

CAO's REPORT

April 28, 2020

1. Clearwater County COVID-19 Update:
 - Clearwater County's Emergency Coordination Centre (ECC) continues to monitor the COVID-19 pandemic to help protect staff and the public. Safe work practices and procedures remain in place to ensure compliance with legislation.
 - All non-essential public and staff events remain cancelled and all non-critical work-related travel outside Clearwater County is prohibited until **May 15, 2020**, or until further notice.
 - Clearwater County facilities are open to the public by appointment only (mandatory visitor screening prior to entry).
 - Regular Council meetings continue as scheduled, staff and public encouraged to watch meeting via livestream.
 - [County's website with various COVID-19 Resources](#)

2. The attached government of Alberta publications, *Municipal Governance During the COVID-19 Outbreak Issues April 17 and 24, 2020*, answers frequently asked questions about managing and governing municipalities during the pandemic.

3. Economic Development Update:

Clearwater County's Economic Development Officer (EDO) developed the attached 'Clearwater County Business Resiliency and Disaster Recovery Plan' that outlines how the County provides information resources to support local business continuity during and after a pandemic shutdown.

The EDO's current activities include:

- participating in, and sharing of, relevant webinars with the local business community;
- working with the Town of Rocky Mountain House EDO and the Rocky Mountain House & District Chamber of Commerce to list local businesses that are currently operating;
- connecting with local business operators through the Business Support Hotline and direct calls;
- creating an online training session for the National Historic Site staff;
- preparing promotional materials/activities for local tourism once COVID-19 restrictions are lifted; and,
- reviewing Alberta Parks changes to recreational areas within the County.

Municipal Governance

During the COVID-19 Outbreak

Frequently Asked Questions – April 17, 2020

The impact of the COVID-19 pandemic on municipalities changes on a daily basis. Municipal Affairs continues to support and provide regular updates addressing frequently asked questions and providing information on new tools as they become available. This update captures common questions on various topics, including education property tax deferrals, municipal deficits, declarations for state of local emergency and questions arising out of the Premier and Minister's telephone town hall meetings.

Time Extensions



Time extensions enacted in Ministerial Order MSD:022/20 applied to planning and development appeals, which has led to concerns about the potential loss of the construction season. Will Municipal Affairs consider changes to ensure development can occur before October 1, 2020?

YES. The intent of Ministerial Order MSD:022/20 was to provide time extensions so that municipalities could focus resources on responding to the COVID-19 pandemic. This blanket extension did result in unintended consequences.

Municipal Affairs will be updating the Ministerial Order to adjust the planning and development appeal timeline extension. Combined with the temporary regulation that gave flexibilities with how municipalities hold meetings, this should allow planning and development approvals to proceed while also conforming to current public health orders. Updates will be released soon.

Municipal Affairs Updates

Previous COVID-19 updates are available at www.alberta.ca/municipal-government-resources.aspx

Property Tax Deferral

Has the province announced any property tax relief?

NO. The province has not cancelled any portion of the education property taxes for 2020.

Is the province requiring any deferral of property taxes?

YES. Municipalities are required to defer the collection of non-residential education property taxes for six months, beginning April 2020.

This can be achieved through either:

- the deferral of just the education portion of non-residential property taxes to at minimum September 30, 2020, or
- through a deferral of an equivalent amount of property tax in a shorter time frame by deferring both education and municipal non-residential property taxes to at minimum July 30, 2020.

Is the province deferring collection of the non-residential education tax requisition?

YES. In an effort to assist with the cash flow challenges associated with offering tax deferrals to non-residential property owners, the non-residential portion of the education tax requisition will be deferred to December 2020. Only the residential portion of the requisitions will be invoiced in June and September, with the December invoice including the deferred amounts from June and September.

Can a municipality adopt their own residential property tax deferral approach?

YES. Municipalities have the discretion to choose whether to adopt a residential tax deferral approach and what that approach may be. Taxpayers may be expecting some form of relief given the province has publicly announced its non-residential education property tax relief.

If a municipality chooses to adopt their own property tax deferral, will the province be compensating municipalities for lost revenue from penalties or costs incurred for modifying tax program software?

NO. While the province understands the financial burden municipalities have to bear during this time, the province is also facing fiscal challenges and every level of government must do their part to support their stakeholders and communities during this pandemic.

Are municipalities that already have tax penalty dates in the fall expected to provide additional property tax deferrals?

NO. The intent is to delay the collection of education property tax until such time as the immediate pandemic crisis has passed. Municipalities with property tax deadlines after September 30 are already meeting this intent through the original penalty dates.

Education Property Tax Deferral

General information as well as property tax deferral guidelines are available at:

www.alberta.ca/education-property-tax.aspx and open.alberta.ca/publications/non-residential-property-tax-deferral-guidelines.

For further information, please contact a Municipal Affairs program advisor toll-free by dialing 310-0000, then 780-422-7125, or by email at taxprogramdelivery@gov.ab.ca.

Emergency Management

Has the province called a State of Emergency under the *Emergency Management Act*?

NO. While a Public Health State of Emergency was declared on March 17, 2020, under the provisions of the *Public Health Act*, there is no provincial State of Emergency. The following criteria established under the *Emergency Management Act* must be met before the province declares a State of Emergency:

- A local authority's capacity or ability to respond to an emergency or disaster has been exhausted, and the local authority is unable to restore public safety in their jurisdiction.
- The resources typically available to a local authority or the Government of Alberta are not sufficient to support and/or respond to the emergency or disaster event.
- The emergency or disaster is widespread, and the need for the additional powers provided under a declaration is necessary to cross-jurisdictional boundaries.

These criteria ensure the province can respond to disasters in a consistent, collaborative and resourceful way.

What powers does declaring a State of Emergency under the *Emergency Management Act* give the provincial government?

When a State of Emergency is declared under the *Emergency Management Act*, government is authorized to lead response efforts including making all decisions on behalf of the province to keep Albertans safe. This also includes implementing emergency response plans and collaborating with partners to plan and implement controls around evacuation orders, travel, requisitioning property, authorizing entry and exit and more.

What should a municipality consider in declaring a State of Local Emergency (SOLE)?

Municipalities should have existing plans in place for taking extraordinary action. **Declaring a state of local emergency is not required to activate these plans.** Consideration should be given to current organizational priorities and to what programs and services municipalities need to continue to deliver through the COVID-19 pandemic and whether the enhanced powers that municipalities access through a state of local emergency declaration are needed to meet those priorities.

What powers does declaring a State of Local Emergency (SOLE) under the *Emergency Management Act* give municipalities?

Section 24 of the *Emergency Management Act* addresses the powers local authorities have when a state of local emergency (SOLE) has been declared including the following.

- Controlling and prohibiting travel.
- Acquiring or using personal property.
- Procuring or fixing process for services and resources.
- Causing the evacuation of persons, livestock or property.
- Authorizing the conscription of persons needed to meet an emergency.
- Providing for the restoration of essential facilities and the distribution of essential supplies.

- Providing, maintaining and coordinating emergency medical, welfare and other essential services.

Are there special grants available for municipalities that have declared a State of Local Emergency (SOLE)?

NO. Declaring a State of Local Emergency does not provide access to any additional funding over and above the existing grants all municipalities may be eligible to apply to receive.

Alberta Emergency Management Agency

For questions please contact the Alberta Emergency Management Agency at 780-422-9000 or toll-free by first dialing 310-0000.

Municipal Cash Flow

Can a municipality run an operating deficit?

YES. Municipalities are only prohibited from **budgeting** for a deficit. There are no provisions in the *MGA* that prevent or disallow a municipality from reporting a deficit at year end. If budgets are adopted, but due to the impact of the global pandemic, a municipality is unable to collect sufficient revenues to cover all expenditures, the municipality is permitted to report an operating deficit.

Are there requirements for recovering operating deficits from the same year the deficit occurred?

NO. There are no legislative requirements to recover amounts from a previous year's operating deficit. The only deficits that require a recovery are outlined in section 244 of the *Municipal Government Act*. These are an accumulated deficit, net of the value of

tangible capital assets. A deficit of this nature means that the municipality is in a negative surplus position with respect to its total financial surplus and can be an indication that the municipality has exhausted its financial capacity. If a section 244 deficit is reported in the annual financial statements, municipalities are required to budget to recover that deficit in the following year. If more than one year is needed to recover that deficit, this may be granted upon request to the Minister of Municipal Affairs.

In recognition of the many financial strains facing many citizens, municipalities proactively enacted programs that delay collection of utility and property tax revenue; however, costs are still incurred to provide services and operate the municipality.

Are steps being taken to help municipalities with this cash flow and deficit situation?

YES. The province has deferred the collection of the non-residential component of the education tax requisition to December 2020, meaning the June and September invoices will not include amounts for non-residential education property taxes. Those amounts will be added to the December invoice.

In addition, the province recognizes the financial impact municipalities are facing and is looking at options to address debt and debt limits. These will be announced in the near future.

While the province announced customers can defer electric and gas utility payments for 90 days, will the province mandate municipalities to defer municipal water utility payments?

NO. It has been recognized that many municipalities have proactively implemented deferral programs; therefore, the province strongly encourages municipalities to continue to consider local measures that make sense within your local context, including the possibility of 90-day water utility payment deferrals. However, this is not a requirement.

Shovel-Ready Projects

Where do I send our municipality's list of shovel-ready projects the Minister referred to during the town hall meetings?

Municipalities can mail or email a letter explaining any shovel-ready projects to the Minister's office:

The Honourable Kaycee Madu
Minister of Municipal Affairs
132 Legislature Building
10800 – 97 Avenue
Edmonton, AB T5K 2B6
Email: minister.municipalaffairs@gov.ab.ca

Also forward a copy to: ma.geptbranch@gov.ab.ca.



Municipal Advisory Services

If you have municipal governance questions, please contact us at:

780-427-2225

or toll-free by first dialing 310-0000

or email ma.lgsmail@gov.ab.ca

Further Updates

We will continue to examine ways to support municipalities in navigating through this situation, and will provide further updates as new tools become available.

Municipal Governance

During the COVID-19 Outbreak

Frequently Asked Questions – April 24, 2020

The state of the COVID-19 pandemic and its impact on municipalities continues to change daily. As we navigate these challenging times together, Municipal Affairs will continue to support and provide regular updates addressing frequently asked questions and providing information on new tools as they become available.

This update focuses on Ministerial Orders No. [MAG:014/20](#) and [MSD:036/20](#), the [Public Meeting Procedures \(COVID-19 Suppression\) Regulation](#), municipal enforcement and questions arising from the Premier and Minister's telephone town hall meetings.

Municipal Affairs Updates

Previous COVID-19 updates are available at www.alberta.ca/municipal-government-resources.aspx

Time Extensions

Municipal Affairs has worked with partner associations and legal professionals to address the concerns and unintended consequences arising from the original blanket Ministerial Order No. [MSD:22/20](#).

On April 17, 2020, Ministerial Order No. [MSD:022/20](#) was replaced with two new ones. Ministerial Order No. [MAG:014/20](#) deals specifically with various assessment and tax recovery related timelines. It makes important changes to clarify and shorten the

timeline extensions. Ministerial Order No. [MSD:036/20](#) addresses planning and development as well as the other items from Ministerial Order No. [MSD:022/20](#). It includes transitional provisions to return to some normal timelines to ensure development is not impeded.

Planning & Development

Does the Ministerial Order No. [MSD:036/20](#) remove the October 1, 2020 extension of planning and development appeal timelines?

YES. For the most part, the timelines and deadlines revert to the existing timelines and deadlines in the *Municipal Government Act*. For matters that either started or ended between March 25 and April 17, 2020, the period for appeal will start on April 17, 2020. This will provide certainty for applicants and the public for numerous planning, subdivision, and development activities prior to the beginning of the construction season.

Can appeals still occur while also making sure public health orders are adhered to?

YES. It is the responsibility of each municipality to ensure that public health orders regarding physical distancing are followed. The [Public Meeting Procedures \(COVID 19 Suppression\) Regulation](#) provides the necessary flexibility to ensure compliance, while allowing municipalities the ability to continue to do necessary business.



My municipality issued a decision or scheduled a public hearing between March 25 and April 17, 2020. What effect does MO No. MSD:036/20 have on this?

If your municipality issued a decision or scheduled a public hearing, you must re-notify all parties using your notifications procedures under your land use bylaw or your procedures bylaw and the process under the Public Meeting Procedures (COVID-19 Suppression) Regulation. After April 17, 2020, any applications, decisions, meetings and hearings proceed on the timelines set out in the *MGA*.

Does the Public Meeting Procedures (COVID-19) Regulation apply to all meetings and hearings for planning and development matters?

YES. The regulation provides municipalities with the flexibility to hold meetings or hearings while also following public health orders, including physical distancing. Under the regulation, meetings or hearings must be conducted using appropriate physical distancing. The maximum number in attendance includes the development or subdivision authorities, administration and the public. For example, the regulation allows for electronic hearings and/or meetings as long as members of the public can hear the meeting as it occurs and make electronic submissions before and during the meeting and/or hearing.

What happens if a municipality or development authority needs more time beyond the timelines described in the *MGA*? Can they use the October 1, 2020 date established in MO No. MSD:022/20?

NO. MO No. MSD:022/20 was rescinded and replaced by MO No. MSD:036/20. If additional time is needed by the public to file an application or by a decision making body to make a decision due to impacts from COVID-19, they may request an extension to a date or timeline from the Minister under Section 605 of the *MGA*. Please contact Municipal Affairs to determine how to make a request.

In addition, the *MGA* already provides that a subdivision or development authority may extend the timelines for making a decision on a subdivision or development permit application through written mutual agreement with the applicant.

Assessment & Tax Recovery

On April 17, 2020, the Minister of Municipal Affairs issued a new Ministerial Order MO No. MAG:014/20, which deals specifically with various assessment-related timelines, and makes important changes to clarify and shorten some of the original timeline extensions.

Is the complaint deadline for assessment notices with notice of assessment dates that fall on or after January 31, 2020, still October 1, 2020?

NO. MO No. MAG:014/20 sets the deadline for complaints to July 1, 2020, or 60 days from the notice of assessment date, whichever time is later.

Have there been changes to the date our municipality is required to prepare and send our tax arrears list?

YES. Municipalities must submit the arrears list for properties related to land to the Registrar (Land Titles), the unclaimed personal property and vested property program, and post the arrears list by June 30, 2020. Municipalities must also prepare the arrears list of properties related to designated manufactured homes and post the arrears list by June 30, 2020.

Ministerial Order No. MSD:022/20 extended the March 31, 2020 deadline to hold tax sales (per sec. 418(2)) to October 1, 2020. Has this changed?

NO. This deadline to hold tax sales by as stated in section 418(2) of the *Municipal Government Act* remains extended to October 1, 2020.

Does the Ministerial Order change the October 1, 2020 deadline to perform actions articulated under Sections 417 and 436.08(1) of the *Municipal Government Act*?

NO. The October 1, 2020 deadline remains in effect for these requirements, which include notification provided by the Registrar in the cases of tax recovery related to land and the municipality in cases of tax recovery related to designated manufactured homes, the warning of a tax sale to owners of land and owners of a designated manufactured home, and the designated manufactured home park owner and all those that have an interest in the affected property.

Does the extension to submit the tax arrears list mean the list of properties for tax sale between April 1, 2020 and March 2021 is extended to October 1, 2021?

NO. For tax arrears file notifications issued in 2019, March 31, 2021, remains the deadline for the tax sale.

Are there any other extensions provided for in MO No. MAG:014/20?

YES. Any other thing that was required to be done under Parts 9 – 12 of the *MGA* and its associated regulations that was required to be done between March 25 and April 17 has been extended to May 31, 2020.

Our municipality already provided notice of an October 1, 2020 deadline that has now been changed. Should we provide additional notice that the deadline has changed to an earlier date?

YES. Although not legislated, Municipal Affairs recommends that municipalities re-notify all parties previously notified to ensure they are all aware of these changes.

Municipal Enforcement

Is the province working on standardizing what is subject to penalties to ensure there is clarity and consistency between enforcement bodies for enforcement under the *Public Health Act*?

YES. Alberta Justice and Solicitor General, in collaboration with Alberta Health and Alberta Health Services, have been in constant contact with Alberta's police services (through the Alberta Association of Chiefs of Police) and directly with authorized employers of community peace officers (municipalities) regarding enforcement of Alberta's Chief Medical Officer of Health's orders to ensure a clear and constant message around the enforcement of these orders is being provided.

Can community peace officers enforce the recommendations of the Chief Medical Officer of Health?

YES. Bill 10 amended Section 13 the *Public Health Act* by adding the following after subsection (1): (1.1) Where a state of emergency has been declared under section 18(1) of the *Emergency Management Act* or a state of public health emergency has been declared under section 52.1(1) of the *Public Health Act*, the Minister is not required to obtain the consent of peace officers and the peace officers' employers before making an order under subsection (1) declaring the peace officers to have jurisdiction in any part of Alberta to which the declaration of a state of emergency or a state of public health emergency relates.

Can municipal bylaw enforcement officers who are not designated as community peace officers enforce the recommendations of the Chief Medical Officer of Health?

NO. Municipal bylaw officers can only enforce municipal bylaws.

Are community peace officers required to issue fines related to not following provincial directives to self-isolate or practice physical/social distancing?

NO. Although law enforcement agencies have the authority to enforce the orders issued by the Chief Medical Officer of Health under the *Public Health Act*, the discretion to educate, seek voluntary compliance, or issue a violation ticket remains with the law enforcement officer and is based on the situation and information available at the time.

While it is important to ensure the orders are adhered to by all Albertans, discretion is an essential feature of the justice system. A system that attempts to eliminate discretion would be unworkably complex and rigid. Therefore, law enforcement agencies retain the authority to make operational decisions independently of government.

Do municipalities have authority to take additional measures over and above those taken by the province to control the spread of COVID-19 locally?

YES. If a municipality wishes to take additional measures, the *Municipal Government Act (MGA)* and the *Emergency Management Act (EMA)* work in conjunction to provide the legislative framework for elected officials to determine how the municipality will organize for emergencies and disasters, as well as provide extraordinary powers to deal with emergency events. Councils may establish and enforce bylaws for municipal purposes respecting matters that include the safety, health, and welfare of people and the protection of people and property. Local authorities may also take other measures they reasonably believe will assist in the maintenance of public order or in the general safety of their communities.

Are there risks to consider when taking additional measures over and above those taken by the province to control the spread of COVID-19 locally?

YES. Bill 9 amended the *Emergency Management Act* to allow a municipal State of Local Emergency (SOLE) to vary from a provincially declared State of Emergency (SOE). Prior to the *EMA* amendment, a declaration of a State of Local Emergency ceased to be of any force or effect on the making of a provincial order for a State of Emergency. Bill 9 also amended sections 22(3) and 22(3.1) of the *EMA* by stating that in the event of any conflict, provincial directives prevail and a State of Local Emergency can be cancelled.

While municipalities under a State of Local Emergency can exercise their authorities (defined under Section 19(1) of the *EMA*), Municipal Affairs suggests that municipalities remain consistent with provincial public health guidance to reduce public confusion and increase compliance.

Municipal Affairs also suggests that all jurisdictions need to balance fundamental rights and public safety. Any decision that exceeds the Chief Medical Officer of Health conditions may not meet that balance.

Municipal Advisory Services

If you have further questions, please contact us at:

780-427-2225

or toll-free by first dialing 310-0000

or email ma.lgsmail@gov.ab.ca

Education Property Tax Deferral

Is there going to be additional information sent to municipalities arising out the April 15, 2020 education property tax deferral webinars?

YES. Material is being prepared and will be distributed shortly. In the meantime, general information as well as property tax deferral guidelines are available at: www.alberta.ca/education-property-tax.aspx and open.alberta.ca/publications/non-residential-property-tax-deferral-guidelines.

For further information, please contact a Municipal Affairs program advisor toll-free by dialing 310-0000, then 780-422-7125, or by email at taxprogramdelivery@gov.ab.ca.

General Questions

Can a municipality change the designated industrial property requisition (DIP) rate, like done with the Alberta School Foundation Fund (ASFF) rate, to account for a previous year's over or under collection?

NO. Unlike ASFF, where municipalities receive a specific dollar amount to collect on behalf of the province and apply it to assessment values to get a rate, the DIP rate is a specific rate municipalities must apply to all DIP properties. Therefore, municipalities should never require any over/under levies for the designated industrial property requisition. In addition, any municipality who has a total DIP requisition of \$1,000 or less is not required to submit anything to the province; any cheques for less than \$1,000 will be returned.

Have there been any modifications to the legislative requirements for petitions during the COVID-19?

NO. At this time, there are no modifications to the legislative requirements for petitions.

Are municipalities and citizens still able to meet the legislative requirements to petition bylaws during the COVID-19 pandemic when provincial regulations prohibit such activities as door to door canvassing?

YES. Section 226.1(1)(c) of the *Municipal Government Act* permits council to pass a bylaw to allow for petitions to council be signed electronically and modify the requirements of sections 224(2) and (3) and 225(3). In the absence of a bylaw, the completion of a petition still involves the collection of original signatures. It is the responsibility of the individuals who organize a petition to collect signatures in a manner that adheres to the physical distancing recommendations of the Chief Medical Officer of Health. Some suggestions to facilitate a petition process could be usage of social media to inform the public of a petition and/or establishing a location where a witness can observe, from an appropriate distance, eligible individuals signing the petition.

Does the submission of a petition to the CAO have to be in person?

NO. A petition can be submitted by courier, mail, or a municipal drop off box, ensuring the CAO receives it within the required timeline. If an individual plans on initiating a petition while public distancing is in effect, they are encouraged to contact ministry staff to discuss any of the petition provisions.

Further Updates

We will continue to examine ways to support municipalities in navigating through this situation, and will provide further updates as new tools become available.



Clearwater County Business Resiliency and Disaster Recovery Plan

The 4 priorities when responding to a disaster are:

1. Save lives and minimize impact on people
2. Protect property and infrastructure
3. Protect the environment
4. Protect the economy

This Business Resiliency and Disaster Recovery Plan deals primarily with the fourth priority.

Background

Disasters have long term impacts on businesses and associated jobs. According to Economic Developers of Alberta (EDA) tracking shows that the fires in Slave Lake and Fort McMurray and the flooding in High River resulted in 25% to 30% of businesses not reopening after those disasters. Most of the businesses that were permanently lost were small to medium enterprises and usually locally owned.

While there are differences with a pandemic in that infrastructure and property are not damaged, the length of time that businesses are without cashflow is forecast to be longer, the monetary impact on customers is possibly deeper and broader than with a fire or flood, and many local or international supply chains may not be able to provide products for inventories or resale.

Businesses provide jobs, pay property taxes, support community groups and activities, and play a vital role in attracting people and other businesses to an area. Losing existing businesses is detrimental to a community because it is very difficult to grow or attract others to replace them along with the associated jobs and taxes. Existing businesses are the main resource of local job creation and development of a skilled workforce.

“Local businesses need to open their doors as quickly as possible. Local workers need access to their facilities to get back to work. They also need access to public services; infrastructure and utilities that help support their business activity. Local government, utilities, and public safety personnel need to partner with local businesses and their intermediaries to make all of this happen quickly. Without jobs and income, few residents will remain in the affected area.”

Economic Recovery Toolkit 2019 Canadian Edition

This Business Resiliency and Disaster Recovery Plan provides an outline of what Clearwater County is doing to help businesses endure the immediate impacts of the COVID-19 Pandemic and to assist in the recovery process when the time comes.

Goals and activities

Improve likelihood of business continuity during pandemic shutdown of business

- *Gather and share resources available to business*
 - Website
 - E-mails
 - Phone calls
 - Webinars and videos
 - Legal advice, accounting, taxation, communications, HR

- *Information to be shared*
 - Provincial and Federal support programs
 - Industry updates and best practices
 - Public Health information regarding the workplace, employees and customers
 - Checklist for identifying critical business functions
 - Financial support resources – grants, loans, taxation issues
 - HR information regarding layoffs, furloughs, reduced hours, and rehiring
 - Market opportunities – cashflow and operations alternatives
 - Business/customer communications best practices
- *Provide direct support on a case by case basis*
 - Provide phone and e-mail hotline. Purpose is to help direct the business to the appropriate resources.
 - Gather general information of obstacles businesses are facing

Recovery from pandemic shutdown of business

- *Continue to gather and share resources available to business*
 - Website
 - E-mails
 - Phone calls
 - Webinars and videos
 - Legal advice, accounting, taxation, communications, HR
- *Information to be shared*
 - Provincial and Federal support programs
 - Industry updates and best practices
 - Public Health information regarding the workplace, employees and customers
 - Checklist for identifying business continuity process
 - Financial support resources – grants, loans, taxation issues
 - HR information regarding rehiring, reduced hours, working with reduced or increased staffing
 - Market opportunities –operations alternatives, restoring customer connections, supply chain connections
 - Business/customer communications best practices
- *Provide direct support on a case by case basis*
 - Provide phone and e-mail hotline. Purpose is to help direct the business to the appropriate resources.
 - Gather general information of obstacles businesses are facing

Post recovery analysis and recommendations

- Conduct post-incident business impact assessments through surveys, meetings etc.
- Analyze information and resource gaps
- Identify businesses/industries that closed and analyze supply chain impacts to the community
- Develop a complete Business Disaster Recovery Strategy that supports the County's Strategies and Plans