

Business Continuity

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Emergency Management
Corporate Services



Business Continuity

- Business Continuity focuses on dealing with disruptions to your business
- They may be the result of Emergency Management events
 - Flooding, Ice Storms, Power Outages etc.
- May also be independent of Emergency Management events
 - Labour Disruption, Cyber attack, Infrastructure Disruption

General Business Continuity Risks

- Most Business Continuity events fall into one of three categories
 1. Impact or loss of workforce
 2. Impact or loss of workplace
 3. Impact or loss of infrastructure
- The severity of any of these disruptions can vary
- The same general event can be routine for one organization but very significant for others
 - Capacity, training, communication and coordination all influence the impact of an event

Starting Points – What disruptions have happened?

- Most organizations can recall the disruptions they experienced
 - Many cannot detail the specifics of those events
- Tracking your disruptions can help to refine your future risk assessments
 - When did it occur and for how long?
 - Who did it impact and how?
 - How did it affect your business (minor, moderate, major impacts)?
 - What was done to address / resolve the disruption?



Starting Points – The Business Impact Analysis

- The BIA is an inventory of your services, their criticality and potential vulnerability to a disruption
- Considers both quantitative and qualitative aspects
- Asks the business unit to identify what level of disruption they can incur and sustain before their business is irreversibly disrupted
 - How long can you deliver your services with only 50% of your normal workforce?
 - Can you slow or suspend some services to support services that cannot sustain a disruption?
 - How long can you operate without you IT systems running as they normally do?
 - Can you redeploy staff from one are to another during a disruption?



Sample BIA Form

Business Impact Analysis

General Information	
Department	
Division / Program	
Functional Area	
Function or Service	
Process Owner	
Date Recorded	

Priorities				
Criteria	Low	Medium	High	Comments
Location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Public Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Visibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Customer Service Area Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Business Delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Product / Service Delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Legislative / Legal Impacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Penalties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Specialization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Operational Information		
Maximum Tolerable Period of Disruption (MTPD) <i>The maximum time an activity or resource can be unavailable before irreparable or significant harm is caused to the organization. This harm could be financial or qualitative in nature.</i>	<input type="checkbox"/> 0-6 hours <input type="checkbox"/> 6-12 hours <input type="checkbox"/> 12 to 24 hours <input type="checkbox"/> 24 to 48 hours <input type="checkbox"/> 2 to 5 days <input type="checkbox"/> 5 to 15 days <input type="checkbox"/> 15 to 30 days <input type="checkbox"/> 1 to 2 months <input type="checkbox"/> 2 to 3 months	Comments
Maximum Tolerable Time at Reduced Service Level (MTTRSL) <i>The maximum time an activity or resource can be offered at a reduced service before irreparable harm is caused to the organization.</i>	<input type="checkbox"/> < 1 Month <input type="checkbox"/> 1-2 Months <input type="checkbox"/> 2-3 Months	Comments
Key Interruption Impacts <i>Capture potential loss or damage if a process is interrupted, for example,</i>	<input type="checkbox"/> Lost Funding / Contract <input type="checkbox"/> Cash Flow <input type="checkbox"/> Competitive Advantage <input type="checkbox"/> Public Confidence <input type="checkbox"/> Reporting, Reputation <input type="checkbox"/> Employee Morale <input type="checkbox"/> Customer Service <input type="checkbox"/> Supplier Relations <input type="checkbox"/> Bylaws – Regulations - Compliance <input type="checkbox"/> Public Safety	Other
Recovery Time Objective (RTO) <i>The period of time within which systems, applications, or functions associated with the process must be recovered after an outage.</i>	<input type="checkbox"/> 0-6 hours <input type="checkbox"/> 6-12 hours <input type="checkbox"/> 12 to 24 hours <input type="checkbox"/> 24 to 48 hours <input type="checkbox"/> 2 to 5 days <input type="checkbox"/> 5 to 15 days <input type="checkbox"/> 15 to 30 days <input type="checkbox"/> 1 to 2 months <input type="checkbox"/> 2 to 3 months	Comments

Sample BIA Form

Operational Information		
Recovery Point Objectives (RPO) <i>The maximum amount of data loss related to this process that can be sustained or recovered from as a result of an event or interruption</i>	<input type="checkbox"/> 0-6 hours <input type="checkbox"/> 6-12 hours <input type="checkbox"/> 12 to 24 hours <input type="checkbox"/> 24 to 48 hours <input type="checkbox"/> 2 to 5 days <input type="checkbox"/> 5 to 15 days <input type="checkbox"/> 15 to 30 days <input type="checkbox"/> 1 to 2 months <input type="checkbox"/> 2 to 3 months	Comments
IT Dependencies <i>The various IT Applications or IT services a process or service relies on to operate. It can include software, internet access, and voice services, among other services provided by the Region of Peel</i>		
Other Key Infrastructure <i>List of critical dependencies on other processes, services, facilities, vendors or critical infrastructure needed to operate the defined process or service.</i>		
Primary Location <i>The main location the process or service is performed.</i>		
Alternate Location(s) <i>Processes or services are often performed in multiple locations.</i>		
Operational Hours <i>The normal hours of operation for this process or service</i>		
Peak Processing Periods <i>Certain processes and services have time periods where they are more vulnerable or failure has greater impact</i>		

Employee Resources	
Required Skill Set(s) or License(s) <i>A list of any special skills sets or qualifications personnel require in order to perform the process or deliver the service.</i>	
Unionized FTEs Assigned <i>Number of Unionized employees assigned to this function</i>	
Non-Unionized FTEs Assigned <i>Number of Non-Unionized employees assigned to this function</i>	
Minimum FTEs Required <i>In a reduced service scenario, what is the minimum number of staff required to perform this process or service?</i>	

Strategies	
High Level Resumption Strategies <i>Note your thoughts on how delivery of the process or service during major interruption will occur. This may include: moving to predefined alternate facilities, obtaining a new temporary location, working with paper based forms, using hard copy reports, obtaining cell phones for all staff, and redirecting calls.</i>	
Resource Backup Strategy <i>The methods of ensuring there are sufficient people with the right skill sets / qualifications to keep the process running during an event</i>	
Comments / Additional Information <i>This column can be used to add any qualifications or additional input regarding data captured.</i>	

A Plan Begins

- BIA and Risk Assessment information are both evaluated
- Services are prioritized and strategies for mitigating or responding to a disruption are documented
 - Try to use existing procedures and protocols
 - No need to reinvent every wheel
- A strategy should be easy to implement by available staff at any time of the day or night
- Look at what services are to be;
 - Sustained
 - Slowed
 - Stopped
- Plans should also include how you plan on recovering from a disruption



Event Communications

- A successful response can be only occur with coordinated communications
- Think of the communications needs of your;
 - Responders
 - Staff
 - Clients
 - Stakeholders
- The level of detail will be different with each group but the overall message should remain consistent
- Designate someone to coordinate your internal communications and someone for your external communications
- Consider a Crisis Communications Plan to support your BC efforts



Initial Training

- Consult with and inform your staff about the development your BC plans
- Look to team meetings to provide updates and gain feedback on specific areas
- Areas to speak to include;
 - How do staff escalate an issue that may become a disruption?
 - Who can implement the Business Continuity Plan?
 - What happens when their service is suspended or slowed?
 - What training could be implemented to help with the rollout of your BCP?



Training & Evaluation

- Training and exercises can help validate your BCP **BEFORE** you may need to implement your BCP
- Look at a series of escalating drills, discussions and exercises to validate your plans
- You will find gaps, changes in process and you will see improvements
 - Be sure to address any gaps, changes or improvements as soon as possible
- Drills can be done in team meetings
- Discussions / Table Top exercises in Division meetings
- Exercises should be done by as many groups as possible

***** Exercises test the plans *NOT* the people *****



Maintenance of your BCP

- At least annually, review and update your plans
- Take a deep dive into the plans and update as necessary
- Consult with other similar businesses to see if there are any best practices
 - Adopt practices and processes that work in your environment
 - Adapt practices and processes that are similar to your environment
 - Improve those practices and processes that may be dated
- Communicate any changes to all staff and ensure that your training is amended as well



Professional Development



Professional designation:	ABCP - Associate Business Continuity Professional	CFCP - Certified Functional Continuity Professional	CBCP - Certified Business Continuity Professional	MBCP - Master Business Continuity Professional
Best suited for:	for those who are new to our industry	for those in our industry with a specific skill or focus and more than 2 years of experience	for professionals that have demonstrated both knowledge and skill in our profession	for those with superior knowledge and significant experience in our profession
What this means:	supports entry-level proficiency with some knowledge in business continuity planning, but who have not yet acquired a great deal of experience in the field	demonstrate knowledge and skill in business continuity within a very narrow scope. An example of this would be an expert in IT recovery, application testing or BIAs	most widely recognized and held business continuity certification in the world that demonstrates both knowledge and skill in the business continuity/disaster recovery industry	these professionals possess much more than the requisite knowledge with a vast scope of comprehension and guide their practices, departments or company with a high level of skill and expertise
Years of experience *:	no experience required	more than two (2) years	more than two (2) years	more than five (5) years

Questions

Andrew C Cooper

Manager (A), Regional Emergency Management

Region of Peel, Corporate Services

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Emergency Social Services Region of Peel

Kelly-Anne Salerno
Manager, Peel Housing Corporation
Human Services

Social Housing Providers Responsibility-Contingency Planning

- Incident Response
- Muster Point
- Evacuation Centre
- Transportation Providers
- Insurance Providers
- Local Response agencies (CEMC)
- Security
- Mutual Aid Partners
- Hotels

What is Emergency Social Services for the Region of Peel

- Provision of Emergency Social Services (ESS) is delivered out of Human Services
- ESS is comprised of the following for Peel Region;
 - Emergency Shelter/Lodging
 - Clothing
 - Food
 - Registration & Inquiry
 - Personal Services
 - Psychosocial supports
 - Donations management



Types

- House Fires
- Other Fires
- Floods
- Explosions
- Chemical Spills
- Structural Collapse
- Utility Outage
- Transportation Accident
- Civil Unrest
- Industrial Accident
- Mining Accident
- Mud / Snow Slide
- Nuclear Accident
- Severe Weather
- Earthquake
- Epidemic / Pandemic
- Foreign Animal Disease
- Water Contamination

Partnerships & Relationships

- Red Cross
- Salvation Army (Residential & Emergency Services)
- Local Municipalities
- St John Ambulance
- Transit
- Fire/Police/Paramedics
- Animal Services
- Neighboring Jurisdictions



Local Municipalities Responsibilities

- Reception site locations
- Recreation Staff
- Municipal Transit
- Animal Services
- Reception Site Security



Regional Supports

- Emergency Shelter
- Clothing
- Food
- Registration Inquiry
- Personal Services



Regional Emergency Management (REM)

Coordinates the Region's Emergency Response Strategy

- REM maintains a 24/7 on-call service.
- REM will activate the Regional Emergency Operation Center (REOC) in the event of an emergency.
- REM will act as the liaison, which assists in the coordination of Regional resources in a large scale event or disaster.
- REM Provides the linkage to area municipalities and provincial resources such as the Office of the Fire Marshal and Emergency Management.



Regionally Owned Shelters

- Peel Family Shelter-1767 Dundas St East
- Cawthra-2500 Cawthra Road
- Wilkinson-15 Wilkinson Drive
- Brampton Queen Street Youth- 3458 Queen St East
- Peel Youth Village-Transitional Housing
- Angela's Place-Transitional Housing



Disaster & Preparedness



Human Services Plans

- HS plans-appendix to the Regional Plan
- Standard Operating Procedures Document (SOP's)
- Negotiated paid for service contracts
- Exercises/Play -practice the plan
- Build Capacity
- Stay Current
- Build relationships



Past Events

Bolton Flooding

Caledon Village Explosion

Numerous Apartment Fires

Power Failures/Ice Storms

Repatriation Events



Ardglen



Hickory Explosion

- June 25,2016
- Human Services- on scene by 5:00
- Set up evacuation
- Red Cross deploys
- HS runs reception centre for 7 days
- All partners worked collaboratively for weeks



Hickory Drive



**CANADIAN
RED CROSS**



Partners at work

Where we deliver services



Where we deliver services





118 ACORN



**Where we deliver
services**



In an Emergency

Region of Peel 24 hour
After Hours Line

905-791-7800



Questions...

- Contact info: Kelly-Anne Salerno
- Region of Peel
- 10 Peel Centre Dr Suite B 2ND floor
- 905-793-9200x8603
- Cell- 416-433-3661

What is an Emergency?

Ontario's Definition

“A situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident, or an act whether intentional or otherwise”

*The Emergency Management &
Civil Protection Act*

