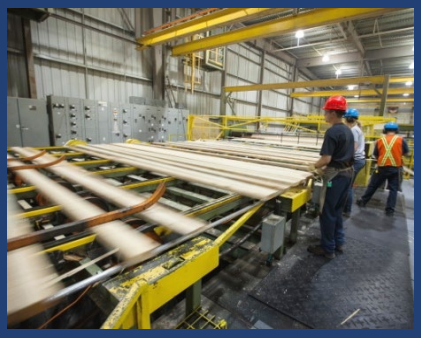

Local Economic Recovery and Restart Toolkit

A Resource Guide for Economic Developers and Local Leaders Recovering from a Disaster

BCEDA
BC Economic Development Association

BRITISH COLUMBIA

About BCEDA
The British Columbia Economic Development Association of (BCEDA) is the leading professional association of economic development practitioners in the Province of BC. The BCEDA currently has over 500 members from communities throughout the Province. The BCEDA provides services that helps member communities grow and expand new and existing businesses, attract new business investments, and work towards strategic infrastructure investment, land use planning, and community enhancement.

The BCEDA services include an annual summit and networking event, educational and professional development opportunities, public relations, advisory services and resources and partnering with communities and the Province of BC to market British Columbia for business investment.

The BCEDA is not your typical membership-based organization and does so much more to enhance and support all levels of government. Whether you are a local government, provincial, federal, First Nations or Regional District we work with you to make sure the needs of your organization and others are met.

About BCEDA Economic Disaster Resiliency and Recovery Program
In 2012, the BC Economic Development Association (BCEDA) developed the Economic Disaster Resiliency and Recovery Program (EDRP) to assist communities impacted by a disaster. Working with the International Economic Development Council (IEDC) and RestoreYourEconomy.org, BCEDA established teams of volunteers to visit communities to assess the economic impacts and to help prepare Economic Recovery Plans.
The BC Economic Disaster Program is the first program of its kind in Canada focused on the resiliency and recovery of distressed economies. As with everything we do, BCEDA has shared our program with others, including our efforts in Southern Alberta following the flooding of 2013. Since the establishment of the EDRRP, BCEDA has been involved in economic recovery efforts in BC and other parts of North America.

Funding for this Toolkit
The Local Economic Recovery and Restart Toolkit has been funded through a partnership with the Ministry of Jobs, Economic Recovery and Innovation.

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Emergency Management BC
Health Emergency Management British Columbia

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Introduction

Disasters can fundamentally change the social and economic makeup of impacted communities. The better a community can recognize these impacts, the better they are positioned to take actions that will spur a more rapid economic recovery

Economic developers serve as a vital bridge between the business community and the greater economic interests they serve in their community. Many local, regional, and federal governments empower their economic development organizations to be economic leaders, deal makers, and visionaries for attracting new investment and supporting existing businesses. In the case of a natural or man-made disaster, economic developers are frequently called upon to help local businesses respond and recover.

If the community is not prepared for a disaster, the impact to businesses and the local economy can be devastating. Whether the risk posed to a community is a pandemic, a natural disaster (e.g. earthquakes, hurricanes, flood, tornados, fires), man-made (e.g. crime, chemical spills, industrial accidents) or economic (e.g. decline or closure of a major business or industry, etc.), every community is vulnerable to disruptions at one time or another. These disruptions can not only wreak physical damage to infrastructure and structures but can cause a lasting decline in the economy.

With so much at stake, it is essential for local economic developers to be ready to lead their community's pre-, during and post-disaster economic resiliency and recovery efforts. Economic developers are uniquely positioned to help local businesses respond to impacts on their employees, their facilities, their customers, and supply networks.

The Toolkit

The Toolkit is a collection of resources that have been developed to assist communities, local economic development organizations, government authorities and other stakeholders involved in the provision of economic recovery services following an emergency or disaster, perhaps for the first time and under the pressure of time constraints.

This Toolkit aims to assist in strengthening economic recovery capability in British Columbia's communities. The tools and resources can be used by any local or regional government, indigenous community, or any other agency responsible for the response and economic recovery from a disaster.

The Toolkit can be used for pre-, during and post-disaster planning activities. When the resources available in this Toolkit are used as a pre-disaster planning guide, a community will be better positioned for economic recovery once a disaster hits. Several of the guideline sections of the Toolkit include useful templates These templates have been created to assist those providing economic recovery services. The templates can and should be tailored to meet the unique needs of the community.

The Toolkit is not a one-size fits all, and ultimately it is up to each community to decide what tools work best for them based on their needs and priorities. The Toolkit has been developed to be flexible and responsive to meet the current and changing community needs. The Toolkit is made up of a series of guidelines that provide information, tools and templates on a particular topic. Each guideline can be read independently and can be tailored to unique recovery needs.

While this Toolkit provides a number of tools, resources and templates, the list is by no means exhaustive. Users are encouraged to reach out to the BCEDA Economic Resiliency and Recovery

Program and Emergency Management BC to seek out additional resources that may be available.

Users are also encouraged to review the Interim Provincial Disaster Recovery Framework (2019). The following page A provides the Economic Recovery Indicator List which considers direct and indirect impacts on the local economy following a disaster. These indicators may be of assistance when developing short- and long-term economic recovery plans.

Contact information:

The Branch of Regional and Inclusive Economic Recovery

Ministry of Jobs, Economic Recovery and Innovation

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Victoria BC
V8W9N7

https://www2.gov.bc.ca/gov/content/employment-business/economic-development

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British Columbia Economic Development Association (BCEDA)

Economic Resiliency and Recovery Program

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Economic Recovery Indicator List

Extracted from Emergency Management BC, Interim Provincial Disaster Recovery Framework (2019). Adapted from Horney, J., Dwyer, C., Aminto, M., Berke, P. and Smith, G. (2016). Developing Indicators to Measure Post-Disaster Community Recovery in the United States.

ECONOMY SECTOR	
This sector considers direct and indirect impacts on the local economy. This sector primarily concerns small, medium, and large enterprise, tourism and cultural livelihood, agriculture, and the broader economy.	
Indicator	**Description**
Total businesses located in central business district	The number of businesses located within the community agreed upon central business district or economic centre.
Total regional businesses	The number of businesses located outside the central business district but within the geographic boundaries affected by the disaster (e.g. farm business in the surrounding regional district).
Total disaster-related business closures	The number of businesses within the geographic boundaries ofthe identified community that closed directly owing to the disaster.
Average level of businesses insured	The proportion of business covered by insurance
Average number of business that have a continuity plan activated	This looks at the number of businesses that have activated a business continuity plan
Average level of access to otherpost-disaster funding	The proportion of businesses eligible for other post-disaster recovery funding, including provincial programs (e.g. Disaster Financial Assistance) and those administered by not-for-profits (e.g. delivered by the Canadian Red Cross)
Total number of businesses expected to incur an economicloss due to the disaster	The number of businesses within the geographic boundaries of the identified community that are likely to experience a profound economic loss (including bankruptcy) due to a combination of funding limitations (including insurance), structural damage and loss of overhead stock and staff.
Economic losses	The total estimated current and future economic losses within the geographic boundaries of the identified community (e.g. in the central business district and surrounding region)
Total number of tourism-related cancellations	The known or estimated number of tourism-related cancellations either directly or indirectly related to closures (e.g. due also to public perception) and potentially requiring enhanced marketing activities.
Restoration of business supply lines	A measure of the system of organizations, people, activities, information, and resources involved in the movement of productsand information, especially goods and services directly related to the economy (e.g. tourism and resource export-focussed road and rail traffic).
Number of parks and other non-business attractions closed	Total number of regionally affected tourist attractions such as parks, campsites and hiking trails
Total employment hours lost	An estimate of the economic losses to the business directly related to staffing losses
Total lost wages	An estimate of the economic losses to individuals directly relatedto staffing losses

Focus area: mobilization of recovery-related funds (public and private) allocated and distributed.	
Indicator	**Description**
Amount of Federal funding distributed	Total amount of Federal disaster recovery relief (e.g. though Indigenous Services Canada emergency programming or Federal-Provincial cost-sharing programs)
Amount of Provincial recoveryfunding directly distributed	Total amount of Provincial disaster recovery relief (e.g. through Disaster Financial Assistance programming, *Emergency Program Act* support, or Provincial programs)
Amount of Provincial recoveryfunding distributed via third party	Total amount of Provincial disaster recovery relief allocated to the Canadian Red Cross or other not-for-profit organizations either as matching their donation effort and/or directly supporting their recovery programming
Amount of donations received	Dollars and other resources, such as food and supplies and volunteer hours, dispersed by not-for-profit organizations and as private gifts.
Amount of insurance paymentsreceived	Total dollars fully dispersed through insurance pay-outs.
Total funding accessed for permanent reconstructionprojects	Total dollars used for permanent post-disaster reconstruction projects through specific grant applications (e.g. Federal Disaster Mitigation and Adaptation Fund and Provincial Community Emergency Preparedness Fund).

Guideline 1: Local Economic Recovery Committees

The Local Economic Recovery Committee is the strategic decision-making body for local recovery. It provides visible and strong leadership and has a key role in restoring confidence to the community.

Context

The Local Economic Recovery Committee is the strategic decision-making body for local recovery and should be established pre-disaster to help in all phases of economic recovery planning and response. By establishing ahead of a disaster, the committee will be involved in pre-disaster planning for economic recovery and be ready to activate when a disaster strikes. It provides support to the local community and local authorities in managing the recovery process and provides visible and strong leadership. The Local Economic Recovery Committee has a key role in restoring confidence to the business community. This is achieved by assessing the consequences of the emergency and coordinating activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community.

The Local Economic Recovery Committee guides decisions about priorities, resource allocation and management and will play a key role in working with emergency management personnel to influence a tiered system of re-entry for critical businesses that need early access back in the community following a disaster.

The role of a Local Economic Recovery Committee will depend on the unique needs of the community affected by the disaster. Typically, a Local Economic Recovery Committee will:

- Represent the local community
- Conduct an Economic Recovery Needs Assessment
- Determine the need for an Economic Recovery Manager
- Develop and maintain an Economic Recovery Action Plan
- Develop and maintain an Economic Recovery Communication Plan
- Guide decisions about local priorities, resource allocation and management
- Coordinate local recovery activities
- Liaise with the Provincial and Federal Governments
- Ensure relevant stakeholders are involved in the development and implementation of recovery objectives and strategies and are informed of progress made

Terms of Reference

Terms of Reference should be developed by the Local Economic Recovery Committee. Terms of Reference describe the purpose and structure of the committee. They should also provide a documented basis for making future decisions and for confirming or developing a common understanding of the scope among stakeholders.

Like local Emergency Policy Planning Committees, that develop Local Emergency Management Plans, this committee will meet at predetermined times to ensure the pre-disaster plan in up to date and ready to implement in disaster situations.

Creating detailed Terms of Reference is critical, as they define the purpose, functions, Chair, membership, frequency of meetings, reporting and any sub-committees and working groups.

An example Terms of Reference is provided in the Templates Section at the end of this guideline.

Committee Membership

A mix of strategic representatives from both the private and public sectors should be on the Local Economic Recovery Committee.

It will be imperative that the business community has a strong, well represented voice at the table in order to ensure that programs and initiatives developed represent the differing needs of the economic sectors.

Committee members should involve the following groups of stakeholders:

- Economic development stakeholders (representative from economic development organization, chamber of

commerce, small business and workforce development organizations, business or trade association, business district, etc.)
- Public and elected officials (emergency management and public safety personnel; council members, provincial agencies, etc.)
- Significant representation from the business community (owners/ managers)

Private and public sector involvement on this committee will ensure that communication flows between these two groups to reveal any potential conflicts and/or duplication of effort in the recovery process. The public sector is better informed of their decisions that could delay the recovery effort and is informed of the private sector's priorities for re-investment and redevelopment. Trust is built as these stakeholders cooperate in the pre-planning phase so that these relationships can be relied on when the disaster strikes, and there is need for an expedited decision-making process.

Committee Chair

The team should select the appropriate leader who has an articulated position of authority to provide proper support to the team, for example, someone who understands the needs of the private sector and can facilitate participation from all representatives. The committee chair role will be to establish agendas, facilitate discussion and information exchange within the team, delegate tasks and follow-up, and evaluate group objectives and outcomes. Typically, the committee chair would be the Economic Development Officer, or the individual responsible for economic development.

Administrative Support

Administrative support for the Local Economic Recovery Committee should be coordinated by local government or by the economic development organization. This support position is typically a staff person within local government or the economic development organization and is responsible for coordinating and scheduling meetings.

Schedule of Meetings

Local Economic Recovery Committee meetings will be held more frequently in the early stages of recovery and should be held as often as required thereafter in order to best meet the needs of the community.

An agenda template for the first meeting is provided in the Templates Section at the end of this guideline.

Information Management

All Local Economic Recovery Committee meetings should be recorded with minutes documenting all decisions made and assigning responsibility for follow up. Outstanding actions should be reviewed at each meeting. Decisions made by the Local Economic Recovery Committee that affect the Economic Recovery Action Plan need to be recorded and reflected in the Economic Recovery Action Plan. This will ensure the plan is up-to-date and reflects current needs.

Economic Recovery Sub-Committees

Local Economic Recovery Committees may form Economic Sub-committees or Economic Working Groups to provide specialised support and advice to the Local Economic Recovery Committee.

Economic Recovery Sub-committees are comprised of professionals with specific knowledge in a particular economic recovery environment (social, infrastructure, economic and natural). Membership is flexible and could be made up of government, non-government organizations, businesses and community groups from the affected area.

A representative from the Local Economic Recovery Committee will Chair the Economic Sub-committee to coordinate and implement economic recovery tasks and disseminate decisions from the Local Economic Recovery Committee as required. The Chair of the Economic Sub-committee is also responsible for communicating information and issues up to the Local Economic Recovery Committee.

A Local Economic Recovery Committee structure and Economic Sub-Committee Terms of Reference are provided in the Templates Section at the end of this guideline.

Concluding Activities of the Local Recovery Committee

The Local Economic Recovery Committee will return to pre-disaster status once there is no longer a need for regular multi-agency co-ordination and any remaining issues can be dealt with by individual agencies as a part of their business as usual. The chair of the Local Economic Recovery Committee, in consultation with the recovery committee members, will determine when it is appropriate to conclude the active economic recovery activities of the committee. The needs of the community will be key to this decision.

Once the Local Economic Recovery Committee has returned to pre-disaster status and the formal economic recovery activity withdrawn, it is essential a handover is conducted to relevant local agencies to ensure the ongoing provision of economic recovery services within the community. These actions should be detailed in the transition strategy section within the Economic Recovery Action Plan and clearly communicated to the community.

Local Economic Recovery Committees Templates

- Local Economic Recovery Committee – Membership List
- Local Economic Recovery Committee –Terms of Reference
- Local Economic Recovery Sub-Committee –Terms of Reference
- Local Economic Recovery Committee –First Meeting Agenda
- Local Economic Recovery Committee – Minutes

Local Economic Recovery Committee – Membership Template

The following table can be used as a starting point to identify members for the Local Economic Recovery Committee. This list is not exhaustive and other agencies may be included as necessary. It is important to keep in mind the importance of including representatives from the business community. Think of those individuals who are key stakeholders and leaders in your business community that you can include in the community.

Local Economic Recovery Committee Membership List			
Agency/Organization	**Name**	**Phone**	**Email**
Economic Development			
Local Government			
Regional Government			
Provincial Government			
Chamber of Commerce			
Workforce Development			
Entrepreneur Development			
Downtown Business Association			
Trade or Sector Association			
Emergency Management			
Public safety personnel			
Private Sector			

Local Economic Recovery Committee – Terms of Reference Template

The following template can be used to develop your Local Economic Recovery Committee Terms of Reference. The template can be revised and adjusted to the unique requirements of your community.

Title

The <enter name> Local Economic Recovery Committee has been established to develop, maintain and implement economic recovery initiatives pre- during and post-disaster.

Purpose

- Assess requirements for recovery activities.
- Develop and maintain the Economic Recovery Action Plan.
- Monitor and coordinate the activities of agencies with responsibility for the delivery of services during recovery.
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of recovery objectives and strategies.
- Ensure recovery activities are in line with existing and related emergency plans.

Functions

The <enter name> Local Economic Recovery Committee will:

- liaise closely with the relevant Emergency Operations Centre
- liaise closely with Emergency Management BC (Provincial)
- determine the overall economic recovery objective and strategies
- determine the need to establish economic recovery centres and make recommendations
- liaise with the Economic Recovery Manager, where appointed
- establish economic sub-committees as required
- establish task groups and community consultation groups as required
- coordinate the recommendations and actions of sub-committees and monitor progress
- coordinate continuing needs and capacity assessments
- coordinate preparation of public and media communication relevant to the recovery
- agree on transition strategy and timeline
- ensure appropriate governance and record keeping arrangements are established.

Chair

The economic development representative or a member of local council chairs the Local Economic Recovery Committee.

Membership

Refer to Local Economic Recovery Committee Membership List.

Timelines

The Local Economic Recovery Committee will commence on <enter date> and will immediately identify meeting schedule. Flexibility to dictate changes in meetings will be incorporated into the schedule in order to respond to economic condition changes. The Local Economic Recovery Committee will be dissolved at the discretion of its members.

Administrative Support

Administrative support will be provided by <enter name>.

Frequency of Meetings

The Local Economic Recovery Committee will meet <enter frequency>. A schedule of meetings dates will be developed at the first committee meeting and will be undated based on changing needs.

Reporting

The Local Economic Recovery Committee will record and document all meetings. The Local Economic Recovery Committee may oversee and produce:

- An Economic Recovery Action Plan
- Economic Communication Plan
- Needs and capacity assessment

Sub-committees and Working Groups

The Local Economic Recovery Committee will:

- Establish sub-committees as required
- Establish working groups and community consultation groups as required

Communication

The Local Economic Recovery Committee and its Chair will be the primary communication point of contact for communications focus on economic recovery. Communications will be between individual businesses, business groups and associations, stakeholder groups, potential funding agencies, local government, provincial government and other related economic agencies.

Local Economic Recovery Sub-Committee – Terms of Reference Template

The following template can be used to develop your Local economic recovery sub-committee Terms of Reference. The template can be revised and adjusted to the unique requirements of your community.

Title

The <enter name> Sub-committee has been established by the <enter name> Local Economic Recovery Committee in response to the <enter event> on <enter date>.

Purpose

To provide specialized support and advice to the <enter name> Local Economic Recovery Committee in relation to <enter topic of specialization>.

Functions

The <enter name> Sub-committee will:

- <enter Functions based on the specialization identified in the Purpose>
- Report regularly to the Local Economic Recovery Committee
- Make recommendations to the Local Economic Recovery Committee

Chair

The Chair of the Sub-committee will be appointed by the Chair of the Local Economic Recovery Committee and will be a member of the Local Economic Recovery Committee.

Membership

As determined by the Local Economic Recovery Committee.

Administrative Support

Administrative support will be provided by <enter name>.

Frequency of Meetings

The Local economic recovery sub-committee will meet <enter frequency>. A schedule of meetings dates will be developed at the first sub-committee meeting and will be undated based on changing needs.

Reporting

The Sub-committee will record and document all meetings. The Sub-committee will report to the Local Economic Recovery Committee.

Working Groups

List any working groups that are formed here.

Local Economic Recovery Committee – First Meeting Agenda Template

Meeting Date:	Date	**Start Time -** Time **End Time:**
Attendees:	Attendee List	
Please read:	Reading List	
Please bring:	Supplies List	

Start time – End time	**Welcome and Introductions** Mandate and Objectives of Committee
Start time – End time	**Terms of Reference** Membership Roles, responsibilities, and authority Recovery Coordinator or Manager Position
Start time – End time	**Event Briefing** Overview of event (disaster) Progress report Impact assessment data or other related data as available
Start time – End time	**Economic Recovery Action Plan** Review plan Identify additions, revisions, etc. Identify responsibilities
Start time – End time	**Immediate Actions** Economic Recovery Centre Community/business consultations Other identified strategies
Start time – End time	**Meeting Wrap Up and Adjournment** Schedule of meetings Next Meeting

Additional Instructions:

Use this section for additional instructions, comments, or directions.

Local Economic Recovery Committee – Minutes Template

Local Economic Recovery Committee

Date:
Time:
Location:

Meeting called by: Enter meeting organizer here

Facilitator: Enter meeting facilitator here **Note taker:** Enter note taker here

Attendees: Enter attendees here

Please read: Enter reading list here

Please bring: Enter items to bring here

Minutes

Agenda item: Enter agenda item here **Presenter:** Enter presenter here

Discussion:

Enter discussion notes here.

Conclusions:

Enter conclusions here.

Action items	Person responsible	Timeline
Enter action items here	Enter person responsible here	Enter deadline here

---

Agenda item: Enter agenda item here **Presenter:** Enter presenter here

Discussion:

Enter discussion notes here.

Conclusions:

Enter conclusions here.

Action items	Person responsible	Timeline
Enter action items here	Enter person responsible here	Enter deadline here

---

Agenda item: Enter agenda item here **Presenter:** Enter presenter here

Discussion:

Enter discussion notes here.

Conclusions:

Enter conclusions here.

Action items	Person responsible	Timeline
Enter action items here	Enter person responsible here	Enter deadline here

Other Information

Observers:

Enter observers here.

Resources:

Enter resources here.

Special notes:

Enter any special notes here.

Guideline 2: Managing Economic Recovery Centres

Economic Recovery Centres provide support to the affected community by bringing together government and non-government services in one location to aid in the recovery of the local economy.

Within the first or second week following a disaster, a community should establish an Economic Recovery Centre (ERC) to meet pressing needs in the business community. An ERC serves as a one-stop-shop to provide local, provincial, and federal resources to businesses after a catastrophic event. The ERC can play a crucial role in getting local businesses the assistance needed to re-open and/or stay open and carry out a number of communications and outreach strategies. Services not tailored to businesses or the owner's needs should be separated from an ERC. Together with the Local Economic Recovery Committee, economic development organizations should develop a plan for establishing economic recovery centres to outline the proposed location, services, and economic recovery partners that will serve the center. These centers can be located in a local business' conference space, vacant retail space in a mall or downtown location, vacant space in a business or industrial park, or trailer. At times, it may be necessary to establish a virtual or mobile centre. Virtual centres are useful when dealing with situations like a pandemic or where businesses may be isolated from an area where a physical centre may be located. They often need to be centrally located for those businesses most impacted by the event. Business assistance providers, like Community Futures, Chamber of Commerce, etc., are typical partners at the economic recovery centre. Business assistance providers, like Community Futures, Chamber of Commerce, etc., are typical partners at the economic recovery centre. The plan for an ERC should be shared with all other economic recovery stakeholders and partners.

Context

Economic Recovery Centres are one-stop-shops for the provision of local, provincial and federal government and non-government services to people affected by a disaster. Economic Recovery Centres support the economic recovery process of disaster-affected communities by:

- Providing a safe place for those affected by the disaster to meet and discuss their experience
- Providing direct provision of government and non-government information and services in one easy to access location
- Expediting the administration of government processes and services
- Engaging recovery workers who understand the context of the disaster and the effects on individuals and communities

Depending on the disaster, services may include:

- Financial support for individuals, primary producers and businesses
- Mental health and counselling support services
- Local government services
- Legal and advocacy services
- Disaster-specific advice, for example, safe clean-up, managing health concerns
- Insurance advice

Economic Recovery Centres are not established following every disaster. A centrally located ERC may not best serve communities that are geographically dispersed or remote. Under these circumstances, it may be more appropriate to implement a mobile or a virtual economic recovery centre.

Mobile Economic Recovery Centre

A mobile economic recovery service model involves the delivery of ERC functions and services directly to geographically dispersed communities for a set period of time.

Virtual Economic Recovery Centre

A virtual economic recovery centre will share key resources, information and contact details via a website dedicated to economic recovery. The virtual recovery centre should also provide for a way to allow businesses to answer questions via a survey link in order to provide resource providers with critical information in order to direct referrals to appropriate partners.

Locating an Economic Recovery Centre

As part of the pre-, during or post-disaster planning process, the Local Economic Recovery Committee should consult with the Emergency Operations Centre Director or Manager to identify suitable locations for Economic Recovery Centres. An ERC located near the central business and shopping district of a community will be visible and easily identifiable to the affected business owners/managers.

The site of the Economic Recovery Centre will ideally have the following characteristics:

- Security from the effects of hazards
- Adequate space for reception and for agencies to undertake their required functions
- Separate areas for private consultations and staff breaks
- Meeting space (for example, for staff meetings)
- Resource table/stand to display resource materials, brochures, etc.
- Accessible to those requiring wheelchair access
- Washroom facilities for both staff and public
- Close to public transport
- Parking available for fleet vehicles, staff and public

It is essential that all appropriate occupational health and safety regulations be maintained within the facility.

Following a disaster, it may be necessary to prioritize the importance of these characteristics to procure the most appropriate site available at the time. It may also be necessary to locate the centre in another location than originally planned.

Establishing an Economic Recovery Centre

Following a disaster, the Local Economic Recovery Committee (Guideline 1), will assess the need for an Economic Recovery Centre and make recommendations regarding its establishment to the Emergency Operations Centre Director or the Community Recovery Manager**.** The establishment of an ERC should have the authorization and support of the EOC. Once authorisation is given by the EOC, the ERC will be established by Local Economic Recovery Committee.

The local knowledge of the Local Economic Recovery Committee is central to determining the need for an Economic Recovery Centre and its appropriate location.

The following factors should be considered in the decision-making process:

- Who has been affected by the disaster?
- How has the community been affected? For example, impacts to businesses, the environment, etc.
- What has been affected? Clearly identify the areas and intensity
- What recovery services does the affected community need?
- What are the specific needs that the Economic Recovery Centre will address?
- What is the community able to provide for itself, without assistance from the Economic Recovery Centre?
- What are the capabilities of the community (or a neighbouring community)? For example, previous experience of a similar disaster and / or strong community supports structures.
- Where should the Economic Recovery Centre be located? Recommended to choose at least one alternate location
- Will affected community members be able to access the Economic Recovery Centre?

- Is an Economic Recovery Centre the most appropriate mechanism for delivering services?

Important considerations in this decision-making process are the characteristics of the affected community. The community's characteristics need to be taken into account during the recovery as they will influence the nature and extent of services needed in the ERC.

Equipment in the Economic Recovery Centre

The Economic Recovery Centre will be furnished with tables, chairs, land line phones (when possible), internet (when possible), printers, copiers, etc.

It is recommended individual agencies be responsible for providing their own stationery and IT equipment (for example, laptops), establishing their own systems and procedures to support service delivery. Resources owned or procured by each individual agency are managed separately by the agency.

All agency representatives should be required to wear clearly visible identification at all times within the Economic Recovery Centre.

Each agency in the ERC should provide the following information to the Economic Recovery Manager:

- Number of representatives attending
- Name and contact details
- Agency specific requirements, such as private space for sensitive conversations

Managing Physical Assets

Resources owned or procured by each individual agency are managed by the agency. Resources owned or procured centrally for the Economic Recovery Centre are coordinated by the Economic Recovery Manager. Assets are to be stored securely until the decommissioning of the Economic Recovery Centre. This includes banners and signage, printers, laptops, vehicles, and office equipment.

Reporting Arrangements

The coordination arrangements for recovery are built on the principle that recovery should be locally-led and supported by the Provincial Government, where necessary. However, following major disasters, the capacity of local agencies and the Local Economic Recovery Committee to manage disaster recovery may be overwhelmed.

Under these circumstances every effort should be made to secure the assistance and support from Emergency Management BC and other Provincial agencies to assist the community in developing a physical, mobile or virtual Economic Recovery Centre depending on the circumstances.

Emergency Management BC

Emergency Management BC (EMBC) is the province's lead coordinating agency for all emergency management activities, including response, planning, training, and testing. This work is done in collaboration with local governments, First Nations, federal departments, industry, non-government organizations and volunteers. During emergencies, such as wildfires, floods or earthquakes, local governments are responsible for leading local response efforts. If the emergency is beyond their capacity, Provincial Regional Emergency Operation Centre (PREOC) can be opened to provide support.

PREOCs are offices comprised of emergency management staff, trained to assist local governments with planning, coordination and logistics.

EMBC has six PREOCs in the Province that would be activated to support local authorities and their EOCs. The PREOC will, as appropriate, facilitate information sharing, coordinate meetings, and provide Provincial policy direction and resources to support local governments and Provincial agencies responding to an emergency or a disaster.

Federal Agencies or Departments

To request federal assistance of any kind, local governments are encouraged to contact the PREOC as a first contact.

1. **Public Safety Canada (PSC)**

Public Safety Canada is the Federal Department responsible for Canada's national security, emergency management, countering crime via law enforcement and policing, and border strategies. The emergency management portfolio includes funding the Disaster Financial Assistance Program.

2. **Public Health Agency of Canada, Health Canada and Canadian Food Inspection Agency**

   The Public Health Agency of Canada (PHAC), Health Canada (HC) and the Canadian Food Inspection Agency (CFIA) all belong to the Federal Ministry of Health. PHAC is primarily responsible for protecting the health and safety of Canadians through monitoring and preventing chronic diseases, preventing infectious disease outbreaks and managing public health emergencies. Health Canada helps Canadians maintain good health and respect individuals' choices.

   CFIA, in collaboration and partnership with industry, consumers, and federal, provincial and municipal organizations, work towards protecting Canadians from preventable health risk related to food and zoonotic diseases.

3. **Indigenous Services Canada (ISC) and Crown-Indigenous Relations and Northern Affairs**

   ISC is responsible for or emergency management in First Nations communities. ISC has an agreement with the BC Government to ensure that BC First Nations communities receive the same emergency response and services as other communities in BC. The Province manages programs like Emergency Support Services and Disaster Financial Assistance and ISC covers eligible costs for First Nations.

   ISC works closely with First Nations communities, the Province, First Nations Emergency Services Society (FNESS) and other partners to ensure that First Nations communities are supported and know where to seek assistance during emergencies.

4. **Public Services and Procurement Canada (PSPC)**

   PSPC, through the Office of Small and Medium Enterprises, can help businesses locate federal contracting opportunities in both conventional and disaster/recovery circumstances. In the emergency procurement context, this may include:
   - Navigating the emergency procurement process (e.g. when it applies at the federal level, what guides/regulates the process)
   - Providing you with information on applicable suppliers lists (Federal, Provincial and Municipal) so that you can advertise your businesses capabilities
   - Connecting you with emergency procurement officials at various levels of government

Agency Representation in the Economic Recovery Centre

The following organizations and agencies should be considered as part of your Economic Recovery Centre. Each provides a unique role depending on the type of disaster.

- Chamber of Commerce
- Business Improvement Associations
- Community Futures/Small Business BC
- Insurance Bureau of Canada
- Local Insurance Brokers
- Local/Regional/Indigenous Government
- Provincial Agencies
- Utilities/Telecom
- Financial Institutions
- Health and Wellness

Local Economic Recovery Committee

The Local Economic Recovery Committee, in consultation with local government and other key stakeholders, will determine the parameters of operations for the Economic Recovery Centre. It will determine the resources required to operate the centre, operating location(s), opening hours, options for mobile recovery services and planned closure.

Local Government

The primary responsibilities of local government in relation to the Economic Recovery Centre are:

- Working with Emergency Operations Centre Manager to identify an appropriate location for the Economic Recovery Centre
- Appointing an Economic Recovery Manager
- Supporting the operations of the Economic Recovery Centre with administrative and financial assistance as required
- Providing site maintenance and IT support, as appropriate

Economic Recovery Manager

The Economic Recovery Manager is responsible for the day-to-day management of the Centre and facilitating an appropriate environment for agencies to provide recovery services. This includes:

- Opening and closing the Centre daily
- Facilitating daily briefs and debriefs
- Coordinating information sharing among agencies
- Generating Economic Recovery Centre reports for the Local Economic Recovery Committee and the Emergency Operation Centre
- Developing systems and procedures to assist function of the Economic Recovery Centre, for example, most efficient referral systems
- Managing shared resources (procurement, documentation, and allocation)
- Managing the administrative support position
- Managing workplace health and safety in the Centre

The Economic Recovery Manager Job Description is provided in the Templates Section at the end of this guideline.

Administrative Support

The administrative support position is responsible for the day-to-day maintenance of the Economic Recovery Centre, including general reception duties, compiling Economic Recovery Centre statistics and maintenance of shared supplies and property. The position may be appointed by the local government or the economic development organization. The support position reports to the Economic Recovery Manager.

The administrative support position job description is provided in the Templates Section at the end of this guideline.

Intake Personnel

Intake personnel are responsible for assisting clients to complete the Economic Recovery Centre Intake Form and identifying which agencies in the centre they wish to see. Intake personnel may be appointed by the local council or the economic development organization and report to the Economic Recovery Manager.

The number of Intake personnel required is determined by the Economic Recovery Manager and reviewed on an ongoing basis.

Non-government Organizations

Non-government organizations may provide services and assistance at the Economic Recovery Centre such as meet and greet, childcare, mental health, refreshments and directing centre visitors to the services available around the Centre. Non-government organizations offering assistance should be referred to the Local Economic Recovery Committee who will determine their appropriate role in the ERC.

Business and Insurance Organizations

Business organizations and insurance companies may also wish to offer their services at the Economic Recovery Centre. The Local Economic Recovery Committee determines if this involvement is appropriate. In any instance, the ERC is not to be used as a platform for profit-making and advertisement.

Economic Recovery Centre Staff and Volunteers

All staff, volunteers and agency representatives should be briefed on the Economic Recovery Centre arrangements. This briefing should be led by the Economic Recovery Manager. The induction should include the following:

- Introduction of the Economic Recovery Manager and administrative support staff
- Introduction to all personnel
- Overview of the support services provided by each agency
- Information on the intake process
- Overview of occupational health and safety regulations
- Internal coordination procedures (meetings, etc.)
- Locations of facilities (kitchen, washrooms, etc.)
- Procurement procedures
- Reporting and administrative procedures, including sign-in requirements
- Security and lock up
- Resource allocation and access
- Procedures for engaging with emotional or distressed individuals

Daily Sign-in and Sign-out

All staff, volunteers and agency representatives should be required to sign in and out of the building on a daily basis. A sign-in/sign-out template is provided in the Templates Section at the end of this guideline.

Customer Service

The Economic Recovery Centre exists to provide centralized and coordinated customer service to those affected by the disaster. Customer service includes consideration of the psychological needs of disaster affected people. Providing good customer services requires:

- A safe environment where people can be provided with care and comfort
- Minimal waiting time
- Open communication with the public
- Comfortable waiting areas
- A physical layout that is easily navigated, with directions available if necessary
- Comprehensive written information easily available

Customer Relationship Management System and Records Management

It is recommended that the Economic Recovery Centre utilize a comprehensive CRM to manage interaction with clients. This includes linking client intake forms to business profiles, using referral features to track services provided, and running reports on the various aspects of client management. The BC BusinessCounts program is used by many communities in BC for Business Retention and Expansion and has disaster modules including a client intake database. The system was used by many communities and agencies during recent disasters, including the 2017 wildfires, 2018 Grand Forks flooding, and COVID19. For more information contact BCEDA.

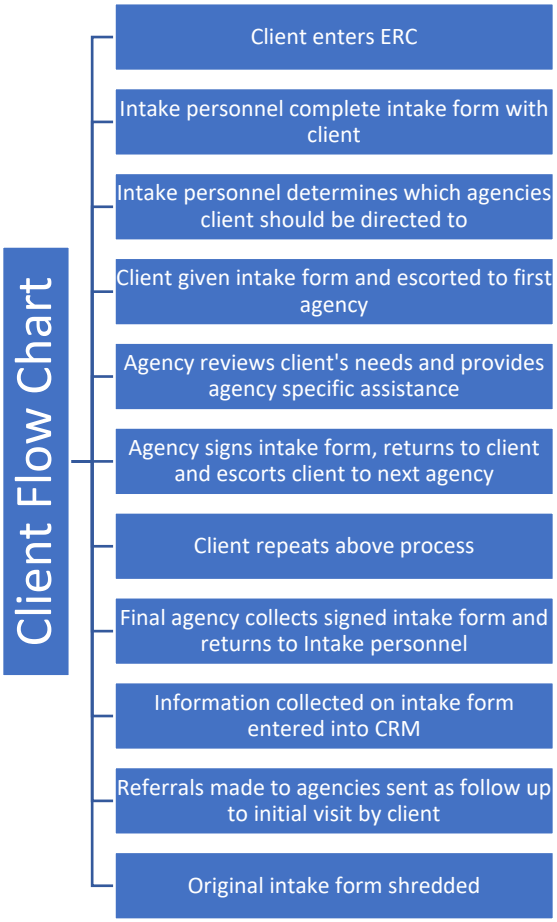
All documentation produced by the Economic Recovery Centre is to be securely stored. At the closure of the Centre each agency will retrieve its physical records and ensure the appropriate storage of all physical and electronic records of the event in accordance with internal procedures.

Any other records not specifically held by individual agencies will be retrieved by the Economic Recovery Manager and stored in accordance with internal procedures.

Local government are to ensure all records relating to the management of the facility are appropriately stored.

Clients with Culturally and Linguistically Diverse Backgrounds

The services available at the Economic Recovery Centre should be accessible to all community



members seeking support, including those with special needs, accessibility limitations and those for whom English is a second language. The ERC Manager and Local Economic Recovery Committee should consider the need for interpreters and translation services.

Daily Briefing

The Economic Recovery Manager is responsible for coordinating the daily operation of the Centre. The daily briefing is a useful tool for coordinating activities. The ERC Manager will determine when to conduct the briefing. The daily briefing may include:

- Situation updates
- Summary of agency(s) activities
- Review of changing demand for services
- New staff or volunteers
- Gathering daily statistics from agencies
- Review and resolution of issues arising

A daily briefing template is provided in the Templates Section at the end of this guideline.

Intake Process

The complexity of economic recovery needs means that community members may need to see a number of agencies. All agencies have somewhat different information needs. However, it is frustrating for people to fill in numerous in-take forms for different agencies.

Economic Recovery Centre Intake staff or volunteers will fill in one form per business when they are initially received at the ERC. Business owners or representatives will then be directed, together with the intake form, to agencies as needed.

Agencies may then transcribe this information into their own forms as necessary. The final referred agency will be responsible to return the intake form to the Intake staff or volunteer. The intake staff or volunteer shall be responsible to enter the information into a database including highlighting the agency or agencies the business is referred to.

It is important that systems are established that enable people to be assessed and referred to relevant agencies. A sample flow chart for processing people that come to the recovery centre is provided below.

An Economic Recovery Centre Intake form is provided in the Templates Section at the end of this guideline.

Reporting on Economic Recovery Centre Operations

The Economic Recovery Centre is a vital source of information on the scale of the disaster, and the needs of the business community. The Economic Recovery Centre Manager will collect and report Centre information to the Local Economic Recovery

Committee and the Community Recovery Manager. Monitoring and reporting of internal activity and issues is also essential for maintaining accountability for expenditure.

The ERC Manager is to compile ERC daily statistics. These reports are to be collated into a summary report for the Local Economic Recovery Committee on request and for presentation at regular meetings.

Media and the Recovery Centre

Given the disruptive nature of disasters, people may come to the Economic Recovery Centre feeling highly anxious or distressed. Due to the need to respect the privacy of the business community and the safety of staff, media are not permitted to conduct interviews, take photographs or video footage from inside the ERC.

Occupational Health and Safety Regulations

When the Economic Recovery Centre is established it will be equipped with:

- An evacuation plan
- Fire extinguishers
- Exit signs
- First aid kits

The ongoing maintenance of occupational health and safety arrangements at the ERC are the responsibility of the Economic Recovery Manager. The ERC Manager is to ensure all staff and volunteers working in the Centre are provided with appropriate occupational health and safety instruction before commencing work. The Centre will operate according to WorkSafe BC guidelines and regulations.

Progressive Service Reduction and Closure

As demand for ERC services begins to lessen, service agencies typically begin to wind down their presence. Appropriate plans should be made to ensure these agencies can still be contacted by clients looking for assistance.

Closure is usually recommended by the Local Economic Recovery Committee based on an assessment of community needs. The Local Economic Recovery Committee should be given appropriate notice that resources will be withdrawn from the Centre.

The following includes actions that need to be completed to facilitate the closure of the Economic Recovery Centre:

Action	Details	Responsible agency/individual
Community notifications	Community notified of closure date (that is, signage, media release, radio announcement) and provision of alternative contacts.	Economic Recovery Manager Local Economic Recovery Committee Emergency Operations Centre
Service notifications	Cancelling cleaning and security services. Cancelling utilities services. Finalizing lease arrangements.	Economic Recovery Manager
Equipment	All equipment to be returned to appropriate agency or department, including furnishings, office equipment, cabling, signage, fleet cars, keys.	Economic Recovery Manager

Phone/email notification	Notification attached to phone and email that the centre has closed, provision of alternative contacts.	Economic Recovery Manager

Communicating the Closure of the Economic Recovery Centre

It is important that the community is adequately notified of the intention to close the Economic Recovery Centre. This information may be distributed at the outset or disseminated when it is apparent to the Local Economic Recovery Committee that the service is no longer required.

The closure of the ERC does not mean that disaster assistance measures are no longer available for the affected community. It is important that the community is made aware of the assistance measures that continue to be available through mainstream services, information on the process for submitting a claim and contact information for the relevant agencies.

Transition to Business as Usual

When the Economic Recovery Centre closes, staff and agencies may be required to transition some duties to local agencies. This process should be planned and coordinated by the relevant parties. There may be opportunities where agencies can increase capacity or presence in the community where it might not have previously existed.

As agencies cease activity in the Centre, information should be made available about the process for accessing disaster assistance after the Centre has closed. This will be provided by the Local Economic Recovery Committee as part of ongoing recovery communication activities.

Economic Recovery Centre Summary Report

The Economic Recovery Manager is responsible for collating the Economic Recovery Centre summary report. This report should provide a compilation of the daily statistics and issues log. This should be shared with the Emergency Operations Centre and Local Governments ensuring that no confidential information on any business is included in the report.

A sample Economic Recovery Centre summary report is provided in the Templates Section at the end of this guideline.

Local Economic Recovery Centre Templates

- Economic Recovery Manager – Duties and Responsibilities
- Administrative Support – Duties and Responsibilities
- Media Release – Establishment of an Economic Recovery Centre
- Media Release – Opening of an Economic Recovery Centre
- Media Release – Economic Recovery Centre Progress Update
- Media Release – Change to Hours of Operations
- Media Release – Notification of Economic Recovery Centre Closure – pre-closure
- Media Release – Notification of Economic Recovery Centre Closure – post-closure
- Economic Recovery Centre Intake Form
- Economic Recovery Centre Daily Briefing
- Economic Recovery Centre Call Log
- Economic Recovery Centre Summary Report
- Economic Recovery Centre Sign-in/Sign-out Sheet
- Contact List – Confidential

Local economic recovery centres – Recovery Centre Manager Duties and Responsibilities

Economic Recovery Manager – Duties and Responsibilities	
Location	Economic Recovery Centre
Purpose	To coordinate and oversee the operation of the Economic Recovery Centre
Reports to	Local government or economic development designated staff
Positions reporting to the Manager	Administration staff Volunteers
Skills required	• Managerial experience and high organizational ability • Excellent customer service skills • Ability to collect and analyze data • Strong writing and communication skills • Ability to be both professional and empathetic in a complex and high pressure environment • Capacity to respond quickly to emerging and complex issues
Pre-operation of Centre	• Briefing on recovery operation and requirements from the Local Economic Recovery Committee • Identify and coordinate with administration staff and volunteers • Confirm the coordination and reporting arrangements required by Local Economic Recovery Committee
Operation of Centre	• Provide orientation and induction to agencies participating in the Economic Recovery Centre (based on initial briefing received from Local Economic Recovery Committee) • Ensure all work health and safety standards are maintained within the Centre • Open and close the Centre daily • Conduct daily briefings with Centre personnel (staff and volunteers as required) • Monitor operations, including reception and registration, to ensure service provision meets community needs • Liaise with agencies in the Centre to ensure continuity of service provision • Coordinate and conduct reporting of daily activities.
Post-operation of Centre	• Confirm and coordination of centre closing with the Local Economic Recovery Committee • Liaise with agencies in the Centre to assist in their departure from the Centre • Complete a final reporting summary for distribution to the Local Economic Recovery Committee and agencies as required

Local economic recovery centres – Administrative Support Duties and Responsibilities

Administrative Support – Duties and Responsibilities	
Location	Economic Recovery Centre
Purpose	To provide services and support that facilitate effective Economic Recovery Centre operations.
Reports to	Economic Recovery Manager
Skills required	• Excellent customer service and communication skills • Strong administration skills including telephone, computer, organization and detail-oriented • Ability to be both professional and empathetic in a complex and high pressure environment • Capacity to respond quickly to emerging and complex issues

Pre-operation of Centre	• Working under the direction of the Economic Recovery Manager:
	  ○ Undertake preparation to establish the Centre
	  ○ Confirm the coordination and reporting arrangements required by the Centre Manager and Local Economic Recovery Committee
	• Confirm the coordination and reporting arrangements required by Centre Manager

Operation of Centre	• Answer all incoming telephone enquiries and record information on log sheet
	• Maintain voicemail for Centre telephones
	• Compile daily statistics including incoming calls and walk in enquiries using the established CRM
	• Provide summary of daily statistics to the Centre Manager
	• Maintain shared supplies and equipment and order stationary as required
	• Ensure all agencies' desks are clearly identified with signage
	• Maintain an area within the Centre which provides general information for the public including:
	  ○ brochures and information packages from relevant agencies
	  ○ hotline contact numbers
	• Maintain registry of local contacts for support services and agencies
	• Maintain a Centre noticeboard that is updated regularly with current information
	• Ensure consumables are stocked and easily accessible for staff including tea/coffee requirements, stationery, and general housekeeping products
	• Confirm that general maintenance, security and cleaning is provided regularly
	• Provide support to Centre Manager as required

Post-operation of Centre	• Assist with the audit of all stock and centrally procured infrastructure and resources

Media Release – Establishment of an Economic Recovery Centre

[Insert location] Economic Recovery Centre Established

An Economic Recovery Centre is being established to help businesses in [location] who are, or have been, affected by the [flood/fire/other].

The Centre, to be located at [address] close to [reference landmark], is expected to be operational effective [date].

The [name] Economic Recovery Centre, to be managed by [Name], will be open [number] days a week. While the need exists, its hours of operation will be:

Monday to Friday – [opening time] until [closing time]

Saturday and Sunday – [opening time] until [closing time]

The phone number for the Centre will be [number]. You may also email the centre for information at [email address].

For those requiring assistance, representatives of key business support agencies will be on hand, or via referral from the site, to give help, advice and information to affected businesses.

The agencies that will be represented will include:

- [list agencies]

Additional information can be found at [website].

Media Release – Opening of an Economic Recovery Centre

Centre Opening Information

[name] Economic Recovery Centre

[address, telephone, website, email]

Businesses affected by the [event] in [location] can seek assistance and advice through the [name] Economic Recovery Centre which is now open close to the [landmark] in [address].

Open [number] days a week

Monday to Friday [opening time to closing time]

Saturday and Sunday [opening time to closing time] (Hours will be reviewed according to need)

The Economic Recovery Centre Phone number [number] and email [email]

Representatives or contacts for various business support agencies will be available to give help, advice and information including: [list agencies].

Media Release –Economic Recovery Centre Progress Update

Over [number] Enquiries Received by the Recovery Centre

The [name] Economic Recovery Centre has received over [number] enquiries from businesses affected by [event] since it opened last [date]. [name], Economic Recovery Manager said it has been excellent to see so many people coming in to seek advice and help from the Centre.

"Since the weekend we have seen enquiries increasing as businesses realise the range of services available to assist them through the Economic Recovery Centre," said [name]. If your business has been affected this is a good opportunity to come in and access the various government departments and local business support agencies all under one roof, including: [agencies]."

"These agencies have come from all over the province to help our community. We have volunteers from [locations]. There are staff members from government departments and agencies here from [locations]. The wealth of information available is tremendous."

For more assistance or information please contact the [name] Economic Recovery Centre at [address], close to the [landmark], or [number]. Additional information can also be found at [website].

Media Release – Change to Hours of Operation, Economic Recovery Centre

Change of Hours

[name] Economic Recovery Centre
[address]

Close to [landmark]

Change of hours:

• [date] [opening time to closing time]
• [date] [opening time to closing time]
• [date] Closed
• [series of dates] [opening time to closing time]

The Centre has representatives from various government agencies on site to assist you or they can refer you to the right people to get the help you need.

Economic Recovery Centre Phone number [number], [email], [website]

Media Release – Notification of Economic Recovery Centre Closure (Pre-closure advice)

Pre-closure Advice

[name] Economic Recovery Centre
[address]
Close to [landmark]

Advice and assistance for [event] affected businesses.

Hotline [number]

Weekdays [opening time to closing time]

Centre will be closing on [date]

Media Release – Notification of Economic Recovery Centre closure (Post-closure advice)

Post-closure Advice

[name] Economic Recovery Centre has now closed. Affective businesses can still receive advice and assistance for [event] from [Local government or Economic Development Organization]
[address] [number] [email], [website].

Economic Recovery Centre Intake Form

Interview date: _____

Interviewer/Intake Official 1: _____

Business Name: _____

Business Address: _____

Phone Number: _____

Company contact 1:	Phone Number (Cell):	Email Address:
_____	_____	_____

Company contact 2:	Phone Number (Cell):	Email Address:
_____	_____	_____

Intake information notes

Type of Business (specify your sector)

- ☐ Agri-food Processing
- ☐ Agriculture/Farming
- ☐ Artisans and Crafters
- ☐ Automotive (dealers, garages)
- ☐ Construction
- ☐ Daycare
- ☐ Emerging industries
- ☐ Finance and insurance services
- ☐ Food services (restaurants, etc)
- ☐ Forestry
- ☐ Healthcare, Education and Social Services
- ☐ Home-based Businesses
- ☐ Manufacturing
- ☐ Non-Profit
- ☐ Personal Care Services
- ☐ Professional, scientific and technical
- ☐ Public Institutions (ie: Schools, Hospitals)
- ☐ Retail
- ☐ Tourism and hospitality
- ☐ Transportation
- ☐Other

If Other, please specify: _____ _____

Needs Identification

What are your immediate needs?

- ☐ Debris removal
- ☐ Don't know yet
- ☐ Employee support/advice
- ☐ Equipment
- ☐ Handling Damage (water, smoke, etc.)
- ☐ Help to repair the business (state the trade or service)
- ☐ Insurance advice
- ☐ Location to ship inventory
- ☐ Operating expenses
- ☐ Physical help to repair my business
- ☐ Understanding what grants/financial support and options are available (restructuring loans, bridge financing)
- ☐ Whether or not to reopen
- ☐ Other

If *Other*, please specify: _____

Please specify details of any immediate needs

Future Needs (once returned to the community if they have not returned yet)

- ☐ Business planning
- ☐ Capital (cash flow, etc.)
- ☐ Debris removal
- ☐ Don't know yet
- ☐ Employee support/advice
- ☐ Equipment
- ☐ Finding a new or temporary location for my business
- ☐ Handling Damage (soot and smoke)
- ☐ Insurance advice
- ☐ Marketing- getting my customers back
- ☐ Operating expenses
- ☐ Physical help to repair and clean up my business
- ☐ Professional help to repair my business (state the trade or service)
- ☐ Supply chain issues
- ☐ Tax/accounting preparation/issues
- ☐ Understanding what grants/financial support and options are available (restructuring loans, bridge financing)
- ☐ Whether or not to reopen/rebuild
- ☐ Other

If *Other*, please specify: _____

Employees

Total number of employees at your company? _____

Have you laid off or terminated any employees post disaster?

- ○ Yes ○ No

If Yes, how many employees do you have now? _____

Have you communicated with your employees?

Yes No

Do you have business insurance?

Yes No

Does your business insurance cover loss of income, inventory and/or interruption of business?

Yes No Unknown

Distribution Channels

Do you have a customer list to advise them of the status of your business?

Yes No

Comments

Do you have a supplier, or wholesaler list to advise them of the status of your business?

Yes No

Comments

Would you like someone to contact you regarding any specific issues or to provide additional assistance oncethe situation has improved?

Yes No

Internal Use Only

Is additional follow-up required? Yes No

If yes, what type? _____

Did intake official notice any sign of stress that may be a concern? Yes No

Economic Recovery Centre Daily Briefing

Date	
Time	
Venue	

Agencies Present		

1. Welcome
2. Reports from the respective agencies
3. Activity of the Economic Recovery Centre (for example, number of people visiting the centre)
4. What is working well?
5. What needs improvement?
6. Suggested changes to the operation of the Economic Recovery Centre
    a. The need for additional resources
    b. Changes to demand in services
7. Additional information
    a. Local Economic Recovery Committee decisions, external recovery activities
8. Planning for the next day

Summary of Actions Arising		
Responsible Agency/Lead	**Action**	**Due Date**

Economic Recovery Centre Call Log

Date	Time	Name	Contact Number	Enquiry	Action	Intake Form Completed and Entered

Economic Recovery Centre Summary Report

The following is a template for the final summary report for the Economic Recovery Centre.

Economic Recovery Centre Details	
Event	
Name of Economic Recovery Centre	
Location	
Dates of Operation	
Hours of Operation	
Centre Manager	
Agencies Present	

Total statistics

Insert total statistics over the dates of operation

Daily statistics

Insert daily statistics

Agency Referrals

Insert number of referrals to agency partners

Considerations for future recovery centres

Include any considerations for the establishment, management and closing of the Economic Recovery Centre such as:

- Additional resources in the Economic Recovery Centre that would assist to meet client and agency needs
- Suggestions to assist future staff, agencies, volunteers

Completed by	
Economic Recovery Manager:	Date:

Economic Recovery Centre Sign In/Out Sheet

Agency	Name	Time In	Time Out	Signature

Economic Recovery Centre Contact List - Confidential

The following provides an example of the contact information that will be useful to an Economic Recovery Manager. These numbers are confidential and are for use by the Economic Recovery Manager and Administration Support only. They are not for public dissemination.

This list is a guide only and may be adjusted once all partners have been identified.

Agency	Name	Phone	Email	Alternate
Centre Manager				
Administration Support				
Economic Development				
Chamber of Commerce				
Community Futures				
Emergency Centre Operations				
Local Government				
Province of BC				

Guideline 3: Economic Recovery Action Plans

Economic Recovery Action Plans are unique to each disaster and are guided by the community's needs and the community's capacity to respond to those needs.

Communities are often unprepared for the chaos that is likely to emerge after a disaster and have difficulty planning for long-term economic recovery when pressing humanitarian, cleanup, and rebuilding needs to be addressed. Still, a disaster-impacted community needs to develop a vision for how it will rebuild its local economy after a disaster. An Economic Recovery Action Plan provides the opportunity to re-evaluate objectives considering vulnerabilities to disaster and establish direction and specific actions required to recover the local economy successfully. While communities are encouraged to complete an Economic Recovery Action Plan before any disaster, the existing plan may need to be adapted or revised based on each disaster or event and by the community's needs.

Economic development organizations and the Local Economic Recovery Committee are uniquely positioned in the community to facilitate a strategic planning process for economic recovery – both before and after a disaster.

Context

An Economic Recovery Action Plan differs from a local recovery or emergency management plan. The Economic Recovery Action Plan focuses on the strategies needed to rebuild the local economy after a disaster. The plan should work in conjunction with the larger, comprehensive community-planning framework led by the local government for a disaster situation, but the plan's focus is on the business community and the local economy. The plan defines roles and lays out action steps that economic recovery stakeholders can take pre-, during and post-disaster.

Economic Recovery Action Plan

Developing an Economic Recovery Action Plan can be a lengthy process requiring input from a variety of stakeholders. Having a plan in place before a disaster enables a community to respond more quickly and efficiently in order to jumpstart the recovery process and limit the disaster's negative impacts. If a plan is not in place prior to a disaster, one of the first actions for the Local Economic Recovery Committee is to develop the Economic Recovery Action Plan. This plan will be a living document and an ongoing process that needs to be revised and updated as the recovery continues, and as other disasters occur.

Stakeholder Identification

Identifying and building consensus among numerous stakeholders is one of the most important tasks in the planning process. Having engaged and committed stakeholders will result in a more comprehensive and actionable plan. When identifying and inviting various stakeholders, keep in mind:

- Representatives from the public, private, and non-profit sectors as well as elected officials involved n local economic issues
- Regional and provincial representatives should also be invited and encouraged to participate as necessary
- Representation from industries that are economic drivers in the community will be important

Economic Recovery Action Plan Stakeholders

- Economic Development Director/Chair
- Tourism Agencies
- Planning Department Director
- Building an Development Review Services Director
- Airport Manager
- Finance Director
- Municipal Economic Development Staff
- Representatives from the private sector (chambers of commerce, banking industry, tourism industry, business improvement organizations, individual businesses)
- Workforce agencies
- Universities and Colleges

A Stakeholder Identification form is in the Templates Section.

Risk Assessment

The Local Economic Recovery Committee will review the risk assessment completed by the local Emergency Management Plan to determine the potential economic impacts from natural or man-made disasters, or the loss of a major employer, that the community or region may experience. This risk assessment will provide the foundation for the economic recovery planning process, which is focused on identifying and prioritizing actions to reduce risks. In addition, the risk assessment can also be used to establish economic response priorities, inform land use and comprehensive planning, and facilitate decision making by elected officials.

Additional information on assessing risks is in the Templates Section.

Develop Economic Action Strategies and Steps

The heart of the Economic Recovery Action Plan is identifying the strategies which will serve as the long-term roadmap for reducing the potential loses identified in the risk assessment. Typically, the economic recovery strategy is made up of three required components: recovery goals, recovery actions and an action plan for implementation. These provide the framework to identify, prioritize and implement actions to reduce the identified risks.

Economic Recovery Goals are general guidelines that explain what the community wants to achieve with the plan. They are usually broad policy-type statements that are long-term, and they represent visions for reducing or avoiding losses from the identified risks.

Example: Ensure essential businesses are prioritized for community re-entry.

Economic Recovery Objectives are specific projects and initiatives that help achieve the goals. They may be more than one objective to fulfill the goal.

Example: Develop an essential business database.

Economic Recovery Actions are the specific step-by-step actions or activities that need to be implemented to complete the objectives.

Example:

1. *Identify and list of priority sectors for essential businesses (e.g. grocery stores, gas stations, etc.)*
2. *Identify the relevant local businesses that fit within the sectors*

By identifying the goals, objectives and actions an Action Plan will be created describing how the recovery actions will be implemented, including how those actions will be prioritized, administered, and incorporated into the community's existing planning mechanism.

Additional information on developing strategies is in the Templates Section.

Transition Strategy

Transitioning from formal economic recovery services to ongoing community activities and services requires a strategy that integrates economic recovery services into mainstream service provision while maintaining the sense of community health and wellbeing.

This means that any remaining economic recovery objectives can be met by individual agencies as a part of business as usual. The Transition Strategy should detail the:

- Ongoing recovery agreements
- Outstanding or ongoing tasks and associated activities
- Handover of responsibilities to the agency of service that usually has responsibility for those activities as part of their business as usual
- Contingency planning for responding to emerging community needs
- A communications plan for informing the community

A transition strategy form is included in the Templates Section.

Monitor, Evaluate and Update

The Economic Recovery Action Plan should be revisited regularly, preferably on an annual basis. One of the greatest benefits of the planning process is the collaborations and relationships created among stakeholders. Convening stakeholders annually to evaluate and update the plan should foster these connections. It is also important that the plan be monitored by the Local Economic Recovery Committee during each phase of the recovery process.

Additional information on monitoring and evaluation the plan is in the Templates Section.

Local Economic Recovery Centre Templates

- Stakeholder Identification
- Economic Recovery Action Plans – Risk Assessment
- Risk Assessment – Definitions for Classifications
- Action Strategies and Steps
- Transition Strategy
- Economic Recovery Action Plans – Monitor and Evaluation Template

Economic Recovery Action Plans – Stakeholder Identification

Local Economic Recovery Committee – The core group responsible for making decisions, guiding the planning process and agreeing upon the final content of the plan.

Stakeholders – individuals or groups that may not be part of the Local Economic Recovery Committee that affect or can be affected by a mitigation action or policy.

Suggested groups to include: Emergency Management, Red Cross, City or Regional Departments, Transportation Agencies, School Districts/Post Secondary, Utilities, Local Businesses, Professional Associations, Workforce Agencies, etc.

Jurisdiction – includes individuals or groups that represent local, regional, provincial, federal or non-government.

Identify the Community Lead Organization:			
[name] Local Economic Recovery Committee			
List ALL the community organizations that will take part in the process, indicate if they are to be part of the core planning team (Local Economic Recovery Committee) and what jurisdiction they representation. Identify the roles and responsibilities of each economic recovery stakeholders:			
Name of Organization:	**Planning Team**	**Jurisdiction**	**Role and Responsibility(s):**

Identify Initial steps for the planning team (for example, hold a kick-off meeting, communication process, gather best practices, etc.):

Economic Recovery Action Plans – Risk Assessment

Use this template to summarize and describe additional risk(s) including which risk(s) are most significant to the community, that are not already identified in the local Emergency Management Plan. The definitions provided on the following page can be modified to meet local needs and methods.

Risks to be considered depending on the community but can include: major employer loss, local employer temporary closure, disruption to normal business operations (e.g. COVID19), etc.

Risk	Location within Community/Region (Negligible, Limited, Significant, Extensive)	Maximum Probable Extent (Weak, Moderate, Severe, Extreme)	Probability of Future Events (Unlikely, Occasional, Likely, Highly Likely)	Overall Significance Ranking (L, M, H)

Take the identified risks in order of impact (highest to lowest) and identify the potential losses and other impacts that the community may experience should the disaster happen.

Impacts to be considered include how the risk may relate to people, to the economy, to the built environment (infrastructure) and to the natural environment.

Risk	Ranking	Potential Impact(s)

Definitions for Classifications

Location (Geographic Area Affected)

Negligible: Less than 10 percent of planning area or isolated single-point occurrences

Limited: 10 to 25 percent of the planning area or limited single-point occurrences

Significant: 25 to 75 percent of planning area or frequent single-point occurrences

Extensive: 75 to 100 percent of planning area or consistent single-point occurrences

Maximum Probable Extent (Magnitude/Strength based on historic events or future probability)

Weak: Limited scale, slow speed of onset or short duration of event, resulting in little to no damage

Moderate: Moderate scale, moderate speed of onset or moderate duration of event, resulting in some damage and loss of services for days

Severe: Severe scale, fast speed of onset or long duration of event, resulting in devastating damage and loss of services for weeks or months

Extreme: Extreme scale, immediate onset or extended duration of event, resulting in catastrophic damage and uninhabitable conditions

Probability of Future Events

Unlikely: Less than 1 percent probability of occurrence in the next year or a recurrence interval of greater than every 100 years.

Occasional: 1 to 10 percent probability of occurrence in the next year or a recurrence interval of 11 to 100 years.

Likely: 10 to 90 percent probability of occurrence in the next year or a recurrence interval of 1 to 10 years

Highly Likely: 90 to 100 percent probability of occurrence in the next year or a recurrence interval of less than 1 year.

Overall Significance

Low: Two or more criteria fall in lower classifications or the event has a minimal impact on the planning area. This rating is sometimes used for hazards with a minimal or unknown record of occurrences or for hazards with minimal mitigation potential.

Medium: The criteria fall mostly in the middle ranges of classifications and the event's impacts on the planning area are noticeable but not devastating. This rating is sometimes used for hazards with a high extent rating but very low probability rating.

High: The criteria consistently fall in the high classifications and the event is likely/highly likely to occur with severe strength over a significant to extensive portion of the planning area.

Economic Recovery Action Plans – Action Strategies and Steps

By identifying the goals, objectives and actions an Action Plan will be created describing how the economic recovery actions will be implemented, including how those actions will be prioritized, administered and incorporated into the community's existing planning mechanism. Examples are provided below.

Objectives	Actions	Resources	Timeline
What recovery objective do you want to achieve?	*List the steps need to achieve the recovery objective.*	*List the resources needed (lead organization, staff, service providers, assets)*	*Date to be completed by*
Ensure essential businesses are prioritized for community re-entry	• Develop an essential service database	• EDC – Business Development Officer	Spring
Develop location based "We are open" programs	• Prepare "We are open" website • Develop list of open businesses • Publish website	• EDC – Business Development Officer • BIA • Chamber of Commerce	Fall

Economic Recovery Action Plans – Transition Strategy

When identifying objectives and actions consider the following:

- Outstanding or ongoing tasks and associated activities
- Handover of responsibilities to the agency or service that usually has responsibility for those activities as par of their business as usual
- Ongoing recovery agreements (if required)
- Contingency planning for responding to emerging community needs
- A communications plan for information the community

Objectives	Actions	Responsibility	Timeline
What recovery objective do you want to achieve?	*List the steps need to achieve the recovery objective.*	*Assign an agency to each task*	*Date to be completed by*
Handover economic recovery manager responsibilities	• List responsibilities • Write stats report • Assign tasks • Handover	Economic Recovery Manager	June 2021

Economic Recovery Action Plans – Monitor and Evaluation Template

This template can be used annually to review and monitor the plan. In addition, the template can be used during disaster recovery to assess the progress and status of action implementation.

Action Item	Lead / Responsibility	Percentage Complete	Progress Update	Changes / Adjustments

Guideline 4: Economic Recovery Communication

Communicating good quality information during the economic recovery process of a disaster can have a profound effect on the resilience and recovery of individuals, business and the community.

Traditional channels of communication are often compromised following a major disaster due to the disruption of telecommunications and transportation systems as well as the chaos environment caused by the disaster itself. Businesses struggle with getting in touch with their employees, their vendors, and their customers – as well as their local government, economic development organization or chamber. Businesses don't always know who to trust or where they can get accurate information. Rumors and wrong information spread quickly in this type of environment, which can greatly impede the recovery of businesses and industry or may result in them deciding to permanently move away from your impacted community or region. No one organization (e.g. Chamber of Commerce) can represent the diverse make up of the business community. Therefore, representatives from different business sectors must have a seat at the table with the community decision-makers who are making critical choices regarding economic response and recovery.

Context

Readily available, good quality information means that individuals and businesses who need support after a disaster know where to get help. Communication can literally bring people together (e.g. through public meetings, virtually, etc.) and help affected individuals, businesses or a community get back on their feet more quickly. The information provided in this section is relevant to:

- Anyone responsible for communicating information pre-, during and post-disaster
- The economic recovery stage of a disaster but ideally should be read before a disaster to be better prepared post-disaster
- All types of disasters, as people generally need the same kind of information, regardless of the size or scale of the disaster

Definitions

Communication is the act of exchanging information.

Information is the actual message being sent or received.

Recovery refers to those programs that go beyond immediate relief to assist affected individuals and business to rebuild and to strengthen their capacity to cope with future disasters.

Roles and Responsibilities

The first section in this guidebook provides the information necessary to create a Local Economic Recovery Committee. The established committee developed during the pre-disaster planning stage is activated after a disaster to visibly lead the economic recovery effort and support the local community and authorities. The Local Economic Recovery Committee will form a communication working group to lead the delivery of communication activities related to economic recovery. If an Economic Recovery Manager is in place, this position may be appointed to be the public face of the economic recovery operation, providing guidance to the Local Economic Recovery Committee, local government and the economic development organization. Where an Economic Recovery Manager is not appointed the Local Economic Recovery Chair will appoint an appropriate representative as communications lead. Typically, this will be a local government or economic development organization representative.

Additional information on roles and responsibilities are in the Templates Section.

Communicating with the Business Community

The key role of the Local Economic Recovery Committee and the Economic Recovery Manager is to address the following urgent communication needs of business and industry following a major incident. Listening to businesses to understand their needs to:

- Help connect businesses with available resources and service providers
- Understand the need to work with all local partners to persuade decision-makers at the local, provincial and federal level of any needed additional resources to meet local business needs
- Quickly disseminate relevant information to businesses regarding available resources, and connect them to service providers who can help with cleanup, financing, business counsel and rebuilding efforts

Communication with the Emergency Operations Centre (EOC)

The Emergency Operations Centre (EOC) is typically structured consistent with the recommended practice from the British Columbia Emergency Management System (BCEMS)1 and the BC Emergency Program Act and Regulations, and functions as the central location for coordinating and carrying out the emergency planning, training, and response and recovery efforts of the local jurisdiction. The EOC, through an established EOC Emergency Management Team, helps to ensure the continuity of government operations in the event of a crisis. In a case where the EOC is fully activated by a disaster, it will include the co-location of representatives of various municipal departments, emergency responders, provincial and federal agencies, and non-profit and faith-based organizations.

Economic development organizations should make sure they have a senior staff member serve at the local area's EOC to facilitate communication and dispel rumors and misinformation among the business community. When the Local Economic Recovery Committee is formed or activated, there should be representation on the EOC – in many cases, this will be the same individual or the Economic Recovery Manager.

Communication regarding local business damages and what they need to recover is an important function that the Local Economic Recovery Committee representative can play at the EOC. This representative can learn about available federal and provincial resources that may be available to local businesses and help facilitate this communication in the days and weeks following a disaster. This position of business and industry representation at the EOC should be established well before a disaster. Following a disaster, the chaotic environment may cause an invitation to the EOC to be lost within the list of pressing priorities. It is important to establish those connects beforehand when possible.

Media

A disaster will almost always attract media attention because it is of public interest. In economic recovery, media liaison will involve:

- Responding to a media inquiry, or
- Pitching a story to the media

The media needs to meet tight news deadlines, so it is recommended that the person responsible for media liaison is ready with holding statements (a document answering anticipated media inquiry questions) and media releases. General tips for engaging with the media include:

- Be prepared
- Have rules in place about who can, and who can't speak to the media
- Be helpful and develop good working relationships with the media
- Have facts and figures ready in relation to the economic recovery effort

A media release template is provided in the Templates Section at the end of this guideline.

Communication Challenges

Physical Challenges

Communication channels which you would normally rely on may not be available after a disaster. There can be physical communication barriers, including:

- Loss of electricity and internet
- Geographic spread population
- High media interest
- No radio towers
- Disruption to mail

This requires creative thinking, for example:

- If mail has been disrupted, can flyers be distributed at key distribution points or public meetings?
- If people do not have access to the internet on their home computers, can they access updates via their phones (are your platforms mobile compatible?)

Additional information on communication channels are in the Templates Section.

Health and Wellness Challenges

A disaster can impact a person's ability to absorb, understand and remember information, as well as their psychological wellbeing. Even economic recovery communication requires care and sensitivity. It also helps to only send relevant, clear and targeted information.

Target Audiences

In the post-disaster environment, there are many and varied audience types. Identifying these specific audiences and working out how they are best communicated with, is critical. The primary target audience for economic recovery is the business community. The economic recovery communication may consist of other audience member groups including:

- affected individuals
- the wider community impacted by the disaster
- community leaders and government agencies
- emergency services personnel

The Local Economic Recovery Committee will clearly identify the audience types to target pre, during and post-disaster.

How to Communicate

Before communicating out information, ask yourself three questions:

1. Is the information relevant?
    a. Ensure the information is appropriate and applicable to the situation, for example, where to get help
    b. Limit key messages to three or four in each piece of communication
    c. Only say what is necessary

2. Is the information clear?
    a. Ensure the information is plain and obvious
    b. Be as succinct as possible

3. Is the information targeted?
    a. Use simple, easy to understand language
    b. Tailor your information to each audience
    c. Address each specific concern or issue
    d. Understand your audience's point of view

Principles of Economic Recovery Information

The following are some of the principles to follow when disseminating economic recovery information through to your businesses and community:

- **Business information not public relations:** The aim of public relations is generally to promote something or someone. The aim of business information is to channel information to the relevant audiences. The purpose of

communicating in economic recovery should be to help the businesses community, not to promote a person or organization.

- **Respect:** When individuals and businesses are displaced or affected by a disaster, it is easy to only see their vulnerability. Be mindful when writing your communications that you are sensitive and respectful to how information may affect individuals.
- **The right to know:** The individual impacted by the disasters have the right to know about the economic recovery process and where to get help. It is important to remember that those impacted may be workforce or the business owners themselves.
- **Acknowledge the impact:** Individuals and businesses affected by a disaster have potentially experienced a life shaping event. Their experience should be validated by allowing them to tell their story.
- **Ask businesses and the community how best to communicate with them:** Working with businesses and the community and asking them how they would like to be communicated with will increase the effectiveness of your communication and increase their participation in the economic recovery effort.
- **Repeat information:** Remembering detailed information can be difficult during and after a disaster. Individuals and businesses will be looking for information to assist their specific need at the time. What may have been irrelevant for someone on one day may be exactly what they're looking for on the next day. Repeating your message periodically throughout the economic recovery process helps to mitigate these issues. An effective feedback mechanism is also important to ensure you are aware of what the business needs and know when to repeat information. This is an important role of those involved in the Economic Recovery Centre.
- **Remember the "unaffected":** When distributing information, be mindful of not concentrating solely on those directly affected. Those businesses indirectly affected may also experience stress and you should take care not to alienate this part of your target audience. This is particularly important when only a portion of a community is directly impacted by an event.
- **No spin:** For those recovering from a disaster, there is a specific need for direct communication, free from rhetoric or any type of marketing or public relations message. Keeping out this type of information will allow you to connect with your audience in a way that suits them. When communicating with business it is important to focus on the individual and the business impacts and not in marketing the services you are providing.

Communications Strategy

Before sending out any information, prepare a communication strategy. For smaller scale events, it may be unnecessary to develop a comprehensive communication strategy but there may still be a need to provide some kind of communication, even a one pager, to outline your activities and timing. The process of developing this strategy will lead you to clarify your objectives, conduct a communication needs analysis, define your key messages and plan your activities:

- **Set objectives:** the objective(s) should always include raising or maintain the profile of the economic recovery effort.
- **Define target audiences:** post-disaster, there are many and varied audience types. Identifying these specific audiences and working out how they are best communicated with, is critical. Target audience member groups can include affected businesses and individuals, the wider community impacted by the disaster, community leaders, the media and the general public as well as

emergency services personnel and government agencies.

- **Identify stakeholders:** a stakeholder is anyone who has a legitimate interest in the economic recovery. They are defined as anyone who may affect, be affected by, or perceive themselves to be affected by a disaster and the economic recovery.
- **Analyze communication needs:** Conducting a communication needs analysis is a crucial part of the communication strategy. This analysis will enable you to understand the communication needs of each audience, and how to make your information inclusive and accessible to everyone. This information will help ensure that the economic recovery effort meets their needs, which then enhances community capacity and resilience.

A communication needs analysis template is provided in the Templates Section at the end of this guideline.

- **Clarify exclusions:** Define what will not be included in your communication's focus and what may be part of another organization's responsibility. Remember that economic recovery communications should focus on economic issues, not issues covered by the EOC.
- **Describe issues:** Identify any issues that need to be addressed through communication. An issue is a present problem which needs attention.
- **Write key messages:** Define your core messaging that you want your audience(s) to hear and remember. They should be consistent throughout the communication process.
- **Select channels:** Identify your communication channels and why. They need to meet the needs of your audience(s).

The Templates Section provides suggested communication channels and their pros and cons.

- **Anticipate risks:** Identify any risks that should be addressed. A risk is a potential future event that may impact on the economic recovery effort.
- **Describe evaluation method:** Define how you will evaluate your communication activities to ensure they are meeting objectives.
- **Schedule communication activities:** Identify what, when and who for your communication activities.
- **Allocate budget:** Identify communication activities and associated costs.

A communication strategy template is province in the Templates Section at the end of this guideline.

Economic Recovery Communication Templates

- Communication Roles and Responsibilities
- Media Release
- Communication Strategy
- Communication Needs Analysis
- Communication Channels

Economic Recovery Communication – Roles and Responsibilities

Role	Communication Responsibilities
Local Government / Economic Development Organization	• Assign someone from local government to be part of the Local Economic Recovery Committee • Ensure the local government website and social media channels are up to date in relation to the disaster and economic recovery effort • Support economic recovery communication which may include writing newsletters and media releases, coordinating public meetings, etc. • Send communication materials through existing or newly created distribution channels • Media liaison • Engage the community and businesses in the economic recovery process
Local Economic Recovery Committee	• Appoint a designated communication position and an alternate – this will be the Economic Recovery Manager unless the position is not created • Work with the Economic Recovery Manager to determine the community's communication needs, e.g. what materials are needed, distribution channels • Guide decisions about what resources need to be allocated to communications • Develop and maintain a communication strategy
Economic Recovery Manager (if appointed)	• Media appearances and interviews • Engage the community and businesses in the economic recovery process • Ensure the economic recovery website and social media channels are up to date in relation to the disaster and recovery effort • Work with the Local Economic Recovery Committee to determine the community's communication needs, e.g. what materials are needed, distribution channels • Develop and maintain a communication strategy • Engage the community in the economic recovery process
Local Government agencies involved in recovery following an emergency	• Ensure the information intended for release is consistent with any messages being generated by the Emergency Operations Centre. • Specifically, in relation to supporting council (if needed), and the Local Economic Recovery Committee: provide expert media and communication advice

Economic Recovery Communication – Media Release

For Release

DATE and TIME

HEADLINE

The headline should summarise the main points of the release, but not be too long. It should be bolded.

LEAD

Ensure your first paragraph includes the who, what, when, where, why and how.

BODY

The paragraph under the lead should expand on the lead and be the point where you start telling the story. It is important to prioritise messages from the most important to the least important. Use short sentences, short paragraphs and active language.

Always write in the third person.

Use quotes to make your writing more interesting but remember all opinions must be attributed to a particular person or the organization.

The media is unable to use newsworthy assertions unless sourced, and journalists will sometimes call to check on the quotes.

END

The last paragraph is the least important and can include background information about you and your services or summarise the essential elements of the media release.

Always finish the media release with -ends- so the journalist knows it is finished.

CONTACT

Make sure you include the following contact information.

For further media information contact:

Contact name
Email
Phone number

About us

This is a paragraph or two about the event or the organization distributing the media release. It can also be the subject of the media release and provide a quick overview.

Economic Recovery Communication Strategy

<**insert project name**>

<**insert date**>

1. Introduction

Describe the disaster and the economic recovery effort, analyze the situation and explain why strategic communication is required.

2. Objectives

The objectives of communication depend on the stage of economic recovery that the community has reached. However, the objectives should always include raising or maintaining the profile of the economic recovery effort and assisting the community towards recovery.

List three to five communication objectives. Each objective must be measurable and will be referenced in Section 11 Evaluation. Examples:

I. *Ensure affected individuals and businesses know where to get help.*

II. *Increase knowledge and understanding of the economic recovery effort.*

III. *Facilitate two-way communication and feedback.*

3. Target audiences

Your audience is who you are communicating with. Categorize your audiences into primary and secondary audiences. Primary would include those with whom you need to actively communicate and who you may require to take action. Secondary audiences are those who you potentially need to keep informed.

Primary

<**Insert**>

Secondary

<**Insert**>

4. Stakeholders

Stakeholders are those who have a stake in the economic recovery operation. They may not necessarily be a target audience, but they have a legitimate interest in helping the community get back on its feet.

5. Communication needs analysis

Conduct a communication needs analysis using the template provided. Address the requirements of each audience by considering the 'who, what, when, where, why and how' of your communication approach.

6. Exclusions

Define what is out of scope for the communication representative.

7. Issues

Describe any issues that will need to be addressed through communication. An issue is a present problem which needs attention. An issue is different to a risk in that it has already happened.

- *Are there disgruntled stakeholders who require consultation and engagement?*

- *Has there been negative media coverage which needs to be mitigated?*

8. Key messages

Key messages are the core messages that you want your audience(s) to hear and remember. They should be used consistently, and some may be used to anticipate and address concerns.

- *List up to seven key messages.*
-
-

9. Channels

Describe your channels and why you have chosen them. Channel selection should meet the needs of your audience(s) and facilitate two-way communication. Consider who should send communication via these channels.

Channel	Why
Economic Recovery Newsletter	Affected community has lost power and internet. Newsletters can be handed out at key distribution points.

10. Communication risk analysis

Describe any risks that need to be addressed through communication. A risk is a potential future event that may impact on the economic recovery effort. The risks listed here should be communication risks.

Channel	Why
Unclear communication contributes to anxiety	Using plain English and communicating face to face as much as possible to address concerns on the spot.

11. Evaluation

Evaluation of communication activities should occur to ensure this strategy is meeting its objectives to:

- *List the communication objectives from Section 2 Objectives:*
  Describe how you will evaluate the effectiveness of this strategy, for example, positive anecdotal feedback from the community apparent in survey results / focus groups.

12. Communication schedule

The analysis conducted so far should now enable you to develop the communication schedule, also known as a communication plan, action plan or implementation plan. Activities should be built around the economic recovery effort and what the community needs at the time. Choose the most appropriate method and channel, keeping in mind that face to face is the most effective way to communicate. Consider the objective(s), timeliness, and frequency of your message.

For example, your schedule should identify:

- ***Activity:*** *Recovery newsletter*
- ***Objective:*** *What objective does the newsletter accomplish?*
- ***Target audience:*** *Affective businesses and general community*
- ***Communication channel:*** *Electronic newsletter distributed through business database*
- ***Timeline****: Identify the date*
- ***Responsible****: Identify individual and agency*
- ***Status****: In process, needs attention, completed*
- ***Action required or comments:*** *Identify what needs to be done to complete activity*

13. Budget

Itemize communication activities and associated costs.

Economic Recovery Communication Needs Analysis

Complete the left side of the table for each stakeholder group or audience identified

Audience	State who you are speaking to *e.g. agricultural businesses*
Description	Describe the audience *e.g. primary producers experiencing loss of property, livestock, equipment, etc.*
Desired response (if any)	Describe how you would like this audience to respond *e.g. feel supported and aware of available programs*
Communication need	Describe the communication requirements of this audience *e.g. where to get information on available programs and other economic recovery efforts*
Content	Describe the information that this audience will need *e.g. government programs, financial support, insurance support*
Channel	List the communication channels recommended *e.g. economic recovery newsletter, public meetings, hotline*
Frequency	Identify the frequency of communication *e.g. weekly newsletter, 24/7 hotline*
Comments	Provide any other commentary *e.g. are there communication challenges, or other particulars to note about this audience?*

Economic Recovery Communication Channels

Channel	Pro	Con
Face to face	Most influential channel	Situation can become unstable if the person you are talking to gets distressed
Word of mouth	Effective and free	Message can be distorted
Community meetings	Immediate feedback	Can be disrupted audience member(s) becomes aggressive
Print	Good channel when there is no electricity, phone or internet	Time delay
Email	Mass distribution	Excludes those who cannot access emails. Emails may go to Junk folder.
Noticeboards	Good channel when there is no electricity, phone or internet	Requires the audience to know they need to come to the noticeboard
Posters	Good channel when there is no electricity, phone or internet	Limited information can be included
Local newspapers	Existing distribution network	May not be able to control message
Radio	Good channel where there is low literacy	No way to track who has heard the message
SMS	Mass distribution	Requires phone numbers
Websites	Accessible to anyone with a computer or smart device	Limited to those with computers and computer knowledge
Social media	Accessible to anyone with a computer or smart device	Limited to those with phone/computers and phone/computer knowledge
Video	Tells a story effectively	Time consuming and may be too costly

Guideline 5: Mental Health

During and after any disaster, isolation and financial uncertainty can be tough on many people, and coping can be hard. As part of your response and economic recovery process, it is important to integrate support for mental health to help people be resilient in tough times. From an "economy" perspective, failure to do this can impact a business's ability to rebound and restart and ensure that the workforce has the support in place to help them overcome mental health challenges that have emerged.

To truly respond to mental health challenges requires a localized, community-led approach. It will also build on existing partnerships between the public, private and non-government sectors to respond quickly and effectively to people in need.

As part of an Economic Recovery Centre, a community should consider adding mental health and counselling support services. These services can seek out volunteers from the mental health community to provide volunteers who would be willing to meet individually with those needing support, hold group discussions on the challenges people are facing and how to overcome them.

As part of a mental health program for economic recovery, several questions need to be asked through each phase.

Response Phase:

- Is your current mental health support comprehensive enough?
- Can employees and business owners access government or non-profit programs to support their mental health?
- Are we adequately equipping our leaders and managers with the resources they need to support themselves and their teams' overall well-being?
- What support are we providing to people who have experienced the deaths of family members, coworkers, or clients?

Economic Recovery Phase:

- Do we need to consider additional mental health supports upon re-entry into the community and/or the workplace?
- Do we need crisis response support for issues involving mental health concerns in our businesses and workforce?
- Do we need to enhance our absenteeism management processes/systems?

Provincial Psychosocial Program, a Health Emergency Management BC (HEMBC) division, Provincial Health Services Authority can be contacted for support and consultation regarding mental and wellness response and recovery.

Planning Across the Recovery Timeline

Portions of the following information have been extracted and may have been modified from the Province of BC's Mental Health and Wellness Recovery Toolkit developed by Health Emergency Management BC. Modifications relate directly to the addition of the need for support for economic recovery.

In the immediate aftermath of a disaster, the psychosocial intervention focuses on re-establishing a sense of safety, calm, and connectedness. As economic recovery and rebuilding progress, there is a shift to re-establishing a sense of place and new normalcy. However, this should not be viewed as a linear process; while many people may experience increased hope and optimism as the rebuilding progresses, others may experience frustration and new stressors as they encounter financial and other difficulties in rebuilding their lives, returning to the workforce and reopening businesses.

In many cases, businesses face increased mental health challenges as they deal with their potential losses both from a personal and a business perspective and the mental health impacts of employees. As such, mental health and wellness supports must continue to address the varied needs of all aspects of the community and the local economy by reinforcing social connectedness as well as ensuring access to supports for an extended period of time following a disaster.

Activation of Community-Led Support (Chronological)

Escalation of recovery coordination from the local level to the regional or provincial level is

determined based on the event's scope and scale. If the local level's capacity is exceeded or is expected to be exceeded, regional and/or provincial support may be requested. Following the escalation of recovery activities from the community level to the regional or provincial level, coordination will be maintained at the local level as much as possible. As such, regional and provincial level activities should support economic recovery activities at the local level rather than replace them.

There are many mental health and wellness activities, supports, and services that are considered best practices based on previous experiences and the predicted community impacts resulting from a large-scale event or disaster. Typically, you will implement a mental health recovery process in four different phases:

- **Phase 1:** Immediate Days Post-Disaster
  In the immediate aftermath of a disaster, the main focus for people is the safety and security of themselves and their loved ones. This includes securing shelter, food, access to health care, and other immediate needs. Meeting the basic needs of impacted residents helps provide a much-needed calm and initial sense of security.

- **Phase 2:** Short-term (1 - 6 months post-disaster). In the first one to six months following a disaster, general mental health and wellness information must continue to be extended to the community. In addition to messaging about stress, coping and self-care, include information on how to access specific existing services, including crisis lines and counselling services. Attention should also be given to completing community assessments and planning for broader activities aimed at re-establishing a sense of safety and stability in the community.

- **Phase 3:** Medium-term (7 to 12 months post-disaster). In the medium term, recovery difficulties and strains may contribute to increasing exhaustion levels, fatigue, depression, anxiety, substance use and family violence. In addition to ensuring continued access to crisis lines and wellness resources, additional mental health recovery initiatives and training should be considered based on community needs. Smaller communities may have limited access to such programs, so the MH Working Group (following section) may need to request external supports and possible funding.

- **Phase 4:** Long-term (12 to 36+ months post-disaster). Most people recover from a disaster without requiring mental health services, however, a certain percentage of the population may need additional support. It is not uncommon to see symptoms appear months or even years later, and recovery needs and support for individuals and communities can last from a few years to a decade.

Establish Community Mental Health and Wellness Working Group

The purpose of the local Mental Health and Wellness Working Group is to establish and maintain a working group with essential service providers and key community representatives (government and NGOs) to address community mental health and wellness needs throughout the recovery phase (short, medium and long-term) of a disaster. Details on establishing a Community Mental Health and Wellness Working Group can be found in the Mental Health and Wellness Toolkit 2021.

It is recommended that you include the Chair or a representative of the Local Economic Recovery Committee from an economic recovery perspective. Mental Health representatives should also be used to work with businesses and volunteers in the Economic Recovery Centre.

There are a significant number of Mental Health and Wellness Resources available. Access to this information should be available for those involved in the recovery process to better help them deal

with recovery's mental health aspects. The following is a lost of some of the resources available.

BC Psychological Association (BCPA): The BCPA has a list of resources available to the public.

BC 211: BC 211 provides online links as well as telephone support to connect residents across BC with services in their community for needs such as getting basic necessities and housing to victim services, substance use support and counselling. Call 211 or visit http://www.bc211.ca/home.

Canadian Mental Health Association (CMHA): CMHA has information and tools on mental health and wellness. This includes skill-building courses, links to free and low cost counselling services, mental health check-ins and strategies for parents. A list of resources for coping with natural disaster stress can be found here.

Canadian Red Cross: The Canadian Red Cross provides training courses, disaster support services and recovery guides such as coping in crisis. The Canadian Red Cross also provides two online PFA courses; Caring for oneself and Caring for Others as well as a free basic PFA Guide.

Health Emergency Management BC (HEMBC) Disaster Psychosocial Program: HEMBC's Psychosocial Program, which includes the Disaster Psychosocial Service (DPS), provides psychosocial guidance to health authorities and communities before, during and after disasters. DPS provides Psychological First Aid (PFA) training and support to communities during emergencies and disasters. Services can be requested by contacting dpsprogram@phsa.ca.

Crisis Lines

Crisis lines provide free, 24/7 telephone services for individuals in immediate need for support:

The Crisis Line (Crisis Centres Association BC): 24/7 confidential Mental Health Support call 310-6789 (no area code required) for emotional support, information and resources specific to mental health. If you are considering suicide or are concerned about someone who may be call 1-800-SUICIDE: 1-800-784-2433

Crisis text Line: Trained Crisis Counselors help texters through active listening and collaborative problem solving.

Hope for Wellness: Immediate wellness counselling, crisis line and online chat for Indigenous people across Canada. 1- 855-242-3310

Kids Help Phone: A bilingual (English/French) text, online chat and phone support for children and youth. 1-800-668-6868

KUU-US Crisis Line Society: Provincial aboriginal crisis line for Adults/Elders: 250-723-4050, Child/Youth: 250-723-2040, Toll Free Line: 1-800-588-8717.

Residential School Crisis Line Support: A specialized crisis line providing holistic support for former Residential School students and their families. 1-877-477-0775

Senior's Distress: A free and confidential telephone support service for seniors, their caregivers or anyone concerned about a senior to help with loneliness, connection to resources and difficult life transitions. 604-872-1234

Trans Lifeline: Crisis line for Trans people staffed by Trans people. 1-877-330-6366

Youth in BC Distress Line: Distress Line for youth staffed by counsellors and trained volunteers who are committed to helping youths in crisis. 1-866-661-3311

Other Mental Health and Wellness Links

Anxiety Canada: This website contains information about dealing with anxiety and links to free online courses and apps with coping resources for anxiety such as the MindShift App.

Bounce Back BC: An online resource with workbooks, activities, videos, and access to a trained coach who can provide up to 6 phone sessions to help with anxiety, depression, stress and worry.

Government of BC: A list of virtual mental health supports for different groups including the general public, parents, educators, healthcare workers, youth, seniors and indigenous people.

Heads Up Guys: A website with information and resources on depression for men by men.

Health Link BC: This website and service can help with information on general health questions, healthy eating and exercise and medications questions. Visit their website for more information or call 811 from anywhere in BC. Health Link BC also has a list of available mental health services for different populations.

Here to Help BC: A website with mental health and substance use information and resources including screening self- tests, information sheets and workbooks.

Kelty's Key: Online guided CBT therapy, courses and self-help resources on topics such as depression, anxiety, grief, insomnia, family support and substance use.

Mood Disorders Association of BC: Provides education, treatment and support for individuals living with mood disorders. Mind Health BC: Information on a variety of mental wellness topics, self-screenings, and links to resources.

Substance Use Services: A network of direct and contracted services for individuals suffering from substance use problems, including counselling, needle exchanges, opiate replacement therapy, withdrawal management and prevention programs for youth. Phone toll-free: 1 866 658-1221.

The Alcohol & Drug Information and Referral Service: Find resources, support and referral information for treatment and counsellors across the province. Phone toll-free: 1 800 663-1441 or 604 660-9382 (Greater Vancouver).

Wellness Together Canada: Tools and resources to support Canadians with low mood, worry, substance use, social isolation, and relationship issues.

Regional Mental Health and Substance Use Information in BC:

- Fraser Health
- Interior Health
- Island Health Northern Health
- Vancouver Coastal Health
- Kelty Mental Health Resource Centre

Ministry of Child and Family Development: Local Child and Youth Mental Health Offices

Pamphlets on Coping & Emotional Support

Alberta Health – Help in Tough Times provides a list of resources and links on a variety of topics including crisis support, unemployment, disaster and substance use. The information and links under Recovery after a Disaster or Emergency Resources provide an overview of strategies and supports for coping with grief, managing stress, social and emotional support and environmental concerns.

Canadian Mental Health Association – Coping With Natural Disaster Stress. This resource provides an overview of coping skills, information and supports available for help with dealing with wildfires, mental health & wellness and stress. Short brochures on a number of topics including anxiety, depression, loneliness and anger can be found here.

Canadian Psychological Association - Resources for Responding to Emergencies and Disasters: includes fact sheets on coping information for children, youth and adults covering topics such as responding to stressful events, gun violence, fires, pandemics, floods, earthquakes and tsunamis.

Canadian Red Cross – Coping with Crisis: Information and resources for individuals affected by disaster and emergencies. Includes information on signs and symptoms of stress, helpful links and a guide on well-being in recovery.

Domestic Violence and Disasters – A document by the New Jersey Department of Children and Families with information on the effects of disasters on domestic violence.

E-Mental Health – short information sheets and screening tools on a variety of mental health topics affecting children, youth and adults including dealing with traumatic events, grief and stress.

First Nations Health Authority – Mental Health & Cultural Supports: A list of support services specializing in indigenous mental health.

Health Link BC – A service by the government of BC including self-assessments, a fact sheet generator, resources and information sheets on topics such as physical and mental health, nutrition, exercise and medication. Resources are available in multiple languages.

Here to Help – Short articles with information on a variety of mental health and substance use topics for different audiences.

One Step at a Time – a step-by-step guide to disaster recovery compiled by the Government of British Columbia.

Public Health Agency of Canada - Official information provided by the government of Canada about topics such as health promotion, emergency preparedness and response, travel health, food safety and public health notices

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