



# TOOLKIT 3: RECOVER

Saskatchewan Resilience and Recovery

Saskatchewan Economic Development Alliance (SEDA)

*SEDA acknowledges the following organizations that have led the way in championing economic preparedness and recovery as it relates to natural and manmade disasters.*



Readers are encouraged to visit [www.restoreyoureconomy.org](http://www.restoreyoureconomy.org) for an extensive online library of case studies and documented economic recovery efforts from other jurisdictions.

This document has been developed to ensure that key steps in preparing for the economic impacts of natural or manmade disasters are not overlooked and to provide communities with a starting point for the assessment, prioritization, and implementation of post-disaster economic and business recovery operations.

The content found within is provided for educational purposes only and is not intended to be inclusive of every action the community may need to take prior to and following an incident that disrupts services. Economic and business recovery planning must be linked to the local and provincial emergency planning framework. We are not responsible for the accuracy of these published materials.

# Introduction

Short-term recovery actions address the immediate needs of individuals and the community. These short-term recovery actions may be removing debris, restoring temporary services, repairing infrastructure, providing temporary housing, and ensuring adequate security throughout the community.

***Long-term recovery refers to the need to re-establish a healthy, functioning community that will sustain itself over time.*** The steps in long-term recovery begin with determining “community need”, elements that will allow a community to fully recover. Community “needs” may be based upon pre-disaster plans or areas previously identified for improvement. They also may be a result of opportunities presented following the disaster<sup>2</sup>.

**Ideally, the long-term planning activities should be initiated 4 to 8 weeks after a disaster and be completed within 6 to 12 weeks** depending on the severity of the

damages and the resources available. Initiating and completing the long-term planning process in a relatively short time frame will capture the cooperative community spirit that usually exists immediately following a disaster and to take advantage of the attention (and funding opportunities) provided by federal and provincial agencies.

However, a period of mourning and letting go may be required, prior to moving forward. Each community's economic recovery program is shaped by the community itself, the damage sustained, the issues identified, and the community's post-disaster vision for the future.

Economic recovery planning must be integrated into overall community recovery planning and intersect with community re-development; housing and infrastructure-specific planning efforts. Long-term recovery is generally tracked for 3 years. Rebuilding can take even longer

Engaging in this phase of economic recovery may be daunting for many communities, particularly those without dedicated economic development staff.

This guidebook has adapted the key **Action Steps** recommended by the International Economic Development Council (IEDC) on their online resource [www.restoreyoureconomy.org](http://www.restoreyoureconomy.org)

---

*The 2010 flooding in southwestern Saskatchewan caused significant damage to the Town of Maple Creek and its local businesses. Economic recovery took five years.*

---

# STEP 1

## Conduct an economic impact study

Conducting an independent economic impact assessment should be undertaken as quickly as possible following the disaster. The study will provide strategic intelligence for decision-makers on the ground and support any request for funding or investment that may be required for rebuilding and recovery efforts.

The impact study assesses both physical damage (properties, inventory, etc.) and economic damage to industry and the local economy. Communities that have performed this type of analysis indicate many challenges in acquiring both pre-disaster and post-disaster data, particularly in an initially chaotic environment.

Economic impact studies conducted following a major disaster provide significantly more details on the immediate and long-term repercussions of a disaster in terms of jobs, industry, business impacts, and other economic indicators. The economic damage of a disaster goes beyond accounting for physical damages or insured loss to such measures as the indirect costs

of business interruption caused by power failure or market loss.

To the extent possible, the study should measure the following economic impacts (where data is available):

- Tax revenue loss (sales, property, employment)
- Job loss
- Loss of wages
- Business closures and interruption (loss of productivity)
- Damage to infrastructure
- Damage to property (commercial, industrial, residential)
- Damage to natural resources (which have an impact on local industries)

A post-disaster economic impact study provides insight to public officials, business leadership, and local industry on how the community has been damaged and helps inform their future decision-making in terms of response, recovery, and mitigation.

### ***The study serves various functions for different stakeholders:***

#### *Public Officials are assisted by:*

- Developing a clear picture of how industry and business have been impacted by the disaster.
- Receiving information on the economic impact to share with provincial and federal officials to secure external recovery resources if necessary.

- Being informed in a way that influences decision-making in a time of crisis and taking critical actions for short- and long-term recovery.
- Having a study to document the extent of damage to public infrastructure to further support provincial and federal assistance.
- Understanding how current and future tax revenues have been negatively impacted by the event and how public services might be affected.
- Making the case for the economic need to gain access to federal aid so requests are considered credible.

*Economic Development Organizations are assisted by:*

- Developing an outlook of how the local economy has been impacted by the event.
- Understanding how employment, wages, and tax revenues have been adversely affected.
- Providing support for identifying strategies, programs, and projects for short- and long-term recovery.
- Educating community stakeholders on the current situation to provide insight and build consensus on how the community should move forward.

*Local Businesses are assisted by:*

- Knowing the current market situation for business planning purposes.
- Understanding how labour markets and supply chains have been impacted.
- Understanding how various sectors have been impacted.

### **Assistance in Assessing Economic Impact**

- *Appendix A* contains an Impact Survey that may be used with local businesses to provide key indicators. This can be distributed door to door, in person, via Canada Post or electronically.
- The Province of Saskatchewan may have access to input/output modelling software which, if available, could assist in assessing economic impact. It will rely on input of post disaster data, such as that collected in *Appendix A*.
- Approaching independent consultants to donate their skills is another option for communities.
- Following flooding in British Columbia and Alberta, economic development officers from non-impacted communities were approached (successfully) to donate their time and skills in impact assessment and planning efforts.



## STEP 2

# Initiate economic recovery planning

The Economic Recovery Task Force should take the lead in initiating the economic recovery planning process, with support and engagement from other business, civic, and community organizations. This process should begin within at least 6 months following the disaster. Some communities have started this process even sooner to take advantage of the sense of urgency and unity following a disaster as they strategize about their course of action.

### **1. Hold a kick-off meeting**

A kick-off meeting with leadership representation from key economic stakeholders and local government (Refer to Toolkit 1 for a list of potential stakeholders) is essential to the rebuilding effort. A professional facilitator should be considered to help develop an agenda and facilitate a productive meeting.

### **2. Identify the roles and responsibilities of all economic recovery stakeholders**

Identify roles and responsibilities among partner organizations for both short- and long-term recovery. Part of this process should include assessing the capacity and resources of each organization.

### **3. Establish working groups to gather relevant data and information**

Economic recovery working groups should be established to cover major topics (e.g., business retention, small business assistance, downtown redevelopment, etc.). Each working group should have a chairperson and be responsible for compiling relevant data. The group can also begin identifying major issues and suggesting strategies and resources to address those issues.

### **4. Produce a complete economic analysis**

This economic analysis takes the impact assessment in STEP 1 – to another level.

It includes a detailed look at key industries and anchors and specific quantitative and qualitative data on how they have been impacted by the disaster – and their long-term viability. This analysis will provide insight into the current state of the economy, including whether economic development targets should be re-evaluated; a better understanding of competitive positioning; and will lay the foundation for a long-term economic development strategy for the community.

The following steps will assist with the economic analysis:

1. Review existing strategic plans and studies for relevancy, evaluate existing business development targets, and revisit economic issues
2. Solicit information and input from working groups
3. Conduct additional focus groups around key topics to help identify specific challenges and opportunities
4. Hold an economic redevelopment charrette with various stakeholders (economic developers, planners, local government, businesses, citizens, etc.) to focus on specific geographic areas, such as the downtown, an industrial park, or a neighborhood

### Assistance in Economic Analysis

- The Province of Saskatchewan may have staff to assist in the analysis function.
- Approaching independent consultants to donate their skills is another option for communities.
- Following flooding and wildfires in British Columbia and Alberta, economic development officers from non-impacted communities were approached (successfully) to donate their time and skills in analysis and planning efforts.

## Step 3

### Fully assess the situation on the ground<sup>4</sup>

Take the time to really understand the post-disaster economic analysis before any actions are proposed or implemented.

Holding a public meeting and/or meetings with key stakeholder groups is suggested to revisit the overall “vision” for the community. Has that changed post-

disaster? A revitalized vision will inform Step 4 – the strategic or economic development plan.

A deep understanding of the current situation will provide critical insight into how the community should move forward.

# Step 4

## Create a plan with actionable strategies

At this point, adapting an existing strategic or economic development plan should be considered. If a plan does not currently exist, or if the incident has caused dramatic disruption, a new economic or strategic plan may be required.

***The basic components of an economic development plan are as follows:***

1. *Vision Statement or Mandate*
  - *Using existing or newly developed vision from **STEP 3**.*
2. *Assessment of Current Environment*
  - An overview of community strengths, weaknesses, opportunities, and threats will be provided by the analysis undertaken in **STEP 2**.
3. Establish Strategic Goals and Action Plans.
  - Create clear action strategies and tactics to provide direction on economic recovery priorities. Evaluate potential strategies and projects.
  - Include a phased approach to economic recovery where clear goals and objectives are set for the short-, medium- and long-term. Emphasis should be placed on long-term goals, which could be 10 years, 20 years, or longer (depending on the extent of damage).
  - Assign responsibility to appropriate staff and/or organizations to take ownership of and carry out each task. Ensure these organizations have the resources to carry out each task, in terms of capacity, ability, and financial means.
  - Ensure that business retention and expansion is addressed before any recruitment efforts take place. Existing businesses are the ones that are most likely to rebuild the economy.
  - Ensure that strategies and actions are specific, with measurable outcomes, to provide a basis for monitoring progress.

### Assistance in Creating a Plan

- Refer to the attached Project Evaluation and Decision-Making Worksheets in Appendix B and C.
- Approaching independent consultants to donate their skills in developing a plan is another option for communities.
- Following flooding and wildfires in British Columbia and Alberta, economic development officers from non-impacted communities were approached (successfully) to donate their time and skills in analysis and planning efforts.



## Step 5

# Coordinate action plans with an effective communication strategy

The public should be aware of this planning effort and how time, resources, and funds will be prioritized. The bigger the disaster, the more important it is for a community to have a common vision of what successful recovery will look like. Future economic strength will depend on how well the vision and opportunities for recovery assistance are communicated and pursued. Maintain communications over the entire course of recovery, however long it may last.

Two communication priorities need to be addressed:

1. Communicating directly with businesses, and
2. Letting the community or visitors know that businesses are still open. This is especially true for tourism-dependent areas or when general access to businesses is affected.

Recommended Communication Action Plans:

- Continue to communicate regularly, even as media attention wanes and the community seemingly returns to normal.
- When businesses repay any disaster-related financing loans, update the community. These successes help keep progress visible.
- Schedule interviews with local journalists and media contacts 3, 6, 9, and 12 months after the disaster.
- Continue publicizing the availability of recovery loan resources.
- Publicize the stories of companies that had a continuity plan in place and recovered faster because of it.

# Small Business Assistance

## Context for Small Business Recovery

To set a context for economic recovery, we provide summary research from the Resiliency Institute. The following key observations are based on their economic recovery analysis of communities in the United States over the past fifteen years:

***A Misplaced Illusion of Security Existed:*** Small business owners believed “this could never happen to me.” They felt their chances of being a victim were extremely remote, sufficiently remote that they could largely ignore the phenomenon, or simply buy insurance to deal with losses should the event ever occur.

***‘Nothing They Can Do About It’ Attitude:*** People had no idea of how they might have protected themselves against the disaster and all the subsequent ramifications.

***Complete 360-Degree Impact:*** Small business owners were often affected by long-term emotional and psychological challenges precipitated by the disaster they experienced. Many owners’ businesses recovered from the effect of the disaster, but their personal disaster continues.

***Self-Imposed Limitations:*** Business owners often made choices in the absence of perceived alternatives. Many failed to see that they had alternatives available to them; in so doing, they limited themselves and their potential response to the disaster.

***Imprudent Use of Financial Resources:*** Business recovery was often financed with savings, loans, insurance proceeds, and the sale of holdings. Few grants are available for business owners, and loans must be collateralized. There was an overwhelming temptation to hang on until things get back to normal. In the meantime, savings and loan proceeds dwindle, frustration and anxiety mount, and hope become despair.

***Not understanding what is happening to their Customer Base:*** Business owners who rushed to reopen their business after a disaster often found themselves short of customers and faced with the resulting cash flow squeeze. Owners who were deliberate about re-establishing their business sometimes found their customers’ buying habits had changed.

***Assumption Everything Will Get Back to Normal:*** Nearly every business owner who reopened their business after a natural disaster assumed things would “return to normal”. Restoring utilities and roads and repairing and reconstructing buildings did not bring things back to normal.” People had moved away, buying habits changed, lives were altered, new people moved in, and patterns and relationships were altered forever.

## Economic Impact of Locally Owned Businesses

What do businesses need? When a disaster occurs, it's important for businesses to adjust their strategies and think through alternatives for rebuilding. Invest time to engage businesses in community rebuilding discussions to develop a common vision.

The economic multiplier for locally owned businesses is much higher than for some others. Of the money spent in locally owned businesses, 72% stays in the community, vs. 43% of the money spent in non-locally owned businesses. Therefore, targeting specific programming assistance to locally owned firms may be beneficial.

## Putting Boots on the Ground

### ***Long Term Business Recovery Center (BRC)***

Keeping the BRC (Refer to Toolkit 2) active and managed in the long term by a local organization such as the Economic Development Office or Chamber of Commerce, will ensure that small business resources and counseling remain accessible. The BRC should have regular hours immediately following a disaster but as needs change, the online presence and case management system will reduce the need for on-site staffing.

Continued activity of the BRC and related service providers is suggested as follows:

- a. Provide disaster recovery finance counseling for affected businesses.
- b. Encourage businesses to re-evaluate their business plan and redefine themselves and their markets. Recovery steps can present opportunities to change or grow, which may help shorten payback times.
- c. Urge businesses to avoid relying on credit cards to offset losses. Such strategies unfortunately mask the cost of recovery and create a larger burden in the future.
- d. Encourage businesses to keep good documentation for insurance and financing supports. Ensure they keep receipts for everything purchased during recovery.

### ***Volunteer Outreach Teams***

Using a case management system, build volunteer teams of professionals to go to businesses at their operation, to assist businesses in recovery planning.

## Financing

As the community moves into long-term recovery, small or medium-sized business may have to adjust to a changed local or regional market, and may need to retool products or services, train their employees with new skills, find new customers and seek out new suppliers. As a result, short- and long-term financing mechanisms need to adapt to the specific, timely needs of businesses.

There is much that economic development officers or local municipalities can do to help their small and medium-sized businesses secure financing and technical assistance. Traditional loans

are considered risky for small businesses in the immediate aftermath of a disaster. In the short term, small businesses need access to gap or bridge financing with low interest and flexible terms. This gap financing provides businesses with working capital until they can secure funds from other sources, such as insurance claims.

### ***Long-term Financing***

Long-term financing helps businesses rebuild the property, purchase equipment, and inventory, and reorient their business around new markets if needed. Consideration should be given to combining local, provincial, and federal sources to create a long-term financing program.

### ***Use of Incentives***

Incentives can also be used in times of disaster to provide a boost to the most viable businesses. Typically, incentives are focused on reducing the cost of doing business, increasing the flow of capital for business recovery and growth, persuading businesses to reinvest, and prompting real estate investors to further invest in impacted areas. Local and provincial tax incentives related to property, equipment, or investment can also be used as financing mechanisms to reduce the chance of firms relocating or closing permanently.

Economic developers could examine how other communities and provinces have developed or advocated for incentives to encourage redevelopment and reinvestment in disaster-impacted areas. In some jurisdictions, incentives are not an option, so more focus should be paid to private financing means, if possible.

After a disaster, the most vital incentives are the ones that help businesses renovate and upgrade facilities and equipment, retool for new markets, train employees with needed skills, and conduct other recovery activities. Most of the time, existing incentives can serve these functions, but new incentives can also be created to serve long-term recovery efforts. The most relevant types of incentives for post-disaster business retention and expansion include:

**Property Improvement/Restoration Incentives:** These can be used to defer property taxes on renovations and improvements to facilities.

**Equipment/Machinery Incentives:** This includes exemptions on a property, sales, usage, franchise, or provincial income taxes on new building materials, machinery, and equipment.

**Retention/Reinvestment Incentives:** These are based on saving jobs and investments of a company that may be in danger of closing. Federal Incentives

## **Other Solutions**

Establishing a ***virtual incubator*** holds potential for small businesses the opportunity to establish ‘trading space’ to get their business started. An online incubator can also establish new markets for businesses outside of the immediate area. A web-based business center can be shared by local businesses to promote products and services.

A **physical incubator** may also be a short or long-term solution for business recovery, providing physical infrastructure or temporary (trailers) commercial space. Clustering or centralizing key business supports such as accounting, marketing, and administration in an incubator is a cost-effective option for small businesses that may be retooling their operations.

---

*Communities almost never return to what they were before a significant disruption that natural or manmade disaster brings. Thus, the post event environment is always different. Those who perceive the change and adapt appropriately will have an excellent chance of surviving and becoming viable again.*

---

## References

Business Recovery Centre Model Mississippi Gulf Coast (2013)

Community Economic Recovery Guidebook; Wisconsin Economic Development Corporation (2011)

Disaster Recovery Toolkit; Council of State Community Development Agencies (2008)

Fairfax County Pre-disaster Recovery Plan (2012)

Long Term Community Recovery Planning Guide; FEMA (2005)

Post Disaster Redevelopment Planning; Florida Division of Emergency Management (2010)

The Recovery and Resilience Roadmap: A Toolkit for Economic Preparedness (2014) EDA/BCEDA

United States Economic Development Administration – Resilience in Economic Development Planning (2014)

## SURVEY INFORMATION

Interview date\*

---

Interviewer 1\*

---

Interviewer 2

---

Company contact\*

---

Survey information notes

---

---

---

---

## DISASTER QUESTIONNAIRE

### I. Background

What happened?

- ☐ Chemical/Oil spill
- ☐ Earthquake/Tsunami
- ☐ Fire/Forest fire
- ☐ Flood
- ☐ Hurricane
- ☐ Landslide
- ☐ Snowstorm
- ☐ Tornado
- ☐ Other

If *Other*, please explain

---

---

---

---

When did it happen?

---

How many employees did you have pre disaster?

---



---

How many employees do you currently have?

\_\_\_\_\_

Generally, how has this disaster impacted your business? Tell us your story.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Did your business have an emergency response plan?

☐ Yes ☐ No

If Yes, did you use it?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Does your business have a Business Disaster Plan?

☐ Yes ☐ No

If Yes, did you use it?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What measures did your business take to assist with your employees personal recovery?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What critical work processes were impacted?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

---

What were the quickest ones to recover?

---

---

---

---

What took the longest to recover?

---

---

---

---

Was your company's reputation enhanced, degraded or not impacted by the disaster?

☐ Enhanced ☐ Degraded ☐ Not Impacted

Please explain.

---

---

---

---

## II. Impacts

To your physical property

	Impact level	Dollars	Percent of total
Site	<hr/>	<hr/>	<hr/>
Facility	<hr/>	<hr/>	<hr/>
Machinery/Equipment	<hr/>	<hr/>	<hr/>
Raw materials	<hr/>	<hr/>	<hr/>
Contents	<hr/>	<hr/>	<hr/>
Other	<hr/>	<hr/>	<hr/>

# Disaster Questionnaire Survey

---

If *Other*, please explain

---

---

---

---

To your bottom line

	Impact level	Dollars	Percent of total
Productivity loss	<hr/>	<hr/>	<hr/>
Sales loss	<hr/>	<hr/>	<hr/>
Income loss	<hr/>	<hr/>	<hr/>
Payroll loss	<hr/>	<hr/>	<hr/>
Supplier loss	<hr/>	<hr/>	<hr/>
Other	<hr/>	<hr/>	<hr/>

If *Other*, please explain

---

---

---

---

To municipal and related services

	Impact level	Company name
Electricity	<hr/>	<hr/>
Gas	<hr/>	<hr/>
Water	<hr/>	<hr/>
Sewer	<hr/>	<hr/>
Trash removal	<hr/>	<hr/>
Cellular phone	<hr/>	<hr/>
Landline phone	<hr/>	<hr/>
Broadband/internet	<hr/>	<hr/>
Road transit	<hr/>	<hr/>
Rail transit	<hr/>	<hr/>
Air transit	<hr/>	<hr/>
Water transit	<hr/>	<hr/>

## III. Insurance

Please tell us about your insurance policies

---

Name of carrier

---

#### IV. Government and disaster agency response

Please rate the following

Fair warning

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

Evacuation

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

Emergency shelter

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

Trauma care

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

General public security

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

Security of property

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

Restoration of municipal services

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

Timely communication

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

Provincial/state business financing support

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

Federal financing support

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

Please provide any additional details

---

---

---

---

## Appendix B: DECISION MAKING TOOL SAMPLE

Source: Content adapted from 2009 FEMA Region VII-ESF#14 Long-Term Community Recovery

<b>Community Vision Statement:</b> Creating a strong community devoted to family, fostering businesses, working together for future growth									
<b>Strategic Goal:</b> Increase local area economic activity									
IDEAS	ONGOING EFFORTS	GAPS	PROJECT OR PROGRAM OPTIONS	OPPORTUNITIES	CONSIDERATIONS		RESOURCES	DECISION	NEXT STEPS
					BENEFITS	CHALLENGES			
Attract new businesses and jobs to the area, retain existing businesses and develop skilled workforce to meet market demand.	Engage university or college to Implement strategic market and economic development assessment	Perception that community does not have the people and business development potential to merit economic rebirth	Create an economic development plan to provide a blueprint for go forward efforts	Increased greenhouse development and reduction of vegetable and fruit imports	Builds on existing planning and economic development efforts	Building support for broad based coordinated planning	Potential federal and provincial government funding to match local investment	Will proceed with a project and leverage existing federal and provincial agricultural diversification efforts	Utilize Project Evaluation Worksheet to develop Economic Development Plan based on existing information and data to be gathered
			Create a workforce development program to train large unemployed population	Local available unemployed workforce in need of retraining	Workforce will be trained and ready to be employed locally	No idea what retraining workforce will receive an what it will be based upon	Potential federal and provincial funding to match local investment	Once an economic development plan is in place, there will be a better idea of interested businesses and the job training that would best serve the area	Retain information for possible future project development. Update project development status quarterly.
			Create a Community Development Corporation(CDC) to engage local stakeholders and establish a funding mechanism for local projects	Efforts and groups leading the efforts could work more closely together developing community from the inside	Efforts and groups leading the efforts could work more closely together developing community from the inside	A Regional CDC already exists and has a similar mission – will they broaden their mission?	Initial funding from local investors to initiate a business development program	Existing CDC reluctant to broaden its investment capacity and mission. Evaluate viability of establishing a local specific CDC.	Utilize Project Evaluation Worksheet to further evaluate this option.

## DECISION MAKING TOOL

Source: 2009 FEMA Region VII-ESF#14 Long-Term Community Recover

[illegible]



# Appendix C: PROJECT EVALUATION WORKSHEET

Source: FEMA 20015 Self Help Guide Long Term Community Recovery

<b>POST DISASTER COMMUNITY NEED</b>		
	Does that project address a previously identified need/issue or has the project been validated by or attained new urgency from the disaster?	
	Is the project necessary for community health and safety?	
	Does the project leverage several sources of funding?	
	Is the project related to physical damage from the disaster?	
	Does the project provide an opportunity to improve upon pre-disaster conditions?	
	Does the project have documented broad based community support?	
	Does the project impact the low and moderate income segment of community?	
	Does the project address or support distinct social or cultural community attributes?	
	<b>Score for this category</b>	
	<b>Average Score/8</b>	
<b>PROJECT FEASIBILITY</b>		
	Does the project have access to the resources and funding sources necessary to cover project costs within project timeframe?	
	Is the project compatible with government initiatives, regulation and plans?	
	Is the project scope clearly defined – achievable with measurable outcomes?	
	Can the project be completed within a reasonable and practical timeframe?	
	Does the project illustrate feasibility analysis such as design or plan feasibility, ease of implementation, offerings sufficient range of options?	
	Does the project have a committed champion?	
	<b>Score for this category</b>	
	<b>Average Score/6</b>	
<b>PROJECT SUSTAINABILITY</b>		
	Can The project pay for itself over the long term – is it sustainable financially?	
	Is the project identified in existing plans?	
	Does the project apply mitigation measures to avert future losses related to disasters or significant incidents?	
	Does the project promote the efficient use of land; promote mixed use and mixed income housing and/or promote other smart growth principles?	
	Is the project geographically located to encourage safe, convenient and efficient connectivity with other nodes of development within the community?	
	Does the project protect (or does not harm) key ecosystems; protect wildlife and natural areas or improve water and air quality?	
	Innovative wastewater technologies?	
	Does the project improve the availability of viable transportation options?	
	<b>Score for this category</b>	
	<b>Average Score/8</b>	

CROSSCUTTING BENEFITS		
Economic Impact		
	Does the project create or re-establish existing or provide new jobs?	
	Does the project rebuild or redevelop damaged properties?	
	Does the project provide new affordable lease or rent opportunities and/or ownership opportunities for new and existing businesses?	
	Does the project increase existing business incomes or contribute to additional spending?	
	Does the project provide new opportunities to diversify the economy by establishing programs or capital project (eg: training facility; broadband; a distribution centre) that would jump start new industries?	
	Does the project create avenues for job training or apprenticeship that would lead to increased wages for skills in demand?	
	Does the project provide mechanisms to market area assets to potential industries?	
	Does the project establish economic development plans, new programs, or increase professional staff to facilitate economic growth?	
	Score for this category	
	Average Score/8	
High Visibility and Builds Community Capacity		
	Does the project receive investment from various segments of the community?	
	Does the project have the ability to generate national interest through media attention, public agency support etc?	
	Does the project have high visibility and distinct recognition within the community?	
	Does the project serve as an essential building block and critical element for the community? Without these fundamental or essential public and private sector projects, elements or services – the community would be limited in its ability to flourish?	
	Is the project catalyst in attracting other projects or developments?	
	Does the project attract or utilize multiple sources of financial support?	
	Does the project impact more than one market segment, ie housing, retail, industry etc?	
	Does the project serve or support several geographic areas within the community?	
	Does the project enhance or support significant changes in public policy or principles such as mitigation of undesirable situations, removal of non-conforming structures etc?	
	Is the project visionary and does it encourage the community to look beyond established patterns, enhances and framework in search of forward-thinking solutions and/or is creative and used new technologies or methodologies to address issues or produce solutions.	
	Score for this category	
	Average Score/10	
Linking and Leveraging other Projects and Funding		
	Does The project interconnect among and within the existing community development framework and physically connect neighbourhoods, key features, districts etc?	
	Does the project support the existing resources of the community, including cultural, physical, natural, environmental and geographic resources?	
	Is the project a result of a cooperative planning, development or implementation efforts among various local, provincial or federal agencies or organizations?	
	Does support areas beyond just the disaster affected community?	
	Is the project related to other community projects, resources or elements?	
	Score for this category	
	Average Score/5	

Enhances the quality of life in the Community			
	Does the project build on existing strengths in the community?		
	Does the project provide or enhance community services(schools, downtown, roads, libraries, cultural centre, recreational facilities, community centre)		
	Does the project provide or enhance a critical facility – hospitals, fire and police or other emergency response facilities?		
	Will the project enhance housing options, or improve assisted living facilities?		
	Does the project enhance a culturally significant place in the community?		
	Score for this category		
	Average Score/5		
PROJECT ROI			OVERALL SCORE
	TOTAL SCORE		
	AVERAGE		
	CIRCLE ONE		
	HIGH ROI	MODERATE ROI	LOW ROI