



# **CONTINGENCY PLANNING:**

A GUIDE FOR HOUSING PROVIDERS

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# 1

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## Introduction to Contingency Planning

### **Purpose of Contingency Planning**

This Contingency Planning Guide is designed to help Housing Providers and Property Managers develop a Contingency Plan to prepare for and manage adverse incidents to limit the negative impact of disasters on your tenants and your business.

The Contingency Plan is designed to be an executable document to be used during adverse events that may affect the well-being of your tenants and your business. It will help ensure that you as a Housing Provider are doing the most you can be reasonably expected to do as far as preparing for and responding to incidents with the best interests of your tenants as your primary concern.

### **Purpose of Contingency Planning Guide**

This Contingency Planning Guide will guide Housing Providers throughout the task of developing your own Contingency Plan, which is a separate document. The Contingency Planning Guide should be consulted throughout the development of the Contingency Plan itself.

This guide will also outline specific areas where awareness and preparedness initiatives could be employed to promote a state of readiness amongst your tenants prior to the occurrence of an adverse incident.

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## Developing Your Contingency Plan

Throughout this Developing Your Contingency Plan section, we'll walk through the considerations you should have and the tasks you should perform as you document the information into your actionable Contingency Plan. Be sure to consult your Contingency Plan as you address the various elements of this section. Completing and addressing the issues in your Contingency Plan as you go point-by-point through this section is highly recommended.

To begin, be sure to adjust the **Building Identifier** on the cover page of the Contingency Plan to reflect the specific building(s) for which the plan is being developed.

The section numbers indicated below refer directly to the corresponding numbers in the Contingency Plan. Upon addressing the considerations as per the sections below, turn to the Contingency Plan's corresponding section to input the appropriate information.

### Contingency Plan – Section 1 – Incident Response

#### Overview

The Incident Response section in the Contingency Plan documents the key contact numbers and all-hazard checklist that can be consulted by any responder upon becoming aware of an incident.

Employee Contact List should include those individuals who need to be contacted immediately upon discovery of an incident. They should have in depth insight as to the management of the facility and utilities and should be intimately familiar with the expected response. It would also be beneficial if they were trained in first aid response.

Emergency Contacts identify key entities that may support the response to various types of incidents. Contact information should be documented for all organizations that may need to be notified of an incident or have their involvement requested. These contacts may include utilities, repair contractors, responders to a flood, security company, etc... Hospitals and health clinics should have their addresses documented.

Sections 1.3 through 1.17 in the Contingency Plan are the key checklists and ordered considerations for responding to incidents. They will be discussed in depth in Section 3 – How To Use Your Contingency Plan in this Contingency Planning Guide. Consideration should be given towards additional incidents that may occur, and corresponding checklists will need to be documented.

#### Tasks

- Document the appropriate individuals in the Employee Contact List along with their contact information
- Document the contact information and locations of key emergency support organizations under Emergency Contacts
- Review and adjust checklists in section 1.3 through 1.17 to ensure accuracy and relevance for your facility
- Consider additional incident relevant to your facility that may occur and document the corresponding checklist

## Contingency Plan – Section 2 – Contingency Response Details

### 2.1 Muster Point

#### Overview

The Muster Point refers to an area where your residents can safely gather whenever an evacuation of their homes is required. This area should be close to your property, but away from any high traffic areas.

It is advisable that the Muster Point is located away from just outside any doorways or emergency exits. It should also be located away from entry points where emergency vehicles may need to operate. Some suggested locations could be across the street, in a nearby park, or at the far side of your parking lot.

It is recommended that, if the Muster Point is on your property, to consider posting a sign at the location to denote it as the Emergency Evacuation Muster Point so that tenants become more familiar with its location. Also, it is advisable to have an alternate location identified just in case the primary location is obstructed or impacted by the adverse incident that is requiring the evacuation. If the location is off of your property, it is advised to have signs posted near the exit points of the building that indicate where the Muster Point is located.

The advantage of a Muster Point for Property Managers is that you'll be able to provide instructions and updates to all of your tenants in one spot immediately after an evacuation and while the response to the incident is underway.

#### Tasks

- Select a safe location for a Muster Point
- Consider posting a sign indicating the location of the Muster Point
- Document the primary and alternate locations in Section 2.1 of the Contingency Plan

### 2.2 Safe Evacuation Centre

#### Overview

The Safe Evacuation Centre refers to an indoor facility that has been identified and established as the location that your tenants will be directed to meet if there is an extended evacuation of your building due to an ongoing incident or if there is an evacuation required during inclement weather or in the middle of the night.

You should look to neighbouring buildings that may have a spare congregation room or hall or lobby within which your tenants may be able to gather during an extended evacuation. Upon identifying a small number of potential options, you should take the time to coordinate and negotiate with the potential sites' owners to determine if you could use it as your Safe Evacuation Centre.

Considerations should be given to accessibility, availability on a 24 hours / 7 days a week basis, the capacity of the assigned area, and the ease of notifying the property owner to gain access to the building. Keep in mind that access may be required in less than ideal conditions, such as in the middle of the night during a snow storm.

**Tasks**

- Identify potential locations for a Safe Evacuation Centre
- Contact and coordinate with the owners of the potential Safe Evacuation Centre
- Finalize the ideal Safe Evacuation Centre with an agreement in place with the owner of the location
- Document the location and details in Section 2.2 of the Contingency Plan

## 2.3 Third-Party Transportation Providers

**Overview**

Third-Party Transportation Providers refer to service providers that Property Managers could arrange in case mass transportation of your tenants is required from the Muster Point to the Safe Evacuation Centre. These capabilities may also be provided by Local Disaster Response Agencies addressed in section 2.5.

It is recommended that Property Managers research and identify potential Third-Party Transportation Providers options in your region. These may include private or public bus companies and / or taxi companies.

Considerations must be given for any individuals who may require mobility devices or medical equipment to be transported with them.

**Tasks**

- Research potential Third-Party Transportation Providers options
- Coordinate with Third-Party Transportation Providers to outline your potential needs during an evacuation
- Document the contact details in Section 2.3 of the Contingency Plan

## 2.4 Insurance Providers

**Overview**

It is recommended that your insurance providers, brokers and policy numbers – at a minimum – are documented within your Contingency Plan.

Copies of your insurance documents should be kept electronically or off-site for reference during an insurable incident at your property.

It is advised to discuss potential evacuation or shelter in place scenarios with your Insurance Providers to determine what is covered by your insurance policies.

**Tasks**

- Make duplicate copies of insurance documents and store the copies off-site
- Discuss evacuation and shelter in place scenarios with Insurance Providers to determine coverage
- Document the Insurance Providers' contact details and policy details in Section 2.4 of the Contingency Plan

## 2.5 Local Disaster Response Agencies

### Overview

In Ontario, every municipality has a Community Emergency Management Coordinator (CEMC). These individuals are responsible for planning and managing emergency incidents that may affect their municipality. They have valuable connections with agencies in the region that may be called upon to support adverse incidents affecting your area. They represent a valuable resource that Housing Providers should leverage while preparing for incidents that may affect your residents.

It is recommended that you search the internet or contact your municipality's office to get the contact information for the CEMC for your municipality.

In discussions with your CEMC, they can help identify the Local Disaster Response Agencies in your region. These agencies are usually not-for-profit groups in your area that can offer immediate support for people who are suddenly faced with a disaster.

It is recommended that you contact each Local Disaster Response Agency in your area to establish a relationship with them and determine the services that they can provide. Some agencies may be able to provide training, preparedness recommendations and awareness materials for you and your residents well in advance of a disaster to help ensure everyone is prepared for potential emergencies.

### Tasks

- Contact your local Community Emergency Management Coordinator (CEMC)
- Document the contact information for Local Disaster Response Agencies in Section 2.5 of the Contingency Plan
- Contact the Local Disaster Response Agencies to identify and plan for services they can provide before and after an incident affecting your property
- Coordinate with the Local Disaster Response Agencies to organize disaster preparation and awareness events or materials for your residents

## 2.6 Third-Party Security Providers

### Overview

Third-Party Security Providers may be required after an incident that results in the relatively long-term evacuation of your property. Your tenants will appreciate knowing that their belongings are being protected with the presence of a security company monitoring their homes while they are prevented from accessing them.

A Third-Party Security Provider may already be engaged to monitor your property; if not, it is recommended that you research a number of options that are available potentially with relatively short-term notice to provide security in your region.

### Tasks

- Research potential options for Third-Party Security Providers
- Contact Third-Party Security Providers to determine their capabilities and rates



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- Document the Third-Party Security Providers in Section 2.6 of the Contingency Plan
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## 2.7 Mutual Aid Partners in Housing

### Overview

Mutual Aid Partners in Housing refers to other affordable housing property managers and housing providers in your surrounding area.

It is recommended that you build relationships with your neighbouring Mutual Aid Partners in Housing to potentially establish a mutual aid agreement. This mutual aid agreement may address situations where on a temporary basis you could use each other's property as a Safe Evacuation Centre (see 2.2 above).

Alternatively, during an extended evacuation of your property, perhaps there may be some vacancies at neighbouring Mutual Aid Partners in Housing establishments which could allow some of your tenants to take residency at the Mutual Aid Partners in Housing locations temporarily while your property is being repaired.

### Tasks

- Research other affordable housing providers in your region
  - Coordinate with these potential Mutual Aid Partners in Housing to determine the potential for or extent of a mutual aid agreement
  - Document the contact information for the Mutual Aid Partner in Housing and the details surrounding any agreement in Section 2.7 of the Contingency Plan
- 

## 2.8 Local Hotels

### Overview

It is recommended that you document the contact information for Local Hotels in your area.

During an evacuation, it may help to have this information on hand to provide to your tenants should they need a place to stay until they are allowed to return to their homes.

It is recommended to ask your Insurance Provider if hotel costs for your tenants are covered by your insurance policy.

### Tasks

- Document the contact details for Local Hotels in your region in Section 2.8 of the Contingency Plan
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## 2.9 Mail and Package Delivery Providers

### Overview

It is recommended that you document the contact information for Canada Post and the major package delivery service providers.

Your tenants may need to contact the Mail and Package Delivery Providers to re-route or temporarily delay the

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delivery of any package they are expecting if they are experiencing a long term evacuation from their home.

Furthermore, during a long term evacuation, you should contact Canada Post to delay or redirect the delivery of mail for your tenants. If this is necessary, be sure to advise your tenants of the details regarding redirected mail services.

### Tasks

- Document the contact information for Canada Post and Package Delivery Providers in Section 2.9 of the Contingency Plan
- 

## 2.10 Utility and Service Providers

### Overview

In certain emergency situations – such as power outage, water leaks, and gas leaks – it is imperative to reach out to utility providers and ensure that you address any requirements to shut off water utilities to limit potential water damage. It is recommended that you document the appropriate contact information and account numbers for your Utility and Service Providers as well as various television and internet Service Providers.

The reason being that during an extended evacuation from your property, your residence may wish to contact these Service Providers to temporary cancel/reroute their service due to the circumstance surrounding the evacuation.

Shut off instructions should also be documented for each utility as appropriate; however, consult with the various utility providers to confirm the safe procedures to implement.

For section 2.10.1, identify all domestic shutoff valves throughout the buildings, so that in the event of a water leak isolation valves can be located promptly reducing the severity of water damage, and document into the plan.

For section 2.10.2, identify all heating system shutoff valves and circulation pump controls so that the system can be isolated promptly in the event of a leak, and document into the plan.

For section 2.10.3, identify all fire protection system shutoff valves so that the system can be isolated promptly in the event of a leak. Note: Formal impairment handling procedures (i.e. Alternate Protection Measure as outlined in fire safety plan including firewatch, notifying the fire department, etc.) should be followed in the event of any full or partial shutdown of fire protection systems, and document into the plan.

For section 2.10.4, develop a single line schematic diagram or map of all domestic water and heating systems so that so that in the event of a water leak isolation valves can be located promptly reducing the severity of water damage. Insert the image into the plan for reference during an emergency situation.

Additionally, it is recommended that a spill response cart be put together. The spill response cart should include the following: laminated single line diagram or map, list of valves, absorbent materials, flashlights (s), and tarps.

Regarding natural gas, it should only be shut off if it is safe to do so. If it is an emergency situation, it is best to notify the authorities. However, if it is a more common situation or preventative in nature, as long as it is safe to do so, shutting off the natural gas into appliances, units, or the building can be considered. Note: do not turn the gas back on without consulting the gas company who will have to verify the line and return gas services. Also note, if they is a gas powered back-up supply, do not turn off the corresponding individually marked valve.

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Also note, if a natural gas appliance comes into contact with water, they're no longer safe to use. The water can impact the effectiveness of safety devices installed in natural gas appliances and equipment. The appliance needs to be inspected by registered HVAC contractor before it is used again.

For section 2.10.5, identify the natural gas shutoff valve locations and procedures for gas appliances in the facility.

For section 2.10.6, identify the natural gas shutoff valve locations and procedures for the meters into individual units.

For section 2.10.7, identify the natural gas shutoff valve locations and procedures for the main gas supply into the building.

With your telephone service provider, it is recommended to determine whether you can quickly establish a hotline as needed to provide information to tenants during a protracted evacuation.

#### Tasks

- Document the shutoff instructions for the relevant utilities
- Address the detailed water shutoff instructions from section 2.10.1 – 2.10.4
- Address the detailed natural gas shutoff instructions from section 2.10.5 – 2.10.7
- Assemble a spill response cart
- Confirm telephone provider's capability to setup an information hotline
- Document the contact information and account information for the Utility and Service Providers that service your property in Section 2.10 of the Contingency Plan

## 2.11 Post-Disaster Recovery Organizations

#### Overview

Post-Disaster Recovery Organizations refer to companies that are specialized in supporting the clean-up, remediation and reconstruction after certain disasters affect property owners. They may focus on specific types of incidents – such as flooding – or they may be more general in terms of the types of incidents they may be able to help clean-up and repair for your property.

It is recommended that you research the providers available to your region and document their contact information in your Contingency Plan.

#### Tasks

- Research potential Post-Disaster Recovery Organizations in your region
- Document the contact information for the Post-Disaster Recovery Organizations in your region in section 2.11 of the Contingency Plan

## Contingency Plan – Section 3 – Areas of Responsibility

### Overview

The Areas of Responsibility section in the Contingency Plan outlines the roles and responsibilities that need to be considered during the management of an incident affecting your property. Each role does not need to be filled by separate people. In fact, one person may fill all the roles. What is most important is that the responsibilities associated with each role are considered and addressed, where appropriate, throughout the management of an incident.

The roles in this section align with the approach outlined by the Incident Management System (otherwise known as the Incident Command System). First Response and certain Local Disaster Response Agencies also use the Incident Management System, so your response will mirror the roles that other organizations will be employing as they assist you. You may wish to seek additional training in the Incident Management System. Emergency Management Ontario offers a free online course (IMS 100) for beginners that may be of interest to you.

It is important to identify and document the individuals for your property whom will be responsible for the execution of the Contingency Plan during an incident. Document their contact information as well. This is to ensure that they will be notified and able to support the tenants during an incident. The individuals considered for roles in the Incident Management Team may be the same or different individuals who are identified as having responsibilities in the Employee Contact List (1.1). Incident Management Team members tend to be the senior representatives of an organization, whereas those listed in the Employee Contact List may be more akin to front line responders. In some organizations, there would be no difference between these groups.

To support the effective management of an incident by the Incident Management Team, refer to the Incident Response Action Plan in section 3.9. This should be referenced and updated at regular intervals throughout the management of an incident as it will provide valuable information as it becomes available that may need to be referenced at various stages of the response. The Incident Response Action Plan should be updated regularly, such as once every two hours during the first couple of days following an incident, and later perhaps once a day after a few weeks of managing an ongoing incident. Documenting this information demonstrates that the Incident Management Team is acting based on all the information that is available at any specific point in time.

The Incident Response Action Plan looks at documenting what has happened, the cause and the impact of an incident. It ensures that there are appropriate responding personnel on site. It encourages the Incident Management Team to predict what may logically occur based on the current incident situation so that they can begin to plan their upcoming actions accordingly. It also allows for tracking the effects of a business interruption and the media's involvement in reporting on the incident.

Role	Responsibility Overview
Incident Manager	<ul style="list-style-type: none"> <li>Responsible for the management of the incident response. Must ensure that the appropriate roles are activated and their responsibilities considered and executed as appropriate. Ultimately responsible for the well-being of the tenants.</li> </ul>
Liaison	<ul style="list-style-type: none"> <li>Responsible for maintaining communications with other agencies.</li> </ul>
Communications	<ul style="list-style-type: none"> <li>Responsible for drafting communications and ensuring that the appropriate audiences are updated with the appropriate information. The audiences potentially include tenants, the Board, the media and/or other stakeholders.</li> </ul>

Operations	• Responsible for executing the tasks associated with responding to the incident on site.
Safety	• Responsible for the safety of the team(s) of individuals involved in the response to the incident.
Logistics	• Responsible for ensuring the individuals responding to the incident have the items they require in order to effectively respond.
Finance	• Responsible for tracking financial and accounting matters related to the incident response.

#### Tasks

- Review the roles and responsibilities outlined in Sections 3.2 – 3.8 of the Contingency Plan
- Determine the individuals that would support Property Management in the execution of the roles outline in Section 3.2 – 3.8 during an incident; there may be one individual or several responsible for these roles
- Document the contact information for the Incident Management Team in Section 3.1 of the Contingency Plan

## Contingency Plan – Section 4 – Crisis Communications

### Overview

The Crisis Communications section of the Contingency Plan outlines the strategies to help guide your communications throughout the management of the incident. This is primarily the responsibility of the Communications role addressed in the previous section.

Holding Statements address the immediate information that you may be called upon to release to the media during the initial response to an incident.

Media Statements address the strategies for interacting with the media during an interview.

Internal Communications addresses the strategies for communication with your tenants and the Board.

A Call Log Sheet is included which is used to ensure that calls from tenants or other stakeholders are recorded to allow for appropriate follow-ups as required.

### Tasks

- Review the Sections 4.1 – 4.6 of the Contingency Plan

## Contingency Plan – Section 5 – Business Continuity

The Business Continuity section of the Contingency Plan addresses the considerations and workarounds that you may need to apply if the primary location in which you perform your business tasks is affected by an incident or if various elements that you depend on to perform your business tasks are unavailable as a result of an adverse incident.

### 5.1 Location

## Overview

This Location section refers to the location where you or your employees perform your business tasks. This does not necessarily refer to the location of the property that you are managing. For incidents affecting your tenants at the property that you manage, refer to the Incident Response and Contingency Response Details sections of the Contingency Plan.

As it pertains to Business Continuity, for your business' location it is important to consider the types of tasks that you perform there and the individuals that perform these tasks. You may operate the business by yourself, or you may have employees that support your business. In either case, you should consider alternate locations where you and your employees, if applicable, may continue to perform your business tasks on a temporary basis if your primary business location is inaccessible for a period of time.

You should consider alternate work locations that may be available to you. Ask yourself: where will you work if your primary location is inaccessible? Is it possible to work from home for a time? Or is there an alternate location in another facility that may be available to you? Wherever you ultimately end up temporarily working, you must ensure that you have the necessary office supplies and any requirements that you need to perform your business tasks there. See 5.2 – 5.4 for requirements that you will need at your alternate work location.

Note that there are corresponding tasks associated with temporarily moving your business location documented in section 5.1 of the Contingency Plan. These include notifying your tenants and any third-parties that you have changed locations, as well ensuring that you have the necessary equipment available to you at the alternate location. Upon moving back to your original location you should perform these same tasks.

## Tasks

- Identify potential locations where you could continue your business tasks if your primary location is inaccessible
- Review the tasks associated with temporarily moving locations in section 5.1 of the Contingency Plan
- Document a primary and secondary alternate locations in section 5.1 of the Contingency Plan

## 5.2 I.T. Applications and Systems

### Overview

I.T. Applications and Systems refer to the computers and the computer programs that you use to perform your business tasks.

You should also consider where and how your computer data is backed-up. Important computer files should be backed-up and regularly taken (physically or electronically) off-site from your primary business location. This way, if your computer and business location is seriously impacted by an adverse event, you will still have all of the important computer files safely backed-up off-site which you could reload on an alternate computer system.

You can back-up your files either onto a usb stick, an external hard drive, or electronically through some form of 'cloud storage', which is essentially a place on the internet that you can store your files for greater accessibility and redundancy. It is important to research any cloud-based storage provider to ensure that their rules regarding privacy issues are in line with your privacy requirements.

Next, you should identify the workarounds or what you would do if certain computer applications or systems are

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unavailable or ruined due to an adverse incident. These may be purchasing new, using alternate, renting, or perhaps manually documenting information while your computer applications and systems are unavailable.

#### Tasks

- Document the computer applications and systems that you rely upon to perform your business tasks in section 5.2 of the Contingency Plan
  - Document the workarounds associated with each computer application or system that you rely upon in section 5.2 of the Contingency Plan
- 

## 5.3 Equipment Requirements

#### Overview

This equipment refers to office equipment that you may rely upon to perform your business tasks as well as equipment you require to maintain the property that you manage.

Identify the key equipment requirements and document what you would do to replace that equipment on a temporary to permanent basis if it were to become inaccessible or if it were lost permanently. The workarounds to consider may be to borrow, rent or purchase the new equipment; be sure to identify the sources of the alternate equipment as well.

#### Tasks

- Document the key equipment required to perform your business tasks and property management duties in section 5.3 of the Contingency Plan
  - Document the workarounds you would employ and the sources of the alternate equipment in section 5.3 of the Contingency Plan
- 

## 5.4 Vital Records

#### Overview

Vital Records refer to hard copy documents and electronic documents. Vital Records are key documents that are either used to perform your business tasks or are documents that must be retained for legal reasons or otherwise.

It is necessary to identify and document these key documents that your business tasks rely upon or which you are required to retain. Within the workaround section, you should document how you would recover these documents if the original documents are lost or become temporarily inaccessible.

For any hardcopy document that you must retain, it is highly recommended that you either scan or make duplicates of the documents. Though the duplicate may not meet your obligations for retaining an original copy, nevertheless you will have all the important information that the document contains, which will allow you to more easily follow up with any corresponding party (vendor, tenant) that may have an alternate original copy that you may source if required.

Furthermore, be sure that any original hard copy document is kept in a relatively safe and secure location, such as in a fire-proof safe.

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### Tasks

- Document the Vital Records required to perform your business tasks and those that you are obligated to retain in section 5.4 of the Contingency Plan
- Document the workarounds you would employ to recover these Vital Records and the location of the backup copies in section 5.4 of the Contingency Plan

## 5.5 Third-Party Dependencies

### Overview

Third-Party Dependencies refer to other companies that you rely upon for your business tasks or for tasks associated with the physical management of your property (such as maintenance or security).

It is necessary to document the Third-Party Dependencies that you rely upon, and to identify the workaround that you would employ if the Third-Party Dependencies were to become unavailable for a period of time. The workaround may include performing the task yourself, or sourcing an alternate company to perform the function that your business requires.

### Tasks

- Document the Third-Party Dependencies that you rely upon for your business tasks or tasks associated with the physical management of your property in section 5.5 of the Contingency Plan
- Document the workarounds you would employ to ensure the tasks that the Third-Party Dependencies perform continue to be addressed while the Third-Party Dependencies are unavailable in section 5.5 of the Contingency Plan

## 5.6 Key Skill Sets & Personnel

### Overview

Key Skill Sets & Personnel refer to any individuals that support you in the management of your property (this may include yourself) that are uniquely capable of performing certain tasks for your business.

It is important to document these Key Skill Sets & Personnel and to identify the workaround that you would employ if these individuals were to suddenly become unavailable. This may include proactively cross-training employees, outsourcing or training new hires at the time of an event.

### Tasks

- Document the Key Skill Sets & Personnel that you rely upon to complete your business tasks in section 5.6 of the Contingency Plan
- Document the workarounds you would employ to ensure the tasks that these Key Skill Sets & Personnel perform are addressed if these certain key individuals were to suddenly become unavailable in section 5.6 of the Contingency Plan



## Contingency Plan – Appendix A – Tenant Lists

### Overview

These lists address Residents Requiring Assistance as well as Tenant Evacuation Contact information during an evacuation.

Please review the Residents Requiring Assistance topic addressed in the Awareness and Preparedness section of the Contingency Planning Guide for background information (in section 4, below).

It is recommended that prior to any evacuation or incident that you submit a request to your tenants to voluntarily self-identify as Residents Requiring Assistance. These are individuals who may have certain disabilities or mobility issues that may require First Responders to help them evacuate during an emergency.

Tenant Evacuation Contact Information should be gathered once it has been determined that those evacuated may not be able to re-enter their homes and an evacuation shelter is required. This contact information is gathered either at the Muster Point or the Safe Evacuation Centre.

This contact information will allow the Housing Provider to ensure that their tenants are updated with any change in information throughout the management of the incident. Also, it will document whether tenants are going to use an emergency shelter set up by Local Disaster Response Agencies or if they have an alternate location where they will stay during the evacuation. The list also documents any special needs that a specific tenant may require at the time of an event (i.e.: missing medication, missing pet, etc...)

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## How to Use Your Contingency Plan

Upon the completion of your Contingency Plan, the document becomes an executable plan to be used during events that require an incident response on the part of property management.

This section describes how to apply and execute your Contingency Plan.

### Contingency Plan – Section 1 – Incident Response

#### 1.1 & 1.2 – Emergency Response Contact Lists

This section of the Contingency Plan begins with emergency contact information for all those individuals and organizations that may be expected to support the response to various types of emergencies. Facilities personnel, maintenance, electrical contractors, and plumbers – these references numbers should be included in the emergency contact tables in 1.1 and 1.2. Local hospitals and health clinics should have their locations documented to ensure that any individuals with medical issues can be directed to the closest location for appropriate medical response.

#### 1.3 Fire / Explosion

Section 1.3 outlines a fire or explosion emergency response checklist. This checklist can be used to guide the considerations for the response during a fire or explosion. This checklist does refer to the other checklists in the Contingency Plan at appropriate times that the other checklists should be implemented.

#### 1.4 Hazardous Material Leak / Spill

Section 1.4 outlines a hazardous material leak or spill emergency response checklist. This checklist can be used to guide the considerations for the response during a hazardous material leak or spill. This checklist does refer to the other checklists in the Contingency Plan at appropriate times that the other checklists should be implemented.

#### 1.5 Power Failure

Section 1.5 outlines a power failure emergency response checklist. This checklist can be used to guide the considerations for the response during a power failure. This checklist does refer to the other checklists in the Contingency Plan at appropriate times that the other checklists should be implemented.

#### 1.6 Tornadoes and Windstorms

Section 1.6 outlines a tornado and windstorm emergency response checklist. This checklist can be used to guide the considerations for the response during a tornado and windstorm. This checklist does refer to the other checklists in the Contingency Plan at appropriate times that the other checklists should be implemented.

#### 1.7 Natural Gas Leak

Section 1.7 outlines a natural gas leak emergency response checklist. This checklist can be used to guide the considerations for the response during a natural gas leak. This checklist does refer to the other checklists in the Contingency Plan at appropriate times that the other checklists should be implemented.

## 1.8 Winter Storms

Section 1.8 outlines a winter storm emergency response checklist. This checklist can be used to guide the considerations for the response during a winter storm. This checklist does refer to the other checklists in the Contingency Plan at appropriate times that the other checklists should be implemented.

## 1.9 Infectious Disease

Section 1.9 outlines an infectious disease emergency response checklist. This checklist can be used to guide the considerations for the response during an infectious disease incident.

## 1.10 Water Leak

Section 1.10 outlines a water leak emergency response checklist. This checklist can be used to guide the steps to take to stop a leak and remediate from a water leak inside your facility. This checklist does refer to the other checklists in the Contingency Plan at appropriate times that the other checklists should be implemented.

## 1.11 Flood in Region

Section 1.11 outlines a flood emergency response checklist. This checklist can be used to prepare and respond to a flooding issue in the area surrounding your facility. This checklist does refer to the other checklists in the Contingency Plan at appropriate times that the other checklists should be implemented.

## 1.12 Frozen Pipeline

Section 1.12 outlines a response to the potential of frozen pipelines. This checklist can be used to prepare and respond to the potential for a frozen pipeline incident at your facility. This checklist does refer to the other checklists in the Contingency Plan at appropriate times that the other checklists should be implemented.

## 1.13 Incident Response Decision Tree

To help with decision making, section 1.13 outlines an Incident Response flow chart. This flow chart pictorially represents the associated decision points and procedures to adopt throughout your response to an adverse incident.

There are three critical initial decision points which will determine the type of response that you implement.

The first critical question to ask is: "Is Evacuation Required?". A 'Yes' to this question will initiate the checklist 1.14 Immediate Response Procedures. Following this decision path will have you consider the expected duration of the evacuation and will direct you to the appropriate procedures to adopt depending on the situation.

The second scenario that the Contingency Plan addresses relates to the question: "Are Vital Services Interrupted?". If the answer is 'Yes', turn to the checklist 1.17 Interruption to Vital Services Procedures. This type of scenario may initially require your residents to shelter in place, but may ultimately require an evacuation of your building, in which case the flow diagram links with the appropriate checklist underneath the "Is Evacuation Required" chain of events.

The third scenario that this Contingency Plan addresses relates to the question: "Is Business Continuity Required?". If the answer is 'Yes', turn to the appropriate sections throughout 5.1 – 5.6 Business Continuity of the Contingency

Plan to apply the workaround procedures you have documented for the type of business interruption that you are experiencing.

## **1.14 Immediate Response Procedures**

The Immediate Response Procedures section in the Contingency Plan relate to a situation where all or a portion of your tenants are forced to evacuate their homes.

The ordered Considerations and Tasks outlined in a checklist format identify the procedures you should consider implementing. The Tasks will direct you to other sections in your Contingency Plan that you will have completed upon addressing all areas of this Contingency Planning Guide.

## **1.15 Short Term Response Procedures**

The Short Term Response Procedures section in the Contingency Plan relate to a situation when the homes of some or all of those tenants that have been evacuated are deemed unsafe to enter for the next few hours (i.e.: 12 – 72 hours).

As above, the Tasks associated with this procedure checklist will direct you to other sections of the Contingency Plan that will have been completed prior to an incident.

## **1.16 Long Term Response Procedures**

The Long Term Response Procedures section in the Contingency Plan relate to a situation where it is expected that those tenants who have been evacuated will not be able to return to their homes for a period of longer than 3 days.

Again, certain documented Tasks will direct you to other sections of the Contingency Plan as appropriate.

## **1.17 Interruption to Vital Services Procedures**

The Interruption to Vital Services Procedures section in the Contingency Plan relate to a situation where the vital services at your property are interrupted. Vital services may include any utility that your property relies upon, such as gas, water, and electricity. If these vital services are interrupted, implement the Tasks as appropriate outlined in this section of the Contingency Plan.

With the interruption of vital services it may become necessary to have your residents shelter in place for a period of time. This period of time depends on the prevailing conditions. To illustrate, if it is in the middle of winter with temperatures below zero degrees Celsius, and your building can no longer supply heat due to the interruption of a vital service, then the period of time within which your tenants can safely shelter in place is significantly shorter than if the same outage were to occur in the spring during favourable conditions.

Given a utility disruption, you should ensure that your tenants can safely provide for themselves. Depending on the situation, this may include having blankets, consumable food, potable water, etc... Review your insurance policy and contact your insurance provider to see if these items may be covered during these extenuating circumstances if they need to be purchased.

If your residents cannot safely provide for themselves, contact the agencies listed in section 2.5 Local Disaster Response Agencies in your Contingency Plan to determine if they are able to provide support.

## Overview

The Contingency Plan is developed based on an All Hazards approach. This means that regardless of the hazard, the elements of this plan remain executable.

For any adverse incident, turn to Section 1 – Incident Response in your Contingency Plan to begin executing your response.

There are two primary scenarios that may directly impact your residents for which the Contingency Plan is designed to address. The first is a situation where an evacuation is required which may lead to people being kept from their homes for a lengthy period of time. The second is a situation where vital services are interrupted which might require residents to shelter in place and may ultimately require an evacuation and the reliance on Local Disaster Response Agencies.

The stages of an evacuation scenario are outlined below:



The stages of a vital service interruption are outlined below:



The various stages (above) need only be implemented if the incident has not been resolved appropriately enough to allow your tenants to return to their homes.

A third scenario is also addressed, and this relates to an interruption of your business. If an incident occurs that affects your capabilities to perform your tasks associated with the management of your business, turn to section 5 – Business Continuity in your Contingency Plan.

## Plan Execution Steps for an Incident Requiring an Evacuation

- Turn to section 1.14 – Immediate Response Procedures in the Contingency Plan and apply the appropriate considerations based on the incident
- If the incident prevents your tenants from returning to their homes in short order, implement the appropriate considerations within section 1.15 – Short Term Response Procedures
- If the incident will prevent your tenants from returning home for longer than 72 hours (3 days), implement the appropriate considerations from section 1.16 – Long Term Response Procedures

## Plan Execution Steps for an Incident with an Interruption of Vital Services

- Turn to section 1.17 – Interruption to Vital Services Procedures and follow the appropriate considerations
- If and when necessary, begin to implement section 1.15 – Short Term Response Procedures

- 
- If and when necessary, begin to implement section 1.16 – Long Term Response Procedures as appropriate until the interruption of vital services has been resumed

#### **Plan Execution Steps for an Incident that Interrupts your Business**

- Turn to section 5 – Business Continuity in your Contingency Plan
- 
- Implement the strategies documented in section 5.1 – 5.6 depending on what aspect of your business is interrupted
-

# 4

## Awareness and Preparedness

### Residents Requiring Assistance

#### Overview

Residents Requiring Assistance refers to individuals that may require assistance when an evacuation is required. There may be mobility issues or physical disabilities that may prevent them from safely evacuating of their own accord.

The purpose of this list of Residents Requiring Assistance in your Contingency Plan is that property managers can submit this list to First Responders when an evacuation is in order, and then these specific units will be targeted by First Responders as a means to help ensure everyone is safely out of the building.

It is recommended that property owners distribute a voluntary questionnaire that your tenants may opt to complete so as to self-identify as requiring assistance during an evacuation.

This information is confidential and will have to be securely guarded as it is extremely private information. However, to help lessen the personal nature of the requested information, it is recommended to record only people's names, unit numbers, and contact information. The nature or reason for their identifying themselves as Residents Requiring Assistance does not need to be recorded.

This list should be kept up to date. At a minimum, when new tenants move in, consideration should be given to asking them to opt to self-identify as Residents Requiring Assistance.

#### Tasks

- Review the Residents Requiring Assistance in the Awareness and Preparedness section of the Contingency Planning Guide
- Distribute a notice requesting that any resident who may require special assistance during an evacuation due to health, disabilities or mobility concerns to provide their names and contact information to Property Management
- Document the Residents Requiring Assistance in Section A.1 Residents Requiring Assistance in the Contingency Plan and store this information securely

### Pets / Service Animals

#### Overview

In some municipalities, evacuation shelters do not allow the presence of household pets. Service animals are normally exempt from these restrictions. It is advised that you consult with your Community Emergency Management Coordinator (CEMC) to determine whether local shelters welcome household pets or not. Some regions may have pet only evacuation shelters. It is recommended that this information is relayed to your tenants

during an evacuation.

It is advisable to recommend that your tenants have appropriate tags and / or identification collars on their pets to ensure that they can be more easily reunited after an incident that requires immediate evacuation. All pets should have current vaccinations with the appropriate records, as these records may be necessary to allow the pets into certain pet shelters.

Tenants should consider planning where their pets will go during an evacuation of your building. Potential alternative areas include neighbours in other buildings, relatives, or kennels.

#### Tasks

- Remind your tenants that they should have ID tags, photographs and vaccination records of their pets in case of an emergency
- Notify your tenants to plan where their pets will go during an evacuation, if you are in a region that does not allow pets in evacuation shelters

## Evacuation Preparedness

#### Overview

In preparation of a possible evacuation, it is recommended to promote the preparedness of your tenants. This can be done by posting flyers or holding information sessions.

Tenants should be encouraged to identify for themselves alternate locations where they may potentially go if they were required to evacuate their homes for a lengthy period of time. These may include the homes of family or friends.

Additionally, at a minimum it is recommended that your tenants assemble a Personal Evacuation Kit or “Grab and Go Bag”. This kit contains the basic necessities that individuals may require while evacuated from their homes during an emergency. These kits should be kept in an accessible case or bag that can be quickly grabbed prior to an evacuation.

It is advisable to promote amongst your tenants the need to prepare these basic items prior to any potential emergency.

The materials to consider including in a Personal Evacuation Kit consist of:

#### Personal Evacuation Kit Items

- Prescription and non-prescription medications (or copies of the prescription for reference)
- A basic change of clothing
- Important documents (insurance policy, copies of personal identification, pet records) stored in a waterproof container
- Cash
- Infant supplies, if necessary

#### Tasks



- 
- Promote amongst your tenants the need to prepare a Personal Evacuation Kit or “Grab and Go Bag”
  - Encourage your tenants to consider their options of where to seek shelter if they are evacuated and kept from their homes for several days
- 

## Shelter in Place Preparedness

### Overview

There may be instances – such as during an interruption to vital services – that your tenants may be expected to shelter in place for a period of time. To shelter in place essentially means having residents stay in their homes until the incident has been resolved or escalated to the point where an evacuation is required.

In preparation of a possible situation requiring residents to shelter in place, it is recommended to promote the preparedness of your tenants. This can be done by posting flyers or holding information sessions.

At a minimum, tenants should be encouraged to have a three day supply of bottled water for those in their household. Additionally, keeping a three day supply of food is recommended. Some of this supply of food should be non-perishable.

In terms of safety awareness, it is recommended that when you notify your tenants of a requirement for sheltering in place that you take the opportunity to remind them of safety issues and concerns. These reminders may include the use of flashlights as opposed to candles and the avoidance of using barbecues indoors. These reminders will vary depending on the situation. If you are unsure as to the types of reminders to suggest to your tenants, contact 2.5 Local Disaster Response Agencies for information and guidance.

### Tasks

- 
- Promote amongst your tenants the need to have a three day supply of bottled water and food in their homes
  - At the time of requiring your tenants to shelter in place, inform them of relevant safety awareness information
- 

## Emergency Preparedness

### Overview

As a housing provider, there are many initiatives that may be undertaken to promote emergency preparedness amongst your residents. Preparing your residents to avoid and act as prescribed to emergencies is critical to the effective avoidance and management of an emergency. To help ensure this, it is suggested that monthly bulletins be posted or information sessions be held to help ensure the awareness of the recommended actions. Consider using the Emergency Preparedness Bulletins included in section 5 of this guide. You may consult Local Disaster Response Agencies for support in preparing your residents for an emergency.

Topics to consider may include:

- Fire safety and cigarette butts thrown from balconies
  - Reporting suspicious packages to property management
  - Sheltering actions to take during an earthquake
  - Actions to take during a heavy wind storm or tornado, such as closing doors, windows and blinds and sheltering in a safe location
-

- 
- Flu season considerations

### Tasks

- Consult with Local Disaster Response Agencies for best practices to implement for a variety of emergencies
  - Consider posting monthly bulletins focused on a specific type of emergency and the requested / suggested action that your tenants should employ
- 

## Training and Exercising

### Overview

Developing a Contingency Plan is an important step for you as a Housing Provider to prepare for adverse incidents. To supplement the plan, it is recommended that you engage in as much risk management, emergency response or business continuity training as you can. Doing so will help you better understand the risks that may present themselves to your business and your residents and how best to respond.

Consult with your Community Emergency Management Coordinator (CEMC) to determine opportunities for relevant training in your area. Training can also be conducted by professionals in the risk management, emergency response and business continuity fields, and you may wish to engage their services directly to support your ability to respond to an adverse incident.

Furthermore, it is important that the people with roles outlined in your Contingency Plan are aware of their responsibilities and are able to support your response to an incident. The best way to ensure your ability to respond would be to engage professionals to conduct an exercise of your response capabilities. These exercises should occur regularly, such as once a year, to ensure that your Contingency Plan continuously improves based on recommendations to address any gaps that are uncovered as a result of the exercise.

### Tasks

- Pursue training opportunities in the fields of risk management, emergency response, and business continuity
  - Regularly conduct exercises of your completed Contingency Plan
-

# 5

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## Emergency Preparedness Bulletins

To support the preparedness of your tenants, please consider posting the following Emergency Preparedness Bulletins. It is recommended that a new bulletin be posted each month throughout the year. Included below are twelve bulletins so that a new one can be posted each month.

It is recommended that these bulletins be placed in a visible locating with a high level of foot traffic – such as in a lobby, inside elevators, or in any communal location that your tenants frequent.

If appropriate, edit the directions provided in the Emergency Preparedness Bulletins to accurately reflect those that are most appropriate for your tenants and properties.

Preparedness information in the Emergency Preparedness Bulletins was derived from <http://www.ontario.ca/law-and-safety/emergency-preparedness>. Please consult this resource for further information.

For information regarding current Emergencies in Ontario, visit [www.ontario.ca/alert](http://www.ontario.ca/alert).

As a Housing Provider, you should consider signing up for emergency notifications in your area in order to better respond to an incident for the increased safety of your tenants. Some notifications systems to consider include:

### **Red Alerts**

<http://www.emergencymanagementontario.ca/english/stayconnected/RedAlert/redalert.html>

### **Emergency Information Advisories**

<http://www.emergencymanagementontario.ca/english/stayconnected/Advisories/advisories.html>

### **Tornado Warnings**

<http://www.emergencymanagementontario.ca/english/stayconnected/severeweatheralert/severeweatheralert.html>

# EMERGENCY PREPAREDNESS BULLETIN

## Power Outage

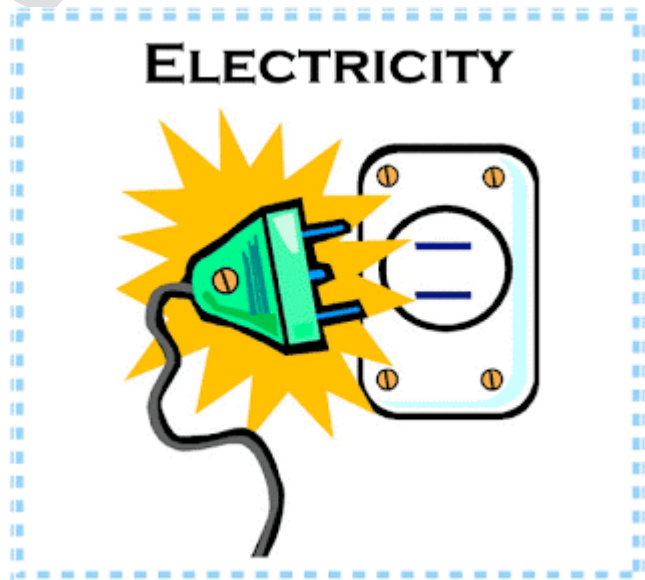
If the power goes out, stay where you are until visibility returns or until directed otherwise by Property Management.

### **Actions:**

- Turn off electronics
- Turn off appliances
- Keep fridge and freezer closed
- Check with power provider or Property Management for information and updates

### **Safety:**

- Avoid standing water near electrical equipment
- DO NOT use barbeques indoors



# EMERGENCY PREPAREDNESS BULLETIN

## Fire

If there is a fire alarm, stay calm. Decide whether to evacuate or not. If you see a fire, pull the fire alarm and evacuate if it is safe to do so. Stay low to avoid smoke.



### **Actions: (Fire in unit)**

- Alert everyone in the unit to evacuate
- Evacuate immediately, close door; do not lock
- Pull the fire alarm
- If safe to do so, bang on neighbours' doors
- Select an escape route away from a fire / smoke hazard
- When safe, call 911
- Do not use elevators
- Do not re-enter building until told to do so by management

### **Safety: (To evacuate or not)**

- With alarm sounding, evacuate if it is safe to
- Follow instructions
- If unsafe to evacuate, keep door closed; use wet towels or duct tape to seal cracks
- Seal vents if smoke enters through them
- Move to balcony / furthest room, open window for air; but close it if smoke enters
- Call 911 to provide location, if necessary

# EMERGENCY PREPAREDNESS BULLETIN

## Flood

If a flood occurs outdoors, avoid the flood water area and wait direction from authorities.

If a flood occurs in your unit, notify Property Management.

### **Actions:**

- Move important items to higher storage locations
- Disconnect electrical appliances, if safe to do so
- Move to higher ground / floors if threat of flash flood exists

### **Safety:**

- DO NOT eat food that has contacted flood waters
- DO NOT use electronic equipment if you are wet or in standing water
- Keep children away from flood water
- DO NOT drive in floodwaters
- DO NOT walk through moving floodwaters



# EMERGENCY PREPAREDNESS BULLETIN

## Tornado

If a tornado warning is issued, proceed to the safest area in your building – a safe room, a basement location, or an interior room away from windows.

### **Actions:**

- Close windows
- If possible, go to the basement or an interior room in the lowest level away from windows with as many walls between you and outside
- Go under a sturdy piece of furniture and cover your head

### **Safety:**

- Be aware of weather conditions
- Watch for dark greenish sky, wall of dark thunderclouds, or large hail without rain which may indicate a tornado
- Seek shelter if tornado warning is issued



# EMERGENCY PREPAREDNESS BULLETIN

## Thunderstorms

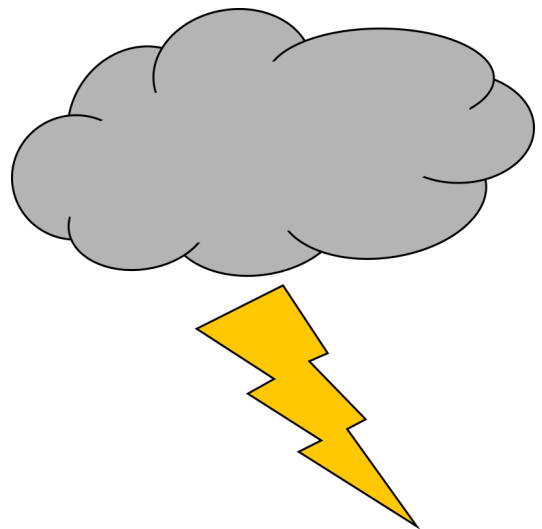
If thunderstorms are in the area, proceed inside and remain indoors.

### **Actions:**

- Stay clear of windows and glass doors
- Seek shelter if a thunderstorm warning is issued
- Use a surge protector power bar to protect your electronics
- Remain indoors for at least 30 minutes after the last thunder

### **Safety:**

- Be aware of weather conditions
- DO NOT leave water running
- DO NOT take a shower or bath





# EMERGENCY PREPAREDNESS BULLETIN

## Winter Storms

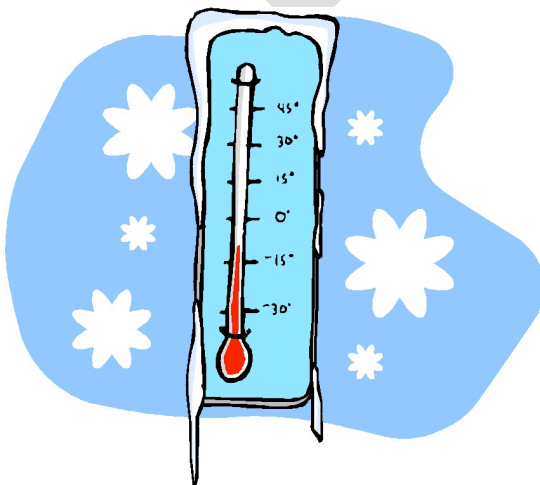
If a winter storm occurs, remain indoors if possible. Avoid driving as road conditions will be severely impacted. Dress in layers and cover any bare skin if proceeding outdoors.

### **Actions:**

- Wear layers of warm clothing, gloves and a hat that covers your ears
- Wear waterproof and insulated boots
- Avoid overexertion
- Ensure pets remain indoors

### **Safety:**

- Avoid any unnecessary travel
- Check for signs of frostbite (numb or white areas on ears, nose, cheeks, hands and feet)
- DO NOT use cooking appliances or barbeque to heat the home



# EMERGENCY PREPAREDNESS BULLETIN

## Extreme Heat

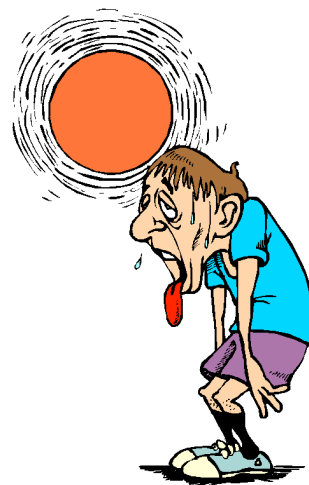
If temperatures are extremely elevated, take actions to remain comfortable. Consider checking in on elderly neighbours or those with difficulties moving to assist with their wellbeing.

### **Action:**

- Go to a cool location
- Stay seated or lie down
- Drink plenty of water
- Take cool showers / baths
- Eat light, regular meals and avoid consuming salt
- Apply sunscreen and lip balm with SPF protection
- Wear a brimmed hat

### **Safety:**

- Remain indoors to limit sun exposure
- Spend time in air conditioned rooms, public buildings, or established local cooling stations
- Dress in light coloured / loose clothing



# EMERGENCY PREPAREDNESS BULLETIN

## Infectious Disease

If an infectious disease is present or it's routine flu season, be sure to avoid spreading the virus and limit your exposure to the it.

### **Actions:**

- Wash your hands
  - Before eating
  - After being in public
  - After using the washroom
  - After coughing / sneezing
  - After touching surfaces others have touched
- Get an annual flu shot
- Avoid close contact with those that are sick & keep your distance if you are sick

### **Safety:**

- Eat well, drink lots of water, exercise regularly and get rest in order to stay healthy
- If sick, stay home from work / school and avoid running errands while sick
- Cover mouth / nose when coughing / sneezing



# EMERGENCY PREPAREDNESS BULLETIN

## Earthquake

If an earthquake occurs direct your household to take cover in the safest location available to you. Stay under cover and brace for aftershocks.

### **Actions:**

- Drop, cover and hold
  - Go under a sturdy piece of furniture, cover head, and hold on
  - Against an interior wall
- Avoid windows
- Remain indoors
- If you must leave, avoid using elevators in case of aftershocks



### **Safety:**

- Find a safe place in every room that could be used to shelter from an earthquake
- Practice “drop, cover and hold” with your family
- Fasten bookshelves, and tall furniture to the wall
- Avoid having heavy items (pictures or mirrors) close to where people sleep

# EMERGENCY PREPAREDNESS BULLETIN

## Chemical Incident

If there is a chemical spill or leak in your building or in your neighbourhood, you may be required to remain in your unit and shelter-in-place.

### **Actions:**

- Close and lock windows and doors
- Turn off heating or air conditioning
- Turn on television / radio to listen for directions from news media outlets
- Bring pets indoors
- Prepare to evacuate your home if instructed to do so

### **Safety:**

- Use duct tape to seal the seams around windows, doors and vents
- DO NOT drink tap water, rely on a bottled water supply



# EMERGENCY PREPAREDNESS BULLETIN

## Make a Plan

Help your household prepare for an emergency by developing your own Emergency Response Plan.

- **A Communications Plan**
  - To determine how the household will communicate during an emergency (text message, social media)
  - Document key contact numbers
- **Evacuation Plan**
  - Inform household of primary and alternate exits, and where to go for a safe meeting place
- **Emergency Numbers**
  - Document and inform household of all local emergency numbers for support
- **Ensure regular upkeep of smoke detectors**
- **Utility Shut off Procedures**
  - Know how to shut off utilities within your unit
- **Review plan annually with household**




# EMERGENCY PREPAREDNESS BULLETIN

## Build a Kit & Stay Informed

Help your household prepare by developing an Emergency Kit and staying informed about potential or current emergencies in your area.

## Build an Emergency Kit Be Informed

- Kit should contain essentials:
    - Non-perishable food (& can opener)
    - Water
    - Medications
    - Flashlight
    - Radio
    - First aid kit
    - Hand sanitizer
    - Important documents (IDs, prescriptions)
    - Baby formula, diapers
    - Pet food and supplies
  - Store Emergency Kit in an accessible location
- Sign up for Emergency Alerts from the Ontario Government
    - Red Alerts
    - Emergency Information Advisories
    - Tornado Warnings
  - Ontario hazards
    - Identify and prepare for the hazards that are more likely to occur in your region
- 
- A cartoon illustration of a family of four preparing for an emergency. A man in a green jacket is packing a brown duffel bag. A woman in a blue jacket is holding a white box with a red cross on it. A young boy in a green shirt is also packing the bag. A young girl in a pink shirt is holding a white bag labeled 'WATER'. They are all standing in front of a white background.





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