



# Helping Heritage Institutions Complete Emergency Response Plans

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OMA Webinar: Emergency and Disaster Planning  
20 March 2024



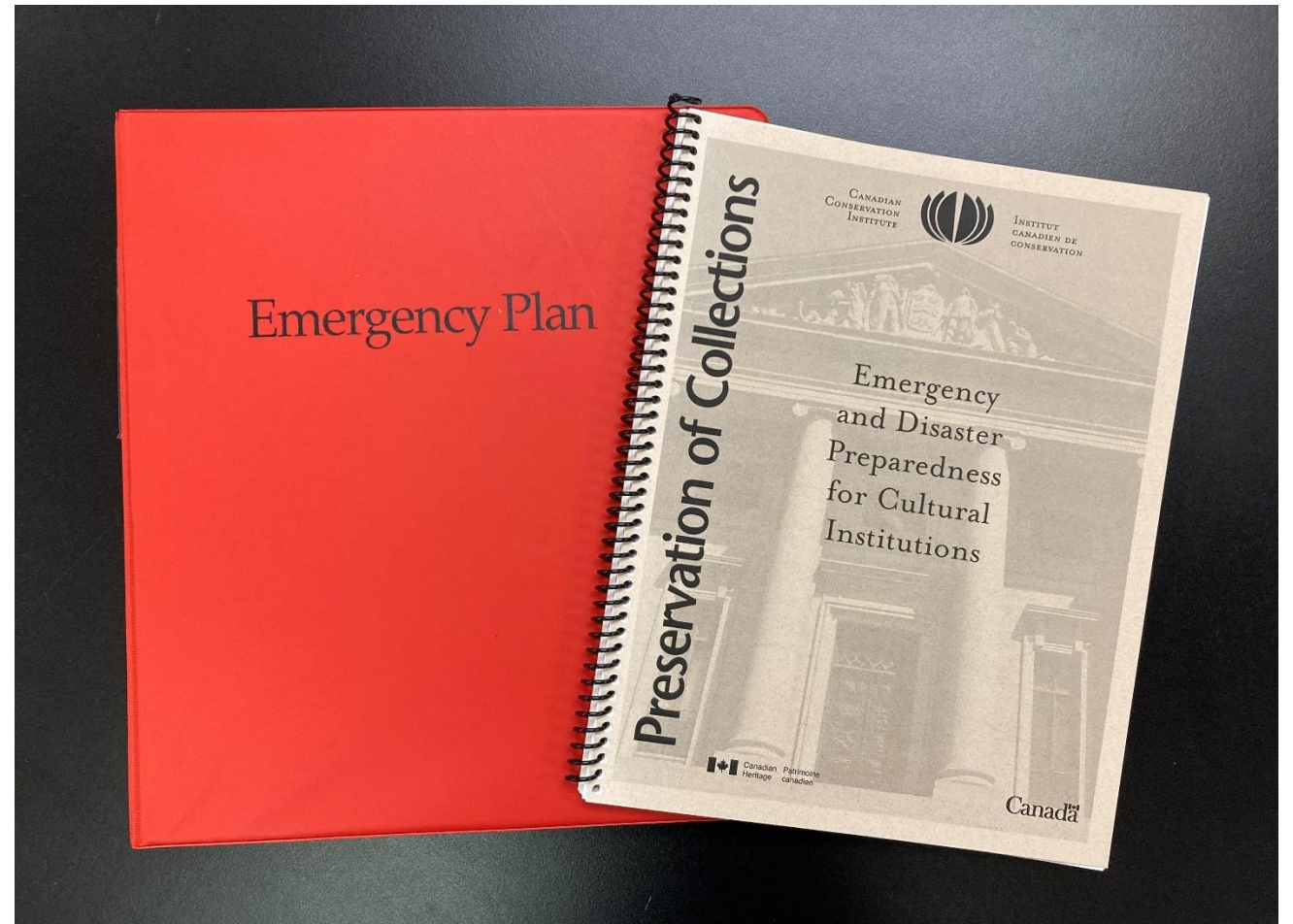
Participants de l'atelier Préparation en cas d'urgence pour les établissements culturels, à Ottawa en 2018.

# In-person workshops



# In-person workshops

- Sample plan in orange binder
- Manual on emergency and disaster preparedness



# Tabletop exercises



Canadian Conservation Institute



***Emergency Response  
Planning Workbook***

version 8, November 2018

# Four steps to Readiness:

Know Response Objectives

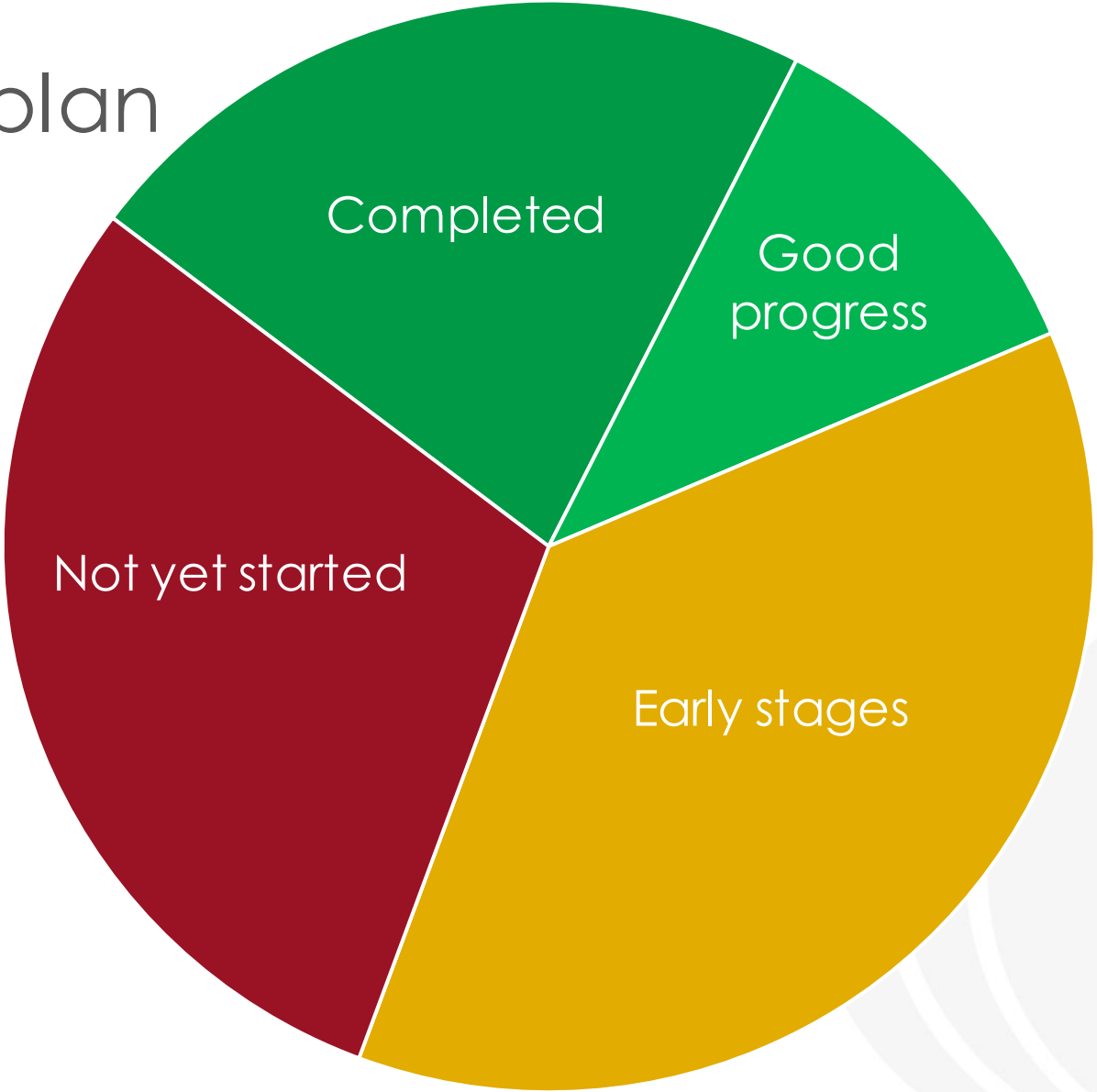
Build a  
Response  
Team

Develop  
Response  
Strategies

Provide  
Resources

+ Template

# Emergency plan





# Response Ready

Developing an Emergency Response Plan for Heritage Institutions

Museum of the Highwood, June 2013.



# Four steps to Readiness:

1

Know  
response  
objectives

2

Build a  
response  
team

3

Develop  
response  
strategies

4

Provide  
resources



# Response Ready Manual

## **Module 1**

Developing  
an emergency  
response  
team

## **Module 2**

Developing  
immediate  
response  
procedures

## **Module 3**

Developing  
all-hazards  
response  
procedures

## **Module 4**

Collections  
salvage and  
recovery  
strategies

## **Module 5**

Resources  
for effective  
emergency  
response

+ Template

# The **10 objectives** of emergency response

*Protect people*

*Coordinate the responders*

*Secure the site*

*Limit the damage*

*Save the collection*

*Restore the building*

*Obtain equipment and supplies*

*Inform your publics*

*Document the incident*

*Pay for it all*

# Module 1

Create an  
incident  
management  
team



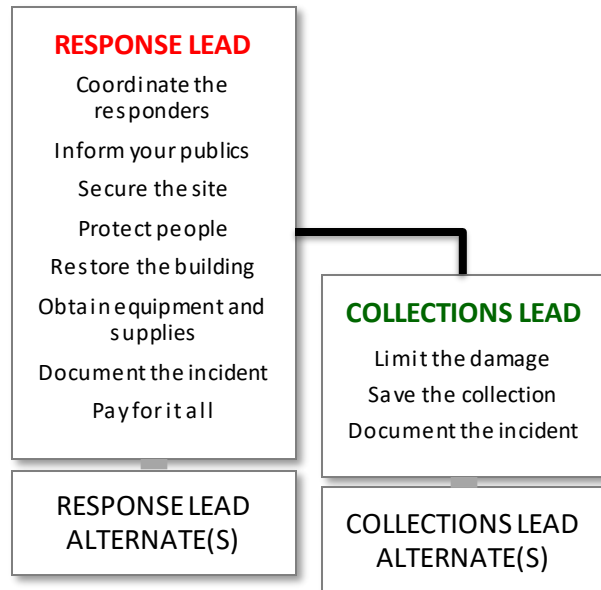
# 1. Conduct a skills survey

## Worksheet 1: Emergency Response Skills Questionnaire

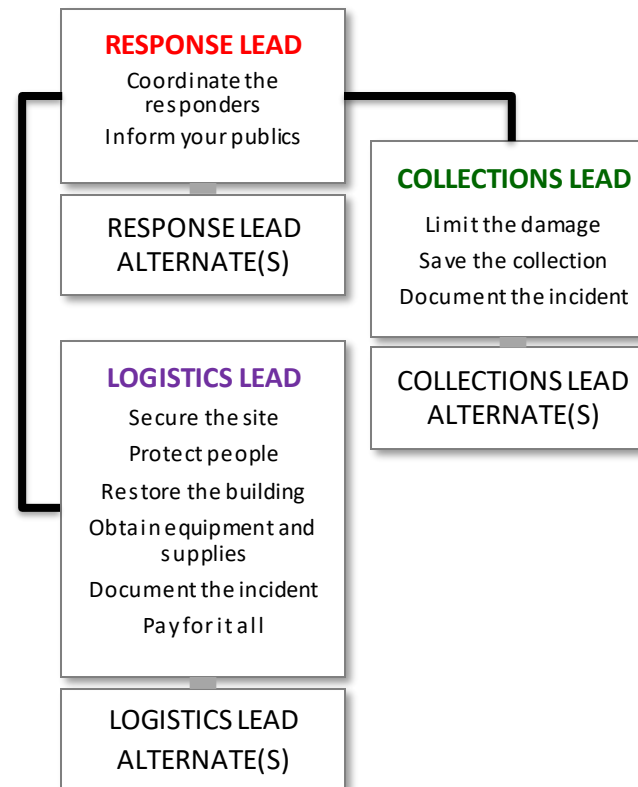
Have each person who might be on your Incident Management Team decide how well the skills and experience listed in the left column of the table below describe themselves: very well (V), somewhat (S), or not at all (N). Record answers in the right column.

Skill or experience	Indicator of relevance
I respond well to change and unexpected events.	
I live less than 20 minutes from the institution.	
I have access to a vehicle.	
I have experience managing projects.	
I have experience managing people.	
I can manage meetings.	
I have good writing skills.	
I have experience hiring people.	
I have public relations experience or training.	
I have good public speaking skills.	
I have grant-writing experience.	
I have bookkeeping training or experience.	
I have experience with fundraising projects.	
I have security training.	
I have training in health & safety.	
I have current first aid training.	
I have done building repairs or renovations.	
I am a trained tradesperson.	
I have janitorial experience.	
I have worked with restoration companies.	
I can work on my feet all day.	
I can lift heavy objects.	
I can work in a smoky or dusty environment.	
I am trained in handling artifacts.	
I understand the properties of artifact materials.	
I have artifact conservation training.	
I can use collections management software.	
I am skilled in photography.	
I can make videos.	

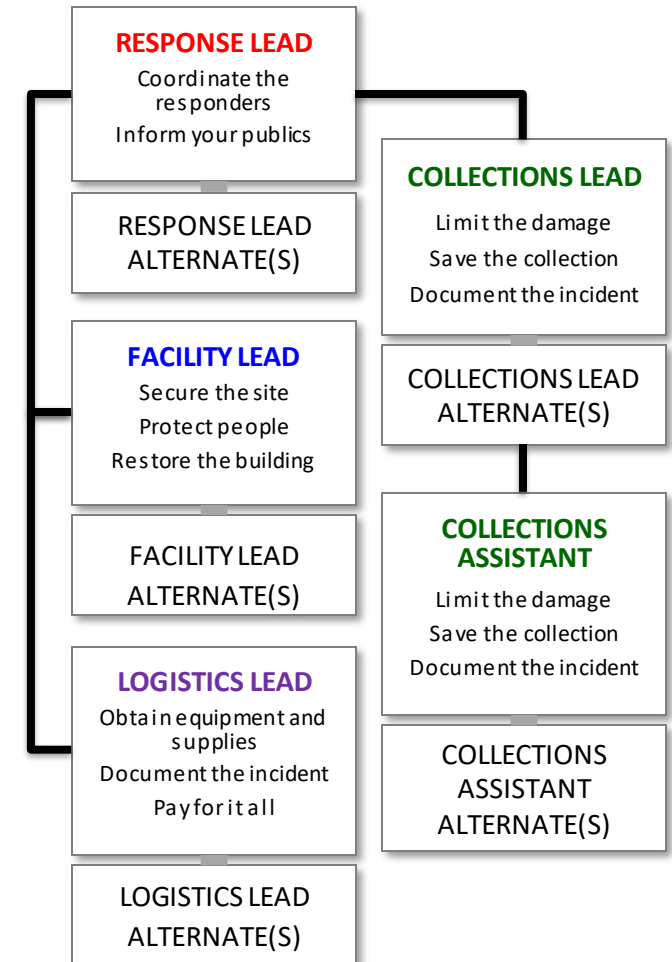
## Up to 6 employees – 2 roles



## 7 to 10 employees – 3 roles



## More than 10 employees – 5 roles



2. Choose a team structure.

# 3. Compare skills to roles

## Worksheet 2: Emergency Response Skills Inventory

Compile answers to Worksheet 1 for potential members of your Incident Management Team in the table below. Insert their names in the top row. Enter the positive questionnaire answers (V for very well, S for somewhat) in the cells below. Skip or cross out cells where the answer is “Not at all”. Copy the worksheet if you have more than 5 potential team members.

Skill or experience level for:	Victoria	Samir	Nora	Pierre	Kai	Luca
I respond well to change and unexpected events.	V	S	V	V	V	—
I live less than 20 minutes from the institution.	—	V	V	—	—	V
I have access to a vehicle.	V	V	V	S	—	V
I have experience managing projects.	V	S	V	—	V	S
I have experience managing people.	S	—	V	—	V	—
I can manage meetings.	V	—	V	—	V	S
I have good writing skills.	V	V	V	—	V	—
I have experience hiring people.	V	V	V	—	S	—
I have public relations experience or training.	—	—	V	—	V	—
I have good public speaking skills.	V	—	V	—	V	—
I have grant-writing experience.	V	—	V	—	—	—
I have bookkeeping training or experience.	—	—	V	—	V	—
I have experience with fundraising projects.	—	—	V	—	V	—
I have security training.	—	V	—	—	—	S
I have training in health & safety.	V	S	—	—	V	—
I have current first aid training.	V	S	V	—	V	V
I have done building repairs or renovations.	—	V	—	—	—	S
I am a trained tradesperson.	—	—	—	—	—	—
I have janitorial experience.	—	S	—	—	—	—
I have worked with restoration companies.	—	—	—	S	—	—
I can work on my feet all day.	—	V	—	S	V	V
I can lift heavy objects.	—	V	—	S	S	V
I can work in a smoky or dusty environment.	—	S	S	S	V	V
I am trained in handling artifacts.	V	V	S	V	V	V
I understand the properties of artifact materials.	—	—	—	V	—	—
I have artifact conservation training.	—	—	—	V	—	—
I can use collections management software.	V	—	—	V	V	V
I am skilled in photography.	—	S	S	V	V	V
I can make videos.	—	V	—	S	—	V

# 3. Compare skills to roles

**Table 1.6: Skills useful for members of the Incident Management Team.**

Skills	2-Person Team	3-Person Team	5-person Team
I respond well to change and unexpected events.	All roles	All roles	All roles
I live less than 20 minutes from the institution.	All roles	All roles	All roles
I have access to a vehicle.	All roles	All roles	All roles
I have experience managing projects.	All roles	All roles	All roles
I have experience managing people.	All roles	All roles	All roles
I can manage meetings.	All roles	All roles	All roles
I have good writing skills.	All roles	All roles	All roles
I have experience hiring people.	Response Lead	Response Lead	Response Lead
I have public relations experience or training.	Response Lead	Response Lead	Response Lead
I have good public speaking skills.	Response Lead	Response Lead	Response Lead
I have grant-writing experience.	Response Lead	Logistics Lead	Logistics Lead
I have bookkeeping training or experience.	Response Lead	Logistics Lead	Logistics Lead
I have experience with fundraising projects.	Response Lead	Logistics Lead	Logistics Lead
I have security training.	Response Lead	Logistics Lead	Facilities Lead
I have training in health & safety.	Response Lead	Logistics Lead	Facilities Lead
I have current first aid training.	Response Lead	Logistics Lead	Facilities Lead
I have done building repairs or renovations.	Response Lead	Logistics Lead	Facilities Lead
I am a trained tradesperson.	Response Lead	Logistics Lead	Facilities Lead
I have janitorial experience.	Response Lead	Logistics Lead	Facilities Lead
I have worked with restoration companies.	Response or Collections Lead	Logistics or Collections Lead	Facilities or Collections Lead
I can work on my feet all day.	Response or Collections Lead	Logistics or Collections Lead	Facilities or Collections Lead
I can lift heavy objects.	Response or Collections Lead	Logistics or Collections Lead	Facilities or Collections Lead
I can work in a smoky or dusty environment.	Response or Collections Lead	Logistics or Collections Lead	Facilities or Collections Lead
I am trained in handling artifacts.	Collections Lead	Collections Lead	Collections Lead
I understand the properties of artifact materials.	Collections Lead	Collections Lead	Collections Lead
I have artifact conservation training.	Collections Lead	Collections Lead	Collections Lead
I can use collections management software.	Collections Lead	Collections Lead	Collections Lead
I am skilled in photography.	Collections Lead	Collections Lead	Collections Lead
I can make videos.	Collections Lead	Collections Lead	Collections Lead



# 4. Assign roles

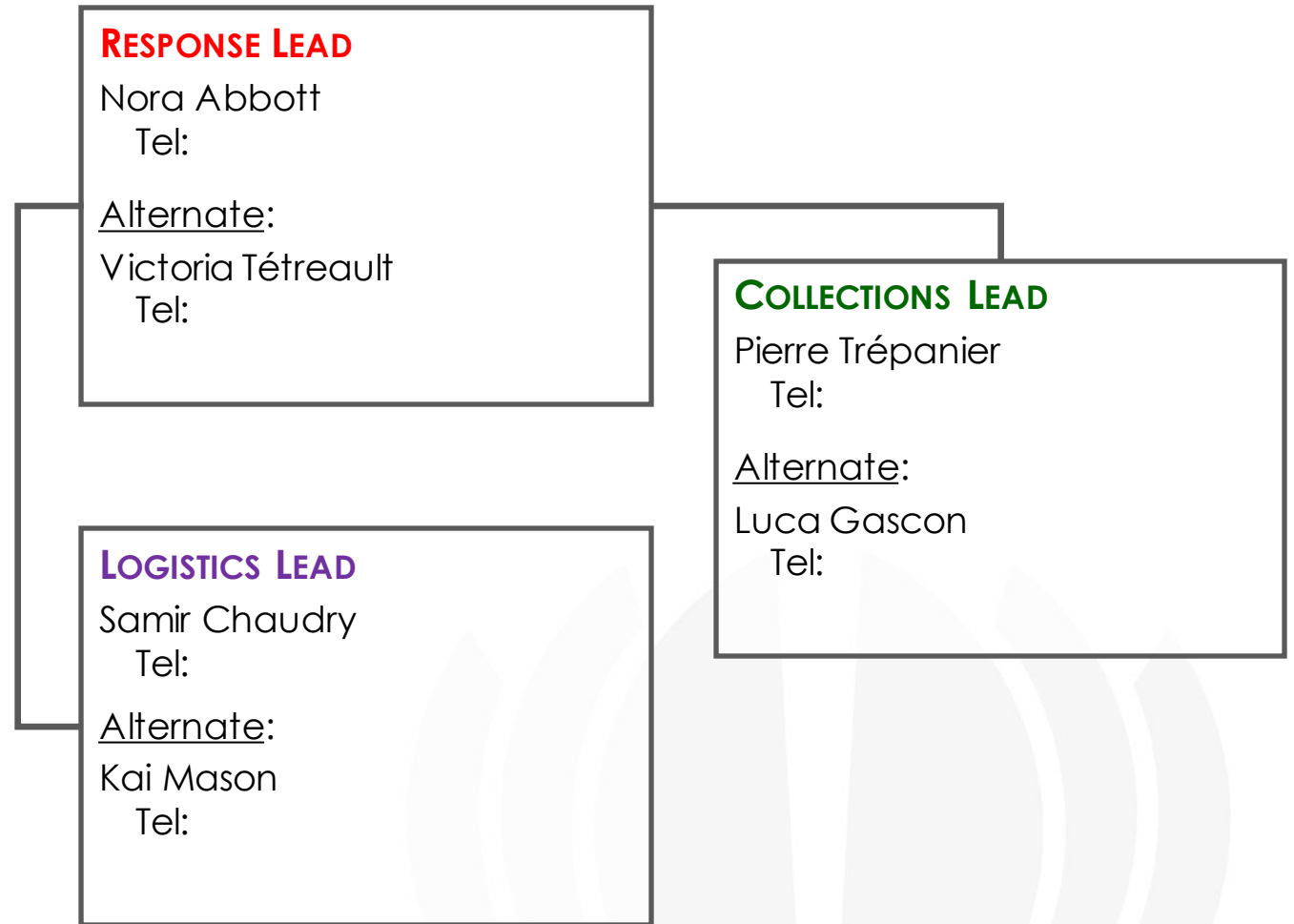
## Worksheet 3. Incident Management Team Chart

After assessing the skills and determining roles for your Incident Management Team members, use the table below to record the results:

- Enter the role names of your Incident Management Team in the top row. Use the role names suggested in Table 1.6 in the Manual or others that work better for your institution. Use only as many columns as needed for the size of your team.
- In the cells below each role name, assign the 10 emergency objectives to the roles that will be responsible for them. See Table 1.5 in the Response Ready Manual (p. 15) for suggestions.
- Cross out cells that are not required. Not all cells will be filled.
- Fill in the names of the people assigned to each role, including at least one alternate. Each person should be assigned to only one role or alternate position.

Role Name:	<i>Response Lead</i>	<i>Logistics Lead</i>	<i>Collections Lead</i>		
<b>Emergency Objective 1</b>	<i>Coordinate the responders</i>	<i>Secure the site</i>	<i>Limit the damage</i>		
<b>Emergency Objective 2</b>	<i>Inform your publics</i>	<i>Protect people</i>	<i>Save the collection</i>		
<b>Emergency Objective 3</b>	<i>Obtain supplies and equipment</i>	<i>Document the incident</i>	<i>Document the incident</i>		
<b>Emergency Objective 4</b>	<i>Pay for it all</i>	<i>Restore the building</i>	—		
<b>Emergency Objective 5</b>	—	—	—		
<b>Emergency Objective 6</b>	—	—	—		
<b>Emergency Objective 7</b>	—	—	—		
<b>Emergency Objective 8</b>	—	—	—		
<b>Person assigned to role:</b>	<i>Nora</i>	<i>Samir</i>	<i>Pierre</i>		
<b>Alternate assigned to role:</b>	<i>Victoria</i>	<i>Kai</i>	<i>Luca</i>		

# 5. Add Incident Management Team to the Emergency Plan



# Module 4. Collections salvage and recovery strategies

TRIAGE

PROTECT

DOCUMENT

MOVE

PACK

BUY TIME

CLEAN

DRY

STORE

REHOUSE

TREAT

DISCARD



# Responsible for collections salvage?

- Need separate, hands-on training





Patrimoine  
canadien

Canadian  
Heritage



# Response Ready

Online Workshop

Museum of the Highwood, June 2013.

# Online Workshop Agenda

Session A

today 1 hour

Intersession  
EXERCISES ~60 minutes

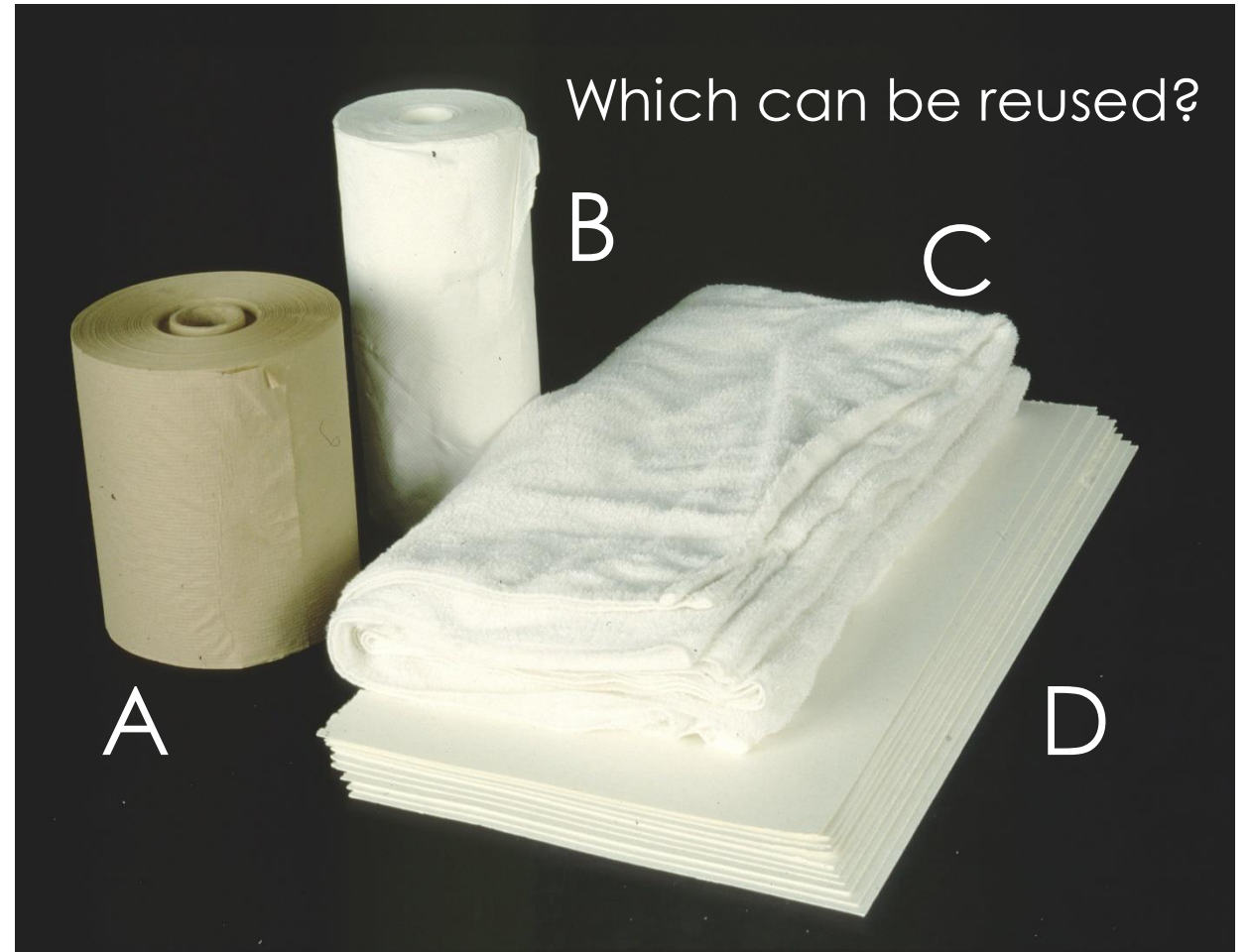
Session B

next week / 1 hour

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# Interactive exercises

- Warm-up exercises
- True or false questions
- Multiple-choice questions
- Polls



# Interactive exercises

The image shows a Zoom meeting interface. At the top, there are video thumbnails for participants Amanda Ogilvie and Irene Karsten. The main content is a PowerPoint slide titled "What Emergencies?". The slide lists various emergency scenarios: Internal Flooding, Flood in collections storage, tornado, Fire, sink into Georgian Bay, ice damage, Building failure/structure damage, wildfire, Water leak, Theft, roof collapse, power failure, leak, ice storm, fire, and Fire. A dashed box highlights the "Building failure/structure damage" and "Theft" items. To the right of the slide is a "Participants (16)" list with a search bar and a list of names. At the bottom of the Zoom window is a control bar with icons for "yes", "no", "go slower", "go faster", "more", and "clear all", along with "Invite" and "Mute All" buttons. The Windows taskbar is visible at the very bottom, showing the search bar and system tray.

Zoom Meeting

Participants (16)

Find a participant

## What Emergencies?

- Internal Flooding
- Flood in collections storage
- tornado
- Fire
- sink into Georgian Bay
- ice damage
- Building failure/structure damage
- wildfire
- Water leak
- Theft
- roof collapse
- power failure
- leak
- ice storm
- fire
- Fire

Slide 28 of 73

yes no go slower go faster more clear all

Invite Mute All

Type here to search

ENG 10:17 AM  
US 2021-08-10



# Intersession



1. Set up a meeting with your colleagues



2. Fill out the skills questionnaire



3. Decide on a team structure and team members



4. Add team contact information to your emergency plan

# Warm-up exercise



You are forced to flee your building during an emergency.

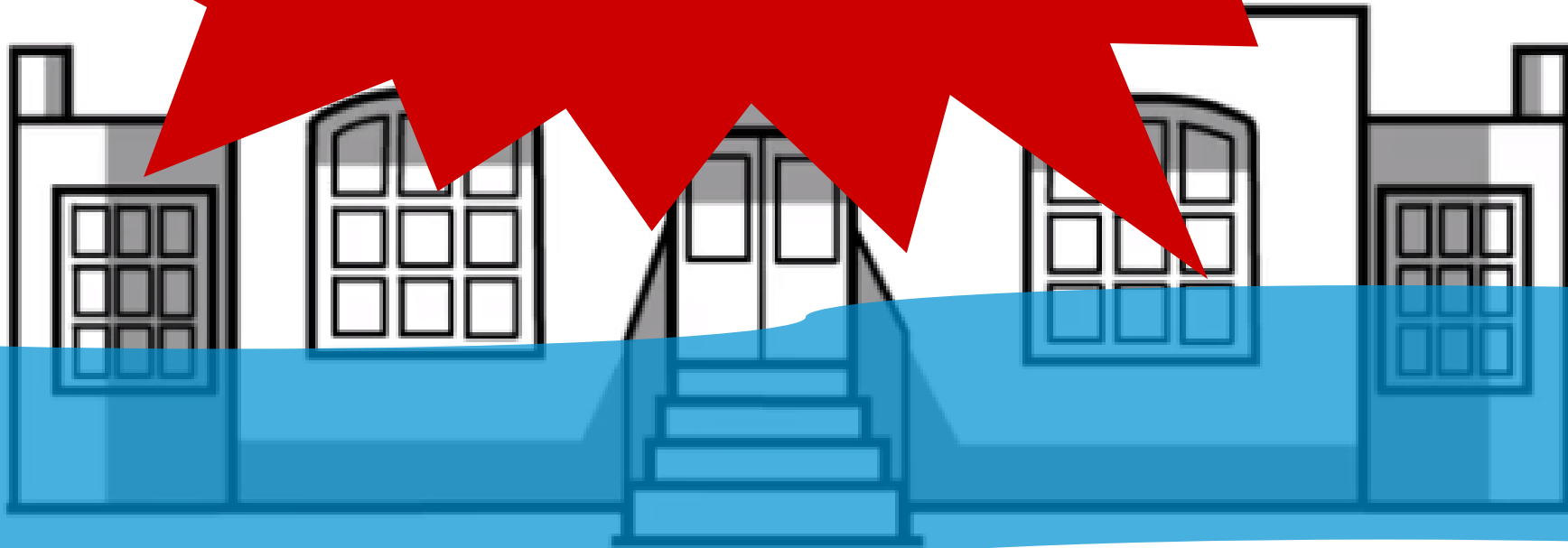
You have time to save **one** item from your collection.

**What will you take?**



Torrential rain floods a lower level room.

*Une pluie torrentielle inonde  
la salle du niveau inférieur.*



# Emergency Response Task Matrix

## OBJECTIVES

## HOUR 1

## DAY 1

## LATER

Protect people

Mop wet floor  
in storage  
rooms

Outfit  
collection staff  
with PPE

Coordinate the  
responders

Meet with  
IMT

Call insurance  
company

Call  
conservator

Secure the site

Close museum

Set up sign in  
for recovery  
workers

Limit the  
damage

Place buckets  
under leaks

Contain puddles  
with absorbent  
snakes

Drape shelves  
and racks with  
plastic

Install  
dehumidifier in  
affected rooms

Save the  
collection

Assess overall  
damage starting  
in storage rooms

Check art on  
each rack for  
water damage

Hand carry  
affected  
paintings to  
classroom

Check each  
cabinet for  
water  
infiltration

Pack wet or  
damp records  
into dry boxes

Move affected  
records on carts  
to classroom

Restore the  
building

Wipe down tops  
of wet cabinets

Seal source of  
leaks

Remove and  
replace wet  
drywall

Obtain  
supplies and  
equipment

Source  
industrial  
dehumidifiers

Inform your  
publics

Post alerts in  
social media re  
temporary closing

Contact  
volunteers to  
reschedule hours

Document the  
incident

Photograph  
affected areas

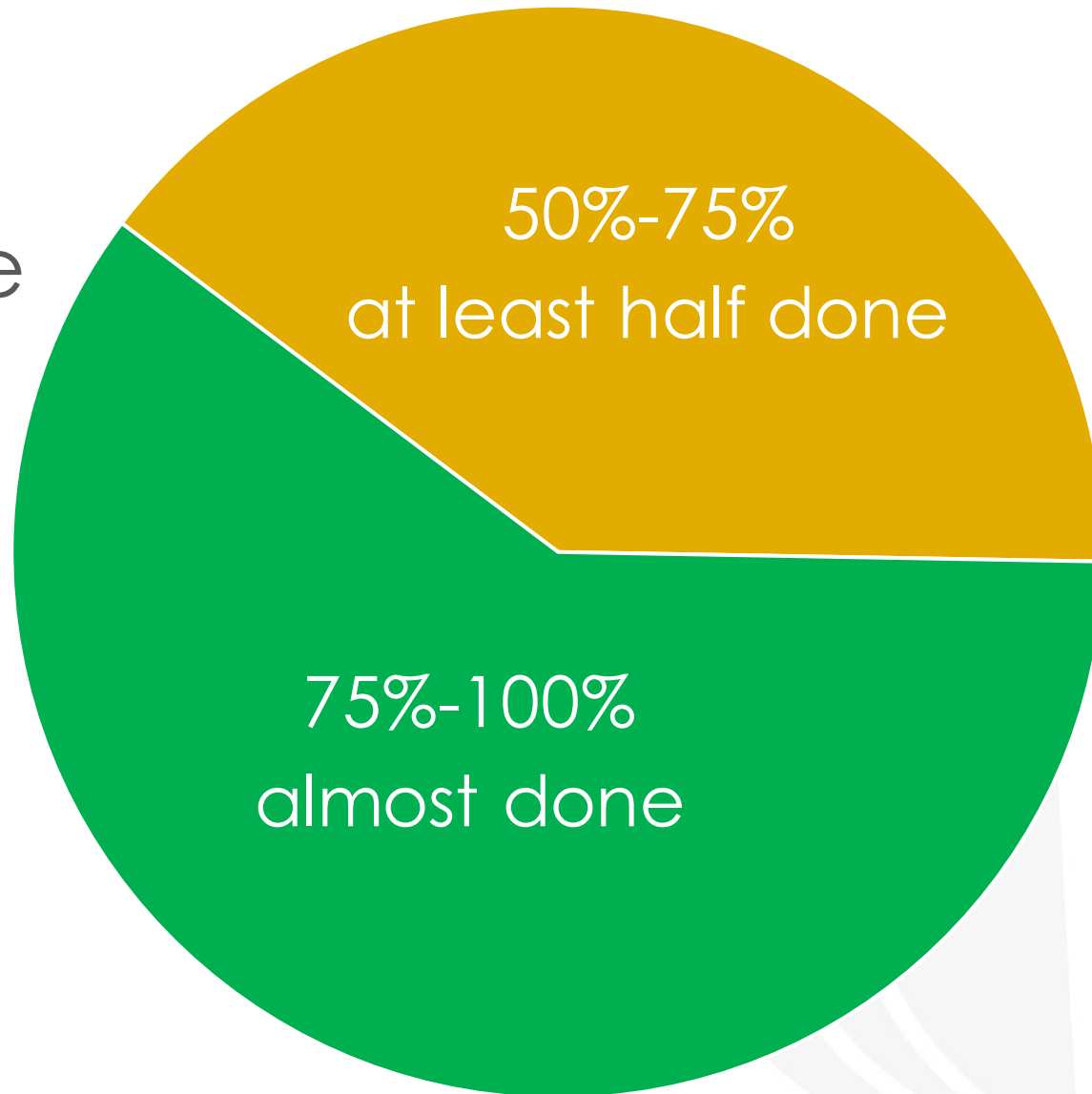
Prepare lists of  
items being  
moved

Prepare lists of  
items being  
moved

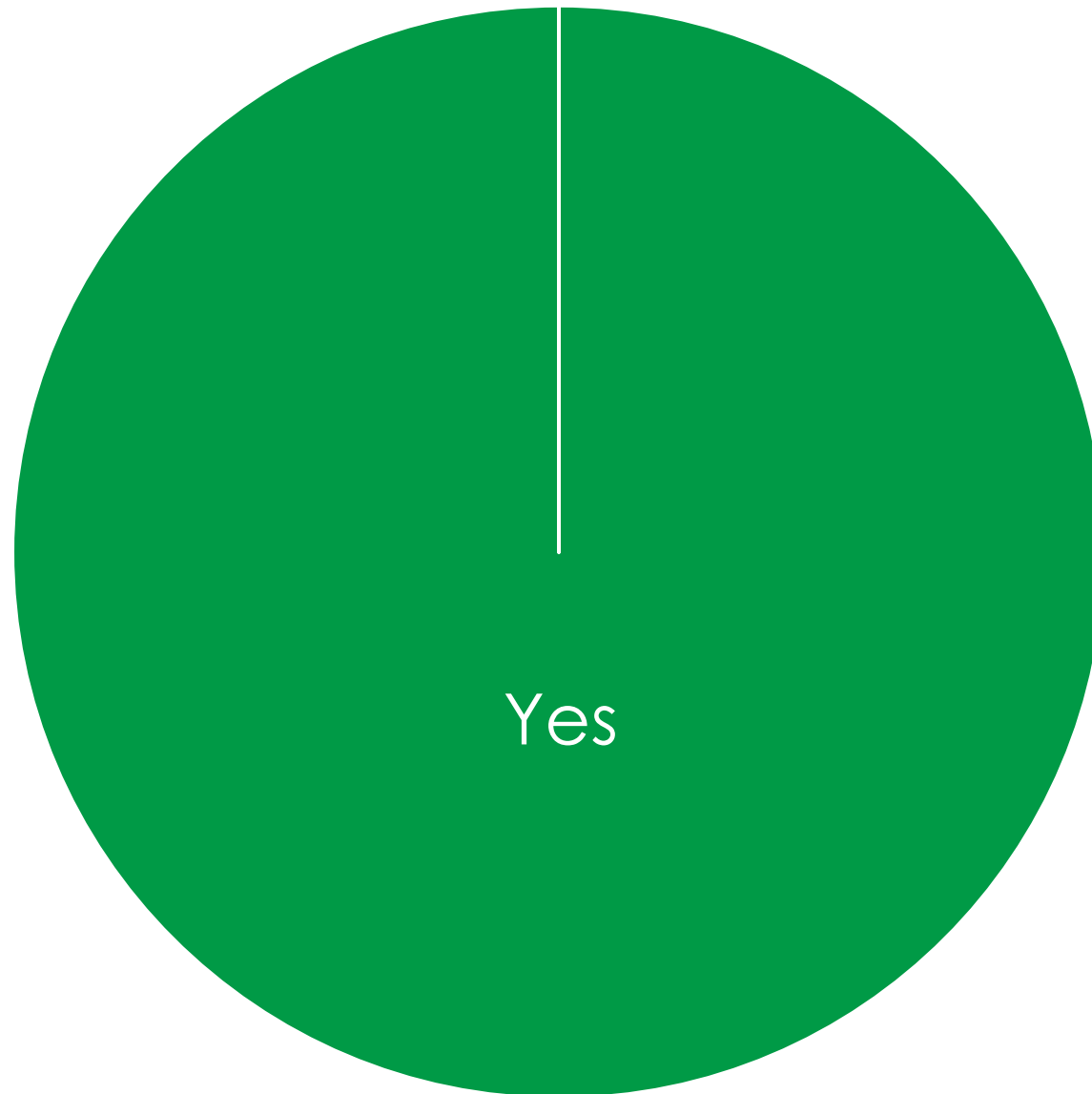
Pay for it all

Source  
emergency  
funding

How complete  
is your  
emergency  
plan?



Is your  
institution  
better  
prepared?



# Need a plan now?

- No plan?
    - Sign up for the next Response Ready online workshop.
    - Use the Response Ready manual, worksheets and template to create plan.
  - Old plan that needs updating?
    - Review the plan as suggested in the Response Ready Manual.
    - Compare the plan to the Response Ready template.
    - Test the plan with scenario exercises from the Response Ready worksheet.
- 



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