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TOWN OF SIDNEY  
**SPECIAL COUNCIL MEETING**  
Monday, June 15, 2020  
Council Chambers  
6:00 p.m.

**REVISED**

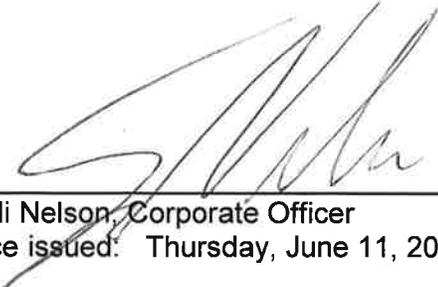
All Council Meetings are being broadcast live via:  
[http://sidney.ca.granicus.com/MediaPlayer.php?publish\\_id=1](http://sidney.ca.granicus.com/MediaPlayer.php?publish_id=1)

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## AGENDA

1. CALL TO ORDER
2. TERRITORIAL ACKNOWLEDGEMENT
3. APPROVAL OF AGENDA
4. STAFF REPORT
  - a. Transition from Emergency Operations Centre (EOC) to Long-Term Recovery Structure  
Report dated June 12, 2020.  
*Recommendation: as per report.*
5. MOTION TO GO "IN-CAMERA" (CLOSED MEETING)  
*Motion: That it is in the opinion of Council that the public interest requires that persons other than members of Council and Officers be excluded from the meeting to consider confidential matters relating to personal information, pursuant to section 90.1 (a) of the Community Charter and that Council continue the meeting in closed session.*
6. ADJOURNMENT

**\*\*\* IN-CAMERA MEETING TO IMMEDIATELY FOLLOW \*\*\***



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Sandi Nelson, Corporate Officer  
Notice issued: Thursday, June 11, 2020 at 11:00am



# TOWN OF SIDNEY

## REPORT TO COUNCIL

4a

**TO:** MAYOR AND COUNCIL  
**FROM:** Brett Mikkelsen, EOC Director  
**DATE:** June 12, 2020 **FILE NO.:** 7130-30  
**SUBJECT:** Transition from Emergency Operations Center (EOC) to a Long-Term Recovery Structure

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### **PURPOSE:**

To provide Council with rationale for transitioning from an EOC to a COVID-19 Recovery Structure and options for implementation for a Recovery Structure.

### **DISCUSSION:**

Each community in British Columbia is experiencing a unique pandemic event and resulting economic downturn. A shift to facilitating and supporting our community's recovery should be based upon established disaster recovery organizational and reporting structures, which leverage the knowledge of Town staff and community organizations. The established trigger point for the transition from an EOC to a formalized recovery structure is when the event no longer requires Incident Command Structure (ICS) management and recovery activities can be managed through normal business practices. From the outset of establishing our EOC Level 1 on March 12<sup>th</sup>, the importance of recovery planning was identified and embedded into the organizational structure. A formal shift from our EOC utilizing ICS principles to a recovery structure is forecasted to be possible on or about July 1<sup>st</sup>. This will be dependent upon COVID-19 case counts remaining within the established thresholds for continued phased re-opening and no cluster outbreak events occurring in the Town of Sidney.

If Council sees merit in creating a COVID-19 Recovery Structure, it must also determine what level of investment is warranted to facilitate the Town's economic and cultural recovery. This determination is best made through the lens of consequence management, by which the consequences of doing nothing are balanced against the costs in time, funds, and deferral of other projects in favour of recovery initiatives.

An additional factor that may influence Council's decisions is the recognition that this is a global event that has and will continue to have detrimental social and economic impacts on our Town. We are a small local government and there will be impacts to our residents and business community well beyond our means to rectify. We must also recognize that from the outset of this event, Sidney has been very active in implementing response and recovery measures, which have proven successful and been positively received.

There are a number of recovery models that have been developed, and through the various stages of recovery depending on the scope and scale of damage incurred and extent of the recovery process. Recovery models are primarily designed to respond to physical disaster events such as floods and urban interface fires, rather than a global pandemic. Utilization of existing recovery models must be viewed within the current context. As well, the capacity of the local government, the impact on the community, and assistance provided by senior levels of government are important considerations for identifying the most appropriate recovery model. Sidney is an economic and cultural hub on the Saanich Peninsula, and we recognize that engagement and collaboration with community associations is essential to inclusive and

transparent governance. It is through this lens that the EOC's recommended recovery model was identified.

All recovery models retain the Policy Group (Mayor and Council) to provide high level oversight on policy and funding decisions. Below the Policy Group, the organizational structures of recovery models differ. Some iterations include a Recovery Operations Center that mirrors a large scale EOC organization in size and complexity, while other models are significantly smaller in scale. Some recovery models include a Recovery Steering Committee with varying degrees of input reporting to a Recovery or Resiliency manager / director.

Staff are recommending the adoption of a "Long-Term Recovery Structure" (attached as Appendix A). This structure emphasizes recovery planning activities being undertaken by community based organizations with assistance from the local government. This is a project management based approach in which a Recovery Director, supported by an assistant (both Town staff), reports to the Policy Group, and supports and directs a Recovery Steering Committee. Draft Terms of Reference for this committee are attached as Appendix B. The Recovery Director is responsible for managing clearly identified and scoped work packages in collaboration with the Recovery Steering Committee. This structural recovery model relies on community involvement and will leverage the broad and diverse skill sets of local organizations. Staff believe that this structure best fits our circumstances, community profile, and resident expectations. However, in these uncharted waters, ongoing review of the plan and structure with revisions as necessary should be anticipated.

#### **STRATEGIC PLAN:**

The establishment of a Long-Term Recovery Structure ties directly into the Town of Sidney Strategic Plan's overarching goals of Economic Vibrancy, Community Engagement, and Community Safety, Health & Well-being.

#### **FINANCIAL IMPLICATIONS:**

It is anticipated that the Senior Manager of Current Planning and the Fire and Emergency Management Office Services Coordinator will be re-assigned to facilitate the recovery process on a half-time basis. It is anticipated that existing staff will assume the resulting additional workload and responsibilities on a temporary basis. The impact on staffing will be evaluated on an ongoing basis, and if staffing adjustments are required, this will be communicated to council via staff report.

During the recovery phase of previous disaster events, where physical recovery was a factor, the maximum recoverable from the Province for authorized expenses was 80%. The Town will look for potential funding streams for our recovery initiatives if they becomes available. Funding required for potential projects undertaken as a result of the proposed Long-Term Recovery Structure is unknown at this time; however, projects that require funding will be brought forward for Council's review.

#### **RECOMMENDATION:**

1. That Council sees merit in adopting a "Long-Term Recovery Structure," led by the Senior Manager of Current Planning and supported by the Fire Department and Emergency Management Office Services Coordinator, which will report directly to the policy group.
2. That a select committee be established to support, inform, and assist the Recovery Director in identifying projects focusing on economic and cultural recovery in the Town.

3. That the Terms of Reference for the COVID-19 Recovery Task Force be approved.

Respectfully submitted,

I concur,

I concur,



Brett Mikkelsen,  
Fire Chief /  
EOC Director



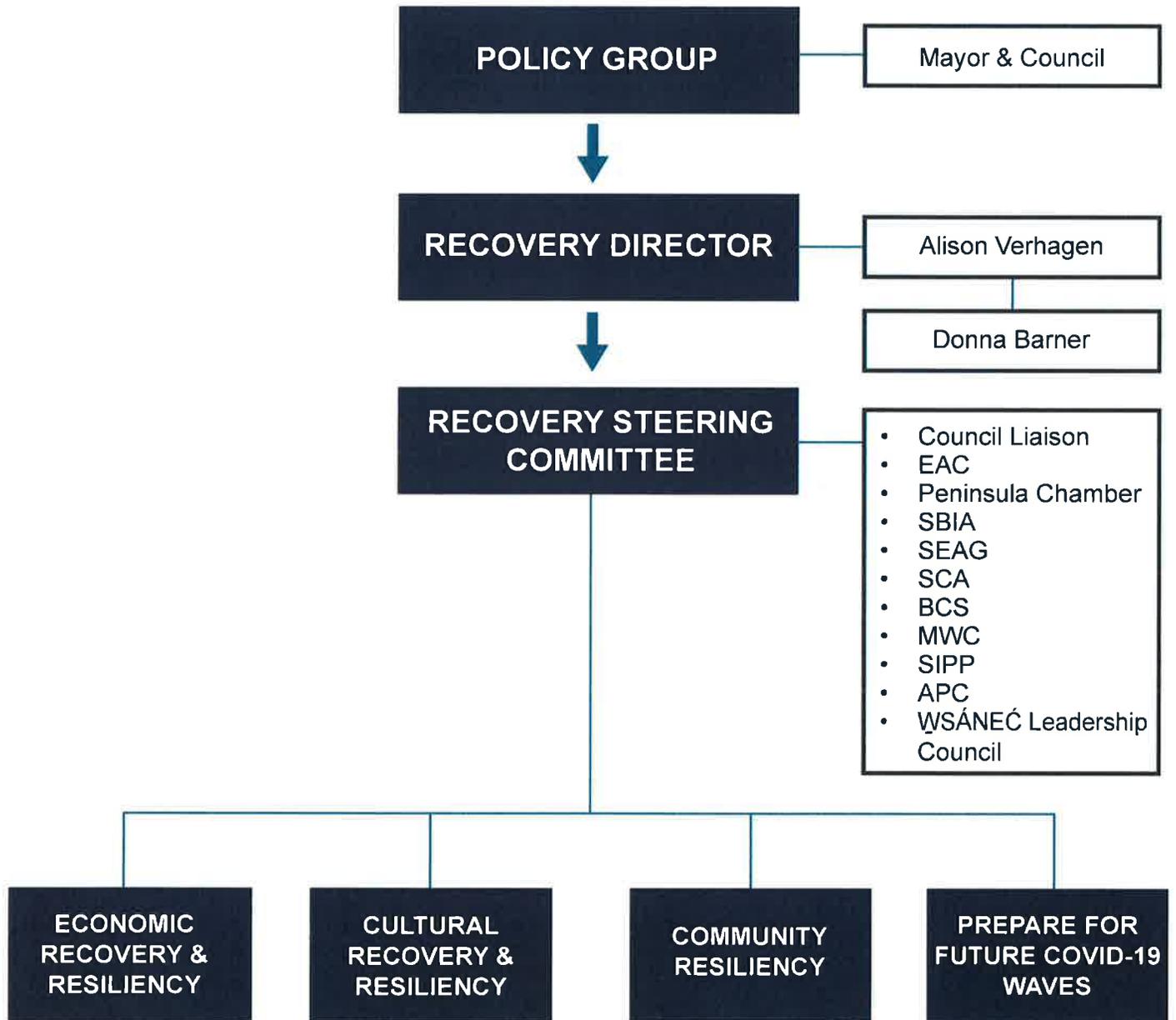
Andrew Hicik  
Director of Corporate Services



Randy Humble  
Chief Administrative Officer



# Town of Sidney COVID-19 Long-Term Recovery Structure



## COVID-19 RECOVERY TASK FORCE

### TERMS OF REFERENCE

#### 1. INTRODUCTION

Select committees are established pursuant to the *Community Charter* to assist Council by providing public input on municipal matters. These committees are advisory in nature and function within the parameters set out in their Terms of Reference. The Town of Sidney COVID-19 Recovery Task Force (Task Force) shall be a Select Committee of Council. Meetings are open to the public.

#### 2. PURPOSE

The Task Force, reporting to Council (Policy Group) and Recovery Director, will be responsible for considering, developing and implementing programs and actions to support and assist the community in the COVID-19 Recovery phase. Any programs or actions developed by the Task force are to be presented to the Policy Group in the form of recommendations. The Policy Group will consider recommendations from the Task Force and have the sole authority to approve, modify or deny these recommendations. The Task Force will focus on 4 key elements:

##### a. Economic Recovery & Resiliency

- make recommendations on providing information on resources and programs available to the business community that support its recovery and resiliency
- make recommendations regarding the design and implementation of initiatives, activities, and programs that support reinvigorating our local economy throughout the COVID-19 pandemic recovery phase
- engage and seek feedback from the business community on needs and recommendations

##### b. Cultural Recovery & Resiliency

- make recommendations on providing information on resources and programs available to the cultural community that supports its recovery and resiliency
- make recommendations regarding the design and implementation of initiatives, activities, and programs will support reinvigorating our cultural community throughout the COVID-19 pandemic recovery phase, appreciating there are both cultural and economic benefits
- engage and seek feedback from the cultural community on needs and recommendations

##### c. Community Resiliency

- make recommendations on providing information and resources and programs available to residents that support resiliency

- make recommendations on initiatives and projects that are longer-term in nature and will make our community (residents, cultural and economic) more resilient to mitigating the impacts of a future pandemic or other emergenc
- these longer-term initiatives and projects would be considered by Council as part of future Strategic Planning and Budget reviews

**d. Prepare for future COVID-19 Waves**

- explore the response lessons learned from the current pandemic wave and recommend initiatives that prepare the community for possible future COVID-19 waves

**3. LIMITATIONS ON DUTIES AND POWERS**

The Task Force has no delegated authority from Council as the Policy Group and is not empowered to manage any aspect or role of the Town's responsibilities or direct the activities of Town Staff (including the Recovery Director) without a decision of Council as the Policy Group.

**4. MEMBERSHIP**

Voting Members

The Committee shall be comprised of the following 12 voting members:

- The Mayor
- One (1) member of Council
- One (1) member of the Town's Economic Advisory Committee (EAC)
- One (1) member of the Saanich Peninsula Chamber of Commerce
- One (1) member of the Sidney Business Improvement Area Society (SBIA)
- One (1) member of Sidney Event Advisory Group (SEAG)
- One (1) member of Sidney Community Association (President)
- One (1) member of Beacon Community Services
- One (1) member of Mary Winspear Center
- One (1) member of South Island Prosperity Project (SIPP)
- One (1) member of Town's Advisory Planning Commission
- One (1) member of WSANEC Leadership Council

Non-Voting Members

The following persons may participate in meetings of the Committee in an advisory capacity but shall not vote:

- Chief Administrative Officer (CAO)
- Director of Recovery Planning
- Fire Chief
- Fire & Emergency Management Office Services Coordinator

### Term and Termination

- a) Members of the Committee shall serve at the discretion of Council.
- b) Council may terminate the appointment of any member of the Committee at any time.
- c) The Committee will terminate on December 31, 2020, unless specifically extended by resolution of Council for a defined period following that point.

### Resignation and Absenteeism

A member may resign from the Committee upon written notice to the Chair. Any member, other than the Mayor or member of Council, who is absent from two consecutive meetings without cause or without notice to the Chair, shall be deemed to have resigned from the Committee

### Vacancies

The filling of any vacancy on the Committee shall be at the discretion of Council. In filling a vacancy Council may select a new member or may invite new application for consideration.

### Remuneration

All members appointed to the Committee shall serve without remuneration. All expenses reasonably incurred in the carrying out of Committee business may be reimbursed by the Town with the prior approval of the CAO.

## **5. MEETINGS**

### Schedule

Meetings will be held at the call of the Chair, and on an as-needed basis.

### Chair

The Chair and Vice Chair shall be elected by members of the Task Force.

### Recording Clerk

The Recording Clerk shall prepare and distribute agendas and minutes, and organize resource material.

### Notice and Agendas

- a) Meeting notices shall be posted in conformance with the Town's Council and Committee Procedures Bylaw.
- b) Agendas will be made available to Committee members and the public at least 24 hours prior to a meeting.

### Quorum

- a) The quorum for the Committee is 7 voting members.
- b) Should there be no quorum present within 20 minutes after the time appointed for the meeting, the recorder shall record in the minutes the names of the members present, and the meeting shall be adjourned until the next scheduled meeting.

### Public Attendance

All meetings shall be open for the public to attend.

### Decision Making

The Committee will make its decisions on a majority basis. Members may request that a dissenting vote be recorded.

### Minutes

- a) Minutes of all meetings shall be kept and made available to the public on the Town's website and in the municipal office during normal business hours.
- b) Minutes will reflect the discussion of the Task Force in general terms and may include a Record of Decision prepared by members during the meeting. The Record of Decision will detail the manner in which the Task Force's decisions were reached, significant points of discussion and, if applicable, any dissenting opinions.