## 6.4 Stage 4

**Characterized by full restoration of services (return to normal operations)**

### **Parks & Trails**

- Lift restrictions on field bookings for sports tournaments
- Permit booking of group bookable facilities
- Allow booking of park sites for third party special events

### **Recreation**

- Events over 50 people

### **City Hall and Public Works Offices**

- Front counter services resume fully to pre-COVID levels (following applicable WorkSafe guidelines)
- Continued provision of web-based services and meetings to enhance overall service delivery
- In-person Council and Committee meetings, public hearings, public consultation, etc.

## 7 Financial Impact

The restoration of services will have financial implications. There will also be extraordinary costs (both one-time and ongoing) of offering these services in a modified manner in order to continue to ensure the safety of the community and staff.

As services are restored, there will be additional operating expenses. Further analysis will be required to consider these costs in the context of the City's overall budget.

## 8 Concurrent Planning and Initiatives

While planning for the restoration of services at an operational level, it is necessary to develop concurrent plans to support each stage and transition for the public and for employees. The following initiatives are recommended to be developed to support the City Services Restoration Plan.

### **1. Safe Work Guidelines**

Just as the public will need clear information regarding the risk mitigation strategies that will be in place to protect the public, employees will need to understand their exposure risks and the resources that will be made available to them. City employees may require additional support in the form of training, mental health services, or instruction on use of personal protective equipment as they transition back to work or back to in-person service provision.

### **2. Public Communications**

As services begin to open to the public, citizens will need to be informed about what is now available. They will also be looking to the City for information to understand their risks and

exposure, as well as to interpret the many, often ambiguous, guidelines provided by various authorities and the media. Public communications for each Stage is recommended to support staff and the public as they navigate the various reactions that are to be expected as restrictions begin to ease and the economy begins to gradually expand in services. Public response to the COVID-19 pandemic locally has been commendable. Residents will need clear communication to understand and make decisions for themselves and their families about how to participate in services as health authorities monitor the curve of transmission of COVID-19 on an ongoing basis.

### **3. COVID-19 Senior Management Team Meetings**

Upon approval of the City Services Restoration Plan, the continuation of regular COVID-19 Senior Management Team meetings is recommended to ensure the City is coordinated and cohesive throughout implementation of this plan. The Team will ensure that there is effective communication between departments. As the plan is implemented, each stage will require careful review and monitoring to ensure it is current and relevant in light of any updates to health guidelines and other evolving factors.

## 9 Appendix A: Provincial Health Orders & Guidelines

The City Services Restoration Plan has been prepared following current Provincial Health Orders and guidelines and recommendations from local health authorities<sup>1</sup>. The health and safety of City employees and the public are at the forefront of any decisions regarding the restoration of services. As Provincial Health Orders and guidelines and recommendations from health authorities evolve, the plan will be evaluated to ensure current information and protocols are strictly adhered to.

The provision of in-person services is planned following Provincial Health Orders and guidelines and advice received from Island Health. All plans will be updated according to new information available from local health authorities. The following guidelines and recommendations pertain to the provision of City services.

### 9.1 Regarding Physical Distancing

- You must ensure that when there are people on your premises there is sufficient space available to enable them to maintain a distance of two metres from one another.
- Encourage customers to maintain a two metre distance from one another in line-ups to entrance, washrooms and other places where line-ups may occur, by placing distance indicators.
- Install markers on the floor (two metres apart) to support physical distancing in locations such as reception desks.
- Install physical barriers (e.g. plexiglass sneeze guards) in locations such as reception desks.
- Providers must not offer personal services.
- Providers must not host mass gatherings involving more than 50 people (but could have more than 50 people on site if physical distancing remains possible given the size of the facility).

### 9.2 Regarding Proper Hygiene & Sanitation

- Hand washing stations must be added if none currently exist.
- All common areas and surfaces should be cleaned at the end of each day. Examples include washrooms, shared offices, common tables, desks, light switches and door handles.

### 9.3 Regarding Signage & Communication

- Post signs encouraging people to maintain a two metre distance from one another throughout a space and ensure that there is sufficient space available for customers and staff to maintain that distance.

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<sup>1</sup> <https://www2.gov.bc.ca/gov/content/health/about-bc-s-health-care-system/office-of-the-provincial-health-officer/current-health-topics/covid-19-novel-coronavirus>

- Post signs in your facility to encourage hand hygiene among all staff and guests.
- Prominently post signs encouraging regular hand washing.
- Post signage that limits the number of occupants in any elevator to four people at a time.

#### 9.4 Regarding the Handling of Equipment & Materials

- Encourage staff to avoid touching personal items of clients.
- Wherever possible, provide guests/clients with single-use personal items (e.g. soaps, shampoos, sugar packets, creamers).
- Operators should follow routine cleaning practices with enhanced cleaning of high-touch surfaces or shared equipment.

#### 9.5 Regarding Employee Interactions

- If an employee reports they are suspected or confirmed to have COVID-19 and have been at the workplace, clean and disinfect all areas where that person has worked.
- Reduce in-person meetings and other gatherings and hold shop meetings in open spaces or outside.

#### 9.6 Regarding the Public

- Anyone with COVID-19-like symptoms, such as sore throat, fever, sneezing or coughing, must self-isolate at home for a minimum of 10 days from onset of symptoms, until their symptoms have completely resolved.
- Customers may be on your premises only for the time that it takes them to purchase and collect their purchase.

The Provincial Health Officer has not [explicitly] issued any orders requiring the closure of outdoor recreation facilities such as parks, dog parks, skate parks, playgrounds, picnic areas, walking, running and cycling trails, beaches, piers, boat launches, athletics fields, outdoor exercise equipment, tennis and basketball courts and golf courses as a result of the COVID-19 pandemic. Island Health believes that the risk of COVID-19 transmission in these environments is low and that it is possible to safely operate these facilities at this time.

There may be additional measures related to the type of facility that operators can implement to further reduce the risk of COVID-19 such as limiting the number of participants or modifying hours of operation.