

**MINISTRY OF NORTHERN
DEVELOPMENT AND MINES**

BUSINESS CONTINUITY PLAN

NOVEMBER 2005

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AMENDMENTS

Amendment Number	Date of Amendment	Date Entered	Amendment Made By

Foreword

Business Continuity Planning is a process of developing advance arrangements and procedures that enable an organization to respond to an event in such a manner that critical business functions continue with planned levels of interruption. It establishes what services are delivered during an emergency and how services are resumed after an emergency laying out the Ministry priorities with respect to the use of Ministry resources and staff.

The Emergency Management Act requires that all ministries develop a Business Continuity Plan to ensure the continuity of a Ministry's critical services, during and after an emergency.

The Business Continuity Plan (BCP) includes a threat/risk assessment, business impact analysis, and business recovery planning. It provides both a strategic and operational framework for the provision of services affected by disruption, interruption or loss and is a dynamic process that continually changes with the business and its environment.

The BCP focuses on those services considered critical services with short recovery time objectives. In the event of an extended emergency the disruption of services with longer recovery time objectives will be addressed at the time of the emergency.

Comments and suggestion relating to the plan should be directed to:

Emergency Management Program
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Ministry of Northern Development & Mines
159 Cedar St., Suite 702
Sudbury, ON P3E 6A5
Tel: (705) 564-7941; Fax: (705) 564-7942

Business Continuity Plan

I. Introduction

Objective

The objective of the Ministry of Northern Development & Mines Business Continuity Plan (BCP) is to reduce the consequences of an emergency to acceptable levels through:

- Reduction of the impact of business disruptions on the delivery of services to customers and clients
- Effective response to severe business interruptions
- Recovery and resumption of services within acceptable outage tolerances
- Co-ordinated restoration and return of full services

Ministry Mandate

The Ministry of Northern Development and Mines is Ontario's only regional ministry. MNDM works to build a strong, dynamic and self-reliant Northern Ontario and serves as the Ontario government's voice in Northern Ontario.

MNDM is also the guardian of Ontario's mineral resources and mining lands. It is responsible for the administration of mining claims, the reclamation of mining lands and the support of an economically and environmentally sustainable mineral industry.

Ministry Description

The Ministry of Northern Development & Mines is made up of three divisions; Corporate Management, Mines and Minerals and Northern Development.

Corporate Management Division

Corporate Management Division provides strategic advice and business planning services to the Ministry, Minister, Deputy Minister and Senior Management to enable the Ministry to fulfill its mandate. The Division also manages the corporate controllership systems of the Ministry, undertakes a service management role and provides cost-effective business support services in the areas of human resources and administration.

Mines and Minerals Division

The Mines and Minerals Division works to generate new wealth and benefits for the residents of Ontario by providing basic geological information gathering and interpretation in support of Ontario's exploration, mine development and mining sectors by administering Ontario's Mining Act in a fair and consistent fashion. Located in Sudbury, Ontario, it collects, analyzes and publishes valuable information about the state of the mining and mineral industries, as well as specific information about the location and quality of mineral deposits. The field

staff located throughout the province provide consultative services to the industry through all phases of the mining sequence, and include resident geologists, mining recorders and mineral development officers.

Northern Development Division

The Northern Development Division (NDD) of the Ministry of Northern Development and Mines is responsible for the promotion of economic development and coordination of the delivery of programs and service in Northern Ontario including programs of the Northern Ontario Heritage Fund Corporation. Through six area teams, including a network of field offices, and Government Information Centres, NDD coordinates access to government programs and services, and provides business development, investment attraction and export marketing assistance. NDD is also responsible for obtaining input from northern stakeholders to ensure that government policies and programs reflect the needs of northerners.

The division works with the Ministry of Public Infrastructure Renewal, Ministry of Transportation and other ministries to coordinate the province's investment in northern highways, local roads including winter and access roads, rail, and air transportation. NDD is also responsible for overseeing the Ontario Northland Transportation Commission and the Northern Ontario Heritage Fund Corporation, agencies of MNDM.

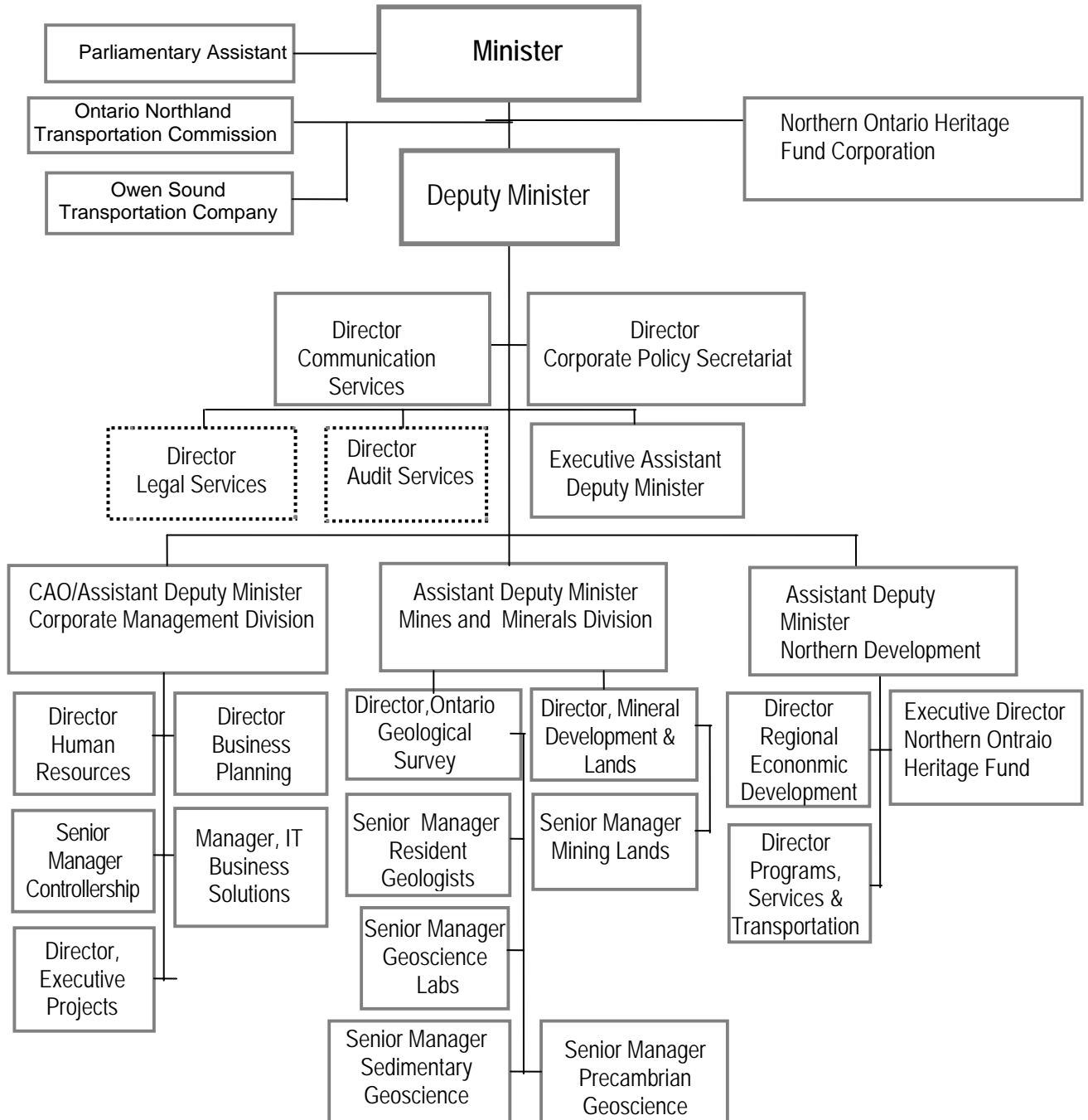
NDD manages implementation of local service restructuring and delivers capital assistance and infrastructure programs including SuperBuild and the Northern Ontario Heritage Fund Corporation (NOHFC). NDD is also responsible for the Ontario Northland Transportation Commission, Owen Sound Transportation Commission and the provincial government's investment in northern highways, rail and air transportation.

The organizational structure of MNDM's Executive and Senior Management is shown in Figure 1.

Scope and Application

The Ministry of Northern Development and Mines BCP addresses the emergency situations likely to occur as a result of the hazards described in the Provincial Hazard Identification and Risk Assessment (HIRA) report and the impact these emergencies may have on MNDM's delivery of critical services.

Figure 1.



Ministry Emergency Management Organization

a. Emergency Management and Security Committee

The Emergency Management and Security Committee (EMSC) is responsible for the development of a comprehensive emergency management program ensuring a controlled and coordinated response capability based on the Hazard Identification and Risk Assessment priorities of MNDM.

It is also the committee's responsibility to ensure that the Ministry is prepared for the continuation of government services in response to emergencies and legal/illegal labour disputes.

All members of this committee are also part of the Ministry Action Group (see Appendix B). Members of the committee have been trained on the emergency management program through information provided by the Emergency Management Coordinator at regular meetings and through their involvement in the development of the program.

The Chair of MNDM's Emergency Management and Security Program Committee is the CAO/ADM of the Corporate Management Division. This committee is accountable to the Deputy Minister through the Executive Lead who has been officially appointed under Regulation 380/04 (see Appendix I).

The responsibility for the development and implementation of the Emergency Management Program has been delegated to the Deputy Minister (see Appendix I).

The EMSP Committee meets quarterly or more frequently as required.

b. Emergency Management Coordinator

The Emergency Management Coordinator (EMC) is responsible for coordinating the development and implementation of the ministry's emergency management and security program within the Ministry. These responsibilities include:

- MAG notification during emergencies
- Updating notification lists
- Updating emergency plans
- Calling meetings of the Emergency Management and Security Committee

- Delivering training to the MAG
- Being the primary contact between the Emergency Management and Security Branch of MGS and MNDM in emergencies
- Complete care and control of Ministry BCP

The EMC and alternate have been designated by the Deputy Minister under Regulation 380/04 (see Appendix I).

The EMC and alternate have completed the mandatory training as required by the Chief of Emergency Management Ontario. The EMC has also taken the accredited Business Continuity Planning training from DRI.

c. Ministry Action Group

The Ministry Action Group is responsible to coordinate Ministry actions during an emergency. For MNDM the MAG is also responsible for implementing the Ministry's Order in Council Emergency Plans related to abandoned mines emergencies and any emergency that requires the support of provincial emergency management in Northern Ontario.

The Assistant Deputy Minister of the Corporate Management Division is the Chair of the MAG and the Executive Lead for Emergency Management for MNDM. Through the Executive Lead, the MAG reports to the Deputy Minister.

The membership of the MAG is the same as the Emergency Management and Security Program Committee. As such they have received ongoing training from the EMC and through the process of developing the program. The MAG meets on a quarterly basis or more frequently as required.

Internal Clients/Stakeholders

Minister, Deputy Minister, Managers and employees

External Clients/Stakeholders

Mining industry, the public, northern municipalities, other industry and other provincial ministries.

Emergency Management Program

a. Annual Program Review

The Business Continuity Plan will be reviewed on an annual basis or more frequently if changes are required to ensure that it is up to date (e.g. triggers for a review will include organizational changes, regulatory changes and lessons learned from emergencies or exercises). See Appendix J for the Annual Program Review Checklist.

b. Training and Exercises

The EMC and alternate have completed the training required by the Chief, EMO. In addition, the EMC has received the Disaster Institute Recovery (DIR) training for Business Continuity. Training of ministry personnel will be carried out in accordance with the BCP.

The Emergency Management Guidelines indicate that the initial emphasis of the annual training for the MAG should focus on notification process, roles and responsibilities, Emergency Operation Centre operating procedures and testing of equipment. As noted previously the MAG and the EMSC consist of the same members. The EMSC/MAG developed the MAG notification process for the Emergency and BC plans and reviewed the plans which outline the roles and responsibilities of the MAG. They also contributed to the development of the Emergency Operations Centre (EOC) operating procedures and assisted in determining the type of equipment required in the EOC. Combining the EMSC and MAG resulted in “on the job” training for the MAG.

In addition to training, exercises will be run annually to evaluate the effectiveness of the plan. A table top exercise to test the BCP was conducted in April 2005. The exercise highlighted weaknesses within the plan that have now been addressed.

II. Ministry Action Group (MAG)

Mandate

The MAG coordinates Ministry actions taken during an emergency. It is responsible for implementing the Ministry's Order in Council emergency plans for Abandoned Mine Hazards Emergencies and any emergency that requires the support of provincial emergency management in Northern Ontario and also for implementing the Business Continuity Plan.

Authority

The Ministry Emergency Management and Security Program Committee is accountable, through the Executive Lead (CAO/ADM Corporate Management Division), to the Deputy Minister.

The MAG directs the ministry's response to an emergency from its emergency operations centre. The emergency response plan must designate a primary site and alternate site for the emergency operations center.

Organization

At this time MNDM is moving toward adoption of the Incident Management System (IMS) organizational structure. Due to the small size of the MNDM MAG, when IMS is adopted, individuals will be required to fulfill more than one duty.

The following staffing and functions in the MAG are based on the: IMS Structure as per the Provincial Emergency Management Guidelines

a. Command Group

The Director of Emergency Operations is the Ministry's Executive Lead (CAO/ADM Corporate Management Division) or his designate and is responsible for the organizational and operational effectiveness of the MAG. The Director of Emergency Operations is also responsible for arranging command group meetings and ensuring the effective implementation of command decisions. Where appropriate, the Director of Emergency Operations would consult with the Director of Emergency Operations at the Provincial Emergency Operations Centre in Toronto, ministry officials, communities and agencies.

Supporting staff under the command group would include a safety officer, who is responsible for assuring the health and safety of personnel in the facility; a liaison officer who is the point of contact for consulting with other agencies and relaying this information to the Command Group; and emergency information officer to liaise with the media and directly with other emergency information officers at other

emergency operations centres, such as the Provincial Operations Centre.

b. Operations Group

The Operations Group is responsible for short-term planning (48-72 hours) and made up of the Chief, Operations Group, the Duty Officer, the Information Management Officer, the Document Control Officer, the Master Log Keeper and the Key Events Assistant.

c. Plans Group

Planning staff are responsible for the development, dissemination and evaluation of the Emergency Response Plans. These plans are incident-specific and undergo timely analysis for effectiveness. Staff develop modifications to the Emergency Response Plans, should they be required.

d. Logistics Group

Logistics staff arranges for and coordinates all material, services, equipment and resources required to management and resolve the emergency. Staff is responsible for tracking usage and current locations of these same items.

e. Finance and Administration Group

Staff perform administrative, financial and staffing duties specific to the emergency. For example, this will include capturing of incident-related costs, scheduling of support personnel, maintaining appropriate support records, administering procurement contracts as necessary, obtaining equipment and supplies for the facility, arranging for security for the facility, as well as coordinating catering requirements.

Training

The Ministry Action Group and the Emergency Management and Security Committee have the same membership and have been in existence since January 2004. As the program has evolved the MAG has been actively involved in its development. As the EMC has received training, relevant information has been imparted to the committee at each of its meetings.

Ministry Action Group Membership

For a complete list of MAG Members and their alternates see **Appendix B**.

MAG Chair

CAO/ADM

Corporate

Management Division

Emergency Management Coordinator

Emergency Management

Coordinator
Human Resources – Corporate Management Division

Committee Membership:

Director, Mineral Development and Lands Branch,
Senior Manager, Resident Geologist Program,
Executive Assistant to Deputy Minister,
Director, Human Resources Branch,
Emergency Management Coordinator,
Senior Manager, Controllershship,
Manager, Development and Maintenance I&IT,
Director, Regional Economic Development Branch,
Senior Manager, Communications Services Branch
Director, Legal Services Branch

Roles and Responsibilities

The primary responsibilities of the MAG are to:

- Implement the emergency plans related to abandoned mine emergencies and any emergency that requires the support to provincial emergency management in Northern Ontario, the Ministry's special areas of responsibility under the OIC.
- Implement MNDM's Business Continuity Plan in the event of service delivery disruption
- Coordinate MNDM's actions related to responding to an emergency (includes directing management staff on response to events)
- Liaising with Emergency Response Teams at office locations where MNDM is not the Building Lead.
- Inform and liaise with the MGS
- Inform the Corporate Response Center of all emergency management issues (internal emergencies)
- Inform and liaise with the Provincial Emergency Operations Center on all external emergency management issues (OIC areas of responsibility)

III. Plan Activation

Emergency Information

Effective emergency response depends on receiving and sharing timely information on a regular basis. This exchange should include information on potential, as well as, actual emergencies.

MGS is responsible for monitoring internal emergency situations (e.g. business interruption within ministries), all emergency information related to service delivery disruption should be forwarded to the Corporate Response Centre (CRC) at MGS. Emergencies or potential emergencies should be reported to the Duty Officer at the CRC _____.

The CRC will disseminate any emergency information that affects MNDM to MNDM's Emergency Management Coordinator or alternate.

Emergency Management at MNDM Offices

In any emergency that affects work locations, the protection of staff and the public through fast and effective evacuation procedures is paramount.

The Ministry of Northern Development & Mines (MNDM) has offices in 38 locations across the province. Many of these sites are co-located with other ministries. The ministry with the largest number of staff at each location is identified as the Building Lead for emergency evacuations and given the responsibility for the development and implementation of Emergency Evacuation Procedures for that location.

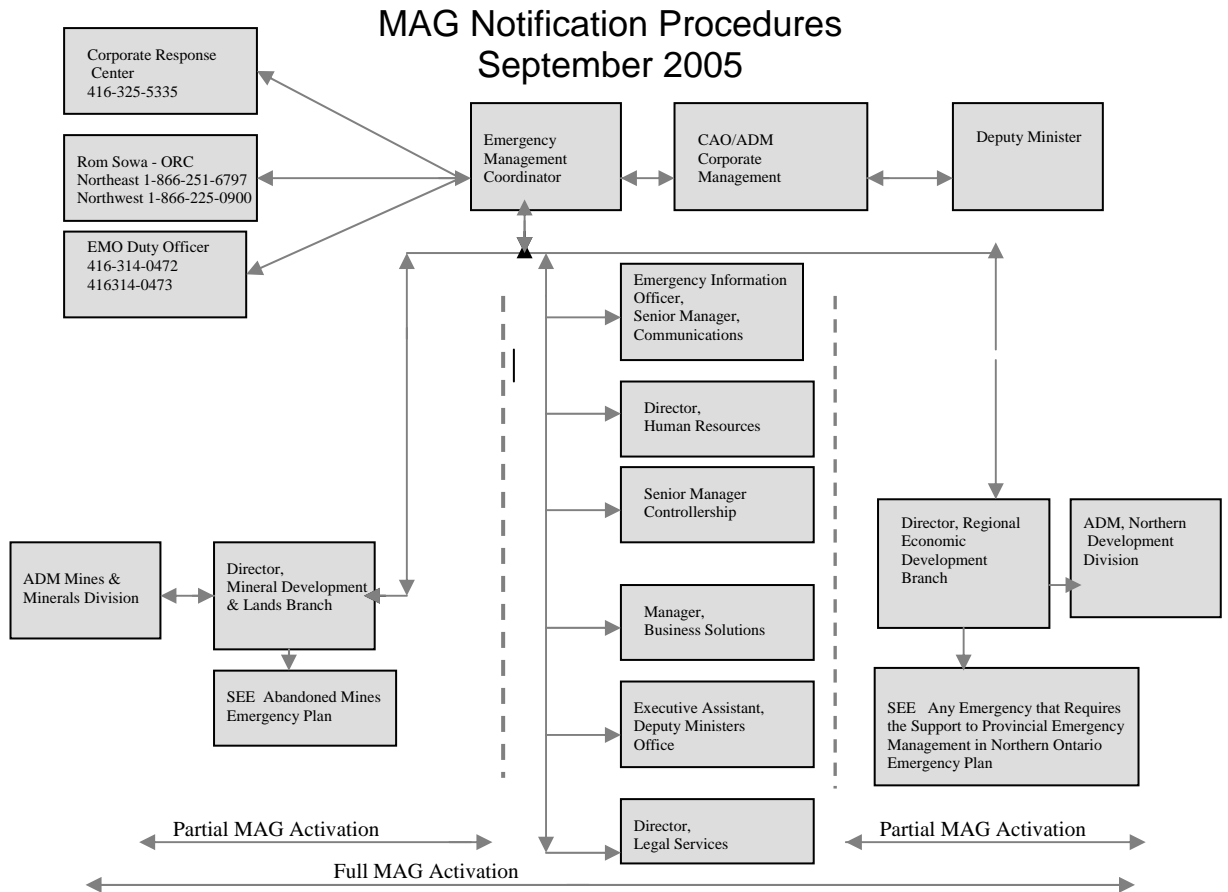
MNDM is the Building Lead for two primary locations in Sudbury and eight secondary locations across the North. As the Building Lead for these sites, MNDM is responsible for developing and implementing the Emergency Evacuation Procedures. For MNDM's two main locations primary and secondary first aiders have been identified. Evacuation drills are conducted annually.

Evacuation procedures are communicated to new employees through the MNDM new employee orientation program.

In addition to each location's Emergency Evacuation Procedures, MNDM has developed an Emergency Management Protocol to clarify the roles and responsibilities of all MNDM staff during an evacuation and developed communication procedures so that staff can stay in contact with management if they are unable to return to their work location. The protocol has been distributed to all staff and a copy is located in **Appendix A**.

Response Initiation Roles and Responsibilities

- Building Leads are responsible for the prompt evacuation of employees and visitors.
- Once evacuated MNDM employees are responsible for following the Emergency Management Protocols to maintain communications with MNDM management.
- MAG will review the list of recovery time objectives and determine if the Business Continuity plan needs to be implemented based on the emergency.
- MAG will develop communications message for MNDM Emergency Hotline
- MAG will notify management of affected areas to implement BCP



MAG Notification Procedures

1. When MNDM personnel, the Provincial Emergency Operations Centre (PEOC) or the MGS Corporate Response Centre (CRC) become aware of an incident they will notify the EMC.
2. The EMC will notify the Executive Lead (CAO/ADM Corporate Management Division) and the CRC or PEOC as required.
3. The Executive Lead will notify the Deputy Minister.
4. The EMC will notify MAG members if required.

If any other member of the MAG becomes aware of an emergency situation, they should notify the Emergency Management Coordinator or alternate. The EMC or alternate is available by phone on a 24/7 basis. Given the limited cell phone coverage in the north and in Sudbury specifically EMO has been provided with a list of additional names from the MAG that can be contacted in the event that the EMC or alternate cannot be reached.

A full listing of MAG members and alternates is given in **Appendix B**. This list is updated monthly by the EMC or more frequently if required.

As shown in the MAG Notification Procedures diagram above, depending on the emergency the MAG can be partially activated or fully activated. The MAG would likely be activated in the following situations:

- Emergency impacts critical services provided by MNDM
- Emergency involves Order-In-Council responsibilities

Emergency Operations Centre

Once a decision is made to activate the MAG or portion of the MAG the Emergency Management Coordinator or alternate will activate the calling tree for MAG members (See **Appendix B**) and if required request that they report to the Ministry Emergency Operation Centre (EOC). The EOC is located at:

The alternate EOC is located at:

The EOC is on an emergency back-up generator and is equipped with voice and data communication jacks as well as a teleconferencing system. There is a television with cable and a cable internet connection that can be used in the event that the government intranet should fail. A fax machine and a printer from

the Human Resources Branch will be relocated to the EOC in the event of an emergency.

The data communication jacks will be used to connect to the MGS Incident Recording Information System (IRIS). For additional information on IRIS see Appendix I.

A small kitchen with a fridge, coffee machine and microwave is located near the EOC and has been equipped with back-up power. A rest area with chairs and a couch and washrooms are also located near the EOC. A large first aid kit is available in the kitchen area.

The alternate EOC does not have back-up power. It does have access to a kitchen, first aid kit, washrooms as well as voice and data communication lines.

A mobile emergency kit has also been prepared for both sites. This kit includes a satellite phone, laptop computer, crank radio with flashlight and other administrative supplies.

Business Continuity Plan Activation Protocol Response and Recovery

The Ministry of Northern Development and Mines has gone through an extensive process to develop its Business Continuity Plan.

MNDM has conducted a Business Service Inventory to identify all of the services provided at each of MNDM's 38 office locations. The Business Service Inventory identified:

- services delivered at each location
- the recovery time objective for the service
- internal and external infrastructure dependencies
- internal and external service supplier dependencies

The Business Service Inventory as noted above identified any critical infrastructure necessary to deliver services. The identification of critical infrastructure allows the ministry to develop recovery strategies for a service and highlights infrastructure that needs to be protected or alternate arrangements that may be required to continue service delivery. In most cases, MNDM has looked at alternate arrangements to provide critical services. For more detailed information see MNDM's Critical Infrastructure Report in Appendix M.

The Business Service Inventory was followed by a Threat Risk Assessment of hazards that may impact the delivery of services at each location. The Threat

Risk Assessment looked at physical, human and technological hazards, their probability of occurrence and the consequence of their occurrence.

The Business Impact Analysis looked at the impacts on various sectors (public health and safety, employee health and safety) to evaluate the level of impact the loss of the service would have over time.

Recovery strategies were considered for critical services with shorter recovery time objectives based on the likelihood of a hazard occurring and the consequence associated with the emergency. The most cost effective strategy that would meet the recovery time objective was selected to recover the service.

Program Area Recovery Plans

In addition to general emergency response strategies outlined previously, recovery strategies have been established for services with shorter recovery time objectives (between <1 day and < 1 week).

Services with Recovery Time Objectives of < 1 day

The table below outlines these critical services identified by MNDM.

Branch	Business Service
Deputy Minister's Office	Support program development and delivery across the Ministry, manage strategic functions including correspondence
Human Resources	Emergency Management and Security
	Health and Safety*
	Staff Relations*
Communications	strategic advice/communications planning/issue management/briefing notes
Regional Economic Development Branch	Any emergency that requires support of provincial emergency management in Northern Ontario (OIC responsibility)
Mineral Development and Lands Branch- Mines Group	Abandoned Mines Emergencies

*May not be required if ministry is shut down as per blackout

Services with Recovery Time Objectives of < 1 week

Branch	Business Service
Minister's Office	
Minister's Office	Link for decision making within ministry and flow of information to the Premier's office(Toronto Office)
Corporate Management Division	
Business Solutions	Application development and maintenance for

Services	customized business solutions (NDD & CMD)
	Application support/service for non-standard applications (NDD & CMD)
	GIS, project management, database support (MMD)
Deputy Minister's Office	
Communications	Translation Services
Northern Development Division	
Northern Ontario Heritage Fund Corporation	Providing financial assistance to eligible Northern Ontario Stakeholders
Mines and Minerals Division	
Mineral Development and Lands Branch- Mining Lands	Geoscience Assessment Office - assess geoscience submissions for compliance with regulations
	Provincial Recording Office - maintain and update the mining claims inventory and the chronological history of mining claims for the province
	recording of mining claims
Mineral Development and Lands Branch- Mines Group	Abandoned Mines Fund Contract Management

Services with Recovery Time Objectives of < 1 month

All other MNDM services have recovery time objectives of < 1 month. In the event of a prolonged service disruption once the critical services are operational, Service Recovery Teams will be set up for each Division to determine the best strategies for the delivery of these less critical services. Alternative recovery strategies considered may include but will not be limited to:

- Reduction of the service
- Service delivery from an alternate location

Managers will be kept informed of arrangements for service delivery through the MNDM Emergency Hotline. They in turn will keep their staff informed by regularly updating their voice mail.

Specific recovery plans for time critical services (RTO<1 week) are outlined in **Appendix G**. A list of non-critical services (RTO<1 month) is also provided in **Appendix G**.

Ministry Emergency Communications Plan

Emergency Information Officer Activities

a. Media Monitoring

MNDM has established media monitoring protocols and services in place which can be readily adapted to emergency measures monitoring.

b. Public Inquiry Arrangements

A number of options are available given the scope and nature of the emergency as dictated by the activation (or not) of a Provincial Operations Centre. An **abandoned mines hazard emergency** may necessitate the striking of a local emergency planning committee or Joint Information Centre (JIC) involving external stakeholders such as affected local interests, the municipality, and other ministries (e.g. major Timmins subsidence). In such a case, once such a committee is struck, communications management is coordinated at the source and an official such as the local mayor becomes the municipal contact point or various lead spokespersons provide information specific to their emergency mitigation responsibilities. The MAG communications officer plays a secondary/brokering role in coordinating public/media inquiries by referring them to the JIC. A localized abandoned mines hazard emergency for which the coordination does not extend to a municipal partner will require more frontline coordination from the MAG in terms of liaising with other ministries and establishing appropriate roles and communications protocols. For Key Messages see Appendix B.

In the case of **any emergency that requires support in Northern Ontario**, communications roles and protocols will be established in concert with other ministries involved. While the ministry support role is mandated by an Order in Council, the lead ministry will likely retain the lead for communications, with MNDM providing support as required (i.e. forest fire evacuations (MNR), chemical spills (MOE), rock bursts (MOL), etc.)

In the case of **a province wide emergency** coordinated under the aegis of the Provincial Operations Centre, all communications protocols will be dictated by MGS Corporate Response Centre responded and adhered to by MNDM.

In the case of a local **emergency that requires implementation of MNDM's Business Continuity Plan**, the MNDM MAG will play a critical role in leading the development and formulation of all:

- Public communications and information dissemination with respect to the disruption
- Linkages as appropriate with other ministries communications branches (particularly in the case of a co-location when MNDM is building lead)
- Coordination of all communications activities until services are fully restored

c. Internal Emergency Information Dissemination

The MNDM BCP was developed by the various branches based on the services they provided. Each ADM has signed off on the templates as they were completed. The plan was circulated to the EMSC for review. The plan has been communicated to various sections through presentations by the EMC.

In the event of an emergency, internal communications of emergency measures is equally affected by the scope of the emergency. A contained service disruption or office closure may only need to be communicated at the local level both publicly and internally (i.e. a broken watermain forces the closure of an office for a day). A broader net will be cast to keep necessary staff, executives, and central agencies apprised of an abandoned mines hazard emergency and its treatment by MNDM. The lead for communications of a provincial emergency is assumed by the CRC; MNDM CSB will support this role by disseminating appropriately conveyed messages to staff via available existing or emergency communications systems. Internal communications of emergencies that cause a BCP impact will be developed by MAG and communicated to staff through the most appropriate means at the time.

For most of these situations, internal communications can be flowed through any of existing or emergency systems such as:

- Email
- Intranet
- Telephone Messaging
- Direct management-to-staff contact
- Telephone Trees
- Public service advisories in local media

d. External Emergency Information Dissemination

i. Stakeholder Liaison

Other than in the case of abandoned mines hazard emergencies, MNDM service disruptions are not of critical concern to the population of Northern Ontario. Stakeholder liaison will be handled

under the guise of public/media outreach as well as through ongoing business contacts once services are restored. Should it be necessary to do so because of legal, legislative or other business requirement, a stepped up communications strategy will be developed on a case-by-case basis.

MNDM has met with MMAH, MOE and MNR to discuss ministry roles in the event of an emergency. These discussions focused mainly on ministries' OIC responsibilities.

For Key Messages that may be used during an emergency, see Appendix B.