Municipal Emergency Plan (MEP)

Recovery Plan (REC)

Function:	MEP Supporting Documentation		
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Document Library	MEP, Recovery Annex		

Please note: All plan documents will be considered living documents and will be subject to revision as required with little to no notice. All revisions will be pre-approved by the EM Program Director and / or the DEM prior to document update. Please continue to check the SharePoint Library to ensure the latest version is being followed.

Approved By:

DEM	Date

Purpose / Background

As stated in the EM Act and the LEMR, local governments are responsible for coordinating community recovery within their jurisdictional area. The purpose of the Strathcona Recovery Plan (REC) is to provide a mechanism to identify and coordinate local recovery resources, match them with the recovery needs of the community and build resiliency after an extraordinary event.

Scope

This plan focuses on the emotional and physical recovery of the community after an event. It will be used when residents are displaced or impacted by an extraordinary event and would benefit from community support to assist with their recovery.

For some emergency events, where damage is minimal and/or people affected have sufficient resources and/or sufficient insurance, this plan may not be required. Each emergency will be reviewed on a case by case basis and activation of the plan will be based on need.

Plan Objectives:

1. Provide a framework for the Concept of Recovery (the transition from response to recovery based support networks) and establish processes to:
    a. Identify community recovery needs and resources
    b. connect people requiring support with community organizations offering this support
    c. make the best use of community recovery resources and avoid duplication of effort and services
2. Provide a framework for a public information package to:
    a. Disseminate recovery information to residents
    b. Deter donations of unsolicited physical goods and promote the donation of money (to recognized emergency relief funds) or specifically requested goods and services
    c. Encourage individuals interested in volunteering to affiliate with a recognized response or recovery organization

3. Provide a framework for an effective records and information management process
4. Identify processes for implementation, maintenance and continual improvement of both the Plan and supporting documentation.

Concept of Recovery

It is recognized that people may need assistance after an emergency. It is also recognized that there are many resources available locally from willing organizations to meet the needs of people post-emergency. The concept of recovery for the County is to establish a Community Recovery Committee (herein referred to as the Committee) to:

- Identify and bring together community organizations with a role in recovery, and those requiring such services and resources
- coordinate the recovery process through a cohesive and planned framework (the **Recovery Action Plan**).

The goal of the Community Recovery Committee is to understand available needs and resources and to develop a Recovery Action Plan to efficiently connect people with the appropriate community based support networks. More details are found in the Community Recovery Committee annex of this plan.

Recovery Process

The Recovery process is broken into three phases:
1. Response and Immediate Recovery Needs
2. Transition to Recovery and Client Needs Assessment
3. Referral to Available Services

Phase 1: First Response and Immediate Recovery Needs (first 0 to 24 hours)

- **Urgent Physical Needs:** Food, shelter, clothing, etc.
  - ▸ First responders deal with the needs of the emergency.
  - ▸ ESS is the first line of response for people's immediate needs post-disaster. ESS will provide for the immediate needs of displaced people
- **Registration and Inquiry (R&I) Process:** Identification of needs and family reunion information
  - ▸ ESS identifies the clients who may need assistance with recovery and will have an idea of numbers of people that may require recovery assistance.
  - ▸ ESS collects the contact information of people displaced and acts as a contact point for people inquiring as to the whereabouts of displaced loved ones
- **Emotional Support:**
  - ▸ Victim Services will be called to provide emotional support on-site if required
- **Recovery Package:**
  - ▸ ESS will provide a Public Recovery Information Package to residents to clearly communicate information on the recovery resources available to them, and the processes by which they can access these resources.

In some cases the Recovery Process will not exceed past this point. If people are able to access insurance or have the resources to recover on their own, that will be respected and encouraged.

Notification to Committee Responsibilities:
- *First Response agency* in charge will provide an impact assessment to ESS.
  - ▸ An impact assessment is a preliminary onsite evaluation of damage or loss caused by the emergency. The impact assessment will record the number of units impacted, the extent of damage, estimates time for repair and other details that will assist the recovery committee in understanding the length of time people will be displaced

- *ESS* will notify the Community Recovery Committee that an event has occurred and will provide a preliminary overview of the level of recovery assistance that may be required

Phase 2: Transition to Recovery (24-48 hours)
This phase will offer support to evacuees and assess community needs, usually focused around a Recovery Meeting (sometimes called a "Town Hall Meeting"). This meeting is the best way to communicate with all affected residents at one time, which is the first step in guiding people into an effective recovery.

The Meeting also shifts the focus from saving lives and providing for basic needs to restoring livelihoods and understanding the scope of recovery needs. At this point, people have had some support from ESS and are now looking (or need to be looking) to their own recovery. Client needs assessments are completed to provide the groundwork for understanding what type of support people require to get back on their feet.

Phase 3: Recovery Support and Referral (48 hours+)
In this phase, response has ended, and the client needs assessment process is complete. A plan must be formulated to match needs with resources, in other words, the Committee will meet and develop a Recovery Action Plan and, if needed, set up a Community Recovery Centre or Linking Station.

a) **Recovery Action Plan**
The Recovery Action Plan specifies the actions required by the Committee to meet certain recovery objectives, including but not limited to:

- ▸ Understanding client needs
- ▸ Identifying available resources
- ▸ Developing a strategy to match clients directly with resources (Recovery Centre, outreach, etc.)
- ▸ Identifying and resolving gaps in recovery
- ▸ Communications strategy (committee will provide input into public and media communication)

b) **Community Recovery Centre or Linking Station**
In a large scale emergency, where there are many people that require assistance, the County may establish a Recovery (or Wellness) Centre. The Community Recovery Centre serves as a one-stop-shop of community disaster recovery information, and as a drop-in centre where clients can ask questions and pick up information and materials in person. The Recovery Centre will host all service providers, private, non-profit and government in one central location to quickly answer clients' questions about a range of recovery issues, including insurance information, debris disposal, building permits, or how to access financial assistance. Depending on the situation the Community Recovery Centre may also serve as the location where Critical Incident Stress Management (CISM) is provided and Client Needs Assessments take place.

In addition to the Recovery Action Plan, the Committee will:

- Review client needs assessments and determine and resolve outstanding requests
- Identify community and out-of-community resources and liaise with these service organizations

Recovery Costs
The financial costs of recovery may be eligible for cost-sharing with the province when Disaster Financial Assistance has been authorized. Local government recovery expenditures that are eligible for provincial cost-sharing include:

- Incremental costs – when the County employs its own staff and utilizes community-owned office space and equipment, overtime and other incremental costs that are over and above normal community operational costs
- Contracting for Staff – additional contract staff that are needed to support recovery

- Equipment / Facility Rental Costs – Rental costs of non-government offices, warehouses, meeting rooms, equipment, or other similar resources.

Funding and Assistance Options
Provincial Disaster Recovery Program (DRP)

Augmented Government Support
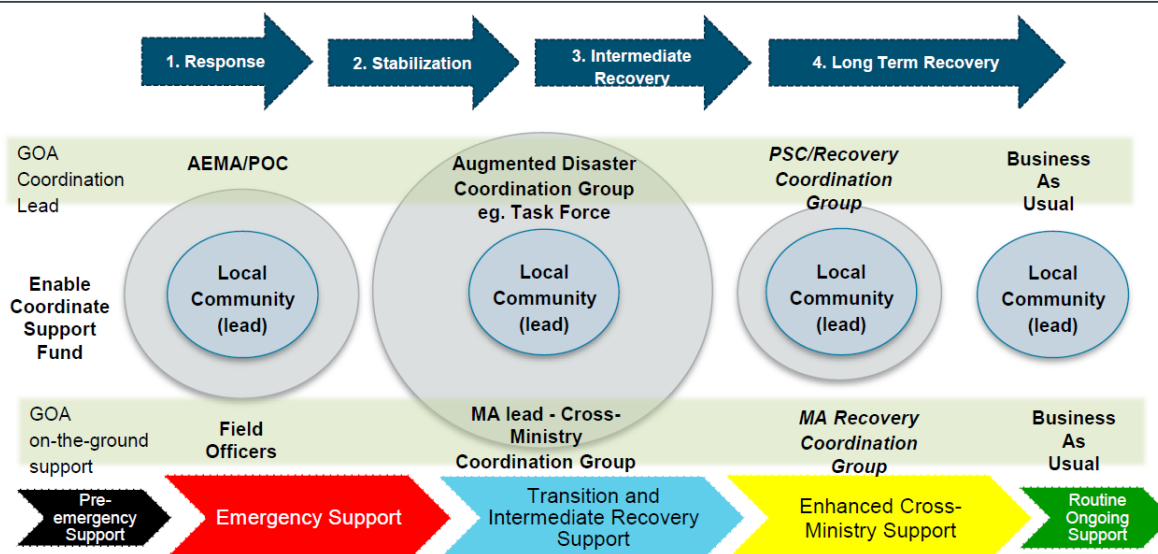
AEMA. An Introduction to working with AEMA's Community Recovery Services. Slide 17

The Alberta Recovery Branch provides three types of services:
a) Expert Advice on best recovery practices and Disaster Assistance Guidelines (DAG)
b) Resource Coordination
c) Financial Assistance (DAG)

Recovery Programs are conditional grant programs. They are NOT intended to be an insurance program or a "full value" replacement program. The DAG is legislated by the EM Act and Alberta Disaster Assistance Guidelines and provides three levels of funding:
1) Reimbursement of costs incurred responding to and recovering from localized disasters
2) Reimbursement of public response and recovery costs incurred due to wildfires that started outside the Forest Protection Area (FPA)
3) Reimbursement of public and private response and recovery costs incurred due to extraordinary and widespread disaster events.

The Provincial Disaster Recovery Program (DRP) may provide assistance to individuals, families, small businesses, farms and charitable organizations when insurance is NOT available. This is an important distinction, as it has a direct impact on the level of financial support available to local governments, businesses, homeowners and tenants and charitable organizations. Components of Private Residential and Small Business recovery include:

a) Evacuation costs
b) Replacement or repair to contents
c) Rebuild or repair of primary residences
d) Support to small businesses to return to normal operations

`The decision to authorize DRP is made by the Assistant Deputy Minister after considering the scope and scale of the disaster

For more information on provincial recovery programs, see the Alberta Disaster Assistance Guidelines.

Private Funding, Donations and Volunteer Management
Private donations will often fund a significant proportion of the support required by individuals and families. Recovery leadership is a prerequisite to the fair collection and equitable distribution of donated funds. No legislation controls either the solicitation or the disbursement of such donations. Private donations are discussed in depth in the Donations and Volunteer Management Plan in the Public Recovery Information Package Plan (PRIPP).

Public Recovery Information Package

The responsive dissemination of public information plays a critical role in the recovery process. Regular communication about recovery efforts reassures the public that public and private agencies are working together to resolve the situation and to bring assistance to those who need it. If no message is given, people will go to the affected site or start contacting agencies, particularly those involved in the response.

The initial communications in response phase of the event will follow the Crisis Communications Plan. As the event progresses and moves into recovery, each agency will speak to their specific role as listed in the Communications Matrix in the PRIPP contained within the Recovery Annex.

Further details of the Public Recovery Information Package Plan, including samples of messaging, are found in the same section of the Recovery Annex.

Recovery Records and Information Management

a) Documentation and Archive

Strathcona County will follow ICS policy with regard to recovery documentation and archive.

▸ The EOC Documentation Coordinator will be responsible to amend and implement the *generic EOC Documentation Plan in the EOP Annex, in consultation with the Recovery Committee, as deter*mined by the needs of the incident

▸ All Recovery records shall be submitted to the EOC Documentation Unit for incorporation into one cohesive and mineable incident archive at the end of the recovery period.

b) Information and Communication

Strathcona County will follow the PRIPP with regard to recovery information communication.

▸ The EOC Information Coordinator will be responsible for overall coordination of information and recovery communication for the incident, in consultation with the Recovery Committee, as determined by the needs of the incident

Roles and Responsibilities:

SCEMA, in collaboration with all County Departments, shall:

a) Develop, implement and maintain the County's Recovery Plan and supporting documentation, in consultation with the County's Recovery Committee

b) Develop and maintain Recovery Committee Rosters based on training and credentials to ensure familiarity and comfort with assigned functions and roles.

c) Consult with and assist County departments in developing, planning and executing Department-specific roles and processes related to the Recovery Plan and supporting annexes

d) maintain comprehensive and mineable incident Archives

e) coordinate, prepare and/or review After Action Reports (AARs), make recommendations for improvements and/or implement corrective action plans as appropriate.

f) liaise with external agencies and surrounding municipalities as mutual aid partners to ensure a collaborative and efficient response

The EAC shall, in collaboration with the D/DEM (SCEMA) and senior County Leadership:

a) support the County's Recovery Committee and associated plans and procedures by responding as required and requested

The D/DEM (SCEMA) shall, in collaboration with the EAC and senior County Leadership:

a) support the County's Recovery Committee and associated plans and procedures by activation of the appropriate recovery components and levels promptly and in accordance with the Recovery Plan and associated procedures

All County departments shall, in collaboration with Strathcona County Emergency Management Agency (SCEMA):

a) support the County's Recovery Committee and associated plans and procedures by providing resources, equipment and subject matter expertise as required and requested

b) participate in periodic exercises and drills to maintain comfort and familiarity with roles, responsibilities and plans. Such training may include participation in functional or full scale operational exercises that test major portions, elements and responsibilities of the County MEP and supporting plans and processes, and regular drills that test readiness of warning and communication equipment

Participating County staff shall, in collaboration with SCEMA and their home department:

a) support the County's Recovery Committee and associated plans and procedures by responding as required and requested

b) participate in periodic exercises and drills to maintain comfort and familiarity with roles, responsibilities and plans. Such training may include participation in functional or full scale operational exercises that test major portions, elements and responsibilities of the County MEP and supporting plans and processes, and regular drills that test readiness of warning and communication equipment

Supporting Plans and Resources

This overarching Recovery Plan is supported by the Recovery Plan Annex, organized into the following components.

- Recovery Committee Plan (RCP)
  - ▸ Recovery Committee Bylaw
  - ▸ Recovery Committee Rosters
- Recovery Action Plan (RAP)
  - ▸ Client Needs Assessment
  - ▸ IT Disaster Recovery Plan
  - ▸ Rapid Damage Assessment
- Public Recovery Information Package Plan (PRIPP)

- ▸ Communications Matrix
- ▸ Donation and Volunteer Management
- ▸ Prepared message templates
- ▸ Public (Town Hall) Meeting Plan

Each component documents specific adjunct plans, policies and procedures for identification, development, implementation, tracking and maintenance of each component of the overarching Recovery Plan, including general timelines, required resources and templates, and implementation of continual improvement of both the Plan and associated processes and records.

Evaluation

Audit and Review

Strathcona County Emergency Management Agency (SCEMA) shall conduct annual audits and reviews to determine conformance and effectiveness of the implementation and maintenance of the MEP and its component parts. Such audits and reviews shall include, but not be limited to in-depth After Action Reviews (AARs), Quality Management annual internal and external ISO audits, and the annual AEMA audit as required under the LEMR.

Corrective Action

The County's Emergency Management Agency (SCEMA) shall take corrective action on identified deficiencies, gaps, and limitations, to ensure that lessons documented in the various program evaluations, exercises, tests, and audit review processes become lessons learned and implemented.

Management Review

Senior Management Review

This Annex shall be included in the MEP Annual review by the County's Senior Leadership, including members of the EAC and SCEMA, as outlined in the MEP Executive Summary.

Continual Improvement

The program review process shall incorporate ongoing analysis and evaluation, as well as corrective action planning and review as outlined in the MEP.