CEMA
Calgary Emergency Management Agency

Is your business prepared?

Business Continuity Reference Guide

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THE CITY OF CALGARY

Onward! CEMA creates a culture of preparedness through public education and events.

FOREWORD

The 2013 southern Alberta floods had a significant impact on the business community in Calgary. Many businesses were forced to close temporarily as they cleaned up, while a small number were impacted so severely that they were unable to resume their business operations altogether.

The Calgary Emergency Management Agency (CEMA) recognizes the importance of the business sector as an essential member of the Calgary community. The resumption of business activities is a critical component of overall community recovery following a disaster.

The 2013 floods were a call to action for both the business sector and The City of Calgary. The flood highlighted the need for businesses to be further prepared in advance of a major event causing disruption to business activities. A disruption can be large, such as the flood event, or it can be as simple as a system failure interrupting important business data. This business continuity guide was developed to assist small- and medium-sized businesses plan for the continuity and resumption of business operations following a disruption.

This guide is a coordinated and cooperative effort between CEMA and the Calgary Chamber of Commerce. CEMA believes that this exciting partnership with the business community is a significant step in ensuring that Calgary businesses are well-served and well-prepared for any future challenges.

CEMA
Calgary Emergency Management Agency

Calgary Chamber

DIRECTIONS

1. Use this reference guide to assist you in completing the Business Continuity Template (available for download at **calgary.ca/cema**).

2. Examples are written in BLUE text.

3. Fill out the Business Continuity Plan Template.

4. Create duplicates and/or expand sections as needed (e.g. Action Plan Template, Exercise Log).

5. Save and print your Business Continuity Plan

LIST OF ABBREVIATIONS

AEMA	Alberta Emergency Management Agency
BCP	Business Continuity Plan
BCM	Business Continuity Manager
CEMA	Calgary Emergency Management Agency
DRP	Disaster Recovery Program
RTO	Recovery Time Objective
UPS	Uninterruptible Power Supply

INTRODUCTION

There are **five steps** to developing an effective Business Continuity Plan:

An effective Business Continuity Plan should align to the nature of your business and its operations. Accordingly, the user is encouraged to customize this template to meet their business's needs.

Register your business with Calgary Chamber's **Emergency Business Contact Database** to receive relevant alerts during an emergency.

CalgaryChamber.com/Emergency

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BUSINESS CONTINUITY PLAN INFORMATION

COMPANY NAME	Tasty Fine Foods
BUSINESS CONTINUITY MANAGER	Kelvin Behram, Business Owner
CONTACT INFORMATION	(403) 999 – 5555, Kelvin.Behram@tasty finefoods.com
ALTERNATE MANAGER	Kristina Lucas, Executive Administrator
CONTACT INFORMATION	(403) 555 – 5555, Kristina.Lucas@tastyfinefoods.com
BUSINESS CONTINUITY PLAN LOCATION	Head Office, #99 George Drive SW, Calgary, AB T3T 3T3

REVISION LIST

A Business Continuity Plan (BCP) requires regular updating and maintenance. The revision list contains the detailed changes and amendments made to the BCP.

REVISION NUMBER	DETAILS	REVISED BY	REVISION DATE
01	First version release	Kelvin Behram	August 15, 2013
02	Updated the employee contact list	Kristina Lucas	September 25, 2013

DISTRIBUTION LIST

The BCP must include a distribution list. All parties involved such as co-owners, partners, board members, managers, and employees should have a copy of the plan.

NAME	DETAILS	DATE
Kelvin Behram	BCM	July 03, 2014
Kristina Lucas	Alternate BCM	July 03, 2014
Calgary Small Business Association (CSBA)	Copy at CSBA Head Office	July 03, 2014

VITAL INFORMATION

It is important to have your business's vital information at the front of your BCP. In the event of a business disruption, you will not have to waste valuable time scanning through the entire document to obtain vital information such as key contacts and insurance information.

BUSINESS LICENCE NUMBER	105 – 5555 - CGY
INSURANCE POLICY NUMBER	VND – 0455 - 555
CRITICAL PAPER RECORDS LOCATION	Behram Residence, #20 Green St SW, Calgary, AB T3V V3V
BACK-UP COMPUTER RECORDS LOCATION	Dropbox.com (login info with BCM and alternate BCM)

STAFF CONTACT NUMBERS

In the event of a disruption, you may need to notify your staff on what to do next.

NAME	TITLE	PHONE #1	PHONE #2
Kristina Lucas	Executive Administrator	(403) 555 – 5555	(403) 555 – 5554
Roland Adaeze	Retail Sales Manager	(403) 201 – 5555	(403) 201 – 5554
Caitlyn Teofilo	Corporate Sales Manager	(403) 202 – 5555	(403) 202 – 5554
George Commons	Sales Associate	(403) 203 – 5555	(403) 203 – 5554
Katie Lander	Sales Associate	(403) 204 – 5555	(403) 204 – 5554
Brian Petros	Delivery Driver	(403) 205 – 5555	(403) 205 – 5555
Lubomir Tzitov	Shipping and Receiving Manager	(403) 208 – 5555	(403) 208 – 5554

EMERGENCY CONTACT LIST

Create an emergency contact list of your business's service providers which you may need during a disruption. This list should include contacts such as the building manager, landlord, utilities, insurance, and security.

Alberta Health Link can answer medical questions when life is not in danger.

NAME	TITLE	PHONE #1	PHONE #2
Fire, Police, Ambulance	Emergency Services	9-1-1	
Poison Control Centre		1-800-332-1414	
Alberta Health Link		1-866-408-5465 (LINK)	
Jason Raymond	Head Office, Building Manager	(403) 301 – 5555	(403) 301 – 5554
Safeguard Security	Head Office, Building Security	(403) 305 – 5555	(403) 305 – 5554
Fariha Gebhard	Sunset Farmers Market, Landlord and Security	(403) 302 – 5555	(403) 302 – 5554
ENMAX	Electricity, power outages	(403) 514 – 6100	(403) 310 – 2010
Disaster Solutions	Disaster Restoration, Clean-up	(403) 304 – 5555	(403) 304 – 5554

SUPPLIER CONTACT LIST

You may need to notify your suppliers in the event of a disruption. Alternatively, you may need to contact a secondary supplier in case your primary supplier also suffers a disruption.

NAME	COMPANY	PHONE #1	PHONE #2
Eugene Mackenzie	Mission G, Chicken Supplier	(403) 562 – 5555	(403) 562 – 5554
Kristi Ferguson	Corex, Beef Supplier	(403) 563 – 5555	(403) 563 – 5554
Isabela Araujo	FSC Seafoods, Seafood Supplier	(403) 564 – 5555	(403) 564 – 5554

CUSTOMER CONTACT LIST

List the customers who may need and expect personal notification from your company. In a disruption, contacting your important clients exhibits good customer service and can help you retain their business when your operations resume. Consider giving your customers an alternative solution if your company is unable to provide its products and services.

NAME	COMPANY	PHONE #1	PHONE #2
Costante Napolitani	Cattleshack Restaurant	(403) 800 – 5555	(403) 800 – 5554
Peter Jarvinen	Ivy Rooftops	(403) 801 – 5555	(403) 801 – 5554
James Baden	Baden Lounge	(403) 802 – 5555	(403) 802 – 5554
Jeffery Walker	Greenview Island	(403) 803 – 5555	(403) 803 – 5554
Xiuxiu Sung	Paramount Foods	(403) 804 – 5555	(403) 804 - 5554

ASSOCIATED POLICIES, DOCUMENTS, AND PROCEDURES

Your Business Continuity Plan may need to reference other documents such as a crisis communications plan, equipment manuals, troubleshooting instructions, and insurance policies. These documents should be listed in this section to allow for quicker access during a disruption.

FILE	LOCATION	DATE UPDATED
Insurance Policies	Box #72, Knox Storage	June 24, 2014
Business Licence	Head Office, Tasty Fine Foods	June 24, 2014
Alberta Health Licence	Head Office, Tasty Fine Foods	June 24, 2014
XEROX X4220 Printer Manual	Head Office, Tasty Fine Foods	February 2011
Master Customer List	Box #72, Knox Storage	August 13, 2013

STEP ONE: ANALYZE YOUR BUSINESS

Understanding your business is the most important step in developing a Business Continuity Plan. Before continuity strategies can be developed, a thorough and comprehensive analysis of your business must be undertaken. Analyzing your business will help you understand which people, processes, and equipment are necessary to your day-to-day operations. Consider the following questions to facilitate further discussion:

What is the purpose of your business?

Tasty Fine Foods sells frozen gourmet fine foods. We sell conscious, healthy, and sustainable food options to all our customers.

What products and services do you provide?

We sell organic chicken, grass-fed beef, and sustainable seafood.

How do you provide your products and services (e.g. web store, shop, delivery)?

Tasty Fine Foods has a retail store at Sunset Farmers Market. Our corporate customers contact our head office to place their orders. We also offer a free delivery service to all our customers.

Do your service providers have Business Continuity Plans in place?

Mission G, Chicken Supplier – No BCP

Corex, Beef Supplier – No BCP

FSC Seafoods, Seafood Supplier – BCP under development

What are your resource requirements (e.g. suppliers, equipment, records)?

Computers, internet, landline, sales and shipping records, inventory, delivery van, industrial freezers, and food vacuum sealers. Our storage freezers are located at our head office.

Who is involved in the daily operations (e.g. employees, suppliers)?

Management, sales staff, food suppliers, shipping and receiving, and delivery drivers are the people involved in our day-to-day activities.

Who are your customers?

A majority of our customers are Sunset Farmers Market patrons. Tasty Fine Foods also supplies a few Calgary gourmet restaurants.

EMPLOYEE ROLES AND RESPONSIBILITIES

POSITION	ROLES AND RESPONSIBLITIES
Retail Sales Manager	▪ In charge of managing the retail sales store and its daily operations. ▪ Setting daily sales targets. ▪ Ensures that customers receive great service.
Corporate Sales Manager	▪ In charge of all corporate sales operations. ▪ Manages existing corporate customers and sources out potential corporate customers.
Sales Associate	▪ All Sales Associates work at the Sunset Farmers Market location. ▪ Provides the customers excellent customer service. ▪ Point-of-sale operator.
Delivery Driver	▪ Delivers our frozen gourmet products directly to our customers' doors.
Shipping and Receiving	▪ Receives inventory shipments from our food suppliers. ▪ Maintains the inventory. ▪ Provides the delivery driver with the products. Packages food when required.

KEY BUSINESS FUNCTIONS

Create an inventory of the different business functions that are necessary for your day-to-day operations. Key business functions may include people, processes, and equipments. In the table below, describe the minimum resource requirements (e.g. personnel, equipments, suppliers) for the key business functions. This will assist you in understanding which resources are integral to your operations.

BUSINESS FUNCTION	STAFF REQUIREMENTS	RESOURCE REQUIREMENTS
Sales	Sales Managers, Sales Associates	Computer, landline, customer contact list, printer, email
Delivery	Delivery Driver	Refrigerated van, fuel, GPS
Shipping and Receiving	Shipping and Receiving Manager	Computer, landline, sales and delivery records, vacuum sealers
Food Storage	Shipping and Receiving Manager	Refrigerators, electricity

RECOVERY TIME OBJECTIVE (RTO)

Assume the complete loss of business functions in the table below. Determine the maximum amount of time that these business functions can be interrupted. This timeframe is called the Recovery Time Objective (RTO). The goal is to have these business functions operational within the specified RTO.

The results will assist you in prioritizing the key business functions that are critical to your business operations. Prioritize your planning from the most (<24 hours) to least critical (1 month).

BUSINESS FUNCTION	<24 HRS	48 HRS	72 HRS	1 WEEK	2 WEEKS	1 MONTH
Computers				✓		
Landline	✓					
Internet				✓		
Food Storage	✓					
Sales and Delivery Records				✓		
Delivery Van	✓					
Printer				✓		
Head Office Facilities	✓					

IMPACT

Describe the potential impacts of being unable to resume the business function within the specified RTO. Potential impacts may be financial, organizational, operational, and social. This will underline the severity of the loss of key business functions to your business operations.

BUSINESS FUNCTION	POTENTIAL IMPACTS
Computers	▪ Backlog of sales and shipping transactions. ▪ May cause an inventory issue. ▪ Operational difficulties.
Landline	▪ Unable to receive orders and communicate with customers and suppliers. ▪ May damage business reputation and cause financial repercussions.
Internet	▪ Unable to receive e-mails may affect customer service and damage business reputation.
Delivery	▪ Unable to deliver products. ▪ Can severely damage business reputation and cause financial repercussions.
Food Storage	▪ All the inventory rely on frozen storage, they will go bad after 12 hours without refrigeration.
Shippers	▪ Unable to deliver product to customers. ▪ Will damage business reputation and cause financial repercussions.
Printer	▪ Backlog of sales and shipping records. ▪ Operational difficulties.
Shipping and Receiving	▪ Unable to package products. ▪ Unable to send and receive products. ▪ Will damage business reputation and cause financial repercussions.

NOTES:

Landline has an RTO of less than 24 hours. A lot of our daily business operations rely on the landline, this should be addressed.

Tasty Fine Foods is considering launching a webstore. Investigate new risks involved.

Shipping and Receiving has an RTO of 48 hours. Department only has one staff. Need to consider options.

STEP TWO: ASSESS THE RISKS

Calgary is exposed to different types of risks such as natural hazards, human-caused hazards, and technological hazards. Each potential risk carries unique needs which may require special planning.

The following demonstrates the risks and hazards that your business may be vulnerable to. Assess each risk and imagine how they could potentially affect your ability to continue operating.

SECURITY

Small businesses are prone to traditional security risks such as theft, vandalism, and fraud. However, the increasing use of technology in daily business operations has made small businesses more vulnerable to cybersecurity risks such as cyberattack and online fraud.

Cyberattack

Technology is increasingly becoming an essential component of business operations. Today, almost any traditional crime can be committed with the help of technology. In 2013, cybercrime accounted for more than $400 billion on the global economy. According to *Net Losses: Estimating the Global Cost of Cybercrime, a* report by the Center for Strategic & International Studies (CSIS), cybercrime costs Canada approximately 0.17 per cent of the national GDP.

Fraud

There is a misconception that only larger companies are vulnerable to fraud. Due to fewer resources, small businesses are especially vulnerable to fraud. According to the Association of Certified Fraud Examiners (CFE), nearly half of all small businesses experience fraud. Moreover, according to the Canadian Federation of Independent Business (CFIB, 2014), the average annual cost of fraud on B.C. small and medium-sized businesses is over $7,500. Fraud in small businesses may include billing schemes, cheque tampering, skimming schemes, and payroll fraud.

PERSONNEL

Employees are a company's greatest asset. As they are involved in every business operation, the potential financial and operational impacts of a workforce disruption is high. Not all personnel risks can be mitigated, but awareness can reduce the risk.

Pandemic

Consider a pandemic where a majority of your employees are unable to report to work. How will your business continue operating? According to the Congressional Budget Office (CBO, 2006), there have been three influenza pandemics since 1900 including the most recent H1N1 flu pandemic. Moreover, CBO predicts that approximately 30 per cent of employees would

become ill and miss an average of three weeks of work. Additionally, more employees may miss work to care for their children and family members.

SEVERE WEATHER

Severe weather can develop at any time of the year. It has the potential to affect your business operations, employees, suppliers, and customers. Different severe weather events have unique impacts and may require specific planning. The following are notable severe weather events in Calgary and their financial implications:

- 2013 Alberta floods: $6 billion
- 2012 Calgary hail and wind storms: $522 million
- 2011 Calgary wind storm: $225 million
- 2010 Calgary hail storm: $400 million
- 2004 Alberta floods: $400 million

The Institute for Catastrophic Loss Reduction (ICLR) predicts that Alberta will see a **10% increase** in severe weather events by 2050.

Severe weather can severely impact your business operations. It can directly harm your equipment such as a hailstorm damaging your business's vehicle fleet or a flood spoiling your inventory. More importantly, it has the potential to cascade into other disruptive events such as power outages and road closures.

OPERATIONAL

Operational interruptions include disruptions to supply chain, transportation, IT, and telecommunications. These interruptions can severely affect your business operations.

External dependencies

Although you may have increased your company's resilience by investing the time to engage in business continuity planning, the **external service providers** you rely on could also experience a disruption. These are called external dependencies. It is important to identify these dependencies and plan accordingly in case of a disruption.

For instance, if your supplier experiences a disruption and is unable to deliver supplies, it is ideal to have a secondary supplier in place to ensure the continuity of operations.

INFRASTRUCTURE

Every business has physical infrastructure critical to business operations. This can either be an office where business operations are managed, or a commercial space where your products and services are served to your customers. These locations are vulnerable to infrastructure disruptions such as fire, hazardous materials incidents, power outages, and loss of utilities which can severely affect your business operations.

Fire

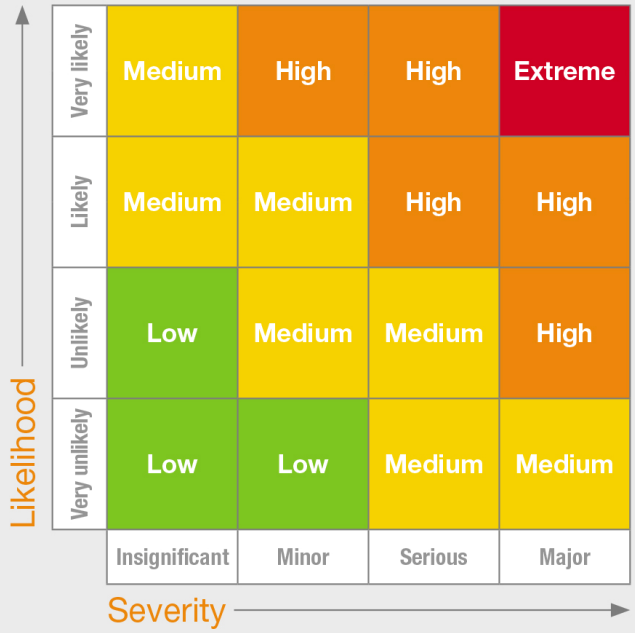
Fire is a common occurrence in the City of Calgary. Although the size and impact of these incidents ranges dramatically, they are dealt with every day. In 2012, the Calgary Fire Department (CFD) responded to 1,877 fires. This was an increase of 3.5 per cent from the previous year and also experienced an 85.7 per cent increase in explosion calls as compared to 2011.

Power Outage

Power outages are a frequent occurrence in the City of Calgary. For many reasons, power outages can suddenly occur for an unknown length of time. Power outages can cause significant harm to your business such as loss of critical data, dropped sales or service calls, damage to equipment, theft, loss of product or a batch of materials, and environmental safety risks.

RISK MATRIX

Risks and hazards have different severities and likelihood of occurring. Consider the different hazards in the previous page and use the risk assessment matrix below to assess the potential hazards to your business.



RISK LEVEL	SCORE
Extreme	16
High	8 – 12
Medium	3 – 6
Low	1 – 2

VALUE	LIKELIHOOD	DESCRIPTION
4	Very likely	Very likely to occur in the foreseeable future
3	Likely	Likely to occur in the foreseeable future
2	Unlikely	Not likely to occur in the foreseeable future
1	Very unlikely	Will only occur in exceptional circumstances

VALUE	SEVERITY	IMPACT ON KEY BUSINESS FUNCTIONS & INFRASTRUCTURE	FINANCIAL IMPACT	RECOVERY TIME
4	Major	Loss of key business functions and extensive damage to infrastructure.	Major	1+ month
3	Serious	Significant impact on key business functions and damage to infrastructure.	Significant	1+ week
2	Minor	Minimal impact on key business functions and little to no impact on infrastructure.	Limited	1-3 days
1	Insignificant	Negligible impact on key business functions and no impact on infrastructure.	None	Immediate

Calculations

To calculate the risk level, multiply the hazard's likelihood value by the severity value (likelihood x severity = risk level). Prioritize your planning based on the risk value.

HAZARD	RISK LEVEL	PLANNING MEASURES
Power Outage	4 (Very Likely) x 4 (Major) = 16 (Extreme)	Develop a power failure strategy
Supply Chain Disruption	3 (Likely) x 4 (Major) = 12 (High)	Source alternative suppliers
Telecommunications Disruption	3 (Likely) x 3 (Serious) = 9 (High)	Implement landline and/or cellphone redundancies, call forwarding
Fire	2 (Unlikely) x 4 (Major) = 8 (High)	Fire safety planning, service fire extinguishers and detectors
Fraud	2 (Unlikely) x 3 (Serious) = 6 (Medium)	Perform semi-annual inventory, perform a random audit of sales transactions

NOTES:

Kelvin Behram and Kristina Lucas will follow-up on these planning measures.

Contact landline provider to follow-up on options

Perform an audit for the last business year

Consider purchasing a generator

STEP THREE: DEVELOP STRATEGIES

In an ideal world where finances are unlimited, it would be possible to implement a perfect business continuity solution. However, in normal business practice, it is essential to strike a balance between cost and the speed of recovery. Many business continuity strategies are easy and cost-effective to implement. These strategies may involve a simple phone call to a potential secondary supplier or developing mutual aid agreements with other organizations. The following are a range of business continuity strategies that may be implemented by your business:

CROSS-TRAINING AND SUCCESSION PLANNING

In the event of a business disruption, key personnel may be inundated or unable to report to work, and critical functions may be overloaded requiring additional personnel. Cross-training and succession planning are cost-effective solutions to addressing these personnel gaps. Cross-training enables staff to gain the skills and knowledge required to perform other duties within the business unit. Succession planning ensures that the chain of command remains intact in the absence of key personnel.

ALTERNATIVE SUPPLIERS

Some business functions heavily depend on the products and/or services of external suppliers. Businesses can choose suppliers with strong business continuity plans or persuade existing suppliers to invest in business continuity planning to reduce supply chain risks. It is important that alternative suppliers are identified in the event that the primary supplier experiences a disruption.

POWER FAILURE STRATEGY

A power failure can cause data loss and affect a number of systems and equipment. Power failures are common occurrences that can vary in origin and length of outage. Consider implementing these power failure strategies in your business unit:

Uninterruptible Power Supply (UPS)

An Uninterruptible Power Supply (UPS) provides emergency power when the main power has failed. It provides near-instantaneous power supply to critical equipment to enable users to save data and perform a proper shutdown of systems and equipment. If the power failure lasts for less than an hour, UPS may be able to sustain power.

Power Generators

In an extended power failure, power generators provide excellent supplementation to UPS devices by ensuring an uninterrupted and continuous supply of energy. Power generators require maintaining fuel storage.

To ensure proper compatibility and capacity, a professional consultation is required when introducing emergency power supply equipment. Protocols surrounding operations, maintenance, and regular testing must be developed. The success of implementing these strategies hinges on consultation and the development of supporting protocols.

IMPLEMENT REDUNDANCIES

Step One: Analyze your business has provided great insight on the criticality of certain resources and processes to your business unit. Implementing redundancies in your most critical business functions can significantly reduce the impact of a disruption. Implementing redundancies means duplicating critical functions. For example, if internet services are critical to your business, having a secondary Internet Service Provider (ISP) will significantly reduce the chance of an internet outage.

IT CONSIDERATIONS

Data loss can be as devastating to your business as the loss of physical property. Having a comprehensive IT plan to support your business continuity will save you a great deal of time, stress and money when disaster strikes. Storing digital and hardcopies of vital information, data, and resources in an offsite location can promote the continuity of operations in the event that your business's primary location is compromised.

Cloud Storage and Computing

Cloud storage is a term used to describe the duplication of hosting files at a secure and redundant offsite location rather than having files solely located within your place of business. This will help the transition to emergency telecommuting much easier and smoother as it will enable your employees to access their emails and data remotely.

Backup Data Regularly

Backup your data regularly both onsite and offsite. Monitor the status of your backups and regularly test your ability to restore your systems. Back up absolutely everything – nothing is obsolete. Lastly, store a copy of your backups on a storage device such as an external hard drive or a memory stick and store it in a safe offsite location. It is important to understand the risks and hazards inherent to the offsite storage location. There must be considerable distance between the two sites to ensure they are less likely to be affected by the same disaster.

Password Access

Similar to the concepts of succession planning, the people authorized to access certain password-protected systems and documents may be unavailable during a disruption. It is vital to ensure that other employees have the access to necessary passwords. You may consider recording them in *A.5 Associated Policies, Documents, and Procedures.*

HUMAN RESOURCE MANAGEMENT

Your employees are the most integral aspect of your Business Continuity Plan. Therefore, it is important to involve them in throughout your planning. Most importantly, be cognizant of your employees' needs as their personal lives may have also been disrupted.

Include your Staff

Strong emergency planning with your employees' involvement will help to reduce stress and confusion during an emergency. By understanding each other's roles and responsibilities, how information will be communicated internally, and knowing who has disaster training, staff will feel more confident in dealing with disruptions.

Employee Safety and Well-being

Be considerate. Make sure you aren't asking employees to return to work before you can guarantee safe working conditions. Even if your work location is safe and operational, consider how employees get to work and other challenges they may face. Also, take into consideration that your people could have been affected personally by the disaster and may have priorities within their own

homes and families to take care of. Be a responsible employer and a good neighbour and offer your assistance.

Monitor Mental Health

A disaster can be emotionally and mentally exhausting. It is important to understand that the aftermath may be as equally stressful as the event itself. Increase awareness to mental health resources that are available as part of your company's benefits program or direct them to additional resources such as literature, a hotline, or in-person counseling services. Encourage employees to utilize these resources and continually monitor their stress levels and mental health during and after a disruption.

Communication is Key

Inform your staff about the state of your operations on a regular basis. Concise, timely, and up-to-date information can reduce stress while providing reassurance that they are valued members of the team.

Taking the proper steps in protecting and informing your employees during a disaster will show your company's commitment in keeping them safe. This will serve to strengthen your team and minimize potential work stoppages.

REPUTATION MANAGEMENT

Your brand name is only as good as your reputation and every disaster provides an opportunity to improve your business's reputation. While short-term business continuity objectives are a top priority during a disruption, there are other important factors to consider regarding your business's long-term recovery.

Donate Money

In the event of a large disruption, cash is the most effective form of donation. It allows local aid organizations to purchase relief goods and supplies that they specifically need at a bulk discount. More importantly, cash is much easier to transport and requires much less logistical coordination. Find organizations that you trust in the community and support their efforts with cash donations.

Donating Service and/or Equipment

Your business may have certain services or equipment that can help in the recovery efforts. Listen to the media and authorities

and carefully follow their instructions. You may call 311 from within Calgary or dial (403) 268 – CITY (2489) to offer your assistance.

Donating your Employees' Time

Though your company may remain operational and unaffected by a large disruption, your employees may feel the need to connect and help their community. Consider supporting your employees by allowing them to volunteer with paid company time.

Never Raise Prices

It does not matter if you are in the business of selling sandbags, bottles of water, or hotel rooms, raising your prices during a disaster is distasteful. Being a good corporate citizen to your community could help you win future customers and strengthen current customers' loyalty.

Communications Considerations

In the age of technology and social media, it is very difficult to retract a comment. Pre-planned advertising, social media posts, and other forms of public communications need to be carefully reconsidered to ensure the content and messaging remains appropriate and sensitive to the current situation.

DISRUPTION EVENT LOG

Maintaining an accurate time and event log throughout the disruption will assist you after the disaster in reviewing and analyzing the successes and failures of your Business Continuity Plan. This information will inform you in updating and amending of your Business Continuity Plan.

MUTUAL AID AGREEMENTS

In the event of a disaster, your business' resources may be stretched beyond capacity making it difficult to continue operations. A Mutual Aid Agreement is a pre-arranged understanding between two or more parties to provide emergency assistance to each other during a disruption. Assistance may be as simple as providing equipment, supplies, vehicles, and/or personnel. Assisting other organizations with their emergencies can lend insight into your own business's resilience and vulnerability.

EMERGENCY TELECOMMUTING

A public health and safety concern may require your employees to stay home. Emergency telecommuting is a work arrangement in which the employee works from home or some other location outside the office during a disruption. This arrangement could substantially curb your business's productivity losses. The prevalence of wireless communication and high-speed internet allows for the use of emergency telecommuting as an easy and cost-effective business continuity solution.

Consider the following when developing an emergency telecommuting protocol:

- Does the employee have the necessary software and equipment?
- Does the employee have remote access to internal documents and applications?
- Are there security considerations with remote access?
- How will team members communicate while working remotely?

Have employees work offsite occasionally to make sure their telecommuting equipment and environment is functioning properly.

SOCIAL MEDIA IN CRISIS COMMUNICATIONS

Social media is a vital tool in both communicating and receiving information during a disaster. In a situation when minutes and even seconds can count, updates via platforms such as Twitter and Facebook can be delivered to both computers and mobile devices instantly.

Communications Advantages

Social media is an ideal platform for sharing critical information with clients, authorities, and the general public. Specific information to share may include:

- Closures
- Reduced business hours
- Requests and referrals for assistance
- Services and volunteers available to help other businesses and homeowners
- Tips and information that would be beneficial for your clients and followers during an emergency

Informational Advantages

Social media is also an optimal platform for receiving information vital to your business during an emergency. Following the accounts of local news agencies, the City of Calgary, Alberta Emergency Alert, the Calgary Policy Service and Public Safety Canada will allow you to:

- Learn best practices on how to prepare for a coming emergency
- Receive updates on power outages, road closures, evacuations and any risks to public and personal safety
- Stay informed on how the emergency is unfolding minute by minute
- Find out about requests for assistance, cleanup efforts and volunteers
- Gain information on government recovery efforts

Using Facebook and Twitter to stay informed can help your business prepare, mitigate, respond, and recover from a business disruption.

DISASTER RECOVERY PROGRAMS (DRP)

Recovering from a disaster is difficult. The Government of Alberta makes it easier by providing disaster recovery funding for eligible residents, small businesses, agricultural producers and municipalities after events like overland flooding that cause uninsurable damage and loss. Municipalities apply for Disaster Recovery Programs (DRPs) on behalf of their residents.

Disaster recovery programs provide financial assistance for municipalities and their citizens who incur uninsurable loss and damage as a result of a disastrous event. These programs are an effective way of assisting municipalities by ensuring that the costs of disasters are shared by all Albertans, and whenever possible, by all Canadians through cost sharing arrangements with the federal government.

A State of Local Emergency does not have to be declared in order to receive financial assistance under a disaster recovery program.

The Disaster Recovery Program (DRP) is administered by the Alberta Emergency Management Agency (AEMA). AEMA is part of Alberta Municipal Affairs. Alberta Regulation 51/94 of the Alberta Emergency Management Act allows the province to provide disaster recovery assistance to residents, small business, agriculture operations, and provincial and municipal governments if the event meets the criteria as outlined in the regulation.

- The event is considered extraordinary.
- Insurance is not reasonably or readily available.
- There is evidence that the event is wide spread.

For more information, visit www.aema.alberta.ca

What strategies can you implement BEFORE a disruption occurs?

CROSS-TRAINING – Shipping and Receiving, and delivery only has one personnel. Need to cross- train staff to handle shipping and receiving in the event of an extended period of Absence.

ALTERNATIVE SUPPLIERS – Need to source out additional latex suppliers, have experienced supply chain disruptions in the past.

POWER FAILURE STRATEGY – Consider purchasing a generator large enough to power all the freezers. Also consider fuel storage.

What strategies can you implement DURING a disruption?

DISRUPTION EVENT LOG – We will log the sequence of events so that we may review it for further improvement post-disaster.

CONTACT CUSTOMERS – We will contact customers in the event of a disruption to inform them of our difficulties. If needed, we will recommend alternative solutions.

What strategies can you implement AFTER a disruption has occurred?

DISASTER RECOVERY PROGRAM – In the event of a disaster, we may be eligible for DRP assistance.

REVIEW THE EVENT LOG – We will review the event log to gauge the effectiveness of our response and BCP.

CONTACT CUSTOMERS – Thank them for their patience throughout the disruption.

Notes:

STEP FOUR: MAKE A PLAN

At this point, you have gained a better understanding of your business, its key functions, the potential risks it may be vulnerable to, and the appropriate strategies to address them. It is time to put this knowledge together and make a Business Continuity Plan.

ACTION PLAN TEMPLATE

The following is a basic template to facilitate your planning. It is scalable to be as simple or complex as your business requires. Prioritize your planning based on both the criticality of your key business functions and the risk levels of potential hazards.

Example #1

RISK		POWER OUTAGE
RISK LEVEL		EXTREME(16) =Very Likely (4) x Major (4)
RTO		Food Storage (<24 Hours)
BUSINESS FUNCTIONS AFFECTED		Inventory, Sales, Customer Service
POTENTIAL IMPACT		Inventory damage, data loss, financial impact, reputation damage
ACTION	**BEFORE**	• Develop a power failure strategy • Store enough fuel if generators are purchased • Develop a list of companies that rent out refrigerated trucks
	DURING	• Contact the Business Continuity Manager • Implement power failure strategy • Call suppliers if they can assist in refrigeration • Rent refrigerated trucks
	AFTER	• Investigate the disruption • Review the event log • Plan for improvement
RESOURCES REQUIREMENTS		Landline or mobile phone, Sales and shipping records, Inventory count, Key customer contact list, Business Continuity Plan
STAFF REQUIREMENTS		Business Continuity Manager, Sales staff, Sales manager

Example #2

RISK		SUPPLY CHAIN DISRUPTION
RISK LEVEL		HIGH (9)= Likely (3) x Major (3)
RTO		Inventory (72 Hour), Delivery (72 hours),
BUSINESS FUNCTIONS AFFECTED		Inventory, Sales, Shipping and Receiving
POTENTIAL IMPACT		Inventory shortage, financial impact, reputation damage
ACTION	**BEFORE**	• Source out alternative suppliers • Inquire about Business Continuity Plans of suppliers
	DURING	• Contact the Business Continuity Manager • Call alternative suppliers • Inform key customers if not resolved • If needed, offer alternative solutions to customers • Log the event
	AFTER	• Investigate the disruption • Review the event log • Plan for improvement
RESOURCES REQUIRED		Refrigerated truck, landline, internet, computer, suppliers
STAFF REQUIREMENTS		Business Continuity Manager, Shipping and Receiving manager

Example #3

RISK		FIRE (Head Office)
RISK LEVEL		HIGH (8) = Unlikely (2) x Major (4)
RTO		Inventory (72 Hours), Vital documents (72 hours)
BUSINESS FUNCTIONS AFFECTED		Corporate Sales, Inventory, Delivery, Computers, Packaging
POTENTIAL IMPACT		Financial Impact, Data loss, critical records loss, Inventory loss
ACTION	**BEFORE**	• Fire Safety Planning • Service fire extinguishers and detectors • Store duplicates of vital records offsite
	DURING	• Contact 9-1-1 • Contact Business Continuity Manager • Contact the Insurance Agent
	AFTER	• Investigate the disruption • Review the event log • Plan for improvement
RESOURCES REQUIRED		Landline or mobile phone, BCP, insurance, fire safety
STAFF REQUIREMENTS		Business Continuity Manager, Owner

ESTABLISH A BUSINESS CONTINUITY MANAGER (BCM)

Whether it is yourself or an employee, establish a Business Continuity Manager (BCM) that is in charge of developing, maintaining, and updating the plan. The BCM should be an individual who is very familiar with the business and its operations. It is good business continuity practice to establish an alternate BCM in the event that the primary BCM is unavailable.

THE BUSINESS CONTINUITY MANAGER IS ENCOURAGED TO PRINT AND DISTRIBUTE THE WORKPLACE EMERGENCY RESPONSE PLAN SECTION TO ALL EMPLOYEES

WORKPLACE EMERGENCY RESPONSE PLAN

Shelter-In-Place

In the case of a hazardous chemical release or severe weather, you may be instructed to shelter-in-place (stay indoors), which is usually a short-term measure.

Shelter-In-Place Procedures:

- Follow the guidance of the emergency services personnel.
- If outside, go indoors and remain indoors.
- If in a vehicle and unable to go indoors, turn off the vehicle, close the windows, and turn off all ventilation systems.
- If indoors, close all windows, doors and air intakes. Reduce air flow in the room by using towels, tape or clothing to seal door jambs.
- Inform other occupants of the situation, if safe to do so.
- Contact the building manager or landlord to shutdown the HVAC system.

Evacuation Procedures and Routes

Evacuation procedures:

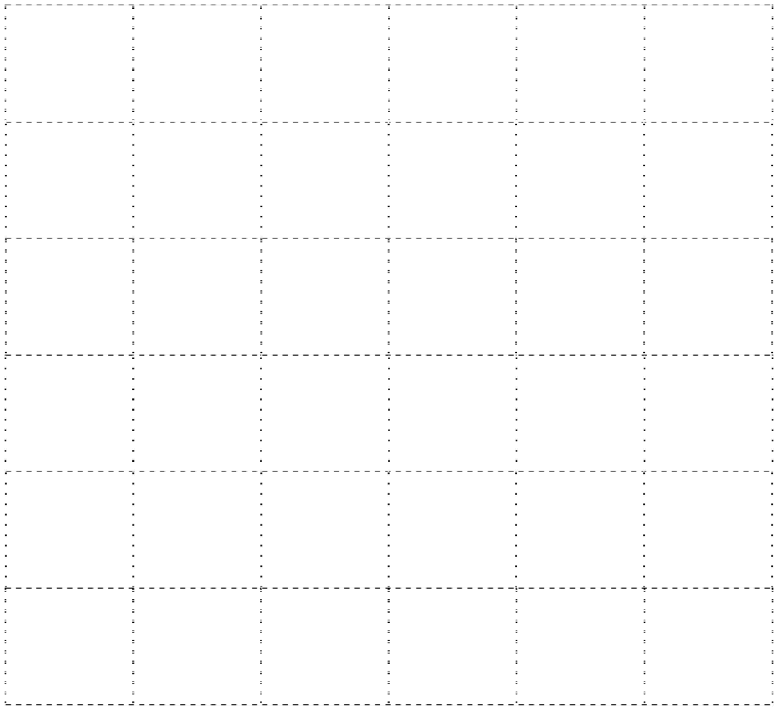
- Cease all other activities (phone calls, meetings, etc.).
- Remain calm and follow directions from floor wardens or emergency services personnel.
- Do not return to your workspace for personal possessions. Evacuate from where you are.
- Walk, do not run, to nearest safe exit. Use stairwell, **NOT** elevators.
- Direct all visitors to the nearest safe stairwell.
- Know the alternate evacuation routes.
- Check doors for heat by using the back of your hand before opening. If a door is hot, use an alternate route.
- Close all doors behind you and proceed to the muster point.

- Remain at the muster point and do not re-enter the building until instructed by emergency personnel.

Evacuation routes:

Locate muster points and exit routes (including alternates) at your worksite so you are prepared to evacuate if needed. Since there are hundreds of business facilities throughout Calgary, rather than providing maps of each site's evacuation routes, you'll need to identify and record them in this guide. This information can be gathered from your floor warden or supervisory personnel.

Draw or print out a map showing the muster points and exit routes in the space provided below.



Muster Point: West Parking Lot
Secondary: East Parking Lot

Exit Route: East Doors
Secondary: West Doors

Build a 72-hour kit

A company is only as good as its employees. The old adage applies to your Business Continuity Plan. Encourage all employees to assemble a 72-hour emergency preparedness kit at home. The more prepared your employees are, the more resilient your business operations will become. This kit is a collection of items they may need in the event of a disaster, which should include:

- Bottled water
- Non-perishable food
- First Aid kit
- Prescription medication
- Wind-up flashlight and radio
- External battery pack or wind-up cellphone charger
- Warm clothes and blankets or sleeping bags
- Important documents and information
- Cash in small bills and coins
- If applicable, stock your kit with baby supplies and items for your pet
- Non-power consuming entertainment for children and adults

In the event of a disaster, employees may be unable to report to work as they are responding to their own family's needs. Encourage your employees to have a personal family plan and a 72-hour emergency preparedness kit.

Lockdown

Emergency personnel may order a building lockdown as a short-term measure in a potentially dangerous situation, such as an armed robbery or hostage taking. **Do not enter any situation or location where you feel threatened or unsafe.**

Lockdown procedures:

- Follow the direction of emergency services personnel and/or building security.
- Find an isolated location or room (lockdown room) that will shield you from sight. If possible, it should have a door that can be locked from the inside. Close all windows and blinds, and lock and block the door with furniture.
- Turn out the lights and turn off (or switch to vibrate mode) any noise-producing devices (radio, cellular phones, pagers).
- Evacuate only if advised by emergency services personnel or building security

In the event of an aggressive or violent person in the workplace or a hostage taking, staff directly involved should:

- If possible, position yourself so that you have an easy escape route and you have left the person an easy way out, if they wish to back down.
- Remain calm and try to defuse/de-escalate the situation, avoiding sudden movements while maintaining eye contact but not staring or glaring. Maintain positive, open body posture.

Staff not directly involved:

- Contact 9-1-1 and security.
- Do not hesitate to react if you believe a hostage situation is occurring. If safe to do so, advise as many staff as possible to immediately exit the building.

In the event of an armed assailant, all staff should:

- Identify a safe exit route, advise as many staff as possible, if safe to do so, and exit the building.
- Contact 9-1-1 and security.
- If you cannot locate a safe exit route, find an isolated location or room that will shield you from sight. If possible, it should have a door that can be locked from the inside. Close all windows and blinds and block the door with furniture.

- Turn out the lights, close any blinds or windows and turn off any noise-producing devices (radios, cellular phones, pagers).
- If there is more than one person in the room, do not huddle together; spread out around the room.
- If more than one person is in the room, develop a plan of action for what will happen if the shooter comes into the room.
- Be prepared to take direction from emergency personnel who respond to the situation.

When emergency personnel respond, do exactly as told; do not point at the officers and do not scream or yell. Emergency personnel may not assist you as you exit as they are focused on neutralizing the shooter(s). They may treat you as a suspect as they do not know who or how many shooters there are.

Fire Suppression

In some emergencies, such as fire, evacuation from the building will be required. If you discover fire, attempt to isolate the fire by closing the door of the room where the fire is discovered. Activate the building's fire alarm and shout "FIRE". With a buddy, and only if safe to do so, you may choose to attempt to extinguish the fire using a fire extinguisher.

To use a fire extinguisher, remember the word **PASS**.

P – Pull the pin, without squeezing the handles together.
A – Aim at the base of the flames and stand approximately three metres away.
S – Squeeze the handles together; do not release until the fire is completely extinguished
S – Sweep from edge to edge of the area on fire

Always keep your back to an exit and avoid becoming trapped. If unable to extinguish the fire, evacuate the building by following evacuation procedures. Call 9-1-1 and provide all information as prompted. Provide information to the floor warden. Evacuate.

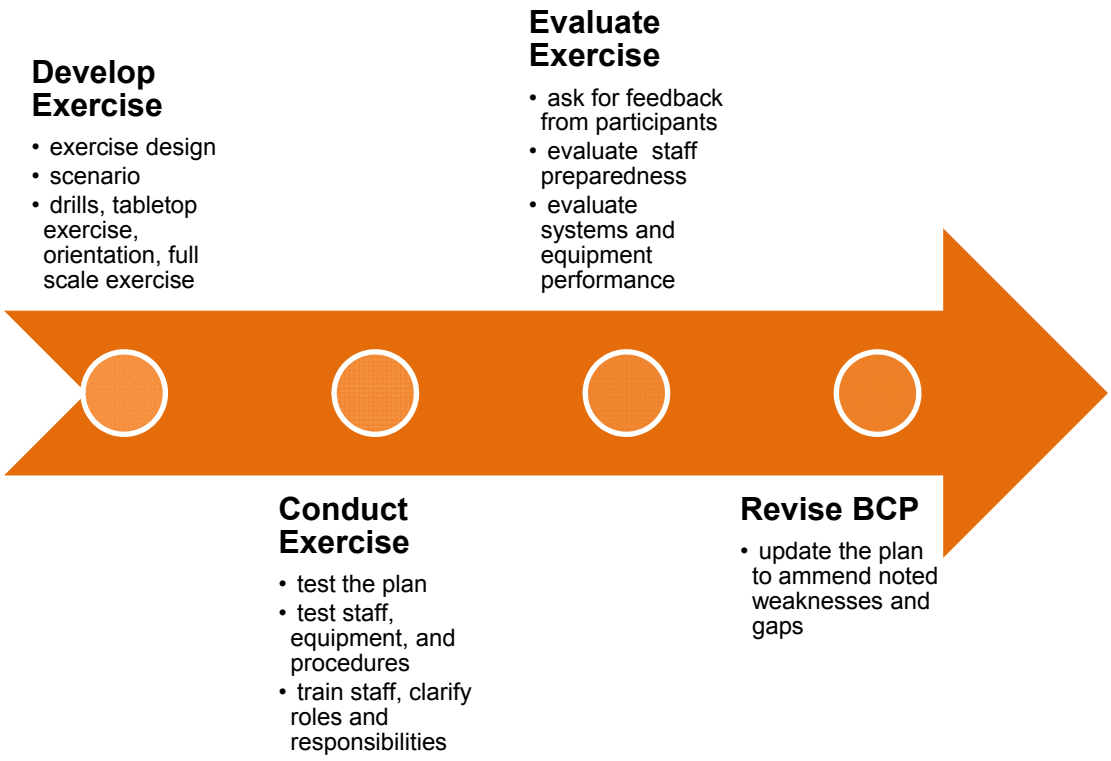
NOTES:

STEP FIVE: EXERCISE YOUR PLAN

It is essential to exercise your plan on a regular basis. Staff should be involved during the exercise to familiarize themselves with their roles and what is expected of them during an emergency. This will ensure a quicker and smoother response in the event of a disruption. The best way to ensure that a Business Continuity Plan is effective is to test it.

In the business world, things are constantly changing (e.g. organizational, operational), so it is also important to update and maintain your plan on a regular basis.

EXERCISE PROCESS



TYPES OF EXERCISES

Workshops

Workshops are designed to familiarize the employees with their roles and responsibilities as defined in the business continuity plan. Workshops are normally conducted in a classroom setting.

Tabletop

Tabletop exercises are designed to test a hypothetical business disruption. The focus is on training, familiarization with roles, responsibilities, and procedures. Tabletop exercises are guided by a facilitator that walks the employees through the process. It is conducted in a stress-free and informal environment where participants are encouraged to ask questions.

Full-Scale

Full-scale exercises attempt to simulate a real business disruption. This is as close as it gets to a real event. This exercise takes place on location where the hypothetical disruption has occurred. Actual equipment, personnel, and business partners are often included in a full-scale exercise.

EXERCISE LOG

It is vital to log exercise events and sequences to help gauge the effectiveness of the Business Continuity Plan. Describe the exercise scenario, the business functions tested, list the participants and most importantly, comment on the effectiveness of all the factors involved. Describe the strength and weaknesses of the plan and make recommendations for future BCP revisions.

EXERCISE NAME	FLAT LINE
DATE	AUGUST 12, 2013
DURATION	2 hours
SCENARIO	There is a power outage across the city and it is expected to remain intermittent or at least 48 hours.
BUSINESS FUNCTIONS TO BE EXERCISED	Inventory, Power failure strategy, Shipping and Receiving, BCP
PARTICIPANTS	BCM, Alternate BCM, Shipping and Receiving, Sales Managers, Sales Associates, Delivery driver
COMMENTS AND FINDINGS	• The BCM was unavailable, reached the alternate BCM • The fuel supply was insufficient for a prolonged power outage • There was exhaust fumes coming in the building • The team forgot to plug in the delivery van and food could have spoiled
RECOMMENDATIONS	• Source out a fuel supplier that can deliver to the head office • Fix the exhaust fume issue • Revise the BCP to include plugging in the delivery van to the generator

NOTES:

STAY INFORMED

Alberta Emergency Alert **@AB_EmergAlert | emergencyalert.alberta.ca**

Alberta Emergency Alerts are issued to warn people about potential risks to their health and safety.

The City of Calgary website **@cityofcalgary | calgary.ca**

In the event of an emergency, The City of Calgary website is a great source of up-to-date information.

Calgary Chamber Emergency Business Contact Database

CalgaryChamber.com/Emergency

Register your business to receive relevant alerts during an emergency.

Calgary City News blog and mobile app

calgarycitynews.com

Stay on top of what's happening in Calgary with The City of Calgary News app.

Calgary 311 mobile app

Report and track select City services from your smartphone using location-based technology.

The City of Calgary facebook

facebook.com/TheCityofCalgary

Receive the latest City of Calgary updates on facebook.

The City of Calgary Road Conditions mobile app

The City of Calgary Road Conditions app is designed to help you plan your commute during winter storms.

Calgary Police Service **@Calgary_Police | calgarypolice.ca**

Calgary Police Service tweets regularly about potential dangers in Calgary and will help keep you up-to-date in an emergency situation.

Public Safety Canada **@Safety_Canada | publicsafety.gc.ca**

Public Safety Canada works to keep Canadians safe from risks such as natural disasters, crime, and terrorism.