



**CORONAVIRUS DISEASE 2019
(COVID-19)
BUSINESS HEALTH & SAFETY
PREPAREDNESS PACKAGE**

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1. Letter from the Town of Fox Creek



March 23, 2020

RE: THE IMPACT COVID-19 ON SMALL BUSINESSES

Dear concerned local business, and not-for-profit,

Under the current circumstances of the COVID-19 outbreak many businesses are seeing their regular operations being impacted to help prevent further spread. Some have had to reduce staff, hours, and have even closed, which may ultimately stress a businesses revenue.

The Town of Fox Creek wants you to know that we acknowledge and deeply appreciate your efforts to help protect the health and safety of our community. It is times like these that a community must rally together to ensure that we do not just come back as we were before, but that we come back even better.

To assist our local businesses getting through this difficult time, the Town has put together this package of resources that may help. In it you will find regular preparation and prevention methods to stop the spread of the virus, as well as tips, templates, and contacts for everyone from employers to employees.

We encourage all local businesses to stay ahead of any issue that may arise by utilizing any applicable resources offered.

If you have any questions or concerns about your business's sustainability during this time, please feel free to contact myself.

Together we can build back better.

Sincere regards,


Kristen Milne
Chief Administrative Officer

102 Kaybob Dr. Box 149, Fox Creek, AB T0H 1P0
(P) 780 622-3896 (F) 780 622-4247 (E) admin@foxcreek.ca

"A Playground of Opportunity"

2. Coronavirus Disease 2019 (COVID – 19) Cleaning and Disinfecting for Public Places

What You'll Need



Cleaners

- Break down grease and remove organic materials
- Used before disinfectants



Disinfectants

- Have chemicals that kills most germs
- Applied to a surface after having been cleaned
- Have a drug identification number (DIN)



Disinfecting Wipes

- Have combined cleaners and disinfectants
- Dry fast due to drying agents. Should be discarded if they become dry
- Not recommended for heavily soiled surfaces



Gloves

- Wear gloves and any other recommended personal protective equipment recommended by the manufacturer

WHAT YOU SHOULD KNOW

- Commonly used cleaners and disinfectants are effective against COVID-19
- Frequently touched/high traffic surfaces are most likely to be contaminated
- Use disinfecting products federal officials deem effective. They will have a drug identification number (DIN) on the label.
- Make sure to check the expiry date of products
- Use products according to the manufacturer's instructions
- Ridding the virus from smooth surfaces is easier than getting out of upholstery or carpeting

PREPARE PRODUCTS FOR USE

- When possible, use pre-mixed solutions
- Read and follow the manufacturer's instructions to:
 - o Properly prepare solution
 - o Allow adequate contact time for the disinfectant to kill germs
 - o Wear gloves when using any cleaning products (including wipes)
 - o Wear any recommended personal protective equipment recommended by the manufacturer

CLEAN FREQUENTLY TOUCHED SURFACES TWICE PER DAY

- Increase daily cleaning and disinfecting of high traffic surfaces
- Examples include doorknobs, handles, chairs, tables, light switches, faucets, handrails, touch screen surfaces, and keypads
- Check or develop specific protocols for cleaning during the COVID-19 pandemic

KEEP HAND SANITIZER READILY AVAILABLE

3. Prevent & Prepare

PREVENT THE SPREAD

All Albertans are encouraged to take the following steps to help prevent the spread (“flatten the curve”)

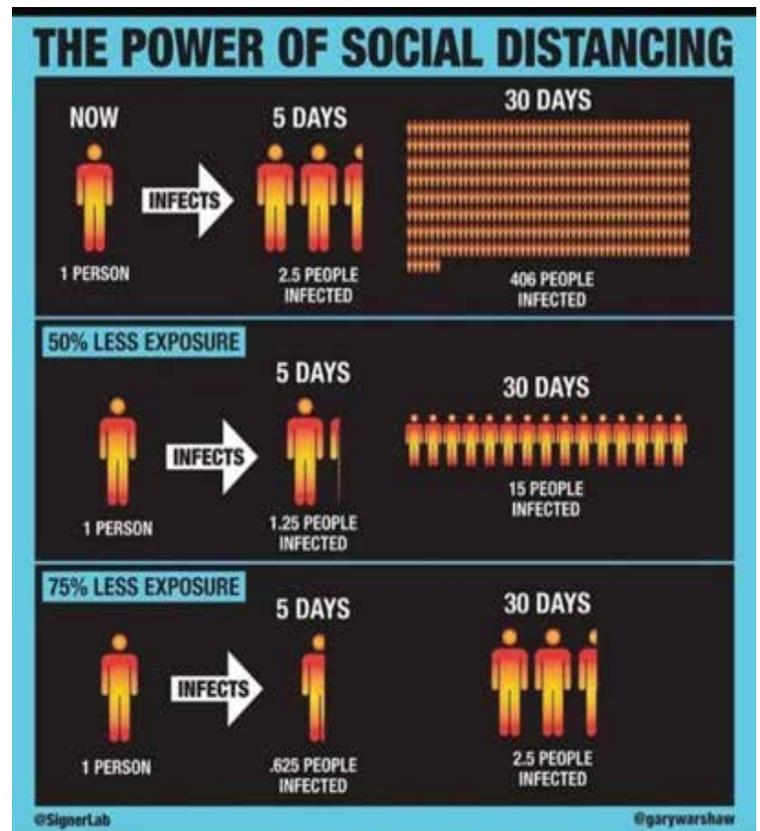
- Stay home and away from others if sick or in isolation
- Wash hands often using soap and water for at least 20 seconds
- Cough or sneeze into your elbow
- Avoid touching your face with unwashed hands
- Avoid travel outside of Canada
- Wear a medical mask if sick
- If you have symptoms, stay home, take the COVID-19 self-assessment, and call Health Link 811

SOCIAL DISTANCING

- Minimize close contact with other people
- Work from home when possible
- Increase distances between employees as much as possible
- Avoid unnecessary travel
- Choose take-out or delivery options when eating at a restaurant
- Avoid high traffic places (i.e. grocery stores, medical clinics, gas stations, etc.) as much as possible

PREPARE

- Practice good personal health habits
- Plan for potential changes at your workplace
 - Ask about your employer’s emergency operations plan
 - Ask about sick-leave policies and work from home options
- Have a household action plan
- Plan for self-isolation



Resources

- <https://myhealth.alberta.ca/Journey/COVID-19/Pages/COVID-Self-Assessment.aspx>
- <https://www.alberta.ca/assets/documents/health-self-isolation-information-sheet.pdf>
- <https://www.alberta.ca/coronavirus-info-for-albertans.aspx>

4. Mental Health

UNCLASSIFIED / NON CLASSIFIÉ



Centre of Expertise on
MENTAL HEALTH
in the Workplace



COVID-19 AND MENTAL HEALTH @ WORK

#GCMentalHealth resources, services and supports

In distress? Contact your Employee Assistance Program or call 9-1-1*.

Employees may be experiencing a high degree of uncertainty, worry, anxiety and stress about the health and safety of their loved ones, and how COVID-19 (coronavirus) may disrupt their work and personal lives. It is important for all of us to acknowledge these impacts and to engage in an open dialogue about them, including on ways to maintain and support our mental health. It is particularly important to recognize and support those who are more directly involved in the management of the situation, and those who have been instructed to self-isolate or who are suffering from symptoms of COVID-19.

* 9-1-1 for medical emergencies only. If you are in distress about potential exposure to COVID-19, call 8-1-1 (where available) or your local or provincial public health authority.

SEEK HELP

Managers/Supervisors

Employees may wish to speak to their managers/supervisors, who will be able to advise them on what services are available to them, as well as various working options.

Confidential short-term or crisis counselling

Access confidential, short-term or crisis counselling 24 hours a day, 365 days a year. The [Employee Assistance Program](#) (EAP) offers services by phone, in person and through e-counselling. Contact your [departmental coordinator](#) for more information.

Specialized Organizational Services

Health Canada delivers a range of [Specialized Organizational Services](#) that includes counselling supports beyond core EAP services to federal organizations, such as:

- ◆ Supporting employees engaged in incident response and working in other high-stress environments
- ◆ Supporting responses to critical workplace incidents
- ◆ Providing grief and loss support related to challenging situations or events in the workplace

Access health care

Your Public Service Health Care Plan (PSHCP) covers some prescription and medical expenses, including psychological services. Enrollment, coverage information and more is available on the [PSHCP website](#) or through [SunLife Financial](#) directly.

STAY INFORMED

Public service employees should follow the advice provided by the [Government of Canada](#) to the general population. Information specific to federal public servants, including frequently asked questions, is also available on the [GCintranet](#). Employees may also consult their union representative as needed.

TIPS TO TAKE CARE OF YOUR MENTAL HEALTH

- ◆ Get information from reliable sources, such as [Canada.ca/coronavirus](#).
- ◆ Stay informed but follow news coverage about COVID-19 in moderation. Take breaks from watching, reading, or listening to news stories. It can be upsetting to hear about the crisis and see images repeatedly.
- ◆ Take care of your body. Take deep breaths, stretch or meditate. Try to eat healthy, well-balanced meals, exercise regularly, and get plenty of sleep.
- ◆ Make time to step back and consider how to take advantage of unexpected flexibility in your daily routine.
- ◆ Stay connected. Talk to friends or family about your feelings and concerns.
- ◆ Maintain healthy relationships and respect other people's feelings and decisions.
- ◆ Show support and empathy to those dealing with difficult situations.
- ◆ Identify what is within your control and try to direct your energy towards what most worries you within your own control.

Stay connected with #GCMentalHealth...

Follow [@CEMHW_CESMMT](#) on Twitter

Visit [www.Canada.ca/GCMentalHealth](#)

5. Pandemic Preparedness for Business



Canadian
Chamber of
Commerce

Chambre de
Commerce
du Canada



COVID-19 | Pandemic Preparedness for Business

In addition to the work of the health care industry when a pandemic hits, businesses play a critical role in protecting the health and safety of employees, and limiting the negative impact on the economy and communities. They also need to have business continuity plans that will minimize the impact on the business itself and facilitate a speedy resumption of activities if the business has been forced to scale back or close during the pandemic. Preparedness, not panic, is the best way to mitigate the risks posed by a COVID-19 pandemic to the Canadian economy and our citizens.

Should COVID-19 escalate in Canada, some of the things businesses need to plan for include:

- Staff absences due to a number of reasons (personal illness, ill family members, looking after children if schools close, feeling of safety being at home etc.). In some cases employees may themselves elect to stay home; in other circumstances the government may authorize or require them to do so.
- Disruption to essential services like information, telecommunications, financial services, energy supply, and logistics;
- Disruption to supply of necessary materials or contractors;
- A major increase or decrease in demand for products and services;
- Cancellation or disruption of travel and cross-border movement of people and goods;
- Cancellation of public meetings or gatherings like sports events, concerts or religious services;
- Impact on the trade status of Canada, or of our trading partners; and
- Increased public fear that causes citizens to avoid public places, including front line retail and tourist-related, restaurants and leisure businesses.

To help businesses prepare for and manage through a potential COVID-19 escalation in Canada, the Canadian Chamber of Commerce developed the following brief guide. It is designed to assist business planning and continuity efforts. This tool includes links to the some of the most relevant and credible information, best practice tools and resources. We will continue to update this information on our website www.chamber.ca



EMERGENCY SERVICES
EMERGENCY MANAGEMENT

Business Continuity Template



The Regional Municipality of Wood Buffalo would like to give credit to the Calgary Emergency Management Agency (CEMA) and the Calgary Chamber of Commerce as the authors of the source material for this guide.

FOREWORD

The Regional Municipality of Wood Buffalo recognizes the importance of the business sector as an essential part of our community. The resumption of business activities is a critical component of overall community recovery following a disaster.

Following a disaster, businesses that have not prepared for disruptions with a business continuity plan are at risk of having to close temporarily, or, at worst, being unable to resume operations. This business continuity guide is intended to assist small- and medium-sized businesses plan for the continuity and resumption of business operations following a disruption.

DIRECTIONS

- Read the Business Continuity Guidebook to learn about the different components of a Business Continuity Plan (available for download at rmwb.ca/bcp).
- Fill out the Business Continuity Plan Template.
- Create duplicates and/or expand sections as needed (e.g. Action Plan Template, Exercise Log).
- Save and print your Business Continuity Plan.

LIST OF ABBREVIATIONS

AEMA	Alberta Emergency Management Agency
BCP	Business Continuity Plan
BCM	Business Continuity Manager
DRP	Disaster Recovery Program
RTO	Recovery Time Objective

INTRODUCTION

There are six steps to developing an effective Business Continuity Plan:



To develop an effective Business Continuity Plan, tailor it according to the nature of your business and its operations. You are encouraged to customize this template to meet your business's needs.

Sign up to receive alerts during an emergency with Alberta Emergency Alert.

emergencyalert.alberta.ca



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BUSINESS CONTINUITY PLAN INFORMATION

COMPANY NAME	
BUSINESS CONTINUITY MANAGER	
CONTACT INFORMATION	
ALTERNATE MANAGER	
CONTACT INFORMATION	
BUSINESS CONTINUITY PLAN LOCATION	

REVISION LIST

REVISION NUMBER	DETAILS	REVISED BY	REVISION DATE

DISTRIBUTION LIST

NAME	DETAILS	DATE

VITAL INFORMATION

BUSINESS LICENCE NUMBER	
GST NUMBER	
INSURANCE POLICY NUMBER	
CRITICAL PAPER RECORDS LOCATION	
BACK-UP COMPUTER RECORDS LOCATION	

ASSOCIATED POLICIES, DOCUMENTS, AND PROCEDURES

FILE	LOCATION	DATE UPDATED

STEP ONE:

ANALYZE YOUR BUSINESS

What is the purpose of your business?

What products and services do you provide?

How do you provide your products and services?
(e.g. web store, shop, delivery)

Do your service providers have business continuity plans in place?

What are your resource requirements? (e.g. suppliers, equipment, records)

Who is involved in the daily operations? (e.g. employees, suppliers)

Who are your customers?

RECOVERY TIME OBJECTIVE (RTO)

This table will assist you in prioritizing the key business functions that are critical to your operations. Check the maximum timeframe for which a key business function can be interrupted.

BUSINESS FUNCTION	<24 HRS	48 HRS	72 HRS	1 WEEK	2 WEEKS	1 MONTH
Staff						
IT						
Vital Records						
Internet						
Facilities						
Communications						
Transportation						
Equipment						
Suppliers						
Vendors						

Armed with a better understanding of your key business functions, make a plan to ensure that these functions return to operation within the specified RTO.

For example, a bakery may survive a supplier disruption for up to 48 hours. It may continue operating with the existing inventory stock of baking ingredients. However, the company will be unable to continue operations without further shipments from its suppliers past 48 hours.

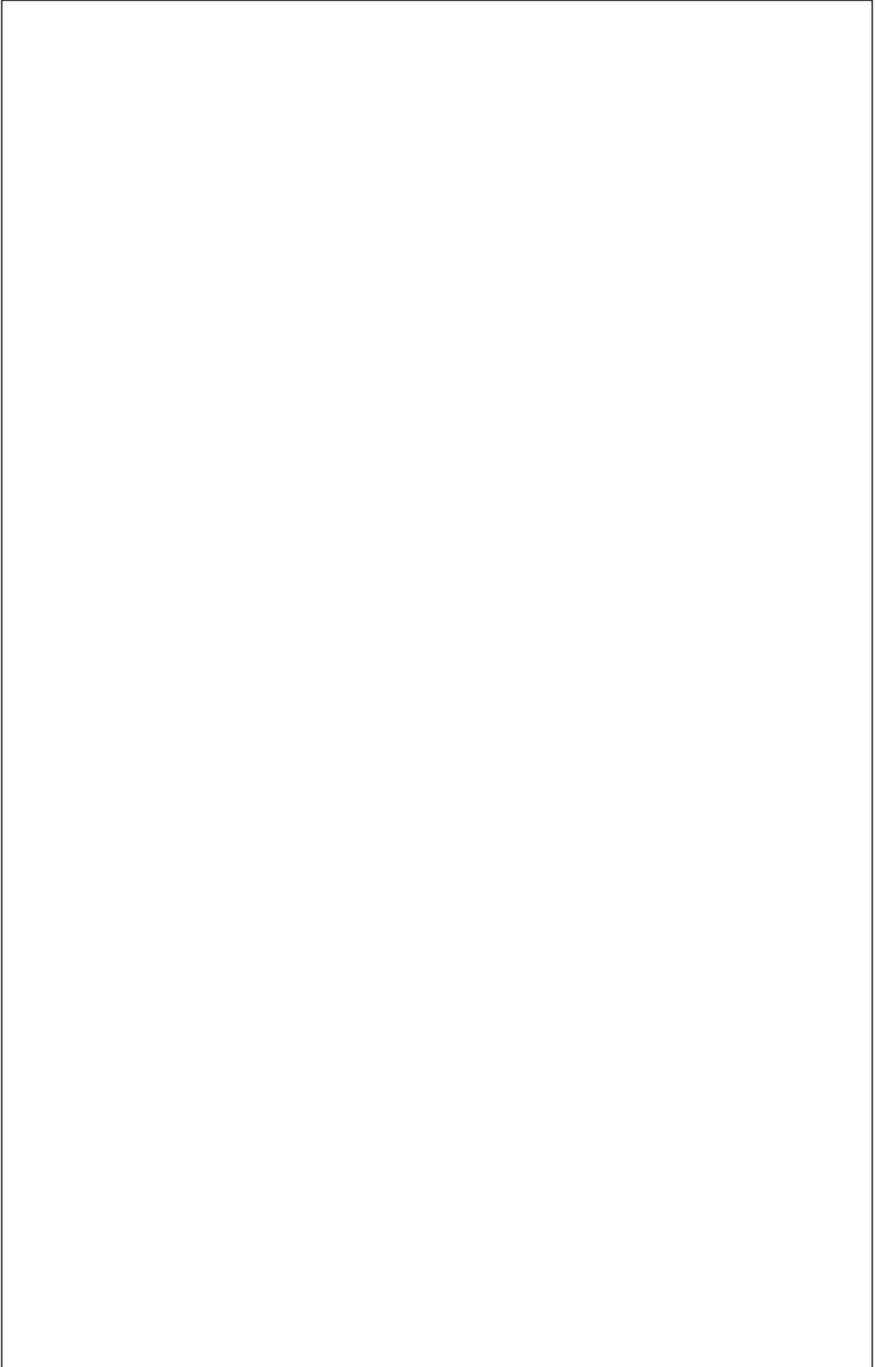
IMPACT (1 OF 2)

BUSINESS FUNCTION	POTENTIAL IMPACTS

IMPACT (2 OF 2)

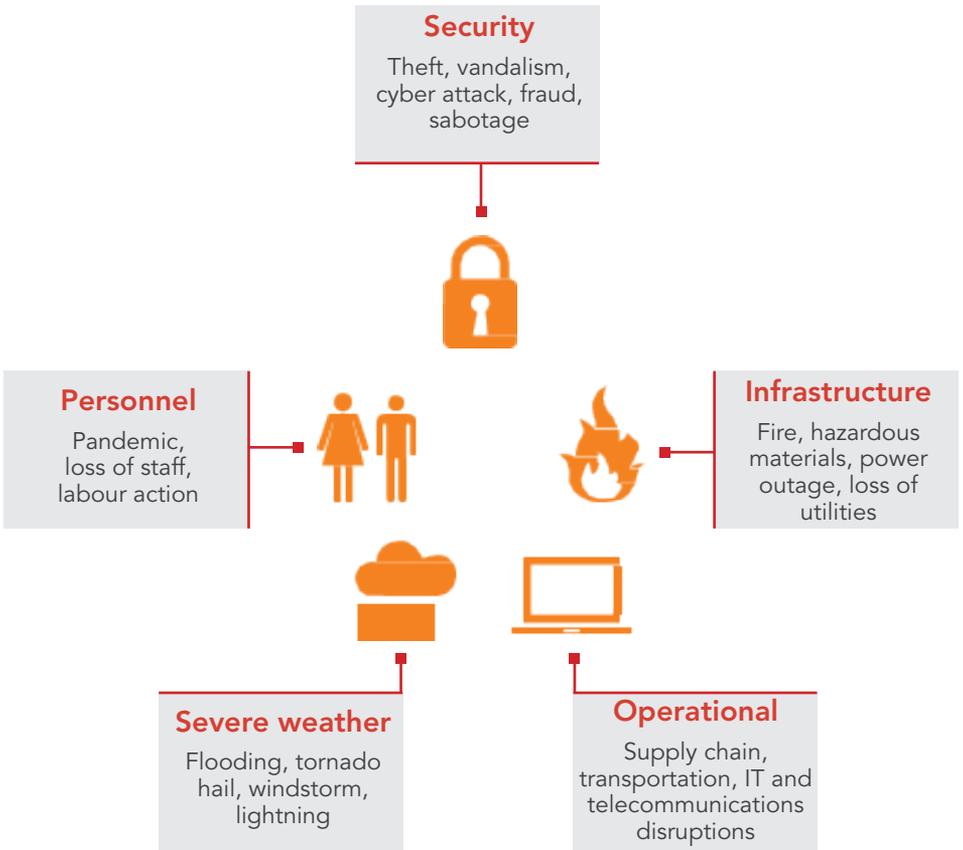
BUSINESS FUNCTION	POTENTIAL IMPACTS

NOTES:



STEP TWO: ASSESS THE RISKS

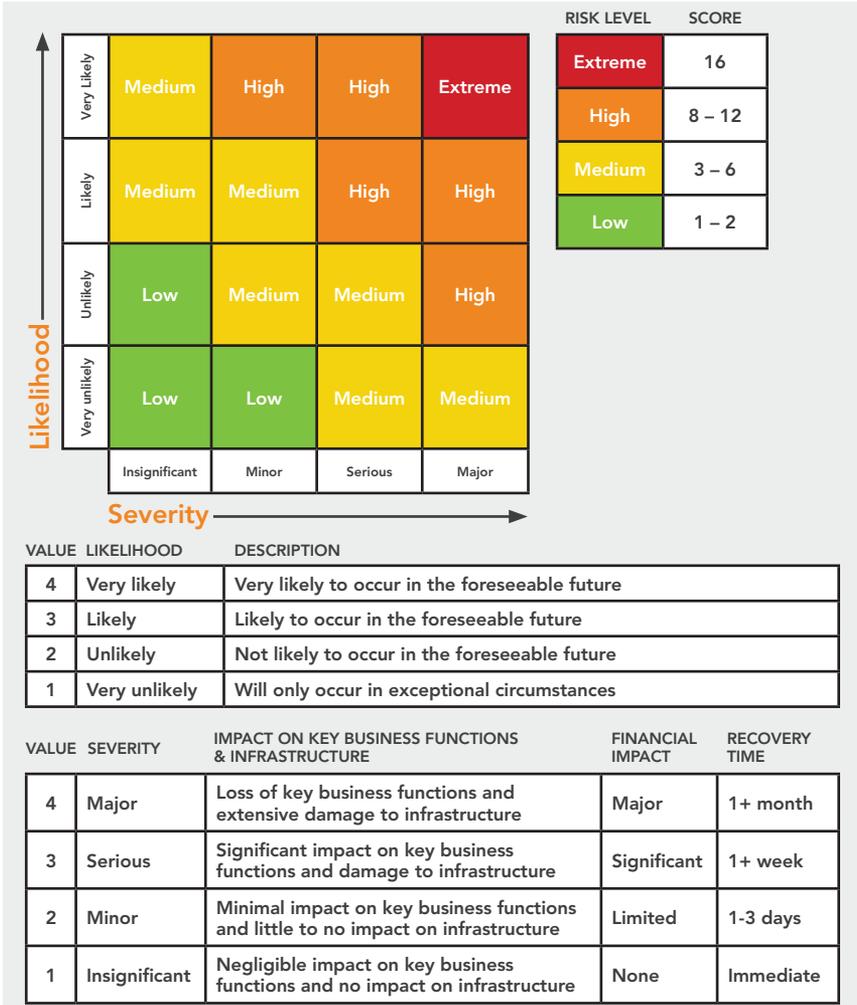
There are different types of risks to consider, such as: natural hazards, human-caused hazards, and technological hazards. Each potential risk carries unique needs which may require special planning.



The following demonstrates the risks and hazards that your business may be vulnerable to. Assess each risk and imagine how they could potentially affect your ability to continue operating.

RISK MATRIX

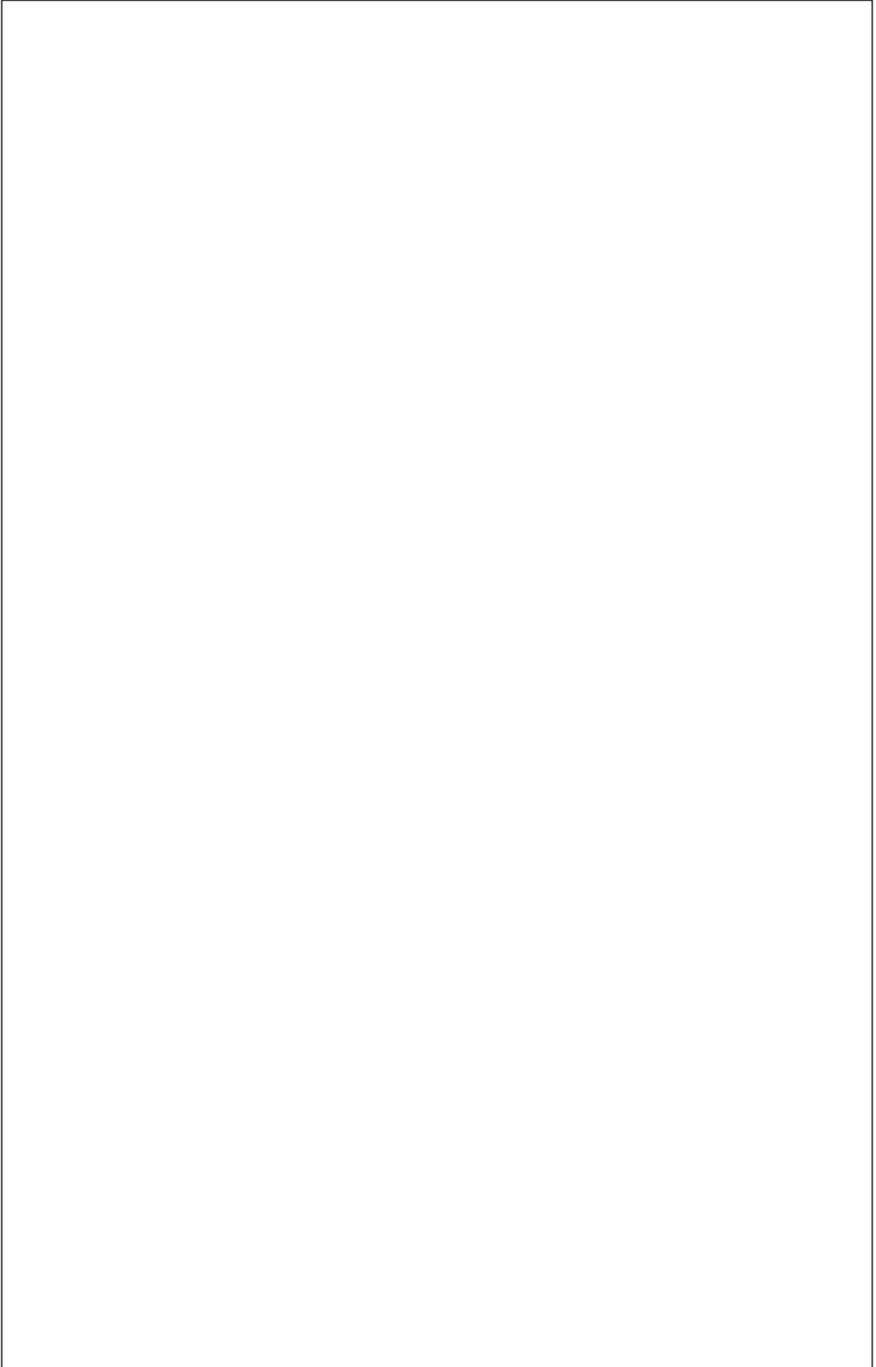
Consider the different hazards in the previous page and use the risk assessment matrix below to assess the potential hazards to your business.



To calculate the risk level, multiply the hazard’s likelihood value by the severity value (likelihood x severity = risk level). Prioritize your planning based on the risk value.

HAZARD	RISK LEVEL	PLANNING MEASURES
	Choose and item	

NOTES:

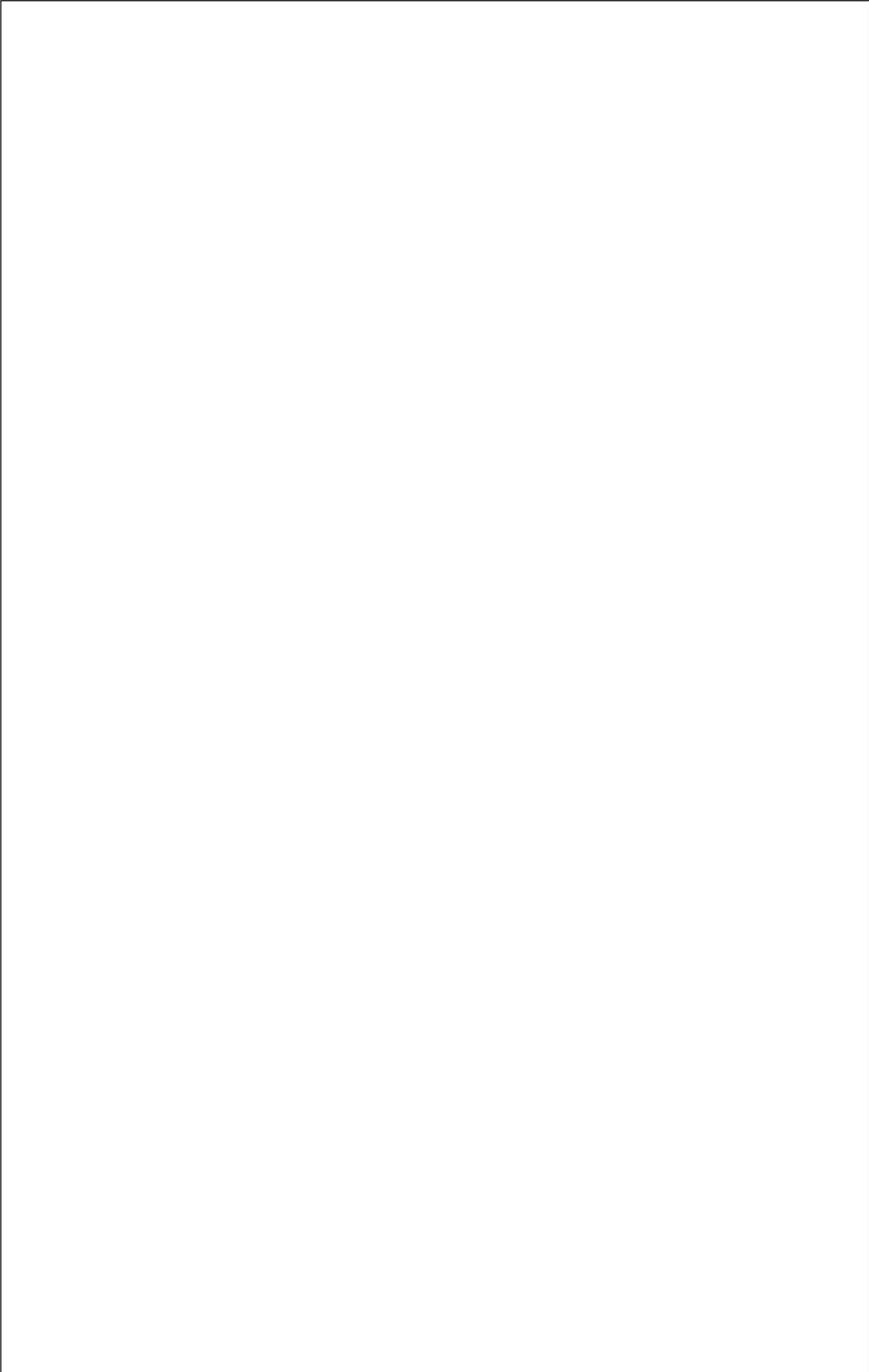


STEP THREE: DEVELOP STRATEGIES

What strategies can you implement *BEFORE* a disruption occurs?

A large, empty rectangular box with a thin black border, intended for the user to write down strategies to implement before a disruption occurs.

What strategies can you implement *DURING* a disruption?



What strategies can you implement *AFTER* a disruption has occurred?

A large, empty rectangular box with a thin black border, occupying most of the page. It is intended for the user to write their response to the question above.

STEP FOUR: MAKE A PLAN

EVACUATION PROCEDURES AND ROUTES

Evacuation Procedures:

To calculate the risk level, multiply the hazard's likelihood value by the severity value (likelihood x severity = risk level). Prioritize your planning based on the risk value.

- Cease all other activities (phone calls, meetings, etc.)
- Remain calm and follow directions from floor wardens or emergency services personnel
- Do not return to your workspace for personal possessions; evacuate from where you are
- Walk, do not run, to nearest safe exit. Use stairwell, NOT elevators
- Direct all visitors to the nearest safe stairwell
- Know the alternate evacuation routes
- Check doors for heat, using the back of your hand before opening. If a door is hot, use an alternate route
- Close all doors behind you and proceed to the muster point
- Remain at the muster point and do not re-enter the building until instructed by emergency personnel

Evacuation Routes:

Draw or print out a map showing the muster points and exit routes in the space provided below.



Muster Point:
Secondary:

Exit Route:
Secondary:

ACTION PLAN – EXAMPLE

RISK	Power outage
RISK LEVEL	Medium
RTO	Less than 24 hours
BUSINESS FUNCTIONS AFFECTED	Vital records, internet, communications, computer equipment, cash registers, sales
ACTION	<ul style="list-style-type: none"> • Turn on generator • Call the building manager Jack: 780-000-1111 • Notify the owner Jill: Mobile: 587-222-3333 Home: 780-444-5555 • Determine the likely duration of the power outage Call ATCO Electric: 1-800-668-5506 • If it is an extended outage, maintain fuel levels Call fuel delivery: 780-666-7777
RESOURCES	Landline, mobile phone, generator

If you suffer an interruption, you may wish to make an insurance claim.

1. Phone your agent as soon as possible to discuss the situation.
2. If your business has suffered a flood, ask your agent if you should take a sample of the floodwater, and if your insurance covers the cost of analyzing the data.
3. Photograph the damage. Ideally, you should photograph everything before you start cleaning up, as you clean up, and when you're finished.
4. Keep all receipts for repairs and document all funds spent. If you have to dispose of anything, record what you dispose of. Keep a log of the time you spend on clean-up.

ACTION PLAN TEMPLATE

RISK		
RISK LEVEL		
RTO		
BUSINESS FUNCTIONS AFFECTED		
POTENTIAL IMPACT		
ACTION	BEFORE	
	DURING	
	AFTER	
RESOURCE REQUIREMENTS		
STAFF REQUIREMENTS		

RISK		
RISK LEVEL		
RTO		
BUSINESS FUNCTIONS AFFECTED		
POTENTIAL IMPACT		
ACTION	BEFORE	
	DURING	
	AFTER	
RESOURCE REQUIREMENTS		
STAFF REQUIREMENTS		

RISK		
RISK LEVEL		
RTO		
BUSINESS FUNCTIONS AFFECTED		
POTENTIAL IMPACT		
ACTION	BEFORE	
	DURING	
	AFTER	
RESOURCE REQUIREMENTS		
STAFF REQUIREMENTS		

RISK		
RISK LEVEL		
RTO		
BUSINESS FUNCTIONS AFFECTED		
POTENTIAL IMPACT		
ACTION	BEFORE	
	DURING	
	AFTER	
RESOURCE REQUIREMENTS		
STAFF REQUIREMENTS		

RISK		
RISK LEVEL		
RTO		
BUSINESS FUNCTIONS AFFECTED		
POTENTIAL IMPACT		
ACTION	BEFORE	
	DURING	
	AFTER	
RESOURCE REQUIREMENTS		
STAFF REQUIREMENTS		

RISK		
RISK LEVEL		
RTO		
BUSINESS FUNCTIONS AFFECTED		
POTENTIAL IMPACT		
ACTION	BEFORE	
	DURING	
	AFTER	
RESOURCE REQUIREMENTS		
STAFF REQUIREMENTS		

STEP FIVE: EXERCISE YOUR PLAN

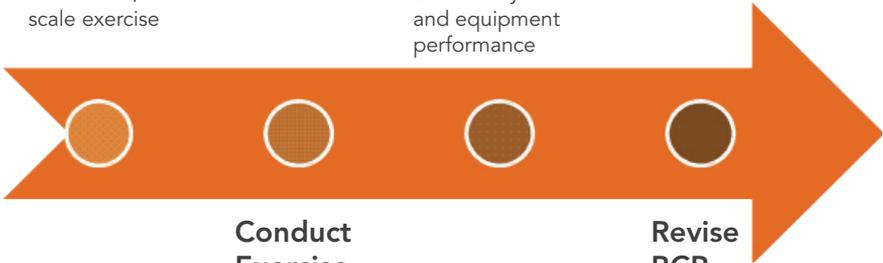
EXERCISE PROCESS

Develop Exercise

- Exercise design
- Scenario
- Drills, tabletop exercise, orientation, full scale exercise

Evaluate Exercise

- Ask for feedback from participants
- Evaluate staff preparedness
- Evaluate systems and equipment performance



Conduct Exercise

- Test the plan
- Test staff, equipment, and procedures
- Train staff, clarify roles and responsibilities

Revise BCP

- Update the plan to amend noted weaknesses and gaps

Types of exercises

Workshops

Workshops are designed to familiarize the employees with their roles and responsibilities as defined in the business continuity plan. Workshops are normally conducted in a classroom setting.

Tabletop

Tabletop exercises are designed to test a hypothetical business disruption. The focus is on training, familiarization with roles, responsibilities, and procedures. Tabletop exercises are guided by a facilitator that walks the employees through the process. It is conducted in a stress-free and informal environment where participants are encouraged to ask questions.

Full-Scale

Full-scale exercises attempt to simulate a real business disruption. This is as close as it gets to a real event. This exercise takes place on location where the hypothetical disruption has occurred. Actual equipment, personnel, and business partners are often included in a full-scale exercise.

EXERCISE LOG

EXERCISE NAME	
DATE	
DURATION	
SCENARIO	
BUSINESS FUNCTIONS TO BE EXERCISED	
PARTICIPANTS	
COMMENTS AND FINDINGS	
RECOMMENDATIONS	

EXERCISE NAME	
DATE	
DURATION	
SCENARIO	
BUSINESS FUNCTIONS TO BE EXERCISED	
PARTICIPANTS	
COMMENTS AND FINDINGS	
RECOMMENDATIONS	

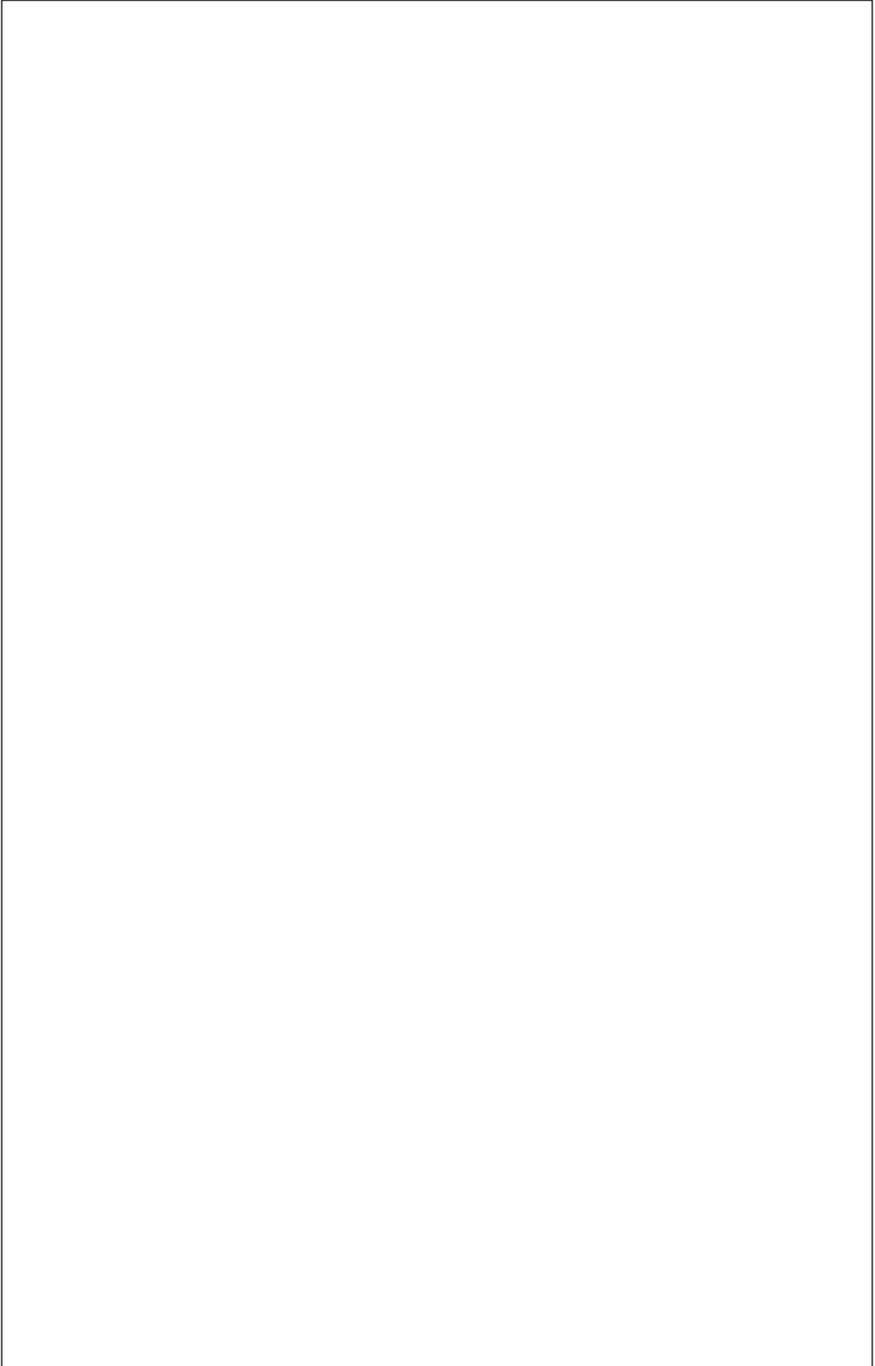
STEP SIX: REVIEW YOUR PLAN

PLAN REVIEW CYCLE

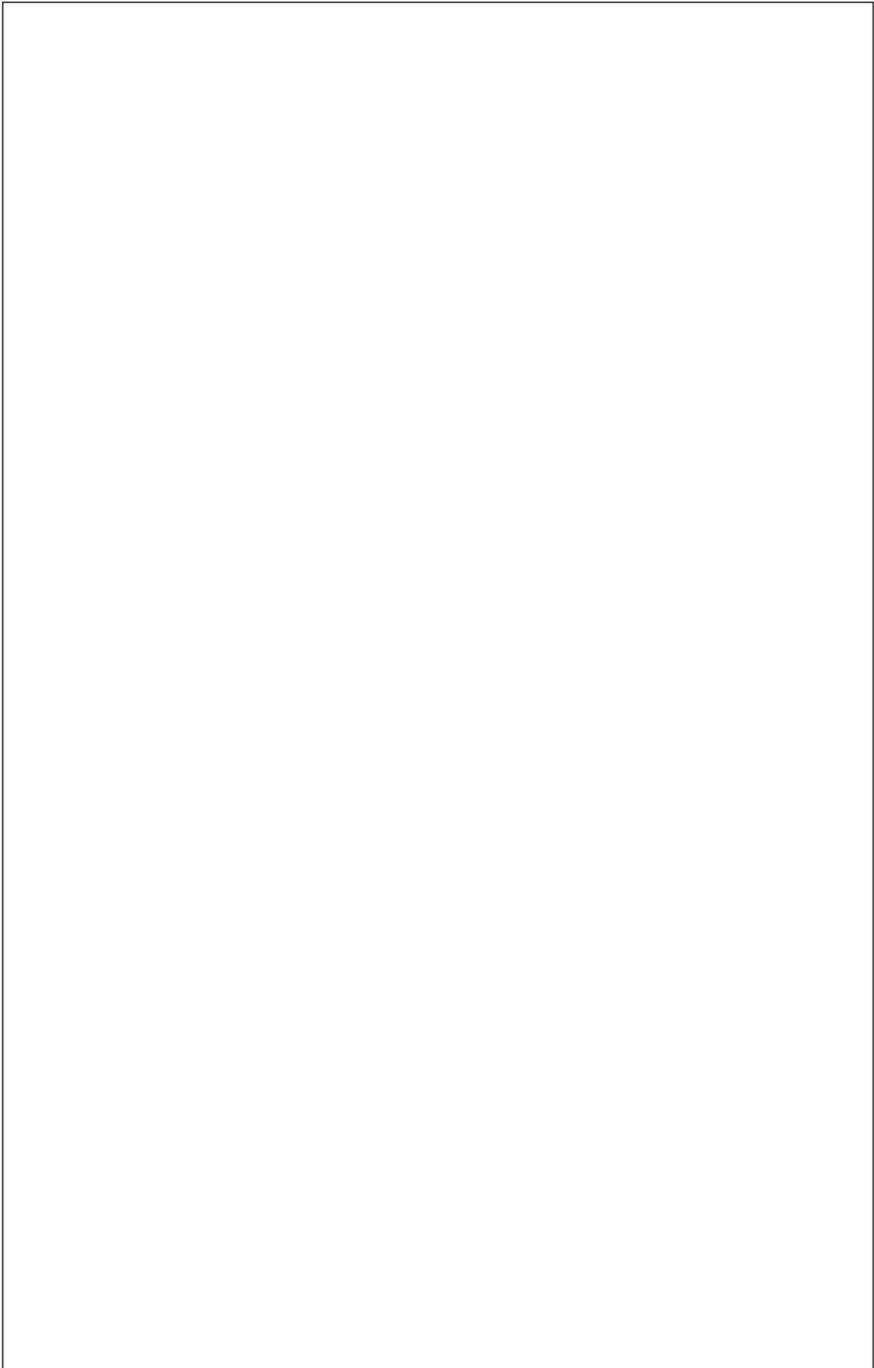
To ensure that your Business Continuity Plan remains accurate and up-to-date, it is suggested to review your plan at least once a year.

PLAN REVIEW CYCLE FREQUENCY	
DATE OF PLAN REVIEW	
PERSONNEL INVOLVED IN PLAN REVIEW	
OVERVIEW OF CHANGES/UPDATES	
NEXT PLAN REVIEW DATE	

NOTES:



NOTES:



STAY INFORMED:

MUNICIPAL

Regional Municipality of Wood Buffalo website | rmwb.ca

In the event of an emergency, the Regional Municipality of Wood Buffalo website will have up-to-date information.

Regional Municipality of Wood Buffalo Facebook | facebook.com/rmwoodbuffalo

Receive the latest Regional Municipality of Wood Buffalo updates on Facebook.

Regional Municipality of Wood Buffalo Twitter | [@RMWoodBuffalo](https://twitter.com/RMWoodBuffalo)

Receive the latest Regional Municipality of Wood Buffalo updates on Twitter.

PULSE: Wood Buffalo | 780-743-7000

PULSE: Wood Buffalo is a 24/7 Call Line that provides 'real person' support for all inquiries, requests and complaints. Please note that this number does not replace 911.

PROVINCIAL

Alberta Emergency Alert @AB_EmergAlert | emergencyalert.alberta.ca

Alberta Emergency Alerts are issued to warn people about potential risks to their health and safety.

FEDERAL

Public Safety Canada @Safety_Canada | publicsafety.gc.ca

Public Safety Canada works to keep Canadians safe from risks such as natural disasters, crime and terrorism.

IN AN EMERGENCY, DIAL 911

For more information on business continuity planning, go to:

Regional Municipality of Wood Buffalo

rmwb.ca/bcp

Alberta Emergency Management Agency

aema.alberta.ca

Public Safety Canada

publicsafety.gc.ca



Business Continuity Plan

CONFIDENTIAL

Generic Not-For-Profit Plan

Effective Date: March 16, 2020

Last Reviewed: March 16, 2020

Business Continuity Plan

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1. Not-For-Profit Information

Name of Association	
Number of Staff (approximate headcount)	Full Time = Part Time =
Location of Offices:	
Primary Mission of Association:	
Primary Contact for this BCP:	
Alternate Contact for this BCP:	

2. Confidentiality

The information contained in this document is considered privileged, confidential or otherwise protected from disclosure. Any review, dissemination, or use of this information by unauthorized personnel is strictly prohibited without the explicit approval of the Executive Director or Board Chairperson. Any copies in your possession, regardless of media, should be appropriately secured and in the event it is misplaced, lost, or stolen, you are required to notify the Executive Director or Board Chairperson immediately.

3. Statement of Policy (optional)

The policy states that the organization will implement and sustain a business resilience framework to ensure adverse circumstances, business events, and disruptions do not prevent attainment of strategic goals. The policy objectives direct management to ensure:

- The health and safety of our people is the first priority at all times.
- Protection of the organization's assets and reputation.
- Risk exposures are identified and mitigated through planned responses.
- A coordinated and timely response to adverse circumstances, business events, and disruptions.

4. Scope

The dimensions included in the BCP encompass responses to risks that impact the organization's ability to recover from an adverse event and return to normal operations. Currently the BCP is limited to the following categories:

- **Natural** - extreme natural events such as floods, storm surges, avalanches, landslides, tornadoes, forest fires and earthquakes.
- **Human induced** – intentional events that encompass part of the spectrum of human conflict, such as terrorist or cyber-attacks, and electrical power outages or other disruptions to a critical infrastructure sector that result from a human or technological accident or failure.
- **Biological** - animal or human health diseases that risk causing a pandemic.

IT disasters are not included in this plan due to the complexity of recovery activities. These are detailed in a separate IT Disaster Recovery Plan.

5. Hazards and Threats

Through a risk assessment, the following is a list of reasonable hazards that were identified, analyzed in relation to the business impact and risk category, and ranked in accordance with the enterprise risk management matrix (example provided below)

Natural				
Hazard	Risk Category	Ranking		
		Likelihood	Impact	Exposure
Severe Weather *tornados, blizzard, etc.	People Safety Legal/Compliance	High	Low	Moderate
Flood	People Safety Legal/Compliance	Moderate	Moderate	Moderate
Wildfire	People Safety Legal/Compliance	Moderate	Low	Low
Human Induced				
Hazard	Risk Category	Ranking		
		Likelihood	Impact	Exposure
IT Disruption (See IT Disaster Recovery Plan) *cyberattack, ransomware, equipment failure/theft, data corruption, Internet failure, etc.	Legal/Compliance Reputation Sustainability	Moderate	High	High
Utility Outage	People Safety	Moderate	High	High
Human Conflict *workplace violence; disgruntled employee, public, etc.	People Safety Legal/Compliance	Moderate	High	High
Medical Emergency *injuries, self-inflicted harm, health incidents	People Safety	Moderate	Moderate	Moderate
Water Leaks, Damage	People Safety	Moderate	Moderate	Moderate
Threats from Surrounding Organizations *provincial courts, remand centre, penitentiaries, etc.	People Safety Legal/Compliance	Moderate	Moderate	Moderate
Terrorism, Bomb Threat, Armed Intruder	People Safety Legal/Compliance	Moderate	Moderate	Moderate
Building Fire	People Safety Legal/Compliance	Low	Moderate	Low

Suspicious Package	People Safety Legal/Compliance	Low	Low	Low
Biological				
Hazard	Risk Category	Ranking		
		Likelihood	Impact	Exposure
Pandemic	People Safety	Low	High	Moderate

6. Objectives

The following high-level objectives of the BCP are consistent with the business resilience policy:

- People safety is a priority.
- Maximize the effectiveness of business continuity to ensure the full recovery of operations.
- Identify the activities, resources, and procedures required to affect an efficient recovery in the event of an emergency, incident, or crisis.
- Define roles and assign responsibilities of personnel who will lead business continuity activities.
- Ensure timely co-ordination and communication with internal and external stakeholders.
- Conduct annual testing and document test results and follow-up actions.
- Create ongoing education and awareness about the risks and the procedures to be followed.

7. Assumptions

The BCP is based on the following assumptions:

- Facilities will be partially or completely damaged or inaccessible for more than a period of 30 days.
- Alternative facilities are available in Edmonton at the Terrace Building for immediate use following the disruptive event, but space is limited.
- Key personnel identified in the BCP will be available after the disruptive event.
- Backup data and vital records located in offsite storage will be readily available.
- Critical resources (laptops, photocopier/fax/scanner, desks, etc.) will be available.
- Employees are trained to assume their roles.

8. Activation

The BCP may be activated in whole or in part when the operation of a facility, functional area, critical function, or system component fails to operate, is damaged, is unable to meet its operational objectives, cannot be accessed or is restricted.

8.1. Activation Authority

The following personnel are authorized to activate the BCP and assume the role of Incident Commander:

Name	Position	Contact – Phone	Contact – Email
	Incident Commander		
	Alternate Incident Commander		

8.2. Decision Making Principles

Managing the organization through a disruptive event requires enhanced decision making that relies on the following principles:

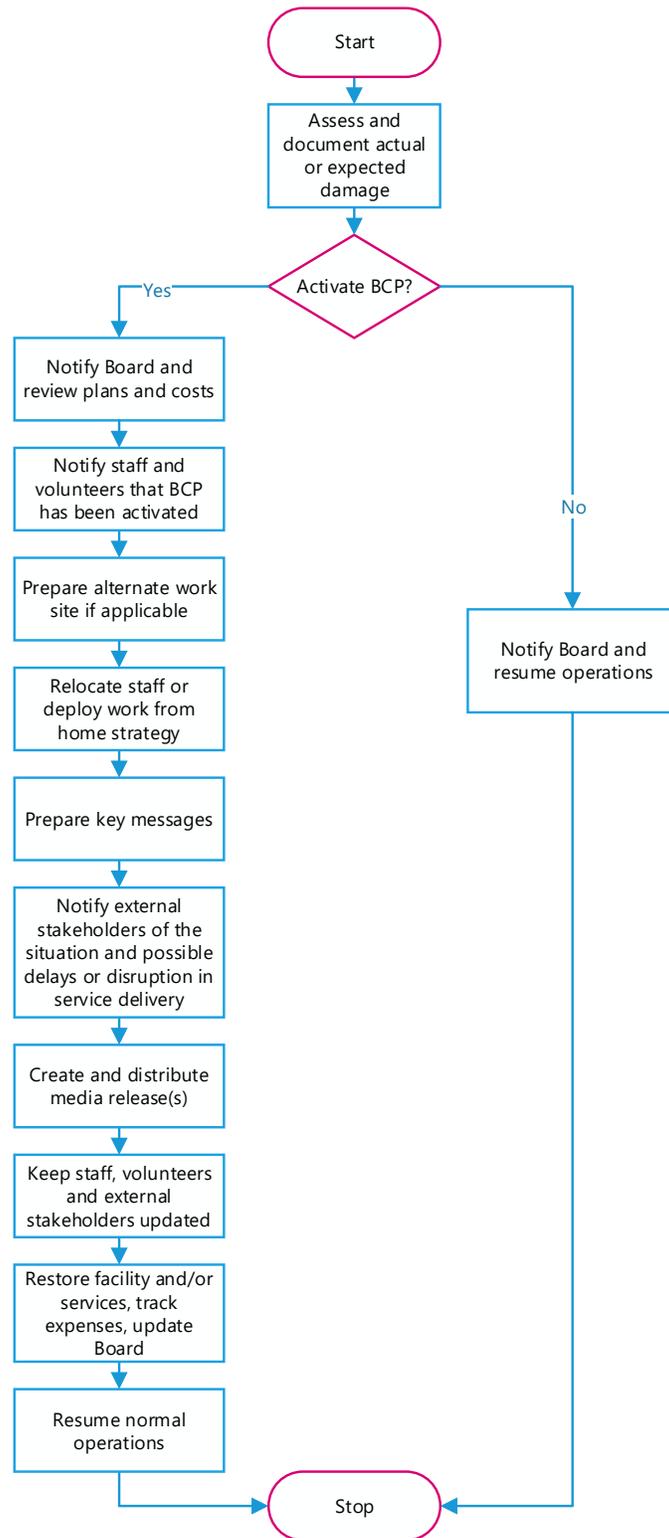
- Adopt a command and control approach to ensure decisions are made quickly.
- Create a safe environment where staff and volunteers can voice concerns.
- Use explicit and tacit knowledge.
- Manage expectations by communicating often to eliminate rumours and speculation.
- Manage cognitive bias caused by simplifying information processing strategies employed by the subconscious mind.
- Accurately document decisions to use as check points along the way and for future reference.

8.3. Conditions

A graduated activation approach has been developed to define standard activation criteria used to determine when to activate and to what extent.

- **Level I** – a disruptive event that results in an outage for an expected period of up to 3 days. Damage from a Level I disruptive event is not large scale and could include minor damage to the facility, lack of access due to weather or city/town infrastructure conditions, or hardware/software problems not addressed by normal short-term support.
- **Level II** – a disruptive event that results in an outage for an expected period of up to 14 days. Damage from a Level II disruptive event is more serious and may result in loss of the facility, equipment, or systems due to fire or flooding, etc.
- **Level III** - a disruptive event that is severe and results in an outage for an expected period in excess of 15 days. Damage from a Level III disruptive event may cause damage to reputation; financial loss; or have legal, contractual or regulatory implications.

8.4. General Business Continuity Workflow Diagram



8.5. General Business Continuity Procedure

The following is a high-level business continuity process and detailed procedure that applies when the operation of a facility, functional area, critical function, or system component fails to operate, is damaged, is unable to meet its operational objectives, cannot be accessed or is restricted.

Business Continuity Procedure		
	Action	Responsibility
Plan is activated		
1.	Assess and document the actual or expected damage resulting from the hazard or threat (natural, human induced, biological).	Incident Commander or Alternate
2.	Determine whether BCP warrants a Level I, II or III activation and activate BCP accordingly.	
3.	Review the BCP procedure to determine appropriate steps based on assessment.	
4.	Notify Board of damage, plans, and costs to resume operations.	
5.	Notify staff and volunteers that the BCP has been activated and provide as much detail as possible.	
Prepare alternate site		
6.	If an alternate site is available, inspect it to ensure equipment is working and supplies are available.	Incident Commander or Alternate
7.	Report progress to the Board.	
Relocate staff		
8.	If an alternate site is available, notify staff and provide directions for deployment including where and when to report to work.	Incident Commander or Alternate
9.	If a 'work from home' strategy is deployed, notify staff regarding the situation and request that they work from home until further notice.	
10.	Provide any necessary support to staff members who are working from home to ensure they are operational.	
11.	If temporarily closing and suspending services, notify staff and volunteers immediately and provide support and assurance.	
12.	Report progress to the Board.	
Communicate		
13.	Work with the Board to develop key messages.	Incident Commander or Alternate
14.	Notify external stakeholders and community of the situation and possible delays or disruption in service delivery.	
15.	Create and distribute media release(s) as required.	
16.	Continue to keep staff, volunteers, and external stakeholders updated as required.	
Restore facility and/or services		
17.	If the facility is damaged or other services (power, water, heat, etc.) are unavailable, meet with Building Manager/General Contractor/Service Provider (Section 15) to assess damage and determine plan for restoring facility and/or services.	Incident Commander or Alternate
18.	Provide restoration plans to the Board.	
19.	Continue to work with and monitor progress of Building Manager/General Contractor/Service Provider, until facility and/or	

	services are restored, and normal operations can be resumed.	
20.	Execute restoration plan, track expenses and activities (Section 13), log decisions (Section 14) and report progress to the Board.	
Resume normal operations		
21.	Once the facility and/or services are restored and normal operations can be resumed, notify staff to return to work.	Incident Commander or Alternate
22.	Conduct a debrief session and conduct a Business Continuity Debrief (Appendix A).	
23.	Write up a report documenting lessons learned and opportunities for improvement and distribute to the Board.	
24.	Update plans to reflect improvements.	

9. Delegation of Authority

This order of succession and delegation of authority is authorized by the Board of Directors and is valid until the succeeded manager becomes available, is changed by the Board of Directors, or is permanently replaced by the Association. The successor shall have the full authority to act in place of the original.

Position	Replaced by	Alternate replaced by	Alternate replaced by
Chair	Vice Chair	Secretary	Treasurer
Executive Director	Director	Manager	

NOTE: There is no requirement in the industry standards to go three deep or more and is completely up to the Association as to how many replacements to list.

10. Roles and Responsibilities

The following table succinctly describes the composition of the business continuity governance structure, roles and responsibilities, authority and communication. This team concept includes all required actions, responsibilities, specific instructions, and resource requirements. Each team member is assigned responsibility for tasks to respond in the event recovery after a crisis or emergency is required.

NOTE: An organizational chart can be inserted to clarify relationships in more complex organizations.

Role	Name, Title	Address	Contact (phone, cell phone, email)	Actions & Responsibilities
Board of Directors				<ul style="list-style-type: none"> *Oversee and delegate decision making authority *Approve Plan and key messages *Monitor progress
Board Chair				*Liaison between Board and Incident Commander

Incident Commander				<ul style="list-style-type: none"> *Conduct assessment and recommend activation *Document decisions *Execute Plan *Track expenses *Provide updates and media releases *Conduct post-incident debrief, document findings, update plans
Alternate Incident Commander				<ul style="list-style-type: none"> *Support the Incident Commander or fill the position as required

11. Continuity Priorities

NOTE: The table provided in this section must be completed by the Association as this information is organization specific.

Maximum Acceptable Outages (MAOs), Recovery Time Objectives (RTOs), and Recovery Point Objectives (RPOs) for each functional area are listed in order of importance (criticality) as identified by the business impact assessment (BIA) and risk assessment and approved by the Board. The timing of a disruption, more than anything else, will determine the recovery objectives for specific areas. A disruption during non-peak timeframes may allow leniency. The MAO, RTO and RPO ratings are based on the following definitions and scale:

- **Maximum Acceptable Outage (MAO)¹:** The time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity to become unacceptable. Also referred to as maximum allowable outage (MAO) or maximum tolerable outage (MTO).
- **Recovery Time Objective (RTO)²:** The time goal set for the restoration and recovery of functions or resources based on the acceptable down time in case of a disruption to operations.
- **Recovery Point Objective (RPO)³:** The point to which information used by an activity must be restored to enable the activity to operate on resumption.
- **Peak Period:** Any point during which the functionality of the identified function is critical and may affect the MAO or RTO (i.e. business cycles)

Tiers	Time
Tier 1	0 - 8 hours
Tier 2	9 - 24 hours
Tier 3	1 - 3 days
Tier 4	4 - 14 days
Tier 5	15 - 30 days
Tier 6	+ 30 days

¹ ISO 22301:2012(E)

² CSA Z1600-14

³ CSA Z1600-14

Critical Function	Maximum Acceptable Outage (MAO)						Peak Periods	Recovery Time Objective (RTO)	Recovery Point Objective (RPO)
	0-8 hours	9-24 hours	1-3 days	4-14 days	15-30 days	30+ days			

12. Business Continuity Tasks

List the tasks and any important instructions that are to be carried out in order to resume the functions within the MAOs for various scenarios identified in the risk assessment. The tasks should be sequential in time and may be modified by the Incident Commander at the time of a disruptive event. A sample table is provided below for a Pandemic:

Scenario 1: Pandemic					
Critical Function	Task/Recovery Steps	Instructions	Assigned To	MAO	Completed By
Program Delivery	Once alert of a pandemic is received, research and assess the situation	Based on reliable sources (WHO; CDC; Provincial Health Services: Federal, Provincial, Local Governments) and decision making principals determine whether to activate BCP (Level I, II, III).	Incident Commander	N/A	Within 4 hours
	Meet with staff	Identify what staff are working on, case loads, priorities, capacity, etc. and discuss any personal concerns.	Incident Commander	N/A	

	<p>Document the expected impact on service delivery, staff, volunteers, community, external stakeholders, etc. and identify strategies to reduce impact</p>	<p>Consider the following:</p> <p>Service Delivery – business as usual, no immediate action required but monitoring situation; reduce or limit services and allow staff to work from home; or temporarily cease service delivery until pandemic is lifted.</p> <p>Staff – if limiting services or closing, determine alternative work assignments and possible impacts on employee compensation.</p> <p>Volunteers – cancel all volunteer shifts to ensure their safety.</p> <p>Events – identify all planned events such as meetings, conferences, fundraisers, travel, and other face-to-face gatherings and recommend rescheduling, cancelling or conducting via phone or videoconference.</p> <p>Operations - determine how to maintain day-to-day operations such as payroll, accounts payable, accounts receivable, banking, phone calls, emails, mail, etc.</p>	<p>Incident Commander</p>	<p>N/A</p>	
	<p>Notify Board</p>	<p>Review assessment and recommendations with the Board and get approval.</p>	<p>Incident Commander</p>	<p>N/A</p>	<p>Within 8 hours</p>

	Notify staff and volunteers	Describe the situation and provide details such as why the decision was made, what actions are being taken, expected timelines, etc. and provide assurance that the situation is under control.	Incident Commander	N/A	Within 12 hours
	Execute plan	Implement work from home strategy for staff or temporarily cease service delivery.	Incident Commander	N/A	Within 12 hours
	Communicate	Develop key messages for communication with external stakeholders, the community and media.	Incident Commander	N/A	Within 16 hours
	Monitor	Continue to monitor situation through reliable sources and provide updates to the Board, staff and volunteers.	Incident Commander	N/A	Ongoing until pandemic alert is lifted.
	Resume operations	Notify staff, volunteers, external stakeholders and community that services are returned to normal.	Incident Commander	N/A	When pandemic is lifted.
	Review	Conduct a debrief to identify what went well and what didn't; document lessons learned and revise plans to reflect improvements.	Incident Commander	N/A	Within 2 weeks of resuming operations.

Scenario 2:

Critical Function	Task / Recovery Steps	Instructions	Assigned To	MAO	Completed By

13. Expenses and Activities

All BCP actions and expenses will be documented using the form below for use during the post-incident review to:

- identify lessons learned and improvements;
- verify that important steps were followed and completed;
- defend the organization in litigation;
- demonstrate that regulatory compliance was achieved or to management that the plan was executed as intended; and
- provide evidence to insurance adjusters that expenses were in fact incurred.

Continuity Action & Expense Log

INSTRUCTIONS: Use this form to record all continuity related events, actions, expenses and decisions. Provide as much detail as possible.

Association Name: _____

Item #	Date & Time	Event, Action, Expense, Decision	Amount	Cost Centre	Vendor	Invoice #	Logged by	Insurance Reimbursement

14. Decision Log

INSTRUCTIONS: Use this form to record all BCP related decisions and resulting actions. Provide as much detail as possible.

Team Name: _____

Item	Date	Decision/Action	Action Assigned To	Status	Authorized By
1.					
2.					
3.					

15. Vendor / Supplier Contact List

List the outside contacts such as vendors and supplies that are needed to support the implementation of the recovery strategies. A sample table is provided:

Vendor Name	Address	Telephone	Name of Representative	Contact Info (cell, email)	Product or Service	Account Number	Passwords or other Information

16. Alternative Locations & Space Allocation (Optional)

Explain the strategies for relocation to alternative sites. Include complete details that instruct staff where to go, how to get there, and what to do once they arrive. Maps and directions should be attached as an Appendix. Note: This does not apply to work-from-home strategies.

17. Equipment Requirements (Optional)

List the equipment that will be required to support business continuity activities, including vehicles, office equipment, hardware, etc. A sample table is provided below:

Critical Function	Description of Equipment Required Within:						Type or Model #	Equipment Source
	0-8 hours	9-24 hours	1-3 days	4-14 days	15-30 days	30+ days		

18. Software Requirements (Optional)

List the software that will be required to support business continuity activities. This should inform the IT Disaster Recovery Plan. A sample table is provided below:

Critical Function	Description of Software Required Within:						Platform or Device	Licenses & Passwords	Location
	0-8 hours	9-24 hours	1-3 days	4-14 days	15-30 days	30+ days			

19. Forms & Supplies (Optional)

List any forms and supplies needed to implement the recovery strategies. Copies or templates of special forms should be saved to an external hard drive and stored off-site. A sample table is provided below:

Critical Function	Description of Forms & Supplies Required						Supply Source
	Within:						
	0-8 hours	9-24 hours	1-3 days	4-14 days	15-30 days	30+ days	

20. Vital Records (Optional)

List the vital records that require protection or are needed to implement the recovery strategies and where they are located. Include any additional information about the record such as an archival record number, etc. A sample table is provided below:

Vital Records	Internal Storage	External Storage	Additional Information

21. Communication of Information

Key messages will be developed for each scenario during the time of the disruptive event to reflect current information.

All requests for information from the media or other sources should be referred to the Executive Director or Board Chair. If others must notify a vendor or key external stakeholder of a potential or actual disaster, the following guidelines should be followed:

- Be calm and avoid lengthy conversation.
- Advise them of the need to refer information requests to the Executive Director or Board Chair.
- Advise them of expectations and actions (avoid giving them details of the incident unless absolutely necessary).
- If the call is answered by somebody else:
 - Ask if the contact is available elsewhere.
 - If they cannot be contacted, leave a message to contact you on a given number.
 - Do not provide details of the incident.
 - Always document call time details, responses and actions.

All activities and contact/escalation must be clearly and accurately recorded.

22. Plan Maintenance & Sustainment

22.1. Distribution

Track the distribution of the document to ensure current versions have been distributed and who has been entrusted with a copy.

Document Version	Issued To	Position	Date

22.2. Revision History

This document will be reviewed every 12 months.

Current revision Date

Next revision Date

Version	Date	Reason for Change	Summary of Changes	Author	Approved By

Appendix A – Business Continuity Debrief Template

BUSINESS CONTINUITY DEBRIEF
Introduction
<p>After an incident, a debrief should be carried out within two weeks. The process is a structured approach to undertaking a debrief and constructive way of identifying lessons learned from the incident for the sole purpose of improving. The debrief should ensure:</p> <ul style="list-style-type: none">• An open discussion is held• Everyone in the room participates• Learning points are documented
Ground Rules
<p>There are a number of ground rules that all participants should be aware of and agree to, prior to the start:</p> <ul style="list-style-type: none">• Leave hierarchy at the door• Everyone should contribute and everyone's contribution should be respected• The purpose of the debrief is to learn• No blame, discussing any potential mistakes made should not lead to blame• Everyone will have a different truth to share of the same event• Contributions should be through what people know, feel and believe• Respect time pressures but all must be fully present - no use of mobile phones• Make no assumptions, be open and honest
The Discussion
<p>What was expected to happen?</p> <ul style="list-style-type: none">• Was there a planned response?• What was the planned response?• What was your personal expectation to happen in this type of incident?• What was the expected timeline? <p>What actually occurred?</p> <ul style="list-style-type: none">• Each participant should describe what they did, saw or experienced, during the incident. <p>Was there a difference?</p> <ul style="list-style-type: none">• Was there a difference between what was expected and what actually happened?• What worked well and what didn't work so well? <p>What can be learned or improved?</p> <ul style="list-style-type: none">• With the benefit of hindsight - what could have been done differently/better?• Does anything need to be changed to improve future responses?
Closing the Debrief
<p>The key learning points should be summarized from the discussion held, focusing on what lessons have been identified. Inform participants of next steps (i.e. report writing). If actions have arisen, it is the responsibility of the participants to take the actions forward and ensure they are completed (i.e. updating plans). Once the report has been completed share it with participants to ensure they</p>

agree with the contents before forwarding to the Board.

Business Continuity Debrief Report Template

Name of Facilitator:

Attendees:

Apologies:

Date:

Overview of the Event

Describe the date and time of the event, the type of event that occurred, the level of BCP activation selected, etc.

Summary of the Discussion

Record the responses to the questions and general discussion.

Lessons Learned

Lesson #1:

Assigned to (if required):

Completion Date:

Lesson #2:

Assigned to (if required):

Completion Date:

Lesson #3:

Assigned to (if required):

Completion Date:

5.3 Business Continuity Plan Checklist

Business Continuity Plan Checklist

Please note: some of these items listed below are pandemic-specific.

1. Plan for the impact of an emergency on your business:

Tasks	Not Started	In Progress	Completed
1. Identify an emergency coordinator and/or team with defined roles and responsibilities for preparedness and response planning. The planning process should include input from labour representatives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Identify essential employees and other critical inputs (e.g. raw materials, suppliers, sub-contractor services/ products, and logistics) required to maintain business operations by location and function during an emergency .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Train and prepare ancillary workforce (e.g. contractors, employees in other job titles/descriptions, retirees).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Develop and plan for scenarios likely to result in an increase or decrease in demand for your products and/or services during an emergency (e.g. effect of restriction on mass gatherings, need for hygiene supplies, disruptions to telecommunications or transport infrastructure).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Determine potential impact of an emergency on company business financials using multiple possible scenarios that affect different product lines and/or production sites.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Determine potential impact of an emergency on business-related domestic and international travel (e.g. quarantines, border closures).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Find up-to-date, reliable information on emergencies from community public health, emergency management, and other sources and make sustainable links.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Establish an emergency communications plan and revise periodically. This plan includes identification of key contacts (with back-ups), chain of communications (including suppliers and customers), and processes for tracking and communicating business and employee status.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

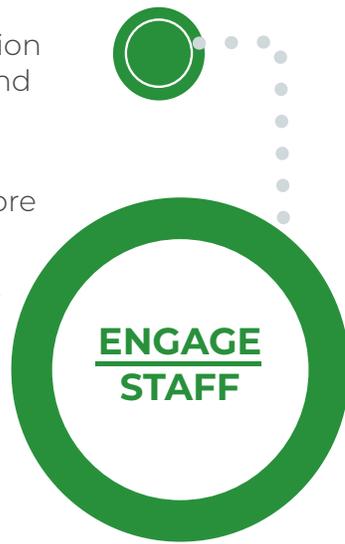
5.4 Tips for Businesses

•Engage your employees. Ask them what their concerns are. By being open you will provide your employees reassurance enabling them to continue to be productive.

•Talk to key partners, suppliers and any other businesses. Understand how their situation may impact your business and explore alternative solutions.

•Discuss your situation with your bank and suppliers before things become critical.

•Keep customers up-to-date.



•Utilize technology. Look into opportunities for working remotely. Use online teleconferencing programs (e.g. Zoom, Skype, etc.) to maintain communication.

•Plan for budget adjustments. Look into your business and financial plans to see how you can reallocate resources and reduce costs.

•Understand and keep informed of the changes to Employment Insurance (EI)

•Stay current with reliable information sources.

•Monitor the key metrics that will provide you with the early warning signs of potential challenges.

•Review your business insurance policies and major contracts.

•Reach out to local business support groups, Chamber of Commerce, and Municipal Government for advice and resources.

Fox Creek Chamber of Commerce

(P) 780-622-26780

(E) office@foxcreekchamber.ca

Community Futures Yellowhead East

(P) 877-706-3500

(W) <http://yellowheadeast.albertacf.com/>

Town of Fox Creek

(P) 780-622-3896

(W) <http://www.foxcreek.ca/>

(E) info@foxcreek.ca

6. Financial Supports

Local businesses will be facing potential hardships as a result of not only the COVID-19 pandemic, but also due to the hit to oil prices.

Here are some resources and links to help guide you through this time.

FINANCIAL SUPPORTS FOR EMPLOYERS

- <https://www.facebook.com/business/grants>
- https://www.shell.ca/en_ca/sustainability/communities/community-grant.html
- Business Credit Availability Program (BCAP)
- ATB Relief Program
- Alberta credit union programs
- Canada Mortgage and Housing Corporation (CMHC) tools
- Utility payment deferrals for 90 days for farms and small commercial customers
- Corporate income taxes will NOT be collected until this August 31

FINANCIAL SUPPORTS FOR EMPLOYEES

- Emergency Isolation Support
- Utility payment deferrals
- 6-month, interest free moratorium on Alberta student loan payments
- ATB Relief Program
- Alberta credit union programs
- Employment Insurance (EI): <https://www.canada.ca/en.html> and 1-800-206-7218
- Canada Mortgage and Housing Corporation (CMHC) tools
- Post-secondary students will have a six-month, interest-free holiday on student loan payments

MORE FINANCIAL RESOURCES

Canada's COVID-19 Economic Response Plan: Support for Canadians and Businesses

• <https://www.canada.ca/en/department-finance/news/2020/03/canadas-covid-19-economic-response-plan-support-for-canadians-and-businesses.html>

COVID-19 and business insurance: How coverage is triggered

• <http://www.ibc.ca/ab/business/COVID-19/>

Free Credit Counselling, Budgeting Help & Debt Consolidation Options

• <https://www.nomoredebts.org/>

7. Opportunities for Local Business to Further Fight the Spread of COVID-19

Prime Minister Justin Trudeau announced a plan to mobilize industry to help fight COVID-19. The Plan introduces new measures to directly support these businesses to rapidly scale up production or re-tool their manufacturing lines to develop products that can be used in the fight.

Products include critical health and safety supplies and equipment, including personal protective equipment, sanitization products, diagnostic and testing products, and disease tracking technology.

CALL FOR SUPPLIERS

Are you a business that can supply products and services in support of Canada's response to COVID-19?

Products

- Disposable N95 masks
- Disposable surgical masks
- Nitrile gloves
- Vinyl gloves
- Gowns
- Bottles of hand sanitizer
- Other prevention products

Services

- Guard/ security services
- Nursing services
- Food services
- Laundry services
- Accommodation maintenance services
- Personal services
- IT support services
- Other services

If you can provide items from these lists, or other items not listed, you can complete the submission form here:

<https://buyandsell.gc.ca/forms/help-canada-combat-covid-19-submission-form>

For more information:

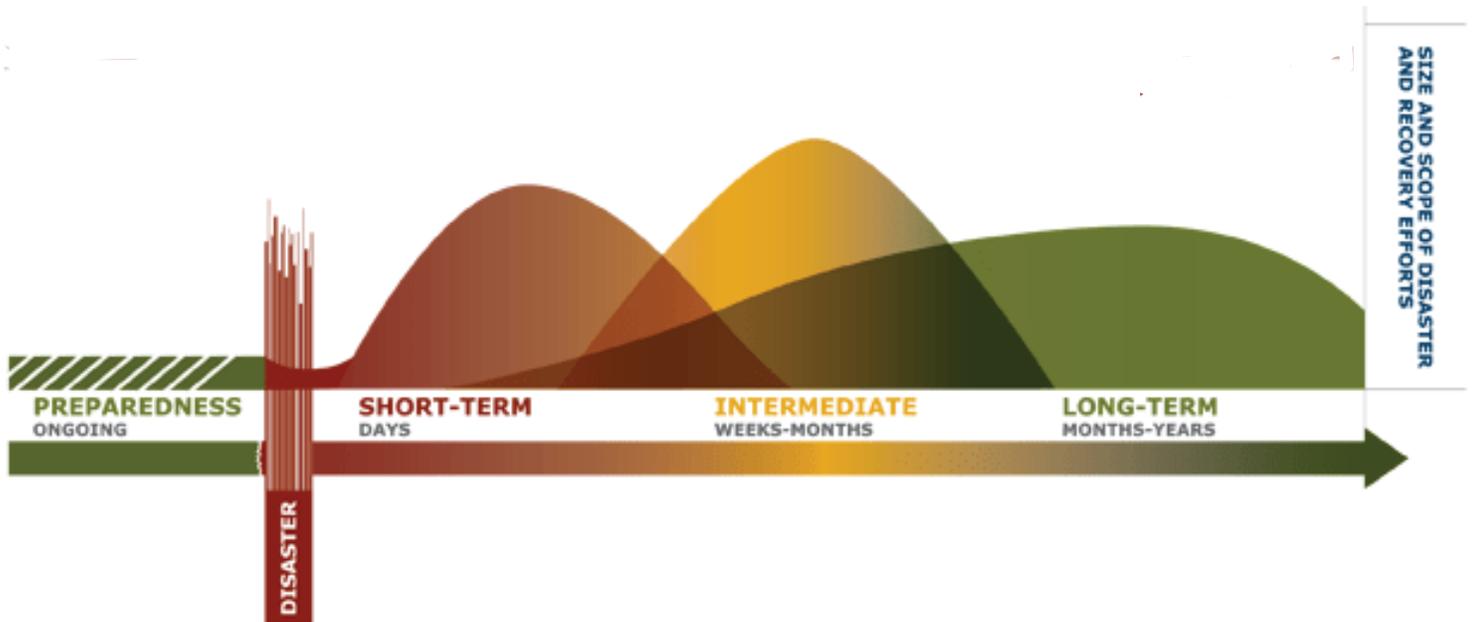
Email The InfoLine at TPSGC.PABPMEClient-APOSMEClient.PWGSC@tpsgc-pwgsc.gc.ca

<https://buyandsell.gc.ca/advisory-notice-procurement-impacts-during-the-combat-of-covid-19>

8. Recovery Continuum

To ensure the sustainability of your business, it is important to plan ahead. While in the first few days of any kind of disaster, consider looking ahead the weeks, months and years ahead, and develop a plan.

In these cases, it is better to be over prepared than under.



9. Additional Resources

- <https://www.alberta.ca/covid-19-information.aspx>
- <https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html>
- <https://businesslink.ca/covid-19/>
- <https://coronavirus.jhu.edu/map.html>