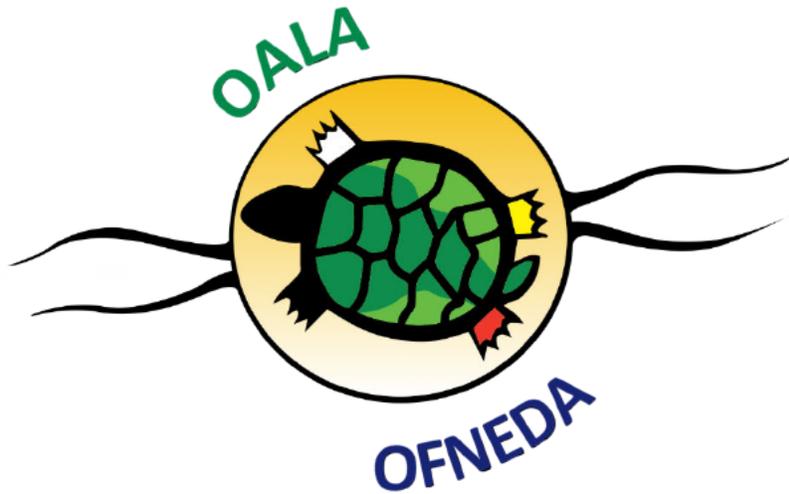


PANDEMIC AND EMERGENCY PREPAREDNESS GUIDE

for Lands, Environment & Economic Development
Professionals in Ontario First Nations



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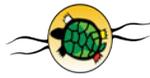
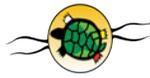


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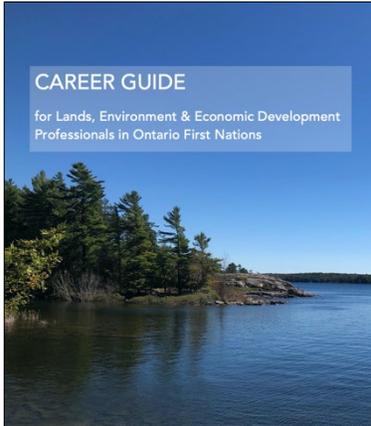


Preface

Lands, Environment and Economic Development Professionals are vitally important to the wellbeing of First Nations communities. Proper Lands, Environment, and Economic Development are the foundation upon which communities flourish. Your work can quite literally make the difference between a community thriving and a community declining. Your work is important!

Occupying one of these positions in your community should be seen as much more than just filling a job. It should be seen as undertaking a professional career, and setting strong foundations in place for seven generations to come. It implies a willingness to keep your credentials up to professional standards; to always strive to obtain positive results; and to provide leadership as best you can in your area of expertise in your community.

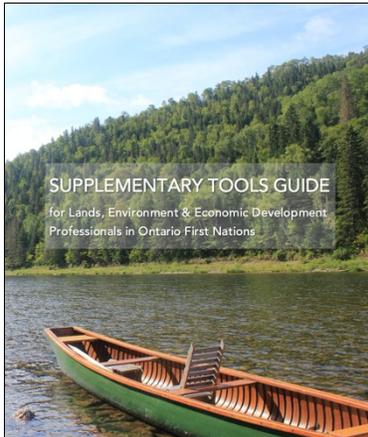
With this in mind, an in-depth Lands, Environment and Economic Development Career Guide Survey was conducted in autumn 2020 by the Ontario Aboriginal Lands Association (OALA) and the Ontario First Nations Economic Developers Association (OFNEDA). The purpose of this survey was to gain up-to-date insights into the state of each profession; including the successes, challenges, and opportunities for growth that are available to Lands, Environment and Economic Development Professionals. Gaining a clear understanding of the current conditions within each profession is key to providing you with effective tools and resources. The following three Guides were created to meet your professional needs so that you may achieve excellence in your work.



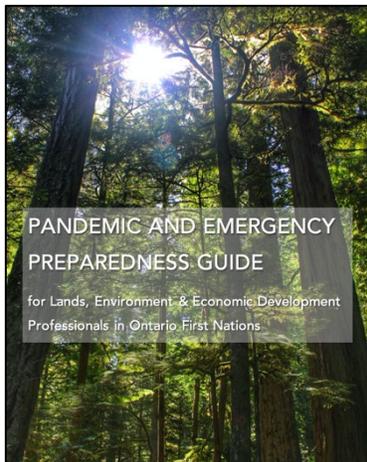
The findings from the 2020 Survey are summarized in the *Career Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations*. Read the *Career Guide* for detailed information, statistics, tables and charts that illustrate the current trends in Lands, Environment and Economic Development Professions as well as considerations for Chief and Council members who hold portfolios related to these fields. You will find the latest information on themes such as Job Titles; Education; Succession Planning; Job Schedules and Time Demands; Salary and Compensation; Training and Professional Development; Job Satisfaction; Effects from COVID-19, and more.



The primary findings captured in the *Career Guide* are accompanied by two complementary Guides.



The Supplementary Tools Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations provides tangible resources to assist you in your career development. The results from the 2020 Survey confirmed that Lands, Environment and Economic Development Professionals are expected to wear many hats on a daily basis. The *Supplementary Tools Guide* is intended to support and guide you in key areas of your day-to-day responsibilities, including time management; proposal writing; succession planning; self-care; and many more helpful tools, templates and resources.



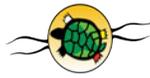
The Pandemic and Emergency Preparedness Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations addresses some of the challenges that survey participants reported experiencing during the COVID-19 pandemic, combined with strategies to prepare for future pandemic and emergency events. This Guide provides recommendations and lessons learned from First Nation communities during COVID-19; tools for identifying essential services; planning for departmental continuity and resumption; project management while working from home; protecting your health and safety; funding relief; sample pandemic and emergency plans, and adaptable templates.

These Guides have been created for professionals working in Lands, Environment and Economic Development in Ontario First Nations. For those considering entering one of these fields; for those currently in the field, and for those who need to recruit and manage such professionals.

Our roles within Lands, Environment and Economic Development are intricately related. We may each have our own specific skills and knowledge sets, but it is abundantly clear that in order to ensure community success, we need to work effectively together. Lands, Environment and Economic Development go hand in hand.

You are welcome to share these documents with your organizations and networks. Contact OALA or OFNEDA to enquire about receiving a copy of these documents:

- Ontario Aboriginal Lands Association (OALA): <https://oala-on.ca>
- Ontario First Nations Economic Developers Association (OFNEDA): <https://ofneda.ca>



Introduction

Lands, Environment and Economic Development Professionals perform vital services to ensure sustainable and prosperous futures for First Nations. Since the onset of COVID-19, many teams and workplaces have experienced disruptions, reduced access to resources, isolation from colleagues, and uncertainty about how to move forward with project delivery under restrictions. Departments have been challenged to re-evaluate priorities, restructure activities and plan wisely for an increasingly unpredictable future. The work of Lands, Environment and Economic Development Professionals continues to be critical to communities during the pandemic and into the future. It is important that you feel safe, secure and supported in your role.

The tools in this Guide are intended to support you and your colleagues to carry out your responsibilities throughout a pandemic, an emergency, and in every circumstance. We hope that you will find guidance through these steps, protocols and templates to foster health, safety, wellbeing, and continued momentum for your career, as well as for your family and your community. As you adapt to a changing reality, explore tools that will sharpen your strategies on the road to achieving your goals. Consider this time an opportunity to strengthen creativity, resiliency and to work together.

This Guide is informed by results from the 2020 Lands, Environment and Economic Development Career Guide Survey, in which professionals reported on challenges and strategies to addressing COVID-19. Additional research includes guidelines, recommendations and tools from First Nations across Canada, health authorities, federal and provincial governments, and financial organizations.

COVID-19 is an ever-changing reality. As the situation evolves and more information surfaces, guidelines, protocols and legislation will be developed, amended or replaced. As a result, the information in this guide may have changed since the time of publication.

Please consider the information presented as guidelines, rather than prescribed instructions.

Recommendations and up-to-date information should always be taken from local, regional, and federal health professionals.

This Guide will walk you through:

- Community-level overview of lessons learned from the outbreak of COVID-19;
- Departmental-level guiding principles for identifying critical, essential and non-essential services; departmental/business continuity; and resumption planning;
- Resources for employees and teams working remotely, self-assessment and care;
- Information about funding relief; and
- In-depth planning templates and samples.

These tools and templates are intended to provide guidance, as well as to complement existing policies and procedures that are already in place at your First Nation. **However, any changes to your operational documents should be done so with the support and involvement of your department or superiors.**



Chapter 1: COVID-19 in First Nation communities

COVID-19 has disrupted many aspects of life in First Nation communities, and a unified approach is required to guard community members' physical and mental health. It is also important to ensure continuity of Lands, Environment and Economic Development activities that will benefit community wellbeing going into the future.

A study released in September 2020 found that many First Nations across Canada had fewer COVID-19 cases overall and lower fatality rates than non-Indigenous communities.¹ Most communities had plans in place for emergency and pandemic preparedness, working from home, and resumption at the outset of the pandemic. These existing plans were not originally developed to respond to COVID-19; however, as the pandemic progressed, plans were adapted to address the unique challenges presented by COVID-19. Communities also quickly created additional materials and public health campaigns based on information from health authorities. Crucially, these materials were anchored in the unique context of each community. First Nations have demonstrated self-determination through proactive decision-making to close their community borders, implement checkpoints, deliver supplies, and a multitude of other strategic measures.

This diligence remains necessary as COVID-19 continues to pose a serious threat to First Nation communities. Going forward, it is critical to continue to make wise decisions to protect community health, and to plan for future waves of COVID-19, other pandemics and emergencies. Planning must be built upon lessons learned, remaining informed, and grounding community health in Indigenous language, culture and ways of knowing. **See the Appendix Section at the end of this Guide for planning templates that may prove useful for your department's pandemic and emergency preparations.**

While health response is unlikely to be included in your main responsibilities as a Lands, Environment or Economic Development Professional, the following considerations may prove useful for understanding and supporting leadership and an emergency team in pandemic or emergency scenarios.

Recommendations and Lessons Learned for Community Pandemic Planning

Intergovernmental cooperation and capacity building

- Regularly review, update and test existing emergency and pandemic preparedness plans, as well as contingency and departmental/business continuity plans that are applicable to critical infrastructure, such as sanitation, water, fire, police and power.
- Work closely with neighbouring Nations, municipalities and authorities to establish a unified command and agreed upon emergency strategies, policies, procedures and guidelines.
- Gather resources and supplies in advance.
- Identify essential functions and the people who perform them. Conduct a training needs analysis where necessary to build in the cross-training for other staff to ensure work can continue.
- Gather and train an Emergency Operations Centre (EOC) team, including members from younger demographics who are not likely to be in at-risk categories. Update training annually.
- Select a health lead from your EOC to deliver daily updates from authorities.
- Ensure a backup team is in place to support frontline staff to prevent burnout.
- Make mental health resources available for EOC volunteers or frontline staff.
- Coordinate planning with health authorities and other service providers and businesses.

¹ "COVID-19 and the decolonization of Indigenous public health," CMAJ 2020 September 21: <https://www.cmaj.ca/content/192/38/E1098>



- Identify multiple options for overflow buildings for individuals who need a place to self-isolate, families, individuals fleeing domestic violence, and individuals with mental health and addictions.
- If safe, encourage community groups, including service clubs, schools, businesses, and non-profits to partner with you to support people in your community who are sick or grieving.
- Work with the local business associations to assess potential impacts to business and include local business in communication and planning, so that services such as grocery deliveries are maintained.
- Be aware of the strengths and vulnerabilities of your community. For example, small, rural and/or remote communities may benefit from strong and cooperative social and familial networks, but may have very limited access to services and a consistent supply of goods.

Communications

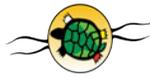
- Maintain strong, clear and open lines of communication between Band, Unified Command (multi-jurisdictional approach to coordinate response), neighbouring communities, community members, and other full time or seasonal residents.
- Use tools best suited to your community, such as email newsletters, social media, Facebook live streams, webinars etc. to share regular updates.
- Maintain confidentiality, reduce anxiety and encourage compassion amongst members.
- Set up information phonenumber that members can access at any time, and information checkpoints to monitor access to and from community.
- Plan to maintain reliable internet connectivity and backup plans in case of technology glitches.

Logistics

- Plan for efficient receiving, sorting and delivering supplies and activities to households.
- Plan for backup transportation methods, especially for sick community members.
- Plan for increased demand for regular services, such as waste management, fire department etc.

Financial planning

- Assess the potential financial impact of a biological event on the community, and plan for the possibility of short-term decrease in revenue.
- First Nation communities may face financial challenges such as decreases to annual operating budgets, slow rollout, or lack of additional funding support.



Key Tips

- *Ask for help when you need it.
- *Pace yourself.
- *Have a “backup plan for your backup plan”.

Explore the following links to access informative toolkits, guidelines, and a video with recommendations and lessons learned from First Nations.

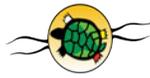
ISC COVID-19 and Vaccines Toolkit (Designed to support individuals who have the responsibility of sharing information with First Nations, including the COVID-19 vaccine, and the importance of keeping up with public health measures): <https://ihtoday.ca/mdocs-posts/isc-covid-19-toolkit/>

First Nations Health Managers Association provides a tool for identifying risks and planning to avoid or mitigate them, which is ideal for complementing existing plans: <https://fnhma.ca/wp-content/uploads/2020/07/A-Pandemic-Planning-Tool-v6.pdf>

First Nations Health Authority (For Community Leaders):
<https://www.fnha.ca/what-we-do/communicable-disease-control/coronavirus/community-leaders>

BC Centre for Disease Control (Indigenous Communities and Local Governments):
<http://www.bccdc.ca/health-info/diseases-conditions/covid-19/indigenous-communities-and-local-governments>

Video: “Outbreak! Lessons Learned from BC First Nations”
https://www.youtube.com/watch?v=2xyyeEN8nml&feature=emb_logo



Stay up to date

COVID-19 (and related events) is an ever-changing reality. As the situation evolves and more information surfaces, the guidelines, protocols and legislation will be developed, amended or replaced. As a result, the information in this guide may have changed since the time of publication.

Stay up to date with current information by regularly checking government and public health authority websites, and discussing strategies with leadership in your community.

See Chapter 5 for funding relief information.

Government of Canada: <https://www.canada.ca/en/public-health.html>

ISC: <https://www.sac-isc.gc.ca/eng/1581964230816/1581964277298>

Assembly of First Nations: <https://www.afn.ca/policy-sectors/health/>

Nishnawbe Aski First Nation: <https://nancovid19.ca>

Public Health Ontario: <https://www.publichealthontario.ca/>

First Nations Health Managers Association: <https://fnhma.ca>

Canadian Centre for Occupational Health and Safety: <https://www.ccohs.ca>

Province of Ontario: <https://www.ontario.ca/page/government-ontario>



Chapter 2: Departmental Planning

This chapter will guide you through three key planning strategies, including:

1. Identifying critical, essential and non-essential services/activities;
2. Departmental/business continuity; and
3. Resumption planning.

Further, the Appendix Section at the end of this document offers a series of in-depth planning templates.

In the 2020 Lands, Environment and Economic Development Career Guide Survey, 84% percent of professionals reported that their First Nation has a pandemic plan. Over 60% have a work from home plan, and 46% have a resumption plan. These planning documents are essential for being prepared for a pandemic or emergency situation; therefore, this chapter will provide guidelines to aid in developing effective plans for your department.

COVID-19 has likely impacted your day-to-day projects and time demands in a multitude of ways. The question becomes how to respond and adapt to the impacts of the pandemic in a proactive, safe and sustainable manner. Lands, Environment and Economic Development Professionals wear many hats on a regular basis, and the pandemic may have demanded that you rapidly adjust your approach, relocate from the office to working from home, and perhaps jump in to action to support in additional areas. With this in mind, we have included guiding information to assist you and your colleagues in planning and reviewing departmental/business continuity measures, as well as planning to resume your regular duties.

Some critical challenges to departmental operations may include seeking alternate means to consult with community on important decisions, dealing with poor internet connections, and seeking new sources of business revenue. Meanwhile, a pandemic situation invites opportunities to discuss challenges and strategies Nation to Nation, to create efficiencies and synergies across departments, and to strive towards community self-sufficiency.

Lands and Environment Professionals may be challenged to keep projects moving forward, and to ensure essential services are delivered, such as registering instruments in ILRS, estate matters, water treatment and waste management. Economic Development Professionals may be tasked with monitoring the impacts of restrictions on businesses and employees, supply chains, providing updates and resources regarding reopening stages, and funding relief. It is important that services are delivered safely using virtual methods or within social distancing guidelines. To begin, take a moment to reflect on key questions below.



Key Questions to Ask

How have my regular projects, goals and objectives been impacted/changed by the pandemic?

What adjustments do I need to make to achieve goals and objectives?

How can I best support leadership and my community in this time?

What support do I need to continue to perform at this time, and going forward?

What do I need to ensure health and safety for myself and my team during this time?

How do I get back to normalcy upon return to work? What will the “new normal” look like?

How can I prepare for future pandemics and emergency events?

1. Identifying Critical, Essential and Non-Essential Services

There is no doubt that Lands, Environment and Economic Development Professionals perform indispensable functions within their communities. Determining whether employee roles and functions qualify as critical, essential or non-essential will inform how you will direct your time and energy during a pandemic. Making this distinction will allow you to plan a consistent and efficient response to any disruptions. This decision will also impact whether you will continue working in your regular workspace or remotely, and potentially, the availability of technology and funding resources. Determine whether employees in your department are deemed essential, and how to support their needs in uncertain times.

In the 2020 Career Guide Survey, 62% of all professionals' positions were deemed essential.

Critical Services

The Government of Canada defines a critical service as one that, “if disrupted, would result in a high or very high degree of injury to the health, safety, security or economic wellbeing of Canadians, or to the effective functioning of the Government of Canada”.

Essential Services

Meanwhile, an “essential service is used to determine which positions must continue to provide service during strike activity. Essential service agreements are agreed to with the bargaining agents. Other levels of government may use this term in different ways, such as when referring to activities required to respond to COVID-19.” Learn more: <https://www.canada.ca/en/government/publicservice/covid-19/government-operations.html#toc2>

Note that the terms “Critical” and “Essential” are often conflated and used interchangeably. In most cases, you will encounter the term “essential services”. Seek direction from Chief and Council and communicate with your team to define the context for these terms and to ensure clear understanding.

Critical/Essential Services within departments, businesses and organizations

- A service that may lead to the failure of a department or business unit if not performed in a specified time.
- In some organizations, services that must be performed to satisfy regulatory requirements.
- A service where if not performed, the impact may be immediate or may occur over time.

This means that your organization may be forced to modify, reduce, or even eliminate specific services/functions to cope with the impacts of the emergency. Impacts may be felt across the organization as a whole, or in certain areas.



Planning Tip

Refer to existing pandemic or contingency plans and data to gather information about essential services in your organization. Evaluate what worked, what did not work, and how to improve strategies for future events. Find templates in the Appendix to determine & prioritize your services.

2. Departmental/Business Continuity Planning

Departmental or business continuity planning is the process of activating steps for your team to continue to work together as seamlessly as possible during a pandemic or emergency, in order to maintain important activities. The majority of Lands, Environment and Economic Development Professionals surveyed in 2020 indicated that their positions were deemed essential. Across those departments, activities such as land transfers, estate matters, solid waste and wastewater management, small business development and continuity are just a few examples of departmental activities that may be central to maintaining community services necessary for members' wellbeing.

Departmental/business continuity planning should include ensuring that detailed procedures are set out so that any team member can step in to carry out essential work in the absence of a regular staff member. This information could be shared in the form of a complete desk manual with clear and easy-to-follow instructions to perform day-to-day tasks (physical and electronic copies). See *the Supplementary Tools Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations* for tips for writing procedures. Plan for a focused approach to team management, including agreed-upon methods for maintaining clear communication amongst team members.

The goal of departmental/business continuity planning is to determine how instruments and day-to-day operations will carry on. Some considerations include:

- Ensure backup locations for important information and data that staff can access at all times, including when absent from the office.
- Continued access to important servers and registries according to your department.
- Access to reliable internet, technology and equipment necessary for office and/or fieldwork.
- Safe options for communicating with each other and the public, such as online communications, drop boxes and/or plexiglass shields for members to drop off paperwork in-person.
- See Chapter 3 for in-depth tips and guidelines for remote teamwork and technologies.

While every department operates with its own unique processes, policies and procedures, it is worthwhile to consider a unified approach when planning for continuity during a pandemic or emergency. Consider asking other departments, communities or Nations if they have a trusted plan, they might be willing to share, or to provide advice as you develop your own plan. The more aware and consistent you are with each other's strategies, the more able you will be to synchronize emergency operations and build strong networks of support during a crisis.

The following steps may be helpful to you as a Lands, Environment or Economic Development Professional and your teams in developing a plan for continuity of operations in your department.

1. **Establish an Emergency Preparedness Team** that includes key staff from your department(s).
2. **Identify essential services/functions**, including assessing current projects for their importance and potentially selecting alternate projects to pursue in the interim. See Appendix A and B for templates.
3. **Identify required skill sets and staff reallocations**, including writing procedures and cross-training staff in essential services in case employees become sick.
4. **Outline shared guiding principles**, such as ensuring employee and community health, safety and mental wellness by being mindful of capacity levels.
5. **Identify potential issues and brainstorm multiple solutions** to guard against roadblocks.



6. **Prepare a plan for each essential service/function.** See Appendix C for an Action Plan Template for Maintaining Essential Service/Activity.
7. **Review plan with the emergency preparedness team** and make adjustments as needed.
8. **Revise, test and update the plan.** Consider sharing your plan with other departments or organizations in order to spread knowledge and awareness.
9. **Include electronic and hard copies of plan,** and secure backup locations for both locations.
10. **Keep a contact list of emergency preparedness team members** and their positions.
11. **Engage Community** by communicating clear updates via email, video conferencing, posters etc. Alert community members to restrictions, changes and arrangements to access services, including staff availability and constraints. Similarly, communicate with partners, stakeholders and funders about anticipated changes.
 - See Appendix G for a Sample Letter/Template to inform Staff, Community and Stakeholders about Department Operations during the COVID-19 Pandemic.
 - Access ISC COVID-19 Toolkit for guidelines to informing communities about COVID-19 updates and vaccines: <https://ihtoday.ca/mdocs-posts/isc-covid-19-toolkit/>

See the Appendix Section for Departmental/Business Continuity Plan Templates.

Learn More

Public Safety Canada offers an in-depth guide for determining essential services during COVID-19 by jurisdiction: <https://www.publicsafety.gc.ca/cnt/ntnl-scr/crtcl-nfrstrctr/esf-sfe-en.aspx>

Government of Canada: <https://www.canada.ca/en/government/publicservice/covid-19/government-operations.html#toc2>

Business Development Canada: <https://www.bdc.ca/en/articles-tools/business-strategy-planning/manage-business/pages/business-continuity-8-steps-building-plan.aspx>

Emergency Management Ontario:
<https://www.emergencymanagementontario.ca/english/home.html>



3. Departmental/Business Resumption Principles

Resumption planning is related yet distinct from continuity planning. Resumption planning acts as a roadmap for your department to gradually return to regular operations. However, the unpredictable nature of a pandemic calls for a flexible, considered approach to resumption. The safety and wellbeing for your team and your community remains the primary factor to guide decision making. It is important to bear in mind that additional waves of COVID-19 or other events could cause your team to rapidly return to a work-from-home policy or alternate arrangements; therefore, proceed with caution. Continue to use the strategies and technologies for working remotely that are most effective to you and your team as needed. The guiding principles below will assist you in developing your own resumption plan.

Resumption Planning

Steps to writing a detailed resumption plan should include details regarding:

- Employee emergency reference cards with procedures, contact information, emergency operations procedures, and lists of resources.
- Social distancing guidelines while at work and in the community.
- Sanitization protocols and schedules, especially shared surfaces and spaces, such as bathrooms and kitchens, etc.
- Introducing features to protect both employees and community members, such as drop boxes for documents, plexiglass shields etc.
- Test and revise the plan. Make adjustments as needed.
- Circulate plan to your employees, to other departments and to leadership positions.
- Include electronic and hard copies of plan, and secure backup locations for both locations.

(Source: Control Risks Ltd./Chron.com)

See Section 5.0 of the First Nations Business Continuity Plan Template in Appendix E for an example of a Resumption Plan.

Workplace

- Stay up to date on federal, provincial, and especially your First Nation's frameworks and stages for reopening businesses. Assess your department's working situation during a continuity stage and communicate with upper management and Chief and Council if there are concerns about a mandate to return to the workplace. For example, if employees feel anxious about returning to the office, you may want to explore steps and options available to continue with a remote arrangement for all or some of your employees.
- Evaluate the long-term outlook for your facilities: for instance, do your employees have long commutes, are your current offices crowded, or in need of renovations or technology upgrades?
 - Consider whether a long-term remote strategy could save time and money for your department.
 - Consider creating a budget for team members to equip their home office with the technology and ergonomic features to ensure healthy and efficient workspaces.

Strategy

- Reopening procedures should first prioritize employees, facilities, files, etc.
- Consider the conditions in which your team will begin to return to the workplace and/or travel. Consider governmental measures as well as your own criteria.



- Decide which employees should return to the workplace and resume their regular duties, and which facilities should be reopened.
- If resuming travel is a priority for your department, determine which types of events or meetings might require in-person presence. Develop guidelines for safe travel.

Plan

- Similar to a Continuity Plan, your Resumption Plan should define instructions and responsibilities for an emergency preparedness team, including annual training for all teammates.
- Define the scope and guidelines for your plan.



Image credit: Aiden McRae



Chapter 3: Working Remotely

This chapter is intended to provide support to employees who may be setting up their work stations at home, and may be communicating and collaborating with colleagues and community members remotely, in order to stop the spread of COVID-19. In the 2020 Lands, Environment and Economic Development Career Guide Survey, the majority of professionals indicated that they worked from home at the onset of COVID-19, while a quarter of professionals worked from the office on regular duties. Thirty three percent of employees began working on a combination of regular and other duties.

These transitions from regular work environments and duties may create additional challenges. In the 2020 Survey, the leading effects that COVID-19 has had on professionals' day-to-day work include:

- The uncertainty of how to move projects forward under new restrictions (67%)
- Flexible work hours to accommodate staff personal needs at home (47%)
- Lack of resources to perform duties from home (bandwidth, laptops, etc.) (42%)
- Feeling Isolated/Siloed from other staff in your department/First Nation (38%)
- Staff being asked to take on work not directly related to their position (30%)

One of the major findings in the 2020 Survey was the need for improved and reliable internet service. With more individuals working from home in First Nations, bandwidth capacity has become constrained in many cases, which can cause major delays and disruption to professional activities. As COVID-19 continues to be a reality, and working from home continues to be the new norm, funding to improve access to reliable internet service, infrastructure and technology must be a priority to ensure professionals can work from home effectively going forward.

There are both challenges and opportunities that come with working from home. The tips and guidelines below will assist in a smooth transition when setting up your technology requirements and continuing to foster a productive workflow for yourself and your team.

Communicate

- *Have a structured daily or weekly check-in with your employees*— set an agenda and provide the required feedback and resources through a series of one-on-one calls or a team call. Include an accessible call log that lists follow-up action items for all to access and review.
- *Communicate regularly to:*
 - counteract any sense of loneliness and isolation;
 - promote a sense of belonging for the team and department;
 - promote information sharing and productivity; and
 - Leave some time at the beginning of a meeting for non-work-related items, organizing virtual social events, etc.
- *Encourage employees to communicate amongst each other*, discuss priorities, exchange on challenges, provide support in their respective roles, etc.
- *Connect with co-workers for coffee and lunch breaks over a video call etc.*
- *Take advantage of communication tools* to encourage and maintain engagement, collaboration and communication. Decide upon norms for the use of different tools (frequency, means, and ideal timing) to ensure effective and efficient interactions.

Adjust

- Create clear and realistic expectations for your employees' and your own work.



- Focus on the outcomes rather than on the activities.
- Work on alternative projects that you might not have had time to complete previously, such as organizing, preparing data sheets, and proposals that are shelf-ready.

Support

- Ensure that your team has the tools that they need. Access to high-speed internet continues to affect First Nation Communities.
- Many people may be socially distancing or in isolation with their families, including young children. This may limit their capacity to fully participate.
- Be flexible, understanding and supportive with colleagues and with yourself! If you are a manager, you will need to determine the best way to communicate this flexibility to your staff, perhaps with a simple poster sent out over email. Consider developing clear guidelines or policies that add definition to situations that warrant flexibility, and where the limits lie.
- Working from home can be isolating. Remember to exercise and go outside regularly if possible, and maintain a routine, including regular office hours where possible.
- Experiment, collaborate and get creative! This is an opportunity to test and share new approaches that may inform your work after the advisory to socially distance is over.

ISC Remote Work Starter Guide:

https://www.sac-isc.gc.ca/DAM/DAM-ISC-SAC/DAM-STSCRD/STAGING/texte-text/covid_info_employees_remote_work_march_23_2020_1584980977743_eng.pdf



Setting up your workspace for wellness and success

- Try to set up your workspace in a quiet area with some privacy, away from busy living spaces and distractions such as televisions;
 - consider storing personal mobile devices out of reach;
 - use noise-cancelling headphones if needed.
- Talk to your partner, children, or others, about your workspace and your needs while working remotely. Take interruptions in stride since many people are sharing busy living spaces.
- Try to work in a space with natural light to reduce eyestrain; exposure to natural light can impact physical and mental wellbeing.
- Take breaks from looking at your screen and adjust features such as brightness and dark mode as needed.
- Consider ergonomic needs when setting up your chair, desk, computer screen and keyboard.
- Play music quietly while working, if it will not be distracting.
- If possible, be prepared to do without certain items, such as printers; now is a great time to embrace paperless habits.
- Revisit and adjust your set-up as needed; consider issues such as temperature, storage of your gear when not in use, and other factors.
- Be sure to discuss your workspace with your manager, including if you:
 - need guidance or assistance in following your organization's directions for remote work; or
 - have existing, or would like to request new, accommodation measures.

(Source: ISC)



Tools and Resources for Working Remotely and Engaging with Community

Below are some of the many tools that work across platforms (Windows, Mac, mobile, etc.) that can be used to enable unclassified team collaboration through video-calling, voice-calling, instant messaging, and non-confidential document sharing.

Many of these platforms may be helpful for engaging with your community, particularly Zoom, GoToMeeting and Miro. You may also decide to share announcements or presentations over Facebook or Instagram Live, YouTube, etc.

Video conferencing applications

- Zoom: <https://zoom.us>
- GoToMeeting: <https://www.gotomeeting.com/en-ca/try?cid=dspcorona19>
- Microsoft Teams: <https://play.google.com/store/apps/details?id=com.microsoft.teams&hl=en&gl=us>
- Skype: <https://www.skype.com/en/>
- Gmail Meet: <https://meet.google.com>



Image Credit: Choice Local



Video Conferencing Etiquette

- Test your technology ahead of time to ensure you are ready to log in smoothly to the meeting.
- Dress professionally, as if you were attending a meeting in person.
- Choose as calm and quiet an environment as possible, turn off fans, televisions etc.
- Choose an attractive background, such as plants, bookshelves, a painting or decorations, or create a digital one in your application settings.
- Set up lighting so that it is not shining directly behind or in front of you, ideally from the side.
- If meeting someone for the first time, reach out to the person to decide if you want to meet on video, or simply over the phone.
- Join the meeting on time, prepared with agenda items, take notes, and be mindful of time.
- If other meeting members have their video on, you should as well, unless you have a personal reason to keep your video off.
- Be mindful by muting your mic when not speaking, then turning it on again to speak.
- Look directly at your lens in order to look meeting members in the eyes.
- Remain present by avoiding looking at your emails, texting, eating, moving around or other distractions.

(Source: Seed.co)

Video Conference Troubleshooting

It is common to run into issues when logging into a video call, such as poor sound quality or no sound, failure to login, or frozen screens. Try these tips:

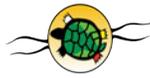
- **Sound/video quality:** Make sure your permission settings are turned on for audio (mic) and video (camera) sharing in your meeting app or website, so that others can hear and see you. Make sure that your device is not muted and that your volume is high enough for others to hear. If the issue persists, try logging in on another device or dialing in by phone with the meeting ID.
- **Failure to login/connect:**
 - try quitting your app and/or restarting your device before trying again.
 - lower your bandwidth settings.
- **Video freezes or drops:**
 - check your network connection.
 - move closer to modem/best reception.
 - try turning off your video and participating with audio.



Project Management and Workflow Applications

Build project plans, coordinate tasks, visualise projects and integrate apps using:

- **Slack:** <https://slack.com/intl/enca/resources/slack-101>
- **Asana:** <https://asana.com>
- **Monday:** <https://monday.com/use-cases/Project-Management-Software>
- **Teamwork:** <https://www.teamwork.com/project-management-software/#plan>
- **Miro:** <https://miro.com>



Making a multi-way call

iPhone (up to 5 people)

1. Phone the first person.
2. While on a call, tap "Add Call", make another call, then tap "Merge Calls".
3. Repeat to add more people to the conference.

During the conference call, you can also:

- Add an incoming caller on the same line:
Tap "Hold Call" + "Answer", then tap "Merge Calls".
- Drop one person: tap next to a person, then tap "End".

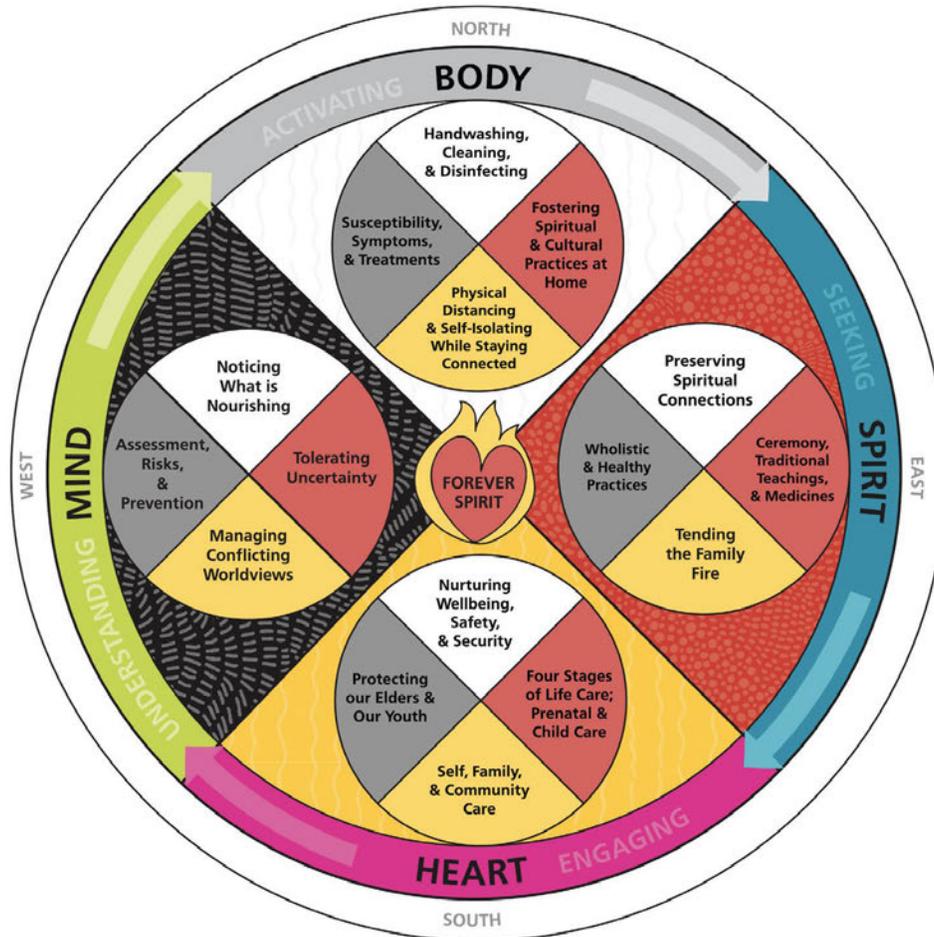
Android (up to 5 people)

1. Phone the first person.
2. After the call connects touch the "Add Call" icon.
3. After touching that icon, or a similar icon depending on the Android phone, the first person is put on hold.
4. Dial the second person.
5. Inform the party that the call is about to be merged.
6. Touch the "Merge" or "Merge Calls" icon. The two calls are now joined.
7. Repeat to add more people to the conference.
8. Touch the "End Call" icon to end the conference call.



Chapter 4: Employee Health during COVID-19

INDIGENOUS WELLBEING in the Times of COVID-19: Four Directions Virtual Support Hub



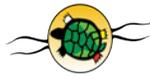
SCAN ME

**Four Directions
Concept Application**
Banakonda Kennedy
Kish (Bell),
ShoShona Kish

**Overall
Collaboration**
Diane Longboat, Dr. Chase Everett McMurren,
Elisa Levi, Lindsey Fechtig, Dr. Lisa Richardson,
Rosary (Spence) Pavica, Selena Mills,
Bryn Ludlow (Graphic Design)



Image Credit: Centre for Wise Practices in Indigenous Health, Women's College Hospital, Toronto.



Prevention

To continue to perform in your role and serve your community to the best of your ability, take extra care to guard your physical and mental health.

- Follow social distancing guidelines and wear a mask where mandated.
- Wash your hands often and use sanitizer.
- Maintain a healthy work environment by circulating fresh air.
- Avoid large gatherings and traveling.
- Prioritize healthy eating and resting well.
- Stay active and spend time outdoors as much as possible.
- Stay connected with a group of colleagues, friends or family. Meet for virtual or socially distant coffee, yoga, gardening or art projects etc.

What to do if you are sick

- Check your symptoms. Symptoms of COVID-19 may include fever, cough, and difficulty breathing.
- Self-assess your condition using this tool: <https://covid-19.ontario.ca/self-assessment/>
- Isolate yourself at home for 14 days to avoid spreading it to others.
 - If you live with others, stay in a separate room or keep a 2-metre distance.
- Avoid individuals with chronic conditions, compromised immune systems and older adults.
- Call your local health facility. Tell them your symptoms and exposure. They will advise you on next steps.
- If you or a colleague is ill, use technology to check on each other.
- Speak with your manager regarding sick days, infectious disease emergency leave protocols.

Learn More

Access guidelines for caring for yourself, others and a sample shopping list for essential supplies:

COVID-19 Prevention and Risks: <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/prevention-risks.html#r>

Caring for Someone with COVID-19: <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/prevention-risks/how-care-someone-covid-19-home.html>

Sample Shopping List: <https://www.canada.ca/en/public-health/services/publications/diseases-conditions/covid-19-be-prepared-infographic.html>

Learn more about practices and tools for self-care in the *Supplementary Tools Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations*.



Chapter 5: COVID-19 Funding Relief

Canada's COVID-19 Economic Response Plan— Government of Canada

Visit the main portal below for a detailed list of funding programs available for employment relief. Search for support for Individuals and Families, Persons with Disabilities, Indigenous peoples, support for businesses and sectors, and more.

Note that Indigenous peoples have access to both Indigenous funding support, and to all other programs. Access the complete list here:

<https://www.canada.ca/en/department-finance/economic-response-plan.html>

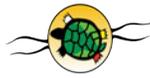
Additional Support

Accessing Additional Public Health Support (ISC):

<https://www.sac-isc.gc.ca/eng/1584819394157/1584819418553>

Ontario Programs and Funding for Indigenous Communities:

<https://www.ontario.ca/page/programs-and-funding-indigenous-people>



Appendix

In this section you will find a variety of templates with examples to inspire your own planning process. Please note that these templates were not originally developed for the COVID-19 pandemic; instead, these tools have been adapted to address the pandemic by organizations and First Nations willing to share resources with others. These tools will be most effective for your departments and communities if you adapt them to suit the specific situations and needs of your First Nation. Feel free to copy the templates to a new document, delete or change existing information, and replace with relevant details.

Appendix A: Essential services/functions ranking instructions

This template offered by Business Development Canada (BDC) will help you to compile your list of critical/essential services by department or business unit. You then need to rate the degree to which it will negatively impact the various key areas such as financial, employees, community members etc. The objective of departmental/business continuity planning process is to determine how your organization will maintain essential services/functions in the event of an emergency.

During an emergency, your business may experience a disruption in your operations due to:

- High staff absenteeism
- Unavailability of supplies and materials
- Interruptions to services like power, transportation and communications.

What are essential services?

- A service when not delivered, creates an impact on the health and safety of individuals.
- A service that may lead to the failure of a business unit if activities are not performed in a specified time period.
- In some organizations, services that must be performed to satisfy regulatory requirements.
- A service where if not performed, the impact may be immediate or may occur over time.

How to determine and prioritize your essential services

1. Complete the Essential Services Ranking template in Appendix A

This will help you create your list of essential services by department or business unit. You then need to indicate the degree to which it will negatively impact the various key areas such as financial, employees, customers etc.

2. Prioritize and categorize, use the Essential Services Criticalness Factor template in Appendix B.



Appendix A: Essential services/functions ranking

An example of a Land Designation has been provided below. Feel free to adapt this template.

Departments: LANDS, ENVIRONMENT, ECONOMIC DEVELOPMENT

Areas affected: Lands, Environment, Economic Development.

Low = weak negative influence

Medium=moderate influence

High= strong negative influence

Level of importance of essential service	Finance	Employees	Partners	Legal/Regulatory	Community Members	Low/Medium/High influence
Example:						
Land Designation	Designation required to lease 12 acres of land for new highway service centre. Delayed or stalled designation could cause extra project expenses and a loss in future revenue for First Nation	-Lands Manager (Responsible for designation) -Environment Manager (Responsible for environmental assessment) -Ec. Dev. Officer (Responsible for business development, employment and training opportunities at the new centre)	Partners involved in development and management of service centre could be impacted	Risk of missing goals related to specific timeframe and steps required to meet legal requirements outlined in the <i>Indian Referendum Regulations</i> under the <i>Indian Act</i> .	A successful designation is important for the First Nation to meet community planning and economic develop. goals.	Medium



Appendix B: Identification of essential functions and services by level of importance

To use this template, for each essential service in Appendix A assign a "degree of criticalness" (Priority A, B or C). Rate the impact on each service such as staff absenteeism, unavailability of critical supplies, or disruptions to essential systems. An example has been provided. Feel free to adapt this template.

- **Priority A:** Essential services/functions
- **Priority B:** Services that can be suspended for a short period of time (for example, services that can be suspended for one month).
- **Priority C:** Services that can be suspended for an extended period of time.

Departments: LANDS, ENVIRONMENT, ECONOMIC DEVELOPMENT

Level of importance of essential service	Current number of employees providing services	Remaining number of employees after absent employees	Degree of risk (high, medium, low)	Possibility of working from home (Yes or no?)	Action plan implemented for essential service (Yes or no?)
A. Example: Land Designation	Lands Manager (Responsible for designation) Environment Manager (Responsible for environmental assessment) Ec. Dev. Officer (Responsible for business development, employment and training opportunities)	[Indicate number of employees operating if other staff are absent]	Medium	Yes	[See Action Plan in Appendix C]
B.					
C.					



Appendix C: Action Plan Template for Maintaining Essential Service/Activity

Departments/Units:	LANDS, ENVIRONMENT, ECONOMIC DEVELOPMENT		
Essential Service (Identify and provide brief description)	Perform successful Land Designation in a First Nation community.		
Individual/Position Responsible for implementing specific action plan	(Name) Lands Manager	(Phone numbers) 555-555-5555	(Email addresses) landsmanager@fn.ca
Back Up Individual/Position Responsible for implementing specific action plan	Band Manager (or other designate)	555-555-5556	ba@fn.ca
Impact issues (list any)	<ul style="list-style-type: none"> • Delayed or stalled designation could cause extra project expenses and a loss in future revenue for First Nation • Risk of missing goals related to specific timeframe and steps required to meet legal requirements outlined in the <i>Indian Referendum Regulations</i> under the <i>Indian Act</i>. 		
Action Plan (List action plan including, notification plan, communications strategy, staff reallocation plan, use of other sector services, any change in scope of service delivery, monitoring and reporting needs, etc.)	<p>Planning and Procedures</p> <ul style="list-style-type: none"> • Evaluate progress and prioritize tasks related to completing designation during a pandemic or emergency. • Notify back-up staff in event of main staff absenteeism. • Ensure access to procedures and information for completing a land designation process in a desktop manual. • Safely store and back-up all information. • Maintain detailed records, including notes about challenges and actions taken. <p>Communications and Community Engagement</p> <ul style="list-style-type: none"> • Create a communication plan for all proponents. • Consistent virtual communications required to maintain progress of land designation. Regular email updates and virtual meetings required between departments, Chief and Council, partners, and the Minister's Office if necessary. • Provide updates to community members via email, website, by phone and social media. • Use online video conferencing platform for community engagement sessions if necessary. • Create a detailed referendum plan that includes safety measures to protect members who are voting in-person during a pandemic. 		
Resource Needs (List needs and contact information for resource needs – staffing, equipment, contracting out services.)	<ul style="list-style-type: none"> • Detailed Desktop and Electronic Procedures • Stable Internet Access • Laptop and printer • Up-to-date contact information for First Nation Membership 		



Appendix D: Flu and Infectious Diseases Outbreaks Plan

The Canadian Centre for Occupational Health and Safety offers the following in-depth template, including step-by-step instructions. Feel free to adapt this template for your needs. Access the full template here:

<https://www.ccohs.ca/publications/PDF/businesscontinuity.pdf>

What to include in a plan?

The level of detail in your plan depends on the type of business, the complexity of your organization, and its size. Essentially, you need to take a look at what is critical to your department/business. Determine how emergencies or events will impact your business. Remember to look at all aspects – for example, personnel, systems, site, supplies, transportation, utilities, etc.

Common areas to examine include:

Area	Action
Personnel	Identify and train back-ups for essential (or all) functions; plan for possible overtime requirements from available staff.
Equipment	What is essential? Do you need new equipment? Do you need duplicate or “back-up” equipment?
Availability of assets	Ensure that you have access to facilities, utilities, raw materials, computers, machinery or equipment, replacement parts, tools, vehicles, communication equipment on-site or off-site. Includes ability to access systems from remote or home locations.
Availability of other back ups	Plan for other items. These needs could range from paper and/or electronic media, equipment (including off-site facilities or storage), security, power generation, etc.
Business Commitments	Research possible contractual or legal implications for level of services or arrangements for non-performance of business agreements, etc.
Chain of command	Ensure everyone knows who is next in line for management/decision makers should someone not be available. The alternates must be trained to fulfill their roles in the plan.
Accounting	Ensure continued payroll, finances, and accounting systems.
Emergency Contact List	Maintain an up-to-date contact list for your staff and your clients.

How do you set priorities?

In general, when creating a department/business continuity plan, you must look at what is critical and how the loss of this critical element will affect your business. The item that is critical can be anything or anyone: personnel, supplies, systems, site, and access to them.

It is essential to completely understand your department/business:

1. Identify critical processes, operations, and functions.
2. Identify key internal and external dependencies — those things, people or other departments/businesses you rely on.
3. Identify what else can affect your department/business.



The detail and extensiveness of your plan depends on the priorities you select. There may be some areas where you must maintain a fully operating back-up system, while other aspects may not be critical. Elements of a risk assessment process may also be helpful.

What steps are needed for a department/business continuity plan?

Using information about essential services from Appendix A, B and C, and the consequences of the potential loss of these services, you can develop plans to work around these situations.

Decide on your strategy — determine what your goals are for recovery or continuance of the department/business. What must be done in the short-term vs. long-term? Decide how you will overcome obstacles (contractors, facilities, on-site vs. off-site, etc.). For pandemic planning, it is also a good idea to choose flexible solutions that cover a wide range of events as the true impact of the pandemic will not be known until it happens. Since the pandemic will arrive in waves, you may also need to plan for both smaller and larger absenteeism rates.

1. Develop a clearly defined and documented policy.

Plan for the situation	Action
Establish a pandemic management team. It is important to know ahead of time who will do what, and who will be the leader/commander.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
Appoint a pandemic manager who can co-ordinate prevention efforts, keep track of staff and who is available to come to work. They may be the person who is trained to determine the health status of employees and whether they should be sent home.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
Prepare for, and have training, in crisis communications and/or media relations.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
Establish what your needs will be, including contracts, level of service agreements, etc.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
Cross-train employees to help ensure essential functions can continue.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable

2. **Develop a response plan.** Write down what needs to be done and the resources that are required to implement the plan.
3. **Implement.** Circulate the plan, get feedback, and make sure that all employees know about the plan (education/awareness). Conduct any necessary training, especially for back-up positions and for implementing the plan itself.
4. **Test/maintain/audit.** Try “desktop” or practice exercises. Allow back-up personnel to run the operations for a period of time. Make sure that there is ongoing review and testing of the plan, at least annually or more often if some aspect of the business changes.

You will also need to decide at what point your pandemic plan will be put into action.

What are some examples of department/ business continuity measures for a pandemic or other infectious disease situations?



Remember to plan for how your business will adapt when other organizations, and the community that you rely upon, are also in the same situation. Remember that absentee rates may be much higher than normal, with little outside resources available as a back-up (volunteers, contractors, temporary labour, etc.).

Investigate

Area	Options	Action
Flexible Work Options	When people cannot report to work but can work from home: set up infrastructure to allow people to work at home and continue job duties via the internet and phone.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
	Sequestering certain or essential staff.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
Alternative Staffing Arrangements	Postpone face-to-face meetings, and unnecessary travel. Try phone or video conferences instead.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
	Increase the distance between the customer and the staff member by installing a protective barrier (e.g., a window). These acrylic or glass barriers may provide useful protection for people such as front counter staff or whose duties require them to have frequent face-to-face contact with members of the public.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	

Area	Options	Action
Alternative Staffing Arrangements continued	<p>Create small working units to minimize their number of overall contacts. For example: your department may keep a small group of people on the same shift for the duration of the pandemic wave. Investigate having a period of time between shifts to allow time to clean all surfaces in the workplace before the next group of people enter the building (e.g., tables, doorknobs, shared phones, etc.).</p> <p>Another option is for staff to work alternative days or half days, including a cleaning</p>	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable



	schedule.	
	Responsibility:	
	Reduce the number of people per shift to allow for greater distances between people at workstations (e.g., office stations may wish to stagger people so there is an unoccupied workstation in between each person).	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
Alternative Ways to Conduct your Department/Business	Are there aspects of your department that you can conduct using the internet or phone, more than you do now? Consider phone, internet, video conferencing, or seminar options.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
	Can packages or information be shipped or delivered electronically instead of hand delivered?	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
Transportation	If public transportation is not available or not recommended, but staff are required to report to work, investigate car pooling or hiring a private bus.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
Training	Cross-train employees so they can effectively cover other duties.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	

Area	Options	Action
Training continued	Provide training on effective personal hygiene, including handwashing.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
	Provide supplies for handwashing and personal hygiene.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	



Human Resource Issues	Communicate the importance of employees staying home if they think they are ill, or if they are ill. Allow enough time for people to recover completely and return to work healthy.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
	Update sick leaves and family medical leaves. Make sure employees know exactly what your policies are for sick leaves or family care leaves and issues regarding pay. Communicate if the company will be following special rules for a pandemic situation.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
	Keep an up-to-date list of all employees for communication purposes.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
	Track which staff are available to come to work.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
	Have a trained “reserve” workforce. Do you have recent retirees that can assist, or can you train people to serve on a contract basis?	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
Hire an Employee Assistance Program (EAP) or counselling service to deal with stress and grief related issues.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable	
Responsibility:		

Area	Options	Action
Human Resource Issues continued	Be aware of health and safety, employment or compensation legislation, and any emergency measures acts, and how they may apply in a pandemic situation to your department.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	
Management Issues	Document guidelines for what, how, who and when decisions are made – remember, the pandemic can affect anyone.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
	Responsibility:	



	Be prepared to make decisions about when to stay open, when to close to visitors, or when to close your office completely.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
Responsibility:		
	Be sure that core activities can be sustained over several months. Remember that recovery may not be able to start immediately.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
Responsibility:		
	Make sure that everyone knows their roles – managers, employees, unions, health and safety committees, pandemic manager, etc. to avoid confusion.	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
Responsibility:		
	Do you need to keep your building secure if staff are not present? You may be able to coordinate some of these functions with other departments in your building, area or industrial complex. For example, could a group share the cost of a security firm?	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not applicable
Responsibility:		

What else can a workplace do in the event of a pandemic?

Follow local and national news regarding the pandemic. Your local public health department or municipality will be able to provide information about conditions in your area. In Canada, information will also be available from the Public Health Agency of Canada:

<https://www.canada.ca/en/public-health.html>

You can help minimize the impact by implementing staffing measures, encouraging hand washing, and other good hygiene practices.



For more information, please see the following OSH Answers fact sheets:

Business Continuity Plan - Pandemic

https://www.ccohs.ca/oshanswers/hsprograms/planning_pandemic.html

Common Cold

https://www.ccohs.ca/oshanswers/diseases/common_cold.html

Coronavirus

<https://www.ccohs.ca/oshanswers/diseases/coronavirus.html>

Emergency Planning

<http://www.ccohs.ca/oshanswers/hsprograms/planning.html>

Good Hygiene Practices – Reducing the Spread of Infections and Viruses

http://www.ccohs.ca/oshanswers/diseases/good_hygiene.html

Hand Washing: Reducing the Risk of Common Infections

http://www.ccohs.ca/oshanswers/diseases/washing_hands.html

Pandemic Influenza (Flu)

http://www.ccohs.ca/oshanswers/diseases/pandemic_flu.html

Risk Assessment

http://www.ccohs.ca/oshanswers/hsprograms/risk_assessment.html

Routine Practices

<https://www.ccohs.ca/oshanswers/prevention/universa.html>

Sanitation and Infection Control for Cleaning Staff

https://www.ccohs.ca/oshanswers/hsprograms/cleaning_staff.html

Telework / Telecommuting

<http://www.ccohs.ca/oshanswers/hsprograms/telework.html>



Appendix E: First Nations Department/Business Continuity Plan Template

This document has been made available courtesy of the Peerless Trout First Nation (Alberta), available to download from <https://covidcontinuity.com/articles/business-continuity-plan-for-first-nations/>. The original content has been adapted to reflect the potential needs of Lands, Environment and Economic Development Professionals in the event of an emergency or pandemic. This template may be especially helpful for a department in tracking a multi-phase response to an emergency or pandemic. **Feel free to adapt this template for your needs.**

Plan Details	
Date Written	
Plan Owner	
Plan Writer	
Version Number	1
Review Schedule	6 month OR annually
Date of Plan Review	
Date of Plan Exercise	
Plan Storage Details	Electronic Copy - shareable

Version Control		
Date	Change Details	Approver

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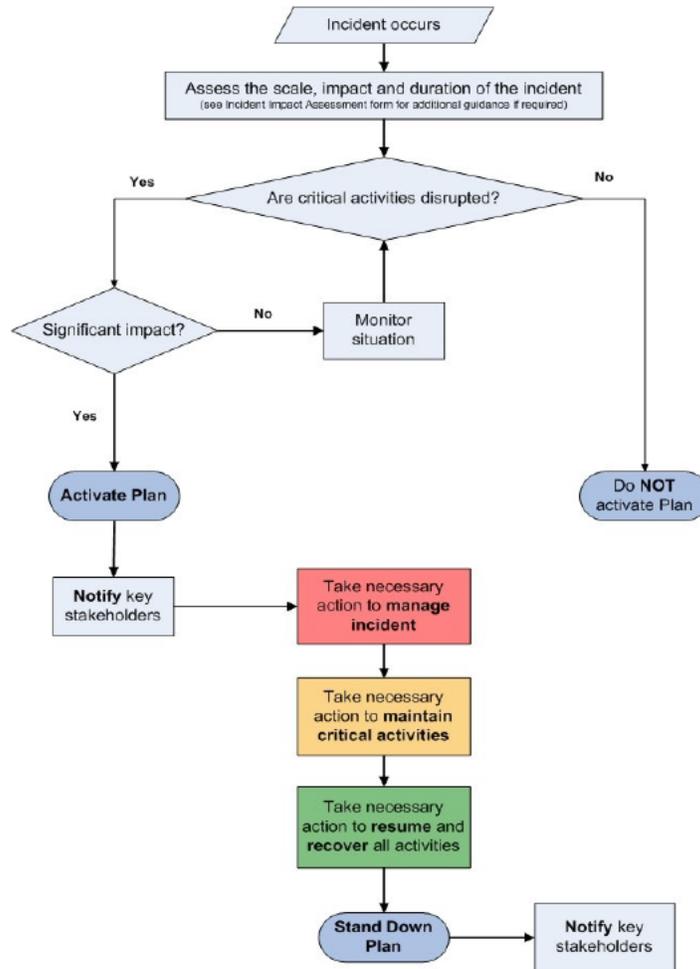
1.0 Plan Purpose and Scope	
Purpose	To provide a flexible framework to manage the response to any department disruption or emergency, maintain critical activities and recover from the incident quickly and efficiently.
Plan Scope	The following departments/sites are in scope of this plan: LANDS/ENVIRONMENT/ECONOMIC DEVELOPMENT
Links to other Plans and	The Continuity Plan may be activated in the event of a highly significant disruption impacting on one/a number of programs examples could include major ICT outage, pandemics, industrial action, natural disasters, terrorist attack, etc.
Procedures	In the event of a serious emergency, the department's emergency response arrangements may be activated.

2.0 Plan Activation															
Circumstances	<p>This Plan will be activated to manage the response to any incident causing significant disruption to normal service delivery, particularly the delivery of key/time critical activities. Plan activation triggers may include:</p> <ul style="list-style-type: none"> • Loss of key people or skills e.g. above normal levels of absenteeism due to illness/injury or other scenarios such as severe weather, changes in service structures, major transport disruption, emergency response duties, or people leaving the organization. • Loss of critical systems e.g. ICT network disruption, telephony outage, power outage, utilities disruption or third-party supplier disruption. • Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency where emergency service cordon would prevent access for a period of time, utilities failure. You may also require the activation of continuity arrangements in the event of an office move. 														
Authority for Plan Activation (other than the Plan Owner)	In the event that the plan is activated, depending on the cause of the event the Authority of Jurisdiction may be transferred to the Department's Director of Emergency Services for Band Administrator upon a written Band Council Resolution passed by Council.														
Notification Procedures	<table border="1"> <thead> <tr> <th>Who?</th> <th>Why? (note this is not an exhaustive list)</th> </tr> </thead> <tbody> <tr> <td>Department Director of Emergency Services/ Band Administrator</td> <td>Take the decision on whether the Business Continuity Plan should be activated and direct resources. The Band Administrator will normally be the 'Plan Owner'. See section 1.3 for more detail on plan activation.</td> </tr> <tr> <td>Chief & Council</td> <td>Responsible for strategic decisions in response to significant incidents</td> </tr> <tr> <td>Health Director</td> <td>Provide critical incident support</td> </tr> <tr> <td>Band Administrator</td> <td>Directs the Council's response to significant incidents affecting the ability of your administration to continue providing its services. Support to develop your media strategy in the event of an incident that has the potential to attract negative media coverage or cause significant reputational damage to the council.</td> </tr> <tr> <td>Economic Development Manager</td> <td>Monitors impacts on local economy, essential services, and provides informative updates to local businesses and partners.</td> </tr> <tr> <td>Lands/Enviro. Managers</td> <td>Monitors impacts on essential activities related to lands and environment.</td> </tr> </tbody> </table>	Who?	Why? (note this is not an exhaustive list)	Department Director of Emergency Services/ Band Administrator	Take the decision on whether the Business Continuity Plan should be activated and direct resources. The Band Administrator will normally be the 'Plan Owner'. See section 1.3 for more detail on plan activation.	Chief & Council	Responsible for strategic decisions in response to significant incidents	Health Director	Provide critical incident support	Band Administrator	Directs the Council's response to significant incidents affecting the ability of your administration to continue providing its services. Support to develop your media strategy in the event of an incident that has the potential to attract negative media coverage or cause significant reputational damage to the council.	Economic Development Manager	Monitors impacts on local economy, essential services, and provides informative updates to local businesses and partners.	Lands/Enviro. Managers	Monitors impacts on essential activities related to lands and environment.
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	Band Administrator	Directs the Council's response to significant incidents affecting the ability of your administration to continue providing its services. Support to develop your media strategy in the event of an incident that has the potential to attract negative media coverage or cause significant reputational damage to the council.													
	Economic Development Manager	Monitors impacts on local economy, essential services, and provides informative updates to local businesses and partners.													
Lands/Enviro. Managers	Monitors impacts on essential activities related to lands and environment.														



Membership/ Community Members	<p>If the incident is causing significant disruption, an appropriate message should be released to stakeholders/partners detailing:</p> <ul style="list-style-type: none"> • What is causing the disruption and the impact • Action being taken to respond to the incident • Estimated length of the disruption and return to business as usual.
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2.1 Plan Activation Process



3.0 Incident Management

3.1 Incident Management Phase

Purpose	<ul style="list-style-type: none"> • Protect the safety and welfare of staff, visitors and the public. • Protect vital assets e.g. equipment, data, reputation. • Ensure urgent and necessary communication takes place. • Support the Departmental/Business Continuity phase. • Support the Recovery and Resumption phase. 	<p>If the disruption is not a 'no notice' emergency, section 4.0 will be of more relevance to you.</p>
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	Requirement	Action	Action Done (check box accordingly)	By who? (insert details of responsible officer)
1.	<p>Make a quick initial assessment: Survey the scene/situation Assess the impact on staff Assess (i.e. scale/severity, duration & impact) Disseminate information (to others) Call the Emergency Services if needed Evacuate buildings if necessary</p>	<p>Gather and share information to facilitate decision-making and enhance the response. A full impact assessment form can be found in Emergency Response Plans (ERP)</p>	<input type="checkbox"/>	
2.	<p>Nominate individuals to carry out Incident Management roles, as appropriate.</p>	<p>Information on roles and responsibilities can be found in the ERP</p>	<input type="checkbox"/>	
3.	<p>Ensure a log of key decisions and actions is started and maintained throughout the incident</p>	<p>The Log template can be found in the ERP</p>	<input type="checkbox"/>	
4.	<p>Where appropriate, record names and details of any staff that may have been injured or affected by the incident as part of your incident record keeping.</p>	<p>This information should be held securely as it may be required by Emergency Services or other agencies during or following the incident.</p>	<input type="checkbox"/>	
5.	<p>Log details of all items lost by staff, visitors etc. as a result of the incident, if appropriate</p>	<p>The Log template can be found in the ERP</p>	<input type="checkbox"/>	
6.	<p>Assess the key priorities for the remainder of the working day and take relevant action</p>	<p>Consider actions to ensure the health, safety and well-being of staff and the community at all times. Consider your business continuity strategies, i.e. alternative ways of working, re-location to your recovery site etc. to ensure the impact of the disruption is minimized.</p>	<input type="checkbox"/>	
7.	<p>Log all expenditure incurred as a result of the incident and seek advice/inform your Insurance Company/ Disaster Recovery officer</p>	<p>Record all costs incurred as a result of responding to the incident. The Financial Expenditure Log</p>	<input type="checkbox"/>	
8.	<p>Consider your communications strategy to ensure staff are kept informed about what is required of them. If the incident is taking place outside of normal working hours, staff may need to be contacted to advise of any alterations to normal working arrangements for the next day.</p>	<p>All staff member's emergency contact details should be held securely electronically as well as in a hard copy as part of your plan. Ensure parents/caregivers contact details are also available. Template for your contact lists are contained in the ERP</p>	<input type="checkbox"/>	
9.	<p>Ensure recording processes are in place for staff.</p>	<p>Ensure the safety of staff before they leave the site and identify suitable risk control measures as required.</p>	<input type="checkbox"/>	



4.0 Departmental/Business Continuity

4.1 Departmental/Business Continuity Phase

Purpose	<ul style="list-style-type: none"> To ensure that 'critical activities' are resumed as quickly as possible and/or continue to be delivered during the disruption. To activate one or more of your departmental/business continuity strategies to enable alternative ways of working. To make best use of potentially limited resources by suspending 'non-critical' activities.
Time Critical Service Functions	<ul style="list-style-type: none"> The following are a list of Time Critical Service Functions.

	Requirement	Action	Action Done (check box accordingly)	By who? (insert details of responsible officer)
1.	Take time to understand and evaluate the impact of the incident on 'business as usual' activities by communicating with key stakeholders to gather information. It may be useful to refer back to your Business Impact Analysis to review recovery time objectives and resource requirements for your most critical activities.	Depending on the incident, you may need additional/specific input in order to drive the recovery of critical activities. This may require the involvement of external partners.	<input type="checkbox"/>	
2.	Plan how critical activities will be maintained, utilizing pre-identified or new business continuity strategies (see section 5.3 for your pre-identified strategies).	Consider: <ul style="list-style-type: none"> Immediate and ongoing priorities Communication strategies Resource availability Deployment of resources Roles and responsibilities Finance Monitoring the situation Reporting Stakeholder engagement Any welfare issues Planning the recovery of non-critical activities 	<input type="checkbox"/>	
3.	Identify any other stakeholders who may be required in the departmental/business continuity response.	Depending on the incident, you may need additional/specific input in order to drive the recovery of critical activities; this may require the involvement of external partners.	<input type="checkbox"/>	
4.	Log all decisions and actions, including what you decide not to do and include your decision-making rationale.	The Log of Events, Decisions and Actions can be found in the ERP.	<input type="checkbox"/>	



	Requirement	Action	Action Done (check box accordingly)	By who? (insert details of responsible officer)
5.	Log all financial expenditure incurred as a result of the incident.	The Finance Department must track all expenditures in a separate Code of Accounts.	<input type="checkbox"/>	
6.	Deliver appropriate communication actions as required.	Ensure methods of communication and messages are developed as appropriate to the needs of your key stakeholders e.g. Staff, Partners/Caregivers, Governors, Suppliers, Local Authority, Central Government Agencies, etc.	<input type="checkbox"/>	

4.2 Business Continuity Strategies	
Purpose	<ul style="list-style-type: none"> To document alternative ways of working designed to maintain your critical activities in the event of a disruption. To ensure alternative ways of working have been agreed, tested and are fit for purpose.
Circumstances when business continuity strategies may be activated	<p>Whatever the cause of disruption, the impacts will generally be one or more of the below categories:</p> <ul style="list-style-type: none"> Loss of key people or skills e.g. above normal levels of absenteeism due to illness/injury or other scenarios such as severe weather, changes in service structures, major transport disruption, emergency response duties, people leaving the organization, etc. Loss of critical systems e.g. ICT network disruption, telephony outage, power outage, utilities disruption, third party supplier disruption, etc. Denial of access, or damage to, facilities e.g. loss of a building through fire or flood, an external emergency where emergency service cordon would prevent access for a period of time, utilities failure etc. You may also require the activation of continuity arrangements in the event of an office move. Loss of a key resource such as an external supplier or partner vital to the delivery of a key activity.

	Tactical Options to Mitigate Against Loss	Additional Information
	Loss of Premises	
1.	<p>Identification of alternative locations designated as the agreed 'work area recovery site'. You will need to consider transport requirements and accessibility for these identified premises. You may need to have multiple places agreed for your work area recovery if you have large premises and these different options will need to be documented. You may find it helpful to categorize available sites according to the following:</p> <ul style="list-style-type: none"> 'cold' sites - has no equipment/furniture/computer systems set up but can be re-fitted in the event it is needed. This obviously means it takes longer to make 'fit for purpose' following an incident. 'warm' sites - usually these sites will have hardware and connectivity already established though may take some time to be fit for purpose. 	



	<ul style="list-style-type: none"> • 'hot' sites - is essentially a duplicate of the original site, with full computer systems as well as near complete back-up of user data but may not match the capacity of the original site. 	
2.	Creating an emergency 'grab bag' that contains essential information and equipment needed for both incident management and business continuity and should be stored in a secure place on and off site. The contents of the bag should be the responsibility of a named person and should be regularly checked and updated.	
3.	Virtual engagement opportunities.	
4.	Localizing the incident, e.g. isolating the problem and utilizing different sites or areas within the premises portfolio.	
5.	Off-site activities e.g. Remote Access.	
Loss of Critical ICT Systems (including Telephony)		
1.	Flexible program delivery.	
2.	Use of a secure external network, virtualized network or secure cloud that can be accessed via the internet to allow extra back up and protection for your files.	
3.	Manual workarounds: ensure there is a record of where pre-printed forms, etc. are stored and that there are procedure guides to inform their use where necessary.	
4.	Access systems via the internet outside of your network for secure, cloud-based applications.	
5.	Ensure that anyone who requires ICT to undertake critical activities has the ability to work at home where possible and appropriate. Ensure that critical equipment is taken home where practical and possible and consider procuring mobile equipment for these users.	
Loss of Staff or Skills		
1.	Use of temporary staff.	
2.	Multi-skilling/cross-training to ensure staff can undertake different roles and responsibilities. This could involve identifying deputies /job shadowing/staff undertaking temporary additional duties.	
3.	Using different ways of working to allow for a reduced workforce. Examples: Changing program parameters Changing schedules pay/otherwise.	
4.	Suspending 'non-critical' activities to focus on your priorities.	
5.	Using mutual support agreements with other Nations/Municipalities to focus on your priorities.	
6.	Ensuring that the business continuity aspects of staff management are considered in all management arrangements, e.g. managing attendance, job descriptions, contractual requirements etc.	
Loss of Key Supplier, Third-party, or Partner Agency		
1.	Pre-identified alternative suppliers or consultants.	
2.	Ensuring all external providers have a Business Continuity Plan in place and you understand the impact to their plan on the delivery of your critical activities in the event of an incident.	
3.	Insurance coverage.	
4.	Using mutual support agreements with other Nations/Municipalities.	



5.	Using alternative ways of working to mitigate the loss, e.g. suspending activities.	
6.	Using different ways of working. This could include changing work patterns, suspending 'non-critical' activities to focus on your priorities and assist the recovery of critical systems in the first instance with a phased approach for all other ICT 'non-critical' activities.	

5.0 Recovery & Resumption Phase

Purpose	<ul style="list-style-type: none"> To return to 'business as usual' when safe to do so. To ensure any non-critical activities suspended as part of your business continuity response are recovered within appropriate timescales. Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances e.g. from a different building on a longer-term basis.
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	Requirement	Action	Action Done (check box accordingly)	By who? (insert details of responsible officer)
1.	Agree and plan the actions required to enable recovery and resumption of 'normal' working practices.	Agreed actions will be detailed in an action plan and set against timescales with responsibility for completion clearly indicated.	<input type="checkbox"/>	
2.	Continue to record all expenditure incurred as a result of the incident.	Finance to track and update on all expenditures and provide expenditure reports.	<input type="checkbox"/>	
3.	Respond to any ongoing and long-term support needs of Staff.	Depending on the nature of the incident, the Incident Management Team may need to consider the use of health services, for example counselling.	<input type="checkbox"/>	
4.	Once recovery and resumption actions are complete, communicate the return to 'business as usual'.	Ensure all staff are aware that the Business Continuity Plan is no longer in effect.	<input type="checkbox"/>	
5.	Carry out a 'debrief' of the incident with Staff and Suppliers/Partners if appropriate. Complete a post incident report to document opportunities for improvement and any lessons identified.	The incident de-brief report should be reviewed by all of Incident Management Team to ensure that key actions resulting from the incident are implemented within designated timescales.	<input type="checkbox"/>	
6.	Review this Department/Business Continuity Plan in light of lessons learned from the incident and the consequent response to it.	Implement recommendations for improvement and update this Plan.	<input type="checkbox"/>	



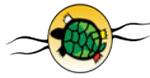
Appendix F: Community COVID-19 Pandemic Plan

This template has been shared courtesy of Nishnawbe Aski Nation. Learn more about NAN's COVID-19 resources here: <https://nancovid19.ca> This template may be especially helpful to remote or isolated First Nations in planning a comprehensive community-wide response to a pandemic.

COVID-19 Pandemic Plan

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Introduction

Generally, pandemic flu will arise every eleven (11) to forty-four (44) years or every few decades and can occur at any time of the year. Because a pandemic flu is a new virus, most people will have little or no immunity to infection, allowing it to spread easily from person to person, and vaccines will not have been created yet. The seasonal flu in comparison occurs every year, usually in winter months, and annual vaccines and antiviral drugs are readily available to prevent infection. COVID-19 spreads through droplets, such as those produced when coughing or sneezing, and through mucosal surfaces such as the eyes, nose, and mouth.

In most patients, it produces a mild illness similar to a cold or a flu. The common symptoms include fever, cough, shortness of breath, and headache. In a small amount of people, it can create a severe infection that may require people to have an oxygen mask or in some cases be on a life support machine. The patients at highest risk for severe infections are persons over 60, and those with significant heart or lung problems. It is extremely important that we protect our Elders throughout this pandemic, as they are most vulnerable to this. Despite the majority of young and healthy people having a minor infection, they can spread COVID-19 to other people, including Elders. It is imperative that everyone take infection control seriously.

The best methods of preventing spread to and within the community are to limit unnecessary travel outside of the community, limit social gatherings, promote social distancing, and hygiene methods such as washing hands regularly, coughing/sneezing in an arm/tissue, cleaning common surfaces regularly, and wearing masks if any respiratory symptoms are present. Shaking hands is an important sign of respect and familiarity, but due to the risk of spreading the infection through direct contact, we are asking people to refrain from hand contact.

Throughout this pandemic it is essential that we continue to view our community members as complete people. By being mindful of everyone's Physical, Emotional, Mental and Spiritual health we can support them in all domains of wellness as we work together over the coming weeks and months.

Leadership / Communication

Pandemic Response Committee

- Health Director
- Chief and Council members
- Suboxone Coordinator
- Crisis Coordinator
- Case Manager
- NIC
- Physician

Communications

- The Health Director will be the primary contact person for any outside agency, or during any acute crisis that may arise.
- Daily meetings (in person or by phone) of the Pandemic Response Committee should be attempted to ensure adequate communication amongst involved parties
- There should be community representation on the regular NAN and local health authorities' pandemic teleconferences, notes should be taken and regularly shared with the committee
- Ensure all nurses working at the nursing station are briefed by the NIC about plans that may affect them, such as testing, quarantine and hygiene

Responsibilities

- Components of this plan that pertain to individual programs or buildings should be enacted by the direct manager of that facility/program
- The Health Director is ultimately in charge of the implementation of this plan, but will require most tasks to be delegated to other health / social services workers



Risk Mitigation and Prevention

General Community Risk Mitigation

- Cancel or modify any community activity that puts people at risk for virus transmission
 - E.g. winter carnivals, BINGO, community meals
- Avoid any large gatherings of people
- Consider putting limitations on the number of people that can be in the store at a time
- Consider restrictions on people coming in and out of the community (at Chief's Discretion)
- All people coming into the community from the winter road or airport should be questioned about active symptoms, recent travel or any contact with possibly infected persons
 - Screening on the winter road would require the band council to hire someone to stop vehicles as they enter town
- Plan with freight trucks and airplanes to keep drivers/pilots in the vehicle and have community members unload the cargo, decreasing contact with people from outside the community
- Chief and Health Director to consider closing airport and winter road to all traffic excluding medical emergencies, cargo or travel approved by Chief/Council
- Daily sanitization, four (4) times a day, of communal surfaces such as door handles, phones, faucets, taps, toilets, clean water access points (RO machine), desks, and counters in common buildings (store, band office, community centre, nursing station, suboxone building, school)
 - Responsibility for this should fall on the custodial staff for each facility, and they should report to their direct managers to confirm this is being done
- Perform census of community members currently on reserve, as well as those off reserve in other communities or nearby cities
 - Chief and Health Director to establish protocols as necessary for community members returning/seeking refuge during the pandemic
 - Self Isolation for 14 days for all returning band members is recommended, but leadership may decide to restrict who can come back into community
 - Screen all returning community members for active symptoms/exposures and test/quarantine any potential cases

Health Promotion and Education

- Posters and signs should be posted around the nursing station informing people of pandemic signs, symptoms, preventative measures, and changes in our community
- Educational material should also be distributed to northern store, band office, community center, school and suboxone building
- Consider handing out pamphlets to each household about infection control practices
- Regular radio broadcasts should be done to educate people on the general information around the virus, including signs, symptoms, and tips on hand hygiene, social distancing, and other preventative measures
 - Health Director/Nurses/Physician to continue radio broadcasts throughout pandemic, suggested at least twice per week
- Health Authority develops information documents to be distributed - contact them to get copies for distribution

Traditional Culture and Medicine

- Elders and healers should be involved in incorporating traditional medicines and wisdom pertaining to contagious illnesses such as this
- Practices like smudging and prayer should be supported as long as they are safe from an infection control perspective
- Consider avoiding sweat lodges and other ceremonies that involve multiple people in an enclosed space
 - There are some reports that saunas or sweat lodges may be helpful in treating the infection. As of now there is not sufficient knowledge to say if this is truly helpful. Care should be taken if someone is considering this ceremony as it may increase transmission risks.



- Traditional medicines and practices are fundamental to many Anishinaabe people, and careful thought must be taken when promoting or recommending against these

Maintaining Essential Services

Throughout the pandemic, it is important that routine services are still functional to support the wellbeing and ongoing health of the community. Plans must be made to protect vital services and those trained to maintain/operate them.

Water/Sewer

- Water treatment plant manager + workers need to maintain health and wellness throughout pandemic - ensure they have adequate teaching about infection control
- Consider cross-training other community members in basic functions of the water treatment plant in the event all trained workers become ill
- Water treatment plant manager should communicate with regional education and support groups about their suggestions for pandemic planning and how to get additional help

Electricity, Internet and Phones

- Band office to communicate with utility organizations and local employees to ensure pandemic plans have been made
- Consider cross-training other community members in basic functions of telecommunications and electricity grid operations in the event all trained workers become ill

Airport

- Maintenance of the runways and passenger terminals for the airport is essential to allow transportation of food and necessary products, as well as emergency medical care
- MTO workers at the airport to liaise with managers about backup plans should they become ill or forced to quarantine
- Consider cross-training more staff to reduce reliance on one or two individuals in the event they become ill

Food Supply

- Collaboration with the Northern Store Manager re: Shipments of food into the community
- Have a policy about avoiding individual stockpiling of food and material from the Northern Store so that all community members have equal access
- Consider having the band pay for some food to be brought up from local urban hub in case of transportation limitations in the future
- Encourage hunting and fishing, which are great outdoors activity, healthy food, and improves food sovereignty

Wood/Oil for heating homes

- Encourage most people to have at least a week's supply of wood/oil ahead of time
- Support Elders who need wood/oil with deliveries to their homes
- Establish a plan for wood/oil delivery to those in quarantine so that they reduce unnecessary interactions with others

Gasoline

- Both the Northern Store and private gas stations in the community should be prepared for possible disruptions in the supply chain
- A balance must be struck between being prepared and hoarding resources
- Encourage common sense practices for all community members like avoiding unnecessary idling of cars to conserve fuel stocks

Police

- Band Council to communicate with NAPS. Ensure they have a plan for staffing police stations

Child & Family Services

- To maintain at least one worker available and in the community at a time
 - consider working from home or only having one worker in the office per day



- Communicate with main office over organizational policy during pandemic about routine operations

Band Council/Leadership

- Strong leadership is important to maintain order and pandemic support in the community
- Health Director and Chief + Council to be well-educated in infection control practices
- Reduce unnecessary travel to other communities

Community Mental Health / Wellness

Concerns

- School closures and decreased social activities put youth and young adults at risk for deteriorating mental health and other high-risk activities (if there is evidence to support)
- Research has shown there to be a significant mental health risk for those in quarantine
- At baseline there are many people in our region with high-risk mental health concerns
- Limited resources at the Nursing Station and possible restriction of Mental Health workers further limits access to care
- IRS Resolution Health Support Programs may cancel appointments - and even if they still run, travel may be disrupted, and people may decide not to go to the city to get care

Suggested Plan

- Increase the number of outdoor activities that permit people to maintain safe distances of at least 2 metres, while allowing them to socialize and stay physically active
- Encourage land based traditional activities like hunting, fishing and snow shoeing
- Ensure universal hand washing and symptom monitoring for those participating in group outdoor activities
- Choose Life, Youth workers, community mental health workers to attempt phone call check-ins with affected and isolated individuals to assess wellness, and to engage socially
- Nurse in Charge to maintain a list of high-risk mental health patients in the community, and to plan for regular phone calls to check-in with these members
- Plan online / radio-based activities for community members to stay connected
 - E.g., Radio Bingo
- Health and Social Services staff that are self isolating can still provide some support for telephone, or online based activities
- Involve youth in preparing and delivering wood and food to Elders or those who are quarantined
- For those who attend regular spiritual or religious ceremonies, trying to shift these events to online, over the phone, or over the radio, as this will keep people safe while maintaining their spiritual wellness
- Encourage families to spend time together while in isolation
 - Collect and share stories from parents, grandparents and other Elders
 - Use this time together to preserve knowledge for all future generations about First Nations history and culture
 - Pass on knowledge of language amongst family members, or over the radio
- Distribute information about all available mental health resources, such as Kids Help Phone

Many thanks to Nishnawbe Aski Nation for sharing this community plan for the benefit of other First Nations to use and adapt in case of future pandemic or emergency situations.

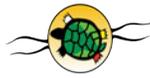
Learn more here: <https://nancovid19.ca>



Appendix G: Sample Letter to inform Staff, Community Members and Stakeholders about Department Operations during COVID-19

Feel free to use the following sample letter to inform your staff, community members and stakeholders about changes to department operations during COVID-19.

It is highly recommended that you adapt this letter by providing specific information according to your department's situation. This letter could also be adapted in the case of another type of emergency.



Date: [insert date]

Dear Members, Colleagues and Partners,

We are writing to inform you about the changes to the [insert First Nation department] operations during the COVID-19 pandemic. These changes are now in effect and will continue until further notice. We have activated our departmental continuity plan, which includes ongoing direction from Chief and Council and an Emergency Preparedness Team. The majority of our staff [or insert number of staff] have relocated from our regular offices to working online from home in order to protect employee and community members' health and safety. Staff remaining in office are maintaining a regular cleaning and disinfection schedule. As a result of measures, there may be some delays in delivering our projects, responding to emails and phone calls.

We continue to work hard to deliver important services, and at this time our department is focused on activities that are most beneficial to community wellbeing. [Indicate if your department services are essential in your community]. We will continue to assess the status of COVID-19 in our community and in the province, monitor restrictions and reopening stages in order to best serve your needs. We will provide an update when we expect to resume regular operations.

- [List services that are currently available through your department]
- [List any services that are temporarily suspended]
- [List addresses of locations to drop off physical copies of paperwork if applicable]
- [List any information about virtual engagement sessions or events members can participate in]

Please contact our department if you have any questions and to stay up to date using the options below, and we will respond as soon as possible.

Email: [_____]

Phone number: [_____]

Website: [_____]

Social Media: [_____]

Stay safe and be well,

[Insert Signature]



Closing

OALA and OFNEDA hope that this Guide will become a valuable resource on your path to remaining safe and healthy, and that it may be a source of support during both challenging and motivating situations. May it bring you inspiration and remind you that we are all in this work together! Above all, we thank you for bringing your commitment, integrity and talents to your communities so that they will thrive for many generations to come.

Please note that this document is intended to provide helpful guidelines. However, due to the ever-changing nature of COVID-19, pandemics and emergencies, up-to-date information and recommendations should always be taken from local, regional, and federal health professionals.

For any comments or questions about this Guide or related documents, please contact us via the websites below:

- Ontario Aboriginal Lands Association (OALA): <https://oala-on.ca>
- Ontario First Nations Economic Developers Association (OFNEDA): <https://ofneda.ca>

