

2015 ONPHA Conference & Trade Show



Session #104:  
**Building a Successful  
Contingency Plan**

Dan Saumur, Manager, Greater Sudbury Housing Corp  
Kevin Gordon, Consultant, Marsh Risk Consulting



**Who is in the room?**

## Emergency Planning



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## Emergency Planning

- Research
- Basic Emergency Management Training
- Member of the Municipal Emergency Planning Advisory Panel

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## Emergency Planning

### General Strategy

1. Develop property-specific emergency plans
2. Develop overall business continuity plan



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## Emergency Planning

This phase – develop property specific plans

Properties were grouped if they were:

- similar in configuration
- Close geographically



241 Second Avenue, Sudbury



491 Camelot Drive, Sudbury



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## Emergency Planning

Twelve Individual Plans Required:

1. Four Corners
2. Louis Street
3. Bruce Street
4. Cabot Park
5. 1052 Belfry
6. 1528 Kennedy
7. LaSalle Townhouses
8. Second Avenue Townhouses
9. Out-of-town Apartments
10. Chelmsford Scattered Units
11. New Sudbury Scattered Units
12. Garson Scattered Units



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## Emergency Planning

1052 Belfry Avenue

- The first emergency plan
- Template for remaining plans



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## Emergency Planning

### The Process



## Emergency Planning

### HIRA – Hazard Identification and Risk Assessment

Standard list of hazards and emergency scenarios

Rank and score each one on four criteria:

1. Frequency – how often does that event occur in Sudbury?
2. Probability – how likely is it to happen at this property?
3. Consequences – how serious are the results if that event happens?
4. Response Capabilities – how is the GSHC equipped to handle that event?



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## Emergency Planning

### HIRA – Hazard Identification and Risk Assessment



#### **Natural Events – 19**

*Snowstorms, Tornadoes, Epidemics, Drought, Flooding*

#### **Technological Events – 14**

*Structural failures, Fires, Explosions, Natural Gas Emergencies*

#### **Human Events – 5**

*Civil disorder, sabotage, terrorism*



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## Emergency Planning

### HIRA – Hazard Identification and Risk Assessment

Final Analysis: Nine types of events we should consider

1. Human health emergencies and epidemics
2. Ice and sleet storms
3. Natural gas emergencies
4. Hazardous material leak (fixed site)
5. Hazardous material leak (transportation)
6. Fires or explosions
7. Tornadoes or windstorms
8. Flooding
9. Electrical power failure



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## Emergency Planning

### Event Responses

Based on the event (emergency) we determine:

1. What needs to be done
2. Timing – immediate, later, post event
3. Who should take care of individual tasks
4. What information is needed to perform those tasks



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## Emergency Planning

### Event Responses

2.3 - Natural Gas Emergencies	
Event Responses	
<b>Immediate (gas inside building)</b>	
1	Utility Customer Report the leak to Union Gas at 1-877-468-6888 and the Fire Department at 911.
2	Utility Customer Begin evacuation of the building immediately.
3	Utility Customer Report the situation to the Meter Supervisor.
4	Utility Customer When safe to access, provide meter location to utility staff regarding the meter location of the leak. Also, notify utility staff via the government, check to ensure the leak has been reported to Union Gas at 1-877-468-6888.
5	Maintenance Supervisor Implement the Building Evacuation Plan (Appendix "B").
6	Management/Supervisor/Manager of Maintenance After receiving the all-clear from Union Gas and the Fire Department, and the evacuation and begin the process of returning tenants and staff to the property.
<b>Immediate (gas outside building)</b>	
1	Utility Customer Report the leak to Union Gas at 1-877-468-6888.
2	Utility Customer Report the situation to the Meter Supervisor.
3	Utility Customer If the owner is unsure the possibility of gas entering the building or apartment, evacuate or evacuate/guests/tenants begin evacuation of the building and notify the Fire Department at 911.
4	Maintenance Supervisor After receiving notification from the government, check to ensure the leak has been reported to Union Gas at 1-877-468-6888.
5	Maintenance Supervisor/Manager of Maintenance If an evacuation is required, implement the Building Evacuation Plan (Appendix "B").
6	Maintenance Supervisor/Manager of Maintenance After receiving the all-clear from Union Gas and the Fire Department, and the evacuation and begin the process of returning tenants and staff to the property.
<b>Post-event</b>	
1	Utility Customer After a deferring service with Maintenance Supervisor, Customer and any personnel who they have report into organizations to the handling of the situation.

← Immediate (gas inside building)

← Immediate (gas outside building)

← Post-event

## Emergency Planning

### General Information

Ensure people have information at hand without searching

1. General building information (address, configuration, building systems)
2. Contact information (staff and management, City departments)
3. Location map
4. Water system (shutoff valves)
5. Gas system (shutoff valves, meter location)
6. Electrical system (disconnect locations)
7. Fire safety systems (location and functions)
8. Hot water systems (boilers and tanks)
9. Emergency Generator (location, fuel suppliers)
10. Apartment devices (fire horns, smoke & CO alarms)
11. Tenant lists and Emergency assistance lists



## Emergency Planning

### Appendices

Other useful information and procedures

1. Drain down procedure for building water systems
2. Building Evacuation Plan
3. Building Evacuation Locations
4. Utility Account Numbers
5. Plan Revision History



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## Emergency Planning

### The Final Product



#### Main Components

- General information and resources readily at hand
- Event Responses – for each type of emergency, who does what and when it should be done
- Appendices – resource information relate to emergencies



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## Social Housing Providers have unique obligations following an Emergency

### Incident Scenarios

- Is Evacuation Required?
- Are Vital Services Interrupted?
- Is Business Continuity Required?



Source:  
Blogto.com source

## Contingency Planning

- Contingency Planning
  - Addresses responsibilities for immediate, short term, and long term evacuations
  - Outlines considerations for vital service disruptions and residents requiring assistance
  - Contains crisis communications considerations directed at residents, the Board and the media
  - Documents business continuity strategies to help ensure your ongoing operations



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## Contingency Planning

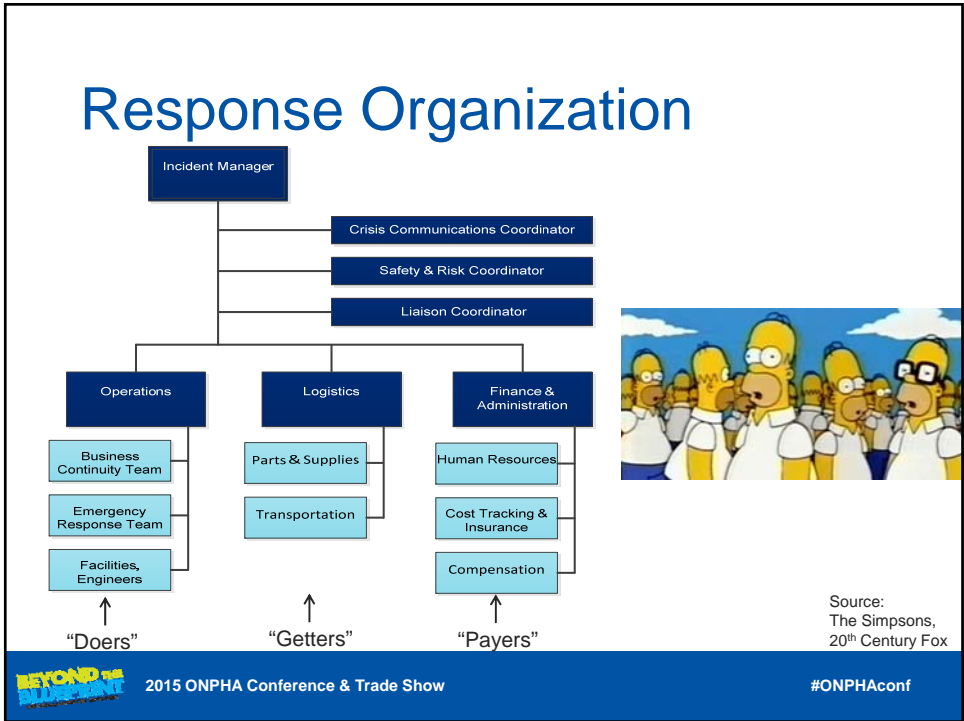
- Contingency Planning
  - Establishes an organizational structure and procedures for response to major emergencies
  - Assigns the roles and responsibilities during an incident following the incident command system model



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# Roles & Responsibilities



## Incident Management Roles

- Incident Manager
  - Manages the incident response
  - Activates and ensures the effective execution of the appropriate roles
  - Ultimately responsible for the wellbeing of the tenants
- Liaison
  - Maintains communications with other agencies
- Safety
  - Addresses the safety of the team(s) involved



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## Incident Management Roles

- Operations
  - Executes tasks associated with responding to the incident on site
- Logistics
  - Ensures those responding to the incident have the items they require
- Finance
  - Tracks financial and accounting matters related to the incident response
- Communications
  - Drafts messages
  - Ensures the necessary audiences are updated with the appropriate information



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## Crisis Communications



- Holding Statements
  - Addresses the immediate information that may need to be released to the media during the initial response to an incident
- Media Statements
  - Strategies for interacting with the media during an interview
- Internal Communications
  - Strategies for communicating with your tenants and the Board
- Communication Logging
  - Important to ensure that calls from tenants or other stakeholders are recorded to allow for appropriate follow-ups



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## Vital Service Interruption

## Vital Service Interruption

- Shelter in Place
  - Situations where residents stay in their homes until the incident has been resolved or escalates to the point where an evacuation is necessary
  - Tenants should have a three day supply of bottled water and food
  - During an incident, notify tenants of safety concerns which vary depending on the situation
  - Check-in on tenants regularly



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## Evacuations

## Evacuation – Immediate

- Muster Point
  - An area where residents can safely gather after an evacuation
- Safe Evacuation
  - An indoor location that residents will be directed to during adverse weather conditions
- Third-Party Transportation
  - Service providers that could support the transportation of residents from the Muster Point to the Safe Evacuation Centre
- Insurance Providers
  - Documented insurance providers, brokers and policy numbers information



Source:  
www.simcoereformer.ca



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## Evacuations – Short Term

- Local Disaster Response Agencies
  - Community Emergency Management Coordinator (CEMC)
  - Local agencies that can offer immediate support for residents after a disaster
- Third-Party Security Providers
  - Security may be required after an evacuation of the property
- Mutual Aid Partners in Housing
  - Other affordable housing providers in your surrounding area



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## Evacuations – Long Term

- Local Hotels
  - Document contact and direction details to provide to residents after an evacuation
- Mail and Package Delivery Providers
  - Document the contact information for Canada Post and major package delivery service providers
- Utility and Service Providers
  - Document Utility and Service Providers contact and account information
- Post-Disaster Recovery Organization
  - Document companies that would support the clean-up, remediation and reconstruction after a disaster



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## Evacuations – Lists

- Residents Requiring Assistance
  - Voluntarily self-identification of Residents Requiring Assistance to help them during an evacuation
- Tenant Evacuation Contact Information
  - Contact information gathered when it is determined that residents may not be able to re-enter their homes



*"I hope they get her out...she has Alzheimer's," Norma Gareau.*

Source:  
www.cornwallnewswatch.com – April 6, 2015



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# Business Continuity

## Business Continuity

- Location
  - Where will you work if your primary location is inaccessible
- Equipment Requirements
  - Identify key equipment requirements and document what you would do to replace that equipment on a temporary to permanent basis
- I.T. Applications and Systems
  - Consider where and how your computer data is backed-up
  - Identify what you would do if certain computer applications or systems are unavailable or ruined due to an adverse incident

## Business Continuity

- Vital Records
  - How you would workaround / recover the documents used to perform business tasks if the originals are lost or become temporarily inaccessible
- Third-Party Dependencies
  - Identify the workaround that you would employ if third-parties you rely upon were to become unavailable for a period of time
- Key Skill Sets & Personnel
  - Identify the workaround that you would employ if these key individuals were to suddenly become unavailable



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## Awareness and Preparedness

## Awareness and Preparedness

- Pets & Service Animals
  - Evacuation shelters may not allow household pets
- Evacuation Preparedness
  - Tenants should have a Personal Evacuation Kit with basic necessities
- Training & Exercising



Source:  
thedailyobserver.ca



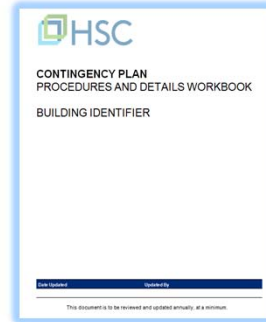
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## Contingency Planning Toolkit

## Self-Directed Tool

- Widely applicable – bottom-up approach
- Two documents
  - Planning Guide
  - Contingency Plan
- Tool available at:
  - <http://www.hscorp.ca>



kevin.gordon@marsh.com



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Question and Answer Period  
Member.support@onpha.org

**Thank-you  
& Evaluation**