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Construction Business Continuity Management Plan

City Centre Revitalization and Redevelopment Project



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1 Introduction

This project consists of the reconstruction of streets in Belleville’s City Centre, which is characterized by a dense business and residential community that depends on various access routes for daily activities. It is therefore imperative that this capital project proceed in a timely and efficient manner such that the impacts from construction to the community are mitigated as much as possible. The purpose of the Business Continuity Management Plan (BCMP) is to address and mitigate potential impacts from construction on the community with a special emphasis on businesses and marketing during construction.

The goals are to specify the roles and responsibilities of those involved in the project for implementing the BCMP and elements that will be put in place to mitigate the impact of construction on the downtown “Clients”, namely: business owners/operators, property owners, residents, and visitors (customers).

The objectives of the Business Continuity Management Plan are:

- a. To identify the positions involved in implementing the BCMP,
- b. For each position establish clear roles, responsibilities and lines of communication,
- c. To identify the elements to be implemented to achieve the goals of the plan, and
- d. To identify the documentation requirements that will be used to track and record BCMP activities, and

This document provides guidance and requirements for achieving the objectives of the BCMP and it is expected that changes to the plan may be made during the course of the project to better meet the needs of the client.

2 Roles and Responsibilities

2.1 City of Belleville - Project Director

The Project Director is ultimately responsible for the project’s success and is the corporate contact. Project Director will provide the required resources to ensure that the project and BCMP are successfully executed. Project Director will be kept informed of the project’s progress and maintain that the goals of the plan are being met. The Project Director will resolve problems that cannot be resolved by the City Project Manager.

2.2 City of Belleville - Project Manager

The City Project Manager (City PM) is responsible for the overall implementation of the City Centre Revitalization & Redevelopment Project including the Business Continuity Management Plan. The City PM will communicate with the Business Continuity Coordinator on all aspects of the plan, including but not limited to project problems, progress, payments, schedules, administrative duties, and BCMP oversight.

The City PM will be involved in resolving problems that cannot be resolved by the BCC/CA and will periodically visit the site and be acquainted with personnel and procedures.

2.3 City of Bellville - Project Coordinator

The Project Coordinator (PC) is responsible for developing and implementing the project specific communications plan in consultation and coordination with the City PM, BCC/CA and BCL/Contractor. The main responsibilities include:

- Preparing a marketing strategy in coordination with the BDIA;
- Preparing and issuing materials for various media communications including newsprint, radio, City website and social websites;
- Designing posters;

2.4 Belleville Downtown Improvement Area

The Belleville Downtown Improvement Area (BDIA) is an organization representing the downtown businesses. The BDIA's role is to oversee the improvement, beautification and maintenance of municipally owned land, buildings and structures in the area beyond that provided by the municipality generally, and to promote the area as a business and shopping area.

Its role in the BCMP will be as a client and will assist in disseminating information to the businesses and residents and with marketing and promotional activities.

The BDIA will serve as a secondary point of contact between the Downtown business community and the City by:

- Representing the needs and concerns of the downtown businesses for the project;
- Responding to individual concerns of businesses and forwarding them to the BCC/CA;
- Establishing, updating and forwarding to the PC a database of all downtown businesses, residents and property owners;
- Providing support to the PC regarding the communication initiatives of the BCMP.

2.5 Business Continuity Coordinator – CA/CI Consultant (BCC/CA)

The Business Continuity Coordinator (BCC/CA) will be responsible for implementing the BCMP and will be the main point of contact for businesses and residents. The BCC will be provided by the Contract Administrator/ Construction Inspection (CA/CI) Consultant, appointed by the City of Belleville. The chief responsibilities of the BCC/CA include, but not limited to, the following:

- Providing routine updates on the implementation of the BCMP to the City PM,
- Setting up and maintaining a twenty-four hour telephone line with after-hour answering service,
- Directing customer requests to the BCL/Contractor and ensuring adequate execution and service,
- Ensure that the BCL/Contractor is maintaining accessibility to all businesses for Clients
- Ensuring notices and updates are provided and distributed by the BCL/Contractor,
- Maintain records, conduct investigations, and address all needs of residents and businesses as well as incidents, inquiries, complaints, concerns, etc. for the duration of construction.

- The BCC/CA will be required to keep a log of all public contacts, both written and verbal. Same-day response is required for contacts received during normal weekday business hours. For those received afterhours or on weekends, a return call or contact must be initiated within one (1) hour of receipt.
- Establish and administer a construction hot-line to be used by clients to submit requests and questions and report conflicts.
- Issue weekly updates to the City, BDIA, and clients as to construction progress and planned work activities for the following week.
- Resolve all issues with private property owners and residents along or adjacent to the construction project limits. This may include; but not be limited to the following:
 - meeting with property owners and residents during or after normal working hours,
 - communicating with owners by phone, email, or text conversations,
 - providing responses in writing,
 - liaising between City staff and/or politicians and the public, etc.
 - Providing clear written direction and instruction to the contractor as needed so as to ensure that issues are resolved.

2.6 Business Continuity Liaison – General Contractor (BCL/Contractor)

The Contractor shall designate a full-time staff person to address requests and concerns from businesses and residents as communicated to them by the BCC/CA and coordinate Contractor activities and personnel to address the requests. This person shall have the capability to respond professionally to any construction related question, comment, or concern about any and all construction issues or activities associated with this contract. The person designated as the BCL for the contractor shall have clear authority to direct the Contractor’s workforce and activities in resolution of all issues and concerns.

The designated person shall respond clearly and effectively on all ongoing construction matters, including scheduling (where, when and how construction is to take place), workplace health and safety issues, and to make comment on any and all accommodations to be provided by the contractor to property owners, tenants and businesses during construction. These matters shall include installation and removal of temporary services, garbage/recycling pickup, the accommodation of deliveries, traffic detours and parking adjustments and the maintenance of continued pedestrian access during normal business hours to each property and business impacted during the project. The person designated as the BCL for the contractor shall take a proactive role in these activities by establishing and maintaining a presence and working relationship to the greatest extent possible with the businesses and residents along the project site.

The designated person shall have demonstrated communication and negotiation skills related to a project of this scope and nature including the ability to meet with individuals or groups. The designated person shall function in a positive and constructive manner at all times and operate as an ‘ambassador’ between the City and all downtown property owners, tenants and business operators throughout the term of this contract with the objective of minimizing local conflicts and business disruptions.

The chief responsibilities of the BCL/Contractor include:

- Reporting to the BCC/CA, the BCL will respond to requests submitted to the BCC/CA that relate to business continuity (i.e., accessibility issues, deliveries, garbage pickups, etc.) and coordinate activities of the contractor.
- Attending regular site meetings to maintain current information about the progress and issues of the project and provide updates relating to business continuity,
- The designated person shall, throughout the duration of this contract, coordinate with assigned City and BDIA staff, and the BCC/CA, for the distribution of various notices, signs and other related materials to clients as may be required.
- Respond to clients clearly and effectively on all ongoing construction matters, including scheduling (where, when, and how construction is to take place),
- Make arrangements to be provided by the contractor to clients during construction, including but not limited to:
 - installation and removal of temporary services,
 - garbage/recycling pickup,
 - the accommodation of deliveries,
 - traffic detours, and parking adjustments, and
 - maintenance of continued pedestrian access during normal business hours to each property and business impacted during the project.
 - Ensuring accommodation of access for individuals with accessibility issues in accordance with the Accessibility of Ontarians With Disabilities Act, 2005
 - Any other matter as directed by the BCC/CA

3 Business Continuity Elements

3.1 Downtown Database

A database of downtown clients including updated street and mailing addresses, telephone numbers, and email addresses will be compiled by the BDIA and provided to the BCC/CA and BCL/Contractor for use in the execution of all aspects of the BCMP.

The database may be update as needed by the BDIA and shall be kept strictly confidential and used only for the purposes of this project and not for solicitation of any kind.

3.2 Construction Hot-Line

The BCC/CA will manage a telephone service to be used by clients to make inquiries about the construction and report needs and conflicts. The telephone service shall use a local number and shall not be a toll-free or 800 number. The same number shall be available during and after business hours.

The BCC will establish a City-approved emergency and after-hour callout protocol and procedure and provide the names and numbers that need to be part of the protocol. The BCC will ensure the protocol is updated as necessary.

A 'Call in' agency may be used subject to the following conditions:

1. A single contact number will be used to contact the BCC at all times.
2. During work hours the number will connect directly to the BCC.
3. After hours and weekends, the number will be answered in person by an operator and the call will then be transferred to the on-call individual for immediate response.
4. A log of after hour and weekend callouts; including the response rendered, shall be provided to the Contract Administrator on a weekly basis.

3.3 Traffic Management Plan and Traffic Control

The BCC will ensure that the Traffic Management Plan, prepared by the Contractor, is being implemented and that all aspects of the plan are adequately met. The BCC will ensure that any changes to the TMP are approved by the City and disseminated to the BDIA and Clients.

The BCL will ensure that adequate traffic control measures are in place to accommodate Clients and will address all issues raised by Clients and the BCC to ensure adequate accessibility.

3.4 Health, Safety and Security

The BCC/CA will ensure that all appropriate safety and security measures have been put in place by the contractor to ensure the safety of clients moving through the worksite and property. The BCC/CA will provide direction to the BCL/Contractor and/or Contractor Superintendent with regards to adequacy of health, safety and security measures such as fencing, delineation of work zones, accessibility, noise and dust control. The BCL/Contractor will be responsible for overseeing the implementation of those safety measures by the Contractor.

3.5 Project Schedule and Meetings

The Contractor is responsible for establishing and updating a project schedule per the terms of the contract.

"Business Continuity" will be included as a regular reportage item for updates and discussion at each site meeting to be held on a biweekly basis. The BCC/CA will ensure that Business Continuity is addressed at each meeting and any new or outstanding issues are discussed and included in the meeting notes.

3.6 Project Signs, Notices, and Notifications

The following are general guidelines for project signs, notices, and notifications that may be used in support of the BCMP.

Project Signs

Project signs will be prepared periodically throughout the course of the project to indicate project information. The BCL/Contractor will be responsible for installing, and maintaining the signs in good condition, and reporting any damage to the BCC/CA such that they can be repaired or replaced. The BCL/Contractor will be responsible for returning in the signs to the City at the end of the project.

Notice to Residents and Businesses

The BCL/Contractor will be responsible for issuing these notices as stipulated in the contract documents using the modified sample notice included in Appendix B.

Notice of Closing of Private Driveways and Disruption of Services

The BCL/Contractor will be responsible for issuing these notices as stipulated in the contract documents.

Notice of lane closures or lane changes

The BCL/Contractor will be responsible for issuing these notices as stipulated in the contract documents under "Traffic Control and Traffic Management Plan".

4 Documentation

Documentation of BCMP activities and issues will be administered and retained by the BCC with input from all persons involved in implementing the BCMP. Some of the documentation to be maintained is presented here but may be adjusted or changed during the course of the project.

Daily Contractor Business Continuity Report

The BCC/CA will prepare a standard Daily Business Continuity Report form to be completed by the BCL/Contractor to record all Business Continuity activities undertaken on a daily basis. The following items, at minimum, shall be reported on a daily basis:

- Name and address of Client being serviced;
- Description of the request being addressed;
- A summary of the actions taken to address the request including whether the request was adequately completed or if further action is required;
- The date of the report and signature of the BCL; and
- Signature and dating by the BCL as author of the report and BCC/CA attesting to reviewing the report.

Weekly Construction Updates

The Weekly Construction Updates will be generated by the BCC/CA in coordination with the BCL and distributed to the City PM, BDIA, and Clients on a weekly basis. The Weekly Construction Update will be issued by close of business every Friday or on the last work day of the week and will include, at minimum:

- a summary of work completed that week,
- a summary of work planned for the following week, and
- identify any planned disruptions or changes to local access or services.

Business Continuity Activity Log

The BCC/CA shall maintain a log to track all requests and issues related to Business Continuity. The log shall be used to record, at minimum, the name of the client, the client’s address, the request description, and the following dates:

- 1) When the request was made,
- 2) When the request was to be addressed,
- 3) The actual date the request was addressed.

Complaint or Non-Compliance Report

The BCC will issue complaint or non-compliance reports in the case where the contractor is deficient its responsibilities or in addressing the needs of the clients.

5 Business Continuity Contact Information and Hierarchy

BCC will update and maintain the contact information.

Contact in order listed	Telephone Numbers
24-hour hotline	
Business Continuity Coordinator (BCC) – CA/CI Consultant	T: C:
BCC Alternate	T: C:
Business Continuity Liaison (BCL) – General Contractor	T: C:
BCL Alternate	T: C:
City Project Coordinator Elisha Purchase	T: 613-967-3200 ext. 3336 C: 613-968-0852
City Project Manager Denis Pianarosa	T: 613-967-3200 ext. 3339 C: 613-922-0301 H: 1-613-777-3814
City Engineering Manager Ray Ford	T: 613-967-3200 ext. 3231 C: 613-920-3873
City Project Director Mark Fluhrer	T: 613-967-3200 ext. 3217 C: 613-921-6798
Emergency and City Services Contact Information	
FOR ALL IMMEDIATE EMERGENCIES	911
Fire	T: 613-962-2010
Police	T: 613-966-0882
Water	T: 613-966-3657
Sewer	T: 613-968-6481
Transit	T: 613-967-4938