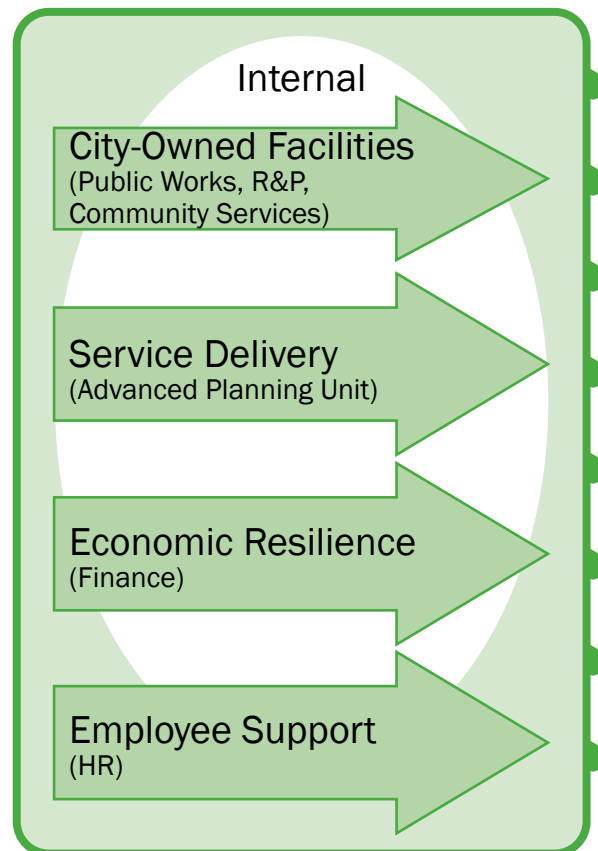


ST. ALBERT COVID-19 RECOVERY CONCEPTUAL PLAN

GUIDING QUESTIONS/ PRINCIPLES

- What actions does the City need to take to provide appropriate supports to residents and businesses, to help them recover from COVID-19?
- What actions does the City need to take to get back to full-operations?
- What actions does the City need to take to help the organization, employees, and community recover from COVID-19?
- What service-levels should be adjusted by the City as a result?
- **Recovery Task Force Advisory Committee**
 - Will be **informed** of actions taken, and planned actions in the Employee Support, City-Owned Facilities, Service Delivery, and Economic Resilience Action Areas.
 - Will be **consulted** about potential actions in the Business Sector Support, Community Partner and Resident Support, and Community Mitigation Action Areas.
- **Guiding Principles of Resilience and Decision-Making:**
 - **Social Support:** Building good relationships with others and seeking support can help individuals and groups overcome adverse situations, rather than trying to cope on their own.
 - **Purposefulness:** Having a clear sense of purpose, clear values, drive and direction help individuals to persist and achieve in the face of setbacks.
 - **Adaptability:** Flexibility and adapting to changing situations which are beyond our control are essential to maintaining resilience.
 - **Relationships:** We are one St. Albert. We are stronger together. We will be fair and respectful in our decision-making and interactions.
 - **Long-Range Focus:** Address short-term issues but keep the City's long-term sustainability in mind.

KEY ACTION AREAS



PRIMARY OBJECTIVES

1. Establish a detailed plan, with clear roles and responsibilities, with actions the City will take, alongside economic development partners, to help the business community recover from the COVID-19 pandemic.
2. Establish a detailed plan, with clear roles and responsibilities, with actions the City will take to determine appropriate support for community partners to recover from the COVID-19 pandemic
3. Establish a detailed plan, with clear roles and responsibilities, with actions the City will take to determine appropriate support for residents to recover from the COVID-19 pandemic, and to build future mitigation strategies and capacity amongst the community.
4. Establish a timeline and detailed plan, with clear roles and responsibilities for re-opening City-owned facilities to the public/leaseholders
5. Establish a detailed plan, with clear roles and responsibilities, with actions the City will take to re-assign staff to their primary function where possible and adjust service-levels to post COVID-19 environment.
6. Establish a financial strategy to help the City provide services and infrastructure in a timely manner, while demonstrating empathy to taxpayers' ability to pay, the local economy, relationships, and with a long-range focus.
7. Establish a detailed plan, with clear roles and responsibilities, to provide a support network to employees to recover from COVID-19 impacts.

DESIRED OUTCOMES

- City residents have a support network.
- The business community is thriving within the city of St. Albert.
- Community partners have a support network and system; and are operating at Council-approved service levels.
- The City is prepared for future similar situations.
- City-owned facilities are re-opened to the public and leaseholders.
- Service-levels are restored to City customers.
- The City implements a balanced and sustainable financial strategy, reflective of Post-COVID-19 context.
- The organization is high functioning, with high staff morale, personal well-being and high retention.

END STATE

The City has fully recovered from COVID-19, is operating sustainability, and we are recognized as one of the best communities in Canada.

The City adopts new innovative ways of service-delivery that contribute to long-term recovery and future sustainability, that reflect a Post-COVID-19 operating environment.

Risks & Challenges:

- Capacity and alignment amongst Project Team
- Alignment and Transition with EOC
- Clear roles, and information-sharing amongst EOC and Recovery Team
- Staff burnout and psychosocial impacts of COVID-19 (e.g. change saturation)
- Global economic depression
- "Second Wave" of COVID-19
- Alignment & timing with other governments
- Communication & engagement
- Municipal revenue impacts
- Adaptation to a changing situation

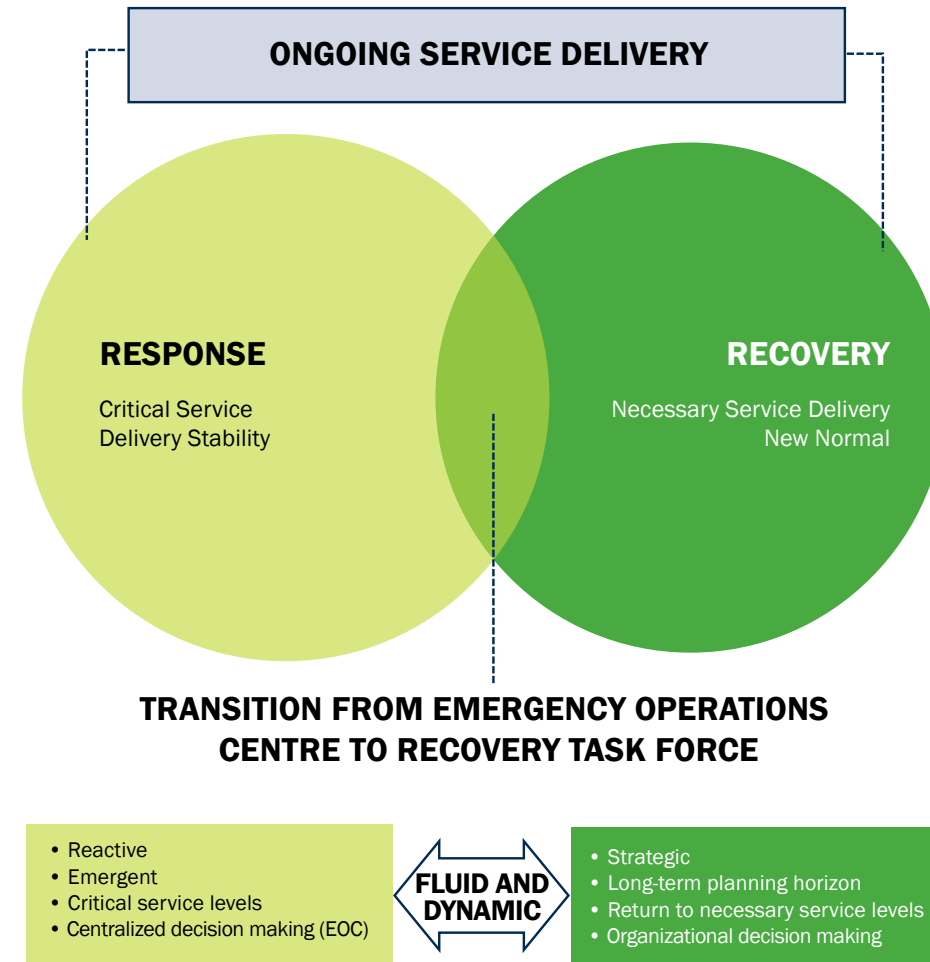
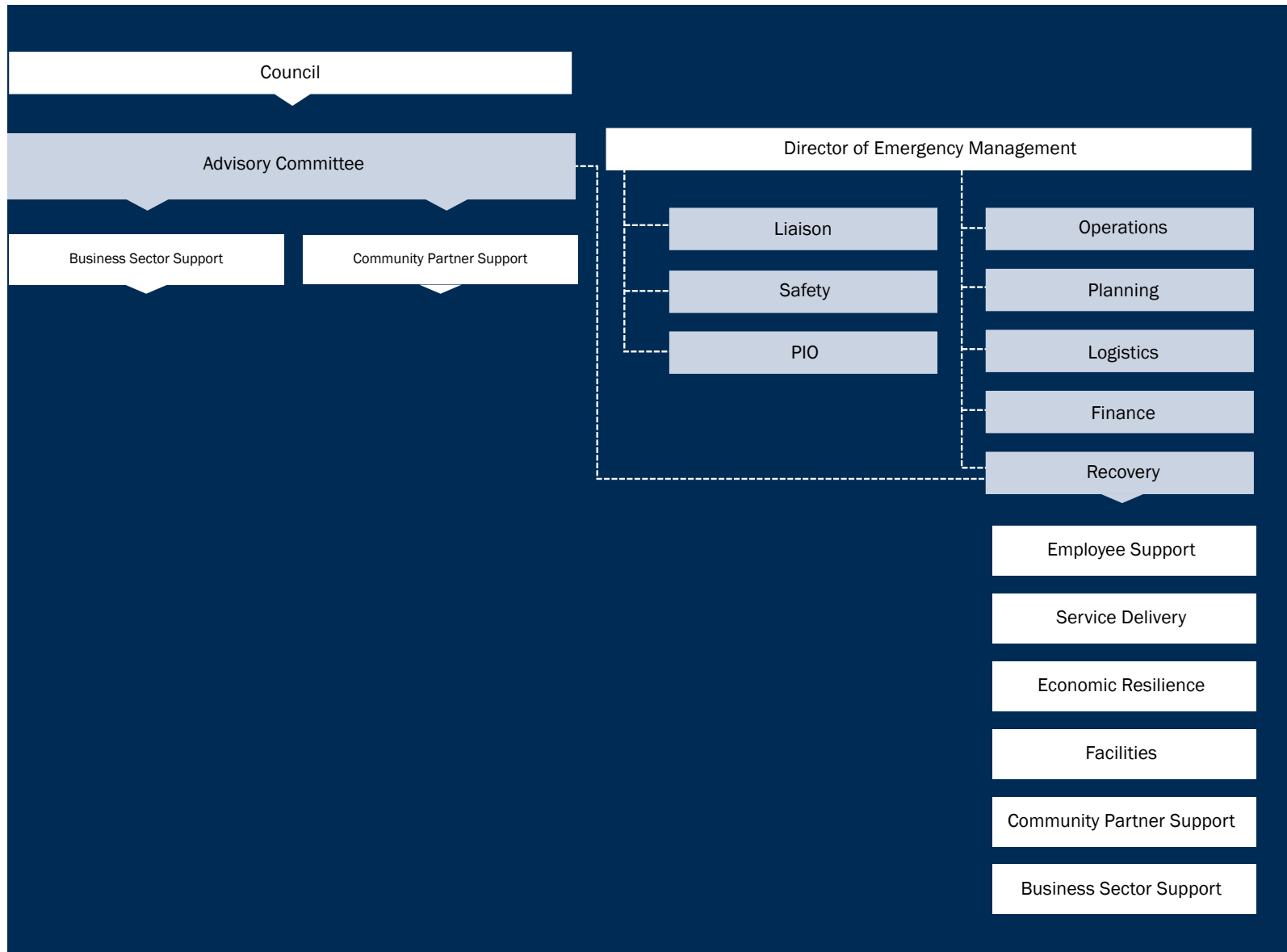
Performance Indicators:

- Employment trends
- City economic output and growth levels, taking into account broader global and provincial recession factors
- Health and well-being of residents and staff (including testing & vaccination)
- Collection of property taxes and other City revenue (e.g.. City financial liquidity)
- Sustainability of service-partners

ST. ALBERT COVID-19 RECOVERY CONCEPTUAL PLAN



Internal Organizational Chart



Tentative Recovery Team Advisory Committee Agendas:

- Inaugural Meeting:**
- Introductions
 - Completion of Terms of Reference
 - Review of Project and Meeting Schedule
 - Next Steps
- Second Meeting:**
- Presentation and Completion of PESTAL Environmental Scan
 - Review of Project and Meeting Schedule
 - Next Steps
- Third Meeting:**
- Presentation of Initial Report and Potential Action Items for Feedback
 - Review of Project and Meeting Schedule
- Ongoing Monitoring/Reporting:** TBD

Project Milestone	Lead	Due Date
Council Approval of Conceptual Plan	Council	April 20
Advertisement of Advisory Committee Openings	Communications	April 21
Closure of Advisory Committee Posting	Recovery Team	May 8
Confirmation of Advisory Committee Representatives	Council	May 19
Inaugural Advisory Committee Meeting (Tentative)	Recovery Team	May 19-22

Recovery Best Practices:

- Recovery demands local leadership
- Recovery is a whole-of-community effort
- Kick-off recovery in parallel to response
- Designate the recovery lead
- Gather information to define the scale of recovery
- Establish a Municipal Recovery Team
- Accept ambiguity: work through the “grey” together
- Identify external recovery stakeholders
- Support community recovery groups
- Establish planning and communications processes
- Establish financial procedures and processes
- Support people and promote self-care
- Reach out to municipalities, governments, and private sector personnel with recovery experience
- Think long-term: recovery takes time and patience