1. Plan Administration

Purpose

This plan has been created to provide a flexible framework to manage the response to any disruption of services, maintain critical activities and recover from the incident quickly and efficiently.

The objectives of the Business Continuity Plan (BCP) are the following:

1. To ensure recovery procedures provide for prompt and efficient resumption of programs and services.

2. To readily identify essential programs and services affected by the disruption and the resources required to restore these services.

3. To identify the priority of each impacted program or service and the time periods within which the minimum operational requirements are required to be re-established.

4. To ensure provisions are in place for obtaining resources that are required to resume disrupted programs and services.

5. To minimize the impacts of the disruption to the public and other departments.

Scope

The following departments / sites are in scope of this plan:

- Administration
- Finance
- Technical Services
- Income Support
- Post Secondary
- Health

Policy

The BCP should deliver a coordinated and effective department-wide business continuity program that reduces the impact of business disruptions to the organization, enhances the organization's emergency preparedness and management, and ensures the resiliency of the organization's essential services and functions.

Following a significant business disruption, the recovery of time sensitive services will take precedence over the resumption of those services that are deemed less time sensitive.

Recovery times will be determined by business impact analyses (BIA), as submitted by business areas and endorsed by executive leadership for each program area.

Those appointed as the BCO will be the focal point in coordinating the development, administration, and maintenance of the BCP. The BCO is also responsible for initiating any related training and for the overall coordination of activities if the plan is activated.

Plan Maintenance and Review

The BCP is reviewed and updated regularly to ensure consistency and align with current best practices.

The BCO will review the BCP under the following conditions:
- Minimum of once every year
- Following an organization disruption
- Following a business continuity exercise
- Reorganization of the organization
- Significant change in organization's mandate, or services it delivers

This includes a comprehensive review of all aspects of the BCP and business area essential service and fan-out lists.

2.   Roles & Responsibilities

2.1   Delegation of Authority

The Delegation of Authority will provide the nominated individual the authority to decide during the activation of a BCP. In regards to emergency and business continuity management aspects, in the absence of the BCO, an Acting BCO (if designated) will assume responsibilities for the BCP. The Delegation of Authority should be communicated to all members of the Executive Team and the BCP Emergency Management Team.

2.2   Business Continuity Officer (BCO)

The BCO is responsible for the continuity activities within the organization, including the coordination and direction of the planning, development, exercise, maintenance and administration of the community BCP. The BCO will respond to the initial call for assistance for all business interruptions that cannot be handled by normal mechanisms. Additionally, the BCO will:

- Notify the CEO as soon as possible.
- Liaise with business areas regarding business impact analyses, continuity strategies and overall plan development.
- During an activation, provide regular reports to the ET.

2.3   Executive Team (ET)

The Executive Team (ET) is comprised of the CEO, COO and CFO is responsible for protecting and preserving the organization's assets and resources. During the development of the BCP, the ET will be responsible for:

- Providing guidance, information, assessment and approvals for the overall content of the plan.

During a BCP activation, the ET will be responsible for:

- Providing direction to the BCO in relation to the incident.
- Providing regular reports to the Executive Board.

2.4   Business Continuity Team

The Business Continuity Team (BCT), led by the BCO, is responsible for assisting with the coordination, development, exercising, validating, maintaining and implementing the business continuity management cycle. The team members must have an in-depth knowledge of the business needs.

When an interruption cannot be handled through normal mechanisms or results in a large-scale interruption, the BCO will contact the BCT to advise them of the interruption and any available details relating to the activation of the community Emergency Coordination Centre (ECC).

2.5   Business Continuity Representative

The Business Continuity Representative (BCR) is a representative from each program unit who can provide subject matter knowledge and skills necessary to respond to a disruptive incident. Their responsibilities include:

In coordination with the BCO develop the BCP.

- Testing and maintaining the BCP.
- Report all business disruptions to BCO.
- Participate in all post incident assessments.
- Ensure an alternative BCR is trained and appropriately informed.

3. Plan Activation / Deactivation

Activation Circumstances

This plan will be activated to manage the response to any incident that causes significant disruption to normal service delivery; particularly the delivery of essential or time-critical activities. Plan activation triggers may include:

- Loss of key people or skills (above normal levels of absenteeism), due to illness/injury, severe weather, changes in service structures, major transport disruption, emergency response duties or people leaving the organization.
- Loss of critical systems (IT network disruption, telephone outage, power outage, utilities disruption or third-party supplier disruption).
- Denial of access or damage to facilities (loss of building through fire or flood, and external emergency where emergency service cordon would prevent access for a period of time, utilities failure).
- Loss of a key resource (such as an external supplier or partner) vital to the delivery of a key service or activity.

The decision to activate the BCP, will be based on an assessment of the most probable impact that a disruption will have on one (or more) essential services. Each consideration should be weighed in terms of the potential impact to business functions.

The BCP can be partially activated for business units as needed. Partial activations will not always require mobilization of the EMT, as they can typically be managed at the site level. However, a disruption that impacts multiple business areas will be a key consideration for a full activation of the overall community BCP.
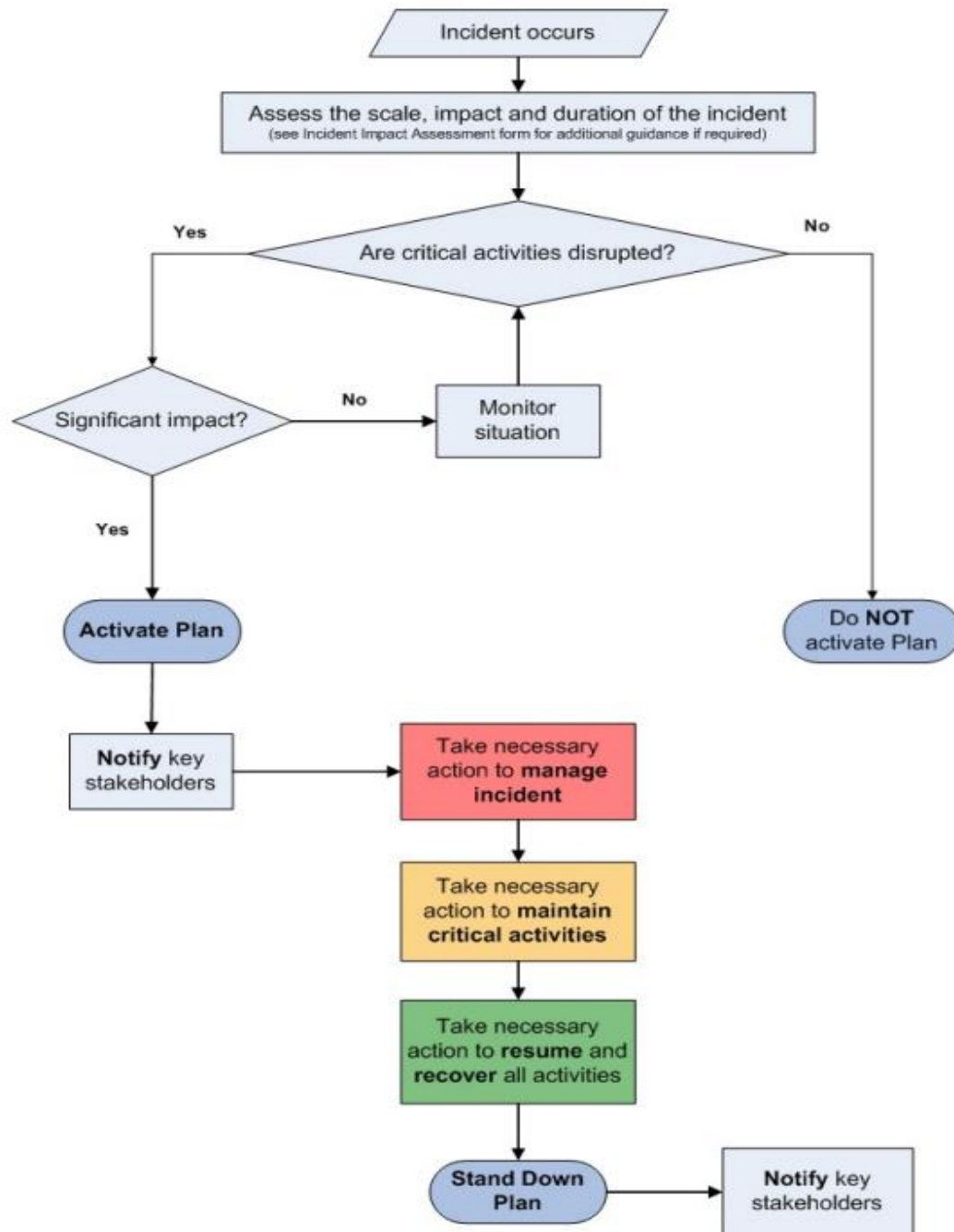
Authority for Plan Activation / Deactivation

The CEO has authority to Activate/Deactivate the BCP. In the absence of the CEO, the COO will be delegated authority.

Deactivation Circumstances

Once the interruption has been managed, and business activities have resumed and returned to normal operations, the business continuity plan will be deactivated. – Any Recovery will take place following the deactivation

Plan Activation Process

Incident occurs

Assess the scale, impact and duration of the incident
(see Incident Impact Assessment form for additional guidance if required)

Are critical activities disrupted?

Yes → Significant impact?

No → Monitor situation

No → Do **NOT** activate Plan

Significant impact? — No → Monitor situation

Yes → **Activate Plan**

Activate Plan → **Notify** key stakeholders

Notify key stakeholders → Take necessary action to **manage incident**

Take necessary action to **manage incident**

Take necessary action to **maintain critical activities**

Take necessary action to **resume** and **recover** all activities

Stand Down Plan

Stand Down Plan → **Notify** key stakeholders

4. Notification Process

Once the BCO has been notified of a significant disruption, the following groups will be contacted to report the required information.
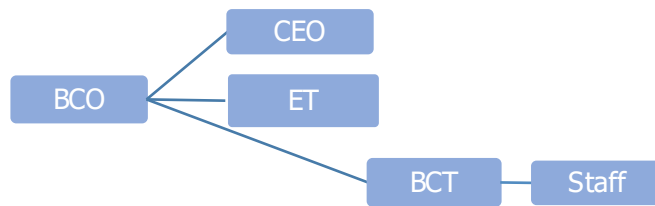
5. Communication Process

The BCP Communication Procedures are used to guide the provision of accurate information in a timely and efficient manner to promote informed decision-making and reduce unnecessary confusion.

Internal communications should be managed as per the unit's communications plan. Details of the incident should be passed to Business Continuity Officer.

External communications should be managed as per the plan.

Crisis Communications

In the event that multiple organizational services are impacted by a business continuity incident, Crisis Communications will be coordinated through the CEO supported by BCT communications representatives. There is an expectation that each department will ensure key messages specific to their services are prepared.

6. Incident Management

Purpose

- Protect the safety and well-being of staff and the public
- Protect vital assets (equipment, data, reputation)
- Ensure urgent and necessary communication takes place
- Support the business continuity phase
- Support the recovery and resumption phase

	Action
1.	Make a quick initial assessment: ▪ Survey the scene/situation ▪ Assess the impact on staff ▪ Assess scale/severity, duration and impact ▪ Disseminate information ▪ Call Emergency Services in needed ▪ Evacuate building if necessary
2.	Appoint individuals to carry out incident management roles, as appropriate.
3.	Ensure a log of key decisions and actions is started and maintained throughout the incident.

4.	Where appropriate, record names and details of any staff that may have been injured or affected by the incident.
5.	Assess key priorities for the rest of the working day and take relevant action.
6.	Consider your communications strategy to ensure staff and public are kept informed about what is required of them. If the incident is outside of normal working hours, staff may need to be contacted to advise of any alternate working arrangements.
7.	Ensure the safety of all staff before they leave the site and identify suitable risk control measures as required.
8.	Record all costs incurred as a result of responding to the incident.

7. Business Continuity

Purpose

- Ensure that 'critical activities' are resumed as quickly as possible and/or continue to be delivered during the disruption.
- Activate one or more of the business continuity strategies to enable alternative ways of working.
- Make best use of potentially limited resources by suspending 'non-critical' activities.
- To document alternative ways of working designed to maintain critical activities in the event of a disruption
- To ensure alternative ways of working have been agreed upon, tested and are fit for purpose

Business Impact

Whatever the cause of the disruption, the impacts will generally fall into one or more categories:

- Staffing Disruption - loss of key people or skills (above normal levels of absenteeism) due to illness/injury, severe weather, changes in service structures, major transportation disruption, emergency response duties, people leaving the organization, etc.

- Critical Systems Failure – IT network disruption, telephone outage, power outage, utilities disruption, third party supplier disruption, loss of partner vital to the delivery of a key service or external, etc.

- Facility or Structural Impact - denial of access or damage to facilities, loss of a building through fire or flood, external emergency where emergency service cordon prevents access for a period of time, utilities failure, etc.

- Vital Records – loss of information key to the business functioning, including information that is required to be protected.

	Action	
1.	Take time to understand and evaluate the impact of the incident on 'business as usual' activities by communicating with key stakeholders to gather information.	
2.	Plan how critical activities will be maintained using pre-identified continuity strategies. Business Impact Analysis per Service	
	Consider: ▪ Immediate and ongoing priorities ▪ Communication strategies ▪ Resource availability ▪ Roles and responsibilities ▪ Finance	▪ Situational monitoring ▪ Reporting ▪ Stakeholder engagement ▪ Any well-being issues ▪ Planning the recovery of non-critical activities

3.	Appoint individuals to carry out incident management roles, as appropriate.
4.	Log all decisions and action, including what you decide not to do and include your decision-making rationale.
5.	Log all financial expenditure incurred as a result of the incident.
6.	Ensure methods of communication and messages for key stakeholders are developed as needed.

8. Recovery & Resumption

Purpose

- To return to 'business as usual' as quickly as possible
- To ensure any non-critical activities suspended as part of your business continuity response are recovered within appropriate time frames
- Where the impact of the incident is prolonged, normal operations may need to be delivered under new circumstances (different building on a longer-term basis, etc.)

	Action
1.	Agree and plan the actions required to enable recovery and resumption of normal working practices.
2.	Continue to record all expenditures incurred as a result of the incident.
3.	Respond to any ongoing and long-term support needs of staff.
4.	Once recovery and resumption actions are complete, communicate the return to 'business as usual' to staff and community members.
5.	Conduct a debrief of the incident with staff (and supply partners, if applicable).
6.	Complete a post incident report to capture opportunities for improvement and lessons learned.
7.	Review Business Continuity Plan in light of lessons learned and update as needed.

9. Awareness, Training & Exercises

A successful business continuity program includes active awareness and engagement of employees and stakeholders. Employees need to be aware of whom they must contact when incidents occur, and what actions they can take to resume their operations. By being aware of how to rectify disruptions, all staff can begin mitigation actions to prevent the impacts of disruptions.

Training is an essential element to prepare for response activities. Business continuity training ensures the processes and procedures outlined in the business continuity plan are executed effectively and impacts to services are minimized during disruptions.

Exercises work to expand and reinforce knowledge and skills, and simulate activities required to resume essential services and functions should a business disruption occur; therefore, exercises are designed for the BCT members to:
- practice planning and decision-making before a disruption occurs;
- anticipate the confusion and uncertainty that surrounds a real event;
- identify potential gaps in processes and procedures prior to a real event; and
- increase team efficiency and cohesiveness.
-

	Action
1.	Coordinate awareness campaigns throughout the year and use fan-out procedures to share information and status of disruptions.
2.	Arrange for collective training on BCP practices for all employees.
3.	Maintain a record of all business continuity training.
4.	Develop and run a minimum of one exercise per year. Organize and communicate the scheduling and notification of these exercises.
	The fan-out list drill is conducted in the fall and the table top exercise in the spring/summer.
5.	Conduct a debrief of the training with staff (and supply partners, if applicable).
6.	Complete a post incident report to capture opportunities for improvement and lessons learned.
7.	Review Business Continuity Plan in light of lessons learned and update as needed.

Training Requirements

Business Continuity Officer

All primary and alternate BCOs are required to complete the following courses:
- Basic Emergency Management
- Elected Officials
- Public Information Officer
- ICS 300 or 400
- Emergency Operations Center training

Business Continuity Team

All BCT members are required to complete the following courses:

- Basic Emergency Management (BEM)
- Incident Command System (ICS) I-100

Glossary

Business Area
The team, unit, section, branch, division, or board that is responsible for a particular service, product, or inputs and outputs that encompass the activities of a department. In general, this plan refers to a 'business area' as a unit or department.

Business Continuity
The capability of the organization to continue delivery of products or services at an acceptable pre-defined level following disruptive incident.

Business Continuity Officer
A member of the local authority organization who is designated to coordinate the maintenance and implementation of the Business Continuity Plan and processes.

Business Continuity Plan
A documented collection of procedures and information developed, compiled, and maintained in readiness for use in an incident to enable an organization to continue to deliver its critical activities at an acceptable pre-defined level.

Business Continuity Representative
A member of a unit or department who coordinates their department's response to a major BCP disruption.

Business Continuity Team
A group of individuals designated by the local authority executives to coordinate the local authority's continuity activities.

Business Impact Analysis
An analysis that identifies consequences of an incident in terms of loss of operations or services, revenue loss, additional expense, loss of confidence, and the expected length of the interruption. The primary outputs of the BIA are the Recovery Time Objective and the resumption requirements.

Consequence Management
Measures taken to prepare for and implement responses to disasters and emergencies.

Critical Service
Essential services that must be provided immediately or loss of life, infrastructure destruction, loss of confidence in the government, and significant loss of revenue will result. These services normally require restoration within 24 hours of interruption.

Desired Service
Essential services that could be delayed for two weeks or longer but are required in order to return to normal operating conditions and alleviate further disruption or disturbance to normal conditions.

Disruptive Incident Report
Provides all stakeholders the means to record and track disruptions and, most importantly, ensure lessons learned can be documented for follow-up.

Emergency Coordination Centre
A location, physical or virtual, where necessary members of the BCT will convene to manage the continuity of essential services, programs, and operations of the ministry during a business disruption.

Essential Services
For the purposes of business continuity, there are four levels of services provided by the local authority: critical services, vital services, necessary services, and desired services.

Essential Services List
A list of services offered by the local authority and prioritized in accordance with each service's RTO. The ESL supports the prioritization of business continuity efforts and determines resumption requirements as a whole.

Executive Team
The reporting team to the local authority composed of CEO, COO & CFO

Facility Emergency Response Plan
An emergency response plan for community-owned and leased facilities to ensure the safety and health of employees, other occupants, and the public. It supports the community's business continuity strategies by ensuring the protection of local government properties, the environment, business operations, and delivery of essential services to the public.

Incident
Any event, which may be, or may lead to, a disruption of essential services, emergency, or crisis.

Incident Action Plan
The Incident Action Plan is a tool used to guide the planning and execution of business continuity activities of the BCT and provides a standard format for submitting and approving resumption strategies.

Mitigation
Mitigation comprises the policies and actions undertaken before an actual disaster situation that are intended to prevent or reduce a disaster impact. Examples are building codes, land-use regulations, educational and training information, and insurance.

Necessary Service
Essential services that must be resumed within two weeks, or could result in considerable loss, further destruction, or disproportionate recovery costs.

Recovery/Resumption
The restoration and improvement, where appropriate, of operations, facilities, livelihoods, or living conditions of affected organizations, including efforts to reduce risk factors.

Recovery Time Objective
The Recovery Time Objective is the length of time a business area has to restore a particular service before they begin to experience significant impacts to the service. RTOs are generally expressed in terms of hours or days.

Risk
A chance or possibility of danger, loss, injury, or other adverse consequences.

Risk Assessment
A risk assessment identifies specific threats and severity of impact of an incident on the organization. It does not attempt to identify operational, financial, or logical impacts on specific organizational departments and functions. The process of identifying and minimizing the exposures to certain threats an organization may experience.

Threat
Anything that might exploit a vulnerability. Any potential cause of an incident can be considered a threat.

Vital Services
Essential services that must be provided within 72 hours or will likely result in loss of life, infrastructure destruction, loss of confidence in the government, and significant loss of revenue or disproportionate recovery costs.

Aide-Memoire

During BC Activation

Once the BCP or a business area BCP has been activated, the BCO will lead and BCT will assist in coordination of business continuity activities and will communicate in person or via conference call.

CEO and ET

Briefed by BCO at designated times:

- Update on the disruption and impacts
- Recommendations and decisions on the Incident Action Plan
- Time and method (verbal, email, etc.) of next update

Staff

Contacted by the individual ET member/BCT representatives using their respective fan-out list to report on the following:

- Update on the disruption and impacts
- Status of business continuity efforts
  - Matters pertaining to an individual business area should be handled by the appropriate BCT representative
  - More general updates to be managed by the BCO
- Time and method (verbal, email, etc.) of next update
- BC information line (for further updates)

De-Activation

The decision to deactivate a BCP will be made by the CEO or ET member of the affected business area and will be made in consultation with the BCO. The BCO will handover the recovery efforts to the appropriate business area, which is then responsible for the remediation/restoration. The BCO will provide updates/executive summaries as required to the impacted ET members.

CEO

Contacted by BCO to report on the following:

- Status of BC efforts and business area services
- Recommendation to de-activate BCP
- If recommendation not approved, time and method (verbal, email, etc.) of next update

ET

Contacted by the BCO or their BCT representative to report on the following:

- Decision to de-activate BCP
- Time and location of post incident assessment (PIA)

BCT

Contacted by the BCO or the respective ET member to inform of the following:

- Decision to de-activate BCP
- Time and location of PIA

Staff

Contacted by the individual ET member/BCT representatives using their respective fan-out list or to report on the following:

- Decision to de-activate BCP
- What actions are required by the staff (when to return to work, etc.)

Communications Plan

(External)

Assumptions
- Communications delivered in a timely manner
- Communications Coordinator (CC) is available to assist and liaise as required

Roles and Responsibilities
- The Communications Director or appointed representative will oversee and coordinate all public and media information related to business continuity activities. This includes managing all external communications mediums.

- Provides information to the senior officials and government representatives as necessary.

- Develops and delivers key messages to the extent possible, based on the known situation and assessment. The following are the key message priorities:

  o Nature and extent of the event
  o Impact on public, if any
  o Measures undertaken to:
    * mitigate the impact;
    * identify and locate staff who may have been impacted by the event;
    * aid the injured or dead, if necessary; and
    * assist and inform staff.

- The CD provides strategic communications advice, consulting services, planning and communications support to the BCO, ET and staff to communicate effectively with stakeholders, the media, and the public.

- The CD also provides issues management, writing and editing, website management, and media relations services.

Business Continuity Incident Reporting

Date Reported:		
Reported By:	Phone No:	Email:
Plan Activation Date:		Deactivation Date:
Date of Incident:		
Location of Incident (Address):		Business Unit:

Brief Description:

Current Status:

Incident Details:

Severity:

Known Causes:

Specific Services Disrupted:

Continuity Activities:

Duration of Disruption:

List of any key contacts for follow up:

Recommendations for follow up:

Incident investigated by:

Date:

Emergency Coordination Centre

Once the BCP has activated, the BCT, as the incident management team, may be required to relocate to the designated Emergency Coordination Centre (ECC) in order to coordinate business continuity activities. The decision to activate the ECC will be made by the BCO and will depend on the following assumption being met:

- The emergency situation is over and first responders or the community emergency management team have completed their initial tasks.
- Essential municipal services are available in the ECC.
- External service providers can continue to provide their services. (phone, internet, contractors, etc.)

In the event these assumptions are not met, or it is not considered safe to relocate to the ECC location, the BCT will coordinate remotely until the conditions are met, and/or travel is advisable.

Designated ECC

In the event of a BCP disruption, the primary ECC should be a previously established location. Should this location be unavailable, a secondary location should be pre-planed.

(Insert map with addresses and directions, if necessary)

(Insert floor layout, emergency exits, muster points and ECC set up diagram)

Describe procedures for:

- Point of Contact for access to facility
- Building access
- Parking
- Connection to internet or access to Wi-Fi

ACTION PLANS

Alert/Preparation Phase

Action	Lead
Ensure all staff (including Administrative Support) have access to laptops and a portable printer.	
Ensure identifies one location in the community and one location outside of the community for business resumption	
Have current staff contact numbers (personal and work) stored in cell phones.	
Have staff emergency contact information (personal and work) and call out procedures updated on a monthly basis on	

Deactivation / Post-Incident Phase

Action	Lead
Confirm with BCO that the program area is entering the deactivation phase.	
Confirm worksite is accessible and work-ready post-incident (Contact property management) if required.	
If post-power-outage: confirm power restored, key cards operational, water (kitchen and bathrooms) operational, and internet and VOIP phones working.	
Remove any temporary signage redirecting public to alternate location or contact numbers.	
Facilitate return and re-establishment of work activities at new or original work site.	
If any deactivation tasks are incomplete, brief a designate before leaving.	
Participate in after action report processes and updating of plans.	
Coordinate and Participate in Critical Stress Debriefing as needed.	

Staffing Disruption

- Loss of key people or skills (above normal levels of absenteeism) due to illness/injury, severe weather, changes in service structures, major transportation disruption, emergency response duties, people leaving the organization, etc.

Response Trigger - When normal operations cannot be sustained

Action	Lead
Ensure contact lists are current and available as required.	
Activate alternate role assignments to fill vacancies.	
Communicate with each staff member: • Identify where they will work during the first 24 hours. • Coordinate check in times and location. • Have daily conference with all staff to review worker safety, triage business functions and client services.	
Implement Working Alone procedures for any staff member not working from the office alternate site location. • Regular check-ins with the staff during the day.	
Make sure each staff members have required equipment, access and supports to perform their duties.	

Vital Records

- Loss of information key to the business functioning, including information that is required to be protected.

Response Trigger - After assessment by BC team lead.

Action	Lead
Ensure information vital to business operations or legally required is backed up and/ or protected including: • maps • reports • charts • email information • financial records • other, as required	All staff
Securely pack up any pertinent hard copy file information and transport to alternate business location (e.g., invoices, vouchers, lists).	

Information Technology or Communication Failure

- IT network disruption, telephone outage, power outage, utilities disruption, third party supplier disruption, loss of partner vital to the delivery of a key service or external, etc.

Response Trigger - Downtime for system and/or critical applications is greater than one business day.

Action	Lead

Pack up required technology to resume business operation at alternate site, including:
    ▪ Lap tops
    ▪ Portable printer
        ▪ Sign out cell phones
        ▪ Computer charging cords
        ▪ Cell phone charging cords
        ▪ Computer mouse
        ▪ Vehicle key/fuel cards
        ▪ P-cards to go with designated employees
	All staff

Securely pack up any pertinent hard copy file information and transport to alternate business location (e.g., invoices, vouchers, caseload lists).	

Facility or Structural Impact

- Denial of access or damage to facilities, loss of a building through fire or flood, external emergency where emergency service cordon prevents access for a period of time, utilities failure, etc.

Response Trigger - Working conditions become unsafe and relocation to alternate facility is required

Action	Lead
Notification to CEO of facility status.	
Notification to Facility Emergency Response Team.	
Notification to Emergency Services of BCP Activation for site.	
Create public signage and post at all entrances. Signage notes closure dates, new location and contact information for services during closure.	
Download most recent Annex A contact list.	
If staff are not at work, activate call tree to notify all staff of facility closure ▪ Unit Leads/ Managers call direct reports	
If staff are at the worksite, implement a staggered schedule for staff to leave office and address personal needs prior to evacuation.	
Notify agency partners of facility closure and alternate contact information impacting meetings in the following three days.	
Ensure all direct lines forwarded to staff cell phones or manager if a staff member is away.	

Ensure site is secured to protect confidential information
    ▪ Office entrance is locked
    ▪ File rooms locked
    ▪ File cabinets locked in all offices	

Prepare for daily communications call with BCP manager.	

Evaluation Requirements for Essential Municipal Services

A common approach to continuity planning is to focus on core products and services while pausing operations on less important activities until the organization reaches a normal state.

Determine all key functions and services directly provided by your municipality (includes contracted services). Do not include services that are provided by a private company. (i.e.: natural gas, electricity, food services, pharmaceutical, medical, etc.)

Classify each service into Critical, Vital, Necessary and Desirable as per definition.

Category	Recovery Time Objective (RTO)
Critical	Within 24 Hours
Vital	Within 72 Hours
Necessary	Within 2 Weeks
Desirable	Longer than 2 Weeks

Services Categories

Critical: Reserved for services that must be provided immediately or would definitely result in the loss of life, infrastructure destruction, loss of confidence in the government and significant loss of revenue. These services normally require resumption within 24 hours of interruption.

Vital: Applies to services that must be provided within 72 hours or would likely result in loss of life, infrastructure destruction, loss of confidence in the government and significant loss of revenue or disproportionate recovery costs.

Necessary: These services must be resumed within two weeks.

Desired: Although needed for normal operations, these services could be delayed for two weeks or longer.

Essential Business Functions & Services
Business Continuity Priority Level (RTO)

Context/ Category	Business Function	<72 hrs. Critical	< 72 hrs. > Vital	< 2 weeks > Necessary	> 2 weeks Desirable
Operational	EXTERNAL				
Public Safety	Emergency Medical Services				
	Fire Services				
	Police Services				
Municipal Services	Water Treatment/Delivery				
	Wastewater				
	Waste Management				
	Road Clearance / Maintenance				
	Public Transportation				
	Social Services				
	Communications				
Public Facilities	Arena				
	Community Centre				
	Library				
Operational	INTERNAL				
	Staffing				
	Facilities				
	Resources / Equipment				
	Utilities				
	Vital Records				
	IT Systems				
Financial	Payroll				
	Accounts Payable				
	Accounts Receivable				
Governance	Board Meetings				
	Administration office public access				
	Legal				
	Compliance / Reporting				

Business Impact Analysis per Service

Key Service	
Department / Business Unit	
Service Level Priority (RTO)	
Team Lead for specific BC Unit	

Business Impact Issues (impact of modifying, reducing or eliminating service)

Life safety (injury or death)	☐	Revenue loss	☐	Human resources	☐
Fines	☐	Overtime	☐	Morale	☐
Legal liability	☐	Additional expenses	☐	Loss of Confidence	☐
Property loss	☐	Accounts receivable	☐	Loss of Reputation	☐
Social responsibility	☐	Accounts payable	☐	Loyalty	☐
Other (define)	☐				

Business Impact Description(s):	Dependencies of Service	Preventative Controls (Mitigation)
Minimum Staffing Level	**-35%** (Pandemic Level)	

Contingency Plan

(List action plan including staff reallocation plan, use of other sector services, any change in scope of service delivery, monitoring and reporting needs, etc.)

Alternative Service Delivery Strategy
Services: Location:
Resource Needs
Staffing: Equipment: Systems:
Recovery & Resumption Actions