



**Business Continuity
Pandemic Emergency Plan**

Updated May 2020

SECTION I-PANDEMIC PLAN

1.0 INTRODUCTION

CAO: means the Chief Administrative Officer of the Town of Innisfail or their designate.

The current outbreak of Coronavirus (COVID-19) virus has been declared a pandemic by the World Health Organization. The World Health Organization (WHO) defines the pandemic influenza as “a global epidemic of influenza and it occurs when a new influenza (i.e. an influenza virus (COVID-19) subtype that is not circulating widely in human beings) emerges and starts spreading in a similar way to normal influenza - through coughing and sneezing. Because the virus is new, the human immune system will have little or no pre-existing immunity. People who contract COVID 19 pandemic influenza are to experience more serious illness and disease than that caused by normal influenza.”

The CAO will implement Level 3 of the Town’s pandemic plan when the Ministry of Health along with the Province’s Chief Medical Health Officer notifies the people of Alberta that the Province’s pandemic plan is being activated as a result of the Federal Minister of Health declaring the onset of the pandemic in Canada.

Upon activating Level 3 of the Town of Innisfail Pandemic Plan the CAO will notify the Mayor and Town Council of the plan activation. If necessary, the Emergency Coordination Center (ECC) may be activated and the Regional Emergency Response Plan implemented.

1.2 PURPOSE

The purpose of the Pandemic Emergency Plan is to:

- I. Ensure that The Town of Innisfail can maintain critical and high priority service levels with a reduction of staff during a Pandemic
- II. Educate employees regarding precautionary measures to take during a pandemic to reduce the transmission of the pandemic virus among employees
- III. Minimize illness among employees
- IV. Define the parameters of services levels during a pandemic
- V. Identify protocols for the Town of Innisfail to follow when staffing levels are reduced as a result of the pandemic
- VI. Cooperate with the Alberta Health Services to promote public health efforts

1.3 PLANNING ASSUMPTIONS

The following assumptions can be used to develop the Pandemic Plan for the Town of Innisfail:

- **Time Period:** The pandemic outbreak is expected to come in 2 or 3 waves about 3 to 9 months separating each outbreak. Each wave is expected to last approximately 6 to 8 weeks. A pandemic may last in these cycles up to two years.
- **Impact:** In a worst-case scenario, health professionals estimate that about 50% of the population will become ill with the pandemic virus. Among working adults, it is estimated that an average of 20 25% will become ill during the outbreak.
- **Transmission:** The influenza virus spreads easily from person-to-person as infected people cough or sneeze. The virus can be left on objects that are touched or coughed on. Infected people can spread the virus for one-half to one full day before showing signs of being sick.
- **Prevention:** Infection control procedures and prevention measures will help reduce illness.
- **Absenteeism:** Employees may be ill with the influenza virus, may stay at home to care for children or family members, or may refuse to report for work duties. There is a potential that employees may miss as little as a few days or several weeks of work.
- **Vendor Services:** Goods and service disruptions are to be expected.

1.4 Provincial Operational Level

The provincial operation center uses a 4-level approach to group and describe incidents within the province of Alberta. As per provincial levels, levels 1-4 correlate with preparedness and the need for response and mitigation efforts.

Incident Level	Provincial Operations
	Operation Level Description
Level 1	Routine-Routine & Potential Incidents Assessed & Circulated to PS partners.
Level 2	Augmented- Incident Potential Significant (e.g. Disrupt Community Functioning)
Level 3	Mandatory Coordination of key Government of Alberta organizations to respond to a significant Incident.
Level 4	Mandatory full Government of Alberta coordination for a significant incident.

The grouping of the incident levels provides an indicator where we need to be in our planning process.

1.5 Town Alert Levels

The Town of Innisfail will follow a one to four level approach to implement its pandemic plan.

Town Pandemic Level Plan	Description
Pandemic Mitigation Period	
Level 1	<ul style="list-style-type: none"> Activities directed toward the control of information on the pandemic influenza.
Pandemic Alert Period	
Level 2	<ul style="list-style-type: none"> Activities directed toward educating the staff about cross training functions and sick time protocols. Assess impact and set priorities Conduct risk assessment on community programs and public facilities operations The Provincial Chief Medical Officer declares the onset of the pandemic in Alberta
Pandemic Response Period	
Level 3	<ul style="list-style-type: none"> The Federal Minister of Health declares the onset of the pandemic in Canada The Town of Innisfail prioritizes service levels for each department. Refusal of banked time and vacation requests are denied when employee sick levels significantly impact service levels
Level 4	<ul style="list-style-type: none"> Determining full closure of all Town municipally owned facilities Minimizing service levels to a need only response.

1.6 Level 1-Town Pandemic Mitigation Level

These activities are directed towards the control of information of the pandemic influenza to educate employees and include:

- The implementation of the Town of Innisfail Pandemic Plan.
- Department heads will follow the Pandemic Plan Prevention Measures guidelines and Business Continuity plan.
- Departments identify alternate suppliers of key services and goods.
- Assessment of each civic department as the service levels to be provided during the pandemic outbreak.
- Development of strategies to educate and increase awareness for employees.
- Encouragement of employees to voluntarily participate in the annual flu immunization programs.

1.7 Level 2-Town Pandemic Alert Period

Department heads will monitor sick time and the number of employees away from work.

Some cross training will be made available for employees that may be required to transfer between departments.

Employees returning from out of Canada will be required to self-isolate for a period of 2 weeks before returning to work.

Engage with shareholders.

Conduct risk assessments on community programs and public facilities

1.8 Level 3-Town Pandemic Response Period

The CAO authorizes Town service levels to be changed according to their priority as identified in the Business Continuity risk assessment process.

The change in service levels will be a result of decreased staffing levels which creates an inability to provide normal levels of service to the citizens of Innisfail.

If staffing levels dictate a significant reduction in service levels, the CAO may activate the Emergency Coordination Center (ECC) to coordinate department activities.

Pandemic procedures for sick time, employee attendance, and cleaning and disinfecting procedures are activated when service levels are significantly impacted due to employee absences. Key points to consider in Level 3 of the Town of Innisfail Pandemic Plan include:

- Suppliers and customers should be notified of alternate procedures for pickup / deliveries
- Alternate delivery arrangements with suppliers and customers must be anticipated and planned for
- Department heads refuse vacation, banked time and vacation requests to maintain priority service levels
- The Emergency Coordination Center may be activated so department heads can meet daily at a regularly scheduled time to plan strategies
- Social distancing and workplace cleaning procedures are discussed at every department level
- The Pandemic Plan reporting sick procedures are implemented for each department
- Essential services levels are planned for and maintained
- Cleaning and disinfecting procedures are implemented
- Use teleconferencing and the internet to conduct business and communications when necessary

1.8a Level 4-Town Pandemic Response Period

Closure of all Town municipally own facilities.

Town of Innisfail Business Continuity Pandemic Plan 2020

Town Hall will be available for communications via, phones, emails, internet etc. but will be closed to public traffic.

No public meetings will be conducted, only if urgent in nature.

1.9 COMMUNICATION STRATEGY

The communication strategy will focus on the following:

- Face-to-face communications during the pandemic mitigation and alert periods
- Electronic communications are an option during the pandemic response period
- Dispelling fear, rumors and anxiety with regular dissemination of information will be the priority during the pandemic period
- Inform customers, suppliers and stakeholders which services may not be available during a pandemic with trust information

1.10 SERVICE LEVEL PRIORITIES

Each civic department will conduct an internal assessment to identify the core service levels that need to be provided during a pandemic. An action plan to deal with high, medium and low priority services will be implemented in each department.

I. High Priority-Essential Services

High impact on the health, life and safety of the public and Town employees. Devastating financial costs associated with the loss of a service or function.

II. Medium Priority-Necessary Services

Potential impact to the health, life and safety of the public and Town employees.

- High cost associated with loss of service or function
- Highly visible services that may diminish public confidence if not provided
- Services necessary for the support of services that may impact the health, life and safety of the public and Town employees

III. Low Priority-Desired Services

- Services that provide a quality of life and are expected by the public
- Services that may be delayed due or discontinued without significant hardship to the public.

1.11 BUSINESS CONTINUITY

Each civic department will have a clear “delegation of authority” that is at least a two- deep back-up system. Where possible it is highly recommended that a three-deep system be implemented.

It is estimated there that 20 - 25 percent of employees will be absent from work during a pandemic. The Pandemic Plan identifies the service levels The Town of Innisfail can provide with the decrease in staffing levels.

The high, medium and low priority service levels to be provided during the pandemic level had been determined by each department. The business continuity assessment included an evaluation process which determined:

- Service level that can be provided with minimal face-to-face contact between employees, customers and suppliers
- Services and job functions that can operate effectively if employees are absent from work
- Daily operations that can operate if supply chains are disrupted

1.12 Post Pandemic Period

It will be necessary to assess the impact the pandemic had on each department and adjust the Pandemic Plan for any additional pandemic waves. Four key areas will be required for review:

- Assess the impact on the physical and economic impacts to the Town of Innisfail
- Adjust recovery actions based upon the impacts
- Assess the costs to prepare for anticipated future pandemic waves
- Implement recovery actions to restore department functions to full and normal operational levels

1.13 LEGISLATIVE AUTHORITY

In the Province of Alberta, The Emergency Management Act, enables Municipalities to make an emergency declaration relating to all or any part of the Municipality. The Act empowers the Town of Innisfail to activate emergency plans and declarations in response to any threat to the life, health, safety, and well-being of the residents of the municipality.

SECTION II-ATTENDANCE GUIDELINES

2.0 REPORTING SICK

Supervisors need to be able to assess employees to make educated decisions whether an employee should be sent home on sick leave. Employees at work or calling in sick should be prepared to answer the questions in the Influenza Assessment flow chart.

The Centers for Disease Control and Prevention recognizes that the Coronavirus is contagious and spreads from human to human and is thought to spread the same way as the flu spreads. The virus is spread from person to person through coughing, sneezing, and contact with an object with the flu virus on it. Signs and Symptoms of the Coronavirus virus are like other forms of influenza, and include:

- Fever
- Coughing
- Headaches
- Muscle or joint pain
- Sore throat (difficulty breathing in severe cases)
- Chills
- Fatigue
- Runny nose
- Diarrhea and vomiting (in some cases)

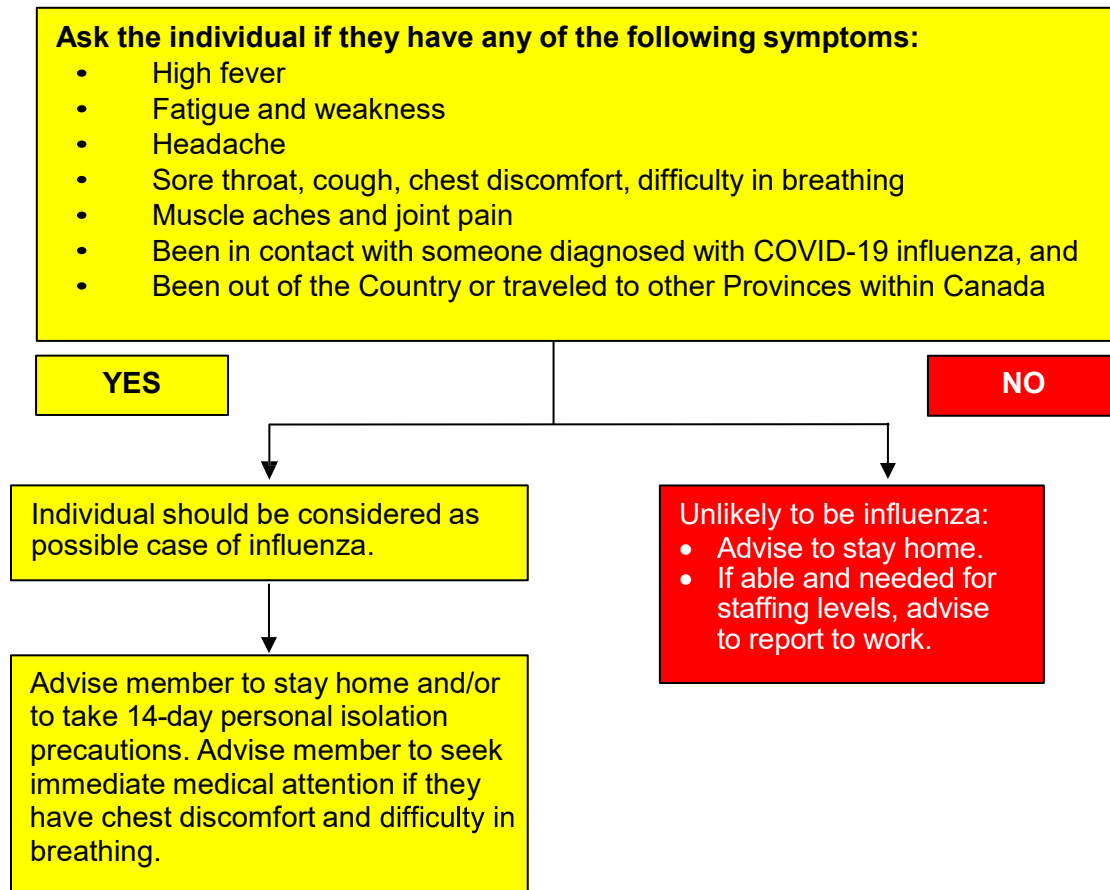
Categories of people that are at a higher risk of serious complications from Coronavirus, and include:

- People age 65 years or older
- Children younger than 5 years old
- Pregnant women
- People of any age with medical conditions such as asthma, diabetes, obesity, heart disease, HIV/AIDS or other medical conditions that weaken the immune system

Employees exhibiting the following symptoms will be advised to seek immediate medical attention:

- Shortness of breath
- Pain in the chest or abdomen
- Sudden dizziness or confusion
- Persistent vomiting
- The return of flu like symptoms that include a fever and cough

Influenza Assessment Flow Chart



Supervisors and Department Heads must emphasize the importance to employees that they cooperate in answering the questions from the assessment flow chart, as it serves as a tool to minimize the occurrence of an employee having influenza like symptoms and being a potential carrier of the virus. **See Appendix A for the symptoms of the seasonal flu, influenza and common cold.**

I. **Vacation, Banked Time Refusal (Town Pandemic Level 3)**

The ability of the Town of Innisfail to deliver and maintain high priority services is dependent upon employees being available for work duties. A significant increase in employee sick time and work absence is a trigger that the CAO will use to inform department heads that banked time and vacation requests will be refused. As per the Town of Innisfail attendance tracking system, the banked and vacation time will be recorded and tracked.

When absenteeism rates are not below 30% the Department Head can approve vacation requests. The responsibility of advising employees regarding this policy remains with each department head and managers.

II. **Reporting for Duty**

The anticipation of 30-50% of employees being away from work during the pandemic, it will be necessary for each department to shuffle employees and to reassign work duties as required to

maintain essential services. The decision to change working conditions will be made by the director of the department. The decision will only be made to ensure that the department essential services can be maintained.

It is critical that each department completes the Pandemic Business Continuity questionnaire and plans for job reassignments with staff. Those employees that do not have influenza like symptoms are to be encouraged to report for work.

III. Sick at Work

Employees may choose to come to work as they feel “healthy” and yet may be contagious with the influenza virus. Any employee that exhibits symptoms of influenza or feels sick at work must report to their immediate supervisor. The supervisor shall:

- I. Have the employee apply a paper mask
- II. Select a suitable location away from other employees and minimize contact with high touch surfaces and other employees
- III. Assess the sick employee with the Influenza Assessment flow chart
- IV. If the employee meets the Influenza criteria send employee home and have employee take personal isolation precautions
- V. If employee is too sick to drive home, the supervisor will make transportation arrangements
- VI. If the employee chooses to go to the hospital and is too sick to drive, the supervisor will contact the Ambulance for transport to the hospital
- VII. The supervisor will advise department employees that they may have been exposed to an employee with influenza
- VIII. Immediate steps will be taken to clean and disinfect the high touch surfaces in the work area
- IX. Employees will be encouraged to return to work when they are well, which is usually 3-day after the influenza symptoms have disappeared
- X. Employees that have been exposed to the sick employee and are not showing symptoms of influenza are expected to report for duty. Social distancing practices will be encouraged
- XI. If the employee does not meet the influenza criteria and if the employee is able and needed for staffing levels, encourage employee to stay at work
- XII. The employee must follow appropriate hygiene practices while at work

IV. Workplace Denial

Employee’s infected with flu like symptoms can shed the virus and are able to infect others from 1 day before getting sick up to 3 days after. When the Influenza Assessment chart has been used and the employee is advised to stay home and reports for duty, the most senior supervisor has the authority to send the employee home on sick leave.

V. Employee Transfers

Some departments may be impacted by the number of sick employees and it may be necessary for departments to transfer employees from department to department to ensure that the high priority service levels can be met.

2.1 VACCINE AND ANTI VIRAL PROTOCOLS

Depending upon the geographical rate of spread of the virus, it is not anticipated that a vaccine will be available during the first wave of the pandemic. Limited quantities of vaccine may be available during the second and third wave.

SECTION III-PREVENTION

3.0 PERSONAL PROTECTIVE EQUIPMENT

Where there is a potential for human to human contact during the peak levels of the pandemic and significant employee absences are noted, the Town will use the appropriate control measures to minimize the transmission of the virus. Three control measures for risk management include; engineering, administrative, and personal protective equipment measures. **Appendix D identifies the three control measures and guidelines.**

To minimize the potential of virus transmission from human to human during the peak levels of the pandemic, no public meetings will be held in Town Hall. The CAO will work with the Mayor and department heads to determine whether to cancel public and or Town Council meetings.

3.1 TRANSMISSION OF INFLUENZA

There are forms of transmission of the influenza virus:

- **Direct Contact:** Person to person contact, layers of droplets by cough or sneezing
- **Indirect Contact:** Involves a worker contact with a contaminated object such as a keyboard, telephone, doorknob, and then touching the eyes, nose and mouth to transfer the virus.

3.2 PREVENTION MEASURES

It appears that the pandemic flu will behave like other existing flu's and can be transmitted in the same manner. The best protection is to practice good infection control procedures by washing hands, covering coughs and sneezes, avoiding close contact with people who are sick, keeping common surfaces and items clean and disinfected, and staying home when sick.

An adequate supply of tissue, hand cleaner, disinfectant and cleaning supplies should be in stock prior to the pandemic outbreak. During the pandemic outbreak it may be difficult to purchase these supplies.

One of the best ways to reduce the spread of influenza is to keep sick people away from well people. Staff with flu like symptoms are advised to stay home and not come to work until 3 days after their fever has resolved.

I. Cough Etiquette

- Use disposable tissues for wiping nose
- Cover nose and mouth with a tissue when sneezing and coughing
- If tissue is unavailable, use your elbow or sleeve
- Avoid touching your eyes, nose or mouth as germs can spread that way
- Avoid sharing personal items
- Stay home if ill
- **See Appendix B for respiratory hygiene**

II. Hand Hygiene

- Wash hands frequently using soap and running water
- Use an alcohol-based hand cleaner
- **NOTE:** After using the alcohol based cleaner five times, you must wash your hands thoroughly with soap and running water. Failure to do this may facilitate microscopic bacteria growth on the hands
- **See appendix B for hand hygiene**

3.3 SOCIAL DISTANCING

Social distancing is an effort taken to reduce close contact with others during the pandemic period. To minimize anxiety among employees, when absenteeism is high social distancing will be practiced. Three social distances practices will be followed when required. **See Appendix C for Workplace Risk Assessment procedures.**

I. Work Procedures

- II. Employees are to maintain a 1-2-meter distance when interacting with other employees
- III. Face to face meeting will be avoided where a 1 – 2-meter distance cannot be maintained
- IV. Meetings should be held in large rooms with good air exchange

V. Social Activities and Kitchen facilities

- VI. Employees will not use plates, cuts or cutlery until they have been washed in hot soapy water. Preference is given to disposable utensils
- VII. Use paper towels for hand drying

VIII. Shift Change Procedures

- IX. Social distancing will remain at 1-2 meters during staff change

3.4 WORKPLACE CLEANING

There is scientific and medical evidence that influenza can spread through inadequately ventilated internal spaces. These spaces should be well ventilated. HVAC should be maintained regularly according to appropriate standards and building codes.

Thorough hygiene practices will minimize the potential to spread the influenza virus.

In Level 3 of the Town Pandemic Plan, the following cleaning procedures will be followed as a critical measure to prevent spreading and receiving the influenza virus.

3.5 Cleaning Procedures

- I. High touch surfaces shall be cleaned with an approved cleaning agent at the beginning of **each workday**. Cleaning is to be conducted from top to bottom and from a clean to dirty surface. This includes:
 - Doorknobs,
 - Handrails
 - Telephones
 - Table and chairs
 - Commonly touched hard surfaces
 - Computer mice and keyboards
 - Vehicle steering wheels
 - Radios and cell phones
- II. All kitchen surfaces shall be cleaned prior to lunch.
- III. Do not use cutlery or cups and dishes until they have been effectively cleaned using hot water and dish soap. The use of the dishwasher eliminates rewashing utensils and dishes.
- IV. Clean all work surface areas that may have been touched by an employee that has become ill at work.

3.6 MEETING PROTOCOL

Face to face meetings shall be minimized when the Town Pandemic Plan is in the Level 3 activation. When appropriate meetings should be conducted through teleconferencing rather than face to face. However, this may not always be feasible and when face to face meetings are required the following procedures shall be followed:

- High touch surfaces have been cleaned with an approved disinfectant
- The meeting room has disinfectant readily available for post meeting cleaning
- Hand washing solutions and boxes of tissue are supplied
- If possible, the meeting room shall be aired out for 2 hours before and after the meeting
- Seating arrangements should have a 1-meter separation
- Handouts or other material should not be shared
- An individual has been assigned to disinfect the room after the meeting

3.7 ADDITIONAL CONTROLS

It may be necessary to implement additional control measures to minimize exposure to the Coronavirus:

- Have barriers in place to limit close contact with customers
- Postpone customer interactions
- Consider a buffer zone of at least two meters between an employee and a customer

- Keep customer interactions as short as possible
- Assign immuno-compromised or pregnant workers to lower pandemic influenza exposure job tasks
- Limit non-essential tasks to minimize situations with a high risk of exposure to the influenza

3.8 BEST PRACTICES

Education of civic employees may include:

- An awareness of how the virus can be transmitted
- An awareness of social distancing practices
- Proper hand and respiratory hygiene practices
- Use of personal protective equipment when required
- Understanding of routine cleaning practices

SECTION IV-DEPARTMENT SERVICE PRIORITIES

Delegative Chains

Emergency Management



Fire & Rescue Services



Protective Services



Service level options: -

Emergency Management

- Use of regional partners.
- Use of Central region all hazard incident management team (CRAMIT) available through POC.
- Use of other Regional all hazard Incident Management Teams and or Can task force 2.
- Shadowing staff members into activated section chief positions.

Fire and Rescue Services

- Reduced response to alarm calls through monitoring companies.
- Medical first response for AHS review commitment and response standard.
- Training limited to risk critical activities, equipment and vehicle checks with minimum numbers.

Protective services

- Administrative activities, work from home and or office.
- Public safety issues. On request no active patrols.
- Emergency response support. On request and suitability.

Risks:

Emergency Management.

- All agencies overwhelmed no additional supports available, considerations for collaboration of communities and resources personnel ETC

Fire & Rescue Response.

- Unable to meet response minimums for safe systems of work and limitations of mutual aid:
 1. Life safety priority starting with responders' defensive approach to tactics
 2. Response only to life risk calls only
 3. Training up of staff members to carry out key functional roles. Driving, pump operation, equipment movements.
- Potential to keep responders on standby at fire hall:
 1. Social distancing
 2. Sleeping areas
 3. Food preparation

Protective Services

- Potential increase in animal control as food and financial impact takes hold increased cost for kenneling vets etc.

Pandemic Service Levels

Service Area	Service	Level 3	Level 2	Level 1
Protection of life & property	Respond to fire calls in the response area	X		
	Secondary response to Mutual Aid requests	X		
	Respond to motor vehicle collisions in the department's response area.	X		
	Perform surface and ice rescue, rope rescue, trench and airport suppression services.	X		
	Structural collapse support operations.	X		
	Medical first response to Delta calls		X	
	Medical First response to Echo calls	X		
Fire Equipment maintenance	Apparatus maintenance	X		
	SCBA, gas detectors, and rescue equipment checks.	X		
	SCBA service repairs	X		
Fire Investigations	Perform fire investigations to determine origin and cause of fire	X		
Emergency Measure functions	Assist in the functions of the Town ECC, and other EMO functions	X		
Fire Inspection Services	Inspection of high-risk occupancies on request or complaint	X		
Administrative duties	Payroll	X		
Secretary Duties	Administrative functions		X	
Fire Prevention	Life Safety Fire prevention and protection duties		X	
Public Education	Tours, educational and prevention programs			X
Fire Inspections	Re-inspections		X	
Equipment Repair	Fire hose and turnout maintenance repairs	X		
Fire Dept Training	Fire department training evolutions, theory, and practical components			X
Planning & Development Customer Service	Receiving & Processing applications			X
	Building inspections	X		
	Property inspections			X
	Path Finding for Business			X
	Requests for file information			X

	Sale of Property			X
Regulatory & Legislative	Reports to Committee and Council		X	
	Processing Legal Agreements		X	
	Inspection of temporary structures that may be erected for emergency use or	X		
	Projects & engagement			X
	Land Development			X
	Policy & Procedure			X
Administration	Responding to callers & requests from the public		X	
	Attending Committee & Council Meetings	X		
	Processing staff forms		X	
	Speaking engagements			X
	Trade shows			X
	Conferences			X
Protection of life & property	Removal of structures constituting a hazard	X		
	Sites constituting a hazard i.e. open excavation	X		
	Providing building plans to Emergency Services	X		
Accounts Receivable	Monitors payment on outstanding invoices & generates invoices for all			X
Parking Tickets	Tracks paid & unpaid tickets, warrants, court orders.			X
Tax Desk	Answer tax inquiries, set up new properties.		X	
Accounts Payable	Issues payment on all invoices.		X	
Payroll	Payroll for all employees.	X		
Water Connections	Water hook up and disconnections.	X		
Cashier	Process payments, daily deposit, pet licenses.	X		
Water Billings	Issue water bills.		X	

Purchasing	Tenders, supplies, equipment & services required by all depts.		X	
Storekeeping	Maintaining inventory levels, disposing of surplus materials &		X	
Assessment	Place values on property & levying taxes			X
Secretary	Mail, courier, phone, supplies.		X	
Finance	Financial Reports			X
	Budgeting			X
Corporate Communication	Generating news releases, posting information on the web, dealing with	X		
Information Technology	Ensure servers are running so information in the network can be retrieved.	X		
	Functions such as Email, Payroll, Accounting require that our systems be	X		
	Ensure that phones and PDA's are functioning properly.	X		
	Ensure that staff working remotely from home can gain access	X		
OH&S	Investigation of workplace accidents and incidents		X	
	Investigate 'refusal of work' situations		X	
Human Resources	Dealing with questions on benefits and sick leave,	X		
	Hiring of personnel			X
	Administrative duties			X
Community Peace Officers	Civic Web Complaints Animal Control		X	
Water Treatment Plan	Distribution of Potable Water	X		
Wastewater Treatment Plan	Collection of sewage	X		
Heli Pad	Maintenance of Helipad	X		
Collection /Distribution	Repair of water & sewer main breaks	X		

Fleet	Maintenance of all town vehicles	X		
Streets	Snow removal – Priority 1 routes	X		
	Snow removal – Priority 2 Routes		X	
	Snow removal – Priority 3 Routes			X
	Traffic Lights	X		
	Traffic signs			X
Solid Waste	Transfer Station		X	
	Contracted Garbage, Recycling, Organics	X		
Parks Division	Refuse removal		X	
	Cemetery Interments, snow removal	X		
	Snow Removal Facilities – Priority 1 Priority 2 routes	X	X	
	Snow Removal Recreational Facilities and trails		X	
	Grass Cutting/ general maintenance			X
	Community Events/ decorations			X
	General Administration/ contract admin			
	Tree removal/trimming Storm damage – road clearing	X		
Drafting	Maps & Digital data			X
Administration	Telephone, reception, front counter			X
Capital	Oversight and admin of contracts			X

Handivan	Senior transportation	X		
Recreation Division	Recreation Programs Drop fitness classes etc.			X
	Arena operations AHC – used as a vaccination center	X		
	Arena program			X
	Arts Classes			X
	Concession Services			X
	Facility Bookings		X	
	Pool Operations			X
	General Administration			X
Social Dev. Division	Volunteer Services	X		
	General Public Inquires		X	
	Vulnerable population	X		
	Administrative duties			X
Facilities Management	Monitor systems e.g. heating systems, water, sewer.	X		
	Regular building maintenance Janitorial	X		
	Capital works			X
	General Administration			X
	Preventive maintenance		X	
Community Services	Program Promotion		X	
	Contract management		X	
	Committee Meetings			X
	General Administration		X	
	Facility Coordination	X		

**APPENDIX-A
SEASONAL FLU & PANDEMIC FLU**

KEY DIFFERENCES BETWEEN SEASONAL FLU & PANDEMIC FLU	
SEASONAL FLU	PANDEMIC FLU
Occurs every year during the winter months.	Occurs three to four times a century and can take place in any season
Affects 10-25 percent of the Canadian population.	Experts predict an infection rate of 25 - 35 percent of the population, depending on the severity of the virus strain
Globally, kills 500,000-1 million people each year, 4000 – 8000 in Canada.	The worst pandemic of the last century -- the “Spanish Flu” of 1918 -- killed 20 to 50 million people worldwide.
Most people recover within a week or two.	Usually associated with a higher severity of illness and, consequently, a higher risk of death.
Deaths generally confined to “at risk groups, such as the elderly (over 65 years of age); the young (children aged 6-23 months); those with existing medical conditions; and people with compromised immune systems.	All age groups may be at risk for infection, not just “at risk” groups. Otherwise fit adults could be at relatively greater risk, based on patterns of previous epidemics. For example, adults under age 40 were disproportionately affected during the 1918 pandemic
Vaccination is effective because the virus strain in circulation each winter can be reliably predicted	A vaccine against pandemic flu may not be available at the start of a pandemic. New strains of viruses must be accurately identified, and producing an effective vaccine could take six months
Annual vaccination, when the correct virus strain is used, is reliable and antiviral drugs are available for those most at risk of becoming seriously ill	Antiviral drugs may be in limited supply, and their effectiveness will only be known definitively once the pandemic is underway

Appendix A-Continued
Influenza, Cold, Stomach Flu Symptoms

Symptoms	Influenza	Common Cold	Stomach Flu
Fever	Usually High	Sometimes	Rare
Chills, aches, pain	Frequent	Slight	Common
Loss of Appetite	Sometimes	Sometimes	Sometimes
Cough	Usual	Sometimes	Rare
Sore Throat	Sometimes	Sometimes	Rare
Vomiting, Diarrhea	Sometimes (children)	Not Typically	Common
Involves Whole Body	Often	Never	Stomach/Bowel Only
Symptoms Appear Quickly	Always	More gradual	Fairly quickly
Extreme Tiredness	Common	Rare	Sometimes
Complications	Pneumonia, can be life threatening	Sinus infection, Ear infection	Dehydration

**APPENDIX B
HAND & RESPIRATORY HYGIENE**

Hand Hygiene and Respiratory Hygiene Key work practices to reduce the spread of pandemic influenza	
Training in hand hygiene and respiratory hygiene is critical for effective use of these work practices	
Hand Hygiene: “How to Wash your hands”	Break the Link Respiratory Hygiene: “Cover your cough”
<ul style="list-style-type: none"> • Remove jewelry 	<ul style="list-style-type: none"> • Throw away tissues after wiping nose
<ul style="list-style-type: none"> • Rinse hands under warm running water 	<ul style="list-style-type: none"> • Cover mouth and nose when coughing or sneezing
<ul style="list-style-type: none"> • Lather with soap and, using friction for 10-15 seconds, cover all surfaces of the hands and fingers 	<ul style="list-style-type: none"> • Wash hands after coughing, sneezing, or using tissues
<ul style="list-style-type: none"> • Dry hands thoroughly with a single-use towel 	<ul style="list-style-type: none"> • Keep fingers away from eyes, nose, and mouth
<ul style="list-style-type: none"> • Turn off faucet without re-contaminating hands 	<ul style="list-style-type: none"> • Sneeze or cough into the crook of the elbow if you do not have a tissue
<ul style="list-style-type: none"> • The use of an alcohol is also acceptable. Wash hands thoroughly with soap and water after using the alcohol based cleaner 5 consecutive times 	<ul style="list-style-type: none"> • Turn head away from others when covering cough
<ul style="list-style-type: none"> • Alberta Pandemic Influenza Plan 	<ul style="list-style-type: none"> • Keep two meters or more from others when coughing or sneezing

**APPENDIX C WORKPLACE
RISK ASSESSMENT**

Workspace: Where will workers be exposed to pandemic influenza infected persons?	Job Task: Decide on the job tasks and the workers potential ability to limit exposure to pandemic influenza infected people.
Minimal Exposure Job Tasks	
Workers who may be exposed to infected persons from time to time in relatively large, well-ventilated workspaces.	Workplace contact to another individual in job tasks that allow social distancing. Social distancing is keeping greater than approximately two meters from another individual.
	Job tasks that require close contact with clients or co-workers (within a distance of two meters). The individuals are not demonstrating symptoms of pandemic influenza, i.e. coughing, fever, etc. at the time of contact.
	Job tasks in potentially contaminated environment. Potential exposure can occur in work areas open to public, etc.
	Contact with symptomatic pandemic influenza clients in job tasks that allow social distancing or where the workers can keep greater than about two meters from client symptomatic with pandemic influenza (case).
High Exposure Job Tasks	
Workers who may have contact with symptomatic infected persons in small, poorly ventilated workspaces.	Job tasks require close contact (two meters) with a client symptomatic with pandemic influenza (case).
	Job tasks in the same room as aerosol generating medical procedure being performed on person symptomatic with pandemic influenza (case).

**APPENDIX D CONTROL
MEASURES**

FIRST CHOICE	Engineering Controls	<ul style="list-style-type: none"> • Isolate the hazard • Ventilate • Use physical barriers such as Plexiglas between you and your clients
SECOND CHOICE	Administrative Controls	<ul style="list-style-type: none"> • Manage policies and procedures • Administer safe work procedures, such as respiratory hygiene • Reinforce hand washing • Train and supervise workers • Vaccinate
THIRD CHOICE	Personal Protective Equipment (PPE)	<ul style="list-style-type: none"> • Provide gloves, masks, eye protection, protective clothing, respirators, and others as appropriate • Ensure that: <ul style="list-style-type: none"> ▪ The right type of PPE is selected for the job and hazard ▪ PPE fits properly and is comfortable under working conditions ▪ Workers are trained in the need for PPE, its use and maintenance ▪ PPE is stored clean and fully operational

PANDEMIC MATRIX

Description	Completed	In Progress	Not Started
1. Complete Business Continuity questionnaire.			
2. Identify essential employees and other critical inputs required to maintain business functions during a pandemic.			
3. Train and prepare your staff to take on auxiliary duties.			
4. Develop and plan for scenarios likely to increase or decrease the demand for your services. (i.e. restriction on mass gatherings, hygiene supplies, and travel restrictions)			
5. Implement a drill to test your plan.			
6. Set up protocol and procedures for activating and terminating the Town of Innisfail Pandemic Plan.			
7. Plan for 30-50% reduction in your work force. This may be due to family member illness, personal illness, closure of schools, etc.			
8. Establish policies for sick leave absences unique to a pandemic, including policy when a previously ill employee is no longer infectious and can return to work after illness.			
9. Establish procedures for flexible work hours and work sites. Employees may be able to perform work from home computers via the internet.			
10. Establish procedures for employees that are suspected of being ill or become ill at the work site. (infection control procedures and immediate mandatory sick leave).			
11. Implement guidelines to modify the face to face contact among employees and the public. (i.e. hand shaking, seating arrangements in meetings, shared workstations, etc.)			
12. Encourage employees to get annual influenza vaccination.			
13. Identify employees with special needs and incorporate into the Town Pandemic Plan.			
14. Establish health & safety protocols for job sites to prevent influenza spread (hygiene principles and cough etiquette)			

15. Provide enough information to employees on the pandemic. (posters, email, OHS bulletin board, CAO memo).			
16. Anticipate employee fear and anxiety, rumors and misinformation. Plan communications accordingly.			
17. Provide information for home care of ill employees.			
18. Establish a communications plan for department heads and managers.			
19. Disseminate information to employees about the Town pandemic plan and preparedness.			
20. Collaborate with federal, provincial and local health authorities.			
21. Share best practices with other businesses in the community.			