LOCAL AUTHORITIES AND FIRST NATIONS RECOVERY TOOLKIT

Freshet and Wildfire 2017

March 14, 2018
Freshet and Wildfire 2017

This toolkit is intended to guide Local Authorities and First Nations as they plan for disaster recovery. It includes planning for community recovery, infrastructure recovery, demobilization and debris management. This is intended for use in the 2017 Freshet and Wildfire season. Any policy and/or guidelines for this event may not necessarily apply to future events. All items listed below are intended for your consideration only, if you deem them necessary then they likely are scalable.

This is an evergreen document, meaning it is intended to continually be edited and updated. Space has been provided for users to add information where none has been identified.

For questions, please contact the Provincial Disaster Recovery Branch.
Contents
Priority Recovery Activities .................................................................................................................. 4
   Rapid Damage Assessment .................................................................................................................. 4
   Critical Site Cleanup .......................................................................................................................... 4
   Ensure Safe Community Re-entry .................................................................................................... 5
Establish Recovery Supports ............................................................................................................... 5
   Assign a Community Recovery Manager ......................................................................................... 5
   Develop a Recovery Plan .................................................................................................................... 7
Considerations for financial support .................................................................................................... 7
   Consider special permitting process ................................................................................................. 8
Consider waiving tipping fees ............................................................................................................... 8
   Develop a debris removal plan or plans ............................................................................................ 9
Assign a Public Infrastructure Recovery Manager ............................................................................. 9
   Measures taken to ensure the area and extent of the disaster .......................................................... 10
   Infrastructure Recovery Plan ........................................................................................................... 10
   Consider providing construction information to citizens ............................................................... 10
   Distribute clean-up kits and information on home re-entry ............................................................. 11
   Set up an Unmet Needs Committee or working group .................................................................. 11
   Establish a Donations Management System ................................................................................... 11
Keeping the Public Informed ............................................................................................................. 12
   Coordination of Non-Governmental Organisations and other agencies ....................................... 12
   Set up a Resilience Centre ............................................................................................................... 13
   Hold a community or town hall meeting ......................................................................................... 14
   Ensure dissemination of public information ................................................................................... 14
First Nations Emergency Management Toolkit ................................................................................. 15
   First Nations Emergency Management Toolkit ............................................................................. 15
Checklist ............................................................................................................................................. 16
Appendices ......................................................................................................................................... 18
   Appendix 1: Scope of Services for Community Recovery/Resilience Centre Manager and sample position description ............................................................................................................. 18
   Appendix 2: Community Recovery Plan Template ........................................................................... 22
   Appendix 3: Unmet Needs Post Disaster Template .......................................................................... 32
Appendix 4: List of Potential Organisations for Resilience Centres ................................................................. 33
Appendix 5: Community Resilience Centres: Guidance for Local Authorities and First Nations in British Columbia .................................................................................................................. 37
Appendix 6: Recovery: Community Needs Assessment .............................................................................................................. 41
Appendix 7: PREOC Recovery Outreach and Community Visit ............................................................................................................. 48
Appendix 8: Recovery Unit Awareness for Local Governments ................................................................................................. 49
Rapid Damage Assessment

Financial Considerations:
This may be an eligible response cost for reimbursement. Refer to Financial Assistance Guidelines.

Questions for consideration:

Resources and Information:
BC Housing is the lead agency and offers Rapid Damage Assessment (RDA) and Coordination of Damage Assessment (CDA) training to local government personnel. Rapid Damage Assessors will assess homes that have been impacted to determine whether or not they are safe to re-enter. RDA is a tool that can be used by the EOC to gain situational awareness. It also provides valuable information to the private sector (homeowners) and to the Resilience Centre in completion of a needs assessment and contributes to the community's overall recovery.

Source:
BC Housing: Rapid Damage Assessment

Critical Site Cleanup

Financial Considerations:

Questions for consideration:

- Is there any critical infrastructure or sites that need to be cleaned up first?
- Who owns them?
- Do you need to collaborate with industry?

Resources and Information:
Non-Government Organizations (NGO’s) may be of assistance.

Source:
**Ensure Safe Community Re-entry**

**Financial Considerations:**

**Questions for consideration:**
- Have rapid damage assessments taken place?
- Have building inspections taken place?
- Have utilities been restored?
- Have residents been provided with information on how to enter their home safely?
- Are there any security concerns that need to be addressed?

**Resources and Information:**

The Canadian Red Cross developed a Guide to Wildfire Recovery in response to the 2017 British Columbia wildfires. The guide provides a checklist for returning home, and includes a number of practical and emotional things to consider before returning home.

Emergency Management British Columbia has developed community re-entry guidelines that may also be useful to ensure safe community re-entry. They were designed to support Local Authorities and First Nations in making a decision regarding the timing of lifting an evacuation order and allowing residents to return to their homes. It provides guidance and planning considerations in making this decision as well as some items to consider shortly after re-entry. It includes Considerations for Community Re-entry; Further Considerations for Community Re-entry; Returning Home After a Wildfire; and One Step at a Time: A Guide to Disaster Recovery.

**Source:**

- [Guide to Wildfire Recovery](#)
- [Emergency Management British Columbia: Community Re-entry Guidelines](#)
- [One Step at a Time: A Guide to Disaster Recovery, Step 3: Re-entering your home](#)

---

**Establish Recovery Supports**

**Assign a Community Recovery Manager**

**Financial Considerations:**

The Community Recovery Manager is an eligible response cost for reimbursement. The costs associated with operating a Community Recovery or Resilience Centre, including the hiring of a Community Recovery or Resilience Centre Manager to support recovery efforts from the 2017 freshet and wildfire season are RESPONSE costs. Recovery or Resilience Centers are community facilities to help residents
recover from the disaster by communicating information about community resources, registering people who may need additional support, and facilitating an Unmet Needs Committee. The Centre’s operating costs, such as contract fees for an external Community Recovery /Resilience Centre manager (either an individual or organization), setting up telephone and fax lines, paying rent and heat (if building is not owned by the local government) are all eligible RESPONSE costs.

For the purposes of section 22 (1) "eligible local government body expenses" means eligible costs incurred or required for (d) emergency response measures including (viii) the establishment and operation of any one or more of special communications facilities, special registration and inquiry services, emergency control headquarters, and protective health and sanitation facilities.

Submit Expenditure Authorization Form to PREOC for Approval.

Questions for consideration:

- How are recovery operations being organized in your EOC and over the long term?
- Who in your community is going to provide leadership? (If you use someone from the LG/FN, that full time position may be backfilled as an eligible response cost)
- Will you hire from within or contract someone external? Either way, the LG/FN must oversee this position.

Resources and Information:

The purpose of a Community Recovery Manager is to assist individuals through the recovery process. The Community Recovery Manager is tasked with assessing community needs; defining local solutions; and drafting an incident-specific recovery plan.

Source:

Compensation and Disaster Financial Assistance

Emergency Program Act

Appendix 1: Scope of Services for Community Recovery/Resilience Centre Manager and sample position description
Develop a Recovery Plan

**Financial Considerations:**
This is an eligible response cost for reimbursement. Submit EAF to PREOC for approval.

**Questions for consideration:**

**Resources and Information:**
The Community Recovery Manager will have 30 days to submit a draft recovery plan to the Province which outlines recovery needs with respect to infrastructure, socio-economic, land-based, and future mitigation, including funding required, and timeframes for implementation.

**Source:**

[Appendix 2: Community Recovery Plan Template](#)

---

**Considerations for financial support**

**Financial Considerations:**

**Questions for consideration:**

- What proportion of individual or community losses are insured? Insurable?
- What options exist for repair/rebuilding support?

**Resources and Information:**
The Insurance Bureau of Canada has provided a list of common Question and Answers regarding Property Insurance Coverage and Insured losses.

The Province has developed a web page outlining several funding programs available to communities and First Nations affected by wildfires. These programs can assist in helping communities recover from the recent wildfire disaster.

**Source:**

[Insurance Bureau of Canada](#)

[Wildfire Recovery Programs](#)
Consider special permitting process

Financial Considerations:

Questions for consideration:
- Will your usual permitting process be adequate for this recovery and rebuild?
- Do you have a way to track permits that will meet recovery needs?
- Is an expedited process or different permits required?
- Do you need to put a time frame or deadline on the demolition stage?

Resources and Information:

Source:

Consider waiving tipping fees

Financial Considerations:

Questions for consideration:
- Is the facility municipally owned or private?
- Is a differential fees schedule more appropriate than forgiving?

Resources and Information:
The province will not reimburse local authorities for lost revenue from waived tipping fees at their own facilities.

However, local government costs to remove debris to a privately operated facility may be considered as a recovery cost on their Infrastructure Recovery Plan.

Source:
Develop a debris removal plan or plans

Financial Considerations:

Questions for consideration:
- What type of debris will need to be removed, and where will it be going?
- What is the capacity of the various sites?
- Are there contaminants that will require special handling procedures?
- Who is managing the debris removal?
- Does it need to be coordinated at a community level, or can individual homeowners work with their insurance provider?

Resources and Information:
Non-Government Organizations (NGO’s) may be of assistance.
Enhanced Waste Management Consideration

Source:
FEMA Public Assistance Debris Management Guide

Assign a Public Infrastructure Recovery Manager

Financial Considerations:
This is an eligible Recovery cost (at 10% of total cost of approved infrastructure projects) through Disaster Financial Assistance (DFA).

Questions for consideration:
- How are infrastructure recovery operations being organized in your EOC and over the long term?
- Who in your agency is going to give leadership?
- Will you hire from within or contract someone external?

Resources and Information:
The DFA Recovery Plan is normally prepared by a Local Government employee (someone from public works and/or finance). If additional resources are needed EMBC recommends hiring a Professional Engineer for those specific projects that are beyond the capacity of Local Government to manage. Hiring an external manager or company is not recommended.

The Local Government should not transfer this responsibility to a third party. It should hire specific help for complex projects.

Source: Disaster Financial Assistance
Measures taken to ensure the area and extent of the disaster

Financial Considerations:
This is an eligible response cost for reimbursement.
Submit EAF to PREOC for approval.

Questions for consideration:
- Who will conduct this initial scope?
- Will this be done by public works, or other?

Resources and Information:

Source:

Infrastructure Recovery Plan

Financial Considerations:
This is an eligible Recovery costs through Disaster Financial Assistance (DFA)

Questions for consideration:
- What infrastructure will need to be repaired?
- Complete a DFA Application for Local Governments and Local Government Body Recovery Plan.

Resources and Information:

Source:

DFA Forms and Other Information

Consider providing construction information to citizens

Financial Considerations:

Questions for consideration:
- Do residents need help on how to hire contractors? Is there value in hosting a rebuilding fair?
- Consider hosting a Town Hall meeting
- Consider having information available at the Resilience Centre

Resources and Information:

Source:
Distribute clean-up kits and information on home re-entry

Financial Considerations:

Questions for consideration:

- Are clean-up kits needed for people whose homes did not burn?
- What about tip sheets to deal with things like improving internal air quality?

Resources and Information:

Canadian Red Cross or other NGOs may be able to provide clean-up kits.

Source:

Set up an Unmet Needs Committee or working group

Financial Considerations:
This is an eligible response cost for reimbursement.
Submit EAF to PREOC for approval.

Questions for consideration:

- Who is on your committee?
- How often are you meeting? Are you engaging the right people to help identify gaps, needs and resources to fill them?

Resources and Information:
This working group can be made up of representatives of different agencies who specialise in different forms of support. It is led by a local government staff member. Its function is to evaluate the needs of the impacted residents and determine what assistance might be available, such as physical help with cleaning, psychosocial, or financial aid. These needs can be discovered informally and formally though the town hall meeting or Resilience Centre.

Source:

Appendix 3: Unmet Needs Post Disaster Template

Establish a Donations Management System

Financial Considerations:

Not Eligible for response or recovery costs.
Questions for consideration:

What groups are available to support material and financial donations management?

Resources and Information:

The Public may wish to donate clothing, materials, or funds to people impacted by the event. It is strongly recommended that local authorities and First Nations communities ask for cash donations only. Managing donated goods is very labour intensive and expensive to manage the waste disposal. This is a significant undertaking and is not recommended that the local authority or First Nation take this on. Sometime an NGO or other organization is asked to take this on and point the public in the right direction.

Source:

Coordination of Non-Governmental Organisations and other agencies

Financial Considerations:

Questions for consideration:

- Which organizations are already operating?
- Which organizations might be able to assist?
- What local community groups, service clubs, schools, sports groups, churches, professional associations, businesses, etc. are able to help?

Resources and Information:

The province coordinates NGOs through the Integrated Disaster Council of BC (IDCBC). Different organizations including local businesses may be able to provide a variety of services to your community.

Source:

Appendix 4: List of Potential Organisations for Resilience Centres
Set up a Resilience Centre

Financial Considerations:
This is an eligible response cost for reimbursement.

Questions for consideration:

- Are the relevant agencies involved?
- What materials and advice is available from the relevant agencies?
- How is the Unmet Needs Committee (UNC) involved? The UNC is a team that identifies unique community and individual needs at the local level.
- Have psycho-social needs been considered?
- What needs assessment form are you using?
- What is being done to minimize the number of times an impacted individual has to tell their story?

Resources and Information:
The purpose of a community resilience centre is to assist individuals through the recovery process. The community resilience centre provides the space for and coordination of the various agencies and groups offering guidance, advice, and assistance to those affected by an emergency/disaster. A Resilience Centre Manager may establish a physical resilience centre or provide virtual assistance.

Assistance and support are provided through completing a capacity and needs assessment with community residents; assisting individuals and businesses with completing their personal action plan; ensuring those with urgent needs are connected with the appropriate agencies and groups; and monitoring individual progress throughout the recovery process.

Source:


[Community Recovery: Capacity Needs and Assessment Form](#)

[Appendix 5: Community Resilience Centres: Guidance for Local Authorities and First Nations in British Columbia](#)

[Appendix 6: Recovery: Community Needs Assessment](#)
Hold a community or town hall meeting

**Financial Considerations:**
This is an eligible response cost for reimbursement.
Submit EAF to PREOC for Approval.

**Questions for consideration:**
- Is this being scheduled at a time that meets community needs?
- Have all relevant agencies been invited?
- Consider a virtual meeting so that people can join in even if they haven’t returned yet.

**Resources and Information:**

**Source:**

- [Appendix 7: PREOC Recovery Outreach and Community Visit](#)
- [Appendix 8: Recovery Unit Awareness for Local Governments](#)

Ensure dissemination of public information

**Financial Considerations:**

**Questions for consideration:**
- Do you have a website where people impacted by the emergency can get information on Rapid Damage Assessment, DFA and other recovery resources? Note that for individuals, DFA only applies to non-insurable losses (i.e. from flood but not fire).
- What social media sites will be promoting your messaging?
- Do you have an information line set up where people can call to receive information?
- What key documents can be distributed to people looking for guidance and information?

**Resources and Information:**

**Source:**

- [One Step at a Time: A Guide to Disaster Recovery](#)
First Nations Emergency Management Toolkit

Financial Considerations:

Questions for consideration:

Resources and Information:
This toolkit is designed to provide First Nations communities with resources to support emergency management activities at the community level.

Source:
First Nations Emergency Management Toolkit
<table>
<thead>
<tr>
<th>CHECKLIST:</th>
<th>ELIGIBLE COST</th>
</tr>
</thead>
<tbody>
<tr>
<td> Conduct rapid damage assessments</td>
<td>✓</td>
</tr>
<tr>
<td> Clean up critical infrastructure sites</td>
<td></td>
</tr>
<tr>
<td> Ensure utilities are restored</td>
<td></td>
</tr>
<tr>
<td> Provide information on safe re-entry to residents</td>
<td></td>
</tr>
<tr>
<td> Address security concerns</td>
<td></td>
</tr>
<tr>
<td> Distribute clean-up kits and information on home re-entry</td>
<td></td>
</tr>
<tr>
<td> Determine whether or not you need a Community Recovery Manager; if yes, submit an Expenditure Reimbursement Form to the PREOC for approval</td>
<td>✓</td>
</tr>
<tr>
<td> Develop a recovery plan (responsibility of the Community Recovery Manager)</td>
<td>✓</td>
</tr>
<tr>
<td> Set up a Resilience Centre</td>
<td>✓</td>
</tr>
<tr>
<td> Determine what proportion of individual or community losses are insured or insurable</td>
<td></td>
</tr>
<tr>
<td> Determine what options exist for repair and rebuild support</td>
<td></td>
</tr>
<tr>
<td> Consider introducing a special permitting process</td>
<td></td>
</tr>
<tr>
<td> Consider waiving tipping fees</td>
<td></td>
</tr>
<tr>
<td> Develop a debris removal plan or plans</td>
<td></td>
</tr>
<tr>
<td> Host a town hall meeting to provide construction information and other resources to citizens</td>
<td>✓</td>
</tr>
<tr>
<td> Determine whether or not you need a Public Infrastructure Recovery Manager; if yes, assign one (someone from Public Works and/or Finance)</td>
<td>✓</td>
</tr>
<tr>
<td> Determine the area and extent of the disaster (beyond what may have been done for safe re-entry)</td>
<td>✓</td>
</tr>
<tr>
<td>Task</td>
<td>Status</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Develop Infrastructure Recovery Plan (responsibility of the Infrastructure Recovery Manager)</td>
<td>✔️</td>
</tr>
<tr>
<td>Complete and submit a Disaster Financial Assistance application for Local Governments and Local Government Body Recovery Plan</td>
<td></td>
</tr>
<tr>
<td>Set up an unmet needs committee or working group</td>
<td>✔️</td>
</tr>
<tr>
<td>Establish a donations management system (if applicable)</td>
<td></td>
</tr>
</tbody>
</table>
Appendices

Appendix 1: Scope of Services for Community Recovery/Resilience Centre Manager and sample position description

<table>
<thead>
<tr>
<th>SCOPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Resilience Centre Manager or Community Recovery Manager is needed to lead and coordinate the transition from response to recovery. The emergency event caused significant social, cultural, environmental, economic and infrastructure impacts to communities. Residents were forced to spend days or weeks outside of the region, leaving pets, homes and jobs behind. The CRRM will create and implement a workable plan to guide the (insert community here) recovery strategies to assist individuals, groups and businesses in rebuilding their lives and their community.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Length of Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>The CRRM will be signed to a contract, with a competitive salary and appropriate expenses included, ending March 31, 2018. It is intended that the CFRM work out of an office in (insert location here) to understand the local impacts and be available for inquiries and face to face meetings as required.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Manage the transition from a response Emergency Operations Centre (EOC) to one focused on recovery.</td>
</tr>
<tr>
<td>• Collect and document the social, cultural, environmental, economic and infrastructure impacts of the event. (refer infrastructure queries to the Provincial government Disaster Financial Assistance Program if applicable)</td>
</tr>
<tr>
<td>• Be the main point of contact for all inquiries relating to both the EOC transition, and to the recovery activities.</td>
</tr>
<tr>
<td>• Lead the recovery program while coordinating with other agencies, including but not limited to the Provincial government, Non-Government (NGO) and Not for Profit (NFP) organizations, and other industry sector groups related to the four pillars of recovery.</td>
</tr>
<tr>
<td>• Develop programs and strategies for with input from the affected communities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expected Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Create a Recovery Plan to guide community recovery activities in the region. This plan would include specific priorities and objectives for implementation.</td>
</tr>
<tr>
<td>• Implement the Recovery Plan with the assistance of (insert community here) staff and other local government staff and stakeholders supporting the communities.</td>
</tr>
<tr>
<td>• Undertake public and business outreach activities in the process of writing and implementing the Recovery Plan.</td>
</tr>
<tr>
<td>• Reports directly to the CAO of (insert community here).</td>
</tr>
</tbody>
</table>
JOB OVERVIEW
The Community Recovery Manager plays a major role in leading the social recovery support to individuals and the community in a disaster. As a Local Authority or First Nations representative and/or community leader, the position guides community support services through the establishment and operations of Resilience Centre(s) and oversees the implementation of the Local Authority/First Nations Community Recovery Plan. The position works closely with community organizations/agencies, small & medium-sized businesses, and other local government officials to establish effective, coordinated and collaborative relationships to deliver services to affected communities and individuals throughout the recovery process.

ACCOUNTABILITIES
Suggested qualifications:

- Implements the Community Recovery Plan and ensures there are clear processes in place to support citizens throughout their personal recovery process;
- Has training in and understanding of support needs for individuals who have been through traumatic situations, including those directly and indirectly affected by a community disaster, and emergency responders at all levels;
- Has training or understanding of how the current mental health system works in regards to expediting any available assistance, short or long term, for those affected by a disaster;
- Provides oversight and management of all aspects of a Resilience Centre to support staff, volunteers and agencies;
- Ensures there is guidance and information to community members on the necessary steps to return safely to their homes;
- Collects 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;
- Communicates decisions to local government staff, senior management, and others to update community and social recovery priorities;
- Works collaboratively with the Disaster Financial Assistance (DFA) program representatives and has a good understanding of DFA in order to recognize potential opportunities for those who may be eligible and provide clarity for those who may be ineligible (i.e. due to insurable losses such as fire);
- Builds relationships internally and with key external stakeholders and community services to establish a common operation picture and collaborative recovery process;
- Shares information to mitigate any concerns or challenges arising from recovery operations and shares with local government, community organizations, not-for-profit organizations and individual citizens;
- Experience working with, or on, boards of community non-profit organizations in order to better understand how they fit into the larger community support scenario;
- Manages an “Unmet needs committee”, providing direction and coordination for the ongoing management of activities and address issues as they arise;
- Works with ESS Teams, Building Inspectors, Health, Insurance, Emergency Management BC
(EMBC), Non-Government Organizations (NGOs);
- Identifies the unique needs of each community;
- Provides regular and timely operational reports inclusive of daily situation report, operational data and relevant statistics, as appropriate;
- Contributes to a healthy and safe working environment;
- Manages facilities such as the Recovery Operations Centre and/or Resilience Centre;
- Determines and plans for the standing down of recovery operations, including Resilience Centres in conjunction with other relevant partners.

POSSIBLE JOB REQUIREMENTS:
Suggested Knowledge, Skills and Abilities
- Knowledge of emergency management, collection and analysis of disaster recovery information, community engagement and restoration and protection of community services;
- Being a lateral thinker as required, in finding solutions to help the community with unique needs;
- Experience in personnel scheduling and staffing requirements;
- Knowledge of and practical experience in Emergency Social Services;
- Experience in building, developing and maintaining successful relationships with public/private organizations and partnerships;
- Knowledge of local government operations, geography and community services;
- Knowledge and understanding of each provincial government ministry in order to easily and expediently access information and support as appropriate for the community;
- Experience in building relationships with multi-faceted, multi-stakeholder groups;
- Experience in grant writing;
- Experience in recognizing and finding the potential partnering opportunities between groups, individuals and businesses in a community to successfully create and complete projects of benefit;

WILLINGNESS CONSIDERATIONS
- Available 24/7 during response to emergencies and disasters and willing to perform a variety of duties within the scope of the position’s responsibilities;
- Ability to travel to disaster areas of the province on short notice and visit remote locations by vehicle, boat, air or on foot for overnight or extended hours in all-weather considerations due to emergencies;
- Ability to speak formally and informally to various audiences including town hall meetings, local and regional elected representatives, First Nations, Local Government officials, businesses and industry experts (e.g. insurance, construction, etc.).

POTENTIAL COMPETENCIES
- Empowerment
- ESS knowledge
- Information seeking
- Decisive insight
- Listening, understanding, responding
- Cultural awareness
- Recognizing recovery is multi-faceted
- Being able to focus on the need at hand while at the same time understanding the larger picture and how one fits within the other
Appendix 2: Community Recovery Plan Template

**Introduction to the Recovery Plan Template**

The Emergency Management British Columbia (EMBC) Recovery Branch, and both the Community Wildfire & Provincial Disaster Recovery Branches (FLNRORD) have developed this recovery plan template to provide a mechanism for Local Authorities and First Nations to identify and coordinate available recovery resources and match them with their community recovery needs. This document makes the assumption that an evacuated community has already returned home and therefore does not contain a re-entry plan.

Pre-filled templates are provided as guides and are to be used as examples only. We encourage you to create blank templates and begin to develop an event-specific recovery plan. Other approaches to planning may include the creation of a Gantt chart, or another project management-style work plan. Community Recovery Managers and their team members are encouraged to edit and modify the templates included here, based on specific community needs.

This template should be used to identify any short- to medium-term needs, and to describe the actions communities plan to take in delivering recovery services to their communities. Resources for communities to develop robust mid- to long-term Wildfire Recovery Implementation Strategies will be provided at a later date. A number of activities to consider implementing at various stages of Recovery are listed in Figure 1. Finally, lists of common recovery issues and activities for Recovery Managers and Planners to consider are attached as Appendices 1 and 2.

**What is Recovery?**

Recovery is the restoration, re-development, and /or rehabilitation of facilities, livelihoods and living conditions of disaster impacted populations to a level that meets - or in some cases improves on - the original condition. Recovery planning is a legislated component of community emergency preparedness planning under the Emergency Program Act (Section 6.2). You may want to review your local government’s emergency preparedness plan to see what is included in it under recovery planning for utilization in the completion of your event-specific Recovery Plan.

Recovery is a three-stage process: short term recovery or incident stabilization; medium term recovery; and long term recovery. Short term recovery activities include assessing damages, providing temporary housing and restoring essential services. In contrast, long term recovery is reflected by a return to normal routines and permanent reconstruction efforts that may include improvements to promote a more resilient community. The extent of the recovery process should reflect the scope and scale of the disaster.

When moving through these stages, the impacted communities will need to:

- Set priorities for recovery and objectives for recovery (see Appendix 3 for issues tracking document)
- Articulate the roles and responsibilities of all involved
- Set realistic milestones for gauging how much progress has been made
- Ensure the effective transfer of knowledge, expertise, services and support
Recovery Components:

We encourage communities to think of the scope of recovery and associated activities under the following foundational components (Figure 2):

- **People**: Ensuring the right resources are available to support the overall physical, mental and social well-being of disaster impacted communities, municipalities, First Nations, families and individual British Columbians.
- **Economy**: To nurture an environment that supports the rehabilitation of an and reinvestment in disrupted economies and businesses
- **Environment**: To protect and re-establish the environment to a healthy state and mitigate long-term environmental effects and risks.
- **Reconstruction**: To enable the safe and orderly restoration of damaged infrastructure within impacted areas.
Figure 1: Recovery Components

Recovery Plan Template - Cover Page

<table>
<thead>
<tr>
<th>Developed By:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date Submitted:</td>
<td></td>
</tr>
<tr>
<td>Submitted To:</td>
<td></td>
</tr>
<tr>
<td>Team Members:</td>
<td></td>
</tr>
<tr>
<td>Geographic Scope for Recovery:</td>
<td></td>
</tr>
<tr>
<td>Recovery Scope (See Recovery Components on page 4):</td>
<td></td>
</tr>
<tr>
<td>Number of Pages:</td>
<td></td>
</tr>
<tr>
<td>CAO approval/ Sign-off:</td>
<td></td>
</tr>
<tr>
<td>Contact:</td>
<td></td>
</tr>
</tbody>
</table>

NOTE: How to use this guide

Communities are encouraged to use the following tables (Part I: Recovery Work Plan and Part II: Short – Medium Term Recovery Actions) to articulate to the Province of British Columbia how they intend to approach the work of recovery, as well as how they envision meeting identified immediate needs of their local communities. Submission of Part I is required by an initial date agreed upon between your recovery manager and the Province. Submission of Part II at this initial date is optional. Utilize Part II if you have identified immediate needs and opportunities to support recovery for your community. As a component of your submission, you must include in your Part I: Recovery Work Plan, a proposed milestone date by which you will submit Medium and Long Term Recovery Actions to the Province.
Please discuss your submission dates with Community Wildfire Recovery Branch and/or Provincial Disaster Recovery Branch staff.

**Part I: Recovery Work Plan**

**Key Considerations**

Use this section to articulate the steps to be taken by the Recovery Manager and Recovery Teams to:

- Identify and inventory recovery needs,
- Strategize recovery actions for implementation,
- Generate community buy-in to recovery approach,
- Document how your recovery team is responding to community and individual issues,
- Receive Council/ Board support for recovery implementation,
- Other steps as deemed fit by Recovery Manager, CAO and Local Government...

**Tips:**

- Try to keep your activities listed in order of chronological timeframe, so that the recovery plan table can be used as a work-plan for Recovery Managers, and referred back to frequently to ensure processes are on-track.
- Flag where activities include other jurisdictions, such as collaboration with the Regional District, or the Province.
- Try to identify a ‘team’ approach, which can help to share the load of recovery across multiple functions. This may include someone from your finance, economic development, or planning departments, passionate members of Council or your Board, or support staff from other jurisdictions including the Province, health authorities, Chambers of Commerce, RCMP, etc. Talk to these individuals about the role you see them playing on your team, and set realistic expectations about their involvement.

**Recovery Work Plan Example/Template:**

Below is an example of some need-focused activities that could be undertaken in the wildfire recovery:

<table>
<thead>
<tr>
<th>Need</th>
<th>Activity</th>
<th>Resources to Consider</th>
<th>Timeline/Milestone</th>
<th>Person Responsible</th>
<th>Financial Considerations</th>
</tr>
</thead>
</table>
| Gain understanding and appreciation of full-scope business impacts from the wildfires. | Conduct business impact assessment. Target: 200 businesses | - Surveys 
- Interviewers 
- Promotions to businesses on purpose/timing of impact assessment 
- Interview teams 
- Database for data entry | Interviews completed as of January 15, 2018. | Recovery Manager X | Municipality would like to bring on the services of the BC Economic Development Association to assist in impact assessment and provide summary |
<table>
<thead>
<tr>
<th></th>
<th>- Analysis</th>
<th></th>
<th>- Recovery manager - Cell phone - Tracking Sheet - Pathways document to identify organizations with potential solutions/supports.</th>
<th>Ongoing. Expecting this need to decrease as of February, 2018</th>
<th>Recovery Manager X</th>
<th>No additional financial considerations needed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some businesses, individuals and non-profit organizations are facing acute needs in the short-term. Many of these needs do not fit neatly within existing recovery supports.</td>
<td>Triage immediate and pressing economic, social, and land-based needs from citizens, non-profits and businesses. Track needs, as well as program gaps. Use this information to inform larger recovery implementation plan.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Part II: Short-Medium term Recovery Actions**

**Key Considerations**

Use this section to articulate any early-identified short to medium-term recovery needs that have emerged in your communities, and actions that could be adopted to meet these needs. Try to identify any major issues, actions or steps to be taken to address them, individual roles and expected outcomes. It is acceptable target a second date in your Assessment Process by which to submit medium to long-term needs.

Short to medium-term needs may be identified through:

- Conversations that Recovery Managers, Chief Administrative Officers, Economic Development Officers, and elected officials are having with residents and businesses as they respond to immediate requests for support, or try to assist residents to navigate through existing programs.
- Early information gathered through the variety of surveys shared to-date in communities, including those being conducted by external agencies. Talk to external agencies about their findings to see if there are needs that align with your local government jurisdiction and priorities.
- Feedback to Town Hall sessions, Community Outreach Sessions, etc. that have taken place to date. Inquire to those conducting these sessions what items have arisen under the topic of ‘Recovery’ for your jurisdiction.
- Smart practices from other communities and jurisdictions that have undergone major emergency events, and what was helpful for them as immediate/short term recovery activities. Consider if there are similar needs that could be addressed through replicating these activities in your community or jurisdiction. Consider what differences there may be between your
community or jurisdiction and the source-site of the smart practices.

- Other avenues as appropriate.

Tips:

- Consider how you might quantify the need/recovery supports identified and their associated costs. Being able to assign concrete financial considerations makes the identification of resources easier for you to achieve.
- Consider multiple sources and collaborations that could be drawn-in to help meet short to medium-term recovery needs. In some cases the needs might be financial, but in other cases the needs might be able to be met through the creation of support tools, communication pathways, or partnerships.
- Consider that new government policies such as tax relief measures require a significant amount of dialogue, planning and policy analysis before they can be drafted and implemented. Where you feel a response requires a larger policy needed to be developed around it, identify this as a medium to long-term activity, as demonstrated in the examples on the next page.
- Include all 4 components of recovery in your assessment of immediate/short term needs, to ensure a holistic community recovery.

Early-Identified Short-Medium term Recovery Needs/Supports Example:

Below is an example of some need-focused activities that could be undertaken by local government in the wildfire recovery assessment stage:

<table>
<thead>
<tr>
<th>Recovery Scope</th>
<th>Need</th>
<th>Activities</th>
<th>Resources To Consider</th>
<th>Timeframe/Milestone</th>
<th>Person Responsible</th>
<th>Financial/Resource Considerations</th>
</tr>
</thead>
</table>
| People         | Mental health supports for individuals who suffered losses of items of cultural significance | Short term:  
- Look for space where individuals can meet with counsellors  
- Engage community members for community led healing ceremonies |  
- Relevant cultural groups  
- Relevant mental health services | Dec, 2017 – Feb 2018 | Team Member X | Space is available at the rate of $____ x 2 group meetings/month. Engage stakeholders for financial contributions to healing ceremonies. |
| Economy | Hospitality sector experienced significant number of cancellations in hotel bookings and significant losses in revenue. | Short term:  
- Engage media sources to message that community is safe  
- Engage a communications consultant for advice.  
Medium term:  
- Local authority to engage BC government to provide tax relief mechanisms for impacted businesses in hospitality sector | Immediate need.  
- Business associations  
- Municipal / First Nations media departments  
- Neighbouring jurisdictions  
- BC Government  
- Hospitality sector | Recovery Coordinator $ ___ will be required to engage communications consultant. |
| Environment | Debris management as a result of damaged residential, commercial and industrial structures | Medium to long term:  
- Engage all stakeholders  
- Develop a debris management plan to identify how to sort debris; which components can be recycled; reused; or sent to landfill  
- Identify temporary debris storage sites | | Team member X $ ___ will be required to set up an additional landfill |
| Reconstruction | Interface fire destroyed X number of homes that need to be rebuilt, some of which are uninsured | Short Term:  
- Host multi-stakeholder discussions/town halls where impacted residents can ask insurance related questions. Begin identifying any potential funding sources for the uninsured  
- Insurance Bureau of Canada  
- Funding sources for uninsured homes  
- Construction companies  
- Space for town halls | | Team member X $ ___ will be required for stakeholder engagement sessions |
Potential Collaboration Organizations
Below are some examples of organizations that may be able to provide supports and capacity under various recovery components.

People
Supports may include: Health authorities; community centres; multicultural organizations; NGOs; school districts; care homes; psychosocial support organizations; child care organizations; insurance companies.

Economy
Supports may include: Utilities (power; gas; water); chambers of commerce; small businesses; financial institutions; BC Government; business associations; tourism destination marketing organizations; sector associations.

Environment
Supports may include: Environmental not for profit agencies; Ministry of environment; consultants; land fill operators; chambers of commerce; BC Government; engineers.

Reconstruction
Identify the need, and document information on supports to that will enable the safe and orderly restoration of damaged infrastructure and buildings. Examples of supports and resources include: construction associations; contractors; BC Government.

Appendix 1: Common Recovery Issues
Issues unique to the event will influence and drive provincial efforts and interests. A number of factors may influence the types of issues or extent of provincial involvement in recovery, including response actions; political and executive direction indicating the scope of province’s role; capacity of local authorities; scale of impact and availability of alternative supports (e.g., insurance coverage, NGOs, etc.). Nevertheless, past disasters have consistently resulted in the types of recovery issues identified below.

Recovery Issues:

- Emergency Social Services (ESS): Emergency Social Services include a range of services to preserve the well-being and provide basic necessities for people affected by an emergency or disaster (e.g., family reunification, emergency lodging, food and clothing, etc.). This is generally a Response consideration, but may still be relevant at the transition from Response to Recovery.
- Business resumption and/or continuity: Refers to efforts to resume or make alternative arrangements for service delivery of the company or business.
- Local Authority and First Nation critical infrastructure: restore and/or repair any damage to critical infrastructure to basic or pre-disaster functionality, such as roads, utilities, community centres, offices, etc.;
- Small business supports: This may include a broad array of supports to assist businesses with recovery, including access to capital, marketing, and labour force recruitment and retention.
- Industry resumption: Resumption of particular industries may be a priority to minimize the macro economic impacts to the province or impacted communities.
- Non-profit and civil society coordination: Non-profits are an important partner in recovery to resume or augment service delivery to impacted residents. Past events have also resulted in a strong civil society response as communities within and beyond the impacted area self-mobilize to provide supports to impacted residents. A coordinated and collaborative approach is of value.
to avoid duplication of efforts.

- **Commemoration**: As significant milestones pass, commemoration events are beneficial for morale of those engaged and to celebrated recovery successes.

- **Psychosocial supports**: Providing a continuum of supportive services targeting both residents and responders affected by an emergency or disaster. These services are intended to assist in diminishing the long-term psychosocial effects and improve an individual or community's adaptive coping mechanisms.

- **Health and Human Services** provide psychosocial supports. Human Services in particular is able to provide subject matter expertise to target supports to those with greater needs or multiple barriers.

- **Housing**: Housing supports have ranged from emergency lodging or transitional housing as communities are evacuated and interim housing while those impacted progress through recovery.

- **Insurance**: Many disasters in British Columbia are insurable and recovery will be shaped by insurance policies and coverage. However, a large event can result in thousands of claims for households, businesses and governments. A strong partnership with the insurance industry is valuable to coordinate efforts to expedite recovery for those impacted.

- **Support and coaching to impacted communities**: Response and recovery from a major disaster can be an overwhelming experience for local authorities. In past disasters the province has responded to requests to deploy subject matter experts to assist local authorities.

- **Hazard reduction and mitigation**: Implementing initiatives to increase the resiliency of communities to particular hazards. Mitigation can either be structural (e.g., flood diversion channels) or preparedness-based (e.g., reviewing existing emergency plans).

- **Consumer protection**: Information and complaints processes to provide consumer protection as those impacted undertake their personal recovery.

- **Environmental and public health monitoring**: Testing of air, soil, water and other materials samples to identify or monitor any potential threats to public health.

**Appendix 2: List of Recovery Activities to Consider**

Each event will present unique circumstances requiring specialized plans. However, a common suite of recovery-oriented plans will need to be developed by the municipality to coordinate, initiate and continue recovery operations. Below is a more detailed list of needs and activities for municipal recovery plans.

- Resident Needs and Capacity Assessment
- Volunteer Management
- Donations Management
- (Rapid) Damage Assessment
- Impacted Neighborhoods/Areas Site Security
- Notification to Residents and Access
- Debris Management and Clean-up – debris recycling strategy
- Business Continuity/Critical Infrastructure Restoration
- Welcome Centres/Information Centres / Resiliency Centers
- (Temporary) Housing
- Campaigns/Activity
- Community Recovery
- Stakeholder Engagement
- Recovery Governance/Recovery Task Force
- Emergency Social Services/Vulnerable Populations Supports
- Psychosocial Supports
- Re-Construction/Permits
- Transition/Demobilization
- Community Celebration/Acknowledgement
- Disaster Recovery Financial Management – including asset management for municipal insurance costs
- Records Management
- Occupational Health and Safety
- Small Business or Economic Recovery
- Mitigation and Lessons Learned
- Heritage and Cultural Re-Construction
- Environmental Public Health

### Appendix 3: Priority Issues Tracker

<table>
<thead>
<tr>
<th>Summary of Issue / Need</th>
<th>Recovery Foundation</th>
<th>Priority (High/Med/Low)</th>
<th>Possible Solutions</th>
<th>Assigned To</th>
<th>Date Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Local Authorities and First Nations Recovery Toolkit 31
Appendix 3: Unmet Needs Post Disaster Template

Template: Unmet Needs Post Disaster

To people impacted by this event:

Many of you may already be aware of the formation of an “Unmet Needs Committee”, comprised of local residents: It is chaired by our Recovery Manager, and will maintain a presence within the Recovery Operations Centre. This committee is responsible for the identification of those persons who, for whatever reason, have not yet received assistance or sufficient assistance and aid them in getting back, as much as possible, to pre-disaster levels. If necessary, assistance other than the normal federal, provincial and local programs will be identified and utilized in meeting those needs.

“Unmet needs” refers to those needs of individuals that are not met, or cannot be met, through a variety of service organizations (e.g. Red Cross), or Federal, Provincial and Local Authority or First Nations programs.

Typical unmet needs can include the following: water, power, access, financial assistance, housing, food, transportation, home furnishings, medical, debris removal, counselling.

To aid in the identification of unmet needs, we are requesting that you take the time to answer the following questions and return this survey to the “Unmet Needs Committee” as soon as possible. Your committee can be contacted at:

1. Understanding that your confidentiality will be respected, do you give the committee members permission to advocate/investigate for available assistance on your behalf?
   Yes __________ Yes __________

<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Not limited to the examples given above, what are your current unmet needs in regard to the Wildfire 2017? If necessary, please use the second page to further clarify the type of support you require.

<table>
<thead>
<tr>
<th>Unmet need</th>
<th>Priority (High, Medium, Low)</th>
<th>Estimated Cost (if known)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 4: List of Potential Organisations for Resilience Centres

List of Potential Organizations for Resilience Centres

Once Emergency Social Services (ESS) has ended, some residents may still need ongoing support. We recommend identifying and planning for these residents before the end of ESS. Some agencies work remotely and do assessments online. Emergency Management British Columbia (EMBC) ESS STAFF or EMBC Provincial Regional Emergency Operations Centers (PREOCs) may be able to provide contact information to these agencies.

This document is to assist Local Authorities and First Nations in planning speakers for their Town Hall and/or representatives for their Resilience Centre. Below is a list of agencies; those that provide their contact information are on the second page.

If an agency is contracted for support, their activities in the community should to be reported to the Regional PREOC. The Local Authority or First Nation Recovery Manager should keep a track of Non-Governmental Organisation (NGO) activities in their community. The Recovery Manager may also need to act as a liaison between the residents and the NGO.

- Buddhist Compassion Relief Tzu Chi Foundation Canada
- St. Vincent de Paul
- Indigenous and Northern Affairs Canada (INAC)
- Ministry of Social Development and Poverty Reduction (SDPR)
- Community Living BC
- BC Association of Aboriginal Friendship Centres (BCAAFC)
- BC Coalition of People with Disabilities
- First Nations Emergency Services Society (FNESS)
- Provincial Health Services Authority
- First Nations Health Authority (FNHA)
- Ending Violence Association of BC
- Justice Institute of BC
- Insurance Bureau of Canada
<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>Capacity/Function</th>
<th>Able to be present in person (Y/N/remote) and Number of people able to attend (#)</th>
<th>Contact information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian Red Cross</td>
<td>Volunteers, Reception Centres, Group Lodging, Donation management, Family reunification.</td>
<td>Yes (if available) /Remote</td>
<td>Emergency number: 1-888-800-6493</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>Emotional and Spiritual Care, crisis Intervention, food and hydration services, shelter and reception centre support, donations management, emergency financial assistance, clean up and reconstruction, emergency communication.</td>
<td>Yes (if available) /Remote</td>
<td>Emergency number: (604) 681-3405</td>
</tr>
<tr>
<td>Mennonite Disaster Service</td>
<td>Skilled volunteer personnel, trucks, tool trailers, cook, etc. We supply labour, accommodation, transportation and feeding of our volunteers. For materials we partner with local recovery organizations, government (e.g. High River, AB), churches, Habitat, Red Cross and others.</td>
<td>Remote</td>
<td>Please contact EMBC ESS Staff at 250-882-6373</td>
</tr>
<tr>
<td>Samaritan’s Purse</td>
<td>SPC will conduct a rapid, comprehensive assessment of the disaster/emergency. Meet with appropriate authorities in the disaster/emergency affected area to discuss needs and establish levels of assistance. Samaritan’s Purse can then position one or more Disaster Relief Units, or DRUs, directly in the affected community and make available both resources, trained leaders and volunteer coordination to provide home and property reclamation, clean-up, debris removal and sanitation to prevent mold. Once on location, volunteer work teams are dispatched with trained leaders to serve the most vulnerable first- typically the elderly, those with lower fixed incomes, first responders, or those under insured/uninsured. Report to SPC management on local assistance requirements and feasibility of deployment.</td>
<td>Dependent on Field level assessment done by SPC.</td>
<td>Tammy Suitor 403-472-5076</td>
</tr>
<tr>
<td>Program Manager will Liaise with the SPC Office prior to and during the deployment of the Disaster Relief Unit. The program Manager will also be available to municipal designates working together to make sure those that need help are getting it.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Disaster Psychosocial (DPS)</strong></td>
<td>The DPS program provides psychosocial services upon request and with the agreement of the impacted community.</td>
<td>Remote</td>
<td>HEMBC Duty Officer 604-686-6061</td>
</tr>
<tr>
<td><strong>Canadian Disaster Animal Rescue Team (CDART)</strong></td>
<td>40+ active volunteers in all regions, additional trained volunteers will step up during response, available 24/7 by phone to support communities with supporting pets (domesticated)</td>
<td>Can deploy to site or be available remotely; # of people varies, can provide better info if date/time is available</td>
<td>24/7 cellphones Cheryl Rogers 778-227-0407 Heather Ferguson 604-790-6994</td>
</tr>
<tr>
<td><strong>BC Housing</strong></td>
<td>BC Housing’s, Housing Registry does not have emergency housing. Our commitment to people who are looking for alternate permanent independent rental housing during a disaster situation that impacts a higher number of people and our Security and Emergency Services (SES) staff have been involved, and meet the eligibility for subsidized housing or one of our rent supplement programs (SAFER and the Rental Assistance Program), is that we will prioritize the <em>processing</em> of their applications. We also, in incidents where a high number of people are eligible and applying for subsidized housing, we can send a message to public and private housing providers that this incident occurred and how many households are in high need in a particular area.</td>
<td>Remote</td>
<td>BC Housing website <a href="https://www.bchousing.org/housing-assistance">https://www.bchousing.org/housing-assistance</a> or call Toll-free: 1-800-257-7756</td>
</tr>
<tr>
<td><strong>Ministry of Children and Family Development (MCFD)</strong></td>
<td>Supporting communities with unattended minors.</td>
<td>Remote</td>
<td>Please contact EMBC ESS Staff at 250-882-6373</td>
</tr>
<tr>
<td>Ministry of Indigenous Relations and Reconciliation (MIRR)</td>
<td>Supporting First Nation Communities with a variety of resources.</td>
<td>Remote</td>
<td>250-356-9332 Janice Franklin</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>World Renew</td>
<td>World Renew DRS responds with volunteer labor to survivors of disasters. This response is always at the request of an organization of local people and agencies that coordinate the disaster response. There are three primary services offered by World Renew DRS; 1. Experienced volunteers can provide guidance in the formation and work of a local recovery organization. 2. Unmet Needs Assessments - A group of 8-15 volunteers meet with storm survivors to listen to their stories and complete a form that indicates the damage, repairs already done, and still unmet needs. This information is then given to the local recovery organization. 3. Home Rebuild, Reconstruction - Groups of volunteers spend from one to three weeks at a time to rebuild homes. The assigned homes are determined by the local recovery organization. World Renew provides volunteer labor, but does not usually provide materials or money for materials. There is not a strict size of storm or number of affected homes that are required for a response</td>
<td>Remote</td>
<td>Henry and Linda Visscher are Regional Volunteer Managers based in Alberta and covering British Columbia. (780) 668-0700</td>
</tr>
</tbody>
</table>
Appendix 5: Community Resilience Centres: Guidance for Local Authorities and First Nations in British Columbia

General

This document is intended to inform Local Authorities and First Nations (collectively, Local Governments) on the role a Resilience Centre may fill within their community during or after a disaster event. It includes several considerations for a community wishing to establish this type of centre. This document has been created due to interest from several communities and it is our intention that these best practices and guidelines will continue to be improved upon.

A Resilience Centre can be adopted by Local Governments as a central location for residents affected by disaster to access resources and services that will enable them and their communities to recuperate and return to a pre-disaster state. The Resilience Centre does not intend to replace facilities such as Reception Centres or Group Lodging, which are related to disaster response. However, a Resilience Centre can be established during the response and early recovery phases of a disaster.

A Resilience Centre could also be considered as an additional function of communities who are establishing Reception Centres and Group Lodging in support of other evacuated regions. Because of this, a Resilience Centre is best located in a central location where individuals can easily access its services. It is best to co-locate Resilience Centres in close proximity to Reception Centres and Group Lodging. It is important to note that a Resilience Centre does not serve as an entertainment or relaxation hub for displaced persons during or after a disaster event, although it may provide information about these activities.

Potential Resilience Centre Services (but also see Annex A for further suggestions)

**Government services (Municipal, Provincial, and Federal):**
- Employment Insurance Applications
- BC Service applications
- Child and Welfare Services
- Indigenous and Northern Affairs Canada Services

**Business services:**
- Insurance Operators (Home, Car)
- Utilities (Gas, Phone, Power)

**NGOs**
- e.g., Red Cross, Salvation Army
- e.g., SPCA, C-DART

**Coordination**

When determining if your community will create a Resilience Centre it is important to coordinate with adjoining jurisdictions. The correct location of a Resilience Centre will enable efficient use of limited resources. Critically, access to Resilience Centres for residents with special considerations and/or for vulnerable populations must be applied prior to opening. For example, consider not only location, but
overall layout for individuals with mobility issues.

Linking with Long-term Recovery
Resilience Centres may become focal points for longer term recovery if required within the community. Consideration on how a Resilience Centre transitions for longer term recovery should be undertaken. Over time, the services provided by a centre may evolve to reflect greater recovery initiatives.

Tips and Tricks to Consider when establishing Resilience Centres
- Signage and Public Affairs messaging to direct public to locations must be clear and consistent
- Resilience Centre should be close to, but not directly in a Reception Centre or Group Lodging
- A Resilience Centre Manager should be identified be overall responsible for the daily operation
- A welcome host is useful to direct new arrivals to appropriate sources of help
- Security personnel may be necessary
- Tracking of service providers through a sign in, including contacts information, will enable a Resiliency Centre manager the ability to track service providers
- Needs of differing users may vary greatly: some users of services may have been significantly affected (e.g. losing all possessions, and with no insurance), while others may have been lightly impacted. Plan for this!

5 Steps to Resiliency Centre Creation

Step One:
Identify a secure location to set up your Resilience Centre (e.g., local churches, civic centre or community halls). Consider a location that:
- Is generally available for use at least 6 days of the week
- Is located in most communities, and therefore likely close to those affected by the event
- Is capable of having many occupants in the building at one time, within fire regulations
- Has valid liability insurance in place for multiple occupants
- Has seating capacity designed for large groups as well as smaller private rooms
- Contains tables and chairs which removes the need to rent office furniture
- Has facilities for coffee, tea and snacks and potential for full meal preparation
- Is wheelchair accessible building and washrooms

Step Two:
Secure phone and fax lines
- Note that Telus has capabilities of connecting multiple lines within 24 hours
- At least one phone line should be designated to fax. This designated fax could be at another location but it is more practical to have it on site.
- One of the phone carriers (Bell, Rogers, Telus) may be prepared to provide cell phones if land lines cannot be quickly installed
Step Three:

Outreach to Service Providers
- Identify service providers that may be willing to participate
- Develop a questionnaire with appropriate information for each provider and be prepared to utilize it when asking on availability (duration of availability, contact information, duration services can be provided, special considerations required for them to conduct their activities, space requirements)
- Contact Service Providers and initiate questionnaire

Clear and consistent messaging
- Pre-determine key information and who is best suited to deliver it
- Create clear message including hours, location, and services provided
- Ensure messaging is consistent and share with all possible avenues of traditional and non-traditional media (print, radio, social media, information boards, word of mouth)

Step Four:

Resilience Centre Operation
- Designate on-site management of service providers
- Undertake continual improvements to process, including acquiring additional services
- Track arrival numbers, and what services are being used the most often
- Work with service providers to understand their needs and how to support them

Step Five:

Centre Deactivation
- Pre-emptively create thresholds that may trigger de-activation (e.g., Centre will close if only receiving a certain number of visits)
- Proactively work on lessons learned documents including how service providers may be used more efficiently in the future
- Create thank-you products for service providers
- Create call-out lists in the event a Resilience Centre may be reopened within the community and coordinate this with ESS representatives
- Be prepared to transition Resilience Centre to a longer term recovery focus

Annex A: A List of potential agencies to consider including in your Resilience Centre
- Canadian Red Cross
- Salvation Army
- INAC
- Insurance Bureau of Canada
- Disaster Psychosocial (Health Services Authority)
- BC Housing
- Ministry of social Development
- Emergency Social Services
- Indigenous and Northern Affairs Canada
- Ministry of Children and Family Development
- Mennonite Disaster Service
- Justice Institute of BC
- Provincial Health Services Authority
- World Renew
- Buddhist Compassion Relief Tzu Chi Foundation Canada
- BC Coalition of People with Disabilities
- St. Vincent de Paul
- Ending Violence Association of BC
- Community Living BC
Recovery is the phase of emergency management in which steps and processes are taken/implemented to:

- Repair communities affected by a disaster
- Restore conditions to an acceptable level or, when feasible, improve them
- Restore self-sufficiency and increase resilience in individuals, families, organizations, and communities

A more complete definition, along with general Recovery concepts can be found in the BC Emergency Management System (BCEMS) Guide (Government of BC, 2016)

Prior to conducting a needs assessment it is important to determine whether additional support may be required to enhance Local Authority or First Nation capacity.

Capacity Assessment should consider:

- Magnitude of impacts and expected recovery timelines
- If there is a recovery plan and/or recovery manager in place
- Whether Disaster Financial Assistance is likely required
- Whether the local authority or First Nation has capacity to manage the disruption and undertake repairs

If concerns exist regarding the impacted Local Authority or First Nation capacity to respond over the longer-term in relation to the severity of the disaster, a detailed analysis can be conducted by the Municipal Affairs and Housing that takes into account financial, administrative and governance capacity.
The Four Recovery Pillars approach below can assist Local Authorities or First Nations to better understand their recovery needs.

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>ECONOMY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective:</strong> Ensure the correct resources are available to support the overall physical, mental and social wellbeing of the people in BC.</td>
<td><strong>Objective:</strong> Encourage job creation and economic diversification while building stronger relationships with industry and small business.</td>
</tr>
<tr>
<td><strong>Components:</strong></td>
<td><strong>Components:</strong></td>
</tr>
<tr>
<td>- Health &amp; Safety</td>
<td>- Individual</td>
</tr>
<tr>
<td>- Mental Health</td>
<td>- Small, Medium, and Large Enterprise</td>
</tr>
<tr>
<td>- Community Well-being</td>
<td>- Key sectors such as tourism, agriculture, and forestry</td>
</tr>
<tr>
<td>- Interim Housing</td>
<td>- Economic Development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENVIRONMENT</th>
<th>RECONSTRUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives:</strong> Protect and re-establish to a healthy state. Mitigate long term environmental impacts and risks. Explore new opportunities to partner on energy and climate change recovery initiatives.</td>
<td><strong>Objectives:</strong> Encourage innovative solutions and responsible development. Ensure Infrastructure is operational and safe. Involve local companies and workers wherever possible</td>
</tr>
<tr>
<td><strong>Components:</strong></td>
<td><strong>Components:</strong></td>
</tr>
<tr>
<td>- Debris Management</td>
<td>- Residential &amp; Commercial Buildings</td>
</tr>
<tr>
<td>- Environmental Testing and Monitoring</td>
<td>- Utilities</td>
</tr>
<tr>
<td>- Impacts to Biodiversity, ecosystems &amp; natural resources</td>
<td>- Infrastructure, Communications &amp; Transportation Planning</td>
</tr>
</tbody>
</table>
The following tables may help a Local Authority or First Nation conduct a needs assessment in order to gain a better understanding as to what is required to aid the community in recovery. The number and nature of the questions can be adapted to suit different communities; below are suggestions. Key stakeholders may be very helpful for gathering information related to the tables below. Appendix 2 contains a potential list.

### PEOPLE

<table>
<thead>
<tr>
<th>Impact</th>
<th>Description/Discussion</th>
<th>Current Recovery Efforts / Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many people have been evacuated?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many people have been hospitalized?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many fatalities due to disaster event?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many homes have been lost?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many homes are uninhabitable?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What are expected timelines to have people permanently housed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What are key dates affecting your community (i.e. return to school, first frost, etc.)?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### ECONOMY

<table>
<thead>
<tr>
<th>Impact</th>
<th>Description/Discussion</th>
<th>Current Recovery Efforts / Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many small businesses (&lt;50ppl) are under evacuation order and what are associated lost revenues? Preferably listed by sector (i.e. tourism, agriculture, forestry, energy, mining, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many small businesses (&lt;50ppl) NOT under evacuation order have been significantly affected and what are associated lost revenues? Preferably broken down by industry (i.e. tourism, agriculture, forestry, energy, mining, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is the expected length of time businesses could face significant disruptions?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Which key sectors in the region likely to be impacted for a significant period?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What are the impacts of the disaster on key</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENVIRONMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------</td>
<td>------------------</td>
</tr>
<tr>
<td><strong>Impact</strong></td>
<td><strong>Description/Discussion</strong></td>
<td><strong>Current Recovery Efforts / Solutions</strong></td>
</tr>
<tr>
<td>What are losses to natural habitat such as forest cover, fisheries, wildlife, etc.?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many days has the air quality posed a High to Very High health risk (an AQHI of 7 or greater)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What have been the impacts to food production and/or agricultural losses?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How much soil is considered contaminated?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What types of hazardous materials are present?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What are the areas susceptible to flooding with reduced tree cover and vegetation?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| RECONSTRUCTION |
|-----------------------|-----------------|------------------|
| **Impact** | **Description/Discussion** | **Current Recovery Efforts / Solutions** |
| What is the approximate number of damaged structures (i.e. commercial, non-commercial buildings)? |  |  |
| What critical services have been disrupted (i.e. electricity, potable water, sewer systems, health services, etc.) |  |  |
| What is the approximate volume of debris to be disposed/recycled? |  |  |
What are timelines to have critical infrastructure (i.e. electricity, potable water, sewer systems, health services, etc.) restored to an acceptable level of service?

### Appendix 1 – Additional Considerations for Recovery Pillars

#### PEOPLE
- Encompasses community recovery.
- Includes supports that enhance and strengthen the overall physical, mental, and social well-being of people in the community.
  - Could include donations and volunteer management, promoting psychosocial recovery, fostering community resilience, and housing.
  - Identifying and connecting vulnerable populations to appropriate support.
- Psychosocial care seeks to address the psychological and social impacts.
- Things to consider:
  - Most people are able to recover on their own.
  - Important to normalize reactions
  - Different people will need different levels of support.
- Potential training / resources:
  - Lessons in Community Recovery
  - Skills for Psychological Recovery
  - Psychological First Aid

#### ECONOMY
- Includes supports for the economic recovery of the municipality to enable reinvestment, diversification, and growth.
  - About the viability and sustainability of local economies.
- Linked to infrastructure recovery as the restoration of utilities, transportation and communications infrastructure provide the basic services many business need to function.
- Organizational capacity post-disaster is often a main concern for business.
  - Including access to capital / labour force retention or attraction.
- Business recovery center and business recovery hotline.
- Resources:
  - Local Authorities and First Nations Recovery Toolkit.
  - List of Priorities and Resources for incoming Executive Director, Recovery at EMBC

#### ENVIRONMENT
- Includes biodiversity, ecosystems and natural resources, waste management and environmental testing.
- Natural areas, parks and green spaces are important elements of community identity and should not be neglected in the

#### RECONSTRUCTION
- Includes the repair, and in some cases enhancement, of essential damaged infrastructure including residences, roads, bridges, public buildings, and utilities.
- Residences who have lost their homes are likely to be unfamiliar
reconstruction and recovery process.

- Other environmental issues to consider:
  - Possible contamination
  - Waste disposal and debris management
  - Environmental approvals needed for debris removal or construction work
  - Rebuilding green

- Key information for residents available through the municipality could include:
  - Local bylaw requirements
  - Permits (development, building, etc.)
  - Application procedure and supporting documents
  - Inspection requirements
  - Insurance

### Appendix 2 – Key Stakeholders

#### PEOPLE

<table>
<thead>
<tr>
<th>External Stakeholders:</th>
<th>Internal Stakeholders:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Family and Community Support Services</td>
<td>- Children and Youth Services</td>
</tr>
<tr>
<td>- Local Community Organizations</td>
<td>- Community and Social Services</td>
</tr>
<tr>
<td>- Local Library or Recreation Centers</td>
<td>- Seniors and Housing</td>
</tr>
<tr>
<td>- Counselling Centers</td>
<td>- Labour</td>
</tr>
<tr>
<td>- Immigration Services</td>
<td>- Ministry of Health BC</td>
</tr>
<tr>
<td>- Housing Authorities</td>
<td>- Indigenous Relations</td>
</tr>
<tr>
<td>- Red Cross, Samaritans Purse, Save the Children</td>
<td>- Service BC</td>
</tr>
<tr>
<td>- Other NGOs / Non-Profits</td>
<td>- Culture and Tourism</td>
</tr>
<tr>
<td>- Local school authorities</td>
<td>- Advanced Education</td>
</tr>
<tr>
<td>- Indigenous and/or other significant community leaders</td>
<td></td>
</tr>
<tr>
<td>- Landlord / tenancy org / board</td>
<td></td>
</tr>
</tbody>
</table>

#### ECONOMY

<table>
<thead>
<tr>
<th>External Stakeholders:</th>
<th>Internal Stakeholders:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Economic Development Officer</td>
<td>- External Stakeholders:</td>
</tr>
<tr>
<td>- Chamber of Commerce</td>
<td>- External Stakeholders:</td>
</tr>
<tr>
<td>- Business or Trade Associations</td>
<td>- Elected officials</td>
</tr>
<tr>
<td>- Business district representative</td>
<td>- Business community representatives</td>
</tr>
<tr>
<td>- Labour</td>
<td>- Business providers</td>
</tr>
<tr>
<td>- Ministry of Health BC</td>
<td>- Jobs skills and training organizations</td>
</tr>
<tr>
<td>- Indigenous Relations</td>
<td>- Industry</td>
</tr>
<tr>
<td>- Service BC</td>
<td>- Post-secondary</td>
</tr>
<tr>
<td>- Advanced Education</td>
<td></td>
</tr>
<tr>
<td>- Tourism, Art and Culture</td>
<td></td>
</tr>
<tr>
<td>- Indigenous Relations</td>
<td></td>
</tr>
<tr>
<td>- Service BC</td>
<td></td>
</tr>
<tr>
<td>- Transportation &amp; Infrastructure</td>
<td></td>
</tr>
</tbody>
</table>

#### ENVIRONMENT

<table>
<thead>
<tr>
<th>External Stakeholders:</th>
<th>Internal Stakeholders:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Residents</td>
<td>- Environment and Climate Change Strategy</td>
</tr>
<tr>
<td>- Municipality</td>
<td>- Energy, Mines and Petroleum Resources</td>
</tr>
<tr>
<td>- Indigenous Groups</td>
<td>- Agriculture</td>
</tr>
<tr>
<td>- Local Environmental Groups</td>
<td></td>
</tr>
<tr>
<td>- University Environmental</td>
<td></td>
</tr>
</tbody>
</table>

#### RECONSTRUCTION

<table>
<thead>
<tr>
<th>External Stakeholders:</th>
<th>Internal Stakeholders:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Residents</td>
<td>- Municipal Affairs &amp; Housing</td>
</tr>
<tr>
<td>- Municipality (Planning Department, building codes officers, etc.)</td>
<td>- Service BC</td>
</tr>
<tr>
<td>- Contractors and construction</td>
<td>- Infrastructure and Transportation</td>
</tr>
<tr>
<td></td>
<td>- Jobs, Trade and Technology</td>
</tr>
</tbody>
</table>
| Groups | - Health  
- Indigenous Relations & Reconciliation | - Companies  
- NGOS providing rebuilding assistance  
- Canadian Home Builder Association  
- Utility companies |
Appendix 7: PREOC Recovery Outreach and Community Visit

**PREOC Recovery Outreach and Community Visit**

Present Recovery Next Steps guidance - head of local authority as well as; electoral area directors, department heads, information officer, resiliency centre and/or recovery organization

Meeting duration - from 1-2 hours

Topics

- Define recovery as well as an end point or measureable goal to mark end of recovery efforts
- Community messaging format
- Recovery organization including selection of a recovery manager(s)
- Local government business continuity – delivery of standard and/or critical services and programs
- Local authority recovery
- Community recovery
- Ongoing case management
- Unmet needs
- Debris management
- Temporary or interim housing with public involvement and smart building (incentive funding)
- Leverage Official recovery Plan (OCP) and talk about mitigation measures
- Building moratorium, as required
- IDCBC or direct outreach to NGO, setting ground rules
- Volunteer coordinator or at least coordination
- Public education regarding rebuilding, redevelopment and revitalization

Agree on a goal: ie. Sustainable, resilient, and self-sufficient community

Resources: large enough room for comfortable seating of all attendees, screen, microphone if needed. PREOC recovery unit will bring: handouts, PPT projector, community toolkit (hard copy) and or thumb drive
Appendix 8: Recovery Unit Awareness for Local Governments

Recovery Unit Awareness for Local Governments

Below is a draft of the steps followed to introduce/discuss recovery planning with local government. It is meant as a guideline only, and is based on the example of one of the Regional Districts in the SouthEast; RD Central Kootenay.

A presentation package of information about Recovery and the Recovery Unit now in place through EMBC will be provided to an area that consists of 11 electoral areas : A, B, C, D, E, F, G, H, I, J, K and nine member municipalities: Castlegar, Creston, Kaslo, Nakusp, Nelson, New Denver, Salmo, Silverton and Slocan.

1. The presentation. In order to be most effective this should be done in person either by the recovery coordinator from SEA PREOC alone or along with one or two key people who can speak on specific topics (ex: DFA/other funding available; Ministry of Health; MOTI, etc.) . Sending the information via text only would defeat the purpose of effectively relaying to and connecting with local government on the breadth and extent of what Recovery can look like.

**Reasoning:** Engaging those involved in a way which will leave lasting impressions and benefit (ie in person) so that they can then understand the scope and importance of recovery work, and become more prepared ahead of time (when possible) to assist communities in the region when needed, will work best.

2. Presentation should include:

- A power point or other visual images to enhance the information shared.
- Resources with links included within the power point, as well as printed copies; possibly in a folder or binder for use in the field if needed.
- Clear messaging when first meeting with the local government as to the resources that the PREOC and PECC can provide within a recovery event as well as outside of active recovery events (i.e. training in aspects of recovery).

This would include an overview of what funding is available from provincial and federal sources, and what is expected to be sourced locally through other methods.

**Reasoning:** If information is included in the presentation of how the community itself can get assistance from local non-profits, fund raising, grant writing, etc, it may help the local government to see that they are not expected to cover all the costs for everything.

Along with this, the idea of supporting and encouraging the affected community to begin their own individual/group/community recovery initiatives will help to reduce a mentality of just expecting things to be done for them and they can begin to regain their independence knowing there are supports in place to help them get there - while making decisions on their own needs.
- A list of **Core training** that local government staff should have in order to be more aware and prepared for the recovery phase after an event, in order to better support the community affected as a government body (not just the emergency responders who work for the local government). Perhaps an overview for staff not directly involved and more in-depth training and understanding expected of the emergency response staff.

  This information may include but isn't limited to:

  - Training/knowledge in **Disaster Financial Assistance**
    
    **Reasoning:** The more the recovery unit (locally) is aware of the parameters of DFA the better prepared all of them will be to assist those affected. Example: If a staff member answers a phone call from an affected resident and hears of some issue that they know may be covered via DFA, instead of missing the opportunity for guiding the resident to the application form and process, they would perhaps be able to move things ahead for that resident (faster) towards recovery.

    In the end it may also help the capacity of the DFA department, having people apply who are more likely to be eligible due to assistance received ahead of applying (by those who have been trained in what can be considered for DFA).

    Without understanding the basics of what is eligible, opportunity for helping (sooner) may be lost. There are many people affected by disaster who don’t have the capacity to do the research themselves and may become more vulnerable if they fall between the cracks.

  - Training in recognizing and helping to get appropriate assistance for those with **mental health issues brought on by a disaster or emergency event**.
  - Disaster Psychosocial First Aid, Awareness of PTSD symptoms, etc.
  - Awareness of local supports available: **immediately** following an event for responders; for those directly affected; and for those in the greater community who are affected.
  - Awareness of local supports available: in the long term, as above including support workers, community support groups, mental health practitioners in the health care system, etc.

  Clarification of how this particular mental health need (issues arising from disasters and emergency events) will be addressed by the new Ministry of Mental Health and Addictions, ongoing.

  - Understanding of what each Ministry represents and how to effectively and expediently access funding and resources as needed to help in Recovery. Given the breadth and scope of what may be needed, finding out what is available and how to access it efficiently will be important. A cheat sheet of all the Ministries with one line for each covering what they deal with is useful to have.

  - Understanding of the Incident Command System and how the Recovery Unit works within it (and the role of local politicians within the system, also.)
Again, if there is a basic overview and perhaps an organisation chart permanently placed on the wall of the local government offices for the staff as a whole to refer to; and more in depth training for the emergency responders (if they don't know already) it makes it easier to understand and respond in the same way, ongoing.

3. Discussion after the presentation:

- Discussion needs to encompass the importance of hiring the right person for the Recovery Manager position and why.

- Discussion regarding setting a timeline of achieving the above, (training, hiring etc. so it is completed.) This includes ongoing training and awareness, updating resource lists (locally and other) etc.

4. Resources to share with RD/municipalities and go through (as time allows):

- Local Authorities and First Nations Recovery Toolkit
- Possible job description for Recovery Manager (embedded within Toolkit)

Note: recognizing that this job description may seem overwhelming; it is a best case scenario. A person with this type of varied experience may not be easy to find, and no doubt the job description will be adjusted according to the need in each region or community.

- Local Knowledge: Links to local non profit groups in each area, and any other local knowledge that can be of use in a recovery.

5. Other:

- If at all possible the presentation should be given by presenters who have had direct past experience working in the field, in recovery. There is nothing like direct experience to get a point across.