Municipal Business Continuity Plan

This IMS based Emergency Plan is issued under the authority of the Council of the Township of Selwyn as per By-law 2019 - XXX dated XXX, 2019.
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Foreword

Municipal Emergencies can be defined as situations caused by the forces of nature, an accident, an intentional act, or otherwise that constitutes a danger of major proportions to life or property. The Municipal Emergency Plan describes the purpose and process of community response.

Business Continuity Planning is the proactive planning process completed in order to ensure that the Municipal Corporation can continue to provide services at the highest level possible during a disruption. The process of identifying and ranking services will also increase overall organizational efficiency and identify the relationship of assets and human and financial resources to critical services and deliverables.

The term “Continuity of Operations Plan” may be used instead of Business Continuity Plan by other organizations or levels of government.

All elected or appointed municipal officials of the Township have an obligation to be fully aware of the contents of this Business Continuity Plan and must be prepared, at all times, to carry out the functions and responsibilities assigned to them.
Section 1 - Purpose

The purpose of this Business Continuity Plan is to:

a) Rank municipal services as critical, vital, necessary or desired, based on:
   I. Legislated requirements
   II. Staffing requirements
   III. Facility, equipment and technological requirements

b) Identify thresholds that justify the reduction of services

c) Provide plans, measures and arrangements to ensure the continuous delivery of critical services and products, which permits the organization to recover its facility, data and assets.

d) Identify necessary resources to support business continuity, including personnel, information, equipment, financial allocations, legal counsel, infrastructure protection and accommodations.

Section 2 - Authority

(Compliance with Legislation / Regulation / Policy Statements / Standards / By-law)

Authority for the development, content, and implementation of the Business Continuity Plan is provided or referenced in the following:

Fire Marshal & Chief, Emergency Management Guidance: 2015-01-08 (O. Reg 380/04 Training Requirements);

The Guidance issued in 2015 requires that “[Municipal Control Group Members] training shall include instruction on note taking, continuity of operations planning and a review of specific emergency scenarios or identified local hazards.”

Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9;

Section 10 provides exemption of public access for continuity of operations plans. Appendices are deemed confidential.

Public access to plans
10. Except for plans respecting continuity of operations or services, an emergency plan formulated under section 3, 6 or 8 shall be made available to the
public for inspection and copying during ordinary business hours at an office of
the municipality, ministry or branch of government, as the case may be. R.S.O.
1990, c. E.9, s. 10; 2009, c. 33, Sched. 9, s. 4.

Accessibility for Ontarians with Disabilities Act /Ontario Regulation
429/11 and 191/11;

The Act specifically identifies Standards to be set by Regulation.

Ontario Regulation 429/07 sets out requirements for Accessible Standards for
Customer Service and Providing Documents in an Accessible Format

The Township of Selwyn shall provide Business Continuity Plan information in an
accessible format upon request in accordance with the Township’s Accessible
Customer Service Policy # 8.2.

Municipal Freedom of Information and Protection of Privacy Act,
R.S.O. 1990, Chapter M. 56;

The Business Continuity Plan is a public document excluding the appendices which are
deemed confidential.

As stated in the Municipal Freedom of Information and Protection of Privacy Act, R.S.O.
1990,:

Section 8. (1) A Head of an institution may refuse to disclose a record if the disclosure could reasonably be expected to,

(i) endanger the security of a building or the security of a vehicle carrying items,
or of a system or procedure established for the protection of items, for which
protection is reasonably required;

Section 9 (1) A head shall refuse to disclose a record if the disclosure could reasonably be expected to reveal information the institution has received in confidence from,

a) the Government of Canada;
b) the Government of Ontario or the government of a province or territory in
   Canada;
c) the government of a foreign country or state
d) an agency of a government referred to in clause (a), (b) or (c) or
e) an international organization of states or a body of such an organization.
**Section 10 (1)** A head shall refuse to disclose a record that reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly, if the disclosure could reasonably be expected to,
(b) Result in similar information no longer being supplied to the institution where it is in the public interest that similar information continue to be so supplied;

**Section 13** A head may refuse to disclose a record whose disclosure could reasonably be expected to seriously threaten the safety or health of an individual.

**Canadian Standards Association (CSA) Canadian Emergency Management and Business Continuity Program Standard (CSA Z1600);**

Business Continuity Program Standard (CSA Z1600) establish a common set of criteria for disaster management, emergency management, and business continuity programs. This Standard was published in 2008.

While CSA Z1600 is non-binding, the IMS doctrine is designed to be consistent with it.

Below is an extract from the CSA Z1600 Standard:

**6.5 Incident management**

6.5.1
The entity shall establish an incident management system to direct, control, and coordinate operations during and after an emergency.

6.5.2
The incident management system shall assign specific organizational roles, titles, and responsibilities for each incident management function.

6.5.3
The entity shall establish procedures for coordinating response, continuity, and recovery activities.

**By-law # 2019-0XXX passed by the Council of the Corporation of the Township of Selwyn;**

By-law No 2016-085 of the Township of Selwyn as certified by the Clerk of the Township documents Council's official approval of this Business Continuity Plan.
Section 3 - Application

All elected or appointed municipal officials of the Township have an obligation to be fully aware of the contents of this Business Continuity Plan and must be prepared, at all times, to carry out the functions and responsibilities assigned to them.

Section 4 - Confidentiality of Plan

The Township of Selwyn Business Continuity Plan is a public document excluding the appendices, which are deemed confidential.

Section 10 of the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9 provides exemption of public access for continuity of operations plans.

As defined in the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter M. 56, the Head of an institution may refuse under that Act to disclose a record:

a) If the record contains information required for the identification and assessment activities associated with the Hazard and Risk assessment and Infrastructure Identification;

a) Reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly;

b) If its disclosure could reasonably be expected to prejudice the defence of Canada or of any foreign state allied or associated with Canada or be injurious to the detection, prevention or suppression of espionage, sabotage or terrorism.

c) If the record contains personal information.

Section 5 – Municipal Department Structure

Selwyn is the largest Township within the County of Peterborough with more than 318 square kilometres of land interspersed with stunning lakes and water bodies.
While each department has their own areas of responsibility, the Township’s success in providing efficient and cost effective services is achieved through each department working in cooperation and supporting each other’s efforts.

Council and staff continually review Township services and programs and implement any changes that will best serve its residents.

The Township of Selwyn consists of the following departments:

- CAO
- Clerks Department
- Finance Department
- Building & Planning Department
- Public Works Department
- Parks and Recreation Department
- Fire Department
- Library Services

**Organizational Chart**

**Chief Administrative Officer (CAO)**

The Chief Administrative Officer (CAO) is responsible for the overall governance of the municipality under the direction of Council.

The CAO for the Township provides advice to Council about the Township's organization and operating procedures and is responsible for the overall administration of municipal departments. The CAO ensures that all municipal departments are providing quality service in a timely, efficient and cost effective manner.

The CAO oversees the following Department Managers: Clerk, Manager of Financial Services, Manager of Building and Planning, Manager of Recreation Services, Manager of Public Works, and the Fire Chief.

**Clerks Department**

The Clerk's Department plays a major role in the administration services of the Township of Selwyn. The Department provides legislative support to Council and other Township Committees; maintains the official records of the Township (By-laws, minutes, agendas, agreements, etc...); registers births and death; issues marriage licences; manages the conduct of charitable gaming; coordinates the municipal election (every four years); and provides general information on a broad range of public inquiries.
Finance Department

The Finance Department manages municipal taxation, all aspects of Township accounting services, and coordination of technological support across Township departments. The Municipal Act requires that the Township levy and collect taxes on behalf of the upper-tier and the local school boards.

The Finance department distributes finance and taxation information to Council and the general public and is responsible for reporting financial benchmarks and performance measurements.

Building & Planning Department

The Building and Planning Department is responsible for providing a wide range of advisory and regulatory services that pertain to land use matters as well as the enforcement of the Ontario Building Code, the Planning Act and some Township By-laws.

The Building and Planning Department functions as one department in order to create a "one stop shopping" approach to development approvals, from initial contact through planning approvals, building approvals, completion and occupancy. It is responsible for the review and administration of applications for planning and building approvals.

General requirements of the Building and Planning Department involve compiling statistical reports for Council updates, Statistic Canada Reports and Canada Mortgage and Housing Reports, providing information and assistance to the public and collecting and recording of various fees for permits, development charges and zoning certificates.

The Department also answers all zoning requests for the Municipality, which include written responses to solicitors and financial institutions when ownership of a property is transferring, and/or for mortgage purposes. The Building and Planning Department is composed of two functional branches with specific responsibilities in each area.

Public Works Department

The Public Works Department maintains Township roads using our own forces and operates under a Council approved Level of Service - Winter Control Policy. This policy establishes guidelines for snow plowing, sanding, patrolling and winter sidewalk maintenance. The Department constructs and/or oversees the construction of new roads and major road repairs. The Department manages the Smith Landfill, Township gravel pits, and streetlights. The Department also maintains the Township’s fleet of vehicles and equipment including Fire Department and Parks and Recreation vehicles.
Parks and Recreation Department

The Parks and Recreation Department manages the operations of two Community Centres, both with ice pads and banquet facilities, located in Ennismore and Lakefield. In addition, the department operates the Marshland Centre, outdoor sports facilities that include ball diamonds, soccer pitches, tennis courts, 5 playgrounds, 3 beaches, 52 hectares of parkland, and 3 beautiful municipal trails. The Department manages and operates a Marina facility in Lakefield and oversees the privately contracted Lakefield Campground. The Department also supports a number of community events and Committees, including the Ennismore Shamrock Festival and Tractor Pull, the Lakefield Jazz and Art Festival and the Parks and Recreation and Trails Committees.

Fire Department

The Fire Department provides emergency response related to fire suppression, emergency medical response, auto extrication, and water and ice rescue; as well as fire prevention programs and education. The Selwyn Fire Department consists of 5 Fire Halls, volunteer firefighters, including 3 full-time staff members, and a variety of fire response equipment that include pumper trucks, tanker pumper, rescue units, rescue boats, grass fire units and mobile generators.

The Fire Protection and Prevention Act requires that the municipality establish a public education program with respect to fire safety and fire prevention. Fire safety education is provided to schools, seniors, various community organizations and the general public. Fire inspections of day care facilities, industry, trailer parks, refreshment vehicles etc… are conducted to ensure compliance with applicable law.

Library Services

The Township of Selwyn Public Library system includes three fully integrated library branches, one in each ward of the Township. A strong volunteer base of 170 people provide approximately 20,000 hours per year of volunteer time. With locations in Bridgenorth, Ennismore and Lakefield, staff and volunteers are able to provide service within a reasonable driving distance for all residents of our township. The library also offers free use of computers with internet, e-mail, and word processing. Free Wi-Fi is available 24/7. A variety of children’s programs run throughout the year including Baby, Toddler and Preschool story time. Children’s programs are also available during the summer, winter and March breaks, and most PA days. Other library programs and services include monthly book clubs, movie nights, computer and tablet lessons, book sales, interlibrary loan, local history and genealogy resources including Ancestry Library edition, and on-line resources including: Career Cruising, Encyclopedia, Chilton’s Auto Repair, Health Guides and newspaper and magazine databases.
Section 6 – Service Ranking

A Business Impact Analysis (BIA) has been conducted for each department in order to determine and evaluate the potential effects of an interruption to critical business operations as a result of a disaster, accident or emergency.

The services provided by the Township of Selwyn have been ranked as follows:

- **Emergency** – must be provided immediately
- **Critical** – must be provided within 24 hours
- **Vital** – must be provided within 72 hours
- **Necessary** – must be resumed within two weeks
- **Desired** – could be delayed for two weeks or longer

The criteria used to determine these rankings include:

- Interruption Impact
- Influencing Factors
- Regulatory Requirements
- Normal Standard Statement
- Minimum Standard Statement
- Human Resource Requirements
- Infrastructure and Resource Requirements
- Vital Records
- Interdependencies
- Remote Access Viability

Service Ranking Summary

The following chart summarizes and ranks the critical services as identified by the BIAs:

<table>
<thead>
<tr>
<th>Department</th>
<th>Service</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building and Planning</td>
<td>Building inspections</td>
<td>Critical</td>
</tr>
<tr>
<td>Community &amp; Corporate Services</td>
<td>Burial Permits</td>
<td>Critical</td>
</tr>
<tr>
<td>Community &amp; Corporate Services</td>
<td>Communications</td>
<td>Critical</td>
</tr>
<tr>
<td>Finance</td>
<td>Tax billing</td>
<td>Critical</td>
</tr>
<tr>
<td>Finance</td>
<td>IT support</td>
<td>Critical</td>
</tr>
<tr>
<td>Finance</td>
<td>Payroll and Accounts Payables</td>
<td>Critical</td>
</tr>
<tr>
<td>Fire</td>
<td>Fire response</td>
<td>Critical</td>
</tr>
<tr>
<td></td>
<td>MVA response</td>
<td></td>
</tr>
<tr>
<td>Medical call response</td>
<td>Facilities Operation – Support Reception Centres</td>
<td>Critical</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>Waste Collection</td>
<td>Critical</td>
</tr>
<tr>
<td>Public Works</td>
<td>Landfill</td>
<td>Critical</td>
</tr>
<tr>
<td>Public Works</td>
<td>Road Maintenance</td>
<td>Critical</td>
</tr>
</tbody>
</table>

**Section 7 – Implementation**

Using the results of the BIA, the Township has compiled confidential appendices specific to hazards identified in the Township’s Hazard Identification, Risk Assessment (HIRA) and Municipal Emergency Plan.

These appendices include plans, measures and arrangements to ensure the continuous delivery of critical services and products, which permits the organization to recover its facility, data and assets, identification of necessary resources to support business continuity, including personnel, information, equipment, financial allocations, legal counsel, infrastructure protection and accommodations.

**Section 8 – Training and Exercise**

The Township will complete annual training and exercise in order to maintain high levels of competence and readiness. As there are no legislated requirements, training and exercise will be completed at the discretion of the Emergency Management Program Committee.

**Section 9 – Program Committee**

The Emergency Management Program Committee is responsible for the development and maintenance of the Emergency Management Program and Business Continuity Program. They will review the plan annually in order to ensure continuous improvements to the program.