BUSINESS CONTINUITY PLAN

Squamish-Lillooet Regional District

Abstract

This is the Business Continuity Plan (BCP) for the Squamish-Lillooet Regional District (SLRD). It is an annex of the SLRD All Hazards Plan and provides a framework for continuity of local government services during emergencies that directly impact the physical locations and staff of the SLRD.

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Executive Summary

The purpose of this Business Continuity Plan (BCP) is to enable continuity of government and organizational continuity during emergencies that directly impact the physical locations and staff of the SLRD. The BCP is designed to be flexible, scalable, and all-hazards in nature.

Core SLRD local government functions include:

- **Governance.** Continuity of governance involves enabling elected officials to continue to perform their mandated duties and promote public trust through continuity of democratic processes. It includes the provision of physical, technical, procedural, or regulatory resources that may be required in the event that the regular mechanisms for performing governance activities are disrupted by a risk event.

- **Public Participation.** Continuity of public participation involves enabling SLRD constituents to have the ability to exercise their democratic rights when regular avenues of participation have been impeded by risk events that have disrupted physical public gathering or technological means of participation. Public participation includes voting, submissions, correspondence, participation at scheduled public meetings and any other channels provided for in law and regulation.

- **Corporate Functions.** Continuity of corporate functions includes all policies, procedures and technology required to enable the effective administration of local government staff and property. It involves the continued safe provision of human resources services to SLRD staff, including provisions to enable essential recruiting, retention, vacation scheduling, payroll services, and the maintenance of required occupational health and safety procedures. SLRD corporate functions also include material and technological resources that are available to staff to carry out their job functions, including information technology (IT) infrastructure, corporate vehicles, and physical workspace such as the Administrative Office or alternative workspace arrangements.

- **Departmental Functions.** Continuity of departmental functions includes all department-specific services that staff deliver under the mandate of the Local Government Act and other applicable legislation and regulation. During a major emergency or disaster these services may be amended to safeguard the health and safety of staff or to meet the requirements of disaster response. SLRD departments, however, are responsible for planning that minimizes such disruption and maximizes continuity of service, in particular those directly relating to the continuity of life, health, public safety and basic societal functioning.

The all-hazards nature of this BCP supports continuity of SLRD local government services in the event of various potential natural and human-induced disasters. Recognizing that some hazards, such as pandemic, pose a unique set of challenges to local government, this BCP includes supplementary considerations and guidelines for those specific events where required.

This Plan is comprised of the plan document, plus a number of appendices for operational use. These templates, sample policies, and guides provide a starting point and benchmark for developing event-specific business continuity products that may be required in an emergency.

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1. Introduction

The mission of the Squamish-Lillooet Regional District (SLRD) is to enhance the quality of life of constituents through the facilitation of regional and community services for the benefit of present and future generations. Human-induced and natural hazard events may create a threat to the continuity of SLRD governance and operations. Natural hazard events include flood, wildfire, or epidemic. Human-induced events can be accidental or intentional, and include events such as hazardous material spills or cyber-crime. Hazard events can occur concurrently, creating compounding effects on the organization, such as a flood impacting the administrative office and a cyber-attack during this period affecting IT systems. Situations like these can stretch SLRD response capacity, and business continuity necessarily must recognize the possibility of such scenarios.

This Business Continuity Plan (BCP) sets out measures to enable the continuity of SLRD Local Government operations when such events occur. Business continuity and risk management come together in this plan with the intention to mitigate the effects that a disaster may have in the key areas of Governance, Public Participation, Corporate and Departmental Functions. The purpose of this plan is to provide a framework and tools for organizational continuity throughout a crisis, to facilitate recovery and promote resilience.

2. Annual Review, Revisions and Distribution

2.1. Annual Review

This plan is to be reviewed annually by the senior management team and is an evergreen document, changing in step with organizational change and development. Changes to the Plan will be documented in the Revision History.

2.1.1. Minor Revisions

Revisions that are considered minor in nature such as spelling, grammar and resource contact information will be made as required by the Emergency Management Technician.

2.1.2. Major Revisions

Revisions that are considered major in nature such as re-organization of information within the document, the addition of sections, the elimination or significant change of content or changes in terminology will be made in consultation with the senior management team and presented to the SLRD Board for final approval.

2.1.3. Revision History

Table 1: Revisions to the Business Continuity Plan

Revision Number	Description of Change	Reviewed By	Revision Date
Initial version 1.0			

2.2. Record of Distribution

The Director of Protective Services, or designate, will distribute this BCP as authorized by the Chief Administrative Officer (CAO).

An electronic copy of this BCP will be available to the public through the SLRD website at https://www.slrd.bc.ca/emergency-program and all regional district employees through the SLRD internal server network. For ease of navigation and to follow the structure of the plan, it is best viewed in digital formats, such as Adobe.

As this BCP is revised over time, please remove or delete previous versions and replace with the current version.

Table 2: Business Continuity Plan Distribution List

Plan Number	Copy Type (Paper / Electronic)	Distributed To	Distribution Date
1	Electronic: S:\EOC Active Events\EOC Event Master (Copy and name [Event Name_#Task])\SLRD Emergency Plan\Main Plan	• CAO • Dir. of Legislative & Corporate Services • Communications & Engagement Mgr. • Dir. of Finance • Dir. of Environmental Services • Dir. of Planning & Development Services • Dir. of Protective Services • Fire Chief, Britannia Beach Volunteer Fire Department • Fire Chief, Garibaldi Volunteer Fire Department • Senior Regional Manager, SWE Region, Emergency Management BC	August 14th, 2020

3. List of Common Terms

Table 3: List of Common Terms

All-Hazards	The SLRD has adopted an all-hazards approach by recognizing and integrating common emergency management elements across all hazard types, and then supplementing these common elements with hazard specific sub-components to fill gaps only as required. As such, "All-Hazards" does not literally mean preparing to address any and all potential hazards in existence but rather emphasizes the common aspects of all hazards.
Critical Infrastructure	Processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of people and the effective functioning of government. Disruptions of critical infrastructure could result in catastrophic loss of life, adverse economic effects, and significant harm to public confidence.

Emergency Operations Centre (EOC)	A designated facility established by a local government or private agency to coordinate the overall jurisdictional response and support to an emergency response.
Hazard	A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.
Mutual Aid Agreement	A pre-arranged agreement developed between two or more entities to render assistance to the parties of the agreement.
Resilience	The capacity of a system, community or society exposed to hazards to adapt to disturbances resulting from hazards by persevering, recuperating or changing to reach and maintain an acceptable level of functioning. Resilient capacity is built through a process of empowering citizens, responders, organizations, communities, governments, systems and society to share the responsibility to keep hazards from becoming disasters.
Risk	The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of adverse impact.
Risk Management	The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.

4. Scope and Objectives

4.1. Scope

The scope of this Plan includes actions required to enable the continued functioning of local government under adverse conditions that affect the physical work environment, technological work environment, or both. Such conditions may coincide with a natural disaster such as flood or fire requiring the activation of the SLRD Emergency Operations Centre (EOC), but may also occur in ways that do not require the activation of an EOC such as any event that is isolated to the SLRD staff or offices rather than a wider public safety threat. This BCP is designed to be flexible and scalable to ensure continuity of government in any of these circumstances. It does not include emergency response actions taken to manage public safety impacts: the SLRD All-Hazards Plan (AHP) is the primary plan for coordinating emergency response during major emergencies and disaster affecting the public. This BCP facilitates that the availability of local government human and material resources required to execute the AHP, even when the emergency or disaster has negatively impacted the SLRD as an organization.

4.2. Objectives

Business continuity objectives focus on reducing negative impacts across five domains: People, Environment, Assets, Reputation, and Liabilities (P.E.A.R.L.).

- People – The SLRD's staff team is its most important resource. Business continuity planning and response aims to protect staff from harm and facilitate their ability to continue working wherever possible. This could include measures designed to protect staff physical and mental health, but

also their privacy, economic well-being, career progression, and their ability to care for their families.

- Environment – Business continuity measures are to be conducted in a manner that aims to minimize negative environmental impacts. Environmentally sustainable business continuity will seek to reduce waste and emissions while ensuring service delivery for SLRD communities.
- Assets – The SLRD is owns and maintains a wide range of assets and infrastructure for community benefit. These assets include equipment, vehicles, structures, and other material resources for which the SLRD is responsible. Business continuity measures seek to protect SLRD assets for continuity of services.
- Reputation – Public trust is an essential component of local government business continuity. Transparent and ethical decision-making promotes public trust and facilitates support from its stakeholders.
- Liabilities – Capture and tracking of risks throughout the business continuity process enables actions to meet immediate needs while also being aware of, and planning for, longer term and inter-connected effects in order to mitigate risk.

Within this overarching framework of PEARL considerations, specific business continuity objectives have been identified as follows:

- Continuity of Governance
- Continuity of Public Participation
- Continuity of Corporate Functions
- Continuity of Departmental Functions

For purposes of this BCP, the continuity objectives identified above have been applied to three broad business impact planning scenarios:

- Loss of access to the SLRD Administration Office
- Loss of information technology infrastructure/systems
- Business Continuity during pandemics and epidemics

5. Concept of Operations

5.1. Phase 1: Readiness and Preparedness

The SLRD will participate in the full spectrum of readiness and preparedness activities to enable personnel to continue, wherever possible, to maintain essential functions in an all-hazards environment. The SLRD readiness activities are divided into two key areas:

5.1.1. Organization Readiness and Preparedness

The primary mechanism of SLRD organizational readiness is the application, regular review, and maintenance of this BCP.

In addition, data from hazard and event warning systems assist in advance planning. These include:

- Environment and Climate Change Canada Weather Alert System
- BC River Forecast Centre models
- BC Wildfire Service online Wildfire Dashboard
- DriveBC Traveler Information System

- BC Hydro Outage Map and hydro dam spill notifications
- Alerts from the Lillooet River Warning System gauge

5.1.2. Staff Readiness and Preparedness

Staff are expected to maintain a level of individual and family preparedness in accordance with SLRD internal policy and the recommendations of Emergency Management BC (EMBC). This includes:

- Maintenance of personal records on the SLRD Alert emergency notification system
- Knowing the hazards that may impact their households
- Creating a household emergency plan
- Building a household emergency kit and grab-and-go bag

More information on how to complete these personal preparedness measures can be found in the Emergency Program section of the SLRD website and the PreparedBC website:

https://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/preparedbc

5.2. Phase 2: Activation

This BCP, or components of this BCP, can be activated by the CAO (or designate) or , the Director of Protective Services (or designate). Activation of this BCP is not predicated on a State of Emergency, whether that be local, provincial or federal, nor is a task number required from EMBC. It should be noted that even with the provision of an EMBC task number, incremental costs associated with BCP activation may not be eligible for reimbursement under provincial guidelines. With that said, components of this BCP may be applicable across a wide range of emergency and non-emergency events. Activating this BCP, or components of this BCP, may occur whenever the tools presented here are required, with any associated expenditure requiring the authorization of the SLRD Board and the CAO as applicable. Further, it should be noted that the business impact planning scenarios identified in this document may occur concurrently, and the challenges presented by each have the potential to compound on each other. As such, a scalable activation of BCP components is essential for a resilient response to emergencies.

5.2.1. BCP Activation Decision Guidance

The decision whether or not to activate this BCP is highly contextual. The following table provides guiding questions that can help determine what components, if any, should be activated in any given situation.

Table 4: BCP Activation Decision Guidance

	Work Hours	Non-Work Hours
Event with Warning	• Does the risk event impact staff work space or surrounding area? • Does the risk event impact staff physically? • Is staff safety impacted if they continue in their work space and/or surrounding area?	• Does the risk event impact staff work space or surrounding area? • Does the risk event impact staff physically? • Who should be notified of the risk event? • Is it safe for staff to report to their workplace the next day?

	• Will essential services be impacted?	• Will essential services be impacted?
Event without Warning	• Are staff work spaces impacted? • Have staff been physically impacted? Have they safely evacuated or are they sheltering-in-place? • What are the instructions from first responders? • Have essential services been impacted?	• Are staff work spaces impacted? • What are instructions from first responders? • Have essential services been impacted

5.2.2. Alert and Notification Procedures

A primary tool for informing SLRD staff of organizational emergency impacts and BCP activation is the SLRD Alert emergency notification system provided through the EPACT software application. A staff user group established in SLRD Alert provides a means to send notifications to staff by way of email, text messages, and voice messages via phone.

In the event of local IT infrastructure failure, SLRD Alert Messages can be sent from any web browser or IP connection by a staff member with an EPACT username, password, and the appropriate permissions.

In the event of a widespread IT infrastructure failure, the senior management team will be required to contact their staff by whatever means possible to inform them of the emergency event and BCP measures being implemented, as necessary.

Communication to staff, after confirming their safety and wellbeing, should include any specific actions required of them to support initial activation of the BCP.

5.3. Phase 3: Continuity of Operations

Continuity of Operations involves the response measures identified in the three planning scenarios outlined in this BCP, plus any other business continuity strategies that may be developed during an emergency to meet the specific needs of the situation.

5.4. Phase 4: Reconstitution Operations

Reconstitution involves both the recovery of pre-emergency governance, public participation, corporate and departmental capacities, as well as the adaptation measures required to mitigate the threat of similar emergencies in the future. This includes debriefs with staff and the development of After Action Reports, capturing and implementing lessons learned.

Reconstitution planning and activities may begin as soon as the BCP has been activated and be conducted in parallel with business continuity measures. Timely and comprehensive reconstitution planning alleviates pressure on business continuity resources, and provides the path to return to full organizational functioning.

6. Business Continuity Scenario 1: Loss of access to SLRD Administration Office – 1350 Aster Street, Pemberton

Loss of access to the SLRD Administration Office ("Office") could be caused by a number of reasons, including pandemic or epidemic, a flood or fire that cuts off road access to the structure, or physical damage to the building caused by any number of potential accidents or hazards.

If the Office becomes inaccessible, a plan for alternate working arrangements for staff is needed in order to facilitate continuity of service. Depending on the impacts, there may be short, medium and long-term arrangements required. This could involve some or all staff working from home, and/or moving to an alternate physical office location until access to the Office has been restored.

The emergency conditions that led to loss of access to the Office may also be affecting SLRD Electoral Area C communities, Lil'wat Nation, and the Village of Pemberton, requiring a coordinated EOC response in addition to business continuity measures.

6.1. Assumptions

- Loss of access may or may not be due to an event causing damage or destruction to the Office.
- If loss of access is caused by a public health emergency such as pandemic, a small number of staff may still be able to safely work at the Office with appropriate risk mitigation measures in place.
- An alternate office space with IT connectivity may be available within an accessible distance where staff can be temporarily work and be physically co-located.
- Staff working remotely (i.e. from home) may be the most practical off-site working arrangement for most employees.

6.2. Business Impact Analysis

Loss of access to the Office may have the following impacts to local government operations:

- Lack of office resources and team presence in remote work arrangements has the potential to negatively impact staff communication, engagement and productivity.
- The importance of IT infrastructure will significantly increase as staff work remotely. This creates additional load and dependency on IT systems, with the potential for consequential business continuity risk of system breakdown and service interruption. There may also be an increased risk of cyber-attack during this time.

6.3. Continuity of Governance - Action Checklist

6.3.1. SLRD Board Meetings

□ Review Policy No. 19-2020, which was developed regarding electronic Board meetings/use of the Zoom platform. In 2020, Ministerial Order M083 enabled fully

electronic Board meetings to occur while a state of emergency was is effect during the COVID-19 pandemic.

6.3.2. Public Messaging from Elected Officials

- □ Enable elected officials to have the ability to communicate with their constituents in a reliable, accessible and regulatory compliant manner.

6.3.3. Keeping Elected Officials Informed

- □ Provide Elected Officials with regular updates of the overall situation, impacts to SLRD administration, stakeholders and communities using the P.E.A.R.L framework:
  - o People
  - o Environment
  - o Assets
  - o Reputation
  - o Liability

6.3.4. Holding Elections or Assent Voting

- □ Consider alternative sites for holding elections, assent voting, mail-in balloting and any other means that may become possible through Ministerial Orders amending or supplementing permitted processes for voting.

6.4. Continuity of Public Participation - Action Checklist

6.4.1. Public notices and information sharing

- □ Prioritize IT resources for communications staff to enable the use the various online communications channels (e.g., EPact, SLRD website, social media, etc.).

6.4.2. Receiving and responding to public inquiries

- □ Communications staff to develop key public messages in coordination with the management team.

6.4.3. Holding public meetings and town hall events

- □ Identify alternate sites to hold public meetings and town hall events, and associated costs and logistics.

6.5. Continuity of Corporate Functions – Action Checklist

6.5.1. Human Resources

- □ Hold regular all staff and departmental check-in meetings. Formalize activities such as virtual flagpole meetings by putting them in as a regular calendar item.
- □ Review and update as necessary, Policy No. 17-2020 - Working from HomePolicy Due to COVID-19 Pandemic, which was developed to outline protocols and procedures with respect to staff working from home.
- □ Advance Planning item: Consider cross-training staff between departments to add organizational resilience.

6.5.2. Material Resources

- □ Advance Planning item: Develop a robust system for document control to mitigate the risk of losing documents moving between locations.
- □ Staff may be authorized to store SLRD vehicles at personal residencies. Confirm with insurance provider.

6.5.3. IT Resources

- □ Advance Planning item: Develop the intranet on an expedited basis to assist with document sharing and staff engagement.
- □ Consider that SLRD office phones can be utilized by SLRD staff via their computers while working from home. Review Policy No. 18-2020 - Use of Smartvoice Technology, which was developed with respect to the use of the SLRD's phone system and related protocols while working from home.
- □ Determine security risks and mitigation strategies for any new software platforms that are to be implemented to support staff workflow.
- □ With cyber-attacks on organizations becoming more common, and the potential for increased risk with remote work arrangements, robust security protocols and IT systems management are critical.
- □ Advance Planning items: Develop an IT policy that would cover security onsite and offsite, and protocols thereto. Ensure some redundancy for the water / wastewater systems in the case of IT failure or cyber-attack.
- □ Advance Planning item: While the demands on the server should be the same whether people work in the office or remotely, ensure adequate available server space. Confirm sufficient server space, and increase if necessary.

6.6. Continuity of Departmental Functions – Action Checklist

6.6.1. All Departments

- □ Management team to identify the top three (or more) risks to each department.
- □ Management team to conduct a project hazard assessment for each department to identify which projects may be undertaken now, deferred until later, abandoned, etc.
- □ Provide input on the department functions and the overall organization regarding improvements, risk mitigation, processes, etc. as it relates to event impacts.

- □ Document the steps that the SLRD takes to mitigate and manage risks and maintain safety throughout the event.
- □ Consider and document ways to hold virtual meetings and any booking processes that may be involved.

6.6.2. Administration

- □ Consider the appointment of additional Commissioners for Taking Affidavits.

6.6.3. Communications

- □ Inform the public that the Office is closed, and any known timelines for reopening or other developments concerning service delivery.

6.6.4. Legislative Services

- □ Advance Planning item: Consider how the SLRD might remotely notarize documents. Review Response to the COVID-19 Pandemic Omnibus Policy No. 21-2020.
- □ Advance Planning item: Consider drafting an omnibus policy to account for changing service levels.
- □ Advance Planning item: Consider and document how the SLRD would meet FOIPPA requirements during remote working conditions.
- □ Advance Planning item: Consider implications for records management to ensure filing protocol is maintained.
- □ Consider organizational impacts relating to this event, mitigation actions taken, resolved and outstanding issues.

6.6.5. Protective Services

- □ Maintain the BCP in conjunction with the management team.
- □ Maintain the All Hazards Plan.

6.6.6. Finance

- □ Ensure that staff who are directed to work from home are enabled with the IT resources required to do so.

6.6.7. Planning Department

- □ Consider how to hold meetings with external parties.
- □ Advance Planning Item: Consider and document how hearings and other mandated public participation processes may occur. Review Policy No. 23-2020 - Electronic Public Hearings.

6.6.8. Building Department

- □ Advance Planning Item: Consider developing an Inspections and Building Permit policy to account for changing service levels. Review Building Permit Applications and Inspections during the COVID Pandemic Policy No. 23-2020.

6.6.9. Environmental Services (Incl. Utilities)

- □ Advance Planning Item: Consider developing an omnibus policy to account for changing service levels.

7. Business Continuity Scenario 2: Loss of Information Technology Infrastructure

Information Technology (IT) has made local governments more efficient, transparent and accessible to the public. Over time, the benefits and increased capacities provided by IT infrastructure have morphed into dependencies on IT infrastructure. Failure of IT systems could be caused by a number of natural hazards, human-induced accidents or cyber-crime. The effects could be far reaching, not just within the SLRD, but potentially across the province, the country, or even the globe.

Other hazard event impacts may increase reliance on IT infrastructure. For example, the loss of access to the Office due to pandemic, flood or wildfire would increase the importance of IT systems to SLRD service delivery, whether most staff are working from home or an alternate temporary site. These compounding risks present a considerable challenge to business continuity.

7.1. Assumptions

- Loss of IT Infrastructure may include:
  - Loss of network access
  - Cyber-attack
  - Loss of physical IT equipment and infrastructure
  - Loss of information stored on SLRD servers

- Loss of IT Infrastructure may occur during conditions of loss of access to the Office as well as pandemics or epidemics

- An IT Disaster Recovery Plan (in development)

7.2. Business Impact Analysis

Loss of Information Technology Infrastructure may have the following impacts to local government operations:

- Depending on the scope of the outage, SLRD staff may lose control of or access to:
  - Email
  - Telephones
  - Software required for service delivery
  - Data assets, including records and other digital documentation
  - Internet connectivity
  - HR information

7.3. Continuity of Governance – Action Checklist

7.3.1. Board Meetings

- □ Board meetings may be required to occur in person, electronically, or be deferred.
- □ There may be safety risks to in-person meetings (disease transmission if there is a concurrent public health emergency, travel risks if there has been a natural disaster such as flooding concurrent with the IT outage). Risks may be able to be mitigated such that meetings can occur with at least a minimum number to make quorum.

7.3.2. Public Messaging from Elected Officials

- □ Enable elected officials to have the ability to communicate with their constituents in a reliable, accessible and regulatory compliant manner.

7.3.3. Keeping Elected Officials Informed

- □ Provide Elected Officials with regular updates of the overall situation, impacts to SLRD administration, stakeholders and communities using the P.E.A.R.L framework:
  - o People
  - o Environment
  - o Assets
  - o Reputation
  - o Liability

7.3.4. Holding Elections

- □ Additional time may be required to notify the electorate of an upcoming elections and details of how and where to vote if IT communication systems are down. Newspaper advertising or a mailout with voting papers for a postal vote system may be alternatives.

7.4. Continuity of Public Participation – Action Checklist

7.4.1. Public notices and information sharing

- □ Consider the use of signage, pamphlets and flyers to deliver messages to SLRD constituents.
- □ Identify any other communications channels not affected by the IT system failure that may be used.

7.4.2. Receiving and responding to inquiries from the public

- □ Communications staff to develop key public messages in coordination with the senior management team and the IT Specialist.

7.4.3. Holding public meetings and town hall events

- □ Consider and document the logistics of advertising and hosting such events without IT Infrastructure, or with the loss of some systems, such as WIFI or network access.

7.5. Continuity of Corporate Functions – Action Checklist

7.5.1. Human Resources

- □ Advance Planning Item: Consider human resources impacts if IT failure occurs during remote working conditions.
- □ Have regular check-ins and "Flagpole Meetings" with staff.
- □ Advance Planning Item: Consider cross-training staff between departments to add organizational resilience.

7.5.2. Material Resources

- □ Consider and document material resources that may be impacted by IT system failure, such as ordering of goods and services, operation of critical infrastructure systems, access to project management records such as work in progress schedules and budgets for built infrastructure projects.

7.5.3. IT Resources

- □ Advance Planning Item: Develop a regular maintenance schedule for the SLRD's x10 EOC Ergotron laptops:
  - o MS updates installed successfully,
  - o Sophos endpoint and VPN installed, and
  - o Essential staff VPN logins added.

7.6. Continuity of Departmental Functions– Action Checklist

7.6.1. All Departments

- □ Senior management team to identify the top three (or more) risks to each department.
- □ Senior management team to conduct a project hazard assessment for each department to identify which projects may be undertaken now, deferred until later, abandoned, etc.
- □ Provide suggestions/thoughts on the department and the overall organization regarding improvements, risk mitigation, processes, etc. as it relates to event impacts.
- □ Document the steps that the SLRD takes to mitigate and manage risks and maintain safety throughout the event.
- □ Consider and document ways to hold virtual meetings and any booking processes that may be involved.

7.6.2. Administration

- □ Consider and document loss of IT impacts to managerial work, special project work and overall SLRD administration.

7.6.3. Communications

- □ Consider and document loss of IT impacts to internal and external communications.
- □ Consider and document loss of IT impacts to SLRD social media presence.
- □ Advance Planning Item: Develop alternative forms of delivery for Public Notices.

7.6.4. Legislative Services

- □ Advance Planning Item: develop risk mitigation strategies for records management issues that may be associated with lost data assets.
- □ Advance Planning Item: develop risk mitigation strategies for issues that may arise as the result of a cyber-attack, including information theft and ransom attacks.
- □ Consider organizational impacts relating to this event, mitigation actions taken, resolved and outstanding issues.

7.6.5. Protective Services

- □ Maintain the Business Continuity Plan.
- □ Maintain the All Hazards Plan.

7.6.6. Finance

- □ Payroll is a software based task. If there is a disruption of IT services, a manual method would be required to undertake payroll calculations (e.g., ensure that up-to-date source deduction tables are printed out and available, etc.).
- □ Consider options for cheque processing.

7.6.7. Planning Department

- □ Consider and document service delivery impacts due to Loss of IT Infrastructure.

7.6.8. Building Department

- □ Consider and document service delivery impacts due to Loss of IT Infrastructure.

7.6.9. Environmental Services (Incl. Utilities)

- □ Consider and document service delivery impacts due to Loss of IT Infrastructure.

8. Business Continuity Scenario 3: Public Health emergencies including pandemic and epidemic

An epidemic is the rapid spread of an infectious disease to a large number of people in a given population within a short period of time. A pandemic is an epidemic that has spread across a very large region such as multiple

continents or worldwide. Pandemics and epidemics differ from other natural hazards in that they do not directly cause damage to material things such as critical infrastructure, buildings, or private property. They can, however, pose a life safety threat to people and impact all aspects of daily life including transportation, workplaces, social activity and the economy.

Some of these business continuity considerations can be applied where no formal designation of pandemic or epidemic has been declared by local health authorities, but a situation exists where advance planning is prudent as a precautionary measure.

Pandemic and epidemic business continuity measures will generally involve an increased reliance on IT infrastructure in order to enable physical distancing precautions to reduce the risk of transmission of the infectious disease. This does not increase the vulnerability of IT systems, but it does increase the consequences of IT system failure. Criminal enterprise may seek to exploit reliance on IT systems for financial gain and to the detriment of public and private sector organizations. Robust and resilient IT infrastructure is critical to ensuring continuity of SLRD service delivery under these conditions.

Pandemics and epidemics may occur at any time of year, including seasons that see increased risk of wildfire, flood, severe weather, or other natural or human-induced hazards. As such, pandemic and epidemic business continuity measures require the capacity to enable the emergency response measures and inter-agency coordination needed to effectively manage these risk events concurrently.

8.1. Assumptions

- Physical distancing among SLRD constituents, staff, and elected officials will be required in order to reduce the risk of disease transmission.
- There will likely be a maintained or increased demand on SLRD-provided services such as water, wastewater and solid waste management systems due to people being largely home-based during periods when there is a higher risk of transmission and recommended or ordered by health authorities.
- Other risk events may occur and require emergency response during pandemic conditions.
- Regional travel may be restricted in order to reduce the risk of disease transmission.

8.2. Business Impact Analysis

Health emergencies may have the following impacts to local government operations:

- Transmittable disease can have wide-ranging public health impacts that are likely to impact staff in some form or another:
    - The physical distancing and personal protective equipment that may be required to reduce the infection rate can impact workflow processes, staff team cohesion and service delivery.
    - Physical distancing can lead to social isolation, mental health and wellbeing impacts.
    - The disease itself could affect staff, with illness of staff or family members resulting in their being unavailable to work.
- The SLRD Board of Directors may require special arrangements to carry out their governance function.

- Public health crises also have economic impacts. High unemployment and recession can make it difficult to recover quickly from pandemics and epidemics, and compound the stress of other hazards like flood and wildfire that may occur concurrently.

8.3. Continuity of Governance – Action Checklist

8.3.1. Board Meetings

- □ Public health measures may render it impractical or unsafe to meet mandatory inspection and maintenance timelines for SLRD operated infrastructure, pursuant to various bylaws and policies. Consider creation of an Omnibus Bill to provide the CAO discretion to make adjustments to service levels while public health measures are in effect.

8.3.2. Public Messaging from Elected Officials

- □ Enable elected officials to have the ability to communicate with their constituents in a reliable, accessible and regulatory compliant manner.

8.3.3. Keeping Elected Officials Informed

- □ Provide Elected Officials with regular updates of the overall situation, impacts to SLRD administration, stakeholders and communities using the P.E.A.R.L framework:
  - People
  - Environment
  - Assets
  - Reputation
  - Liability

8.3.4. Holding Elections

- □ Consult with the Ministry of Municipal Affairs and Housing on meeting legislative requirements.
- □ Consider accessibility issues for vulnerable people if physical space is to be used for casting ballots.

8.4. Continuity of Public Participation – Action Checklist

8.4.1. Public notices and information sharing

- □ Ensure that IT resources are available for communications staff to use the various online communications channels (e.g., SLRD Alert, SLRD website, social media, etc.).

8.4.2. Receiving and responding to inquiries from the public

- □ Communications staff to develop key public messages in coordination with the management team and IT Specialist.

8.4.3. Holding public meetings and town hall events

- □ Consider webinars or other video conferencing platforms as a means of public participation to the extent possible.

8.5. Continuity of Corporate Functions – Action Checklist

8.5.1. Human Resources

- □ Consider which staff are best suited to remain working at the Office and move the majority of staff to remote working environments as a strategy to reduce the risk of transmission of the virus by reducing the number of staff working in the Office.
- □ Develop a system of authorizing access to the Office. Review Policy No. 21-2020 - Working at the SLRD Administration Office during the COVID-19 Pandemic.
- □ Develop systems to enhance physical distancing and non-transmission of virus for staff authorized to be in the Office, which may include setting up staff work stations in dispersed locations within the building.
- □ Consider the resources that will be required to support staff wellbeing, which may be impacted by anxiety related to the public health emergency, as well as the potential increased workloads from managing day-to-day operations with altered workflow processes and potentially also participating in the EOC. Have regular check-ins with staff and host virtual flagpole meetings in addition to circulating and encouraging the use of employer provided wellness and mental health supports through third party providers.
- □ Consider cross-training staff between departments to add organizational resilience to the extent possible.

8.5.2. Material Resources

- □ Advance Planning Item: Review all assets for risk due to the pandemic. Create an SLRD Asset Register for risk tracking.
- □ Develop a process for decontaminating SLRD vehicles after use.
- □ Consider how to manage outgoing mail, incoming mail, and virtual approval processes. A records management meeting may be helpful. Mail to go to on-site staff. Need staff roster, new daily checklist, checklist process for staff opening mail (e.g., with gloves). A safe delivery process for couriers may be helped with signage in the front foyer with sanitizer.

8.5.3. IT Resources

- □ Increased cyber risk and cyber scamming related to the situations created by the pandemic.

8.6. Continuity of Departmental Functions in Pandemics and Epidemics – Action Checklist

8.6.1. All Departments

- □ Review contracts for potential risk(s) of non-performance/inability to achieve, and any potential mitigation strategies thereto. Need to ensure that both the contractor and the SLRD can fulfill the terms of contracts due to the pandemic.
- □ Ministerial Orders may be issued as a result of the public health emergency and actions will be required to comply with these. For example, during the COVID-19 pandemic, Ministerial Order MO84 required local authorities to use their best efforts to enter into mutual aid agreements with neighboring jurisdictions to ensure that first responder, waste water, solid waste, and drinking water services were maintained.
- □ Some of the SLRD's operations require critical inputs to function (e.g., water chlorination supplies for treatment; water/sewer contractors, etc.). Develop backup plans with trigger points if there is the potential for failure in these critical inputs (e.g. have another supplier available if the existing one is unable to provide their product).
- □ In the development of RFPs and contracts, consider the impacts of the pandemic and whether any terms of these documents require changes as a result thereof. Ensure that both the contractor and the SLRD can fulfill the terms of a contract during the pandemic.
- □ Consider that it typically takes more management and communications effort to make remote working efficient and effective, and plan for increased interaction between the senior management team and their departments to ensure they are coping, have the resources they need to work and have clear, agreed short term work plans.
- □ Consider pandemic / epidemic impacts to managerial work, special project work and overall SLRD administration.

8.6.2. Communications

- □ Consider and plan for resourcing the increased demand on communications staff throughout the public health emergency. Note that emergency communications requirements to amplify Provincial Health Officer messaging and deliver statements from Elected Officials will likely be necessary in addition to regular messages the SLRD would deliver under non-emergency conditions.

8.6.3. Legislative Services

- □ Consider risk mitigation measures relating to the SLRD’s increased dependence on IT Infrastructure during times of increased physical distancing, and the vulnerabilities that may be present as they pertain to records management and cyber-crime.
- □ Consider risks, mitigation actions taken, items resolved and issues outstanding.

8.6.4. Protective Services

- □ Maintain the Business Continuity Plan.

- □ Maintain the All Hazards Plan.
- □ Maintain the Pandemic Plan.

8.6.5. Finance

- □ If the SLRD is required to close facilities, notify MIABC and confer with them about insurance considerations.
- □ Various negative financial impacts could arise due to the pandemic and various orders and recommendations of the BC Provincial Health Officer. Review potential impacts to the SLRD (e.g., loss of tax revenue and fees, increased costs, etc.) as a result of the pandemic.
- □ Review all grants for risk due to the pandemic and consider the creation of an SLRD Grant Register for risk tracking.
- □ If the Office is closed to the public due to the pandemic, the SLRD will be unable to accept cash and currently there is not the ability to accept credit cards. Payment through the mail may result in late payments. Water user fee payments are already set up online. Consider a system to pay for building permit and other planning fees online. Consider setting up a credit card payment system so can accept credit card information over the phone.
- □ Implement transmission risk reduction measures to enable the signing of cheques and accessing the Office to do so, noting the requirement to pay the SLRD's suppliers in a timely manner. Review the use of email bank transfers and the scanning of deposits.
- □ Advance Planning Item: Consider the risks, benefits and controls required in developing a cheque signing protocol with bank that only requires one signature for amounts under a specified amount.
- □ Implement transmission risk reduction measures for the process of signing expense forms.

8.6.6. Planning Department

- □ As much as possible, continue to process and manage land use applications as per service delivered prior to the pandemic. Attempt to maintain pre-pandemic timelines for processing, capturing exceptions as required in the development of any new Building Inspections policies and omnibus bills.
- □ Document any new procedures that may be required for service delivery into policies or protocols, as necessary.
- □ The Bylaw Enforcement Officer may be required to provide assistance in the enforcement of public health orders, requiring new policy and procedures, including safety plans.
- □ Public hearings are required for certain zoning amendments, however this may be difficult to undertake in accordance with prescribed physical distancing requirements. During the COVID-19 pandemic, a ministerial order, MO139 allowed for electronic participation. However, the SLRD must consider equitable access for the public to participate verbally and in writing in the context of these electronic platforms, and develop policy and procedure to enable this, as required.

8.6.7. Building Department

- □ Consider new protocols that may be required due to the pandemic (e.g., the acceptance of building permit applications or enhanced safety protocols to conduct inspections). Review Policy 22-2020, which has been developed to address these requirements and has been posted on the SLRD website.
- □ Ensure Building Department staff clearly document the regulatory model that is in place, as well as the version # of Policy 22-2020 (or other relevant policies, as they will likely be amended over time) each time staff take action on a file. When a developer or member of the public contacts the Building Department, they should be advised of the relevant policies that are in place. Email responses to requests should make explicit reference to applicable policies, stating for example: "Please refer to Policy 22-2020 - Building Permit Applications and Inspections during the COVID-19 Pandemic Located on the SLRD's website regarding building permit applications and inspections".
- □ Periodically review applicable policies for amendments that may be required to meet the needs of an evolving pandemic situation.
- □ Work with the Finance Department to develop a system of online payments for permit fees, if possible.
- □ Consider the use of online video conferencing and screen sharing or other means to enable Building Department staff to safely work on plans together.

8.6.8. Environmental Services (Incl. Utilities)

- □ Advance Planning Item: Develop a series of actions that might need to be taken if public health measures become more restrictive in order to ensure continued service delivery (e.g. if cash can no longer be accepted at transfer stations or landfill, develop alternate payment methods).
- □ Develop a back-up plan to manage the solid waste that is shipped outside of Canada/BC in the event that the U.S./Canada border closes to this transfer.
- □ Develop a strategy to deal with illegal dumping, with any adjustments that may be required during the pandemic.
- □ Develop a plan with regard to the opening and closing of parks and trails. Review any guidance provided by BC Parks guidance and coordinate with member municipalities to promote a consistent regional approach to park and trail closures or restrictions within SLRD geographic boundaries.
- □ Ensure that maintenance contractors for critical infrastructure services have Business Continuity Plans to mitigate any downstream impacts their service disruptions have to the SLRD.
- □ Consider potential impacts to contractors managing the transfer station and water services in Bralorne, Gold Bridge and Devine.

9. Appendices

A. IT Disaster Recovery Plan (in development)

B. Office Safety Plan

C. SLRD Policy No. 17-2020 AP – Working from Home Policy Due to COVID-19 Pandemic

D. SLRD Policy No. 19-2020 AP – Working at the SLRD Administration Office during the COVID-19 Pandemic

E. SLRD Policy No. 22-2020 AP – Building Permit Applications and Inspections During COVID-19 Pandemic

F. SLRD Policy No. 23-2020 BP – Policy regarding Public Hearings during the COVID-19 Pandemic)

G. SLRD Policy No. 24-2020 Policy to Approve the Squamish-Lillooet Regional District COVID-19 Reopening Plan

H. Squamish-Lillooet Regional District Response to the COVID-19 Pandemic Omnibus Bylaw No. 1674-2020

I. Risk Management Action Checklist

J. Risk Register TemplateProject Hazard Assessment Template

K. Master Equipment Tracking Sheet Template

L. HR Schedule Template

M. Business Impact Analysis Template

N. Business Continuity Issue Tracking Template