



# Jasper

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## Business Continuity

# WORKBOOK

We would like to give credit to the Calgary Emergency Management Agency (CEMA), as well as the Calgary Chamber of Commerce as the authors of the source material for this guide.





# Foreword

We recognize the importance of the business sector as an essential part of the community. After an emergency, the ability for businesses to resume operations is an important part of overall community recovery.

We encourage all businesses to prepare for emergency situations with a Business Continuity Plan (BCP). Without a plan in place, some businesses may need to close temporarily or even need to close permanently following an emergency.

This business continuity workbook is designed to help small and medium sized businesses plan for emergency situations so that they can continue doing business or resume doing business following a disruption.

***Sign up to receive emergency alerts:***

Alberta Emergency Alert | [emergencyalert.alberta.ca](https://emergencyalert.alberta.ca)

Local Emergency Alert System | [jasper-alberta.ca/p/alert](https://jasper-alberta.ca/p/alert)



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# Directions

- Read the Business Continuity Guidebook to learn about the different parts of a Business Continuity Plan
- Fill out the Business Continuity Plan Workbook
- Add in your own notes where needed (e.g. Action Plan Template)
- Save and print your Business Continuity Plan

# Introduction

To develop an effective Business Continuity Plan, make it specific to your business. Use this template as a starting point and customize it to meet your needs. There are six steps to developing an effective plan:

1. Analyze your business
2. Assess the risks
3. Develop strategies
4. Make a plan
5. Exercise your plan
6. Review your plan

# List of Abbreviations

**AEMA:** Alberta Emergency Management Agency

**BCP:** Business Continuity Plan

**BCM:** Business Continuity Manager

**DRP:** Disaster Recovery Program

**RTO:** Recovery Time Objective

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# Business Continuity **Information Plan**

<b>Company Name</b>	
<b>Business Continuity Manager</b>	
<b>Contact Information</b>	
<b>Alternate Manager</b>	
<b>Contact Information</b>	
<b>Business Continuity Plan Location</b>	

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# Revision List

Revision Number	Details	Revised By	Revision Date

# Distribution List

Name	Details	Date

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# Vital Information

<b>Municipal Business Licence Number</b>	
<b>Parks Canada Business Licence Number</b>	
<b>GST Number</b>	
<b>Insurance Policy Number</b>	
<b>Critical Paper Records Location</b>	
<b>Back-up Computer Records Location</b>	

# Policies and Documents

<b>File</b>	<b>Location</b>	<b>Date Updated</b>





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# Emergency Contact List

Name	Company	Phone #1	Phone #2

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# Supplier Contact List

Name	Company	Phone #1	Phone #2





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# *Step One*

## Analyze your business

**What is the purpose of your business?**

**What products and/or services do you provide?**

**How do you provide your products and services? (website, store, delivery, etc.)**

**Step One:** Analyze your business

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**Do your service providers have business continuity plans in place?**

**What are your resource requirements? (suppliers, equipment, records, etc.)**

**Who is involved in the daily operations?**

**Step One:** Analyze your business

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**Who are your customers?**

## Employee Roles & Responsibilities

Position	Roles & Responsibilities



# Key Business Functions

Business Function	Staff Requirements	Resource Requirements

# Recover Time Objective (RTO)

List the business functions that are most important to your operations. Tick off the maximum time each business function can be stopped or interrupted.

Business Function	< 24 hrs	48 hrs	72 hrs	1 Week	2 weeks	1 month

Now that you have listed your key business functions, make a plan to ensure that these functions return to operation within the specified time.

For example, a bakery may survive a supplier disruption for up to 48 hours. It may continue operating with the existing inventory of baking ingredients. However, the company will be unable to continue operating without deliveries from its suppliers past 48 hours.

# Impact (1 of 2)

Business Function	Potential Impacts

# Impact (2 of 2)

Business Function	Potential Impacts

**Step One:** Analyze your business

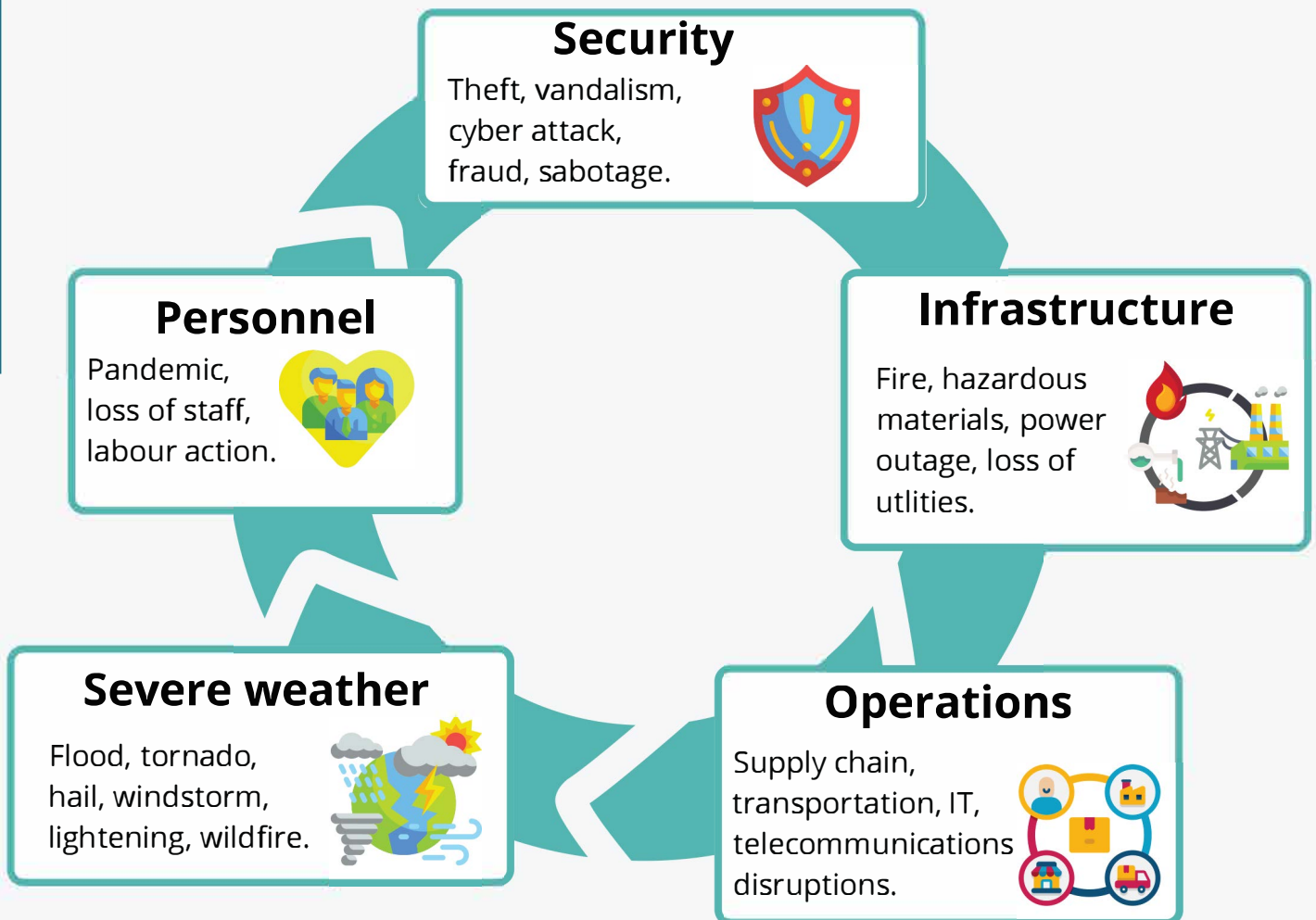
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Notes:

# Step Two

## Assess the risks

There are different types of risks to consider, such as: natural hazards, human caused hazards, and technological hazards. Each potential risk carries unique needs which may require special planning.



The following risk matrix shows the risks and hazards that your business may be vulnerable to. Assess each risk and imagine how it could potentially affect your ability to continue operating.



# Risk Matrix

Consider the different hazards on the previous page and use the risk assessment matrix below to rate the potential hazards to your business.

<b>Likelihood</b>	Very Likely	Medium	High	High	Extreme
	Likely	Medium	Medium	High	High
	Unlikely	Low	Medium	Medium	High
	Very Unlikely	Low	Low	Medium	Medium
		Insignificant	Minor	Serious	Major
		<b>Severity</b>			

Watch for single points of failure. A single point of failure is a part of a system that, if it fails, will stop the entire system from working. Examples of a single point of failure could include:

- Having all your business data saved on only one computer, in one location
- Relying on a single employee to hold the only set of keys to your business
- Using only one supplier for key products or supplies

In each case, if the single computer, location, employee, set of keys or supplier becomes unavailable it could cause your whole business to grind to a halt. Address the risk by having backups or alternates in place ahead of time.

# Risk Matrix **Calculation**

To calculate the risk level, multiply the hazard’s likelihood value by the severity value (likelihood x severity = risk level). Prioritize your planning based on the risk value.

## Risk Level Score

Extreme	16
High	8 - 12
Medium	3 - 7
Low	1 - 2

Value	Likelihood	Description
4	Very Likely	Very likely to occur in the foreseeable future
3	Likely	Likely to occur in the foreseeable future
2	Unlikely	Not likely to occur in the foreseeable future
1	Very Unlikely	Will only occur in exceptional circumstances

Value	Severity	Impact on Key Functions & Infrastructure
4	Major (1+ month)	Loss of key business functions and extensive damage to infrastructure
3	Serious (1+ week)	Significant impact on key business functions and damage to infrastructure
2	Minor (1 - 3 days)	Minimal impact on key business functions and little to no impact on infrastructure
1	Insignificant (immediate/none)	Negligible impact on key business functions and no impact on infrastructure

**Step Two:** Assess the risks

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# Risk Matrix **Calculation**

Hazard	Risk Level	Planning Measures

**Step Two:** Assess the risks

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Notes:



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# *Step Three*

## Develop Strategies

What strategies can you implement **before** a disruption occurs?

What strategies can you implement **during** a disruption?

What strategies can you implement **after** a disruption has occurred?

# *Step Four*

## Make a plan

### **Evacuation Procedures:**

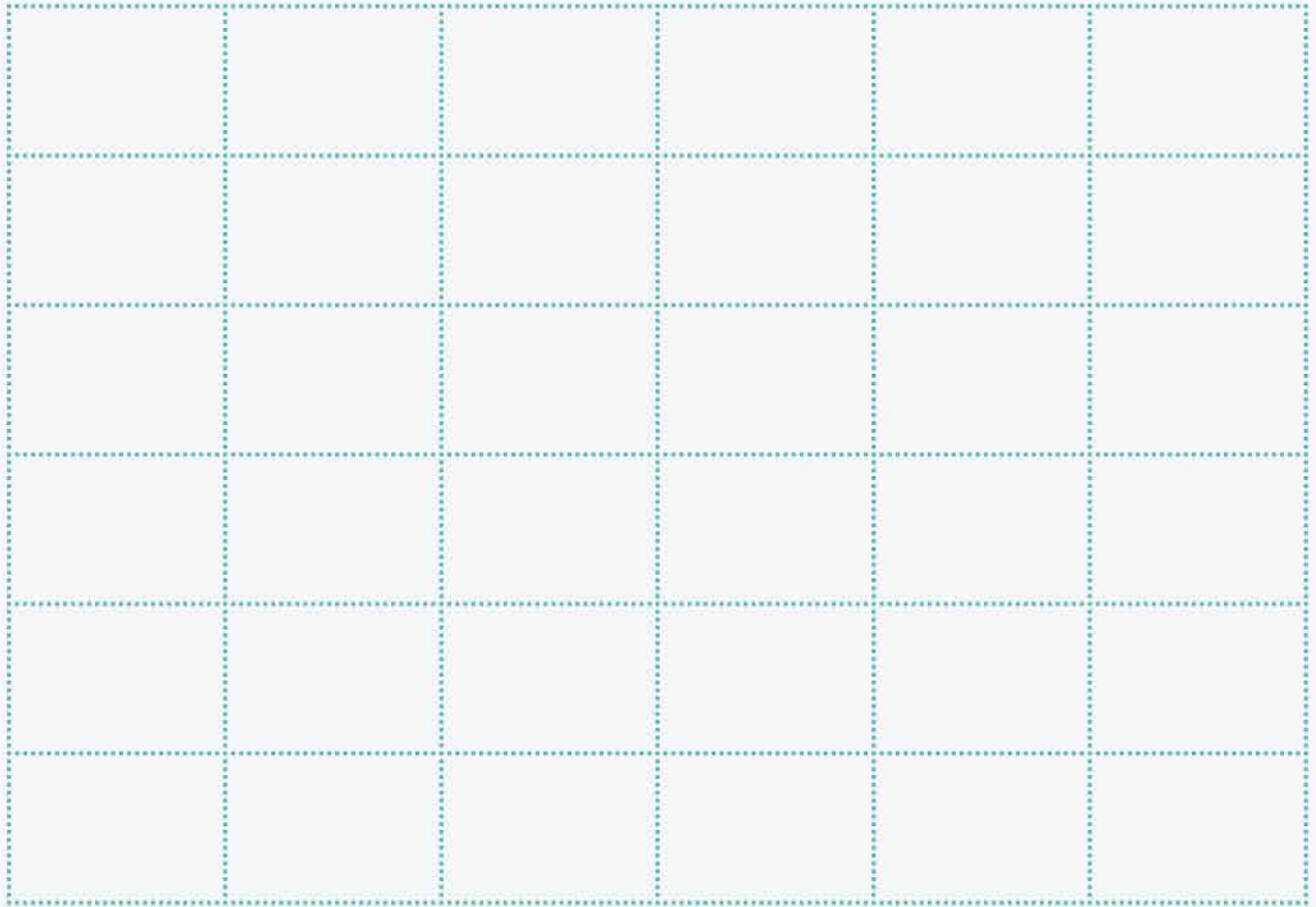
To calculate the risk level for you own business, multiply the hazard's likelihood value by the severity value (likelihood x severity = risk level). Use your risk value to guide how you plan for each risk.

- Stop all other activities (phone calls, meetings, etc.)
- Remain calm and refer to your plan.
- Do not return for personal possessions, evacuate from where you are
- Walk, don't run, to the nearest safe exit
- Use stairwells, **not** elevators
- Direct everyone to the nearest safe stairwell
- Know your alternate evacuation routes
- Check doors for heat, using the back of your hand before opening. If a door is hot, use an alternate route.
- Close all doors behind you and proceed to your muster point.
- Remain at the muster point and do not re-enter the building until instructed by emergency personnel.



# Evacuation Routes:

Draw or print out a map showing your space. Mark the place your team would gather in an evacuation (the muster points). Mark all exit routes as well to show people how to leave safely.



**Muster Point:**

**Exit Route:**

# Action Plan

## Example

<b>Risk</b>	Power outage
<b>Risk Level</b>	Medium
<b>RTO</b>	Less than 24 hours
<b>Business Functions Affected</b>	Vital records, internet, communications, computer equipment, cash registers, sales
<b>Action</b>	<ul style="list-style-type: none"><li>• Turn on generator</li><li>• Call the building manager Jack: 780-000-1111</li><li>• Notify the owner Jill: Mobile: 780-555-5555 Home: 780-555-5555</li><li>• Determine the likely duration of the power outage. Call ATCO Electric: 1-800-668-5506</li><li>• If it is an extended outage, maintain fuel levels Call fuel delivery: 780-555-5555</li></ul>
<b>Resources</b>	Landline, mobile phone, generator

**If you suffer an interruption, you may wish to make an insurance claim.**

1. Phone your insurance company as soon as possible to discuss the situation.
2. If your business has suffered a flood, ask your insurance company if you need to take a sample of the floodwater, and if your insurance covers the cost of analyzing the sample.
3. Take photos of the damage. Take photos of everything before you start cleaning up, as you clean up, and when you're finished.
4. Keep all receipts for repairs and document the money you spend. If you throw anything out, make note of that. Keep a log of the time you spend on clean-up.

# Action Plan **Templates**

<b>Risk</b>	
<b>Risk Level</b>	
<b>RTO</b>	
<b>Business Functions Affected</b>	
<b>Potential Impact</b>	
<b>ACTION PLAN</b>	<b>Before</b>
	<b>During</b>
	<b>After</b>
<b>Resource Requirements</b>	
<b>Staff Requirements</b>	

Risk	
Risk Level	
RTO	
Business Functions Affected	
Potential Impact	
<b>ACTION PLAN</b>	Before
	During
	After
Resource Requirements	
Staff Requirements	

<b>Risk</b>	
<b>Risk Level</b>	
<b>RTO</b>	
<b>Business Functions Affected</b>	
<b>Potential Impact</b>	
<b>ACTION PLAN</b>	<b>Before</b>
	<b>During</b>
	<b>After</b>
<b>Resource Requirements</b>	
<b>Staff Requirements</b>	

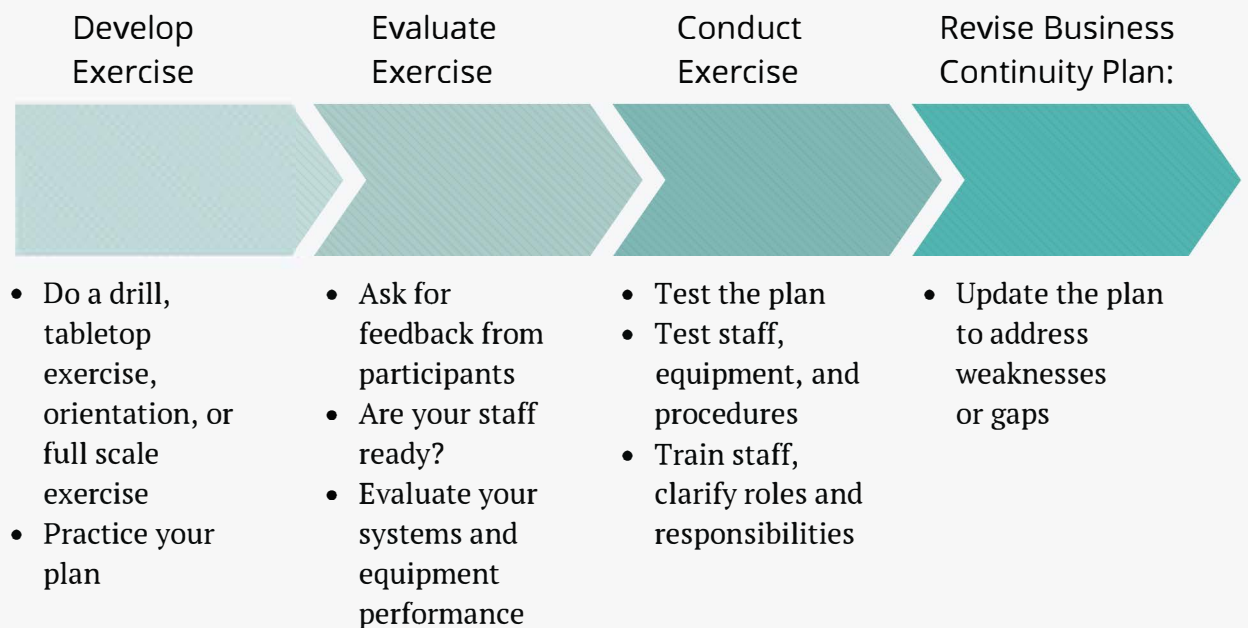
<b>Risk</b>	
<b>Risk Level</b>	
<b>RTO</b>	
<b>Business Functions Affected</b>	
<b>Potential Impact</b>	
<b>ACTION PLAN</b>	<b>Before</b>
	<b>During</b>
	<b>After</b>
<b>Resource Requirements</b>	
<b>Staff Requirements</b>	

Risk	
Risk Level	
RTO	
Business Functions Affected	
Potential Impact	
<b>ACTION PLAN</b>	Before
	During
	After
Resource Requirements	
Staff Requirements	

# Step Five

## Exercise your plan

### Exercise Process







## Types of exercises

### **Workshops:**

Workshops are designed to help employees understand their roles and responsibilities related to business continuity in an emergency. Workshops are normally conducted in a classroom setting.

### **Tabletop:**

Tabletop exercises are designed to test an example business disruption. The focus is on training, familiarity with roles, responsibilities, and procedures. Tabletop exercises are guided by a facilitator that walks the employees through the situation and how they would respond. It is conducted in a stress-free environment where participants are encouraged to ask questions.

### **Full-Scale:**

Full-scale exercises attempt to simulate a real business disruption. This is as close as it gets to a real event. This exercise takes place on location where the hypothetical disruption has occurred. Actual equipment, personnel, and business partners are often included in a full-scale exercise.

# Exercise **Log**

<b>Exercise Name</b>	
<b>Date</b>	
<b>Duration</b>	
<b>Scenario</b>	
<b>Business Functions to be exercised</b>	
<b>Participants</b>	
<b>Comments and findings</b>	
<b>Recommendations</b>	

## Exercise Log

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<b>Exercise Name</b>	
<b>Date</b>	
<b>Duration</b>	
<b>Scenario</b>	
<b>Business Functions to be exercised</b>	
<b>Participants</b>	
<b>Comments and findings</b>	
<b>Recommendations</b>	

# Step Six

## Review your plan

Keep your Business Continuity Plan accurate and up-to-date. Review your plan at least once a year, after any disruption or after any major changes to your business.

<b>Plan Review Cycle</b>	
<b>Date of Plan Review</b>	
<b>Personnel Involved in Plan Review</b>	
<b>Overview of Changes/Updates</b>	
<b>Next Plan Review Date</b>	

**Step Six:** Review your plan

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Notes:



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# Stay Informed

Knowledge is power.

## Local

**Municipality of Jasper website** | [www.jasper-alberta.ca](http://www.jasper-alberta.ca)

The Municipality of Jasper website will have up-to-date information. You can also sign up for the Municipality of Jasper's emergency alert system.

**Municipality of Jasper Facebook** | [facebook.com/municipalityofjasper](https://facebook.com/municipalityofjasper)

**Municipality of Jasper Instagram** | [@municipalityofjasper](https://@municipalityofjasper)

**Parks Canada: Jasper National Park website** | [parksCanada.gc.ca/jasperfireupdate](http://parksCanada.gc.ca/jasperfireupdate)

In the event of an emergency in Jasper National Park, the Parks Canada Jasper website will have up-to-date information.

**Jasper National Park Facebook**

**Jasper National Park Twitter**

**Jasper National Park Mailing List**

## Federal

Public Safety Canada @Safety\_Canada | [publicsafety.gc.ca](http://publicsafety.gc.ca)

Public Safety Canada works to keep Canadians safe from risks such as natural disasters, crime and terrorism.

**In an emergency, dial 911**

## Provincial

Alberta Emergency Alert @AB\_EmergAlert | [emergencyalert.alberta.ca](http://emergencyalert.alberta.ca)

Alberta Emergency Alerts are issued to warn people about potential risks to their health and safety.

## Additional Business Continuity Resources

Business Development Bank of Canada | [www.bdc.ca](http://www.bdc.ca)

The Business Continuity Institute | [www.thebci.org](http://www.thebci.org)

Alberta Women Entrepreneurs | [www.awebusiness.com](http://www.awebusiness.com)

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