

TO: CITY MANAGER **DATE** 2020 May 20

FROM: DIRECTOR BURNABY EMERGENCY OPERATIONS CENTRE
EMERGENCY OPERATIONS CENTRE
PLANNING SECTION CHIEF **FILE:** 23000 06

SUBJECT: COVID-19 BURNABY RECOVERY FRAMEWORK

PURPOSE: To present a framework to guide the reopening of Burnaby's services and operations that have been closed to the public due to the COVID-19 pandemic.

RECOMMENDATION:

1. **THAT** Council adopt the report titled "COVID-19 Burnaby Recovery Framework," as shown in *Attachment 1*.

REPORT**1.0 BACKGROUND INFORMATION**

In response to the COVID-19 pandemic in British Columbia and the need for a municipal response to the crisis, the City of Burnaby activated its Emergency Operations Centre (EOC) on 2020 March 11. As the crisis deepened, on 2020 March 17, the EOC's status was elevated, when it became apparent that a thorough municipal response was required to address emerging direction from the federal and provincial governments, and local health authorities. An early key direction was limitations placed on the size of public gatherings, followed by social/physical distancing requirements. These actions led to the closure of several civic facilities, primarily those related to parks, recreation and cultural services, libraries, and the cancellation of numerous related programs and events. All affected facilities, except for golf courses which reopened with strict restrictions on 2020 May 01, have remained closed since.

Burnaby has operated under the guidance of senior levels of government and local health authorities. The actions taken collectively by the City, citizens and businesses contributed positively to British Columbia's outcomes in fighting COVID-19, resulting in the subsequent "flattening of our curve" and a slowing of the transmission of the virus. Due to the positive results we have had in slowing the virus, on 2020 May 06, the Province of British Columbia released "BC's Restart Plan." The Plan outlines the framework BC will follow in allowing the opening up of provincial services and operations.

To: City Manager
From: EOC Director and EOC Planning Section Chief
Re: COVID-19: Burnaby's Recovery Framework
2020 May 20 Page 2

To guide the resumption of Burnaby's services and operations, *COVID-19 Burnaby Recovery Framework* (the "Burnaby Framework") has been created (*attached*). This document provides a road map for opening City services and operations in a strategic manner, based on alignment with the provincial framework. Burnaby's Framework provides clear direction on how the City will resume services at City Hall, our libraries, and our parks, recreation and cultural facilities, providing confidence to our community that the City will support citizen and business needs in the safest way possible as we transition our operations through this time.

2.0 POLICY

Burnaby's Framework aligns with the following goals and sub-goals of the Corporate Strategic Plan:

- **A Safe Community**
 - Emergency Preparedness - Enhance plans, procedures and services so that we are better prepared to respond to emergencies and are able to maintain City services
 - Emergency Services - Provide responsive emergency services

- **A Healthy Community**
 - Healthy Life – Encourage opportunities for healthy living and well being
 - Community Involvement – Encourage residents and businesses to give back to and invest in the community

- **A Connected Community**
 - Partnership - Work collaboratively with businesses, educational institutions, associations, other communities and governments

- **A Thriving Organization**
 - Reliable Services, Technology and Information - Protect the integrity and security of City information, services and assets

3.0 COVID-19 BURNABY RECOVERY FRAMEWORK

3.1 Overview of Burnaby's Framework

Since the onset of the pandemic, the City has followed the recommendations of the federal and provincial governments and health authorities. Working with government, health and community partners, those efforts have collectively resulted in British Columbia being able to flatten its curve, and for Burnaby to be a location in which the spread of the infection and outbreaks were effectively managed. To continue on this path, to provide coordination with provincial directives, and to clearly communicate with the public, Burnaby's Framework is closely aligned with the directions set out in the Province of BC's *Restart Plan*.

The Provincial framework sets out stages for reopening, based on predictive modeling, which compares the percentage of "normal contact" individuals may have, and its relationship to the number of infections in the community. With the restrictions we have in place now, we are at 30%

To: City Manager
From: EOC Director and EOC Planning Section Chief
Re: COVID-19: Burnaby's Recovery Framework
2020 May 20 Page 3

of our normal contacts; future stages are based upon contact levels of 40%, 60%, and 80%+. The provincial framework also sets out a hierarchy of protection measures, of which physical distancing is the most effective measure, followed by engineering controls (such as providing hand washing stations, enhanced cleaning, Plexiglas barriers, etc.), administrative controls (such as rules and regulations to manage crowd sizes and gatherings of people), and Personal Protective Equipment (such as wearing non-surgical masks and gloves). Burnaby's Framework is aligned with provincial stages of recovery and approaches to protective measures.

Although Burnaby's Framework focuses on City operations it also recognizes the broader issues of economic recovery and community recovery. Other organizations and community partners are resuming services as well. Burnaby's Framework acknowledges the City's role in working with community partners to support community needs, and this work is currently occurring through the Burnaby Primary Care Network's organization of working groups on various community issues. The City also has a role in supporting business recovery, and is currently participating in the Burnaby Board of Trade's Business Recovery Task Force in this regard.

3.2 Burnaby's Framework – Guiding Principles and Strategies

Burnaby's Framework provides guidance on how the city will open, and what opening would look like. To ensure we reopen our facilities in a strategic way, we will be guided by seven principles (guiding how we will act) and 15 strategies (guiding what we will do) as we move through the various stages of recovery. The principles and strategies can be grouped into three main themes:

- **Safety** – placing a priority on safety and risk management, ensuring we meet federal and provincial directives, and ensuring that all City buildings and facilities meet occupational health and safety requirements for patrons and employees.
- **Service** – providing as much service as is safely possible, adapting services when necessary, prioritizing services that support vulnerable populations, first responders, and front line workers, reopening revenue centres to support other services, and supporting both physical and mental health by providing as many outdoor opportunities as possible.
- **Action** – working with all community and government partners, communicating and educating in a timely way about our actions and health directives, providing ways for people to social distance in our public spaces, and supporting local businesses and our most vulnerable citizens.

3.3 Five Stages

Similar to BC's *Restart Plan*, the Burnaby's Framework consists of five stages. Burnaby's Framework describes the types of activities that could occur at the provincial level, at the community level, and most germane to this document, the three main areas of the City's services and operations: City Hall; Parks, Recreation and Cultural Services; and the Burnaby Public Library. Burnaby's Framework acknowledges "Full Lock Down" as a stage; while we experienced a high level of restrictions with many closures and limited movements in the past several weeks,

To: City Manager
 From: EOC Director and EOC Planning Section Chief
 Re: COVID-19: Burnaby's Recovery Framework
 2020 May 20 Page 4

BC never fully closed as other jurisdictions did. The five stages of Burnaby's Framework are summarized below:

Stage	Burnaby's Recovery Framework	Timing	Description
	Full Lock Down	n/a	<ul style="list-style-type: none"> Essential services only, all City facilities closed, all in-person programs cancelled
1	Safe Operations	Feb – May 13	<ul style="list-style-type: none"> Limitations on size of public gatherings, social/physical distancing Closure of several City facilities, cancellation of programs, events and services, virtual Council meetings, many Committee, Boards, and Commission meetings cancelled
2	Gradual Opening	May 13 – May 31	<ul style="list-style-type: none"> Gradual opening of civic facilities, emphasis on outdoor activities and allowing people to be physically active
3	Enhanced Opening	June 1 – Sept 30	<ul style="list-style-type: none"> Continuation of opening process, guided by the development of health and safety guidelines Increased library services and limited openings of library branches, limited access to City Hall, consideration to opening community centres, galleries, museums, City food services, community programs
4	Large Gatherings	Subject to Health Orders and Restrictions	<ul style="list-style-type: none"> Continuation of Stage 3 openings, guided by the development of health and safety guidelines, and subject to provincial health orders City Hall open to public, Council, Committee, Boards and Commission meetings open to public, Park facilities open, cultural services, events, concerts, festivals, parades may resume, libraries open and programming resumes

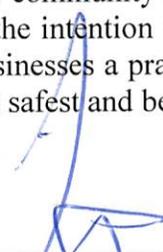
Burnaby's Framework contains examples of City activities that can be anticipated in each stage, and contains an estimated date by which they may occur. There is much work still to be done to determine the details and safe operations of how services and facilities will resume, and it is the role of the City's Emergency Operations Centre to ensure the safe return of City activities. Operational considerations, and our guiding principles will determine when and how a particular service will be provided. Not all services will return to "normal," and it is anticipated that many services and programs will be adapted to meet health and safety considerations. As reopening of facilities and services are planned, staff will report back to Council and communicate with the public accordingly.

To: City Manager
From: EOC Director and EOC Planning Section Chief
Re: COVID-19: Burnaby's Recovery Framework
2020 May 20 Page 5

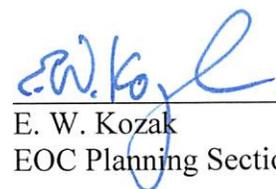
4.0 CONCLUSION

The COVID-19 pandemic has resulted in tremendous change and impact in our economy, in our community, and in our City operations. In response, the City, following provincial directives, took the difficult steps of closing our recreation, cultural and library facilities, and restricted activities in our parks and other civic buildings to maintain physical distancing requirements. As BC has seen positive results in reducing the spread of COVID-19, the province, and the City can contemplate resuming activities in a safe and strategic way.

To guide reopening of City facilities and provision of services, the "COVID-19 Burnaby Recovery Framework" has been created. Burnaby's Framework provides a set of principles and strategies to guide restarting, based on safety, service provision and city action guidelines, and on a 5-stage approach. Closely aligned with provincial direction, and to be implemented in coordination with our community partners, Burnaby's Framework articulates a path forward for City operations. It is the intention that the Burnaby Framework will also communicate with Burnaby residents and businesses a pragmatic path forward, one that is based on serving our citizens and businesses in the safest and best way possible.



Dave Critchley
EOC Director



E. W. Kozak
EOC Planning Section Chief

DAC/EK/LG:tn
Attachment

cc: Director Parks Recreation and Cultural Services
Director Public Safety and Community Services
Director Corporate Services
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TABLE OF CONTENTS

1. Purpose	1
2. Together We've Flattened the Curve.....	2
2.1. Global Pandemic	2
2.2. Canada's Experience	2
2.3. BC's Experience	3
2.4. Health Orders and City Actions to Date	6
2.5. Moving Forward.....	6
2.6. Timing and Adapting.....	8
3. BC's Restart Plan	9
3.1. Modelling	9
3.2. Restarting BC.....	10
3.3. Controls.....	10
3.4. Four Stages.....	11
4. Burnaby's Recovery Framework	15
4.1. Creating the Framework	15
4.2. Principles and Strategies.....	16
4.3. Burnaby's Four Stages of Recovery.....	18
5. Community Action and Support	25
5.1. <i>Economy</i> - Burnaby Board of Trade and the Business Recovery Task Force	25
5.2. <i>Community</i> - Burnaby Primary Care Networks Working Groups.....	26
5.3. <i>City Operations</i> - City of Burnaby Emergency Operations Centre (EOC) Task Force	30
5.4. Opportunities for Public Input	30
6. Conclusions	31

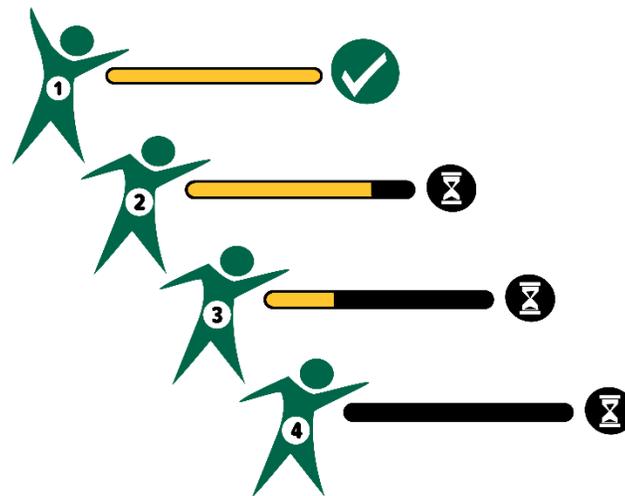
APPENDICES

A. Summary of Reopening Plans – Provincial Examples.....	33
B. Additional Resources (links)	34



1. PURPOSE

The City is looking ahead and preparing to reopen services in stages – the release of Burnaby’s Recovery Framework signals the beginning of “reopening” our community. The purpose of the Burnaby Recovery Framework is to look at the “what if’s” and plan for how the City can prepare and react; if they happen. The Recovery Framework is a road map, not a calendar.¹



the City is preparing for
reopening
services in stages



Photo credit: CTV News Vancouver

2. TOGETHER WE’VE FLATTENED THE CURVE

“The things we are doing right now are not forever.”

Dr. Bonnie Henry 2020 April 18

2.1. Global Pandemic

COVID-19 was first reported to the World Health Organization (WHO) in China on 2019 December 31.² The outbreak was declared a Public Health Emergency of International Concern about one month later on 2020 January 30,³ and a Global Pandemic about two and a half months later on 2020 March 12.^{4 5}

2.2. Canada’s Experience

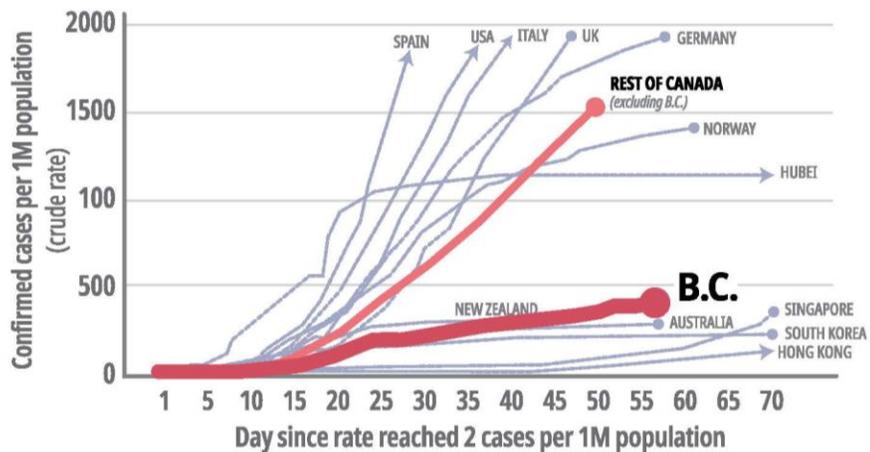
On May 4, Canada was ranked the 12th country in the world⁶ with more than 59,800 cases (3,766 deaths with an overall fatality rate of 6.3%)⁷.

As shown below, Canada has done better than many other countries including Spain, US, Italy, UK, and Germany, in flattening the national curve and reducing the spread of COVID-19.

Case Rates Comparison

Cumulative diagnosed COVID-19 case rates by select countries vs BC and Canada.

Note: QC, and, to a lesser extent, ON, have the largest impact on the values for the rest of Canada.



COVID-19 IN BC

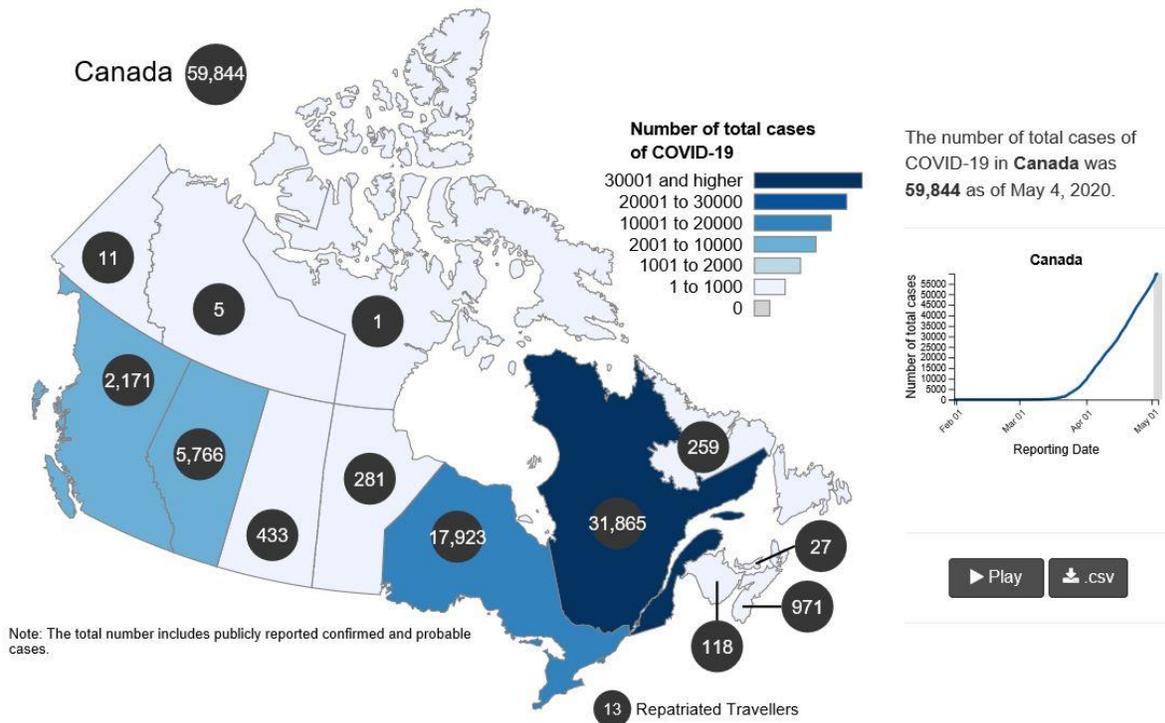
12

Source: https://news.gov.bc.ca/files/Covid-19_May4_PPP.pdf

Within Canada, BC has been a leader having a ‘flat’ curve that compares well to some of the countries that are considered world leaders like New Zealand, Australia, Singapore, South Korea, and Hong Kong, as shown on page 2.

2.3. BC’s Experience

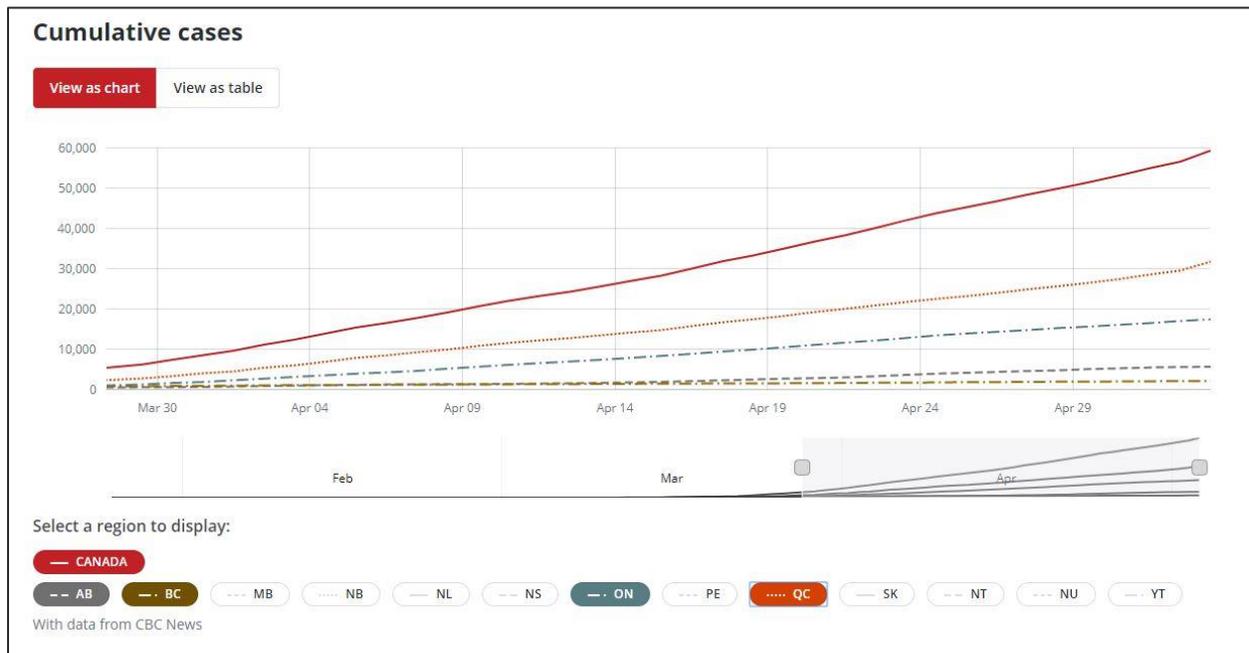
As of April 15, BC had the lowest number of total cases, the lowest percentage of cases by population and the lowest hospitalization rate⁸ of the four largest provinces, namely, BC, Alberta, Ontario and Quebec. The highest number of cases within Canada are Quebec with 31,865 cases (2,205 deaths), Ontario with 17,923 cases (1,300 deaths), Alberta with 5,766 cases (95 deaths), and BC with 2,171 cases (114 deaths),⁹ as shown below. When the number of cases are divided by population,¹⁰ Alberta and Ontario trade places, but BC still remains the lowest – Quebec (0.37%), Alberta (0.13%), Ontario (0.12%), and BC (0.04%).



Source: <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html>

BC has the lowest death rate of any jurisdiction in Canada, the United States and western Europe with more than 5 million people.¹¹ As of early May, when compared to BC’s death rate, Canada’s is about 4.5 times higher, Washington State’s is 5.4 times higher, Quebec is over 11 times higher, the US’ is over 10 times higher, and New York State’s is over 60 times higher.

Within Canada, BC's curve is much flatter than Quebec's or Ontario's, as shown on below.



Together, we have achieved a lot already, particularly in BC:

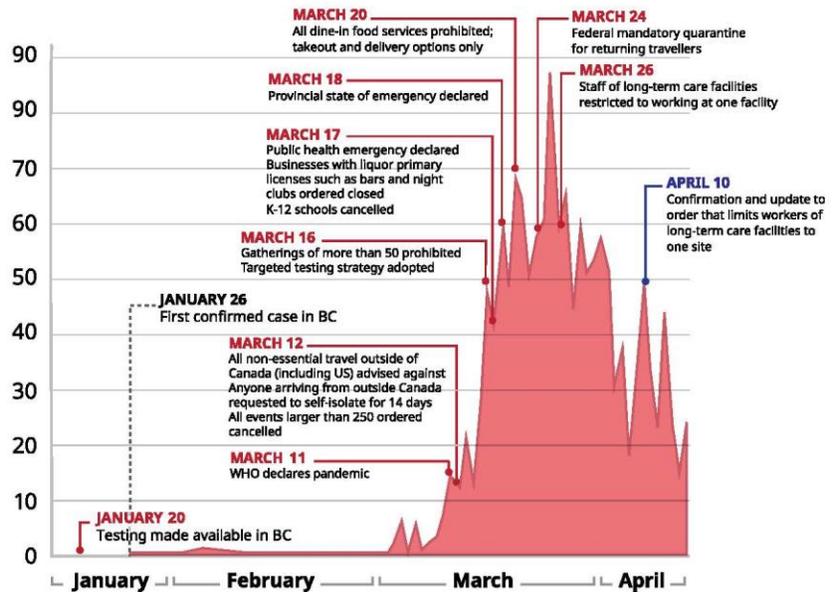
- **BC has been a leader** amongst the four largest provinces in Canada – BC, Alberta, Ontario, and Quebec.
- **We have reduced numbers** (new cases, people in hospital, people in intensive care, rate of deaths) – together we have **flattened the curve** in BC.
- Burnaby, as the third largest City in BC, helped **contribute** to these great results.
- Thanks to our hard work, **BC was never fully locked down**.
- **Many sectors of the economy were left running** – together we turned the volume down on personal interactions, but never pressed mute.¹²
- **We followed Dr. Henry's orders** to physically distance, wash your hands, avoid gathering in groups, self-isolate when necessary, and more.
- **We supported our neighbours and your local community** by checking in with family and friends, donating or volunteering at local organizations, supporting local businesses, or supporting front-line workers, first responders and healthcare workers by banging pots at 7 pm each night, placing hearts in windows, painting rocks, leaving chalk messages, or turning the lights on. A few got really creative and made personal protection equipment for healthcare workers!

Since the first confirmed case in BC on 2020 January 26, the province of BC has taken key actions in slowing the spread of the virus. Throughout the province, British Columbians followed the actions and guidance of the provincial health agencies, and together, they helped to flatten the curve. The chart below illustrates the timeline of actions and the resulting change in the shape of the curve.

BC's Timeline

Number of confirmed COVID-19 cases in BC date reported to public health, January 1 – April 13, 2020

Data sources: BCCDC and regional health authorities.



COVID-19 IN BC

Source: https://news.gov.bc.ca/files/COVID19_Update_Modelling-BROADCAST.pdf

"Our lives, our businesses, our communities have dramatically changed in these last 100 days and yet one thing has stayed the same, and that is the unwavering commitment of everyone here in British Columbia to work together and to keep our firewall strong, to do everything we can to protect our communities, our seniors and elders in particular, and our families across British Columbia."

Dr. Bonnie Henry 2020 April 30

Through all of this, the City of Burnaby is continuing to support the community during the COVID-19 pandemic, including helping people meet their basic social and economic needs.



2.4. Health Orders and City Actions to Date

From the outset, the focus of BC's efforts has been on protecting people by reducing the spread of COVID-19. The figure on page 7 summarizes the federal and provincial health orders and directives on the left and the City of Burnaby's responding actions on the right. It shows how the City has responded to the many changes asked for by both the federal and provincial government in an effort to support and protect the community.

2.5. Moving Forward

Please! Keep doing what we have been doing! Physical distancing, washing hands, avoid touching your face, working from home whenever you can, and self-isolating when sick.

Honour the freedoms we have achieved by staying committed to the current orders from Dr. Theresa Tam and Dr. Bonnie Henry, even as they change.

Although gains have been made, we must continue to work toward earning additional freedoms through responsible behavior and recognize that spikes and more waves of COVID-19 are also possible, and we may have to take temporary steps backward.

As we continue to battle to control and eliminate COVID-19, testing and contact tracing will likely be a big part of controlling COVID-19 as things reopen in BC. Other measures like masks, taking temperatures, and apps may also be used more often by some businesses and organizations.

There is also a massive amount of research being done on COVID-19 and we will soon have more information to help us all make safe choices.

“Right now we need to stay strong and continue to bend our curve down. We all need to be champions of safe physical distancing, of hand washing, of staying connected at a distance to those that are at high-risk who may be alone in our community, we need to support those around us to self-isolate when they are ill, to make sure that all of us take responsibility for ourselves and our children, to stay away from others if we are sick. We need to continue to be caring and compassionate to our friends, to our neighbours and to our community and to show our appreciation to the countless British Columbians who are protecting us, whether they are healthcare workers, whether they are grocery workers, whether they are ensuring we have food on our table and we need to continue to do all of this by being kind and being calm and staying safe.”

Dr. Bonnie Henry 2020 April 30



Federal



Provincial



City of Burnaby

Jan / Feb

Jan / Feb

March

March 11
WHO declares pandemic.

March 12
All non-essential travel outside of Canada (including US) advised against.
Anyone arriving from outside Canada requested to self-isolate for 14 days.
All events larger than 250 ordered cancelled.

March 14
Travel advisory to avoid all non-essential travel outside of Canada and avoid cruise ships.
Canadians abroad were urged to return home as soon as possible while commercial travel was still available.

March 16
All non-Canadian or non-permanent residents banned entry into Canada.

March 18
Canadian-US border closed to all non-essential travel.

March 19
All Canadian travellers returning to Canada urged to self-isolate for 14 days.

March 24
Federal mandatory quarantine for returning travellers.

March 26
All in person Service Canada Centres have closed.

March 28
All airlines must conduct a health check on travellers. Passengers with symptoms refused travel for 14 days.

April / May

April 14
International travellers must have a place to isolate or quarantine. If not, one is provided.

Jan / Feb

January 20
Testing made available in BC.

January 26
First confirmed case in BC.

March

March 16
Gatherings of more than 50 prohibited.
Targeted testing strategy adopted.

March 17
Public health emergency declared.
Businesses with liquor primary licenses such as bars and night clubs closed.
K-12 cancelled.

March 18
Provincial state of emergency declared.

March 20
All dine-in food services prohibited; takeout and delivery options only.

March 21
Closure of personal services like barbershops, salons, nail estheticians, health spas, massage parlours, tattoo shops and others.

March 24
BC Ferries advised customers to avoid non-essential travel. The Province has closed certain parks and recreational areas.

March 26
Staff of long-term care facilities restricted to working at one facility.
Released the list of businesses it will deem "essential" that will be allowed to open even if an order is issued for businesses to close.

April / May

April 10
Confirmation and update to order that limits workers of long-term care facilities to one site.
Travellers arriving at Vancouver International Airport or at a Canada/US land border crossing must have a self-isolation plan for 14 days.

May 1
The Government of British Columbia will permit local governments to hold public hearings electronically.

Sources: BCCDC and regional health authorities
McCarthy Tetrault

2020 January-February

February
Cleaning is enhanced in all public facilities.

2020 March

March 12
Operating Guidelines are established for employees who are required to self-isolate.

March 13
All City-organized events with more than 50 people are suspended.

March 13
Public gatherings with more than 250 people are suspended or cancelled.

March 14
Work From Home policy is introduced.

March 17
Emergency Call Centre is set up to assist Burnaby residents with Covid-19 questions.

March 18
Public Facilities are closed - including libraries, recreation and cultural facilities, golf courses and City-operated restaurants.

March 19
Emergency Supplies Policy is developed to ensure staff have access to protective equipment.

March 23
Committee, Commission, Board, and Public Hearing meetings are suspended.
Council meetings are moved online.
Public access to City Hall is restricted (by appointment only).
Staff levels are reduced at City Hall to support physical distancing (staggered shifts, week-in and week-out, work from home and redeployment).
A COVID19 Action Team (CAT) is set up to review public health order compliance issues.

March 26
Warming Centre services are extended with a new Warming Centre opened in Burnaby Lake Ice Arena.

2020 April

April 20
City provides support for a Rent Bank to assist Burnaby renters at risk of eviction.

May 01
Golf Courses reopen with health and safety measures in place.

May 01
Standing Committee meetings are reinstated. (Executive Committee of Council, Financial Management Committee, and Planning and Development Committee).

2.6. Timing and Adapting

“We’ve got to redesign to reopen.”¹³

Richard Florida

Head of the Martin Prosperity Institute, Rotman School of Management, University of Toronto

The situation is and will likely continue to be fluid and dynamic and will require people, businesses and organizations, including the City, to adapt to changing conditions as we move forward together.

“We have to be prepared that it will take some time for a vaccine to be developed and broadly available for everyone. Our current understanding is that it could be up to 18 months. Until that time, we must continue to hold the line on COVID-19, even as we gradually ease some restrictions. This is the balance that we must find together.”

Dr. Bonnie Henry 2020 May 6

The timing and specifics of each stage are subject to change, based on the ongoing advice of Dr. Theresa Tam and Dr. Bonnie Henry and other public health experts. In many cases the City will need to adapt to “reopen”. Services, facilities and programs may be different than before and that’s OK. It is our way of providing as much as we can under different conditions.



Photo credit: Columbia Valley Pioneer

3. BC'S RESTART PLAN

"BC has been extraordinarily successful compared to many other jurisdictions around the world."

"BC has been charting its own course for a long time."

Premier John Horgan 2020 May 6

BC's [Restart Plan](#) is the first in a series of steps that we will take together to protect people and ensure that our province can come back from COVID-19 stronger than before.

3.1. Modelling

"We do not want to be starting and stopping."

Dr. Bonnie Henry 2020 May 6

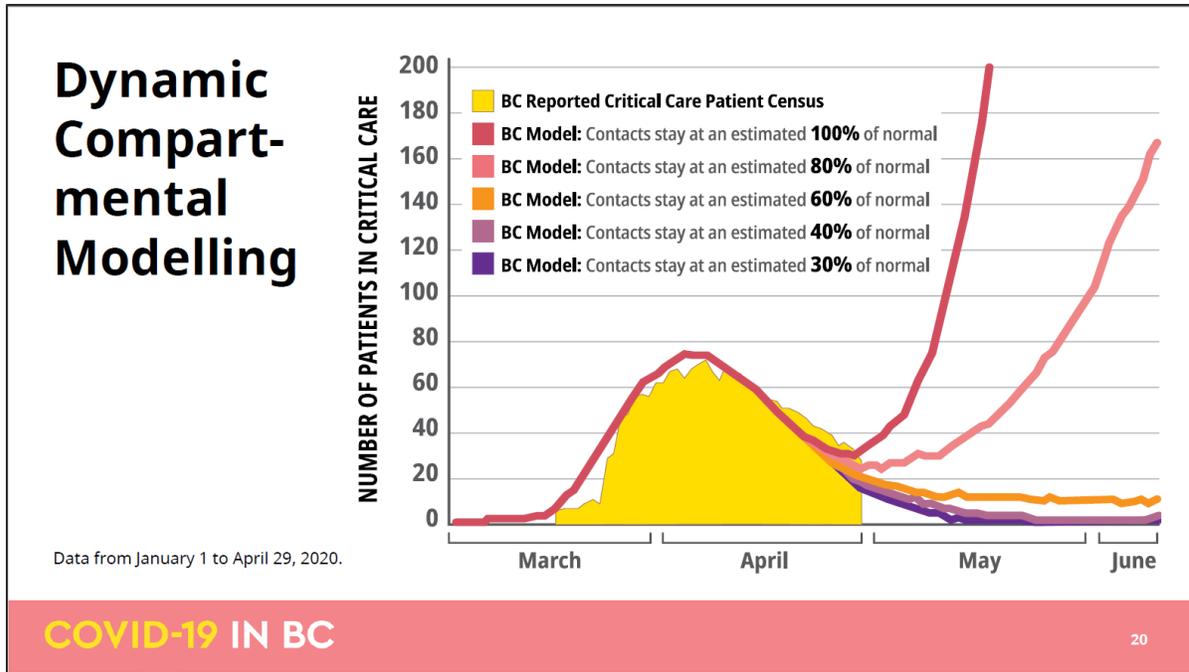
The province of BC has been using modelling to predict the spread of COVID-19 within our province. Three sets of information have been released to the public so far:

- March 27 - Critical Care and Acute Care Hospitalization Modelling.
- April 17 - COVID-19: Where we are. Consideration for the next steps.
- May 5 - Moving Forward.

On April 17, four sets of predictions were introduced all based on the percentage of "normal" contact –30%, 60%, 80%, and 100% of "normal", with "normal" being the way we were all behaving before COVID-19 with no restrictions. On May 5, a fifth prediction was introduced at 40% or a slight relaxation from where we are now at 30%, as shown on page 10.

Dr. Bonnie Henry noted that we are "hovering" meaning the curve in BC has flattened or plateaued.

While contacts in BC are now around 30% of "normal", the modelling work showed that it could likely increase up to about up to 60% or double, without causing a resurgence of the virus.



Source: https://news.gov.bc.ca/files/Covid-19_May4_PPP.pdf

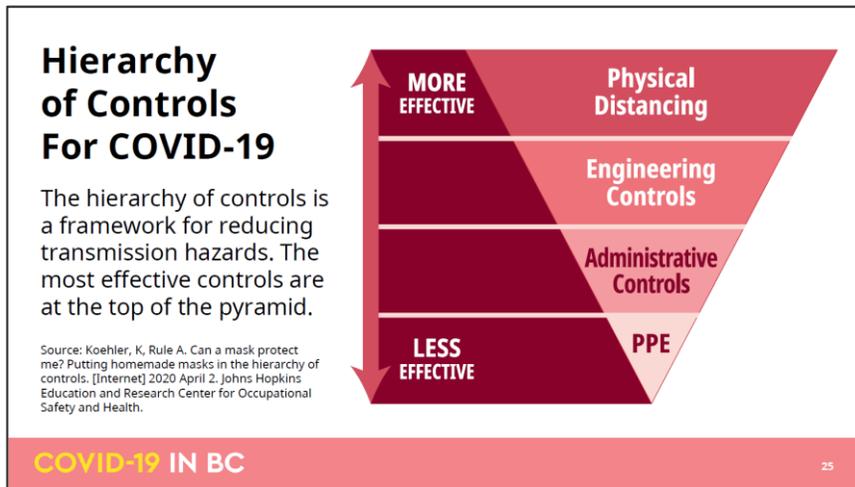
3.2. Restarting BC

On May 6, John Horgan, the Premier of British Columbia, Adrian Dix, BC Minister of Health, and Dr. Bonnie Henry, the Provincial Health Officer, presented BC’s framework for easing COVID-19 restrictions – BC’s [Restart Plan](#).¹⁴

Although BC’s [Restart Plan](#) may have started later than some of the other provinces, it is further ahead because it had fewer restrictions to being with.¹⁵

3.3. Controls

The province highlighted the continued importance of physical distancing as the most effective protection against COVID-19 within the four groups of controls listed and shown below.



Source: https://news.gov.bc.ca/files/Covid-19_May4_PPP.pdf

- Physical distancing.
 - Few faces and big spaces.
 - Outside preferred over inside.
 - Work from home, stagger shifts, use virtual meetings as much as possible.
- Engineering controls.
 - Increasing ventilation like opening windows.
 - Providing hand washing stations.
 - Using protections like cleaning high-touch areas.
 - Installing barriers like Plexiglas, signs, and lines.
- Administrative controls like rules and guidelines.
 - Reducing non-essential travel.
 - Reducing size of gatherings.
 - Other policies.
- Personal Protection Equipment (PPE).
 - Wearing non-surgical masks (while on transit or at the grocery store).

3.4. Four Stages

There are four stages in BC's [Restart Plan](#).

Stage 1 – “*Safe Operations*” - 30% of Normal (now)

BC is now in Stage 1 – *Safe Operations*. Unlike many other places that imposed strict “lock down” policies, BC’s approach was to require “safe operations” of a broad range of services during Stage 1 to both maintain our health care system and maintain key services and supplies.

Restarting economic activity will look different in BC than in other jurisdictions, because only a small number of sectors in the province were closed by public health orders. Many other provinces are just now reaching the level of safe operations BC has been able to maintain throughout the pandemic.

Although the impacts to local businesses have been considerable, BC shut down relatively few activities to begin with so BC has fewer things to reopen than many other parts of the country.

Stage 2 – “*Gradual Opening*” - 40% of Normal (May 19)

“Few faces and big spaces”

Dr. Bonnie Henry 2020 May 6

Under enhanced protocols, the province will be reopening the following in Stage 2 – *Gradual Reopening* on May 19:

- Restoration of health services.
 - Re-scheduling elective surgery.
- Medical services:
 - Chiropractic, dentistry, physiotherapy, and registered massage therapy.
 - Physical therapy, speech therapy, and similar services.
- Retail.
- Hair salons, barbers, and other personal services.
- In-person counselling.
- Restaurants, cafes, and pubs **with sufficient distancing measures**.
- Museums, art galleries, and libraries.
- Offices.
- Recreation and sports.
- Parks, beaches, and outdoor spaces.
- Increasing transit service.
- Child care.

In addition to BC's [Restart Plan](#) the province will likely issue **broad rules for people** to guide their social interaction with extended family or small groups like 2-6 guests¹⁶ while physical distancing.

Different **guidelines will be issued to industries**. For businesses, the province has stated that they will build on the successful experience gained in Stage 1 – *Safe Operations* by supporting all businesses as they take steps toward a successful reopening in Stage 2 – *Gradual Reopening*. Sectors that were ordered closed will be asked to work with [WorkSafeBC](#) to develop plans to reopen safely. [WorkSafeBC](#) is developing industry-specific guidance to help employers bring workers and customers back safely.

- Sectors that have operated during the pandemic may need to update their COVID-19 Safe Plans to fit with [updated Health and Safety Guidelines](#), best practices and resources.
- Any business restarting operations must ensure it is in compliance with the Provincial Health Officer's orders and in accordance with occupational health and safety guidance provided by [WorkSafeBC](#).
- Employers will be required to review the [new Health and Safety Guidelines](#), best practices and other resources from [WorkSafeBC](#) and adapt these materials into appropriate COVID-19 Safe Plans for your workplace.

Stage 3 - "New Normal" – 60% of Normal (June-September)

"Our shared health and well-being relies on all of us to be threads in a rope; side-by-side and far stronger all together, when we are physically apart."

Dr. Bonnie Henry 2020 May 6

While contacts in BC are around 30% of "normal" (Stage 1 – *Safe Operations*), they could likely increase up to 60% (Stage 3 – *New Normal*) by June without causing a resurgence of the virus. If the number of new cases remains low or declines, the following activities would be reopened under enhanced safety measures:

- Hotels and Resorts (June 2020).
- Parks – broader reopening, including some overnight camping (June 2020).
- Film industry – beginning with domestic productions (June/July 2020).
- Select entertainment – movies and symphony, but not large concerts (July 2020).
- K-12 education (September 2020) – beginning with gradual approach of optional in-class instruction this school year (June 2020).¹⁷
- Post-secondary education – with mix of online and in-class (September 2020).

The Government of BC will work closely with public health officials, businesses and labour organizations to lift restrictions in phases, gradually allowing for more social and economic activity, while closely monitoring health information to minimize the risk to the public.

[BC's Go Forward Strategy Checklist](#) notes the following key sectors will need to work through detailed practice standards before implementing Stage 3 - *New Normal*:

- Office Workplace Practice Standards.
- Health Workplace Standards.
- Personal Service Workplace Practice Standards (hairdresser/barbers; spas).
- Retail Practice Standards (including grocery stores).
- Resource Sector Standards.
- Restaurant and Food Service Practice Standards.
- Bar, Casino, Night Club Practice Standards.
- Hotels and Resorts (Including Camping) Practice Standards.
- Child Care Settings Practice Standards.
- School and Post-Secondary Institutions Practice Standards.
- Recreational Facilities Practice Standards.
- Outdoor Recreational Setting Practice Standards.
- Parks, Beaches and Outdoor Space Standards.

The province has also stated that additional work will also be required on travel management and enforcement.

"We have put the brakes on COVID-19, but new cases and outbreaks persist. As the modelling has shown, moving too quickly can only cause harm to us all."

Dr. Bonnie Henry 2020 May 6

According to the province, our “New Normal” practices during Stage 3 apply to every person and every situation with no exception. They are our guideposts for the weeks and months ahead. These include:

- staying informed, being prepared and following public health advice;
- practising good hygiene – hand hygiene, avoid touching face and respiratory etiquette;
- no exceptions to staying at home and away from others if feeling ill – whether for school, work or socializing;
- maintaining physical distancing outside your household, for example, no hand shaking or hugging, keeping your number of contacts low and keeping a safe distance;
- making necessary contact safer with appropriate controls, e.g., using Plexiglas barriers or redesigning spaces;
- increasing cleaning of frequently touched surfaces at home and work;
- considering the use of non-medical masks in situations where physical distancing cannot be maintained, such as on transit or while shopping; and,
- continuing to reduce non-essential personal travel.

Stage 4 – “Large Gatherings” - 80% of Normal (on hold)

Phase 4 will only be achieved when the threat of COVID-19 has been significantly diminished through widespread protection like broad successful treatments, evidence of “community” immunity, vaccination or something else with a large widespread benefit. The following activities are conditional on these widespread protections listed above being in place:

- Activities requiring large gatherings, such as:
 - conventions,
 - live audience professional sports, and,
 - concerts.
- International tourism.

The timing of a safe restart of night clubs, casinos and bars is a more complicated consideration. As with other sectors, industry associations will be expected to develop safe operational plans that are in keeping with [Public Health and Safety Guidelines](#), as well as [WorkSafeBC](#).

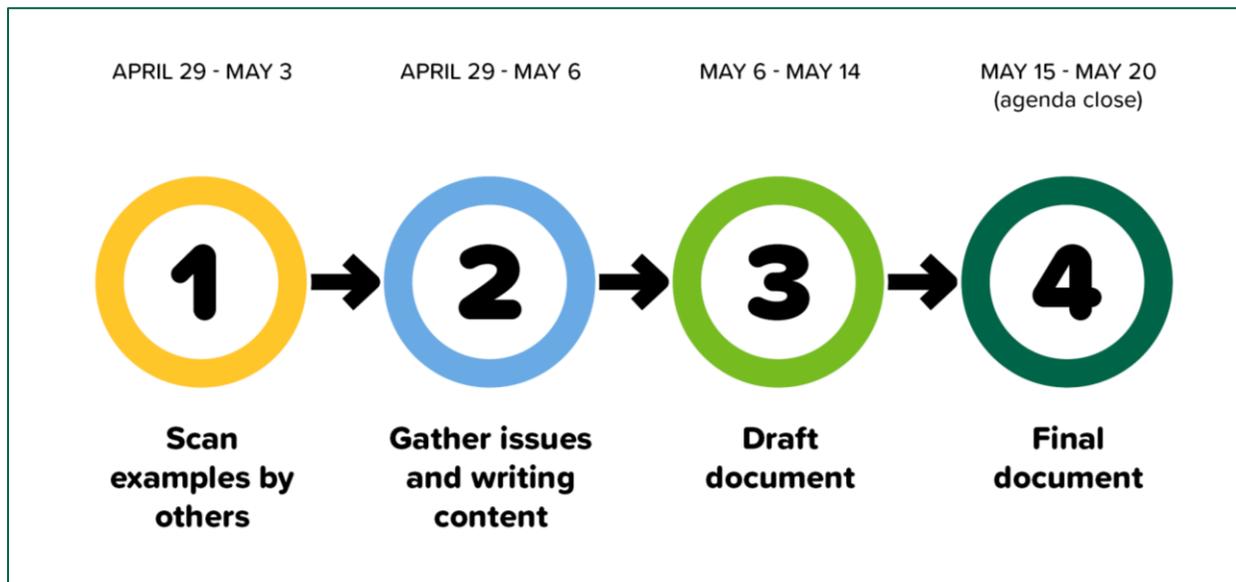


4. BURNABY'S RECOVERY FRAMEWORK

4.1. Creating the Framework

Burnaby's Recovery Framework focuses on the three parts of the City's operations that were impacted the most by COVID-19:

- City Hall,
- Parks, Recreation and Cultural Services, and,
- Burnaby Public Library.



As shown in the process diagram on page 15, while creating the Recovery Framework we considered the following:

- **Step 1** – We scanned examples of what others are doing (other Provinces and other cities as shown in **Appendix A**). We also looked for examples of City reopening plans, but these were harder to find. Those we did find often seemed to have a focus in one area like housing, transportation, economic recovery, or occupational health and safety, but we wanted to take a broader approach – one that considered the economy and the community in addition to City operations.
- **Step 2** – We gathered community issues from our community partners and staff. Over 100 issues and multiple actions and supports were identified based on the work of the nine [Burnaby Primary Care Networks](#) Working Groups that have mobilized in local response to COVID-19.
- **Step 3** – We collected reopening ideas about City facilities and programs from our City staff.

The approach taken in creating Burnaby’s Recovery Framework has been measured and methodical, and it is designed to be flexible so it will allow the City to:

- prepare for more waves and spikes, if they occur;
- respond quickly to new health orders from Dr. Theresa Tam and Dr. Bonnie Henry;
- recognize that with the help and support of other levels of government, non-profits, business and residents we’re stronger together;
- consider changing the way we do things now (temporary), during recovery (temporary) and in future (permanent) to encourage people and businesses to survive current challenges and thrive in future; and,
- provide a framework to coordinate future decisions and future work, such as:
 - Business ReStart Task Force – Burnaby Board of Trade.
 - EOC Task Force on City Recovery – City of Burnaby.

4.2. Principles and Strategies

The City will make every effort to apply the following principles and strategies to all stages of the Recovery Framework, even as Dr. Theresa Tam and Dr. Bonnie Henry make changes to the federal and provincial health orders and directives, and the City shifts from one stage to another.

Principles by Theme

Principles are something that is fundamental to the way you act. They help us define “what” it is we are trying to achieve.

Safety

- P1 Place a priority on safety and risk management to encourage public confidence that any City space that is reopened is safe.

Service

- P2 Continue to provide as much service as is possible under the current conditions.
- P3 When ‘reopening’ is not possible, adapt City services to offer what we can under the current conditions.
- P4 Give priority to ‘reopening’ services that support first responders, front line workers, and the community’s most vulnerable like low-income families, seniors and school-age children first.
- P5 Recognize that additional safety measures may mean higher operating costs for some programs and that all reopened programs must continue to be financially sustainable.

Action

- P6 Continue to work with all of our community partners - federal, provincial, regional and non-profit agencies.
- P7 Continue supporting our community’s most vulnerable people like seniors, homeless, and others at high-risk.

Strategies by Theme

A strategy is a plan of action with a specific result as a target. They help us define “how” we are going to achieve things.

Safety

- S1 Adhere to all federal and provincial orders and directives as well as our obligations to protect the health and safety of the public.
- S2 Meet or surpass all occupational health and safety requirements to ensure a safe work place for all of our City employees.
- S3 Look for opportunities to use reopening pilots at one location to test and refine the proposed changes before rolling them out to other locations as a way to build staff and public confidence through gradually reopening.
- S4 Keep current and proactively assess our facilities, and make physical and operational modifications as needed including providing information, training, equipment, and monitoring to ensure compliance.

Service

- S5 Support community mental health by providing as many outdoor recreation opportunities as possible.
- S6 Help the City to do more by ‘reopening’ revenue centers as soon as possible to help pay for the delivery of other services.

Action

- S7 Coordinate our work with others in the region by participating in the efforts of Metro Vancouver’s COVID-19 Response Task Force, Metro Vancouver’s Regional Administrative Advisory Committee, and Metro Vancouver’s Regional Economic Prosperity Advisory Committee.
- S8 Support community connections by providing timely and relevant communications about City services.
- S9 Support community compliance with provincial health orders and directives by providing education materials and enforcement, as required.
- S10 Encourage people to continue to practice physical distancing by providing innovative and creative approaches to provide more space for people to use in roads, parks, plazas, and other public spaces.
- S11 Help the local economy and Burnaby businesses through our licencing, permitting and development approvals processes and by reviewing regulations, policy, and bylaws to provide temporary or permanent changes to support new operating conditions and opportunities.
- S12 Support businesses in their efforts to adapt to changing conditions, such as a shift to operating outside, curb-side pick-up, and take-out.
- S13 As stimulus funding becomes available to help restart the economy, place a priority on items that align with the City Corporate Strategic Plan and three Sustainability Strategies – economic, social, and environmental.
- S14 Implement changes in City operations using the policies and procedures developed by the EOC Task Force on City Recovery to ensure an orderly and consistent approach to change.

4.3. Burnaby’s Four Stages of Recovery

BC’s [Restart Plan](#) is a blueprint for opening things up. The Province referred to their plan as a “careful restart” and the City of Burnaby will follow a similar approach.

The City will also be taking a slow, methodical approach to open up our civic facilities and programs in a way that enriches the lives of Burnaby residents and activates the economy while still safeguarding our health and safety. The safety of the public and City staff along with the guidance of the provincial health orders are key factors in advancing the City into the next stages of recovery.

This Recovery Framework is being developed to build on the hard work of Burnaby’s residents, businesses, and our other community partners to flatten the curve in Stage 1 - *Safe Operations*. The timing and scope for increased access will be carried out in a way that is safe and consistent with provincial orders, directives, and guidelines.

Burnaby’s Recovery Framework is defined by five stages. These include the four stages of BC’s [Restart Plan](#) and one additional stage so the full spectrum from full “lock down” (which has not happened within BC) to “normal” (where the City was at the beginning of the year when everything was open).

Stage 1 - Safe Operations

With the City's activation of its Emergency Operations Centre (EOC) in mid March, the City entered Stage 1 – *Safe Operations*. As described in Section 2.3, the key direction of the Province included limitations placed on the size of public gatherings and followed closely by social/physical distancing requirements. These limitations led to the closure of several City facilities, primarily those related to parks, recreation and cultural services, libraries, community policing as well as the cancellation of numerous related programs and events. All affected facilities and programs remain closed, with the exception of golf services that reopened with strict restrictions on 2020 May 1.

Similar changes made throughout the province in Stage 1 – *Safe Operations* reduced BC to about 30% of “normal” or full open contacts as described in the province’s modeling work presented on 2020 April 17.¹⁸ Although less than full lock down, this phase includes a high level of restriction that has been effective in helping to flatten the curve or spread of the COVID-19 virus within BC.

In addition, access to City Hall was restricted to “by appointment only” and Committee, Commission, Board, and Public Hearing meetings were cancelled. City Council continued with virtual meetings.

Stage 2 - Gradual Opening

With the announcement of BC's [Restart Plan](#) in early May, the City began to move to Stage 2 - *Gradual Opening* with about 40% of “normal” contacts. Stage 2 will likely include a gradual opening of civic facilities starting with outdoor recreation amenities such as boat launches, sports fields for causal play, tennis and pickleball courts (singles matches only), sport courts, skate parks, disc golf, bike skills park, track at Swangard Stadium, community policing offices, and public washrooms. These amenities are located outdoors in open spaces that allow for physical distancing with minimized gatherings while providing the community access to physical activity. The City hopes these recreational amenities will remain open for a long time to come but the City is prepared to close them again, if the public does not adhere to physical distancing and gathering restrictions.

Stage 3 - Enhanced Opening and Stage 4 - Large Gatherings

The title for this stage, “Enhanced Opening”, is intentionally different than Stage 3 of BC's Restart Plan, “New Normal” as the City sees this as a continuation of the opening process started in Stage 2. The *Enhanced Opening* outlined in Stage 3 is planned to begin in early June. This will include increased access to Burnaby Public Library services through a new curbside pick up program and limited home delivery. In addition, there will be increased, but still limited access to City Hall for the purpose of property tax payments.

The provincial government and sectoral partners are developing plans through multiple ministries and sectoral partnership tables for a cautious return to 60% of social contacts in the pre-COVID-19 normal. These sectors are working through the details and implementation of “new normal” practice standards. Standards that are being developed that are relevant to the City include: Office Workplace Practice Standards, Restaurant and Food Service Practice Standards, Recreational Facilities Practice Standards, Outdoor Recreation Setting Practice Standards and Parks, Beaches and Outdoor Space Practice Standards.

The City will follow the guidance and direction of the Provincial Health Officer and the provincial Practice Standards, however, the timing and implementation of the City’s re-opening plan will be based first and foremost on ensuring the safety of Burnaby residents and staff.

The specific timing of how the stages of reopening will unfold is dependent on a range of factors including the direction of the Provincial Health Officer, the Practice Standards by sector, the [WorkSafeBC](#) regulations, and operational readiness of the City. The City will continue to communicate future plans to the community when they are ready to move forward.

The following two tables on pages 21 to 24 outline the main elements of Burnaby Recovery Framework for City operations. The first table summarizes key elements of BC’s Restart Plan. The second table shows examples of potential City actions which may be introduced throughout each stage of recovery. As mentioned, the actions will need to be flexible and fluid in execution, and are guided by BC’s [Restart Plan](#), federal and provincial health orders, and the City’s Principles and Strategies (as outlined in Section 4.2 on page 16).

Full Lock Down



Normal

		1	2	3	4
BC's Restart Plan	Full Lock Down	Safe Operations	Gradual Opening	New Normal	Large Gatherings
Timing		March-May 19	May 19 onward	June-Sept	"Community" Immunity or Vaccine
Level of Restriction	Full	High	Almost High	Medium	Low to None
% of Normal Contacts	~10%	30%	40%	60%	80%-100%
Restrictions	<i>These are examples of the type of federal and provincial restrictions that could be put in place for each stage.</i>				
All Stages	<p>actions like physical distancing, washing hands, avoid touching your face, working from home whenever you can, increased cleaning, wearing non-surgical masks while shopping or on transit, self-isolate when sick, avoiding high-risk people</p> <p>monitoring like testing, taking temperatures, and apps</p>				reduced to no restrictions
Each Stage	<ul style="list-style-type: none"> not allowed to leave home (shelter in place) work limited to essential services schools closed, for most 	<ul style="list-style-type: none"> no social gatherings larger than 50 people (> 50 for work, big box retail, large grocery stores, malls) essential travel only social gatherings limited to same household schools closed, for most¹⁹ no elective surgeries self-quarantine for 14 days (travellers, COVID-19 positive) bars, restaurants, and personal services closed 	<ul style="list-style-type: none"> small social gatherings (2 to 6 people) child care expanding public transit local day use at provincial parks resume elective surgeries resume health services like physiotherapy, dentistry, chiropractic and in-person counselling more businesses like restaurants and personal services, using safe operations plans some recreation and sports parks, beaches, outdoor spaces museums, galleries, libraries increased transit service reactivate provincial legislature 	<ul style="list-style-type: none"> medium social gatherings child care and summer camps a mix of part-time school and online school some overnight camping hotels and resorts film industry (June/July) select entertainment (movies and small concerts) K-12 partial return (Sept) post-secondary online and in-class (Sept) 	<ul style="list-style-type: none"> large events like conventions, live audience pro sports, large concerts international travel
Community Impacts	<i>These are examples of the things that the community may experience at each stage.</i>				
	<ul style="list-style-type: none"> essential services only 	<ul style="list-style-type: none"> work from home lighter traffic, fewer accidents limited transit service home schooling take-out, curbside pick-up most stores and services closed 	<ul style="list-style-type: none"> work from home, whenever possible a mix of part-time in-class school and online school lighter traffic, fewer accidents more transit service take-out, curbside pick-up some stores and services reopen 	<ul style="list-style-type: none"> work from home, whenever possible a mix of part-time in-class school and online school moderate traffic, accidents even more transit service take-out, curbside pick-up more stores and services reopen 	<ul style="list-style-type: none"> high traffic and more accidents high transit service mostly in-class school take-out, curbside pick-up most stores and services reopen

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Full Lock Down



Normal

City of Burnaby's Recovery Framework	Full Lock Down	1 Safe Operations	2 Gradual Opening	3 "Enhanced Opening"	4 Large Gatherings
Timing		Feb-May 13	May 13-May 31	June 1-Sept 30	subject to health orders and some restrictions
City Actions	<i>These are examples of the things the City may do to respond to new and different health orders from the federal government and provincial government in BC.</i>				
City Hall	<ul style="list-style-type: none"> • Council meetings held online • Committee, Commission, Board, and Public Hearing meetings cancelled • City Hall closed • broad-based communications to public and staff focused on pandemic as an emergency • emergency public inquiries systems like dedicated call centre, email, and digital monitoring 	<ul style="list-style-type: none"> • Council meetings held online • Committee, Commission, Board, and Public Hearing meetings restarted online • City Hall by appointment only • broad-based communications to public and staff focused on pandemic as an emergency • emergency public inquiries systems like dedicated call centre, email, and digital monitoring 	<p><i>Similar to Stage 1 with the following change:</i></p> <ul style="list-style-type: none"> • Committee, Commission, Board meetings online 	<ul style="list-style-type: none"> • Council, Committee, Commission, Board meetings online • City Hall open for tax payments with restrictions • start virtual Public Hearings • broad-based emergency with some facility specific communications • emergency public inquiries systems like dedicated call centre, email, and digital monitoring • develop working health and safety guidelines and implementation measures for the phased reopening of City Hall 	<ul style="list-style-type: none"> • Council meetings open to public • Committee, Commission, Board, and Public Hearing meetings public • City Hall open • regular communications plan • regular public inquires • facility specific with some broad based emergency-related communications • scale back of emergency public inquiry system to fit demand
Parks, Recreation and Cultural Services	<ul style="list-style-type: none"> • all facilities closed • all in-person programs cancelled • some online programs • food production and service for those in need 	<ul style="list-style-type: none"> • recreation and cultural centres closed • recreation and cultural programs cancelled • outdoor recreation restricted • golf services open with added safety measures • alternative online programs for the community • food production and distribution for seniors program 	<p><i>Similar to Stage 1 with the following changes:</i></p> <ul style="list-style-type: none"> • sport fields open for casual play • sports courts, tennis courts, skate parks, bike skills parks, open with physical distancing restrictions • public docks and small picnic sites open with restrictions • public park washrooms open 	<p><i>Similar to Stage 2 with the following changes:</i></p> <ul style="list-style-type: none"> • develop working health and safety guidelines and implement measures for community centres, galleries, museums, City cafes, City restaurants, and community programs 	<p><i>Gradual expansion of Stage 3 including the following changes:</i></p> <ul style="list-style-type: none"> • recreation, cultural centres open to more capacity with increased concurrent programs, including aquatics • Children's playgrounds, spray parks and wading pools • host cultural events and productions • restaurants open • catered events and banquets with guests • increased golf services (lessons, retail operations and tournaments) • concerts, festivals, parades may resume

Full Lock Down



Normal

City of Burnaby's Recovery Framework	Full Lock Down	1 Safe Operations	2 Gradual Opening	3 "Enhanced Opening"	4 Large Gatherings
Timing		Feb-May 13	May 13-May 31	June 1-Sept 30	subject to health orders and some restrictions
Library	<ul style="list-style-type: none"> libraries closed staff working from home no Home Library Service (HLS) no access to physical collections enhanced digital collections email and phone information services; bookable phone/virtual meetings with staff support technology needs through phone and email support programs delivered virtually community outreach online and by phone 	<ul style="list-style-type: none"> libraries closed HLS to patrons at home (June) curbside materials pick-up enhanced digital collections email and phone information services; bookable phone/virtual meetings with staff support technology needs through access to Wi-Fi; staff support programs delivered virtually community outreach online and by phone 	Similar to Stage 1	<i>Similar to Stage 2 with following changes:</i> <ul style="list-style-type: none"> limited opening of libraries to provide technology access and support begin community outreach with focus on most vulnerable communities 	<i>Similar to Stage 3 with following changes:</i> <ul style="list-style-type: none"> libraries open cancel curbside pick up resume in-person library programs community outreach resumes and increases to normal
Other	<ul style="list-style-type: none"> support vulnerable people provide space for outdoor testing 	<ul style="list-style-type: none"> support vulnerable people provide space for outdoor testing positive community messaging 	<ul style="list-style-type: none"> support vulnerable people provide space for outdoor testing positive community messaging Community Police Offices open 	<ul style="list-style-type: none"> support vulnerable people provide space for outdoor testing 	<ul style="list-style-type: none"> support vulnerable people



5. COMMUNITY ACTION AND SUPPORT

Community action and support in response to COVID-19 has had and will continue to have three main themes – economy, community, and City operations.

5.1. *Economy* - Burnaby Board of Trade and the Business Recovery Task Force

The pace and extent of the spread of COVID-19 and the responses to it have triggered a whole series of unanticipated affects which includes a financial crisis. The Burnaby Board of Trade mobilized early and continues to be focused on economic stabilization and recovery.

The Burnaby Board of Trade pulled together a set of useful resources to help local businesses find information, tools, and supports to survive the crisis and prepare to thrive during the reopening. These up-to-date online resources for businesses can be found on the [BBOT website](#). They have kept this information up-to-date by staying in contact with federal and provincial staff. They have been sharing information with their members using methods like virtual town hall meetings. They have collected and provided feedback from the business community on the rapidly evolving federal and provincial programs resulting in issues of concern being addressed with program updates, sometimes within days. The Burnaby Board of Trade has provided an important two-way communication link between the business community and both the provincial and federal governments.

The Burnaby Board of Trade has launched a “Business Recovery Task Force” to guide the rebuilding of the local economy. The Task Force, composed of senior representatives from the City of Burnaby, major employers, small businesses, non-profits, and post-secondary institutions, will identify actions that can help businesses cope with the ongoing crisis, plan their recovery once current COVID-19 restrictions are relaxed or lifted, and ultimately rebuild the local economy for the long-term.

This initiative, led by the Burnaby Board of Trade, the City's chamber of commerce and economic development organization, and facilitated by the SFU Morris J. Wosk Centre for Dialogue, will develop a strategy for both short-term support and long-term economic recovery following the business closures and curtailments brought on by COVID-19 and subsequent public health restrictions.

The initial mandate of the Business Recovery Task Force includes 10 virtual meetings, which started in early May and will last ten weeks, during which time the following actions will be undertaken:

1. Mapping **economic impacts** and **areas of need** for Burnaby businesses.
2. Creating a **vision** and **principles** to guide Burnaby's economic recovery and the work of the Task Force.
3. Identifying **quick-starts** that can begin immediately to fill critical needs.
4. Surfacing potential **strategies** that can support the current stabilization, short-term recovery and longer term rebuilding of Burnaby's economy.
5. Developing an **action plan** and **next steps**, including the Task Force's role going-forward.²⁰

5.2. **Community - Burnaby Primary Care Networks Working Groups**

The cascading impacts from COVID-19 have sent shock waves through our daily lives, shifting priorities, schedules, budgets, routines, assumptions, how we work, where we work, and future conditions.²¹

The [Burnaby Primary Care Networks](#) is a collective of doctors in Burnaby, Fraser Health and community partners, including the City of Burnaby in collaboration with Burnaby Interagency Council. The following nine working groups were established to coordinate community efforts to address social needs during the COVID-19 pandemic:

- Homeless Response
- Food Security
- Technology
- Seniors at Home
- Families and Children
- Youth and Teens
- Social Isolation
- Financial
- Persons with Developmental Disabilities

The following is a snapshot of the issues and responding actions raised through the ongoing work of community tables. Many of these initiatives will continue to develop and evolve based on the needs of the community moving forward.

Homeless Response

Key issues identified include overcrowding of homeless shelters resulting from the need for physical distancing, emergency care required for the homeless to self-isolate, a need for increased medical support, and an increase in drug overdoses due to need for individuals to self-isolate are some unique issues arising from COVID-19 in the community.

Key actions taken by the community to support these issues include:

- BC Housing securing temporary hotel rooms for hospital discharges, for self-isolation and to alleviate overcrowding of the Douglas shelter following physical distancing.
- City centralizing warming centre services to a larger arena complex and the expansion of Beresford location.
- Primary Care Networks offering medical supports and adapting to flexible [provincial guidelines](#) for prescriptions and home delivery to ensure a safe supply of drugs.

Food Security

Key issues identified - The pandemic increased the demand for home grocery delivery for those who do not have family support to assist, nor grocery shop by-phone. Food delivery services are oversubscribed, decreased capacity of Meals on Wheels and Food Bank as volunteers were unavailable, and vulnerable children lost access to school meals.

Key actions taken by the community to support these issues include:

- City of Burnaby, Citizen Support Services has expanded its grocery shopping program to include its Better At Home clients, more than doubling the service. This program safely delivers groceries to about 70 low-income seniors each week.
- Frozen meals prepared by the City of Burnaby's Food Services are being delivered to Better At Home Clients, with a particular focus on serving those who have trouble cooking for themselves. This service delivers a weeks worth of frozen dinners to over 80 low-income seniors once a week.
- Burnaby Neighbourhood House is operating as [Burnaby's 'Food Hub'](#) (with partial emergency funding from the United Way). This includes grocery shopping and delivery for those who cannot afford to purchase groceries. This also includes temporary food bank locations with pick up by appointment and delivery as needed. The Firefighters Charitable Society assists with moving food shipments around the city.
- Burnaby Neighbourhood House began cooking ready made meals for delivery – both for those who can pay (sold at cost) and donated to those who cannot afford to pay. Some faith organizations are also scaling up (e.g. seeking volunteer cooks and donations) to begin producing meals.

- Firefighters Charitable Society is continuing to donate food (snacks and meals kits) for distribution to vulnerable kids and families through those local schools that have relaunched their food programs. This program provides hundreds of snacks each day.

Technology

Key issues identified - The lack of Wi-Fi access at home, work, school, and social connection, the lack of computer equipment and the lack of access to COVID-19 information due to no internet access are some of the community technology issues created with the pandemic.

Key actions taken by the community to support these issues include:

- Primary Care Networks, BC Tech and Burnaby Schools are involved in providing and “sharing” computer equipment through a number of different programs.
- City of Burnaby maintained public Wi-Fi access around libraries and recreation facilities, as well as City Hall.
- The federal government, private companies (Shaw and Telus) and organizations (Burnaby Board of Trade and Burnaby Public Library) have various programs to provide free internet access.
- [Burnaby Neighbourhood House](#) has created “how to” videos in multiple languages.

Seniors at Home

Key issues identified - COVID-19 brought forth issues for seniors who live at home not being able or being afraid to leave home to get groceries and prescriptions, and not accessing family doctors and regular medical support.

Key actions taken by the community to support these issues include:

- The City of Burnaby’s Citizen Support Services did phone check-ins with all of the clients in their programs (about 700 in total) to ask how they were doing.
- [Burnaby Neighbourhood House](#) (BNH) doing grocery and prescription delivery, food hampers, frozen meals, and phone check-ins and service referrals for seniors 65+ and those with compromised health. Fraser Health supporting BNH with health protocols.
- [Burnaby Primary Care Networks](#) supporting individuals to do virtual visits with doctors. Fraser Health Home Health is helping its clients connect to doctors via iPads.

Families and Children

Key issues include school closures and closures of many daycares, parents looking after children while working from home and the lack of safe places for vulnerable children.

Key actions taken by the community to support these issues include:

- The Child Care Resource and Referral (CCRR) is maintaining a list of open daycare centres and referring Essential Service Workers to daycares that are open.
- School District has opened six schools to provide care for school aged children.
- Agencies in the Primary Care Network Families and Children Working Group have been doing online outreach to families.

Youth and Teens

Key issues - The pandemic also brought issues to youth and teens as it is difficult to get mental health and other information to teens with school closures, youth having a hard time finding productive things to do, lack of online supports for LGBTQIA2S+ youth whose families are not supportive, and the need for youth-led solutions.

Key actions taken by the community to support these issues include:

- Creation of #youthcovidresponseby Instagram account to push wellness information and events to youth in Burnaby.
- Youth HUB holding weekly chats on mental wellness. Library offering e-resources about mental health.
- Recreation staff planning some online events for Youth Week
- Recreation staff offering Alphabet Soup online community through Instagram.
- Burnaby Youth COVID-19 Team established and sponsored by School District.

Social Isolation

Key issues - Physical distancing, small gatherings and staying at home brought forth various physical and mental health issues and an increase in violence at home.

Key actions taken by the community to support these issues include:

- Primary Care Network providing online “DocTalks” to support physical and mental well-being.
- Federal funding for women’s shelters and sexual assault centres.

Financial Issues

Key issues - The pandemic saw a closure of many businesses as Burnaby residents stayed at home to minimize the spread of the virus. This brought about various issues in unemployment, reduced hours/income, the inability to pay rent or mortgages, the refusal of housing for self-isolation, a slower real estate market, delays in housing supply due to lack of development approvals and keeping vulnerable populations housed.

Key actions taken by the community to support these issues include:

- 16 federal and provincial programs that offer [income supports and payment deferrals](#).
- Mortgage payment deferrals permitted for [CMHC-insured homeowner mortgage loans](#) and for [participating lenders](#).
- [Freeze on new annual rent increase](#) and [moratorium on evictions](#) during the provincial state of emergency.
- Payment deferral available for [BC Hydro](#), [Fortis BC](#), [ICBC](#), and [student loans](#).
- Some lenders providing [relief on other credit products](#).
- Local programs like the new temporary [Burnaby Rent Bank](#), and [penalties for late property tax payments](#) relaxed until 2020 September 30.

Additional resources are listed in **Appendix B**.

5.3. **City Operations - City of Burnaby Emergency Operations Centre (EOC) Task Force**

The City is developing a more detailed operational plans for Stage 3 – *Enhanced Opening* to move forward with and to restart more of the City’s programs and services in a safe and methodical manner. Without question, the restart of any services will require thorough safe operations plans in keeping with Public Health and Safety Guidelines and [WorkSafeBC](#) regulations. These plans will be guided by the Hierarchy of Controls as outlined by the Province in Section 3.3 on page 10 and may also be modified in consideration of the provincial Practice Standards that are being developed.

[WorkSafeBC](#) states employers preparing to resume operations must develop plans to reopen safely, which includes assessing the risk of COVID-19 transmission in their workplace, and developing measures to reduce these risks.

The principles used to assess risk are based upon the Occupational Health and Safety Hierarchy; Elimination by Social Distancing, Engineering Controls, Administration Controls or Personal Protective Equipment. All people interactions are considered for their risk level and their effective controls to reduce the risk.

5.4. **Opportunities for Public Input**

The City will continue to collect public input as part of the ongoing process of reopening moves forward, as described above.



6. CONCLUSIONS

"Side-by-side we are far stronger together. Even when we are apart."

Dr. Bonnie Henry 2020 May 5

Together, we have achieved a lot already, particularly in BC. Restarting economic activity will look different in BC than in other places, because only a small number of sectors in the province were closed by public health order. There are four stages in BC's [Restart Plan](#) as announced on 2020 May 6. While contacts in BC are around 30% of "normal" (Stage 1 – *Safe Operations*), they could likely increase up to about up to 60% (Stage 3 – *New Normal*) by June without causing a resurgence of the virus.

The City is looking ahead and preparing for reopening services in stages – the release of Burnaby's Recovery Framework signals the beginning of "reopening" our community. The Recovery Framework is a road map, not a calendar.²² In many cases the City will need to adapt to "reopen". Services, facilities and programs may be different than before and that's okay. It is our way of providing as much service as we can under different conditions.

Although the provincial restrictions changed in BC starting on May 19, the way COVID-19 behaves and spreads has not. We all need to remain cautious and vigilant. Keep doing what we have been doing! Physical distancing, washing hands, avoid touching your face, working from home whenever you can, and self-isolating when sick. Honour the freedoms we have achieved by staying committed to the current orders from Dr. Theresa Tam and Dr. Bonnie Henry, even as they change. Although gains have been made and we continue to work towards earning additional freedoms through responsible behavior, we also must recognize that spikes and more waves of COVID-19 are possible and we may have to take temporary steps backward on our journey forward.

Burnaby's Recovery Framework has been created to be a flexible decision making grid to help guide changes to City operations as federal and provincial health orders and directive shift back and forth between stages of reopening in response to COVID-19 levels. It includes a full range of stages, some of which we hope we never have to use or reuse again. Together, we hope we continue to move forward,

but we also want to be prepared so we can react quickly should we slide backward so we can help minimize the impact to community health.

Implementing each stage of Burnaby's Recovery Framework will not be quick and it will take some time for us to resume to normal pre-COVID-19 service levels or close to those levels. Services and programs may have to be delivered differently or suspended for some time until broad treatment of COVID-19 is available. The process of reopening Burnaby facilities and services will likely be much more difficult than the closure process and will require collaboration and cooperation amongst all members of the organization.

The City will do our best to keep the community informed and to listen and respond to your concerns as we travel the path through a summer of rejuvenation.

As we welcome staff and the public back to our City facilities using a process of gradual reopening, special consideration will be given to the health guidelines to ensure everyone is kept safe. We're all in this together. Together we have accomplished a lot. Together we will finish this journey.

APPENDIX A – SUMMARY OF PROVINCIAL REOPENING PLANS

Prior to the province releasing BC’s [Restart Plan](#) we undertook a review of what other provinces were doing. We also took a look at Washington State’s phased approach. City examples were harder to locate, particularly in BC where reopening work is just beginning.

A number of “example restrictions” were collected from the review of the reopening plans from the other six provinces. Although what the federal government, and provincial government in BC decide to do may be very different, we used these generalized “What Ifs” to start creating Burnaby’s Recovery Framework of potential City actions. Once BC’s [Restart Plan](#) was released the City actions were checked against the specifics of their four stages and adjusted as required.

Provincial Reopening Plans

Category	Quebec	Ontario	Alberta	BC	Saskatchewan	Manitoba	New Brunswick	PEI	Washington State
Cases	33,417	18,722	5893	2,232	487	282	119	27	16,360
Deaths	2,398	1,429	106	121	6	7	0	0	870
Status	Reopening	Reopening	Reopening	30% Open	Reopening	Reopening	First to reopen	Reopening	Reopening
Plan	No formal plan	A framework for Reopening our Province	"Opening Soon - Alberta's Relaunch Strategy"	"BC's Covid-19 Go-Forward Strategy"	"Re-Open Saskatchewan Plan"	"Restoring Safe Services"	Provincial Recovery Framework	"Renew PEI Together"	"Safe Start Washington"
# Stages	May 4, May 11	3	3	4	5	2+	4	4	4
Dates	Yes (delayed)	No - roadmap not a calendar	Stage 1: May 14th	1. Mid-may onwards 2. June-September	Yes Phase 1: May 4th	Yes 1. May 4th 2. June onwards	Yes	1: May 1st 2. May 22 3. June 12 4. TBD	Phase 1: May 5th
Approach	Sectors	Gradual, Staged Approach	Careful and gradual lifting of restrictions	"sustainable new normal" Discretionary Guidelines	Phased Approach	Multi-Phased	Colours - now transitioning to "Orange"	Activities	Phased Approach
Key Features	Percentages # limits Hours/days "hot spot" restrictions	*Monitoring (daily new cases) *Consultation	Will monitor infections, hospitalizations and ICU capacity before moving forward	Safe Operation of a broad range of services Maintain "new normal" for 12-18 months until vaccine is deployed	*Methodical, Gradual, Cautious *Factors for moving to next stage	First two phases defined with more to come	Only first two phases defined Recovery plans are flexible First province in Canada to begin reopening	Continuous monitoring; May halt or reverse course at any time	*Relaxations for each phase based on 5 categories: 1. High-risk people, 2. Recreation 3. Gatherings, 4. Travel 5. Business/Employers
Sources:	Government of Canada, May 6th 2020, US Cases/Deaths Worldometer		https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html						
PLAN INFORMATION	Quebec http://www.fil-information.gouv.qc.ca/Pages/Article.aspx?aiquillage=id&type=1&idArticle=2804288653	Ontario https://files.ontario.ca/mof-framework-for-reopening-our-province-en-2020-04-27.pdf	Alberta https://www.alberta.ca/external/covid19-alberta-relaunch-strategy.pdf	BC https://shawglobalnews.files.wordpress.com/2020/05/goforward_techbriefing-1.pdf	Saskatchewan https://www.saskatchewan.ca/government/news-and-media/2020/a-pril/23/reopen-saskatchewan-plan	Manitoba https://news.gov.mb.ca/news/index.html?item=7664	New Brunswick https://www2.gnb.ca/content/dam/gnb/Departments/h-s/pdf/COVID19_health_recovery_framework.pdf	PEI https://www.princeedwardisland.ca/en/topic/renew-pe-i-together	Washington State https://coronavirus.wa.gov/sites/default/files/2020-05/PhasedReopeningChart.pdf

APPENDIX B – ADDITIONAL RESOURCES

BC's Restart Plan

Press Release:

<https://news.gov.bc.ca/releases/2020PREM0026-000826>

Website:

<https://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/covid-19-provincial-support/bc-restart-plan>

Management Strategy:

https://www2.gov.bc.ca/assets/gov/health/about-bc-s-health-care-system/office-of-the-provincial-health-officer/covid-19/bc_covid-19_go-forward_management_strategy_web.pdf

Technical Briefing:

https://shawglobalnews.files.wordpress.com/2020/05/goforward_techbriefing-1.pdf

Checklist:

https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/gdx/go_forward_strategy_checklist_web.pdf

City of Burnaby

COVID-19 Information and Resources:

<https://www.burnaby.ca/City-Services/Public-Safety/Novel-Coronavirus--COVID-19-.html>

COVID-19 Frequently Asked Questions:

<https://www.burnaby.ca/City-Services/Public-Safety/Novel-Coronavirus--COVID-19-/COVID-19-Frequently-Asked-Questions.html>

Government Financial Relief Resources:

<https://www.burnaby.ca/Assets/city+services/public+safety/COVID-19/Government+Financial+Relief+Resources.pdf>

Burnaby Board of Trade

Business Resources:

<http://bbot.ca/covid-19-coronavirus-updates/>

Burnaby Primary Care Network

Self Assessment Tool for Burnaby Residents:

<https://www.burnabycoronavirus.com/>

Social and Business Supports:

<https://www.burnabycoronavirus.com/blank-2>

End Notes

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- ¹ A concept introduced by Doug Ford, the Premier of Ontario.
- ² <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/events-as-they-happen>
- ³ <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/events-as-they-happen>
- ⁴ <https://www.who.int/dg/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-covid-19---11-march-2020>
- ⁵ <http://www.euro.who.int/en/health-topics/health-emergencies/coronavirus-covid-19/news/news/2020/3/who-announces-covid-19-outbreak-a-pandemic>
- ⁶ <https://gisanddata.maps.arcgis.com/apps/opsdashboard/index.html#/bda7594740fd40299423467b48e9ecf6>
- ⁷ <https://www.canada.ca/content/dam/phac-aspc/documents/services/diseases/2019-novel-coronavirus-infection/surv-covid19-epi-update-eng.pdf>
- ⁸ <https://www.cbc.ca/news/canada/british-columbia/bc-restrictions-next-phase-bonnie-henry-1.5553303>
- ⁹ <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html>
- ¹⁰ [2020 estimated population by Stats Canada](https://www150.statcan.gc.ca/n1/pub/28-263-x/2020001/article/00001-eng.htm)
- ¹¹ <https://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/covid-19-provincial-support/bc-restart-plan>
- ¹² A concept introduced by Adrian Dix, BC Minister of Health.
- ¹³ <https://globalnews.ca/news/6850398/covid19-reopening-urban-cities-preview/>
- ¹⁴ <https://news.gov.bc.ca/releases/2020PREM0026-000826>
- ¹⁵ <https://www.cbc.ca/news/canada/british-columbia/bc-restrictions-next-phase-bonnie-henry-1.5553303>
- ¹⁶ https://shawglobalnews.files.wordpress.com/2020/05/goforward_techbriefing-1.pdf
- ¹⁷ <https://www2.gov.bc.ca/gov/content/education-training/k-12/administration/program-management/safe-caring-and-orderly-schools>
- ¹⁸ ["COVID-19: Where we are. Considerations for Next Steps", BC Ministry of Health, April 17, 2020.](https://www2.gov.bc.ca/gov/content/health/2020/04/17/covid-19-where-we-are-considerations-for-next-steps)
- ¹⁹ About 5,000 BC children of healthcare and other essential workers remained in-class during Phase 1 – Safe Operations.
- ²⁰ http://bbot.ca/economic_development/business-recovery-task-force/
- ²¹ [IAP2 Special Webinar Managing the New Reality - 2020-03-31](https://www2.gov.bc.ca/gov/content/education-training/k-12/administration/program-management/safe-caring-and-orderly-schools)
- ²² A concept introduced by Doug Ford, the Premier of Ontario.