

Central Okanagan Wildfire Recovery Plan December 15, 2023

Version 2

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Introduction

On August 15, 2023, the McDougall Creek wildfire aggressively consumed properties and destroyed or damaged homes in the West Kelowna and west side of Okanagan Lake area. The fire displayed extreme and unprecedented behaviour and growth. It spotted across Okanagan Lake to the northeast and started three spot fires, which evolved to become two larger fires. Local authorities and First Nation most impacted were West Kelowna, Regional District of Central Okanagan (RDCO) and the Westbank First Nation.

The McDougall Creek wildfire event took place within the traditional and unceded territory of the Okanagan syilx people. The Okanagan Indian Band, Upper Nicola Band, Penticton Indian Band, Osoyoos Indian Band, Lower and Upper Similkameen Indian Bands, and the Colville Confederated Tribes are all within this territory and make up the members of the Okanagan Nation Alliance (ONA). The impact of the fire will be felt by all ONA members. The work that comes out of this plan will be coordinated with those members to ensure their voices are heard and needs met.

The local governments have obligations under the *Emergency Program Act* of British Columbia to develop a recovery plan for its impacted residents. This document outlines the initial recovery objectives but recognizes that new ones may evolve as response activities continue and eventually wind down.

Recovery is not well defined by the *Emergency Program Act* or British Columbia Emergency Management System (BCEMS). While guidelines are provided that can assist, there is no real mandate regarding how in-depth recovery must be for any given community that experiences some sort of disaster. Local authorities and First Nations must look at the level of service that they want to provide to residents and mirror recovery efforts after those programs. Sometimes, there can be challenges in confirming needs versus wants, and often there will be influencing factors around political and/or social engineering interests.

An effective recovery program reduces the impacts to residents, businesses, and industry, and minimizes the impacts to local government. It is important to return life to normal as quickly as possible. It is imperative that the Local authorities and First Nations undertake recovery operations as soon as an emergency event starts and continues with those operations until residents have been assisted as much as possible on residents, businesses, and industry and minimizes the impacts on continue with those operations until residents have been assisted, businesses and industry and minimize the impacts as much as possible. For this event, the process of recovery planning started on August 18.

This recovery plan aligns with guidance provided in the Ministry of Emergency Management and Climate Readiness (EMCR) document *Recovery Guide for Local Authorities and First Nations. 4th edition. February 2022*. This basic business flow identifies the general approach that the local governments will utilize to meet their obligations.

Update – November 2023

Following the McDougall Creek Wildfire Recovery Plan (2023), the Resiliency Centre has achieved important milestones since opening its doors. Staff at the centre reached out to approximately 300 property owners who suffered property loss to complete needs assessments, facilitate referrals and help wildfire-affected residents navigate the recovery process. Residents were primarily from within communities of Westbank First Nation, City of West Kelowna, and Electoral Area West within the RDCO.

Major recovery-phase accomplishments include successful community outreach and ongoing collaboration between local governments and non-profit organizations. Overall, there were:

- 84 unmet needs assessments completed.
- 400 individuals and their families supported in the communities of Westbank First Nation, West Kelowna, and the Electoral Area West in the RDCO.
- Over 700 referrals to other agencies for support such as gift cards for food, clothing, gas and housing.

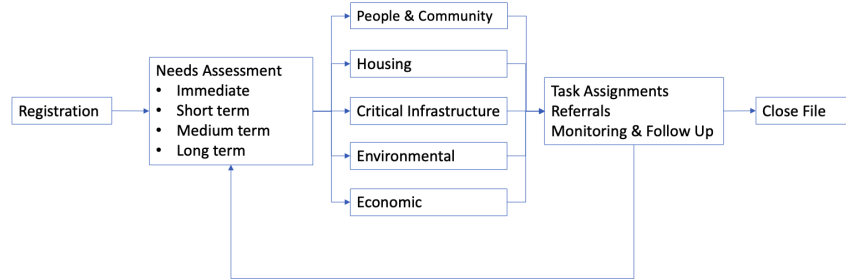
After the Centre closed on November 17, residents undertaking rebuilding of their homes are encouraged to work closely with their local jurisdiction and local social non-profit organizations. Staff recognize the long-term nature of post-disaster recovery does not end with the closure of the Resiliency Centre; therefore, a transition plan is in place for the next phase of assistance. This includes:

1. Continuation of the online resource on the RDCO website: rdco.com/resiliency
2. Engagement with local partners and non-profit organizations
3. Guiding residents through the rebuilding process

For the rebuilding phase of Recovery, each impacted jurisdiction is supporting community members independently. The RDCO continues to seek resources for member municipalities and is not coordinating overall region-wide rebuilding efforts.

Please note that this Recovery Plan reflects progress made as of the date of issue.

Basic Business Flow for Recovery Management



Linkages

Community Emergency Plans

Each community has an emergency plan they will reference. This recovery plan is intended for use as a stand-alone plan to provide recovery guidance to each of the communities and contractors as required.

Emergency Program Act

The *Emergency Program Act* of British Columbia, Section 6(2) indicates “a local authority must prepare or cause to be prepared local emergency plans respecting preparation for, response to and recovery from emergencies and disasters.” This recovery plan complies with this requirement.

Declaration of the Rights of Indigenous Peoples Act

British Columbia has enacted the Declaration of the Rights of Indigenous Peoples Act (DRIPA) which dictates how the Province of BC engages with First Nations on 4

Linkages to Other Phases of Emergency Management

The recovery phase is linked to other phases of emergency management. There is an obvious link to the response phase, and the recovery phase should start early in response, and continue beyond the end of response.

There is also a tendency to link the mitigation and preparedness phases to the recovery phase. Often, mitigation is included in the concepts of building back better. While all phases of emergency management are important, it is critical to remember that the recovery team has a primary purpose of supporting recovery. Mitigative works that benefit the local community are desirable but can increase the workload of the recovery team. As well, if these phases are not adequately explained to the public, elected officials and others, there can be confusion among as to what disaster recovery entails, and what is better left to overall local authority governance.

Care must be taken to provide additional resources over and above the recovery team if local authorities and First Nations wish to undertake build back better initiatives, increase services, advance planning, or undertake mitigation projects. This will ensure that the recovery team is able to expedite the recovery process.

Relevant Documents for Recovery

There are several documents available from EMCR and other sources that can be useful. The Recovery Management team should make themselves familiar with these documents.

British Columbia Emergency Management System

The British Columbia Emergency Management System (BCEMS) is a comprehensive framework that provides a structure for a standardized approach to developing, coordinating, and other personnel involved in their decision-making and implementing emergency management programs across the province of BC. The BCEMS goals are useful in recovery management for guiding recovery managers, team participants and other involved personnel in their decision making. They are:

1. Provide for the safety and health of all responders.
2. Save lives.
3. Reduce suffering.
4. Protect public health.
5. Protect government infrastructure.
6. Protect property.
7. Protect the environment.
8. Reduce economic and social losses.

The BCEMS document can be found here:

https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/EMCR/bcems/bcems_guide.pdf

Recovery Guide for Local Authorities and First Nations

The *Recovery Guide for Local Authorities and First Nations*. 4th edition. February 2022 provided by EMCR is a useful tool in the early stages of recovery operations. Extensive recovery operations will find that the information contained within this toolkit is quickly achieved and further solutions will be required. This

document must be reviewed early in recovery operations; however, it should not be considered as the sole guiding documentation regarding community disaster recovery.

It can be found here:

https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/local-government/disaster_recovery_guide.pdf

Emergency Operations Centre (EOC) Forms and Templates

Throughout the process of recovery, recovery managers and other recovery staff will routinely find themselves using emergency operation center forms and templates to communicate with and seek support approval from EMCR. There are three main forms that can be used in the recovery program:

- the Expense Authorization Form (EAF) is used to request confirmation from EMCR that costs for an eligible activity can be reimbursed back to the local government. The EAF applies to costs associated with services or resources that the local government can source and pay for
- the Resource Request is used to request services or resources through EMCR. In this case, EMCR will source and pay for the resource.
- the Situation Report (SitRep) is used as a daily summary of previous day's activities within the recovery program. It is used by EMCR and supporting agencies to inform their support planning.

Links to these forms and templates can be found at:

<https://www2.gov.bc.ca/gov/content/safety/emergency-management/local-emergency-programs/local-gov-operations>

Financial Assistance for Emergency Response and Recovery Costs

Throughout the response and recovery phases of a disaster, the local authority will need to undertake a variety of tasks and will need to seek pre-approvals from EMCR for financial reimbursement for costs associated with eligible activities. Current EMCR policy reimburses local authority response costs at 100% and recovery costs at 80%. Costs associated with any non-eligible activities will be borne by the local authority. The *Financial Assistance for Emergency Response and Recovery Costs: A Guide for BC Local Authorities and First Nations (2008)* clarifies what are typical eligible costs, and the process for seeking approval and reimbursement for these expenditures.

This reimbursement process can be challenging at times in that staff within EMCR are not consistent in how they interpret eligibility on response and recovery activities, so the onus is often on the local authority to make a case for cost eligibility. When costs are denied at the EMCR regional office level, there may be an opportunity to appeal those decisions to EMCR at the Victoria headquarters level.

The financial assistance guide can be found here:

https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/embc/dfa/financial_assistance_guide.pdf

Strategic Objectives

A tool called PPOST has been used to identify the strategic objectives for this recovery project. The simple PPOST approach is:

- Identify recovery priorities.
- Identify any problems or conflicts.
- Identify your objective (what needs to be done) to resolve the problems or conflicts.
- Set your strategy to achieve that objective (how is it going to be done).
- Define the tactics (who is going to do it).

The eight BCEMS goals were used as a guide for prioritization and relevance.

The PPOST filter was run through each of the recovery sectors:

- Housing
- People & Communities
- Critical Infrastructure
- Economy
- Environment
- First Nation Cultural

From that, a set of initial short, medium, and long-term objectives were identified. Because the recovery planning process was initiated early on, most objectives identified at this time are primarily related to response activities and responder and public safety. As the recovery operations team forms up, the medium and longer-term objectives will be identified. It was anticipated that more objectives would be identified by such activities as needs assessments, damage assessments, and economic and environmental impact assessments. Accordingly, the objectives of the recovery plan have been refined over time, and version 2.0 of the Recovery Plan is the final plan, encompassing all refinements to date.

In general, the recovery team should strive to meet the following seven objectives as they proceed through the recovery process.

1. Protect Public Safety
 - Maintain emergency access across all land uses.
 - Reduce risk exposure of households, transportation routes and sensitive land uses.
 - Ensure all response, recovery, and long-term planning work supports the BC Emergency Management System priorities.
2. Foster and Improve Health and Wellness and Support Housing Recovery
 - Reduce immediate suffering.
 - Seek immediate, medium and long-term housing recovery.
 - Support household and community resilience
3. Deliver Permanent Solutions
 - Develop, seek funding for and implement hazard protection and adaptation solutions including engineering, green infrastructure and land use bylaws and policies to improve climate resilience.
 - Seek to optimize financial, social, and environmental sustainability in solutions.

4. Facilitate Economic Revitalization
 - Seek opportunities to advance recovery as investment in community resilience and development.
 - Foster the environment for economic diversification and new opportunities.
 - Create opportunities for higher levels of support for economic and agricultural recovery.
5. Facilitate Environmental Resilience & Adaptation
 - Mitigate and manage environmental challenges caused by disasters.
 - Advance ecosystem restoration and the protection of natural assets and ecosystem health.
 - Seek opportunities for improving climate resilience at the ecosystem level.
6. Engage Community and Stakeholders
 - Create opportunities for participation of stakeholders and public in supporting decision-making through consultation and community engagement.
 - Ensure affected individuals and stakeholders are involved in decisions affecting their future.
 - Use consistent, open, and clear communication tools and approaches.
 - Continue and strengthen collaboration among local and senior governments.
7. Ensure Equitable, Fair and Reasonable Decisions
 - Support affected individuals with a case management approach that connects them with existing mandates and services wherever possible.
 - Ensure fiscal accountability and responsibility and develop efficient solutions.
 - Advocate for clarity of senior government decision making process, with recognition of local needs.

Short-Term Objectives

These initial short-term objectives were initiated during the response phase, and are primarily focused on:

- establishing worker and public safety for re-entry and beyond
- establishing scope and scale of housing and wellness impacts on residents and facilitating longer term supports
- establishing scope and scale of impacts on local economy, critical infrastructure and the environment, and identifying recovery needs
- meeting the immediate needs of residents as the transition from response to recovery takes place.
- identifying and reducing hazards
- transition those requiring support from Emergency Social Services (ESS) to longer-term housing supports.

Immediate short-term recovery objectives have been identified and all can be initiated in the response phase of the event. They are:

PRIORITY (BCEMS Goal)	PROBLEM (Conflict)	OBJECTIVE (What needs to be done)	STRATEGY (How it's going to be done)	TACTICS (Who is going to do it)	SOURCE (Where can it come from)
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Responder Safety (RESPONSE)	Responder mental health and physical health	Awareness of options for staff	Local authorities and First Nations send out information to their staff	Jurisdictional HR to send email and remind their community staff about Employee Assistance Programs available	Completed Internal within City's, First Nations, and Regional District programs.
Responder Safety (RESPONSE)	Responder mental health and physical health	Interim support in EOC, Reception Centre & Staging Areas	Disaster Psycho-social (DPS) support	EOC Logistics completed.	Completed Future referrals to: Wellness Together Canada/Health Emergency BC.
Responder Safety (RESPONSE)	Danger trees in responder areas	Assess & remove threat	Professional danger tree assessors Hazard tree assessment, removal coordinator and 7 assessors completed majority; 2 bucket trucks and 2 material handling units for hazardous tree cleanup, all in approved EAF.	Danger Tree Assessment Coordinator, professional danger tree assessors, tree removal coordinator and removal team.	Completed
Responder Safety (RESPONSE)	Powerlines	Assess & remove threat	Utility owner assessment & removal	BC Hydro & Fortis	Completed
Responder Safety (RESPONSE)	Gas lines	Assess & remove threat	Utility owner assessment & removal	Fortis	Completed
Responder Safety (RESPONSE)	Falling rocks & debris	ID threats	Site assessment by qualified professional	Ministry of Forests contracted Clarke Geoscience Ltd. to complete a Post Wildfire Natural Hazard Risk Assessment planned report available Dec/23.	Completed Interim report Sept. 27/23, future referrals to: https://pwnhr-bcgov03.hub.arcgis.com/pages/assessments-explorer
Responder Safety (RESPONSE)	Hazmat threats at site	ID sites for assessment	Site personnel to ID sites that need assessment	Fire Services ID sites: Qualified professionals do assessments EAF Approved professional hazmat team conducted required investigations.	Completed
Reduce Suffering (RESPONSE)	Assisting agencies support services not coordinated	Process & structure for coordinating services	Develop initial plan for setting up Resiliency Centre	Recovery Managers and Resiliency Centre Manager Resiliency Centre Closed Nov 17/23. Wildfire Community Recovery	Completed Future referrals to: Disaster Recovery Division Ministry of Emergency Management and Climate Readiness www.gov.bc.ca/embc
Reduce Suffering (RESPONSE)	Assisting agencies support services not coordinated	Process & structure for identifying and referring unmet needs of residents	Develop initial plan for establishing and managing an "Unmet Needs Committee" with assisting agencies	Unmet Needs Committee initially chaired by the United Way and Salvation Army with access to 65 local non-government organizations. Canadian Red Cross providing urgent needs funding families after ESS ends November 17, 2023.	Completed Future referrals to: Westside Salvation Army https://westkelownasa.ca/
Reduce Suffering (RESPONSE)	People unaware of services and/or not getting the help they need	Outreach and services referral	Community Navigators	Staff from Strong Neighborhoods program to do initial outreach through their program; possible support through Social Development	Not Required. No Community Navigators required as all managed by Case Workers and Unmet

				Department; identify Community Navigator solution to West Kelowna and RDCO	Needs Committee.
Reduce Suffering (RESPONSE)	Oversight of people once they are “in the system” to make sure they don’t fall through the cracks	Services coordination	Caseworkers	RCMP Victims services if available; 3 Case workers hired for two months under approved EAF.	Completed Last day was November 6, 2023
Reduce Suffering (RESPONSE)	Fragmented needs assessments; done by each assisting agency to its program mandate	Unified needs assessment process	Exiting unified needs practices from Whiterock Lake fire (2021) can be applied	Resiliency Centre Manager/Recovery Manager/Case workers. 84 confidential Capacity Needs & Assessments completed on an APP.	Completed Data on Needs Assessment APP available to authorized RDCO staff.
Reduce Suffering (RESPONSE)	No Recovery Operations Centre organization identified	Coordinate recovery services through ROC model	Set up ROC plan with cost estimates & operating budget	ROC Recovery Plan developed by City of Kelowna Risk Management and Innomergence consultant.	Completed Recovery Plan version 2 submitted to EMCR November 2023.

Also, financial management for recovery can be challenging at best under the current BC legislation and EMCR practices. Essentially, the legislation doesn’t provide for much support beyond the Disaster Financial Assistance (DFA) program. Some additional support may be available through the Canadian Red Cross, but the majority must be sourced from a wide variety of agencies and programs.

A priority consideration for the initial recovery planning is to get some structure around all the assisting agencies, their services and limitations, and establishing an assessment and referral program in place very early in the event.

Mid-Term Objectives

Mid-term objectives were expected to be further refined as needs assessments are completed and re-entry has occurred. Challenges were anticipated around:

- facilitating the rebuilding process
- local housing supply for the 12–24-month period; currently temporary housing through programs like VRBO and AirBNB has taken most available short-term housing off the market, and this will create challenges for locals who are rebuilding their homes
- reduced landfill life from fire debris – the recovery team must work closely with the local governments to coordinate debris management
- land use zoning conflicts
- legacy, illegal construction (unpermitted) or “grandfathered” properties; this may be the case in the Regional District, but it is less likely to be an issue in the municipalities
- requests for reduced tax rates for periods of time when structures weren’t rebuilt; potential for higher assessments in the future with new buildings creating additional economic hardship for some
- ensuring that environmental contamination is remediated
- ensuring that there is support for home based and small business in the impacted area
- ensuring that those who are struggling with loss and the heaviness of the rebuilding recovery process are adequately supported with mental health support services
- critical infrastructure repairs
- identifying impacted First Nation culturally sensitive and important areas and land uses, including but not limited to known archaeology sites and traditional and modern use areas

Other considerations may be establishing practices to facilitate:

- land use and zoning changes for community planning
- work to neighbourhoods that can reasonably be done now under “80% Recovery Dollars” that otherwise might need to be done in the future at full cost to the RDCO
- Sendai Framework “Build Back Better” objectives such as FireSmart communities, net zero and environmentally friendly construction etc.

Mid-Term Objectives

Mid-term recovery objectives identified were:

PRIORITY (BCEMS Goal)	PROBLEM (Conflict)	OBJECTIVE (What needs to be done)	STRATEGY (How it's going to be done)	TACTICS (Who is going to do it)	SOURCE (Where can it come from)
People & Community	Mental health and Wellness	Wellness resources to support residents struggling and overwhelmed by this wildfire event.	Ensuring that those who are struggling with loss and the heaviness of the rebuilding / recovery process are provided with the services that may be helpful.	Provincial Health Services Authority Wellness Together Canada Health Emergency Management BC	Completed Future referrals to: COUNSELLING And Crisis Support https://wellnesstogether.ca Disaster Psychosocial Support (DPS) www.dpsprogram@phsa.ca
People & Community	Household Support	Make available additional food, clothing, and household goods.	From Capacity Needs and Assessments, provide gaps in ESS supports to the Unmet needs committee.	Non-Government Organization support through the Unmet needs Committee. Funding and donations provided to the Westside Salvation Army are being distributed to the highest community household priorities.	Completed Future referrals to: Westside Salvation Army https://westkelownasa.ca/
People & Community	Capacity Needs and Assessments	Conduct assessments for wildfire impacted residents, with priorities for uninsured residents with total or partial losses.	Residents to be interviewed in person or over the phone, and input their information into electronic APP database to be utilized to confirm outstanding support gaps, and track progress in addressing.	Case Workers, Resiliency Manager, Recovery Managers completed assessments. RDCO staff with confidential access to the confidential needs assessment APP to access data and print reports. Wildfire Community Recovery Disaster Recovery Division Ministry of Emergency Management and Climate Readiness staff to support funding requests. Unmet needs committee led by the Salvation Army to support gaps in other provincial funding programs.	Completed RDCO staff. www.rdco.com/requests Wildfire Community Recovery Disaster Recovery Division Ministry of Emergency Management and Climate Readiness www.gov.bc.ca/embc Westside Salvation Army https://westkelownasa.ca/
Housing	Legacy, illegal construction (unpermitted) or grandfathered properties	Manage the increased volume of Permit Applications	to provide expertise and to strengthen Community Service Department.	Administration Support staff and Building Inspectors to assist with the workload.	Completed Future referrals to: Community Services staff to provide service through regular operations. RDCO: www.rdco.com/requests West Kelowna: https://www.westkelownacity.ca/en/building-business-and-development/building-department.aspx Westbank First Nation https://www.wfn.ca/business-development/building-permits-inspections.htm

Housing	Relief of Garbage and Recycling service Fees	Waiving of fees to reduce the burden on wildfire impacted residents as they recover for this event.	Waive garbage and recycling fees for those with destroyed primary structures until they can resume occupancy	Various approvals received, curbside collection completed with minimal delays for the rest of the community despite landfill closure.	Completed
Housing	Property Tax Relief	BC Assessment property impacts Any property owner impacted by the 2023 wildfires should contact staff with BC Assessment before October 31 to help determine their property's accurate status. Reporting any damage or loss to BC Assessment may affect changes to the 2024 property taxes. Property owners can contact BC Assessment toll free at 1-866-825-8322 or online at bcassessment.ca . Regular office hours.	Property owners can contact BC Assessment toll free at 1-866-825-8322 or online at www.bcasessment.ca Before October 31 to affect changes to the 2024 property taxes.	Property owners to contact BC Assessment Authority to confirm status of their impacted property.	Completed BC Assessment www.bcasessment.ca
Housing	Insurance customers who have concerns/ complaints regarding their insurer.	Insurance Advisory assistance	Provide customers with free and impartial support independent from the insurance industry.	Insurance Bureau of Canada and General Insurance Ombudservice to work with customers to hear concerns and provide support.	Completed Future referrals to: Insurance Bureau of Canada's Consumer Information Centre at 1-844-2ask-IBC (1-844-227-5422). IBC regional office: AskIBCWest@ibc.ca The General Insurance Ombudservice (GIO) www.giocanada.org
Housing	Land use zoning conflicts	Property owners to comply with current provincial and Municipal regulations e.g., 15m riparian setbacks.	Local Government Inspections & Planning Services to provide specific requirements through the Building permit application process.	RDCO, Inspections & Planning Services Westbank First Nation, Business Development City of West Kelowna, Building Department	Completed Future referrals to: For Planning or Land Use inquiries, contact planning@rdco.com Westbank First Nation, https://www.wfn.ca/business-development.htm City of West Kelowna, https://www.westkelownacity.ca/en/building-business-and-development/building-department.aspx
Economic Recovery	Determine scope & scale of impacts	The British Columbia Economic Development Association (BCEDA) will be measuring some of the initial economic impacts of the 2023	BCEDA has developed a Provincial Wildfire Business Impact Survey applicable to any wildfire-impacted businesses in BC's Indigenous and non-Indigenous	The British Columbia Economic Development Association (BCEDA) will share survey results with Provincial, Indigenous, Local and Regional Governments to help distinguish businesses and	Completed Future referrals to: British Columbia Economic Development Association (bceda.ca)

		BC wildfires.	communities.	communities' short and long-term needs.	Copy and paste the link below to share the survey: https://www.executivepulse.ca/BC/Wildfire2023
Critical Infrastructure	Facilitating the rebuilding process	Waive Demolition Permit Fees and Issues Permits. Waive Temporary Building Permit Fees. Extend use of recreational vehicles as Temporary buildings to two years.	RDCO Board approved Waive Demolition Permit Fees, Temporary Building Permit Fees, Extend use of recreational vehicles as Temporary buildings to two years.	RDCO Director of Community Service received Board Approval to waive fees.	Completed Future referrals to: property file requests and other building related questions can be directed to www.rdco.com/requests For Planning or Land Use inquiries, contact www.planning@rdco.com For Building Permit or Inspections inquiries, contact www.inspection@rdco.co
Environment	Fire Impact Assessments for site safety – workers & public re-entry	Address "Restricted Use or Unsafe"	Conduct Rapid Damage Assessments.	Canada Task Force 1 and RDCO, Municipal and Westbank First Nation, Qualified Professionals.	Completed
Environment	Wildfire Impact Assessments for long term slope stability	Soil & slope stability and debris flow assessments.	Post Wildfire Natural Hazard Risk Assessment.	Ministry of Forests contracted Clarke Geoscience Ltd. to complete a Post Wildfire Natural Hazard Risk Assessment planned report available Dec/23.	Completed Interim report Sept. 27/23, future referrals to: https://pwnhr-bcgov03.hub.arcgis.com/pages/assessments-explorer
	Wildfire Mitigation	Rehabilitate wildfire suppression activities that may cause erosion.	Rehabilitation plans developed and address priority areas to reduce erosion.	BC Wildfire Service and Ministry of Forests staff, consultants, and contractors Ministry of Forests Wildfire Recovery Specialist BC Wildfire Service Rehabilitation Specialists.	Completed Future updates to be provided by: Ministry of Forests, Resource Management - Okanagan Shuswap https://www.for.gov.bc.ca/dos/ BC Wildfire Service, Kamloops Fire Centre https://www2.gov.bc.ca/gov/content/safety/wildfire-status/about-bcws/fire-centres#kamloops https://dir.gov.bc.ca/gtds.cgi?search=&updateRequest=&view=brief&sortBy=title&for=people&attribute=title&matchMethod=is&searchString=Acting+Wildfire+Recovery+Specialist
Environment	Debris Assessments	Identify debris volume, type, and location.	Plans developed to confirm mitigation options.	Insurance Company and Private property owners hire consultants and contractors.	To be provided by: Insurance Companies, Private property owners.
Environment	Environmental contamination is remediated	Identify environmental contaminated sites	Environmental Assessments.	Contracted Qualified Professionals hired by EOC.	Completed

Environment	Debris Management Program to also benefit Landfill Life expectancy	Concrete and Wood Waste disposal coordination	MCDUGALL CREEK WILDFIRE DEBRIS WASTE MANAGEMENT PLAN Waste guidelines for fire damaged materials Glenmore Landfill	Report prepared by the City of Kelowna John Vos, Special Project Manager For the Central Okanagan Regional Emergency Program	Completed https://www.rdco.com/en/resourcesGeneral/resiliency/Debris-Management-Plan--McDougall-Creek-Wildfire.pdf www.kelowna.ca/landfill
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Long-Term Objectives

If done effectively in the early stages of response and recovery planning, any long-term objectives will have been managed and mitigated by other organizations:

- People & Community – existing social support programs offered through external agencies, such as Social Development and Social Innovations
- Cultural Recovery – recognize and remediate First Nation culturally sensitive and important areas including but not limited to known archaeology sites and traditional and modern use areas
- Housing – insurance companies, NGO's, philanthropy organizations, such as Samaritan's Purse and Mennonite Disaster Services who can assist with the remediation and rebuilding process
- Economic Recovery – regional economic development organization(s)
- Critical Infrastructure – owners and operators
- Environment – First Nations, provincial government ministries, landowners
- In general, better community awareness about risk and risk reduction, adoption of resilience tactics, such as evacuation plans and FireSmart initiatives

The Local authorities and First Nations generally will want to ensure that any long-term objectives that relate to restoring services that support a more resilient community through disaster risk reduction are identified and implemented to the extent possible. This approach aligns with the Sendai Framework, which fundamentally supports an approach of "build back better." While the Province of BC has agreed in writing to follow the recommendations of the Sendai Framework, many of its response and recovery policies don't follow the principle of building back better.

Long-Term Objectives

If done effectively in the early stages of response and recovery planning, any long-term objectives will have been managed and mitigated by other organizations:

PRIORITY (BCEMS Goal)	PROBLEM (Conflict)	OBJECTIVE (What needs to be done)	STRATEGY (How it's going to be done)	TACTICS (Who is going to do it)	SOURCE (Where can it come from)
People & Community	Long Term support	Support through external agencies.	Offer external agencies able to provide long term support.	Existing social support programs offered through external agencies (Such as Social Development and Social Innovations).	Completed Future updates to be provided by: Unmet Needs Committee and resources located on the www.rdc.com/recovery web site.
People & Community	Identify Best Practices and areas for improvement from Lessons Learned	Identify lessons learned what worked well, was difficult, would do different next time.	Review process undertaken to address Wildfire Resiliency / Recovery.	Consultant to conduct ½ day session with key staff involved with Resiliency and Recovery.	To be provided by: EMCR / RDCO EOC
Housing and Community Services	Development approvals process improvement strategy	Identify policies that need to be updated and/or created to expedite services and focus on Sendai Framework "Build Back Better."	Community Services to review existing policies to address future demands and explore rebuild policies.	Planning staff to review development approvals process and update with improvement to be more efficient and effective.	Completed Future referrals to: Housing and Community Services programs within First Nations, Municipalities and Community Services.
Housing and Community	Remediation and rebuilding	Confirm well established local	Remediation and rebuilding supported by	Local contractors hired through insurance	Completed

Services		community organizations to support.	well-established organizations.	companies or individual owners.	Future referrals to: Insurance Companies to hire directly for insured wildfire impacted residents; Residents with no insurance to hire contractors from funds received from NGO's.
Housing and Community Services	Coordination of agencies to support impacted residents.	Establish coordinated approach to address impacted properties with each agency.	Faith based organizations to provide voluntary workers to assist communities and neighborhoods in greatest need.	Philanthropy organizations are organized with lists of volunteers, equipment, and funding to provide supports at no cost to the community.	Completed Samaritans Purse has completed sifting of all properties that requested their support. www.samaritanspurse.ca Completed Future updates to be provided by: Mennonite Disaster Services reviewing potential locations across the province to rebuild homes. http://mds.org/unit/british-columbia/
Economic Recovery	Economic Recovery developed regionally	Confirm Regional economic development organizations.	Establish economic development priorities based on regional impacts.	Economic Recovery developed regionally lead by CEDC or identified consultant through support from the Province.	Not actioned
Critical Infrastructure	Re-establish Critical infrastructure.	Coordination in a coordinated manner.	Private landowners and contractors understand policy and work in collaboration with Provincial and Regional Gov't.	First Nations, Provincial and Local Governments to take lead role for non-private infrastructure including roads.	Completed Future referrals to: Indigenous Services Canada (ISC) for First Nations, Completed Future referrals to: Ministry of Transportation and Infrastructure, https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/ministries/transportation-and-infrastructure Westbank FN https://www.wfn.ca/programs-service/street-park-maintenance.ht City of West Kelowna https://www.rdc.com/en/living-here/roads-parking-and-sidewalks.aspx BC Ministry of Housing https://www.bchousing.org/
Environment	Communities to be more Wildfire resilient	Local Government and First Nations to follow FireSmart principles.	Communities and citizens adopt and conduct FireSmart practices to mitigate the negative impacts of wildfire to assets on public and	Residents follow mitigation strategies on private lands. Consultants and contractors under contract with local	Future Referrals to: Fire Smart Program https://www.rdc.com/en/living-here/firesmart-program.aspx

			private property.	governments and First Nations, with Fire Smart grants from the Province.	
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Recovery Team Structure

Organization Chart

This is a general model that can be applied to manage any recovery. It is based on the Incident Command System (ICS) methodology, which is universal throughout emergency management internationally. Each box is a function, and not necessarily an individual person. Where it makes sense, and as activities stabilize and/or start to wind down, one person may be accountable for one or more functions. For this model, there can be a Recovery Centre Manager and a Deputy position and because these are functions and not positions, each can assume responsibility for one of the two larger affected local governments.

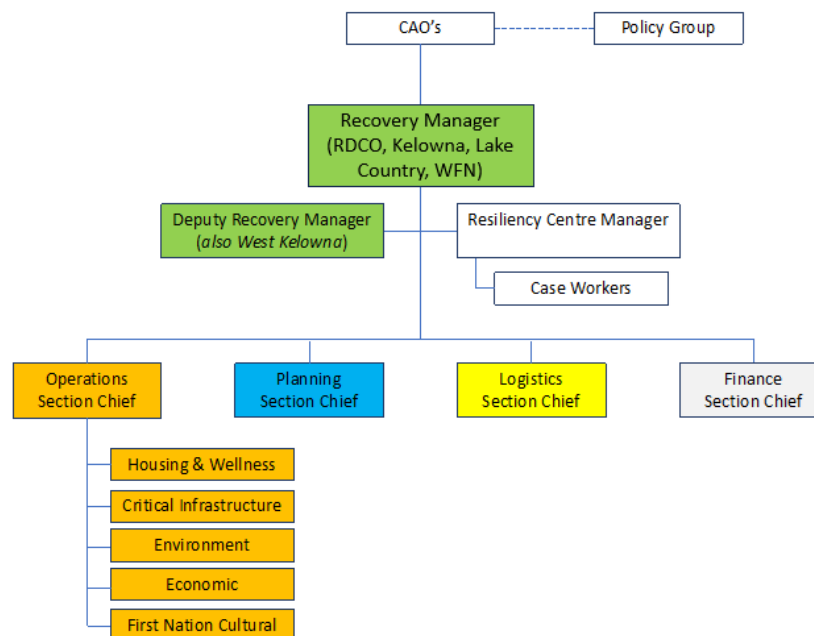


Figure 1 - v1.0 Organization Chart (August to November, 2023)

After the closure of the Resiliency Centre on November 17, 2023, the RDCO and other Central Okanagan local governments transitioned to the rebuilding phase of Recovery. From this point on, all ongoing Recovery operations have been integrated into Westbank First Nation and each local government's normal operations. Additional resources may be present within those operations to support increased service demand, as is the case with planners, building inspectors, and administrative supports associated with rebuilding.

The recovery team also needs a means of receiving guidance from, and reporting to, elected officials and the executive within the local governments. The use of a "policy group" concept can facilitate this transfer of guidance and information.

Policy Group

The policy group is composed of elected officials representing areas that have been affected by the disaster. In this situation, the policy group will be the CAO and elected officials in each local government. The policy groups can have an extensive, important, and positive impact on recovery operations. The policy groups also play an important role in collecting information and feedback from affected residents and relaying that to the recovery team. To be clear this group is an advisory group and not necessarily a decision-making group, although their feedback and input is important for recovery team success.

Communications

Factual and timely communications are important at several levels:

- Impacted residents & businesses
- Supporting and assisting agencies
- General public

The Public Information Officer would typically coordinate all communications activities for this event and ensure an internal communications plan was in place in accordance with existing local government protocols. For most of this incident, funding was not available to support a Public Information Officer, and work was coordinated through the joint efforts of RDCO Communications resources if and when required.

In a multi-jurisdictional event such as this one, common messaging and shared information officers is not uncommon. No information is released through any of the official platforms until it has been approved by the Recovery Manager and CAO. The communications approach for this incident includes:

- Public notifications about events and support options on the local government's website; other agencies may link to this from their websites
- Public notifications about events and support options through local government's social media sites
 - Typically, any provincial government social media activities consider the local government's sites to be factual and will only link or rebroadcast, they will not develop their own unique messaging if they are not the lead agency
 - other NGO supporting agencies may link to local government's social media sites and/or post their own information on their sites
- Traditional media (print, radio & TV) will be engaged through the local government's Public Information Officer
- Regular public information sessions in a face-to-face environment are typically an effective way of distributing event information and identifying needs or issues from public responses. However, these can also be held virtually using online meeting platforms. Usually there is a hybrid of both approaches
- In some cases, it may make sense to do mail out campaigns and/or door-to-door campaigns to distribute information.

When a case worker model is in place, the impacted residents will be assigned a single point of contact. This provides a primary conduit for two-way communications. The case worker can facilitate any information demand needs from their client.

Recovery Sectors

Housing and Wellness

In the EMCR disaster recovery literature, Housing is part of the People and Communities sector. A dedicated Housing and Wellness branch under the Operations Section can be in place until:

- all needs assessments are completed
- case workers are in place and impacted residents have been assigned
- roles and responsibilities of homeowners, insurance companies, and/or other support agencies is fully identified
- referrals to supporting organizations are made

Each local authority is required by the *Emergency Program Act* to have an Emergency Support Services (ESS) program. EMCR provides provincial oversight, guidance, and emergency financial support for interim housing as legislated through the provincial Disaster and Financial Assistance Regulation. This is managed by the local authority ESS program. This housing support is typically short-term until impacted residents have had a chance to engage their insurance companies, at which point they become responsible for the housing support. Where there is no insurance, other support may be available from non-government organizations such as the Canadian Red Cross, Samaritan's Purse, the Mennonite Disaster Services, or others. In some cases, there may be local community programs and/or faith-based service organizations that can also assist.

The local governments can oversee housing needs assessments through its case worker model until such time as the impacted resident(s) have engaged their insurance companies and/or support from other agencies is in place, as was the case for this wildfire.

Human wellness is primarily concerned with, but not limited to, health and safety, mental health, community psychosocial, emotional, cultural, and spiritual well-being, vulnerable populations, and cultural aspects.

There are existing social and community programs in place that already support these needs daily, so the primary role of the local governments in this recovery event is to identify those needs and facilitate referral through its case workers on to those agencies as appropriate.

There can be strong linkages between housing, wellness and economic recovery, which makes the role of the case workers particularly critical. Staff from within each of these three sectors also form up an "Unmet Needs Committee" that is in place to ensure that no one falls through the cracks.

Specific Tasks for Housing

- Identify an organization to coordinate the Housing and Wellness function; this role can also oversee the Unmet Needs Committee
- Rapid Damage Assessment and maintain inventory of status of damaged or destroyed homes
- Consider broader regional implications for short term transitional housing needs (up to 2 years) and additional pressures on an already tight market supply; align with any social housing planning initiatives already underway
- Means of facilitating the rebuilding process, such as expedited permitting

Specific Tasks for Wellness

- Ensure that residents are aware of access to mental health support
- Ensure that residents have access to cultural and spiritual resources to support overall wellness. (ex: drumming circles)
- Ensure that residents are aware of access to regular health care systems.

- Organize all local and external assisting agencies (NGOs, local service organizations etc.) around a caseworker model
- Needs assessment and referral system
- Tracking system
- Unmet needs committee model

Critical Infrastructure

This sector considers impacts on private and public-owned physical infrastructure. This sector primarily concerns residential and commercial buildings, utilities, and infrastructure planning.

The recovery of infrastructure heavily influences the recovery of the community and should be considered a priority to support response and recovery activities. The restoration of essential infrastructure also supports the recovery of the wider local economy and can assist in stimulating growth post-event by restabilizing business operations and services.

The repair and recovery of large publicly owned infrastructure such as provincial roads, power or energy utilities, and telecommunications is a direct responsibility of its owner. The local government only has formal responsibility for utilities and assets it owns and/or operates.

The critical infrastructure impacts within the local government's scope will need to be assessed. These assessments should be treated as response activities but are not always supported as response activities. For example, assessments of damage to a drinking water system post-wildfire have been determined in the past not to be a response activity. There is no clear process for determining if a response cost and associated expenses will be authorized, and an expense authorization form to cover these costs will need to be submitted to EMCR for consideration and approval.

Specific Tasks for Infrastructure Recovery (for each impacted jurisdiction)

- Coordinate with critical infrastructure operators any repairs / changes / improvements to service
- Track status of services repair and availability of services in the communities
- Communicate/facilitate the flow of information from CI operators to residents who require the information (i.e., the reconnection process for electricity service to a recently repaired home)

Economy

This sector considers direct and indirect impacts on the local economy. Within the scope of impacts of this wildfire, this sector primarily concerns small home based and/or local business, tourism and cultural livelihood, agriculture, and the broader economy.

An economic impact assessment is required to determine scope and scale, and to what extent the local governments needs to be involved. This requires EMCR funding support for external consultants and an expense authorization form to be submitted. A regional economic development organization has been identified that could assume the lead on this activity.

The local governments have no legal obligation related to economic recovery but may have some obligation within the mandates of existing regional economic development programs and/or existing contractual agreements. For this event, an assessment of economic impacts from the wildfire was submitted through an expense authorization form and denied by EMCR, and no further action was taken.

Environment

This sector considers impacts on the environment and steps needed to re-establish a healthy state while mitigating long-term impacts. This sector primarily concerns land degradation and contamination, biodiversity and ecosystem impacts, cultural land use, and natural resource damage/loss. Public safety can be at risk when soil and/or land stability is compromised. Impacts can affect the local economy in terms of diminished resource extraction, recreational use and tourism.

The local governments have no legal obligation for environmental impacts not caused by their own activities and/or on private land. However, within the realm of public safety, the local governments need to ensure that assessments are done on the area watersheds and land base so that the scope and scale of potential impacts are understood. Also, it is important to establish any immediate or potential threats to public safety so that mitigation can be addressed.

Specific areas of interest include:

- hydrophobic soils caused by the removal of vegetation by the fire, which could lead to landslides, rockfalls and/or debris flows
- impacts on any sources of water supply to local government systems

The Province, through the Ministry of Forests, has undertaken a post-wildfire hazard risk assessment, and will make the results of this available to the public. Based on the outcome of this study, further work may be required.

Unmet Needs

At the time of the closure of the Resiliency Centre on November 16, 2023, the following general data was compiled from over 80 unmet needs assessments:

Insurance and Housing:

- 36 impacted persons and their families self-declared 'NO INSURANCE'.
- 16 impacted persons and their families required immediate housing supports upon reporting to the Resiliency Centre.
- Assessed renters were likely not to be insured.
- Access to long-term accommodations was required for many impacted owners and renters.
- It was very difficult aligning available long-term accommodations with owners of multiple pets.
- Current market rental rates were a financial shock to many renters that required new accommodations.
- Loss of income, ongoing mortgage payments and strata payments put financial hardship on many impacted persons and their families.

Health:

- Nearly all assessed persons and their families requesting health supports required some level of mental health supports.
- Obtaining appropriate clothing was the most numerous concern for impacted persons and their families. Food supports were second most numerous amongst impacted persons and their families.
- Some impacted persons and their families declined supports, preferring those services and supports be made available for others that needed them more.

No gaps between the Recovery Plan, Resiliency Centre services, and unmet needs remained as of November 17, 2023. All impacted persons and their families have been referred to long-term support through existing community and government based social support agencies. This is largely because of the efforts of the Unmet Needs Committee and those participating within it.

An Unmet Needs Committee is an important component of any disaster recovery process. It seeks to find solutions for people's needs when there are no other options. It is composed of representatives from:

- existing community and government based social support agencies
- Interior Health
- NGO's who specialize in disaster support
- recovery organization leadership

The Unmet Needs Committee met as frequently as required, especially in the early stages of recovery. It was anticipated that the frequency of meetings and participation from some agencies would lessen over time.

Through the Unmet Needs Committee, either all impacted residents will have been connected to someone or some organization that can meet their needs, or there is no suitable solution for their situation.

Donations Management

In general, cash donations to respected humanitarian or social support organizations are preferred, and the public should be directed to these existing donation management systems.

The management of non-financial donated materials can be incredibly challenging for local governments. The volume can be overwhelming to receive, organize, distribute and/or eventually dispose of. The local governments should seek to direct donated materials to agencies who can disperse those resources, and not take on direct responsibility for it.

Volunteer Management

If there are large numbers of convergent volunteers who wish to assist both in the response and recovery phases of a disaster, the Emergency Operations Centre Director or recovery manager should consider activating a volunteer management coordinator. This individual will direct these volunteer resources to agencies and organizations who can benefit.

Unless the volunteer management coordinator is already part of an existing organization where criminal record checks have been completed, the local governments should have a criminal record check completed on that person prior to engagement. For liability purposes, in no cases should any youth under the age of 16 be engaged as volunteers.

Care should be taken by the local governments to ensure that any volunteers being directed by their staff have the proper training, personal protective equipment, and oversight to ensure that they are safe and that their activities reflect the goals of the response and recovery.

Some of the local organizations who can benefit from volunteer resources include the Canadian Red Cross, Samaritan's Purse, Mennonite Disaster Services, the United Way, the Salvation Army, and other service clubs. The EOC Liaison will have contact info for many of these.

Support From Other Agencies & Organizations

There are many opportunities to partner during recovery with other agencies, organizations, and non-profits. Some provincial government agencies can offer financial and technical support related to response and recovery activities, both to local authorities and impacted residents and businesses. Many non-government organizations can offer support in various forms directly to impacted residents. This is most often in the form of financial programs, social programs, and assistance to clean and/or repair their housing.

The local governments can leverage these relationships to the extent possible.

Assessing the Effectiveness of Recovery

To ensure accountability and the effectiveness of the recovery program, and that support services are being delivered to the impacted residents, some basic performance measures can be put in place if desired.

Common performance measures can generally consider practices related to:

- Evacuation orders and alerts
- State of local emergency declaration and utilization
- Restoration of essential services
- Public re-entry
- Hazard and threat mitigation
- Property rebuild
- Referral to and support from other organizations

Evacuation Orders and Alerts

The lifting of evacuation orders and alerts should be a top priority for the local governments when the threat has subsided. Rapid damage assessments and on-the-ground reports will assist in meeting this milestone, as well as information supplied by provincial agencies such as the local fire departments or BC Wildfire Service, and subject matter experts such as hydrologists and geotechnical engineers.

The lifting of evacuation alerts and orders should be shared widely through multiple communication methods. All parts of the recovery team should be advised of reaching these milestones. For properties where the lifting of evacuation orders is not possible, an issues manager should be delegated to keep working on the resolution of those files until they are brought to some resolution. For example, a home at risk of land subsidence will require additional support, but efforts must be made to close the file on behalf of the local governments and the affected residents.

States of Local Emergency

The state of local emergency should be cancelled as soon as is possible. However, where some homes remain at risk and the evacuation order is required for those specific properties, a state of local emergency specific to those properties in question should be created and should remain in effect.

The lifting of a state of local emergency should be advertised widely, as it has wide ranging impacts on the community, from vehicle registrations to insurance availability.

Re-Entry Phase

The re-entry to evacuated neighbourhoods must be coordinated carefully. Neighbourhoods must be assessed for any hazards that the public should be aware of, including contamination, utility safety, road hazards and structural issues with buildings.

The significant re-entry of residents back into affected areas should be recognized as a major milestone, as it signals significant changes to the types of recovery support that will be required.

Rebuild Phase

The completion of the rebuild phase will not happen as a singular event, but rather, over a period of time when most residents will have returned to their homes, restoration and repair will be largely complete, and the needs of the community will switch to unmet needs and other forms of assistance.

The completion of the rebuild phase should be recognized and the recovery team may wish to recognize the return of some sense of normalcy with some form of community recognition such as an event to recognize the resilience of the community and the support of the volunteers and NGOs.

Recovery Finance

Someone familiar with local government financial management practices should be leading the recovery finance section. The primary role for this person is to ensure prudent financial practices related to expenditures, procurement, and cost tracking for roll up into the recovery reimbursement process as enabled through the *Emergency Program Act* and EMCR. The Recovery Finance Section Chief, when filled, will have to align with existing financial systems and practices in the local governments.

The *Recovery Guide for Local Authorities and First Nations (2019)* provided by Emergency Management British Columbia identifies the requirements for cost recovery submissions and provides examples of what it may consider eligible as response and/or recovery costs. The onus will be on the recovery team to identify what costs are eligible under which scheme and submit through the EMCR expense authorization form process.

All recovery expenses should be backed up by:

- Approved expense authorizations forms (including whether the expense will be compensated at 80% for recovery or 100% for response)
- Any RFPs or RFQs
- Quotes from contractors or service providers
- Contracts, agreements, and purchase orders
- Supplier invoices
- Staff time sheets and ledger reports demonstrating that any approved overtime has been paid out directly
- Any supporting documentation that demonstrates payment such as proof of cleared cheques or electronic funds transfer, ledger reports from the local government financial accounting system etc.

Recovery reimbursement requests can be submitted once approved costs have been paid. There is no requirement to wait until recovery activities are complete to submit a reimbursement package. Best practices include weekly, bi-weekly or monthly submissions.

Funding Sources

Finding funding for recovery activities can be challenging. Generally, the *Emergency Program Act* will cover any extraordinary costs associated with the response activities. Basically, this should mean anything that is not

a regular course of business for the local government. The Act is largely built around response objectives, and there is some disagreement about who bears the responsibility for the funding of recovery (at the provincial level). The *Financial Assistance for Emergency Response and Recovery Costs: A Guide for BC Local Authorities and First Nations (2008)* clarifies what typical costs are considered eligible for response and recovery, and the process for seeking approval and reimbursement for these expenditures.

At this time, all funding requests to the provincial government must be made to the local Emergency Management BC office (in Kamloops) using an expense authorization form. As there is no budget line item for recovery in the provincial budget, efforts must be made to have recovery activities mirror response activity language. Where funding is not supported by EMCR, external sources such as non-government organizations may have some capacity. It is a challenge to identify all potential sources and secure funding.

The *Emergency Program Act*, Compensation and Disaster Financial Assistance Regulation (DFA) can make some financial assistance available to residents and small businesses, but only for events that are not insurable. Because wildfire is an insurable event, the DFA program will not apply.

Some non-government organizations, such as the Canadian Red Cross, Samaritan's Purse and/or Mennonite Disaster Services may have programs that support personal and/or housing needs. There may also be opportunities within local faith-based and/or service clubs. The Recovery Manager will need to explore these and other options.

Recovery Staffing Support Requirements & Cost Estimate

The local governments do not have enough capacity nor specific disaster recovery management expertise within their current staffing to service long-term disaster recovery. Also, there are some recovery activities that can probably be managed under a regional model but there are certainly those that must be managed by the local government. Where possible and appropriate, local government staff will be assigned tasks within this recovery project. However, additional support will be required in terms of temporary backfill to help the local governments maintain their ongoing daily workload commitments, and contracted subject matter experts to provide specific services that don't exist within the local governments.

The local governments are taking guidance from established and experienced municipal disaster recovery experts and these requirements are based on their recommendations. The local governments are committed to utilizing the additional support staff only to the extent and period that they are required. The following positions will be requested through the EAF process from EMCR:

All hourly rates are based on the RDCO Collective Agreement for equivalent positions and assumed to be similar across the local governments.

Position	Description	Request	EMCR Approval	EMCR Approved \$
Recovery Manager (Resiliency Centre)	West Kelowna, Contract Consultant to provide management, oversight and subject matter expertise to all recovery activities. Anticipate the main volume of activities to be completed within year 1 but likely some activities will extend beyond year 2	Two positions, 12 months, contract rate of \$200/hour	Two position, 6 months, \$200/hour	\$ 200,000.00

Operations Chief (Resiliency Centre)	Staff backfill, 35 hour weeks, 1860 hours per year to manage and oversee the recovery operations and execution of plans within Resiliency Centre	One position, 3 months, \$75/hr + 14%	As requested	\$146,343
Planning Chief (Resiliency Centre)	Staff backfill, 35 hour weeks, 1860 hours per year to oversee all recovery planning activities including documentation and situational reporting	One position, 3 months, \$75/hr + 14%	As requested	
Administrative Assistant (Resiliency Centre)	Staff backfill, 35 hour weeks, 1860 hours per year to support all administrative needs	One position, 3 months, \$36.77/hr + 14%	As requested	
Recovery Finance Chief	Staff backfill, 35 hour weeks, 1860 hours per year to oversee all recovery financial management and reimbursement submissions	One position, \$75/hr +14%, 12 months or \$135/hour as a contractor	One position, 6 months *Potential to extend to 12 months	\$394,000
Recovery Planners	Staff backfill, 35 hour weeks, 1860 hours per year to plan all elements of residential and infrastructure rebuild	Three positions, \$48.33/hr + 14%, 12 months or \$135/hour as a contractor	Three positions, 6 months *Potential to extend to 12 months	
Recovery Inspectors	Staff backfill, 35 hour weeks, 1860 hours per year to inspect all elements of residential and infrastructure rebuild	Three positions, \$48.33/hr + 14%, 12 months or \$135/hour as a contractor	Three positions, 6 months *Potential to extend to 12 months	
Recovery Administrative Assistant	Staff backfill, 35 hour weeks, 1860 hours per year to support all administrative needs	One position, \$36.77/hr + 14%, 12 months	One position, 6 months *Potential to extend to 12 months	
Cultural Coordinator	Assess and remediation to regional archaeology and TEK sites. Works along side WFN employees to support Archaeology and Cultural impact Mitigation	One position, \$75/hr + 14%, 12 months or \$135/hour as a contractor	One position, 6 months *Potential to extend to 12 months	\$77,805

Total: \$ 818,148

*Note: This table excludes the \$200,000 in funding provided for incremental overtime and staffing expenses available to support Response and Recovery activities from August 16 through to November 30th.

Additional Facility Support Cost Estimate

The local governments recognize that there may be additional costs in operating a recovery organization. This table represents an approximate estimate to establish and operate a resiliency centre. EMBC will not consider community-owned facilities as eligible costs for reimbursement. This table is an estimate only and does not reflect the total costs.

Item	Description	Duration (months)	Rate	Estimated Cost	EMCR Approval
Advertising	print & social media	3	\$ 1,000.00	\$ 3000	\$164,900

Stationary & Office Supplies	Pens, writing, paper, whiteboards, flat rate	3		\$ 1000
Office Equipment Leases	MFD, computers, AV	3	\$ 5,000.00	\$ 15,000
Office Furniture Leases	desks, chairs, tables, filing cabinets	3	\$ 5,000.00	\$ 15,000
Facility - Lease	office facility & parking	3	\$ 12,000.00	\$ 36,000
Facility - Communications & internet	Phones, internet, cable	3	\$ 750.00	\$ 2,250
Facility - Gas		3	\$ 400.00	\$ 1,200
Facility - Hydro		3	\$ 750.00	\$ 2,250
Facility - Snow Clearing		0	\$ 1,000.00	\$ 0
Facility - Janitorial		3	\$ 1,000.00	\$ 3,000