

ECONOMIC DISASTER PLANNING AND RECOVERY



AGENDA

- 1 Introduction
- 2 Economic Disaster Overview
- 3 Disaster Planning
- 4 Disaster Communications
- 5 Case Studies

BC Economic Development Association



BCEDA is the leading professional association of those involved in economic development throughout BC. BCEDA hosts courses, summits, and more, all designed to assist communities in meeting their economic development needs.

ECONOMIC DISASTER RECOVERY PROJECT



Search Member Login

Home About BCEDA Membership Events **Resources** Sponsors and Partners Invest BC

Online tool makes for easier access to valuable government data

Monday, January 5, 2015 - 2:55pm

Economic Disaster Recovery

Economic Disaster Recovery Program

Following the 2013 devastating floods in Alberta, the British Columbia Economic Development Association (BCEDA) reached out to our counterparts in Alberta – Economic Developers Alberta (EDA) and offered assistance in the development and implementation of an Economic Disaster Recovery Project (EDRP). We offered to build on the work already done by BCEDA in British Columbia following a devastating mill fire in one of our member communities.

This initiative saw teams of volunteers from BC and Alberta visit ten different communities to develop plans for the community to follow to help rebuild the local economy. Recommendations were also sent to the Government of Alberta and recommendations will be provided to the Government of British Columbia in the fall of 2014. These recommendations lay out specific initiatives that the Province of BC could do to better assist communities to recover from a major disaster.

As part of the EDRP, BCEDA and EDA developed the following Economic Disaster Recovery Toolkit. Click here for Press Release. The Economic Disaster Recovery Toolkit (Canadian Version) has been funded in part by the following EDRP partners: The Government of Alberta, Ministry of Innovation and Advanced Education; RBC; Shell Canada Limited; the Canadian Red Cross; and the Consulate



Partners



Upcoming events

- Ready for 2016? Start the New Year with the Right Metrics
Wed, 12/16/2015 - 11:30am to 1:00pm
Event type: Webinars
- BCEDA Minister's Dinner
Mon, 02/01/2016 - 5:30pm to 9:30pm
Event type: Meeting
- 2016 BC Economic Summit
Sun, 06/12/2016 - 8:00am to Tue,

Partners in Economic Disaster Recovery

- International Economic Development Council
- Restoreyoureconomy.org
- Province of BC
- Province of Alberta
- Economic Developers Alberta



BRITISH COLUMBIA
ECONOMIC DISASTER RECOVERY PROJECT

EDRP PROJECTS



Burns Lake, BC

- Mill Explosion

Southern Alberta

- Worst Flooding in Canadian History

Canal Flats

- Closure of Major Employer

One thing in Common – It was a disaster

BCEDA DISASTER RECOVERY TEAM



- Established in 2012 – First in Canada
- Team(s) of EDOs and other resource providers
- Can go to communities when asked and when resources are available
- Partnership with IEDC and Restore Your Economy

ECONOMIC DISASTER OVERVIEW



WHAT IS A DISASTER?



Anything that negatively impacts the economy of a community or region.

WHAT IS A DISASTER?



- **Natural Disasters**
(Hurricanes, floods, wildfire, earthquakes, agricultural diseases, winter and ice storms, etc.)
- **Man-Made & Technological Disasters**
(Hazardous materials and chemicals, building fires, terrorism, cyber attacks, etc.)
- **Economic Disasters**
(Plant closures/relocations)

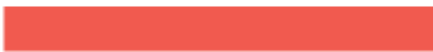









Canadian Disasters

Canadian Disaster Database



TOP 10 PRIOR TO 2015

10 COSTLIEST NATURAL DISASTERS IN CANADA

EVENT	LOCATION	DATE	LOSS*
Windstorm/thunderstorm	Southern Alberta	June 2013	 \$1,827M
Icestorm	Southern Quebec/eastern Ontario	Jan. 1998	 \$1,574M
Windstorm/thunderstorm	Toronto, southern Ontario	July 2013	 \$1,000M
Fire	Slave Lake, Alberta	May 2011	 \$742M
Windstorm/rainstorm	Ontario	Aug. 2005	 \$625M
Windstorm/thunderstorm	Alberta	Aug. 2014	 \$569M
Windstorm/thunderstorm	Calgary and region	Aug. 2012	 \$562M
Wind/thunderstorm	Calgary/southern Alberta	July 2010	 \$530M
Windstorm	Calgary	Aug. 2009	 \$376M
Hailstorm	Calgary	Sept. 1991	 \$363M

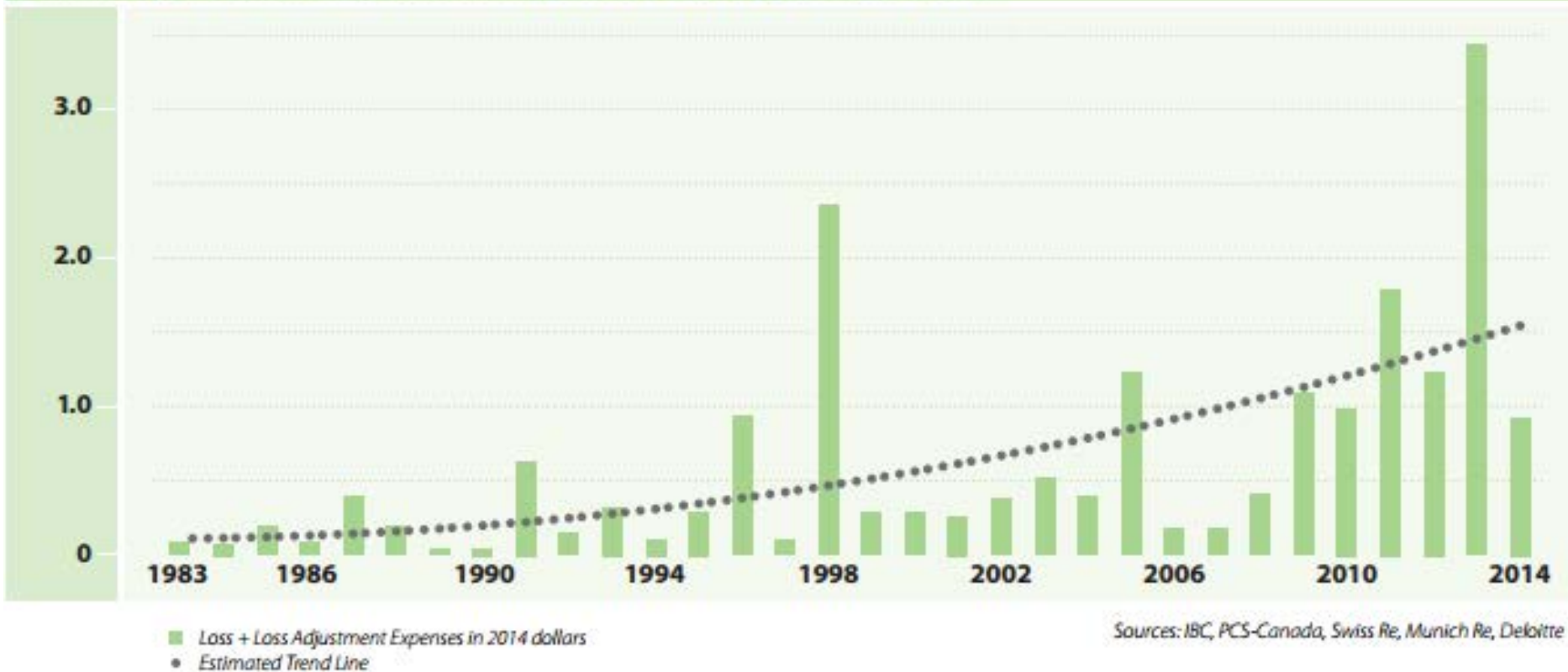
*Loss and loss adjustment expense. Not adjusted for inflation.

SOURCE: STANDARD AND POOR'S

NATIONAL POST

CANADIAN CATASTROPHIC LOSSES

Catastrophic losses in Canada in \$000,000,000, 1983 to 2014



QUICK FACTS

No of events:	81
No of people killed:	228
Average killed per year:	7
No of people affected:	168,514
Average affected per year:	5,436
Economic Damage (US\$ X 1,000):	13,873,100
Economic Damage per year (US\$ X 1,000):	447,519

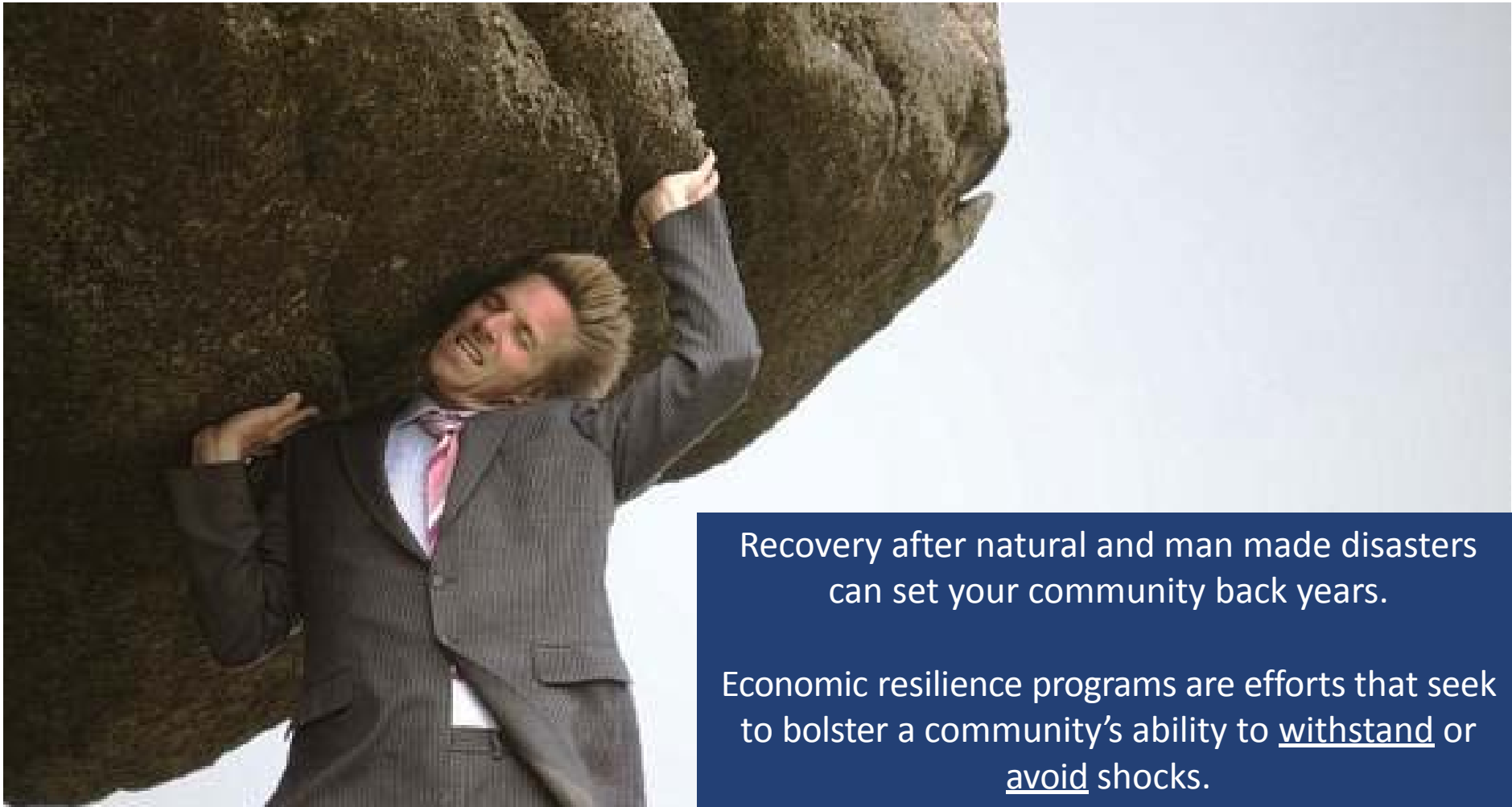


- Worldwide cost of natural disasters increased from \$25M in late 80s to \$130B in the 2000s
- \$3.2B paid out in 2013 by Canadian insurers
- 2016 Fort McMurray fire estimated at \$3.6B – highest in CDN history
- Up to 86% of SME fail within 3 years of a major disaster
- 57% of small businesses have no disaster recovery plan

DISASTER PLANNING



RESILIENCE IN DISASTER PLANNING



Recovery after natural and man made disasters can set your community back years.

Economic resilience programs are efforts that seek to bolster a community's ability to withstand or avoid shocks.

RESILIENCE LEADERSHIP



- As community leaders, you should strive to make “resilience thinking” a core value
- Comprehensive planning defines your community’s risks and vision for economic resilience

DEALING WITH NATURAL DISASTERS

- Promote business continuity/preparedness and ensure that businesses know their vulnerabilities.
- Encourage small businesses to have adequate insurance.
- Employ safe development practices such as locating structures outside of floodplains. Preserve natural buffers.
- Understand available financial resources to help businesses in event of a disaster.



PRE-DISASTER STRATEGIC PLANNING



Pre-disaster planning is far easier to do than post-disaster planning

ACTION STEPS FOR PRE-DISASTER PLANNING



- Step 1: Determine & appoint a lead organization
- Step 2: Identify stakeholders and hold kickoff meeting
- Step 3: Evaluate how a disaster could affect the local economy
- Step 4: Develop action strategies
- Step 5: Develop a communications plan
- Step 6: Determine funding sources
- Step 7: Integrate the plan with other plans

POST-DISASTER STRATEGIC PLANNING

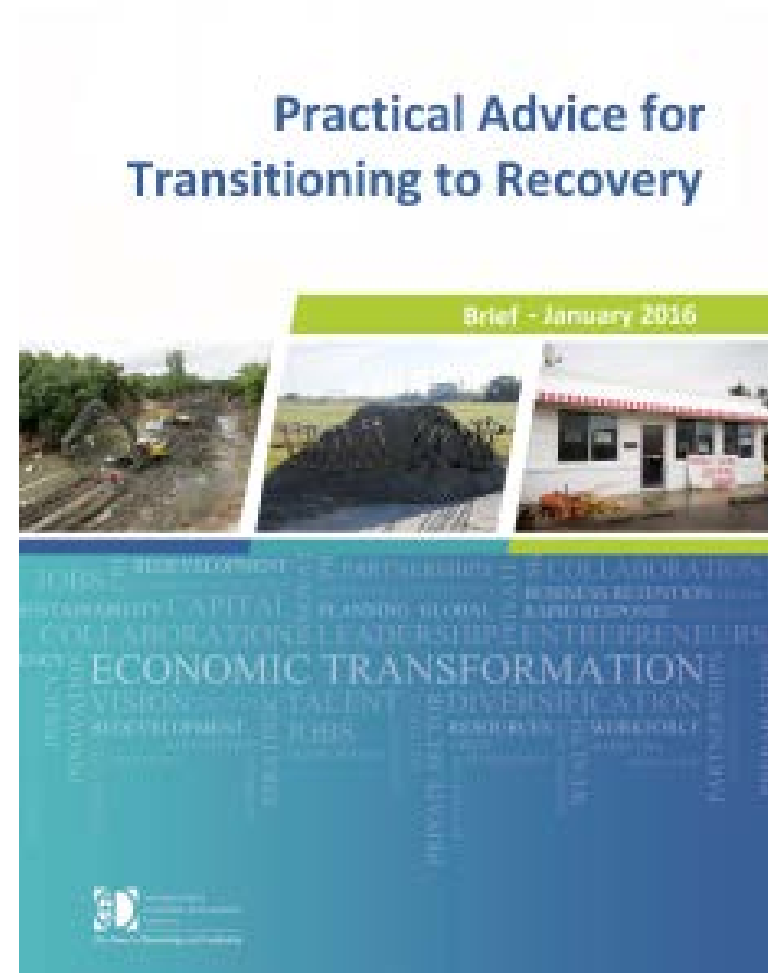


- Post-disaster actions should begin immediately
- Post-disaster planning should begin 3-6 months following a disaster
- Following a disaster you may need to discontinue initial plan

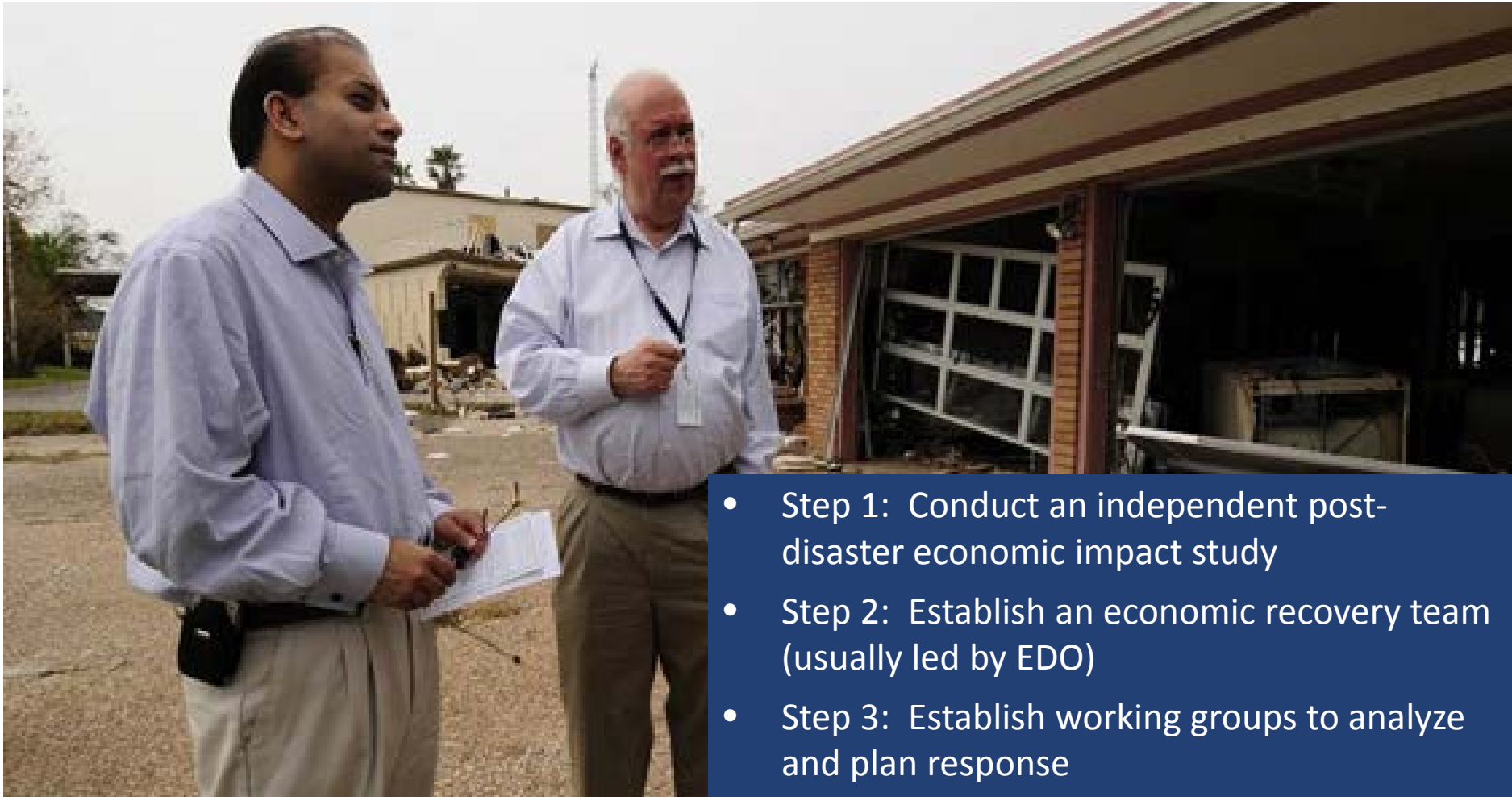
SOME PRACTICAL ADVICE

- Have one accurate, complete list of all the businesses in the community
- Use EDO/Community or Chamber's social media profile as a source to inform
- Leverage partnerships beyond the community
- Conduct status checks with businesses on a regular basis to support them on their recovery
- Contact all businesses not in the affected area after those in the impacted zone

Kirstie Smith, Communications Director at
the Joplin Area Chamber of Commerce



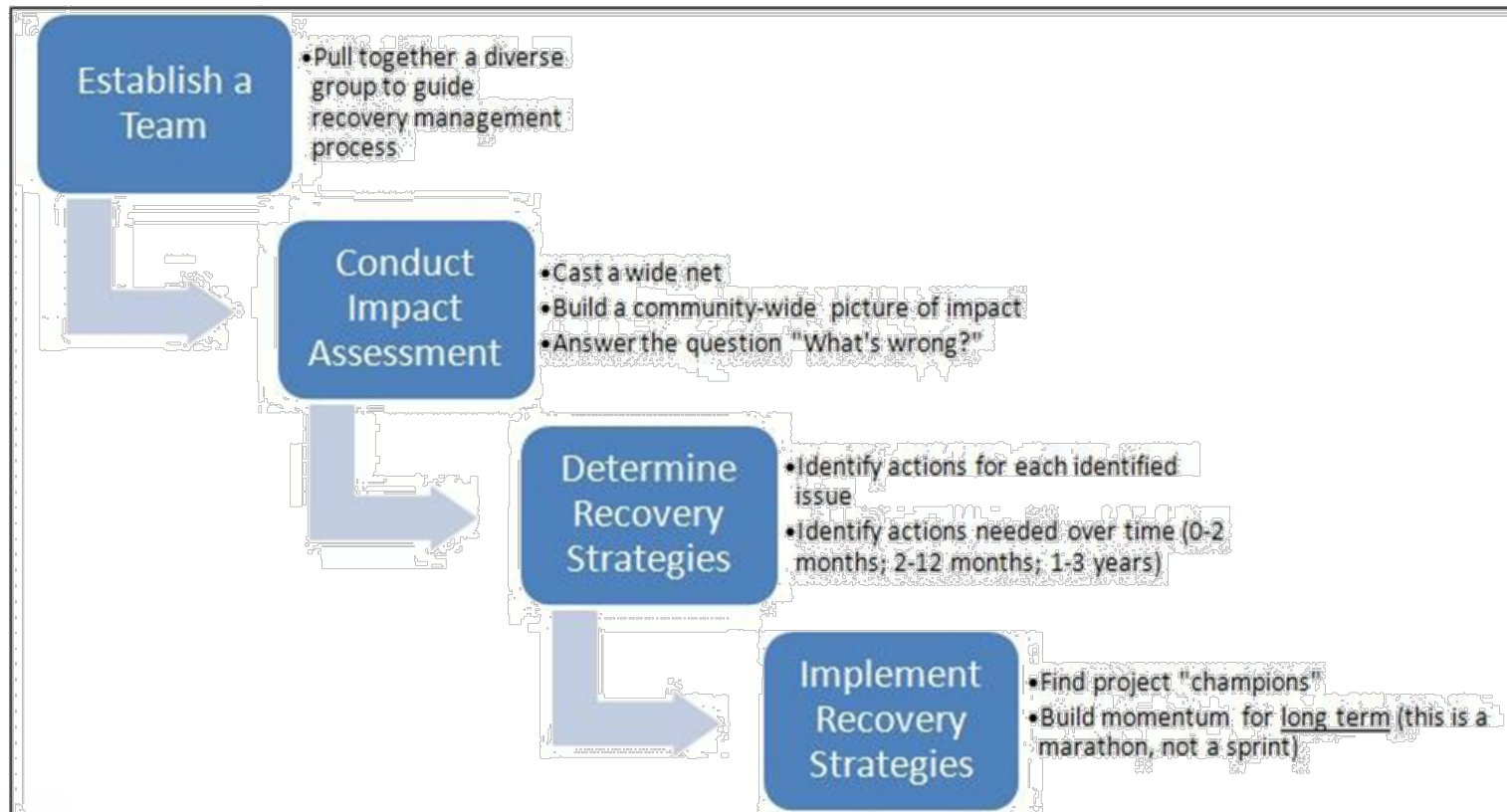
ACTION STEPS FOR POST-DISASTER PLANNING



- Step 1: Conduct an independent post-disaster economic impact study
- Step 2: Establish an economic recovery team (usually led by EDO)
- Step 3: Establish working groups to analyze and plan response

ANALYZE AND PRIORITIZE

- Trends, major issues, unmet needs
- Issues in business re-entry, retention, small business, redevelopment
- Maximize external assistance to “build back better”



DISASTER COMMUNICATIONS



LEADERSHIP CRITICAL TO COMMUNICATION



- Leaders make decisions that impact business:
 - Business re-entry
 - Access to property
 - Long term campaign outside community

DISASTER COMMUNICATIONS



- Audiences for emergency communications – different needs:
 - Residents and workers
 - Media
 - Provincial and Federal Governments
 - Visitors
 - Volunteers
 - Business Community

DISASTER COMMUNICATIONS



- Rumours spread quickly
- How you communicate – or don't communicate - can have big impact on quickness of recovery

KEYS STEPS IN DEVELOPING COMMUNICATION PLAN



- Establish a base
- Maintain updated contacts
- Gather all facts
- Draft statements in advance of being asked
- Anticipate the tough questions
- Designate a spokesperson
- Disseminate information widely
- Maintain contact with businesses

WORKING WITH BUSINESS

- Establish base location to coordinate communications
 - Various government, state and federal agencies should operate out of one place [EOC]
 - Economic development and business organizations work from a central location [BOC]
- Determine who you must contact and how
 - Build relationships in advance
 - Get home, office, social media contacts for business leaders and media
 - Identify alternate contacts for business



LEAD THROUGH CRISIS

- Disseminate information widely
- You will be judged on speed and accuracy
- Dispel rumours
- Today leaders use a wide variety of communication channels
 - Social Media
 - Email
 - Website
 - Phone
 - Recordings, TV, Radio
 - Coffee Shops and EV centres
- Consistent and accurate messaging
- Have one spokesperson



SOCIAL MEDIA - YES



BUT REMEMBER THE OLD WAYS STILL WORK

- AM/FM Radio
- Ham Radio
- Newspapers
- Landline Phones
- The Corner Store
- Local 'Social' Networks



ROLE OF THE EDO OR LEADER

Analyst

- Understand how possible disasters could impact local businesses/industries
- Understand current conditions/damage to critical industries, businesses, property and infrastructure
- Assess impacts on long-term viability of businesses/industries
- Provide cost/benefit analysis of recovery projects

Catalyst

- Establish Business Recovery Task Force to work on preparedness activities
- Participate in Business Recovery Task Force to identify immediate and long-term recovery efforts
- Garner input and support for critical recovery initiatives
- Update strategic plans to match current realities

ROLE OF THE EDO OR LEADER

Gap Filler

- Outreach to public and private institutions about setting up a loan program for a disaster event
- Conduct outreach to reconnect with businesses and identify at-risk companies
- Work to establish and implement a loans program
- Provide business recovery assistance and services
- Develop programs/initiatives as needed to support recovery

Advocate

- Advocate for mitigation and preparedness efforts
- Advocate for tiered business re-entry procedures
- Address impacts/adequacy of community's emergency management plan from businesses' perspective
- Seek funding opportunities for recovery initiatives
- Communicate priorities and need for policy changes to local, provincial and federal leaders

ROLE OF THE EDO OR LEADER

Educator

- Educate small businesses on business continuity planning
- Educate business community on community's emergency management plan
- Facilitate flow of accurate info to businesses
- Communicate “open for business” and “we need help and resources” messages
- Develop and distribute a disaster recovery guide
- Provide approved contractor information

Visionary

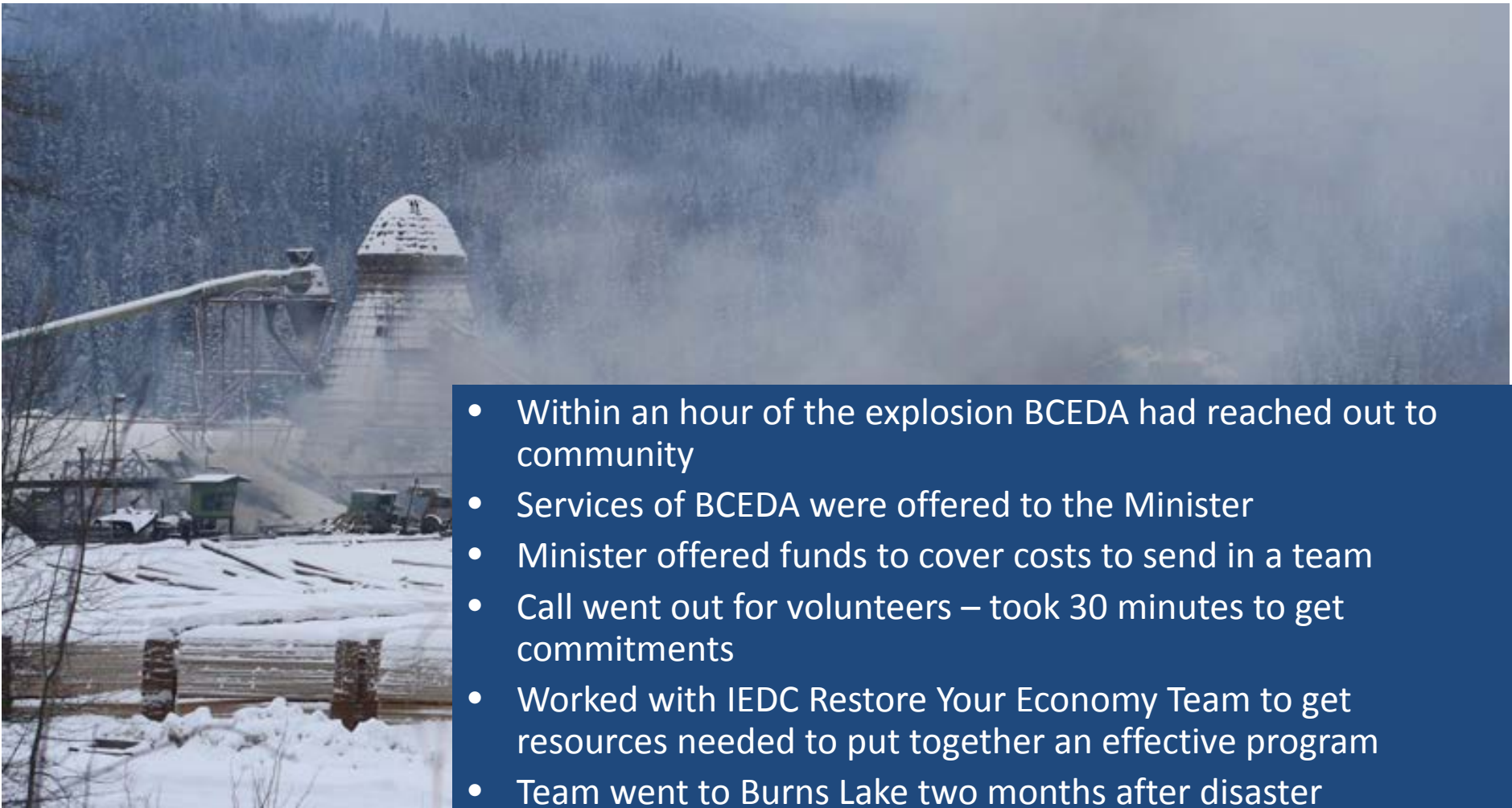
- Engage key stakeholders in visioning process to identify scenarios for post-disaster redevelopment
- Envision how community can build back stronger, more resilient
- Connect public/private resources for building back a more resilient community

BURNS LAKE, BC



- Devastating fire destroyed the Babine Forest Products Sawmill on January 20, 2012
- Two fatalities and many injured
- Destroyed primary economic driver

BURNS LAKE, BC



- Within an hour of the explosion BCEDA had reached out to community
- Services of BCEDA were offered to the Minister
- Minister offered funds to cover costs to send in a team
- Call went out for volunteers – took 30 minutes to get commitments
- Worked with IEDC Restore Your Economy Team to get resources needed to put together an effective program
- Team went to Burns Lake two months after disaster

BURNS LAKE, BC



- Completed a SWOT analysis
- Provided a brief report with recommendations for the community
- Team offered an experienced outsider's perspective
- Identified recovery needs and opportunities to meet current challenge and prepare for the future

SOUTHERN ALBERTA FLOODS



- June 2013 – worst floods in the history of Southern Alberta
- Record water levels forced thousands to evacuate
- 4 dead and over 100,000 displaced in region
- ¼ of province impacted

SOUTHERN ALBERTA FLOODS



- BCEDA reached out to offer assistance to EDA
- Provided all materials and available resources to develop a program in Alberta
- Assisted in organizing applications for funding
- Province of Alberta asked BCEDA to come to Alberta to help EDA lead a recovery program in 11 communities
- Visited Alberta from November 13 – December 6, 2013
- Core Team: EDA, BCEDA, IEDC
- 20+ Volunteer EDOs from Alberta, BC and Ontario

SOUTHERN ALBERTA FLOODS



- Business Loan Program – needed to be better organized
- Took in some cases over a year for money to flow
- Misinformation resulted in loss of tourism and economic development
- Most communities were not prepared

FORT MCMURRAY 2016



- Most expensive disaster in Canadian history
- EDA using materials from Southern Alberta flood provided assistance
- Surveyed businesses through a hotline to determine impact
- Sent in recovery team to develop a post-disaster plan – six months later

FORT MCMURRAY 2016



- 3000+ Interviews
- 92.9% had laid off or terminated employees
- 44.5% did not have insurance – of those that did, only 43.1% covered loss

MYRTLE BEACH, SC



- The city had been hit by 2 hurricanes in 100 years
- They hosted the annual Myrtle Beach Area Business Disaster Recovery Symposium
- **Mayor** personally invited businesses to session
- Brought in speakers from Joplin, MO and Seaside Heights, NJ to talk about their disasters and recovery efforts
- October 5, 2015, they were better prepared for Hurricane Joaquin, which brought a 1,000 year flood

CANAL FLATS



- September 9, 2015, Canfor announces closure of sawmill – largest single employer in community
- Loss of 65 workers and 9 staff, plus loss of indirect and induced
- BCEDA included as a case study in the Western Canada Economic Development Course (no resources for team to be sent to community)

CANAL FLATS

STRENGTHS

- + Affordability
- + Location
- + Outdoor Amenities
- + Skilled Workforce
- + Collaboration w/ neighbors
- + Mill Facility
- + R&R
- + Ag. Land
- + Young population
- + Lake & River
- + USA proximity
- + Fibre/trees
- + Arena
- + Community of survivors 120yrs

OPPORTUNITIES

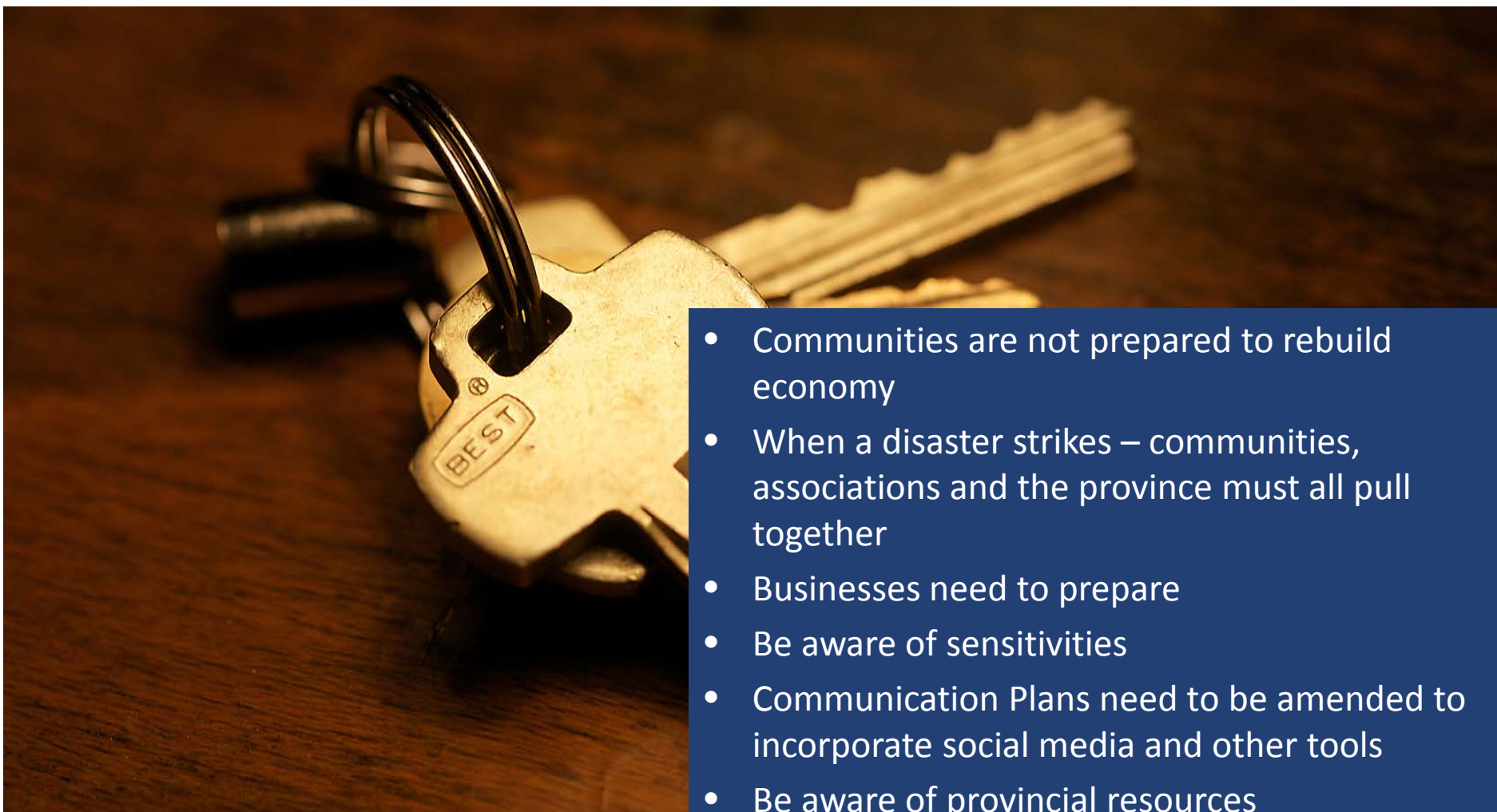
- Tourist interest
- Surrounding Univ.
- First Nations
- industry partners
- Working w/ local resources for training innovation
- FDI
- Fibre (resources)
- Canadian Dollar value
- Bottled water / River
- Surrounding communities
- Wood waste nearby mill
- Ag resources
- Demand for high value fibre products

WEAKNESSES

- Lack of Leadership
- Highest Taxes
- Location - 3hrs. from Calgary
- Conflicted identity
- Lack of healthcare
- Overhead @ VOCF
- Declining school pop
- Environ
- No control Canfor
- Lack entrep. sp

- Course participants given a background document
- Verbal introduction of situation by Councillor, Regional Director and Chamber representatives
- Participants completed a SWOT session
- Then "senior" economic developers provided some initial recommendations
- Participants then critiqued, added new ones
- Report prepared and provided to community

EDRP – SOME KEY POINTS

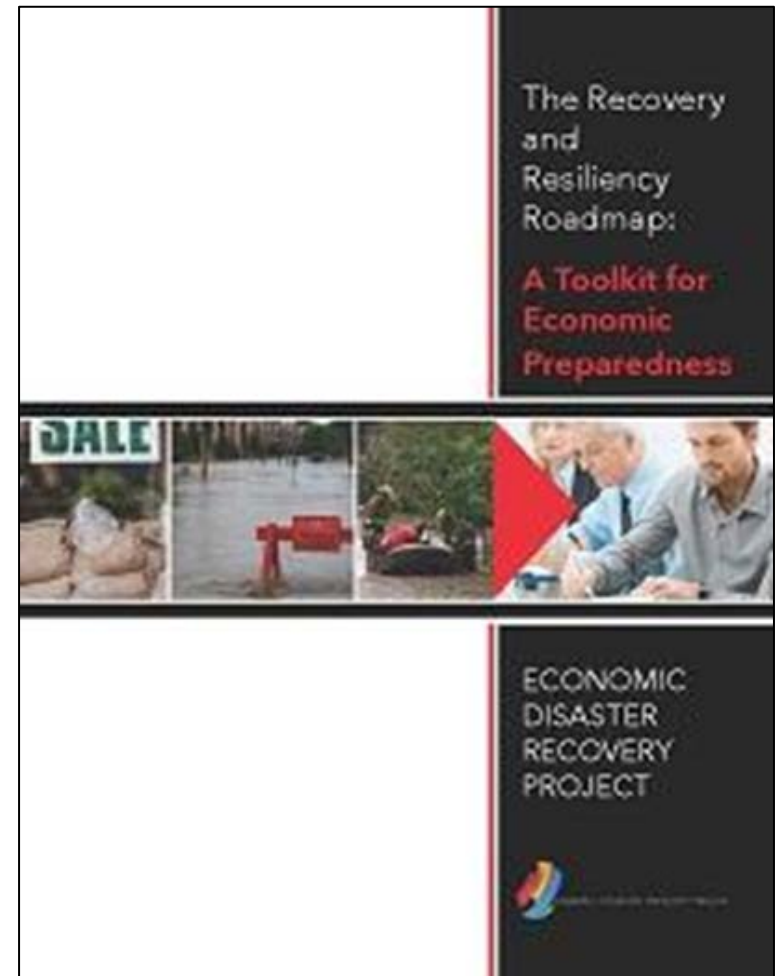


- Communities are not prepared to rebuild economy
- When a disaster strikes – communities, associations and the province must all pull together
- Businesses need to prepare
- Be aware of sensitivities
- Communication Plans need to be amended to incorporate social media and other tools
- Be aware of provincial resources

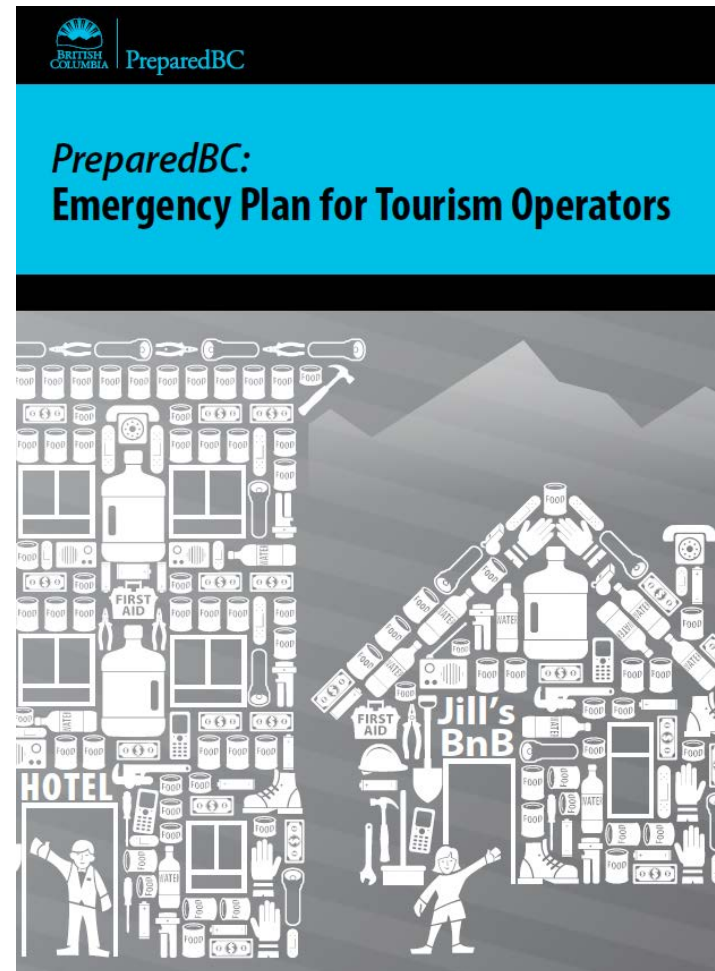
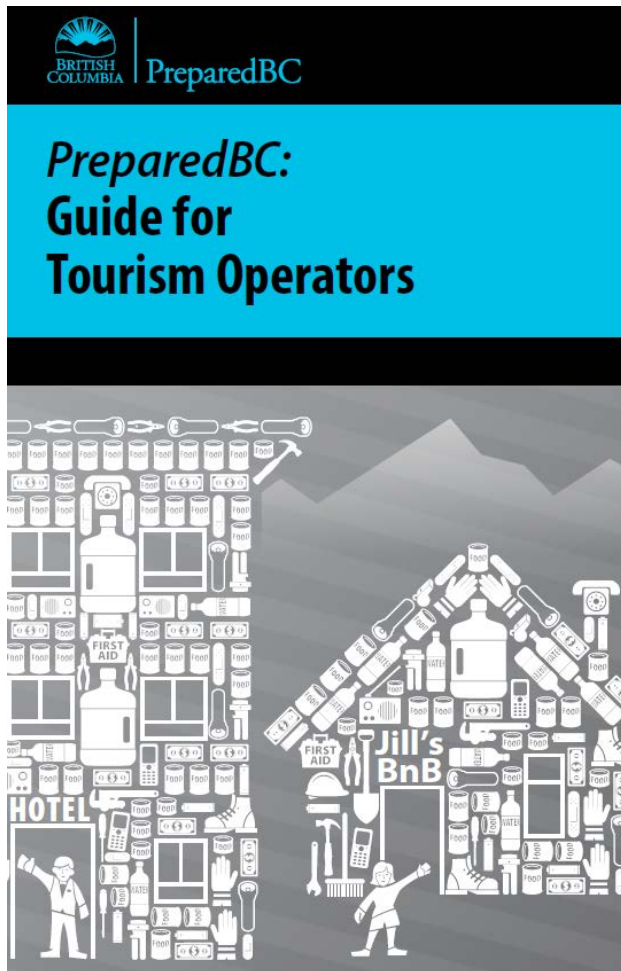
DOWNLOAD THE MANUAL

<http://www.bceda.ca/content/economic-disaster-recovery>

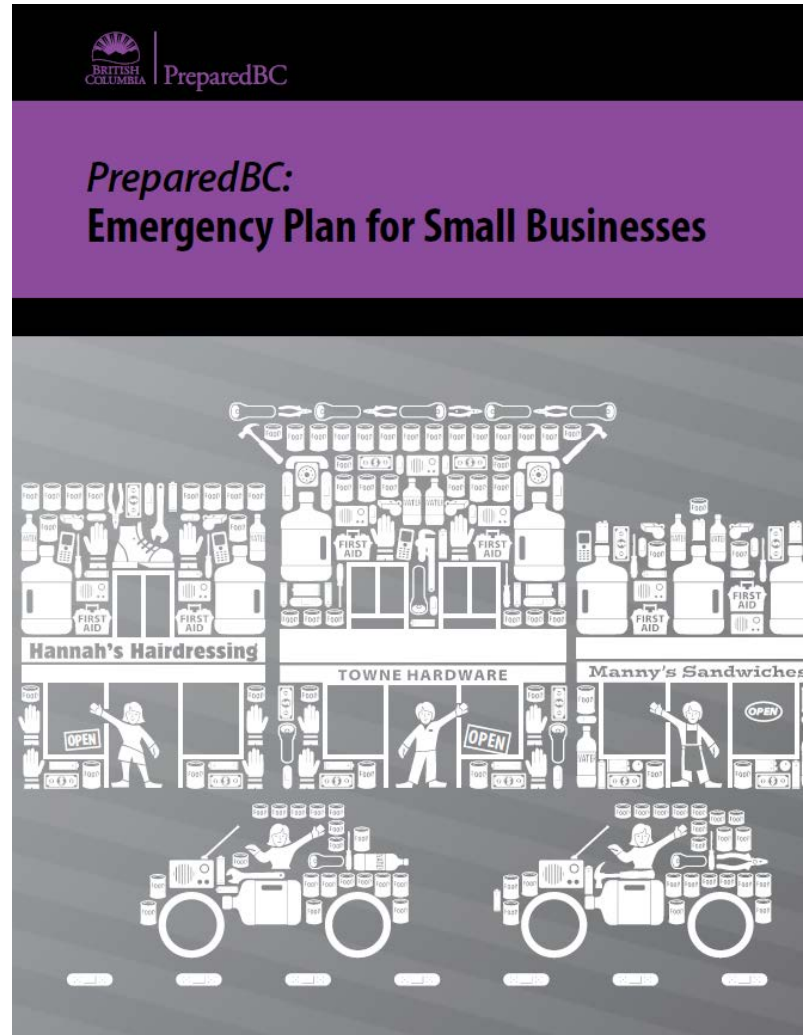
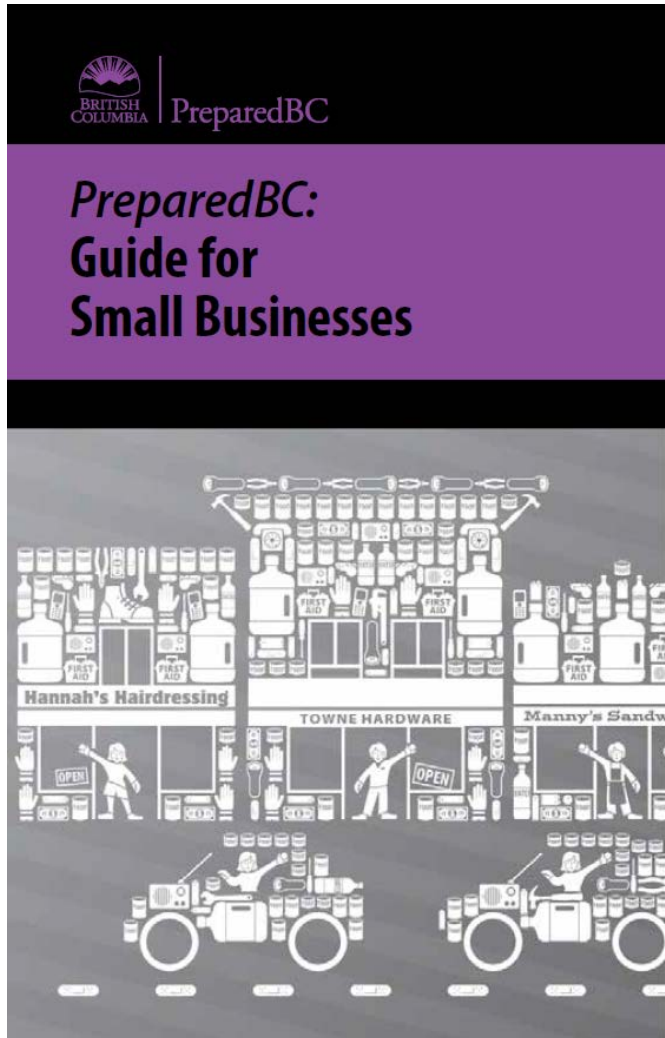
**NEW Training Program to be made available
in 2018 for EDRP team members**



OTHER RESOURCES



OTHER RESOURCES



ECONOMIC DEVELOPMENT PORTAL

B.C.'s ECONOMIC DEVELOPMENT PORTAL



gov.bc.ca/economicdevelopment

Realize Your Community's Economic Potential

 **Fostering strong and resilient local economies**

VISIT
gov.bc.ca/economicdevelopment
A TRUSTED ONLINE PORTAL FOR ECONOMIC DEVELOPMENT IN B.C.

Free resources, tools and templates to support your community at every stage of economic development.

FUNDING AND GRANTS
Find financial support for your community by easily searching our database.

WEBINAR SERIES
Keep up on current trends and innovative practices with our live or recorded sessions.


BUSINESS EXPANSION & ATTRACTION
Support your business community with programs like Business Walks.

STRATEGIC PLANNING
Build an actionable economic development plan with this customizable toolkit.

PERFORMANCE MEASUREMENT
Demonstrate the value of your community initiatives with this self-guided toolkit.

LAND DEVELOPMENT PRIMER
Develop lands and attract investment by assessing your community's readiness.

 **Ministry of Jobs, Tourism and Skills Training**

 **BRITISH COLUMBIA**


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Economic Development

Economic growth and diversification benefits regions, communities, industries and families across B.C. Use tools and resources and connect with services to support job creation and growth.


Industry If you're looking for information about economic development for industry, you'll be able to find what you need here. Explore Within ▾	Search Funding & Grants Find financial support for your community by easily searching our database.
Develop Your Community Realize your community's economic potential. Learn the basics of economic development and implement activities like business attraction and business walks. Explore Within ▾	Resources Use our resources to keep up on current trends and innovative practices, to access information on economic development activity across B.C., and to conduct an economic analysis of your region. Explore Within ▾
Success Stories Are you looking for economic development ideas and inspiration for your community? The <i>BC Ideas Exchange</i> showcases B.C. communities and their innovative approaches to economic development. Explore Within ▾	

BC Economic Atlas



Visualize your region's potential with this powerful [economic data-mapping tool](#).

Webinars



Economic Development Division Webinar Series

Keep up on current trends and innovative practices with our [live or recorded sessions](#).

Need Some Assistance?

Please feel free to connect with us for questions and/or feedback - we're here to help!

Email us at:
EconomicDevelopment@gov.bc.ca

 For more information: gov.bc.ca/economicdevelopment

THANK YOU!

QUESTIONS?