



ALBERNI-CLAYOQUOT
REGIONAL DISTRICT



**Alberni-Clayoquot Regional District
City of Port Alberni**

**COVID-19
A Path to Recovery**

Version 1.4 – May 29, 2020

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1. Introduction

The ACRD-CPA COVID-19 Path to Recovery Plan intends to chart a pathway for recovery in the region while taking direction from the Provincial Health Officer. The role of the Plan is to fit within the COVID-19 response and recovery framework provided by the Province.

The Alberni-Clayoquot Regional District and City of Port Alberni intend for the Path to Recovery Plan to be a working document that is responsive to evolving circumstances within the region relating to the COVID-19 pandemic. The strategies and timelines provided in the Action Plan are tied to directives of the Provincial Health Officer to allow for recovery actions that are fluid and reactive to the evolving situation while following the recovery framework provided by the Province.

2. Background

In January 2020, the World Health Organization (WHO) declared the outbreak of a new coronavirus disease in Hubei Province, China to be a Public Health Emergency of International Concern. The WHO stated there is a high risk of the 2019 coronavirus disease (COVID-19) spreading to other countries around the world. On March 11, 2020 the WHO made the assessment that COVID-19 can be characterized as a pandemic.

Alberni-Clayoquot Regional District (ACRD) and City of Port Alberni (CPA) jointly developed a COVID-19 Response Plan to strengthen preparedness at the local level for COVID-19. The COVID-19 Response Plan, version 1.0 published on March 11, 2020, supports the strategy of Island Health while accommodating the circumstances of the ACRD and the City of Port Alberni. Where possible, activities will align with regional, provincial, federal and World Health Organization guidelines.

On March 12, 2020 the ACRD activated a Level One Emergency Operations Centre (EOC) to support the local response to COVID-19 in the Regional District. The purpose of the EOC is to gather and share information related to COVID-19, to carry out advance planning in the event the COVID-19 situation escalates locally, and to determine the potential for operational impacts to local government services. The EOC is currently in the response phase of the pandemic as the health sector and public officials work to mitigate the immediate impacts of the COVID-19 crisis.

The “ACRD-CPA COVID-19 Path to Recovery Plan” was initiated by the EOC as part of its immediate, medium-term and long-term response to the COVID-19 pandemic. Recovery is the phase of emergency management in which steps are taken to repair communities affected by disaster, restore conditions to an acceptable level, restore self-sufficiency and promote resiliency in the region. The Path to Recovery Plan is intended to provide any necessary information to the public on the return to normal public service levels and social and economic recovery in the region following direction from the Province that the community transmission risk is reduced.

The Path to Recovery Plan considers organizational procedures, economic recovery initiatives, business continuity and public health strategies with a goal of promoting resiliency and guiding the return to normalcy within the region. In addition to strategies that guide community recovery, the Plan also provides recommendations to better prepare the ACRD and CPA for a similar pandemic event in the future. The Path to Recovery Plan relates to the strategic priorities of the City of Port Alberni 2019-2023 Corporate Strategic Plan, which includes strategic priorities to provide and maintain quality services and to foster a complete community (safe, healthy and inclusive).

The ACRD-CPA COVID-19 Path to Recovery Plan is subject to change depending on emergent conditions and information. The role of the Plan is to follow direction from the Provincial Health Officer and fit within the framework of BC's Restart Plan. The Path to Recovery Plan intends to be regionally focused within the City of Port Alberni and the ACRD Electoral Areas in the Alberni Valley, Bamfield and Long Beach.

3. Definitions

- **Community Transmission:** Means the occurrence of cases of an illness for which the source of infection is unknown.
- **COVID-19:** Means the novel coronavirus 2019 infectious disease.
- **EOC Director:** Means the staff member assigned as the Emergency Operations Centre Director.
- **Emergency Operations Centre:** Means the Emergency Operations Centre (EOC) which , under direction from the Policy Group, coordinates the local emergency response, manages local multiple-agency support, provides communication and policy guidance, coordinates activities, and acquires and deploys additional resources as required in the event of an emergency in the region.
- **Essential Services:** Water, Sewer, Fire Services, Waste Management, Airports, Governance and Communications.
- **Pandemic:** A pandemic is defined as an epidemic occurring worldwide, or over a very wide area, crossing international boundaries and usually affecting a large number of people.
- **Plan:** Means the Alberni-Clayoquot Regional District COVID-19 Path to Recovery Plan.
- **Self-Isolation:** Means staying home and avoiding situations where you could come into contact with others. This means any situation where you may come in close contact (2 metres or 6 feet) with another person.
- **Self-Monitor:** Means monitoring your health and the health of your children or live-in family members for symptoms such as fever, cough and difficulty breathing.
- **Vulnerable Un-Sheltered Resident:** Means residents experiencing chronic homelessness or living un-sheltered, emergency sheltered, provisionally accommodated or otherwise at risk of homelessness.

Acronyms used in the Plan

- ACHN: Alberni-Clayoquot Health Network
- ACRD: Alberni-Clayoquot Regional District
- ACRHD: Alberni-Clayoquot Regional Hospital District
- COVID-19: Novel coronavirus 2019 infectious disease
- CAO: Chief Administrative Officer
- CPA: City of Port Alberni
- CRT: Community Recovery Team
- CSG: Community Stakeholder Group
- EOC: Emergency Operations Centre
- PHO: Provincial Health Officer
- PPE: Personal Protective Equipment
- PS Manager: ACRD Protective Services Manager

4. Path to Recovery Plan Goals and Objectives

The Path to Recovery Plan intends to chart a roadmap for recovery in the region and guide the communities within the region and the ACRD and CPA organizations in returning to a level of normalcy following the COVID-19 pandemic event. The three primary goals to the Plan consider the health and well-being of residents, financial and economic recovery within the region, business continuity of the organization, and the organizational response to future pandemic events within the region.

COVID-19 Path to Recovery Plan Goals:

- 1. To promote the health and financial well-being of residents.*
- 2. To facilitate business continuity and resiliency within the organizations to enable a return to normalcy following the COVID-19 pandemic.*
- 3. To learn from the organizational response to the pandemic to better prepare for a similar event in the future.*

The Path to Recovery Plan provides five key objectives for achieving the plan goals. The objectives build upon the goals by breaking down individual strategies that promote the health and economic recovery of residents and businesses in the region and improve the business continuity, public communication and emergency operation response from the organization.

COVID-19 Path to Recovery Plan Strategic Objectives:

- 1. Promote the physical and mental well-being of all residents and workers throughout the region.**
- 2. Encourage the financial recovery of businesses and residents.**

3. **Foster business continuity within the organizations.**
4. **Improve communication with the public.**
5. **Evaluate the organizational response to the COVID-19 pandemic to plan for similar events in the future.**

5. Action Plan

The Action Plan lists the strategies and actions that must be employed to realize the objectives set out in the Path to Recovery Plan. The actions are categorized under each objective and each strategy includes the organizations or groups responsible for completing the action and a timeline for achievement.

The timeline for achieving strategies in the Action Plan is divided into three phases with time frames amended from time to time, following direction from the Provincial Health Officer (PHO), as the situation evolves:

1. **Immediate:** Strategies to be actioned in the short-term during the response phase of the pandemic. Provincial State of Emergency in effect; non-essential businesses and activities either closed or restricted. Generally aligns with Phase 1 of BC's Restart Plan.

Anticipated time frame: Beginning at EOC activation and extending to the point at which the PHO permits partial re-opening of non-essential businesses and activities with restrictions and enhanced protocols.

2. **Medium-term:** Strategies to be actioned in the intermediate during the transition from response to recovery and as the region begins a transition into a state of modified normalcy. Provincial State of Emergency still in effect; partial re-opening of non-essential businesses and activities operating under modifications and restrictions upon direction from the PHO. Generally aligns with Phase 2 and transition to Phase 3 of BC's Restart Plan.

Anticipated time frame: From partial re-opening of non-essential businesses and activities to the PHO lifting all restrictions with the exception of protection for vulnerable and at-risk populations.

3. **Long-term:** Strategies to be actioned over the long-term as the ACRD and CPA work to prepare the region for returning to normalcy guided by the recovery actions in the Plan and for improving the emergency response to similar pandemic events in the future. Provincial State of Emergency order lifted, local State of Emergency may be in effect to respond to region-specific conditions. Normal or modified operation of all non-essential businesses and activities permitted by the PHO. Generally aligns with the transition from Phase 3 to Phase 4 of BC Restart Plan.

Anticipated time frame: Beginning with the PHO lifting all restrictions to non-essential businesses and activities with the exception of protection for vulnerable and at-risk populations.

Path to Recovery Action Plan:

| Objective #1: Promote the physical and mental well-being of residents and staff. | | | | |
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| Strategy | | Responsibility | Timeline | Status |
| <i>Promoting Well-being of Residents</i> | | | | |
| 1.1 | Compile information about public health services and resources available to residents and communicate within the region. Highlight mental health support. | ACRD Protective Services (PS) Manager, Island Health, Alberni-Clayoquot Health Network (ACHN) | Immediate | Completed. Letsconnectpa.ca |
| 1.2 | Share education materials and resources that facilitate access to hygiene and cleaning supplies to vulnerable un-sheltered residents. | ACHN, Island Health, BC Housing | Immediate | In Progress |
| 1.3 | Coordinate inclusive plan for accommodating vulnerable un-sheltered residents required to self-isolate or quarantine. | Island Health, BC Housing | Immediate | In Progress |
| 1.4 | Coordinate <i>Health Recovery Working Group</i> within the Community Stakeholder Group to include key stakeholders from the public health community and government. | ACHN, Island Health | Immediate | CSG invites sent May 29/20 |
| 1.5 | Promote “Grow Local” program to encourage residential backyard gardening and food production. | ACRD Planning, Agricultural Support Workers | Immediate | In Progress. Resources shared by email list and Facebook |
| 1.6 | Increase capacity for public washroom facilities in the region to improve access to hygiene. Investigate mobile sanitary stations. | ACRD/CPA Facilities Management, Island Health | Long-term | City facility open for vulnerable residents. |
| 1.7 | Advocate for addressing social inequities highlighted by the pandemic event: housing, food security, social determinants of health, basic needs. | ACHN, ACRD Board, CPA Council, Island Health | Long-term | Planned |
| <i>Promoting Well-being of all workers including ACRD and CPA Staff</i> | | | | |
| 1.8 | Compile information about promoting workplace safety, promoting safe working environments, zero tolerance for sickness in the workplace and communicate to employers within the region. | ACRD PS Manager, Island Health, Chambers of Commerce | Immediate | In Progress |
| 1.9 | Highlight safe working practices for employees working remotely: working alone procedures, ergonomics, mental health supports. | ACRD/CPA Human Resources | Immediate | In Progress. Resources sent to staff. |
| 1.10 | Develop cleaning and sanitization plan for all ACRD and CPA facilities accessible to the public. | ACRD/CPA Facilities Management | Immediate | Completed |

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| 1.11 | Communicate Provincial COVID-19 testing strategy to staff. | ACRD PS Manager, ACRD/CPA Management | Immediate | Completed |
| 1.12 | Develop “return to work” plan for employees returning to their office space after working remotely. Focus on communicating safety measures in place. | ACRD/CPA Management | Immediate | In Progress. ACRD/CPA communicating with staff |
| 1.13 | Develop “open for business” plan that considers signage and protective measures that must be in place before facilities are opened again to the public. | ACRD/CPA Management | Immediate | In Progress. ACRD/CPA communicating with staff |
| 1.14 | Develop policy for Personal Protective Equipment (PPE) use by essential workers exposed to the public. | ACRD/CPA Management | Immediate | Planned |
| 1.15 | Stockpile six-month supply of PPE supplies required by essential workers exposed to the public. | ACRD PS Manager, CPA Management | Medium-term | Planned |

| Objective #2: Encourage the financial recovery of businesses and residents. | | | | |
|--|--|---|-----------|---|
| Strategy | | Responsibility | Timeline | Status |
| <i>Support for Business</i> | | | | |
| 2.1 | Compile government financial recovery resources available to businesses and communicate within the region. | ACRD PS Manager, ACRD/CPA Finance Staff, Chambers of Commerce, Community Futures | Immediate | Completed. Letsconnectpa.ca |
| 2.2 | Develop capacity to assist businesses with filling out forms and applying for financial recovery assistance. | CAO, Protective Services Manager, Finance Department, Community Futures, Chambers of Commerce | Immediate | In Progress. Community Futures leading. |
| 2.3 | Align economic recovery activities with City of Port Alberni Economic Recovery Strategy. | ACRD/CPA Management, Economic Development Officer | Immediate | In Progress |
| 2.4 | Advocate for measures to assist businesses/entrepreneurs that do not meet criteria for existing federal and provincial support programs. | Economic Development Officer, Chambers of Commerce, Elected Officials | Immediate | Planned |
| 2.5 | Coordinate <i>Economic Recovery Working Group</i> within the Community Stakeholder Group to include key stakeholders from the local business community and government. | Economic Development Officer, Chambers of Commerce | Immediate | CSG invites sent May 29/20 |

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| 2.6 | Develop "Shop Local" campaign to promote local retail businesses. | Economic Development Officer, Chambers of Commerce | Immediate | In Progress. AVCOC launched buy in PA webpage |
| 2.7 | Develop City of Port Alberni payment extensions and interest-free deferrals for user fees and leases for commercial and industrial operators in the City. | CPA CAO, CPA Finance Department, CPA Council | Immediate | In Progress |
| 2.8 | Develop ACRD payment extensions and interest-free deferrals for user fees and leases for commercial and industrial operators in the region. | ACRD CAO, ACRD Finance Department, ACRD Board of Directors | Immediate | In Progress |
| 2.9 | Prepare resources to assist businesses to plan for re-opening: physical distancing, personal protection, web presence, social media, remote ordering, contactless payment, product delivery. | Economic Development Manager, Chambers of Commerce, Community Futures | Immediate | CPA Business Restart Program launched to assist businesses with re-opening |
| 2.10 | Engage with agricultural producers to determine industry needs and identify measures that can be achieved locally to support farmers. | ACRD Agricultural Support Workers | Immediate | In Progress. Letter sent to Min. of Ag. May 11/20 |
| 2.11 | Support for businesses looking to shift business model and support for those looking to sell or lease operations. | Economic Development Manager | Immediate | Planned |
| 2.12 | Review supply chains and labour markets for key local industries to identify possible alternatives. | Economic Development Manager | Immediate | Planned |
| 2.13 | Identify shovel-ready projects in anticipation of infrastructure grant opportunities from federal and provincial governments. | ACRD/CPA CAOs, Department Managers, Elected Officials | Medium- term | Planned |
| 2.14 | Develop supplier and contractor list to support recovery effort with a focus on local businesses | ACRD/CPA Management, Chambers of Commerce | Medium- term | Planned |
| 2.15 | Attract new investment into the community and promote opportunities for economic diversification. | Economic Development Manager | Long-term | Planned |
| <i>Support for Residents</i> | | | | |
| 2.16 | Compile government financial recovery resources available to residents and communicate within the region. | ACRD PS Manager, ACRD/CPA Finance Staff, Chamber of Commerce, Community Futures | Immediate | Completed. Letsconnectpa.ca |

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| 2.17 | Develop City of Port Alberni payment extensions and interest-free deferrals for user fees for residents and property owners in the City. | CPA CAO, CPA Finance Department, CPA Council | Immediate | In Progress |
| 2.18 | Develop ACRD payment extensions and interest-free deferrals for user fees for residents and property owners in the region. | ACRD CAO, ACRD Finance Department, ACRD Board of Directors | Immediate | In Progress |
| 2.19 | Advocate for support of daycare facilities and schools to allow non-essential workers to return to work and to improve options for essential workers. | ACRD Board of Directors, CPA Council | Medium-term | Planned |

| Objective #3: Foster business continuity within the organizations. | | | | |
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| Strategy | | Responsibility | Timeline | Status |
| 3.1 | Maintain list of essential functions and establish expectations of essential workers. | ACRD/CPA Management | Immediate | Completed |
| 3.2 | Track departmental procedures to allow for continuity in the long-term absence of sick or reassigned staff. | ACRD/CPA Management | Medium-term | In Progress |
| 3.3 | Establish backup personnel for key positions in each department to allow for continuity in the long-term absence of sick or reassigned staff. Consider leadership succession. | ACRD/CPA Management | Medium-term | In Progress |
| 3.4 | Establish procedures and expectations for staff working remotely. | ACRD/CPA Management | Medium-term | In Progress. ACRD Policy adopted May 7/20 |
| 3.5 | Conduct cross-training for essential functions to provide backup and redundancy. | ACRD PS Manager, ACRD/CPA Management | Medium-term | In Progress. Mutual aid agreements. |
| 3.6 | Establish procedures for holding Committee and Commission meetings remotely. | ACRD/CPA Information Technology staff, ACRD/CPA Management | Medium-term | Completed |
| 3.7 | Develop policy for staff quarantine, self-isolation and self-monitor requirements for future pandemic events. | ACRD/CPA Management | Long-term | Planned |

| Objective #4: Improve communication with the public. | | | | |
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| Strategy | | Responsibility | Timeline | Status |

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| 4.1 | Purchase additional sandwich boards to be used in Bamfield and Long Beach for communication during an event. Establish procedures with staff/contractors in the area for placement within the community. | ACRD PS Manager, Bamfield Community Emergency Planning Coordinator, ACRD Long Beach Airport staff, EOC Information | Immediate | In Progress. Additional signage in AV |
| 4.2 | Prepare public communication materials detailing local food opportunities: access to local food markets, connecting farmers with consumers, education materials promoting backyard growing. | ACRD Agricultural Support Workers | Immediate | Completed and ongoing. |
| 4.3 | Investigate most effective digital and social media communication methods in Bamfield and Long Beach | ACRD PS Manager, EOC Information, Bamfield Community Emergency Coordinator | Immediate | Bamfield complete, LB planned. |
| 4.4 | Establish and resource an ACRD Facebook page to promote a wider audience. | ACRD Management, ACRD Board of Directors | Medium-term | Planned |
| 4.5 | Investigate the use of other social media platforms to promote a wider audience. | ACRD PS Manager, CPA Manager of Communications, EOC Information | Medium-term | Planned |
| 4.6 | Promote collaboration with First Nations organizations to improve communication within First Nations communities. | ACRD/CPA Management | Medium-term | In progress. 10 FNs invited to CSG |
| 4.7 | Develop online survey to gather public feedback on the ACRD and CPA's readiness for a pandemic event. | ACRD PS Manager | Long-term | Planned |
| 4.8 | Develop a government responsibility matrix to communicate which levels of government are responsible for specific actions affecting the community. | ACRD PS Manager | Long-term | Planned |

| Objective #5: Evaluate the organizational response to COVID-19 pandemic to plan for similar events in the future. | | | | |
|--|--|--|-----------------|-------------------------------|
| Strategy | | Responsibility | Timeline | Status |
| 5.1 | Plan for emergency shelter of residents in the event of an unrelated emergency evacuation order during pandemic event. | ACRD PS Manager, EOC Planning Section, Emergency Social Services Section | Immediate | Completed. ESS Plan developed |
| 5.2 | Plan for EOC staffing in the event of an unrelated emergency during pandemic event. | ACRD PS Manager, EOC Planning Section | Immediate | In progress |
| 5.3 | Highlight mental health services and resources available to EOC staff during pandemic event. | ACRD/CPA Management, ACRD PS Manager, Island Health | Immediate | In progress and ongoing |
| 5.4 | Evaluate emergency response in Bamfield and Long Beach on an ongoing basis to improve connectivity with EOC based in Port Alberni. | ACRD PS Manager, Bamfield Community Emergency Coordinator | Immediate | In progress |

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| 5.5 | Evaluate connectivity and collaboration with other EOCs in the region: District of Tofino, District of Ucluelet, First Nations, adjacent local governments. | ACRD PS Manager | Medium-term | In progress and ongoing |
| 5.6 | Build redundancy in staff EOC training to allow for staff overlap and depth. | ACRD PS Manager | Medium-term | In progress. EOC training ongoing |
| 5.7 | Develop staff matrix with backups for all EOC positions. Update staff matrix biannually. | ACRD PS Manager | Long-term | Planned |
| 5.8 | Establish guidelines for best practices in communicating with staff during pandemic event following the WHO mental health and psychosocial guidelines. | ACRD/CPA Management, ACRD PS Manager | Long-term | Planned |
| 5.9 | Coordinate meeting with local health administrators to discuss capital investments required to respond to a pandemic event: ventilators, intensive care units, PPE, community hygiene stations. | ACRD/CPA Management, ACRHD Board, Island Health | Long-term | Planned |

6. Implementation Plan

The Path to Recovery Plan is a broad-based document that intends to promote collaboration within the Alberni Valley, Bamfield and Long Beach to guide recovery from the COVID-19 pandemic. The EOC is responsible for coordinating the response and recovery from emergencies in the region, which includes coordinating community activities, collaborating with community agencies and advocating to higher levels of government. It is anticipated that the strategies identified in the Action Plan will require a cooperative approach within the region to realize the goals and objectives of the Plan.

Community Recovery Team

The Path to Recovery Plan recommends that a **COVID-19 Community Recovery Team (CRT)** be convened as a Select Committee of the ACRD assembled to guide the implementation of the Plan. The CRT would include:

- The EP Policy Group (4)
- The EOC Director (1)
- The Emergency Planning Coordinator (1)
- The *Path to Recovery* Plan Leader (1)
- Island Health Public Health Officer or designate (1)

The CRT will advise the ACRD Board and CPA Council on the goals and objectives in the Plan, review achievement of the strategic actions outlined in the Plan, provide advocacy and leadership in the community and guide communication. The group would meet on a regular basis supported by ACRD and CPA staff.

The CRT will engage a Community Stakeholder Group (CSG) that includes broad representation from local government, provincial government, First Nations and health services organizations as well as representatives from the business community. The CSG would initially review the Path to Recovery Plan and, provide input on that document. The CSG may be convened or otherwise consulted as deemed necessary by the CRT in order that the Path to Recovery Plan continues to address the needs of the community, and in order to update the CSG on progress relative to the stated objectives within the Plan.

Proposed membership of the committee could include representatives from the following organizations and groups:

- ACRD Board of Directors
- City of Port Alberni Council
- First Nations Representatives
- Districts of Tofino & Ucluelet
- Island Health Public Health
- Health Protection Office
- Alberni-Clayoquot Health Network
- Port Alberni Shelter Society
- Port Alberni Friendship Centre
- Bamfield Chamber of Commerce
- Alberni Valley Chamber of Commerce
- Community Futures Alberni Clayoquot
- Alberni Valley Tourism
- CPA Economic Development Office
- Alberni Valley Employment Centre
- ACRD Agricultural Development Committee
- School District 70
- Salvation Army
- Red Cross
- Tofino & Ucluelet Chambers of Commerce

- Bamfield Community Emergency Planning
- RCMP
- Industry
- Harbour Quay Merchants Assoc.
- Echo Sunshine Club
- Alberni Valley Seniors' Services Sector Cooperative
- Canadian Mental Health Association
- Association for Community Living
- Port Alberni Port Authority
- Uptown Merchants Association
- Island Health Home Support Services
- Others as determined by the CRT
- Alberni Community and Women's Services

Two-phased Recovery Approach

The implementation of the Path to Recovery Plan, guided by the EOC Policy Group, ACRD Board, City of Port Alberni Council and the Community Recovery Team, will focus on the Plan objectives across two recovery phases: **Immediate Recovery** (short-term) and **Transitional Recovery** (medium, long-term).

Immediate Recovery (short-term)

The short-term, immediate recovery phase will focus on three objectives: promoting the physical and mental well-being of residents and staff; encouraging the financial recovery of businesses and residents; and fostering business continuity. Immediate actions will be directed by the EOC Policy Group.

Key activities in the immediate recovery phase include:

- Immediate health care and social welfare.
- Addressing mental health, stress and psychological trauma of residents.
- Health care focus on vulnerable populations to include un-sheltered residents.
- Economic recovery of the business community: mitigating loss of businesses and jobs.
- Financial recovery of residents: facilitating access to financial support.
- Business continuity within modified ACRD and CPA operations.
- Budget planning for reduced cash flow from reduced use of ACRD and CPA services.
- Basic essential service provision.
- Prepare EOC to respond to unrelated emergency during pandemic such as wildfire, tsunami or earthquake.

Transitional Recovery (medium and long-term)

The medium and long-term recovery phase will focus on two objectives: improving communication with the public and evaluating the organizational response to the pandemic to plan for similar events in the future. Transitional actions will be guided by the Community Recovery Team, supported by ACRD and CPA staff.

Key activities in the transitional recovery phase include:

- Post-pandemic health care and social welfare.
- Long-term recovery from post-traumatic stress and mental health trauma.
- Promote the return of businesses and jobs to the region. Promote economic resiliency.
- Prepare infrastructure projects for potential grant and financial recovery opportunities.
- Return to full public service within ACRD and CPA operations.

- Evaluate EOC response to the pandemic and recommending best practices for future events.
- Engage in dialogue with the public about EOC response and recovery needs within the community.

7. Monitoring and Evaluation

The Path to Recovery Plan is guided by core principles of accountability and transparency. The public trust in the recovery process depends upon the ACRD and CPA's ability to implement strategies outlined in the Plan and the success in communicating activities to the public. The Plan provides recommendations for promoting accountability and transparency through a performance evaluation and reporting program.

Performance Evaluation and Reporting Actions

1) *During the Immediate Recovery phase:*

- The EOC Policy Group, ACRD Board of Directors and City of Port Alberni Council will continue to guide the immediate and short-term strategies identified in the Plan. The Policy Group will direct the EOC to provide the resources required to achieve strategic actions.
- The EOC Policy Group will meet with EOC staff, ACRD Board and CPA Council weekly, or as directed by the EOC Director.
- The EOC will report the status of immediate and short-term strategies on an ongoing and regular basis to the ACRD Board and CPA Council. The report will include specific details about the status of each strategy identified in the Plan.
- The EOC will report the ongoing status of immediate and short-term strategies to the public, where appropriate.
- The EOC will report the ongoing status of immediate and short-term strategies to Emergency Management BC in the EOC situation reports, where appropriate.
- The Community Recovery Team will be convened as a Committee of the ACRD Board, Terms of Reference will be established by the ACRD and CPA, and committee members will be appointed.

2) *During the Transitional Recovery phase:*

- The Community Recovery Team (CRT) will advise the ACRD Board and CPA Council on the medium-term and long-term strategies identified in the Plan.
- The CRT will meet on a monthly basis, at minimum, during the Transitional Recovery phase, supported by ACRD and CPA staff.
- The CRT will provide a detailed report to the ACRD Board and CPA Council following their regular meetings. The report will include specific details about the status of each strategy identified in the Action Plan.
- The CRT will advise the ACRD and CPA on amending or updating the Path to Recovery Plan as the situation evolves.
- The CRT will report the ongoing status of medium-term and long-term strategies to the public, where appropriate.

- vi. The CRT will report the ongoing status of medium-term and long-term to Emergency Management BC, where appropriate.
- vii. With support from ACRD and CPA staff, the CRT will prepare a comprehensive public report every three months during the transitional recovery phase assessing goal and objective achievement and detailing the status of the Action Plan strategies.

Communication

In the interest of community-based resiliency, the Path to Recovery Plan endeavors to communicate with the public as transparently as possible and involve the community in dialogue about the ongoing implementation of the Plan. The Community Recovery Team is a collaborative opportunity for the ACRD and CPA to engage with key stakeholders within the community to promote a community-based approach to recovery.

The means of communication will continue to involve remote, physically distant meetings with the EOC Leadership Group, ACRD Board Directors, CPA Council members and Community Recovery Team until the Provincial Health Officer advises the risk of community transmission has subsided. Public communication during this time will be focused on the ACRD and CPA websites, Facebook and Twitter. Information will continue to be shared in local newspaper, television and radio media. Public engagement opportunities include remote interaction with ACRD and CPA staff and elected officials by email and phone and during the Transitional Recovery phase may include online surveys and facilitated virtual engagement opportunities.

8. Conclusion

The ACRD-CPA COVID-19 Path to Recovery Plan is intended to promote community resiliency and guide the health and economic recovery of the community from the COVID-19 pandemic. The Plan will also consider the organizational continuity of the Alberni-Clayoquot Regional District and the City of Port Alberni and will facilitate an opportunity to evaluate the EOC response to the pandemic and recommend improvements required to better prepare the community for a similar event in the future.

The Path to Recovery Plan is intended to be an emergent document as the recovery situation evolves. The ACRD and CPA endeavor to engage with the public and key stakeholders in the community to amend and improve the Path to Recovery Plan as required.