

ECONOMIC RECOVERY & RESILIENCY



Professional Development Series



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This manual is part of the British Columbia Economic Development Association’s Professional Development Series. The manuals provide information for economic development practitioners to expand their knowledge and skills base. They focus on specific economic development elements practitioners will need to build stronger, healthier economies. We encourage the reader to access the other resources for expanded information and tools.

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Economic Recovery and Resiliency
British Columbia Economic Development Association
bceda.ca

Introduction

In disaster-impacted communities, economic development organizations often lead economic recovery efforts by helping local businesses respond to impacts on their employees, their facilities, and their customer and supply networks. All too often, economic recovery becomes a piecemeal reaction, rather than a planned response, when disaster strikes. The key is to take steps ahead of time to ensure your organization can stay in touch with local businesses after any type of major incident and to set up a plan of action for disaster response and recovery.

This manual provides information designed to get your communities started in the pre-planning process for economic recovery. Communities that have a plan in place prior to a disaster can start on the road to recovery immediately and have a better chance of economic recovery. It is recommended for readers of this manual to research other resources to assist in their resiliency and recovery efforts. Additional resources include [BCEDA's Local Economic Recovery and Restart Toolkit](#) and the International Economic Development Council's www.restoreyoureconomy.org.



The Role of the Economic Development Organizations

Economic development organizations are uniquely positioned to facilitate economic recovery initiatives after a disaster. However, the organization's role can change significantly, and the activities and services provided depend on the needs of the community and the type of disaster experienced. For example, economic developers need to understand the strengths, weaknesses and comparative advantages of their local economy and local business climate in their normal day-to-day activities. After a disaster, economic developers can take this information and determine the vulnerabilities and risks to critical industries and businesses within the community.



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How the EDO Role is Impacted by Disaster(s)

	Normal Roles	Roles in a Disaster (above normal roles)
Analyst/Educator	Understands strengths, weaknesses and comparative advantages of local economy and local business climate. Provides quantitative and qualitative information to decision makers.	Before a Disaster
		Seeks to understand vulnerabilities and risks to critical industries and businesses within the community.
	Keeps public officials and the general public adequately informed on costs and benefits of economic development initiatives.	After a Disaster
		Develops and distributes a disaster business recovery guide and assesses physical damage and business interruption impacts to industries and businesses. Facilitates the communication of accurate response and recovery information between local businesses and local government and communicates dual messages: "We are open for business" and "We need help and resources" to appropriate audiences.

	Normal Roles	Roles in a Disaster (above normal roles)
Visionary/Catalyst	Visionary leader who peers over the economic horizon to see what partnerships (both public and private) can be formed to stimulate working relationships in the future. Engages key stakeholders in visioning process to identify goals, strategies and resources for economic development.	Before a Disaster
		Establishes an Economic Recovery Group to identify immediate and long term recovery resources and strategies.
	Provides incentives to leverage the investment or involvement of different public and private actors. Invokes enthusiasm and excitement for catalyst projects that can change the community's future.	After a Disaster
		Envisions how the community can build back to be stronger and more resilient. Creates a strategic plan for economic recovery embraced by community. Connects public/private resources for building back better.

	Normal Roles	Roles in a Disaster (above normal roles)
Gap Filler	Provides assistance where the private sector cannot or will not meet community and business needs. Leverages financing to facilitate enterprise development: assists existing businesses with expansion and works to attract new businesses.	After a Disaster
		Conducts concerted BRE outreach to reconnect with businesses and identify at-risk companies. Assists with short and long-term financing and business counseling, particularly for small and at-risk businesses and develops programs to support long-term recovery.

	Normal Roles	Roles in a Disaster (above normal roles)
Connector/Advocate	Serves as key liaison between public, private sectors and the community on economic development initiatives and works with chamber of commerce representatives to create concise message.	Before a Disaster
		Seeks funding opportunities and garners input and support for recovery initiatives.
	Speaks out for the well being of the community while protecting the interests of business.	Advocates mitigation and preparedness efforts among businesses for the possible next disaster.
		After a Disaster
	Coordinates activities, communication and resources between different actors to facilitate business partnerships.	Addresses impacts/shortcomings of community's emergency management plan from a business perspective.
		Communicates local economic priorities and needs for policy changes to local state and federal government.

Much of the work that economic developers do on a daily basis will go into high gear after a disaster strikes. The following is a summary of short-term and long-term strategies to be considered:

Short-term Strategies

- Marketing and communication (addressing brand damage)
- Economic development capacity/coordinated response (managing communications infrastructure)
- Small business assistance/access to capital (continuity plans)
- Business retention (performing outreach campaigns)
- Economic impact assessment and analysis
- Workforce development (connecting displaced workers)
- Virtual recovery centre/web page



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Long-term Strategies

Long-term strategies will need support from multiple community stakeholders. Therefore, economic development organizations should clearly define their role in long-term economic recovery initiatives from the start of the recovery process. A summary of long-term recovery strategies that should be considered post-disaster includes:

- Economic diversification (value-added industries)
- Economic development capacity/strategic planning (re-evaluating vision and mission)
- Small business development (economic gardening)
- Entrepreneurship support (technology transfer)
- Workforce development (customized curricula)
- Business retention, expansion, and attraction
- Marketing, communications, and infrastructure

THE RECOVERY PROCESS CAN TAKE MANY MONTHS AND EVEN YEARS TO BRING THE COMMUNITY BACK TO NORMALITY.

Responsibility of Local Government

Depending on the severity and magnitude of the disaster, the recovery process is likely to take months and years to bring the community back to some sense of normality. While provincial and federal government agencies can bring significant resources to bear in a crisis, local government has the most knowledge of local assets and

public management systems and relationships with the impacted businesses and residents.

Residents and businesses look to their local government leaders to lead the immediate response efforts and support long-term recovery initiatives, particularly if they have trusted relationships with them. Community and business leaders are also the most invested in the long-term concern of the affected area.

The local government is responsible for providing the first level of response in emergency management. The local government assesses the local situation and activates an Emergency Operations Center (EOC) following a major incident. The EOC serves as the primary location where key decision-makers gather information about the incident to manage the entire disaster response, including the facilitation of field operations for emergency service and disaster personnel. If the magnitude of the disaster exceeds the resources of the local community, the local government may request assistance from their provincial or territorial government.

Role of the Economic Developer

A key role for economic developers in the response and recovery stages is to help facilitate effective communication between the public and private sectors. Therefore, it is important to ensure an economic development representative sits at the EOC to help facilitate this critical communication. Communication on such important subjects as availability of power, access to transportation networks and facilities, temporary facility space for displaced businesses, etc., is a vital activity in the initial days and weeks after a disaster. The economic developer may also form an Economic Recovery Team as a focal point for information sharing between emergency management personnel, corporate leaders, and local business owners. These economic recovery teams serve the purpose of:

- Aggregate information on damage assessment on businesses and the local economy
- Help develop long-term strategies for economic recovery
- Establish a business recovery center to serve impacted local businesses

The role of the economic developer will vary depending on the type of disaster the community experiences. The tables on pages 4 and 5 provide additional information on the changing role.

Disaster Preparation Measures – Building Capacity for Recovery

All communities should prepare to protect their local economies from the effects of a disaster. Economic development organizations must develop their capacity to respond to and recover from a disaster. The local government will put emergency management plans into action after a crisis that are likely to directly impact business recovery, such as community re-entry, access to property, cleanup activity, etc. Therefore, the business community should be aware of these emergency management response plans before a major incident.

ECONOMIC DEVELOPMENT ORGANIZATIONS HAVE A KEY ROLE IN CONNECTING SMALL BUSINESSES WITH RECOVERY RESOURCES.

Also, small businesses, which provide critical business services for the local community, are unlikely to have business continuity plans to ensure continued operations after a disaster. There is a great need for education on business continuity planning and what steps to take to limit the effects of potential hazards. Economic development organizations have a key role in connecting small businesses with these resources and encouraging them to be properly insured for even the smallest of disasters. The organization should also evaluate local business assistance programs to determine which will need to be expanded in a major catastrophe to help businesses and their recovery.



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Identify Critical Business Functions

Economic development organizations are likely to be operating at reduced capacity following a disaster due to displaced staff, damaged facilities, reduced operational funds, utility outages, etc. However, your organization needs to respond to the immense post-disaster economic recovery needs in the community regardless of your situation. For economic development organizations to respond to post-disaster economic needs, the organization's critical business operations must be understood. Typically, the critical business functions are those functions that:

- Are most sensitive to downtime
- Fulfill legal or financial obligations to maintain cash flow
- Have a key role in maintain your business' market share and reputation, and/or
- Safeguard an irreplaceable asset

Just as businesses need a continuity plan, so do economic development organizations. When developing the plan keep the following in mind:

- Identify at least one back up office location – preferably two locations
- Arrange for a remote data backup of the organization's computer network and vital records, including:
 - employee data and payroll
 - financial records
 - strategic plans
 - customer or client lists
 - vendor lists
 - building plans/blueprints
 - the lease
 - insurance records



Engaging the Business Community in Disaster Preparedness



When a major disaster strikes, communication channels are commonly disrupted when the community needs them most. Economic developers should prepare to have several different ways of contacting local businesses. Disasters can disrupt power sources, which means that the internet and email are inaccessible. Cell phones can also be down for some time, but their text functions may still work in an emergency. Therefore, make sure to collect the cell phone numbers, or other alternative contact information, of key executives in the business

community ahead of time. Having the contact information available before a disaster happens will be it easier to engage with your businesses during and after a disaster.

There are a series of preparedness activities that should be conducted, such as:

- Engage and educate the business community in disaster preparation
- Plan for economic preparedness in the face of disasters
- Build organizational capacity for economic recovery
- Establish a tiered system of business re-entry
- Make preparations for business financing after a disaster
- Prepare media messages and communication channels
- Develop redevelopment and re-use strategies
- Considering opportunities for sectoral strategies within workforce development preparations

The following are practical suggestions to effectively engage local business representatives in activities that will protect their business assets and expedite the recovery of the local economy in the event of a major catastrophe.

Create an Economic Response/Recovery Team

Economic development plays a critical role in engaging business leaders in disaster preparedness efforts, particularly those businesses that may have important resources for response and recovery. It is recommended that an Economic Recovery Team be formed ahead of a disaster to specifically address the post-disaster economic

AN ECONOMIC RECOVERY TEAM SHOULD BE FORMED AHEAD OF A DISASTER TO SPECIFICALLY ADDRESS THE POST-DISASTER ECONOMIC RECOVERY ISSUES.



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recovery issues that a community may face.

The team's primary responsibilities are:

- Review the community's emergency response plan with an economic recovery lens
- Work with emergency management personnel to influence a tiered system of re-entry
- Identify immediate and short-term strategies for economic recovery

Identify Community Stakeholders for Recovery Team

Team 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, etc.)
- Significant representation from the business community

The team should select the appropriate leader who has an articulated position of authority to provide proper support to the team, someone who understands the needs of the private sector and can facilitate participation from all representatives. Their 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.



Economic Response/Recovery Team Initiatives

The following are practical suggestions to engage with your Economic Response/Recovery Team effectively. These activities will help you engage with your businesses, protect business assets, and expedite the recovery of the local economy in the event of a major catastrophe.

Review Comprehensive Emergency Management Plans

The economic recovery team's first initiative should be reviewing the community's existing emergency management and mitigation plans with a focus on the plans' impact on the business community and the local economy. The team should consider reviewing other plans that are also relevant to disaster recovery, such as the:

- Economic development component of a comprehensive plan

- Economic development strategic plan
- Community economic development strategy
- Capital improvement plan

Discuss Roles and Responsibilities for Economic Development Organization Post-Disaster

The role of the economic development organization will vary based on the economic development structure of your community. Each organization has its own network of community and business stakeholders that should be engaged for information dissemination purposes. The team's role can be to help identify and secure the network. There should also be clear identification of the economic development organization's role and responsibility post-disaster.



Identify Location for a Business Recovery Centre

Together with the Economic Response Team, the economic development organization should develop a plan for establishing a business recovery centre, including the proposed location, services, and economic recovery partners that will serve the centre. These centres 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. They often need to be centrally located for those businesses most impacted by the event. Typical partners to have representatives at the centre are usually business assistance providers. The plan for a business recovery centre should be shared with all other economic recovery stakeholders and partners.

Virtual Recovery Centre

Businesses need access to critical information for their recovery process, both immediate and long-term. A simple, cost-effective way to provide the information required is through a virtual recovery centre. The Economic Response Team can work with their partners to develop a website landing page specific to economic recovery. The webpage should include information on:

- Contact for local economic recovery
- Community's inspection and rebuilding requirements
- List of local licenced contractors, how to select and pay a contractor
- Provincial and federal programs



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- Insurance resources
- Mental health resources
- Business re-openings

LESS THAN 10 PERCENT OF COMPANIES SURVIVE A MAJOR DISASTER WHEN THEY HAVE NO DISASTER RECOVERY PLAN IN PLACE.

Business Continuity Planning Training

Economic development should take a key role in ensuring the community has training in place for business continuity for the local business community. Since small business owners are busy and may not feel they have the time or resources to prepare a plan, the recovery team can help. They can first ensure the

community has available resources and training for local businesses to develop their business continuity plans. In addition, they can identify how to disseminate important disaster-related information such as business continuity efforts as well as the need for obtaining business interruption insurance.

Local Business Emergency Contact Information Database

Economic development should have several different ways of contacting local businesses in a major disaster – particularly when the incident causes widespread damage to power and transportation systems. Cell phone numbers should be collected before a disaster to send text messages in a blast format to business owners. They will need access to critical and reliable sources of information such as when the power restoration, the location of critical supplies such as generators, gas, water, etc., and where they can access business recovery resources.

Establish a Business Re-entry Program Following an Evacuation

The Economic Response Team should develop a tiered system of community re-entry following a wide-scale evacuation. This tiered system aims to allow for the safe, orderly return of community members, such as emergency responders, critical service providers, relief workers, businesses and citizens, and to facilitate a timely response to the disaster. In addition, a tiered re-entry system will facilitate timely re-entry of critical businesses to assist in the community's recovery effort.



Your Financial Partners for Business Recovery

Before a disaster, local banks and other financial institutions should be invited to the table to discuss how to make business loans available to disaster-impacted businesses for recovery purposes. Although

federal grants and disaster recovery loans are important resources, these resources take time to be distributed and come with a unique set of federal requirements.

Local Government Business Preparedness

Through the Economic Response Team, the community and business stakeholders should be engaged in a process to discuss sensitive topics such as land use, property reuse, and redevelopment priorities, particularly in environmentally sensitive areas. The community should discuss improving building codes and using improved building materials to build more resilient communities. Community and business leaders should consider both disaster resiliency and energy efficiency in these conversations. Conversations with local government need to include discussions on changes to bylaws, expedited processing permits and deferral options.

Communications Before a Disaster

The Economic Response Team needs to appoint a lead individual who will be responsible for all communications as it relates to businesses and economic recovery. This individual has two important roles in communicating with businesses in a post-disaster situation:

- Listening to businesses to understand their needs
- Quickly disseminating relevant information to businesses regarding available resources and service providers who can help with cleanup, financing, and rebuilding efforts

COMMUNICATION TO BUSINESSES SHOULD BE FREQUENT, CONSISTANT AND PROVIDE USEFUL INFORMATION TO HELP BUSINESSES REBUILD.

25 PERCENT OF SMALL BUSINESSES DO NOT REOPEN AFTER A MAJOR DISASTER.

Small Business Assistance

Below are some suggestions for programs or initiatives to quickly respond to the small business needs.

Technical Advice and Counseling to Impacted Businesses

Businesses often need wise counsel following a major incident on critical decisions they should take to reconstruct or salvage their business operations. Small businesses need business assistance in the form of business planning, market intelligence, finance and taxes, and how to further market and promote their product. The type of business counseling services to be considered include:

- Tax and accounting preparation
- Preparing financial records (to assist with loans or grant applications)



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- Grant and loan application writing
- Marketing and promotion
- Finding appropriate resources

Delivering Business Recovery Workshops

An economic development organization can hold workshops to address local businesses' common and unique recovery issues. Workshop speakers should include representatives from local, provincial and federal agencies and organizations related to small business, taxation, economic development, labour, housing, local permitting and other local professional service advisors such as tax preparers, insurance agents and lawyers. These representatives should be invited to make presentations and answer questions from impacted businesses. *BCEDA has specific economic recovery workshops for communities to assist in developing recovery plans.*

Business Continuity Workshops

Experience from recent disasters across Canada has shown that businesses that already have business continuity plans respond to and recover from unexpected events more quickly and effectively. A detailed emergency response and business continuity plan can maximize the chances of a successful recovery by eliminating hasty decision-making under stressful conditions.

Many organizations can deliver high-level and effective workshops. The workshops typically include information for businesses to:

- Plan emergency procedures
- Develop a communications plan
- Identify key business processes
- Resolve employee displacement
- Prioritize and protect critical business processes

Business Retention and Expansion: Pre- and Post-Disaster

A BUSINESS RETENTION AND EXPANSION PROGRAM
SHOULD BE YOUR NUMBER ONE ECONOMIC
DEVELOPMENT ACTIVITY.

Existing business relationships are crucial during a disaster as communication channels can become disrupted and chaotic. Local businesses are likely to call on your organization for guidance and direction. Others may not call but should receive some form of outreach to know they are a valued part of the local area and will play a vital role in the community's recovery process.

What is critical is that there need to be multiple outreach methods that economic development staff use to care for impacted businesses, gather information on how they've been impacted, and then use that information to provide critical business assistance. But, again, it is important to stress the need to tailor these ideas to what makes sense in your community.

Business retention and expansion (BRE) is one of the key practices of any economic development organization. A BRE program aims to assist with the business challenges that may force a company to fail, close, and prevent companies from relocating to a new community. Either through personal visits, surveying, focus groups, going door-to-door or other methods, an economic development professional will seek to understand the needs of impacted businesses, particularly those at risk of closing or relocating elsewhere, respond to those needs by connecting them with needed resources, and address local issues that detract from a healthy business climate in which local businesses can prosper and grow. *BCEDA has specific Business Retention and Expansion Workshops and other resources for communities.*



It is hoped that most communities will have an active BRE program before any disaster. During this time (pre-disaster), your BRE program can be implementing activities that will assist in post-disaster BRE. These activities have been discussed previously and include:

- Collect critical emergency contact information from local businesses
- Establish a remote service to back-up BRE database
- Establish a tiered system of business re-entry
- Convene local banks to discuss the need for flexible financing
- Prepare media messages and communication channels



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Strategies for a post-disaster BRE program can include:

- Establish a Business Recovery Centre
- Establish a business recovery hotline
- Develop an online web portal to facilitate communication and information
- Establish an outreach campaign for priority businesses
- Survey local businesses
- Deliver business recovery workshops

Crisis Communications

Traditional communication channels are almost always compromised following a major disaster due to the disruption of telecommunications and transportation systems and the chaotic environment caused by the disaster itself. Businesses struggle with getting in touch with their employees, their vendors, their customers, and their local government, economic development organization or chamber. Businesses don't always know who to trust or where they can get accurate information. Rumours and wrong information spread quickly in this environment, which can greatly impede the recovery of businesses and industries or encourage them to move away from the impacted community or region permanently.

Therefore, the business community must have a seat at the table with the community decision-makers making critical choices regarding disaster response and recovery. This can be done at the Emergency Operations Center (EOC) and the Economic Recovery Team, where business and industry should be represented.

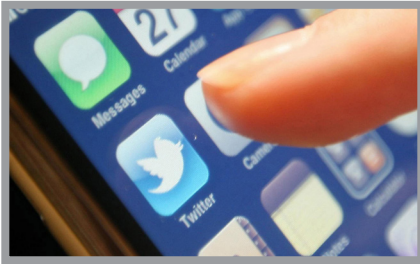
Communicating with the Business Community

The key role of the economic development organization, or the Economic Recovery Team, in economic recovery, 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 services 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

Communicating with Stakeholders at the Emergency Operations Centre (EOC)

Economic development organizations should make sure they have a senior staff member serve at the local area's Emergency Operations Centre (EOC) to facilitate communication and dispel rumours and misinformation among the business community. Communication regarding local business damages and what they need to recover is an important function that the economic development representative can play at the EOC. This representative can also 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 business and industry representation position at the EOC should be established well before a major crisis.



Communicating with Media

In addition to communicating with the business community, the lead economic development organization and the Economic Response Team must develop a communications strategy for dealing with the media before a community experiences a major crisis. Depending on the magnitude of the disaster and the competition for news coverage, the media will be seeking to fill space in their 24/7 news cycle with details on your community's disaster.

Creating a Communication Strategy before a Crisis

Regardless of the nature and severity of the disaster, a key responsibility of any economic development organization playing a lead recovery role is to develop a crisis communication strategy. There are four essential steps involved to create your crisis communication plan. These steps should be completed with input from the Economic Recovery Team and other partners.

1. Designate the key members of your crisis communication team
2. Identify “what-if” scenarios
3. Determine who will need to be contacted and update contact information
4. Update the plan annually



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Communication Strategies	
Use Every Method Possible	<p>Text</p> <ul style="list-style-type: none"> • Collect numbers before the disaster • Know your audience • Keep it simple and clear • Arrange for mass text messaging before the disaster
	<p>Social Media</p> <ul style="list-style-type: none"> • Facebook – consider creating a dedicated group • Twitter – make sure to link to your response page • LinkedIn – use to connect with larger organizations to solicit support • Instagram – use for visual impact • Blogs – make sure to update regularly • Online message/bulletin boards – used primarily for post-disaster efforts
Web Portal for Businesses	<ul style="list-style-type: none"> • Central source of information • Can house a database for displaced businesses • Enable the site for mobile visitors • Ensure accessibility (i.e. relevant languages)
Business Recovery Centre and Hotline	<ul style="list-style-type: none"> • Provide local, provincial and federal resources and services
Media Strategy	<ul style="list-style-type: none"> • Use to develop an “open for business” campaign
Working with Media	<ul style="list-style-type: none"> • Identify primary spokesperson • Structure appropriate key messages • Use media releases to ensure consistent messaging • Do not use “no comment”



Strategic Planning for Disaster Recovery

Disaster recovery planning and preparedness is no longer strictly for communities that regularly experience earthquakes or hurricanes. Whether the potential disasters are natural or manmade, communities must plan for disaster recovery in order to mitigate the impact that such a disaster could have on local businesses and residents. Economic

development organizations are uniquely positioned in the community to facilitate a strategic planning process for economic recovery- both before and after a disaster. Through their established connections with local businesses, they can coordinate involvement and leverage resources from the business community and are likely to take a leadership role in facilitating job recovery.

Pre-Disaster – Economic Preparedness Plan

A pre-disaster economic preparedness plan prepares a community for disaster situations with a focus on the business community and the local economy. The plan defines roles and lays out action steps that economic recovery stakeholders can take in the face of a disaster.

Having a plan in place before a disaster enables a community to respond more quickly and efficiently in

order to help jumpstart the recovery process and limit the disaster's negative impacts. *BCEDA has developed an Economic Recovery and Resiliency Workshop that provides the steps required to develop an Economic Preparedness Plan.*

HAVING A PLAN IN PLACE BEFORE A DISASTER ENABLES
A COMMUNITY TO RESPOND MORE QUICKLY AND
EFFICIENTLY.

The economic preparedness plan should work in conjunction with a larger, comprehensive community-planning framework led by the local government for a disaster situation. The plan should coordinate with issues such as land use, infrastructure, and housing. In addition, it should also complement the community's emergency management plan. The following are suggested actions steps for the community to consider when starting a planning process for economic resiliency. *For more details on each step refer to BCEDA resource section on the website.*

1. Designate the economic development organization to facilitate the planning process
2. Identify all economic recovery stakeholders and hold kickoff meeting



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3. Strategically evaluate how a disaster could affect the local economy
4. Develop action strategies and steps
5. Develop a communications plan and compile contact information
6. Develop a list of possible funding sources
7. Follow up with the plan

Post-Disaster – Economic Preparedness Plan

Even if your community has engaged in pre-disaster planning, communities face chaos after a disaster. A post-disaster strategic plan should be developed to guide the economic recovery process; this should be completed along with the implementation/review of an existing Economic Preparedness Plan. The community has an opportunity to re-assess its economic objectives in light of disaster risks and other vulnerabilities. They can establish bold new strategies and action steps to make progress toward long-term recovery and emerge a more resilient community to future disruptions. Starting the process for long-range planning and economic recovery within three to six months following the disaster is recommended to take advantage of the urgency surrounding rebuilding efforts and the existing momentum within the community. The following are suggested action steps for the community to consider when starting the post-disaster planning process for economic resiliency. *For more details on each step refer to BCEDA resource section on the website.*

1. Conduct a post-disaster economic impact study.
2. Identify a lead economic development organization to initiate a post-disaster economy recovery planning process
3. Create a plan with action strategies



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