

NO: **R080**

COUNCIL DATE: **May 25, 2020**

REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **May 21, 2020**

FROM: **City Manager**

FILE:

SUBJECT: **COVID-19: Emergency Operations Centre Update**

RECOMMENDATION

The City Manager recommends that Council receive this report for information.

INTENT

The purpose of this report is to provide Council a status update of various actions taken in response to COVID-19 since Corporate Report No. R070;2020, a copy of which is attached as Appendix "I", which was provided to Council at the May 4, 2020 Regular Council Public Hearing meeting.

BACKGROUND

The City's Emergency Operations Centre ("EOC") is the command and communications hub for any large emergency or disaster including the current global COVID-19 pandemic. The EOC was activated by the City on February 17, 2020 prior to the World Health Organization ("WHO") declaring a global pandemic.

Since the last update provide to Council as part of Corporate Report R070;2020 the EOC has completed the following actions:

- Continued tracking of key data indicators that will assist with forecasting and preparing for recovery and return to business as usual operations over time;
- Continued acquisition of personal protective equipment, including 1,000 cloth reusable masks plexiglass for barriers at facilities once reopened;
- Continued to seek reimbursement from Emergency Management BC for COVID-19 related response costs;
- Continued working with the Surrey Libraries to expand "Food and Meals" information for vulnerable residents as part of their COVID-19 Information and Programs webpage;
- Continued development of reopening plans for all City facilities;

- Initiated development of a “Parking to Patios” program to allow existing restaurants to use their parking stalls and/or the sidewalk and curb lane fronting their restaurant for patio purposes;
- Sought and received reimbursement for expenses for the North Surrey Recreation Centre Emergency Resource Centre from the Federal Government’s Reaching Home program;
- Resumed service of the Large Item Pickup Program on May 19, 2020, and the City’s contractor is rebooking previously canceled pickups;
- Relaunched the “Love Where You Live” beautification initiative;
- To show support for Surrey’s health care workers, 25 “Thank You” banners were installed around Surrey Memorial Hospital and Peace Arch Hospital;
- Increased litter collections efforts in the City Centre; and
- Supported operation of the sub-EOC to monitor the Fraser River Freshet.

DISCUSSION

The EOC has clear responsibilities outlined and actions underway to respond to the immediate impacts of the COVID-19 pandemic. The EOC is utilizing *Surrey’s Proactive 10-Point Action Plan* (the “Plan”) to mitigate impacts of the COVID-19 pandemic that moves the EOC beyond immediate response to consider the medium and longer terms impacts of the pandemic on City operations, and enables tracking of key data indicators that will assist with forecasting and preparing for recovery and return to business as usual operations over time (Appendix “II”).

Key insights over the last two weeks include:

- Global COVID-19 cases continue to rise, with over 5 million infections as of May 21, 2020;
- Social distancing measures in Canada are showing continued signs of success, as the growth rate in new infections has dropped over the past month even in the hardest hit provinces of Ontario and Quebec which recently reported their lowest daily increase in new infections over the last 30-days;
- Provinces across Canada are in the process of developing and/or enacting reopening plans;
- As of May 20, 2020, BC has had 2,467 confirmed cases which equates to 48.4 infections per 100,000 people. Of the 2,467 confirmed cases, the Fraser Health region accounts for a significant portion of confirmed cases (1,214 or 49%);
- Countries that have reopened over the past two weeks have seen a spike in infections. Germany has seen a sharp increase in infections after it lifted a lot of its restrictions. The German government has asked state governments to re-impose lockdown restrictions if their jurisdictions have over 50 infections per 100,000 people, which is comparable to the overall rate of infection that BC has experienced to date. The United States is also projected to see an increase in modelled infection and mortality as a result of reopening in several states.

Level of Service Provisions / Reopening Plans

The City is continuing to offer a majority of services at Level 1- Modified Business Service. There are a limited number of services, such as pools, recreation centres, arenas and libraries that remain closed and as such they are at a Level 3 - Essential Services.

Level of service for Services and facilities were adjusted following the EOC's closure decision matrix which required that a service, amenity, or facility close if any of the following three criteria were met:

1. By order of the Provincial Health Officer under the Public Health Act; or
2. Surrey EOC assessment indicates a significant risk to health and safety or where compliance with physical distancing requirements can not be reasonably achieved; or
3. When direction is received from Mayor & Council.

On May 6, 2020, the Province announced its restart plan ("BC's Restart Plan") in order to support a step by step reopening of services and activities in the Province following BC's Go Forward Strategy which seeks to balance five goals:

1. Suppress transmission rate to lowest rate possible for at risk populations until a vaccine becomes available;
2. Avert the health system being overwhelmed such as to be unable to offer quality care to both non COVID-19 and COVID-19 patients;
3. Meeting the very real ongoing physical and mental health needs of the non COVID-19 patients and populations;
4. Getting people back to work and rebuilding the economy; and
5. Optimizing the social fabric of our families and communities.

BC's Restart Plan is comprised of 4-phases:

Phase 1 – (prior to May 19, 2020) Essential Services Operating During COVID-19;

Phase 2 – (starting May 19, 2020) Restoration of various services under enhanced safety protocols. Services that can resume include: health services, medically related services, retail sector, personal service establishments, in-person counselling, restaurants, cafes and pubs, museums, art galleries and libraries, office-based worksites, recreation and sports, parks, beaches and outdoor spaces and child care.

Phase 3 – (starting in June 2020 through September 2020) Restoration of hotels and resorts, parks including some overnight camping, film industry, select entertainment including movies and symphonies, post-secondary education and k-12 education using enhanced safety protocols.

Phase 4 (to be determined) Restoration of activities requiring large gatherings such as conventions, live audience professional sports, concerts, night clubs, casinos and international tourism.

To support BC's Restart Plan, and the reopening of City facilities and resumption of services, the EOC has prepared an opening decision matrix to determine when each of City's functional business areas are able to adjust their level of service and resume some form of operation provided that all of the following four criteria are met:

1. Ability to comply with new Provincial Health Order;
2. Reasonable public demand for services;
3. Financial viability; and
4. Public and employee safety measures are in place.

The EOC is actively applying this decision matrix to each of the City's functional business areas in order to resume operations in steps:

Step 1: Critical Business Functions (current state);

Step 2: Modified Operations – Services that can operate in compliance with Provincial Health Order and facilities remain closed (late June, 2020);

Step 3: Partial Facility Re-opening - Select low risk/high impact programs with social distancing, enhanced cleaning protocols and group gathering limits

Step 4: Substantial Facility Re-opening – Select low risk/high impact and specialty programs with modified social distancing, enhanced cleaning protocols and group gathering limits (e.g. Aquatic Facilities); and

Step 5: Full Facility Re-Opening - With any new Health Authority and/or legislated sector changes.

To support the stepped resumption of services and following the decision matrix, a reopening plan for each facility is currently being developed that incorporates the following:

- Facility name, type and services offered;
- Ability to comply with Provincial requirements;
- Anticipated public demand of services offered;
- Financial viability evaluation;
- Staff and patron safety actions; and
- Communications plan.

The complete reopening decision process is illustrated in Appendix "III".

A fulsome summary of the reopening plans for each facility will be provided in a future update to Council. At present, based on the reopening plans developed to date, it is highly likely that outdoor park facilities, adult outdoor fitness and a limited number of summer child and youth day camps programming will be the first services to resume operations.

Surrey Fire Service Responses

As of May 19, 2020, the Surrey Fire Services (“SFS”) responded to an average of 38 incidents per day over the past 30-days, as illustrated in Appendix “IV”. The SFS responded to an average of 88 incidents per day over the same period in April 2019, a reduction of 57%.

The overall reduction of 57% is comprised of two components:

- SFS attendance at medical incidents have decreased by 90% as compared to the same period last year as a result of the changes in first responder attendance at medical incidents as recommended by BC Emergency Health Services in an effort to reduce the exposure risk for fire fighters. However, since April 21, 2020 the SFS has resumed responding to calls involving overdoses following instructions by the BC Emergency Health Services as SFS staff are trained in delivering Naloxone, which clinically supports improved patient outcomes; and
- SFS attendance at non-medical incidents have decreased by 20% as compared the same period last year as a result of the stay at home recommendations and less people movement.

Surrey RCMP Response

As of May 19, 2020, the Surrey RCMP received an average of 556 calls for service per day and dispatched members to an average of 416 incidents per day over the past 30-days, as illustrated in Appendix “V”. Surrey RCMP calls for service remains fairly consistent (1% decrease in average daily calls) as compared to the same period last year. However, the number of calls the police dispatched members to increased slightly (6%). In terms of a dispatch rate, last year during this study period (April 20 to May 19) police dispatched members to 70% of total calls; this year members were dispatched to 75% of the total calls received.

Logistics

From the start, to ensure that the City, including the SFS, has adequate cleaning equipment and personal protective equipment (“PPE”) for staff, the EOC has centralized its inventory of these supplies and is monitoring daily consumption rates. A copy of the City’s inventory of critical supplies as of May 20, 2020, and how this inventory has changed since April 30, 2020 is attached as Appendix “VI”.

The inventory now includes tracking of reusable cloth masks which the City has started to acquire and plexiglass which will be used to fabricate protective barriers at facilities.

At present, the City has a sufficient supply of most critical supplies to last for the next 120-days. The EOC is continuing to increase its inventory of its supplies as use is forecasted to increase as the City begins to reopen.

Current Staffing Levels

In an effort to maintain staff and customer safety while still maintaining the current level of service, providing flexibility and to prepare in the event of a mandated shut down, the EOC has continued to work with each Department to facilitate opportunities for staff to work at home.

As of Tuesday May 19, 2020, approximately 29.3% of all staff are working from home which equates to approximately 49.6% of staff that may eligible to work at home (of course this excludes field staff from Engineering – Operations, Fire, Planning & Development – Facilities and Parks, Recreation & Culture – Operations).

Department	For May 19, 2020			
	% of staff working at their respective facility	% of staff working from home	% of staff who are sick or in quarantine and unable to work	% of staff who are on vacation
Corporate Services	36.1%	59.4%	2.0%	2.4%
Engineering (Operations)	85.6%	1.9%	3.8%	8.6%
Engineering (all others)	47.3%	47.3%	1.1%	4.4%
Finance	44.8%	48.3%	0.0%	6.9%
Fire	87.2%	0.5%	3.2%	9.0%
Investment & Intergovernmental Relations	55.6%	33.3%	11.1%	0.0%
Library	0.0%	95.7%	0.0%	4.3%
P&D (Facilities)	84.6%	12.8%	0.0%	2.6%
P&D (all others)	26.1%	71.8%	1.4%	0.7%
PRC (Operations)	83.0%	15.0%	0.0%	2.0%
PRC (all others)	55.5%	42.6%	1.0%	1.0%
Public Safety	67.2%	26.6%	2.5%	3.7%
TOTAL	63.6%	29.3%	2.1%	5.0%

A summary of the level of staffing available from April 29 through May 19, 2020 (excluding holidays and weekends) is attached as Appendix “VII”.

Business Continuity

The measure the City’s effectiveness in servicing its customers, staff surveyed land development clients, such as Developers, General Contractors, Engineers, Architects, Trades and Builders. Staff received 225 responses equally shared between Clients with seven or more projects and those with less than six projects in the last two years. The following is a summary of the responses:

COVID-19 Impact on the Industry:

Over 90% of respondents with active projects are planning on continuing their projects, 40% of all projects may be impacted either in scope or on timelines. Projects are impacted by factors such

as reduced staff on job sites due to social distancing measures, quarantines and uncertainty in the market affecting project financials and project timelines.

Client Satisfaction with City Services:

The overall satisfaction of Clients with City services, including the modified business processes, seems to be stable, with most respondents continuing to be satisfied. Client satisfaction appears to be correlated with the level of experience of the respondent; those that have worked on seven or more projects in Surrey in the last two years have higher and more stable satisfaction levels.

Success and Improvement Opportunities:

Clients are appreciative of the City's response effort to maintain services during the COVID-19 pandemic. Most of the modified business processes implemented to support business continuity efforts have been well received by Clients. The suggested Client improvement opportunities are consistent with feedback received by staff before the COVID-19 pandemic, and they form part of the City's workplans. Staff are continuing to advance client satisfaction improvement measures, including process streamlining and digital engagement practices.

Support for Vulnerable Populations

On May 13, 2020 the Peace Portal Church at 15128 27B Avenue opened as an emergency overnight shelter. The shelter is open from 8pm to 7am and can accommodate 14 vulnerable individuals. Over the past week, the shelter has hosted approximately 5-persons per night.

The EOC has worked with BC Housing and the Fraser Health Authority to open the North Surrey Recreation Centre ("NSRC") as Emergency Response Centre ("ERC") to enable isolation of the City's vulnerable population should they have symptoms of or have been diagnosed with COVID-19 and in need of self isolation. Over the past week, the ERC has hosted approximately 15-persons on a daily basis that are staying in the NSRC ERC. No one at the NSRC ERC centre has tested positive with COVID-19.

In an effort to reduce the number of people in existing BC Housing funded shelters in Surrey, BC Housing has moved approximately 46 vulnerable individuals as of May 21, 2020 from shelters to individual motel rooms at The Linda Vista Motel at 6498 King George Boulevard and the Canadian Inn at 6528 King George Boulevard.

NSRC ERC nursing staff are continuing to offer testing to vulnerable individuals in the community and to date no one from the testing in the community has tested positive with COVID-19.

COVID-19 Compliance and Enforcement Team

On March 26, 2020 the Surrey RCMP established a joint COVID-19 Compliance & Enforcement Team ("CCET"), in partnership with the City Bylaws Division to conduct proactive checks to ensure local residents and businesses understand their personal obligations regarding social distancing and self-isolation requirements to stop the spread of COVID-19. The Team's primary mandate is proactive education and gaining voluntary compliance with the directions of the Provincial Medical Health Officer. CCET has been proactively reaching out to Surrey businesses, faith-based locations, banquet halls and recovery homes to inform, educate and prevent

contraventions of the public health safety orders. They have also conducted patrols in areas where people continue to congregate, such as parks and playgrounds.

To complement the proactive activities carried out by CCET, the Surrey RCMP Frontline (E Watch) has been conducting proactive patrols in key business complex locations to mitigate any potential criminal activity associated to the pandemic (e.g., due to business closures, reduced hours, etc.). Between April 29 and May 19, 2020, CCET partners and E Watch members completed 17,762 proactive visits and patrols.

Location	Number of Checks	Number of Non-Compliance
Banquet Halls	407	0
Faith Based Institutions	3,266	91
Supportive Recovery Homes	313	0
Food Service (restaurants/bars, etc.)	3,794	1
Essential Business Services (grocery stores, banks, etc.)	1,081	1
Commercial Businesses (retail, personal services, etc.)	2,299	8
Industrial	779	41
Construction Sites	3,112	164
Private Residences	970	7
School Grounds	57	2
Parks	1,684	8
TOTAL	17,762	323

The COVID-19 Compliance and Enforcement Team has found that there is still strong compliance with the directions of the Provincial Medical Health Officer (98% compliance rate).

Supporting and Informing Residents

The City's COVID-19 webpage, www.surrey.ca/COVID-19, has been a valued source of information for residents and businesses with almost 85,000 pageviews since it was launched, with approximately 10,000 pageviews occurring over the last three weeks.

The information on this webpage is updated daily in working with EOC, and shares information on News & Updates, Affected Services, Facility Closures, Online Services promotion, Health Information, Business Content (e.g., Surrey Makes PPE, Surrey Store to Door, Business Resources) and Community Resources. The City is also continue to use its social media platforms to share information.

To further support and inform residents, the City has established a centralized email address, COVID-19@surrey.ca, in which residents and businesses can submit comments, questions and concerns. The City has received approximately 1,500 emails, of which approximately 1,150 or 76% required and have received a response.

Supporting and Informing Businesses

In addition to the information provided on the City's COVID-19 webpage, staff have been participating in weekly calls with the various business associations in Surrey to provide them updates and answer any questions that they may have. Given the recent increase in business break & enters, the Surrey RCMP has recently joined the weekly calls in to address any policing specific questions or concerns.

Intergovernmental Support and Cooperation

The EOC successfully worked with the Provincial government to gain clarity on which COVID-related expenses incurred by the City are eligible for reimbursement by Emergency Management BC ("EMBC"). The City is now receiving reimbursements for appropriate expenses on a regular and timely basis. The EOC confirmed through discussions with the Ministry of Public Safety and Solicitor General that the Province does not intend to fine individuals for non-compliance with physical distancing orders, nor does the Province intend to provide cities with the powers to do so. The Province has not expanded the Property Tax Deferment Program but did announce that other taxation authorities ("OTAs") except school tax, will be due in August.

The Federal government provided the EOC with eligibility criteria and contact information for small and medium businesses to access the recently announced Regional Relief and Recovery Fund, a \$962 million fund developed to support businesses unable to access other COVID-19 financial support measures. This information was also provided to business associations.

The EOC continues to seek the support and cooperation of the Provincial and/or Federal government on many issues related to the COVID-19 crisis. Ongoing issues include:

Provincial & Federal (both)

- Support for citizens and businesses financially impacted by COVID-19;
- Support for vulnerable populations;
- Acquiring PPE for first responders and front-line staff;
- Financial support to cities to offset impact of COVID-19;
- using a model similar to Federal Gas Tax rebate model; and
- flow funds directly to cities – not through the Province.

Provincial

- Recovery homes - requesting health supports or plans for responding to potential outbreaks when self-isolation/quarantine is not possible.

Federal

- Assistance with ensuring that the Department of Fisheries and Oceans permits and approvals related to important infrastructure projects are not delayed due to COVID-19 related issues;
- Creation of a Federal economic stimulus package - the City has created a list of shovel ready, Surrey-based infrastructure projects for Federal funding consideration.

Advocacy efforts related to these projects are ongoing. They include the Mayor and staff participating in conference calls with Provincial and Federal elected officials, as well Big City Mayors' Caucus ("BCMC") and Federation of Canadian Municipalities ("FCM") conference calls with the Premier's Office and the Deputy Prime Minister. City staff that are part of the EOC structure are also connecting directly with appropriate Ministry staff in order to ensure Surrey's needs are fully understood and amplified.

Financial Update on the Impact of COVID-19

At the May 4, 2020 Regular Council Public Hearing meeting, Council received Corporate Report No. Ro68; 2020, Quarterly Financial Report - First Quarter - 2020. In this report, staff forecasted with cautious optimism that the financial impact of COVID-19 would leave the City in a Budget shortfall in the range of \$37-\$42 million dollars.

Subsequent to the issuance of Corporate Report No. Ro68; 2020, the Province announced BC's Restart Plan as noted above. Staff have carefully analyzed BC's Restart Plan with emphasis on its financial implications to the City and have incorporated this information into our 2020 forecasting model. At this time, staff are still forecasting a budget shortfall in the range of \$37-\$42 million, noting that the actual amount may be slightly lower or higher depending on actual results relative to our forecast. It is now certain that the fiscal hardship caused by the COVID-19 pandemic will impact the City's financial health not only in fiscal 2020 but certainly in 2021 and likely future years. Accordingly, staff will need to incorporate these impacts as we develop the 2021-2025 Financial Plan for Council consideration later this year.

The 2020 forecasted shortfall of \$37-\$42 million dollars is compromised primarily of lost revenues from the closure of City facilities, loss of Provincial gaming revenues resulting from the closure of the Elements Casino, lower returns on our investment portfolio, and an expected reduction in our application and permit fees.

Now that information regarding BC's Restart Plan and its fiscal implications to the City has been analyzed, staff have more confidence in the financial model utilized for forecasting the budget shortfall. Accordingly, staff are finalizing mitigating strategies and in the coming weeks, will enact active measures that can be taken in order to further minimize the forecasted 2020 budget shortfall.

Observations on the Effectiveness of Social Isolation and Distancing Measures

The City is continuing to actively monitor traffic volumes and traffic speed through its inventory of 350 signalized intersections equipped with vehicle counting technology, 6 mobile traffic data collection sensors and 50 Bluetooth sensors as well as through additional data sources on the Port Mann and Pattullo Bridges and at each border crossing.

Using this data, staff have determined that the travel restrictions, school closures, businesses closures and the rise in telecommuting has resulted in an average weekday reduction in traffic volumes on Surrey's major roads (King George Boulevard, 120 Street, 128 Street, 168 Street, 152 Street, 32 Avenue, 64 Avenue, 72 Avenue, 88 Avenue and 104 Avenue) by approximately 35% since March 23, 2020 as compared to traffic volumes over the same period last year, as illustrated in Appendix "VIII".

However, in reviewing the weekly average, traffic volumes while remaining well below traffic volumes over the same period last year, are slowly increasing week to week:

- Week of March 23, 2020- 46% below 2019 weekly average;
- Week of March 30, 2020 – 40% below 2019 weekly average;
- Week of April 6, 2020 – 32% below 2019 weekly average;
- Week of April 13, 2020 – 32% below 2019 weekly average;
- Week of April 20, 2020 – 29% below 2019 weekly average;
- Week of April 27, 2020 – 31% below 2019 weekly average;
- Week of May 4, 2020 – 26% below 2019 weekly average; and
- Week of May 11, 2020 – 28% below 2019 weekly average.

Staff will continue to monitor traffic to determine if there is a continued increased in traffic volumes.

As noted above, the COVID-19 Compliance and Enforcement Team has found that the vast majority of places checked, and complaints responded found that people are complying with the directions of the Provincial Medical Health Officer and the few that were not in compliance voluntarily elected to do so after a short conversation by team members on the importance in needing to comply with these directions.

Fraser River Freshet

The Freshet EOC Control Group is meeting twice a week to coordinate preparations for potential Fraser River flood conditions. The current modelling forecasts a 1-2 year return level (normal), however, potential still exists for flooding due to the remaining snowpack and the potential for warm, wet weather for the next month.

SUSTAINABILITY CONSIDERATIONS

The City of Surrey Emergency Program, the EOC and the level of service provisions supports the objectives of the City's Sustainability Charter 2.0. This work relates to Sustainability Charter 2.0 themes of Public Safety. Specifically, the following Desired Outcome ("DO"):

- Emergency Preparedness and Prevention DO6: Surrey has proactive and coordinated emergency prevention measures in place and can effectively deal with emergencies that arise.

CONCLUSION

Surrey's Proactive 10-Point Action Plan has been developed to help mitigate impacts of the COVID-19 pandemic. This Plan is continuously updated to assist with, and document decision making by the EOC and uses data to forecast possible scenarios that will impact Surrey in the medium and longer term. This data forecasting is helping the City to anticipate changing conditions and assist the City in evolving its EOC responses under the 10-Point Action Plan, enabling the return to normal operations as quickly as possible.

Vincent Lalonde, P.Eng.
City Manager

Appendix "I" – Corporate Report R070;2020 – COVID-19: Emergency Centre Update

Appendix "II" – Reopening decision process

Appendix "III" – Surrey's Proactive 10-Point Action Plan – Version 2 – May 21, 2020

Appendix "IV" – Surrey Fire Service – Incident Responses – April 20 to May 19, 2020

Appendix "V" – Surrey RCMP – Calls for Service Received and Dispatched – April 20 to May 19, 2020

Appendix "VI" – EOC Critical Supplies Inventory – May 20, 2020

Appendix "VII" – Staff Count Summary – April 29 to May 19, 2020

Appendix "VIII" – Traffic volumes along major corridors – March 23 to May 15, 2020

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[https://surreybc.sharepoint.com/sites/CMCityManagerAdmin/Council/Coproate Report No. 5 - Version 3 \(002\).docx](https://surreybc.sharepoint.com/sites/CMCityManagerAdmin/Council/Coproate%20Report%20No.%205%20-%20Version%203%20(002).docx)
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CORPORATE REPORT

NO: R070

COUNCIL DATE: May 4, 2020

REGULAR COUNCIL

TO: Mayor & Council

DATE: April 30, 2020

FROM: City Manager

FILE:

SUBJECT: COVID-19: Emergency Operations Centre Update

RECOMMENDATION

The City Manager recommends that Council receive this report for information.

INTENT

The purpose of this report is to provide Council a status update of various actions taken in response to COVID-19 since the last report to Council.

BACKGROUND

The City's Emergency Operations Centre ("EOC") is the command and communications hub for any large emergency or disaster including the current global COVID-19 pandemic. The EOC was activated by the City on February 17, 2020 prior to the World Health Organization ("WHO") declaring a global pandemic.

Since the last update provide to Council as part of Corporate Report R067;2020 the EOC has completed the following actions:

- Continued tracking of key data indicators that will assist with forecasting and preparing for recovery and return to business as usual operations over time;
- Launched Surrey Makes PPE to assist senior levels of government and health authorities gain access to large quantities of locally produced supplies and to connect local manufacturers with the information and resources to retool their facilities to produce essential medical and protective equipment.
- Retrofitted garbage bins in high traffic locations in the City Centre area to add the ability to open each receptacle with a foot pedal to eliminate the need to touch by hand;
- Improved www.surrey.ca search functions to allow for easier access to City online services;
- Expanded online content able for viewing including fitness, feature garden tours, parks interpretation and education content, cultural programming;
- Established a sub-EOC to monitor the Fraser River Freshet;

- Worked with Surrey Archives to launch a COVID-19 documentation acquisition campaign. This new initiative will help document COVID-19 experiences of Surrey residents;
- Acquired sterilization equipment to decontaminate personal protective equipment and other equipment;
- Partnered with workspace wellness company WellTeQ on a four-month pilot program that will provide up to 300 staff with access to fun employee health programs and informative resources;
- Worked with the City Employee Family Assistance Program provider to customize two new training modules for staff; and
- Worked with the Surrey Libraries to include a “Food and Meals” information for vulnerable residents as part of their COVID-19 Information and Programs webpage.

DISCUSSION

The EOC has clear responsibilities outlined and actions underway to respond to the immediate impacts of the COVID-19 pandemic. The EOC is utilizing *Surrey’s Proactive 10-Point Action Plan* (the “Plan”) to mitigate impacts of the COVID-19 pandemic that moves the EOC beyond immediate response to consider the medium and longer terms impacts of the pandemic on City operations, and enables tracking of key data indicators that will assist with forecasting and preparing for recovery and return to business as usual operations over time (Appendix “I”).

The Plan is continuously updated to assist with, and document decision making by the EOC and will use data to forecast possible scenarios that will impact Surrey in the medium and longer term.

Key insights over the last two weeks include:

- Global COVID-19 cases continue to rise, with over 3 million infections as of April 28, 2020;
- Social distancing measures in Canada are showing signs of success, as the growth rate in new infections has dropped over the past month even in the hardest hit provinces of Ontario and Quebec;
- In the past week, growth rates have begun to rise in Saskatchewan, Manitoba, Alberta and Interior BC due to isolated outbreaks;
- Public health officials are warning that while there is a slowdown of cases, there is the potential for a second, significant wave of infection in the Fall;
- Despite British Columbia’s overall success, the ratio of cases in Fraser Health as a proportion of the total number of infections in BC has increased and as of April 30 now represents 45% of BC’s total number of infections.

The City has begun collecting data from other jurisdictions in Canada and globally to prepare for the safe and effective reopening and easing public health measures. On most fronts, there is a shift this week to considerations for reopening; however, caution is needed to ensure these measures do not generate any spike in new cases. Globally, planning has begun in many jurisdictions to begin reopening using a phased approach. At the provincial level, the City is awaiting direction from the Provincial Health Officer to determine which public health measures can be eased in the future.

Level of Service Provision

The City is continuing to offer a majority of services at Level 1- Modified Business Service. There are a limited number of services, such as pools, recreation centres and arenas that closed due to health concerns and requirements such as they are at a Level 3 - Essential Services.

The level of service currently being provided and its effectiveness by each of the City's functional business area is regularly reviewed by the EOC. When the EOC has determined that a change in level of service is warranted, a change will be made for the specific functional business area and not for the City as a whole. This will be communicated to Council, staff and the public.

The change from Level 1 to a Level 2 and/or Level 3 is informed by the needs of the community, the recommendations from the local and Provincial Medical Health Office, the amount of staff available at the City to provide service, or the ability for the City to safely to provide service.

Surrey Fire Service Responses

The Surrey Fire Services ("SFS") since April 2, 2020 has responded to an average of 36 incidents per day, as illustrated in Appendix "II". The SFS responded to an average of 82 incidents per day over the same period in April 2019, a reduction of 56%.

The overall reduction of 56% is comprised of two components:

- SFS attendance at medical incidents have decreased by 90% as compared to the same period last year as a result of the changes in first responder attendance at medical incidents as recommended by BC Emergency Health Services in an effort to reduce the exposure risk for fire fighters. However, since April 21, 2020 the SFS has resumed responding to calls involving overdoses following instructions by the BC Emergency Health Services as SFS staff are trained in delivering Naloxone, which clinically supports improved patient outcomes; and
- SFS attendance at non-medical incidents have decreased by 20% as compared the same period last year as a result of the stay at home recommendations and less people movement.

Surrey RCMP Response

Between April 2 and April 28, 2020, the Surrey RCMP received an average of 546 calls for service per day and dispatched members to an average of 412 incidents per day, as illustrated in Appendix "III". Surrey RCMP calls for service remain fairly consistent (1% change in average daily calls). However, the number of calls the police dispatched members to increased slightly (8%). In terms of a dispatch rate, last year during this study period (April 2-28) police dispatched members to 70% of total calls; this year members were dispatched to 75% of the total calls received.

Staffing

From the start, to ensure that the City, including the SFS, has adequate cleaning equipment and personal protective equipment ("PPE") for staff, the EOC has centralized its inventory of these supplies and is monitoring daily consumption rates. A copy of the City's inventory of critical

supplies as of April 30 2020, and how this inventory has changed since April 15, 2020 is attached as Appendix "IV".

At present, the City has a sufficient supply of all critical supplies to last for the next 90-days thanks to recent successes over the past two weeks in acquiring a significant amount of procedure masks and gloves and a moderate amount of booties and N95 masks.

The EOC is continuing to increase its inventory of its supplies and has recently started production of its own gowns given challenges in sourcing them from manufacturers.

Current Staffing Levels

In an effort to maintain staff and customer safety while still maintaining the current level of service, providing flexibility and to prepare in the event of a mandated shut down, the EOC has continued to work with each Department to facilitate opportunities for staff to work at home.

As of Wednesday April 29, 2020, approximately 31.4% of all staff are working from home which equates to approximately 52.9% of staff that may eligible to work at home (of course this excludes field staff from Engineering – Operations, Fire, Planning & Development – Facilities and Parks, Recreation & Culture – Operations).

Department	For April 29, 2020			
	% of staff working at their respective facility	% of staff working from home	% of staff who are sick or in quarantine and unable to work	% of staff who are on vacation
Corporate Services	22.0%	77.5%	0.0%	0.5%
Engineering (Operations)	90.1%	1.6%	4.5%	3.8%
Engineering (all others)	47.5%	50.8%	0.0%	1.6%
Finance	50.0%	48.8%	1.2%	0.0%
Fire	88.0%	0.0%	4.4%	7.6%
Investment & Intergovernmental Relations	66.7%	33.3%	0.0%	0.0%
Library	8.0%	72.0%	0.0%	20.0%
P&D (Facilities)	92.1%	7.9%	0.0%	0.0%
P&D (all others)	30.1%	69.3%	0.6%	0.0%
PRC (Operations)	83.7%	13.2%	0.8%	2.3%
PRC (all others)	48.8%	48.4%	1.8%	1.1%
Public Safety	66.4%	28.5%	3.2%	2.0%
TOTAL	63.0%	31.4%	2.3%	3.3%

The level of staffing available fluctuates on a daily basis as the number of staff who are in quarantine due to isolation resulting from travel is decreasing daily. A summary of the level of staffing available from April 6 through April 29, 2020 (excluding holidays and weekends) is attached as Appendix "V".

Workforce Adjustments

As the COVID-19 pandemic evolves, each Department is continuously assessing its operations and determining appropriate staffing levels for each level of service. Aside from the facility closures that have impacted the Parks, Recreation and Culture Department and Libraries, the City, as noted above, continues to provide residents with its normal range of services at Level 1 – Modified Business Service.

The City's approach and experience is in contrast to many other municipalities that have reduced their scope of services to residents. In determining appropriate staffing levels and prior to considering layoffs, Departments are providing employees with all meaningful work that is available. If work volumes are low in an employee's own role, they are being redeployed into other areas across the City where there is a need. To date this model has been effective in keeping staff working and providing services to residents and businesses that are operating. However, the continued provision of services to support the City's economic recovery has the potential to moderately increase the City's projected budgetary shortfall.

As the COVID-19 pandemic deepens, abilities for redeployment become more challenging and as such more layoffs are likely to occur. Council will be advised in advance of any future layoffs

Support for Essential Service Staff

The EOC is continuing to work with the Fraser Health Authority to identify a local hotel for City essential service staff and essential service staff employed by the Surrey RCMP, BC Ambulance Service and the Fraser Health Authority that are unable to stay in their home due to having a COVID-19 symptomatic or positive person in their home.

While the EOC is continuing to advance supports for City essential service staff, the Alexandra Neighbourhood House has received grants from the Peace Arch Hospital Foundation and the Vancouver Foundation to provide temporary, no cost accommodation to social service workers, first responders, childcare providers and other essential service workers who need space to self-isolate between shifts to protect themselves, their family, or roommates.

Support for Vulnerable Populations

The EOC has worked with BC Housing and the Fraser Health Authority to open the North Surrey Recreation Centre ("NSRC") as Emergency Response Centre ("ERC") to enable isolation of the City's vulnerable population should they have symptoms of or have been diagnosed with COVID-19 and in need of self isolation. On average, the ERC has hosted 6-persons on a daily basis that are staying in the NSRC ERC. No one at the NSRC ERC centre has tested positive with COVID-19.

In an effort to reduce the number of people in existing BC Housing funded shelters in Surrey, BC Housing has moved approximately 36 vulnerable individuals as of April 30, 2020 from shelters to individual motel rooms at The Linda Vista Motel at 6498 King George Boulevard and the Canadian Inn at 6528 King George Boulevard.

In addition to the testing of the guests at the NRSC, the Linda Vista Motel and the Canadian Inn, NSRC ERC nursing staff are also offering testing to vulnerable individuals in the community and to date no one from the testing in the community has tested positive with COVID-19.

The EOC is also monitoring the capacity and current number spaces available at BC Housing funded shelters and at the Linda Vista Motel and Canadian Inn in order to better inform ongoing requests for further supportive housing projects in Surrey.

COVID-19 Compliance and Enforcement Team

On March 26, 2020 the Surrey RCMP established a joint COVID-19 Compliance & Enforcement Team ("CCET"), in partnership with the City Bylaws Division to conduct proactive checks to ensure local residents and businesses understand their personal obligations regarding social distancing and self-isolation requirements to stop the spread of COVID-19. The Team's primary mandate is proactive education and gaining voluntary compliance with the directions of the Provincial Medical Health Officer. CCET has been proactively reaching out to Surrey businesses, faith-based locations, banquet halls and recovery homes to inform, educate and prevent contraventions of the public health safety orders. They have also conducted patrols in areas where people continue to congregate, such as parks and playgrounds.

To complement the proactive activities carried out by CCET, the Surrey RCMP Frontline (E Watch) has been conducting proactive patrols in key business complex locations to mitigate any potential criminal activity associated to the pandemic (e.g., due to business closures, reduced hours, etc.). Between April 15 and April 28 2020, CCET partners and E Watch members completed 8,285 proactive visits and patrols.

Location	Number of Checks	Number of Non-Compliance
Banquet Halls	268	0
Faith Based Institutions	809	0
Supportive Recovery Homes	49	2
Food Service (restaurants/bars, etc.)	738	3
Essential Business Services (grocery stores, banks, etc.)	1,560	8
Commercial Businesses (retail, personal services, etc.)	1,500	20
Industrial	419	0
Construction Sites	85	0
Private Residences	104	3
School Grounds	905	13
Parks	1,848	112
TOTAL	8,285	161

The COVID-19 Compliance and Enforcement Team has found that there is still strong compliance with the directions of the Provincial Medical Health Officer (98.1% compliance rate).

Park Ambassadors

To support the COVID-19 Compliance & Enforcement Team and further assist the public in complying with social distancing efforts, Park Ambassadors are at various locations throughout the City to park goers safe by providing education and information about important public health messages including:

- Staying home if you are sick;
- Maintaining a distance of at least 2 metres;
- Avoiding crowded areas; and
- Reminding park goers that there should be no organized or team activities.

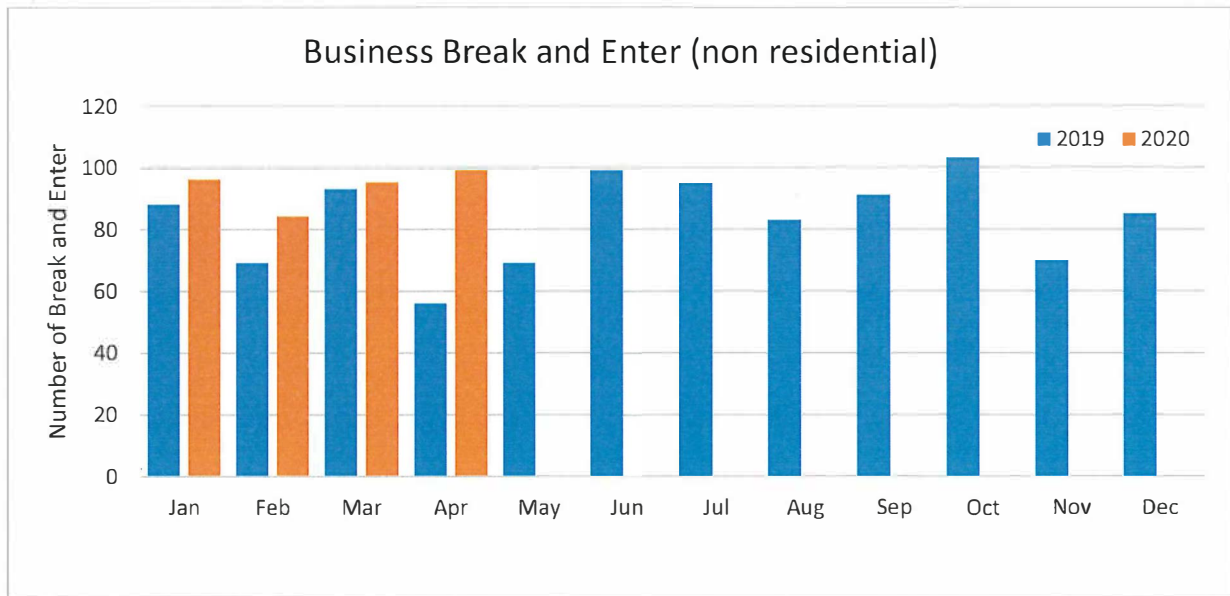
Redeployment of Police Resources

At the onset of the pandemic, the Surrey RCMP redeployed 40 personnel to the frontline for an initial 32-day rotation. Eight personnel have since been redeployed from Frontline to CCET and the Police Mental Health Outreach team (“PMHOT”) to meet their respective mandates with respect to the Detachment’s response to the pandemic. CCET members continue to assist the Surrey RCMP Frontline with responding to calls for service related to non-compliance of public health orders. The Surrey RCMP received 195 calls/complaints from residents regarding non-compliance with COVID-19 related public health orders between April 14-April 28 2020. Police officers were dispatched to 190 of these calls.

The enhancement of PMHOT resources will ensure consistent support for our most vulnerable populations. PMHOT members have enhanced outreach efforts in the Whalley/City Centre area and specific focus on 135a Street and surrounding area for both day and night shift. PMHOT works closely with City Bylaws and Engineering staff to support the daily “sweep” of the downtown core (each morning Monday to Friday). PMHOT also attend to calls for service at the Modular sites and other supportive housing facilities. Analysis was conducted to assess whether there has been recent impact on crime and public safety in and around 135a street area. There have been no discernible increases in calls for service, criminal offences or drug overdoses.

Business Break & Enter

Despite the continued police efforts in conducting proactive visits and patrols in and around commercial properties (business locations, industrial areas, etc.), Surrey has experienced a slight increase in business break and enter incidents in 2020 compared to 2019. The first quarter of 2020 saw an 8% increase in break and enter to business (compared to the first quarter of 2019). However, the increase was more pronounced for the month of April, where we saw a significant increase in business break and enter incidents so far in 2020 compared to 2019. However, it is important to note that April 2019 had an uncharacteristically low number of Business B&E incidents. Still, the April 2020 total is 19% higher than the monthly average in 2019 (and 8% higher than the monthly average over the first quarter of 2020).



Note: Excludes Business break and enter related to residential property (e.g., shared areas of apartments, community group homes, retirement homes, etc.).

Moving forward, the Surrey RCMP will continue to monitor business related crime to identify emerging hot spots, where prolific offenders are active and any other trends specific to commercial crime and the nature of offending (e.g., which types of businesses are being targeted, modus operandi, etc.). The Surrey RCMP will continue to conduct proactive patrols in business areas and engage local businesses to support crime prevention and reduction efforts. Specialized proactive target teams will also be monitoring known offenders and conducting extra enforcement.

Supporting and Informing Residents

The City's COVID-19 webpage, www.surrey.ca/COVID-19, has been a valued source of information for residents and businesses with almost 75,000 pageviews since it was launched.

The information on this webpage is updated daily in working with EOC, and shares information on News & Updates, Affected Services, Facility Closures, Online Services promotion, Health Information, Business Content (e.g., Surrey Makes PPE, Surrey Store to Door, Business Resources) and Community Resources. Improvements made to the webpage over the past two weeks include redesigns that align with the future surrey.ca, the addition of filters to provide greater usability with mobile stacking and the inclusion of email, phone and contact information for In-Person Services.

The City is also using its social media platforms to share information and there has been strong growth as compared to the same period last year:

- Facebook: audience has increased by 10%, that has increased total reach to, 1,060,692, an increase of 58%;
- Twitter: audience has increase by 252%, that has increased total impressions to 1,400,000, an increase of 205%; and

- Instagram: audience has increased by 29%, that has increased total engagement to 18,770, an increase of 85%.

To further support and inform residents, the City has established a centralized email address, COVID-19@surrey.ca, in which residents and businesses can submit comments, questions and concerns. The City has received approximately 1,400 emails, of which approximately 1,100 or 78% required and have received a response. As illustrated in Appendix "VI", the number of emails received has decreased over the course of the pandemic.

Intergovernmental Support and Cooperation

The EOC successfully worked with the Provincial government to find a solution for allowing electronic signatures on Land Titles and Survey Authority ("LTSA") documents including subdivision plans, strata plans and restrictive covenants, during the COVID-19 pandemic. A more permanent solution is also being pursued which will require legislative changes to the Land Title Act.

The EOC continues to seek the support and cooperation of the Provincial and/or Federal government on many issues related to the COVID-19 crisis. Ongoing issues include:

Provincial & Federal (both)

- Support for citizens and businesses financially impacted by COVID-19;
- Support for vulnerable populations;
- Acquiring PPE for first responders and front-line staff;
- Financial support to Cities to offset impact of COVID-19;
- Using a model similar to Federal Gas Tax rebate model; and
- Flow funds directly to Cities – not through Province.

Provincial

- Recovery homes - requesting health supports or plans for responding to potential outbreaks when self-isolation/quarantine is not possible;
- Expenses reimbursement through Emergency Management BC – seeking clarity on what city expenses are eligible/not eligible for reimbursement;
- Fines for non-compliance with physical distancing orders – requesting that the Minister of Public Safety & Solicitor General provide cities with the power to enforce compliance through ticketing; and
- Support for Property Tax Deferment Expansion, OTA Alignment, consistent due dates for municipalities.

Federal

- Seeking clarity on eligibility criteria for small and medium businesses to access the recently announced \$675 million in financial support for businesses unable to access the existing COVID-19 support measures

- Assistance with ensuring that the Department of Fisheries and Oceans permits and approvals related to important infrastructure projects are not delayed due to COVID-19 related issues
- Creation of a Federal economic stimulus package - the City has created a list of shovel ready, Surrey-based infrastructure projects for Federal funding consideration

Advocacy efforts related to these projects are ongoing. They include the Mayor and staff participating in conference calls with Provincial and Federal elected officials, as well Big City Mayors' Caucus ("BCMC") and Federation of Canadian Municipalities ("FCM") conference calls with the Premier's Office and the Deputy Prime Minister. City staff that are part of the EOC structure have also been connecting directly with appropriate Ministry staff in order to ensure Surrey's needs are fully understood and amplified.

Observations on the Effectiveness of Social Isolation and Distancing Measures

The City is continuing to actively monitor traffic volumes and traffic speed through its inventory of 350 signalized intersections equipped with vehicle counting technology, 6 mobile traffic data collection sensors and 50 Bluetooth sensors as well as through additional data sources on the Port Mann and Pattullo Bridges and at each border crossing.

Using this data, staff have determined that the travel restrictions, school closures, businesses closures and the rise in telecommuting has resulted in an average weekday reduction in traffic volumes on Surrey's major roads (King George Boulevard, 120 Street, 128 Street, 168 Street, 152 Street, 32 Avenue, 64 Avenue, 72 Avenue, 88 Avenue and 104 Avenue) by approximately 39% since March 23, 2020 as compared to traffic volumes over the same period last year, as illustrated in Appendix "VII".

However, in reviewing data from the week of April 20th, traffic volumes while remaining well below traffic volumes over the same period last year, have increased by 10% as compared to the week prior. Staff will continue to monitor traffic to determine if there is a continued increase in traffic volumes.

As noted above, the COVID-19 Compliance and Enforcement Team has found that the vast majority of places checked, and complaints responded found that people are complying with the directions of the Provincial Medical Health Officer and the few that were not in compliance voluntarily elected to do so after a short conversation by team members on the importance in needing to comply with these directions.

Fraser River Freshet

The EOC has established a staffing model for a sub-EOC to monitor the Fraser River Freshet. The Provincial Regional Emergency Operations Centre revealed the snowpack throughout the Fraser River is well above normal, with extreme levels in the Upper Fraser and moderate-to-high snow levels in the Cariboo, Thompson and Lower Fraser east of Hope. Local risk for Lower Fraser and the South Coast is low.

The greatest variable of concern right now is weather – a gradual warming with dry conditions are ideal; a sudden hot spell and/or prolonged rain conditions would cause an increase in peak flows.

The forecast is currently for a “2 to 5-year event” with peak flows similar to or potentially just over those experienced in 2018. In 2018, the City:

- worked 7-days a week to conduct inspections and undertake localized improvements to the dyking system;
- closed stop log structures at selected portions of the dyke in Bridgeview. These closures resulted in the loss of access to a small number of businesses for a limited amount of time;
- hosted a Public Information Meeting at Bridgeview Community Centre; and
- used its website and social media channels to provide updates to residents and a flood information hotline was setup for residents to call.

Since the 2018 Fraser River Freshet, the City has invested approximately \$4 million in dyke improvements to improve flood protection to industrial, commercial and residential properties within the South Westminster and Bridgeview area.

SUSTAINABILITY CONSIDERATIONS

The City of Surrey Emergency Program, the EOC and the level of service provisions supports the objectives of the City’s Sustainability Charter 2.0. This work relates to Sustainability Charter 2.0 themes of Public Safety. Specifically, the following Desired Outcome (“DO”):

- Emergency Preparedness and Prevention DO6: Surrey has proactive and coordinated emergency prevention measures in place and can effectively deal with emergencies that arise.

CONCLUSION

Surrey’s Proactive 10-Point Action Plan has been developed to help mitigate impacts of the COVID-19 pandemic. This Plan is continuously updated to assist with, and document decision making by the EOC and uses data to forecast possible scenarios that will impact Surrey in the medium and longer term. This data forecasting is helping the City to anticipate changing conditions and assist the City in evolving its EOC responses under the 10-Point Action Plan, enabling the return to normal operations as quickly as possible.



Vincent Lalonde, P.Eng.
City Manager

Appendix “I” – Surrey’s Proactive 10-Point Action Plan – Version 2 – April 30, 2020

Appendix “II” – Surrey Fire Service – Incident Responses – April 2 to 28, 2020

Appendix “III” – Surrey RCMP – Calls for Service Received and Dispatched – April 2 to 28, 2020

Appendix “IV” – EOC Critical Supplies Inventory - April 30, 2020

Appendix “V” – Staff Count Summary – April 6 to 29, 2020

Appendix “VI” – Number of emails received to and responded by COVID-19@surrey.ca - April 28, 2020

Appendix “VII” – Traffic volumes along major corridors – March 23 to April 24, 2020

JA/ki

[https://surreybc.sharepoint.com/sites/CMStrategicInitiatives/Projects/Coproate Report No. 4 - Version 1.docx](https://surreybc.sharepoint.com/sites/CMStrategicInitiatives/Projects/Coproate%20Report%20No.%204%20-%20Version%201.docx)

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****Appendices available upon request**

CITY OF SURREY
PROACTIVE 10 POINT ACTION PLAN | COVID-19 PANDEMIC
VERSION 3 – MAY 21, 2020



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Message from Mayor & Council



Mayor Doug McCallum

In response to the ongoing and rapidly evolving Coronavirus (COVID-19) situation, the City's Emergency Operations Centre (EOC) is in constant dialogue with public health authorities, including Fraser Health and the BC Centre for Disease Control.

The Emergency Operations Centre has been activated since mid-February to ensure essential City services, such as water, sewers, police, and fire are maintained for the well-being and safety of our community, with measures put in place to keep our staff and front-line responders safe. The EOC plan in place is a proactive and measured response and will be regularly updated as needed.

With the uncertainties of COVID-19, the City of Surrey is also doing its part to stimulate the local economy and create local jobs. Recently new measures were introduced to help provide opportunities for new work including advancing essential engineering projects across the City.

Along the way, I am heartened that our residents have not let down their guard and maintained the practice of physical distancing to fight the spread of COVID-19. The message is clear: stay the course as we battle to flatten the curve.

On behalf of Mayor and Council, I want to thank and commend Surrey residents for doing their part to curb the spread of the virus. We also ask that people stay home and avoid gatherings whenever possible and frequently wash their hands.

Over time, I know that we come out of this pandemic stronger and more resilient as a community. We will keep you informed as our plan is updated in the weeks ahead.

Sincerely, Mayor Doug McCallum



Councillor Annis



Councillor Elford



Councillor Guerra



Councillor Hundial



Councillor Locke



Councillor Patton



Councillor Pettigrew



Councillor Nagra



EOC Director Update

OUR EMERGENCY OPERATIONS CENTRE (EOC) IS THE COMMAND AND COMMUNICATIONS HUB FOR ANY LARGE EMERGENCY OR DISASTER THAT IMPACTS THE CITY, INCLUDING THE CURRENT COVID-19 PANDEMIC.

The City of Surrey first commenced planning work on the pandemic in late January in response to the first reported US case and initiation of the quarantine in Wuhan, China. The City's EOC was activated February 17, 2020 prior to the World Health Organization declaring a worldwide pandemic. This was done to ensure essential City services, such as water and other utilities, police, and fire, were maintained and to work toward phased planning and concise actions. The City's leadership team is following the BC Emergency Management System model and Incident Command Structure (ICS); the latter is considered the gold standard of emergency response. It defines clear roles and actions and has proven effective during our emergency response.

Protecting our citizens' and employees' health during the COVID-19 pandemic is our first priority. As such we have been following the advice of both the Federal and Provincial Medical Health Officers and monitoring the global response. We have taken swift and effective measures to slow the spread of COVID-19 in Surrey and we're playing our part within Metro Vancouver at large.

The ramifications of the pandemic are far-reaching and as we work to protect the health of our citizens and employees, we must also protect the City's

economic interests and operations. This will require leadership and innovative thinking now and into the future. Forecasting various scenarios our City may face is essential. We are already working on this.

Last but not least, we are carefully documenting our actions and outcomes to help us learn during these unprecedented times. This medical crisis will pass, but regrettably, not without more heartache and loss. But we will recover, and we will ensure that we use this experience to bolster our capacity to manage future challenges.

This report provides the public with an overview of our status, concerns, mitigations and our intent is to update the report weekly as new information arises.

I wish to thank you for your support, community contributions and perseverance especially for those who are working on the frontlines. The City of Surrey and its people are strong and resilient. Together we will get through these trying times.

Vincent Lalonde | EOC Director



Global Mitigation & Suppression

The worldwide outbreak of coronavirus COVID-19 is a medical crisis unmatched in modern times.

There is broad recognition that a coordinated response at the global, national, provincial and municipal level is required and like so many parts of the world, a state of emergency has been declared in British Columbia.

As of May 19, 2020 (11am), there are approximately 4,876,906 confirmed cases of COVID-19 and more than 322,000 people have perished worldwide. There are approximately 80,434 cases in Canada (6,023 deaths) and 2,444 confirmed cases in BC, the vast majority of which are in the Vancouver Coastal and Fraser Valley health regions. 143 British Columbians have died.

The global impact of COVID-19 has been profound, and the public health threat it represents is the most serious seen in a respiratory virus since the 1918 influenza pandemic. According to the World Health Organization, over 5% of COVID-19 infected patients die, a significantly higher mortality rate than influenza at 0.1%. As such, countries are increasingly implementing a broad range of responses to buy time for scientists to hopefully deliver a new vaccine within 18 months. It is important to note that COVID-19 is in the same family of coronaviruses as the 2001 SARS and 2012 MERS, no vaccines suitable for humans have been successfully developed to date.

In the absence of a COVID-19 vaccine, a recent article by the Imperial College COVID-19 Response Team in London assessed the potential role of several public health measures aimed at reducing contact rates in the population and reducing transmission of the virus. Public health officials currently predict that these measures will be in place for a long time in order to prevent future waves of infection. At the broadest level, two measures are possible:

1. Mitigation, which focuses on slowing but not necessarily stopping epidemic spread – reducing peak healthcare demand while protecting those most at risk of severe disease from infection. However, mitigation is unlikely to be feasible without emergency surge capacity limits of the healthcare systems being exceeded many times over and has not been widely adopted by any country.

2. Suppression, which aims to reverse epidemic growth, reducing case numbers to low levels and maintaining that situation indefinitely and is the current dominant public health strategy in BC and across Canada.

- a. Suppression activities such as population-wide physical distancing applied to the population as a whole is likely to have the largest impact; and in combination with other interventions – notably home isolation of cases and school and university closure – has the potential to suppress transmission below the threshold required to rapidly reduce case incidence.

- b. If intensive suppression activities are not maintained transmission will rapidly rebound, potentially producing an epidemic comparable in scale to what would have been seen had no interventions been adopted.

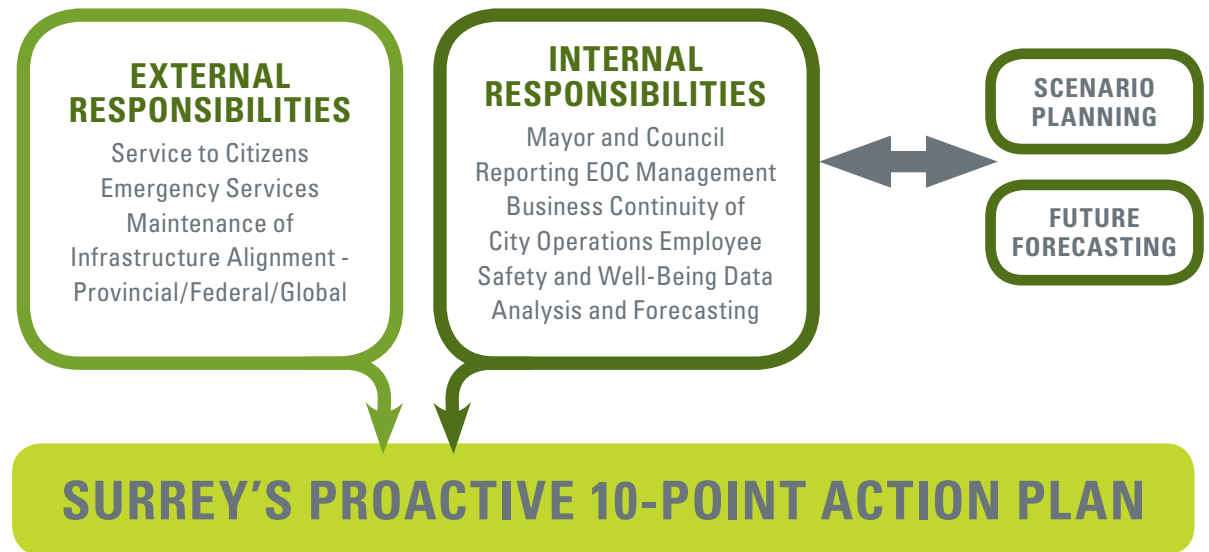
Proactive Responses to Challenges | This table itemizes noted challenges associated with pandemics in urban settings, along with suggested proactive responses to those challenges.

CHALLENGE	PROACTIVE RESPONSE
High population density and high volume of public transportation can accelerate spread of disease through casual contact in public areas and a lack of contact tracing.	Proactively consider epidemic preparedness in planning and development; support enhanced ability for effective contact tracing.
Governance by local authorities means cities have great responsibility but have finite budgets and limited options for enhanced resources.	Advocate provincially and federally for local resourcing and localized solutions and collaborative approaches with local agencies and government including consolidated local surveillance data to aid policy decisions at all levels of government.
Diverse and heterogeneous communities make contact with some vulnerable groups difficult.	Mobilize community leaders to develop targeted approaches to preparedness and response.
High connectivity to other urban centres (domestic and international) means high likelihood of importation and spread of viruses.	Evidence-based points of entry measures and exit screening measures can be implemented; trust can be built through strong diplomatic relations to ensure strong collaboration.
Unconventional communications and interactions lead to misinformation spreading quickly.	Determine and utilize unconventional but reliable information channels and social media for risk communication.
Unprecedented economic challenges for businesses and residents due to public health restrictions across BC and Canada.	Proactively reach out to local businesses to understand their needs and continually connect with them to improve access to available government support programs.



About the 10-Point Action Plan

The city has adopted a 10-Point Action Plan toward proactively mitigating and suppressing the impacts of the COVID-19 pandemic and guide the day-to-day emergency response during the pandemic. The planning model uses data from multiple sources to aid future forecasting. The 10-Point Action Plan addresses both internal responsibilities and external responsibilities both short and long term to guide its day-to-day actions.



The plan will be responsive to changing conditions and enable the city to continue to monitor the situation in real time and adapt to government and health organization recommendations. This plan will be updated on a weekly basis and key actions adjusted as new information arises and forecasts are revised. Ultimately the goal is to ensure the greatest possible protection for citizens' and employees' individual health and the stability and economic well-being of businesses and the community during and after the COVID-19 pandemic.

Emergency Plan Framework

The main objective of the City’s pandemic emergency response Plan is to ensure the safety and well-being of our citizens and employees. The City will focus on its responsibilities, responses and recovery, and relationships with the public and other agencies will be particularly important.

OUR
COMMITMENT

WHAT WE
WILL DO

HOW WILL
WE DO IT



SURREY’S PROACTIVE 10-POINT ACTION PLAN

- | | | | |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| 1 Commit to Local Government Leadership | 4 Implement/monitor guidelines on non-essential gatherings & facility access | 7 Implement a 3-level plan for critical & essential services | 9 Coordinate with other public agency partners across the City |
| 2 Activate Emergency Operations Centre | 5 Ready our local economy for recovery | 8 Communicate clearly & often to our employees, citizens & partners | 10 Forecast future Scenarios to determine how to minimize impact and aid recovery |
| 3 Ensure safety & well-being of our employees and citizens | 6 Support regional and provincial public health needs | | |

Update of Key Actions (May 21)

The below table shows a high-level overview of key actions that relate to each aspect of the City's Ten Point plan response to the COVID-19 global pandemic as of the May 21st update period.

POINT	ACTION ITEM	KEY ACTION AS OF 2020-05-21
1	Commit to Local Government Leadership	<p>In January, Surrey Emergency Program planning coordinators reviewed and updated the Corporate Pandemic Business Continuity plan.</p> <p>A Pandemic Planning Leadership group with five department heads was formed for twice weekly meetings to review the COVID-19 situation and start aligning communications and prevention strategies.</p> <p>Inter-Office Memorandum (IOM) were used to inform Mayor and Council on the COVID-19 pandemic status.</p> <p>Pandemic Response Committee was formed with a larger senior management group. Daily meetings were scheduled to align and prepare all departments of the pending pandemic.</p> <p>Provided the Elected Officials COVID Pandemic Emergency Management Guide to Mayor and Council.</p> <p>Presented regular Update IOM's to Mayor and Council on the Pandemic.</p> <p>To mitigate the anticipated negative impact by COVID-19, ongoing financial analysis and modelling to understand and consider methods for lessening the potential impact to the City have been undertaken.</p>
2	Activate Emergency Operations Centre (EOC)	<p>The EOC was activated on February 17, 2020. It supports a prescribed set of response goals set out in priority as follows:</p> <ul style="list-style-type: none"> • Provide for the safety and health of all responders • Save lives • Reduce suffering • Protect public health • Protect government infrastructure • Protect property • Protect the environment • Reduce economic and social losses.

		<p>The EOC has daily virtual meetings to share information and ensure management have updates on new issues or actions taken.</p> <p>Established a document sharing site to enable consistent and thorough documentation of the responses to the pandemic and future planning.</p> <p>The EOC developed a model for three levels of City operations to aid with resource management:</p> <ul style="list-style-type: none"> • Level 1 – Modified Business Services • Level 2 – Critical Business Services • Level 3 – Essential Services <p>Division Managers started a process to validate their essential lines of business and identify staffing needs at each level. The City is currently at level 1 – Modified Business Services.</p> <p>Prepared Surrey’s Proactive 10-Point Action Plan as a mechanism for the coordination and documentation of the totality of the City’s response to the pandemic.</p> <p>A Fraser Health representative has joined the Surrey EOC organization and participates in the daily updates as a Fraser Health Liaison.</p> <p>Planning for a potential 2020 Freshet (seasonal snow melt/flooding) has begun. Designing how to operate two EOC’s for the two distinct emergencies.</p> <p>Identifying different scenarios of reduced restrictions, to enable recovery planning based on potential triggers changed by the Provincial Health Officer or Federal government.</p> <p>A decision-making matrix has been developed for safely re-opening services which were closed. A measured approach following WorkSafe BC guidance and industry best practice will be adhered to as facilities start to operate once again.</p>
3	<p>Ensure safety & well-being of our employees and citizens</p>	<p>Activated the Emergency Preparedness Program, including the Pandemic Leadership Committee.</p> <p>Implemented communication measures for hazard awareness and control to staff, residents, and patrons of facilities.</p> <p>To prevent the spread of COVID-19 throughout civic facilities, implemented a Hazard Management program, which included physical distancing measures, providing mobile and stationary hand sanitizing stations throughout City facilities and worksites and frequent disinfecting of areas and other preventative measures.</p> <p>Developed COVID-19 protocols for: managing workplace exposures; cleaning and disinfection; and travel.</p> <p>Deployment of the COVID-19 Compliance & Enforcement Team to respond to complaints related to public health order violations and to actively provide education to residents and businesses regarding their responsibilities.</p>

<p>4</p>	<p>Implement/ monitor guidelines on non-essential gatherings & facility access</p>	<p>As per the guidelines of the Provincial Medical Officer, the City has modified business practices to ensure that most business units within the City can function in a remote or socially distanced fashion.</p> <p>Facilities that have limited access to the public have signage posted asking clients that have symptoms associated with COVID-19 or have travelled not to enter.</p> <p>Facilities that have limited access to the public have greeters screening clients and will turn away clients that meet COVID-19 criteria of isolation. In addition, clients are being asked to set up appointments that can be run remotely so they are not required to come to City Facility.</p> <p>Health and Safety staff have developed procedures of disinfection along with sanitizers for city vehicles and staff that do not have access to water to wash their hands (outside workers).</p> <p>City Hall open to the public by appointment only - access points into City Hall have been restricted and are monitored throughout the business day and staff is required to greet scheduled visitors in the atrium and at P1 entrance. Drop off boxes have been installed on P1 level to allow customers that need to provide documents related to City business are able to do so without coming in the building. Staff are in the process of finalizing a solution for customer that need to pick up documents from City Hall.</p> <p>Health and Safety staff have developed safe work procedures and training for outside workers and are working with Fraser Health staff in preparing safe work guidelines for building maintenance staff performing tasks within the Emergency Response Centre.</p> <p>Additional training and guides have been prepared for outside staff to remind them about safe working procedures.</p> <p>An orientation and training manual has been developed for contractor orientation before they can enter a City worksite to ensure safe work procedures that include physical distancing and hand washing.</p>
<p>5</p>	<p>Ready our local economy for recovery</p>	<p>Conduct a Business Impact Survey, direct outreach with local businesses to understand the magnitude of impact on them from COVID-19.</p> <p>Initiate Surrey Store to Door campaign by promoting opportunities for Surrey residents to buy locally sold goods online – include expediting restaurants to register on UberEats and DoorDash online food delivery platforms.</p> <p>Establish and curate a COVID-19 business resource page to allow businesses to easily gain access to federal and provincial business support programs.</p> <p>Identify emergency government procurement opportunities for local manufacturers and suppliers.</p> <p>Initiate Surrey Makes PPE initiative to jointly promote over 20 local manufacturers that are retooling to produce essential health equipment for first responders and health workers.</p> <p>Develop economic impact and recovery modelling in partnership with Simon Fraser University researchers and experts.</p>

<p>6</p>	<p>Support regional and provincial public health needs</p>	<p>Closed City facilities (recreation centres, civic ice arenas, culture facilities, museums, public pools, and libraries) as per direction of Public Health Officer and executed deep cleaning of closed facilities.</p> <p>Developed clear guidelines for staff as they deal with colleagues and members of the public to ensure social distancing.</p> <p>Rolled out remote work opportunities where possible with full or almost full access to required applications to continue provide services.</p> <p>Implemented call centres and digital portals allowing clients access to staff and city services remotely, including credit card payments over the phone.</p> <p>Developed guidelines to mitigate water shut offs to ensure no disruption of water to residents and businesses.</p> <p>Fraser Health EOC is now working with other Cities to develop Emergency Response Centres to help their vulnerable populations, this based on Surrey’s model that was done in collaboration with Fraser Health and BC Housing</p> <p>Fraser Health nurses that are currently working at the Emergency Response Centre have proceeded with testing of a large number of Surrey’s vulnerable population at shelter locations in the City.</p> <p>Fraser Health nurses working at the Emergency Response Centre have continued to test Surrey’s vulnerable population with no positive results for virus infection to date.</p>
<p>7</p>	<p>Implement a 3-level plan for critical & essential services</p>	<p>Established three levels of service for activities in the City:</p> <ul style="list-style-type: none"> • Level One – Modified Business Services are taking place. • Level Two – Critical Business Services in place, such as issuance and processing of permits, infrastructure operations, continuing with active capital projects, supporting the efforts of essential service provision. • Level Three – Essential Services in place only, including: Police, Fire, Bylaws, waste collection, traffic management, water and sewer operations, etc. <p>Created comprehensive departmental plans for the implementation of the three levels of service.</p>

8

Communicate clearly & often to our employees, citizens & partners

For employees, implemented a dedicate Intranet site along with daily updates through bulletins, team sites and satellite employee and manager websites devoted to COVID-19 and communicated a clear and concise workforce adjustment planning agreement to staff.

Established a prominent devoted web presence and City information hub for COVID-19 that includes the latest news and updates, important health and travel info, and notices on event cancellations and facility closures.

A digital first approach channelling customers to the City website and social channels for the latest City related information on COVID-19. Our online platforms are updated multiple times daily as new info arises. Digital billboards and transit shelter ads are used to display important COVID-19 related information and messaging info at street level. An information email is available for inquiries with most inquiries responded to within the same day.

- April 2 – launched social media campaign under the banner #SurreyFlattensTheCurve.
- April 16 – released 10 Point Action Plan
- May 5 – released COVID-19 Surrey Economic Action and Recovery Plan
- May 12 – Thank you Healthcare worker street banners installed around Surrey Memorial and Peace Arch hospitals

Established phone lines for appointment only at city hall, elevated online services and implemented signage, posters and flyers at sites and facilities impacted by closures or in need of public safety messaging.

Launched social media campaign under the banner #SurreyFlattensTheCurve.

Surrey Libraries regularly update their Covid-19 Information and Programs on their website to ensure timely and accurate information for their patrons.

Redesigned the [Online Services](#) area of [surrey.ca](#) to facilitate new online service processes established dynamically during COVID. This included filters and a design that aligns with MySurrey Account that enables greater usability with mobile stacking. To improve web user experience, the [Affected Services](#) page was also redesigned to better highlight services impacted (eg, cancelled, reduced, changed) during COVID-19. Direct links included for staff contacts and in-person Services.

New online events and virtual programming was implemented including a series of online fitness videos, yoga classes and other recreation from the home as well as outdoor and online library programming and new online cultural activities.

Clearer social distancing and regulatory signage (600+ signs and notices in the past 2 weeks) was implemented across parks and digital billboards, traffic signage and other on-street messaging was maintained to support health messaging and services updates.

Human Resources has launched a series of web based apps to help staff stay healthy including a fitness equipment loan program where they have made bar bells and yoga mats available to staff working from home.

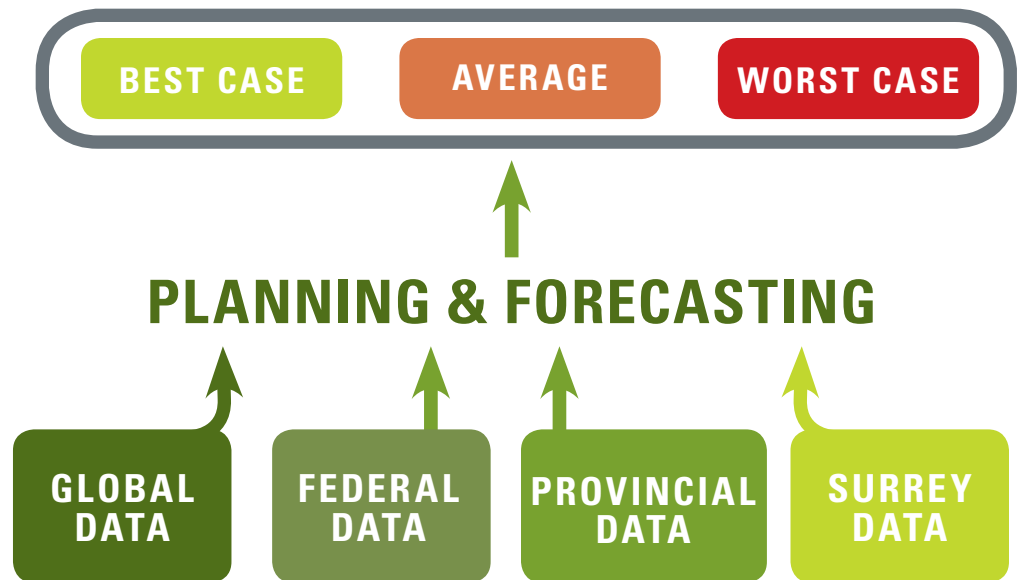
In addition regular communication is being provided to staff including a reminder on actions to take at a personal level to remain healthy and stay safe.

		<p>A communication plan is being developed to allow direct communication with employee that are temporary laid off as part of the workforce adjustments process. This will ensure they have access to the health and wellness programs currently offered on-line and get up to date information on their employment status.</p> <p>Surveys have been rolled out and currently a series of information bulletins are being rolled to all City Staff, to ensure that everyone is well informed on ways to prevent the spread of COVID-19, in preparation for the return of staff that are currently working remotely. Information includes ways to protect themselves and others from the virus.</p>
9	<p>Coordinate with other public agency partners across the City</p>	<p>The EOC has clear roles for section chiefs to ensure communications with partners and the public are in place and coordinated.</p> <p>Close collaboration with FHA and BC Housing and their service providers on ensuring proper process to deal with homeless population.</p> <p>Direct contact with the Provincial Regional Emergency Operations Centre (PREOC) and sharing of information between PREOC and City's EOC.</p> <p>Connection with Surrey business community and non - profit service providers through web and phone communications.</p> <p>In collaboration with Fraser Health Authority and BC Housing, the Emergency Response Centre opened in City Centre (Former North Surrey Recreation Centre) to help quarantine vulnerable population in Surrey. Admissions are managed by Fraser Health Staff and the facility is run by Surrey Urban Mission staff. As of May 20, 2020, there were 23 clients admitted in the facility.</p> <p>BC Housing has booked 56 rooms in two motels in Newton to help relocate patrons currently housed in Surrey shelters. This helps shelter operators in providing safer spaces to their clients with better social distancing within those facilities. As of May 20, 2020, 46 clients had been moved from Surrey shelters to the Alta Vista motel.</p> <p>Staff launched a survey of more than 6,500 clients with whom Engineering and Planning have done business with over the past two years to gage the level of service they are currently receiving along with suggestions and comments on potential improvements following the different way development related business is currently being conducted by City staff.</p> <p>Staff continue to work with partners in ensuring City services continue being provided to clients as well as supporting partners that are supporting members of the public, workers and businesses.</p>
10	<p>Forecast Future Scenarios to determine how to minimize impact and aid recovery</p>	<p>Conduct research and analysis to establish a working model to understand the impact of COVID-19 on City operations and our society including infection rate forecasts.</p> <p>Collaborate with Fraser Health Authority, and senior levels of government to coordinate and share data to allow for accurate representation of the current state.</p> <p>Use data collected from reliable sources to inform future forecasting and scenario planning during the pandemic and into the recovery and stabilization phases.</p> <p>Complete rigorous financial analysis and modelling based on current understanding, assumptions and actions of other municipalities in order to mitigate impacts.</p>



Future Forecasting

As part of the 10 Point Planning model, data from global, federal, provincial and local sources is continually gathered and analyzed to inform the action plan. Key indicators are assessed continually both within the City's operations and public health authorities to support decisions and planning. This insight supports modeling and future forecasting for the periods during and after crisis as well into the recovery and stabilization phases. Emergency planning includes scenario forecasting (best case, average, and worst case) to understand the range of impacts and responses that are likely required. Plans are adapted continually as new data emerges.



Key Indicators

The City has determined key indicators to help guide key decisions and aid the EOC in identifying when additional actions or responses are needed. Data is drawn from WHO and Canadian public health and government sources as well as the City’s own tracking regarding its operations.

CITY OPERATIONS INDICATORS
Direct costs to city operations related to COVID-19 (e.g., purchase of new personal protective equipment, staff overtime for EOC duties etc.)
Percentage of employees on sick leave or in quarantine and unable to work due to COVID-19 exposure
Percentage of Critical Infrastructure (Engineering Facilities) open
Percentage of Fire Halls operating with limited public access
City facilities with no public access (by type)

PUBLIC HEALTH INDICATORS
New Cases in Previous Day
New Cases in Previous Week
Percentage of New Cases in Previous Day
Percentage of New Cases in Previous Week
Percentage Currently Hospitalized
Percentage Currently in ICU
Percentage Mortality

Planning For Reopening

The City has begun planning for the reopening of businesses, facilities, and operational centers. On May 6, 2020, the Province announced its restart plan (“BC’s Restart Plan”) in order to support a step by step reopening of services and activities in the Province following BC’s Go Forward Strategy.

THIS PLAN IS COMPRISED OF 4 PHASES:





To support BC's Restart Plan, and the reopening of City facilities and resumption of services, the EOC has prepared an opening decision matrix to determine when each of City's functional business areas are able to adjust their level of service and resume some form of operation provided that all of the following four criteria are met:

- 1 Ability to comply with new Provincial Health Order;**
- 2 Reasonable public demand for services;**
- 3 Financial viability; and**
- 4 Public and employee safety measures are in place.**

The EOC is actively applying this decision matrix to each of the City's functional business areas in order to resume operations. A fulsome summary of the reopening plans for each facility will be provided in future update to Council. At present, based on the reopening plans developed to date, it is likely that outdoor park facilities, adult outdoor fitness and a limited number of summer child and youth day camps programming will be the first services to resume operations.

Partner Agencies & Authorities

THE GLOBAL RESPONSE – THE WORLD HEALTH ORGANIZATION

The World Health Organization (WHO), is an agency of the United Nations. Its mission is to promote health and control communicable diseases. Its primary role is to direct international health and to lead partners in global health responses.

On March 11, 2020 the WHO declared COVID-19 a pandemic given the number of cases reported at that point and the sustained risk of further global spread. A pandemic is defined as a global spread of a new disease. The term is most often applied to new influenza strains, it's used when viruses are able to infect people easily and spread from person to person in an efficient and sustained way in multiple regions, according to the US Centre for Disease Control. The declaration of a pandemic refers to the spread of a disease, rather than the severity of the illness it causes.

The WHO does not dictate responses in each country. All countries are responsible to have their own plans in place at all levels of the government.



THE CANADIAN FEDERAL RESPONSE

About COVID-19

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

Outbreak Update

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

Canada's response

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

Economic response

<https://www.canada.ca/en/department-finance/economic-response-plan.html>

BC PROVINCIAL RESPONSE

BC Centre for Disease Control

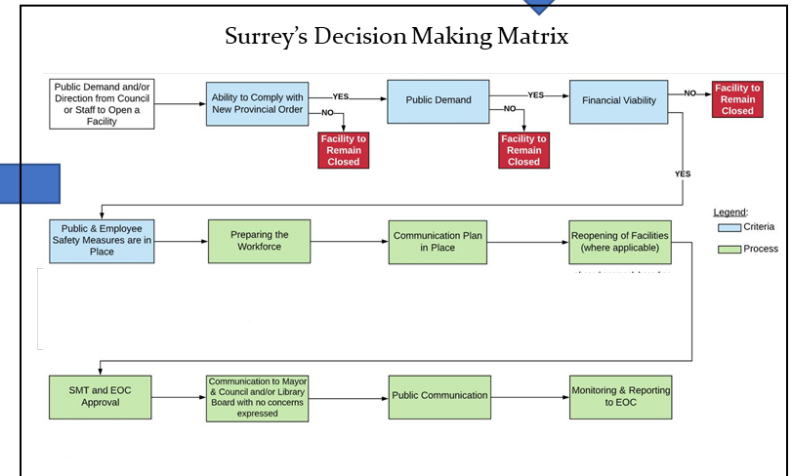
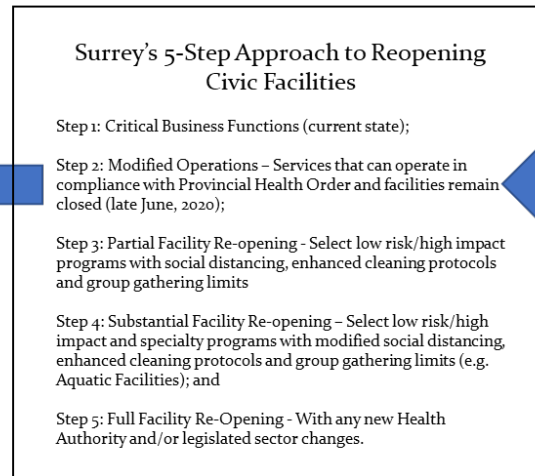
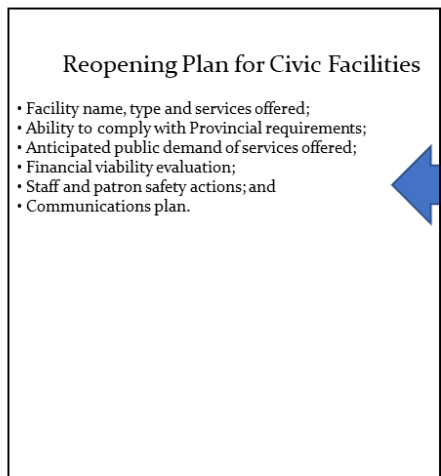
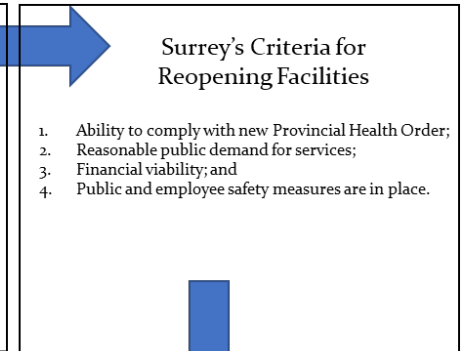
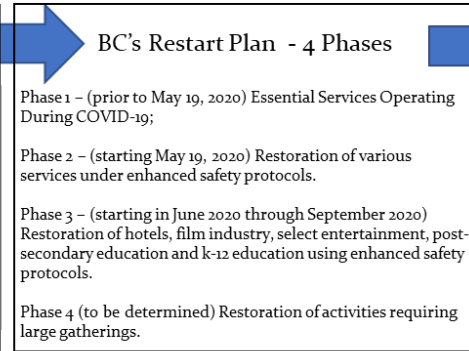
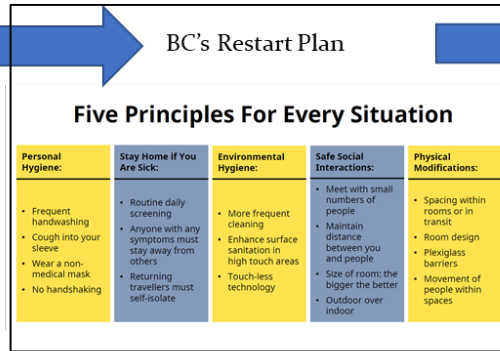
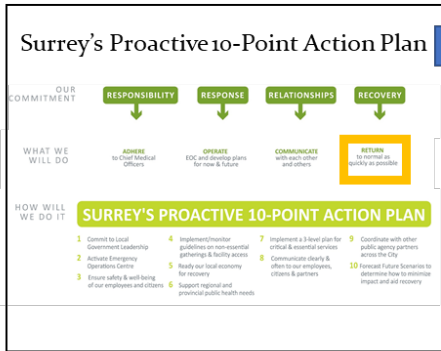
<http://www.bccdc.ca/health-info/diseases-conditions/covid-19>

Provincial support and information

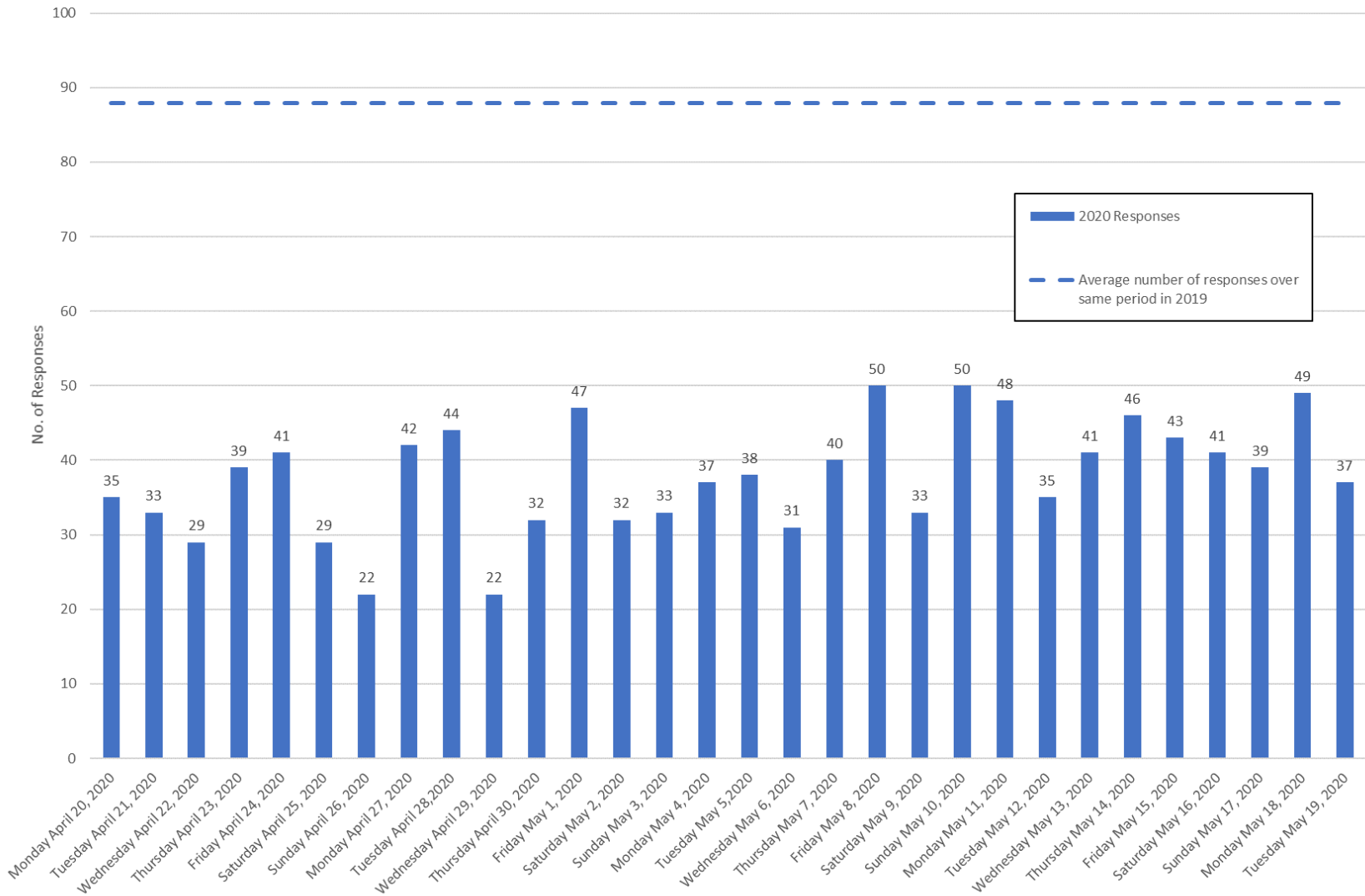
<https://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/covid-19-provincial-support>

To stay informed on the City's Emergency
Response on the COVID-19 Pandemic,
please visit surrey.ca/covid19

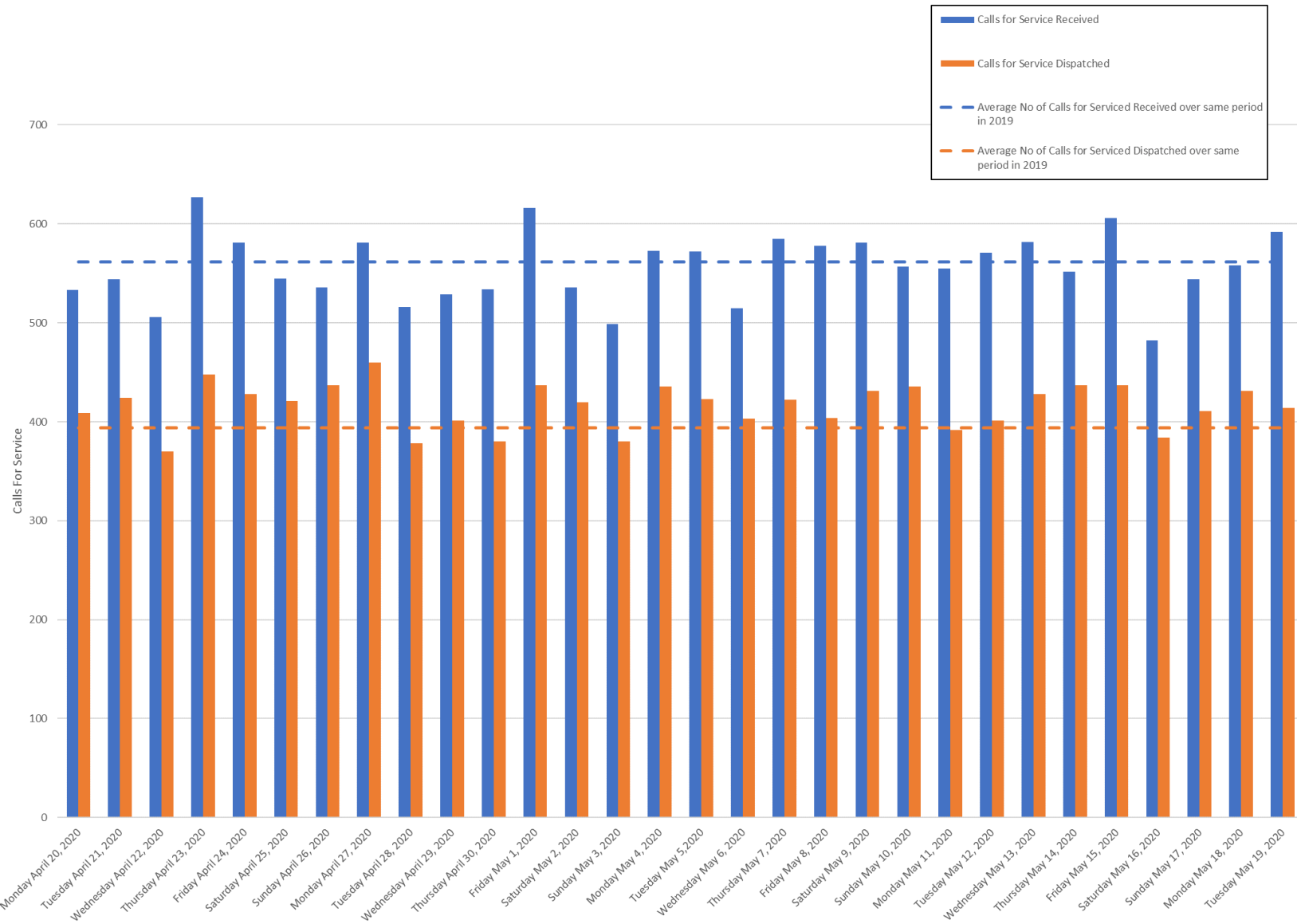
Appendix "III" Reopening Decision Process



Appendix “IV”
Surrey Fire Service – Incident Responses – April 20 to May 19, 2020



Surrey RCMP – Calls for Service Received and Dispatched – April 20 to May 19, 2020

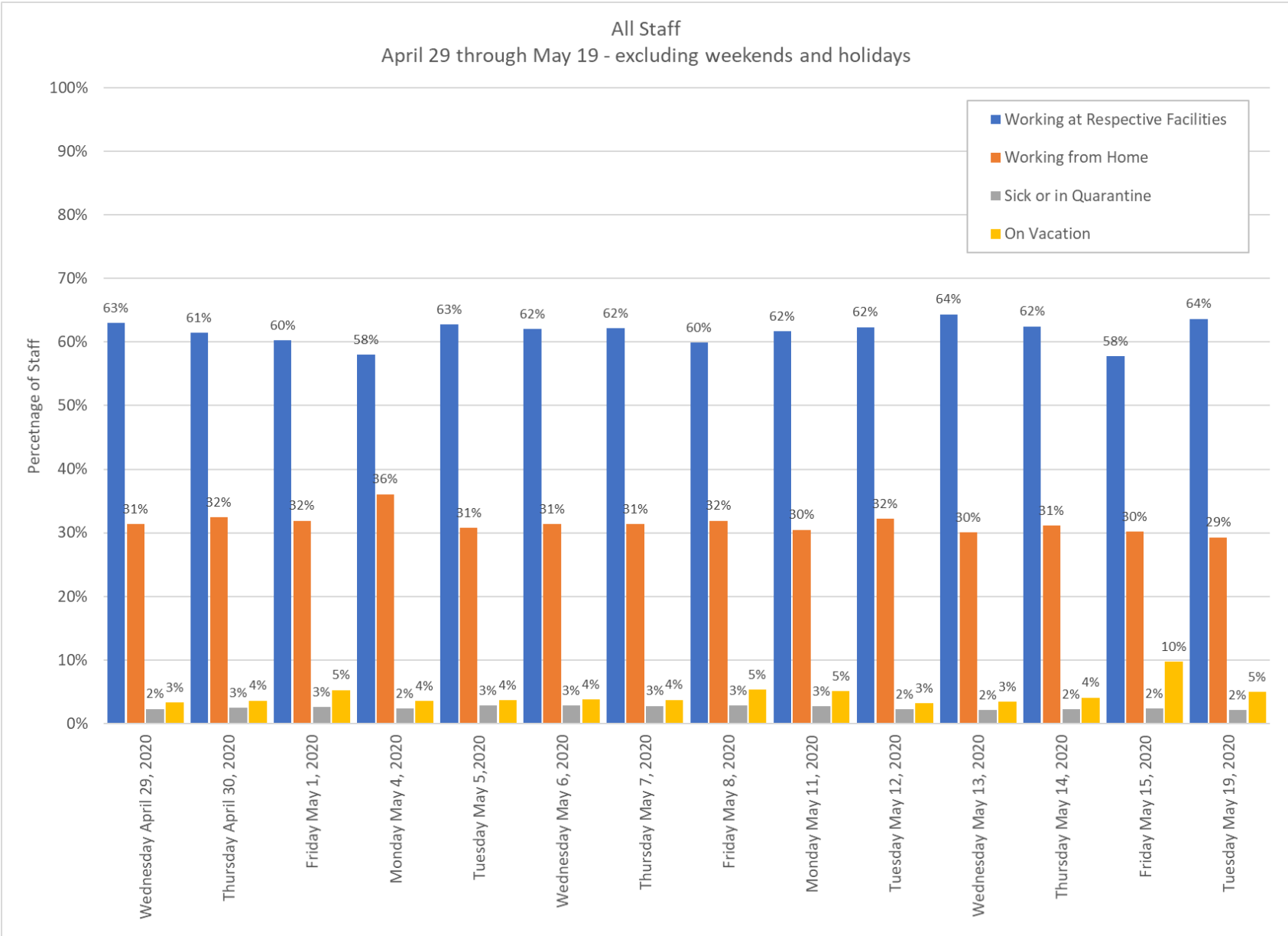


Appendix “VI”
EOC Critical Supplies Inventory as of May 20, 2020

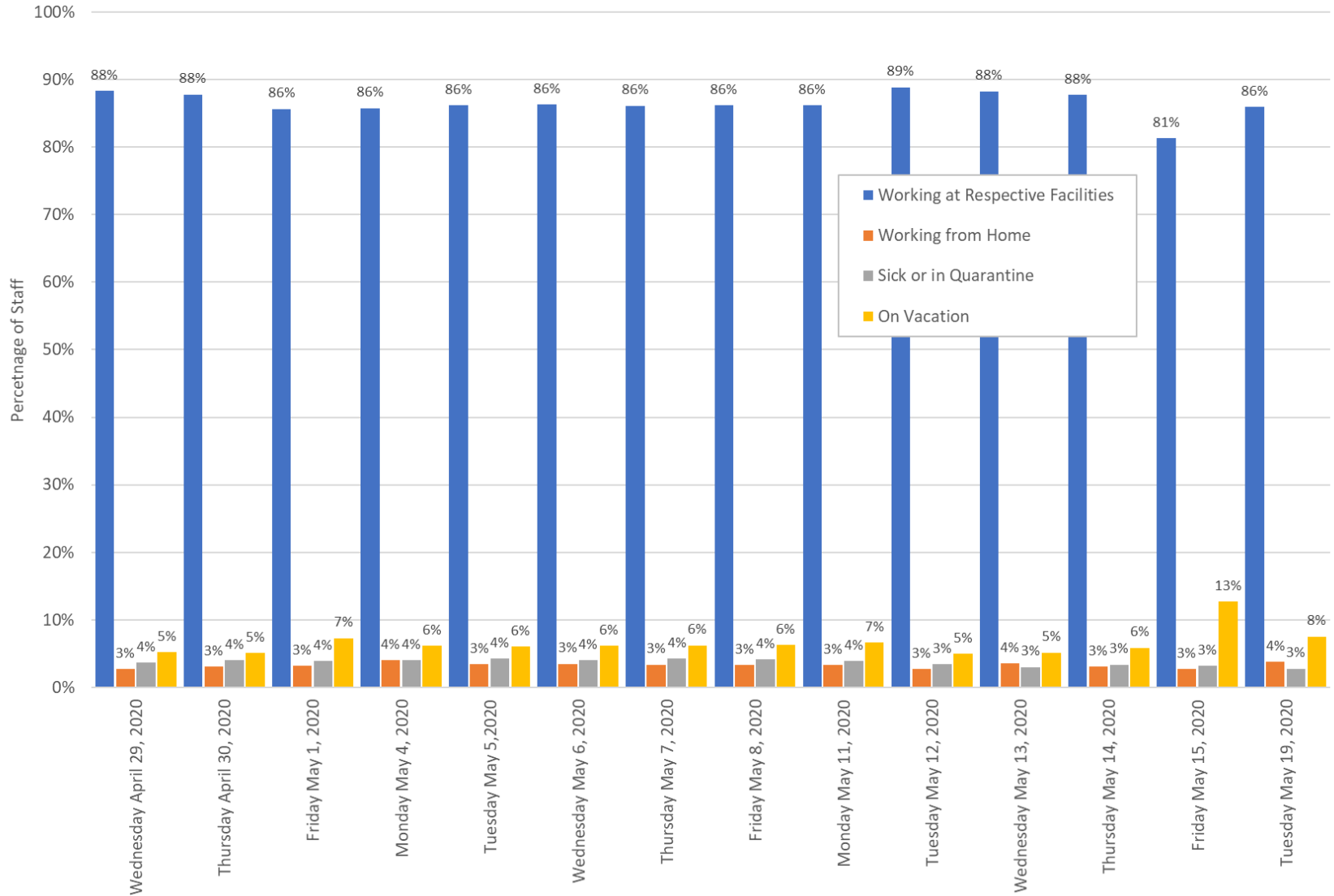
EOC Supplies

Product	Current Inventory May 20, 2020	Inventory as of April 30, 2020	Change in Inventory over past 3-weeks	Average Usage per day	Supplies based on Current Inventory			
					30 Day Deficit/Surplus	60 Day Deficit/Surplus	90 Day Deficit/Surplus	120 Day Deficit/Surplus
Cleaning Products								
Bleach 6%	105.00	105.00	0.00	0.00	105	105	105	105
Disinfectant	1,245.00	1,269.33	-24.33	5.65	1,076	906	737	567
Disinfectant Spray Bottles	34.00	39.00	-5.00	0.50	19	4	-11	-26
Disinfectant Wipes	102,725.00	90,052.00	12,673.00	620.00	84,125	65,525	46,925	28,325
Hand Sanitizer	3,167.50	3,038.50	129.00	19.25	2,590	2,013	1,435	858
Industrial Cleaner	10.00	10.00	0.00	0.00	10	10	10	10
Spray Nine	147.76	158.76	-11.00	0.00	148	148	148	148
PPE								
Booties	3,038.00	2,258.00	780.00	16.00	2,558	2,078	1,598	1,118
Cloth Masks	1,871.00	0.00	1,871.00	0.00	1,871	1,871	1,871	1,871
Face Shields	2,450.00	2,094.00	356.00	0.00	2,450	2,450	2,450	2,450
Gloves (single)	316,900.00	293,000.00	23,900.00	1,454.00	273,280	229,660	186,040	142,420
Gowns	1,666.00	2,019.00	-353.00	17.00	1,156	646	136	-374
N95 Masks	13,840.00	12,090.00	1,750.00	93.50	11,035	8,230	5,425	2,620
Plexiglass	70.00	0.00	70.00	0.00	70	70	70	70
Procedure Masks	40,450.00	12,600.00	27,850.00	30.00	39,550	38,650	37,750	36,850

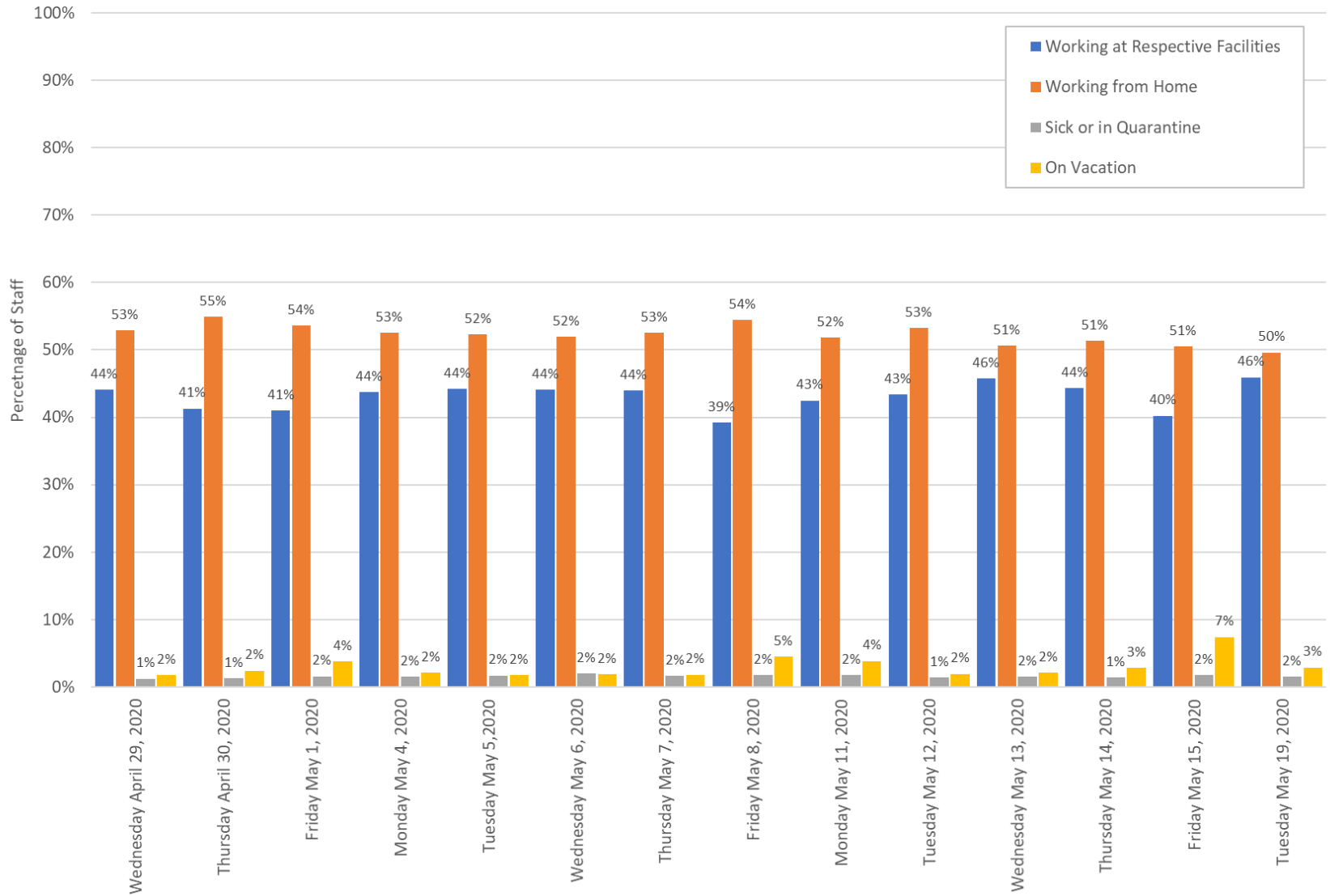
Appendix "VII"
Staff Count Summary – April 6 to 29, 2020



Field Staff
 April 29 through May 19 - excluding weekends and holidays



Inside Staff
 April 29 through May 19 - excluding weekends and holidays



Appendix "VIII"
Traffic Summary – March 23 to May 15, 2020

