



CONTINGENCY PLAN

PROCEDURES AND DETAILS WORKBOOK

BUILDING IDENTIFIER

Date Updated	Updated By
This document is to be reviewed and updated annually, at a minimum.	

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1

Incident Response

Incident response focuses on the actions to implement upon notification or discovery of situations that affect the immediate safety and wellbeing of our residents and staff.

1.1 Employee Contact List

The individuals listed below are to be notified and respond immediately for any life safety issue.

Name	Shift	Responsibility	Primary #	Secondary #
		Facilities		
		First Aid		
		Fire Warden		

1.2 Emergency Contacts

Contact details for key entities that may support the response are listed below.

Service	Name	Address	Phone #
Emergency	--	--	911
Hospital			
Walk-In Clinic			
Public Health			
Electrical Contractor			
Natural Gas			1-866-763-5427
Plumber			
Municipality			
Security			
Insurance Broker			

1.3 Fire / Explosion

If a fire or explosion occurs, consider the elements of the checklist below.

#	Task	Complete
1	If you see fire, activate the fire alarm if not already done so	☐
2	Call 911 immediately	☐
3	If necessary, refer to the fire alarm panel to determine the location of the alarm	☐
4	Investigate the source of the alarm	☐
5	If the fire is minor and it is safe to do so, consider attempting to extinguish the fire with hand held extinguishers	☐
6	Otherwise, implement 1.14 Immediate Response Procedures	☐
7	Return to lobby and await the Fire Department or assign a staff member to do so	☐
8	Ensure elevators are returned and held at the ground level	☐
9	Direct Fire Department to affected area and provide any required information and support	☐
10	Follow directions of the Fire Department	☐
11	Notify all Property Management / in-house maintenance staff of the ongoing incident	☐
12	Notify Incident Management Team as appropriate	☐
13	Document information for an insurance claim	☐
14	Fire Department and Property Management / in-house maintenance to carefully inspect the condition of the facility and perform a damage assessment	☐
15	Rely on in-house maintenance teams if available or coordinate with third-party remediation companies to assist with cleaning and restoring the affected areas of the building	☐
16	Implement 1.15 Short Term Response Procedures, if required	☐
17	Implement 1.16 Long Term Response Procedures, if required	☐

1.4 Hazardous Material Leak / Spill

If a hazard material leaks or spills, consider the elements of the checklists below. These checklists are separated based on whether the spilled substance is known or unknown, and whether the spill occurs on-site inside your facility or in the area around your facility, or whether it occurs on transportation routes around your facility (trains, transports trucks).

Known On-site Hazardous (cleaning supplies / fuels)

#	Task	Complete
1	Isolate the area (cordon off area, caution tape)	☐
2	Follow MSDS first aid, firefighting , accidental release measures (e.g. ventilation, PPE), as required	☐
3	Consider turning off air make up air units	☐
4	Contain material using spill response kit (e.g. absorbents, socks)	☐
5	If applicable, turn of the HVAC units and any intake / exhaust fans throughout the building	☐
6	If appropriate, use call system to notify tenants of the hazard	☐
7	Instruct and post notices to inform affected tenants to follow relevant MSDS measures, as required.	☐
8	If necessary, direct tenants to shelter in place and close their windows and shut off their air conditioning units and exhaust fans	☐
9	If necessary, evacuate area / affected tenants and implement 1.14 Immediate Response Procedures	☐
10	Notify Incident Management Team	☐
11	Clean up spilled material utilizing appropriate spill response equipment	☐
12	If required, notify appropriate authorities (e.g. MOE, spills action centre)	☐

Unknown On-site Hazardous (tenant related)

#	Task	Complete
1	Isolate the area (cordon off area, caution tape)	☐
2	Contact the Fire Department	☐
3	Follow Fire Department's instructions (evacuate vs. shelter in place)	☐
4	Notify Incident Management Team	☐
5	Coordinate with Fire Department or lead responding agency for situational updates	☐
6	Upon direction of the Fire Department or lead response agency, allow tenants to reenter the building	☐

Off-site Hazardous Spill (railway, transport truck)

#	Task	Complete
1	Close all exterior doors and windows	☐
2	Direct tenants to shelter in place and close their windows and shut off their air conditioning units and exhaust fans	☐
3	Turn off the HVAC units and any intake / exhaust fans throughout the building	☐
4	Notify Incident Management Team	☐
5	Coordinate with Fire Department or lead responding agency for situational updates	☐
6	If directed to do so, evacuate the building and implement 1.14 Immediate Response Procedures	☐
7	Upon direction of the Fire Department or lead response agency, allow tenants to reenter the building	☐

1.5 Power Failure

If a power failure occurs at your facility, consider the elements of the checklist below.

#	Task	Complete
1	Determine whether there are any tenants trapped in the elevators, and contact the elevator repair company or Fire Department for support	☐
2	Inspect the facility and determine whether the power outage only affects your building	☐
3	If applicable, verify that the power generator is operational and confirm adequate fuel supply	☐
4	Prior to loss of <u>emergency</u> power (e.g. fire alarm system, emergency lights, generator) prepare to implement fire watch procedures	☐
5	If appropriate, coordinate with electrical contractor to provide maintenance	☐
6	If appropriate, contact electrical utility company to determine expected length of the outage	☐
7	As required, check on tenants that may need special assistance	☐
8	Notify Incident Management Team as appropriate	☐
9	If necessary, consider bringing in additional staff for support	☐
10	Monitor diesel fuel levels, determine amount of time left on backup power and consider requesting more fuel from your provider	☐
11	Implement 1.16 Interruption to Vital Services Procedures	☐
12	Provide any important information regarding the power outage to tenants	☐
13	Property Management / in-house maintenance to carefully inspect the condition of the facility	☐

1.6 Tornadoes and Windstorms

If a tornado or windstorm is possible in the area of your facility, consider the elements of the checklist below.

#	Task	Complete
1	If possible, inspect roof to ensure hatches for air intake are closed and latched	☐
2	If possible, consider moving tenants to the lowest level in the building	☐
3	Keep tenants away from windows or potential falling objects	☐
4	Consider moving any objects on the property (furniture, bike racks, garbage cans) into a secured location away from the open elements	☐
5	Monitor weather conditions in the area	☐
6	If there are any injuries to staff or tenants, call 911 for First Responders	☐
7	If appropriate, coordinate with any First Responders assisting at your location	☐
8	Notify Incident Management Team as appropriate	☐
9	If necessary, implement 1.14 Immediate Response Procedures for affected areas of the building	☐
10	Inspect roof drains to ensure they remain clear of debris	☐
11	Document information for an insurance claim	☐
12	Property Management / in-house maintenance to carefully inspect the condition of the facility and perform a damage assessment	☐
13	If applicable, cordoned off any unsafe areas	☐
14	Seal any openings in the building (broken windows, wall damage) to prevent water entry	☐
15	If necessary, rely on in-house maintenance teams if available or coordinate with third-party remediation companies to assist with cleaning and restoring the affected areas of the building	☐

1.7 Natural Gas Leak

If a natural gas leak occurs in your facility or around your facility, consider the elements of the checklist below.

#	Task	Complete
1	Upon signs of leaking gas (smell of rotten eggs, hissing sound, damaged pipeline), leave the area immediately. DO NOT attempt to perform repairs of any damages associated with a natural gas leak	☐
2	Immediately leave the area, do not attempt to identify the source of leak	☐
3	From a safe distance (no longer smell gas or hear hissing), notify the gas company (section 2.10) or the Fire Department	☐
4	If appropriate and safe to do so, consider shutting off the natural gas valves, refer to sections 2.10.5 – 2.10.7	☐
5	If appropriate, document which valves have been shut off, and provide this list to the gas company as appropriate	☐
6	Do not use any electric equipment (radios, doorbells, cell phones, etc...) until at a safe distance	☐
7	If the source of gas leak is identified inside the building, evacuate the building	☐
8	Implement 1.14 Immediate Response Procedures	☐
9	If evacuating, remind all tenants and staff to refrain from using electronic devices (mobile phones) until a safe distance has been reached	☐
10	If the source of the gas leak is identified outside of the building, consider activating shelter in place procedures if instructed by Fire Department or the gas company	☐
11	Direct the gas company and Fire Department to the gas shutoff valves and the areas of concern	☐
12	Upon direction of the gas company and Fire Department, allow tenants to re-enter the building	☐

1.8 Winter Storms / Freezing Rain

If a winter storm or freezing is in the forecast or in process in the area of your facility, consider the elements of the checklist below.

#	Task	Complete
1	Identify all critical walkways and areas of high foot traffic; including outside of entry and exit doors, sidewalks, outdoor stairs, and parking lot areas	☐
2	Coordinate with Property Management / in-house maintenance staff / service provider to apply sand and salt to all high traffic areas	☐
3	Monitor the high traffic areas for accumulation of ice and snow	☐
4	Ensure snow removal occurs prior to all high traffic rushes – such as early in the morning and in the afternoon	☐
5	Post notices near exits to caution tenants of the icy or unsafe weather conditions	☐
6	Monitor the weather forecast to determine the expected length of the adverse weather conditions	☐
7	Verify generator diesel fuel level in a case of a loss of power	☐
8	Verify salt and sand stock levels and compare against needs based on weather forecast	☐
9	Monitor for accumulation of frozen ice or heavy snow on electrical wires, tree branches and roof tops which may result in a break or ice falling. Cordon off any unsafe areas	☐
10	Monitor for heavy snow accumulation on loadbearing roof tops, and coordinate with Property Management / in-house maintenance to determine timing for removal of the snow; if necessary, consider evacuation of the potentially affected areas of the building	☐
11	If necessary, implement 1.12 Frozen Pipeline as required	☐
12	If necessary, implement 1.14 Immediate Response Procedures	☐
13	If necessary, coordinate with engineers to review structural integrity of the building	☐

1.9 Infectious Diseases

If an infectious disease concern is heightened at your facility, consider the elements of the checklist below.

#	Task	Complete
1	Based on news report, source information from local public health authority website for updates and materials	☐
2	Distribute infectious disease information materials to staff and make available to tenants	☐
3	Post infectious disease information materials in public places throughout property	☐
4	Arrange information sessions for tenants regarding preventative measures for the infectious disease	☐
5	Coordinate with local public health authority to determine whether to temporarily close common areas while heightened concerns exist regarding the infectious disease	☐
6	Procure appropriate infection control tools (e.g. hand sanitizer, N95 masks) as instructed by local public health authority	☐
7	Station hand sanitizer at appropriate locations throughout building including all entries doors and in communal areas	☐
8	Increase the frequency of cleaning surfaces throughout the building, including door handles, elevator buttons, common rooms, shared facilities and handrails	☐
9	Consider making infection control tools (e.g. hand sanitizer, N95 masks) widely available for staff and tenants	☐

1.10 Water Leak

If a water leak occurs in the building, consider the elements of the checklist below.

#	Task	Complete
1	Determine the cause or origin of the water leak and shut off all associated water valves, refer to sections 2.10.1 – 2.10.4	☐
2	Notify Property Management / in-house maintenance staff of a water leak	☐
3	Respond to area with spill response cart	☐
4	Assemble or procure personal protective equipment (boots, waders, gloves) for Property Management / in-house maintenance staff	☐
5	If it is deemed safe to do so, shut off all electrical equipment that may become submerged or shut off electricity to the entire facility	☐
6	If necessary, coordinate with hydro electric company to shut off electricity to the entire facility	☐
7	If it is deemed safe to do so, attempt to move furniture items, appliances, equipment away from the affected area	☐
8	If natural gas appliances become submerged, contact the gas company at their emergency contact number (Section 1.2)	☐
9	Implement 1.14 Immediate Response Procedures for affected area or whole building as required	☐
10	Restrict access to the flooded areas in the facility	☐
11	Confirm the operability of all building systems (fire detection and fire suppression, elevator, ventilation, air conditioning, heat) and identify any damaged systems	☐
12	When appropriate and if safe to do so, initiate water removal and cleanup	☐
13	Rely on in-house maintenance teams if available or coordinate with flood remediation third-party service providers to remove any damaged or affected materials throughout the facility	☐
14	Rely on in-house maintenance teams if available or coordinate with restoration third-party service providers to restore the affected areas of the facility	☐
15	Rely on in-house maintenance teams if available or coordinate with manufacturers or service companies to repair and confirm the functionality of critical building systems	☐
16	Verify that the affected areas have been restored and are safe to reoccupy by tenants	☐

1.11 Flood in Region

If a flood occurs in the region around the facility, consider the elements of the checklist below.

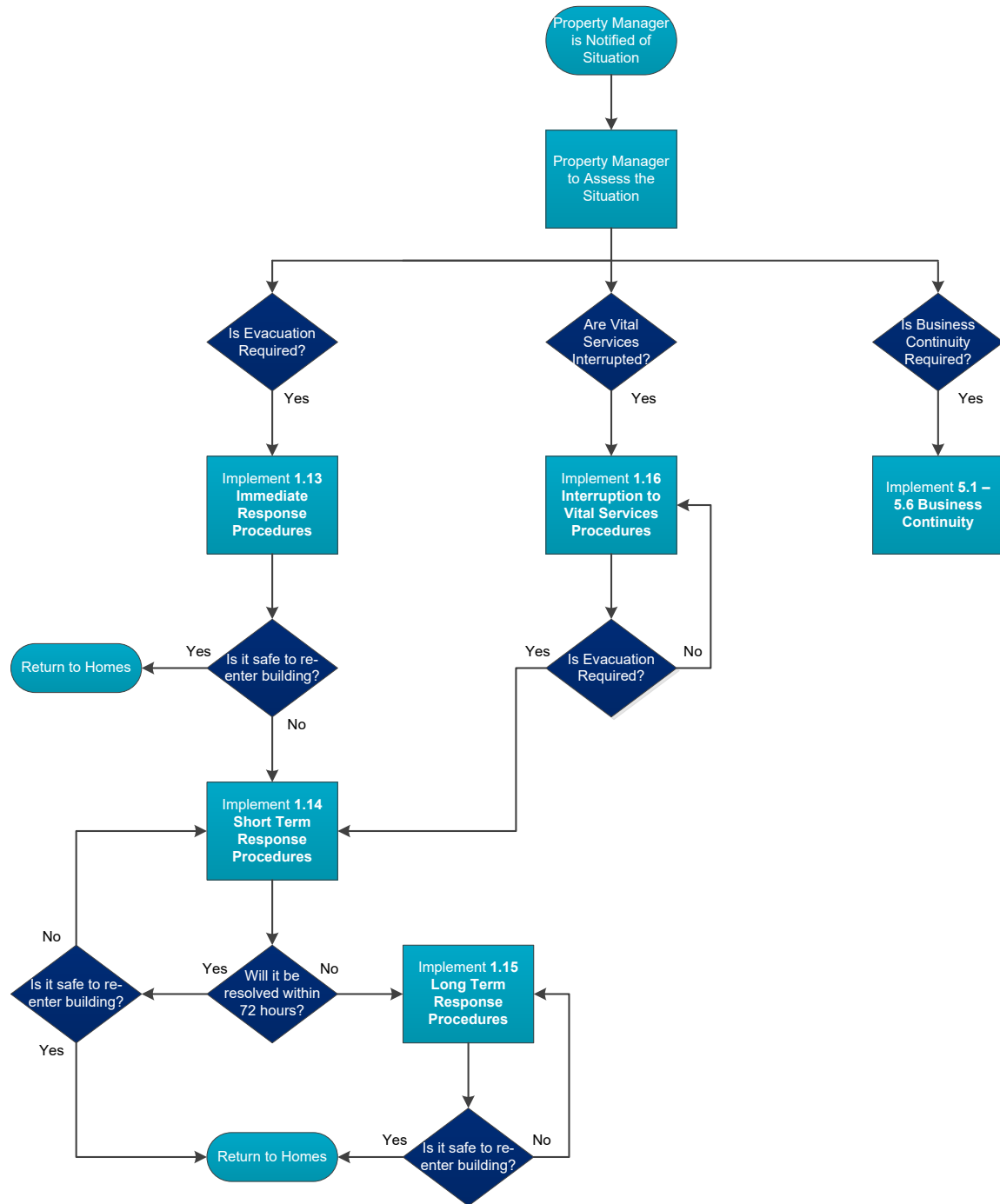
#	Task	Complete
1	Notify Property Management / in-house maintenance staff of the flood or the potential for a flood	☐
2	Review the functioning state of drainage around the facility and clear any blockages	☐
3	Assemble or procure flood response equipment (sand bags and sump pumps) to prevent water from entering or accumulating in the building	☐
4	Assemble or procure personal protective equipment (boots, waders, gloves) for Property Management / in-house maintenance staff	☐
5	If flood waters are inside the building, perform a high level assessment of whether the water is contaminated with biohazards or hazardous materials and potential physical hazards (submerged structural hazards or electrified submerged appliances / outlets)	☐
6	If it is deemed safe to do so, shut off all electrical equipment that may become submerged or shut off electricity to the entire facility	☐
7	If necessary, coordinate with hydro electric company to shut off electricity to the entire facility	☐
8	If it is deemed safe to do so, attempt to move furniture items, appliances, equipment to higher levels within the building	☐
9	Implement 1.14 Immediate Response Procedures for affected area or whole building as required	☐
10	Restrict access to the flooded areas in and around the facility	☐
11	Confirm the operability of all building systems (fire detection and fire suppression, elevator, ventilation, air conditioning, heat) and identify any damaged systems	☐
12	When appropriate and if safe to do so, initiate water removal and cleanup	☐
13	If the water is potentially hazardous, rely on in-house maintenance teams if available or coordinate with professional remediation service providers for all water removal and cleanup with appropriate disinfectant cleaning supplies	☐
14	Rely on in-house maintenance teams if available or coordinate with flood remediation third-party service providers to remove any damaged or affected materials throughout the facility	☐
15	Rely on in-house maintenance teams if available or coordinate with restoration third-party service providers to restore the affected areas of the facility	☐
16	Coordinate with manufacturers or service companies to repair and confirm the functionality of critical building systems	☐
17	Verify that the affected areas have been restored and are safe to reoccupy by tenants	☐

1.12 Frozen Pipelines

In cases of a power outage and extreme cold weather, concern must be given to the possibility of pipelines, boilers, and / or storage tanks freezing, and consider the elements of the checklist below.

#	Task	Complete
1	Notify Property Management / in-house maintenance staff of any frozen pipes or the potential for frozen pipes	☐
2	Assess conditions of pipes, boilers, storage tanks and toilets as appropriate	☐
3	Notify tenants of the lack of water for a period of time	☐
4	Turn off the main water valve. See section 2.10.1 Water Systems – Shutoffs – Domestic	☐
5	Open water valves at the lowest point in the building and turn taps on to drain water	☐
6	Consider going unit by unit to turn on their taps and flush the toilets	☐
7	Turn off the boiler's gas valve and drain the tank of water. See section 2.10.2 Water Systems – Shutoffs – Heating	☐
8	Unplug the washing machines and disconnect the water pipes, drain all water	☐
9	Notify alarm monitoring company prior to open drain valves on the stand pipe and sprinklers to drain the water. See 2.10.3 Water Systems – Shutoffs – Fire Protection	☐
10	Pour antifreeze down the all floor drains after all water has been drained	☐
11	Implement 1.10 Water Leak Procedures for affected area if applicable	☐
12	Implement 1.14 Immediate Response Procedures for affected area or whole building as required	☐

1.13 Incident Response Decision Tree



1.14 Immediate Response Procedures

Considerations	Tasks
Initial Response	• Call emergency services 911 • If evacuated: — Direct residents to 2.1 Muster Point — Provide A.1 Residents Requiring Assistance information to emergency responders • If evacuation is lengthy or during inclement weather: — Contact 2.2 Safe Evacuation Centre to confirm use of facility — Contact 2.3 Third-Party Transportation Providers — Direct residents to 2.2 Safe Evacuation Centre via 2.3 Third-Party Transportation Providers, if necessary • Investigate the incident, determine preliminary projected length of outage
Establish Incident Command	• Convene 3.1 Incident Management Team — Assign individuals to Areas of Responsibilities (3.2 – 3.8) as appropriate — Begin utilizing the Incident Response Action Plan (3.9) as required
Insurance Providers	• Notify 2.4 Insurance Providers and provide incident details
Decision Point	• Is it safe to re-enter the building? — If yes, residents return to homes — If no, implement 1.15 Short Term Response Procedures

1.15 Short Term Response Procedures (Projected 12 hours – 72 hours)

Considerations	Tasks
Local Disaster Response Agencies	• Coordinate with 2.5 Local Disaster Response Agencies • Confirm location details for temporary emergency shelter with Local Disaster Response Agencies – Confirm location of pet shelter
Communications	• Check-in on tenants and their well being • Gather tenants' current contact information using A.2 Tenant Evacuation Contact List • Provide shelter / third-party support details to tenants – Shelter location / pet shelter location – Advise that food / clothing / medication requirements will be addressed • Establish an update hotline for tenant information by contacting your telephone provider – Provide hotline contact details – Consider establishing a website for your tenants to access information – Establish frequency of updates – Advise when updates will occur and through what means (i.e.: the hotline / website / email / text / phone)
Security	• Coordinate with insurer, Police and 2.6 Third-Party Security Providers to have property secured
Decision Point	• Will the situation be resolved within 72 hours? – If yes, move onto Decision Point 2 below – If no, implement 1.16 Long Term Response Procedures
Decision Point 2	• Is it safe to re-enter the building? – If yes, residents return to homes – If no, continue to implement 1.15 Short Term Response Procedures

1.16 Long Term Response Procedures (Projected longer than 3 days)

Considerations	Tasks
Temporary Lodgings	• Coordinate with 2.7 Mutual Aid Partners in Housing for temporary lodgings for residents — Refer to 2.7 Mutual Aid Partners in Housing for contact list and addresses • Coordinate with insurer regarding tenant lodging requirements — Contact / provide residents with contact details for 2.8 Local Hotels for temporary residence of tenants
Mail / Service Providers	• Coordinate with 2.9 Mail and Package Delivery Providers for the temporary redirection of mail / packages — Notify tenants of redirection of Canada Post mail — Notify tenants to contact their Package Delivery Providers for expected packages • Notify tenants to contact their personal service providers (i.e.: television, utilities) for temporary suspension of services • Coordinate with 2.10 Utility and Service Provides for the appropriate service levels during the incident
Post-Disaster Repairs	• Contact Insurance Providers regarding damage and repairs • Coordinate with insurer and 2.11 Post-Disaster Recovery Organizations for maintenance and repairs of any incident related damages • Notify / keep tenants updated regarding repairs and likely return date • Inspect units upon completion of repairs
Decision Point	• Is it safe to re-enter the building? — If yes, residents return to homes — If no, continue to implement 1.16 Long Term Response Procedures

1.17 Interruption to Vital Services Procedures

Considerations	Tasks
Initial Response	- Investigate the outage to determine preliminary projected length of the outage - Contact 2.10 Utility and Service Providers, if applicable - Notify tenants of the outage and the expected duration, if known
Shelter in place	- Provide directions to tenants based on situation, include safety awareness reminders - Check-in on tenants to ensure their wellbeing at regular and appropriate intervals - Ensure each tenant can safely provide for themselves during the outage, and provide support for those tenants who are unable to do so for themselves - Contact / direct tenants to appropriate 2.5 Local Disaster Response Agencies, if additional support is required - Call emergency services 911, if necessary
Establish Incident Command	- Convene 3.1 Incident Management Team - Assign Areas of Responsibilities (3.2 – 3.8) as appropriate - Begin utilizing the Incident Response Action Plan (3.9) as required
Lengthy Outage	- Determine the need to evacuate based on the projected length of the unavailability of vital services (utilities, HVAC) - If the need to evacuate exists, implement 1.15 Short Term Response Procedures

2

Contingency Response Details

2.1 Muster Point

Location	Directions
Primary	
Alternate	

2.2 Safe Evacuation Centre

Location	Contact Person	Telephone #	Directions
Primary			
Secondary			
Alternate			

2.3 Third-Party Transportation Providers

Company	Contact Person	Telephone #	Email
Primary			
Secondary			
Alternate			

2.4 Insurance Providers

Insurer	Policy / Policy #	Contact Person	Telephone #	Email

2.5 Local Disaster Response Agencies

Organization	Contact Person	Telephone #	Type of Service / Areas of Potential Support
Canadian Red Cross			
Emergency Management Office			

Organization	Contact Person	Telephone #	Type of Service / Areas of Potential Support
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2.6 Third-Party Security Providers

Company	Contact Person	Telephone #	Email
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Primary

Secondary

Alternate

2.7 Mutual Aid Partners in Housing

Location	Contact Person	Telephone #	Directions	Details
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2.8 Local Hotels

Location	Contact Person	Telephone #	Directions
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2.9 Mail and Package Delivery Providers

Company	Telephone #	Alternate Pick Up Location
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Canada Post

FedEx

UPS

2.10 Utility and Service Providers

Type	Company	Account #	Telephone #	Notes
Water				
Hydro				
Gas				

2.10.1 Water Systems – Shutoffs – Domestic

Valve	Photos / Images of Valves & Locations	Valve Shut off Instructions
Main Water Shutoff Valve		
Riser Shutoff Valves		
Apartment Shutoff Valves		

2.10.2 Water Systems – Shutoffs – Heating

Valve / Pump	Photos / Images of Valves / Pump & Locations	Valve / Pump Shut off Instructions
Control Valve		
Circulation Pump		

2.10.3 Water Systems – Shutoffs – Fire Protection

Valve / Pump	Photos / Images of Valves / Pump & Locations	Valve / Pump Shut off Instructions
Main Water Shut-off Valve		
Sprinkler Shut- off		
Standpipe and Hose Shut-off		

2.10.4 Water Single Line Schematic

Singe Line Schematic Diagram / Map

2.10.5 Natural Gas Shutoff – Appliances

Valve	Photos / Images of Valves & Locations	Valve Shut off Instructions

2.10.6 Natural Gas Shutoff – Individual Meter to Unit

Valve	Photos / Images of Valves & Locations	Valve Shut off Instructions

2.10.7 Natural Gas Shutoff – Main Valve to Building

Valve	Photos / Images of Valves & Locations	Valve Shut off Instructions

2.11 Post-Disaster Recovery Organizations

Type	Company	Contact Person	Telephone #	Email
General Repairs				
Flood Recovery				
Hardware Store (after hours #)				

3

Areas of Responsibility

The following areas of responsibility are checklists that may be applicable during an adverse incident. Not every item will apply for each incident, but consider each checklist to determine whether they are applicable.

The areas of responsibility checklists can be addressed by a single individual or a small team of individuals that comprise the Incident Management Team.

3.1 Incident Management Team Contacts

Name	Mobile #	Office #	Email

3.2 Incident Manager

Incident Manager Responsibilities
Serve as overall incident manager and single point of contact for all escalated issues
Ensure all areas of responsibility outlined in section 3 of this Contingency Plan are addressed as appropriate throughout the management of an incident; and the Incident Manager is to assume responsibility for all roles that are not specifically assigned to others
Ensure the safety and well-being of the building tenants are addressed
Document the Incident Response Action Plan (3.9) and assigns tasks to resolve the crisis situation
Directly assist tenants with all issues associated with an evacuation
Assess the situation and implement appropriate incident response procedures based on the extent of the interruption
Direct and communicate to residents during the management of the incident
Notify insurer of the situation and collect information necessary for a claim
Notify and provide updates of the situation to the Board and Service Manager
Where necessary, obtain legal advice

3.3 Liaison

Liaison Responsibilities

- Establish and maintain contact with first responders and disaster response agencies involved
- Establish and maintain contact with stakeholders and relevant third-parties
- Maintain a list of assisting and cooperating agencies and their representatives
- Ensure local disaster response agencies are addressing the basic needs of the tenants as appropriate
- Update assisting agencies of the current status of the incident, and receiving updates from assisting agencies

3.4 Communications

Communications Responsibilities

- Gather and maintain current incident information summaries
- Draft preliminary holding statements which instruct all tenant and media calls to be directed to the Communications individual
- Assign an individual as Reception to receive communications from tenants, media, and stakeholders and prepare them to use section 4.6 Call Log Sheet (Tenant / Media Stakeholder)
- Ensure statements are prepared for the tenant emergency hotline / website
- Manage all external communications, and identify and coordinate with a spokesperson for message delivery
- Prepare materials for upcoming tenant briefing, Board meeting, and inform relevant media of details for upcoming media briefing
- Utilize media outlets or social media where appropriate to provide official responses and updates

3.5 Operations

Operations Responsibilities

- Coordinate with maintenance personnel to maintain, operate, and repair property
- Identify additional resources required for repair / maintenance of the property as a result of the incident
- Coordinate and direct responding resources on site
- Ensure appropriate security resources are assigned to secure the property, as appropriate

3.6 Safety

Safety Responsibilities

- Ensure that adequate safety measures are in place throughout the response and management of the incident
- Identify hazardous situations associated with the incident
- Exercise emergency authority to stop and prevent unsafe acts
- Investigate accidents that have occurred during the response

3.7 Logistics

Logistics Responsibilities

Manage all incident related logistical requirements including equipment and personnel

Identify anticipated and known logistical requirements and look for options to source them

Ensure food, potable water, and protective equipment requirements are addressed for response personnel

3.8 Finance

Finance Responsibilities

Ensure proper accounting for all financial elements of the management of the incident

Ensure that all personnel's time records are accurately tracked, where appropriate

Manage and authorize procurements

Prepare cost estimate figures for the management of the incident

Ensure financial matters are tracked when relying on external agencies to support the response

Establish contracts and agreements with supply vendors for special response units, if applicable

3.9 Incident Response Action Plan

Respondent

Name / Position of respondent:

Date / Time:

Situation Details

What happened?

Where did the emergency situation occur?

How did the situation occur?

When did the situation occur?

Does the situation present an immediate danger to human health?

How many people have been injured or killed?

Tenants Injured: _____ Unaccounted for: _____

Non-tenants Injured: _____ Unaccounted for: _____

Seriousness of the injuries:

Have affected tenants' families been notified? Yes ☐ No ☐ if yes, how:

What is being done to assist the affected tenants' families?

Situation Details

What have the rest of the tenants been told?

Response Status

Who is managing the situation?

Who is currently assigned to which role?

Role	Name	Contact #
Incident Manager		
Safety & Risk Coordinator		
Liaison Coordinator		
Communications Coordinator		
Operations Chief		
Logistics Chief		
Finance & Administration Chief		

What emergency agencies have been contacted?

Has there been any contact with government officials? If yes, whom?

Future Status

How might the situation change?

What might occur to cause the situation to change?

Action Plan

What has been done to manage and recover from the situation?

What must be done to continue to manage and recover from the situation?

Business Disruption Status

What is the extent of the disruption to our business operations and IT infrastructure?

Specific areas that are most affected:

Potential for further disruptions?

Have the facilities been secured?

What business operations have been interrupted? Describe:

How long before operations are restored?

News Media

Media phone calls Not yet ☐ Some ☐ Heavy ☐

Any reporters / television crews at site?

If so, which news organizations?

What information has been given out? By whom?

Where have the media directed their calls / questions?

Social Media

Is Social Media being used to report on the emergency? Not yet ☐ Some ☐ Heavy ☐

If so, what sites / social media sites are in use?

What information is being posted? By whom?

4

Crisis Communications

4.1 Crisis Communications Strategies

Communication Strategies

Ascertain the facts regarding the situation
Determine which information should be proactively disseminated to tenants and / or the Board
Identify and prepare a spokesperson to be the public face of the Housing Provider's crisis response
Only the spokesperson authorized to communicate directly to the media should do so
Be open, honest, and sincere with tenants, the Board, the media and other external parties
Show genuine empathy for anyone affected by the situation
Demonstrate what you have done / are doing to prevent recurrence
Avoid laying blame on others
Avoid "No comment" or "I am not authorized to comment"; reiterate the approved holding statement and commit to following-up when more information is available

4.2 Holding Statements

Holding Statements – Tasks

Develop a holding statement as a response to enquiries from media, tenants, or stakeholders before more detailed information can be provided about the incident
Confirm that a situation has occurred; giving the specific location and approximate time if appropriate
Advise that the situation is being investigated and managed by appropriate personnel and responding agencies
Relay the directions that have been provided to tenants
Provide contact details for the individual assigned communications responsibilities
Advise of a time when further details are expected to be available

4.3 Media Statement

Media Statement – Tasks

Spokesperson to deliver statement and allow for a reasonable amount of time for media questions
Address the Housing Provider's empathy for the welfare of the tenants affected by the incident
State the Housing Provider's priorities for the management and resolution of the situation

Media Statement – Tasks

Outline the facts of the incident and avoid all speculation

Demonstrate what you are doing to return tenants to their homes and prevent a reoccurrence of the situation

Prepare answers to the following and have them approved:

- What has happened? How did it occur?
- When did the incident occur? Is the event over?
- Who is / was affected by the situation?
- Who, if anyone, was injured? Who are the injured?
- What is the extent of the damage?
- What is the potential for further damage or injury?
- What went wrong to cause the event?
- What is the status of the rescue efforts?
- Who is responsible?
- Will there be an investigation and by whom?
- When will tenants return to their homes?

Use “bridges” to emphasize your key messages and steer the interview; such as:

- “I think it is important to note...”
- “The point I want to make very clear is...”
- “What’s really at the heart of the matter is...”

4.4 Internal Communications

Internal Communications – Tasks

Inform tenants, internal stakeholders and the Board of all pertinent information and directions

Emphasize the primacy of life and safety when addressing tenants

Provide assurances that you are well prepared to manage the incident with the interests of the tenants and the Board as a key concern

Encourage two-way communication with tenants and outline the means for providing feedback and questions via phone, website or an established hotline

Ensure that the delivery method for communicating internally is able to be received and understood by the intended recipients

4.5 Communication Logging

Communication Logging – Tasks

Log all communication activities with tenants, media and stakeholders (Refer to 4.6 – Call Log Sheet)

Communication Logging – Tasks

Record the following information:

- Types of calls being received
- Questions being asked, comments being made
- Concerns raised
- Any major issues or misinformation being circulated

Provide a timeframe to the callers as to when further information is expected to be made available to them

4.6 Call Log Sheet (Tenant / Media / Stakeholder)

Incoming Call Information

Name of caller:

Organization / Unit Number:

Date / Time:

Telephone Number:

Email:

Message:

Return Call Information

Call returned by:

Date / Time of call:

Notes:

5

Business Continuity

5.1 Location

Primary Alternate	Secondary Alternate	Tasks
		Notify tenants of alternate work site
		Notify any third-party dependencies of alternate work site
		Verify I.T. applications / systems availability at alternate site
		Redirect mail / package delivery providers

5.2 I.T. Applications and Systems

Application / System	Workaround

5.3 Equipment Requirements

Equipment	Workaround

5.4 Vital Records

Third-Party Dependency	Workaround

5.5 Third-Party Dependencies

Key Skill Set / Personnel	Workaround

Key Skill Set / Personnel	Workaround
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5.6 Key Skill Sets & Personnel

Vital Record	Workaround
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APPENDIX A

Tenant Lists

A.1 Residents Requiring Assistance

[illegible]

A.2 Tenant Evacuation Contact List

[illegible]

[illegible]

[illegible]



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