



Emergency
ManagementBC

2019

Interim Provincial Disaster Recovery Framework

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The Interim Provincial Disaster Recovery Framework is a living document. It will be reviewed and updated with associated lessons learned following emergency events that involve recovery activities.

As an interim policy document, this framework will be validated and superseded by a permanent disaster recovery framework that aligns with the modernized *Emergency Program Act*.

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First Nations, Local Governments, and Regional Authorities

- Ashcroft Indian Band
- Bonaparte Indian Band
- Cariboo Regional District
- City Grand Forks
- City of Williams Lake
- First Nations Health Authority
- Health Emergency Management BC
- Interior Health Authority
- Northern Health Authority
- Regional District of Kootenay Boundary

Provincial Ministries and Crown Agencies

- BC Housing
- Ministry of Agriculture
- Ministry of Children & Family Development
- Ministry of Citizens' Services
- Ministry of Education
- Ministry of Environment & Climate Change Strategy
- Ministry of Finance
- Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Ministry of Health
- Ministry of Indigenous Relations & Reconciliation
- Ministry of Jobs, Trade & Technology
- Ministry of Mental Health & Addictions
- Ministry of Municipal Affairs and Housing
- Ministry of Public Safety & Solicitor General
- Ministry of Social Development & Poverty Reduction
- Ministry of Tourism, Arts & Culture
- Ministry of Transportation & Infrastructure

Non-Government Organizations

- Canadian Red Cross
- Ending Violence Association of BC
- Salvation Army
- Mennonite Disaster Service
- Samaritan's Purse
- St John Ambulance

Other Provincial and Federal Government Partners

- Alberta Emergency Management Agency
- Indigenous Services Canada
- Public Safety Canada

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- Federal Emergency Management Agency, United States Homeland Security
- Global Facility for Disaster Reduction and Recovery
- United Nations Office for Disaster Risk Reduction
- United Nations Declaration on the Rights of Indigenous Peoples

*A list of references is provided at the end of this document.

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2 INTRODUCTION

The increased complexity, duration, and impact of emergencies requires the Province to adapt and lead change related to the four pillars of emergency management: mitigation, preparedness, response, and recovery¹. Historically in British Columbia, the response pillar was the primary focus of emergency management organizations and all levels of government. The government-commissioned, independent report on the 2017 wildfire and flood seasons identified response as the phase governments invest most in and states “the growing gap between response and the other three pillars must shrink if British Columbia is to be better prepared for disasters in the future” (Abbott–Chapman, 2018, p. 44).

Recognizing this, the BC Government, under the leadership of Emergency Management BC (EMBC), will modernize the *Emergency Program Act* (EPA) to ensure BC is better positioned to prepare for, mitigate, respond to, and recover from disasters, including at a catastrophic level. The process will include consideration of the United Nations’ *Sendai Framework for Disaster Risk Reduction* (the Sendai Framework), *Draft Principles that Guide the Province of British Columbia’s Relationship with Indigenous Peoples*, as well as Gender-Based Analysis Plus (GBA+). EMBC has been directed to have draft legislation ready for the Fall 2020 session.

Recent emergency events have highlighted the magnitude of recovery and the need for a provincial coordinated approach to support communities. The current EPA, coupled with federal legislation², highlights preparedness and response, but does not provide a robust framework for recovery responsibilities. In the absence of a permanent recovery framework at both the federal and provincial levels, an interim disaster recovery framework (interim framework) is required to address growing recovery needs and coordinate and integrate recovery actions until the renewed legislation is in place. A strategic interim framework that aligns with disaster risk reduction principles will provide accountability and integrate resources and expertise of all levels of government including First Nations, non-governmental organizations (NGOs), private industry and other partners. Integral to this interim framework is the importance placed on relationship building between government, First Nations communities, and other partners.

This interim framework will also be used to validate approaches to modernize the EPA. Applicability of the interim framework and lessons learned during future events will inform a permanent recovery framework that will be supported by renewed legislation. In the interim, this framework will provide the needed direction to support coordinated recovery and a resilient BC.

¹ Recovery is the phase of emergency management in which steps and processes are taken and implemented to repair communities affected by a disaster; restore conditions to an acceptable level or, when feasible, improve them; and, increase resilience in individuals, families, organizations, and communities. (See Section 4: Recovery)

² Federal legislation for emergency management on reserve falls under the *Emergency Management Act*.

2.1 PURPOSE

This interim framework serves as the central coordination, accountability, and oversight mechanism for integrated disaster recovery and establishes scalable, flexible, and adaptable coordinating platforms that align key roles and responsibilities. It also describes principles, processes, and capabilities essential for First Nations communities, all levels of government, the private sector, and NGOs to more effectively manage and enable recovery following a disaster.

This interim framework provides guidance to recovery partners and increases the likelihood of:

- Clear accountability of partners for recovery activities, projects, and programs;
- Consistent application of policy, principles, and supports across all sector programs³ and projects;
- Harmonized and mutually reinforcing recovery results and outcomes across sectors;
- Prioritization of needs within and across sector programs;
- Collaborative and coordinated recovery planning to mitigate future risk and promote sustainability, security, and resilience;
- Commitment from all levels of government and non-government partners to collaborate;
- A collaborative structure from which to monitor and evaluate recovery, enabling strategic adjustments to be made as required; and
- Effective coordination of Treasury Board funding submissions for recovery from multiple ministries through a single mechanism.

2.2 SCOPE

This interim framework establishes provincial roles and responsibilities, governance, accountability coordination, and provides guidance on a structured funding model for recovery. It also outlines integration and leveraging of expertise and resources of all levels of governments, First Nations communities, NGOs, and private sector partners.

The interim framework does not describe the detailed processes, procedures, and considerations that will be included in recovery plans at the local, regional and provincial level and does not address response planning and operations.

As an interim policy document, this framework will be validated and superseded by a permanent disaster recovery framework aligned with the modernized EPA.

³ Program sectors refers to People and Communities, Environment, Economy, and Infrastructure.

3 STRATEGIC GUIDANCE

International and regional disaster management models include recovery elements that advance future disaster risk reduction and building resilience. The Government of Canada and the Province of British Columbia have adopted the United Nations' *Sendai Framework on Disaster Risk Reduction* as the guiding approach for disaster risk reduction. The Sendai Framework lays out a shared responsibility model to build an inclusive, intersectional⁴, and integrated approach that acknowledges the social constructs of disasters. This not only strengthens a coordinated emergency management structure across British Columbia, but also increases resilience for individuals and communities by preventing and reducing disaster risk. This interim framework recognizes disaster risk reduction is a shared responsibility by the Province, the federal government, local authorities, First Nations communities, the private sector, and individuals.

3.1 VISION FOR RECOVERY

Re-established social, cultural, physical, economic, personal and community well-being through inclusive measures that reduce vulnerability to disaster, while enhancing sustainability and resilience.

3.2 GUIDING PRINCIPLES

The following nine guiding principles influence and guide disaster recovery:

Accountability: Clear acknowledgement of the roles and responsibilities of all levels of government – including First Nations, local governments, regional districts, partner agencies, and individuals as they relate to recovery. This includes determination of situations when government should provide programming and when it should be delivered by an allied agency.

Community-led: Improved self-sufficiency and increased resilience are key to individual, organizational, and community recovery. Successful community recovery is built on local and traditional knowledge and must include a vision for cultural, economic, and community plans that rest at the local level.

Collaboration and Inclusivity: Collaborate with all levels of government, including First Nations, local governments and regional districts, NGOs, the private sector, and other partners to ensure a place in the decision-making process while utilizing an intersectional lens to enable recovery.

⁴ Intersectionality is a tool for analysis, advocacy and policy development that addresses intersecting inequalities and aids to understand how different sets of identities – such as gender, sexual orientation, ethnicity, social class, religion and age – impact on access to rights and opportunities (United Nations, 2017, Commission on the Status of Women).

Leadership: Centralized coordination and oversight with individual ministries and agencies continuing to have a leadership role respecting their mandates while also ensuring flexibility and agility. Recognizing leadership at the community level and the autonomy of First Nations communities to make decisions.

Build Back Better: The use of the recovery, rehabilitation and reconstruction phases after a disaster to increase the resilience of communities through integrating disaster risk reduction measures into the restoration of physical infrastructure and societal systems, and into the revitalization of livelihoods, economies, and the environment (United Nations General Assembly, 2016).⁵

Fairness and Transparency: Clear criteria to initiate provincial disaster recovery that consider the needs and perspectives of all British Columbians, recognizing the particular impacts of colonization of First Nations, and understanding the limitations of the Province to make individuals and communities “whole”.

Reconciliation: Support disaster recovery with Indigenous peoples through continued commitment to reconciliation, the *Draft Principles that Guide the Province of British Columbia’s Relationship with Indigenous Peoples*, informed by the Supreme Court of Canada Tsilhqot’in decision and other established law, *Calls to Action of the Truth and Reconciliation Commission*, and the United Nations’ *Declaration on the Rights of Indigenous Peoples*.

Pro-vulnerable recovery: Prioritizing recovery planning to address the needs of vulnerable, marginalized, and traditionally underserved populations contributes to a more equitable society and will help guide government and partners to address the diverse impacts experienced by these individuals and groups.

Flexibility and scalability: Allow for agile approaches, understanding each community is unique, with the ability to expand or contract coordination structure, as required.

⁵ Integrating disaster risk reduction measures must consider realistic fiscal constraints and practical application, such as incremental efforts at reducing overall disaster risk.

4 RECOVERY

Effective recovery aims to re-establish social, cultural, physical, economic, personal and community well-being through inclusive measures that reduce vulnerability to disaster, while enhancing sustainability and resilience. In simple terms, it includes taking steps to repair a community impacted by a disaster and restore conditions to an acceptable level or, when feasible, improve them with the aim of increasing resilience in individuals, families, organizations, and communities.

Recovery consists of short-, medium-, and long-term stages and the promotion of disaster risk reduction to minimize future damage to the community and environment. It includes measures such as the return of evacuees, provision of psychosocial support, resumption of impacted businesses and services, provision of financial assistance, and the generation of economic impact assessments and recovery strategies, infrastructure repairs and environmental rehabilitation. For events with impacts catastrophic to a community, the recovery process can take years, is complex, and requires a collaborative effort from many partners to enable resilience at the community level.

The extent of the recovery process, and the type and level of provincial activation, is based on the complexity and scope of the event. This determination will take into consideration support required, span of control, or specific resource requirements. Smaller recovery events that are localized in nature can be managed by the community and are monitored at the provincial regional level. When an event escalates and it is determined that regional coordination is required, provincial resources may be applied through the activation of one or more recovery sectors. When resources are exceeded at the regional level or the emergency event is such that it spans multiple regions and requires significant coordination and it is determined that additional support is needed, the Province will establish appropriate levels of support through existing mechanisms, including the BC Emergency Management System.

The following chart provides discretionary guidance on escalation and when and how provincial support is required. Detailed roles and responsibilities are available in Section 9: Roles and Responsibilities.

Table 1: Recovery Coordination Scale

Scale of Incident	Description	Support Provided
Local Coordination	<ul style="list-style-type: none"> • Localized incident; • Periods of routine emergency activity; • Capacity of community is not exceeded or expected to exceed; • Community capable of addressing all recovery requirements without regional or provincial assistance. 	<ul style="list-style-type: none"> • EMBC Regional Manager monitors situation and provides day-to-day support as needed; • No additional requirements outside of regular activities (routine activity); • Ongoing flow of information from the local level to regional level; • EMBC Executive Director of Recovery (ED Recovery) monitoring situation.

<p>Regional Coordination</p>	<ul style="list-style-type: none"> • Incident exceeds capacity of the local community; • Incident is outside of day-to-day activities; • Recovery activities will likely continue into medium or long-term; • Incident has crossed over one or more municipal jurisdictions or EMBC regions; • Resources not readily available at the local level are requested. 	<ul style="list-style-type: none"> • Event may require support beyond EMBC Regional Manager; • EMBC Regional Manager reviews criteria for providing a Community Recovery Manager and makes recommendation to ED Recovery to approve a Community Recovery Manager; • Provincial support is provided to the regional and site level agencies or authorities; • ED Recovery may recommend to Assistant Deputy Ministers' Committee on Emergency Management (ADMCEM) that one or more recovery sectors activate to provide guidance on recovery activities (e.g. recovery activities require cross-ministry coordination); • ED Recovery may request additional staffing supports; • ED Recovery reporting situational updates to ADMCEM; • ADMCEM may recommend to Deputy Ministers' Committee on Emergency Management (DMCEM/M-DEC)/Ministries' and Deputies' Emergency Council (M-DEC) the need for significant provincial funding outside of the mandate of the EPA.
<p>Provincial Coordination</p>	<ul style="list-style-type: none"> • Incident has caused significant impacts to more than one municipality or region; • Complex current and/or emerging emergency event presenting considerable risk to persons, critical infrastructure and/or economic disruption; • Impacts require significant provincial coordination, assistance and resource support; • Provincial State of Emergency may be declared. 	<ul style="list-style-type: none"> • ED Recovery requests activation of coordinated provincial recovery support to ADMCEM; • Subject matter experts from recovery sectors provide guidance on recovery activities and deploy to site location as required; • Enhanced staffing for recovery activities required; • Policy direction is required from DMCEM/M-DEC; • Additional resources required to support regional and site recovery operations; • Engagement from outside agencies and partners may be required; • May require activation of federal / provincial agreements and requests for assistance; • Situational updates provided to DMCEM/M-DEC; • ADMCEM may recommend to DMCEM/M-DEC the need for significant provincial funding outside of the mandate of the EPA; • Coordination of Treasury Board requests through single mechanism.

4.1 TRANSITIONING FROM RESPONSE TO RECOVERY

Recovery actions should be initiated as quickly as possible, generally after life safety issues have been addressed, as the sooner a community focuses efforts on recovery the increased likelihood of enabling recovery. Therefore, recovery actions will be conducted concurrent to response activities.

Response refers to actions taken to an imminent occurring emergency or disaster to manage its consequences. This phase of emergency management involves measures to limit loss of life, minimize personal, mental, cultural, and spiritual suffering, and reduce personal injury and property damage. Importantly, it also includes the initiation of plans and actions to support recovery – with some shared and overlapping objectives – underlining that response and recovery are concurrent activities.

Due to the overlap of response and recovery actions, the transition from response to recovery is not definitive, but can be measured by the following transition conditions:

- Integrated leadership, collaboration, and coordination established and situational and impact assessments conducted;
- Risk to life-safety is reduced and life-saving activities, such as search and rescue, are nearing completion;
- Emergency Support Services are established (physical, mental, and spiritual health, shelter, food and water);
- Initial assessment of damage complete for cultural land use and critical infrastructure including roads, railways, airports, ports, buildings and systems;
- Services restored to essential critical infrastructure⁶;
- Establishment of federal and provincial staging areas, if required, with movement of relief supplies, response personnel and other critical resources and goods into the impacted area, including those of spiritual, cultural, and environmental importance/significance;
- Surge capacity of additional human and other culturally appropriate resources deployed/employed to assist the provincial government, local authority, and First Nations levels of response; and
- Planning for recovery underway.

4.2 STAGES OF RECOVERY

Recovery consists of three stages – short-term, medium-term, and long-term – and works towards minimizing future damage to communities and the environment. When moving through these stages, the affected community will need to:

- Set appropriate priorities for its recovery;
- Articulate the roles and responsibilities of all involved;
- Set realistic milestones to gauge progress; and
- Ensure the effective transfer of knowledge, expertise, services, and support.

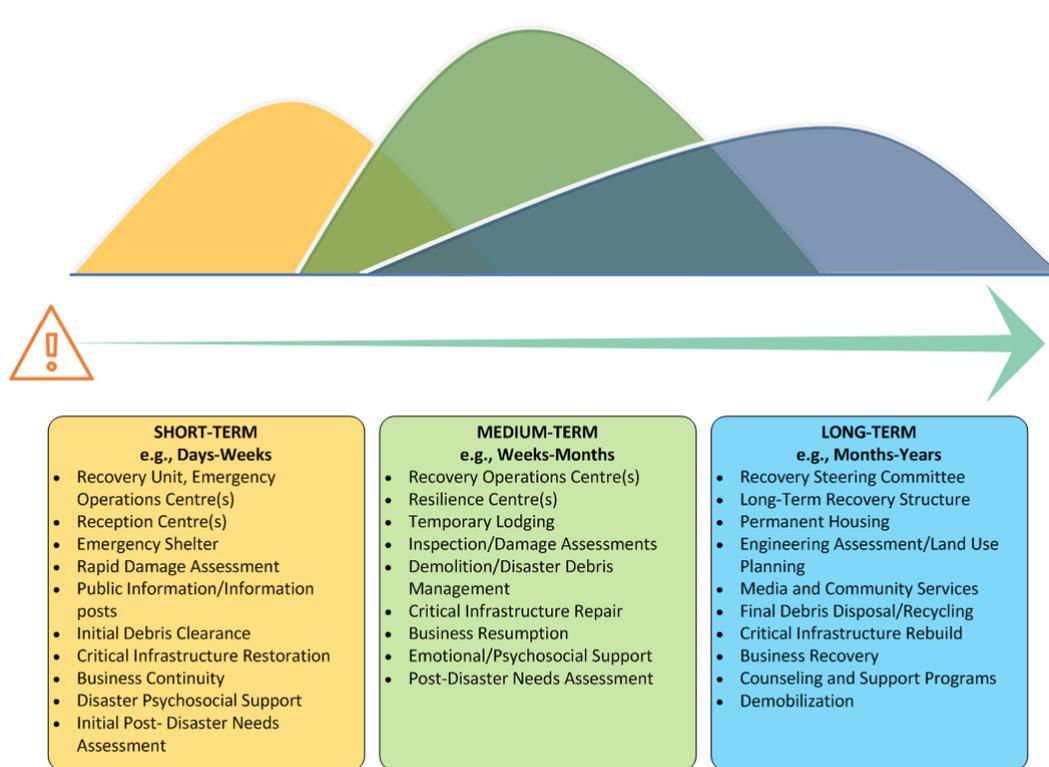
⁶ During response, essential critical infrastructure supports life-saving and life-sustaining activities and has priority restoration.

The timing of the transition between recovery stages will vary depending on the circumstances. The following chart and diagram describe the features of recovery stages.

Table 2: Stages of Recovery

Stage of Recovery	Features
Short-term (e.g., days to weeks after the emergency /disaster)	<ul style="list-style-type: none"> • Begins simultaneously with the onset of response activities. • Ensures basic human needs are met and key support services are provided. • Informed by a Post Disaster Needs Assessment, work begins on planning objectives. Restoring basic functions of society depends on how quickly recovery activities and plans are initiated. • Some people and groups will focus on response activities while others transition to restoration and recovery activities. (The duration and timing of the overlap depends on the type and severity of the damage incurred.)
Medium-term (e.g., weeks to months)	<ul style="list-style-type: none"> • Involves completing emergency response activities and transitioning to activities geared specifically to recovery. There is greater involvement of NGOs, insurers, financial institutions, and volunteer groups. • Is informed by iterative post-disaster needs assessments. • Focuses on movement of goods and services, infrastructure repairs, resuming business and economic functions, cultural and spiritual reconnection to the environment, social health and wellness, and environmental rehabilitation.
Long-term (e.g., months to years)	<ul style="list-style-type: none"> • Involves sustained efforts to adapt to the changed conditions, which may include replacement, rebuilding, or improvement. Financial, environmental issues, and elements of cultural significance are addressed, and efforts made to rehabilitate or improve the livelihood of disaster-affected communities. • Focuses on risk reduction through changes in building codes and land-use designations (transitioning to mitigation), permanent housing and facilities, business resumption, and long-term mental health and social support services to individuals. • The objective is to use the recovery, rehabilitation and reconstruction phases to increase community resilience through the integration of practical disaster risk reduction measures in the restoration of physical and societal systems.

Figure 1: Timeline of Recovery Operations



4.3 TRANSITION FROM LONG-TERM RECOVERY TO SUSTAINABLE DEVELOPMENT AND RESILIENCE

Effective long-term recovery activities of a community should transition into sustainable development and disaster risk reduction activities that enable resilience. The transition should be correlated to recovery indicators developed by the community and identified in Appendix B: Community Recovery Indicator List, and should indicate re-established social, cultural, physical, economic, personal and community well-being through inclusive measures that reduce vulnerability to disaster, while enhancing sustainability and resilience. Where appropriate, the Province may play a role in the development of indicators and an assessment of their progression.

5 RECOVERY CONSIDERATIONS

5.1 RECOVERY IS COMMUNITY-LED

Local authorities and First Nations communities manage recovery operations at the local level and are responsible for developing and maintaining community recovery plans and establishing community recovery managers. Recovery should build upon existing community development programs and utilize the community leadership structure as much as possible. Community-led programs can lead to further community ownership, engagement, and social capacity.

Recovery is most effective when it leverages partnerships; therefore, First Nations, municipalities, and regional districts are encouraged to work together whenever possible. This is especially effective where smaller communities lack overall staffing capacity or the impacts are spread across a wider area and it would be more effective for one community recovery manager to build a plan for the collective recovery effort.

It is important that the Province supports but does not lead community recovery. Provincial ministries may need to assist communities with the establishment of recovery structures and strategies and could deploy staff to support initial activities; however, the Province's role is to establish policy and coordination to support the community and for implementation to be actioned by the community.

When supporting impacted communities throughout the recovery process, local expertise should be sought to provide insight and context to previous hazards, in addition to culturally appropriate recommendations for recovery. Consultations should also consider assessments, problem and need definition, solution identification, project implementation, and providing feedback.

5.2 CONSIDERATIONS FOR EQUITABLE SUPPORT

Every community has differing levels of capacity resident within their structure. In general, a larger community will have more access to expertise than a smaller community with limited staff. To provide equitable recovery supports, each community must be engaged in order to identify gaps and an appropriate level of support that is matched to their unique recovery challenges that result from a disaster.

In order to facilitate the identification of recovery needs, EMBC can assist with an assessment of direct impacts to determine the scope, scale, and complexity, and to define the degree of appropriate provincial support. Every effort will be made to establish consistent application of policy. In addition, as every recovery event will contribute to lessons learned, best policy practices will be applied to future events.

5.3 CRITERIA FOR ESTABLISHING A COMMUNITY RECOVERY MANAGER

A community may be eligible for establishing a Community Recovery Manager when impacts are beyond the capacity of the local authority or First Nations community and require the development of an event-specific recovery plan. If the impacts are such that a recovery plan is not required, recovery activities may be led by a Resilience Centre Manager whose position is an eligible response cost.

In recognition that recovery plan development requires appropriate expertise and that community governance structures have limited capacity, the Province provides support to this effort by reimbursing costs to hire a Community Recovery Manager with the following parameters:

- The initial term for a Community Recovery Manager is for up to six months. Where possible, the term should be based on the time required to identify impacts and to build a recovery plan.
- Term extensions beyond six months are contingent on identifying the scope and complexity of recovery, the progress to date, and the work that remains to be completed.
- The position is funded to an equivalent existing position within the existing governance structure.

The Province can assist communities with identifying an experienced Community Recovery Manager that best fits with the needs of a community. Requests for additional staffing may be considered where the scope and complexity of impacts to a community and/or urgency necessitate additional staff.⁷ For the interim period, the Province will continue to fund Community Recovery Managers per the above parameters; however, with the modernization of the EPA, the Province will consider extending the role of the Community Recovery Manager on an as-needed basis. For more information on the roles and responsibilities of a Community Recovery Manager, see Section 9.4.4.

5.4 ELIGIBLE RECOVERY ACTIVITIES DURING RESPONSE

Communities may receive reimbursement as a response activity for the following:

- Re-entry requirements for assessments to public infrastructure.
- Geo-technical, engineering, or other expert technical reports that may be required to assess impacts and build a recovery plan.
- Surveys or canvassing activities to be completed in short periods of time that require a surge of personnel may also be eligible for reimbursement. General staffing will not be provided to perform tasks that are better performed through a short-term contract.

The above activities are eligible as a response cost as they further define the potential risk to public safety and facilitate a managed re-entry to a community following an evacuation.

⁷ As an example, the impacts to the community of Grand Forks were considered catastrophic and required the formation of a Recovery Team to assist the Community Recovery Manager. Through negotiation, funding for a team of 9 individuals was supported by the Province to manage the recovery needs.

6 RECOVERY PROCESS

6.1 POST-DISASTER NEEDS ASSESSMENT

To gather situational understanding and determine what resources and support a community requires to advance recovery, post-disaster needs assessments (PDNA) must be conducted by the community. The PDNA is a tool for local authorities and First Nations communities to assess damage and recovery needs at various stages in the recovery process and represents the first step in community-led recovery planning. It will inform emergency recovery operations and provide the foundation for developing a recovery plan and a baseline for monitoring and evaluating recovery operations. PDNAs inform priorities, funding mechanisms, and recovery coordination for all sectors at local, regional, and provincial levels.

PDNAs may be conducted by the Recovery Unit in the local Emergency Operations Centre or the Community Recovery Manager and the community recovery team, if applicable. The Province may elect to deploy regional managers or a provincial team to assist with the PDNA, to help connect communities with resources available, and to provide additional guidance to ensure there is no delay in initiating recovery actions. The regional manager or team will then work with the Community Recovery Manager and provide coordinated provincial support throughout the process of recovery.

PDNAs are iterative and begin as soon as possible and continue for weeks to months, as required, to continually inform the recovery process. Suggested timeline for post disaster needs assessments:

- Initial impact assessment (24-48 hours after access to the area): informs response-related activities.
- Short-term (days or weeks): considers infrastructure and reconstruction, environmental, people and communities, and economic impacts and community needs.
- Medium-term (weeks to months): like short-term, considers infrastructure and reconstruction, environmental, people and communities, and economic impacts and community needs.
- Long-term (months to years): informs the longer-term recovery process, options for development, and builds the knowledge base of the total cost of emergencies that informs risk management. The longer-term assessment should begin to look at recovery and mitigation factors the community could face in future events.

6.2 RECOVERY PLANS

Results of the PDNA will inform a community's recovery plan. A recovery plan is developed by the community, must integrate into the overall community plan, outlines recovery needs, and describes the actions communities plan to take in delivering recovery services to their communities, including funding required and timeframes for implementation. The Province can assist with identifying programs available for communities to implement the community recovery plan; however, the community defines how they implement the recovery plan and are ultimately responsible for this implementation.

6.3 PRIORITIZATION OF RECOVERY ACTIONS

The PDNA and recovery plan will assist the community, regional managers, and the recovery sectors to allocate recovery resources, including human and financial, by identifying priority recovery needs and recovery objectives. Prioritization across four sectors – People and Communities, Economy, Environment, and Infrastructure (see Section 7: Recovery Sectors) – ensures equitable and need-based recovery across affected communities and promotes gender-sensitive and pro-vulnerable recovery agendas.

Primary consideration for recovery priorities emphasize protection and promotion of the health and well-being of affected citizens, including but not limited to: restoration of health services; provision of mental health and wellness supports; and temporary lodging. These should be activities that lessen humanitarian impacts as soon as possible. The next phase of prioritization is identifying medium to long-term recovery needs and the generation of sustainable livelihoods.

Prioritization is based on the scope and scale of recovery needs and availability of resources by sector. The first step is to identify the sectors requiring restoration, followed by a criteria-based prioritization of needs. The following criteria can be utilized to prioritize recovery actions (Global Facility for Disaster Reduction and Recovery, 2015, p. 18):

- Potential for direct and widest humanitarian impact;
- Pro-vulnerable and gender-sensitive;
- Potential to generate sustainable livelihoods;
- Balance between public and private sector recovery;
- Balance between physical infrastructure reconstruction and less visible recovery (such as capacity building and governance); and
- Restoring or rebuilding critical infrastructure and services.

6.4 MEASURING RECOVERY PROGRESS

Measuring progress of disaster recovery is critical from all partners involved, including all levels of government, First Nations communities, non-government organizations, private industry and other partners. Recovery strategies and key indicators of how progress will be measured need to be identified through qualitative and quantitative metrics. These metrics for measuring progress need to be directly linked to the PDNA (see Section 6.1: Post-Disaster Needs Assessment).

Measuring and communicating the progress of recovery activities can demonstrate how recovery strategies are being achieved in addition to providing early warning for improvements to be made. By developing recovery-specific metrics, activities undertaken can be perceived by the public as promoting transparent, accountable, and effective recovery strategies. Measuring the progress also allows local authorities, First Nations communities, and provincial recovery sectors to identify recovery needs and engage with appropriate recovery partners to develop specific and effective strategies. The progress measured should be done holistically and provide an opportunity to learn from recovery strategies.

Below are factors that should be considered for measuring progress:

- Leverage available pre-disaster data to ensure a reliable baseline level for progress to be measured against. This data should include indicators related directly to each of the four sectors: People and Communities, Economy, Environment, and Infrastructure.
- Ongoing monitoring of both implementation and activities to ensure there is a holistic approach to recovery. Activity-monitoring should support results-monitoring to create a complete overview of progress made. Results-monitoring refers to measuring the progress against direct objectives and priorities, whereas activities-monitoring should be done by individual recovery partners measuring their respective sectors and programs. The results of activity monitoring will be consolidated by the lead coordinating entity.
- Ensure that milestones and expectations are achievable and realistic for communities to achieve with the resources available.
- Metrics for measuring progress of recovery activities must be developed through consultation with community members and recovery partners. These metrics need to also take into consideration the vulnerabilities within the community and apply an intersectional lens.
- Ensure the metrics developed to measure the progress of recovery are utilized to make early adjustments to activities.

6.4.1 Considerations for a Monitoring and Evaluation System

The United Nations and the Sendai Framework identify ten steps for developing a monitoring and evaluation system to effectively measure the progress of recovery. These steps can be adapted and implemented by communities to measure the progress of their recovery and correspond to their recovery plans.

Further information on effective monitoring and evaluation systems can be found in the World Bank handbook: Ten Steps to a Results Based Monitoring and Evaluation System⁸.

Table 3: Ten Steps to a Results Based Monitoring and Evaluation System

Number	Step	Details
1.	Conduct a readiness assessment	A readiness assessment is used to determine whether the prerequisite resources, structures, and capacity are in place to develop a monitoring and evaluation system.
2.	Agree on outcomes to monitor and evaluate	Outcomes are the end results the community is working towards and begin to frame what successful recovery looks like. Outcomes should be developed by the community and ensure that there is a holistic approach taken.
3.	Select key indicators to monitor outcomes	Indicators are the quantitative or qualitative variables that provide a simple and reliable means to measure progress and help assess the performance of recovery programs or strategies against the stated outcome.

⁸ https://www.oecd.org/dac/peer-reviews/World%20bank%202004%2010_Steps_to_a_Results_Based_ME_System.pdf

4.	Identify baseline data on indicators	<i>Where are we today?</i> The baseline data is the first measurement of an indicator. It sets the current condition against which future change can be tracked.
5.	Plan for improvements: select results targets	Baseline indicator level (baseline data) + desired level of improvement = target performance (within a specific timeframe).
6.	Monitor results	There are two types of monitoring: results and implementation. Implementation monitoring examines the activities and strategies used to achieve a given outcome. Results monitoring is the continuous process of collecting information on the indicators selected. Communities must develop systems to measure both the implementation and results.
7.	Conduct evaluations	Evaluation is the assessment of a planned, ongoing, or completed program to determine its relevance, efficiency, effectiveness, impact, and sustainability. Quality evaluations have the following characteristics: are impartial, relevant and understandable, meet technical standards, involve all recovery partners, communicated and disseminated, and offer value for money.
8.	Report findings	The information collected is used as a management tool, and thus the information needs to be reported to the relevant recovery partners to ensure that relevant decisions can be made in a timely manner. It is important to understand the audience and choose a method that is effective to report the findings collected.
9.	Use findings	Projects, programs, and policies may be enhanced or expanded based on the findings collected. By using the findings reported, decision makers can make early adjustments to recovery strategies to ensure effective and efficient implementation.
10.	Sustain the monitoring and evaluation system within the organization	Monitoring and evaluation systems should be regarded as a long-term effort, and not short-term approaches. It is important to validate the system developed to ensure it is still effective and providing value.

6.4.2 Recovery Indicators

When developing a monitoring and evaluation system, a community needs to select indicators that will accurately measure their progress with respect to recovery activities. To assist communities in developing indicators that align with their post-disaster needs assessment a list of commonly used indicators has been provided at Appendix B: Community Recovery Indicator List. These indicators may be modified to meet the scope and scale of impacts to a community and to evaluate the level of recovery progress. These indicators will also be utilized by the ED Recovery or recovery sectors to assist with provincial-level progress indication, and, importantly to determine when a community is transitioning to a state of sustainable development and resilience.

7 RECOVERY SECTORS

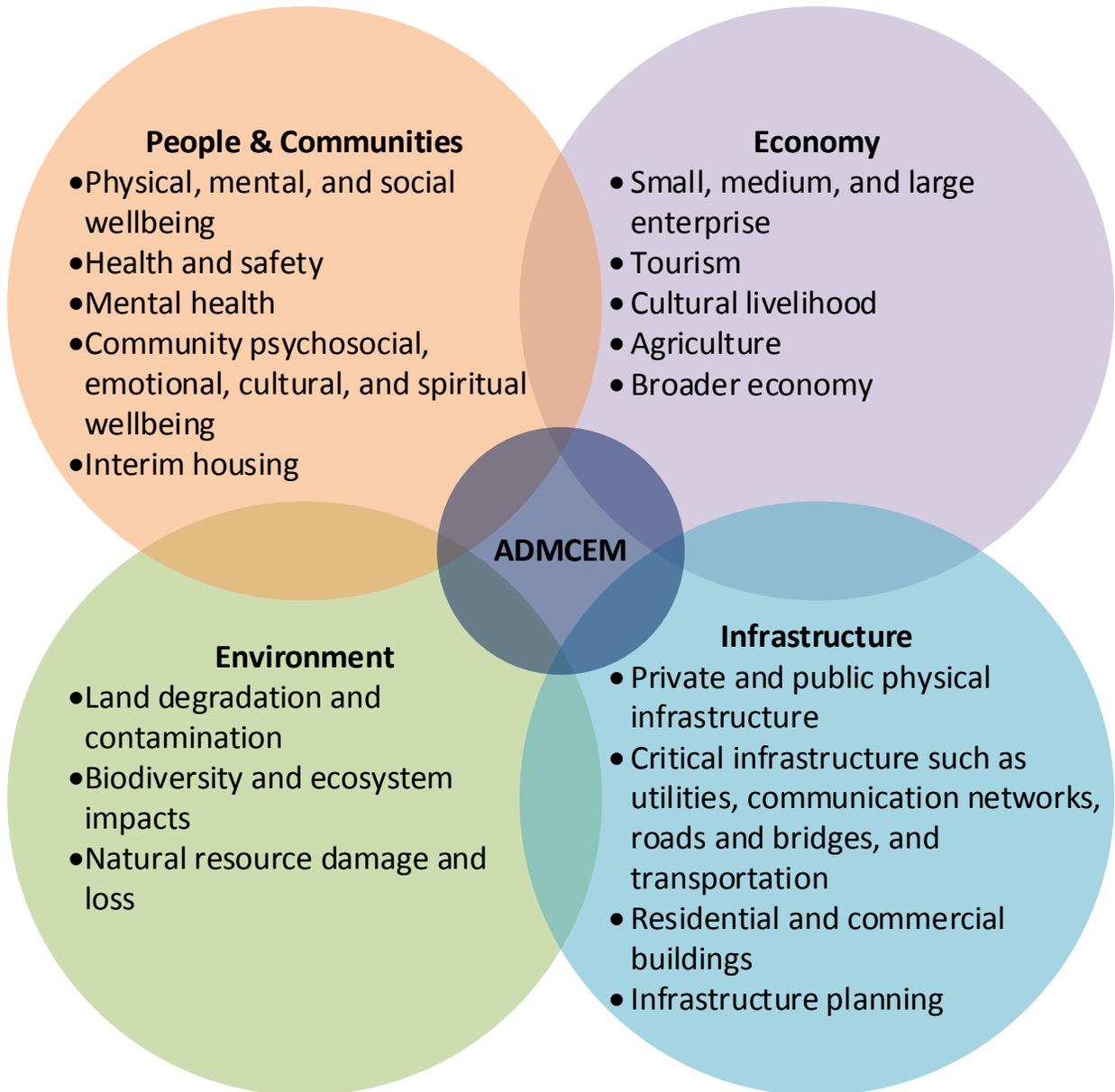
The authority for the Province to plan for recovery resides within the EPA. The Act and regulations established under the authority of the EPA also specify the roles of provincial ministries, as well as the responsibilities of local authorities for overall emergency preparedness, response, and recovery. For First Nations people on reserves, Indigenous Services Canada (ISC) holds legislated responsibility for emergency management, however, EMBC provides recovery services and supports to First Nations communities on reserve based on a delegated service delivery agreement supported by ISC (see Section 8.4.2).

EMBC will act as the provincial coordinating body and will work with ministries through the Assistant Deputy Ministers' Committee on Emergency Management (ADMCEM) to coordinate provincial level recovery activities in support of local authorities and First Nations (see section 9: Roles and Responsibilities).

There are four sectors to support and integrate recovery activities and each sector has an ADM responsible to report out on sector recovery strategies and initiatives. Ministries, as appropriate to their mandates, will align their responsibilities to four sectors and may have responsibilities in more than one sector (see Appendix A: Recovery Sector Matrix). Each recovery sector is interconnected and is central to the recovery process. The recovery sectors are:

- **People and Communities:** This sector considers impacts on the physical, mental, spiritual and social well-being of the population. This sector primarily concerns, but is not limited to, health and safety, mental health, community psychosocial, emotional, cultural, and spiritual well-being, vulnerable populations, cultural aspects, and interim housing.
- **Economy:** 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.
- **Environment:** This sector considers impacts on the environment and steps needed to re-establish a healthy state while mitigating long-term impacts. This sector primarily concerns land degradation and contamination, biodiversity and ecosystem impacts, cultural land use, and natural resource damage/loss.
- **Infrastructure:** This sector considers impacts on private and public physical infrastructure. This sector primarily concerns residential and commercial buildings, utilities, and infrastructure planning.

Figure 2: Recovery Sectors



7.1 RECOVERY SECTOR ROLES AND RESPONSIBILITIES

Through recovery sectors, ministries will develop recovery policies and strategies that can be repeatedly applied to emergency events and apply lessons learned to improve or introduce recovery policies. As recovery is community-led, policy implementation at the local level will be the responsibility of the community. To streamline efforts and ensure communication, linkages between the community and provincial ministries can occur through regional offices and should be coordinated with the appropriate EMBC Regional Manager to ensure communication and consistency. If a community has the capacity to develop like-sectors, sectors should be linking directly, as and when needed. Recovery sectors will also assist in developing and assessing recovery progress (See Section 6.4.2: Recovery Indicators, and Appendix B: Community Recovery Indicator List).

Full descriptions of sectors, including functions, activities, and coordinating and primary ministries are included below. For additional roles and responsibilities, see Section 9.2.6: Provincial Ministries, Agencies, and Crown Corporations.

7.1.1 People and Communities

People and Communities

This sector considers impacts on the physical, mental, spiritual and social well-being of the population. This sector primarily concerns, but is not limited to, health and safety, mental health, community psychosocial, emotional, cultural, and spiritual well-being, vulnerable populations, cultural aspects, and interim housing. This sector uses an intersectional approach in addressing recovery needs, and activities included within this sector are very closely related to the other three sectors identified.

The People and Communities sector ensures people have access to support and services needed following an emergency event, while also ensuring that long-term impacts on their well-being are mitigated.

Functions and Activities

Health and Medical Assistance: Primary and acute health services, public health advice, and medical well-being.

Psychosocial Support: Community led personal support, counselling services, spiritual and traditional support, victim support services, and bereavement support services.

Housing and Accommodation: Assistance securing interim accommodation, advice for First Nations communities and local governments on providing interim housing, and post-disaster structural surveys.

Coordinating Ministry: Health

Primary Ministries: Advanced Education Skills & Training, Agriculture, Attorney General, Children & Family Development, Citizens' Services, Education, Finance, Indigenous Relations & Reconciliation, Mental Health & Addictions, Municipal Affairs & Housing, Social Development & Poverty Reduction, and Tourism Arts & Culture.

Primary Crown Corporations and Partners: Provincial Health Services Authority, Regional Health Authorities, First Nations Health Authority, Health Insurance BC, BC Health Regulators, BC Housing, Community Living BC, and First Peoples' Cultural Council.

7.1.2 Economy

Economy

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.

It is critical that recovery activities related to the economic sector are considered early. The recovery of the community relies significantly on the speed in which local economies recover and will determine how quickly individuals begin to return to the community.

Functions and Activities

Local Economies: Monitor economic impacts, assist businesses in accessing disaster recovery information, provide training and capacity building opportunities, encourage local trade and economic activity, and provide information on the B.C. Insurance Bureau.

Agriculture: Implement available financial assistance programs, deliver recovery programs to primary producers, and provide technical advice and alternative strategies.

Coordinating Ministry: Forests, Lands, Natural Resource Operations & Rural Development

Primary Ministries: Agriculture, Energy, Mines & Petroleum Resources, Finance, Jobs, Trade & Technology, Labour, Tourism Arts & Culture.

Primary Crown Corporations and Partners: BC Assessment, British Columbia Securities Commission, Destination BC, Forestry Innovation Investment, Industry Training Authority, Innovate BC, and Insurance Corporation of British Columbia.

7.1.3 Environment

Environment

This sector considers impacts on the environment and steps needed to re-establish a healthy state while mitigating long-term impacts. This sector primarily concerns land degradation and contamination, biodiversity and ecosystem impacts, cultural land use, and natural resource damage/loss.

Impacts to natural resources can directly affect the local and regional economies that need to be considered during recovery operations. Industries such as forestry, fisheries, and agriculture can be impacted and require provincial support to address recovery needs. In addition, recreational, natural, and cultural tourism can be impacted and require assistance from both government ministries and Crown Corporations. Natural and cultural resources and their direct link to traditional and spiritual healing need also be considered.

Functions and Activities

Natural and Cultural Resources: Restoration of damaged natural resources, recovery of impacted cultural and heritage sites, restoration and cleaning of contaminated public lands, rehabilitation of local ecosystems, and surveying and protection of wildlife.

Coordinating Ministry: Forests, Lands, Natural Resource Operations & Rural Development

Primary Ministries: Agriculture, Environment & Climate Change Strategy, Finance, Health, Tourism Arts & Culture, and Transportation & Infrastructure.

Primary Crown Corporations and Partners: Destination BC, Forest Enhancement Society of BC, and Partnerships British Columbia

7.1.4 Infrastructure

Infrastructure

This sector considers impacts on private and public physical infrastructure. This sector primarily concerns residential and commercial buildings, utilities, and infrastructure planning.

The recovery of infrastructure heavily influences the recovery of the community and should be considered a priority to support response and recovery activities. The restoration of essential infrastructure also supports the recovery of the wider local economy and can assist in stimulating growth post-event by restabilising business operations and services.

Functions and Activities

Building and Development: rehabilitation and restoration assessments, oversight and inspection of development, coordination of debris removal and cleaning activities, and provision of financial assistance.

Critical Infrastructure: Rehabilitation of energy, communication networks, and water assets, restoration of wastewater and sewage systems, and return to reliable supply of critical utilities.

Transportation Networks: Restoration of airports and sea ports, restoration of major roadways, bridges, and tunnels, and reinstating critical supply chains.

Coordinating Ministry: Transportation & Infrastructure

Primary Ministries: Attorney General, Children & Family Development, Citizens' Services, Education, Finance, Forests, Lands, Natural Resource Operations & Rural Development, Health, Municipal Affairs & Housing, and Public Safety & Solicitor General.

Primary Crown Corporations and Partners: BC Housing, BC Hydro and Power Authority, BC Oil and Gas Commission, BC Transit, Columbia Power Corporation, Partnerships British Columbia, Transportation Investment Corporation, and B.C. Critical Infrastructure Steering Committee.

8 FUNDING

8.1 IDENTIFYING FINANCIAL NEED

The funding for recovery will be informed by the Post-Disaster Needs Assessment (PDNA) and the community recovery plan (see Section 6: Recovery Process). The Community Recovery Manager will work with the EMBC Regional Manager and ministry representatives from the recovery sectors, as required, to inform and validate short, medium, and long-term community needs as identified through the PDNAs and community recovery plan. Needs articulated must be reasonable in terms of proposed expenditure and level of support.

Needs identified will be further validated by appropriate ministry expertise who will in turn consider whether the need can be met within existing ministry resources or by an established government program. If additional funding is required, the ED Recovery or ministry recovery sector leads will identify options and provide recommendations to ADMCEM or DMCEM/M-DEC for approval of proposed actions. Approved short-term recovery actions will be funded directly from the Consolidated Revenue Fund through the statutory appropriation provided in the EPA. Treasury Board approval will be sought for all approved medium and long-term recovery actions through the Contingencies Vote or through the EPA statutory appropriation. EMBC will coordinate Treasury Board funding submissions for recovery from multiple ministries into a single mechanism, such as an omnibus submission.

8.2 FINANCIAL MANAGEMENT

Short-term, medium-term, and long-term recovery actions requiring provincial funding will be managed through a pre-authorization and payment process. Recovery actions, as detailed in the needs assessment or community recovery plan, are supported by an expenditure pre-authorization form. EMBC regional offices can review and approve expenditures within their spending authority. Should the amount exceed regional spending authority, the expenditures will be reviewed by the appropriate EMBC official, consistent with established authorities.

Funding is provided by EMBC to an impacted community as a reimbursement of the approved pre-authorized expenditure. EMBC assesses alignment with the approved pre-authorization and ensures evidence (e.g. invoices) is provided with the request for reimbursement.

For medium to long-term recovery actions, the community recovery plan will include a reporting requirement. Within the community recovery plan the community will describe the planned recovery actions and will propose how they will be funded. Regular reporting to EMBC on the status of implementation of the actions, including provincial funds allocated, will be required.

8.2.1 Auditing, Monitoring, and Oversight

It is critical to implement a financial tracking and/or monitoring and evaluation system early in the recovery phase to ensure administrative fairness and equitable allocation of recovery resources and to support future internal and external audits.

Monitoring systems should track comprehensive estimates of funds allocated and spent including provincial funding, private and non-governmental contributions, and material donations. Examples

include expenditure authorization forms approved and actioned and the allocation of Disaster Financial Assistance. Financial tracking should take place at all levels: local, regional, provincial, and federal.

Sectors may be responsible for monitoring recovery financing and reporting back to the ED Recovery and ensuring resources are spent for their intended purpose. Wherever possible, sectors should make the ED Recovery aware of recovery programs available within their respective ministry, and report on applications received and resources distributed.

8.3 FUNDING PROGRAMS

8.3.1 Disaster Financial Assistance (DFA) Program

When a disaster has a significant impact on a community, the province may declare the disaster eligible for support through the DFA Program. Administered by EMBC, this program provides compensation in compliance with the EPA and the Compensation and Disaster Financial Assistance Regulation.

To assist with recovery, those impacted by such a disaster may apply to the province for DFA where losses could not be insured or where other programs are not available. DFA helps to replace or restore essential items and property that have been destroyed or damaged. Assistance is available to qualifying home owners, tenants, small business owners, farm owners and charitable organizations. Assistance is also available to local governments to replace essential materials and rebuild or replace essential public infrastructures to the condition it was in before the disaster.

8.3.2 Indigenous Services Canada: Emergency Management Assistance Program

When emergency response and recovery needs go beyond the capacity of individuals and First Nations or band councils, ISC's Emergency Management Assistance Program (EMAP) is available for on-reserve as well as funding to provinces to help access on-reserve emergency management. To be eligible for funding under EMAP, the emergency event must have impacted, or the proposed project must directly support, First Nations located on reserve, lands formerly defined as a reserve or lands set aside which now form part of modern treaty settlement lands.

Recovery activities must be culturally appropriate and include the active engagement of Indigenous leadership and knowledge. Recovery activities involving the complete rebuilding of pre-existing infrastructure can be considered under ISC's capital authority. Restoration activities resulting from an emergency event should be considered first under the EMAP authority. If the recovery activities resulting from an emergency event are funded under a different authority, these costs should nevertheless be coded as emergency management-related to track costs related to the emergency event.

There is no deadline to apply to EMAP; however, communities seeking project funding are encouraged to apply to ISC in the fall to ensure funding is made available at the beginning of the fiscal year. Communities seeking reimbursement after an emergency are encouraged to submit estimates or invoices as quickly as possible to help ensure a timely community recovery.

9 ROLES AND RESPONSIBILITIES

To ensure that recovery is effective and efficient, it is important that all recovery partners have a clear understanding of roles and responsibilities. Keeping with the recovery principles, clearly defined roles and responsibilities allow for accountability and leadership during recovery. This section will identify the roles and responsibilities, as they relate to recovery, for the local, regional, and provincial levels and the leadership roles that are held at the corresponding level. A linkage will be made between the specific roles and responsibilities, and the overall coordination mechanism and the alignment to emergency management structures.

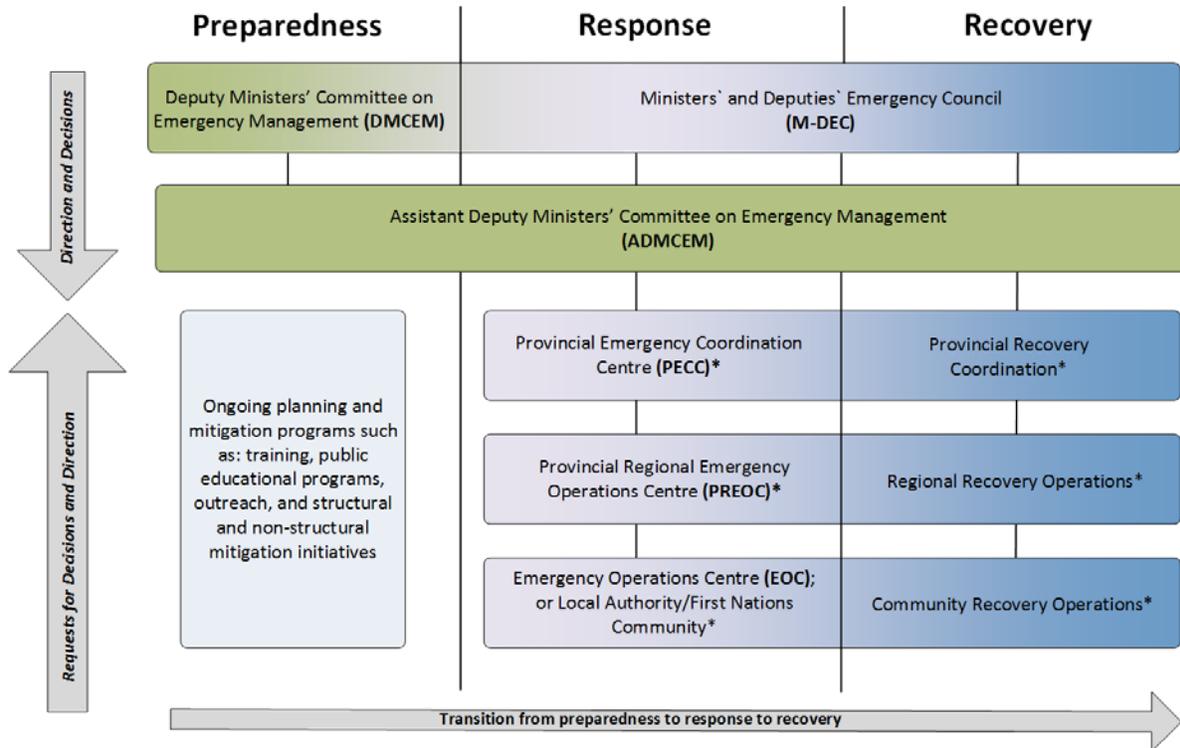
9.1 BRITISH COLUMBIA EMERGENCY MANAGEMENT SYSTEM

To leverage existing operational and governance structures, the interim disaster recovery structure will align with the BC Emergency Management System (BCEMS). This provincial emergency management structure is activated following an emergency or disaster that requires coordination of provincial emergency management activities and/or has created a request for support from a First Nations community, local authority, regional district, or another ministry. BCEMS has five levels of coordination, from the senior leadership level of the provincial government to the local level:

1. Ministries' and Deputies' Emergency Council (M-DEC)
2. Deputy Ministers' Committee on Emergency Management (DMCEM)
3. Assistant Deputy Ministers' Committee on Emergency Management (ADMCEM)
4. Provincial Emergency Coordination Centre (PECC)
5. Provincial Regional Emergency Operations Centre (PREOC)
6. Local Emergency Operations Centre (EOC)

To ensure leadership and coordination of provincial recovery activities, the M-DEC and ADMCEM activate to provide direction to the recovery sectors, Sections 9.2.2 and 9.2.3. The decision to initiate the recovery sectors will be made by M-DEC following a request from the ADM of EMBC when an emergency event has had a severe impact to a community or region and significant medium to long-term recovery activities are anticipated.

Figure 3: British Columbia Emergency Management System



9.2 PROVINCIAL LEVEL

9.2.1 Emergency Management British Columbia (EMBC)

EMBC is responsible to British Columbians for leading the management of provincial level emergencies and disasters and supporting other authorities within their areas of jurisdiction. EMBC provides executive coordination, strategic planning, and multi-agency facilitation and continually works on developing effective relationships in an increasingly complex emergency management environment. The overall purpose of EMBC is to increase life-safety and resilience for individuals and communities throughout British Columbia.

The Province, through EMBC, will coordinate recovery activities as they are escalated to the provincial level. The coordination of recovery will be done through the ED, Recovery and recovery sectors, as identified in Section 7: Recovery Sectors. EMBC will be the coordinating agency and ministries will support recovery activities through participation in sectors.

Specific recovery responsibilities of the Province are identified below:

- The Province will coordinate available resources to provide emergency assistance that supplements but does not substitute for community resources.

- Provincial ministries will mobilize to deliver emergency and critical services during emergencies and disasters. The ability of ministries to carry out critical services is enhanced by the creation and maintenance of business continuity plans.
- EMBC can activate, on short notice, one or more Provincial Regional Emergency Operations Centres (PREOCs) and/or the Provincial Emergency Coordination Centre (PECC) to coordinate provincial response and recovery, monitor emergency events and assist impacted communities.
- EMBC will coordinate ministries involved in recovery activities through recovery sectors that will support the PREOCs and PECC.
- When the Province determines there is a need for federal government support, the process to obtain federal emergency assistance is initiated by a verbal request followed by a formal letter from the Minister or a designated alternate elected official.
- Sustained provincial incident management operations and support activities may be required over the long term to support community recovery and mitigation.
- During a catastrophic event, resource shortfalls at all levels of government may require the Province to look to other governments and international organizations for assistance.

9.2.2 **Deputy Ministers’ Committee on Emergency Management / Ministers’–Deputies’ Emergency Council**

The Deputy Ministers’ Committee on Emergency Management (DMCEM) leads executive-level prioritization and alignment of provincial emergency management policy, legislation, and strategy to ensure that time and resources are directed towards the most critical emergency management issues and initiatives based on scope and scale of impacts. Reporting to the Deputy Minister to the Premier, the DMCEM is responsible for a whole-of-government, strategic, and integrated approach to emergency mitigation, preparedness, response, and recovery efforts for all hazards.

In response to major emergency management events, inclusive of response and recovery, the appropriate core group of Deputy Ministers convenes as a Deputies’ Emergency Council (DEC), including the Deputy Minister to the Premier. The Deputy Minister to the Premier will determine the activation of M-DEC or provide the necessary guidance from the DEC.

9.2.3 **Assistant Deputy Ministers’ Committee on Emergency Management**

The Assistant Deputy Ministers’ Committee on Emergency Management (ADMCEM) supports the DMCEM in leading cross-government integration, coordination, and prioritization of emergency management work related to mitigation, preparedness, response, and recovery. In response to a major emergency management event – inclusive of response and recovery – the ADMCEM will mobilize.

Additional Assistant Deputy Ministers may be added to ADMCEM when required; during recovery this would include the ADMs responsible for the four recovery sectors and, as required, the Ministry of Finance and the Ministry of Citizen Services.

The ADMCEM will provide leadership to overall provincial recovery activities and direction to the recovery sectors during emergency events with a significant recovery component.

The ADMCEM is responsible for:

- Providing executive level policy decisions and strategic direction to the PECC, and support to the M-DEC;
- Providing oversight and direction on provincial recovery to the ED, Recovery and/or recovery sectors;
- Providing recommendations to M-DEC regarding complex response and recovery issues, including funding or expenditures that may be required by a higher level of government;
- Ensuring full ministry participation on the recovery sectors, as required;
- Reporting on recovery actions to M-DEC;
- Developing a cross-government communications approach appropriate for response and recovery; and,
- Ensuring the full support and integration of M-DEC with the provincial response and recovery structure.

9.2.4 **Provincial Emergency Coordination Centre**

The Provincial Emergency Coordination Centre (PECC) coordinates integrated provincial emergency response and short-term recovery according to strategic direction received from the M-DEC and the ADMCEM. The PECC, through the ADMCEM, ensures provincial government senior officials are kept apprised of provincial response and recovery activities and provides situational understanding. The PECC serves as a central point for collecting, analyzing and disseminating information, making provincial operational decisions, and supporting Provincial Regional Emergency Operations Centres (PREOCs).

The PECC is activated to:

- Provide advice to government on the emerging situation and actions taken or recommended through the ADMCEM and/or M-DEC;
- Provide the public with a provincial perspective and harmonized messaging;
- Facilitate information sharing between provincial ministries, First Nations partners, NGOs, critical infrastructure partners and the federal government;
- Implement any measures required under a Provincial State of Emergency;
- Establish and implement provincial priorities and objectives in a significant emergency management event, including application of existing and interim policies;
- Provide coordination and support to Provincial Regional Emergency Operations Centers (PREOCs), provincial ministry and Crown corporation operations centres, and federal emergency response agencies;
- Provide cross-government support to provincial ministries, local authorities, First Nations and emergency management partners;
- Manage acquisition and deployment of provincial, federal, inter-provincial and international resources;
- Coordinate government's business continuity requirements to support mission-critical functions; and
- Provide continuity support to provincial senior officials as requested.

Specific recovery activities of the PECC involve:

- Providing provincial level coordination and support of short-term recovery actions via PECC Recovery Unit/Branch;
- Providing donation management coordination and support.

The PECC is organized to promote ease of communication between agencies and to ensure common objectives across emergency management levels. Branches and units are activated as required to coordinate provincial level response or when local governments and/or PREOC resources are strained. During response, when the need for provincial recovery coordination is identified, a recovery unit/branch will be established within the PECC to coordinate recovery actions. Should the emergency escalate, requiring significant recovery support, coordination, and direction, EMBC would signal that recovery scope and scale has exceeded the provincial emergency management system's capability and a recommendation would be made to formally initiate recovery sectors through the ADMCEM to DMCEM/M-DEC. The recovery unit would then expand to include subject matter experts from appropriate sectors, and representatives from non-governmental organizations.

The PECC Director will continue to manage operations and recovery, utilizing the PECC structure to maintain planning, operations, logistics, communication, and liaison with national and international partners. When the focus is on medium and long-term recovery, leadership of the recovery sectors will transition to the ED Recovery and/or EMBC ADM. In this way, concurrent response and recovery activities will be maintained, ensuring a seamless transition to long-term recovery.

9.2.5 Provincial Ministries, Agencies, and Crown Corporations

During emergency events, provincial ministries activate ministry emergency and business continuity plans and liaise with the Government Services Branch of the PECC.

Ministries also provide staff to the Temporary Emergency Assignment Management System (TEAMS), as required, which assigns staff to roles within emergency operation centres to increase surge capacity for integrated provincial response and recovery. Provincial ministries and Crown corporations provide operational liaisons to support response and recovery operations to the Provincial Emergency Coordination Centre (PECC) (see Section 9.2.5) and/or Provincial Regional Emergency Operations Centres (PREOC) (see Section 9.3.1). Provincial ministries and agencies that do not have specific response or recovery tasks identified should anticipate requests for support to the response or recovery effort and integrate with provincial operations, as required.

Ministries, as appropriate to their mandates, will align their responsibilities to the four sectors: People and Communities; Environment; Economic; and Infrastructure (see Section 7: Recovery Sectors). Ministries may have responsibilities in more than one sector and will be required to support the development of recovery policies and strategies within each sector. The recovery sectors should engage with recovery partners in other levels of government, First Nations, NGOs and private industry as appropriate to ensure inclusivity and to leverage expertise and capacity as available (see Sections 9.5 and 9.6). Each of these sectors will have an ADM responsible for overseeing the recovery strategies within these sectors and to ensure inclusivity and coordination with partners. These sectors could also be mirrored at the community level for ease of coordination and support but would be dependent on

capacity at the community level. As recovery is community-led, policy implementation at the local level will be the responsibility of the community.

The recovery sectors are responsible for:

- Developing sectoral policies and strategies to resolve complex recovery issues;
- Identifying recovery priorities within each sector. Priorities will align with the recovery vision and this framework and will be based on needs informed from the post-disaster needs assessment (see Section 6: Recovery Process).
- Providing expertise and capacity to regional, First Nations and community levels to develop recovery structures, including through short-term deployments;
- Reviews post-disaster needs assessments from regions/communities; and/or assists the local and regional levels with conducting post-disaster needs assessments through short-term deployments;
- Obtaining legal and risk management advice; and,
- Reporting on recovery actions to the ADMCEM and making appropriate recommendations about decisions.

Initiation of the recovery sectors will be at the direction of DMCEM/M-DEC, based on a recommendation from ADMCEM. The recommendation to initiate the recovery sectors will be based on the scale of an event, as indicated in the initial post-disaster needs assessment. ADMCEM can recommend initiating all four sectors or any combination of recovery sectors based on the needs identified by the community.

Ministries should also enhance recovery capacity and capabilities by developing recovery programs and plans and participate in integrated recovery preparedness activities to enable effective recovery during emergency events. This includes developing sector-specific recovery programs in a consultative and inclusive manner that reflect this interim framework and intersectoral strategies.

9.2.6 EMBC Executive Director, Recovery

EMBC's Executive Director, Recovery (ED Recovery) oversees provincial-level recovery operations and provides overall leadership for a coordinated, integrated recovery approach with all levels of government, First Nations, NGOs, and recovery partners to support impacted communities. This role is the central coordination and decision-making authority for recovery. When the recovery sectors are activated through ADMCEM, this role ensures coordination to support the recovery sectors inclusive of staff support through a secretariat function.

The Executive Director is responsible for:

- Providing oversight and leadership to provincial-level recovery activities resulting from natural disasters;
- Managing day-to-day provincial-level recovery operations to ensure effective sharing of situational awareness, consistency in work priorities, key messages and overall strategy;
- Developing and maintaining effective relationships and partnerships with key recovery partners, including all levels of government, First Nations, NGOs and private partners;
- Coordinating the recovery sectors and providing a secretariat function through staff support;
- Reviewing, approving, and tracking recovery expenditures;
- Responsibility for the Disaster Financial Assistance program; and

- Providing strategic recommendations related to recovery to ADMCEM and DMCEM/M-DEC.

9.3 REGIONAL LEVEL

9.3.1 Provincial Regional Emergency Operations Centres

The PREOC is the primary point of contact between the Province and local authorities and First Nations communities during an emergency event. The PREOC provides support to community Emergency Operation Centres (EOC) that are activated in response to an emergency. At the PREOC level, different types of services and subject matter expertise are provided by ministries supporting both provincial and regional response activities. During response operations, when the need for regional recovery coordination is identified, a recovery unit/branch will be established to support local governments and First Nations communities. As response operations de-escalate and recovery operations escalate, EMBC Regional Managers will ensure agencies involved in the response phase and additional agencies needed to support recovery are integrated as required. During the transition from response to recovery and dependent on the scope and scale of recovery, the PREOCs may continue activation to support recovery coordination or the role could be performed by EMBC Regional Managers (see Section 9.3.2: EMBC Regional Managers).

Specific activities of the PREOC involve:

- Coordinating multi-jurisdictional response and recovery activities;
- Supporting local authority EOCs and provincial ministry EOCs;
- Assessing the requirements for provincial assistance to regional, community, and individual recovery;
- Managing the assignment of multiple-ministry and agency support to individual or multiple local authorities or First Nations;
- Supporting the coordination and orientation of service organizations being deployed to communities;
- Acquiring, coordinating and deploying critical resources;
- Providing emergency response and recovery services where incidents cross local authority boundaries, or where local authorities are not organized to fulfill their role;
- Providing advice to local authorities as requested;
- Providing guidelines and advice to local authorities on re-entry planning;
- Identifying immediate steps that can be taken to initiate and speed recovery within the region;
- Anticipating actions required over the short-term to restore provincial regional services and to return the region to pre-emergency conditions;
- Reviewing and approving pre-authorization expense forms up to regional spending limit
- Monitoring ongoing recovery needs;
- Providing public information in cooperation with local authorities and provincial ministries;
- Facilitating information sharing among impacted local authorities, First Nations communities, provincial ministries, and partner agencies, including critical infrastructure owners; and,
- Providing situational reports to the PECC.

9.3.2 EMBC Regional Managers

EMBC Regional Managers (RM) will coordinate regional recovery activities in support of local governments and First Nations communities within their region. This may require the addition of auxiliary positions should the emergency event exceed regional capacity. The RM will work directly with local governments and First Nations communities, through Community Recovery Manager(s) when established (see Section 9.4.5: Community Recovery Manager) and will coordinate provincial ministries and partners at the regional level in support of regional recovery.

Regional Managers are responsible for:

- Coordinating with regional partners, ministries, NGOs, local authorities and First Nations communities to facilitate the planning for emergency recovery operations;
- Providing expertise to the community level to develop recovery structures and post-disaster needs assessments in support of short, medium, and long-term recovery, including through short-term deployments to assist initial development;
- Providing ongoing reporting of recovery spending and activities to ED Recovery;
- Ensuring there are clear lines of communication between the local, regional and provincial levels; and,
- Ensuring that continuity is maintained for all four pillars of emergency management.

9.4 LOCAL LEVEL

9.4.1 Local Authority

The local authority has primary responsibility for managing emergency response and recovery activities within its jurisdiction. Local authorities activate their EOCs to support site activities and perform other functions, including implementing extraordinary powers to address the emergency. Local EOCs conduct post-disaster needs assessments and through communication and integration with EMBC regional operations will request resources and capabilities, conduct planning, and share information to assist with recovery operations. Local authorities are responsible for establishing a Community Recovery Manager and, depending on the scope and scale of the event, a recovery team and for developing and implementing community recovery plans; the province will assist local authorities in accessing funding for recovery activities as appropriate.

9.4.2 First Nations (on reserve)

ISC holds legislated responsibility for emergency management on First Nations reserves. Through a delegated service agreement with ISC, EMBC provides preparedness, mitigation, response, and recovery services to First Nation communities when requested by either ISC or the First Nation. EMBC works in partnership with First Nations on reserve to coordinate response activities, conduct planning and research, training, and administer and deliver disaster financial assistance programs including those directed at overall capacity building.

EMBC's approach supports First Nations to govern their response and recovery activities, is based on mutual respect and, in the spirit of reconciliation, strives for true partnership and collaboration. This requires the acknowledgement and recognition of traditional Indigenous knowledge, and local ways of knowing, not formally recognized in traditional emergency management paradigms.

ISC and EMBC encourage First Nations communities to create and implement emergency management plans. When there is an actual or impending emergency that could threaten life, property, or the environment, the Chief and Council are responsible for utilizing all available local resources to respond. They are also responsible for notifying ISC and EMBC emergency management officials if a threat is beyond their community's response capacity. Through ISC, via EMBC, First Nations are expected to manage the risks associated with damage or destruction of infrastructure, including housing. To support ongoing capacity building, First Nations are encouraged to hire a Community Recovery Manager. Depending on the scope and scale of the event, the position should be supported by a recovery team and could be organized to the four sectors, but this will depend on community capacity and what works best at the community level.

Although First Nations are responsible for taking the necessary actions to ensure the community or its properties be restored to pre-disaster condition, consideration must be given to the historical and colonial legacies which created the social constructs of disaster and their impacts. Addressing these impacts is critical to the recovery process and sustainability of ongoing and future emergency management in community.

9.4.3 Local Emergency Operations Center

The local authority or First Nations community has primary responsibility for the management of emergency activities within their jurisdiction. Local authorities or First Nations communities will activate their EOC to support response and recovery site activities and perform other functions. During response, a recovery unit could be activated within the EOC and as response transitions to recovery, the EOC can be utilized to continue coordination. Local EOCs will conduct post-disaster needs assessments (see Section 6.1: Post-Disaster Needs Assessments) and through communication and integration with PREOCs will request resources and capabilities, conduct planning, and share information to assist with response and recovery activities and contribute to the provincial common operating picture.

Specific activities of the EOC include:

- Coordinate the local multi-agency support to the site level;
- Establish communication with regional and provincial partners;
- Acquire and deploy additional resources obtained locally, from other EOCs, or from the provincial regional coordination level;
- Coordinate the collection of situational awareness information and disseminate this information internally as well as with external stakeholders;
- Prioritize and coordinate critical resources;
- Integrate with provincial recovery operations through PREOCs;
- Conduct initial post-disaster needs assessment;
- Plan for and implement short-term relief efforts such as: interim housing, counselling, utility restoration, debris removal, building safety inspections, etc.;
- Request Community Recovery Manager;
- Stand up community resilience centre;
- Maintain ongoing communications with the public, with specific messages for affected individuals and organizations; and
- Monitor ongoing recovery needs.

9.4.4 **Community Recovery Manager**

A Community Recovery Manager plays a critical role in facilitating and leading recovery support to individuals and the community in a disaster. The position liaises with community organizations/agencies, small and medium-sized businesses, other local government officials, and nearby First Nations to establish effective, coordinated, and collaborative relationships to deliver services and support to affected communities and individuals throughout the recovery process. It can be preferable to hire individuals from the community to fill the role of Community Recovery Manager as they will have local knowledge and be available to assist the community throughout the recovery process. Depending on the scope and scale of the event, the position should also be supported by a community recovery team and could be organized to the four sectors, but this will depend on community capacity and what works best at the community level. Community Recovery Managers will develop a community recovery plan based on iterative post-disaster needs assessments (see Section 6: Recovery Process).

Community Recovery Managers are responsible for:

- Collecting information from clients, provincial ministries, businesses and community organizations, other local government staff and/or subject matter experts to ensure disaster recovery specific information is coordinated and validated;
- Identifying the unique recovery needs of each community;
- Communicating decisions to local government staff, senior management, and others to update community and social recovery priorities;
- Managing an Unmet Needs Committee;
- Working collaboratively with the Disaster Financial Assistance (DFA) program representatives;
- Sharing information to mitigate any concerns or challenges arising from recovery operations with local government, First Nations partners, community organizations, NGOs, and the public;
- Developing an incident-specific recovery plan; and
- Planning for the standing down of recovery operations, including Resilience Centres in conjunction with other relevant partners.

9.5 **NONGOVERNMENTAL ORGANIZATIONS, UNMET NEEDS COMMITTEES, AND VOLUNTEERS**

NGOs must be included in coordination mechanisms and engaged early as they are a critical partner in recovery with well-cultivated community links. Through their expertise and connections, NGOs can perform formal roles in community participation and engagement. Importantly, all levels of government and First Nations communities can outsource the implementation of projects to NGOs through project agreements to ensure transparency and fairness.

A vital role NGOs conduct post-disaster is that of participating on an unmet needs committee – where people may have recovery needs that cannot be fully met by traditional government programs. The goal of this function is to unite recovery resources with community needs to ensure that even the most vulnerable in the community recover from disaster. Local authorities and First Nations communities are encouraged to establish unmet needs committees to support the community recovery effort.

Unaffiliated or convergent volunteers are also likely to offer assistance and can make a significant contribution to the efforts of agencies and communities prepared to use them. Local authorities and

First Nations communities can make the most of volunteers through advanced planning with organizations and agencies regarding volunteer coordination, abbreviated intake and referral processes, and public messaging. To facilitate the efficient use of volunteer resources, local branches of intergovernmental, non-governmental and volunteer agencies need to collaborate, coordinate, and share information regarding volunteer resource needs and capacities.

At the provincial level, the Integrated Disaster Council of BC (IDCBC) coordinates the activities of several NGOs engaged in disaster human consequence management and fosters effective activities, through communication and information sharing, to support local authority and First Nations' emergency management within the province. Each agency retains the responsibility to deliver services according to their roles and mandates and to raise and/or acquire funds for their own purposes.

9.6 PRIVATE SECTOR

The private sector is also a critical partner in recovery as it funds recovery and reconstruction costs, designs and builds infrastructure, and supplies materials. The private sector must be engaged in the recovery planning and operational process to encourage economic growth and to mitigate future risk by building back better. Establishing public-private partnerships is essential to building community and social capacity and should be fostered prior to emergency events.

Roles the private sector can perform include:

- Goods and services purveyors; and
- Continued investors in long-term community interests as local institutions and as charitable donors.

10 ESCALATION AND DECISION-MAKING CONSIDERATIONS

Escalation of recovery coordination from the local level to the regional or provincial level are determined based on scope and scale of the event. The following considerations support and guide the decision to escalate the level of support from the EOC to the PREOC or PECC:

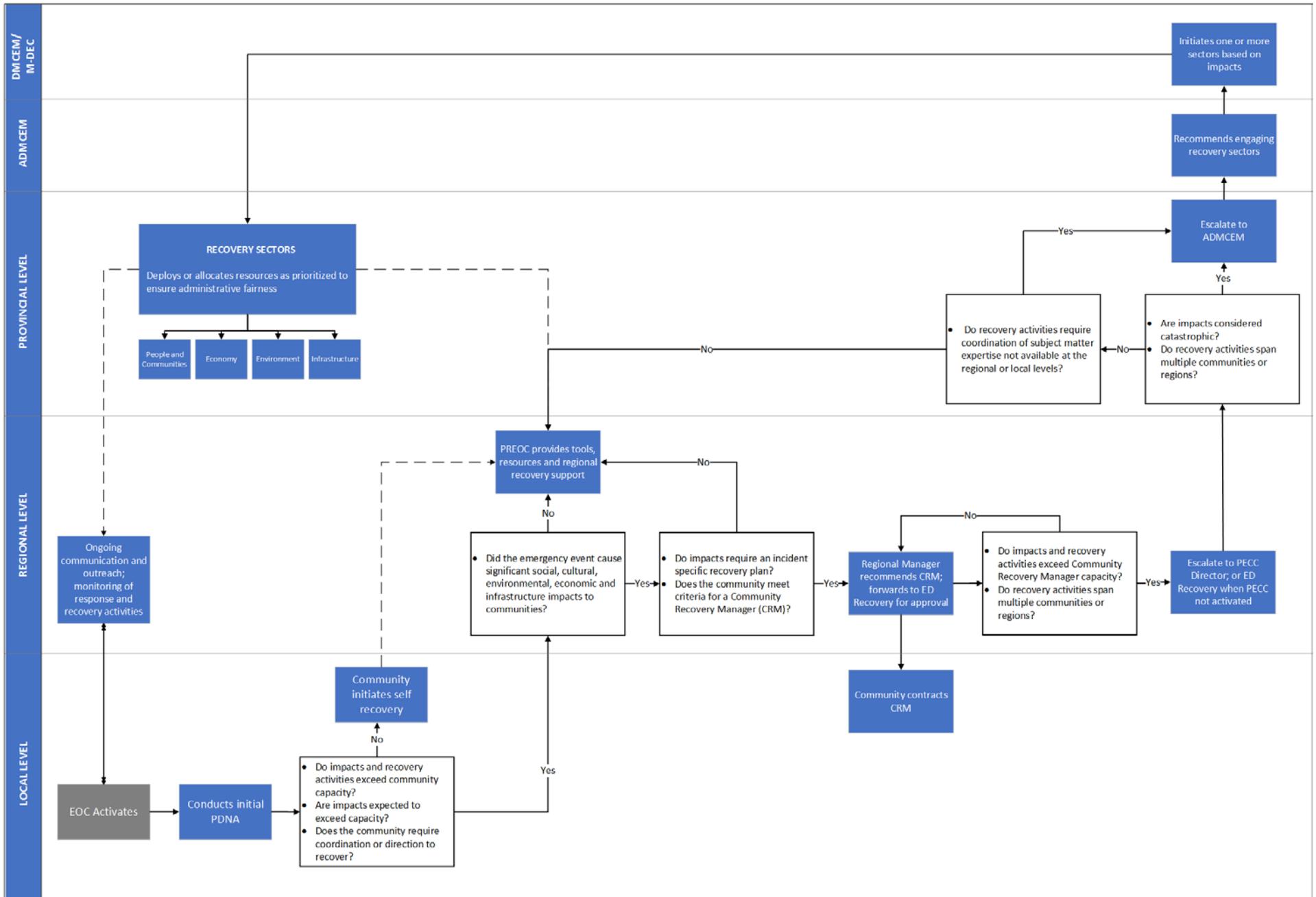
- Capacity at the local level is exceeded or is expected to be exceeded;
- When the geographical area of an event spreads beyond one local authority or First Nations community or when more than two EMBC regions have been affected;
- Where the scale of an event is deemed catastrophic and the event has caused significant impacts to a community.

Following the escalation of recovery activities from the community level to the regional or provincial level considerations must be made, when possible, to ensure that coordination is maintained at the local level. Regional and provincial level activities will support recovery activities at the local level, rather than replace them. In respect to specific recovery activities, escalation to the regional or provincial level may occur without overall recovery coordinating being escalated to the higher level. When only specific activities are escalated to the provincial level then only affected recovery sectors would be initiated. In doing so, local authorities and First Nations communities can maintain autonomy of their recovery activities.

When recovery coordination has escalated to the regional or provincial level, a primary objective is to maintain one overall recovery plan for an event. This recovery plan would consolidate the local, regional, and provincial recovery priorities and actions, incorporate mitigation activities, and ensure that the needs and profiles of all communities are represented.

Responsible Authority	Decisions (Escalation in bold)
LOCAL LEVEL	
Emergency Operations Centre (EOC)	<ul style="list-style-type: none"> • Requests support from PREOC if/when needed (e.g. Recovery activities will continue into medium or long-term; recovery activities exceed the capacity of the community or are expected to exceed capacity)
REGIONAL LEVEL	
EMBC Regional Manager	<ul style="list-style-type: none"> • Evaluates and approves or declines request for Resilience Centre Manager • Reviews and approves pre-authorization expense forms up to regional spending limit • Escalates requests for Community Recovery Manager to ED Recovery • Requests support from EMBC ED, Recovery when required (e.g. PECC is not activated; however, event impacts are deemed significant, affect multiple communities or regions, and/or are beyond the capacity of the community/region to recover)

Provincial Regional Emergency Operations Centre (PREOC)	<ul style="list-style-type: none"> • Requests support from PECC when required (e.g. impacts are deemed significant, affect multiple communities or regions, and/or are beyond the capacity of the community/region to recover)
PROVINCIAL LEVEL	
Executive Director Recovery	<ul style="list-style-type: none"> • Reviews, approves, and tracks recovery expenditures; • Reviews and approves/declines requests for Disaster Financial Assistance • Provides strategic recommendations related to recovery to ADMCEM and M-DEC • Escalates recovery needs to ADMCEM when impacts are considered catastrophic and the PECC is not activated (e.g. Significant impacts to more than one region; recovery activities require cross-ministry coordination)
Provincial Emergency Coordination Centre (PECC)	<ul style="list-style-type: none"> • Escalates recovery needs to ADMCEM when impacts are considered catastrophic (e.g. Significant impacts to more than one region; recovery activities require cross-ministry coordination)
Provincial Recovery Coordination and Recovery Sectors	<ul style="list-style-type: none"> • Escalates issues requiring the guidance and/or decision of the Assistant Deputy Ministers'- Emergency Council
Assistant Deputy Ministers' Committee on Emergency Management	<ul style="list-style-type: none"> • Recommends need for provincial recovery coordination, inclusive of recovery sectors to the M-DEC • Receives direction and/or instruction from M-DEC
Ministers and Deputies' Emergency Council (M-DEC) or DMCEM (when M-DEC not activated)	<ul style="list-style-type: none"> • Prioritizes Executive level resources • Provides high-level, integrated and strategic direction to ADMCEM • Authorizes extraordinary funds to support emergency management activities, including short-term recovery activities • Ensures the full support of all ministries, crown corporations and agencies to the integrated government response and recovery
Deputy Minister to the Premier	<ul style="list-style-type: none"> • Activates M-DEC on recommendation from EMBC Deputy Minister



11 APPENDIX A: RECOVERY SECTOR MATRIX

Ministries identified responsibilities in the following sectors.

	People & Communities	Economy	Environment	Infrastructure
Provincial Ministries				
Advanced Education, Skills & Training	✓			
Agriculture	✓	✓	✓	
Attorney General	✓			✓
Children & Family Development	✓			✓
Citizens' Services	✓			✓
Education	✓			✓
Energy, Mines & Petroleum Resources		✓		
Environment & Climate Change Strategy			✓	
Finance	✓	✓	✓	✓
Forests, Lands, Natural Resource Operations & Rural Development		✓	✓	✓
Health	✓		✓	✓
Indigenous Relations & Reconciliation	✓			
Jobs, Trade & Technology		✓		
Labour		✓		
Mental Health & Addictions	✓			
Municipal Affairs & Housing	✓			✓
Public Safety & Solicitor General*	✓			✓
Social Development & Poverty Reduction	✓			
Tourism, Arts & Culture	✓	✓	✓	
Transportation & Infrastructure			✓	✓
Partners				
Crown Corporations	✓	✓	✓	✓
First Nations	✓	✓	✓	✓
Local Authorities	✓	✓	✓	✓
Non-Government Organizations	✓	✓	✓	✓
Regional Authorities	✓	✓	✓	✓

* Refers to the Ministry of Public Safety and Solicitor General other than EMBC

12 APPENDIX B: COMMUNITY RECOVERY INDICATOR LIST

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.

PEOPLE AND COMMUNITIES SECTOR	
This sector considers impacts on the physical, mental, spiritual and social well-being of the population. This sector primarily concerns, but is not limited to, health and safety, mental health, community psychosocial, emotional, cultural, and spiritual well-being, vulnerable populations, cultural aspects, and interim housing.	
Indicator	Description
Availability of social services	Restoration of the provision of governmental and non-governmental social services.
Re-establishment of social networks and community facilities (such as community meeting facilities, houses of worship, and schools)	Restoration of key social gathering spaces and networks, including community social groups, places of worship, and schools.
Re-establishment of day-care, after- school, and teen programmes	Restoration of key community child care facilities and programmes.
Community health care facilities operational	Restoration of key community health care facilities, including community health clinics, hospitals, and trauma centres.
Workforce assistance programmes available	Restoration of community workforce assistance programmes, including employment and hiring centres and unemployment/disability agencies.
Number of physicians available to the public	Physicians available to assist disaster-affected individuals, both immediately after the disaster and to offer continuing care.
Organizations available to offer disaster-related medical or mental health support for depression, post- traumatic stress disorder, etc.	Creation or restoration of facilities to assist affected individuals with disaster- related medical or mental health support, including anxiety, depression, and post-traumatic stress disorder. Organizations may be governmental or non- governmental.
Number of domestic violence incidents	Reported incidents of domestic violence in community.
Self-reported trust rating of local government	Community's faith in their local government to govern effectively, efficiently, and equitably, particularly pertaining to the distribution of resources during disaster recovery.
Focus area: housing by examining metrics assessing housing values, patterns of home - ownership, and income levels.	
Indicator	Description
Owner- versus renter-occupied housing units	Percentage of housing units in the community that are occupied by owners or renters (subtract census-generated data from 100 to obtain renter-occupied units).

Percentage of population residing in temporary housing units	The number of affected individuals currently residing in temporary structures.
Percentage of population residing elsewhere (i.e. out – of Province)	The number of affected individuals currently residing outside of the affected area, and especially including those that may not return
Average level of homeowner’s insurance	A measure of the average level of insurance taken out by affected households, obtained by dividing the total value of homeowner’s insurance policies by the value of all housing units.
Median home value	Median value of homes in designated geography.
Median and mean household income	Median and mean household income in designated geography.
Residential unit vacancy rate	The percentage of housing units classified as vacant in designated geography.
Total number of residential or commercial units available for habitation	The number of residential or commercial (i.e. hotels and motels) units available to house displaced individuals and families
Number of abandoned housing units	The number of abandoned residential units in designated geography.
Focus area: community demographics and vulnerable populations.	
Indicator	Description
Total population	Absolute population in designated geography.
Disaster-displaced individuals	Number of individuals no longer residing in their permanent residence owing to disaster impacts.
Unemployment rate	Percentage of unemployed individuals in designated geography.
Households with social and financial challenges	Number of households consistently receiving Federal and Provincial social support for employment, housing or other issues
Households without access to a car	Households in designated geography that lack access to an automobile.
Population over the age of 65	Absolute number and percentage of individuals over the age of 65 residing in designated geography (vulnerable population).
Population under the age of 16	Absolute number and percentage of individuals under the age of 16 residing in designated geography (vulnerable population).
Mobility-limited or otherwise disabled population	Absolute number and percentage of disabled individuals residing in designated geography (vulnerable population).
Marginalised and traditionally underserved populations	Traditionally underserved populations (including First Nations communities, recent immigrants, the elderly and LGBTQ+ individuals) that may be disproportionately affected by the disaster due to language, cultural, geographic or other limitations.
Focus area: cultural sites and resources	
Indicator	Description
Reconstruction/repair of damaged cultural or heritage sites (such as cultural artefacts)	State of repair of key cultural sites and resources, including newly identified areas or territories requiring post-disaster archaeological studies.

and landmarks)	
Reconstruction/repair of damaged cultural arts and religious facilities	State of repair of key arts and religious structures.
Re-establishment of arts, culture and sports organizations	Resumption of local arts, culture and sporting events, including seasonal activities such as hunting and the gathering of non-timber forest products such as berries and mushrooms.

ENVIRONMENT SECTOR	
This sector considers impacts on the environment and steps needed to re-establish a healthy state while mitigating long-term impacts. This sector primarily concerns land degradation and contamination, biodiversity and ecosystem impacts, cultural land use, and natural resource damage/loss.	
Indicator	Description
Re-establishment of environmental governance/pollution monitoring	The continuance of environmental assessment(s) in impacted geography.
Restoration of protected natural areas	Re-establishment of soil, flora, and fauna in areas designated as protected through park services or other designations.
Restoration of commercial areas (e.g. forest tenures)	Re-seeding, replanting and erosion control of forested areas damaged by flood, fire etc.
Coastlines and wetlands assessed to determine if additional hazard mitigation measures should be implemented	Assessment of the possibility of the need for additional hazard mitigation policies that would protect the coastline and preserve/improve wetland quality.
Damage to kelp beds and reefs, fish hatcheries and farms, or other coastal resources inventoried	Comprehensive inventory of damage to production and distribution, and overall health, of coastal resources for farming, tourism, or coastal protection.
Soil testing at debris removal and management sites	Quantitative measure of chemical/biological pollution, pH level, salinity, and soil distribution of areas designated as potentially at risk of degraded soil quality, including the impacted site and proposed storage/remediation area.
Rates of erosion	Quantitative measure of disaster-related changes in riverbanks, shorelines, and soil systems; stabilisation of accelerated erosion owing to disaster, including plans for bank armoring and diking
Incidence of landslides	Total number of landslides recorded in the months/years following the disaster.

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 disaster-related business closures	The number of businesses within the geographic boundaries of the identified community that closed directly owing to the disaster.
Average level of business insurance and continuity	The proportion of business covered by insurance and having business continuity plans that have been set in motion
Average level of access to other post-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 economic loss 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 (i.e. in the central business district and surrounding region)
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 (i.e. farm business in the surrounding regional district).
Total number of tourism-related cancellations	The known or estimated number of tourism-related cancellations either directly or indirectly related to closures (i.e. 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 products and 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 related to 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. through Indigenous Services Canada emergency programming or Federal-Provincial cost-sharing programs)
Amount of Provincial recovery funding directly distributed	Total amount of Provincial disaster recovery relief (e.g. through Disaster Financial Assistance programming, <i>Emergency Program Act</i> support, or Provincial programs)
Amount of Provincial recovery funding 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 payments received	Total dollars fully dispersed through insurance pay-outs.
Total funding accessed for permanent reconstruction projects	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).

INFRASTRUCTURE SECTOR	
This sector considers impacts on private and public physical infrastructure. This sector primarily concerns residential and commercial buildings, utilities, and infrastructure planning.	
Indicator	Description
Re-establishment of transportation and transit system(s), local and regional	Infrastructure, including crosswalks, roads, traffic signals, and way-finding signs, repaired/restored. All debris removed from roadways. Re-establishment of buses, light rail, subways, taxis, and para-transit systems to functional levels.
Public transit ridership	Number of citizens reporting use of public transit, including buses and subway systems.
Disaster-damaged roads and bridges repaired	Total kilometers of road system and total number of bridges needing repairs owing to disaster impacts.
Damage to critical infrastructure (such as gas pipelines, utilities, telecommunications, and water treatment plants)	Repairs made to all disaster-affected critical infrastructure systems and components.
Damage to safety-related structures (such as fences and other barriers)	Total kilometers of range, highway and other property fencing and corrals needing repairs owing to disaster impacts.

Railway and maritime shipping infrastructure repaired	Repairs made to all disaster-affected rail and maritime shipping routes, stations, and ports.
Damage to public facilities (such as municipal buildings) repaired	Repairs made to all disaster-affected public facilities.
Status of debris management	Disaster-related debris collected and disposed of properly or recycled (including at the individual household level); debris management/storage sites decommissioned.

LOCAL GOVERNMENT RECOVERY	
This section identifies general indicators to measure the recovery progress of local governments and recovery process post-incident.	
Indicator	Description
Number of recovery, hazard mitigation, and emergency preparedness public meetings held and number of public participants	Number of meetings conducted (e.g. townhalls) by the community, and attendance, as a means of enhancing and communicating recovery activities, future community hazard mitigation and emergency preparedness.
Disaster management plans (recovery/emergency preparedness/hazard mitigation) developed or updated post disaster	Attempts made by the community to leverage the disaster as a means of improving pre-disaster planning initiatives. For example, using the incident-specific recovery plan developed post disaster to augment existing base emergency management plans developed in line with Hazard Risk Vulnerability Analyses and including improvements for traditionally under- served populations (e.g. local First Nations communities).
Improved community resiliency	Attempts made by the community to institute regulations that enhance disaster resiliency, including buyouts, elevation of buildings, improved land use protection measures, restoration/reconstruction of public works with increased resiliency, and strengthened building codes.
Outreach methods used to engage the public during disaster planning (such as brochures, community surveys, dedicated website, print, radio, or television advertisements)	Variety of media used to engage the public in hazard mitigation planning, recovery planning, or disaster management (in general), such as brochures, flyers, radio, television, web surveys, and workshops.
Number of local organizations involved in recovery and disaster management planning processes	Number of local organizations involved in recovery and disaster management processes, including charities, community groups, religious entities, non-profit and non-governmental organizations, and school associations (i.e. the development of a local disaster recovery team).
Number of Provincial and/or Federal organizations involved in recovery and disaster management planning processes	Number of Provincial or Federal organizations involved in recovery and disaster management processes, including line Ministries and their partner agencies (i.e. the development of a local disaster recovery team) responsible for monitoring of progress towards recovery plan goals (i.e. the development of

	Provincial level disaster recovery support).
Focus area: public services recovery	
Indicator	Description
Governing body fully functioning	All government buildings, including First Nations band offices open and operational; local government operating under 'normal' conditions rather than 'emergency' conditions; continuity of government plan/procedures no longer necessary.
Number of non-governmental organizations	Number of operational civic organizations, including the local Chamber of Commerce, Downtown Business Association and Tourism Associations, local family support services, religious institutions and local not-for-profits (e.g. Habitat for Humanity)
Tax revenue	Tax revenues collected in the current fiscal year.
BC Assessment	Assessed values of homes pre- and post-disaster
Public services available	Availability of public services, including fire departments, law enforcement, libraries, and waste collection.
Pupils enrolled in community schools	Enrolment totals for all local schools.
Number of voter registrations	Absolute number of registered voters in the community.

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