Is your business prepared?
Contents

1 What is business continuity?
3 Why should my business have a plan?
3 How to develop a business continuity plan
4 STEP ONE: Analyze your business
5 STEP TWO: Assess the risks
6 STEP THREE: Develop strategies
8 STEP FOUR: Make a plan
8 STEP FIVE: Exercise your plan
9 APPENDIX A: Vital business information
10 APPENDIX B: Key business functions
11 APPENDIX C: Risk matrix
12 APPENDIX D: Business continuity action plan example
13 Stay informed

This guide is a collaboration between CEMA and The Calgary Chamber.
What is business continuity?

Business continuity is about understanding the risks your business could face, and developing strategies and plans to ensure continued operation during and after a disruption.

A business continuity plan will allow you to analyze and understand which products and services are critical to your business operations. It will introduce you to the risks and hazards to which your business may be vulnerable. Based on this information, you can develop strategies to ensure that your business can quickly recover and continue operating through any type of disruption.

Most importantly, a business continuity plan promotes a safe environment for your stakeholders, your employees, and your customers.

Top tip

Back up your data regularly and store copies in a secure off-site location.
But I have business insurance...

**Not all risks are insurable.** Insurance companies may provide financial assistance but you remain out of business. A business continuity plan aims to keep your business running and makes it easier to resume operations after a disruption.

No matter how big your insurance payout is, it cannot help you retain your customers.

In the 2013 Alberta floods, an estimated 180,000 workers could not go to work.

Companies unable to resume operations within ten days are not likely to survive.

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

Top tip

Practice fire safety and establish an evacuation plan.
Why should my business have a plan?

Being unable to provide your products and services to your customers can seriously hurt your business reputation. **Stay open for business!**

- Remain competitive by staying open for business.
- Reduce the financial losses you may incur.
- Identify the weaknesses within your business.
- Improve your dealings with banks, creditors, investors, and insurers by showcasing your appetite for business resilience.
- Protect staff and customers from harm.

Disasters big and small happen without warning. Having a plan in place before a disruption can make for a more effective response and faster recovery.

How to develop a business continuity plan

1. **STEP ONE:** Analyze your business
2. **STEP TWO:** Assess the risks
3. **STEP THREE:** Develop strategies
4. **STEP FOUR:** Make a plan
5. **STEP FIVE:** Exercise your plan

Top tip

Review your insurance policies and know what your policy covers.
STEP ONE: Analyze your business

It is important to understand your business when developing a successful business continuity plan. Consider the following:

- What is the purpose of your business?
- What products and services do you provide?
- How do you provide your products and services?
- Do your service providers have business continuity plans in place?
- Who is involved? (e.g. employees, suppliers)
- What are the minimum resource requirements? (e.g. personnel, equipment, records)
- Who are your customers?

Fill out the templates in Appendices A and B to begin this process. Templates are available at calgary.ca/cema.

According to the Insurance Bureau of Canada, Alberta accounts for 67 per cent of all insurance payouts due to a disaster. Between 2009 and 2012, the average disaster payout in Alberta was $1 billion a year.

The 2013 Calgary and southern Alberta floods were the costliest natural disaster in Canadian history.

Calgary has also endured windstorms, industrial fires, high-rise fires and associated technological disasters, power disruptions, a pandemic, and numerous hail storms.

Top tip

In the event of a disruption, log the sequence of events. It will help you review the strengths and weaknesses of your plan post-disaster.
STEP TWO: Assess the risks

Calgary is exposed to different types of risks such as natural hazards, human-caused hazards, and technological hazards. The following are risks and hazards to which your business may be vulnerable. Assess the risks and imagine how they could affect your ability to continue operating.

- **Security**
  - Theft, vandalism, cyberattack, fraud, sabotage

- **Infrastructure**
  - Fire, hazardous materials, power outage, loss of utilities

- **Personnel**
  - Pandemic, loss of staff, labour action

- **Severe weather**
  - Flooding, tornado, hail, windstorm, lightning

- **Operational**
  - Supply chain, transportation, IT and telecommunications disruptions

Various risks and hazards have different severities and likelihood of occurring. Make use of the Risk matrix in Appendix C to better understand the hazards to which your business is vulnerable.
STEP THREE: Develop strategies

Now that you know the risks your business may be vulnerable to, evaluate possible strategies. Many strategies are easy and cost-effective to implement. Such strategies may involve a simple phone call to another supplier or developing mutual aid agreement with other businesses. The following are some business continuity strategies that you may consider:

- Cross-training of staff
- Borrowing equipment from another business
- Keeping old equipment as a back-up
- Identifying alternative suppliers
- Storing important data and documents in a safe location
- Succession planning
- Off-site inventory of goods
- Uninterruptible power supply (UPS)
- Alternative work location
- Establish work-from-home protocols
- Promote personal and family preparedness
- Discuss with your employees how they will communicate with you or report to work in the event of a disruption

Consider the worst case scenario when developing your strategies.

Top tip

Protect vital paper documents by storing them in fire resistant and waterproof storage.
Top tip

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. 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.
STEP FOUR: Make a plan

You have now gained a better understanding of potential risks to your business and the appropriate strategies to address them. It’s time to put this knowledge together and make a plan. Your plan should have step-by-step instructions on what to do in the event of an emergency.

If your business suffers a fire, what are your priorities? How will you account for your employees and ensure they are all safe? Who do you have to contact first? What resources and supplies do you require to continue operating? It is essential that you have these details beforehand to ensure a proper and timely response.

Fill out the Risk Matrix in Appendix C to give your business a head start.

STEP FIVE: Exercise your plan

It is essential to exercise your plan on a regular basis. Staff should be involved during the exercise to become familiar with their roles and what is expected of them during an emergency.

In the business world, things are constantly changing. It is important to update and maintain your plan on a regular basis. Exercising your plan will give you insight on the strengths and weaknesses of your business continuity plan.

Sign up for the Emergency Business Contact Database (EBCD)

In partnership with CEMA and supported by the Government of Alberta, the Calgary Chamber has created the Emergency Business Contact Database (EBCD).

The EBCD helps facilitate communication and collaboration between CEMA and the business community (Calgary and southern Alberta) during emergencies that could impact your business operations. In the event of an emergency or disaster, it is important to get timely information to business community – all businesses should sign up to get relevant and timely alerts at calgarychamber.com/EBCD
## APPENDIX A: Vital business information

<table>
<thead>
<tr>
<th>BUSINESS LICENCE NUMBER</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>INSURANCE POLICY NUMBER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CRITICAL PAPER RECORDS LOCATION</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BACK-UP COMPUTER RECORDS LOCATION</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Staff contact numbers

<table>
<thead>
<tr>
<th>CONTACT NAME</th>
<th>CONTACT DETAILS</th>
<th>PHONE NUMBER</th>
<th>EMAIL ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Key customer contacts

<table>
<thead>
<tr>
<th>CONTACT NAME</th>
<th>CONTACT DETAILS</th>
<th>PHONE NUMBER</th>
<th>EMAIL ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Supplier contacts

<table>
<thead>
<tr>
<th>CONTACT NAME</th>
<th>CONTACT DETAILS</th>
<th>PHONE NUMBER</th>
<th>EMAIL ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Other key contacts

<table>
<thead>
<tr>
<th>CONTACT NAME</th>
<th>PHONE NUMBER</th>
<th>EMAIL ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUILDING MANAGER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ELECTRICITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GAS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INSURANCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LANDLORD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEDICAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>POLICE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SECURITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TELECOMMUNICATIONS</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX B: Key business functions

This table will assist you in prioritizing the key business functions that are critical to your operations. Check the maximum timeframe for which a key business function can be interrupted.

<table>
<thead>
<tr>
<th>Recovery Time Objective (RTO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;24 HOURS</td>
</tr>
<tr>
<td>STAFF</td>
</tr>
<tr>
<td>IT</td>
</tr>
<tr>
<td>VITAL RECORDS</td>
</tr>
<tr>
<td>INTERNET</td>
</tr>
<tr>
<td>FACILITIES</td>
</tr>
<tr>
<td>COMMUNICATIONS</td>
</tr>
<tr>
<td>TRANSPORTATION</td>
</tr>
<tr>
<td>EQUIPMENT</td>
</tr>
<tr>
<td>SUPPLIERS</td>
</tr>
<tr>
<td>VENDORS</td>
</tr>
</tbody>
</table>

Armed with a better understanding of your key business functions, make a plan to ensure that these functions return to operation within the specified Recovery Time Objective (RTO).

For example, a bakery may survive a supplier disruption for up to 48 hours. It may continue operating with the existing inventory stock of baking ingredients. However, the company will be unable to continue operations without further shipments from its suppliers past 48 hours.
APPENDIX C: Risk matrix

Consider the different hazards on page 6 and use the risk assessment matrix below to assess the potential hazards to your business.

To calculate the risk level, multiply the hazard's likelihood value by the severity value (likelihood x severity = risk level).

<table>
<thead>
<tr>
<th>HAZARD</th>
<th>RISK LEVEL</th>
<th>PLANNING MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire</td>
<td>Medium</td>
<td>Fire drill, service fire extinguishers and detectors, store duplicates of customer information off-site</td>
</tr>
<tr>
<td>Likelihood:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unlikely</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Severity:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serious</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

VALUE LIKELIHOOD DESCRIPTION

<table>
<thead>
<tr>
<th>VALUE</th>
<th>LIKELIHOOD</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Very likely</td>
<td>Very likely to occur in the foreseeable future</td>
</tr>
<tr>
<td>3</td>
<td>Likely</td>
<td>Likely to occur in the foreseeable future</td>
</tr>
<tr>
<td>2</td>
<td>Unlikely</td>
<td>Not likely to occur in the foreseeable future</td>
</tr>
<tr>
<td>1</td>
<td>Very unlikely</td>
<td>Will only occur in exceptional circumstances</td>
</tr>
</tbody>
</table>

VALUE SEVERITY DESCRIPTION

<table>
<thead>
<tr>
<th>VALUE</th>
<th>SEVERITY</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Major</td>
<td>Loss of life, permanent disability or serious injuries</td>
</tr>
<tr>
<td>3</td>
<td>Serious</td>
<td>Serious injury requiring medical treatment or lost time</td>
</tr>
<tr>
<td>2</td>
<td>Minor</td>
<td>Minor injury requiring First Aid treatment</td>
</tr>
<tr>
<td>1</td>
<td>Insignificant</td>
<td>No treatment required</td>
</tr>
</tbody>
</table>


**APPENDIX D:**  
Business continuity action plan example

<table>
<thead>
<tr>
<th>RISK</th>
<th>Power outage</th>
</tr>
</thead>
<tbody>
<tr>
<td>RISK LEVEL</td>
<td>Medium</td>
</tr>
<tr>
<td>RTO</td>
<td>Less than 24 hours</td>
</tr>
<tr>
<td>BUSINESS FUNCTIONS AFFECTED</td>
<td>Vital records, internet, communications, computer equipment, cash registers, sales</td>
</tr>
</tbody>
</table>

**ACTION**

- Turn on generator
- Call the building manager  
  Jack: 403-555-5555
- Notify the owner  
  Jill:  Mobile: 403-555-5555  
  Home: 403-555-5555
- Determine the likely duration of the power outage  
  Call Enmax: 403-555-5555
- If it is an extended outage, maintain fuel levels  
  Call fuel delivery: 403-555-5555

**RESOURCES**  
Landline, mobile phone, generator

If you suffer an interruption, you may wish to make an insurance claim.

1. Phone your agent as soon as possible to discuss the situation.
2. If your business has suffered a flood, ask your agent if you should take a sample of the floodwater, and if your insurance covers the cost of analyzing the data.
3. Photographic the damage. Ideally, you should photograph everything before you start cleaning up, as you clean up, and when you’re finished.
4. Keep all receipts for repairs and document all funds spent. If you have to dispose of anything, record what you dispose of. Keep a log of the time you spend on clean-up.
Stay informed. Knowledge is power.

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 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.
In an emergency, dial 911.

For more information on business continuity planning, go to:

Calgary Emergency Management Agency (CEMA)  
calgary.ca/cema

Alberta Emergency Management Agency  
aema.alberta.ca

Public Safety Canada  
getprepared.gc.ca

Calgary Chamber  
calgarychamber.com