



**Town/County of St. Paul,  
Town of Elk Point,  
Summer Village of Horseshoe Bay**

**Business Continuity Plan**

**2015**

**"A Region Prepared"**

## Introduction

The Regional Emergency Management Plan (REMP) and sub-plans have been developed by the Town/County of St. Paul; Town of Elk Point; and Summer Village of Horseshoe Bay with input and consultation from internal and external stakeholders. The plans were initiated in 2014, developed and endorsed in 2015.

These all hazard emergency response and recovery plans are a 'living' document. Given that, there will be a need for revisions and updating on a continuing and regular basis. This document is a sub-plan that is intended to support the REMP from which to build an effective; economic and coordinated response and recovery.

The integrated, region-wide program maximizes available resources, limits duplication and streamlines communication to provide the best solution for residents throughout the Region of St. Paul.

These plans meet the requirements for local authorities as set out in the Alberta *Emergency Management Act* and the Alberta *Government Emergency Management Regulation*.

For this plan to be effective, it is important that all users of the Regional Emergency Management Plan and sub-plans will interpret it reasonably and responsibly and in the best interest of safety.

For information or to request copies of the Regional Emergency Management Plan or sub-plans contact:

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## Amendments/Revisions

[illegible]

## Distribution List

[illegible]

## Revision Request Form

Request Date: \_\_\_\_\_

Section Number(s): \_\_\_\_\_

Page Number(s): \_\_\_\_\_

Description of Revision: \_\_\_\_\_

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Change requested by: \_\_\_\_\_

Reason for request: \_\_\_\_\_

\_\_\_\_\_

### **Request reviewed by Director of Emergency Management:**

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Approved: ☐

Approved with the following changes: ☐

\_\_\_\_\_  
\_\_\_\_\_

Not Approved: ☐

Revision #: \_\_\_\_\_

Revision Date: \_\_\_\_\_

Distributed: \_\_\_\_\_

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# 1 – Policy, Purpose and Scope

## 1.1 Policy

It is the policy of the Region of St. Paul's Emergency Management Plan to respond quickly in the event of an emergency or threat resulting from human, technological, natural or other causes, and to ensure the ability to perform essential functions under all circumstances. To meet these objectives, the St. Paul Regional Emergency Management Plan (REMP) has established this Business Continuity Plan (BCP) sub-plan, which sets forth a concept of operations, identifies essential functions, and outlines three potential phases of operation: 1) Activation and Relocation; 2) Alternate Facility Operations; and 3) Reconstitution. The plan incorporates the following key elements:

- Emergency concepts, actions, and procedures.
- Identification and prioritization of essential functions.
- Delegations of authority and pre-delegations of emergency authorities to key officials.
- Emergency coordination centers and alternate (work-site) facilities.
- Interoperable communications.
- Protection of regional resources, facilities and personnel.
- Safeguarding of vital records and databases.
- Training and exercises.

## 1.2 Purpose

The purpose of this BCP is to describe how the Region of St. Paul Emergency Management Agency (REMA) or Municipal Office Staff will operate in the event that an emergency threatens or incapacitates operations, as well as 'keeping business as usual' within the Municipal offices in the region. This document identifies lines of succession; provides for the maintenance or re-establishment of the control and direction, including relocation of key personnel, as necessary; for reconstitution of key staff positions with successor personnel; and for regeneration of full organizational functions. This BCP, which is applicable to an all-hazards approach, ensures preparedness to provide critical services in an environment that is threatened, diminished, or incapacitated.

With the changing threat/risks, and local experience with recent emergencies, this has shifted our awareness for the need to develop a BCP in order to continue essential functions across a broad spectrum of emergencies. As recent events have demonstrated, municipalities as well as business operations can be disrupted by a variety of events, both manmade and natural. For example, whether the disruption is a result from severe weather or from a blackout caused by a malfunction of power grid, the public still expect services to be available when they are needed. This BCP has been developed as an aid in continuing to provide essential services under emergency conditions.



The objectives of this BCP include:

- Ensuring the continuous performance of essential functions/operations during an emergency.
- Protecting essential facilities, equipment, records, and other assets.
- Reducing or mitigating disruptions to operations.
- Reducing loss of life and minimizing damage and losses.
- Achieving a timely and orderly recovery from an emergency and resuming full service.
- Identifying alternate ECC locations in the event that primary ECC is not functional.
- Identifying alternate Municipal Offices in the event the primary main offices are not functional
- Establishing lines of succession and delegations of authority.
- Identifying personnel needed to perform essential functions.
- Identifying internal and external means of communication.
- Establishing requirements for regularly scheduled testing, training, and exercising of personnel, equipment, systems, processes and procedures used for support during a BCP event.
- Establishing requirements for development, maintenance, and annual review of the BCP.

## 1.3 Scope

The Regional Emergency Management Agency has developed this plan for operational activities during emergency/disaster events and to support Municipal Office Staff with any day-to-day incidents. This plan is designed to effectively minimize system outages and down times while providing the highest level of service possible until normal operations fully resume. This plan also is intended to facilitate the response and recovery process. This document applies to a full range of circumstances, from a short-term, localized event to a long-enduring regional emergency that may impact multiple facilities and applies to natural disaster events as well as man-made threats. This sub-plan is designed to complement the St. Paul Regional Emergency Management Plan (REMP).

The BCP can be activated in whole and used by the CAO at their discretion. The RDEM or designate can be called in to assist the CAO in using the BCP for the day-to-day small scale municipal incidents. For large scale incidents where business continuity can become a concern, the RDEM or designate will take over the response efforts and put the full BCP into play and activating the ECC and REMA where required.

## 2 – Hazard, Risk, Vulnerability Assessment (HRVA)

### 2.1 HRVA Results

Understanding hazard risks and vulnerabilities is important to the continuity planning process, as it is high-risk events that are likely to trigger implementation of the BCP. The Region of St. Paul completes a full HRVA annually. As part of this process, the Region identified twenty hazards/risks for the Region of St. Paul. The following six high hazards/ risks were identified to which the region maybe subject to:

- Environmental Contamination/Toxic Gas/Release
- Water Main Break/Contamination/Shortage
- Blizzard/Ice Storm/Prolonged Cold Weather
- Major Wind/Hail Storm/Tornado
- Fire (Urban Structure)

Each of the hazards/risks identified have been reviewed with Mitigations applied where applicable. Where Mitigation could not be applied, adequate Preparedness, Response and Recovery Plans have been developed.

An HRVA analysis will be conducted annually with the REMA and EAC members. The findings of the HRVA will be kept on file by the RDEM. For a copy of the status reports contact the RDEM.

#### Essential Functions

In the event of a disaster or emergency, rapid organization to assess the impact on operations and to determine necessary actions is imperative. The BCP is characterized by three distinct phases: activation and relocation, alternate facility operations, and reconstitution.

This plan provides for the continuation of the essential functions and is based on the assumption that access is denied to facilities where business is normally conducted. A fire or hazardous material (HAZMAT) incident may require evacuation of a building with little or no advance warning using existing occupant emergency plans, but only for a short time. Under these types of situations where evacuation is required for less than 12 hours, BCP implementation is not appropriate. There is a distinction between these short-term situations and those in which access may not be possible for an extended period.

Critical Facilities and Critical Infrastructure include utilities (electric, natural gas, water, and sewer), radio/communications towers, local municipal and government buildings, schools, health care facilities including hospitals and nursing homes, municipal fire departments, police departments, and transportation facilities. Some of the infrastructure assets will affect the Region of St. Paul, and therefore multi-jurisdictional coordination will be required when events impact or have the potential to impact these facilities.

## 3 – Roles/Responsibilities

### 3.1 Defining BCP Key Roles

There are numerous people in positions that are critical to the activation, implementation, and maintenance of the BCP. Although these may not all be relevant to the organization, this will serve as a good checkpoint to determine who should be included in the various phases. Teams will be formed to fulfill various needs before, during, and after a business disruption or disaster.

Where possible, we will specify a particular position or role that meets the need rather than specifying individuals. That will allow the plan to remain relevant whether the person(s) can attend or not.

The teams and their roles have been defined in the BCP. It clearly defines the roles and responsibilities of each team. Having clear boundaries will help ensure that teams are not working at cross-purposes and that all aspects of the plan are covered. A good team description will identify the following attributes:

- Positions or job functions included on the team (Facilities Manager, Administrative Support, etc.)
- Team leader and contact information
- Set of objectives
- Scope of responsibilities (define what *is* and *is not* part of this team's mission)
- Delineation of responsibilities in each phase of BCP (i.e., when will the team be activated and deactivated?)
- Escalation path and criteria
- Other data, as needed

#### **For Day-to-Day Operational Disruptions**

##### **Management**

Each municipality has a management team or structure that oversees the business and its operations. **In an emergency or disaster situation the management team will fall to the REMA and will follow the ICS Structure.** It has been determined which positions from the management team will be included in the plan.

Management might be required to decide when to transition from disaster recovery to business continuity activities or they might be the one(s) to decide how and when the BCP should be tested.

##### **Delegations of Authority**

Upon appointment to an essential position, designated essential employees shall have the full authority and responsibility to carry out their essential functions unless otherwise indicated in this plan. The authorities delegated to each essential position have been pre-identified and documented.

## **Damage Assessment Team**

A damage assessment team should be comprised of people from several key areas within the Municipalities Administrative Dept., and/or for a private business, they should include Facilities, IT, HR, and Operations. The damage assessment team may contain other members, depending on how the Municipality or business is structured and what type of business they're in.

## **Operations Assessment Team**

The operations assessment team is comprised of individuals who can assess the immediate impact on the day-to-day operations and how to proceed. The operations assessment team can be tasked with beginning the recovery phase activities, monitoring and triggering the transition from activation to recovery, recovery to BC, and BC to normal operations.

## **IT Team**

The IT team will assess the damage to systems, and will begin the disaster recovery and business continuity tasks once the plan is activated. This IT team will work closely with the damage assessment team and/or the operations assessment team to determine the nature and extent of damage, especially to IT systems and the IT infrastructure. You may not need some of the technical specialties identified below, but this should be a good starter list to consider on helping determine what expertise you may potentially need.

- Operating system administration
- Systems software
- Server recovery (client server, Web server, application server, etc.)
- LAN/WAN recovery
- Database recovery
- Network operations recovery
- Application recovery
- Telecommunications
- Hardware salvage
- Alternate site recovery coordination
- Original site restoration/salvage coordination
- Test Team

## **Administrative Support Team**

During a business disruption, there are a wide variety of administrative tasks that must be handled. The administrative support team will respond to the unique needs of the situation, as well as provide administrative support for the Municipality and/or company during the disruptions. This might include ordering emergency supplies, working with vendors arranging deliveries, tracking shipments, fielding

phone calls from the media or investors, organizing paper documents used for stopgap measures, and more.

### **Transportation and Relocation Team**

A transportation team and relocation team may be needed to make transportation arrangements for critical business documents, records, or equipment. Equipment maybe be moved in advance of an event, or we may need to move equipment after the event to prevent further damage or vandalism. Relocating all assets before or after a disruption requires a concerted effort by people who understand the Municipalities functions/duties, its relocation needs, and transportation constraints.

### **Media Relations Team**

In the Information Plan it defines key details that should be used by the Media Relations Team. In the event the ECC is activated, the PIO will take over this function. The Media Relations Team must be activated as we'll need to provide information about the business disruption/disaster to employees, vendors, the community, and the media. One key area that should be well-prepped is media relations. Creating a team that knows how to handle the media in a positive manner, and that understands the policies and procedures related to talking with the media is vital to helping ensure our image and reputation are maintained to the greatest extent possible.

### **Human Resources Team**

The aftermath of a crisis is an incredibly stressful time for all employees. Having an HR team in place to begin handling employee issues is crucial to the well-being of the employees and the long-term health of the Municipality and/or business. Retaining key employees, adequately addressing employee concerns, facilitating insurance and medical coverage, and addressing pay and payroll issues are part of this team's mission. The team may also be responsible for activating parts of the BCP team as it relates to hiring contract labor, temporary workers, or staff at alternate locations.

### **Legal Affairs Team**

Legal experts are pre-identified for each Municipality who will address legal concerns in the aftermath of a business disruption or emergency. If you hire outside counsel to assist you with legal matters, you should still assign an internal resource as the liaison so that legal matters will be properly routed internally.

### **Security Team**

In the aftermath of a serious business disruption, we will need a team of people who address the physical safety of people and the building. These might be designated internally, or sourced out externally to trained security providers. If this is the case, designate a liaison to aid in that capacity. Training for part-time or ad hoc security teams is crucial because if a natural disaster strikes, emergency personnel such as fire or police will be focused on helping schools, day care centers, nursing homes, and

hospitals first. The Municipal Administrative Offices may fall very low on the list of priorities, so having trained staff that can fill the gap in an emergency may literally mean the difference between life and death.

### **Procurement Team (Equipment and Supplies)**

It has been determined in advance, how equipment and supplies will be purchased, tracked, and managed after a localized disaster such as a fire or in the aftermath of a widespread disaster such as a tornado. This includes who has the authority to make purchases and from whom, what dollar limit the authority carries, and how that person (or persons) can get authority to make larger purchases. This predetermined purchasing information should also be communicated to key vendors so they know the people who are authorized and what the authorization limits are. So, if disaster strikes, the municipality can turn to trusted vendors who, in turn, know the rules. This can expedite the recovery process. Keep in mind, that this team needs to be large enough that there is no “single point of failure.” If you authorize only one person and something happens to that one person, you’ll be scrambling to obtain emergency authorization for other individuals. Instead, authorize enough people to provide flexibility but not so many as to create chaos. Also, be sure the limits are appropriate to the type of daily business we operate.

### **General Team Guidelines**

People should be chosen to be on teams based on their skills, knowledge, and expertise. You have to work within your organization’s constraints and culture, but also strive to populate your teams with the right people with the right skills. Ideally, these are the same people who perform these functions under normal conditions. It doesn’t make sense to have the database administrator take on media relations duties during an emergency. The teams also should be large enough that if one or more members of the team are unable to perform their duties, the team can still function. These personnel should be coordinated and trained as alternates along with any additional internal or potential external staff.

### **BCP Back-Up and Contact Information**

Part of plan maintenance involves ensuring that the key positions are still in the BCP loop and that key personnel are still aware of their BCP responsibilities. It is a crucial task that we compile key contact information. Since computer systems often are impacted by various types of business disruptions—from network security breaches to floods and fires—we’ll need to have contact information stored and available in electronic and hard copy. It should be readily available at alternate locations and copies should be stored in off-site locations that can be accessed if the building is not accessible. However, since this list contains contact information, it should also be treated as confidential or sensitive information and should be handled and secured as such. This information should include contact information for key personnel (who will need to be notified of a business disruption) to key suppliers,

contractors, and customers, among others. A pre-developed list of the types of contact information we will need, include:

- Management
- Key operations staff
- Team members
- Key suppliers, vendors, contractors (especially those with whom we have contracts)
- Key customers
- Emergency numbers (fire, police, etc.)
- Media representatives (if appropriate)
- Other

A pre-determined preventative maintenance (PM) schedule has been put in place to ensure information is current. Storage of the information will also be in a pre-identified location. Maintaining an up-to-date contact list, both electronically and on paper will be part of the PM schedule. Developing a process for gathering and maintaining data is an extremely important part of the BCP.

Vital records need to be backed-up on a regular basis and are done so on each municipality's support systems that they run. This allows the records to be pulled from the alternate location should the primary be compromised.

At a minimum, a review of the information will be conducted annually when the REMP is reviewed and updated.

## 4 – Emergency Response Plan

### 4.1 Activation and/or Relocation

Conditions under which this BCP might be activated include the actual or potential of limited access to the Regional Emergency Coordination Center (ECC) from which emergency coordination is normally conducted. Other conditions include minimal or limited access to any municipal/commercial or public buildings during an emergency.

This plan may be activated in situations such as:

- Known threats and emergencies (with warning). Some threats may provide advance warning that will permit an orderly alert, notification and, if necessary, evacuation of the public and/or employees. Examples are a tornado, transportation incident with the potential for the release of hazardous material, or the threat of a terrorist act.
- Unanticipated threats and emergencies during non-duty hours (no warning). Arson, terrorism or a HAZMAT incident may occur without warning when the majority of the public are indoors or the majority of the staff is not at work. While operations from the normal place of business will not be possible, the majority of staff will be able to respond to instructions, including proper notice to relocate.

The activation of the BCP operations is simultaneous with the contingency plans, and at the same time the recovery operations begin. Contingency operations run in conjunction with emergency management recovery operations through to completion of the BCP operations phase. This includes the recovery of facilities, infrastructure and services required for the return to normal operations.

#### Decision Process

If a situation arises that adversely impacts or threatens the ability to perform essential functions, the BCP may be activated by the CAO, or the RDEM (or designate) can be brought in to take over the BCP response. In business and industry the BCP is typically activated at the direction of the CAO.

#### Alert, Notification, and Implementation Process

In the event that the usual operating facilities are rendered inoperable and are expected to remain as such for a period of 12 hours or more, the CAO, or RDEM (or designate) may decide to implement the BCP. If this occurs, operations will be relocated to the Alternate Facilities listed in Appendix A, so that essential functions can be performed. The Alternate Facility must be able to operate within 12 hours of the BCP activation and be able to perform essential services and functions for up to 30 days.

In circumstances where warning is provided in advance of a triggering event, or during off-duty hours, a decision to implement the BCP will be communicated by the CAO, RDEM (or designate) to designated



essential employees through methods to be used and provide clear direction. A call-down list will be used to contact all essential employees (Appendix B). The CAO, RDEM (or designate) will notify the manager/supervisor at the alternate facility if it is not a municipally owned building that the BCP has been activated and relocation is required. The essential employees will be deployed to the alternate facility to make it ready for use by checking its overall operations or setting up and testing telephone lines and network connections; verifying operability of heating, cooling, plumbing, and electrical systems; ensuring sufficient work space is present to support performance of essential functions by the essential employees; and other duties as appropriate.

During the time between BCP activation and when the alternate facility is ready to support essential operations, essential employees will work from the usual operating facility if it is able to support limited operations. If the usual facility is not accessible, the employees will be instructed how to proceed, for example, if they should work from home until the alternate facility is ready.

When it has been determined that the alternate facility is ready to support essential operations, the essential employees will report to the alternate facility. Employees reporting to the alternate facility will take their equipment for work, any personal items and any critical records/databases for which they are responsible and prepare to become fully operational within 12 hours.

Employees who are not required to relocate to the alternate facility will be instructed by the CAO, RDEM (or designate) if/where to report and, if their responsibilities will be different from their normal work, and what their function during BCP activation will be. The Region of St. Paul will work with the Public Information Officer during emergency events to develop messages to inform the public of the need to relocate to alternate facilities and which, if any, non-essential services will be suspended during BCP implementation. If the BCP is activated by the municipal office, the message will come from the Media Relations position.

In circumstances where there is no warning during regular work hours, essential employees will be directed by the CAO, RDEM (or designate) to proceed to the alternate location and prepare to become fully operational within 12 hours of the onset of the emergency. Essential employees will be notified of the BCP activation and will be dispatched immediately to the alternate facility to begin preparations for use. The CAO, RDEM (or designate) will notify the manager/supervisor at the alternate facility if it's not a municipally owned building, of the immediate need to relocate. Employees who are not required to relocate to the alternate facility will be instructed by CAO, RDEM (or designate) if/where to report and, if their responsibilities will be different from their normal work, and what their function during BCP activation will be.

If usual communications methods such as telephone, cellular telephone, email, and the Internet are not available and employees are not sure about their work status, they should report directly to their

primary location first, if it has not been compromised, to receive instructions about their emergency duties. In the event the primary location has been compromised, they will go to the alternate location.

The CAO and their BC Team will need to consult with the emergency response agency on-scene and in charge to determine if access can be gained to the primary (damaged) site to retrieve vital records and other materials. Access to the primary site will only be allowed if the authorities grant access. This will be dependent upon the nature of the disaster and the extent of damage.

If allowed access to the primary site to retrieve vital records and other materials, **perform some pre planning to determine what is most important to retrieve.** This may be necessary since the time you are allowed access to the primary site may be minimal.

### **Alternate Facility Operations**

Upon arrival at the alternate facility, essential employees will need to be checked in by security. At the security check, employees should be prepared to show identification. Temporary staff hired to fill staffing needs during the emergency will be placed on a list for approved access to the facility and required to show a form of picture identification.

In the event that one of the ECC's must relocate, the REMA in the non-affected municipality will be notified that they will activate their ECC and assume operations as per the REMP. It will then be determined if the REMA of the affected area will then be redirected to the alternate location.

At the security check or at the entrance to the alternate facility, essential employees reporting for duty will sign in and out on a sign-in sheet so that shift staffing can be tracked.

When they first arrive at the alternate facility, essential employees may need to bring critical systems and vital databases and records online. In the event that personnel cannot access electronic files, they should be prepared to perform their essential functions manually. Forms and manuals for completing processes by hand will be brought to the alternate site. Personnel may need to use methods of communication other than telephone land lines, and should include a car adapter to charge batteries for portable communication devices such as cellular telephones and direct connect radios in the event that power is not immediately available at the alternate facility.

The alternate facility must be maintained on a regular basis and needs to meet the following criteria to support performance of essential functions during BCP activation:

- Sufficient space to accommodate essential personnel
- Adequate infrastructure, including electricity, backup power source, heating, cooling, water, and sewer
- Food preparation area
- In-place security measures
- Parking lot or public transportation access

- Sufficient networking capabilities to support performance of essential functions.

Additional strategies to consider would include but is not limited to:

- Cross-training staff
- Borrowing old equipment from another business
- Keeping old equipment as back-up
- Identifying alternative suppliers
- Storing important data and documents in a safe location
- Succession planning
- Off-site inventory
- Establish work-from-home protocols

The following is a list of items that should be considered and available at the Alternate Facility for the essential roles to be able to function:

- Personal computer (Laptop)
- Photocopier
- Fax machine
- Desks
- Telephones
- Chairs
- Staplers
- File cabinets
- Scanner
- All consumables
  - Pens
  - Pencils
  - Copy paper
  - File folders
  - Paper clips
  - Pre-printed forms
  - Staples

## **Information Plan**

Information is an extremely important component as part of the plan. Information to all stakeholders, including the public regarding the business disruption is important. Everyone involved, or those that show interest will need to know the disruption impact of the overall business.

An Information Plan has been developed to support the main REMP and other Sub-Plans. The main elements of the Information Plan will support the BCP. The information identified here will be used as checkpoints to ensure we have our bases covered.

### **Internal**

The internal communication is part of the Information Plan, but is part of the overall recovery efforts. If a non-emergent business disruption occurs, the process in place for notifying the BCP team members is for the CAO to notify their staff by using their call-down list if afterhours. During business hours, the CAO can communicate directly with their staff. The CAO can have the RDEM (or designate) assist in the non-emergent disruption.

In the event of an emergency/disaster, the process for notifying the REMA is done as part of our emergency activation process and is a critical aspect that is clearly delineated. Use of the Fan-Out process and the Region of St. Paul Notification/Alert System will be used to relay information to the REMA.

## 5 – Recovery Phase

### 5.1 Transition to Recovery and Relocation

The recovery phase is the first phase of work in the immediate aftermath of the disruption or disaster. This phase usually assumes that the cause of the disruption has subsided, stopped, or been contained, but not always. The actions in the recovery will be dictated by the specifics of the situation. However, the recovery efforts have to do with recovering from the immediate aftermath of the event, whether or not the event is still occurring. The intent of this phase is to make the transition back to the primary facility/location.

Recovery will be managed to ensure that critical systems are restored as quickly as possible in priority order. It may be necessary to provide a limited service initially depending on the extent of the damage to infrastructure and relocation options.

BCP operations from within the ECC can be terminated when facilities, infrastructure and services are sustainable and reliable. The RDEM (or designate) declares that normal operations may resume upon consensus from the Section Chiefs, Recovery Manager and Recovery Coordinators. If it is a normal business disruption the CAO will declare the change. During an emergency event the RDEM with input from the CAO will declare the change.

The BCP team will assess the damage and determine the course of action to be taken when relocating back to the primary location. At this time the team will verify that they have a schedule in place to ensure that telephone and data communications are back up and routed accordingly. It will also be discussed when and how PC's, terminals, and printers will be relocated back to the primary site if they were removed. It will also be determined which backlogs will become priority to ensure backlogged tasks are resolved first. A backlog status report will be developed and communicated to all departments. If required, an overtime schedule will be developed based on staff and system availability.

Daily checkpoint meetings will be held to review the progress of the transition.

After normal operations have resumed, the CAO, RDEM (or designate) will de-activate the BCP where applicable. The CAO, RDEM (or designate) will ensure that an after-action review is conducted of the BCP and the effectiveness of the emergency plans and procedures in place. The review will occur as soon as possible, but no later than two weeks after the return to normal operations. The review will identify areas for improvement and will result in the development of a remedial action plan.

# Recovery Time Objectives

Use 'X' to identify the timelines to have positions back in operation

| Position/Equipment | 24 hours<br>(Critical) | 48 hours | 72 hours | 1 week | 2 week | 1 month |
|--------------------|------------------------|----------|----------|--------|--------|---------|
| Municipal Staff    |                        |          |          |        |        |         |
| IT                 |                        |          |          |        |        |         |
| Vital Records      |                        |          |          |        |        |         |
| Internet           |                        |          |          |        |        |         |
| Facilities         |                        |          |          |        |        |         |
| Communications     |                        |          |          |        |        |         |
| Transportation     |                        |          |          |        |        |         |
| Equipment          |                        |          |          |        |        |         |
| Suppliers          |                        |          |          |        |        |         |
| Vendors            |                        |          |          |        |        |         |
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## 6 Maintenance

### 6.1 Evaluation, Training, Exercise

The effectiveness of the BCP depends on the employee's awareness of their requirements. Each employee that has an essential readiness role and each department that provides or supports the ability to perform its essential functions must know how to execute its portion of the plan.

To accomplish this goal, all essential personnel must be trained on the planning and conduct of the BCP. The plan is adaptable to various scenarios that range from partial to complete disruptions. BCP personnel will also test their plans, backup and recovery systems regularly. It is through exercises that gaps can be identified and corrected. Exercises and training will be conducted as per the requirements set out in the REMP. Within two weeks of implementing an exercise, the CAO, RDEM or designate will conduct an after-action review so that participants will understand what they did well and ways they can improve their responses. The CAO, RDEM or designate will write an after-action report that summarizes the points raised during the after-action review.

#### **Training**

Training is the responsibility of management for each municipality. They are responsible for ensuring that the personnel who would carry out the Business Continuity Plan are sufficiently aware of the plan's details. Training of the REMA is the responsibility of the RDEM.

#### **Maintenance**

Maintenance of the plan is a joint responsibility of each municipality and is a responsibility of the CAO, and the RDEM. The CAO is responsible for their BC Teams and ensuring that they are:

1. Periodically reviewing the adequacy and appropriateness of its Business Continuity strategy.
2. Assessing the impact on their municipal office Business Continuity of additions or changes to existing business functions, procedures, equipment, and facilities requirements.
3. Keeping their BC team personnel assignments current, taking into account promotions, transfers, and terminations.
4. Communicating all plan changes to their teams and the RDEM so that the BCP can be updated.

The RDEM is responsible for ensuring that the BCP aligns with the main REMP and that the 2 documents support one and other.

## Exercises

Exercising the plan will be completed in 2 phases:

- Phase 1 – Document review
- Phase 2 – Full test

### Phase 1

The BCP document will be review by all parties and plan holders. The plan will be revised as a result of gaps identified.

### Phase 2

A date & time will be agreed on between all the parties and plan holders. An event will be declared and this plan brought into operation. The BCP Team will participate in this test. The plan will be revised as a result of issues raised during the exercise. Amendments required as per Phase 2 will be incorporated into the plan. An amended version of the plan will then be re-issued to all parties and plan holders.



## **APPENDIX A**

## **Alternate Facilities**

Information was removed for the protection of confidential material; is included in the operating manual.

## APPENDIX B

## Town of St. Paul Employee Telephone List

Information was removed for the protection of confidential material; is included in the operating manual.

## County of St. Paul Employee Telephone List

Information was removed for the protection of confidential material; is included in the operating manual.

## Town of Elk Point Employee Telephone List

Information was removed for the protection of confidential material; is included in the operating manual.

ONLINE & PRINTED VERSION IS NOT THE ORIGINAL

## **APPENDIX C**

## Vendor Lists

[illegible]



## APPENDIX D

## Recovery Task List

[illegible]

## References

The following references were used in the development of this Emergency Management Plan:

- Province of Alberta, Alberta Emergency Management Agency – Alberta Emergency Plan
- CAN/CSA Z731-03, A National Standard of Canada – Emergency Management and Business Continuity Programs
- Muni & Business Continuity Operations Plan
- Business Continuity/Disaster Recovery Plan