

POLICY #2020-01

Village of Elnora

**Business Continuity Plan
2020**

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Business Continuity Planning Overview

Business Continuity Planning continually confronts the unlikelihood of a business disruption, which could be something related to a winter storm, loss of electricity, or the complete loss of a facility for an extended period of time. The cause of disruption doesn't matter, but the ability of Village of Elnora to maintain services and gain control does. Re-establishing a business environment in time of disruption requires a well thought out Business Continuity Plan (BCP), in place ahead of time, ready to be executed. Business Continuity Planning is a proactive crisis management program driven by business requirements.

With a properly constructed BCP, Village of Elnora has the ability to respond to any disruption; from the interruption of telephone services to, and including, a worst-case scenario involving complete inaccessibility of facilities. As a proactive management controlled program, BCP modifies the consequences of a business disruption to an acceptable level. Each business function has been analyzed to define the consequences of an outage of service in quantifiable financial terms, operations impacts, and legal or regulatory restrictions. The consequences have been analyzed to define at what point consequences are unacceptable. The BCP then identifies recovery alternatives that cost effectively restores critical and vital business functions within an acceptable time frame.

An effective BCP helps to:

- Ensure the safety of Village of Elnora employees and the general public
- Minimize potential revenue loss
- Prevent loss of confidence in Village of Elnora
- Reduce the probability of a disruption occurrence
- Reduce the disruption of normal operations

In some disruptions, the probability of Village of Elnora employees becoming victims is considerable. An effective BCP will likely reduce the overall impact of operational disruption, allowing employees to refocus on the task at hand. BCPs ensure the continued availability of essential services, operators, and programs.

An effective BCP:

- Identifies Critical, Vital, Necessary, and Desired services and resources needed to ensure resumption
- Identifies potential threats
- Estimates the impact of the disruption of services
- Determines relationship interdependencies, internally and externally, to the organization
- Develops resumption teams

A serious interruption of service may have a significant impact on the effectiveness of senior and executive personnel. Illness, loss of life, and displacement of key decision makers may result. Succession planning is essential, and there should be lists of primary and alternate decision makers. In addition, a policy should exist that outlines criteria, including scope of responsibility, for available senior management to activate and implement BCPs if required.

Consideration must be given to the availability of personnel during a continuity situation. Based on the nature of the disruption, employees may have to cope with an emotional toll brought upon by unnatural conditions. All employees, including managers, will react differently under intense emotional and physical duress.

Families of employees can help or hinder the overall continuity process; often influenced by the level of support they receive and in turn, offer the individual employee. Employees and their families may require professional assistance when faced with traumatic conditions that may exist as a result of disaster. Assistance could include:

- Awareness programs
- Counseling tailored to the nature and impact of the incident
- Family support programs

Significant consideration must be committed to the decision to activate a BCP. Senior management must consider the risks inherent with the delay of activation, and conversely, the precipitated activation of a BCP.

The first steps in the activation of the Plan are often the most important, as they set the tone for the duration of the crisis. Procedures must be clear and simple in order to facilitate an organized response to any situation. Those individuals activated require the necessary information to ensure they can effectively commence their duties.

Village of Elnora has developed a comprehensive BCP that addresses all critical and vital operations of the organization, and the services essential to keep Village of Elnora operating.

This BCP has been created through the combined efforts of the ***Business Continuity for All Hazards Advisory Committee*** comprised of Village of Elnora employees as follows:

Village CAO	Sharon Wesgate
Assistant Administrator	Gwen Kidd
Community & Protective Services Director:	Dave Brand – DEM
Village Foreman	Rod Rintoul
Public Works Lead II	Ward Nelson
FCSS Co-Ordinator	Sheila Gongaware
FCSS Assistant Co-Ordinator	Melissa Hibbs

The members of the advisory committee have the appropriate expertise and knowledge and the capability to identify resources from all key functional areas within Village of Elnora and shall solicit applicable external representation if necessary. The members shall provide input to or assist in the coordination of the preparation, implementation, evaluation, and revision of the program.

Purpose of the Plan

The purpose of the BCP is to provide for the continuation of critical municipal functions and recovery in the event of a disruption. Many potential contingencies and disasters can be averted, or the damage they cause can be reduced, if appropriate steps are taken to manage through the event.

This completed BCP outlines the course of action to be taken in the event of a disruption and the process for each department to follow in their recovery to normal business operation. It is intended to:

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

Plan Objectives

This BCP is intended to:

- Provide a level of security and safety for employees and families
- Protect the assets of Village of Elnora
- Ensure continuation of services to customers
- Maintain public confidence in Village of Elnora
- Protect the taxpayer interest
- Minimize the risk of delay in setting up an alternate business location
- Provide standard for testing the BCP
- Minimize the decision making process during a disaster
- Receive positive media coverage as a result of advanced planning

Scope of Plan

This Plan considers the effect of an emergency or disaster on the operations of Village of Elnora and outlines the manner in which those services deemed critical and vital will continue to be delivered throughout the emergency or disaster. All services offered by Village of Elnora were considered and rated as **critical**, **vital**, **necessary** and **desired**. Once critical and vital services are established, necessary services will be established and then desired services as resources become available.

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

Vital are services that must be provided within 72 hours without which would likely result in loss of life, infrastructure destruction, loss of confidence in government and significant loss of revenue or disproportionate recovery costs. These are services that may be performed on a rotating schedule.

Necessary are services that must be resumed within two weeks, or could result in considerable loss, further destruction, or disproportionate recovery costs.

Desired are services that could be delayed for two weeks or longer, but are required in order to return to normal operating conditions, or alleviate further disruption.

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

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

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

Low – event occurrence unlikely to kill or injure

Medium – event occurrence likely to cause injury or death

High – event occurrence likely to cause many injuries and/or damages to facilities

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

Low – no damage

Medium – moderate damage to most resources

High – all or most resources are seriously damaged or destroyed

Scenarios considered within this Plan:

- Building destroyed
 - ⇒ Village of Elnora Office
 - ⇒ Village of Elnora Public Works Shop
 - ⇒ Village of Elnora Protective Services Station
- Building Inaccessible
 - ⇒ Village of Elnora Office
 - ⇒ Village of Elnora Public Works Shop
 - ⇒ Village of Elnora Protective Services Station
- Contractor not Available
- Utilities not Available – Power, Gas, Water
- IT Resources Lost – Network, Data
- Vital Documents/Records Lost
- Employees not Available

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

Activating the Business Continuity Plan

The decision to activate the Business Continuity Plan will be undertaken by Senior Management in consultation with affected department managers.

For a Business Continuity Plan to be effective, it needs to be put into operation - or invoked - timeously. Too early or too late can reduce its efficacy. Five triggers should prompt serious thought on whether the plan should be invoked. These triggers are:

- 1) **Power outages** While most businesses today use uninterruptable power supplies and generators when the power outages occur, these measures themselves can fail.
- 2) **IT infrastructure failure** Business is largely dependent on its IT and telecommunications systems. Failure of either will impair the company's ability to trade.
- 3) **Employee mass illness**
- 4) **Fire** Whether the fire affects the whole site or just part of it, fire is likely to disrupt normal business operations for a time.
- 5) **Water damage** Natural disasters or plumbing failures alike can compromise the use of a company's premises.

These triggers should prompt a discussion about whether to invoke the Business Continuity Plan, or whether to continue restoring normal operations onsite. This decision will have to be taken using the limited information available just after the disruption has taken place. A key input will be the pre-determined recovery time objectives for each of the critical service levels within business processes. Another factor will be the maximum tolerable period of disruption, which will indicate the margin by which the recovery time objective can be exceeded.

Key decision points to consider when deciding to invoke include:

- What is the estimated time required to restore onsite and does this breach your recovery time objective?
- What are the service-level agreements in place with critical suppliers? Have these been reviewed and tested? ISP, voice and network infrastructure providers, logistical suppliers, software management suppliers like SAP or payroll systems, as well as those further down your supply chain.
- When the recovery time is uncertain, what is the point in time by which the decision must be made to invoke the Business Continuity Plan if the disruption cannot be resolved within recovery point objective timelines?
- Has the disruption occurred at a critical time of the month or year, and what is the worst case scenario?
- How long does it take to have the disaster recovery site ready to continue working?
- What are the recovery priorities and are they based on achievable recovery times?

Building Destroyed or Inaccessible

In the event that the Village of Elnora Office is destroyed or inaccessible, the Vishall be used for Village of Elnora's daily business centers. With reference to the backup sites, if they were destroyed or inaccessible, the staff would adjust to the next site on the list and so on. These sites can be further broken down into:

Cold Site – Refers to the alternate facility that is not furnished or equipped for operation. Proper equipment and furnishings must be installed before Operations can begin.

Warm Site – Refers to the alternate facility that is electronically prepared and almost completely furnished for operation. It can be fully operational within several hours.

Hot Site – Refers to the alternate site that is fully equipped, furnished and often is fully staffed. Hot sites can be activated within minutes or seconds.

Once critical and vital services are established, necessary services will be established and then desired services as resources become available.

The processes to establish the Village of Elnora Protective Services Stations as a facility (Refer to Appendix E for facility maps) to offer the critical and vital services are as follows:

Supplies That May Be Needed

The alternate sites provided have some supplies on hand to sustain business operations. As small stationary supplies are depleted, there would be the need to restock. Other larger items, as listed below, would be needed to sustain the business operations so they would need to be ordered as the site was activated.

- Paper Supplies
- Landline Phones
- Computers

The supplier chosen would be Staples as the central location for pick up or delivery would work best in the types of scenarios that would require a quick turnaround time.

Shortfalls of Staffing

Please see Appendix C – The Employee Skills Inventory Chart provides a listing of staff that can fill in and provide assistance for those Departments that may have no or minimal staff in order to maintain services.

Business Continuity Plan Assumptions

- The BCP will be kept up-to-date and stored in a safe place. Backups of software applications and data files necessary for recovery will be available at an off-site storage facility.
- Total destruction of the data center may occur
- More than one building may be affected by the disruption
- Telecommunication needs have already been established and contracted for in advance
- A minimum staff will be available to perform the critical functions of the Plan
- The disruption may occur at any hour.
- The following tasks will be performed:
 - ⇒ Ensure employee safety
 - ⇒ Communicate the event to the media, customers and vendors
 - ⇒ Notify the police, fire department and EMS as needed
 - ⇒ Communicate the event to the Insurance provider

Plan to Stay in Business

Alternate sites for all Village of Elnora buildings have been determined in the event that the location is not accessible.

Elnora Agriculture Building
407 Second Avenue

Elnora Library/Youth Centre
210 Main Street

Elnora Medical Clinic
425 – 8th Avenue

The following person is the primary crisis manager and will serve as Village of Elnora's spokesperson in an emergency:

Sharon Wesgate, CAO
Phone: 403-773-3922 Cell: 403-820-2185
EMAIL: cao@villageofelnora.com

If the primary crisis manager is unable to manage the crisis, the person below will succeed in management:

Gwen Kidd, Assistant Administrator
Phone: 403-7739-3922 Cell: 403-357-8317
EMAIL: admin@villageofelnora.com

Emergency Contact Information
Administration Three Hills RCMP
Administration Red Deer County Fire
AUMA Insurance Agencies

Dial 9-1-1 in an Emergency
403.885.3300
403.343.6667
780.955.4086 (fax 780.955.3615)

Communications

We will communicate our emergency plans with co-workers in the following way:

- Orientation
- Internal Training Sessions
- Email

In the event of a disaster we will communicate with employees in the following way:

- Telephone
- Email
- One Call Now Notification
- At-Home Notification

Cyber Security

To protect our computer hardware, we will secure our server and equipment with biometric locks.

To protect our computer software, we will use secure practices/passwords/scan data and traffic for security issues.

If our computers are destroyed, we can rebuild our environment at the Elnora Public Library.

Records Back-Up

CAO and Assistant Administrator are responsible for backing up our critical records including the payroll and accounting systems.

Back up records are stored onsite and offsite and include a copy of this plan, site maps, insurance policies, bank account records and computer backups. A back-up record of the financial system is also stored onsite and offsite.

If our accounting and payroll records are destroyed, we will provide for continuity in the following ways:

- CAO or Assistant Administrator can grant remote access with our data within 24 hours and it is 24 hours old.
- System and data can be up and running within 48 hours.

Employee Emergency Contact Information

All employee contact information is housed in Village of Elnora's Municipal Emergency Plan. Employee phone numbers are also entered into the "One Call Now" notification system for ease of keeping all employees informed on issues regarding emergencies.

Identification of Essential Services

Council and Chief Administrative Officer

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Governance	Conduct Council meetings to provide direction to administration, and provide services or other things that are necessary for the continued operation of Village of Elnora	Internal		X		
Governance	Declaration of a State of Local Emergency (SOLE)	Internal	X			
Governance	Maintain confidence in local government	Internal	X			
Legislative Services Manager	Provides administrative and legislative support services for the CAO, Council and other Council-related boards; responsible for the control and management of Village bylaws and policies; minutes of Council, Municipal Planning Commission, and other Council related boards; and Returning Officer for municipal elections	Internal		X		

Economic Development

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Business Retention	Retain local businesses within Village of Elnora	Internal				X
Business Attraction	Attract businesses to Village of Elnora	Internal				X
Tourism	Promote tourism to Village of Elnora	Internal				X

Communications

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Internal Communications	Keep staff informed; status of staff; instructions to carry out roles; share information to pass on to customers	<ul style="list-style-type: none"> In person Through CAO or Assistant Administrator Email Phone/Cell Radio 		X		
External Communications (website/social media)	Keep residents informed of critical information; get information from public; instructions to residents or public; share information with media (to pass on to the public and residents); share information with other agencies, government	Designated communications staff to develop key messages, share official information, write news release, update the website and relay information upon request to counterparts in other agencies or government. Calls are also received that require response. Designated spokespersons speak to media. Ideally access to a phone, cell and computer is required. Methods include: email, phone/cell, website, text messages	X			
Village News	This is a method of communicating with the public	Notices compiled by staff and distributed by mail, strategic posting or hand delivered. Articles and components posted to website.				X
Customer Service	This is a method of communicating both internally and externally	Information can be posted to website. Media and contact information posted on the website.	X			
Departmental Support	This refers to answering telephone calls and responding to email requests for information either from the ECC or at designated hubs where staff might be closer to affected residents and public	Telephones that are dedicated to public requests for information. Access to cell phones to access text messages and to contact others requesting or receiving information, especially when offsite. Accurate and approved information flow is crucial to responding to customer service inquiries. Additional customer service support may be required at locations where the public or residents gather – such as registration and contact information			X	
Communication Support	Communications assists departments with sharing information to the public and media through news releases, on the web and by public notices	Critical information to be shared with the public such as roads, public notices, fire etc. that is not related to the emergency but must still be shared will require access to a means of external communication listed above.			X	

General Administration

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Administration	Keeping up-to-date information	Internal			X	
Materials & Supplies	Ordering material and supplies as needed by staff	Internal			X	

Finance

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Water & Sewer billing	Utility billing for services provided	Internal			X	
Property Tax collection	Tax sale	Internal			X	
Payments & Expenditures	Account payables	Internal			X	
Receipts & Collections	Receiving payment at front counter and processing information	Internal			X	
Payroll & Benefits	Processing employee information for payroll and benefits	Internal			X	
Insurance & Risk Management	Village owned buildings, vehicles and infrastructure insurance	Internal			X	
Budget Control & Investments	Operating budgets for Departments	Internal				X
External Reporting & Audit	Conduct year end audit	External				X
Provincial Grants	Grants received from Government	External				X
Royalties & Minerals	Revenue received from royalties	External				X
Service Charges & Recoveries	Village service charges on items	Internal				X
Interest & Investments	Maintaining and adjusting for investments	External (SCU)				X
Revenues & Recoveries	Cash receipts	Internal			X	

Human Resources

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Recruitment	Screening and selecting qualified people to match job requirements identified by Village of Elnora	As required via designated medium				X
Retention	Employee payroll and provision of policy and staff benefits	Payroll administration, Workers Compensation Board			X	
Occupational Health and Safety	To foster a safe working environment for workers, visitors, contractors and volunteers on disaster response	Staff Supervisors, Workers Compensation Board		X		
Training and Development	Providing an environment conducive to continuous learning, to establish a sense of fairness and consistency in delivery of learning opportunities, and to ensure that all employees have access to resources to assist them to achieve and maintain excellence in the delivery of quality services to Village ratepayers and to ensure proper safety certification for work-related duties	Internal and external sources as required.			X	

Records Management

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Records Retention	Retention of Village of Elnora records in accordance with the Village of Elnora Records Retention schedule	Ongoing			X	

Information Services

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Network Support	Maintenance/Support	Contracted		X		
Muniware Support	Maintenance/Support	Contracted		X		
Workstation Support	Maintenance/Support	Contracted		X		
Printing Support	Maintenance/Support	Contracted		X		
Phone System Support	Maintenance/Support	Contracted	X			
OpenText	Maintenance/Support	Contracted			X	

Assessment and Land Management

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Property Valuations	Complete annual property valuations by inspecting new or incomplete construction and completing market analysis that conforms to legislation	Contract				X
Property Re-Inspections	As per Provincial Legislation, re-inspect properties on a five-year cycle	Contract				X
Land Ownership Database	Download titles from AB Land Titles every two weeks and data entry to update. Data entry address changes as they are received.	Internal			X	
Education Tax System Support	Send out school support notices to new property owners and update data in computer	Internal				X
Management of Village owned parcels	Maintain data on Village owned property – inventory and values	Internal				X
Management of undeveloped road allowances	Bring forward to Council applications for closure and lease/sale of an undeveloped road allowance. Maintain current leases of undeveloped road allowances	Internal				X

Operations

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Re-Graveling	Maintain integrity of gravel roads and alleys	Internal				X
Ditch & Water Flow	Maintain ditches and culverts to allow for water flow	Internal	X			
Winter/Snow Operations	Removal of snow off roads and alleys within Village of Elnora	Internal	X			
Paved/Oil Roads – Summer	Ensure proper maintenance of paved roads	Internal				X
Gravel Roads – Summer	Ensure proper maintenance of gravel roads & alleys	Internal			X	
Miscellaneous Right of Way	Ensure proper maintenance	Internal				X
Campgrounds	Ensure proper maintenance	Internal			X	
Subdivision & Open Spaces	Maintenance of subdivision and open spaces	Internal				X
Parks & Recreation Areas	Ensure proper maintenance	Internal		X		
Water / Wastewater	Ensure compliance and maintenance of water and wastewater systems	Internal and Contracted	X			
Garbage Collection	Ensure weekly pickup and transfer to regional landfill	Internal	X			X
Mobile Equipment	Maintain mobile equipment	Internal			X	
Administration	Daily administration duties for Operation Services	Internal			X	

Community Services

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
F.C.S.S.	FCSS programming contributing to the Rural Services Strategy, liaison with City of Red Deer Community Services Department and Community referrals	Internal and External			X	
Libraries	Manage and address the Elnora Public Library & Parkland Regional Library membership responsibilities and deal with public inquiries and concerns	Internal and External				X
Recreation	Liaison with local Recreation Board	Internal and External				X
Beautification	Funding of annual Yard Beautification project and enforcement of Nuisance Abatement Bylaw #494-0806	Internal and External				X
Culture	Liaison with local boards and organizations	Internal and External				X

Land Development

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Long Range Administration	Ensure Statutory requirements are met for creation of Long Range documents	Contract				X
Long Range Planning Inter-Municipal	Provide Village perspective/comments on applications for development & adjacent municipalities. Considers regional consequences of development	Contract				X
Long Range Planning	Prepares Village wide or local documents to guide future development	Contract				X
Current Planning Administration	Ensure Statutory requirements are met for proposed development & subdivision applications	Contract				X
Current Planning Customer Service	Direct external & internal inquiries to the appropriate locations, data entry, interdepartmental administrative support	Internal & Contract			X	
Current Planning Subdivision & Development	Process applications that will result in immediate changes to the physical landscape of Village of Elnora	Internal & Contract			X	
Building Safety Codes	Provides technical support and consistent and thorough code compliance monitoring for the Village's constituents	Contract			X	

Patrol Services

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Traffic Enforcement	Provide for the safe movement of traffic within Village of Elnora	Contract			X	
By-Law Enforcement	Investigation and follow up regarding Village of Elnora's Bylaws	Internal and Contract			X	

Fire Services

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Fire Suppression & Rescue	Fire/Rescue	Regional Agreement	X			

Emergency Management

Service	Function	How Service is Provided	Critical	Vital	Necessary	Desired
Technical Rescue	Emergency response	Regional	X			
Emergency Management Training	Train employees as well as outside agency staff in Basic Emergency Management, ICS, ECC and Reception Centre	Regional				X
Emergency Management	Monitoring the situation and develop plans to provide the protection of: People, Property and the Environment during an emergency	Regional	X			
Joint Municipal Emergency Plan	Establish communication between partnerships regarding training, exercises and keeping document as up-to-date as possible	Ongoing		X		
Support other Departments: Fire, Patrol, Operations, etc.	Monitoring the situation and develop plans to provide the protection of: People, Property and the Environment during an emergency	As Required	X			

Determination of Employee Shortfalls – Critical Services

The following services have been identified as **CRITICAL**, meaning that they are services that must be provided immediately without which, loss of life, infrastructure destruction, loss of confidence in government and significant loss of revenue will result. These services normally require resumption within **24 hours**.

Council and Chief Administrative Officer

Functional Service: Governance

Functional Activity	Current Employees	Minimum Employees	Reduced Employees as a Result of Pandemic Influenza (Current Employees x 65%)	Potential Pandemic Influenza Employees Shortfall
Declaration of a State of Local Emergency	4	3	3	1
Maintain confidence in local government	4	3	3	1

Communication Services

Functional Service: Communications

Functional Activity	Current Employees	Minimum Employees	Reduced Employees as a Result of Pandemic Influenza (Current Employees x 65%)	Potential Pandemic Influenza Employees Shortfall
External communications (Website/Social Media)	2	1	1	0
Customer service	2	1	1	0

Information Services

Functional Service: IT

Functional Activity	Current Employees	Minimum Employees	Reduced Employees as a Result of Pandemic Influenza (Current Employees x 65%)	Potential Pandemic Influenza Employees Shortfall
Phone System Support	2	1	1	0

Operation Services

Functional Service: Public Works

Functional Activity	Current Employees	Minimum Employees	Reduced Employees as a Result of Pandemic Influenza (Current Employees x 65%)	Potential Pandemic Influenza Employees Shortfall
Drainage	2	1	1	0
Winter/snow operations	2	1	1	0
Water and sewer utilities	3	1	2	0

Protective Services

Functional Service: Emergency Management

Functional Activity	Current Employees	Minimum Employees	Reduced Employees as a Result of Pandemic Influenza (Current Employees x 65%)	Potential Pandemic Influenza Employees Shortfall
Monitoring the situation and develop plans to provide the protection of: people, property and the environment during an emergency	1	1	1	1
Implement plans developed above and monitor their effectiveness. Modify the plans as necessary	1	1	1	1
Provide information to the community to increase awareness of the situation and methods that can be used to minimize and protect individuals	1	1	1	1
Request the declaration of a State of Local Emergency (SOLE) if required	1	1	1	1
Enforcement of any authorities provided under the SOLE	1	1	1	1
Review the Municipal Emergency Plan (MEP) and update information contained in the plan	1	1	1	1

Determination of Employee Shortfalls – Vital Services

The following services have been identified as **VITAL**, meaning that they are services that must be provided within **72 hours** without which would likely result in loss of life, infrastructure destruction, loss of confidence in government and significant loss of revenue or disproportionate recovery costs. These are services that may be performed on a rotating schedule.

Communication Services

Functional Service: Communications

Functional Activity	Current Employees	Minimum Employees	Reduced Employees as a Result of Pandemic Influenza (Current Employees x 65%)	Potential Pandemic Influenza Employees Shortfall
Internal Communications	2	1	1	0

Human Resources

Functional Service: OH&S

Functional Activity	Current Employees	Minimum Employees	Reduced Employees as a Result of Pandemic Influenza (Current Employees x 65%)	Potential Pandemic Influenza Employees Shortfall
Occupational Health and Safety	2	1	1	0

Information Services

Functional Service: IT

Functional Activity	Current Employees	Minimum Employees	Reduced Employees as a Result of Pandemic Influenza (Current Employees x 65%)	Potential Pandemic Influenza Employees Shortfall
Network Support	2	1	1	0
Muniware Support	2	1	1	0
Workstation Support	2	1	1	0
Printing Support	2	1	1	0

Operation Services

Functional Service: Public Works

Functional Activity	Current Employees	Minimum Employees	Reduced Employees as a Result of Pandemic Influenza (Current Employees x 65%)	Potential Pandemic Influenza Employees Shortfall
Street Maintenance	2	1	1	0

Employee Allocation for Critical and Vital Services

Once the critical services or products are identified, they must be prioritized based on minimum acceptable delivery levels and the maximum period of time the service can be down before severe damage to Village of Elnora results.

It is important to identify the internal and external dependencies of critical services or products, since service delivery relies on those dependencies.

Internal dependencies include employee availability, corporate assets such as equipment, facilities, computer applications, data, tools, vehicles, and support services such as finance, human resources, security and information technology support.

External dependencies include suppliers, any external corporate assets such as equipment, facilities, computer applications, data, tools, vehicles, and any external support services such as facility management, utilities, communications, transportation, finance institutions, insurance providers, government services, legal services, and health and safety service.

The following items should be addressed in order to ensure that Critical and Vital services can be delivered.

Alternate Employee Sources: Such as retirees, employees from other departments or other municipalities, supervisors, contractors

Training required for alternate employees or cross training of current employees: List employees that are cross-trained or employees that are to be cross- trained. Use the Skills Inventory sheets to determine who can fill a critical or vital services role.

Alternate Services Delivery Options: Are there any alternatives in how this service can be delivered that will reduce employee requirement?

Any Known Work around Procedures for the Critical or Vital Service?

Department: Council and Chief Administrative Officer
Functional Service: Governance
Functional Activity: State of Local Emergency (SOLE)

CRITICAL	
Potential Employee Shortfall	1
Alternate Employee Sources:	There is no alternate employee source for this critical service. It must be delivered by either the Mayor/Deputy Mayor or two members of Council working in concert.
Training Required for alternate employees or cross training of current employees.	None available
Alternate Services Delivery Options:	None
Known Work Around Procedures:	Potentially the province could assist

Department: Council and Chief Administrative Officer
Functional Service: Governance
Functional Activity: Maintain confidence in local government

CRITICAL	
Potential Employee Shortfall	1
Alternate Employee Sources:	There is no alternate employee source for this critical service.
Training Required for alternate employees or cross training of current employees.	None available
Alternate Services Delivery Options:	None
Known Work Around Procedures:	Potentially the province could assist

Department: Communications
Functional Service: External Communications
Functional Activity: Facilitating information flow with ratepayers/stakeholders/media

CRITICAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	FCSS staff
Training Required for alternate employees or cross training of current employees.	None available
Alternate Services Delivery Options:	None
Known Work Around Procedures:	Access for updating site from remote location (i.e. home)

Department: Communications
Functional Service: Customer Service
Functional Activity: Communicating internal/external

CRITICAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	Employees from other departments
Training Required for alternate employees or cross training of current employees.	None
Alternate Services Delivery Options:	Information can be posted to website. Use media for external and email for internal communications
Known Work Around Procedures:	Access for updating site from remote location (i.e. home)

Department: Information Services
Functional Service: IT
Functional Activity: Phone System Support

CRITICAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	Contract
Training Required for alternate employees or cross training of current employees.	Some have minimal training
Alternate Services Delivery Options:	Fully contracted
Known Work Around Procedures:	Alternative servicing

Department: Operations Services
Functional Service: Public Works
Functional Activity: Drainage

CRITICAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	Contractors
Training Required for alternate employees or cross training of current employees.	Both staff members are trained
Alternate Services Delivery Options:	Neighbouring municipality assist

Department: Operations Services
Functional Service: Public Works
Functional Activity: Winter/Snow Operations

CRITICAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	Contractor
Training Required for alternate employees or cross training of current employees.	None
Alternate Services Delivery Options:	Neighbouring municipality assist

Department: Operations Services
Functional Service: Public Works
Functional Activity: Water and Sewer Utilities

CRITICAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	Public Works Lead II
Training Required for alternate employees or cross training of current employees.	Water Operator Certification
Alternate Services Delivery Options:	C. Hewey (Town of Trochu)
Known Work Around Procedures:	Neighbouring municipality assist

Department: Fire/Rescue Services
Functional Service: Fire Suppression/Rescue
Functional Activity: Response to calls – Elnora District

CRITICAL	
Potential Employee Shortfall	Firefighters: 0 Officers: 0
Alternate Employee Sources:	Mutual Aid from Delburne, Innisfail, Bowden, Stettler County, Kneehill County, Red Deer County
Training Required for alternate employees or cross training of current employees.	Cross training of current volunteers is recommended
Alternate Services Delivery Options:	Mutual Aid from Innisfail, Spruce View, Mountain View County, Red Deer County
Known Work Around Procedures:	Industrial Fire Companies (Firemaster, Safety Boss, HSE, Trojan Safety) and AEMA

Department: Protective Services
Functional Service: Emergency Management
Functional Activity: Response to Disasters

CRITICAL	
Potential Employee Shortfall	1
Alternate Employee Sources:	Firefighters and Technical Rescue
Training Required for alternate employees or cross training of current employees.	No
Alternate Services Delivery Options:	RCMP and Search and Rescue
Known Work Around Procedures:	Potentially the Province could assist

Department: Communications
Functional Service: Internal Communications
Functional Activity: Facilitating information flow with staff

VITAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	FCSS staff
Training Required for alternate employees or cross training of current employees.	None
Alternate Services Delivery Options:	IT
Known Work Around Procedures:	Access for updating site from remote location (i.e. home)

Department: Human Resources
Functional Service: OH&S
Functional Activity: Foster a safe work environment

VITAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	Secondary supervisor
Training Required for alternate employees or cross training of current employees.	Everyone is trained in producing a safe work environment
Alternate Services Delivery Options:	WCB
Known Work Around Procedures:	Appoint an employee as a safety representative

Department: Information Services
Functional Service: IT
Functional Activity: Network Support

VITAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	Consultants
Training Required for alternate employees or cross training of current employees.	No
Alternate Services Delivery Options:	Fully contracted

Department: Information Services
Functional Service: IT
Functional Activity: Muniware Support

VITAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	None
Training Required for alternate employees or cross training of current employees.	No
Alternate Services Delivery Options:	Fully contracted
Known Work Around Procedures:	Online Help Desk

Department: Information Services
Functional Service: IT
Functional Activity: Workstation Support

VITAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	Consultants
Training Required for alternate employees or cross training of current employees.	No
Alternate Services Delivery Options:	Fully contracted
Known Work Around Procedures:	Alternate contractor

Department: Information Services
Functional Service: IT
Functional Activity: Printing Support

VITAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	Consultants
Training Required for alternate employees or cross training of current employees.	No
Alternate Services Delivery Options:	Fully contracted

Department: Operations Services
Functional Service: Public Works
Functional Activity: Waste Management

VITAL	
Potential Employee Shortfall	0
Alternate Employee Sources:	E360s
Training Required for alternate employees or cross training of current employees.	No
Alternate Services Delivery Options:	As needed
Known Work Around Procedures:	Other contractors

Requirements for Critical & Vital Services

Department:

Functional Service

Functional Activity:

<p>Critical Supplies and Suppliers: Are backup suppliers available? Will these suppliers be able to continue to provide their services/supplies during Pandemic Influenza?</p>	
<p>Critical Support from Other Departments/Organizations: (e.g. IT requirements, Contractors) In short term can you provide services without IT systems support, a suppliers or a contractors' support?</p>	
<p>Critical resources required: What forms, or other equipment is required?</p>	
<p>Are all resources required to accomplish this service available? (Preprinted forms, equipment, telecommunication devices and services, other supplies?)</p>	
<p>Are there procedures in place to replace critical equipment, forms, or supplies? If not how long will it take to obtain them?</p>	
<p>Are there important reference materials, manuals or operating procedures used in this service? How would these be replaced if necessary?</p>	
<p>Should any reference materials, manuals, forms, supplies, or equipment be stored in an offsite location? If so where?</p>	
<p>Are there vital records or original documents needed in the provision of this service? How would this information be replaced if required? Should it be stored in an offsite or other location?</p>	
<p>Are there any stand-alone computer systems required in the provision of this service? How would those systems (hardware and software) be replaced if needed?</p>	
<p>Is there currently a temporary operating procedure in place should a disruption occur? If yes how will this procedure be instituted?</p>	
<p>What other departments will be affected by a disruption in this service? Has this been discussed with the departments and have Plans been put in place to deal with this disruption?</p>	
<p>How long can this service be provided without the support of the IT network assuming the loss of support occurred during the peak period? What procedures can be instituted to reduce the dependency or continue operations?</p>	
<p>Is there a peak or critical time for the provision of this service? What will be done to handle this peak demand?</p>	
<p>Would a disruption of this service cause Village of Elnora in default of legally required reporting?</p>	
<p>Are their job descriptions or desk manuals available for this department? Could someone else, with no experience assume the jobs that need to be done?</p>	
<p>Are there any other factors that need to be considered relating to planning for business continuity?</p>	