



Guideline 3: Economic Recovery Action Plans

Economic Recovery Action Plans are unique to each disaster and are guided by the community's needs and the community's capacity to respond to those needs.

Communities are often unprepared for the chaos that is likely to emerge after a disaster and have difficulty planning for long-term economic recovery when pressing humanitarian, cleanup, and rebuilding needs to be addressed. Still, a disaster-impacted community needs to develop a vision for how it will rebuild its local economy after a disaster. An Economic Recovery Action Plan provides the opportunity to re-evaluate objectives considering vulnerabilities to disaster and establish direction and specific actions required to recover the local economy successfully. While communities are encouraged to complete an Economic Recovery Action Plan before any disaster, the existing plan may need to be adapted or revised based on each disaster or event and by the community's needs.

Economic development organizations and the Local Economic Recovery Committee are uniquely positioned in the community to facilitate a strategic planning process for economic recovery – both before and after a disaster.

Context

An Economic Recovery Action Plan differs from a local recovery or emergency management plan. The Economic Recovery Action Plan focuses on the strategies needed to rebuild the local economy after a disaster. The plan should work in conjunction with the larger, comprehensive community-planning framework led by the local government for a disaster situation, but the plan's focus is on the business community and the local economy. The plan defines roles and lays out action steps that economic recovery stakeholders can take pre-, during and post-disaster.

Economic Recovery Action Plan

Developing an Economic Recovery Action Plan can be a lengthy process requiring input from a variety of stakeholders. Having a plan in place before a disaster enables a community to respond more quickly and efficiently in order to jumpstart the recovery process and limit the disaster's negative impacts. If a plan is not in place prior to a disaster,

one of the first actions for the Local Economic Recovery Committee is to develop the Economic Recovery Action Plan. This plan will be a living document and an ongoing process that needs to be revised and updated as the recovery continues, and as other disasters occur.

Stakeholder Identification

Identifying and building consensus among numerous stakeholders is one of the most important tasks in the planning process. Having engaged and committed stakeholders will result in a more comprehensive and actionable plan. When identifying and inviting various stakeholders, keep in mind:

- Representatives from the public, private,

Economic Recovery Action Plan Stakeholders

- Economic Development Director/Chair
- Tourism Agencies
- Planning Department Director
- Building and Development Review Services Director
- Airport Manager
- Finance Director
- Municipal Economic Development Staff
- Representatives from the private sector (chambers of commerce, banking industry, tourism industry, business improvement organizations, individual businesses)
- Workforce agencies
- Universities and Colleges

and non-profit sectors as well as elected officials involved in local economic issues

- Regional and provincial representatives should also be invited and encouraged to participate as necessary
- Representation from industries that are economic drivers in the community will be important



A Stakeholder Identification form is in the Templates Section.

Risk Assessment

The Local Economic Recovery Committee will review the risk assessment completed by the local Emergency Management Plan to determine the potential economic impacts from natural or man-made disasters, or the loss of a major employer, that the community or region may experience. This risk assessment will provide the foundation for the economic recovery planning process, which is focused on identifying and prioritizing actions to reduce risks. In addition, the risk assessment can also be used to establish economic response priorities, inform land use and comprehensive planning, and facilitate decision making by elected officials.



Additional information on assessing risks is in the Templates Section.

Develop Economic Action Strategies and Steps

The heart of the Economic Recovery Action Plan is identifying the strategies which will serve as the long-term roadmap for reducing the potential losses identified in the risk assessment. Typically, the economic recovery strategy is made up of three required components: recovery goals, recovery actions and an action plan for implementation. These provide the framework to identify, prioritize and implement actions to reduce the identified risks.

Economic Recovery Goals are general guidelines that explain what the community wants to achieve with the plan. They are usually broad policy-type statements that are long-term, and they represent visions for reducing or avoiding losses from the identified risks.

Example: Ensure essential businesses are prioritized for community re-entry.

Economic Recovery Objectives are specific projects and initiatives that help achieve the goals. They may be more than one objective to fulfill the goal.

Example: Develop an essential business database.

Economic Recovery Actions are the specific step-



by-step actions or activities that need to be implemented to complete the objectives.

Example:

1. Identify and list of priority sectors for essential businesses (e.g. grocery stores, gas stations, etc.)
2. Identify the relevant local businesses that fit within the sectors

By identifying the goals, objectives and actions an Action Plan will be created describing how the recovery actions will be implemented, including how those actions will be prioritized, administered, and incorporated into the community's existing planning mechanism.



Additional information on developing strategies is in the Templates Section.

Transition Strategy

Transitioning from formal economic recovery services to ongoing community activities and services requires a strategy that integrates economic recovery services into mainstream service provision while maintaining the sense of community health and wellbeing.

This means that any remaining economic recovery objectives can be met by individual agencies as a part of business as usual. The Transition Strategy should detail the:

- Ongoing recovery agreements
- Outstanding or ongoing tasks and associated activities
- Handover of responsibilities to the agency of service that usually has responsibility for those activities as part of their business as usual
- Contingency planning for responding to emerging community needs
- A communications plan for informing the community



A transition strategy form is included in the Templates Section.

Monitor, Evaluate and Update

The Economic Recovery Action Plan should be revisited regularly, preferably on an annual basis. One of the greatest benefits of the planning process is the collaborations and relationships created among stakeholders. Convening stakeholders annually to evaluate and update the plan should foster these connections. It is also important that the plan be monitored by the Local Economic Recovery Committee during each phase of the recovery process.



Additional information on monitoring and evaluation the plan is in the Templates Section.

Local Economic Recovery Centre Templates

- [Stakeholder Identification](#)
- [Economic Recovery Action Plans – Risk Assessment](#)
- [Risk Assessment – Definitions for Classifications](#)
- [Action Strategies and Steps](#)
- [Transition Strategy](#)
- [Economic Recovery Action Plans – Monitor and Evaluation Template](#)

Economic Recovery Action Plans – Stakeholder Identification

Local Economic Recovery Committee – The core group responsible for making decisions, guiding the planning process and agreeing upon the final content of the plan.

Stakeholders – individuals or groups that may not be part of the Local Economic Recovery Committee that affect or can be affected by a mitigation action or policy.

Suggested groups to include: Emergency Management, Red Cross, City or Regional Departments, Transportation Agencies, School Districts/Post Secondary, Utilities, Local Businesses, Professional Associations, Workforce Agencies, etc.

Jurisdiction – includes individuals or groups that represent local, regional, provincial, federal or non-government.

Identify the Community Lead Organization:			
[name] Local Economic Recovery Committee			
List ALL the community organizations that will take part in the process, indicate if they are to be part of the core planning team (Local Economic Recovery Committee) and what jurisdiction they represent. Identify the roles and responsibilities of each economic recovery stakeholders:			
Name of Organization:	Planning Team	Jurisdiction	Role and Responsibility(s):

Identify Initial steps for the planning team (for example, hold a kick-off meeting, communication process, gather best practices, etc.):

Economic Recovery Action Plans – Risk Assessment

Use this template to summarize and describe additional risk(s) including which risk(s) are most significant to the community, that are not already identified in the local Emergency Management Plan. The definitions provided on the following page can be modified to meet local needs and methods.

Risks to be considered depending on the community but can include: major employer loss, local employer temporary closure, disruption to normal business operations (e.g. COVID19), etc.

Risk	Location within Community/Region (Negligible, Limited, Significant, Extensive)	Maximum Probable Extent (Weak, Moderate, Severe, Extreme)	Probability of Future Events (Unlikely, Occasional, Likely, Highly Likely)	Overall Significance Ranking (L, M, H)

Take the identified risks in order of impact (highest to lowest) and identify the potential losses and other impacts that the community may experience should the disaster happen.

Impacts to be considered include how the risk may relate to people, to the economy, to the built environment (infrastructure) and to the natural environment.

Risk	Ranking	Potential Impact(s)

Definitions for Classifications

Location (Geographic Area Affected)

Negligible: Less than 10 percent of planning area or isolated single-point occurrences

Limited: 10 to 25 percent of the planning area or limited single-point occurrences

Significant: 25 to 75 percent of planning area or frequent single-point occurrences

Extensive: 75 to 100 percent of planning area or consistent single-point occurrences

Maximum Probable Extent (Magnitude/Strength based on historic events or future probability)

Weak: Limited scale, slow speed of onset or short duration of event, resulting in little to no damage

Moderate: Moderate scale, moderate speed of onset or moderate duration of event, resulting in some damage and loss of services for days

Severe: Severe scale, fast speed of onset or long duration of event, resulting in devastating damage and loss of services for weeks or months

Extreme: Extreme scale, immediate onset or extended duration of event, resulting in catastrophic damage and uninhabitable conditions

Probability of Future Events

Unlikely: Less than 1 percent probability of occurrence in the next year or a recurrence interval of greater than every 100 years.

Occasional: 1 to 10 percent probability of occurrence in the next year or a recurrence interval of 11 to 100 years.

Likely: 10 to 90 percent probability of occurrence in the next year or a recurrence interval of 1 to 10 years

Highly Likely: 90 to 100 percent probability of occurrence in the next year or a recurrence interval of less than 1 year.

Overall Significance

Low: Two or more criteria fall in lower classifications or the event has a minimal impact on the planning area. This rating is sometimes used for hazards with a minimal or unknown record of occurrences or for hazards with minimal mitigation potential.

Medium: The criteria fall mostly in the middle ranges of classifications and the event's impacts on the planning area are noticeable but not devastating. This rating is sometimes used for hazards with a high extent rating but very low probability rating.

High: The criteria consistently fall in the high classifications and the event is likely/highly likely to occur with severe strength over a significant to extensive portion of the planning area.

Economic Recovery Action Plans – Action Strategies and Steps

By identifying the goals, objectives and actions an Action Plan will be created describing how the economic recovery actions will be implemented, including how those actions will be prioritized, administered and incorporated into the community's existing planning mechanism. Examples are provided below.

Objectives	Actions	Resources	Timeline
<i>What recovery objective do you want to achieve?</i>	<i>List the steps need to achieve the recovery objective.</i>	<i>List the resources needed (lead organization, staff, service providers, assets)</i>	<i>Date to be completed by</i>
Ensure essential businesses are prioritized for community re-entry	<ul style="list-style-type: none">• Develop an essential service database	<ul style="list-style-type: none">• EDC – Business Development Officer	Spring
Develop location based “We are open” programs	<ul style="list-style-type: none">• Prepare “We are open” website• Develop list of open businesses• Publish website	<ul style="list-style-type: none">• EDC – Business Development Officer• BIA• Chamber of Commerce	Fall

Economic Recovery Action Plans – Transition Strategy

When identifying objectives and actions consider the following:

- Outstanding or ongoing tasks and associated activities
- Handover of responsibilities to the agency or service that usually has responsibility for those activities as par of their business as usual
- Ongoing recovery agreements (if required)
- Contingency planning for responding to emerging community needs
- A communications plan for information the community

Objectives	Actions	Responsibility	Timeline
<i>What recovery objective do you want to achieve?</i>	<i>List the steps need to achieve the recovery objective.</i>	<i>Assign an agency to each task</i>	<i>Date to be completed by</i>
Handover economic recovery manager responsibilities	<ul style="list-style-type: none">• List responsibilities• Write stats report• Assign tasks• Handover	Economic Recovery Manager	June 2021

Economic Recovery Action Plans – Monitor and Evaluation Template

This template can be used annually to review and monitor the plan. In addition, the template can be used during disaster recovery to assess the progress and status of action implementation.

Action Item	Lead / Responsibility	Percentage Complete	Progress Update	Changes / Adjustments