



COVID-19

ACI Resumption of Suspended Operations Plan



Contents

- A. Background**
- B. Purpose**
- C. Scope**
- D. Application**
- 1. Guiding Principles, Assumptions and Government actions**
- 2. Transport Canada**
 - a. Role of Transport Canada**
 - i. Background**
 - ii. TC Guiding Principles**
 - iii. TC Phased Recovery timeline**
 - iv. TC Key Touch points**
 - v. Managing Travellers during the Check-In Procedure for Flights Departing from an Aerodrome in Canada**
- 3. Public Health Agency of Canada**
- 4. IATA/ICAO**
- 5. Corporate Actions**
 - a. Four key mitigation measures**
 - b. Looking ahead to a new reality - Considerations for ACI**
 - c. Four phases of responding to the COVID-19 crisis**
 - d. Do we need to return our workforce to the premises?**
- 6. Returning to the workplace**
 - a. Return to the workplace policy/framework**
 - b. Examples of areas to review for return to the workplace**

Contents

7. **Covid-19 Corporate Policies**
8. **Community Restrictions**

A. BACKGROUND

COVID-19 is a global pandemic which has now spread across the world with a rapid escalation of cases and associated fatalities.

COVID-19 acts similarly to previous global pandemics including swine flu, SARS and MERS. Due to the highly infectious nature of the virus and its significant media coverage many people are concerned, and it is important to provide regular updates of reliable information to reduce rumors and misconceptions related to the risks.

Primary considerations include the health and wellbeing of our people and mitigating business impacts of a large-scale workforce absenteeism and significant interventions from provincial and federal governments.

The overall objective of Air Creebec is to have a phased approach to the full resumption of Operations with plans in place to anticipate the impact on people and the business. This will allow us to proactively respond and minimize the risks. The public relations planning (communications) is detailed in a separate document.

B. PURPOSE

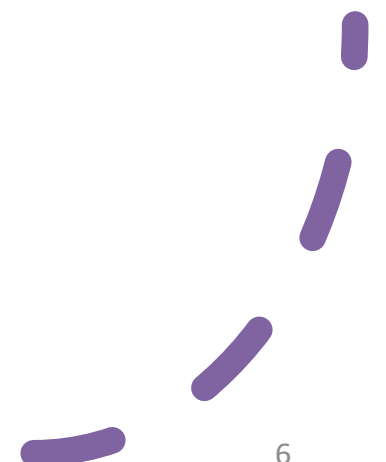
The purpose of this document is to provide an understanding of the measures that should be taken to minimize the impact of the COVID-19 pandemic on our workforce, operations and neighboring communities.

Several conditions must be met to ensure prevention of COVID-19 at all our locations in Quebec and Ontario. Failure to comply could lead to COVID-19 impacting the company and the communities we serve, which could lead to the possibility of reviewing the strategy for reopening workplaces (number, type of workplaces, distance and protection measures required) in order to restore balance.

Particular consideration must be given to pregnant workers and workers with particular health conditions, as well as older workers.

C. SCOPE

This guideline applies to all areas of operations and Divisions of ACI.



D. APPLICATION

- This document informs of minimum standards that shall apply for all locations. Each location will be required to be consistent with this overarching ACI plan.
- Where specific local and/or provincial regulations are applied, locations shall adopt the higher level of standard, whilst always ensuring they comply with local, provincial and federal regulations.
- For all that concerns the impact of the reopening of a workplace on the communities in the region, refer to the public health department of this region and the specific local community plan.

1. Guiding principles, Assumptions and Government actions

Guiding principles

- The health, safety and wellbeing of employees and passengers is the top priority.
- Our plan was prepared in consultation with our Division Heads, including representatives from Health & Safety.

Assumptions

- The COVID-19 threat will remain in the environment and represent a significant health threat until a vaccine and/or effective treatments are broadly available.
- We expect national, provincial and/or local governments (including health authorities) to establish risk levels and provide guidance regarding their requirements and approach to the easing or lifting of restrictions.
- At a minimum, we must ensure strict adherence with all government requirements and guidance.

Government actions

- We expect Federal, provincial governments to establish risk levels so that businesses (as well as the public) can understand the current state of the COVID-19 threat.
- We expect governmental guidelines to explain when and where to lift restrictions, based on the assessed threat level at the time as well as information and guidance on how to ensure the safety and wellbeing of its citizens.
- We expect local communities to establish when they are ready to receive visitors from the outside.

2. Transport Canada

a. Role of Transport Canada

i. Background

- Transport Canada's aviation recovery process aims to maximize flexibility while also maintaining world-leading levels of safety and security.
- Timing of this process is highly dependent on factors such as border status (opened/restrictions eased) and the way health risks are being mitigated.
- Orders embedded within the *Aeronautics Act* are *deeply intertwined with those under the Quarantine Act*.
- There is a need to rely on timelines developed by public health officials to mitigate the risk of disease transmission.

2. Transport Canada (cont'd)

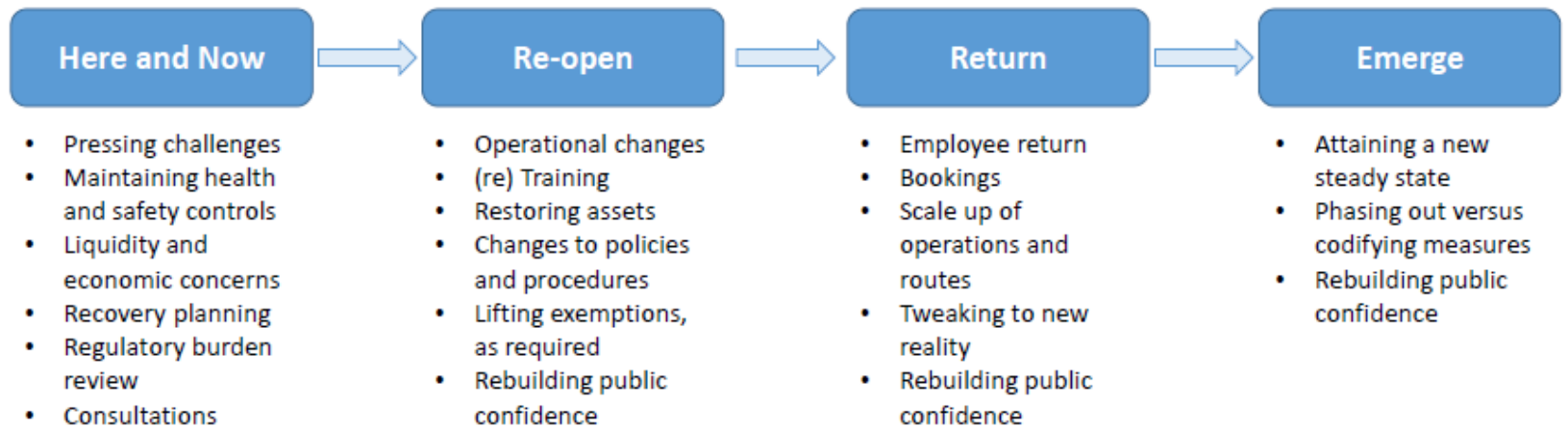
ii. TC Guiding Principles

- This restart and recovery is guided by a set of principles, echoing those seen in the international community(G7, ICAO, etc.):
 - Flexible measures that can be applied, as needed;
 - Safety and security remain paramount;
 - Measures need to rebuild public confidence;
 - Measures need to consider the full spectrum: economic, public health, regulatory, non-regulatory;
 - Maintaining essential supply chains, especially with northern and remote communities; and,
 - Ensuring consistency domestically and alignment internationally.

2. Transport Canada (cont'd)

iii. TC Phased Recovery timeline

Phased Recovery Timeline



• Transition between phases is condition-based, not time-based. May be met by different regions and operators at different times.

• Risk tolerability will vary at international, national, regional and local levels.

2. Transport Canada (cont'd)

iv. TC Key Touch points

Key Touch Points



Transport Canada is targeting measures in the transportation chain that are focused on these major touch points:

Passengers	Staff & Crew
Check-in (e.g., online)	Pre-duty
Departure	Report for Duty
In-transit	On duty
Arrival	End of duty
Post-journey	Post-duty

2. Transport Canada cont'd

v. Managing Travellers during the Check-In Procedure for Flights Departing from an Aerodrome in Canada

The Minister of Transport continues to issue *Interim Order to Prevent Certain Persons from Boarding Flights in Canada due to COVID-19*, pursuant to sub-section 6.41 (1) of the *Aeronautics Act* and updates this order regularly. This order provides direction to aviation for ensuring safe and healthy operation through this pandemic. It contains information for managing travellers to prevent spread of the virus by doing health checks and ensuring masks are worn. This order and other guidance from Transport Canada can be found at this link <https://www.tc.gc.ca/en/initiatives/covid-19-measures-updates-guidance-tc/aviation.html#toc2-2>

In response to managing the COVID-19 outbreak, certain provincial and territorial governments did suspend services considered non-essential. Guidance for Ontario can be found at this link <https://covid-19.ontario.ca/index.html> and for Quebec <https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/situation-coronavirus-in-quebec/>. Now these governments have begun to ease these limitations.

3. Public Health Agency of Canada

Role of Public Health Agency of Canada

- The restart framework for the aviation sector is anchored in broader public health conditions and guidance from the overall federal framework.
- Identification of risks in the system will inform the need to ease, maintain, or add specific COVID mitigations through:
 1. Incentives-ways to incite desired behaviour by industry and the public (e.g., removing financial barrier to making the right choice)
 2. Awareness-reliance on education and the good will of industry and Canadians to implement best or recommended practices
 3. Restrictions-measures intended to restrict or prohibit undesirable
- Behaviours with clearly defined consequences (e.g., travel restrictions)

The Public Health Agency of Canada COVID-19 Website can be found here <https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html>

4. IATA/ICAO

- The IATA COVID-19 information can be found on this Website <https://www.iata.org/en/programs/safety/health/diseases/>
- The ICAO COVID-19 information can be found on this Website <https://www.icao.int/covid/Pages/default.aspx>



5. CORPORATE ACTIONS

Almost every challenge in aviation requires a team effort to solve it. Today we face the biggest challenge in commercial aviation's history: restarting an industry that largely has ceased to operate across borders, while ensuring that it is not a meaningful vector for the spread of COVID-19.

This will be particularly crucial for us as our main clients live in isolated, limited access and support communities, with a population that is particularly susceptible to this virus, having several pre-conditions.



5. CORPORATE ACTIONS

Meeting this challenge will mean making significant changes across the arc of the air travel experience: pre-flight; at the departure airport; onboard; and post-flight.

It will require governments to assume broad new responsibilities in terms of assessing and identifying traveler health risks, as governments did for security after 9.11.

We, other airlines and airports will need to introduce and adapt processes and procedures to minimize contagion risk in the airport and aircraft environments;

Passengers will need to be empowered to take more control of their travel journey, including responsibly assessing their own level of health risk before a journey.



5. CORPORATE ACTIONS

a. Four key mitigation measures



- To the left are four key mitigation measures that ACI has implemented to allow for continued operations and a broader resumption of service.
- These are based on guidance from government and private health authorities, including the World Health Organization (WHO), Government of Canada COVID-19 update page, US Centers for Disease Control and Prevention (CDC), EU Center for Disease Control (ECDC), and International SOS (ISOS).
- Information from these organizations is based on what is currently known about COVID-19. Governments may issue guidance that differs from what is suggested here, and if so, ACI will implement those in addition to, or instead of, these four key measures.

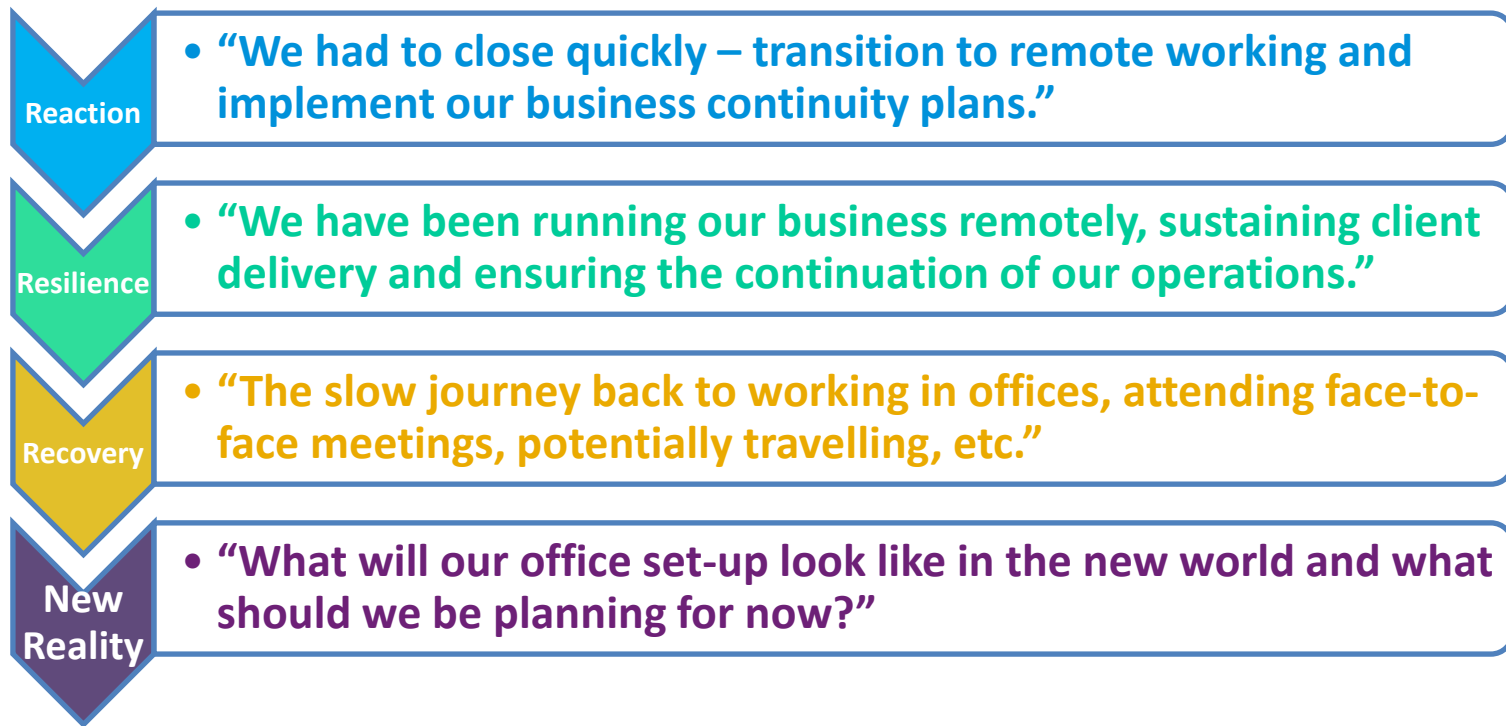
5. CORPORATE ACTIONS

b. Looking ahead to a new reality - Considerations for ACI:

- What will the “new reality” look like once the risk of COVID-19 subsides?
- Will workers be eager to return to the office after they have embraced remote working?
- What has been the impact on the workforce and overall business performance?
- Have meetings been as productive when held virtually?
- How can the impact to the organization’s goals be sustained?



c. Four phases of responding to the COVID-19 crisis



Returning to the workplace is part of the **Recovery** phase.

When making decisions about longer term policies – e.g.: working from home, travel guidelines, etc. – we must ensure to look ahead to the **New Reality** phase that will emerge once a COVID-19 vaccine or treatment is found.

d. Do we need to return our workforce to the premises?

•ACI must be clear on what we want to achieve by allowing people to return to the workplace and have completed a Corporate Change Risk Assessment (CCRA) of business benefits versus risk.

•ACI may wish to consider a phased return to work. Before executing plans, there are several considerations that should be addressed, including thoughts around which groups should be returning first. Considerations include:

1 Office operations teams

2 Risks to mental health and well-being

3 Unsuitable workspace at home

4 Access to a specific workstation set-up

5 Impact of home working on employees' ability to learn on the job.

6 Additional equipment required to be able to fulfil their role

7 Roles that cannot operate effectively working remotely

8 Roles that cannot be performed in full or part outside the office

9 Poor internet connectivity

6. Returning to the work place

ACI has a duty to first and foremost protect the health and wellbeing of their people, as well as clients/passengers on our aircrafts and check in areas/FBO and visitors to our offices and other areas of operations.

To ensure that an orderly, efficient process is in place and ready for implementation, this plan has been developed.



6. Returning to the work place

Procedure to follow for employees who are called back to work.

1- Complete the daily questionnaire by telephone – declaration of health status 24 to 48 hours in advance to ensure that the person is able to return to work.

2- Check if the employee has completed the following training courses:

- Coronavirus 2020 pandemic
- How to use a protective mask

3- The employee must also read all the memos related to the Covid-19

7. Covid-19 Corporate policies

Our expectations in regards to anyone travelling out of country will be the Government issued guidance of self isolation of 14 days is mandatory.



7. Covid-19 Corporate policies

**Process for shut-down in case of
numbers increasing,
Partial/Full/Regional**

**In the event that Covid 19 cases
begin to rise, we are prepared to
respond accordingly to the areas
affected, whether this be
community based, regionally
based, or within the company.
Each situation will depend on
local, regional, or internal
committee guidance provided in
those circumstances.**

7. Covid-19 Corporate policies

**Covid-19 Policy on Cleaning
buildings and Aircrafts.**

**We have instituted additional
cleaning / disinfecting protocols
of our Aircrafts and workplaces.**



8. Community Restrictions

Each community and Mining camp will have their own restrictions in place that will be followed.

