ECONOMIC DEVELOPMENT

**Leadership in Times of Crisis:
A Toolkit for Recovery and Resiliency**
Canadian Edition (2024)

Resources

EDA
Economic Developers Alberta

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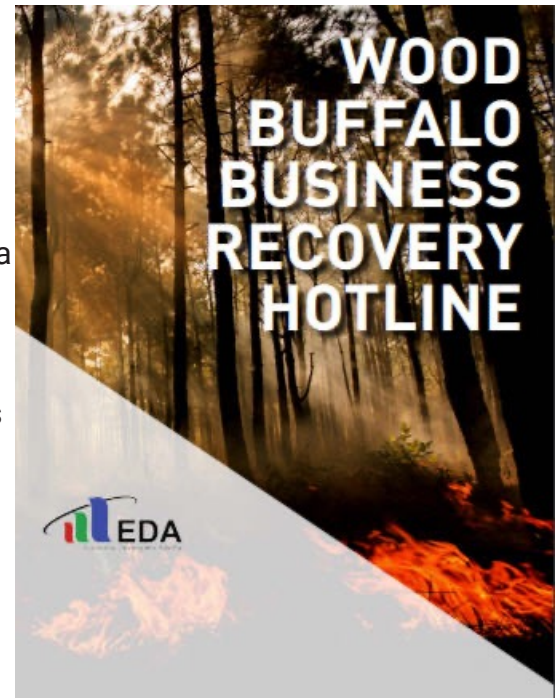## Resource 1: www.restoreyoureconomy.org

RestoreYourEconomy.org provides resources and best practice information for public and private stakeholders seeking to rebuild their local economies after a disaster as well as assisting the business community in preparing for a disaster.

It is a one-stop shop of disaster preparedness and post-disaster economic recovery resources, tools, event announcements as well as opportunities to connect with peers through social media groups. The site exposes readers to critical issues and challenges, highlights lessons learned in the response and recovery process, as well as suggests resources and best practices to use in restoring the local economy after a disaster. This includes articles, whitepapers, presentations, briefings, documents, website links, and other relevant resources to assist your community in the disaster preparedness or recovery process. URL: www.restoreyoureconomy.org

Resource 2: Business Emergency Hotline

On May 30, 2016, Economic Developers Alberta (EDA) opened the Wood Buffalo Business Recovery Hotline in Calgary, Alberta as a resource for businesses affected by the wildfires. Solely funded by the Canadian Red Cross, the Hotline was developed and operated by EDA, in close collaboration with the Red Cross and the Regional Municipality of Wood Buffalo Economic Development Department as their office at the time was inhabitable.

The goals and objectives were to:

- Contact approximately 4,000 companies with current RMWB business licenses.
- Update contact information on these companies.
- Collect information on their specific and immediate needs after the wildfire.
- Provide resources to help with their identified needs.
- Assess their eligibility for Red Cross Small Business Emergency Financial Assistance in the amount of $1,000; and
- Advise the eligibility status and provide further instructions as needed.

The Hotline was marketed through Facebook, Twitter, LinkedIn, newspaper ads, billboards, radio spots, and the rmwb.ca, choosewoodbuffalo.com, and redcross.ca websites.

Operators handled both incoming and outgoing calls, and were provided with a:

- Script.
- Map of the affected areas, including the restricted zones.
- Resource Guide, with details on all aspects of the recovery efforts and resources available to both business owners and individuals (updated as needed); and
- Call-out lists pulled from the current RMWB business license database.
- Frequently Asked Questions (FAQ's)

To download the full report: http://edaalberta.ca/resources/Pictures/FINAL%20Hotline%20Report.pdf

Resource 3: Tiered Re-Entry System for Business

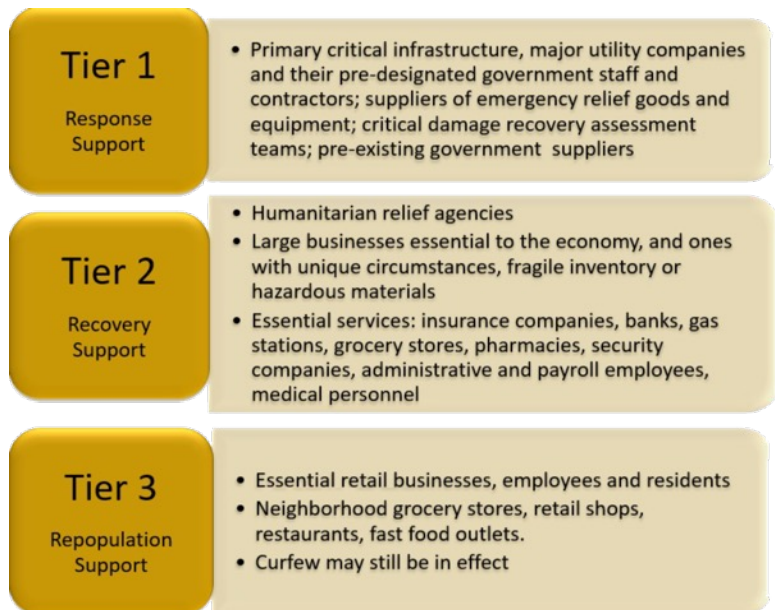Many communities have established a three-tiered system to give re-entry priority to specific community stakeholders. This tiered system considers the needs of specific businesses and industries to be prioritized for re-entry to serve the community, the local economy, and the needs of citizenry.

Tier 1
Response Support
- Primary critical infrastructure, major utility companies and their pre-designated government staff and contractors; suppliers of emergency relief goods and equipment; critical damage recovery assessment teams; pre-existing government suppliers

Tier 2
Recovery Support
- Humanitarian relief agencies
- Large businesses essential to the economy, and ones with unique circumstances, fragile inventory or hazardous materials
- Essential services: insurance companies, banks, gas stations, grocery stores, pharmacies, security companies, administrative and payroll employees, medical personnel

Tier 3
Repopulation Support
- Essential retail businesses, employees and residents
- Neighborhood grocery stores, retail shops, restaurants, fast food outlets.
- Curfew may still be in effect

Tier 1: The first tier is commonly reserved exclusively for re-entry of agencies/groups involved in emergency response. This tier includes search and rescue personnel, emergency healthcare staff, utilities and infrastructure repair personnel, damage assessment teams and pre-designated government staff. In some communities, credentialed businesses, and industries whose facilities pose a public safety concern, environmental threat, or other substantial danger are also allowed access.

Tier 2: The second tier is limited re-entry for other important groups that can include: relief workers, healthcare agencies and suppliers, insurance agents, business operators such as important food and building material retailers, fuel distributors and stations, debris management, financial institutions, and select businesses with unique circumstances (fragile inventory, hazardous waste, large workforce, global distribution etc.)

Tier 3: The third tier allows open access for all remaining residents and business operators (not allowed under tier 2) that can prove they live, own, rent, or lease in the restricted area. This tier also includes licensed contractors, other repair service providers, and family and friends who re-enter with an eligible resident.

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Resource 4: Sample Business Impact Survey

Source: Restore Your Economy, International Economic Development Council

1. Contact Information

Full Name (First, Last)
Business Name
Business Address
Business ZIP/Postal Code
Email Address
Phone Number

2. Has your business experienced any losses due to COVID-19 this year?

Yes
No

3. If yes, please describe the loss your business is experiencing due to COVID-19 (check all that apply)

Supply chain disruption
Slower sales/no sales
Employee absenteeism
Other/comment _____

4. What steps has your business taken this year in response to COVID-19? (check all that apply)

Open, but scaled back hours/shifts
Modified product/service offered
Special offers for customers/community
Employees teleworking
Employees furloughed or laid off (please indicate number) _____
Found new buyers
Found new vendors
Business closed
Other/comment _____

5. How concerned are you about the impact to your business over the next...

One month

| Very concerned | Somewhat concerned | A little concerned | Not concerned |

Three months

| Very concerned | Somewhat concerned | A little concerned | Not concerned |

Six months

| Very concerned | Somewhat concerned | A little concerned | Not concerned |

6. Are you concerned that your business may be forced to close permanently within the next few months?

Yes
No

7. What was your annual business revenue last year?

<$100K
$100K-$299K
$300K-$499K
$500K-$999K
$1M-$2.9M
$3M-$4.9M
$5M-$9.9M
$10M+

8. Please estimate any revenue decline you've experienced as a result of COVID-19 this year, if applicable

0%
<10%
10-20%
21-30%
31-40%
41-50%
51-60%
61-70%
71-80%
81-90%
91-100%

9. How many employees do you have?

0
1-5
6-10
11-20
21-50
51-99
100+

10. What is your industry?

Childcare
Construction
Hospitality (restaurant, catering, hotels)
Entertainment (theaters, cultural institution, etc.)
Manufacturing
Distribution/Logistics/Warehousing
Personal Services (barber shop, nail salon, dry cleaner, etc.)
Professional Services
Retail
Social Services
Other (please specify) _____

11. What assistance would be helpful to your business right now? (check all that apply)

Business preparedness planning/training
Information about financing options
Information about legal assistance
Understanding local rules and regulations for businesses
Other/comments _____

12. If you have received any financial assistance, from where have those funds come?
_____

13. Do you have business insurance?

Yes
No

14. Does your business insurance cover loss of income?

Yes
No

Resource 5: Sample Crisis Communications Checklist

Pre-Crisis Actions

- Establish a robust continuity plan for internal communication
- Designate a communications team, assigning roles and responsibilities, formed of a communications director, support team, and spokesperson
- Establish links with government-led emergency management, ensuring participation inclusion at the emergency operations centre, planning by the office of emergency management, and coordination with provincial and local emergency support function
- Identify pre-existing plans, resources, and requirements

Creating a Communication Plan

- Identify communication channels to stakeholders in the business community, media, and local, provincial, and federal governments
- Identify materials needed to access communication channels in the event of a crisis
- Practice visualizing communication channels to identify and fill any gaps or inefficiencies
- Identify communication goals to meet in the event of a crisis

Responding to a Crisis

- Determine key messages using communication goals. Key messages contain need-to-know information and address damaging misinformation or rumors. Keep them short, succinct, and ideally limited to three at a time
- Determine key messages per audience
- Acknowledge reality both before and during a crisis
- Develop a strategy for working with the media

Post-Crisis Actions and Recovery

- Continue outreach to the business community during recovery. Communication should focus on connecting the business community with recovery services and resources
- Continue to advocate for recovery resources from provincial and federal governments using post-disaster economic impact analysis
- Develop a messaging and media strategy to dispel negative images of the community and attract tourism and investment

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Resource 6: List of Federal Departments/Agencies- Economic Development Related Programs

Business Link (The) - The Business Link is a not-for-profit organization supported by the Government of Canada and the Government of Alberta that provides services and information to small and medium sized businesses in Alberta. http://www.canadabusiness.ab.ca/

Community Futures - Network of Canada - Operates 268 non-profit offices across Canada that provide small business services to people living in rural communities. Each office delivers small business loans, tools, training, and events for people wanting to start, expand, franchise, or sell a business. According to the CFNC Bylaws, the class of CFNC Members is divided into five groups of Members:

- "Atlantic Group" composed of Associations from Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland and Labrador.
- "Quebec Group" composed of the Association from Quebec.
- "Ontario Group" composed of the Association from Ontario.
- "Western Group" composed of Associations from Manitoba, Saskatchewan, Alberta, and British Columbia; and
- "Territories Group" composed of Associations from Yukon, Northwest Territories and Nunavut

https://communityfuturescanada.ca/

Regional Development Agencies - Regional Development Agencies across Canada help address key economic challenges by providing regionally tailored programs, services, knowledge, and expertise that:

- Build on regional and local economic assets and strengths.
- Support business growth, productivity, and innovation.
- Help small- and medium-sized businesses effectively compete in the global marketplace.
- Provide adjustment assistance in response to economic downturns and crises; and
- Support communities.

Each Regional Development Agency brings a regional policy perspective in support of the national agenda through regional economic intelligence to support national decision-making; contributing to federal regional coordination and cooperative relationships with other levels of government, community and research institutions, and other stakeholders; and supporting national priorities in regions. By working collaboratively, the Regional Development Agencies ensure national coordination and maximized efficiencies, representing Canada on territorial development matters, and developing or renewing national programs or services delivered regionally.

- Prairies Economic Development Canada (PrairiesCan)
- Pacific Economic Development Canada (PacificCan)
- Canada Economic Development for Quebec Regions (CED)
- Federal Economic Development Agency for Southern Ontario (FedDev Ontario)
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- Atlantic Canada Opportunities Agency (ACOA)

Global Affairs Canada - Global Affairs Canada manages Canada's diplomatic and consular relations, promotes the country's international trade, and leads Canada's international development and humanitarian assistance. The priorities of Global Affairs Canada include:

- Contributing to international peace, security, and humanitarian assistance, through renewed leadership and constructive international engagement.
- Reinforcing Canada's relations with the United States and other key bilateral partners to advance Canadian interests.
- Strengthening Canada's contribution to a more just, inclusive, and sustainable world; and contributing to inclusive Canadian and global prosperity through increased and diversified international trade, and foreign direct investment.

Resource 7: Personal Emergency Preparedness

Canadian Red Cross

The Canadian Red Cross has a Be Ready app to help individuals prepare. It features practical, useful preparedness information for a range of disasters and emergencies; access to in-app information anytime, anywhere even without reception or an internet connection; interactive quizzes allow you to earn badges that you can share with your friends and colleagues; and a toolkit with additional features e.g. flashlight, strobe, and alarm.

Ready Campaign

The U.S. Department of Homeland Security's www.ready.gov website is a valuable resource for individuals as well. Launched in February 2003, the Ready Campaign is a National public service campaign designed to educate and empower Americans to people to prepare for, respond to and mitigate emergencies, including natural and man-made disasters. The goal of the campaign is to promote preparedness through public involvement.

Ready and its Spanish language version Listo ask individuals to do four key things:
(1) stay informed about the different types of emergencies that could occur and their appropriate responses (2) make a family emergency plan and (3) build an emergency supply kit, and (4) get involved in your community by taking action to prepare for emergencies

Are You Ready?

An In-Depth Guide to Citizen Preparedness

P-2064 | September 2020

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Resource 8: Business Continuity Resources

Open For Business-EZ (OFB-EZ) Business Continuity Toolkit

The Insurance Institute for Business & Home Safety (IBHS) developed a new streamlined business continuity program for small businesses that may not have the time or resources to create an extensive plan to recover from business interruptions called OFB-EZ™ (Open for Business-EZ). OFB-EZ™ is a free toolkit designed to help even the smallest businesses focus on planning for any type of business interruption. OFB-EZ is available as a downloadable Adobe Acrobat (.pdf) toolkit and as individual module forms in both Adobe Acrobat (.pdf) and Word formats that can be filled in and printed for safekeeping. These can be downloaded at: https://www.disastersafety.org/disastersafety /open-for-business-ez/

Master Your Disaster (Business Edition)

Author Leann Hackman-Carty includes a Stand APART© Business Continuity template at the back of the Master Your Disaster (Business Edition). The Family Edition includes plans for individuals, and the Community Edition includes valuable community preparedness templates. All templates are available in the books, or in a downloadable online format for ease of use at www.masteryourdisaster.ca.

Business Emergency Continuity Plan (Biz Link)

Business continuity plan and templates for entrepreneurs

Business Development Canada has a business continuity exercise that helps mitigate potential effects of an emergency. https://www.bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/pages/business-continuity-guide-templates-entrepreneurs.aspx

Business Continuity Institute

The Business Continuity Institute (BCI) has over 8,000 members in more than one hundred countries. Its network of business continuity and resilience professionals help to keep the world's organizations on track, no matter what happens. They set guidelines, train professionals, gather research, and spread knowledge. www.thebci.org
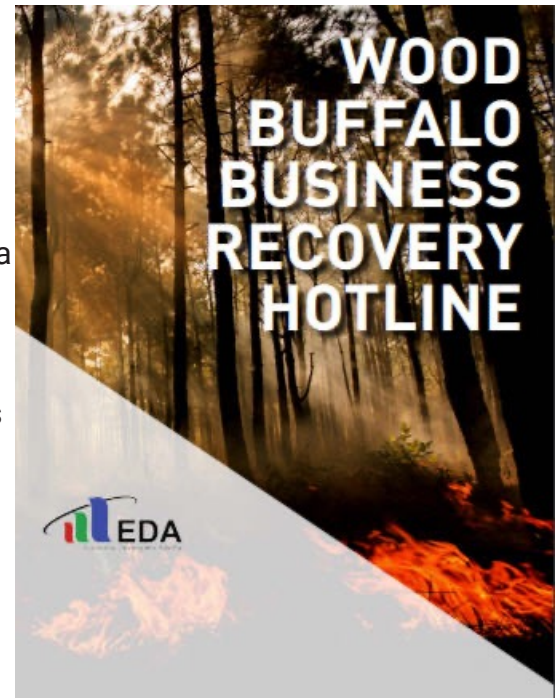
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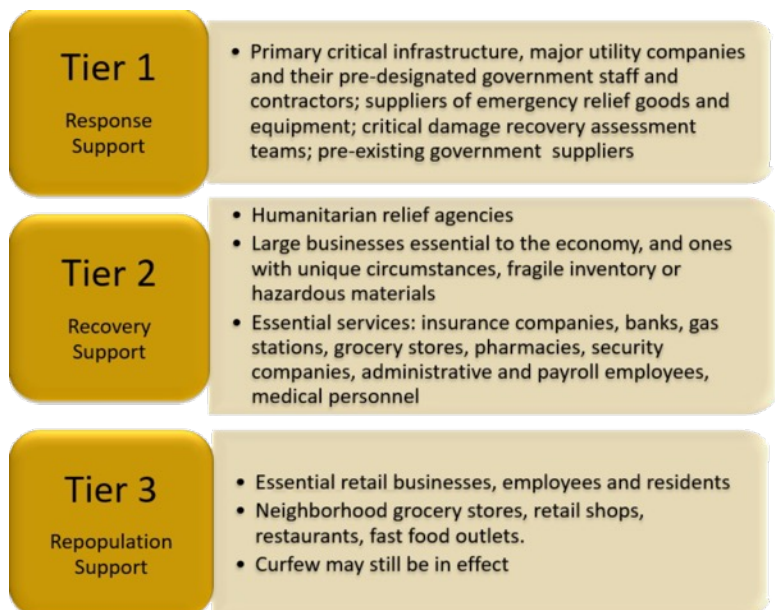## Resource 3: Tiered Re-Entry System for Business

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- Strengthening Canada's contribution to a more just, inclusive, and sustainable world; and contributing to inclusive Canadian and global prosperity through increased and diversified international trade, and foreign direct investment.

Resource 9: FEMA National Disaster Recovery Framework Recovery Continuum- Description of Activities by Phase

FIGURE 1. RECOVERY CONTINUUM – DESCRIPTION OF ACTIVITIES BY PHASE

SIZE AND SCOPE OF DISASTER AND RECOVERY EFFORTS

NATIONAL DISASTER RECOVERY FRAMEWORK (NDRF)

NATIONAL RESPONSE FRAMEWORK (NRF)

DISASTER

PREPAREDNESS
ONGOING

PRE-DISASTER PREPAREDNESS
Examples include:
- Pre-disaster recovery planning
- Mitigation planning and implementation
- Community capacity- and resilience-building
- Conducting disaster preparedness excersises
- Partnership building
- Articulating protocols in disaster plans for services to meet the emotional and health care needs of adults and children

SHORT-TERM
DAYS

SHORT-TERM RECOVERY
Examples include:
- Mass Care/Sheltering
  → Provide integrated mass care and emergency services
- Debris
  → Clear primary transportation routes
- Business
  → Establish temporary or interim infrastructure to support business reopenings
  → Reestablish cash flow
- Emotional/Psychological
  → Identify adults and children who benefit from counseling or behavioral health services and begin treatment
- Public Health and Health Care
  → Provide emergency and temporary medical care and establish appropriate surveillance protocols
- Mitigation Activities
  → Assess and understand risks and vulnerabilities

INTERMEDIATE
WEEKS-MONTHS

INTERMEDIATE RECOVERY
Examples include:
- Housing
  → Provide accessible interim housing solutions
- Debris/Infrastructure
  → Initiate debris removal
  → Plan immediate infrastructure repair and restoration
- Business
  → Support reestablishment of businesses where appropriate
  → Support the establishment of business recovery one-stop centers
- Emotional/Psychological
  → Engage support networks for ongoing care
- Public Health and Health Care
  → Ensure continuity of care through temporary facilities
- Mitigation Activities
  → Inform community members of opportunities to build back stronger

LONG-TERM
MONTHS-YEARS

LONG-TERM RECOVERY
Examples include:
- Housing
  → Develop permanent housing solutions
- Infrastructure
  → Rebuild infrastructure to meet future community needs
- Business
  → Implement economic revitalization strategies
  → Facilitate funding to business rebuilding
- Emotional/Psychological
  → Follow-up for ongoing counseling, behavioral health, and case management services
- Public Health and Health Care
  → Reestablishment of disrupted health care facilities
- Mitigation Activities
  → Implement mitigation strategies

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