



EMERGENCY MANAGEMENT FOR BUSINESS

ABSTRACT

Business and industry are the backbone of communities' right across Canada. Having an emergency plan ensuring the viability of businesses and industry is critical for business and community sustainability. This toolkit outlines and provides key information helping businesses maintain operations while coping during a major emergency or disaster.

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An estimated 25% of businesses forced to close for 24 hours or more by a disaster will never reopen.
– *Insurance Institute for Business & Home Safety*

Emergencies and disasters are inevitable, and recent disasters have shown how devastating these catastrophic events can be to businesses and local economies.

Are you prepared for emergencies such as major storms, floods, fires, or hazardous materials spills?

Businesses that are prepared for disasters:

- Are better able to survive disasters and protect their employees and operations.
- Play a significant role in their community's recovery.
- Are more likely to meet safety and workplace regulations, including the provincial *Workers Compensation Act* and Occupational Health and Safety (OHS) Regulations (<http://www.worksafebc.com>) and the *Canada Labour Code* (<http://www.laws.justice.gc.ca/eng/acts/L-2/index.html>).

About this Guide

This guide was developed through the City of Surrey's Business Emergency Preparedness Program (BEPP) to help Surrey businesses consider the kinds of risks they face and develop a plan to address them.

The City of Leduc with permission from the City of Surrey has adapted this document to meet the needs and risks associated with our region and environment.

Information, tools and suggestions are provided to help you begin developing your business's emergency plan. The guide addresses the needs of a wide variety of businesses, so choose what tools and steps make the most sense for your organization. Even one simple step now can help make a big difference in how well your business survives an emergency – or if it survives at all.

Please note: Please note: Some of the content in this guide has been adapted from information from the North Shore Emergency Management Office, the Institute of Business & Home Safety, and the Emergency Preparedness for Industry & Commerce Council. While every reasonable effort has been made to ensure the accuracy of the guide's contents at the time of publication, the City of Leduc does not guarantee the accuracy of the information provided.

Last updated: October 2017

Potential hazards from a Regional Perspective



Consider these conditions when developing your emergency plan. These topics and others are discussed in following sections.

Data and Documentation

- ✓ Check your insurance policy to ensure important business assets are covered in the event of a disaster.
- ✓ Make sure your emergency contact information is posted in your office.
- ✓ Back up critical business data and retain an off -site copy.

Site Safety

- ✓ Review checklists for building safety.
- ✓ Keep first aid kits well stocked and consider offering basic first aid training to employees
- ✓ Maintain fire extinguishers to keep in working order.
- ✓ Regularly check smoke detector batteries.
- ✓ Keep a properly stocked emergency kit in the office.

Advance Planning

- ✓ Develop and train employees on a business emergency preparedness plan, including:
 - Business risk analysis
 - Crisis communications plan
 - Evacuation and shelter-in-place plans
 - Aiding employees or customers with special needs
- ✓ Discuss emergency plans with suppliers, service providers and other business network partners
- ✓ Consider contingency plans in case of utility disruption.
- ✓ Encourage employees to develop household emergency plans
<https://www.leduc.ca/emergency-preparedness-guide-planning-citizens>

Developing Your Plan

While all BEPPs vary to some degree based on the needs of the business, they all generally will help you:

- **Identify** local hazards and critical business assets and processes,
- **Analyze** what risks those hazards pose to business assets and processes, and
- **Act** by developing strategies to reduce those risks.

Six Steps to Developing Your Plan

Further examples and useful resources can be found in the Appendices starting on page 15.

STEP 1: PUT TOGETHER A PLANNING TEAM

- For small businesses, it may make more sense for a single person (e.g. the owner) to work on the plan. For larger businesses, a team will be valuable.
- Include people with a collective knowledge of the business to ensure all assets and processes are covered.
- Ensure the team has the support of upper management.

STEP 2: IDENTIFY RISKS AND ASSESS IMPACTS

See Appendices C and D for detailed steps, examples and links to templates for risk and impact assessments.

- Compile a list of all hazards your business might face, including likelihood of occurrence and severity of impact.
- Create an inventory of critical business assets and processes that are essential to keeping your business running.
- Using the two lists, develop a risk analysis by imagining how each hazard might affect your critical business assets and processes.
- Use the risk analysis to develop a business impact assessment that identifies the financial and operational impacts of each risk for your business.

STEP 3: REDUCING RISK – MITIGATION AND PREPAREDNESS

See Appendix E for more information and sample risk-reduction strategies.

Develop risk-reduction strategies for your identified risks using both of these approaches:

- **Mitigation** is something you do now to reduce risks so you don't have to act later. Example: applying waterproof sealant to the lower level of your building to keep water out in the event of a flood.
- **Preparedness** is getting ready now to act later to reduce risk. Example: stockpiling emergency supplies to use later if a flood closes roads and you have to provide shelter in your building.

STEP 4: PLANNING YOUR RESPONSE

See the Employee Safety and Building Safety sections on the following pages for more information.

Identify response activities that will be required during and immediately after the event to address the following in the order presented:

1. Ensure the physical safety of employees and on-site customers.
2. Secure facilities as much as is safe to do so.
3. Conduct initial damage assessments.

STEP 5: PLANNING YOUR RECOVERY

Identify activities that will help your business recover as soon as possible after an emergency. Consider:

- Who would you call if you need to conduct a comprehensive damage assessment?
- How will you find a cleanup crew to handle debris?
- What contractors might you need to make repairs?
- What suppliers will you need to turn to for replacement equipment or inventory?
- What options would be available to you for a temporary alternate work location?
- What kind of assistance will you offer to employees whose families or homes have been affected by the emergency?

[*See page 11 for more information about business recovery.*](#)

STEP 6: TEST AND UPDATE

It is imperative that you test your plan, make sure your employees are aware of it, and regularly review it to see if it needs updating. A plan that is out-of-date or not known to on-site employees could cost you valuable time and put your employees' safety and business operations at risk.

Some of the ways you can ensure your plan remains relevant is by holding mock or table-top exercises with employees, testing out your emergency communications plan, and making sure your backup supplier lists are current.

Employee Safety

Plan for the following to ensure your employees' safety.

Training and Supplies

- Keep first aid kits well stocked.
- Consider offering first aid classes to employees.
- Keep a properly stocked emergency kit in the office and encourage employees to create their own kits (*see Appendix F*).

Education about the Plan

- Familiarize staff with your emergency preparedness plan.
- Develop and train employees on your evacuation and shelter-in-place plans (*see Appendix H*).
- Hold regular drills for relevant emergency situations, such as fire drills conduct during the *annual emergency management and fire prevention week campaigns held in May and October respectively*.

Other Advance Planning

- Account for any special needs of employees, e.g. mobility, hearing, vision or language.
- Plan ahead so you can communicate effectively with employees (*see Communications section*).
- Consider telework/work-from-home contingency plans for employees who may be unable to reach the office.
- ✓ Encourage all employees to develop a household emergency plan. Safe homes and families mean employees are more likely to return to work after an emergency. (*Get tips and information from <https://www.leduc.ca/emergency-preparedness-guide-planning-citizens>*)

Building Safety

Plan for the following to ensure your building's safety. Consider that different types of emergencies – e.g. a flood vs. a tornado – will pose very different risks and therefore may require different actions.

- If you manage building utilities, designate individuals to be responsible for shutting them off in an emergency if needed.
- Identify contact information for any inspection and repair professionals you may need after an emergency.
- Make sure building contents are properly secured in case of a Tornado or severe weather (*see Appendix I: [Tornado Safety Checklist](#)*).
- Identify alternate work locations in the event your building becomes severely damaged or inaccessible.
- Discuss with a professional options for addressing any structural safety issues regarding earthquakes, floods, etc.
- Keep property well maintained to ensure proper storm drainage, lessen risk of trees falling on structures/power lines, etc.
- Review insurance policies to ensure building structure and contents are adequately covered (*see [Insurance section](#) on page 10*).

Utilities and Communications

Utilities Disruption

Some areas could lose utility services for significant periods of time following a major disaster. Plan ahead – start by considering how extended disruptions of electricity, gas, telecommunications, sewer and water service would affect your operation (do you have electrical generators available?)



Know the emergency and outage reporting lines for all of your utility service providers (*see Appendix A and B*).



Identify backup options such as water storage, generators, alternate power sources, etc.



Plan a secondary means of accessing the internet if it is vital to your operations.



If food storage or refrigeration is critical, identify ice and dry ice vendors, and/or partner with another company that has refrigeration on backup power.

Emergency Communications

- Develop a Crisis Communications Plan (*see Appendix J*) to determine how you will communicate with employees, customers, business partners, service providers and (if necessary) the media during an emergency.
- Ensuring their loved ones are safe will be your employees' first priority, so encourage them to develop their own emergency communications plans with family.
- Plan for where and how you will get up-to-date information during an emergency, such as the news media and local government agencies.



Insurance

Proper insurance coverage is essential to helping ensure your recovery after an emergency or disaster.

Businesses are not eligible for government disaster financial assistance if insurance was available for that loss.

Insurers recommend businesses have a risk management plan that identifies and addresses risks to business operations.

The steps in preparing your BEPP will provide a good foundation for this plan. Speak with your insurance representative about your specific coverage needs.

DEFINE YOUR INSURANCE NEEDS

Ask yourself:

1. What can go wrong?
2. What can be done to prevent harm from occurring and what can be done in response to the harm or loss?
3. How will we pay if something happens?

Options include:

- Boiler & Machinery
- Business Interruption
- Contents
- Contents at Unnamed location
- Contractors Equipment
- Replacement Cost
- Data Coverage – named perils
- Debris Removal
- Earthquake
- Employees Tools
- Equipment Breakdown
- Exterior Signs
- Extra Expense
- Fine Arts
- Flood

- Gas in underground tanks – named perils
- Insured Tools
- Hazardous Substance Cleanup
- Leased, Rented or Borrowed Equipment
- Loss of Earnings – Contractor
- Pollution
- Professional Fees
- Non-Owned Auto
- Stock Spoilage
- Supply and Distribution Chain Disruption
- Tools
- Transit
- Valuable Papers
- Water Damage/Sewer Backup

Business Recovery

The speed and extent of your recovery will rely on the effectiveness of your business recovery and continuity planning. Some of the major considerations are as follows.

Business Network

It is important to consider how disruptions to your suppliers, service providers, clients and customers – your business network – would impact your operations.

Are all of your suppliers and service providers in the same geographic area as you, and could therefore be affected by the same emergency? If a key supplier or service provider isn't available, do you have dependable, pre-vetted backup options?

Consider scenarios such as:

- If the transportation network is damaged, do you have alternate service strategies for clients who can't reach the office?
- If a manufacturer is forced to temporarily shut down or a service provider's equipment is damaged, do you have backup companies identified?
- If port operations are halted, do you have alternate ways of transporting your goods to customers?
- Discuss preparedness plans with your business network partners in advance. Quality of preparedness planning is also a useful measure to consider when evaluating future suppliers and service providers.

Employees

Considerations include:

- Up-to-date, comprehensive 24-hour contact information for all employees, including emergency family contacts and both email and phone information.
- Alternate forms of transportation for employees (E.g. carpooling – determine if any employee has four-wheel drive or a van).
- Emergency housing, food, water and other provisions for displaced employees.
- Payroll continuity and potential financial assistance.
- Identification for employees returning to your business in the emergency zone.
- Professional trauma counseling.



Business Recovery *(cont.)*

Considerations include:

LOGISTICAL

- Alternate locations for operations.
- Transportation options if company vehicles not available (e.g. rentals).
- Security to control access to facilities if the building is damaged.

ADMINISTRATIVE

- Timely insurance claim filing and follow-up.
- Contact list for critical post-emergency contacts, e.g. staff not on shift, families of staff on shift, board of directors, suppliers and vendors, customers.
- Off -site secure backup of essential company data and documentation (e.g. cloud).
- Regularly updated inventory list and video/ photographic record of all equipment and stock.
- Re-ordering information for critical supplies needed to maintain operations.

BUSINESS CONTINUITY

- Identification of critical functions that must remain operating – e.g. functions necessary to fulfill legal and financial obligations and maintain cash flow – and the staff needed to perform them.
- Staff succession planning – who will replace essential personnel who are injured or unavailable?
- A plan for the orderly return of various employee groups.
- A priority list for the replacement and/or repair of facilities and equipment.
- Prearranged agreements with suppliers from outside the emergency zone to provide critical parts for damaged equipment.

Communications

Considerations include:

- Auxiliary communication system – such as a radio transmitter and receiver – that can operate independently of normal power supplies.
- Ability to access / reprogram main business line remotely (e.g. to set up call forwarding).
- Provisions for communications other than telephones, so employees can contact their families and vice versa.
- In case local phone lines are overwhelmed, a remote voicemail number on which you can record messages for employees
- Posts on the company website to keep staff, customers, vendors and other contacts updated following an emergency.
- Surge protection for all computer and phone equipment.
- Non-cordless telephone handsets can operate without electricity whereas cordless phones cannot.



Alberta Disaster Relief Funding

The Disaster Recovery Program (DRP) the program provides financial assistance to help individuals and communities recover from catastrophic events that cause uninsurable property and infrastructure damage.

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.



Application to the DRP can be made at

<https://www.alberta.ca/disaster-assistance-and-recovery-support.aspx>

Appendices

- a) Emergency Contact Information
- b) Important Business Contacts
- c) Risk Analysis
- d) Business Impact Assessment
- e) Risk Reduction
- f) Workplace Emergency Kit Checklist
- g) Evacuation Guide
- h) Shelter-in-Place Guide
- i) Extreme Weather Safety Checklist
- j) Crisis Communication Plan Checklist
- k) Additional Resources



Appendix A - Emergency Contact Information

Emergency Services

In case of police, fire or medical emergency, dial 9-1-1.

NON-EMERGENCY CONTACTS:

- Leduc RCMP: 780-980-7211
- City of Leduc Fire Services: 780-980-8495 Mon – Fri 8:30am - 4:30pm

Emergency Planning and Preparedness Information

For emergency planning and preparedness resources, go to

<https://www.leduc.ca/emergency-preparedness-guide-planning-citizens>

UTILITIES

In Leduc there are typically 2 providers of electricity to business:

❖ Fortis Alberta

- Report outages to 310-WIRE or 1-866-717-3113 (24hr)
- Outage Map <https://service.fortisalberta.com/>
- Power Line safety <http://www.fortisalberta.com/safety>

❖ Battle River Power

- To report a power outage or other electrical trouble in your area call (780) 672-7738 or 1 (877) 428-3972
- Power outage update
<https://www.brpower.coop/power-troubles/outage-update/>
- Power Line safety
<https://www.brpower.coop/maintenance-safety/safety-tips/>

❖ ALTA Gas

- Emergency 24 hr. contact (24hr) 1-866-222-2068
- General Enquiries Toll-free Phone: 1-866-222-2067
Email: customercare@altagasutilities.com
Hours: 8AM - 6PM Weekdays
- Safety Information <https://www.altagas.ca/>

Municipal Services

WATER & SEWER

If a break or leak occurs on private property, property owners are responsible for hiring a plumber to locate the source and carry out repairs.



Public Services supports, operates and maintains the city's road, drainage, utilities, parks and open spaces. If the leak is on public property or you notice a water/sewer main break, contact Public Services at 780-980-7177 or after hours at 780-980-7108.



For additional information go to <https://www.leduc.ca/city-maintenance-l>

APPENDIX C - Risk Analysis

There are three main parts to the business risk analysis process:

- Identify hazards,
- Inventory critical business assets and
- Analyze impacts and risks.

Step 1: List all Hazards Your Business Might Face

Contact the City of Surrey to see if any hazard maps and information (e.g. trees, flood, landslide, liquefaction, etc.) are available for your neighbourhood.

Think about the likelihood of each hazard occurring and the level of severity if it did occur. For example, earthquakes happen infrequently in this area, but there is the potential for catastrophic damage if a major one did occur.

Past history of events in the area, weather reports, and university research studies are also useful resources to consider when thinking about how likely or severe a hazard might be. The start of a hazards list might look like the example to the right.

Sample Hazard List		
HAZARD	PROBABILITY	IMPACT
Flood	Possibly	Severe
Tornado	Possibly	Severe
Ice Storm	Possibly	Moderate

Step 2: Inventory of Critical Business Assets and Processes

Critical assets and processes are the equipment, supplies, inventory, administrative processes, manufacturing operations, sales actions, client services, etc. that are essential to keeping your business running.

A bakery for example, may start their inventory by including some of the items below:

SAMPLE CRITICAL BUSINESS ASSEST & PROCESS INVENTORY	
➤	Employees
➤	Refrigerated Inventory
➤	Daily Baking
➤	Online Customer Ordering Portal

Step 3: Develop a Risk Analysis for Your Business

A risk analysis determines how the hazards on your list might affect the items in your critical business inventory. Work with your planning team to brainstorm the possible impacts each hazard could have on your critical business assets. Those impacts listed for the bakery would include in their analysis.

SAMPLE IMPACT LIST	
➤	Employee Injury
➤	Refrigerator, Freezer Damage
➤	Power outage
➤	Damage to Transportation Network
➤	Contamination of food Inventory

There are many different formats that can be used to develop a risk analysis ([links to several examples can be found in Appendix K: Additional Resources](#)).

How simple or complex your analysis is depends on the needs of your business. For some smaller businesses, creating your own version of the three lists above will be enough to get you started on your preparedness planning. Businesses with more complex operations and larger number of employees will find it helpful to develop an analysis with more detail.

RISK ANALYSIS SAMPLE

Below is one example of what a more detailed risk analysis might look like (more information can be found here: <https://www.fema.gov/emergency-managers/risk-management/risk-capability-assessment>)

This example is organized by critical business asset:

- For each asset or process in your inventory, the table lists the possible hazards and the likelihood of occurrence.
- To help with prioritizing risks later in the analysis, each hazard is given a score based on likelihood of occurrence (i.e. higher for hazards that occur often receive and lower for ones that rarely occur).
- Possible impacts each hazard could have on business assets follow in the next column. Sitting down with your planning team and brainstorming “what if” in each of the hazard situations is a good way to fill in this column.
- This analysis also assigns a score to how severe the impacts you just brainstormed are—would they disrupt your operations for a few hours? A few days? Shut your business down completely?

It is important that your planning team knows all of your business processes well, so each are covered thoroughly.

SAMPLE RISK ANALYSIS					
ASSET	HAZARD	PROBABILITY SCORE	POTENTIAL IMPACTS/ SCENARIOS	IMPACT SCORE	RISK RATING
Employees	Tornado	Possible (2)	<ul style="list-style-type: none"> ➤ Injury ➤ Damage to Homes/Schools ➤ Disruption to Transportation Network 	Severe 5	High 10
	Flood	Possible (3)	<ul style="list-style-type: none"> ➤ Damage to Homes/Schools ➤ Disruption to Transportation Network 	Moderate 3	Medium 9
	Wind Storm	Possible (3)	<ul style="list-style-type: none"> ➤ Damage to Homes/Schools ➤ Disruption to Transportation Network 	Moderate 3	Medium 9
Refrigerated Inventory	Tornado	Unlikely (2)	<ul style="list-style-type: none"> ➤ Damage to refrigerators/freezers (from impact or displacement) ➤ Power outage 	Significant 4	High 10
	Flood	Possible (3)	<ul style="list-style-type: none"> ➤ Damage to Homes/Schools ➤ Disruption to Transportation Network 	Significant 4	Medium 9
	Wind Storm	Possible (3)	<ul style="list-style-type: none"> ➤ Damage to Homes/Schools ➤ Disruption to Transportation Network 	Moderate 3	Medium 9

SAMPLE OF PROBABILITY IMPACT SCORES					
Score	1	2	3	4	5
Probability (<i>how likely a hazard is to occur</i>)	Very Unlikely	Unlikely	Possible	Likely	Very unlikely
Impact (<i>How great the impact might be</i>)	Negligible	Low	Moderate	Significant	Severe

ASSESSING SEVERITY

Estimating severity of potential hazards can help to prioritize what risks to address first in your preparedness plan.

In this example, likelihood of risk and severity of impact are combined to produce an overall “risk rating” (e.g. Earthquake Risk to Employees: Probability Score 2 x Impact Score 5 = Risk Rating 10). Risks with the highest ratings are the most dangerous to your business and are logical places to start your planning.

Some businesses find it helpful to create a risk matrix, which helps to organize risk ratings into levels or categories. The probability and impact scores on each side of the matrix match those used in the risk analysis table, and the risks ratings they produce are grouped into Low, Medium, High and Extreme levels based on the value.

		Sample Risk Matrix																
Probability	Very Likely (5)	5	10	15	20	25	<table border="1"> <thead> <tr> <th colspan="2">Risk Level</th> </tr> </thead> <tbody> <tr> <td>Extreme</td> <td>(20-25)</td> </tr> <tr> <td>High</td> <td>(10-19)</td> </tr> <tr> <td>Medium</td> <td>(4-9)</td> </tr> <tr> <td>Low</td> <td>(1-3)</td> </tr> </tbody> </table>		Risk Level		Extreme	(20-25)	High	(10-19)	Medium	(4-9)	Low	(1-3)
	Risk Level																	
	Extreme	(20-25)																
	High	(10-19)																
	Medium	(4-9)																
	Low	(1-3)																
Likely (4)	4	8	12	16	20													
Possible (3)	3	6	9	12	15													
Unlikely (2)	2	4	6	8	10													
Very Unlikely (1)	1	2	3	4	5													
		Negligible 1	Low 2	Moderate 3	Significant 4	Severe 5												
		Impact																

While not necessary for your risk analysis, developing risk levels can be useful for quickly identifying groups of risks you may want to spend more or less time focusing on in your emergency preparedness plan.

APPENDIX D - Business Impact Assessment

A business impact assessment (BIA) takes a more detailed look at the risk analysis (*see Appendix C*) to determine the financial and operational implications for your business.

A BIA also identifies how timing factors in—e.g. how damaging a disruption might be if it occurs for a certain length of time or at a certain time of year—and your business’s goals or minimum requirements for restoring that process after a disruption.

Start with the risks rated highest in your risk analysis.

The example on the next page begins with the highest risk from the risk analysis (i.e. injuries to employees resulting from an earthquake), and then:

- Estimates the financial and operational impact of injured employees.
- Notes whether there are any legal requirements associated with each risk (for example, building code requirements or food safety regulations).
- Discusses what targets the business has determined for restoration—what is the minimum functionality your business needs from that asset and how soon in order to keep running. Examples: having a minimum of six employees working within 12 hours, or backup power within four hours.
- Assigns a priority that takes into the account the likelihood of each impact and how severely it would affect the business. This can be done using whatever method makes sense for your business.

Sample Business Impact Analysis

Asset/ Process	Risk/Impact Hazard	Likelihood	Duration/ Timing	Financial Impact	Other Impacts	Legal Requirements	Severity	Restoration Targets		Priority H-M-L
								Functionality	Restore Time	
Employees	Injury (Earthquake)	Unlikely	Most vulnerable Early mornings, holidays, When greatest # of staff are in	\$\$\$ in productivity loss, \$\$\$ sales loss/day	Reduced workforce	Yes- Building Code	Severe	Prevention focus – office & employee safety to prevent injury	Minimum staff working within 12 hours	High
Employees	Some can't attend work due to road or school closures, Earthquake windstorm, or flood	Possible	Most vulnerable Early mornings, holidays, When greatest # of staff are needed	\$\$\$ in productivity loss, \$\$\$ sales loss/day	Reduced workforce	No	Significant	Minimum 3 employees in office; 3 working from home	Minimum number of staff working within 12hrs	Medium
Refrigerated Inventory	Power loss (Earthquake, windstorm of flood)	Possible	Food spoilage if temperature exceeds 4 C for more than 2 hrs.	\$\$\$ in inventory loss, \$\$\$ sales loss/day	Reduced customer satisfaction levels	Yes – Food & Safety Regulations	Moderate	Backup power or alternative cooling option	Backup power, dry ice within 4 hrs. Full power / alternative within 12hrs.	Medium

APPENDIX E - Risk Reduction

As your planning team discusses the various risks you've identified, determine what risk-reduction options make the most sense for your business. It is important to consider cost, time required, and the expected benefit of each option.

From the BIA example (see Appendix D), listed below are some possible risk-reduction strategies.

SAMPLE RISK REDUCTION STRATEGIES						
Asset/Process	Risk/Impact Hazard	Restoration Targets		Priority H – M - L	Risk Reduction Opportunities	
		Functionality	Restore time		Mitigation	Preparedness
Employees	Injury (severe weather)	Prevention focus - Office and employee safety to prevent injury		High	Conduct building safety check & take necessary action (e.g. secure non-structural items that could fall down in an earthquake)	Conduct earthquake drills
Employees	Some can't come to work due to road or school closures etc., (earthquake, severe weather)	Min 3 employees in office, 3 working from home	Minimum staff working within 12 hours	Medium		Develop a work from home plan as part of the larger business continuity plan
Refrigerated Inventory	Power loss (severe weather)	Backup power or alternate cooling option.	Backup power/dry ice within 4 hrs. Full power/long term alternative within 12hrs.	Medium	Install backup generator Obtain stock spoilage insurance	Identify power generator & dry ice providers

Brainstorm all the potential options with your planning team to compare which are the most appropriate for your business given the cost, timing, benefit and priority of the risk.

For example, if you need to keep your products cold but don't have the budget for a backup generator, you could develop a list of local dry ice vendors.

Numerous resources are available from government, safety, insurance and research organizations. Start with the sites listed below and in Appendix K.

- ✓ AEMA – Emergency Preparedness <https://www.alberta.ca/alberta-emergency-management-agency.aspx>
- ✓ FEMA - Protect Your Property or Business From Disaster: https://training.fema.gov/emiweb/is/is394a/is%20394a_complete.pdf
- ✓ Institute for Catastrophic Loss Reduction: <https://www.iclr.org/>
- ✓ Insurance Institute for Business and Home Safety: <https://disastersafety.org/>

APPENDIX F - Workplace Emergency Checklist

This checklist is adapted from PrepareMyBusiness.org <https://www.aqilityrecovery.com/resource-library/#checklists>).

IMPORTANT RECORDS

Insurance Policies
Fixed Asset Inventory
Contracts
Employee Information
Key Contact Information
(Hard Copy)

SANITATION

Dust/filter masks
Moist towelettes
Plastic garbage bags
Paper towels

OPERATING SYSTEMS AND SOFTWARE LICENCING KEYS

Software installation disks
Software licensing keys
Hardware serial numbers
Stamps
Writing utensils & notepads
Stapler & staples
Tape
Printer paper
Calculators
Letterhead

EMERGENCY SUPPLIES

Petty Cash
Water (one gallon per person per day)
Map of the area
Three day supply of nonperishable food
Battery powered/crank radio
Flashlight
Extra batteries
First aid kit
Whistle to signal for help
Can opener for food (if kit contains food)
Blankets
Mobile Device Chargers
Fuel Company Vehicles

TOOLS & SUPPLIES

Duct tape

Pocket knife, wrench/pliers and screw driver

Lighter/matches (sealed in plastic bag)

Leather-palmed work gloves

Safety goggles or glasses

Hard hats for falling debris

For snow/ice: shovel, sand and rock salt

INDIVIDUAL EMPLOYEES

Medications

Personal hygiene items

Cell phone/battery charger

Change of clothing/footwear (including long-sleeved shirt, pants, and boots or closed-toe shoes)

Extra pair of glasses (if used)

Family emergency contact info* (daycare, school, family work numbers, out of area contacts, etc.)

IF YOU CANNOT RETURN HOME PLAN FOR:

Alternate accommodation arrangements with coworkers, family or friends

Designated person(s) to pick up and care for your children, other dependent individuals and pets.

Store important records securely; backup copies should be stored in accessible, off site storage or included in your business's "Grab and Go" bag with other essential supplies

APPENDIX G - Evacuation Guide

Some emergencies may make staying put dangerous. In such cases, it may be safer for you to evacuate the immediate area and go to family or friends or an Emergency Reception Centre.

The authority to order an evacuation can rest with different levels of government (local, provincial or federal). A standard three-stage evacuation process has been adopted by all levels of government and is described below.

How will you know if there is an evacuation alert or order?

Various methods will be used to advise residents and businesses in the event that emergency messaging is needed, including an “evacuation alert” or an “evacuation order.” Tools include going door-to-door (if applicable), in a patrol car or fire vehicle using the PA system, alerting the media (radio, TV, internet), and social media (Twitter, Facebook and website). Every emergency is different and people may be asked to evacuate to a specific location or shelter-in-place.

GET READY (BEFORE the evacuation)

ADVANCE PLANNING & PREPARATION

- ✓ Prepare business and employee “Grab and Go” bags for use in case of emergency.
- ✓ Develop an evacuation plan, including:
 - routes and exits from your building
 - emergency shut off procedures for utilities, equipment, processes, etc. as necessary
 - procedures for assisting those with disabilities
 - designated post-evacuation assembly area (note that this might need to be changed during an evacuation emergency if your assembly area is inside an evacuation zone)
 - system for accounting for all personnel during an evacuation
- ✓ Designate an individual to coordinate your business’s evacuation process.
- ✓ Ensure that employees are aware of the evacuation plan and all emergency exits.

STAGE 1: EVACUATION ALERT

Individuals are advised of the potential need to get ready for evacuation. The alert highlights the nature of the danger and that evacuation may be required at any time. Information will be provided on where to go if the evacuation is ordered. Whenever possible, emergency officials will provide as much notice as possible so people have time to get ready.

- ✓ Ensure all employees and visitors are aware of the evacuation alert information.
- ✓ Make sure business and individual Grab and Go bags, along with any required medications, are close at hand.

GO (DURING the evacuation)

STAGE 2: EVACUATION ORDER

All persons in the affected area are ordered to leave the area immediately and provided again with the information required. In some instances there will not be time to alert the impacted individuals to get ready in advance and for safety an evacuation order will be immediately made. Listen carefully to the instructions being provided and act quickly. Emergency officials may provide you with a specific evacuation route.

- Move quickly and calmly and follow instructions provided by emergency officials.
- Carry out emergency shut off procedures for utilities, equipment, etc. if necessary.
- Take your business and individual Grab and Go bags (employees should remember to bring along any medication they require).
- Assist those with mobility issues or disabilities to evacuate as needed.
- Close and lock your windows and doors.
- Evacuation coordinator should account for personnel and visitors after evacuating and take note of any missing individuals.
- Employees should send a message to their out-of-area contacts.

RETURN (AFTER the evacuation)

STAGE 3: EVACUATION RESCIND

All persons in the affected area are advised that the emergency is under control and the area has been declared habitable and safe and the evacuation order has been rescinded.

Listen carefully to emergency officials; they will advise you when it is safe to return and if there is anything you need to do to ensure it is safe to re-enter your place of work.

APPENDIX H - Shelter-in-Place Guide

ADVANCE PLANNING & PREPARATION - GET READY (BEFORE the shelter-in-place emergency)

- ✓ Pre-select an interior room(s) with the fewest windows or vents, such as
 - Conference rooms
 - Storage rooms
 - Hallways
 - Room(s) should have adequate space for everyone to be able to sit down
 - Ideally a room with an adjoining bathroom
 - Avoid rooms with mechanical equipment like ventilation blowers or pipes
 - Avoid overcrowding by selecting several rooms (consider #of employees, possible # of visitors, clients, etc.)
 - Prepare a Shelter-in-Place Kit containing the following:
- ✓ A battery-operated/hand cranked AM/FM radio and batteries
- ✓ Plastic sheeting (preferably, pre-cut to size to cover windows & doors and labeled)
- ✓ Duct tape for sealing cracks around doors and windows
- ✓ Alternate lighting, in the event of a power outage.eg lantern(s) for overall lighting, flashlight(s), headlights (keeps your hands free), batteries and light-sticks
- ✓ Bot led water for drinking and to wet towels
- ✓ Ready-to-eat, non-perishable snack food and drinking water
- ✓ Enough towels to block the bottoms of each door in the room
- ✓ First aid kit
- ✓ Paper, pens, list of important phone numbers
- ✓ Shelter-in-Place signage to post on all entrances of your business

Note: *Plan to account for all staff, visitors, and customers as you would in a fire drill.*

- ✓ *Ensure a hard-wired telephone is in the room(s) you selected.*
- ✓ *If not, plan to bring in a cellular phone(s).*
- ✓ *Create a Shelter-in-Place announcement for staff, customers /clients/visitors in the building. It is important to provide for the safety of everyone by asking them to stay and not leave. When authorities advise to shelter-in-place, they want everybody to take those steps immediately and not walk outdoors or drive. In general, employees, clients/visitors cannot be forced to shelter.*
- ✓ *Pre-assign Shelter-in-Place duties. They should be assigned to Facility Manager/specific employees.*
- ✓ *Conduct a Shelter-in-Place drill twice a year.*
- ✓ *Check the supplies of the Shelter-in-Place Kit every six months (when you change your clocks in the spring and fall is a good time to do this).*

SHELTER-IN-PLACE (DURING the shelter-in-place emergency)

- ✓ Announce to staff there is a Shelter-in-Place emergency and inform staff to stay.
- ✓ Request visitors, clients, customers to stay and not leave.
- ✓ Instruct everyone outside to come inside immediately.
- ✓ Close all doors, windows and any openings to the outside.
- ✓ Post Shelter-in-Place signage.
- ✓ Shut down air handling equipment (e.g. heating, ventilation/air-conditioning, etc.).
- ✓ Consider security concerns (e.g. cash, inventory, etc.).
- ✓ Direct staff and all visitors to the designated Shelter-in-Place room(s).
- ✓ Retrieve the Shelter-in-Place Kit once inside the Shelter-in-Place room(s).
 - Seal any doors, windows, vents with plastics sheeting and tape
 - Place wet towels at base of door(s)
 - Monitor media for updates (e.g. radio, cell phones, etc.)
- ✓ Account for all employees and visitors.
- ✓ Remain in the Shelter-in-Place room(s) until the 'All Clear' is given by emergency officials.

Note: Remember that instructions to Shelter-in-Place are usually provided for durations of a few hours, not days or weeks. There is little danger that the room in which you are taking shelter will run out of oxygen.

ALL CLEAR (AFTER the shelter-in-place emergency)


- ✓ When the 'All Clear' is issued have all staff /visitors/clients leave the Shelter-in-Place room(s).
- ✓ Open all doors and windows to ventilate.

APPENDIX I - Building a Tornado Safety Checklist

This checklist is adapted from PrepareMyBusiness.org <https://www.agilityrecovery.com/resource-library/#checklists>).

A tornado is arguably one of the most destructive types of storms imaginable. Unlike a hurricane or tropical storm, a tornado may develop almost without warning, appearing within minutes and leaving little time to react. Winds can exceed 200 mph causing enormous damage in its path. The importance of being prepared cannot be overstated. Alberta continues to see increasing tornado events.

The following is a checklist to prepare your business in the event of such an occurrence:

	Before the Tornado
	Have a plan to provide emergency notification (warning system) to all employees, clients, visitors and customers in an emergency.
	Develop a phone redirection strategy (.e.g., if telephone service is cut, will your 800# failover to cell phones, answering service, Google Voice, etc.
	Conduct drills regularly to prepare employees for the real thing.
	When you establish your timeline for workplace preparation and closure, consider that employees will need to prepare their families and take care of personal matters as well. Allow enough time for them to execute their personal preparedness plans.
	Identify critical employees, and make sure they understand what is expected of them during a disaster. For example, you may need IT staff immediately after a disaster to protect and reestablish your technology systems. If you need those employees onsite (or at a remote location) make travel, hotel, and meal arrangements in advance.
	If employees will be required to return to the workplace to assist in the recovery process before all services are restored, obtain an adequate supply of water, nonperishable food, first-aid supplies, generators, cleaning supplies, batteries, flashlights, and other necessities.

✓	Before the Tornado
	Update your employee contact information regularly and at the beginning of any season during which natural disasters are more likely. For those in hurricane-prone areas, that means now.
	Look for the following danger signs: dark, often greenish sky, large hail, dark, low-lying clouds, and/or loud roar (similar to a freight train).
	Put your crisis management plan in writing and give it to all employees.
	Update your employee contact information regularly and at the beginning of any season during which natural disasters are more likely. For those in hurricane-prone areas, that means now.

✓	During the Tornado: If a Tornado Warning is issued or if threatening severe weather is approaching, make sure employees do the following.
	Move to an interior room or hallway on the lowest floor and, if possible, get under a heavy piece of furniture
	Stay away from windows.
	Work trailers even if tied down, offer little protection from tornadoes and should be abandoned.
	Go to a pre-designated shelter area such as a safe room, basement, storm cellar, or the lowest building level. If there is no basement, go to the center of an interior room on the lowest level (closet, interior hallway) away from corners, windows, doors, and outside walls. Put as many walls as possible between you and the outside. Get under a sturdy table and use your arms to protect your head and neck. Do not open windows.

✓	After a Disaster:
	Ensure the site is safe for re-entry. A third-party inspector may be necessary to verify safety.
	If you're an Agility member, contact your Agility Client Service Representative (1.866.364.9696). Agility will walk you through the necessary steps for restoring order.
	Communication following a disaster is critical. Establish a communication plan that will work regardless of the nature of the disaster. Consider a secondary toll-free number or website that is hosted outside of your region. Instruct employees on when, how, and what to communicate through these channels following a disaster.

✓	You're Staff:
	Ensure you have an emergency communication plan in place prior to the storm.
	Have all employees, vendors, and client contact information on hand or loaded onto company network
	Use the Alert Notification e-mail, text, social media or an alternate communication source, to keep all posted on status and next steps.
	During evacuation have a central point of contact for all employees, and ensure you know where your people are located.
	During evacuation activate your phone redirection strategy: Failover to cell phones, answering service, Google Voice, etc.
	Following the tornado, notify all employees, vendors and stakeholders of next steps.

Tornadoes are classified using the “Fujita Scale.” The intensities shown in the chart below:

Category	Wind Speed (MPH)	Intensity
F0	< 73	Gale
F1	73-112	Moderate
F2	113-157	Significant
F3	158-206	Severe
F4	207-260	Devastating
F5	261-318	Incredible

APPENDIX J - Crisis Communication Plan Checklist

Determine roles and responsibilities:

- ✓ Appoint primary decision maker/coordinator
- ✓ Appoint back-up decision maker(s)
- ✓ Outline roles and responsibilities for additional participants

Determine who you need to communicate with:

- ✓ Employees
- ✓ Stakeholders
- ✓ Clients/Customers
- ✓ Regulatory Agencies
- ✓ Media
- ✓ Other: _____

Document when to activate plan, using criteria such as:

- ✓ Length of time of outage/interruption
- ✓ Severity of interruption
- ✓ Percentage/number of employees, departments impacted
- ✓ Prolonged loss of contact with clients and/or vendors
- ✓ Other: _____

Determine, document and publicize an emergency communications plan:

- ✓ Phone/email tree (include spouse/family information for employees)
- ✓ Employee evacuation plan
- ✓ Website emergency messaging system
- ✓ Phone/voicemail emergency messaging system
- ✓ Plan for multiple forms of communication: text, email, voicemail, etc.

Educate employees about the communications plan:

- ✓ Document in hardcopy and electronic formats
- ✓ Train current and new employees
- ✓ Remind employees about emergency communication plan, including pocket cards, fold-out cards, brochures, booklets, etc.
- ✓ Update information regularly and re-educate employees

APPENDIX K - Additional Resources

For more information on disaster preparedness and business continuity planning, the following are useful resources:

The Alberta Emergency Management Agency (AEMA) leads the coordination, collaboration and co-operation of all organizations involved in the prevention, preparedness and response to disasters and emergencies. <https://www.alberta.ca/government-emergency-plans.aspx>

Public Safety Canada was created in 2003 to ensure coordination across all federal departments and agencies responsible for national security and the safety of Canadians.

Its mandate is to keep Canadians safe from a range of risks such as natural disasters, crime and terrorism.

Public Safety Canada works with five agencies and three review bodies, united in a single portfolio and all reporting to the same minister.

We also work with other levels of government, first responders, community groups, the private sector and other nations, on national security, border strategies, countering crime and emergency management issues and other safety and security initiatives, such as the National Information Exchange Model. <https://www.publicsafety.gc.ca/index-en.aspx>

The Federal Emergency Management Agency (FEMA) coordinates the federal government's role in preparing for, preventing, mitigating the effects of, responding to, and recovering from all domestic disasters, whether natural or man-made, including acts of terror.

<https://search.usa.gov/search?utf8=%E2%9C%93&affiliate=fema&query=business+planning&commit=GO>

The goal of The World Health Organization (WHO) is to build a better, healthier future for people all over the world. Working through offices in more than 150 countries, WHO staff work side by side with governments and other partners to ensure the highest attainable level of health for all people. <http://www.who.int/en/>

The Regional Municipality of Wood Buffalo (RMWB) experienced one of the most expensive disasters in Canadian history. RMWB has developed a Business Continuity Guidebook that will help make the process of planning for the unexpected simple and effective. If you own or operate a business, the easy-to-understand guidebook will help you develop a plan — meaning you can rest easy and focus on the day-to-day of running your business

<https://www.rmwb.ca/en/fire-and-emergency-services/emergency-management.aspx>