

# VILLAGE OF FORESTBURG

2020

# BUSINESS CONTINUITY PLAN – PANDEMIC

Approved – April 2, 2020



# Business Continuity Plan - Pandemic

This Plan demonstrates that the Village of Forestburg will be able to continue to provide the Critical Services identified in this Plan during a Pandemic Influenza. All suppliers of Critical services have sufficient resources to continue to provide service during a pandemic. The plan will be reviewed and tested annually. Services, suppliers and staff members change and without reviewing and testing this Plan to ensure it is still current, the Plan will lose effectiveness.

## 1. Purpose of the Plan

The purpose of the Business Continuity Plan - Pandemic (BCPP) is to provide for the continuation of critical municipal functions and recovery of those services that were suspended in the event of a business disruption, particularly in the event of a pandemic influenza or any other significant overarching health risk that may arise. 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 BCPP outlines the course of action to be taken in the event of a pandemic and the process for each department to follow in their recovery to normal business operations. 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 the municipality;
- Establish a threshold at which an emergency response is triggered and determines who may authorize the response.

## 2. Objectives of the Plan

This BCPP is intended to:

- Define critical services 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 from normal operations to emergency operations and maintaining only those functions defined as critical;
- Provide a level of security and safety for employees;
- Provide standards for testing the Business Continuity Plan - Pandemic;
- Ensure continuation of services to residents and protection of taxpayers' interests;
- Prevent loss of confidence in the municipal government;
- Meet regulatory requirements imposed by the Province or other regulatory agencies;

- 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 of the Plan

This Plan considers the effect of a pandemic influenza on the operation of the Village of Forestburg and outlines the manner in which those services deemed critical will continue to be delivered throughout the influenza crisis. All services offered by the Village have been considered and are rated as **critical, vital, necessary** or **desired**. Once critical services are established, vital and necessary services will be established and then desired services as resources become available.

**Critical** services are services that must be provided immediately without which, loss of life, destruction of infrastructure, loss of confidence in government and/or significant loss of revenue will result. These services normally require resumption within 24 hours.

**Vital** services are services that must be provided within 72 hours and are made up of services that would likely result in loss of life, destruction of infrastructure, loss of confidence in government and/or significant loss of revenue or have 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** services 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 prioritize.

**Desired** services 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 were 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 our services
- Contractual obligations and liabilities
- Regulatory requirements

- First response obligations
- Access to essential information
- Minimum manpower required to provide services

Safety is an important consideration. The safety of personnel or residents 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 injures and/or fatalities

The threat to resources other than personnel must be considered and 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 Village business, the senior personnel may become ill and not be 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**

According to the [World Health Organization](#), a pandemic is declared when a new disease for which people do not have immunity spreads around the world beyond expectations. For the purposes of this Plan, a Pandemic influenza occurs when an influenza virus strain emerges with an ability to efficiently spread to 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 (H1N1) in 1918, the Asian Flu (H2N2) in 1957 and the Hong Kong Flu (H3N2) in 1968.

In recent years we faced a threat which was an influenza strain (H5N1) which was spread through bird populations across Asia, Africa and Europe, infecting domesticated birds, including ducks and chickens, and long-range migratory birds. The first recorded appearance of H5N1 in humans occurred in Hong Kong in 1997. Since then, the virus has infected over 258 people of which 154 have died resulting in a mortality rate of approximately 60%, as of November, 2006.

At this time, the H5N1 virus is primarily an animal disease. Human infections have been the result of individuals directly in contact with poultry infected with the influenza. If the

virus develops the capacity for sustained, efficient, human to human transmission it could result in a pandemic.

We recognize that another pandemic influenza is inevitable but timing and severity is unpredictable.

The outbreak of a pandemic can be expected to unfold as follows:

- If the virus mutates and spreads from human to human and containment is not managed the virus could reach Canada in approximately 1 month.
- Once in Canada, virus spread could be rapid.
- A second wave could occur within 3-9 months following the initial outbreak and may cause more illnesses and deaths than the first attack. A third wave of the virus is also possible.
- Each wave will last 6-8 weeks, with impact peaking over a 7-day period.
- Total duration of the influenza could span a period of 18-20 months.
- The influenza is expected to affect all people, regardless of their age.
- Vaccine may be in short supply or not available during the early stages of the outbreak.
- During the peak periods of the influenza waves an average of 35% to 40% of the workforce could be absent from work.

### **How large could the effect be on the Village of Forestburg?**

Current population is 875.

It is believed that over 60% of the population will be infected – 525 residents  
40% could be clinically ill – 350 residents

If the pandemic is mild to moderate:

50% will seek outpatient care – 437 residents  
1% will be hospitalized and recover – 9 residents  
0.4% may die – 4 residents

If the pandemic is severe:

10% will be hospitalized – 88 residents  
2% may die – 18 residents

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 such as school closures and normal baseline absenteeism. When preparing this Plan, the following was considered:

- 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 neighbouring 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 40% of Village staff (3 of 7 permanent staff members, this would increase if seasonal staff are in place) will either be infected by the influenza and unable to work or unable to attend 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 first confirmed case of a pandemic influenza is found in Canada and it is progressing toward Alberta, the Director of Municipal Emergency Management (DEM) will take steps to ensure the Village of Forestburg BCPP 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 DEM will regularly update and inform Council and key municipal stakeholders of ongoing preparations during the pre-planning and activation stages.

The Village of Forestburg may declare a state of local emergency to provide additional powers to do such things as prohibiting public gatherings or any other powers provided under such a declaration.

The DEM, in conjunction with the Chief Administrative Officer (CAO), shall have the authority to suspend the delivery of municipal services as required based on the resources available to deliver those service and to re-deploy staff as necessary. Council shall be advised of such actions on a regular basis. Those services defined as **desired** will be the first to be suspended, followed by those defined as **necessary** but services will only be suspended when staff are not available to continue to provide those services. 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 be suspended and any staff made available by the suspension will be re-deployed to another service.

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

## 7. Succession Plan

- Council

A minimum of 3 council members are required for quorum. Members who are self-isolated and able to call in for meetings are considered available for quorum:

Mayor	Blaise Young
Deputy Mayor	Bob Coutts
Councillor	Elaine Fossen
Councillor	Dwayne Giroux
Councillor	Devon McNabb

- Staff

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 Assistant Administration during the period in which the CAO is absent.

In the event the Director of Municipal Emergency Management is not capable of filling that position the Deputy Director of Emergency Management (DDEM) shall assume the Director's position. In the event a DDEM is not available the Chief Administrative Officer or his/her replacement will assume the responsibilities of the DEM.

In the event that the Public Works Foreman is not available to work, the most senior employee or the employee with the greatest knowledge in dealing with the tasks required in that department shall act as the Foreman. The CAO or DEM is authorized to make appointments as required.

In the event that there is overlap in the duties of the following:

- Director of Municipal Emergency Management
- Chief Administrative Officer
- Deputy Director of Municipal Emergency Management



- Assistant Administrator
- Public Works Foreman

neighbouring municipalities and/or the Province of Alberta will be contacted to assist during the pandemic.

Chief Administrative Officer	Debra Moffatt
Assistant Administrator	Sharon Duncan
Public Works Foreman	Robin Friesen
Municipal Clerk	Leann Congdon
Water/Wastewater Operator	Craig Stenlund
Public Works Operator	Darcie Roth
Director of Emergency Management	Reid Rorem

## 8. Communications Plan

Communications with municipal staff and residents are most important:

- Communications with staff and Council:

Communications with staff and Council shall commence as soon as the Pandemic reaches Canada. At that time staff and Council will be informed that the influenza is coming, and they shall be kept apprised of the progress of the Pandemic. Communication shall increase as the influenza gets closer to the Village and shall include methods of protecting staff against the Pandemic. Staff and Council shall also be kept aware of the preparations being made by the Village and all communications with residents.

The CAO will ensure that Council receives copies of updates as they are received from provincial and federal governments and agencies.

Communications shall be done by email or telephone as much as possible in order to ensure that appropriate social distancing is being practiced by staff and Council.

- Communications with residents of the Village of Forestburg:

Communications with the residents poses more problems. It is important that the message delivered by the Village be restricted to information about municipal operations and that people are referred to the appropriate organizations for other information. The Public Information Officer must be aware of the messages going out in the region and who is in possession of information the public needs. The Public Information Officers will ensure that all municipal staff are aware of where citizens are to be referred for information.



The Chief Medical Officer of Health will be responsible for providing public health information, direction and advice to health care stakeholders, the public and municipalities.

- Communications planning and operations for a pandemic will include the following components:
  - Public information
  - Medical information and media monitoring
  - Public inquiry
  - Rumour control
  - Staff information

## 9. Minimizing Staff Illness

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 (1-metre to 2 metre workspace rule, no shaking hands, limit meetings to small numbers of people in larger rooms, etc.)
- Enable work from home strategies.
- Provide flexible worksites and work hours to minimize face to face contact.

The Village will ensure that sufficient supplies of hand sanitizers, alcohol wipes and single use tissues are available in the workplaces and that used tissues are disposed of immediately. Each workstation will be supplied with those supplies and additional supplies will be available.

Employees demonstrating respiratory infection at work will be instructed to leave work and immediately contact a health care professional for advice and direction. The employee will be required to self-isolate for up to 14 days.

Infected employees, or employees sharing living quarters with infected individuals, shall not return to work until they are no longer infectious.

Fitness for work guidelines will be developed in conjunction with Alberta Health Services when the actual pandemic influenza has been defined.

## 10. Support to Employees and Employees' Families

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

Staff will be trained in respiratory etiquette and symptom recognition.

The following principles of employee and employee family support have been developed and will establish the rules the Village will operate under during a pandemic:

- (a) Every employee will receive their normal regular pay every pay period. Earned overtime pay will be paid when sufficient staff are available to process it.
- (b) If an initial self-isolation period is required due to recommendations or requirements from Alberta Health Services, for staff who may have been exposed to the influenza, the initial self-isolation period will not be recorded as sick time, up to a maximum of 14-days.
- (c) Employees can stay home and use sick time to care for ill family members when necessary.
- (d) Staff will be allowed to go into a deficit position in earned sick days. These days will be paid back when the employee returns to work as they are earned. Employee's terminating their employment will have the outstanding sick days deducted from their final pay.
- (e) If the employee is ill, and if applicable Long-Term Disability Benefits are available, the employee will be encouraged to apply for that benefit.
- (f) If the employee experiences a delay in receiving Long-Term Disability payments, the Village will issue the payment to the employee and make the appropriate adjustments at a later date.
- (g) The Village will ensure that employee assistance services are available to all staff and their families and will bring a counselor into the community if it is necessary or desirable.
- (h) Fitness for Duty Guidelines will be developed in conjunction with Alberta Health Services once the pandemic strain is identified. These guidelines will be communicated to staff as soon as they are developed and will be enforced.
- (i) Travel restrictions may be developed and enforced depending on the severity and the strain of the pandemic based on advice from Alberta Health Services.
- (j) In circumstances where it is a benefit to the employee and the Village, staff may be requested and/or allowed to work from home. Work from home must be tracked and will count as time worked and not sick leave.
- (k) Staff may be permitted to work outside normal work hours to assist them in dealing with family requirements and to reduce the number of people at the work site. Work outside normal work hours must be tracked.

- (l) Staff may be required to work staggered hours to reduce the risk of exposure from fellow workers.

## **11. Chief Administrative Officer**

The CAO may institute any temporary arrangements that may be required to provide critical services within the Village.

## **12. Declaration of a State of Local Emergency (SOLE)**

As the virus spreads and essential services are impacted, the Mayor may consider the Declaration of a State of Local Emergency (SOLE) for the Village of Forestburg. The timing is flexible and will depend on the effects to essential services provided by the Village and to the health care system. Advice on the timing of the declaration of a SOLE will be provided by the Chief Medical Officer of Health.

## **13. Emergency Operations Centre Staffing**

Staffing of the Emergency Operations Centre (EOC) will only occur if and when it becomes evident to the Village that the need exists. If it is apparent that conditions can be managed through the normal management structure, then no special provisions will be implemented. Only when the Village considers it advantageous to activate an EOC manager to facilitate requests for service or support, maintain a register of activities, communicate with organizations both internally and externally, keep senior staff informed, and generally respond to a wide range of matters that affect the delivery of critical services which departments and agencies feel require support.

Due to the small compliment of staff available to manage an EOC, and the likelihood that key personnel may not be available due to their own absences, it is most likely that the Village would need to call on Alberta Emergency Management Agency for assistance in the event the EOC needed to be activated.

## **14. Immunization**

A vaccine may not be available during the early stages of a pandemic, and when it does become available, it may be in very limited supply. Therefore, it will be administered on a highly restricted, priority basis.

If and when a vaccine does become available to municipal personnel, those directly involved in the delivery of critical services will be vaccinated in the following order of priority:

1. Village of Forestburg – designated staff
2. Village of Forestburg – council members

After personnel directly involved in the provision of critical services have been immunized, and if additional vaccine is available, then remaining staff will be vaccinated.

Municipal personnel will have the choice of opting out of the immunization program. Any safety protocols for those individuals choosing not to be immunized, such as a required self-isolation period, shall be developed in conjunction with Alberta Health Services.

## **15. Materials and Supplies**

Each department that relies on essential materials and supplies to deliver the essential and necessary resources will be required to ensure additional stocks of materials are acquired. Budget impacts are anticipated for some departments that find it necessary to maintain higher than normal (30-day additional supply) material supply stocks. The degree of budget impact will be the responsibility of the CAO to determine.

Additional stocks of essential materials and supplies should be purchased and maintained until the threat of the pandemic diminishes.

## **16. General Responsibilities**

Pandemic Planning Team (comprised of CAO, Assistant Administrator, Public Works Foreman, Director of Municipal Emergency Management)

- Convene as required to maintain consistency regarding the delivery of critical services.
- Ensure Council is routinely apprised of conditions within the community and the status of maintaining critical services.
- At the request of the DEM, provide direction relating to identified anomalies to ensure consensus on policy decisions and direct these decisions within the appropriate programs.

Director of Municipal Emergency Management is also responsible for:

- Maintain close liaisons with health authorities and Alberta Emergency Management Agency.
- Ensure close coordination and communication with the municipal departments and agencies that are key in the delivery of critical services
- Ensure public information is issued on a timely basis and the information is coordinated with health authorities.
- Activate the BCPP.
- Provide policy direction to the emergency response operations.
- Ensure that all necessary resources are directed to respond to emergencies.

- Ensure that continuity of management and operations is maintained through a clear command authority.

## 17. Recovery Process

Lessons learned from previous pandemic indicate that there will be a 2<sup>nd</sup> and 3<sup>rd</sup> wave of the pandemic. The subsequent wave may be less severe and may have a reduced impact because a vaccine may be available. Therefore, the Village of Forestburg will have to react quickly to determine its status in terms of staffing, availability of supplies or services from external supplies 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 Village of Forestburg will need to develop plans for the replacement of employees unable to return to work and prioritizing hiring efforts. This will be driven by the reintroduction of the desired and necessary services.

## 18. Testing and Maintaining the Business Continuity Plan - Pandemic

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 affect the Plan. Time will also affect staff's memory of the Plan and critical parts will be forgotten. Other benefits of regular testing include:

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

A record of the date and time of the testing of the Plan shall be maintained.

Testing, training and exercising of this Plan should include:

- Social distancing techniques;
- Work from home capabilities;
- Impacts of reduced staff on families and essentials functions and services.

## 19. Staff Summary

Department	Total Staff	Staff Required for Critical and Vital Services	Potential Staff Available during Pandemic (Total Staff X 60%)	Staff shortage (-) or Staff Available for Deployment (+)
Administration	3	2	1.8	+0.2

Municipal Emergency Management	1	1	0.6	-0.4
Public Works (including water/wastewater)	4	2	2.4	+0.4
Fire Department	17	6	10.2	+4.2

## Acknowledgements

The Village of Forestburg wishes to acknowledge the use of Mountain View County and the Town of Westlock, as well as the Alberta Emergency Management Agency. The information provided by them was instrumental in the development of this plan.

## **APPENDIX A – Influenza Education/Communications for Staff**

### ***Hand Washing***

Hands can play a significant role in acquiring and in transmitting a virus from one person to another. Good hand washing habits are more likely to prevent infections than excessive cleaning and disinfection. Most people do not wash their hands for long enough or in the correct manner. See the following hand washing guidelines. Wash your hands often, especially:

- Before, during, and after you prepare food
- Before you eat, and after you use the washroom
- After handling animals or animal waste
- When your hands are dirty, and
- More frequently when someone in your home is sick

### ***Touching your eyes, nose or mouth***

Try to refrain from touching your face unless you have just washed your hands. It is especially important when using contact lenses that your hands have been washed well.

### ***Cough etiquette***

Turning your head and coughing or sneezing into a disposable tissue or the inside of your elbow will assist in reducing the spread of germs. Remember that you are contagious and spreading germs before you ever start feeling the symptoms of the flu. Also, use disposable tissues once and ensure that you place them in the garbage right away so that they do not contaminate surfaces.

### ***At the washroom sink***

Use a paper towel to turn off the tap in the washroom after you have washed your hands so that you don't contaminate your hands again. Use the same paper towel to open the door of the washroom and other doors that you may have to open to get back to your work area.

### ***Hand Sanitizer***

use alcohol based waterless sanitizers where water basins are not possible. Hand sanitizers don't clean visibly soiled hands, but they do kill germs on hands. Hand sanitizers should not be confused with anti-bacterial soaps, where concerns have been raised about their possible role in antibiotic resistance. Alcohol based hand sanitizers do not pose this risk.

### ***Shared work areas***

If you share a workspace with others, ensure that you clean telephones, keyboards and other surfaces that may be touched by many people. Office Services provides wipes that can be used for this purpose.



### **Getting an annual flu vaccination**

It is a good idea to get your annual flu vaccination and ensure your family members do as well. While this will not protect from the pandemic new virus strain, it will prevent other forms of influenza in 70% of the healthy population.

### **Maintain a good diet**

Try to get adequate sleep, a well-balanced diet and drink plenty of water.

### **Knowing the difference between a cold and the flu**

You will likely know the difference between a cold and the flu. Most flu symptoms typically appear so quickly that people can recall the exact moment they first felt sick. Know the similarities and differences in symptoms of the flu and a cold as noted below:

<b>SYMPTOM</b>	<b>INFLUENZA</b>	<b>COMMON COLD</b>
Fever	Usual, sudden onset 38 - 40 degrees and last 3-4 days	Rare
Headache	Usual and can be severe	Rare
Aches and Pains	Usual and can be severe	Rare
Fatigue and Weakness	Usual and can last 2-3 weeks or more after acute illness	Sometime, but mild
Debilitating Fatigue	Usual, early onset can be severe	Rare
Nausea, vomiting, diarrhea	In children <5 years old	Rare
Watering of the eyes	Rare	Usual
Runny, stuffy nose	Rare	Usual
Sneezing	Rare in early stages	Usual
Sore Throat	Usual	Usual
Chest Discomfort	Usual and can be severe	Sometimes, but mild to moderate
Complications	Respiratory failure; can worsen current chronic conditions; can be life threatening	Congestion or earache
Fatalities	Well recognised	Not reported
Prevention	Influenza vaccine; frequent handwashing; cover your cough	Frequent handwashing, cover your cough

### **Hand Sanitizing Stations**

Consider setting up hand sanitizing stations for staff at all of the office facilities and provide front-line staff with their own bottles of sanitizer. Hand sanitizer gel would not be provided to staff to replace hand washing with soap and water. However, there are times when it may

not be convenient or practical to get to a sink to wash your hands and the hand sanitizing stations will allow staff to kill germs without water.

## Appendix B – Workplace Cleaning

During a pandemic, you will need to implement additional measures to minimize the transmission of the virus through environmental sources, particularly hard surfaces (e.g., sinks, handles, railings, objects and counters). Transmission from contaminated hard surfaces is unlikely but influenza viruses may live up to two days on such surfaces.

Influenza viruses are inactivated by alcohol and by chlorine. Cleaning of environmental surfaces with a neutral detergent followed by a disinfectant solution is recommended. Surfaces that are frequently touched with hands should be cleaned often, preferably daily. The table below suggests the appropriate choice and concentration of disinfectants:

DISINFECTANTS	RECOMMENDED USE	PRECAUTIONS
<ul style="list-style-type: none"> <li>▪ 1000 parts per million of available chlorine, usually achieved by a 1 in 5 dilution of 100 % disinfectant bleach (e.g. Clorox Bleach or Javex Bleach)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disinfection of material contaminated with blood and body fluids</li> </ul>	<ul style="list-style-type: none"> <li>▪ Should be used in well-ventilated areas.</li> <li>▪ Protective clothing required while handling and using undiluted bleach.</li> <li>▪ Do not mix with strong acids to avoid release of chlorine gas.</li> <li>▪ Corrosive to metals.</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Granular chlorine:</b> e.g. Det-Sol 5000 or Diversol, to be diluted as per manufacture’s instructions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ May be used in place of liquid bleach, if it is unavailable</li> </ul>	<ul style="list-style-type: none"> <li>▪ Same as above.</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Alcohol:</b> E.g. Isopropyl 70%, ethyl alcohol 60%.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Smooth metal surfaces, tabletops and other surfaces on which bleach cannot be used e.g. wood surfaces.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flammable and toxic. To be used in well-ventilated areas. Avoid inhalation.</li> <li>▪ Keep away from heat sources, electrical equipment, flames and hot surfaces.</li> <li>▪ Allow to dry completely, particularly when using diathermy, as this can cause diathermy burns.</li> </ul>

When a person with suspected influenza is identified and has left the workplace, it is important that her/his work area/office, along with any other known places s/he has been, are thoroughly cleaned and disinfected.

## **Appendix C - Sample Community Based Public Health Measures**

### ***Self Isolation***

Individuals who are ill will be asked to stay home from public locations. Adults recommended for self isolation should remain home for a minimum of five days after onset of symptoms (seven days for young children) or until symptoms have resolved, unless they need to visit a health care provider\*. During this period people should avoid close contact with unexposed household members. “Close contact” is defined as face to face exposure within one metre (three feet) of another individual. Frequent disinfection of household surfaces should be practiced.

***\*Note: self isolation duration will depend on the advice provided by Alberta Health for the specific event.***

### ***Quarantine***

At the very early stages of a pandemic, contacts and individuals linked to exposure sites may be quarantined in an effort to slow transmission in the community. This measure would only be applied if there were sporadic infections or clusters in the Region and not if there was efficient virus spread in the general population.

### ***School/Daycare Closure***

Children are known to be efficient transmitters of influenza. Closing schools and daycare facilities may reduce transmission or delay the spread of the disease, particularly if the pandemic is causing high attack rates in school aged children. This control measure will have an effect on the parents and caregivers and could divert essential workers to child-care responsibilities. School boards or daycare administrators may choose to independently close their facilities based on their own criteria for safe facility operation.

### ***Restriction of Large Gatherings / Facility Closure***

This would involve closing of indoor gathering places for people. Gatherings may include sporting events, theatre, conferences as well as public transportation services. Because the effectiveness of this measure is not documented and the difficulty with sustainability of cancelling or restricting indoor gatherings, this measure is not recommended in the Canadian pandemic plan as a broad public health measure. However, this measure remains an option for targeted events to reduce transmission.

### ***Social Distancing***

Once a pandemic has arrived in a community, people should use “social distancing” as a way to reduce the risk of being exposed. Alberta Health will provide advice. Some strategies for social distancing include:

- Avoid “close contact” with individuals (i.e. within 1 – 2 metres or as ordered by public health).

- Minimize visitors to homes.
- Cancel family gatherings.
- Avoid shaking hands, hugging, or kissing people as greetings.
- Stock up on groceries and shop less frequently.
- Work from home if possible.
- Minimize contact at work by teleconferencing.
- Utilize means other than public transit.

### ***Use of Masks by Healthy Individuals***

This measure is not recommended in the Canadian Pandemic Plan as a community-based intervention. It is assessed that it is not likely to be effective in reducing disease spread in the general population. It is recognized that wearing a surgical mask properly at the time of an exposure may provide a barrier, if used with other infection control measures. If masks are used, they should only be used once and must be changed if they become wet (because they become ineffective when wet). As well masks must be removed properly to avoid contaminating the wearer. It is not feasible to wear masks for the duration of a pandemic wave and there may be supply problems. Again, advice will be provided by the Health Authorities.

### ***Hand Sanitizing Stations in Public Settings***

Frequent hand washing is an effective infection control measure. However, the Canadian Pandemic Plan does not recommend establishing sanitizing stations in public settings such as public transit stations. It is assessed that this would not be effective in significantly reducing the spread of the disease in the general population. Compliance would not be assured, and these stations would require human and financial resources to maintain. Hand washing must be encouraged, and existing public washrooms should be appropriately stocked with supplies at all times. People should consider carrying their own travel size bottle of hand washing gel.

### ***Environmental Cleaning***

Because the virus can survive on environmental surfaces (up to 48 hours on hard surfaces) frequent cleaning can reduce the spread of the virus in the home or at workstations. Cleaning should take place using common household disinfectants. In office settings, the building cleaners should not be relied upon to do this level of cleaning. It is best to allocate time for staff to thoroughly clean their own areas, especially if they share workspaces or work in areas where the public are served.

## Appendix D – Pandemic Preparedness Checklist

The Pandemic Preparedness Checklist is designed to assist with organizational pandemic planning. This checklist provides a set of operational initiatives that should be undertaken as part of a progressive pandemic planning policy.

Identification of Core People and Core Skills	Completed	In Progress	Not Started
Identify a pandemic coordinator and/or team with defined roles and responsibilities for preparedness and response planning. The planning process should include input from labour representatives.			
Identify essential employees and other critical inputs (e.g. raw materials, suppliers, subcontractor services/products, and logistics) required to maintain business operations by location and function during a pandemic. Plan for impact on financials.			
Train and prepare ancillary workforce (e.g. contractors, employees in other job titles/ descriptions, retirees).			
Develop and plan for scenarios likely to result in an increase or decrease in demand for your products and/or services during a pandemic (e.g. effect of restriction on mass gatherings, need for hygiene supplies, travel restrictions).			
Implement an exercise/drill to test your plan, and revise periodically.			
Set up authorities, triggers, and procedures for activating and terminating the company's response plan.			
Plan for Large Absence (10% to 50%) Forecast and allow for employee absences during a pandemic due to factors such as personal illness, family member illness, community containment measures and quarantines, school and/or business closures, and public transportation closures.			

## Appendix E – Priority of Services and Mitigation Strategies

### Priority Grid

1	Critical
2	Vital
3	Necessary
4	Desired

### 19.1 Identification of Essential Services – Council

Function	Priority	Sources of Backup Personnel	Systems & Equipment Required	Mitigation & Prevention Strategies / Comments
Council Meetings, council committee meetings, regional committee meetings	1		Ability to participate in teleconferencing meetings, laptop, recording secretary	Self-isolation, teleconferencing for council meetings Public meetings are still required, ensure that space is large enough to allow for social distancing
Council Committee Meetings, Regional Committee Meetings	4		Ability to participate in teleconferencing meetings, laptop, recording secretary	Self-isolation, teleconferencing, meetings to be cancelled unless there are emergent issues
Conferences/ Conventions	4			Cancel
Meetings with outside groups (Province, Municipalities, Agencies, Ratepayers)	4			Self-isolation, teleconferencing, meetings to be cancelled unless there are emergent issues
Public Meetings/Hearings	2		Ability to participate in teleconferencing meetings, laptop, recording secretary	Self-isolation, teleconferencing for council meetings Public meetings are still required, ensure that space is large enough to allow for social distancing, delay meetings/hearings if possible

### 19.2 Identification of Essential Services - Administration

Function	Priority	Sources of Backup Personnel	Systems & Equipment Required	Mitigation & Prevention Strategies / Comments
Agenda, policy, bylaw preparation and maintenance	2	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely



Function	Priority	Sources of Backup Personnel	Systems & Equipment Required	Mitigation & Prevention Strategies / Comments
Payroll	1	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, IT Support, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely
Municipal Clerks	3	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely
IT Maintenance	1	Contractors	Internet, remote access	Primary service provided remotely, Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public
Communications System Maintenance	1	Contractors	Telus, Eastlink	Primary service could be provided remotely, Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public
Accounts Payable	2	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, IT Support, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely
Banking	2	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely, utilize night depository
Property Taxation	1	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, IT Support, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely
Utility Billing	1	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, IT Support, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely
Invoicing	1	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, IT Support, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely
Budgeting	2	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, IT Support, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely, process could be delayed by Council order
GIS/Mapping Services	4	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, IT Support, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely

Function	Priority	Sources of Backup Personnel	Systems & Equipment Required	Mitigation & Prevention Strategies / Comments
Financial Reporting	2	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, IT Support, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely, necessary to keep Council informed of financial status of municipality, may request extension from Municipal Affairs/Canada Revenue Agency for late filings

### 19.3 Identification of Essential Services – Municipal Emergency Management/Fire Protection

Function	Priority	Sources of Backup Personnel	Systems & Equipment Required	Mitigation & Prevention Strategies / Comments
Emergency Services	1	Mutual Aid, Alberta Emergency Management Agency, Contractors	IT Support, Servers and network equipment, internet, telephone, power to EOC, radio system, communications systems including social media	Social distancing, increased frequency of cleaning and disinfection of office, EOC closure to the public, develop shift schedule, work remotely
Fire Services	1	Mutual Aid	Fleet repair support, facility maintenance support, 911 Dispatch, radio system, internet, telephone	Encourage social distancing, limit medical assists, increased frequency of cleaning and disinfection of fire hall, equipment and PPE, reduce or eliminate training sessions, provide on-line training

### 19.4 Communications

Function	Priority	Sources of Backup Personnel	Systems & Equipment Required	Mitigation & Prevention Strategies / Comments
Updates to residents	1	Alternate staff, contractors	Servers and network equipment, internet, IT Support, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely
Public Service Announcements	2	Alternate staff, contractors	Servers and network equipment, internet, IT Support, remote access	Social distancing, increased frequency of cleaning and disinfection of office, office closure to the public, work remotely

### 19.5 Identification of Essential Services – Policing/Municipal Enforcement

Function	Priority	Sources of Backup Personnel	Systems & Equipment Required	Mitigation & Prevention Strategies / Comments
Municipal Bylaw Enforcement	2	Mutual Aid, Contractors	Dispatch services, IT Support	Minimize public contact, increased frequency of cleaning and disinfection
Police	1	RCMP		Be aware of potential staffing issues or reduction in services
Emergency Medical Services	1	AHS		Be aware of potential staffing issues or reduction in services

### 19.6 Identification of Essential Services – Public Works

Function	Priority	Sources of Backup Personnel	Systems & Equipment Required	Mitigation & Prevention Strategies / Comments
Common Services (Roads, signs, etc.)	1	Alternate staff, mutual aid, contractors	Fleet maintenance, GIS systems, IT support	Social distancing, increased frequency of cleaning and disinfection of offices, vehicles, lunchroom, PPE
Water and Wastewater	1	Alternate staff, mutual aid, contractors	Servers and network equipment, internet, IT Support, remote access, power	Social distancing, increased frequency of cleaning and disinfection of offices, vehicles, lunchroom, PPE, develop shift rotation of key personnel, ensure supply lines are secure and product is ordered to allowable capacity
Fleet Maintenance	2	Alternate staff, mutual aid, contractors	Tools and equipment, powered facility	Social distancing, increased frequency of cleaning and disinfection of shop and fleet. Priority to be given to emergency vehicles and units assigned for essential services.
Facility Maintenance	2	Alternate staff, mutual aid, contractors	Tools and equipment, powered facility, telephone	Social distancing, increased frequency of cleaning and disinfection of facilities. Priority to be given to facilities that support essential services.
Health and Safety	1	Alternate staff, mutual aid, contractors	Safety Plan, Municipal Emergency Management Plan	Ensure that staff are following approved protocols for Social distancing, increased frequency of cleaning and disinfection of workspaces, use and cleaning of PPE, reporting of incidents/near misses

**19.7 Identification of Essential Services – Recreation**

Function	Priority	Sources of Backup Personnel	Systems & Equipment Required	Mitigation & Prevention Strategies / Comments
Recreation Facilities and Services	3	Alternate staff, mutual aid, contractors	First aid administrators, custodial services, IT support, power, pool chemicals	Social distancing, increased frequency of cleaning and disinfection of facilities, closure of facilities and/or suspension of services, deployment of staff