



Town of Mayerthorpe

Business Continuity for Pandemic Plan

October 2009 Updated March 28, 2020

Business Continuity for Pandemic Plan

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This Business Continuity for Pandemic Plan has been created through the combined efforts of the Business Continuity for Pandemic Planning Committee composed of the staff members as follows:

Town Council:	Incumbent Council
Administration:	Chief Administrative Officer
Director of Emergency Management:	Karen St. Martin
Corporate Services:	Louise Kormos
Operations:	Barry Gylander
Community Services:	Joanne St. Martin
Municipal Enforcement:	Dwight Dawn

1. Purpose of the Plan.

The purpose of the Business Continuity for Pandemic Plan is to provide for the continuation of critical municipal functions and recovery of services that were suspended in the event of a business disruption in particular in the event of a pandemic influenza. Many potential contingencies and disasters can be averted, or the damage they cause can be reduced, if appropriate steps are taken to manage through the event.

This completed Business Continuity for Pandemic Plan outlines the course of action to be taken in the event of an emergency and the process for each business unit to follow in their recovery to normal business operation. It is intended to:

- Provide an orderly and efficient transition from normal to emergency conditions.
- Provide specific guidelines appropriate for complex and unpredictable occurrences.
- Provide consistency in action.
- Prevent activity inconsistent with the philosophy of this municipality.
- Establish a threshold at which an emergency response is triggered and determines who may authorize the response.

2. Objectives of the Plan.

This Business Continuity for Pandemic Plan is intended to:

- Define critical operations that must be continued, those operations that can be postponed for a period of time and those operations that can be postponed indefinitely.
- Provide a planned transition for normal operations to emergency operations and maintaining only those functions defined as critical or vital operations.
- Provide a level of security and safety for employees.
- Provide standard for testing the Business Continuity for Pandemic Plan.
- Ensure continuation of services to residents and protection of taxpayers' interests.
- Prevent loss of confidence in Municipal government.
- Meet regulatory requirements imposed by the Province or other regulatory agency.
- Manage successfully through a pandemic and reduce the disruption to services.
- Receive positive media coverage as a result of advanced planning and provide leadership by example.

3. Scope.

This plan only considers the effect of a Pandemic Influenza on the operation of the Town of Mayerthorpe and outlines the manner in which those services deemed critical and vital will continue to be delivered throughout the influenza. All services offered by the Town of Mayerthorpe were considered and rated as **critical, vital, necessary** and **desired**. Once critical and vital services are established, necessary services will be established and then desired services as resources become available.

Critical are services that must be provided immediately without which, loss of life, infrastructure destruction, loss of confidence in government and significant loss of revenue will result. These services normally require resumption within 24 hours, but for the purposes of pandemic planning they are the core services of the municipality.

Vital are services that must be provided within 72 hours without which would likely result in loss of life, infrastructure destruction, loss of confidence in government and significant loss of revenue or disproportionate recovery costs. For the purposes of pandemic planning, these are vital and necessary services that would normally need to be performed or completed within a two to four week business cycle to avoid significant damage or loss. These are services that may be performed on a rotating schedule.

Necessary are services that must be resumed within two weeks, or could result in considerable loss, further destruction, or disproportionate recovery costs. For purposes of pandemic planning these are services that staff will be allocated to either last or on a need to do priority.

Desired are services that could be delayed for two weeks or longer, but are required in order to return to normal operating conditions, or alleviate further disruption. For pandemic planning purposes, these are services that will be deemed as non-essential until such time as either staff levels are back to normal and/or priority necessitates.

Factors that may be considered in prioritizing services may include, but are not limited to:

- Immediate external obligations
- Immediate internal obligations
- Dependencies on other departments, service providers or agencies
- Other agencies dependent on your services
- Contractual obligations and liabilities
- Regulatory requirements
- First response obligations
- Access to essential information
- Minimum manpower required to provide services

Safety must also be considered. The safety of personnel or clients can be measured in terms of impact on individuals and groups as follows:

- **Low** – event occurrence unlikely to kill or injure
- **Medium** – event occurrence likely to cause injury or death
- **High** – event occurrence likely to cause many injuries and/or fatalities

In addition the threat to resources other than personnel must be considered. The potential for property loss or damage can be assessed as follows:

- **Low** – no damage
- **Medium** – moderate damage to most resources
- **High** – all or most resources seriously damaged or destroyed

During a pandemic or other serious interruption of the Municipality's business the senior personnel may become ill and not able to make decisions or may lose their life. This plan will also be the basis for a policy that outlines the criteria, including scope of responsibility for available senior staff to activate and implement this plan.

4. Background on Pandemic Influenza.

A pandemic (a global epidemic) influenza occurs when a novel influenza virus strain emerges with an ability to efficiently spread in human populations and cause significant morbidity (illness) and mortality (death). Since the 1500's, pandemic influenzas have occurred 3 to 4 times per century. In the last century, there were 3 pandemics: The 'Spanish Flu' of 1918 (H1N1), The 'Asian Flu' of 1957 (H2N2) and the 'Hong Kong Flu' of 1968 (H3N2).

Today we face a new threat. In April test samples from ill people in Mexico confirmed an outbreak of Influenza caused by a new virus (H1N1). By May, the virus was spreading quickly throughout North America and on June 11th 2009, the World Health Organization declared a global pandemic.

Pandemic (H1N1) 2009 influenza has been noted to cause more severe illness than seasonal influenza in some individuals. It can vary in severity from mild to severe with the most severe cases occurring mainly in people with other risk factors including chronic illness, weak immune systems or pregnancy.

How Large Could the Effect Be In Mayerthorpe?

It is believed that over 70% of the population may be infected but only 15% - 35% will display symptoms of influenza. Although the rates of severe illness and complications from H1N1 are anticipated to be low overall, the number of people infected may be so large that severe disease associated with H1N1 may nonetheless place a heavy burden on the health care system as well as schools, businesses and local government.

Absenteeism will be the major issue that municipalities and all businesses will be forced to deal with. People will be absent from work for many reasons, including illness, caring for others, fear of going to work, pandemic related public health measures (e.g. school closures) and normal baseline absenteeism.

When preparing this plan the planning team considered that:

- The pandemic virus may spread rapidly leaving little or no time to prepare due to the high level of global traffic
- The pandemic will be widespread with simultaneous outbreaks. Municipalities may not be able to rely on neighboring jurisdictions to assist.
- There will be shortages of healthcare, emergency, and essential services personnel due to illness and absenteeism
- There will be severe disruptions in essential services
- There will be shortages of equipment and supplies
- There will be intense and unrelenting scrutiny from media and the public and fear will be abundant.

5. Assumptions.

In preparing this plan it is assumed that 35% of the Municipality's staff will either be infected by the influenza and unable to work or unable to attend at work because they are needed to care for family members.

A pandemic may occur at any time during the year, not necessarily during "flu" season so all services offered by the municipality must be considered when doing a Business Continuity for Pandemic Plan.

6. Plan Activation

Once the Pandemic (H1N1) influenza is given Pandemic status in our region of Alberta, the Town of Mayerthorpe will take steps to ensure the municipalities Pandemic Plan is on standby and activated when appropriate. Significant consideration must be committed to the decision to activate the plan. The risks inherent with the delay of implementing the plan must be considered and conversely the premature activation of

the plan. The Town of Mayerthorpe should regularly update and inform key municipal stakeholders of ongoing preparations during the pre-planning and activation stages.

The Town of Mayerthorpe may wish to declare a state of local emergency to provide additional powers do such things as prohibiting public gatherings or any other powers provided under such a proclamation.

The Town of Mayerthorpe shall have the authority of suspend the delivery of municipal services as required based on the resources available to deliver those services and to redeploy staff as necessary. Those services defined as **desired** will be the first to be suspended, followed by those defined as **necessary**. If the public need for any of the services identified as **critical** or **vital** were to decrease, their continued operation will be reviewed and may de suspended and any staff, made available by the suspension, redeployed to another service.

Once the plan has been activated communications with staff (both at work and at home) must strive to address or assist with a wide of concerns, from questions regarding service delivery to assistance in providing information on health care and shelter-in-place suggestions.

7. Succession Plan.

It is possible in the event of a pandemic, that senior staff may not be capable of functioning in their normal positions. If the Chief Administrative Officer is not available, his/her position will be assumed by the Finance Officer. If that person is not available the person in the position listed immediately below that position in the chart below will assume that position.

Chief Administrative Officer
Assistant CAO/Finance officer

In the event the Director of Emergency Management is not capable of filling that position a Deputy Director of Emergency Management will assume that position. In the event a Deputy Director of Emergency Management is not available the Chief Administrative Officer or his/her replacement will assume the responsibilities of the Director of Emergency Management.

(Municipalities may wish to enter into mutual aid agreements with another municipality for the sharing of administrative personnel or emergency services personnel during a pandemic).

8. Minimizing Illness Among Staff

Primary strategies which will be used in order to minimize illness among staff include:

- Restrict workplace entry of people with influenza symptoms

- Promote good personal hygiene practices and workplace cleaning practices
- Enforce social distancing (3 meter workspace rule, no shaking hands, limit meetings to numbers of people in larger rooms etc)
- Enable work from home strategies
- Assist staff who become ill at work as described below.
- Provide flexible worksites and work hours to minimize face to face contact.

The municipality will ensure that sufficient supplies of hand sanitizers and single use tissues are available in the work places and that used tissues are disposed of immediately.

People with respiratory infection symptoms should use appropriate protection. Any mask (if used) must be disposed of as soon as it becomes moist or after any cough or sneeze in an appropriate waste receptacle and hands must be thoroughly washed and dried after the mask has been discarded. Employees demonstrating respiratory infection at work should be instructed to leave work and immediately contact a health professional for advice and direction. Infected employees shall not return to work until no longer infectious (as defined by the Alberta Health Services).

9. Support to Employees and Employees Families

Staff expects planning and preparedness for their own and their family's wellness and safety. Lack of planning could result in litigation, resignations and could damage the municipalities' reputation.

To assist maintaining employees at work and to ensure that employees who are sick do not return to work and infect other employees the municipality shall institute modified employee benefit policies during a pandemic as follows.

Staff will be trained in respiratory etiquette and symptom recognition.

The Chief Administrative Officer should review existing policies on employee benefits and develop guidelines specific to pandemic to allow for the most flexible and fair compensation affordable and allowable to all staff.

Because a pandemic may place additional stress on employees families, the municipality should ensure to the best of their ability 'Employee Assistance Benefits' are available to assist all employees and their families.

A Fitness for Duty Policy shall be developed. This policy will provide guidelines on how long employees who have demonstrated they are feeling the effects of influenza should stay away from work. This period of time will be established once the effects of the influenza are known. The policy shall also facilitate employees returning to work once they are well.

Family medical leave policy shall be developed and instituted.

Travel restrictions. To contain the spread of the influenza and to protect those employees who are well, travel restrictions maybe instituted. Staff maybe restricted from traveling to meetings outside the office.

10. Recovery Process.

Lessons learned from previous pandemics indicate that there will be a 3rd wave of the pandemic. The subsequent wave maybe of a lesser severity and may have reduced effect because of a vaccine being available. Therefore the municipality will have to regroup quickly to determine its status in terms of staffing, availability of supplies or services from external suppliers and what role the municipality needs to play in the recovery of its residents and the public and non-profit sectors.

As part of the recovery process the municipality must develop plans for the replacement of employees unable to return to work and prioritizing hiring efforts. This will largely be driven by the reintroduction of the desired and necessary services.

11. Testing and Maintaining Your Business Continuity for Pandemic Plan.

Plan testing is essential to this Business Continuity for Pandemic Plan. This plan shall be tested, in detail, annually to determine if environmental changes, or plan and policy changes effect this plan. Time will also erode staff's memory of the plan and critical parts forgotten. Other benefits of regular testing include:

- Ensuring adequacy to this plan
- Determining additional training that may be required, particularly as a result of staff changes.
- Identifying any deficiencies in this plan.
- Demonstrating that your municipality has the ability to provide services during an emergency.

A record of the date and time of the test of this plan shall be maintained.

Testing, training and exercising of this plan should include social distancing techniques including work for home capabilities and impacts of reduced staff on families and essential functions and services.

12. Identification of Essential Services

12.1. Identification of Essential Services – Town Council

Department: Town Council

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Governance	Conduct council meetings to provide direction to administration, and provide services or other things that are necessary for the continued operation of the municipality.	Zoom Meetings			X		1
	Declaration of a state of local emergency.	Mayor or Deputy Mayor alone or two Councillor	X				2
	Maintain confidence in local government.	Press Releases Situational Analysis Reports to Council	X				

Notes:

1. Does Council have the authority to hold meetings other than face to face meetings to maintain a quorum? Yes
2. Does your Emergency Services Bylaw allow a State of Local Emergency in the event that all of Council cannot attend a meeting? Yes, Mayor or Deputy Mayor or two Councillors.

12.2. Identification of Essential Services – Administration.

Department: Chief Administrative Officer

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Assessment and Taxation	Prepare Tax Rate Bylaw	ACAO/FO drafts and Council enacts			X		
Freedom of Information and Protection of Privacy	Follow duties as described in the FOIP Act in the event of an application under that Act.	FOIPP Coordinator				X	
Communications	Communications necessary as a result of the emergency.	CAO, EDO, and PIO	X				
E.O.C.	Ensure EOC is functional	DEM or DDEM	X				
	Coordinate funds/resources	ACAO/FO	X				
	Advise Council to declare emergency	DEM/DDEM	X				
Town Operations	Oversee the overall operations of the town in accordance with M.G.A.	CAO					

12.3. Identification of Essential Services – Administration.

Department: Corporate Services (Finance)

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Finance	Process employee payrolls and issue payment. Ensure employee group plan coverage is maintained and employees are receiving benefits due.	ACAO/FO		X			
	Process payments for supplier invoices.	ACAO/FO or FA				X	
	Complete and submit GST returns.	ACAO/FO or FA				X	
	Monitor and record additional payments as a result of any.	ACAO/FO or FA				X	
	Prepare and submit annual financial reporting.	ACAO/FO				X	
	Ensure sufficient funds are available to meet the municipal requirements.	ACAO/FO		X			

12.4. Identification of Essential Services – Administration

Department: Utilities and Tax Clerk

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Invoicing	Prepare and mail utility bills monthly including applying penalties.	UT/Tax Clerk or FA			X		
	Invoice for other receivable for the municipality including applying penalties,	UT/Tax Clerk or FA			X		
Assessment and Taxation	Prepare the property tax assessment roll.	UT/Tax Clerk			X		
	Prepare and mail assessment and property tax notices.	UT/Tax Clerk or FA			X		
	Answer property owners' questions about their property taxes.	Ut/Tax Clerk/FA/MS				X	
	Conduct Assessment Review Board Hearing.	CRASC				X	
	Issue tax certificates	UT/Tax Clerk/FA				X	
	Follow property tax notification for those properties on which taxes are in arrears.	UT/Tax Clerk/FA				X	

Note: Any staff who are ill, in self isolation, or quarantine can be set up with remote access to their desktop to complete critical, vital, or necessary tasks.

Department: Municipal Secretary

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Cemetery	Sale of plots including associated documentation.	MS or FA		X			

Notes: Office closure with continued telephone, e-mail, fax support to public can accommodate arrangements.

12.5. Identification of Essential Services – Administration.

Department: Municipal Secretary

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Communications	Routine communications to municipal residents					X	
	Ensure municipal website is updated				X		
	Answer telephone and redirect inquiries to respective Departments				X		
IT Services	Contact IT support contractors when required for Computer and Printer issues in order to maintain and ensure the operation of the internal computer network.				X		
Council Support	Prepare package for Council meetings				X		

Note: This position is to provide support to all other areas when capacity exits.

12.6. Identification of Essential Services - Policing.

Department: Policing

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Protection of persons and property and safety of the community.	Provided under contract with the Royal Canadian Mounted Police.	First Responder Protocols	X				

Notes: Town has no control over this Service as it is provided under Provincial Contract by the R.C.M.P. It is solely their responsibility to ensure adequate manpower is available.

12.7. Identification of Essential Services – Fire Protection.

Department: Fire Protection

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Protection of persons and property and safety of the community	Respond to fire calls in the department's response area.	First Responder SOG/P's	X				
	Respond to motor vehicle collisions in the department's response area to provide extrication services if needed and traffic control services.	First Responder SOG/P's	X				
	Fire inspections.	First Responder SOG/P's			X		
	Fire prevention education.	First Responder SOG/P's				X	
Medical assists	Provide medical assist for certain ambulance calls in the department's response area.	First Responder SOG/P's	X				May be suspended pending AHS protocols
	Provide first response to medical calls when ambulance service is not readily available in the department's response area.	First Responder SOG/P's	X				May be suspended pending AHS protocols

Notes: Town Fire Department has mutual aid agreements in place with Woodlands and Lac Ste. Anne Counties, Town of Onoway, Alberta Beach, and Summer Villages Agency. Lac Ste Anne County has access to personnel and equipment from Barrhead, Yellowhead and Parkland Counties. Currently, there is no agreement in place with Associated Ambulance Service; however, they do respond if requested to do so.

12.8. Identification of Essential Services – Emergency Management

Department: Emergency Management

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Managing the municipal response to an emergency with the municipality.	Monitoring the situation and develop plans to provide the protection of: 1. People 2. Property 3. The environment	DEM & DDEM	X				
	Implement plans developed above and monitor their effectiveness. Modify the plans as necessary.	DEM/DDEM	X				
	Providing information to the community to increase awareness of the situation and methods that can be used to minimize and protect individuals.	PIO		X			
	Requesting the declaration of a local state of emergency if required.	DEM/DDEM	X				
	Enforcement of any authorities provided under the local state of emergency required.	DEM/CPO1	X				
	Review Municipal Emergency Plan and update information contained in the plan.	DEM/EAC/MS			X		

Notes: Emergency Advisory Committee and Emergency Management Bylaw No. 1110, Municipal Emergency Management Plan, Emergency Management Act & Regulations,

12.9. Identification of Essential Services – Emergency Medical Services.

Department: Emergency Medical Services

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Provision of emergency medical services.	Service is provided by Associated Ambulance	First Responder AHS Protocols	X				

Notes: This is a Provincially contracted service. The Town has no control over staffing and equipment issues.

12.11. Identification of Essential Services – Operations Department

Department: Public Works Department

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Transportation	Street sweeping.	In house				X	
	Crosswalk and line painting.	In house				X	
	Plowing and removal of snow on streets.	In house/ Contract	X				
	Street sanding.	In house		X			
	Plowing of snow of sidewalks.	In house				X	
	Repairing of pot holes and cave-ins.	In house/ Contract				X	
	Inspection and repairing of traffic control devices (signals and signage).	In house/CNR/ Alberta Transportation	X				
	Grading and graveling of streets and lanes.	In house/ Contract			X		
	Inspection and repair of sidewalks, curbs and gutters.	In house/ Contract			X		
Storm Sewer	Inspection of storm water catch basins and leads, culverts and outfalls.	In house/ Contract		X			
	Thawing of catch basins and leads as required to prevent flooding.	In house/ Contract		X			
Water	Fire hydrant inspections and maintenance.	In house/ Contract			X		
	Water inspection and testing as required under the Provincial License.	In house/MPE Eng/AB Environment	X				
	Repair and maintenance of the water distribution system.	In house/ Contract	X				

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
	Repair and maintenance of all water reservoirs.	In house/ Contract	X				
	Repair, maintenance and operation the water treatment plant including testing as required.	In house/ Contract	X				
	Meter reading.	In house			X		
	Collection of outstanding bills and stopping of service.	In house			X		
Waste Water	Opening of waste water line blockages.	In house/ Contract		X			
	Lift station inspections and maintenance.	In house/ MPE Eng/ AB Envir	X				
	Operation and maintenance of the waste water treatment plant including tests as mandated by the Provincial License.	In house/ Contract/ MPE Eng/ AB Envir	X				
	Repair to collection line failures.	In House/ Contract		X			
Solid Waste	Collection of waste that can be recycled.	Contract				X	
Cemetery	Digging graves for full and cremation burials.	In house	X				
	Mowing of grass.	In house/ Contract				X	
	Trimming of shrubs, hedges and trees.	In house/ Contract				X	
	Maintenance of internal roadways.	In house	X				

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Parks	Maintain grass and shrubs	In house/ Contract				X	
	Maintain sports fields including fencing, backstops and netting, infields and dugouts.	In house/ Operating Society				X	

Notes:

12.9. Identification of Essential Services – Family and Community Support Services.

Department: Family and Community Social Services

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Service Delivery	Operation of approved programs as follows:	FCSS Coord					
	• Early Childhood	PG Coord				X	
	• Senior’s Outreach	S Coord				X	
	Senior’s Week	S Coord				X	
	Canada Day	FCSS Coord				X	
	Party Program	FCSS Coord				X	
	Party On Program	FCSS Coord				X	
	Bike Rodeo	FCSS Coord				X	
	Prepare Income Tax for low Income families	S Coord			X		
	Inclusion Plan for Emergency Preparedness	FCSS Coord			X		
Seniors transportation	Pickup and deliver Seniors transportation operated on Fridays.	Contract			X		
Community Van	Take reservations for use of Van	LSAC			X		

Notes: FCSS Coordinator, Seniors Coordinator, Play Group Coordinator. Lac Ste. Anne County manages booking of the West End Bus Van.

12.13. Identification of Essential Services – Planning and Development

Department: Planning and Development

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Planning	Maintenance and revision of planning documents including:	Contract Planner				X	
	• Municipal Development Plans	Contract Planner				X	
	• All Area Structure Plans	Contract Planner				X	
	• Land Use Bylaw	In House/ Contract Planner				X	
	• Inter-municipal Development Plans	CAO/ Contract Planner/DO				X	
Development	Issue development permits.	Contract DO/MS				X	

Notes: This department is primarily conducted via contracted service. 12.14. Identification of Essential Services – Parks and Recreation

Department: Family Community Support Services

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Administration	Liaison with community organizations.	FCSS Coord				X	
Operations	Operation of the following recreation facilities:	Recreation Coord					
	• Community Centre	Operating Society			X		Restrict/Close per AHS Orders
	• Pool	Pool Manager				X	Restrict/Close per AHS Orders
	• Rink/Arena	Facility Manager				X	Restrict/Close per AHS Orders
	• Curling Rink	Operating Society				X	Restrict/Close per AHS Orders
	• Playgrounds	Recreation Coord				X	Restrict/Close per AHS Orders
	• Sportsgrounds	Operating Society				X	Restrict/Close per AHS Orders
	• Agricultural Facilities	Agricultural Society				X	Restrict/Close per AHS /AB Agriculture Orders
	• Gymkhana	Gymkhana Club				X	Restrict/Close per AHS/AB Agriculture Orders

	• Stock Holding Facilities	Rodeo Club					Close per AHS/AB Agriculture Orders
	• Meet key deadlines	Recreation Coord		X			
	• Payroll of Staff	Recreation Coord/ACAO/FO		X			

Notes: Community Center is a Reception Centre for Emergency Management Coordination.

12.15. Identification of Essential Services – Economic Development.

Department: Economic Development

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Programs	Conducting economic development programs.	EDO/CAO				X	
	Order and distribute promotional material.	EDO/CAO				X	
	Preparation of advertising material and placing of orders.	EDO/CAO				X	

Notes: EDO is Public Information Officer during an emergency.

13. Determination of Staff Shortfalls - Critical Services.

Department: Fire Department
 Functional Service: As above

Functional Activity	Current Staff	Minimum Staff	Reduced Staff as a Result of Pandemic (Current Staff x 65%)	Potential Pandemic Staff Shortfall
Responding to fires in response area	8 – 22	2	5 – 9	0
Responding to collisions	8 – 22	2	5 – 9	0

Notes: Mutual Aid Agreements are in place with surrounding Fire Departments.

Department: Public Works Department
 Functional Service: Maintenance of Town owned utilities, infrastructure and other buildings/properties

Functional Activity	Current Staff	Minimum Staff	Reduced Staff as a Result of Pandemic (Current Staff x 65%)	Potential Pandemic Staff Shortfall
Water Treatment Plant	2	1	0	1
Sewage Treatment Lift Station/Lagoon	2	1	0	1
Road Maintenance and Clearing	2	1	0	1
Cemetery Maintenance	3	2	2	2

Notes: W/ater Treatment Plant Operator Coverage Agreement in place with Lac Ste. Anne County. Contract in place for backup equipment /equipment operators/gravel trucks. Casual Part-time Equipment Operator in place.

13.a Municipal Summary

Department	Total Departmental Staff	Staff Required to Offer Critical and Vital Services	Staff Available to provide Services During a Pandemic (Total Departmental Staff x 65%)	Staff Short (-) or Staff Available for Redeployment (+)
Fire Department	1 +22 volunteers	1	1 - 8	+ 2
Public Works	4 + Casual PT	4	2	0
Municipal Enforcement	1	0	1	0
Finance	1 + PT Finance Clerk	1	1	0
Municipal Receptionist	1	0	1	+1
Utilities/Taxes Clerk	1	1	0	-1
Economic Development	1 (part time)	0	1 (part time)	+1 (part time)
FCSS	1	0	1	+1
Emergency Management	1 + 1 Volunteer	1	1 + 1 Volunteer	+1
Chief Administrative Officer	1	1	0	-1
Municipal Total	15 +22 volunteer	9	9.5 + 8 volunteer	+4

14. Staff Allocation for Critical and Vital Services

Department: Fire Department

Functional Service: Yes

Functional Activity: First Response/Incident Command

Critical: <input checked="" type="checkbox"/>	Vital: <input type="checkbox"/>
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Potential Staff Shortfall	Fire Dept can respond with as few as two firefighters but ability to function normally would be greatly reduced.
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Alternate Staff Sources: (e.g. retirees, staff from other departments or other municipalities, supervisors, contractors)	Mutual Aid agreements are in place with neighboring Counties.
Training Required for alternate staff or cross training of current staff. List staff that are cross trained or staff that are to be cross trained. See Appendix B for Skills Inventory.	Refer to Standard Operating Guidelines.
Alternate Services Delivery Options: Are there any alternatives in how this service can be delivered that will reduce staff requirement?	No
Known Work Around Procedures:	None

14. Staff Allocation for Critical and Vital Services

Department: Public Works

Functional Service: Yes

Functional Activity: Operation Key Essential Services

Critical: X	Vital:
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Potential Staff Shortfall	One
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Alternate Staff Sources: (e.g. retirees, staff from other departments or other municipalities, supervisors, contractors)	Previous Public Works employees will be asked to come back to work on temporary basis.
Training Required for alternate staff or cross training of current staff. List staff that are cross trained or staff that are to be cross trained. See Appendix B for Skills Inventory.	Cross training of staff will take place to ensure at least two employees can complete any responsibility deemed Critical or Vital.
Alternate Services Delivery Options: Are there any alternatives in how this service can be delivered that will reduce staff requirement?	Contracted Grader Operators/Equipment/Operators/Labourers is an option. Part-time call in Equipment Operator.
Known Work Around Procedures:	None

14. Staff Allocation for Critical and Vital Services

Department: Corporate Services (Finance)

Functional Service: Yes

Functional Activity: Financial, Payroll, Risk Management

Critical:	Vital: X
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Potential Staff Shortfall	One
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Alternate Staff Sources: (e.g. retirees, staff from other departments or other municipalities, supervisors, contractors)	Finance Part Time Assistant position has been added to department.
Training Required for alternate staff or cross training of current staff. List staff that are cross trained or staff that are to be cross trained. See Appendix B for Skills Inventory.	Cross training of following staff: CAO, Municipal Secretary, UT/Taxation Clerk/Pt Time Finance Clerk
Alternate Services Delivery Options: Are there any alternatives in how this service can be delivered that will reduce staff requirement?	I-City support staff can be contacted to assist if required.
Known Work Around Procedures:	None

14. Staff Allocation for Critical and Vital Services

Department: Utilities Clerk

Functional Service: Yes

Functional Activity: Utility Bills, Taxation, Tax Certificates, Business Licenses, Dog Licenses, Cash Receipting

Critical:	Vital: X
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Potential Staff Shortfall	One
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Alternate Staff Sources: (e.g. retirees, staff from other departments or other municipalities, supervisors, contractors)	Part Time Finance Clerk and/or ACAO/Finance Officer
Training Required for alternate staff or cross training of current staff. List staff that are cross trained or staff that are to be cross trained. See Appendix B for Skills Inventory.	Cross training of following staff member; ACAO/Finance Officer and Part Time Finance Clerk
Alternate Services Delivery Options: Are there any alternatives in how this service can be delivered that will reduce staff requirement?	No
Known Work Around Procedures:	None

14. Staff Allocation for Critical and Vital Services

Department: Emergency Management

Functional Service: Yes

Functional Activity: Monitoring of Situation, observing ongoing developments and Evoking of Emergency Plan if required.

Critical: X	Vital:
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Potential Staff Shortfall	One
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Alternate Staff Sources: (e.g. retirees, staff from other departments or other municipalities, supervisors, contractors)	Peace Officer Deputy Director of Emergency Management. Mutual Aid Agreements are in place with surrounding Counties, Town of Onoway, Alberta Beach, and Summer Villages Agency where staff could fill in. Previously trained former staff could be called back to service.
Training Required for alternate staff or cross training of current staff. List staff that are cross trained or staff that are to be cross trained. See Appendix B for Skills Inventory.	Training of following staff members. All staff BEM and ICS 100. CAO and CPO BEM, ICS 100, ICS 200, ICS 300, EOC, PIO, Emergency Alert.
Alternate Services Delivery Options: Are there any alternatives in how this service can be delivered that will reduce staff requirement?	Yes
Known Work Around Procedures:	Unified Command with Lac Ste. Anne County, Mutual Aid Agreements, Contract Service Providers, Alberta Emergency Management Agency support

15. Determine What is Required for Critical/Vital Services

Department: Fire Department

Functional Service: Yes

Functional Activity: Fire, Motor Vehicle Assistance, Mutual Aid, Fire Investigations

<p>Critical Supplies and Suppliers: Are backup suppliers available? Will these suppliers be able to continue to provide their services/supplies during a pandemic?</p>	<p>Agreement with Lac Ste. Anne County and mutual aid agreements with other Fire Departments.</p>
<p>Critical Support from Other Departments/Organizations: (e.g. IT requirements, Contractors) In short term can you provide services without IT systems support, a suppliers or a contractors' support?</p>	<p>Yes</p>
<p>Critical resources required: What forms, or other equipment is required?</p>	<p>AHS Protocols, PPE</p>
<p>Are all resources required to accomplish this service available? (Preprinted forms, equipment, telecommunication devices and services, other supplies?)</p>	<p>Yes</p>
<p>Are there procedures in place to replace critical equipment, forms, or supplies? If not how long will it take to obtain them?</p>	<p>Yes</p>
<p>Are there important reference materials, manuals or operating procedures used in this service? How would these be replaced if necessary?</p>	<p>Yes</p>
<p>Should any reference materials or manuals, forms, supplies, or equipment be stored in an offsite location? If so where?</p>	<p>Yes, the Town has copies of the SOG's offsite.</p>
<p>Are there vital records or original documents needed in the provision of this service? How would this information be replaced if required? Should it be stored in an offsite or other location?</p>	

Are there any stand-alone computer systems required in the provision of this service? How would those systems (hardware and software) be replaced if needed?	
Is there currently a temporary operating procedure in place should a disruption occur? If yes how will this procedure be instituted?	
What other departments will be affected by a disruption in this service? Has this been discussed with the departments and have plans been put in place to deal with this disruption?	
How long can this service be provided without the support of the IT network assuming the loss of support occurred during the peak period? What procedures can be instituted to reduce the dependency or continue operations?	Alberta First Responder Radio Communication in place
Is there a peak or critical time for the provision of this service? What will be done to handle this peak demand?	Fire season
Would a disruption of this service cause the municipality in default of legally required reporting?	
Are their job descriptions or desk manuals available for this department? Could someone else, with no experience assume the jobs that need to be done?	Yes, Standard Operating Guidelines/Procedures
Are there any other factors that need to be considered relating to planning for business continuity?	Isolation of members from families at approved location.

15. Determine What is Required for Critical/Vital Services

Department: Public Works

Functional Service: Water and Sewer

Functional Activity: Water Treatment Plant, Distribution System, Wells, Lift Station, Lagoon, Force Main to Lagoon

Critical Supplies and Suppliers: Are backup suppliers available? Will these suppliers be able to continue to provide their services/supplies during a pandemic?	YES
Critical Support from Other Departments/Organizations: (e.g. IT requirements, Contractors) In short term can you provide services without IT systems support, a suppliers or a contractors' support?	YES
Critical resources required: What forms, or other equipment is required?	ALREADY ON HAND
Are all resources required to accomplish this service available? (Preprinted forms, equipment, telecommunication devices and services, other supplies?)	YES
Are there procedures in place to replace critical equipment, forms, or supplies? If not how long will it take to obtain them?	EQUIPMENT CONTRACTED OUT
Are there important reference materials, manuals or operating procedures used in this service? How would these be replaced if necessary?	MANUALS LOCATED IN SUPERVISORS OFFICE IN P.W. BUILDING. AND AT TOWN OFFICE
Should any reference materials or manuals, forms, supplies, or equipment be stored in an offsite location? If so where?	YES, TOWN OFFICE
Are there vital records or original documents needed in the provision of this service? How would this information be replaced if required? Should it be stored in an offsite or other location?	NO

Are there any stand-alone computer systems required in the provision of this service? How would those systems (hardware and software) be replaced if needed?	STAND ALONE COMPUTERS IN PLACE. HOWEVER, SYSTEMS CAN FUNCTION WITHOUT THEM.
Is there currently a temporary operating procedure in place should a disruption occur? If yes how will this procedure be instituted?	HARD COPY OPERATING PROCEDURES IN PLACE IN EVENT COMPUTES GO DOWN
What other departments will be affected by a disruption in this service? Has this been discussed with the departments and have plans been put in place to deal with this disruption?	UTILITY DEPARTMENT
How long can this service be provided without the support of the IT network assuming the loss of support occurred during the peak period? What procedures can be instituted to reduce the dependency or continue operations?	INDEFINATELY
Is there a peak or critical time for the provision of this service? What will be done to handle this peak demand?	NO
Would a disruption of this service cause the municipality in default of legally required reporting?	NO, DEPENDING ON THE CIRCUMSTANCE
Are their job descriptions or desk manuals available for this department? Could someone else, with no experience assume the jobs that need to be done?	YES
Are there any other factors that need to be considered relating to planning for business continuity?	SUPPLY OF CHEMICALS, PPE, COMMUNICATION

Services

Department: Emergency Management

Functional Service: Yes

Functional Activity: Business Continuity, Support to First Responders, Emergency Mitigation, Communication

Critical Supplies and Suppliers: Are backup suppliers available? Will these suppliers be able to continue to provide their services/supplies during a pandemic?	Yes, supplier and contractor inventory completed.
Critical Support from Other Departments/Organizations: (e.g. IT requirements, Contractors) In short term can you provide services without IT systems support, a suppliers or a contractors' support?	Trinus IT Support agreement in place for critical support, multiple landline providers, and off site back up of critical data. Natural gas generators at Town Office and Diamond Centre. Diamond Centre WIFI accessible.
Critical resources required: What forms, or other equipment is required?	Binders in ECO with job descriptions, forms, legislation, etc.
Are all resources required to accomplish this service available? (Preprinted forms, equipment, telecommunication devices and services, other supplies?)	Yes
Are there procedures in place to replace critical equipment, forms, or supplies? If not how long will it take to obtain them?	Municipal Emergency Management Plan is in hard copy, on USB Sticks, and on the Town's Server for quick access.
Are there important reference materials, manuals or operating procedures used in this service? How would these be replaced if necessary?	Yes, Emergency Plans of key public facilities, private facilities, and energy sector facilities are available in hard copy and electronically.
Should any reference materials or manuals, forms, supplies, or equipment be stored in an offsite location? If so where?	Yes, key staff carry USB Sticks with key information and critical data is backed up off site.
Are there vital records or original documents needed in the provision of this service? How would this information be replaced if required? Should it be stored in an offsite or other location?	Currently stored in fireproof vaults and cabinets. Essential data is backed up off site or available through key contract agencies.
Are there any stand-alone computer systems required in the provision of	Yes, Public Works is stand alone and backup computers are available at the

this service? How would those systems (hardware and software) be replaced if needed?	Town Office. The Water Treatment Plant is stand alone with backup provided through the Town's civil engineers.
Is there currently a temporary operating procedure in place should a disruption occur? If yes how will this procedure be instituted?	Yes, Municipal Emergency Operating Plan and Business Continuity Pandemic Plan.
What other departments will be affected by a disruption in this service? Has this been discussed with the departments and have plans been put in place to deal with this disruption?	All Departments. Opportunity for Unified Command in Mutual Aid Agreements and setup EOC outside of Town's corporate limits. Critical system backup restore required. Provincial agencies and industry assistance with key emergency communications, personnel, supplies, support, and recovery assistance.
How long can this service be provided without the support of the IT network assuming the loss of support occurred during the peak period? What procedures can be instituted to reduce the dependancy or continue operations?	Stand alone radio communications in place along with manual operating methods could allow basic coordination and communication for a short deration.
Is there a peak or critical time for the provision of this service? What will be done to handle this peak demand?	Standup of the EOC and declaration of a sate of local emergency as result of an emergency where local first responders cannot handle the emergency.
Would a disruption of this service cause the municipality in default of legally required reporting?	Situational, legislative protection is acting in good faith.
Are their job descriptions or desk manuals available for this department? Could someone else, with no experience assume the jobs that need to be done?	Yes, binders are located in the EOC Cabinet in Council Chambers.
Are there any other factors that need to be considered relating to planning for business continuity?	Impacts to community, environment, and municipal integrity.

Appendix C – Supplier Inquiry

Supplier Inquiry Sheet

To assist in determining supplier preparedness during a pandemic.

Name:

Contact person:

Phone:

e-mail:

1. Does this supplier have a Business Continuity for Pandemic Plan?
2. Will this plan allow the supplier to perform the functions/supply the goods and services required during a pandemic:
3. Telephone and extension numbers that may be necessary in the event of a pandemic.
4. E-mail addresses that may be required in the event of a pandemic.