



2017 Community Excellence Awards

Application Form

Best Practices, Organizational Development & Improvements

Please complete and return the application form by **Friday, June 23, 2017**. If you have any questions, contact UBCM at awards@ubcm.ca or (250) 356-5193.

SECTION 1: Applicant Information

Local Government: City of Port Coquitlam

Complete Mailing Address: Fire Hall #1 1725 Broadway St., Port Coquitlam, BC V3C 2M9

Contact Person: Tara Stroup

Position: Emergency Program Officer

Phone: 604-927-5460

E-mail: stroupt@portcoquitlam.ca

SECTION 2: Staff Contact

An invitation to attend the UBCM Community Excellence Awards Breakfast Reception will be sent out via e-mail in early September. Winners will not be named before the ceremony.

Please provide the contact information for the person in your office who should receive and reply to the invitation, on behalf of the elected officials/staff who will be in attendance at the UBCM Convention.

Staff Contact Person: Tara Stroup

Position: Emergency Program Officer

Phone: 604-927-5460

E-mail: stroupt@portcoquitlam.ca

SECTION 2: Project/Program Information

1. Name of the Project/Program:

Pre-Disaster Recovery Planning

2. Project/Program Summary. Please provide a summary of your project/program in 150 words or less

In 2015 the City of Port Coquitlam worked alongside other entities in the community to

build and establish a best practice for pre-disaster recovery planning with local businesses. This work included several staff from multiple departments, an Emergency Social Services volunteer and university students from the Emergency Management division of the Royal Roads master's program. Working together, this group came up with a survey in which to ask local businesses questions on how prepared they were. It then developed content for a world café which focused on the discovery of what the needs would be in short, medium and long term recovery stages. The ultimate goal was to complete a recovery plan for the city with input from this group. After completion of the recovery plan the next phase was to then build a business recovery directory in which staff can refer to in order to support response and recovery activities within the Emergency Operations Centre.

SECTION 3: Project Details.

Please answer each question in 250 words or less (our judges value directness and brevity). If you experience difficulty answering a particular question, consider the aspects of your program that may relate to the question and show us how they are linked. Remember to include measurable results whenever possible.

- 3. Results.** How has the program/project served as a tool for organizational development and improvement in your local government ?

Recovery planning is never completed ahead of an event, it is always something that is done in response to an emergency or disaster. By developing a committee built with citizens, organizations and staff it served to gain understanding of each others roles and form a collaborative approach to recovery efforts. Moving forward, the City now understands that the pre-planning work done will mean less of an economic impact with plans in place and relationships that have been built with local business. The Business Recovery Directory and subsequent reach out to the business community gives staff a better understanding of what resources reside within the community and has fostered meaningful relationships for future collaboration.

This first session (World Café, 2015) had 22 participants, the second workshop session (2016) had 50 participants. Over 70% of the participants in the second session had attended the first session.

- 4. Service Delivery.** How has the implementation of this program/project improved services within your local government and your community?

The business community is engaged in the process and finds value in the initiative. They are passionate about preparedness as this directly impacts their livelihoods. The workshop that was completed showed them how to sustain their businesses after an emergency has occurred and that the City cares about their welfare. On-going features such as the development of an on-line business recovery planning toolkit show the sustainability of the project along with scheduling future workshops. This all works to strengthen the work that was started and develop deeper more meaningful relationships. The business community has a better understanding of the resources, processes and services the City provides and likewise the knowledge is reciprocated by staff in understanding these same things for business owners and operators.

- 5. Effectiveness.** How is the program/project more efficient and/or effective than it was before?

Recovery Planning is unknown territory in local government even though we are legislated

to provide site support including recovery efforts under the Emergency Program Act. Our program features enhancements each year to build on the knowledge base of all businesses that reside within the community.

6. Economic Impact. How has the program/project saved the community money and/or resources or encouraged economic development?

The founding principles of the project are to address the economic affects after an emergency has occurred. One of the speakers during a session spoke about recently dealing with a fire where her business had been literally wiped out. She detailed the need to comprehend what resources she could have had in place, with minimal effort, that would have alleviated her stress and been beneficial in her recovery, which in turn would have saved her significant costs. As an example, if she had a listing of staff phone numbers readily accessible in the first moments of the emergency this would have been helpful and would have been an easy item to complete beforehand. Each business that becomes aware of their own needs means that down the road it will be less of an impact to all community members. Also, by communicating and highlighting the initiative our hope is that future businesses will feel that Port Coquitlam is a forward thinking community looking out in the best interests of the business sector by supporting and encouraging development growth.

7. Accountability. How has this program/project improved accountability to citizens of your local government?

The partnerships that have been gained throughout the project have been invaluable between staff, business owners and residents. There are several business owners that live and work in Port Coquitlam so they see the efforts and feel pride in how progressive the local government is. Many of the ESS volunteers who live in Port Coquitlam, when told about the project, are impressed and feel pride in the work that is being done. The development of the project has also led to other initiatives such as an out-reach to stratas within the community.

8. Collaboration.

A) Tell us how colleagues/departments worked together to come up with innovative solutions.

During the initial process staff formed a sub-committee made up of people who saw the value in the work being done. They supported the initiative by coming up with ways to make it successful such as bringing in a professional speaker to introduce the workshop. Staff also came forward and wanted to ensure all managers were on board with the project and suggested an update meeting to keep everyone informed of any progress. The sub-committee members were instrumental in ensuring all communication was professional and had input into the development of the questions asked at the World Café.

The success of this project was due to all staff taking part and embracing the concept of pre-disaster recovery planning. As an example the communications manager was instrumental in the development and advisement of all communication pieces that were presented.

Innovation came in the way of utilizing master's students to help with project initiatives such as minute taking, development of questions, content for the survey and participation in observing during the World Café. This saved the City money in staff costs and developed further relationships with the University and the students.

B) Tell us how your Council/Board provided a supportive environment for implementing change

Council members attended meetings and took part in the World Café. Councillor Glen Pollock was asked to introduce the background information to showcase the support of Council in relation to the initiative. Councillor Pollock then provided a report during a Council meeting on his experiences which included an overview of the success of this endeavour.

9. Innovation. What makes this program/project innovative and creative?

Recovery planning simply is not done even though it is mandated and is one of the four pillars of emergency management. Most work in emergency management is in response, preparedness and mitigation, we tend to be reactionary rather than visionary when it comes to recovery. Research has shown that resiliency planning will provide economic benefits if done pre-disaster (i.e. Hurricane Sandy & Katrina). The purpose of this project was to develop an understanding of what recovery means and then work on detailed business continuity planning once this understanding was in place. The use of FREE administration and university students was coordinated to reduce impacts to the budget and free up time of the Emergency Program Officer and other staff.

10. Sustainability. What measures have you put in place to ensure the continued operation of this initiative? (e.g. staff time, resources, financial)

Each year the emergency management program sets aside enough of a budget to account for a business continuity related workshop to sustain the pre-disaster recovery planning work. The use of FREE administrative students has kept costs down while ensuring the work is completed. The plan is to use these students every two years to ensure the plan content is updated. Future planning also includes the development and need of business continuity planning for the whole City. Asking speakers who are local and have relevant experience in a disaster to present at these workshops has had no financial costs associated thus far. Future speakers will be sought after with this in mind.

11. Best Practices. How do the processes behind the program/project, and the subsequent results, serve as an example of best practices?

Local governments are legislated to provide robust emergency planning, training and exercises and to be the authority on support to emergency response and recovery activations. As such, local authorities should be the leaders in emergency management and have strong, efficient programs which businesses can look to as an example. By having researched and undergone significant recovery planning, the City will be seen as a leader by its citizens and business owners and be an example to other Cities all in the best interest of safety initiatives. The City worked alongside a multitude of different organizations and levels of government in order to complete some of the work done on this initiative.

12. Transferability. How is this program/project transferable to other local governments?

The JIBC (Justice Institute of BC) has completed a web cast which has highlighted the work the City has done on its recovery planning initiatives. Other Cities all over Canada have contacted the Emergency Program Officer and asked for background information on how they can start their own similar initiative. Within the Metro Vancouver Region several resources have already been shared to get other communities started.

The Emergency Program Officer took part as a speaker, for the Emergency Preparedness

for Industry in Commerce Council (EPICC) conference. This presentation focused on the processes of business continuity practices for local government and the successes of the Pre-Disaster Emergency Committee in relation to the planning and understanding of recovery phases. By laying the groundwork of recovery understanding, the City will now be in a better place to have success in business continuity planning. This took place on October 7th, 2016.

13. Knowledge Sharing. What helpful advice would you share with other communities looking to embark on a similar project?

Learn from the lessons we have learned over the course of the past three years. It is important that information is constantly given to the group and everyone's voice is heard. Having the right people on the team in order to make decisions, communicate ideas and spread the word will be a valuable asset. This is a long-term project that needs to be cultivated. Have a plan ready to submit to senior management and Council so that questions are met with answers ahead of time. Understand that not everyone will buy into recovery planning so prepare a report that includes case studies on why it is important. I would also say that sharing, encouraging and understanding the needs of the business community will ensure resiliency efforts will be met during the recovery phases of a disaster.

14. Additional Information. Please share any other information you think may help support your submission.

1. This work was acknowledged in 2017 by the Disaster Recovery Institute International as a finalist in the Awards of Excellence, Newcomer of the Year category.

2. A thesis was completed by a master's student from Royal Roads University (in Leadership) which outlines the World Café deliverables. The research question posed was, "How might the City of Port Coquitlam incorporate a third party component into the Disaster Recovery Plan?" The literature review considered three topics: Community resilience, Collaborative partnerships and Coordination in Disaster Management.

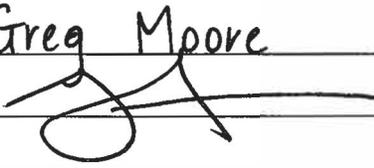
3. The completion of a Recovery Plan that included the following entities was finalized in 2015:

The Port Coquitlam Recovery Planning Committee consisted of the following members:

Jillian Harris, Fraser Health
Aid Zerlianne Alcid, Canadian Red Cross
Gord Demchuk, Riverside Community Church
Glenn Mitzel, City of Port Coquitlam, Recreation Department
Doug Behm, Ministry of Children and Family Services
Randy Minaker, City of Port Coquitlam, Fire & Emergency Services
Mark Grasby, City of Port Coquitlam, Information Services
Gord Voncina, City of Port Coquitlam, Administration/Special Projects
Tim Arthur, City of Port Coquitlam, Building Department
Cathy Van-Martin, City of Port Coquitlam Resident
Aaron Robinson, Tri-Cities Chamber of Commerce
Megan Duke, School District #43
Darlene Kent, Coquitlam RCMP
Andre Hales, Salvation Army
John McEwan, Salvation Army
Pardeep Purewal, City of Port Coquitlam Administration and Communications
Ravi Chhina, City of Port Coquitlam Operations Department

Mani Deo, City of Port Coquitlam Operations Department
 Mathew Colling, Canadian Red Cross
 Tara Stroup, City of Port Coquitlam Emergency Program
 Stephen Armstrong, Kwikwetlem First Nation
 Jerome Bouvier, Access Youth Outreach Services Society
 Marvin Joe, Kwikwetlem First Nation
 Carol Metz Murray, Tri-City Transitions
 Chris Gardner, City of Port Coquitlam Facilities Department
 Farouk Zaba, City of Port Coquitlam, Finance Department
 Ian Blankenberg, Masters Student Royal Roads University
 Shaun Koopman, Masters Student Royal Roads University
 Julien Rubin, Masters Student Royal Roads University
 Jennifer Little, City of Port Coquitlam Planning Department

* Please see Attachment A for further detailed information on the project at its inception.

SECTION 4: Signature	
Applications are required to be signed by an authorized representative of the applicant.	
Name: <i>Greg Moore</i>	Title: <i>Mayor</i>
Signature: 	Date: <i>June 6, 2017</i>

Applications should be submitted as Word or PDF files. If you choose to submit your application by e-mail, hard copies do not need to follow.

Submit applications to Local Government Program Services, Union of BC Municipalities

E-mail: awards@ubcm.ca or mail: 525 Government Street, Victoria, BC, V8V 0A8

PRACTICE

COMMUNITY BASED PRE-DISASTER
RECOVERY PLANNING*City of Port Coquitlam*

By: Tara Stroup,

Emergency Program Officer, City of Port Coquitlam

Port of Trail Deck - photo by Lila Yamaguchi

IN DECEMBER OF 2014 the City of Port Coquitlam embarked on the endeavor of pre-disaster recovery planning. This process was started to determine recovery awareness in order to provide a framework for business continuity planning, insight into collaborative networking, and to review the benefits of cost recovery initiatives. A report outlining what the process would entail was submitted. A committee was struck and was comprised of local organizations, partnering non-government organizations (NGO's), community groups, members of the public, university students and provincial ministry representatives.

Two meetings have occurred thus far which have provided an understanding of the participants' roles, what resources are available and what the concerns are for the three different phases of recovery. The three phases of recovery were determined as follows: short (immediate needs), medium (up to two years) and long term recovery (two years and beyond). The initial meeting provided insight into the groups thoughts on recovery by taking part in a brainstorming session.

Brainstorming Session

Meeting 1

Short Term
(immediate needs)

- Reduce suffering
- Bring back to a normal state as quickly as possible
- Have resources in order to respond efficiently
- Provide basic needs (water, food, fuel)
- Determine communication abilities

Medium Term
(up to 2 years of recovery - items deemed important)

- Evaluate & eliminate economic losses
- Get the community back to where it was pre-disaster
- Provide psycho-social support to residents and first responders
- Implement temporary and permanent repair of infrastructure
- Provide resources and inventory for re-construction
- Identify critical resources
- Marketing of the City

Long Term
(2 years and beyond - items deemed important)

- Evacuate and eliminate economic losses
- Get the community back to where it was pre-disaster
- Provide psycho-social support to residents and first responders
- Implement temporary and permanent repair of infrastructure
- Look at resources and inventory for reconstruction
- Identify critical resources
- Marketing of the City
- Look at ways to enhance the community
- Build back better opportunities
- Review of community vision
- Re-assess community status
- Possible changes to bylaws and zoning
- Sustainability measures

- Economic recovery plan in place
- Flexibility (population displacement, investment utilization, construction support)
- Establishing and adapting to the new normal

Scenario Based

Meeting 2

This meeting used a scenario based on a 7.3M earthquake that occurs in the Metro Vancouver area 30km west of Vancouver. Questions asked of committee members prior to the meeting consisted of:

- Is there a plan in place?
- What are we (and aren't we) prepared for?
- What kind of resources will be needed?
- What kind of help will I need and from whom?

Internal perspectives for the City included a review of critical infrastructure, daycare services, and ESS response support. Items deemed critical were comprised of water, paper forms, staffing and communication issues. There was further conversation over long-term planning considerations.

External City perspectives included debris management, usage and commandeering of fuel, liability coverage, water/sewer capabilities, communication challenges, the use and need for portables along with plan preparedness and awareness. There were immediate concerns for emergency response capabilities including rapid damage assessments of residential homes and infrastructure. The topic of psycho-social impacts to the community and the well-being of residents were also discussed.

The local youth association felt comfortable with their level of awareness and with the resource acquisition of emergency preparedness supplies. We learned through the briefing that the group had the ability to move their members by bus and that the fleet of buses on hand were stocked full of resources. One item of concern however was emotional support for their members.

Considerations for residents will include: family re-unification planning, the use of a cell phone to contact loved ones, prioritizing an out-of-province contact, and an awareness of the 72-hour provisions and timelines established by the province. Another concern noted was the availability of resources through local businesses in the community for day-to-day living following an event.

Non-government organizations stated that they would be working alongside the province to perform needs assessments. Service items they would provide included: help with fundraising, counselling, staffing a call center, managing walk-in volunteers and taking part in an "un-met needs" committee. One

organization noted that they already had equipment in place at different sites in various locations and that they could provide a stocked emergency response unit.

The need for acute care hospitals, along with providing for home health and residential care clients will be a priority for health organizations. Concerns included staffing, facility assessments, road clearing for vendors in regards to the collection of supplies, and ensuring the flow of information from reception centres. Plans are in place for the first 72 hours of a disaster but generators and electrical supply may be a concern after this time.

Where do we go from here?

At this time a draft recovery plan has been completed that embodies the thoughts and considerations of committee members, but the work itself is not complete. Comprehensive, tangible outcomes need to be completed in order to validate the time and efforts of committee members.

From the initial concept of recovery planning, two main projects will be started: the City will be inviting the business community to a workshop which is being conducted to determine the benefits of third party networking, and will compile information for a business recovery directory. This workshop will include information on business continuity planning, and will provide tools to help start the process for the business community.

The City has also taken part as a contributing member to a critical infrastructure tool initiative. This process included a thorough review of critical resources based on interdependencies that were both internal and external. This work was completed and a report has been provided outlining needs based on operational capacities and resources. A list of items have now been identified that will have a higher profile for future purchases and initiatives.



Tara Stroup is the Emergency Program Officer for the City of Port Coquitlam. She is a member of the South-West Regional Emergency Planning Committee and is Chair of the South-West Regional Emergency Social Services Committee (Metro-Vancouver).

Contact: stroup@portcoquitlam.ca

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City Website: www.portcoquitlam.ca/ep