January 8, 2016

Kirsten Walli
Board Secretary
Ontario Energy Board
P.O. Box 2319
2300 Yonge St., Suite 2700
Toronto, Ontario, M4P 1E4

Dear Ms. Walli:

Re: OEB File No. EB-2015-0182
**Guelph Hydro Electric Systems Inc. ("Guelph Hydro") Comments on Board
Report, *Electricity Distribution System Reliability: Major Events, Reporting on
Major Events and Customer Specific Measures***

Guelph Hydro hereby submits its comments with respect to the OEB's new initiatives
relating to electricity distribution system reliability measures and expectations -
monitoring response to Major Events.

Please contact me if you have any questions in this matter.

Sincerely,

Kazi Marouf

Chief Operating Officer
Guelph Hydro Electric Systems Inc.

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Electricity Distribution System Reliability: Major Events, Reporting on Major Events and Customer Specific Measures

(EB-2015-0182)

Comments of Guelph Hydro Electric Systems Inc.

January 8, 2016

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Overview

On December 7, 2015, the Ontario Energy Board ("the Board" or "OEB") issued a Report of the Board on *Electricity Distribution System Reliability: Major Events, Reporting on Major Events and Customer Specific Measures (EB-2015-0182)* relating to three new initiatives for distribution system reliability performance expectations of Ontario electricity distributors. The three new initiatives are:

- Major Event Definition
- Response to Major Events Reporting Requirements
- Establish Customer Specific Reliability Measures

Guelph Hydro Electric Systems Inc. ("Guelph Hydro") agrees that as part of performance based evaluation, there is a need for and great value in developing a method of evaluating LDC preparation for and response to Major Events to set minimum standards, serve as a guide to determine best practices, ensure LDC performance is meeting customer expectations, drive continuous improvement and hold LDCs accountable for failing to meet legitimate requirements of their customers.

However, recognizing that each Major Event is different and customer expectations within various service territories will also differ, it may be difficult to design purely objective metrics to gauge utility performance. For this reason, a mix of objective and subjective metrics may need to be used.

Guelph Hydro has considered the OEB's proposed questions and believes that although the questions presented are a good start, a great deal more work needs to go into the formulation of the new reporting requirements.

Many LDCs have experienced communications professionals on staff. Guelph Hydro would strongly recommend that LDC communicators be consulted with regard to customer communications that should take place in the event of a Major Event. Guelph Hydro would be happy to provide senior communications support to assist the OEB in this effort and offers the following comments as examples of the type of input senior communications professionals can offer to this endeavour.

Comments on Section C - Monitoring Response to Major Events

Guelph Hydro believes that Ontario LDCs have a fundamental responsibility to ensure they are adequately prepared, not only to mount an operational response to restore service promptly and efficiently, but also to provide the public and government officials with the information they need and expect in order to:

- Keep people safe, calm, reassured and in a position to make good decisions
- Ensure the public knows what actions to take to ensure safety and best assist in restoration efforts
- Maintain confidence and trust in their LDC

Guelph Hydro recognizes that customer expectations are changing as listed below:

- Tolerance for even short outages is diminishing since electricity is essential to modern life
- There is a rising demand for immediate, detailed information – 24/7
- Social media is an expected form of communication and is now the fastest way to get information out to traditional media outlets (radio, TV)
- The necessity of providing estimated restoration times is fast becoming the norm

Historically, Ontario LDCs have a good track record of mounting an effective operational response to Major Events. However, in this day and age of changing customer expectations, Guelph Hydro posits that *an LDC can have exceptional operational performance but, if the public is not kept informed, the utility may be judged as failing.*

To this end, Guelph Hydro submits that:

- Every Major Operational Event is also a Major Communications Incident
- Good operational response and good communications response must go hand in hand
- For the public – perception is reality

- Accurate and timely information is critical and must be provided using a variety of channels – radio, TV, website, telephone, social media and, in the most dire of circumstances, via bullhorn, community bulletin boards or street signage
- An LDC must clearly understand evolving customer expectations and be able to manage them during a Major Event

A Major Event requires a well-planned and well-coordinated Operations, Management and Communications response as outlined in the illustration below that has been excerpted from the **Crisis Communications Plan template** developed by the EDA Communicators Council Crisis Communications Task Force in response to the 2013 ice storm and provided to all EDA members in 2014. (See Appendix A).
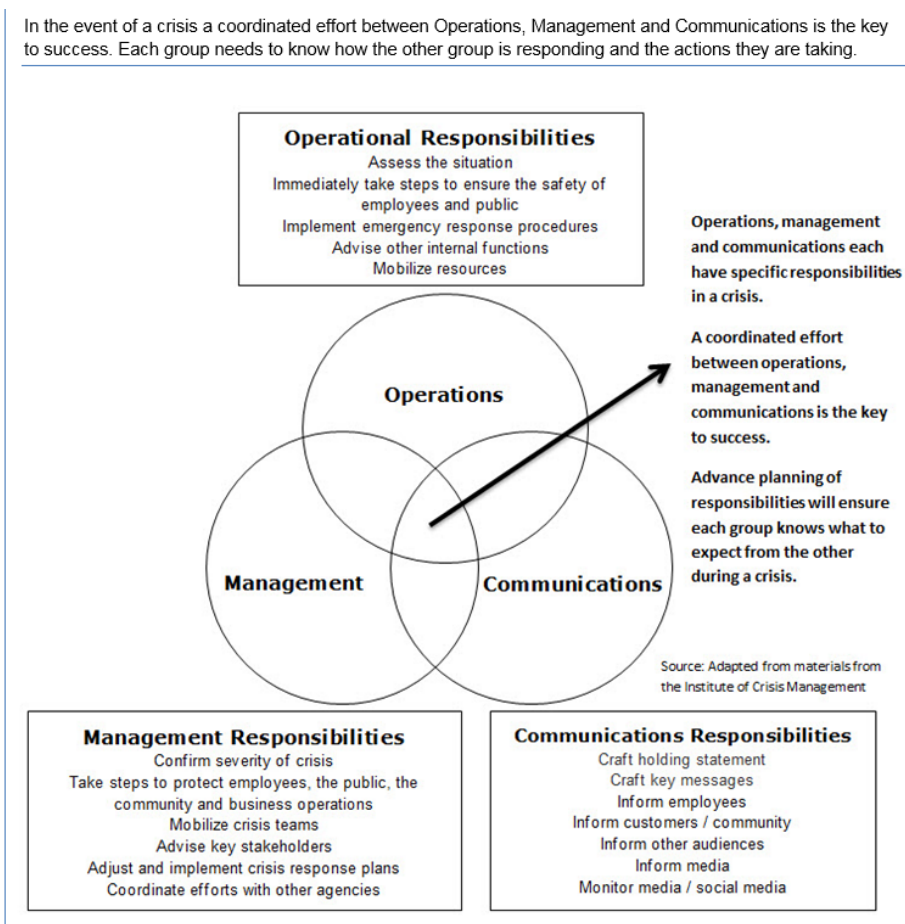
Guelph Hydro agrees that as part of performance based evaluation, there is a need to develop a method of evaluating LDC preparation for and response to Major Events to set minimum standards, serve as a guide to determine best practices, ensure LDC

performance is meeting customer expectations, drive continuous improvement and hold LDCs accountable for failing to meet legitimate requirements of their customers.

However, recognizing that each Major Event is different and customer expectations within various service territories will also differ, it may be difficult to design purely objective metrics to gauge utility performance. For this reason a mix of objective and subjective metrics may need to be used.

Guelph Hydro submits the following suggestions for consideration by the OEB.

Annual Reporting - Evaluating an LDC's Preparation to Mount a Communications Response

Guelph Hydro suggests that all LDCs be required to submit on an annual basis:

- A signed attestation that the LDC has in place a formal Emergency Operations Plan that details the LDC's coordinated response (operations, management and communications) and has reviewed and updated it annually
- A signed attestation that the LDC has in place a formal Crisis Communications Plan (at a minimum based on the EDA Crisis Communications Plan template) that has been reviewed and updated annually
- A signed attestation that the LDC maintains an up-to-date emergency contact list of employees, media contacts, municipal Emergency Operations Control Group and other key staff, elected officials, government and regulatory body officials, industry contacts, etc.
- Documentation outlining dates of media training, crisis communications and emergency planning exercises and description of staffing procedure for responding to Major Events
- Mutual aid agreements in place for both operational and communications support (See Appendix B)

Reporting After a Major Event

Guelph Hydro would recommend that LDCs be required to submit a narrative report within 90 days of a Major Event that would detail its operational, management and communications response.

Focusing on the Communications aspect of the Major Event response report, Guelph Hydro strongly supports the Working Group's suggestion that any reporting requirements should capture activities within three time frames. Guelph Hydro feels the questions outlined in Section C.5 – OEB Proposal are too prescriptive in nature. Instead, Guelph Hydro would suggest consideration be given to having the LDC describe their response to the Major Event as outlined below, in narrative form, with particular emphasis on discussing how the LDC's response met or did not meet the needs of their customers and other stakeholders.

- **Prior to the event (preparation)**
  - Description of actions taken prior to the event if applicable (i.e. if advance warning was provided) including advance communications, staffing plans, etc.

- **During the event (actions taken)**
  - A timeline of actions taken during the event including an outline of audiences, channels used to communicate and information communicated (i.e. messaging, estimated restoration times, etc.)

- **After the event (lessons learned)**
  - A report on reaction from the media, customers, municipal/government officials, etc., website and social media activity, customer call centre activity, outline of customer/stakeholder complaints and kudos, and a list of improvements that will be undertaken as a result of a formal lessons learned discussion

Appendix A: EDA Crisis Communications Plan Template

[insert LDC logo]

CRISIS COMMUNICATIONS PLAN

Prepared by:
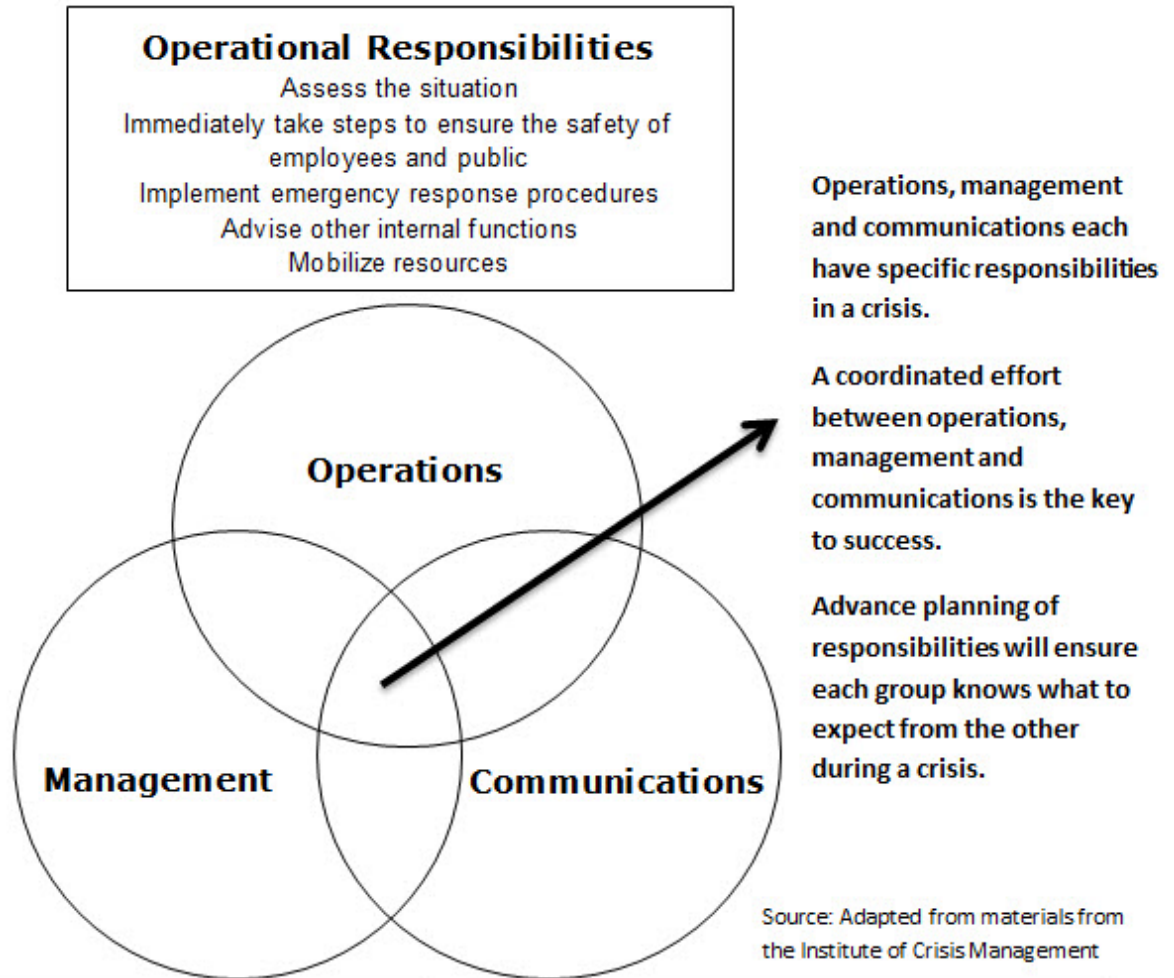Electricity Distributors Association | Communicators Council

Created: August 2014
Updated:

CRISIS COMMUNICATIONS PLAN - QUICK START GUIDE

The purpose of this quick start guide is to provide initial crisis communications steps for [insert LDC name]'s response to an unplanned event that directly or indirectly significantly affects the company's ability to carry out its business; the health, safety or welfare of employees, members of the public or the communities we serve at large; the reputation or image of the organization; or the environment.

In the event of a crisis a coordinated effort between Operations, Management and Communications is the key to success. Each group needs to know how the other group is responding and the actions they are taking.

Operational Responsibilities
Assess the situation
Immediately take steps to ensure the safety of employees and public
Implement emergency response procedures
Advise other internal functions
Mobilize resources

Operations, management and communications each have specific responsibilities in a crisis.

A coordinated effort between operations, management and communications is the key to success.

Advance planning of responsibilities will ensure each group knows what to expect from the other during a crisis.

Operations

Management

Communications

Source: Adapted from materials from the Institute of Crisis Management

Management Responsibilities
Confirm severity of crisis
Take steps to protect employees, the public, the community and business operations
Mobilize crisis teams
Advise key stakeholders
Adjust and implement crisis response plans
Coordinate efforts with other agencies

Communications Responsibilities
Craft holding statement
Craft key messages
Inform employees
Inform customers / community
Inform other audiences
Inform media
Monitor media / social media

Turn over for Quick Start Tips: Get Facts; Safety Message; Internal and External Notifications; Holding Statement; Contact Centre; Website, Social and Traditional Media; Documentation

SAFETY MESSAGE	Immediately provide safety information and instructions to employees / public to ensure public safety
GET FACTS & DETERMINE IF A CRISIS EXISTS	Confirm details with a reliable source and identify as many facts as possible. Determine, in conjunction with others, if crisis communications response is required • WHAT happened and where? • WHEN did this happen? • WHO is involved? WHO is onsite? • HOW did it happen? • EXTENT of impact – NUMBERS affected? • WHAT is currently being done to mitigate the incident? • WHO are the appropriate contacts and how to reach them?
INTERNAL & EXTERNAL NOTIFICATIONS	Notify key staff and consult as necessary. Notify Head of Council(s) and elected officials • Advise Senior Management • Phone tree activation through Operations or Human Resources [if applicable] • Advise Customer Service department leader • Advise Managers, Supervisors and Employees as necessary • Advise Head of Council(s), Councillors and other elected officials as necessary • Advise Board of Directors
HOLDING STATEMENT	Prepare and obtain approval for a brief Holding Statement for media/social media • CONFIRMATION – Confirm that an incident has occurred • BASIC DETAILS – Only provide nature, location and time of incident • CONCERN – Provide an expression of concern / empathy for what has happened • PRIORITIES – Explain company priorities. Safety is always number one. Express willingness to do what it takes to mitigate the situation • ACTIONS – Provide details of actions being taken to manage the crisis • COLLABORATION – Explain that company is working with other authorities – police, fire, EMS, City • SAFETY – Provide status of public safety and instructions for the public to follow to ensure safety. Safety is the top priority • REASSURANCE – Provide reassurance that the incident is under investigation • WHERE TO GO FOR INFORMATION – Explain how and when further information will be available • TRANSPARENCY - Convey the fact that [insert LDC name] will communicate openly and on a timely basis with all stakeholders • To ensure consistency of messaging, distribute to Senior Team, Customer Service, Control Room and employees. Remind employees that they are not authorized to speak with the media and instructions on where to direct media calls • Email statement to media and use as a basis for social media
CONTACT CENTRE	Provide Customer Service staff with Holding Statement • Customer Service department leader should arrange to get help to staff phones • Incorporate a message relating to the Holding Statement on the telephone IVR
WEBSITE / SOCIAL MEDIA	Post approved, brief, fact-based messages or alerts based on Holding Statement on the home page of the utility website • Post messages on social media sites based on Holding Statement. • Create or select a hashtag if appropriate • Respond to preliminary social media posts using templates if appropriate • Get help to respond to social media barrage • Delete and/or suspend pre-arranged, scheduled posts
TRADITIONAL MEDIA	Take control of chaos. Start by sending out a social media post based on the Holding Statement and control access of media. • Log and respond to media inquiries • Identify location of media information centre if required. Assign someone to set up media information centre
DOCUMENTATION	Document everything • Media Log - Keep track of media calls, requests for information, information provided • Decisions Journal (Each Senior Team member should keep their own) Who, decision made, who else, where, when, why, instructions provided and from whom, authority, how people were acting/reacting, etc.
MONITOR	Monitor reaction to the Holding Statement • With the Senior Team, assess the need for further action

Crisis Communications Plan Revision Chart

Revision Date	Revision Description	Revised By	Approved By

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Executive Summary: What to Expect in the First Few Hours

Crisis Communications: First Steps and Subsequent Steps

At the onset of a crisis use the Quick Start Guide to provide first steps. Immediately following [insert LDC name]'s initial response, use Section 7 – Crisis Communications Response to review [insert LDC name]'s initial reaction and if necessary, for secondary steps.

Phones will Exceed Capacity

The phones will start to ring with inquiries from customers, employees, employees' families, and media, especially during working hours. Expect that capacity will become an issue and provide other avenues for people to obtain information (social media, website, radio).

Social Media Bombardment

Social media is quickly becoming the preferred method of communication during a crisis. It will likely be necessary to begin a social media response before actual facts about the situation have been obtained.

Urgent Media Calls

The media will find out about the incident through social media, emergency responders or the community. Sending out basic information using social media channels will generally satisfy the media for a period of time. Ensure someone is available to field and document media calls and return calls promptly. If it is necessary to hold a media conference, determine the best location for members of the media to gather and obtain help to control their access to the sites.

Pressure

There will be pressure from various stakeholders to get information about the situation out to the media/public or to say nothing at all. Use the Holding Statement to buy some time. Once some preliminary information has been released, take time to carefully consider what needs to be said next and to review the key messages with the appropriate management, including legal advisors. Roles, responsibilities and processes may need to be adjusted to facilitate crisis communications.

Emotional Reactions

People are likely to react with strong emotions during a crisis which may impair their ability to think clearly. A cool head and a pre-prepared plan will help to calm emotions.

General Chaos / Lack of Facts / Lack of Decisions

Confusion will be likely since people will not know who is doing what and what is expected. The arrival of emergency responders will likely add to the chaos before order is restored. Be prepared to provide a higher level of advice or guidance than normal to decision-makers.

Rapid Escalation

Be aware that a situation can quickly escalate due to the following factors and be sure to take steps to deal with these issues to ensure the company retains control:

- Employee demands — Any appearance of contravening core community values
- Community fears — Any demonstration of a lack of caring, sympathy or empathy
- Family member concerns — Discovery of injured employees or members of the public
- Lack of strong leadership — Lack of information or misinformation

Section 1:   Introduction

1.1   Purpose

The purpose of this document is to provide the communications function (herein referred to as Corporate Communications) of [insert LDC name] with a communications plan to follow in the event of a crisis. It is comprised of crisis and emergency communications guidelines and procedures along with checklists, contact lists, templates, forms and other reference materials and communications tools. This will allow [insert LDC name] to quickly and effectively respond to the information needs and concerns of internal and external audiences in the event of a crisis within the company's service territory.

1.2   Definitions and Associated Communications Response

It is important to distinguish between an emergency that can be handled by [insert LDC name] as part of its normal course of business and a crisis.

1.2.1   Emergency

An emergency is a situation that requires prompt coordination of actions to protect the health, safety or welfare of people or to limit damage to property or the environment. Emergencies are situations that can be handled by [insert LDC name] employees and that may require assistance from outside resources such as police, fire or other emergency services.

Communications Response to an Emergency

The company responds to emergencies as appropriate using normal business procedures. An emergency can result in a crisis if handled incorrectly.

1.2.2   Crisis

A crisis is an unplanned event that directly or indirectly significantly affects the company's ability to carry out its business; the reputation or image of the organization; the health, safety or welfare of employees, members of the public or the community at large; or the environment.

A crisis may exist or be developing if:
- The situation affects a large portion of the customer base
- The situation poses a significant threat to the public or employees
- The situation has caused significant local, regional or national media interest
- The situation is generating significant social media activity
- [insert LDC name] no longer has full control over the situation
- The situation is likely to escalate and there is no immediate resolution in sight
- The reputation of [insert LDC name] may be damaged
- The situation provokes government scrutiny

Communications Response to a Crisis

Crisis Communications differs from day-to-day communications in a number of ways including:

Need for Speed

During a crisis, speed of response is essential and can not only enhance the company's reputation, quell rumours, reduce public fear, but also, in some instances, it can mean the difference between life and death. Today, the public expectation is for companies to respond and communicate to a crisis situation even if details are not known.

Need for Appropriate Messaging

During a crisis, appropriate messaging is critical and must often be developed on the fly with little or no information.

Need for Coordination of Messaging

Many crises involve a cross-jurisdictional response from emergency responders (police, fire, EMS), municipal services, government departments and other organizations which demands a coordinated communications response.

Need for Flexibility to Leverage all Available Communication Channels

During a crisis, normal channels of communication with various audiences may be inoperable. The crisis response must be flexible enough to quickly adapt to changing circumstances and use all available channels of communications.

1.3   Crisis Communications Priorities

During a crisis, [insert LDC name]'s operational priorities are to assess the situation, ensure safety, communicate and restore.

During a crisis, the communication priorities of [insert LDC name] are to:

- Swiftly communicate information to ensure the safety of employees and the public;
- Provide timely, accurate, up-to-date and consistent information to employees, customers, elected officials, the media, the public and other stakeholders;
- Ensure that information about [insert LDC name] and the situation is as accurate as possible given the circumstances;
- Respond appropriately to manage negative or inaccurate information being communicated throughout the duration of the crisis;
- Present and maintain a positive image of [insert LDC name] and communicate in such a way to ensure that audiences:
    - Understand that the safety of employees and the public is [insert LDC name]'s first priority;
    - Understand that [insert LDC name] cares deeply about the community's wellbeing;
    - Understand that [insert LDC name] respects them and is concerned and sensitive to their needs and concerns;
    - Feel confident that [insert LDC name] is prepared and competent to handle the situation appropriately;
    - Feel reassured that [insert LDC name] has the situation under control and is doing everything possible to deal with the situation;

- Feel that they are well informed; and
- Trust what [insert LDC name] tells them.

1.4 Scope

There are two parts to a Crisis Plan:

1. **Operational Crisis and Emergency Response Plans** which detail how the organization and community will function to restore services, minimize loss and downtime, and rectify the negative situation.
2. **Crisis Communication Plan** which details how the organization will communicate with audiences during and after a crisis occurrence to ensure safety and minimize reputational damage.

The [insert LDC name] Crisis Communications Plan is intended to supplement the following policies [insert list of appropriate LDC policies and official documents, some examples are provided below, hyperlink list items to documents]:

- Emergency Planning Guide
- Recognizing a Distribution System Emergency
- Pandemic Preparedness Plan
- Media Relations Policy and Protocol
- Social Media Policy
- Spill Response
- Mayday Procedure
- [insert LDC name] Business Continuity Plan
- [insert LDC name] Life / Fire Safety Plan
- Ontario Power System Restoration Plan (OPSRP)
- Municipal Emergency Response Plan

1.5 Applicability

The [insert LDC name] Crisis Communications Plan applies to [insert LDC name] and its subsidiary companies: [insert subsidiary / affiliate names if applicable].

1.6 Ownership

Ownership of the [insert LDC name] Crisis Communications Plan is assigned to the [insert job title of staff member responsible for this plan] for [insert LDC name]. He/she is responsible for ensuring that the plan is kept up to date and that all appropriate members of management team receive a copy.

1.7 Copies of Plan

Electronic copies of this Crisis Communications Plan will be filed [insert location of electronic copy of the plan].

Hard copies of the Crisis Communications Plan will be provided to the following individuals:

[Insert appropriate Senior Team members, some examples are provided below]

- Chief Executive Officer
- Chief Operating Officer

- Chief Financial Officer
- Director of Corporate Communications
- Director of Human Resources
- Director of Engineering
- Director of Operations
- Executive Assistant to the Chief Executive Officer

1.7.1   Backup Copies of Critical Documents

In addition to the master copy of the Crisis Communications Plan that is accessible to all members of the Senior Team, the [insert job title of staff member responsible for this plan] must maintain the following:

- [insert LDC procedure, suggestions are below]
- Two hard copies of the Crisis Communications Plan including appendices (one in the office, one at home)
- Memory sticks containing the Crisis Communications Plan including appendices and any other documents that would be useful in an emergency (one in the office, one at home, one in the vehicle)

1.8   Review

The [insert LDC name] Senior Leadership Team [or insert job titles of appropriate personnel] will review this plan on an annual basis to check that:
- Contact information lists are current
- New risks are identified and included
- Changes to policies, practises or procedures are up to date

Changes to the plan will be noted on the Crisis Communications Plan Revisions Chart located at the front of this document.

Section 2: Communication Principles and Values

2.1 Communication Principles

The following principles serve as a guide for [insert LDC name] when communicating to the public and key stakeholders during a crisis: [insert LDC Communication Principles, sample below]

- [insert LDC name] is committed to communicating openly, honestly and in a timely manner with employees, the public and other stakeholders using a variety of communication channels;
- Due concern for personal security, the right to privacy, legal liability and the need to communicate to customers, the media, the public and other stakeholders will guide communication efforts;
- [insert LDC name] will be accessible and cooperate fully with emergency responders and other organizations and stakeholders, such as industry or government, related to or involved in the crisis;
- [insert LDC name] will keep local, regional and provincial government stakeholders informed of important developments in a timely manner;
- [insert LDC name] will cooperate as fully as possible with the media recognizing their mandate to inform the public. All communications to the media will be made through designated spokespersons and will be open, honest, accurate and timely, with technical explanations provided as necessary; and
- [insert LDC name] will maintain a consistent flow of information to those affected or potentially affected.

2.2 Core Company Values

Core company values will be upheld when communicating in a crisis. [insert LDC Values Statement, sample below]

Safety, Reliability and Efficiency
We believe we earn employee and customer respect by operating safely, reliably and efficiently.

Caring
We care about our people. We foster and respect their talents and value the contribution they make to the Company's ongoing success.

Relationships
We are proud of the solid, long-term relationships we are forging with our employees, customers, the communities in which we operate and the energy industry, built on a platform of integrity, partnership and respect.

Innovation and Leadership
We believe innovative thinking, leadership skills and adaptability drive our business success.

Environmental Stewardship
We are committed to environmental stewardship, contributing to building sustainable communities and helping to create a culture of energy conservation in Ontario.

2.3   Societal Values

Human environmental studies have identified a set of six basic and universal values that govern communities in general:

- Health and safety of humans and animals with particular emphasis on children, the disadvantaged and pets;
- The value of possessions and property;
- Respect for the environment;
- Respect for the concerns of the community (peer concern/pressure)
- Economic security; and
- Quality of life (peace of mind, pride in community, absence of conflict, freedom from fear).

Damage to the company's reputation is likely to occur when community values conflict with corporate priorities. For this reason, all crisis communication planning, messages and actions will reflect careful consideration of these societal values. If societal values have not been identified and considered, there is a possibility that crisis communications and strategies will appear to be inept, uncaring or insensitive. This could have a long-lasting negative effect on the company, even if the crisis is handled well.

Section 3:   Audiences and Communication Channels

3.1   General Audience Information Needs during a Crisis

At the onset of a crisis, the following information will need to be communicated to appropriate audiences (using the Holding Statement, Email and Social Media):

- An incident has occurred;
- Nature, location and time of incident;
- Status of public safety;
- Actions being taken to manage or mitigate the crisis;
- How and when further information will be available; and
- Where to go for further information.

3.2   Audiences during a Crisis

At all times, open lines of communication will be established with internal and external audiences to ensure their needs are met. The type, severity and level of the crisis will determine which stakeholder audiences are involved and the channels used to communicate with them.

Internal Audiences	External Audiences
- Executive Team / Senior Management Team - Board(s) of Directors - Employees - Managers / Supervisors - Non-union employees - Unionized employees - Contract employees - Employees away on leave or vacation	- Emergency responders - Family members of employees - Union - People directly impacted by the crisis - People not directly impacted but whose attitudes about the company might be influenced by the information they receive about the emergency and the way that information is disseminated - Shareholder(s) - Elected officials (Mayor, Councillors, MP, MPP) - Key municipal staff - Customers - Residential customers - Commercial customers - Large customers - Media - Ontario Energy Board - Hydro One and other utilities - Independent Electricity System Operator - Electrical Safety Authority - Other regulatory / compliance bodies - Provincial government - Ministry of Energy - Ministry of the Environment - Ministry of Labour - Contractors or suppliers - Special interest groups - Retirees - Neighbouring communities

3.3   Communication Channels

Common channels of communication to be used with various audiences are outlined below.

- Face-to-Face / Meetings
- Door-to-door
- Warming / cooling centres
- Telephone –
    - Inbound
    - Outbound
    - IVR (interactive voice response) automated messages
    - Work, home, cellphone
- Automated telephone messages
- Text messaging
- Email
- Website
- Social media –
    - Twitter
    - Facebook
    - [insert any other utility social media properties]
- Traditional media, print and digital –
    - Radio,
    - Television,
    - Newspapers,
    - On-line news services
- Loud speakers, truck speakers, bullhorns
- Bulletin boards
- Sign boards
- Information boards
- Visual display boards
- Advertisements
- Public meetings
- Handouts
- Industry publications

Section 4: Risk Assessment

4.1 Risk Assessment

A risk universe for [insert LDC name] has been identified and is illustrated in the table below. Although all risks on this table could result in a minor or major crisis for [insert LDC name], some are deemed to be more likely or would result in more damage to the Corporation. [insert LDC risk assessment: a sample is shown below]

External Risks			
• Natural disasters • Pandemic • Terrorism • Macroeconomic / socio-economic • Political	• Hydro One bulk supply • Street lighting • Theft of power or equipment	• Health and safety crisis (workplace violence, irate customer, firearms) • Public safety	• Service / vendor support for smart meters

Internal and Operational Risks			
Regulatory/Legal • RRFE and rate applications • CDM targets • Compliance with EPA • Compliance with OEB • Governance (code of conduct violations, unethical behaviour) • TSSA • CVOR **Environmental** • Spills • Transformer leakage	**Reputation** • Negative issue taints image / brand **Human Resources** • Compliance with employment / labour acts • Attraction and retention of employees • Capability to deliver / performance • Loss of employees due to consolidation • Compliance with policies • Labour relations • Workplace violence	**Information Systems** • Disaster recovery • Cybersecurity • System outages • Billing problems • Social media misuse • New system implementation • Return on investment **Financial** • Interest rate • Financial and regulatory health • Liquidity • Dividends • Financial controls • Post-employment, sick leave and LTD benefits • Billing system accuracy	**Operational** • Electrical contact • Driving / traffic violations • Major system events • Recovery of infrastructure costs • Aging infrastructure • Loss of critical infrastructure • Smart grid / SCADA **Suppliers** • Contractor non-compliance with standards • Competitive bids

4.2 List of Top Risks

The Senior Team has assessed the risk universe and identified the following list of incidents that pose the most risk. [insert LDC's list of top risks: a sample is shown below]

Crisis scenarios for these risks are included in this plan in Appendix 7.

- Scenario 1: Local widespread power outage – distribution system
- Scenario 2: Regional power outage - bulk supply
- Scenario 3: Fatality or serious injury – employee
- Scenario 4: Fatality or serious injury – contractor or member of the public
- Scenario 5: Fire or explosion
- Scenario 6: Billing system error or failure
- Scenario 7: Workplace violence
- Scenario 8: Pandemic
- Scenario 9: Cyber security / information system breach

Section 5: Preparing for a Crisis

5.1   What to Expect in the First Few Hours

Phones will Exceed Capacity

When a crisis occurs during working hours, the phones will start to ring with inquiries from customers, employees, employees' families, and media. Expect that capacity will become an issue and provide other avenues for people to obtain information (social media, website, radio). Record phone messages and inform Customer Service staff.

Social Media Bombardment

Social media is quickly becoming the preferred method of communication during a crisis. It will likely be necessary to begin a social media response before actual facts about the situation have been obtained.

Urgent Media Calls

The media will find out about the incident through social media, emergency responders or the community. Sending out basic information using social media channels will generally satisfy the media for a period of time. Ensure someone is available to field and document media calls and return calls promptly. If it is necessary to hold a media conference, determine the best location for members of the media to gather and obtain help to control their access to the sites.

Pressure

There will be pressure from various stakeholders to get information about the situation out to the media/public or to say nothing at all. Use the Holding Statement or Initial Disclosure Statement to buy some time. Once some preliminary information has been released, take time to carefully consider what needs to be said next and to review the key messages with the appropriate management, including legal advisors.

Emotional Reactions

Be prepared that people are likely to react with strong emotions during a crisis which may impair their ability to think clearly. A cool head and a pre-prepared plan will help to calm emotions.

General Chaos / Lack of Facts / Lack of Decisions

Confusion will be likely since people will not know who is doing what and what is expected. The arrival of emergency responders will likely add to the chaos before order is restored. Be prepared to provide a higher level of advice or guidance than normal to decision-makers.

Rapid Escalation

Be aware that a situation can quickly spin out of control due to the following factors and be sure to take steps to deal with these issues to help the company regain or retain control:

- Employee or community fears;
- Discovery of injured employees or members of the public;
- Concerns from family members;
- Lack of information or misinformation;
- Lack of strong leadership;
- Any appearance of contravening core community values; and
- Any demonstration of a lack of caring, sympathy or empathy.

5.2   Monitoring

[insert appropriate LDC department or job title of individual] is responsible for day-to-day monitoring of customer communications, traditional media and social media sites in order to provide early identification to appropriate parties of emerging issues.

5.3   Emergency Phone Numbers

The following are the emergency phone numbers that should be given out to the public in the event of an emergency.

- Customer Service department and/or power outages during normal business hours **– [insert telephone number(s)]**
- Power outages after normal business hours [if applicable], [insert telephone number]
- Downed electric wires and other emergency situations – **Call 911**

The following numbers are for use only by key internal staff who require information about an ongoing emergency.

- Control Centre / Operations department [or appropriate LDC department] – **[insert telephone number(s)]**

5.3.1   Hydro One

The following are emergency phone numbers to reach the Hydro One Media Relations Duty Officer in the event the crisis involves the provincial utility:

- Media Relations Duty Officer **– 1-416-345-6868** (days)
- Media Relations Duty Officer - **1-888-601-3112 or 416-608-4008** (nights and weekends)
- Email: **media.relations@hydroone.com**
- Media Relations Duty Officer – Declared Municipal Emergency – **1-888-254-3992**

5.4   Notifying Employees

In the event a crisis requires that all employees be notified the [insert LDC procedure to notify all staff, an example, a Phone Tree is below]

Emergency Response Phone Tree:

Each member of the Senior Team is required to carry an up to date wallet card containing emergency contact information for key staff. In the event of an emergency, key Senior Team members will be contacted and will activate the Emergency Preparedness Phone Tree as necessary.

Each manager / supervisor is responsible for maintaining an up to date list of emergency contact information for their direct reports. In the event the Emergency Preparedness Phone Tree is activated, each manager / supervisor is responsible for contacting their direct reports and noting anyone they could not reach. In cases where someone cannot be reached, the person who had the responsibility to call them must take on the responsibility of calling the other person's phone tree.

Utilize the corporate Intranet to post notifications and information updates to employees.

5.5 Board of Directors / Shareholders Communications

The following individuals are trained and authorized to provide information to the Board of Directors [insert list of those authorized, examples shown below]:

▪ Executive Assistants

5.6 Contact Lists

Telephone and email lists for stakeholders are to be maintained in various formats (electronic and hard copy) for ease of use in an emergency. [Insert appendix number(s)]

5.7 Websites

During a crisis, the individual responsible for the website or delegate will ensure that all approved public information released during the crisis is posted on the company's website(s).

The [insert job title of appropriate staff member] or delegate is responsible for obtaining appropriate approvals from the CEO, the Executive Team or the Senior Team or, in the case of a declared Municipal Emergency, from the Municipal Emergency Control Group Coordinator prior to posting any information on the website.

Staff trained to update website:

▪ [Insert, if applicable, job titles of individuals that have been trained and can make changes on website pages].

External resource trained to update website:

In an emergency situation, under direction from any member of the Senior Management Team, [insert information about external website partner] can create or change information on the website. They can also change the permissions required to release information on the website.

5.7.1 [Dark Website, if applicable]

[insert applicable individual or department] is responsible for maintaining a dark website containing basic information for use by the community in the event of a crisis. This dark website will be activated in the event of a crisis. If necessary, an alert notification on the Home page of the website will direct visitors to the activated dark website page.

5.8 Social Media

The following individuals and/or organizations are trained, have access to [insert LDC name]'s social media account(s) and during a crisis situation are authorized to post on the company's behalf [insert list of those authorized, samples shown below]:

- Corporate Communications department lead;
- Executive Assistants; and
- External resource.

5.9 Passwords

The [insert appropriate individual] is responsible for providing the appropriate staff member or external resource, with an up-to-date list of passwords for [suggestions are listed below]:

- Website;
- Intranet;
- Social media account(s);
- Dark website; and
- Or any other relevant online and/or digital properties.

5.10 Emergency Kit

An emergency kit containing items that would be useful during an emergency where power is not available, the Internet or company servers are down and/or normal communication channels are unavailable should be maintained by [insert name/department].

5.11 Backup Power Supply

The [insert appropriate staff member(s) responsible for communications] is provided with a backup uninterruptible power supply (UPS) for his/her residence. This UPS is to remain plugged in at all times in order to provide a supply of power for a router, mobile devices, LED light, etc. in an emergency.

5.12 Reviewing and Testing of Crisis Communications Plan

The Crisis Communications Plan should be reviewed and updated once per year. Contact lists should be updated a changes happen.

Testing of the Crisis Communications Plan will take place in conjunction with testing of [insert LDC name]'s Emergency Response Plan.

Section 6: Structure for a Coordinated Crisis Response

6.1 Coordinated Crisis Response

In the event of a crisis, [insert LDC name] will mount a coordinated effort between Operations, Management and Communications.

Operational Responsibilities
Assess the situation
Immediately take steps to ensure the safety of employees and public
Implement emergency response procedures
Advise other internal functions
Mobilize resources

Operations

Management

Communications

Operations, management and communications each have specific responsibilities in a crisis.

A coordinated effort between operations, management and communications is the key to success.

Advance planning of responsibilities will ensure each group knows what to expect from the other during a crisis.

Source: Adapted from materials from the Institute of Crisis Management

Management Responsibilities
Confirm severity of crisis
Take steps to protect employees, the public, the community and business operations
Mobilize crisis teams
Advise key stakeholders
Adjust and implement crisis response plans
Coordinate efforts with other agencies

Communications Responsibilities
Craft holding statement
Craft key messages
Inform employees
Inform customers / community
Inform other audiences
Inform media
Monitor media / social media

6.2 Crisis Response Team and Crisis Communications Team Formation

In the event of a crisis, [insert LDC name] will form a Crisis Response Team comprised of appropriate members of the Senior Management Team to determine the crisis level and coordinate an appropriate response.

The [insert job title of Communications department lead], a member of the Crisis Response Team, will evaluate the potential level of public concern or media attention in the crisis and establish the level of communications support that may be required to effectively manage communication issues and assist the operation. Depending on the scale of the crisis, a dedicated Crisis Communications Team may be formed. The nature of the crisis may necessitate all members of the response team to also be part of the communications team. [insert LDC executive and senior team members who could be included on the response and communications team, below are examples].

Executive Team	Senior Management Team
Chief Executive Officer Chief Financial Officer Chief Operating Officer Corporate Secretary Vice-President Human Resources Vice-President Legal	Chief Executive Officer Chief Financial Officer Chief Operating Officer Corporate Secretary Vice-President Human Resources Vice-President Legal Director, Information Systems Director, Regulatory Affairs Director, Corporate Communications Director, Operations Director, Engineering

6.3   Crisis Communications Team Members and Responsibilities

During a crisis, a Crisis Communications Team may be formed to support emergency and crisis operations and take a pro-active role with regard to internal and external communications including public relations, media relations and social media.

The Crisis Communications Team is responsible for providing accurate and complete information about the crisis and monitoring the information provided to or by the public for inaccuracies in order to correct any misinformation.

Crisis Communications Team members will be selected depending on the nature of the crisis. Each member of the Crisis Communications Team will have specific responsibilities [insert list team members and responsibilities, some examples are below]:

Crisis Communications Team Member	Responsibilities
Chief Executive Officer [insert job title of appropriate LDC staff]	▪ Communicates with board of directors, head of council, municipal council, shareholder, Ministry of Energy ▪ Responsible for making initial statement communicating corporate responsibility and regret in the event of an accident that results in loss of life, injuries or damage. Subsequent statements and on-going crisis updates are best made by the company spokesperson ▪ Backup for [insert job title of Corporate Communications department lead] ▪ May serve as official spokesperson.
Corporate Secretary	▪ Backup to the CEO for communication with board of directors and shareholder ▪ Ensures legal soundness of messages
Chief Operating Officer	▪ Backup to the CEO for communication with elected officials and bureaucrats ▪ Backup for [insert job title of Corporate Communications department lead] ▪ Communicates with large customers if warranted ▪ May serve as official spokesperson
Corporate Communications	▪ Media monitoring ▪ Primary responsibility for determining crisis communications response and coordinating actions ▪ Responsible for ensuring that Senior Team members are aware and supportive of crisis communications activities ▪ Responsible for the timely and accurate release of approved information to internal and external audiences ▪ Responsibility for communicating with internal audiences is shared with other Senior Team members ▪ Primary responsibility for media relations. ▪ Official company spokesperson unless otherwise determined ▪ Backup to CEO, Corporate Secretary and COO for communications with board of directors, shareholder, elected officials and bureaucrats ▪ Primary responsibility for social media response ▪ Authorized to Tweet on behalf of company ▪ Primary responsibility for website information and administration ▪ Authorized to launch dark web site with approval from CEO or other Executive Team member ▪ Develops and ensures accuracy and consistency of messages to

	• be communicated to all parties. • Determines appropriate communication channels to reach audiences • Distributes messages through various channels • Responsible for post-crisis analysis of communications response
Communications Support	• Backup to the [insert job title of Corporate Communications department lead] • Helps develop messaging • Website editor • Authorized to post to social media on behalf of the company under the direction of [insert appropriate job title] • Working with Human Resources, primary responsibility for communicating with employees during a crisis
Administrative Support	• Backup for [insert job title of Corporate Communications department lead] in message development, website management, social media • Assistance for Crisis Communications Team • Authorized to make changes to company websites or launch dark website under direction of [insert job title of Corporate Communications department lead], CEO or COO • Authorized to post to social media on behalf of the company under the direction of the [insert job title of Corporate Communications department lead], CEO or COO
Operations and Control Centre	• Provides the [insert job title of Corporate Communications department lead] with outage and response information as required
Customer Service department leader	• Primary responsibility for managing Customer Service staff to communicate with customers via telephones, email and IVR
Customer Service Representatives	• Communicate approved messages to customers via telephone or email under the direction of the Manager
External Web Partner	• Website support
Human Resources	• Primary responsibility for communications with internal audiences • Primary responsibility for communications with families of affected employees
Information Systems	• Primary responsibility for coordinating technology needs to deal with the crisis
Health, Safety & Environmental	• Provide leadership, advice and guidance in the event of a fatality, injury or other health, safety or environmental issue
Other Senior Team Members	• Responsible for communicating with their functional areas

Section 7: Crisis Levels and Required Notifications

[insert LDC name] may learn of the development of a crisis situation at any time via a variety of channels. All developing crisis situations must be reported as soon as they are discovered.

Once the crisis level has been determined by the Crisis Response Team, notifications of various audiences must take place according to the following chart. The [insert job title of appropriate staff member] will then determine what resources will be required to effectively manage communication issues. Levels will differ based on LDC policies, examples are below.

7.1 Level 1 – Minor Impact

Situation can be handled using normal business practices.

LEVEL 1 Characteristics	Who Needs to be Notified	What and by Whom
• No injuries • Outage less than 60 minutes or less than _____ customers affected by an outage • No threat to public safety • Little or no damage to property, the environment or the economy • Little chance of reputational damage • Little or no media / social media attention	Senior Team and key staff	System Control Centre using automated email
	Community	System Control Centre via automated website outage map

7.2 Level 2 – Medium Impact

Situation can be handled by [insert LDC name] but may require employees to work additional hours or be called in. Emergency responders may be involved.

LEVEL 2 Characteristics	Who Needs to be Notified	What and by Whom
• Minor injuries or no injuries • Outage less than three hours • Less than _____ customers affected by an outage of less than one day • No threat to public safety • Services that don't meet public expectations • Minor disruption to a sector of the public • Minor chance of reputational damage	Senior Team and key staff	System Control Centre using automated email notifications
	Media, Social Media and Community	System Control Centre via automated website outage map Communications via responses to phone calls, emails or social media posts
	Large customers **Key Community Resources** - Educational institutions, hospitals, daycare and senior's centres, retirement homes, entertainment / recreational facilities, food banks, churches, banks, etc.	Key Accounts Manager and Customer Service department

	Industry Other utilities Hydro One IESO Ontario Energy Board Electricity Distributors Association Ontario Electricity Network Ontario Electricity Association	Chief Executive Officer, Chief Operating Officer and/or Corporate Communications Leader
• Moderate interest or concern from the media, general public or other audiences • Isolated social media posts with no retweets • Some local or political involvement – possibly through social media		

7.3   Level 3 – Major Impact

Extensive damage to infrastructure and widespread, lengthy power outages that may require mutual assistance to help with restoration.

LEVEL 3 Characteristics	Who Needs to be Notified	What and by Whom
• Injuries • More than _____ customers affected by power outage • Power outage expected to last more than three hours up to 24 hours and a concentrated effort of local forces is required to restore power	Emergency responders – police, fire, EMS, traffic, public health	System Control Centre using automated email notifications Incident details (what, where, when, impact, [insert LDC name] response)
	Senior Team and Customer Service Incident details, new information as it comes to light, potential issues that may arise	Control Centre Operations, Director of Operations and/or COO Director of Communications handles joint communications with emergency responders
• Large customer, downtown area or important community resource affected by power outage • Threat to public safety • Economic threat to the community (loss of power for extended period)	Board Members / Local Elected Officials / Key City Staff Incident details depending on day and time, severity of the situation and public involvement	Automated email notifications plus Director of Operations and/or COO and/or Health & Safety Manager and/or Director, Corporate Communications CEO, COO, CFO, VP Human Resources and/or Director, Corporate Communications via phone call or email
• Possible impact on company reputation	Employees	Corporate Communications or Human Resources via email Internal outage map
• High interest or concern from the media, general public or other audiences • Lots of social media activity	News Media / Social Media / Customers / People Directly Impacted by Situation Focus people on what [insert LDC name] is doing to rectify the situation, provide reassurance that [insert LDC name] is responding and will get the situation under control. Provide direction as to	Corporate Communications via tweets and/or emails and/or telephone interviews Customer Service staff on telephones

	what we want them to do (call in to report outages, listen to radio, monitor Twitter, stay away from area), where and how they can get help, how they can help themselves, safety precautions they should take, where they can get more information, when next update will be.	
• Local or political involvement – possibly through social media • Media, stakeholders and community members at site • Affected or potentially affected parties threaten to talk to the media	**Large customers** **Key Community Resources** - Educational institutions, hospitals, daycare and senior's centres, retirement homes, entertainment / recreational facilities, food banks, churches, banks, etc.	Key Accounts Manager and Customer Service department
	Industry Other utilities Hydro One IESO Ontario Energy Board Electricity Distributors Association Ontario Electricity Network Ontario Electricity Association	Chief Executive Officer, Chief Operating Officer and/or Corporate Communications Leader

7.4   Level 4 – Declared Municipal Emergency

A municipal emergency may be declared by the head of council in the event of a widespread or serious crisis that will necessitate a coordinated response from a variety of entities and generally requiring assistance from outside of the municipality.

LEVEL 4 Characteristics	Who Needs to be Notified	What and by Whom
• Widespread impact on the community necessitating a coordinated multi-pronged approach and activation of the Municipal Emergency Control Group • State of emergency declared by City • Media frenzy - Intense public, political and media scrutiny (e.g. front page headlines, TV coverage, significant social media activity) Broadcast and print media on site for live coverage • Intense public, political and media scrutiny (e.g. front page headlines, TV coverage,	**Community Emergency Management Coordinator**	CEO, COO informs City Emergency Management Coordinator of situation. Mayor declares Municipal Emergency if warranted.
	Senior Team	CEO, COO or Emergency Operations Coordinator for [insert LDC name] begins process according to City's Emergency Operations Plan
	Employees	Senior Team members and/or supervisors using phone tree or emails
	Media / Community	All information for the public will come from the Emergency Operations Control Centre Corporate Communications department lead will handle tweets in early part of the crisis until municipal emergency declared and a coordinated response can be mounted

7.4.1   Municipal Emergency Plan

The [insert municipality name] has an Emergency Plan that has been formally adopted by [insert municipality]. Information about the municipality's Emergency Plan can be obtained from the City's Emergency Management Coordinator at [insert telephone number].

Municipal Emergency Response Plan [insert hyperlink to document].

The municipality's emergency planning initiatives are overseen by the Emergency Operations Control Group. This group is made up of the following individuals:

Municipal Staff	Others
Mayor or Head of Council Chief Administrative Officer General Manager of Information Services / Clerk Executive Director of Environmental Services Executive Director of Operations	Police Chief General Manager of Emergency Services/Fire Chief/Fire/Ambulance Medical Officer of Health Social Services Administrator [insert LDC name] Inc. Chief Executive Officer/Chief Operating Officer/Director, Engineering

The Emergency Operations Control Group is responsible for directing and controlling the response to an emergency situation. This group would also deal with the Province of Ontario and government of Canada if the situation so warranted this level of response.

7.4.2   [insert LDC name]'s Role in Municipal Emergency

When a municipal emergency has been declared by the head of council, key [insert LDC name] staff will be contacted and given instructions regarding reporting to the Emergency Operations Control Centre located at:

- [insert LDC name]– [insert LDC address] or
- City Hall –[insert municipal address]

If the Emergency Operations Control Centre has been activated, all communications will be directed from that location. The [insert Communications department lead] will take direction from the Emergency Management Coordinator and assist in all communications efforts.

Hydro One, the Independent Electricity System Operator (IESO) and the Ministry of Energy may all participate in communication efforts. The emergency communications network that operates when a Municipal Emergency is declared is outlined on the following chart.

Emergency Communication Network when Emergency Operations Centre is Activated:
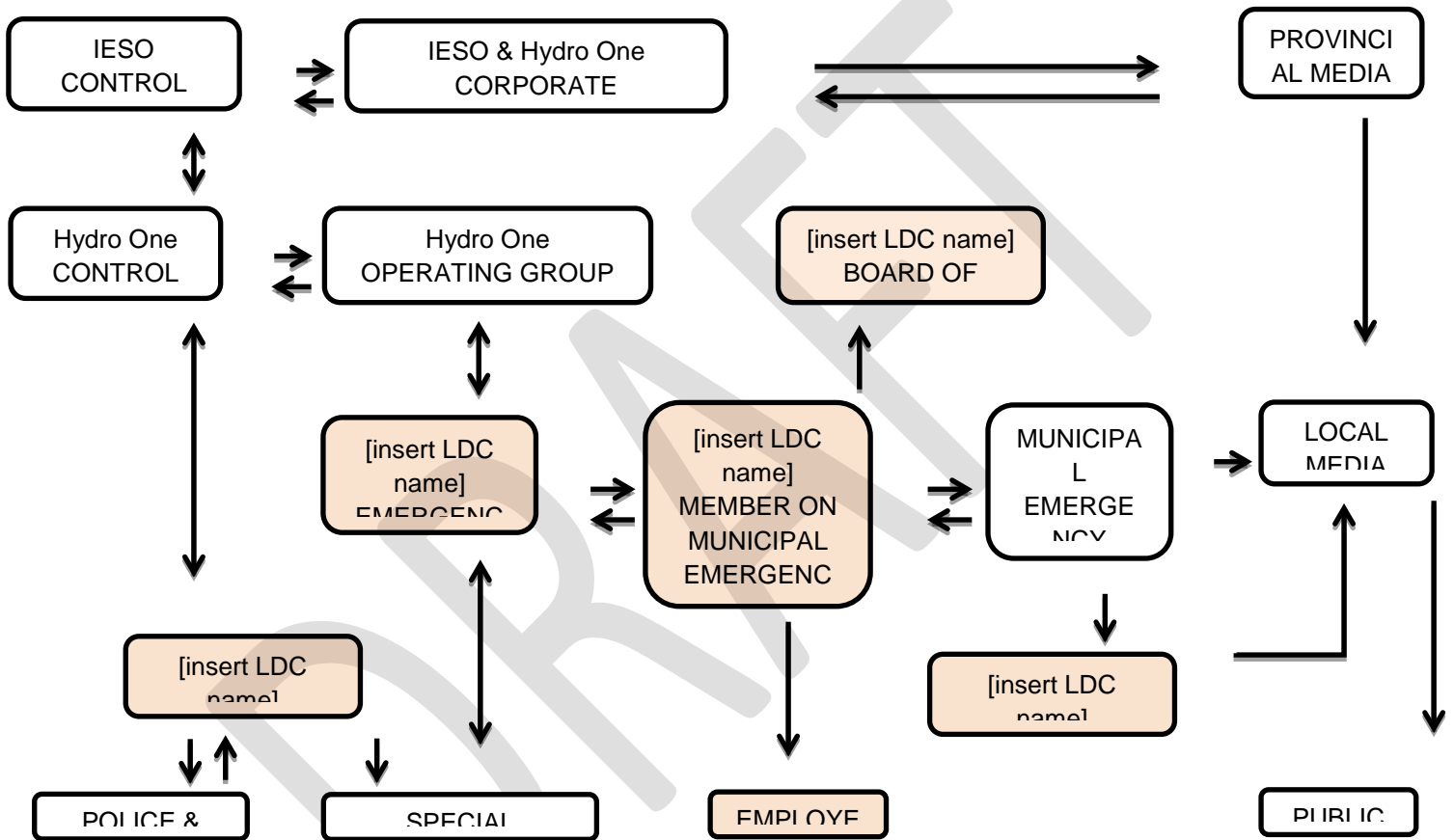
7.5 Crisis Communications Response Checklist

7.5.1 First Response Actions

SAFETY MESSAGE	Immediately provide safety information and instructions to employees / public to ensure public safety
GET FACTS & DETERMINE IF A CRISIS EXISTS	Confirm details with a reliable source and identify as many facts as possible. Determine, in conjunction with others, if crisis communications response is required • WHAT happened and where? • WHEN did this happen? • WHO is involved? WHO is onsite? • HOW did it happen? • EXTENT of impact – NUMBERS affected? • WHAT is currently being done to mitigate the incident? • WHO are the appropriate contacts and how to reach them?
INTERNAL & EXTERNAL NOTIFICATIONS	Notify key staff and consult as necessary. Notify Head of Council(s) and elected officials • Advise Senior Management • Phone tree activation through Operations or Human Resources if required • Advise Customer Service department leader • Advise Managers, Supervisors and Employees as necessary • Advise Head of Council(s), Councillors and other elected officials as necessary • Advise Board of Directors
HOLDING STATEMENT	Prepare and obtain approval for a brief Holding Statement for media/social media • CONFIRMATION – Confirm that an incident has occurred • BASIC DETAILS – Only provide nature, location and time of incident • CONCERN – Provide an expression of concern / empathy for what has happened • PRIORITIES – Explain company priorities. Safety is always number one. Express willingness to do what it takes to mitigate the situation • ACTIONS – Provide details of actions being taken to manage the crisis • COLLABORATION – Explain that company is working with other authorities – police, fire, EMS, City • SAFETY – Provide status of public safety and instructions for the public to follow to ensure safety. Safety is the top priority • REASSURANCE – Provide reassurance that the incident is under investigation • WHERE TO GO FOR INFORMATION – Explain how and when further information will be available • TRANSPARENCY - Convey the fact that [insert LDC name] will communicate openly and on a timely basis with all stakeholders • To ensure consistency of messaging, distribute to Senior Team, Customer Service, Control Room and employees. Remind employees that they are not authorized to speak with the media and instructions on where to direct media calls • Email statement to media and use as a basis for social media
CONTACT CENTRE	Provide Customer Service staff with Holding Statement

	• Customer Service department leader should arrange to get help to staff phones • Incorporate a message relating to the Holding Statement on the telephone IVR
WEBSITE / SOCIAL MEDIA	Post approved, brief, fact-based messages or alerts based on Holding Statement on the home page of the utility website • Post messages on social media sites based on Holding Statement. • Create or select a hashtag if appropriate • Respond to preliminary social media posts using templates if appropriate • Get help to respond to social media barrage • Delete and/or suspend pre-arranged, scheduled posts
TRADITIONAL MEDIA	Take control of chaos. Start by sending out a social media post based on the Holding Statement and control access of media. • Log and respond to media inquiries • Identify location of media information centre if required. Assign someone to set up media information centre
DOCUMENTATION	Document everything • Media Log - Keep track of media calls, requests for information, information provided • Decisions Journal (Each Senior Team member should keep their own) Who, decision made, who else, where, when, why, instructions provided and from whom, authority, how people were acting/reacting, etc.
MONITOR	Monitor reaction to the Holding Statement • With the Senior Team, assess the need for further action

7.5.2   Second Response Actions

CONVENE & CONSULT	Convene some members of the Crisis Communications Team to consult for next phase of crisis communications response (if required) CEO, COO, Communications, Operations and Customer Service department leads
APPOINT SPOKESPERSON	Executive Team or Crisis Communication Team to appoint spokesperson
GATHER ADDITIONAL INFORMATION	Gather additional information and access how much media attention the incident is likely to garner. Send someone to the site to report back if necessary. • What happened • When and where occurred • Extent of outage, damage, injuries, spill or chemical involved • Emergency responders on site • Number of employees affected • What is being done to mitigate the incident • Who appropriate contacts are and how to reach them
INITIAL DISCLOSURE STATEMENT & KEY MESSAGES	PREPARE INITIAL DISCLOSURE STATEMENT AND KEY MESSAGES • Prepare Initial Disclosure Statement and three key messages or media release for approval • Send approved Initial Disclosure Statement to employees • Send Initial Disclosure Statement to key external audiences (Board, government officials, media, etc.)

CRISIS COMMUNICATIONS TEAM ACTIVITIES	CRISIS COMMUNICATIONS TEAM ACTIVITIES • Convene the Crisis Communications Team to develop strategies • Begin set up of Crisis Communications Centre (war room) if required • Take steps to gather more information (if required) • Assess potential of media attention • Notify key staff – Senior Team members and others • Develop key messages for audiences - Identify key audiences and develop key messages. Anticipate tough questions. Identify best communication channels to use. Identify spokesperson • Activate crisis hotline • Activate dark website • Respond to media / social media quickly to dispel rumours • Develop media release/statement containing key messages for approval by the Executive Team • Distribute information / media release to stakeholders – Board, employees, media, customers, community • Post information / media release on website • On-going media contact including a media conference if appropriate • View/Read media coverage • Repeat activities for duration of crisis

7.6   Crisis Management Documentation

Everything must be documented during a crisis in order to have an accurate record of what is said and done in the event of any legal action subsequent to the crisis.

7.6.1   Decisions Journal

All Senior Team members and other key players should also keep a Decisions Journal that will provide a record of all key decisions made including:

- Who made the decision, their authority, who consulted, where, when and why decision was made
- Instructions provided – from whom and to whom, when, where and how
- Any pertinent details on how decision makers were acting / reacting
- Consider appointing a scribe to record all decisions with reasons made by the Senior Team members.

7.7   Media Log

Depending on the nature of the crisis, many interviews may be conducted and hundreds of messages may be distributed over a long period of time. Unless actions are tracked, it will never be possible to remember what was said at a specific time, nor will anyone be able to track results (of communications statements) or correct misinformation.

During a crisis, it is good practice to log all media inquiries. A cell phone can be used to record all conversations with the media provided the media is informed they are being recorded.

7.8   Evaluation

Once the crisis is over, perform a lessons learned exercise by creating an after action report and taking steps to improve the process.

Section 8: Development of Key Messages

8.1 Holding Statement

Upon notification of a crisis other than an outage, Corporate Communications should immediately prepare a very brief Holding Statement. The Holding Statement should be used until facts can be checked and more information obtained in order to prepare an Initial Disclosure Statement.

A Holding Statement should contain as much of the following information as is available:

- Confirmation that an incident has occurred;
- Nature, location and time of incident;
- Statement of empathy towards employees and their families or those injured;
- Status of public safety and instructions for the public to follow to ensure safety;
- Comment that the incident is under investigation;
- Statement expressing concern and willingness to mitigate the situation;
- Details of any actions already being taken to manage the crisis;
- How and when further information will be available; and
- Statement conveying the fact that [insert LDC name] will communicate openly and on a timely basis with all stakeholders.

8.2 Key Messages

In order to ensure consistency of information key messages should be developed for emerging issues and Level 2 or 3 crises using the Key Message Development form. Key messages will change and evolve throughout the emergency response.

All key messages must be approved by the Executive Team prior to release.

8.3 Answers to Tough Questions

In consultation with the Senior Management Team, Corporate Communications should develop a list of five to seven anticipated tough questions that will likely be asked and provide answers to these questions to assist the company spokesperson.

Section 9: Media Relations Policy and Protocol

9.1 Media Relations Policy (if applicable)

[insert LDC name]'s Media Relations Policy and Protocol are outlined in [insert LDC procedure].

9.2 Appointment of Company Spokesperson

For most power outages and minor crises, the [insert job title of LDC employee] or designate will act as the company spokesperson.

In the event of a major crisis the CEO and/or Executive Team in conjunction with the [insert job title of LDC Corporate Communications staff member if applicable] will appoint a company spokesperson. The nature of the emergency will in a large part determine who will be the spokesperson for [insert LDC name]. Key operational staff will be assigned to assist the spokesperson and speak about matters within their areas of expertise.

In circumstances where an emergency continues for several days, various senior staff members may be designated to act as spokesperson in the off-hours when the normal spokesperson is not available.

The company spokesperson (or designate) will be the only person to speak on the company's overall crisis response and recovery efforts. Political, strategic operational decisions and policy issues will be communicated to the media through the spokesperson.

During a declared municipal emergency, the Emergency Coordinator will appoint a company spokesperson if required, but statements on a municipal emergency will generally be provided by the Municipal Emergency Control Group.

Employees should not speak with the media about the crisis unless they have received clearance by senior management or [insert appropriate LDC job title]. Employees should direct all inquiries by the media to the [insert appropriate LDC job title] (or designate).

9.3 Media Releases

The purpose of a media release is to convey information on an incident in written format to avoid misinterpretation. [insert LDC name] media releases are prepared using a Media Release Template (see Appendix 6– Forms and Templates) which incorporates standard boilerplate statements.

Media releases must be approved [insert LDC media release approval procedure] before being distributed.

Media releases are distributed [insert LDC media release distribution procedure].

Section 10:   Social Media Policy and Protocol

10.1 Social Media Policy (if applicable)

[insert LDC name]'s Social Media Policy outlines the policies and procedures surrounding the acceptable corporate and personal use of social media sites and/or personal websites as they relate to discussing [insert LDC name] business.

10.2 Social Media Principles

[insert LDC name] adheres to the following principles when engaging in social media interactions.

- Respond promptly if warranted
- Demonstrate to consumers that [insert LDC name] cares by being helpful and informative
- Maintain a consistent, conversational tone that is friendly and approachable
- Maintain professional writing and spelling standards as much as the medium permits
- Strive to reassure customers that [insert LDC name] is competent and has situations under control
- Correct any misinformation
- Protect privacy
- Promote electrical safety and energy conservation

10.3 Social Media Monitoring

Social media monitoring is key to on-line reputation management. The [insert appropriate LDC job title] is responsible for ensuring that social media sites are monitored.

10.4 Social Media Risk Assessment

10.4.1 Social Media Triage / Decision Tree

Not every on-line mention requires a response. The following decision tree (based upon the United State Air Force Web Posting Response Assessment published by the United States Air force Public Affairs Agency – Emerging Technology Division) can be used in determining the best course of action when issues arise on social media.

Flowchart

POSTING
Is the post balanced and accurate? Consider profile of poster, number of followers, background, and

→ **YE** (diamond) → **NO** (diamond)

FACTUAL, WELL-WRITTEN POST
↓
COMMENT
No response unless company wishes to thank or share
↓
QUESTION
Provide answer or other instructions

HELPFUL CUSTOMER
↓
ACKNOWLEDGE AND THANK
Provide

ACTIVIST
Check followers and past posts to evaluate impact. Is poster an
→ **MONITOR ONLY**
Do not respond. Alert appropriate

RANT
Check followers and
→ **MONITOR ONLY**
Do not respond. Alert appropriate

JOKESTER
Is posting humourous, a joke or poking fun at the
→ **RESPOND WITH CAUTION**
If tone is light, can respond with careful use of humour

MISINFORMED
Is information incorrect?
→ **CORRECT INFORMATION**
Provide facts, additional

UNHAPPY CUSTOMER
Is posting the result of a bad experience?
→ **RESTORATION**
Empathize and communicate concern. Take issue offline if

10.4.2 Twitter Risk Assessment

Twitter risk can be measured by looking at the followers of individual(s) who post negative comments, the number of retweets that a negative tweet generates and the influence rating (ie: Klout, PeerIndex, Kred) score of the person tweeting.

Followers:

- Minor risk = 0 to 250 followers
- Moderate risk = 250 to 1,000 followers
- Major risk = 1,000+ followers

Retweets:

- ▪ Minor = 0 to 2 retweets
- ▪ Moderate = 2 to 5 retweets
- ▪ Major = 5+ retweets

Influence Rating:

- ▪ The higher the score the more influential the Twitter account

10.4.3   YouTube Risk Assessment

YouTube risk can be measured according to the number of views and comments a negative video generates within 24 hours. Some videos take weeks or months to be "discovered" and spread virally over time so monitoring should be continued for an appropriate time period.

Views in 24 Hours:

- ▪ Minor = 1 to 50 views
- ▪ Moderate = 50 to 250 views
- ▪ Major = 250+ views

Video Comments in 24 Hours:

- ▪ Minor = 1-3 comments
- ▪ Moderate = 3-10 comments
- ▪ Major = 10+ comments

10.4.4   Facebook Risk Assessment

Facebook risk can be measured according to the number of page likes and/or negative comments / photos posted within 24 hours.

Brand/Organization Fan Page Comments Within 24 hours:

- ▪ Minor = 1-3 comments
- ▪ Moderate = 3-10 comments
- ▪ Major = 10+ comments

Negative Facebook Groups Created Within 24 hours:

It is important to keep in mind the number of likes on a Facebook page because all of the people who have liked a Facebook page will see comments posted to it.

Note: If any one post receives 25+ likes in less than 24 hours, the issue classification should be raised to Major.

10.5 Training

All staff and/or external resources with access to [insert LDC name] social media sites have received training on appropriate response techniques and adhere to the [insert LDC name] Social Media Policy.

10.6 Authorization to Post on Social Media Accounts

The following individuals and/or external resource are authorized to post on [insert LDC name] social media accounts. [insert list of LDC job titles, some examples are below]

- Director of Corporate Communications
- Manager of Customer Service
- External Resource

10.7 Social Media Response Outside of Normal Business Hours

Although [insert LDC name]'s social media sites are only officially monitored during regular business hours, the [insert list of LDC job titles] endeavors to provide response outside of regular business hours and can respond in an emergency [or insert LDC procedure to monitor social media sites outside of regular business hours].

10.8 Social Media Mutual Aid

During a crisis it may be possible to request mutual aid from professional communications staff in other local distribution companies. If a Mutual Aid Agreement for Communicators is not yet set up, the CEO or [insert LDC Communications department lead] may choose to call or send an email out to CEOs and/or Communicators at other local distribution companies to request assistance.

Appendix 1 - Contact Lists

[List LDC contact lists including Emergency Communications Phone Tree]

Appendix 2 - Policies and Official Documents

[List LDC policies and official documents identified in the Crisis Communications Plan]

- Media Relations Policy (if applicable)
- Social Media Policy (if applicable)
- Business Continuity Plan
- Life / Fire Safety Plan
- Ontario Power System Restoration Plan (OPSRP)
- Municipal Emergency Response Plan

Appendix 3 - Procedures

[List LDC procedures identified in the Crisis Communications Plan]

- Website procedures
- Communication procedures
- Media Release approval
- Media Release distribution

Appendix 4 - Key Message Development

1) How to Develop Key Messages

Three Steps to Developing Appropriate Messages

Step 1: Formulate a Holding Statement: describe briefly the current status of the situation using facts; use no more than 150 words; use plain language and avoid technical jargon. Include:

1. Emphasize/express concern using people-sensitive language;
2. Explain what happened (do not include or speculate on a cause);
3. Tell them it is under control; and
4. Explain what is being done to correct/handle the situation

Step 2: Develop three or four key messages that you want people to know about the incident and what the company is doing about it. Use facts and examples to back up the messages.

Step 3: Anticipate five to seven tough questions that will likely be asked, and develop the answers to these questions.

Sample Tough Questions

- What caused the crisis?
- What are the details about casualties and injuries?
- What are we doing for employees/businesses/customers impacted by the crisis?
- Who is involved in managing the crisis?
- What is the extent of the property damage?
- Can I speak to experts, witnesses, management, victims?
- What are the environmental threats?
- Who is to blame?
- What is the financial impact?
- What legal actions could result from the event?
- What is being done to contact family members?
- Who are the heroes and the culprits?

2)   Language to Use in Key Messages

When addressing the emergency at hand, **use empathic words**:	When speaking about **safety**, stress the following:	When speaking about **environmental issues**, use these words:	**Do not use** language that could imply liability:
- alarmed - regret/regrettable - sad/saddened - concerned - sorry - disappointed - sympathize - sympathetic - embarrassed - tragic - empathize - unfortunate - unnecessary	- concern - involvement - participation - precaution - prevention - protection - responsibility *Be prepared to detail normal safety procedures or measures:* - training types - training hours - equipment - certifications	- alternative - careful handling - control - elimination - monitoring - precautions - prevention - re-use - recovery - recycling - reduction - response	- unintentionally - failed - failed to - failure - neglected - didn't realize

3)   Obtaining Public Forgiveness

When an event occurs that affects the public's confidence in the company, the following steps provide a plan for rebuilding relationships and community trust.

Step 1: Candor. Promptly acknowledge that a problem exists; identify the individuals and/or groups that are affected; notify if the environment is affected; indicate that something will be done to remediate the situation.

Step 2: Explanation. Promptly and briefly explain why the event occurred, the known reasons or behaviours that led to the situation; explain what you have learned from the event and how this knowledge will influence your future behaviour; commit to reporting regularly the additional information as available until all information has been disseminated, or until no public interest remains.

Step 3: Declaration. Offer a public commitment of specific, positive steps that will be taken to address the issues and resolve the situation.

Step 4: Contrition. Continue to state your regret, empathy, sympathy and even embarrassment; take appropriate responsibility for having allowed the situation to occur in the first place (by omission, commission, or accident).

Step 5: Consultation. Promptly ask for help from those affected: victims, government, the community, even from opponents; directly involve these groups in developing more permanent solutions or more acceptable behaviours, and in designing principles and approaches that will help prevent recurrence.

Step 6: Commitment. Promise to take corrective action and make every effort to prevent this from ever happening again.

Step 7: Restitution. Make or require restitution; go beyond expectations and what would be required under normal circumstances.

4)   What to Say When Someone is Hurt

The Human Resources Department will follow the company's notification procedure for when an employee is injured.

No information regarding identity, nature and extent of injuries or cause of death is released to the media until the next of kin have been notified.

All information regarding identity, nature and extent of injuries or cause of death is held in strict confidence until the appropriate company spokesperson or local authority authorizes release.

If the victim did not follow safety rules, it may be more appropriate for this information to be made public by the appropriate workplace health and safety organization, or police or fire authorities.

5)   What to Say to Next of Kin

The Human Resources department will follow the company's notification procedure. In the event of a death it is vital that the next of kin are notified before the media. In place of a formal procedure, notification should be done via a home visit, if possible. When this is not possible, a personal phone call should be made. Notification should be done by the individual's manager, immediate supervisor, or company executive with assistance from the Corporate Services or Human Resources department leader.

6)   How to Respond to Rumours

Do …
- Refute the rumour with logic and facts
- Use outside and recognized authorities to assist in refuting rumours

Don't …
- Refute the rumour with poorly conceived answers
- Overstate the rumour's message
- Repeat volatile language or themes that form part of the rumour
- Joke or make fun of the rumour

Appendix 5 - Communicating with News Media

1)   Do's and Don'ts When Responding to the Media

Do …
- Stick to the facts of what has, is and will be done
- Avoid speculating on worst-case scenarios, what could be done, what might happen or on possible outcomes
- Avoid using "I" – speak for the organization using its name or "we"
- Express concern for human safety / animal safety
- Promise only what you can deliver
- State your willingness to cooperate and explore other options
- Avoid words like no, never and none
- Ensure you have all the available information Respond to media inquiries promptly; respect their deadlines
- Coordinate with other agencies involved to learn what they are saying; align messages, as appropriate
- Give media a number where you can be reached (Note: this number not for public broadcast)
- Ensure that the phone you are using for responding to the media or radio interview does not accept incoming calls (so your phone doesn't ring while you are being recorded.)
- Have reporters provide a list of questions and get back to them later to ensure you have the facts ready and have prepared your messages
- Anticipate requests by media for access to the site for photos and videos; provide opportunities if appropriate to do so; set limits on access to facilities; ensure photography release forms are used

Don't …
- Lie or give out false or inaccurate information
- Speculate – ever! (about causes, resumption of operations, outside affects, dollar value of losses)Say: "I don't have the facts and will not speculate. I will contact XXX to find the answer and will get back to you."
- Answer questions you don't understand – ask for clarification
- Discuss details on how much the effort is costing – focus instead on how the response has supported the health and wellbeing of those affected
- Use humour. No exceptions! Humour of any kind is not appropriate in an emergency situation.
- Become defensive. Stay calm. Respond to issues, not personalities. End debates rather than continue them.
- Fill in awkward silences after you have answered a question
- Release names of injured or dead - Say: "Out of consideration for the victims and their families, no information regarding identity, nature and extent of injuries or cause of death will be released."
- Avoid taking calls from the media
- Place any blame for the emergency
- Refuse to answer a question or say "no comment"
- Disagree with the organization you represent by offering personal opinions or saying, "If it were me …", "Speaking for myself …"

2) Writing a Media Release

Media release templates are available in [insert format]. Samples are included in Appendix 6 – Forms and Templates.

3) Information Appropriate for a Media Release

- Message of empathy for the impact the crisis has had on people, animals, the environment, or the community as a whole
- First priority is public and employee safety
- What has happened – provide description
- Who is involved – the number of employees evacuated, injured, taken to hospital
- When emergency crews, responders, etc. arrived on site
- Where event occurred
- When the event occurred
- Working cooperatively with partner response agencies (name agencies) to effectively manage the crisis and minimize the impact on people, the environment or the community as a whole
- What is being done to manage the situation
- When and how new information will be communicated

4) Information NOT Appropriate for a Media Release

- Speculation on why the emergency occurred or type(s) of hazardous material(s) involved
- Statement of blame
- Guessing or exaggerated statements
- Expressions minimizing the situation
- Names of injured individuals
- Dollar estimates of property damage

5) Format for Briefing the Spokesperson

Go over the following points with the spokesperson prior to an interview. Provide all fact sheets, statistics, backgrounders, etc. in writing. Avoid oral briefings, if at all possible. It can be useful to prepare a list of questions and answers, and conduct a "rehearsed" interview with the spokesperson beforehand.

- Provide the date, time and location of the interview. Supply the name of the reporter along with the name of the publication, wire service, radio/TV station, etc.
- Give an indication of previous experience with this reporter/news outlet. This alerts the spokesperson to the reporter's approach and possible need to be cautious.
- Review the subjects, issues and questions supplied by the reporter.
- Outline the company's position or approved responses; review the facts that help back up this position or these responses.
- Review the top two or three key messages that should be made.
- Provide a list of the other company people who will be interviewed.
- Review the issues (if any) that should be avoided, and provide recommendations on how to side-step them or segue to the key messages.
- Provide in writing (if possible) all background information and statistics that will be helpful in preparing for the interview.
- Confirm the proposed length of the interview.

6) Radio/TV Interview - Techniques

- Maintain control of the interview -
  - Q/A, Q/A, Q/A, Q/A = reporters are in control
  - Q/A + message, Q/A + message, Q/A + message = you are in control
- Focus on the two or three key messages
- Refrain from using negative language
- Do not repeat reporter's negative statement(s)
- Correct misinformation as quickly as possible; use courteous, non-threatening language
- Avoid jargon, buzzwords, little-known acronyms; say it in layman's terms
- Concentrate on the facts; never speculate
- Never comment "off the record"
- Be alert to when the interview officially begins and ends
- Finish your answer even if interrupted
- Be prepared for the "gift" question: "Is there anything else you would like our listeners to know?"

7) Radio/TV Interview – Additional Tips

- Go live whenever possible, so that your message is not edited
- Don't speak from behind a barrier if possible (lecterns, tables) or from an elevated surface (podium)
- Use a well-modulated, confident tone of voice
- Keep your hands in sight but don't make large gestures or hand movements
- Avoid nodding your head.
- Posture – if standing, stand up straight. If sitting, lean slightly forward. Don't cross arms in front of chest.
- Avoid rubbing or touching eyes or nose. Don't drum fingers on the table, tap fee or twitch.
- Look at the reporter not at the camera; maintain good eye contact
- Call reporter by his/her first name (that is typically how the viewing public knows him/her)
- Dress appropriately – not too formal. Wear light, solid colours. Avoid bright colours, all black, all white, or busy patterns; do not wear light-sensitive glasses or sunglasses
- Ladies: remove dangling jewellery. Men: avoid jingling money or items in pockets
- Men: shave (if possible) to avoid 5 o'clock shadow
- Position yourself against a neutral background (if possible); don't stand in front of the "disaster"
- Don't be filmed standing in front of a sign displaying the [insert LDC name] name in the event of a crisis
- Avoid nodding the head
- Ensure what the spokesperson is wearing is appropriate for the location including all required Personal Protective Equipment

8) Media Briefings / Media Conference

1. Start by introducing yourself and any others who will be speaking. Provide full names and management titles, name and address of facility and website address.
2. Thank the media for attending the briefing.
3. Set the limits for the briefing and explain the agenda. Say, "I will read a brief statement and then answer any questions for which the facts are known. Any questions that cannot be answered at this time are being recorded and responses will be provided as soon as the

information is available. We will spend XXX minutes here, and then we must return to dealing with the situation at hand."

4. Read statement. (Have copies available to hand out.)
5. Repeat every question that is asked. This will ensure that everyone in the room hears the question, that you heard and interpreted the question correctly, and give you time to think about the question and thoughtfully respond to it.
6. Near the end of the allotted time, announce that you will take two more questions; after these two questions have been answered, let reporters know when you will hold another briefing.

9) How to Set Up a Media Conference Room

During a crisis, it may be necessary to give regular media conferences. Set up the room as follows:

Room Set-Up

- ❑ Audio-visual company contact information
- ❑ Registration table and sign-in sheets – Reporters will be required to present their credentials and sign in
- ❑ Information table – backgrounders and other information
- ❑ Riser at the back for TV cameras
- ❑ Refreshments table
- ❑ Chairs
- ❑ Lectern
- ❑ Microphone and PA system for group of 30 or more
- ❑ Speakers table with tablecloth and water (no ice) - Blue background if possible
- ❑ Door behind speakers table so speakers can exit without going through audience
- ❑ Laptop and printer
- ❑ Remote control
- ❑ Digital projector and screen
- ❑ Coat rack
- ❑ White board
- ❑ Easel
- ❑ Pointer
- ❑ Name cards for speakers
- ❑ Maps, photographs, charts
- ❑ Visual aids – equipment used, personal protective equipment

10) How to Set Up a Crisis Communication Centre

During a crisis, Communications support staff may have to occupy an on-site or off-site workroom for days or weeks. The room needs to be set up quickly and run smoothly.

Location

Possible off-site locations will require Internet access and include:
- ❑ City Hall or other City facility
- ❑ Local hotel, banquet hall or golf course
- ❑ University or school

Shifts

Six-hour shifts are ideal for those staffing the Crisis Communications Centre. Relief staff should rotate in on a staggered basis so that only one or two new staff join at one time. Shifts must overlap by at least 15 minutes to allow for orientation and briefing.

Instructions and Tips for Communications Staff Shift Change During a Crisis

Beginning Shift

- ❑ (Before crisis) Cellphone and laptop must be password protected
- ❑ Check all status boards for new information
- ❑ Locate the person you are relieving and obtain briefing
    - o   Discuss media analysis and issues or emerging issues
- ❑ Read any information that has been released since your last shift
- ❑ Read all media reports since your last shift
- ❑ Review all social media since your last shift
- ❑ Identify deadlines or goals for your shift

End of Shift

- ❑ Leave "to do" or "heads Up" lists for incoming shift.
- ❑ Ensure the three-ring binder is up to date with all released information
- ❑ Shred all contents of waste basket/recycling
- ❑ Do not leave draft versions of material anywhere other than in shredder
- ❑ Do not take draft materials with you except in electronic formal (encrypted or password protected)
- ❑ Do not email draft materials using unprotected email accounts (i.e. sending drafts to your personal email accounts to work on them at home)
- ❑ Check all status boards that they are up to date with data
- ❑ Log out with senior person
- ❑ Do not reveal information while socializing off-site
- ❑ View, listen and read media reports
- ❑ Monitor social media while off-shift

Resources

- ☐ Crisis Communications Plan – hard copy and electronic
- ☐ Phone tree – contact information – phone & email
- ☐ Organization chart - large
- ☐ Contact lists – hard copy and electronic
- ☐ City directory, phone books – white and yellow pages
- ☐ Photographs and biographies of spokespeople
- ☐ Stock photos on DVD
- ☐ Stickers with company logo on them
- ☐ Draft stand-by statements
- ☐ Draft Twitter posts
- ☐ Draft backgrounders
- ☐ Sustainability reports
- ☐ Maps – regional and local
- ☐ Building plan

Equipment

- ☐ Internet access
- ☐ Dedicated phone lines
- ☐ Corded phone
- ☐ Speaker phone
- ☐ Cell phone and charger, extra battery for cellphone, car jack and charger
- ☐ Laptop and charger with access to server and Internet
- ☐ Extra battery for laptop, car jack and charger
- ☐ External drive / DVD recorder
- ☐ Printer and toner
- ☐ Digital camera, extra battery, charger, cards, wires to connect to TV
- ☐ Video camera, cards, charger and wires to connect to TV
- ☐ Digital audio recorder, charger, cards, connecting wires
- ☐ UPS
- ☐ Solar powered battery charger for laptop and modem/router
- ☐ Standalone router and instructions on how to set up router or dial-up if necessary
- ☐ Photocopier and toner
- ☐ Power cords, power bars, extension cords
- ☐ Television and programmable, recordable DVD and blank DVDs
- ☐ Radio – battery powered
- ☐ LED light, flashlights and batteries
- ☐ Bullhorn and batteries
- ☐ Coat rack and hangers
- ☐ Shredder and garbage can

Office Supplies

- ❑ Photocopier paper
- ❑ Toner cartridges for printer and photocopier
- ❑ Recordable DVD and CDs
- ❑ Flipcharts, bristol board and markers
- ❑ Carbon message pads, notepads
- ❑ Three-ring binders, dividers
- ❑ Three-hole punch
- ❑ Stapler, staples, scotch tape, masking tape, scissors, paper clips, rubber bands, thumbtacks, sticky notes
- ❑ Pens, pencils, highlighters
- ❑ File folders, hanging files and storage boxes
- ❑ Garbage bags
- ❑ Paper towels
- ❑ Letterhead and envelopes
- ❑ Folders for media kits
- ❑ Courier envelopes and waybills
- ❑ Bright coloured paper (for door-to-door notices)
- ❑ Dictionary and thesaurus

Appendix 6 - Forms and Templates

[List LDC forms and templates identified in the Crisis Communications Plan]

- Media Release template
- Fact Gathering Tool
- Preparing a holding statement
- Key Message development work sheet
- Media inquiry log
- Photography release form

Appendix 7 - Scenarios: Pre-Written Materials for Top Risks

Required notifications, sample email blasts, sample holding statements, sample tweets and information about websites, media releases and selecting a spokesperson for:

Scenario 1 – Localized Outage – Levels 2 to 4

Notifications Required

Level 2	Level 3	Level 4
Automatic email notifications to standard list Customer Service representatives (details of outage from Control Centre or Manager Customer Service)	Automatic email notifications to standard list Communications (phone call from Control Centre or Operations) Senior Team (phone call or email from Operations) Customer Service (details of outage via email by Manager, Customer Service or Communications) Board (email or phone call from Executive Team depending on severity and time) Elected officials and City staff (phone call or email by Executive Team or Communications depending on severity and time) Employees (email by Communications) Community (via Twitter and website) Media (emailed statements) Large customers (via Control Room)	Municipal Emergency Declared by Mayor Notifications will be sent out by Emergency Operations Centre

Email Blast Examples

➢ **Holding Statement**

[insert LDC name] is currently experiencing widespread power outages in [insert area] as a result of the storm that passed through the [insert area] area early this morning. All available crews have been called in to perform repairs and will be restoring power safely and as quickly as possible.

A further update will be provided later this morning, in the meantime, customers may wish to consult the outage map on our website at [insert LDC website URL].

➢ **No geographic info available**

[insert LDC name] reports that there are widespread power outages in the [insert area]

caused by the storm that passed through the [insert area] area earlier this morning. All available crews have been called in to perform repairs and will be restoring power safely and as quickly as possible.

A further update will be provided later this morning but, in the meantime, customers may wish to consult the outage map on our website at [insert LDC website URL]. Many of the power outages have been caused by [insert cause of outage e.g. the high winds that caused tree limbs or trees to fall onto power lines].

[Insert appropriate safety message] Residents are reminded that downed power lines can be very dangerous. If you see a downed power line, avoid the area and keep children and animals away. Call 911 to report the location of the downed wire.

➢ **With geographic info**

[Insert LDC name] reports that crews have been busy overnight making repairs and restoring power to many customers in [insert area]. At this point, the largest area that is still without power is bounded by [insert area boundaries]. Approximately [insert number of customers affected] customers are without power in this area. Power should be restored in this area in [insert estimated time of restoration] hours.

Other smaller outages are scattered throughout the city. More information is included in the outage map on our website [insert LDC website URL].

The outages were a result of [insert cause of outage e.g. the high winds that caused tree limbs or trees to fall onto power lines].

[Insert appropriate safety message] Residents are reminded to stay away from downed power lines. Keep children and pets away and call 911 to report any downed power lines.

IF THERE IS SYSTEM DAMAGE

The extent of the damage to the (lines, transformers, poles, towers) in the affected areas is (minimal, moderate, extensive). Crews are working safely and as quickly as possible to restore power to customers and we anticipate that full power will be restored within _____ (estimated hours/days).

The situation does not pose a threat to public safety. However, we have taken the following steps to minimize the chance of injury or further accident: (police have closed the road to pedestrian and vehicle traffic, fire crews are on site, etc.)

We would like to thank our customers for their patience and understanding while we make repairs and will continue to provide updates on our restoration efforts.

IF THERE ARE A LOT OF WIRES DOWN / TREES DOWN

Tree limbs falling on power lines as a result of the (wind, ice, snow, storm) have resulted in (multiple, widespread) power outages. [insert LDC name] crews will be working safely and

as quickly as possible to restore power to customers but, due to the extent of the damage, we expect this will take some time.

Priority will be given to main power lines feeding entire neighbourhoods, streets or key community facilities.

To speed restoration efforts, if customers notice any downed power lines or tree limbs on power lines, they should stay far away and call 911 [insert LDC mechanism for the public to report outages or electrical emergencies]. This will enable [insert LDC name] to pinpoint problem locations.

In the meantime, customers are reminded that:

- Downed power lines can be deadly. If you see a downed power line, stay away and keep children and pets far away, and call 911 to report it.
- Downed power lines do not spark and dance like in the movies. Always assume a downed power line is live.
- Never try to move downed power lines or remove tree limbs caught in wires. Call 911 to report the problem.
- Use flashlights (including smart phone flashlights) instead of candles. Never leave candles burning unattended.

IF WE CALL IN OUTSIDE HELP

Damage to the [insert location] distribution network is extensive. In order to restore power as quickly as possible, [insert LDC name] has requested assistance from _____ (utilities) and expect to have an additional _____ crews on-site shortly to help with the restoration efforts.

IF POWER OUTAGE LASTS SEVERAL HOURS OR INTO NEXT DAY

[insert LDC name] crews have restored power to _____(areas, buildings) and will continue to work _____ (through the night, until the early morning hours) to restore power.

Priority will be given to main power lines feeding entire neighbourhoods, streets or key community facilities.

In the meantime, customers are reminded to stay safe while they wait for the power to come back on:

- Treat all traffic lights as four-way stops.
- Use flashlights instead of candles if possible. If you must use candles, use proper candle holders and never leave candles unattended.
- Don't use charcoal, propane or gas BBQs, camping heating equipment or home generators indoors. They give off carbon monoxide which can be deadly.
- Check on neighbours to make sure they are okay. The elderly and very young children will require extra attention.

- Turn off all stove burners so they remain off when the power comes back on.
- Keep refrigerator and freezer doors closed as much as possible to keep food cold.
- An unopened refrigerator will keep food cold for about four hours. If available, add ice to the refrigerator to keep food cold for longer.
- A full freezer will keep food frozen for about 48 hours if the door is not opened. A half-full freezer will be okay for about 24 hours.
- Turn off the screen on laptops and mobile devices when not in use to preserve battery life and charge devices in cars
- Provide information on where people can go to charge their devices (City facilities? Mall? Friends and neighbours?)

Sample Social Media Posts

Storm-related, widespread power outages in #Location. Crews are responding. Check our outage map for updates. [insert LDC website URL]

Power outage (location) #[insert LDC name] is investigating. Check our outage map for updates. [insert LDC website URL]

Downed power lines can be deadly. Keep children and pets far away and call 911.

Power outage (location) #[insert LDC name] is investigating. Treat all traffic signals as four-way stops.

Keep refrigerator and freezer doors closed during the power outage to keep food cold.

Website

Power outages are shown on the outage map and tweets appear on the home page. It is possible to include an alert on home page in the event of a widespread or lengthy outage.

Media Release

Media releases are generally not required for power outages. Email notifications to the media can be done using the email blast / holding statement. The media also monitor the Twitter account.

Spokesperson

The [insert spokesperson job title] serves as the spokesperson for outages.

Scenario 2 – Upstream Loss of Supply – Levels 3 and 4

Notifications Required

Level 3	Level 4
Email notifications	Municipal Emergency Declared by Mayor
Communications (phone call from Control Centre)	
Senior Team (phone call or email from Operations)	
Customer Service (details of outage via email by Manager, Customer Service or Communications)	Notifications will be sent out by Emergency Operations Control Centre
Board(s) (email or phone call from Executive Team depending on severity and time)	
Elected officials and municipal staff (phone call or email by Executive Team or Communications depending on severity and time)	
Employees (email by Communications)	
Community (via Twitter and website)	
Media (emailed statement)	
Large customers (via Control Room)	
Industry (via Control Room or Communications, based on relationship)	

Holding Statement

There is a power outage affecting the south end of [location]. We are investigating but do not know what the cause is as yet. Customers may wish to consult the outage map on our website at [insert LDC website URL] for outage information.

Or

A power outage is affecting the south end of [location] caused by the loss of supply from the provincial transmission system. Hydro One is investigating and will restore power as quickly as possible. Customers may wish to consult the outage map on our website at [insert LDC website URL] for outage information.

Sample Social Media Posts

- Power outage in _____ (location / perimeter streets) of #Location caused by a problem on the transmission lines feeding the community. @HydroOne is investigating. Check our outage map for updates. (link)
- Power outage in #Location. @HydroOne is investigating. Remember to treat all traffic signals as four-way stops.
- Tweet safety messages (see above), retweet Hydro One messages if appropriate.

Website

Power outages are shown on the outage map and tweets appear on home page.

Include an alert on home page in the event of a widespread or lengthy outage.

Media Release

Media releases are generally not required for power outages. If necessary, can request that Hydro One issue a media release.

Email notifications of the media can be done using the Holding Statement. The media also monitor the Twitter account.

Spokesperson

The [insert spokesperson title] serves as the spokesperson for outages.

Media calls should be directed to Hydro One media relations if appropriate.

Scenario 3 – Employee Injury or Fatality – Levels 2 and 3

Notifications Required

Level 2 Minor Injuries	Level 3 Injuries
Supervisor	Supervisor
Manager, Health & Safety	Manager, Health & Safety
Human Resources	Human Resources
Executive Team	Ministry of Labour
Communications (in case of media attention)	Senior Team
	Family of injured person(s) – (via Human Resources and/or CEO, COO)
	Employees (via CEO or COO)
	Board(s) - (email or phone call from Executive Team depending on severity and time)
	Media - (emailed statement or response to inquiry)

Holding Statement – Employee Injury or Death

Yes, I can confirm that there has been an incident that has resulted in an _____ (injury or tragic death). Emergency services are on site but I do not have any further details available at this time. [insert LDC name] will provide updates as information becomes available.

Sample Social Media Posts

Generally speaking, social media should be avoided in this situation. However, if the public is posting, it is permissible to respond with confirmation that an incident took place (but no details about the victims), expressions of empathy, reassurance for the public that there is no danger and information as to where people can go for additional information.

In the case of an electrocution, it may be appropriate to remind people about the dangers of electricity.

Website

Injuries or fatalities are not noted on websites except as a media release.

Media Release

Email notifications to the media can be done using the Holding Statement. The media also

monitor the Twitter account.

A media release may be prepared based on the Holding Statement. Quotes should contain caring and concern language for victims.

Spokesperson

The [insert spokesperson job title] serves as the spokesperson for injuries or fatalities.

The CEO may also serve as the spokesperson in order to convey a message of sympathy.

Scenario 4 − Member of the Public or Contractor Injury or Death − Levels 2 and 3

Notifications Required

Level 2 Injuries	Level 3 Multiple injuries or fatality
Supervisor Manager, Health & Safety Ministry of Labour Senior Team Employees (via CEO or COO) Boards (email or phone call from Executive Team depending on severity and time) Media (emailed statement or response to inquiry)	Same as Level 3 plus ESA, Ministry of Energy Mayor, Councillors (via CEO, COO, Communications) Community (via official statement/media release)

Holding Statement

Yes, I can confirm that there has been an incident that has resulted in an _____ (injury or tragic death). Emergency services are on site and the Ministry of Labour is investigating. I do not have any further details available at this time. [insert LDC name] will provide updates as information becomes available.

Sample Social Media Posts

Generally speaking, social media should be avoided in this situation. However, if the public is posting, it is permissible to respond with confirmation that an incident took place, expressions of empathy, reassurance for the public that there is no danger and information as to where people can go for additional information.

In the case of an electrocution, it may be appropriate to remind people about the dangers of electricity.

Website

Injuries or fatalities are not noted on websites except as a media release.

Media Release

Email notifications to the media can be done using the Holding Statement. The media also monitor the Twitter account.

A media release may be prepared based on the Holding Statement. Quotes should contain caring and concern language for victims.

Spokesperson

The [insert spokesperson job title] serves as the spokesperson for injuries or fatalities.

The CEO may also serve as the spokesperson in order to convey a message of sympathy.

Scenario 5 – Fire or Explosion – Levels 3 and 4

Notifications Required

Level 3 Fire or explosion (contained)	Level 4 Fire or explosion
Supervisor Manager, Health & Safety Senior Team Employees (via CEO or COO) Boards (email or phone call from Executive Team depending on severity and time) Media (emailed statement or response to inquiry)	Same as Level 3 plus ESA, Ministry of Energy Mayor, Councillors (via CEO, COO, Communications) Community (via official statement/media release)

Holding Statement

Yes, I can confirm that there was a _____ at (location). [insert LDC name] and emergency responders are on site. I do not have any further information available at this time but [insert LDC name] will be providing the media with regular updates via email.

Sample Social Media Posts

#[insert LDC name] (or) @[LDC Twitter handle] reports there has been a fire / explosion at _____ that has resulted in a power outage in the _____ area. Repair crews are onsite.

There has been a fire/explosion at the #[insert LDC name] (or) @[LDC Twitter handle] (location). No injuries reported. Emergency responders are onsite. There is no danger to the public.

Website

Details about a fire or explosion may be posted on the website using an alert function or in a media release.

Media Release

Email notifications to the media can be done using the Holding Statement. The media also monitor the Twitter account. A media release may be prepared based on the Holding Statement. Quotes should contain caring and concern language to reassure the public.

Spokesperson

The [insert spokesperson job title] serves as the spokesperson.

Technical support may be required from COO, [Director] of Engineering or [Director] of Operations.

Scenario 6 – Billing Issue / Failure – Level 1

Notifications Required

Level 1 Billing Issue	Level 1 Billing Failure
IT department Supervisor Manager, Customer Service Senior Team Employees (via CEO or COO) Boards (email or phone call from Executive Team depending on severity and time) Media (emailed statement or response to inquiry)	IT department Supervisor Manager, Customer Service Senior Team Employees (via CEO or COO) Boards (email or phone call from Executive Team depending on severity and time) Media (emailed statement or response to inquiry)

Holding Statement

BILLING ISSUE (Level 1)

Yes, I can confirm that [insert LDC name] has experienced a billing issue which is affecting a significant number of our customers. We are investigating the cause however I do not have any further information available at this time. [insert LDC name] will provide further updates as information becomes available. Customers with questions or concerns can contact our Customer Service department at [insert telephone number].

BILLING SYSTEM FAILURE (Level 1)

Yes, I can confirm that [insert LDC name] has experienced a billing system failure. We are investigating the cause however I do not have any further information available at this time. [insert LDC name] will provide further updates as information becomes available. Customers with questions or concerns can contact our Customer Service department at [insert telephone number].

Sample Social Media Posts

#[insert LDC name] (or) @[LDC Twitter handle] advises a billing system technical issue is affecting a significant number of customers. The company is working to resolve the situation ASAP.

#[insert LDC name] (or) @[LDC Twitter handle] is experiencing a billing system failure that is affecting a significant number of customers. [insert LDC name] is working to resolve the issue ASAP.

Website

Make customers aware that the company's billing system is down and that you are working to resolve the problem as soon as possible. Thank them for their patience.

Media Release

Email notifications to the media can be done using the holding statement. The media also monitor the Twitter account.

A media release may be prepared based on the holding statement.

Spokesperson

The [insert spokesperson job title] serves as the spokesperson.

Technical support may be required from CFO, [Director] of Customer Service or [Director] of Information Services.

Scenario 7 – Workplace Violence – Levels 2 and 3

Notifications Required

Level 2 Minor Injuries	Level 3 Injuries
Supervisor Manager, Health & Safety Human Resources Executive Team Communications (in case of media attention)	Supervisor Manager, Health & Safety Human Resources Ministry of Labour Senior Team Family of injured person(s) – (via Human Resources and/or CEO, COO) Employees (via CEO or COO) Board(s) - (email or phone call from Executive Team depending on severity and time) Media - (emailed statement or response to inquiry)

Holding Statement – Employee Injury as the Result of Workplace Violence

Yes, I can confirm that there has been an incident in the workplace that has resulted in an _____ (injury or in an extreme situation, fatality). Emergency services are on site but I do not have any further details available at this time. [insert LDC name] will provide updates as information becomes available.

Sample Social Media Posts

Generally speaking, social media should be avoided in this situation. However, if the public is posting, it is permissible to respond with confirmation that an incident took place (but no details about the suspected perpetrator (s) or victim(s)), that an investigation is being conducted, statements of [insert LDC name]'s positon and/or policy in regards to workplace violence, expressions of empathy for victim (s), reassurance for the public that there is no danger.

Website

Injuries, or in extreme situations, fatalities, are not noted on websites except as a media release.

Media Release

Email notifications to the media can be done using the Holding Statement. The media also monitor the Twitter account.

A media release may be prepared based on the Holding Statement. Quotes should contain the [insert LDC name]'s positon and/or policy on workplace violence as well as caring and concern language for victim(s).

Reminder – consideration must always be five to maintain confidentiality of employee information

Spokesperson

The [insert spokesperson job title] serves as the spokesperson for all incidents related to workplace violence.

The CEO may also serve as the spokesperson in order to re-affirm the [insert LDC name]'s positon and/or policy on workplace violence as well as to convey a message of sympathy.

Scenario 8 – Pandemic – Levels 3 and 4

Notifications Required

Level 3 Pandemic infections at [insert LDC name]	Level 4 Pandemic infections leading to fatalities
Supervisor	Supervisor
Manager, Health & Safety	Manager, Health & Safety
Human Resources	Human Resources
Senior Team	Senior Team
Mayor, Councillors (Via CEO, COO, Communications)	Mayor, Councillors (Via CEO, COO, Communications)
Employees (via CEO or COO)	Employees (via CEO or COO)
Ministry of Health	Ministry of Health
Boards (email or phone call from Executive Team depending on severity and time)	Boards (email or phone call from Executive Team depending on severity and time)
Media (emailed statement or response to inquiry)	Media (emailed statement or response to inquiry)
Community (via official statement/media release)	Community (via official statement/media release)

Holding Statement

EXPOSURE (Level 3)

I can confirm that [insert LDC name] has been advised by [blank] that our employees may have been exposed to [blank]. Our goal is to protect the health and safety of our employees and customers and consequently some services may be affected going forward.

[insert LDC name] has implemented our pandemic plan and we are working with public health officials to handle matters at locations that have been exposed to the pandemic. We ask that the public not visit [insert LDC name] location(s) until further notice to limit further exposure.

FATALITY (Level 4)

[insert LDC name] would like to extend our sincere condolences to the family for the loss of their loved one.

Our goal is to protect the health and safety of our employees and customers. Please check our website [insert LDC website] for updates as we work to return to full operations and services.

We thank you for your patience and consideration during this time.

Sample Social Media Posts

Social media posts can be used to advise the public that the pandemic has reached [insert LDC name] and that some services may be limited to prevent further exposure or address staffing shortages.

#[insert LDC name] (or) @[insert LDC Twitter handle] is experiencing an outbreak of [blank] affecting employees [insert LDC name/location]. To limit exposure and in the best interest of customers and employees, some services are limited. Visit our website [insert LDC website URL] for updates.

Website

Details about the pandemic may be posted on the website using an alert function or in a media release.

Media Release

Email notifications to the media can be done using the Holding Statement. The media also monitor the Twitter account. A media release may be prepared based on the Holding Statement. Quotes should contain caring and concern language to reassure the public that [insert LDC name] has a plan to manage the situation.

Spokesperson

The [insert spokesperson job title] serves as the spokesperson for cases of illness and any potential fatalities.

The CEO may also serve as the spokesperson in order to convey a message of sympathy.

Scenario 9 – Cyber Security / Information Systems Breach – Levels 2 and 3

Notifications Required

Level 2 Attempted intrusion, no data exposed	Level 3 Successful intrusion, customer data exposed
Manager, Customer Service Manager, Information Technology Senior Team Communications (in case of media attention)	Manager, Customer Service Manager, Information Technology Executive Team Communications Customer Service Employees Board(s) - (email or phone call from Executive Team depending on severity and time) Media - (emailed statement or response to inquiry)

Holding Statement

ATTEMPTED INTRUSION, NO DATA EXPOSED (Level 2)

There has been an unsuccessful brute-force cyber-attack on [insert LDC name]'s website. I can confirm that the utility's security systems operated effectively and no customer data or other private information was accessed or stolen. [insert LDC name] is committed to keeping the personal information of its customers accurate, confidential, secure and private. Our Information Technology department is investigating the source of the attack and continues to monitor and strengthen the security of the company's systems.

SUCCESSFUL INTRUSION, CUSTOMER DATA EXPOSED (Level 3)

Yes, I can confirm [insert LDC name]'s website experienced a data-security breach affecting (insert number) of customer accounts. No financial records were accessed; data that was exposed includes account names, passwords and email addresses. Our Information Technology department is working with law enforcement to determine the source of the attack and security experts to strengthen the electronic and physical security of the utility's systems. [insert LDC name] is committed to keeping the personal information of its customers accurate, confidential, secure and private. The company has contacted affected customers directly to advise them of the security breach and will continue to provide additional information as it becomes available.

Sample Social Media Posts

Today #[insert LDC name] (or) @[LDC Twitter handle] 's website was the target of a cyber-attack. No customer data was exposed or stolen. Concerned customers can call (insert telephone number) for more info.

Today #[insert LDC name] (or) @[LDC Twitter handle] 's website and online customer accounts were the target of a cyber-attack. Police/security specialists are investigating, affected customers have been contacted, systems are being hardened. More info here (insert hyperlink to website).

Website

Details about the data-security breach may be posted on the website using an alert function or in a media release.

Media Release

If necessary, email notifications to the media can be done using the Holding Statement.

A media release may be prepared based on the Holding Statement. Quotes should contain the [insert LDC name]'s privacy policy as well as language with regard to the importance of protecting the security of customers' personal information.

Spokesperson

The [insert spokesperson job title] serves as the spokesperson for all incidents related to cyber security / information systems breaches.

Technical support may be required from CFO, [Director] of Customer Service and/or [Director] of Information Services.

Appendix 8 - Public Safety Tip Sheets

[List LDC Public Safety Tips Sheets]

- Preparing for Power Failures
- Downed Power Lines
- What to do During a Power Outage
- After the Power is Restored
- Charging Electronics
- Standby Generator Safety
- Protecting Electronic Appliances from Power Surges

Appendix 9 - Other Support Documents

[List Other LDC Crisis Communications Support Documents]

Appendix 10 - Glossary of Terms

This glossary contains electrical outage terms that may be used in the outage communications, media releases or electrical emergency situations.

ANIMAL CONTACT	An outage term used to define the cause of an interruption. Typically due to birds, squirrels and raccoons that utilize the primary distribution system as travel paths or landing spots.
ARC	The flow of an electric current across a gap between two conductors, terminals or contacts. An arc can result in sparks, a loud noise and a momentary or sustained outage as protective equipment operates.
AUTO-RECLOSURE	A brief, split-second outage, where a protective device senses a fault and instructs the substation circuit breaker to trip, and then automatically re-closes the circuit breaker on the assumption the fault was transient.
CIRCUIT BREAKER	Circuit breakers are typically located at substations and are the main devices to connect and disconnect power to the distribution network. Upon protective relaying sensing faults downstream, circuit breakers trip to prevent further damage to the network.
CABLE FAULT	A large portion of the utility's distribution network comprises of buried cable. When this term is used, it typically is describing a failure of the cable or a splice connecting cables. Upstream fusing will operate to isolate the faulted cable section from the rest of the distribution network. In many instances, utility crews can isolate the faulted section and restore power to all customers.
CIRCUIT	The utility's distribution network is comprised of circuits that are supplied by circuit breakers at substations. Most circuits have multiple connections to other circuits to provide redundancy in supply.
CONDUCTOR	A conductor is the overhead wire utilized in the distribution network to deliver power. Conductors range in size to accommodate the planned and connected power delivery requirements on that portion of the circuit.
CROSSARM	Located at the top of a utility pole, it is a wooden or metal bar that power line conductors are attached to via insulators. The crossarm keeps the lines separated by a sufficient distance to prevent arcing.
CUSTOMER	A customer is a metered connection to the utility's distribution network. The customer entity may range from a single residence to a large

	industrial complex to a multi-unit condominium building.
FUSED CUTOUT	A term commonly used by system control operators to describe a distribution system fused switch.
DIP (RISER) POLE	The transition point where an overhead wire migrates to an insulated cable for an underground installation.
DISTRIBUTION SYSTEM	The electrical distribution system is utility's plant that is used to deliver power from our delivery points (typically the transmission system) to our customers.
ELBOW	An insulated connector in the underground system, which connects cables to switches and transformers.
ELECTRICAL SAFETY AUTHORITY (ESA)	The provincial body responsible for inspecting and approving all electrical installations. The utility cannot connect any facility to our distribution network without ESA approval. They are an independent body created upon the de-regulation of the Ontario electricity industry in 1998.
EMERGENCY CONTROL ACTIONS	Actions taken by the utility to assist in the mitigation of unplanned contingencies on the bulk supply of power in the province.
EQUIPMENT ISSUE	An outage term used to define the cause of an interruption meaning that a piece of equipment or device on the distribution network may have prematurely failed or become inoperable, resulting in an interruption.
FAULT	A fault is used to describe a failure of some component of the distribution network in its ability to deliver power. A fault generally is defined as a path from the distribution network to "ground". The cause can range from equipment failure to foreign interference (e.g. tree contact, dig-in, etc.) Protective devices are utilized to sense faults and automatically isolate that section of network or component.
FEEDER	A feeder is the term used to "name" the circuit supplied by a circuit breaker on the distribution network.
FUSE	A protective device consisting of conducting material which melts and burns open when current values exceed the design capacity of the downstream circuit. This typically happens when faults occur.
GALLOPING	Overhead conductors that sway extraordinarily under high wind conditions.

INDEPENDENT ELECTRICITY SYSTEM OPERATOR (IESO)	The provincial entity that ensures adequate generation is always dispatched to meet the instantaneous need (demand) in the province. They operate the financial spot market (financial) and the physical market (generation/demand). They are an independent body created upon the de-regulation of the Ontario electricity industry in 1998.
INSULATOR	A non-conducting device used to separate energized conductors from support structures.
ISOLATE/ISOLATION	This term is used when components or portions of the distribution network are removed from service and "isolated" from the energized network.
LOAD SHEDDING	Emergency actions to remove load in an attempt to stabilize the electricity infrastructure in the province.
LOSS OF SUPPLY	An outage term used to define the cause of an interruption meaning loss of supply from the transmission system or facility.
METER	A device used to measure the consumption of electricity by a customer. Enhanced features of smart meters also can report when the consumption occurred and other important operational information such as indicating real-time power interruptions.
MOMENTARY INTERRUPTION	An electrical interruption lasting one minute or less.
OPERATE	The act of opening or closing a device.
OUTAGE MANAGEMENT SYSTEM (OMS)	An advanced software application that allows the utility to manage the response to outages much more efficiently. The application takes real-time statuses of circuit breakers, switches, and even smart meters to constantly provide a visualization of the status of the distribution network.
PLANNED MAINTENANCE	An outage term used to define the cause of an interruption meaning planned work on some component of the distribution network. Usually this means the removal of service of the equipment with an associated interruption. This type of interruption is planned with advanced notification given to customers.
PRIMARY	This term is used when describing the medium voltage level components of the distribution network – typically the wires and cables used to deliver bulk amounts of power through our network.

PROTECTIVE DEVICE/EQUIPMENT	A device or equipment that responds to fault conditions that appear on the network. These devices will operate under fault conditions (fuse) or instruct a circuit breaker to trip. All components of the distribution network are associated with protective devices and equipment.
RELAY	Protective device found in substations which can identify that a part of the distribution system is in trouble and initiates the automatic tripping of a circuit breaker.
S.C.A.D.A.	Supervisory Control and Data Acquisition. Allows the utility's system control operators to monitor and remotely control the distribution system from a central control room.
SECONDARY	Service taken at 600 volts or less. Most residential and business customers receive electricity through secondary distribution lines (from the distribution transformer)
SECTIONALIZE	The process of opening switches or fuses to divide a circuit into sections to isolate a faulted component. Separating damaged equipment from the rest of the distribution system enables electricity to move through the undamaged part of the system without interruption.
SEVERE WEATHER	Extraordinary weather patterns that contribute to power outages (such as high winds or freezing rain).
SUBSTATION	The substation takes power from the transmission system and transforms it down to the distribution voltage level. Circuit breakers are the main interface between the substation and the distribution network.
SURGE	A term usually used to describe a brief, but higher than normal voltage condition on a feeder circuit. This sometimes occurs during lightning strikes.
SUSTAINED INTERRUPTION	An electrical interruption that lasts longer that one minute.
SWITCH	A device for making, breaking or changing connections in an electrical circuit.
SWITCHYARD	An outdoor enclosure containing devices for routing the flow of power. These are usually located at substations.
TRANSFORMER	A device that transforms electric energy from one voltage to another. Distribution transformers can be pole-mounted, surface pad-mounted or installed underground. Large transformers are located at

	substations and transform power from transmission voltages to distribution voltages.
TRANSFORMER STATION	A large substation connecting taking power from the transmission system, transforming it power distribution levels, and containing circuit breakers to interface to the distribution network.
TRANSMISSION SYSTEM	The transmission system carries electric power at very high voltages, generally between 50,000 and 500,000 volts. It also carries electricity over long distances, usually from generating sources to a transformer station or substation for voltage reduction.
TREES INTO LINES	Used when trees or tree branches come into contact with overhead conductors. Trees can also come into contact when they are being cut down improperly and fall into the conductor.
UNDER FREQUENCY LOAD SHEDDING	Planned scheme to drop load automatically upon degradation of the system frequency. This occurs in stages and is usually the result of large scale problems with provincial bulk power system.
UNDER INVESTIGATION	A power outage has been reported and entered into the Outage Management System to begin the restoration process.
VAULT	Space underground for cable splices, transformers and other parts of the underground electric system.
VOLTAGE	The term used to describe the electric potential of the distribution network. The measurement of voltage is the potential between two separate points (typically "ground" and our energized conductors).
VOLTAGE REDUCTION	Voltage reductions are an important emergency control action that can help protect the reliability of the power system. The reduced voltage will remain within the industry standards specified for electrical equipment used by the vast majority of residential and commercial consumers.

Appendix B: EDA Mutual Assistance Plan – Crisis Communications

Electricity Distributors Association

Mutual Assistance Plan – Crisis Communications

Ontario Local Distribution Companies

Mutual Assistance Plan - Crisis Communications
Ontario LDCs

Contents

Mutual Assistance Plan - Crisis Communications
Ontario LDCs

1   Introduction

This Mutual Assistance Plan - Crisis Communications has been developed to help a utility source experienced communications resources from other utilities in order to effectively handle internal and external communications during a crisis.

> **Definition of a Crisis**
> A crisis is an unplanned event that directly or indirectly significantly affects a company's ability to carry out its business; the reputation or image of the organization; the health, safety or welfare of employees, members of the public or the community at large; or the environment.

This Mutual Assistance Plan - Crisis Communications is voluntary and should be activated when a utility has determined that the scope of a crisis requires a communications response beyond the capacity of its own resources to respond.

2   Terms and Conditions

The following terms and conditions shall be the basis for a Mutual Assistance Plan - Crisis Communications governing communications assistance by a company willing to provide assistance ("Responding Company") to a company requesting emergency communications assistance ("Requesting Company") at the time such assistance is requested.

2.1   Agreement:

The "Agreement to Participate in the Mutual Assistance Plan – Crisis Communications" (Appendix 'A') shall be signed by each party to state its willingness to participate on a voluntary basis as "Partners" in the Mutual Assistance Plan - Crisis Communications under the terms stated herein.

The Mutual Assistance Plan - Crisis Communications is to be reviewed by each party from time to time to ensure that the Plan remains current and meets the needs of the parties.

2.2   Communications:

Once the Requesting Company has determined that the Mutual Assistance Plan - Crisis Communications needs to be activated, it will contact the Mutual Assistance Plan - Crisis Communications partners directly.

Requests and confirmation of availability can initially be made verbally; however, before any confidential information is shared, written confirmation is required by both parties (See Appendix 'B' – Mutual Assistance Request and Response Forms).

2.3   Contact Personnel:

Each participating Partner will provide a list of contact personnel, telephone numbers, fax numbers and emergency phone numbers for use by the Mutual Assistance Partners. The contact list will be updated annually.

3   Administration

3.1   Cost Reimbursement:

The communicator(s) from the Responding Company shall at all times during the emergency assistance period continue to be an employee(s) of the Responding Company and shall not be deemed an employee(s) of the Requesting Company for any purpose.

The wages, hours of work and other terms and conditions of employment of the Responding Company shall remain applicable to its employees during the emergency assistance period.

The Requesting Company shall reimburse the Responding Company for all costs and expenses incurred by the Responding Company as a result of providing emergency communications assistance. Such costs and expenses shall include, but not be limited to, the following:

a. Employees' wages and salaries for paid time worked on behalf of or in the Requesting Company's service area and paid time for travel to and from such service area if required, plus the Responding Company's standard burdens[*] to cover all employee benefits and allowances for vacation, sick leave, holiday pay, social and retirement benefits, all payroll taxes, workplace safety payments, employer's liability insurance and other contingencies and benefits imposed by applicable law or regulations;

b. Employee travel and living expenses (mileage, tolls, parking, meals, lodging and reasonable incidentals) if required;

c. Cost of materials[*] and supplies expended or furnished, including any Internet or wi-fi connections;

d. Administration and general costs, which are properly allocated to the emergency assistance to the extent such costs are not chargeable pursuant to the foregoing subsections.

[*] - Where it is standard practice for the Responding Company to apply burdens to the cost of labour, materials, and equipment supplied - and a choice exists between higher or lower (internal) burden amounts - then the lower applicable burden shall be used for services provided under this agreement.

Where applicable, the Responding Company shall invoice the Requesting Company for all costs and expenses within 90 days of the conclusion of the assistance. The Requesting Company shall pay the Responding Company within 30 days after invoice receipt.

3.2   Assistance Period:

The crisis communications assistance period shall commence when the Responding Company, in response to the Requesting Company's authorization, initially incurs personnel and/or resource expenses.

The emergency assistance period shall terminate when the Requesting Company has deemed that emergency communication support is no longer required and the employees have ceased communication work.

3.3   Work Practices:

When working at the Requesting Company's site or response location, the existing work practices and work protection code of the Requesting Company shall be adopted for the duration of the emergency.

3.4   Working Hours:

In a crisis, communications staff may be required to be available 24-hours a day. It is recommended that communications staff be assigned shifts as follows:
- Minimum shifts of four hours long and a maximum of eight hours long
- Appropriate breaks and meal times provided
- 15-minute debrief at each shift change.

3.5   Materials:

Where possible, all materials for communications during the crisis will be provided by the Requesting Company and non-disclosure agreements will be signed to ensure confidentiality.

These materials include but are not limited to:
- Contact information for key contact within the Requesting Company
- Details about the crisis and the Requesting Company response to date
- Outline of authorization level and approval requirements for Responding Company
- Media and local official contact lists
- Business Continuity Plans
- Emergency Response Plans
- Messaging templates
- Distribution system and area maps
- Social media platform passwords
- Company backgrounder

4   Accommodation and Meals:

Where applicable, the Requesting Company shall be responsible for making arrangements for meals and lodgings and covering travel costs.

Employees of the Responding Company shall pay for their expenses and submit their claims as per their standard method within their company. The Responding Company will recover these costs from the Requesting Company.

5   Insurance and Liability

5.1   Workplace Safety and Insurance:

The Responding Company is responsible for:
- Maintaining employment benefits as required by section 25 of the Workplace Safety and Insurance Act,
- Complying with the obligation to co-operate in the early and safe return to work of the worker (section 40), and,
- Complying with the obligation to re-employ the worker (section 41) if it applies.

Where payments are made to Responding Company's employees under a workers' compensation or disability benefits law or any similar law for bodily injury or death resulting from providing emergency communications assistance, Requesting Company shall make reimbursement to Responding Company to the extent such payment increases the Responding Company's workers' compensation or disability benefits costs, whether such increase in costs occurs in the form of an increase in premiums or contributions or in the form of reduction in dividends or premium refunds, or otherwise.

In the event any claim or demand is made or suit or action is filed against Responding Company alleging liability for which Requesting Company shall indemnify and hold harmless Responding Company under the above paragraphs, Responding Company shall promptly notify Requesting Company thereof, and Requesting Company, at its sole cost and expense, shall settle, compromise or defend the same in such manner as it in its sole discretion deems necessary or prudent.

5.2   Liability:

The Requesting Company shall indemnify and hold the Responding Company harmless from and against any and all liability for loss, including, but not limited to, reputational damage, property or equipment damage, cost or expense whether or not due in whole or in part to any act, omission, or negligence of the Responding Company.

Mutual Assistance Plan - Crisis Communications
Ontario LDCs

Appendix 'A'
Agreement to Participate in Mutual Assistance Plan - Crisis Communications

The corporations named below hereby enter into a Mutual Assistance Plan - Crisis Communications under the above-stated terms.

LDC 'A' Name: _____ Title: I have authority to bind the corporation. Date: _____	LDC 'B' Name: _____ Title: I have authority to bind the corporation. Date: _____
LDC 'C' Name: _____ Title: I have authority to bind the corporation. Date: _____	

Mutual Assistance Plan - Crisis Communications
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Appendix 'B'
Emergency Communications Mutual Aid Request and Response Forms

Requesting Company

Utility:
Contact Person: Date/Time:
Email: Call Back Phone #:
Nature of Problem:
Approximate Area Affected:
Approximate No. of Customers Affected:
ASSISTANCE REQUIRED
Types of assistance required:
Skills required:
Expected duration of crisis:
Expected hours of work:
Equipment required:
Software or IT required:
Location (remote assistance or on-site):

Responding Company

Utility:
Name(s) of employee(s) providing assistance:
Email:
Phone numbers:
Comments:

Name: _____

Title: _____I have authority to bind the corporation.

Date: _____