



## **Guideline 1: Local Economic Recovery Committees**

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

## Context

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

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

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

- Represent the local community
- Conduct an Economic Recovery Needs Assessment
- Determine the need for an Economic Recovery Manager
- Develop and maintain an Economic Recovery Action Plan
- Develop and maintain an Economic Recovery Communication Plan
- Guide decisions about local priorities, resource allocation and management
- Coordinate local recovery activities
- Liaise with the Provincial and Federal Governments

- Ensure relevant stakeholders are involved in the development and implementation of recovery objectives and strategies and are informed of progress made

## Terms of Reference

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

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

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



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

## Committee Membership

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

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

Committee members should involve the following groups of stakeholders:

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

commerce, small business and workforce development organizations, business or trade association, business district, etc.)

- Public and elected officials (emergency management and public safety personnel; council members, provincial agencies, etc.)
- Significant representation from the business community (owners/ managers)

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

### **Committee Chair**

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

### **Administrative Support**

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

## **Schedule of Meetings**

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



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

## **Information Management**

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

## **Economic Recovery Sub-Committees**

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

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

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

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



## **Concluding Activities of the Local Recovery Committee**

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

The needs of the community will be key to this decision.

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

## Local Economic Recovery Committees Templates

- [Local Economic Recovery Committee – Membership List](#)
- [Local Economic Recovery Committee –Terms of Reference](#)
- [Local Economic Recovery Sub-Committee –Terms of Reference](#)
- [Local Economic Recovery Committee –First Meeting Agenda](#)
- [Local Economic Recovery Committee – Minutes](#)

### Local Economic Recovery Committee – Membership Template

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

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

## Local Economic Recovery Committee – Terms of Reference Template

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

### Title

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

### Purpose

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

### Functions

The <enter name> Local Economic Recovery Committee will:

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

### Chair

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

### Membership

Refer to Local Economic Recovery Committee Membership List.

### Timelines

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

### Administrative Support

Administrative support will be provided by <enter name>.

### Frequency of Meetings

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

### **Reporting**

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

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

### **Sub-committees and Working Groups**

The Local Economic Recovery Committee will:

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

### **Communication**

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

## Local Economic Recovery Sub-Committee – Terms of Reference Template

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

### Title

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

### Purpose

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

### Functions

The <enter name> Sub-committee will:

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

### Chair

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

### Membership

As determined by the Local Economic Recovery Committee.

### Administrative Support

Administrative support will be provided by <enter name>.

### Frequency of Meetings

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

### Reporting

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

### Working Groups

List any working groups that are formed here.

## Local Economic Recovery Committee – First Meeting Agenda Template

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

### Additional Instructions:

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

## Local Economic Recovery Committee – Minutes Template

Local Economic Recovery Committee

Date:

Time:

Location:

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**Meeting called by:** Enter meeting organizer here

**Facilitator:** Enter meeting facilitator here

**Note taker:** Enter note taker here

**Attendees:** Enter attendees here

**Please read:** Enter reading list here

**Please bring:** Enter items to bring here

### *Minutes*

**Agenda item:** Enter agenda item here

**Presenter:** Enter presenter here

### **Discussion:**

Enter discussion notes here.

### **Conclusions:**

Enter conclusions here.

### **Action items**

Enter action items here

### **Person responsible**

Enter person responsible here

### **Timeline**

Enter deadline here

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**Agenda item:** Enter agenda item here

**Presenter:** Enter presenter here

### **Discussion:**

Enter discussion notes here.

### **Conclusions:**

Enter conclusions here.

### **Action items**

Enter action items here

### **Person responsible**

Enter person responsible here

### **Timeline**

Enter deadline here

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**Agenda item:** Enter agenda item here

**Presenter:** Enter presenter here

**Discussion:**

Enter discussion notes here.

**Conclusions:**

Enter conclusions here.

**Action items**

Enter action items here

**Person responsible**

Enter person responsible here

**Timeline**

Enter deadline here

***Other Information*****Observers:**

Enter observers here.

**Resources:**

Enter resources here.

**Special notes:**

Enter any special notes here.