



# Resilient Neighbourhoods

## TOOLKIT

***Neighbourhood resilience is based on collaborative problem-solving, and built at the speed of trust.***

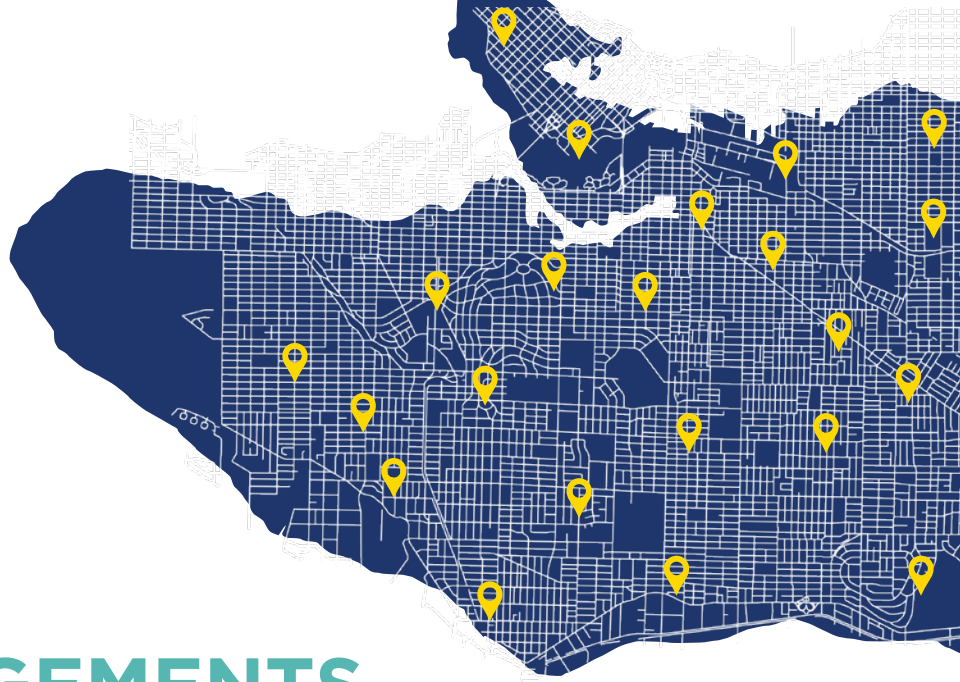
The Resilient Neighbourhoods Program is a collaboration between community-based organizations, the City of Vancouver, and other partners. We're working together to build resilience by supporting neighbourhood-level efforts to address shocks and stresses.

*This toolkit is designed for community organizations looking to support their neighbourhood, but can also be used by individuals looking to expand their knowledge about resilience.*



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# ACKNOWLEDGEMENTS

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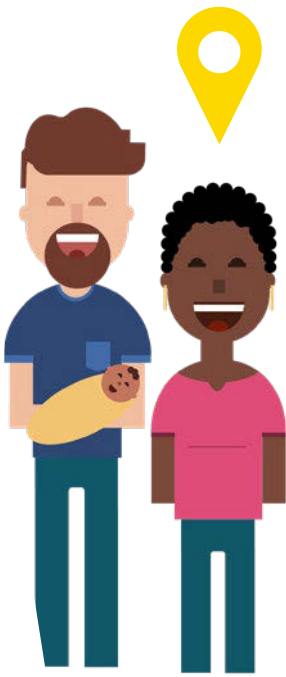
## **Acknowledgement of the Traditional, Unceded Territory of the Musqueam, Squamish and Tsleil-Waututh People**

As Vancouver is on the unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and sə́ilwətaʔt/səlílwitulh (Tslieł-Waututh) Nations, it's essential that we continue to build reciprocal relationships that recognize the generous and resilient cultures of the First Peoples who've been here for millennia and to take their direction. Vancouver's Reconciliation journey is just beginning, and this work is inextricably linked to resilience in our community.

## **Acknowledgement of Contributors**

This toolkit was developed through the Resilient Neighbourhoods Program pilot from October 2017 and April 2019 by the City of Vancouver and four community partners: 312 Main, Britannia Community Services Centre, Collingwood Neighbourhood House and Dunbar Community Centre Association.

It is important to note that many components of this toolkit draw directly from resources used in, and created by, generous organizations, researchers and practitioners around the world. We wish to express our deepest gratitude to all of the individuals and organizations who shared their knowledge, expertise and resources with us, and allowed us to adapt them to Vancouver's own context. We wish to extend a particular thanks to San Francisco's [Empowered Communities Program](#) for sharing their Resilientville mapping exercise with us, the Wellington Regional Emergency Management Office for sharing their [Community Emergency Hub](#) guides with us, and the creators of the Communities Advancing Resilience Toolkit for all allowing us to adapt their work. Thank you for supporting our Resilient Neighbourhoods Program. This work would not have been possible without you.



# INTRODUCTION

## What is Resilience?

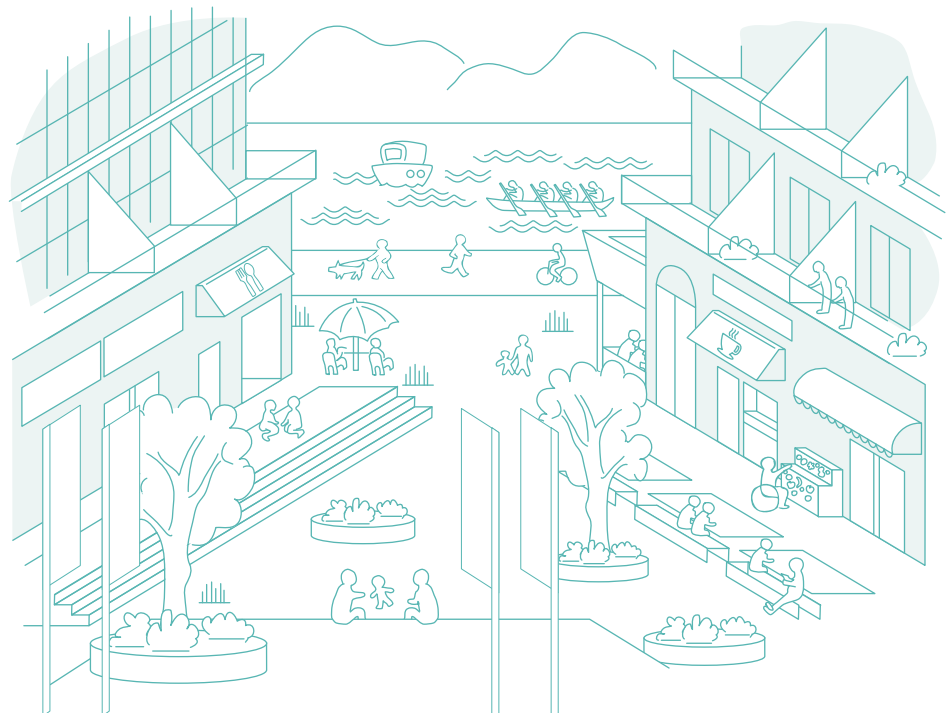
Resilience is the ability to survive, adapt and thrive in the face of challenges. In cities, challenges may include acute shocks such as earthquakes, floods, and fires, or chronic stresses such as affordability, aging infrastructure, and social isolation. Building resilience in your neighbourhood involves thinking about all of these issues, and how they relate to each other, and finding solutions that can have multiple benefits.

## Why Resilient Neighbourhoods?

For many of us, our neighbourhood is more than where we spend the majority of our time. It is our community. Neighbourhoods are also where we often experience major challenges, including the impacts of shocks (such as earthquakes) and impacts of stresses (such as social isolation).

Working together within neighbourhoods enables us to create innovative, grassroots solutions—often well-before governments have time to act. Neighbourhoods are physically and socially diverse, and the people who live and work in them are full of unique knowledge, skills, assets, networks and capacity.

Resilient neighbourhoods build on these qualities to help their communities thrive day-to-day, and leverage them to better take care of each other during emergencies and disasters. The Resilient Neighbourhoods Program is based on the idea that resilience is *everyone's* responsibility, and involves collaboration across neighbours, organizations, sectors and communities.



## What is the relationship between Emergency Preparedness and Resilience?

Emergency Preparedness is an important part of resilience! It involves planning for disasters and emergencies, and includes actions like building an emergency kit or making a plan with your family in case of emergencies.

Community resilience is a broader umbrella that includes many types of community effort that builds social, ecological, economic and health wellbeing.

In this toolkit, we focus on collaborative problem-solving, and use disaster and emergency scenarios to frame many of the activities. Resilience involves neighbours, informal groups, local organizations, businesses and government agencies working together to survive, adapt and thrive in the face of challenges. As a result, it's not only about adapting to and preparing for difficulties but—where possible—looking to solve them before they happen, or planning for long-term recovery after the fact.

## What is the relationship between Sustainability and Resilience?

Sustainability and resilience are different but complementary and connected. Sustainability is about thoughtfully managing resources to ensure the needs of the present don't compromise our ability to meet our needs in the future.

We must continue to work towards a sustainable future. Building resilience is part of this: ensuring we look at potential risks so we can continue to thrive in the face of unforeseen disruptions.

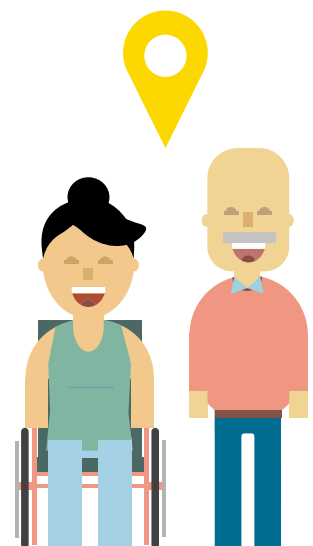
## Who can use this Toolkit?

This toolkit is designed to be used by neighbourhood-based organizations such as non-profits, charities, social enterprises, cooperatives and associations.

This toolkit contains a series of activities and templates to help local organizations map, plan for and respond to shocks and stresses. Each activity helps build a shared understanding of the types of risks the community may face, and how the community can address them.

Organizations can use this toolkit regardless of the sector they are in; whether you provide homelessness services, skill development to immigrants, offer arts and cultural programming or support sustainability and climate action.

We know that organizations such as yours build resilience in our city every day, especially by building important social connections and networks, and by supporting vulnerable community members. This toolkit is designed to build your organizational capacity to anticipate and reduce risks, and continue to serve community members no matter what happens.



## How to use this Toolkit

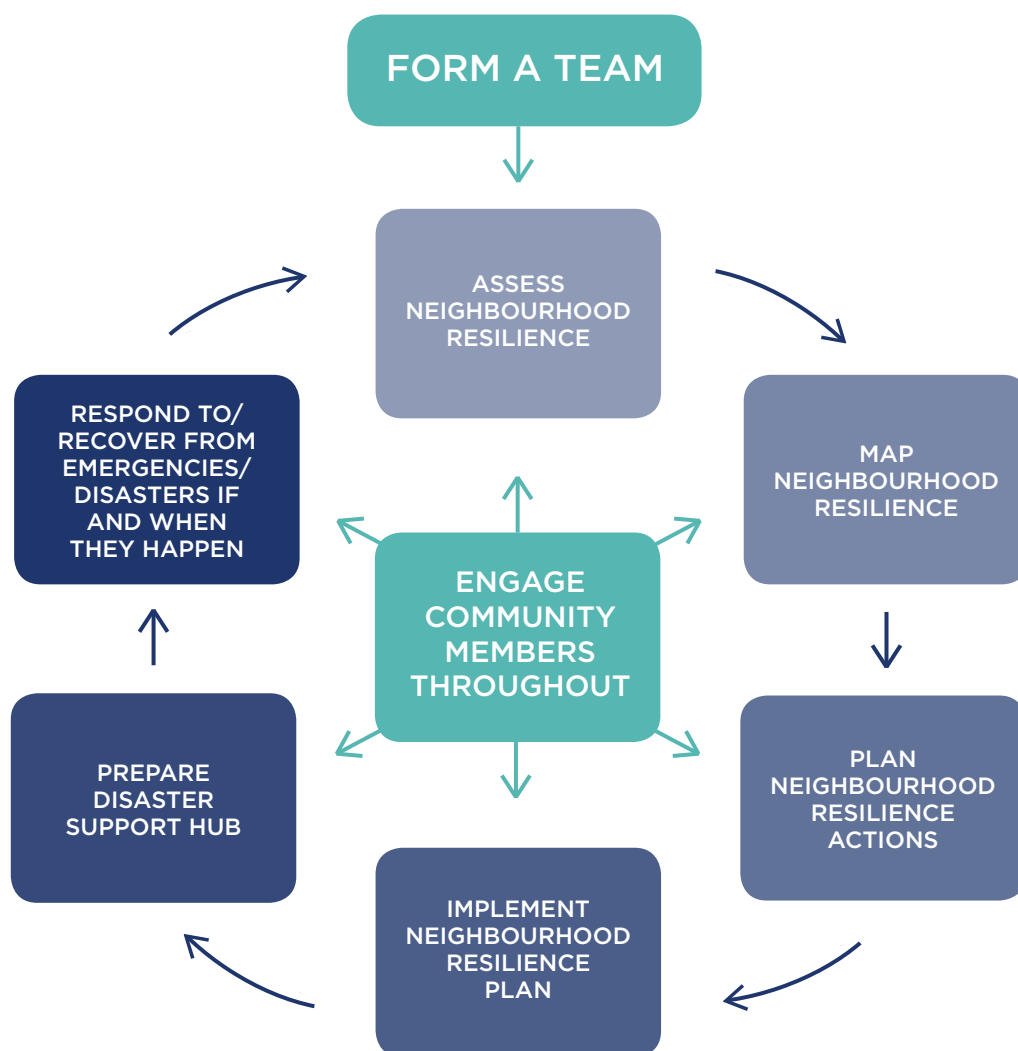
The tools, resources and activities in this toolkit can benefit your organization and neighbourhood regardless of whether an emergency event takes place. They are designed to foster collaboration, develop group problem-solving, and build capacity to collectively address community challenges and changes—no matter what they may be.

Any part of the toolkit can be used on its own, or as part of the larger, step-by-step process. Similarly, any part of the toolkit can—and should—be adapted by you to meet the needs of your organization. You may wish to change questions in Q&A documents; use particular exercises over others; or focus on particular challenges.

This is a living document. Suggestions and revisions are welcomed. All we ask is that you cite this work and keep attributions listed for each component of the Toolkit to the original authors. If you make a change to any component of this toolkit that makes it better or more effective, let us know by emailing us at [resilience@vancouver.ca](mailto:resilience@vancouver.ca).

## Resilient Neighbourhoods Toolkit Cycle

Ideally this toolkit will be revisited on an annual basis, based on your organization's needs. Doing so allows you to reconnect once again in community, while re-assessing particular elements of your plan based on new information or challenges.





# 01

## FORMING A NEIGHBOURHOOD RESILIENCE TEAM



Neighbourhood resilience cannot be built by one person or organization alone. Resilience requires collaboration from people with different skills, knowledge and perspectives.

Building a team is an opportunity to connect and align priorities across departments and organizations, and foster collaborative problem-solving!

Where possible, we recommend establishing a committee of individuals who represent either different departments within your organization and/or multiple organizations within your neighbourhood.

Some possible backgrounds or qualities of team members could be—but are not limited to:

- Staff members who represent departments already working to support social connection, health and wellness, arts and culture, sustainability, food, or emergency preparedness;
- Members of other neighbourhood organizations with specific knowledge or expertise around social connection, health and wellness, arts and culture, sustainability, food, or emergency preparedness;
- Community members who bring unique perspectives such as seniors, youth, newcomers and immigrants, local business owners, etc.

Team sizes can vary, but we recommend 5–7 people, each committed to the process. However, more people than these will be included in the overall project.

Your core team will work together to organize and facilitate workshops or events, and lead the implementation of action plans.

Equity, Diversity and Inclusion are critical to building resilience for the neighbourhood as a whole. While a manageable team size is quite small, the members of the team should approximately mirror the makeup of the neighbourhood.

### TOOLS AND TEMPLATES FOR MODULE 1

#### 1. Forming a Team

A truly representative group will better understand community needs and bring essential perspectives to each project. Broad representation also builds trust within communities.

Many many activities in the toolkit should include community involvement, so your team will need to actively work to encourage community members to participate.

Questions to ask to ensure your team is reflective of your neighbourhood may be:

- Who is impacted by this work?
- Who benefits from this work?
- Who is included on the proposed team and who is left out?  
Consider age, race, socio-economic factors, abilities, gender, etc.
- Who needs to be added to the team?
- What support might individuals need in order to participate?  
Consider meeting locations, languages used, etc.

Once you have identified your team members, your next step should be to determine what you hope to achieve as a group. Use the “Forming a Team” template to get started!

*\*Tip: Forming a team can take longer than you might think. Give yourself lots of time to identify the right people and get their buy-in.*

## TOOLS AND TEMPLATES FOR MODULE 1



### FORMING A TEAM



# 02

## ASSESSING NEIGHBOURHOOD RESILIENCE



Now that you have formed your team, the next step is to collect data on your neighbourhood's resilience strengths, opportunities and challenges. This process itself will generate foundations of resilience—creating dialogue, unlocking cooperative potential and improving awareness of needs and opportunities.

The Neighbourhood Resilience Assessment contains tools to gather perceptions from community members about strengths and weaknesses and shocks and stresses of your neighbourhood. It is an opportunity to discuss what matters most with your community. The perceptions you glean from this assessment will be the foundation of your Neighbourhood Resilience Action Plan (Module 4 in the toolkit). At the end of this activity you will have a Neighbourhood Resilience Report Card with core strengths, weaknesses, shocks, and stresses that you can address through planning and action.

There are two main components to this process:

### COMPONENT 1: SHOCKS AND STRESSES ASSESSMENT

Determining which shocks (sudden events) and stresses (chronic, ongoing challenges) are of greatest concern in your neighbourhood.

Neighbourhoods will likely have different concerns around shocks and stresses, depending on how *likely* they are to happen, and the potential *impact* if they do. There's no way to accurately predict all future shocks, but this assessment helps community members learn more about what they do know, and what challenges they could or currently face.

Remember, while shocks are often described as disasters, stresses can be slow-moving disasters that erode communities over time, such as opioid crises or lack of affordability.

### COMPONENT 2: NEIGHBOURHOOD RESILIENCE BASELINE ASSESSMENT

Determining your neighbourhood's current state of resilience, or *baseline*.

#### TOOLS AND TEMPLATES FOR MODULE 2

1. Neighbourhood Shocks and Stresses Assessment
2. Neighbourhood Resilience Baseline Assessment (Individual)
3. Neighbourhood Resilience Baseline Assessment (Collective)
4. Neighbourhood Resilience Report Card

This tool is designed to understand community perceptions of the conditions foster resilience in the neighbourhood.

Some of the most important foundations of community resilience are:

1. **Community teamwork** – people pursuing common goals, sharing, communicating, cooperating and learning;
2. **Community structures, networks and organizations** – groups of individuals that weave the social fabric of the neighbourhood, and;
3. **Personal resilience of community members** – individual values, perseverance and access to resources.

## BASELINES AND QUALITATIVE INDICATORS

A baseline provides a reference point for the condition of something at a moment in time. This assessment focuses on establishing a baseline of resilience within your community, which allows you to track changes over time and determine their size and direction (whether they are improving or degrading).

Information is gathered through survey questions answered by community members. However, a community may decide to include quantitative (e.g., # of hospitals) questions—which can largely be done through *Mapping Neighbourhood Resilience* (Module 3) of this toolkit.

## ASSESSMENT PROCESS

### STEP 1: CHOOSE YOUR SCOPE

Decide the specific population or geographical area you hope to assess and determine who or what is within the scope of your assessment.

Some questions to help this include:

- What is your organization's mission and who do you serve day-to-day?
- Does your organization serve a specific population or demographic (like women or seniors)? Or does your organization serve an area within the neighbourhood?
- Will you also survey staff and volunteers of your organization, or just service users?
- If your organization serves a geographic area, will you survey people throughout the neighbourhood? Or will you choose a smaller area around your facility like a 10 block radius?

Make sure you consider how to ensure different groups within the community have the opportunity to participate. For example, some people may not use email, or a segment of the population may not speak English. Understanding the demographics of your community will help you design an appropriate assessment process.

## STEP 2: DECIDE HOW YOU WILL CONDUCT THE ASSESSMENT AND DETERMINE QUESTIONS

Next, consider how best to gather information from community members. Think of how you will reach the most people and consider how representative of the community those people are. It may be useful to use more than one method. Of course, it is impossible to survey every single person, but an attempt should be made to ensure that the range of community perspectives and experiences will be represented by the responses.

You may also wish to ensure specific people participate because they have particular knowledge or expertise about an issue. These people may be community leaders, neighbourhood members, professionals or representatives of other community organizations.

Some options for collecting responses may include:

- In-person interview or interviews
- Online survey
- Paper survey
- Door-to-door survey
- Workshop
- Informal conversations at events

When deciding which method of evaluation to use, consider the time and resources it will take to gather, enter and analyze responses. Consider whether you will need to print materials, book meeting rooms, or offer translation or child care services.

Your assessment should contain two parts (see Appendix for editable templates):

1. The **Shocks and Stresses Assessment**: These questions gather important community perspectives to help you create high-level goals and objectives in your action plan, and will support your Disaster Support Hub planning in step 5 of this toolkit.
2. The **Neighbourhood Resilience Baseline Assessment**. There are two sets of questions to choose from when designing the assessment. One asks respondents about their frequency of participation in events, the other asks participants to evaluate their neighbourhood to the best of their knowledge. Decide which type of survey you would like to conduct and shorten the assessment to a short-list of questions (known as indicators) which are most important for capturing attributes of resilience for your neighbourhood.

Each of the Assessment Tools ends with a long-form response question to learn more about what people in your neighbourhood value most.

Below are key considerations when drafting the list of survey questions:

- Select a few (2-3) questions from each of the *Resilience Dimensions* (see below). Choose questions that are most important to your organization and neighbourhood. Revise or add to these questions, as needed.
- Keep it relatively short and simple—the less time it takes to complete, the more likely people are to complete it. We suggest using around 21 questions total.
- Test the survey questions with colleagues or friends to ensure questions are easily understood and to determine how long it takes to complete the survey.
- Change the ranking system if you need to—some organizations may choose to use a scale of 1-4. **Tip:** Avoid odd-numbered scales as respondents are likely to choose the middle response instead of thinking more critically about their answer.

## NEIGHBOURHOOD RESILIENCE DIMENSIONS



### STEP 3: CONDUCT THE SURVEY

#### WHAT TO INCLUDE

Prepare a short, simple introductory statement that you will use to invite people to participate in the survey. The introduction should include information about your organization and the purpose of the survey.

#### EXAMPLE INTRODUCTION:

##### **WELCOME TO THE [ORGANIZATION NAME] NEIGHBOURHOOD RESILIENCE SURVEY!**

Thank you for taking part in this important survey to measure resilience in [neighbourhood name]. This survey will help us understand some of our opportunities as a community to make our neighbourhood more resilient, and address some of the challenges we face.

The survey should take approximately [length of time] to complete. There are no right or wrong answers: if you don't know answers to some of the questions, respond to the best of your knowledge.

Explain how the results of the survey will be used and provide details about whether or not responses will be kept anonymous. Identifying or personal information is not necessary to collect, but you may choose to have a section for people to provide you with their contact information should they wish to come to future workshops or get involved in building neighbourhood resilience. If so, this information should be kept private.

#### SENDING THE SURVEY

Ensure you send the survey to people from different backgrounds and perspectives. Consider whether you need to translate the survey, help people to fill it out etc. Consider whether youth, elders, people with disabilities, Indigenous Peoples and People of Colour, newcomers and people with low-incomes are well represented in who you send it to—and how accessible the survey is. Some digital platforms you may wish to use include Survey Monkey or Google Surveys.

Include a deadline by which you expect responses to ensure people complete the survey in time.

*Other organizations may be willing to send your survey out so that you can reach a more diverse group of people within your community.*

Once the survey is sent, send follow-up requests for responses at least once, and in accordance with a deadline you establish.

## STEP 4: ANALYZE AND SUMMARIZE RESULTS

It may be helpful to use guiding questions to help review results. They should be used in conjunction with a more in-depth analysis (described below). These guiding questions below may also be useful in Step 5, Generating your Neighbourhood Resilience Report Card. You may also choose to review survey results from [My Health, My Community](#), which provides an overview of health and wellbeing indicators at the community level.

### GUIDING QUESTIONS

1. Do any of these results surprise you? Which ones and why?
2. Do the results reaffirm what you intuitively knew to be true? Which ones and how?
3. Could any of the questions be interpreted differently by different people? If yes, how does that difference in interpretation affect the assessment outcomes?

### ANALYSIS

**Shocks and Stresses Assessment:** Gather responses from all of the Shocks and Stresses Assessment sheets. Respondents may have already indicated the top 3 shocks and top 3 stresses they are concerned about. If not, calculate the top 3 shocks and top 3 stresses by assigning a numerical value (from 0 to 3) next to each response (see table below). Total the points for each section, and select the 3 highest scoring shocks and stresses for each survey. Combine the top ranking shocks and stresses for all surveys and determine the most common 5 shocks and stresses.

How likely do you think it is that each of the following shocks will occur?		How serious would the potential impacts of each of the following shocks be for your community?		How concerned are you about each of the following shocks affecting your community?	
Not at all likely	0 points	Low Impacts	0 points	Not at all concerned	0 points
Not very likely	1 point	Moderate Impacts	1 point	Not very concerned	1 point
Somewhat likely	2 points	Considerable Impacts	2 points	Somewhat concerned	2 points
Very likely	3 points	Extreme Impacts	3 points	Very concerned	3 points

**Neighbourhood Resilience Baseline Assessment:** A simple analysis of survey responses includes calculating the percentage of respondents who have indicated a particular ranking. This helps you to see how popular a particular answer was, and how many in your community agree. You can do this by assigning points to each response. For example, using the ranking scale mentioned above where 1=strongly disagree and 4=strongly agree, you can count the number of respondents who agree (those who indicate they agree or strongly agree) with a particular indicator. If a majority of respondents circle agree or strongly agree, this is an area of strength in the community. If a majority select disagree or strongly disagree, this is an area for improvement. A community profile can be developed based on these results.

Gather together responses from all of the Baseline Assessment sheets. Calculate the average for each Resilience Dimension. Determine which Resilience Dimension had the most negative ratings (strongly disagree), and which had the most positive ones (strongly agree). Use a scale from 1–4 for “strongly disagree to “strongly agree”, and 0 for “don’t know” (see table below). Add up the numbers for each response. Total the points for each “Resilience Dimension” area. This will help paint a picture of the conditions of resilience in your neighbourhood.

Example

Dimension	Indicator	Response				
e.g. Health and Basic Needs	e.g. My neighbourhood supports programs for children and families	strongly disagree	disagree	agree	strongly agree	don't know
		1	2	3	4	0

STEP 5. GENERATE YOUR NEIGHBOURHOOD RESILIENCE REPORT CARD

Use the *Neighbourhood Resilience Report Card* (see Appendix) to capture a summary of the results. This tool can be used to report back to participants on results of the survey, and is an important foundation for your Neighbourhood Resilience Action Plan.

STEP 6: REVISE OR REFINE YOUR NEIGHBOURHOOD RESILIENCE REPORT CARD

Develop a description of the current condition of neighbourhood resilience. The aim is to distill from the summary results with the key resilience characteristics of your neighbourhood across all dimensions of resilience, and identify your top shocks and stresses. This illustrative summary of your neighbourhood constitutes the baseline.



## SHOCKS AND STRESSES QUICK FACTS

As you embark on discussions about shocks and stresses in your neighbourhood, it may be helpful to use some of the facts below to highlight the many intersecting risks we face. Our knowledge of our shocks and stresses is constantly changing, but at the time of the development of this toolkit, these facts are accurate.

You could use these facts informally when discussing each element of the process, or in your own materials and worksheets.

<b>EARTHQUAKES</b>	<p>There is a 100% chance Vancouver and the Lower Mainland will be hit by a damaging earthquake; we just don't know when. The last earthquake in our area to register magnitude 9.0 or larger happened in 1700 and was experienced by local First Nations who have oral histories of this event.</p> <p>Less than half of Vancouverites report being prepared for an earthquake.</p> <p>The concentration of earthquakes in this region is due to the presence of active faults, or breaks, on the earth's crust that make up the Pacific Ring of Fire—where approximately 90% of the world's earthquakes occur. The plates that make up the earth's crust are moving constantly at a speed of 2 to 10cm per year—about how fast our fingernails grow.</p> <p>An earthquake occurs when plates slide against each other. The west coast of BC has unique risk because it is one of the few areas in the world where all three types of plate movements occur. Plates either slide past one another, collide towards each other or diverge, each creating different types of earthquakes, which affect buildings differently.</p> <p>Hundreds of thousands of people in the region would be displaced by a major earthquake, with up to \$100 billion in damages.</p> <p><b>Learn more here:</b> <a href="https://vancouver.ca/home-property-development/earthquake.aspx">vancouver.ca/home-property-development/earthquake.aspx</a></p>
<b>SEA LEVEL RISE AND COASTAL FLOODING</b>	<p>Conservative models predict a minimum sea level rise of 1m by 2100 that will impact 13 km<sup>2</sup> of land in Vancouver—\$7 billion of land, buildings and infrastructure.</p> <p>Sea level rises will also increase the frequency and severity of coastal flooding and storm surges, threatening shoreline habitats, parks and low-lying urban areas and infrastructure.</p> <p>Approximately \$1 billion of flood management infrastructure will be needed to deal with the sea level rise by the year 2100.</p> <p>In 2019, City Council declared a climate emergency and sought appropriate actions to ensure the City of Vancouver is doing our part to mitigate this damage.</p> <p><b>Learn more here:</b> <a href="https://vancouver.ca/green-vancouver/sea-level-rise.aspx">vancouver.ca/green-vancouver/sea-level-rise.aspx</a></p>

<b>EXTREME WEATHER AND TEMPERATURES</b>	<p>Climate change is causing hotter, drier summers. By 2050:</p> <ul style="list-style-type: none"> <li>• Warm days will be 4°C hotter and heat waves more frequent.</li> <li>• We will experience double the number of days above 25°C compared to 2019.</li> <li>• There will be 20% less rain, resulting in increasing duration and frequency of droughts that will impact wildlife, vegetation and trees.</li> </ul> <p>Climate change is also causing warmer, wetter winters in Vancouver, which includes:</p> <ul style="list-style-type: none"> <li>• Intensity of heavy rainfall increases by 35%</li> <li>• 21% increase in rainfall on wettest days</li> <li>• 58% decrease in snowpack on the north shore</li> <li>• 72% decrease in frost days</li> <li>• Extreme heat and cold are already impacting Vancouverites.</li> </ul> <p><b>Learn more here:</b>  <a href="https://vancouver.ca/green-vancouver/climate-change-adaptation-strategy.aspx">vancouver.ca/green-vancouver/climate-change-adaptation-strategy.aspx</a></p>
<b>FOREST FIRES AND AIR QUALITY</b>	<p>2017 and 2018 were the worst fire seasons recorded in BC.</p> <p>In 2017 alone, 1.2 million hectares of land burned, over \$568 million was spent on fire suppression, and over 65,000 British Columbians were displaced, with many evacuees coming to Vancouver for support and shelter.</p> <p>The number of climate refugees will increase and air quality will worsen for Vancouverites as a result of regional fires, and risk of more localized forest fires will increase.</p> <p><b>Learn more here:</b>  <a href="http://www2.gov.bc.ca/gov/content/safety/wildfire-status">www2.gov.bc.ca/gov/content/safety/wildfire-status</a></p>
<b>REGIONAL FLOODING</b>	<p>The Lower Mainland is at significant risk of flooding from the Fraser River and coastal storm surge events that threaten significant regional infrastructure and supply chains.</p> <p>Worst case flooding today is estimated to cost \$19 billion for coastal flooding and \$22 billion for riverine flooding. Without active risk reduction measures, this is projected to increase to \$24 and 32 billion respectively by 2100.</p> <p>Parts of the Fraser River have flooded before, in 1894 and 1948, the first of which was the largest Fraser River flood on record. It was caused by rapid snowmelt and flooded between Harrison and Richmond. The 1948 flood was the second largest but caused more damage because of the increase in settlement along the flood plain. This flood triggered the evacuation of 16,000 people, damaged or destroyed 2,000 homes, and cost \$210 million in damages.</p> <p><b>Learn more here:</b>  <a href="http://fraserbasin.bc.ca">fraserbasin.bc.ca</a></p>

<b>OPIOID POISONING CRISIS</b>	<p>The ongoing opioid emergency is one example of a public health emergency. A poisoned opioid supply has resulted in thousands of lives lost and millions of dollars re-directed towards response. Exacerbated by stigma, a shock occurs every time a new poisoned supply is released in Vancouver. Approximately 1,489 people died of drug overdose in B.C. in 2018.</p> <p><b>Learn more here:</b>  <a href="http://vancouver.ca/people-programs/drugs.aspx">vancouver.ca/people-programs/drugs.aspx</a></p>
<b>OIL SPILLS</b>	<p>Marine and pipeline oil spills increase in likelihood with increased shipping.</p> <p>A worst-case marine oil spill may cost over \$1 billion to the local economy and in clean up, and may expose a significant number of people to toxic fumes.</p> <p>A 2014 study indicates Vancouver's US\$31 billion brand value could be impaired by US\$3 billion from a major oil spill.</p> <p><b>Learn more here:</b>  <a href="http://vancouver.ca/home-property-development/oil-spill-response.aspx">vancouver.ca/home-property-development/oil-spill-response.aspx</a></p>
<b>HAZARDOUS MATERIALS</b>	<p>Hazardous materials move regularly through Vancouver via road, sea and rail. Many are concentrated around port and industrial lands. HazMat incidents contaminate soil, air and water, threatening human and ecological health. For example, in 2015 a container fire spread toxic smoke across parts of East Vancouver for 2 days before being extinguished.</p> <p><b>Learn more here:</b>  <a href="http://www2.gov.bc.ca/gov/content/environment/air-land-water/spills-environmental-emergencies">www2.gov.bc.ca/gov/content/environment/air-land-water/spills-environmental-emergencies</a></p>
<b>RESIDENTIAL FIRES</b>	<p>Vancouver Fire and Rescue Services responds to hundreds of fires annually. Each year 20-30 of these require an Emergency Social Services (ESS) response to provide basic needs support to evacuees with no alternative shelter or support networks.</p> <p><b>Learn more here:</b>  <a href="http://vancouver.ca/your-government/vancouver-fire-and-rescue-services.aspx">vancouver.ca/your-government/vancouver-fire-and-rescue-services.aspx</a></p>

## STRESSES FACT SHEET

<b>AFFORDABILITY</b>	<p>Consistently identified as the least affordable city in North America, unaffordable commercial and residential properties, coupled with low average incomes, and rising costs of food and services fuel the affordability crisis. Employers are challenged to attract and retain talent, while young families are moving away from the city.</p> <p><b>Learn more here:</b>  <a href="https://vancouver.ca/people-programs/housing-vancouver-strategy.aspx">vancouver.ca/people-programs/housing-vancouver-strategy.aspx</a></p>
<b>FOOD INSECURITY</b>	<p>In Vancouver 10% of households experience food insecurity, with single mothers having the highest rates of any household type at 34% food insecure (5 times higher than couples with no children).</p> <p>Food insecurity has life-long impacts on health and wellbeing of individuals and communities. Food security is also threatened by a decline in culturally-appropriate foods. For example, 56% of food service retailers in Chinatown were lost between 2009 and 2016.</p> <p><b>Learn more here:</b>  <a href="https://vancouver.ca/people-programs/vancouvers-food-strategy.aspx">vancouver.ca/people-programs/vancouvers-food-strategy.aspx</a></p>
<b>HOMELESSNESS</b>	<p>The 2018 homeless count identified 2,181 homeless people in Vancouver. Indigenous people are vastly overrepresented in these numbers.</p> <p>In 2018 and 2019, modular housing has been constructed as a temporary response to this crisis.</p> <p><b>Learn more here:</b>  <a href="https://vancouver.ca/people-programs/homeless-and-low-income-resources.aspx">vancouver.ca/people-programs/homeless-and-low-income-resources.aspx</a></p>
<b>POVERTY</b>	<p>More than 1 in 5 children in Metro Vancouver live in poverty, including more than 40% of children in single-parent homes.</p> <p>Nearly half of residents in Vancouver do not earn a living wage, while 70% of people in the Downtown Eastside are considered low income.</p> <p><b>Learn more here:</b>  <a href="https://engage.gov.bc.ca/bcpovertyreduction">engage.gov.bc.ca/bcpovertyreduction</a></p>
<b>SOCIAL ISOLATION</b>	<p>According to the 2017 Vancouver Foundation Connect and Engage report, around half of respondents find it difficult to make friends, and approximately 1/4 of respondents find that they are alone more often than they would like.</p> <p><b>Learn more here:</b>  <a href="https://vancouverfoundation.ca/our-work/initiatives/connections-and-engagement">vancouverfoundation.ca/our-work/initiatives/connections-and-engagement</a></p>

# TOOLS AND TEMPLATES

## FOR MODULE 2



### NEIGHBOURHOOD SHOCKS AND STRESSES ASSESSMENT



### NEIGHBOURHOOD RESILIENCE BASELINE ASSESSMENT (INDIVIDUAL)



### NEIGHBOURHOOD RESILIENCE BASELINE ASSESSMENT (COLLECTIVE)



### NEIGHBOURHOOD RESILIENCE REPORT CARD

*The Neighbourhood Resilience Baseline Tool is largely adapted with generous permission from the Communities Assessing Resilience Toolkit (CART) Integrated System<sup>1</sup>. We wish to extend our deepest gratitude to Betty Pfefferbaum, Rose Pfefferbaum, and Maggie Montgomery for allowing us to adapt their work. We also wish to extend a heartfelt thank you to Kate Menzies who researched and adapted the CART as part of her practicum placement with the City of Vancouver's Resilience Office.*

<sup>1</sup> Pfefferbaum RL, Pfefferbaum B, and Van Horn RL (2011). Communities Advancing Resilience Toolkit (CART): The CART Integrated System. Oklahoma City, OK: Terrorism and Disaster Center at the University of Oklahoma Health Sciences Center

# 03

## MAPPING NEIGHBOURHOOD RESILIENCE



### BACKGROUND

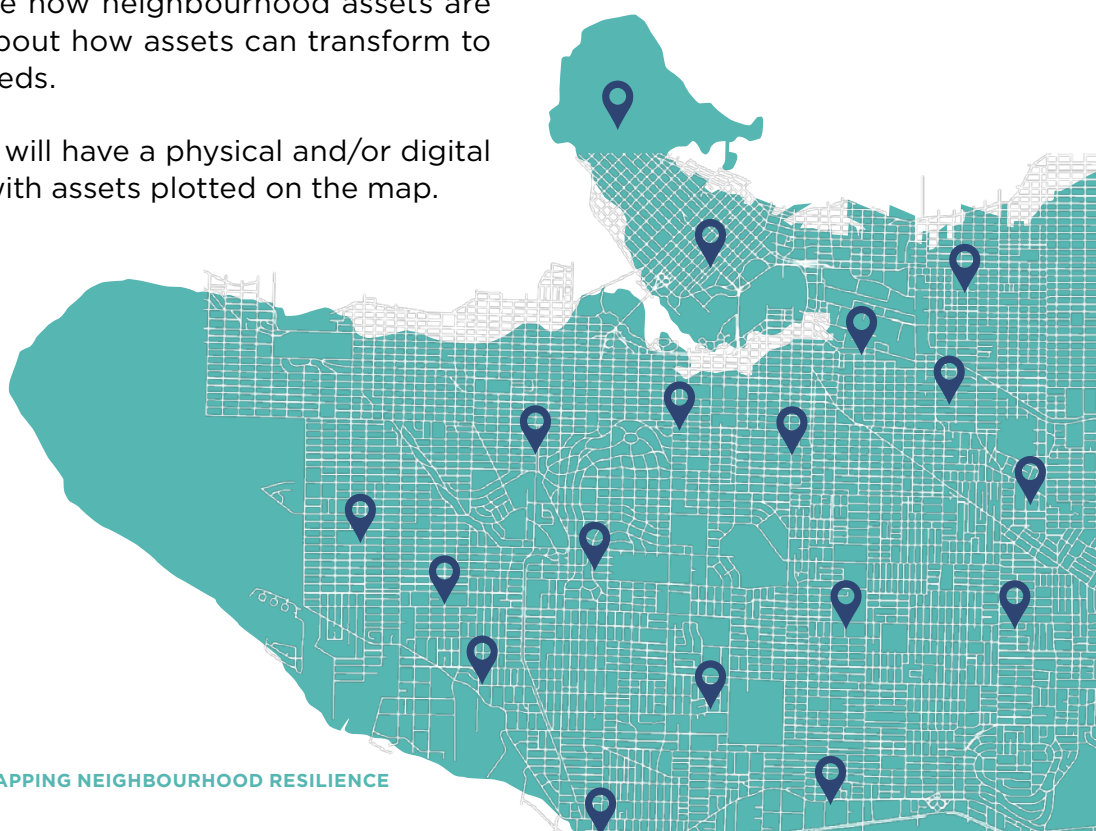
Our neighbourhoods are home to incredible social and physical assets, local knowledge and lived experience. Neighbourhood asset mapping can serve many purposes. It can identify individuals, organizations, programs and services, and other unique physical characteristics of a neighbourhood. It can foster communication, collaboration and connection between individuals and groups. It can serve as an exercise that helps people problem-solve as a group, no matter what the problem might be.

The following activities use emergency situations to help identify the assets that we need and use every day, and understand where those assets are located in the neighbourhood. While resilience isn't only about disasters and emergencies, these types of scenarios can help illustrate how neighbourhood assets are related and facilitate dialog about how assets can transform to meet changing community needs.

At the end of this activity you will have a physical and/or digital map of your neighbourhood with assets plotted on the map.

#### TOOLS AND TEMPLATES FOR MODULE 3

1. Asset Icons
2. Neighbourhood Map (Printed)





# PREPARING FOR A WORKSHOP

Neighbourhood resilience depends on physical as well as social assets. By hosting a workshop you can:

- Identify physical assets such as objects, buildings, parks, natural environment and infrastructure
- Identify social assets such as people with skills and/or knowledge, community groups, programs and services
- Support and advance neighbourhood planning efforts
- Connect to volunteers and other organizations
- Ensure that your asset maps are up to date
- Facilitate community-led emergency response and recovery efforts
- Foster collaboration and group problem-solving

---

## WORKSHOP PLANNING

Events can be hosted in formal workshop settings with invited participants, at community events or at a neighbourhood resident's home. It is best to do these activities in groups, with people from diverse backgrounds and perspectives. A workshop requires a coordinator who is dedicated to delivering the workshop and ensuring that changes to the digital asset map are documented following the workshop.

### Event Organization

- ☐ Determine your target audience and how many participants you'd like to have. If you plan to have a large number of participants, make sure you have one facilitator per group.
- ☐ Set a date and secure a venue. Depending on the size of your group you'll want to allocate +/- 3hrs to complete all of the asset mapping activities.
- ☐ If you have a large group, look for volunteer facilitators and confirm their availability and attendance.
- ☐ Send out invitations. Ensure you give your participants sufficient time to RSVP after sending out the invitation.
- ☐ Create a welcoming atmosphere by organizing food and refreshments. You may choose to have a caterer, a potluck or something else!
- ☐ Determine how to make the workshop accessible for all people. You may need to offer transit stipends, translation services and ensure the space is physically accessible for mobility aids.

### Materials Needed

- ☐ One printed neighbourhood map per group - using a neighbourhood map with civic buildings marked may be helpful
- ☐ One printed set of pages 6-12 per group
- ☐ Pens and pencils
- ☐ Notepad
- ☐ Felt-tip markers
- ☐ Double-sided tape or glue
- ☐ Printed sheets of asset icons

### Workshop Follow Up

- ☐ As a group, create a plan for distributing and regularly updating your map. It can be helpful to identify one or a few map stewards to lead this process





# WORKSHOP ACTIVITIES AND MATERIALS

Asset maps collect information about local shelter, food and water, transportation, communication hubs, waste disposal, medical care and both people who can offer help, and people who may need help. Maps are a helpful way to think through the unique skills, resources and knowledge organizations and community members can contribute in their neighbourhood can contribute in your neighbourhood.

This section contains instructions and materials for conducting an Asset Mapping Workshop. It's designed to be like a game so think creatively, respect all ideas and have fun!

We begin with mapping workshop instructions. The instructions guide you through the four different workshop activities. They will help your group develop an asset map for your neighbourhood. You may choose to complete each activity independently or sequentially.

Note that the instructions are suitable for both small and large workshops. An asterix\* indicates what instructions are specifically for large workshops with several small groups.

The instruction sheet is followed by the game materials required for each of the four activities. After you complete the four activities, you will have a list of neighbourhood assets, a map with asset locations, experience working through a neighbourhood response to a shock, and reflect on where your neighbourhood could build resilience.





# Mapping Workshop Instructions

## Start Here

Begin by printing your neighbourhood map. We suggest using VanMap for your initial map as you will easily be able to show civic buildings, road and parks and print to your desired scale. Once you create a digital version of your map, you may choose to print that copy.

Chose an appropriate scale to show the boundaries of your map. A group from a larger community may have larger extents than a group from a smaller community.

Next, draw your neighbourhood boundary to determine the area that your asset map will address.

## 1. Assign Roles

Choose one person on your team to act as the **Record Keeper**.

The **Record Keeper** will be responsible for recording ideas and for \*reporting back to the broad group at the end of the activity.

## 3. Plot Your Assets

Tape or glue location-based assets on to the Neighbourhood Map using the asset icons. Number each map icon to match the icon number on the Neighbourhood Response sheet.

Consider the following questions and have the **Record Keeper**, track the discussions that follows.

Are there any gaps in your neighbourhood?  
Are there places that you need more information about?  
Who do you need to talk to in order to access these assets?

### Materials Needed

- |  |   |
|--|---|
| <input type="checkbox"/> Asset icon sheets         | <input type="checkbox"/> Felt-tip markers |
| <input type="checkbox"/> Double-sided tape or glue | <input type="checkbox"/> Notepad          |
| <input type="checkbox"/> Neighbourhood Map         | <input type="checkbox"/> Pen or pencil    |

## 4. Create a Neighbourhood Response

These activities use shocks (emergency situations) as a way to understand daily needs, and build an understanding of how assets can transform to meet changing needs.

**Record Keeper**, take notes on the Neighbourhood Response sheet and Neighbourhood Map as you create your response.

### Materials Needed

- |   |
|---|
| <input type="checkbox"/> Create a Neighbourhood Response activity guide (pg. 9) |
| <input type="checkbox"/> Neighbourhood Map                                      |
| <input type="checkbox"/> Neighbourhood Response Sheet (pg. 10)                  |
| <input type="checkbox"/> Pen or pencil  |

## 2. List Your Assets

Come to a shared definition of asset. Brainstorm what physical and social assets you have in your neighbourhood. Think creatively. Assets can range from First Aid training to a spare sofa-bed.

**Record Keeper**, list and number the assets on the Asset Inventory worksheet.

Tape or glue the asset icons on to the Asset Inventory worksheet to categorize your assets. This will become a legend for your asset map.

\* **Record Keeper**, share how the group defines assets with the large group.

### Materials Needed

- |   |
|---|
| <input type="checkbox"/> Asset icons                        |
| <input type="checkbox"/> Double-sided tape or glue          |
| <input type="checkbox"/> List your Assets worksheet (pg. 8) |
| <input type="checkbox"/> Pen or pencil                      |
| <input type="checkbox"/> Notepad                            |

## 5. Reflect

Use the Post-shock Debrief Card to summarize the lessons learned about your community's ability to respond to a shock.

\* **Record Keeper**, share the findings with the larger group.

### Materials Needed

- |  |
|--|
| <input type="checkbox"/> Post-shock Debrief Card |
| <input type="checkbox"/> Pen or pencil           |

\* For large workshops with small groups

# List Your Assets

## Asset Inventory



Print as many of these sheets as needed. List your assets on this sheet. Glue or tape asset icon(s) beside each asset to label what it provides, and then number your assets.

### Icon Key:

-  Shelter
-  Water
-  Food
-  Transport
-  Communication
-  Health and Wellness
-  People
-  Waste Disposal
-  Other

Example:

#



Britannia Community Secondary School has a large gymnasium which could provide overnight shelter for about 150 people. They have a large kitchen and bottled water in the cafeteria. The principal would need to be involved.

# Create a Neighbourhood Response

## 1. Choose a shock & read it aloud



### POWER OUTAGE & BLIZZARD

Vancouver is experiencing a record-breaking winter snowfall and power is out across the city. Extreme cold and icy conditions have limited mobility. Homeless people are especially at risk. Many homes in your neighbourhood are now without heat. The City is working to clear snow and reconnect electricity, but your neighbourhood is expected to be without power for an indeterminate amount of time. In the meantime, 45% of homes are without electricity including heat and people who cannot navigate icy, snow-covered roads and sidewalks are unable to travel outdoors.



### HEATWAVE, DROUGHT & AIR QUALITY ADVISORY

A month long heat-wave is now causing water restrictions in Vancouver. Afternoon temperatures are reaching 35°C and evening temperatures are remaining as high as 25°C. Forest fires in the interior are causing a significant deterioration in air quality. Authorities are recommending that people stay indoors and seek shelter in air-conditioned spaces. Homeless people, seniors, children, and people with chronic health conditions are especially vulnerable to heat related illness and respiratory challenges.



### EARTHQUAKE

A 7.3 magnitude Georgia Strait earthquake has struck Vancouver. Bridges, roads and telecommunications systems are impacted. Fires have broken out across the city and some buildings have collapsed. Downed power lines and broken gas lines have left hazards in streets. Every other street is blocked by debris, limiting travel. 40% of residential units are no longer safe to occupy. 11% of buildings are no longer usable. Families are trying to reunite but cellular communication is unreliable. People are unable to access city water and have limited food supplies.

## 2. Meet some of your neighbours

Everyone has different functional needs that must be met day-to-day, and during emergencies. Think about yourself and your neighbours. In the event of a disaster, what might you need help with? What might your neighbours need help with?

Brainstorm with your group who might need additional help or support during an emergency, and how they might be impacted by the particular scenario you have chosen.



**Elaine** lives alone in her home. Her kids still live in Vancouver, but on the other side of the city. She has mobility challenges and is supported by a walker to get around.



**Aubree and Thomas** just had baby Ben. Their family lives in a rental apartment. Their landlord doesn't live in Vancouver.



**Selena** just moved to Vancouver to take an English course. English is not her first language. She lives alone in a micro-apartment.



### 3. Solve the shock challenges

You will need to rely on your neighbourhood's social and physical assets in the event of a shock. There will be a number of challenges that you will have to consider to find shelter, food and water, medical care, transportation, skilled people, waste disposal and up-to-date communications. Use your assets to create a neighbourhood response to the shock challenges.

- ☐ Work as a team and use the prompts to solve these shock challenges
- ☐ Fill in the blank spaces with a numbers that are manageable for your group
- ☐ Record your conversation on the Neighbourhood Response sheet and annotate your Neighbourhood Map with any insights

Stay on track! Don't get distracted by details that aren't related to the scenario. Use the information you have to the best of your ability.



#### SHELTER

Provide shelter for ##\_ people for length of time.

Example: Provide shelter for 100 people for 72 hours.



#### WATER

Provide drinking water for ##\_ people for length of time.



#### FOOD

Provide hot meals for ##\_ people for length of time.



#### TRANSPORT

Provide transportation solutions to help ##\_ people connect with their loved ones and find shelter over the next length of time.



#### HEALTH & WELLNESS

Provide health and wellness services to ##\_ people. This may include medical aid, pharmaceuticals, spiritual counseling, and/or mental health support.



#### WASTE & DEBRIS

Develop a waste disposal system for garbage, human waste and/or debris for the next length of time.



#### PEOPLE

Identify people with skills and/or knowledge that you would rely upon in a shock. Everyone has skills and knowledge to offer.



#### COMMUNICATION

Develop information and communication hubs for the community to serve as central information centres for volunteering and finding people.



#### OTHER

What other resources might you need? Keep track of them here.

## Neighbourhood Response Sheet



### SHELTER

What do you need?

Where will you get it?

Who do you need to talk to?



### WATER

What do you need?

Where will you get it?

Who do you need to talk to?



### FOOD

What do you need?

Where will you get it?

Who do you need to talk to?



### TRANSPORT

What do you need?

Where will you get it?

Who do you need to talk to?



### HEALTH & WELLNESS

What do you need?

Where will you get it?

Who do you need to talk to?



### WASTE DISPOSAL

What do you need?

Where will you get it?

Who do you need to talk to?



### SKILLED PEOPLE

What do you need?

Where will you get it?

Who do you need to talk to?



### COMMUNICATION

What do you need?

Where will you get it?

Who do you need to talk to?



### OTHER

What do you need?

Where will you get it?

Who do you need to talk to?

# Reflect

## Post-Shock Debrief

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**Where is your community well resourced?  
What assets are your greatest strength?**

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**How could you build greater neighbourhood resilience?  
Are there any assets that you want to add or build upon?**

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**What might you need or want to know more about?**

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# AFTER THE WORKSHOP

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## MAINTAINING YOUR ASSET MAP

Follow-up events can be hosted in formal workshop settings where participants are invited and RSVP, or at community events (such as Car-Free-Day). A workshop requires a coordinator who is dedicated to delivering the workshop and ensuring that changes to the digital asset map are documented following the workshop. The instructions below provide guidance for maintaining physical and digital copies of your map.

### Your Physical Map

Following the workshop you will have a physical copy of an asset map. Identify a steward to be responsible for sending scans or images of the map to workshop participants and for future updates.

- ☐ **Scan or take photos of your map and legend.** Try to ensure that your images are a high resolution for easy interpretation after the workshop.
- ☐ **Share your map.** Send images of the map to workshop participants.
- ☐ **Display in prominent location.** If you represent a neighbourhood organization, ensure that your map is displayed in a location that is highly visible to your community. We suggest having hard-copies readily available for folks who may want to have a copy on hand. Ensure that the date is included on the map.
- ☐ **Update regularly.** Consider incorporating a mapping workshop with an annual event to make sure that your assets are up to date with present-day conditions.

### Your Digital Map

Digitizing your map on-line makes it easier to share, update and view. Identify a steward to be responsible for inputting the assets to your map and incorporating future updates.

- ☐ **Choose your mapping platform.** We suggest [Google MyMaps](#) as a free, accessible and shareable mapping tool. Other mapping platforms include [UMap](#) and [ArcGIS Online](#). We recommend that you consider cost, user-friendliness and the ability to share and download your maps when you choose your mapping tool.
- ☐ **Import your assets.** Google MyMaps gives two options for inputting your map markers. You can either import an excel file where you have listed, categorized and specified the location of your assets, or you can manually input each marker on the map. If you are able, we recommend using an excel file to keep track of your assets. Doing so will make it significantly easier to update your map in the future.
- ☐ **Download, share and print your map.** Share your map with your neighbours and encourage everyone to have a printed copy. It is important to have a printed copy of your map in the state of an emergency.

## TOOLS AND TEMPLATES FOR MODULE 3



### ASSET ICONS

# 04

## PLANNING NEIGHBOURHOOD RESILIENCE ACTION



Now that you have conducted your Neighbourhood Resilience Assessment, and had rich community discussions through your Neighbourhood Mapping activities, you should have a good idea of the biggest challenges and opportunities within your community.

The next step is to create a Neighbourhood Resilience Action Plan to address challenges and build on opportunities.

A Neighbourhood Resilience Action Plan is a proposed course of action to address shocks and stresses, and foster conditions of resilience within your community—such as social connection and caring, health and basic needs and local leadership. Your Neighbourhood Resilience Action Plan should elevate and align work already happening within your neighbourhood while also seeking to address gaps. Action Plans do not need to be long or complex—and in most cases a short, simple plan that is updated frequently is preferable to a long one.

This is your road map to resilience.

Building resilience is both time and relationship intensive. In addition to your working team, you will need to involve community members, and should try to leverage partnerships with other organizations and neighbourhoods to strengthen the fabric of your neighbourhood as you implement this plan.

While there is no one template or model for a Neighbourhood Resilience Action Plan, many neighbourhood action plans share these components:

- Neighbourhood Maps
- Neighbourhood Resilience Report Card
- Vision and Goals (Why we are doing this?)
- Actions and Deliverables (What will we do?)
- Process (How will we do this?)

### TOOLS AND TEMPLATES FOR MODULE 4

1. Neighbourhood Resilience Report Card (completed in Module 2)
2. Neighbourhood Map (completed in Module 3)
3. Neighbourhood Resilience Action Plan

- Timeline (When will we do this?)
- Evaluation (How we will know we are making a difference?)
- Partners (Who will we work with?)

The process to create your Action Plan has several steps:

1. Scope the Action Plan
2. Review your Neighbourhood Resilience Report Card
3. Inventory your Current Programs and Actions
4. Create your Resilient Neighbourhood Vision
5. Develop High-Level Goals
6. Identify your Actions
7. Refine your Plan
8. Implement your Plan

### STEP 1: SCOPE YOUR PLAN

Just like your Neighbourhood Resilience Assessment, your first step is to determine the scope of your Action Plan.

- **Internal focus:** Will your plan target only staff and service users of your organization?
- **Internal and immediate community focus:** Will your plan target all or just part of the neighbourhood or community?
- **Whole neighbourhood focus:** Will your plan target residents and workers in the neighbourhood as defined by municipal boundaries? Or will you select a smaller area more directly around your organization (e.g. a five block radius)?

While the overarching goal of the Resilient Neighbourhoods Program is to build resilience at the neighbourhood scale, many organizations may first choose to build internal, organizational resilience. Choose the scale that works best for your organization and working team. This is entirely up to you. Building resilience in *any* capacity is extremely valuable on a day-to-day basis—and when shocks and stresses occur.

You will also need to determine who will create the Action Plan, and who will be charged with implementing actions. Some organizations choose to have community members participate directly in Action Planning; others choose to use their initial resilience planning team (developed in Module 1 of this toolkit) to start and validate the actions with community once they are drafted.

When you have determined the scope of the plan, organize a Neighbourhood Resilience Action Planning Workshop. Decide on a group size that is manageable for you and your organization—this may mean you choose to only work with your initial team.

## STEP 2: REVIEW THE NEIGHBOURHOOD RESILIENCE REPORT CARD

At the end of conducting your Neighbourhood Resilience Assessment, you created a Report Card for your neighbourhood. This summarizes the primary shocks and stresses that your community is concerned about, and the overall strengths and weaknesses of your neighbourhood.

Review these as a group and post the summary where everyone can see it and refer to it. Write the top 3 shocks and top 3 stresses on the Neighbourhood Resilience Action Planning Template in the appendix.

## STEP 3: CREATE A VISION

A vision statement is the long-term, ideal state of resilience that you want your neighbourhood to achieve. Your Neighbourhood Resilience Vision is a shared idea of success if you achieve all of your resilience goals and objectives. It is a “blue sky” statement, future-facing, clear, concise and inspiring.

### EXAMPLES OF VISION STATEMENTS:

- A neighbourhood where all people feel secure, able to transform to support the community during a disaster.
- A caring, sharing and accessible neighbourhood where everyone can feel valued.
- A neighbourhood that exemplifies a culture of resilience, which is supported by diverse, inclusive and collaborative partnerships.

There is no exact science to creating a vision, but these guiding questions can help:

- What are the assets of your neighbourhood/community?
- What about your neighbourhood/community makes you feel proud?
- Describe a time that you felt happy, healthy, supported and included in your neighbourhood—what were the conditions that enabled that to happen?
- In the event of a disaster, what would you most want to preserve or reconstruct in your neighbourhood/community?
- The word emergency comes from the Latin, “emergere” which means to “arise out or up”. If a disaster struck your neighbourhood/community tomorrow, what would you like to emerge from it?

**\*TIP:** Have participants write out their answers to these questions from three separate perspectives: 1) for themselves as an individual, 2) for the organization, and 3) for the neighbourhood/community as a whole. Encourage participants to capture these on three separate post-it notes and compare.

**\*TIP:** Imagining the distant future is challenging, but being able to anticipate and plan for what may happen is an important part of resilience. We suggest playing the free, open-source game, **The Thing from the Future** to think about what the future may hold. Play a few rounds of this game using positive cards such as “Grow” or “Transform”.

Gather everyone's ideas and pick out key words and themes. Next, work together to turn these words and themes into a statement—a collective vision for your resilient neighbourhood. Do not spend too much time wordsmithing. Your vision statement does not need to be perfect, and can be revisited. The most important part is capturing what is unique about your neighbourhood—and what you want to achieve through this process. Write your vision statement on the Neighbourhood Resilience Action Planning Template in the appendix.

## STEP 5: DEVELOPING HIGH-LEVEL GOALS

Once you have created a shared vision, decide on a number of broad but realistic outcomes you are trying to achieve through your overall plan. These are your goals, and should draw directly from your Neighbourhood Resilience Assessment Report Card and reflect the need to continue building on strengths, address weaknesses and consider top shocks and stresses.

You may use the following Strengths, Weaknesses, Opportunities and Threats Table to help determine your goals.

<b>STRENGTHS</b>	Unique skills, knowledge, assets, resources and capacities that you can draw on from within your organization to implement your Action Plan.	<ol style="list-style-type: none"> <li>1. What are the greatest strengths identified in your Report Card?</li> <li>2. What do you do well?</li> <li>3. What experience, knowledge and skills do you have?</li> <li>4. What unique resources can you draw on?</li> <li>5. What do others see as our strengths?</li> </ol>
<b>WEAKNESSES</b>	Areas for improvement that you may choose to address or change within our organization.	<ol style="list-style-type: none"> <li>1. What was the greatest weakness identified in your Report Card?</li> <li>2. What can you improve?</li> <li>3. Where do you have few resources?</li> <li>4. What do others see as your weaknesses?</li> </ol>
<b>OPPORTUNITIES</b>	Partnerships, capacities, assets, skills and resources that you can leverage to implement your actions.	<ol style="list-style-type: none"> <li>1. What resilience goals could align with our organization's overall vision, mission and goals?</li> <li>2. What positive factors are currently driving your community's resilience?</li> <li>3. What good opportunities are open to us?</li> <li>4. What trends could you take advantage of?</li> </ol>
<b>THREATS</b>	Negative events, forces or gaps in resources that may inhibit your ability to implement your actions.	<ol style="list-style-type: none"> <li>1. What negative factors are currently impacting our community's resilience?</li> <li>2. What trends could stand in the way of your success?</li> <li>3. What lessons can be drawn from other neighbourhoods?</li> <li>4. How do your weaknesses expose you to threats?</li> </ol>

Some examples of broad goals are:

- Educate and motivate community members on how to lower their carbon footprints.
- Improve organizational emergency preparedness.
- Expand after school programs for youth.
- Increase local food security.

#### **STEP 4: ORGANIZATION INVENTORY**

Brainstorm all of the initiatives, programs and projects your organization is already working on, or supports on an ongoing basis. It is highly likely that all or many of these projects, programs and initiatives are already building resilience. List these initiatives in the Neighbourhood Resilience Action Planning Template.

#### **STEP 5: IDENTIFYING RESILIENCE ACTIONS**

While goals are “what” you want to achieve, actions are “how” you will achieve them. Consider both actions that are already underway through current initiatives, and actions that could fill gaps. Make sure to include 1-2 actions that can be achieved quickly to receive buy-in from the community and keep engagement high.

Brainstorm different actions on post-it notes, then categorize into the following groups:

- Actions you are already taking to reach your goals;
- Actions you are already taking but need to tweak in order to reach your goals;
- Actions you need to add entirely, or need to make significant changes to in order to reach your goals.

While you are doing this, the following questions may help with the categorization:

- Referring back to the organizational inventory you created earlier, which programs, projects or work is your organization already doing to reach your goals?
- Which of these programs or projects are the most successful, and how could you elevate these?
- Which of these programs or projects are moderately successful and how could you build and support them to do more?
- Where are the gaps in your programs and projects that could be addressed over the short, medium and long-term to meet your goals?
- Which of these actions will have the most significant impact?
- Which of these actions have benefits across more than one shock/stress?
- Do we have the community leaders (staff, volunteers, residents or other) needed to complete actions?

- Are there any timing considerations for these actions?
- Do we have actions that address both our top shocks and top stresses?
- Do we have actions that amplify our greatest strengths and support our weaknesses?

Some examples of actions are:

- Hosting a personal and family emergency preparedness workshop for staff.
- Conducting a Disaster Support Hub exercise.
- Developing a business continuity plan for your organization.
- Creating a food garden in front of your facility.
- Planting trees in unused spaces on your property.
- Installing solar panels or a rain barrel at your facility.
- Hosting a skill-share event for community members.

**Then, determine the overall timeframe for implementing your Action Plan.** Write your final actions and accompanying logistical information under the appropriate categories in the Neighbourhood Resilience Action Planning Template in the appendix. You may add additional rows as needed.

If you find you have too many actions and need to refine them, consider using these guiding questions:

- Which of these actions are already resourced?
- Which of these actions can we start now?
- What can we realistically accomplish?
- Do we have priority and secondary actions, and if so, what are they?
- What criteria should guide our decision making?
- Who benefits from this work?
- Who is impacted by this work?
- How will we ensure equity and inclusion are built through our actions?
- What actions clearly align with what we are already doing or planning?
- How could you leverage existing resources or initiatives already under way?
- What are the essential first steps?
- How should these be communicated to stakeholders and the community?
- Who do you need to consult with to get permission, resources, etc.?

## STEP 6: VALIDATE THE PLAN

Now that you have created your Neighbourhood Resilience Action Plan with a small group of people, it is important to validate that plan with community members to ensure that you are on the right track.

This helps to build buy-in with the community and to develop relationships with community champions. You may choose to engage your organization or



community in specific ways to validate the plan. Some suggestions include:

1. **Interviews:** Have conversations or conduct semi-structured interviews with specific people (front-line workers and leaders at your organization or community leaders who represent a particular group's perspective).
2. **Community conversations:** Solicit feedback during community events. Draft a set of questions that can be answered in an informal setting that extract the goals and perspectives of community members' aspirations for improved resilience.
3. **Workshop discussions:** If resources permit, bringing staff or the community together for a workshop allows for more structured visioning, goal-setting, and action-planning activities.

Once you have received this feedback, refine your Action Plan as necessary.

## STEP 7: IMPLEMENT ACTION PLAN

Implementing actions is the critical part of this process: it is the time at which analysis, visioning and planning takes shape in the real world. Implementation can also be the point in the process which differentiates the communities that are successful from those that are not. Resilient communities work together to solve problems. Ensure that appropriate resources have been allotted to carry out priority actions. Schedule regular (monthly or quarterly) progress reports on actions.

## STEP 8: MONITOR AND RE-ASSESS

Monitor your progress as actions are being implemented or completed. Collect notes on what is working and what is not—resilient communities are ones that learn from their mistakes and adapt. You may also choose to:

- Revise or remove any actions that are found to be unachievable;
- Postpone actions that may improve when conditions are more favourable;
- Identify new actions that better address objectives.

At a pre-determined point in time (e.g., 1 year) when resilience-building actions have been implemented, return to your Neighbourhood Resilience Assessment and conduct it again. The assessment will show you what progress has been made and where, and kick-start the creation of your next Action Plan.

This continued assessment, updating and analysis is essential for effective resilience.

# TOOLS AND TEMPLATES FOR MODULE 4



## NEIGHBOURHOOD RESILIENCE ACTION PLAN

# 05

## READYING NEIGHBOURHOOD DISASTER RESPONSE



### DISASTER SUPPORT HUBS

The Resilient Neighbourhoods Program team (City of Vancouver, Britannia Community Services Centre, Collingwood Neighbourhood House, Dunbar Community Centre Association, and 312 Main Community Coop), wish to acknowledge and extend our deepest gratitude to the [Wellington Regional Emergency Management Office \(WREMO\)](#) and the [Seattle Emergency Hubs](#) for sharing years' worth of research and work around their respective Community Emergency Hubs. These two organizations generously allowed Vancouver to adapt their research, concepts and templates. Their work has been instrumental in the creation of this toolkit. Vancouver's own Disaster Support Hub concept was based on learnings from New Zealand after the Christchurch earthquake in 2011, and WREMO's Community Emergency Hubs were our template from the beginning. Seattle's Hub team has generously and graciously shared their expertise with Dunbar over the past 18 months, and has been critical in the development of the Dunbar Earthquake and Emergency Preparedness Hub.

#### TOOLS AND TEMPLATES FOR MODULE 5

1. Role Lanyards
2. Needs and Offers Cards

- Wellington Regional Emergency Management Organization: **Special thanks to Dan Neely and the entire WREMO Community Resilience team for sharing their wisdom and allowing us to adapt their guide.**
- Seattle's Emergency Communication Hubs: **Special thanks to Cindi Barker for sharing her expertise with Dunbar Earthquake and Emergency Preparedness.**

**Disclaimer:** This toolkit is intended to serve as a starting point for neighbourhood organizations to plan and prepare for, respond to and recover from disasters. This guide is not a plan in and of itself, but may be used as a planning tool for and by neighbourhoods and communities.



**Plan. Meet. Share. Help.**

## WHAT ARE DISASTER SUPPORT HUBS?

Disaster support hubs are locations where you can gather to coordinate and offer assistance to other members of your community following an emergency. There are 25 disaster support hubs located throughout the city.



## WHY DO DISASTER SUPPORT HUBS EXIST?

When disaster strikes, families, neighbours, and community organizations will need to work together to support each other while emergency service personnel are responding to high-priority incidents.

## HOW TO USE DISASTER SUPPORT HUBS



### HELP

Help your community by contributing your unique skills and expertise



### SHARE

Share food, information, tools, and other resources with your community



### MEET

Meet neighbours and other community members to mobilize response and recovery efforts



### PLAN

Plan to use Disaster Support Hubs as a safe meeting location for your family

## HOW YOU CAN HELP

You don't have to be a police officer, fire fighter, or paramedic to be useful during a disaster. Everyone has useful knowledge or skills to contribute. Think about your profession, education, and hobbies: **What can you use these for?**

### DOCTOR OR NURSE

Perform first aid



### ENGINEER

Determine the safety of buildings



### TRANSLATOR

Translate important information for other community members



### CARPENTER

Contribute tools to help repair damage



## PART 1: ABOUT DISASTER SUPPORT HUBS

Disaster Support Hubs are a City of Vancouver initiative launched in April of 2016 in recognition that a major earthquake in Vancouver will impact everyone in our community.

They were created acknowledging that the City of Vancouver's formal response will need to be augmented by grassroots community-response during a disaster. Disaster Support Hubs leverage existing, trusted community spaces as a focal point for communities to plan for, respond to and recover from disasters.

Individuals, families, neighbours, local businesses and community organizations will need to support each other while emergency service personnel are responding to high-priority incidents.

Disaster Support Hubs are designated locations where you can gather to coordinate efforts and offer assistance to other members of your neighbourhood. They are also post-disaster locations in which City staff and trained volunteers will prioritize sharing information and providing services to the public once available. They are also a place where neighbours can convene to recover from emergencies and disasters.

While the City of Vancouver works hard year-round to ensure that staff and departments are ready to respond to disasters and emergencies, such shocks can still have significant, unforeseen impacts that require community-based response and recovery. The City of Vancouver acknowledges that when a major disaster strikes, City staff will be assigned to addressing high-priority incidents involving hospitals, schools, bridges or other critical government services and infrastructure. As such, neighbourhood and community-based organizations, businesses and residents and community members will need to come together to support each other in the interim, until City support is possible. As government services return to normal, Hub functions may change.

Day-to-day, neighbourhood and community-based organizations host a range of programs and services in their communities, and often support the most vulnerable members of the community. During a disaster, the maintenance of these services are as critical as ever, and organizations may play additional roles in facilitating neighbourhood-level response and recovery alongside volunteer community members.

Organizations and neighbours have critical, unique and often flexible skills that can support emergency response and recovery. In disasters all over the world, neighbours and communities are the first to respond to immediate needs of those around them. They come up with creative, grassroots solutions to pressing challenges. In Vancouver, we know that neighbourhoods across Vancouver are diverse, and residents and neighbours will be the first to respond to help each other during a disaster. Neighbourhood and community-based organizations play a crucial role in maintaining vital services to vulnerable community members, and in facilitating response and recovery at the community level.

Disaster support hubs are a tool that should be incorporated into emergency plans for families, neighbours, and community organizations. Hubs can also be used depending on the specific needs of neighbourhoods and local groups. They are locations where community can meet, plan, share, and help.

## ABOUT THIS GUIDE

This guide provides instructions and templates to use your local Disaster Support Hub location to plan and prepare for, respond to, and recover from disasters in your neighbourhood.

**Please note:** There are no caches of emergency supplies at Disaster Support Hubs. There may be some basic supplies (such as pens, white boards, signage and a tent) located at Hubs, but ultimately the resources of the Disaster Support Hub are the skills, knowledge, and supplies that your organization and neighbours bring to it.

A Disaster Support Hub is not a container of things, it's a group of people in the neighbourhood and the skills they have that can be helpful when a disaster strikes. In addition to asking "What is in our emergency kit?", you should also be asking, "Who is in our emergency kit?"

## DISASTER SUPPORT HUB PURPOSE

Disaster Support Hubs are designated, **community-led** locations established during an emergency, crisis or disaster for community members to share information and connect people who have needs to available support. They act as a focal point for individuals, families, organizations and businesses in a neighbourhood to come together to plan out how they will work together to help each other after a disaster. Neighbourhoods around Vancouver are unique, so the actions people take in operationalizing a Hub may be different. However, there are some key features of Disaster Support Hubs:

- **Safe gathering places:** Hubs are a safe gathering place for people to connect after a disaster and to coordinate response and recovery efforts within their neighbourhood.
- **Information exchange:** Hubs are meant to facilitate the collection and dissemination of important information after a disaster, so that your neighbourhood knows how to connect with each other and stay safe.
- **Community engagement:** Hubs are a tool to engage neighbours and community members in emergency preparedness and planning. In order to build community capacity to respond to and recover from disasters, we first need to engage community and provide a forum for discussions and activities.



- **Community leadership:** While most emergency response centres around professional first responders, it is critical that Hubs are led by community, for community. They are meant to be self-organized, grassroots initiatives that utilize the leadership of local organizations and community members during an emergency.
- **Matching needs and offers:** Hubs are about sharing information and connecting people to available support and resources. Hubs may play an active role in receiving, sorting and coordinating the distribution of these resources. This may be on an individual level (one person helping another with a small task), or on an organizational level (a non-profit or business providing hot meals to neighbours who don't have electricity). It is important to avoid over-promising services unless you are prepared to provide them.
- **Disaster preparedness:** While Hubs are activated after a disaster, planning activities should take place before-hand. Hubs are able to be used faster and more effectively when people know each other and understand neighbourhood skills and resources ahead of time.
- **Supporting vulnerable individuals:** Hub planning can allow neighbours to consider who might need help and how after a disaster. Thinking of potentially vulnerable individuals in advance can save lives.
- **Local problem-solving:** Resilient communities actively solve emerging problems together. Group problem-solving is a skill that is honed and improved through practice.
- **Network of hubs:** After a disaster, people will go to the places they feel safe. While there are pre-determined Hub locations, people will create ad hoc Hubs during an emergency. When planning a Hub, it is important to consider what other nearby locations people might congregate in and consider coordinating with these.
- **Low-tech, flexible, and adaptable:** Hubs are meant to be low-tech, simple and adaptable. Each neighbourhood is unique, and each emergency is unique. Hubs may be adapted to the specific needs of the neighbourhood, and should always aim to use simple processes and language that can be understood by everyone in the community.
- **Facilitating recovery:** In addition to supporting community in the immediate aftermath of a disaster, Hubs also serve as an important platform for community-led recovery. Resilient neighbourhoods recover stronger after disasters because the whole community comes together to help one-another, and builds back better.

#### DISASTER SUPPORT HUB OBJECTIVES INCLUDE:

- Provide up-to-date information to the public so the community knows how to help each other and stay safe;
- Solve problems using the people, skills and resources available in the neighbourhood;
- Act as a safe gathering place for community members to help each other;

- Continue essential day-to-day organizational programs and services and transform to meet acute needs of community in a disaster.

One of the primary roles of Disaster Support Hubs is to facilitate the **flow of information** throughout disaster response and recovery. By providing information to community, you are supporting people to make informed decisions that can keep them safe and help them recovery as quickly as possible. While disasters bring about many unforeseen situations, some of the information that might flow through a Disaster Support Hub could include:

- People asking for / offering assistance including: shelter, food, water, medical
- Lost pets / people
- Updates about neighbourhood / city / region
- Localized problems (down powerlines)
- Skills & materials (translation, shovel, radio)
- Volunteer inquiries
- Donations (at Hub and in community)
- Info about how to manage situations (purify water, fix appliances, etc.)
- Inquiries about and support through any services and programs your organization normally provides.

**Remember:** while first responders will be overwhelmed during a disaster and may not be able to respond immediately, you should still call 9-1-1 to seek help for life-threatening situations. Disaster Support Hubs are not field hospitals or medical facilities.

## DISASTER SUPPORT HUB CODE OF CONDUCT

Disaster Support Hubs are intended to be accessible and inclusive for all community members. All individuals working at the Hub should endeavor to abide by the following code of conduct:

1. **Ensure health and safety:** People working at Hubs are expected to prioritize the health and safety of all staff and volunteers operating the Hub. To foster and contribute to a positive, safe and healthy environment for all users of the Hub and the broader neighbourhood.
2. **Act lawfully:** People working at Hubs must act lawfully according to the laws of Canada, British Columbia, and City of Vancouver bylaws. Understand that all laws still apply during emergencies and disasters, and that people working at the Hub have no special legal powers.
3. **Act with integrity:** People working at Hubs are expected to make decisions that benefit the community and prioritize the needs of the most vulnerable community members.



4. **Treat everyone with respect:** People working at Hubs are expected to provide assistance regardless of race, national or ethnic origin, citizenship status, language, age, gender, sexual identity, disability, physical characteristics, religion, political opinions or other grounds of discrimination. Treat volunteers, other Hub workers, community members and staff with respect at all times.
5. **Uphold confidentiality:** People working at Hubs are expected to maintain confidentiality of personal and privileged information and not give out any personal or confidential information to the media or other external parties.
6. **Strive for collaboration:** People working at Hubs are expected to work collaboratively with community members, volunteers and City of Vancouver staff. This includes being as open as possible about decisions and actions, and communicating appropriate information to community members to the best of your ability.

## PART 2: PLANNING AND PREPAREDNESS (BEFORE DISASTER STRIKES)

### STEP 1: PERSONAL AND BUSINESS PREPAREDNESS

Your neighbourhood or community-based organization provides valuable and even vital services and programs to support the community day-to-day. In the event of a disaster, it is critical that your organization try, wherever possible, to continue or maintain the programs and services that community members depend on. This is why it is important that your staff and volunteers become personally prepared, and that your organization plans for continuity.

Planning for business interruptions, emergencies and disasters is a crucial aspect of running a business. A plan can help you and your employees:

- Respond and stay safe during an emergency
- Avoid or minimize downtime in the event of a disaster or emergency
- Recover full operations quickly

If your staff and volunteers are not prepared, they will take longer to be able to personally respond and recover from disasters—which will impact your services and programs. Likewise, if your organization has not invested in continuity planning, this may mean that there are significant disruptions in the services that community members depend upon.

The ability to respond quickly to disruptive incidents is important. Having a business continuity plan could make the difference in the long-term to the survival of your organization and service users.

Below are some resources for your organization and staff to prepare at home and in the office.

## PERSONAL AND FAMILY PREPAREDNESS RESOURCES

### PLAN FOR AN EMERGENCY WITH YOUR FAMILY

Create a family plan so you and your family can stay together and stay safe during an earthquake or other emergency.

### EMERGENCY PLANNING FOR PEOPLE WITH DISABILITIES AND SPECIAL NEEDS

Emergencies can present additional challenges for seniors and people with special needs. By planning ahead, you can be more confident about protecting yourself in any emergency.

### PET EMERGENCY PREPAREDNESS

Prepare your pets for an earthquake or other natural disaster in Vancouver.

### VEHICLE EMERGENCY PREPAREDNESS

How to drive safely in a disaster and what to include in your vehicle emergency kit.

### IDENTIFY POSSIBLE HAZARDS IN YOUR HOME

Identify and remove potential hazards in your home so you stay safe during an earthquake or other disaster.

### PREPARE YOUR HOME FOR AN EARTHQUAKE

Keep yourself, your belongings, and your home safe during an earthquake.

### MAKE AN EMERGENCY KIT

Make evacuation and emergency supply kits, and be self-sufficient for up to 10 days during an emergency.

### EMERGENCY FOOD, WATER, AND SANITATION

Store the food and water you and your family will need if key resources are not readily available after an emergency.

## BUSINESS PREPAREDNESS RESOURCES

Prepare your business for disasters and emergencies: [vancouver.ca/home-property-development/business-emergency-safety.aspx](https://vancouver.ca/home-property-development/business-emergency-safety.aspx)

Business and Employer Emergency Preparedness Guide: [vancouver.ca/files/cov/business-employer-emergency-preparedness-beep-guide.pdf](https://vancouver.ca/files/cov/business-employer-emergency-preparedness-beep-guide.pdf)

Business and Employer Emergency Preparedness Plan: [vancouver.ca/files/cov/business-employer-emergency-preparedness-beep-plan.pdf](https://vancouver.ca/files/cov/business-employer-emergency-preparedness-beep-plan.pdf)

Mini Business and Employer Emergency Preparedness Plan: [vancouver.ca/files/cov/business-employer-emergency-preparedness-beep-mini-plan.pdf](https://vancouver.ca/files/cov/business-employer-emergency-preparedness-beep-mini-plan.pdf)

## STEP 2: CHOOSE A LOCATION

Decide on a location for the Hub—this will likely be where your organization is located.

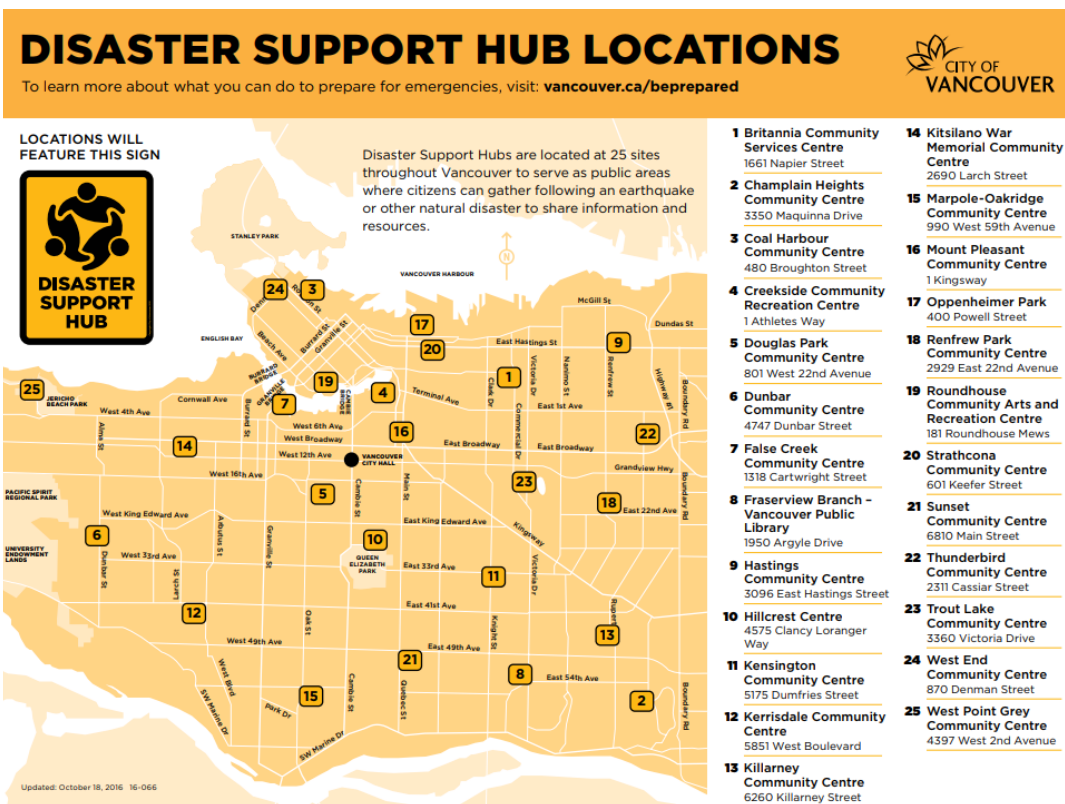
There are 25 designated Disaster Support Hubs already located throughout the city. While there are buildings and facilities on these sites, these Disaster Support Hub locations were selected because they have ample outdoor space, acknowledging that we need a low-tech method of community response and recovery that can be set up outside in the

event that a building is not safe to enter. Again, a Hub is not a container or things, or a building: it is a group of people to contribute their time, skills, knowledge and resources to help their communities respond to and recover from disasters and emergencies.

While there are pre-designated Disaster Support Hubs at Park Board and Vancouver Public Library facilities, people will ultimately go to locations that are familiar to them, and where they feel safe, including organizations and places that they use and access on a regular basis. This is why it is important for neighbourhood and community-based organizations to plan and prepare to support their communities—no matter what happens.

Your Hub should be located in a central, accessible location that can be reached by community members. Remember, you will be running exercises here, so choose a location that can be accessed both before and after a disaster. If possible, choose a location at a newer building that is more likely to be accessible after an earthquake—this will increase the likelihood you are able to access necessary supplies.

*Below is a map of current designated Disaster Support Hub locations in Vancouver.*



### STEP 3: GATHER SUPPLIES

Now that you have selected your location, gather supplies required to support the smooth-running of the Hub in a time of need. Remember, Hubs are designed to be low-tech with minimal cost, and limited storage space requirements. Some organizations may choose to invest in shipping containers and have robust supplies for response operations, but this is not necessary: you can operate your Hub with basic stationary and signage.

Basic materials (that will mostly fit in a large Rubbermaid bin) may include:

#### BASIC HUB KIT CONTENTS

- Copies of the Disaster Support Hub Guide
- Lanyards
- Clipboards
- Note books
- Blank paper
- Ball Point Pens
- Permanent Markers
- Dry-Erase Markers
- Tape
- Thumb tacks
- White Boards
- Cork Boards
- Push Pins (lots!)
- Flip Chart Paper
- Index Cards
- Duct Tape
- Masking Tape
- Radios
- Batteries (lots!)
- Flashlights
- First Aid Kit
- Sidewalk Chalk

More extensive but not mandatory materials could include:

#### ADDITIONAL HUB KIT CONTENTS

- Tarps
- Canopy Tents (2)
- Tables (2)
- Chairs (4)
- Easels (2)
- Laminated Maps and Signage
- Basic tools: hammer, screw driver, pliers, multi-tool, leather gloves, staple gun, rope
- Garbage Bags

- Glo Sticks
- Zip Ties
- Marker/traffic cones (8)
- Portable Toilet (19 Litre Plastic Bucket and sawdust can do the trick!)

*Of course, you can also include any other materials that you think you might need, but remember, you may not be able to access these during a disaster. Luckily, people are resourceful—you don't need to have all of the gear or gadgets—just a solid team willing to solve problems.*

#### STEP 4: UNDERSTANDING ROLES AND RESPONSIBILITIES

Disaster Support Hubs were created on the premise that everyone has unique skills, knowledge and abilities that they can use to help their community respond to and recover from a disaster. Hub roles are designed to facilitate the flow of information and connection between needs and offers in the community. These roles may be adapted as needed by each individual Hub, and roles may be added as necessary. A complete list of roles and responsibilities is contained at the end of this module.

#### STEP 5: HOSTING AN EXERCISE

In communities all over the world, in every disaster, neighbours and community members come together to provide critical support to one-another. This happens naturally and informally. The Disaster Support Hub concept is an effort to try to put some structure around these natural occurrences, so they can be considered and practiced in advance. By considering our roles during a disaster we can prepare, respond and recover—faster and more effectively.

Exercises are one way that communities can practice this in advance. They provide opportunities for communities to connect socially, build trust and collectively solve problems: foundational features of resilient communities. Scenarios and role playing help us step into “what might happen”, while knowing that every single disaster is different and brings unanticipated challenges that we cannot predict.

Exercises are hands-on training opportunities and while role-playing can sometimes feel awkward, it helps us build “muscle memory” for stepping into the roles needed to operate a Disaster Support Hub, and solving problems at the neighbourhood level.

There are two main types of exercises:

1. **Table top:** These are done as a meeting or in a classroom-based setting. Participants talk through the step-by-step actions they would take in a real-life situations. Table Tops are low-stress ways to discuss and clarify roles and responsibilities, and to highlight gaps in existing plans. These types of exercises can be very short and are a great way to start familiarizing yourselves with the functions of a Hub. Table top exercises can be very short—and can be done in 30 minutes to two hours, depending on the level of detail you want to get into.

- 2. Functional:** These are on the ground exercises at an actual Hub location. Rather than talking through step-by-step actions, participants practice the actions of setting up, getting organized and playing roles of the Hub team and of community members, as if the real-life situation has taken place. These exercises are more time and resource intensive, and can require more planning to execute. Functional exercises do not have to be very long, but usually run at least 1 to 2 hours so that participants can get comfortable in their roles.

We recommend starting with a table-top exercise first as they are easier to plan and organize, and are in a tightly controlled environment. Once you have done this, plan a larger functional exercise.

In both cases, you will use a description of a particular emergency and its potential impacts to help you work through different roles, responsibilities and functions of the Hub. There are 3 emergency scenarios provided to use for your exercises included in the appendix. These are the same scenarios you used in your Neighbourhood Mapping activities in Module 3. You may even choose to use your asset map as part of the exercise to connect possible needs and offers spatially within the neighbourhood.

#### **OPENING THE EXERCISE:**

Open your exercise by providing participants with an overview of what to expect. You may choose to set your exercise at different points throughout response and recovery. For example, you may choose to set the exercise at the start of response, immediately following the disaster. Or you may choose to set it several weeks in. This will determine whether participants work through setting the hub up or starting with it already underway.

In addition to providing an overview of the exercise, have a brief “ice breaker” discussion to help frame the exercise. Below are questions around response and recovery that can be used as icebreakers for the group.

**Response:** Response is a short, focused phase that begins immediately after disaster strikes, and is completed when the situation is stabilized. While Hubs are a location that community can gather to support each other, they are also a location you can use as part of your family emergency plan. It is important to have a plan for yourself and your loved ones so that you can respond to help others in your neighbourhood as quickly as possible when disaster strikes.

- 1. In the event of a disaster, I might need help with:**
- 2. In the event of a disaster, I can help with:**
- 3. In the event of a disaster, how will you find/connect with your loved ones?**

**Recovery:** Recovery happens alongside response in a disaster, and continues on afterwards for weeks, if not months or years. Recovery is the process of people coming together to help their neighbours and community whole again—socially, physically and economically. Hubs support community put their neighbourhood back together, and hopefully make it better over the long-term.

We often do not plan for recovery in advance, but **recovery is our opportunity to build a stronger, healthier, happier, more resilient community**. In order to frame recovery for your community, we recommend starting all exercises with one of these preambles:

1. **What do you most value/love about this neighbourhood / community?**
2. **If you could design this neighbourhood from scratch, what would you do differently? What would you keep the same?**
3. **Disasters are damaging and disruptive, but they can also be generative over the long term. The word emergency comes from the Latin, “emergere” which means to “arise out or up”. If a disaster or major emergency occurred tomorrow in this neighbourhood / community, what would you like to emerge from it?**

#### **SCENARIOS:**

While every disaster is different, there are some core needs that typically need to be addressed in each, likely to fall under these broad categories:

- Shelter
- Food
- Water
- Energy
- Medical
- Waste and Sanitation
- Communication and Coordination
- Emotional and Psychological

These are the same categories from your Neighbourhood Mapping Activities in Module 3 of this toolkit.

While we are often tempted to plan for the absolute worst case scenario, this can sometimes overwhelm people to the point where it is difficult to take positive action.

We don't want to scare people away from planning and preparing! So, we suggest running exercises using scenarios that encourage problem solving and solutions to moderate impacts (at least to start). You can do this either by controlling the type of emergency your exercise is based on (blizzard, heat wave or moderate earthquake), or by explicitly suggesting response needs. For example, your scenarios may require that you work on these needs:



- Shelter 100 people for 72 hours;
- Feed 250 people for 72 hours;
- Obtain clean drinking water for 50 people for 72 hours;
- Manage waste and sanitation for a 10-block radius;
- Check on 100 people who are sheltering-in-place (or staying indoors) and require external support; and
- Coordinate and Communicate the above.

You can use the scenarios on the following pages for your Hub exercises.



### SCENARIO:

Vancouver is experiencing record-breaking winter snowfall and a prolonged power outage. Cold temperatures and icy conditions have limited walking and driving. Homeless people are especially at risk of freezing. Many seniors and people with disabilities are unable to leave their homes due to icy sidewalk conditions. Many homes in your neighbourhood are now without heat. While the city is working to clear snow and repair electricity, your neighbourhood is expected to be without power for an indeterminate amount of time. Natural gas is severely disrupted.

Further information about this scenario:

- 95% of all restaurants use natural gas.
- 45% of homes are without electricity including electric heat.
- 55% of homes are heated by natural gas but are without electricity.
- Most schools are heated by natural gas.
- Only 5% of people are prepared with physical cash in an emergency fund.
- Walking distance is limited to 10 blocks by visibility and icy conditions.
- Cell phones and internet are working but spotty.

### NEEDS AND OFFERS:

Use specific examples of needs and offers of community members to guide and prioritize Hub activities. Choose from:

#### NEEDS

1. Akiko's young children are stuck at school and she is on the other side of the City, and she doesn't own a car. She is desperate to get in touch with them, but power is out so the school phone isn't working and busses are stuck.
2. Hussein lives alone at home. He has mobility challenges and requires a walker to leave his home. He needs help getting food and water due to the icy road conditions.
3. Li Xiu Ying just moved to Vancouver to take an English course for 3 months. English is not her first language, and she is having trouble understanding what is happening in the neighbourhood, and what services might be available.
4. Fatima has been without power in her home for days and needs a place to warm up.
5. Jennifer is a single mother with 2 children. Her childcare has been disrupted and she needs help with childcare while she goes to work.
6. Mariana has a 2 month old baby. Her partner is away for work. She wants company and emotional support but is worried about leaving her home with her baby because of the icy road conditions.
7. The Singh family's home has suffered some damage—there is a leak in the roof and their basement is flooding. They need someone to help them repair it.
8. Micah is concerned about his neighbour. She is an elderly woman who lives alone but has seemed intimidated by Micah in the past, so he wants someone else to come with him to check on her.

9. Jerry has run out of food for his dog, Fluffy. The local pet store is closed due to the blizzard, and Jerry is wondering if anyone else can share their dog food.
10. Preeti is pregnant and needs to go to the doctor but is worried about leaving her home given the icy conditions.
11. Luisa has a chronic medical condition and needs power to charge medical support devices, but her home has lost power.
12. Nancy's toilet is not working. Sewage pipes leading to her home are broken. She needs help setting up a portable toilet.
13. Ali is a senior who has trouble walking. He is afraid to leave his home in case he falls.
14. Henry is homeless and needs to know where he can go for shelter.
15. Ana is trying to get in touch with her family but her cell phone is out of batteries. She needs a power source to charge it.

## OFFERS

1. Zhang Wei has his amateur radio license and radio equipment, and wants to know how he can help.
2. Jorge works for a local construction company and wants to know how he can help.
3. Arjun and Aniel are teenagers from the neighbourhood. They want to know how they can help.
4. Katie is a skilled trades person offering to help.
5. Melissa is a retired nurse who can help with first aid and medical support. She is keen to help.
6. Emily is a local parent who organizes school activities every year. She wants to know how she can help.
7. Rosie is a therapist who wants to provide emotional support to people who need it.
8. Yoshi is a local chef who has access to an industrial-sized kitchen, BBQ and propane and wants to help.
9. Alejandra has an extra bedroom in her home and wants to know if anyone needs it.
10. Luisa is a local community organizer and wants to help at the Hub.
11. Lucy is a local artist who wants to know how she can help.
12. Ian runs a local community garden and is offering two boxes of fresh produce to community members.
13. Aaliyah is an avid outdoors person with camping supplies and wants to know if anyone needs a tent or sleeping bag.
14. Robyn owns a local brewery and wants to know if there is any way she can help.
15. Amanda speaks three languages and is offering to translate information for community members.



### SCENARIO:

Vancouver is experiencing a record-breaking heat wave and severely compromised air quality from forest fires. Afternoon temperatures are reaching 30 degrees Celsius and evening temperatures are remaining as high as 25 degrees Celsius. People have been warned to stay indoors in air-conditioned spaces and avoid being outside, particularly during the warmest afternoon hours. However, many people do not have air conditioning and individuals vulnerable to heat-related illness (children, seniors, and people with chronic health conditions) need to access air-conditioned shelter outside of their home. Homeless people are at increased risk of heat-illness and breathing problems from lack of indoor relief from polluted air. Outdoor workers face similar risks.

Further information about this scenario:

- Extreme heat and poor air quality are limiting active modes of transportation.
- Environment Canada and Vancouver Coastal Health are suggesting people “shelter-in-place” or stay indoors as much as possible.
- Maximum walking distance is 10 blocks due to air particulate exposure.
- Public buildings like libraries and community centres have air conditioned space with air filtration for smoke.

### NEEDS AND OFFERS:

Use specific examples of needs and offers of community members to guide and prioritize Hub activities. Choose from:

#### NEEDS

1. Akiko has a young child with asthma. Her apartment doesn't have air conditioning or good air filters. She wants to know where she can take her child to cool down and breathe more easily.
2. Hussein lives alone. He has a respiratory illness. He needs help getting food and water.
3. Li Xiu Ying just moved to Vancouver to take an English course for 3 months. English is not her first language, and she is having trouble understanding what is happening in the neighbourhood, and what services might be available.
4. Fatima is feeling faint and nauseous from the heat but isn't sure she can make it to her doctor by herself.
5. Danielle is a single mother with 2 children. Her childcare has been disrupted and she needs help with childcare while she heads to work.
6. Aaliyah has a 2 month old baby. Her partner is away for work. She wants company and emotional support but can't risk leaving her home and exposing her baby to the smoke.
7. The Singh family's home was under renovations and the interior of the house is exposed to the smoky air. They are not sure if it is safe for them to stay there or where they should go.
8. Micah is concerned about his neighbour, an elderly woman who lives alone but has seemed intimidated by Micah in the past, so he wants someone else to come with him to check on her.
9. Jerry is homeless and needs to find somewhere to stay out of the smoke.

10. Preeti is pregnant and needs to see her doctor but is afraid of leaving her home.
11. Luisa has been told her apartment doesn't have sufficient air filtration and isn't safe to stay in. She needs to find somewhere else to stay.
12. Nancy's power is out. She needs to find somewhere to stay with air conditioning.
13. Ali is an outdoor worker who is feeling dizzy and having trouble breathing.
14. Li Wei has run out of food in his home and needs help accessing food supplies through the Hub.
15. Alejandra is trying to get in touch with her family but her cell phone is out of batteries. She needs a power source to charge it.

## OFFERS

1. Zhang Wei has his amateur radio license and radio equipment, and wants to know how he can help.
2. Jorge works for a local construction company and wants to know how he can help.
3. Arjun and Aniel are teenagers from the neighbourhood. They want to know how they can help.
4. Katie is a skilled trades person offering to help.
5. Melissa is a retired nurse who can help with first aid and medical support. She is keen to help.
6. Leigh is a local parent who organizes school activities every year. She wants to know how she can help.
7. Emily is a therapist who wants to provide emotional support to people who need it.
8. Yosh is a local chef who has access to an industrial-sized kitchen, BBQ and propane and wants to help.
9. Annabel has an extra bedroom in her home and wants to know if anyone needs it.
10. Isabel is a local community organizer and wants to help at the Hub.
11. Rachel is a local artist who wants to know how she can help.
12. Ian runs a local community garden and is offering two boxes of fresh produce to community members.
13. Lucy has two extra fans and wants to know if anyone else needs them.
14. Robyn owns a local brewery and wants to know if there is any way she can help.
15. Amanda speaks Cantonese and Mandarin and is offering to translate information to community members.



## SCENARIO:

A magnitude 7.3 Georgia Strait earthquake has struck Vancouver. Bridges, roads and telecommunications systems are impacted. Fires have broken out across the city and some buildings have collapsed. Downed power lines and broken gas lines have left hazards in streets. Access in and out of the neighbourhood as well as movement within the neighbourhood is limited by debris. Families are trying to reunite but cellular communication is unreliable. People are unable to access city water and have limited food supplies.

Further information about this scenario:

- Shaking & fires have damaged many commercial buildings along arterial roads.
- Many streets are blocked by debris or downed power lines, limiting travel.
- 15% of residential units are no longer safe to occupy.
- Some high-rises damaged beyond repair.
- Some liquefaction along shorelines and spread throughout the city.
- Moderate damage to infrastructure—water mains broken, sewer lines damaged, power and natural gas disruptions.
- Periodic communications outages—loss of cellular networks, landlines.
- Aftershocks are expected, likely causing additional damage to buildings.

## NEEDS AND OFFERS:

Use specific examples of needs and offers of community members to guide and prioritize Hub activities. Choose from:

### NEEDS

1. Akiko's young children are stuck at school and she is on the other side of the City. She doesn't own a car. She is desperate to get in touch with her kids, but no one is answering the school phone. She needs help reaching them.
2. Hussein lives alone at home. He has mobility challenges and requires a walker to leave his home. He needs help getting food and water.
3. Li Xiu Ying just moved to Vancouver to take an English course for 3 months. English is not her first language, and she is having trouble understanding what is happening in the neighbourhood and what services might be available.
4. Fatima is walking with a friend on the other side of the City. She wants to find out whether it is safe to get home and what the best route might be.
5. Danielle is a single mother with 2 children. Her childcare has been disrupted and needs help with childcare while she finds food and water for her family, and performs basic repairs on her home.
6. Aaliyah has a 2 month old baby. Her partner is away for work. She wants company and emotional support.
7. The Singh family's home has suffered some damage—mainly broken windows and small cracks in the walls. They are not sure if it is safe for them to stay there.
8. Micah is concerned about his neighbour, she is an elderly woman who lives alone but has seemed intimidated by Micah in the past, so he wants someone else to come with him to check on her.
9. Jerry has run out of food for his dog, Fluffy. The local pet store is closed due to the emergency event, and Jerry is wondering if anyone else can share their dog food.

10. Lucy and Norah have arrived alone. They are 8 & 10 years old. They aren't sure where their parents are and are scared.
11. Luisa has been told her apartment isn't safe to enter. She needs to find a place to stay.
12. Nancy's toilet is not working. Sewage pipes leading to her home are broken. She needs help setting up a portable toilet, or creating a backyard latrine.
13. Ali is a senior who has trouble walking. He is afraid to leave his home in case he falls.
14. Li Wei has run out of food in his home and needs help accessing food supplies through the Hub.
15. Preeti is trying to get in touch with her family but her cell phone is out of batteries. She needs a power source to charge it.

## OFFERS

1. Zhang Wei has his amateur radio license and radio equipment, and wants to know how he can help.
2. Jorge works for a local construction company and wants to know how he can help.
3. Arjun and Aniel are teenagers from the neighbourhood. They want to know how they can help.
4. Katie is a skilled trades-person offering to help.
5. Melissa is a retired nurse who can help with first aid and medical support. She is keen to help.
6. Alejandra is a local parent who organizes school activities every year. She wants to know how she can help.
7. Rosie is a therapist who wants to provide emotional support to people who need it.
8. Yoshi is a local chef who has access to an industrial-sized kitchen, BBQ and propane and wants to help.
9. Isabel has an extra bedroom in her home and wants to know if anyone needs it.
10. Jing is a local community organizer and wants to help at the Hub.
11. Rachel is a local artist who wants to know how she can help.
12. Ian runs a local community garden and is offering two boxes of fresh produce to community members.
13. Leigh is an avid outdoors person with camping supplies and wants to know if anyone needs a tent or sleeping bag.
14. Robyn owns a local brewery and wants to know if there is any way he can help.
15. Amanda speaks Cantonese and Mandarin and is offering to translate information to community members.



## EXERCISE INJECTS

In addition to the Needs and Offers characters above, select several of the prompts below to guide the activation and running of your Hub.

### GENERAL HUB ACTIVATION AND OPERATIONS:

- You have just arrived at the Hub, what are your first steps?
- Who will take on which role?
- What information do you need at this point? Where would you get it?
- What are your first priorities at the Hub?
- How will you track tasks and priorities?
- What equipment or materials will you need to reach your objectives, in addition to the materials you previously sourced in your Hub pack? How might you access / get them?
- Who will need to be informed of Hub activities? How will you keep them informed?
- Who might need information from you? What type of information would they need and how would you provide it?
- How are you going to coordinate ongoing staffing?

### COMMUNITY PROBLEM-SOLVING AND PRIORITIZATION:

#### VULNERABLE INDIVIDUALS

- Where are vulnerable individuals who are stuck indoors located? How will you reach them? How will you support them? Consider door-to-door check-ins.

#### SHELTERS

- Where can people find shelter in your neighbourhood?
- How many people could each shelter accommodate? Do they have power?
- Are there areas in your neighbourhood that are outside of the travel range of shelters?
- Who do you rely upon to use the identified shelters?

#### FOOD AND WATER

- Are there disruptions to food and water? Where might those be? Where can you source alternatives for food and water?
- Who do you rely upon to access the identified food and water?

#### TRANSPORTATION

- What is your transportation strategy given conditions of roads and sidewalks?
- What is needed to help people be self-sufficient? Consider clearing sidewalks and gathering mobility supplies. Ride sharing where possible and necessary.

- Take note of transportation assets (ex. motor vehicles, walking paths, bicycles etc.) for transporting people and goods (food, water, first aid supplies) to shelters.

## COMMUNICATION

- How are people informed and coordinated? Are there people without access to phones or internet? Who might need to receive information in person?
- How will you inform people about available services; help people communicate with their family; or, coordinate and connect people to shelter and heat, food and water, medical needs and transportation?
- Could your access to communication change either by getting disrupted by a new hazard or restored?
- How might you communicate with the City's Emergency Operations Centre? What kind of information might they want?

## OTHER

- What else might be needed to help your community respond? Think back to your Neighbourhood Mapping Activities. Consider unique social, cultural and physical characteristics of your neighbourhood.
- Remember: the main purpose of a Hub is to connect the community with information that can help them make informed decisions, and to match community needs with resources and support from within the community itself.

## FINISHING AN EXERCISE:

In addition to keeping recovery at the core of your Hub planning and preparedness, we suggest considering how you can build stronger social connection amongst neighbours. Research on disasters across the globe shows that communities with strong social cohesion demonstrate the strongest resilience. Your organization already has extensive networks in the neighbourhood, so contemplate how you can expand and draw upon these.

**Consider ending each Disaster Support Hub exercise with a BBQ or potluck, and take time to celebrate your increased preparedness and connect with participants as neighbours and hopefully new friends! Plus, the smell of a good food can bring all sorts of people to the Hub who hadn't already heard of your exercise!**

## PART 3: RESPONSE AND RECOVERY (QUICK START FOR WHEN DISASTER STRIKES)

### RESPONSE

Now that you have practiced the roles, responsibilities and functions of a Hub, here is a quick start guide on what to do when a disaster strikes.

#### STEP 1: WHEN DISASTER STRIKES

- a. **Immediately after:** Immediately following a shock it's essential to first look after yourself, your family and those immediately around you such as coworkers or neighbours. For those already at home, they will take care of their families and neighbours first before coming to the Hub. Others may already be at work and need to check in at home. Everyone should solve problems immediately around them—start with the building, then move on to check on neighbours. It is important that all staff arrive at the Hub knowing that loved ones and neighbours are safe and secure so that they can concentrate on the broader community.
- b. **Heading to the Hub:** Assess the situation. Once the immediate block is safe, try to find updates from the City of Vancouver and local news sources on the general state of the area. If you are making your way to the Hub from somewhere else like home, are there any serious hazards being reported that will impact your ability to safely get to the Hub? What might the safest route to the Hub be? Once you have assessed this, head to your local Hub and be careful on your route—you may encounter hazards along the way.
- c. **Accessing the Hub:** Once you arrive at your Hub, survey the area to ensure that there are no hazards that could harm you or other community members. For example, if there is a gas leak or fire, it is not safe to use the area. If the area is not safe, find another location to operate your Hub. For example, is there another organization with a facility nearby that you can partner with? Leave a note stating where you are going and why. If the area is safe, identify exactly where you will set up. Tidy the area and gather together the materials you have access to and set them up. Start a list of what else would be helpful once more resources become available. These items can even be posted on your Needs and Offers board—see below.
- d. **Working together:** As staff and team members arrive, put together the initial team. At this point, community members may also be arriving at the Hub. You may choose to solicit their help right away, or you may ask them to wait while you get organized. Hubs are an opportunity to incorporate community members and neighbours into response and recovery as convergent volunteers—especially while staff members are busy looking after their families and neighbours.

*Two to four people is enough to get started with setting up your Hub. Introduce yourself to newcomers if you don't already know them. Learning people's names is an important part of building the team, and helps foster trust and cohesion of the group.*

## Remember, you do not have to “open” the Hub until you are ready to do so.

As a group, your first tasks should be to:

- Collectively agree upon and appoint a Hub Supervisor to facilitate set up;\*
- Review the purpose of the Hub;
- Review the general situation in your neighbourhood, and the city as a whole;
- Decide what needs to be done to set the Hub up and how it should be done;
- Determine who is going to do what during set up.

\*It is important to have one person who is providing high-level oversight of Hub activities to ensure that objectives are being met, and that the entire team is being cared for.

### e. Setting Up:

**Look around the area:** where are community members likely to enter through? Is there any safe, natural shelter you can use? Are there natural access points or places to put signage?

**Set up the Public Information Board:** This is a large board that should be easy to see when people enter (see page 70). It will contain up-to-date information about the city and neighbourhood that will be useful to community members as they enter.

**Set up a Task Board:** This is the record of what actions are being taken at the Hub, and who is responsible for what. This board is not for the public, and should be set up in an area that is more private for the Hub team.

**Set up a Needs and Offers Table:** This table is for Hub team members to transcribe needs and offers from community members onto the Needs and Offers forms. It should be located close to, but not directly next to the Needs and Offers Board.

**Needs and Offers Board:** This is a large board where all outstanding needs and offers are posted. Ideally, you will have one board for Needs and one for Offers. Each will have columns or rows for types of needs such as “Food, Water, Medical, Shelter, Tools, People, Other”. See template in appendix. These boards should be visible and accessible to community members, but are administered by Hub staff.

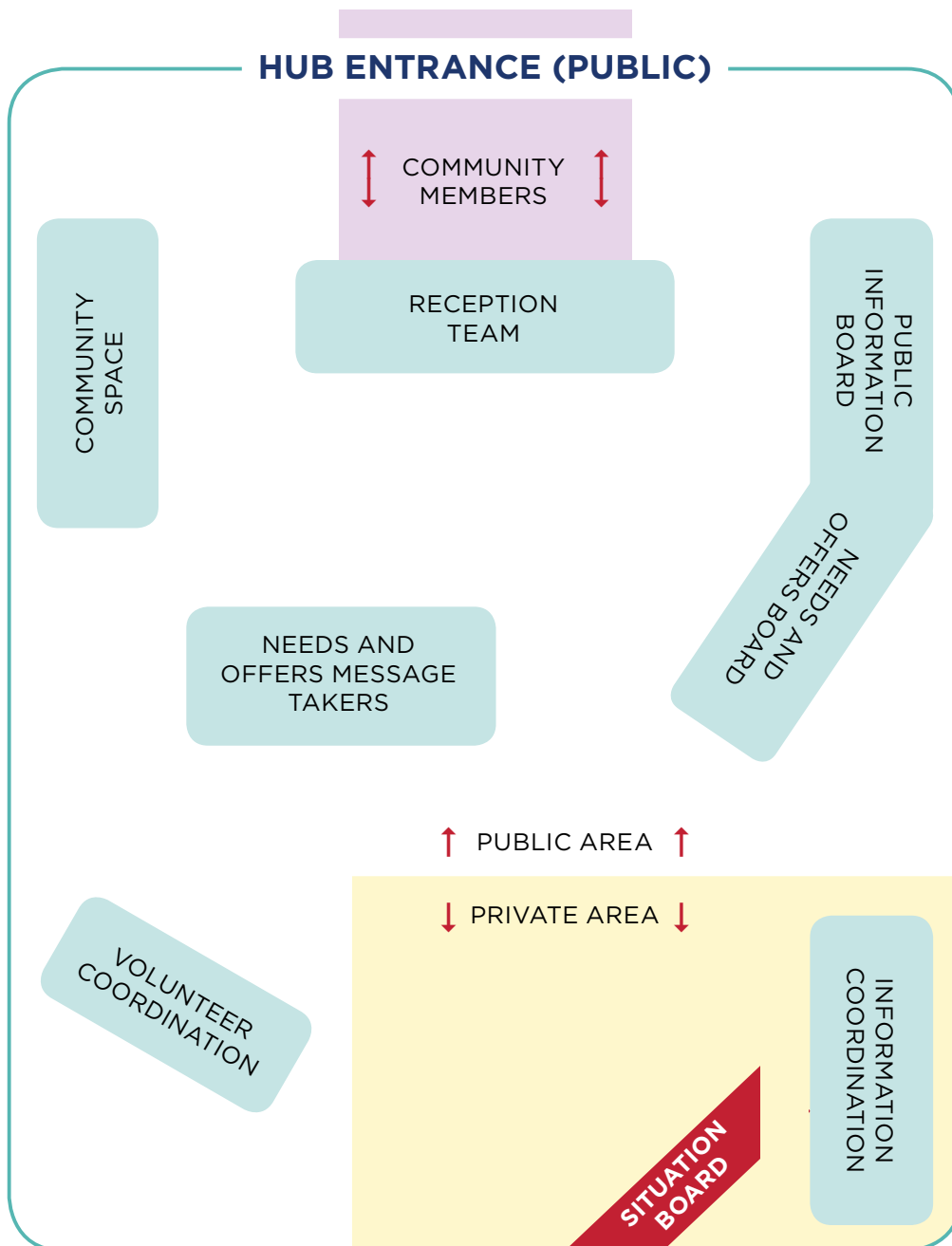
**Community Space:** This is an area for community members to rest, wait for assistance or wait while they are assigned to a volunteer role.

**Hygiene Station:** This is a quiet, separate area to set up portable washrooms. If you are able to set your Hub up inside a building you may not need to set this up.

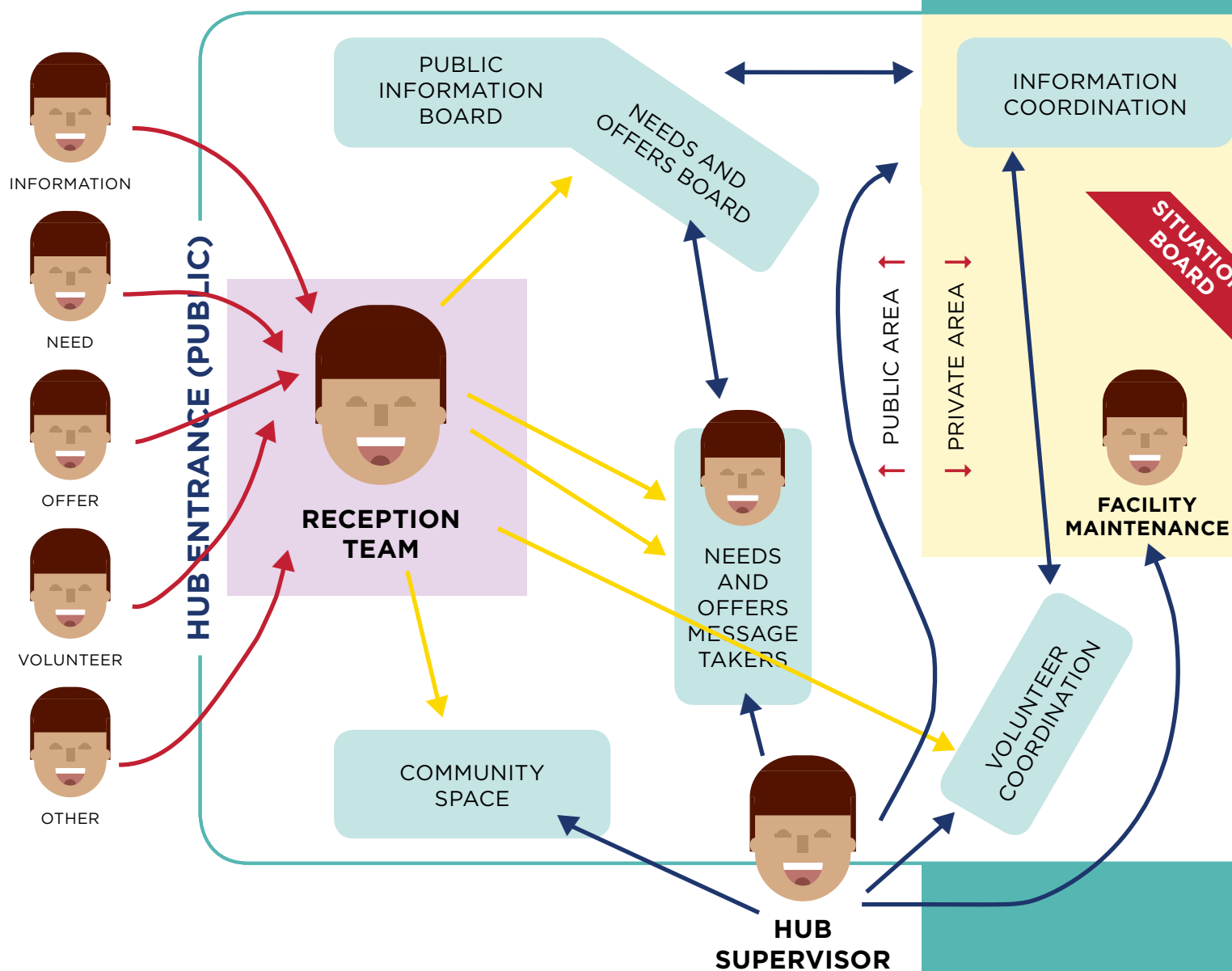
**NOTE:** Disaster Support Hubs need to be accessible for everyone. Make sure that you consider accessibility of the physical space and signage. Are there ramps that wheelchairs can access? Is lettering of signage large and in clear font? If you have extra volunteers, can any of them provide wayfinding?

### SUGGESTED HUB FLOOR PLAN:

Given that you may be setting up a Hub outside, consider how you can use your surroundings to set up a perimeter. Sidewalks, trees, fences and other outdoor features can be used to construct work spaces and facilitate movement through the space.



## HUB WORK FLOW:



## ASSIGNING ROLES:

Once you have finished setting up and decide to “open” the Hub, your team will take on specific roles and responsibilities. Below is a list of the common roles and responsibilities for operating a Hub.

There are 9 core roles that operate the Hub. The first four are priority roles to fill, starting with the Hub Supervisor:

1. **Hub Supervisor**
2. **Information Coordination**
3. **Public Information**
4. **Reception**
5. Needs and Offers Message Takers
6. Needs and Offers Message Matchers

7. Facility Maintenance
8. Community Space
9. Volunteer Coordination
10. Runners

If you have fewer people than the roles listed, you may have people perform multiple roles for a short time until more help arrives. If the volume of work becomes unmanageable you can increase the number of people performing particular roles such as the Needs and Offers Message Takers. If you have too many people, send some of them home and let them know you will be asking them to come back for the next shift, or when it is busier.

When assigning volunteers to roles, try to leverage their existing skills and knowledge wherever possible. This does not need to be done within the official roles listed below. Ask them about their hobbies, their work and what they like to do. Give them a description of the available roles, and try to match them with one they feel comfortable doing. If someone has a particular skill and wants to help using that, try to find a way for them to do so. For example, if someone is a counsellor, they may want to provide emotional support in the Community Space. Another person who speaks multiple languages may be useful as a translator. This is a valuable way of supporting the community, even though it is not one of the roles listed in this guide. Hubs use the skills and resources within the neighbourhood, and must be flexible and adaptable to the needs of the community.

## ROLE LANYARDS

Lanyards are a simple, space-saving way to identify Hub team members and their roles. The lanyards have the position titles on the front to identify the role to other people in the Hub. The lanyards also include a list of tasks on the back to remind the person of what tasks they need to do in that role for quick reference. The Hub team should wear their lanyards at all times while on shift as identification. These can be made, and kept in the Hub kit, in advance.



## ROLE LANYARDS





## PURPOSE

The purpose of the Hub Supervisor is to oversee all Hub personnel and Hub activities. They maintain a high-level view of the emergency situation, and ensure that objectives of the Hub are being met while the Hub is operated as safely and smoothly as possible. A Hub Supervisor ensures that the entire Hub team is looked after, and provides leadership, troubleshoots emerging problems and helps determine priorities.\*

\*The Hub Supervisor is NOT the sole decision-maker at the Hub. Decisions should be discussed and made as a team.

## HELPFUL SKILLS OR KNOWLEDGE

- Supervisory/team management experience
- People-person
- Clear communicator
- Comfortable prioritizing

## RESPONSIBILITIES

- Maintain high-level oversight of the entire Hub and emergency situation;
- Oversee all Hub personnel and all Hub activities;
- Ensure Hub objectives are met;
- Prioritize health and safety of Hub team and community;
- Open and close the Hub;
- Ensure that all roles are filled;
- Work with the media, as necessary; and
- Ensure everyone has what they need to do their jobs.

## TASKS

- Oversee set up and ensure that area is safe;
  - » Recheck safety of area after any new hazard occurs (like an aftershock);
  - » Open the Hub when the team and the space are ready.
- Maintain high-level oversight of emergency situation.
  - » Work with Information Coordination and Public Information to understand the situation and identify current or potential challenges;
  - » Help prioritize objectives and activities of the Hub.
- Oversee all Hub personnel—make sure roles are filled, keep the team working together as a group and ensure that decisions are made as a team.
  - » Keep a running log of tasks, activities and who is assigned to them.
  - » Organize and facilitate regular team meetings and regularly check in with entire team.
  - » Troubleshoot emerging problems and find answers to questions from other team members.
  - » Work with Facility Maintenance to ensure that everyone has what they need to do their job—everything from tables and chairs to information.
  - » Coordinate turning over hub operations to relief volunteers, or closing hub overnight.
  - » Model a calm, positive attitude for other Hub workers and community members.
  - » Make sure everyone is prioritizing health and safety. Use frequent rotations or breaks to avoid fatigue, stress. Ensure everyone is eating and staying hydrated. Monitor for signs of stress and if needed, facilitate someone

changing roles, taking a break, or going home. Model this behaviour for everyone through your own actions.

- » Work with Volunteer Coordinator to identify Hub needs and assign roles based on skills, knowledge, and resources.
- Oversee all Hub operations—make sure that objectives are met and prioritize work.
  - » Monitor flow of work and adapt operations as needed to ensure objectives are met.
  - » Maintain a log and summary of current situation and all significant decisions, and be prepared to communicate these to the incoming Hub Supervisor during a shift change, and to City staff or First Responders.
  - » Work with Media and external organizations, as needed. Foster collaborative relations and share resources with other communities if needed.
  - » Close the hub overnight or whenever is appropriate: make sure all equipment is locked up securely. Use signage to say that the hub is closed and when it will open.
- Close the Hub when the community no longer needs it.
  - » Use signage to tell the community that the Hub will no longer open, and provide information on where they can go to find assistance.
  - » Clean up all areas. Return any moved furniture and equipment.
  - » Collect together all of the records for the event and leave them in the Hub container for collection.
  - » Communicate this closure to City staff and hand off any documentation or records they may need.



## PURPOSE

The purpose of Information Coordination is to collect and maintain useful information for members of the Hub Team to guide decision-making and prioritization. They also maintain and update the Situation Board and maintain a display of Hub tasks and priorities which should be situated in a more private area. They verify or dispel rumours and ensure that information is accurate.

## HELPFUL SKILLS OR KNOWLEDGE

- Strong attention to detail;
- Clear communicator;
- Skilled at consuming large amounts of information and presenting in a clear, concise way;
- Excellent and in-depth knowledge of neighbourhood and City;
- Clear, legible writing;
- HAM radio certification and skills, if available.

## RESPONSIBILITIES

- Collect, confirm and share appropriate information about emergency situation to the Hub team;
- Ensure accuracy of information by verifying or dispelling rumours;
- Display and update the Situation Board;
- Maintain a running list of Hub Team tasks and priorities;
- Update Hub Team with important information.

## TASKS

- Identify sources and actively seek out information (radio, social media, runners, community members, etc.)
- Collect and validate information on an ongoing basis;
- Monitor radio, social media, and other appropriate channels for incoming and relevant information;
- Work with Public Information (see below) to gather information sourced directly from community members;
- Update and display information on the Situation Board in a private location only accessible to Hub team members. Components may include:
  - » Information should contain time and date-stamps, notices, and maps where relevant and available
  - » Write clearly to make sure it is easy to read. Use large print and a dark marker
  - » Overall picture of what is happening in neighbourhood/city
  - » Current hazards (downed power lines, fires, etc.)
  - » Status of Utilities (if known)
  - » Weather reports
  - » Maps
  - » Hub Team Task List
  - » Hub Team Priorities
- Create and share regular Situation Updates to the Hub Team – generate short, concise written Situation Reports as documentation. These may be requested by formal emergency management agencies;
- Update the Hub Team as pertinent information comes in, and provide a summary of information at team briefings.

SUGGESTED SITUATION BOARD LAYOUT

SITUATION BOARD				LAST UPDATED
				Date: DD/MM/YY Time: 00:00
DATE/TIME	LOCATION (Address/Maps/ Images)	EVENT/ISSUE (Description)	RESPONSE (Who/What)	STATUS (Urgent/In Progress/ Completed/On Hold)
WEATHER FORECAST	RESOURCES NEEDED	HUB PRIORITIES	HUB TASKS	HUB STAFF

- Date and Time
- Location of Issue/Incident
- Description of Issue/Incident
- Description of Response and Who is Responsible
- Status (haven't started, in progress, completed)



## PURPOSE

The purpose of Public Information is to collect and maintain a display board of useful information for community members to inform their decision-making and safety. Some people may only be coming to the Hub in search of information, so the Public Information Board should be located in plain sight, near the entrance of the Hub. Public Information personnel verify or dispel rumours and ensure that information is accurate.

## HELPFUL SKILLS OR KNOWLEDGE

- Strong attention to detail;
- Clear communicator;
- Skilled at consuming large amounts of information and presenting in a clear, concise way;
- Excellent and in-depth knowledge of neighbourhood and City;
- Clear, legible writing.

## RESPONSIBILITIES

- Collect, confirm and share appropriate information about the neighbourhood, and the broader situation;
- Ensure accuracy of information by verifying or dispelling rumours;
- Display and update the Public Information Board;
- Support community members in understanding situation and support them in thinking of actions they may take.

## TASKS

- Work with Information Coordination and Needs and Offers Matching to collect, confirm and share appropriate information about the neighbourhood, and the broader situation;
- Display and update the Public Information Board in a visible location, near the entrance;
  - » The Public Information Board is information about the neighbourhood and broader situation to help community members make informed decisions. It should also contain advice, where relevant.
  - » Information should contain time and date-stamps, notices, and maps where relevant and available.
  - » Write clearly to make sure it is easy to read. Use large print and a dark marker.
  - » Content should include current hazards, the status of utilities, and an overview of what is happening in the neighbourhood and in the city/region as a whole.
- Examples of important information include:
  - » Hazards (e.g. floods, fires, gas leaks, contaminated water).
  - » Weather reports as available.
  - » Status of Infrastructure like water, sewage, power, gas, telecommunications, transportation, etc.
  - » Location of resources or support. Monitor the news through radio and City social media.
- Support community members in understanding situation and support them in thinking of actions they may take.
- Work with the Hub Supervisor to liaise with other Hubs, First Responders, and different organizations;

- Work with the Hub Supervisor to liaise with Media;
  - » Work with the Hub Supervisor to assess whether incoming Media members have useful information to contribute.
- Work with Reception and Needs and Offers teams to identify information coming in from community members;
  - » Work with Reception to gather information coming in from community members as they arrive. Some questions may be, “What street did you come from? What was going on there? Does anyone there need help?” etc.
- Work with Runners to gather information from the neighbourhood, as needed;
- Validate all incoming information to ensure accuracy and clearly mark if information isn't confirmed;
- Write down questions that need to be answered and try to gather that information.

**Do NOT display Personal information (people’s names, addresses, etc.), private or confidential information you have received, details of any deaths or injuries or addresses of evacuated homes.**

## SUGGESTED PUBLIC INFORMATION BOARD LAYOUT

<b>LAST UPDATED</b> Date: DD/MM/YY Time: 00:00		<b>PUBLIC INFORMATION BOARD</b>	
<b>Situation Overview</b> <ul style="list-style-type: none"> <li>— earthquake (magnitude 6.5)</li> <li>— power outages throughout the city</li> <li>— water and sewer pip damage</li> <li>— some collapsed buildings</li> <li>— shelters beginning to open at community centres</li> <li>— some small fires due to gas leaks throughout city</li> </ul>		<b>Weather Forecast</b> <ul style="list-style-type: none"> <li>— rain</li> <li>— 10°C</li> <li>— light wind</li> </ul>	
<b>Health and Safety Advisories</b> <ul style="list-style-type: none"> <li>— aftershocks expected</li> <li>— boil water advisory in effect</li> <li>— do not flush toilets</li> <li>— stay away from downed power lines (at least 10 meters)</li> <li>— do not enter collapsed/severely damaged buildings</li> <li>— call 9-1-1 in event of life-threatening emergency</li> <li>— visit Blue Jay Medical Centre at 700 E. Vancouver Avenue for medical assistance</li> </ul>		<b>Hub News</b> <ul style="list-style-type: none"> <li>— nightly potluck at 5:00pm</li> <li>— accepting donations of food, shovels and water bottles</li> <li>— accepting volunteers to help with neighbourhood clean-up activities</li> </ul>	

- Date and Time
- Situation Overview
- Health and Safety Notices
- Weather Forecast
- Hub News



### PURPOSE

The purpose of Reception is to be the first point of contact when community members arrive. Welcome people as they arrive, ask what brought them to the Hub to find out what services they may need, and direct them to the appropriate Hub service. Depending on volume of people entering the Hub, this role may need to be filled by multiple people.

### HELPFUL SKILLS OR KNOWLEDGE

- People-person;
- Familiar with the neighbourhood and community;
- Calm and confident under pressure;
- Experience working with people under stress;
- Clear communicator;
- Additional languages are always an asset.

### RESPONSIBILITIES

- Greet every person who enters the hub;
- Create a calm, welcoming reception area at the entrance to the Hub;
- Explain what the Hub is for and what kinds of services are offered. Be able to explain what services or functions the Hub cannot provide;
- Provide clear instructions to direct people to where they should go next at the Hub based on their specific need or offer;
- Alert the Hub Supervisor if additional volunteers are required for this role to avoid long line ups.

### TASKS

- Stay stationed and visible at entrance to the hub and be clearly identifiable;
- Be the first point of contact for every person entering the Hub;
- Using empathy and compassion in all interactions with community members;
- Stay calm at all times, even if people are visibly upset or frustrated;
- Listen carefully to what each person's needs are and direct them to the appropriate person/Hub service;
- Be honest when you don't know the answer, and try to direct the person to someone who might;
- Explain and set expectations about what kind of services the Hub may or may not be able to supply;
- Maintain continual understanding of what is happening at the Hub to best direct people. Set the tone for interactions at the Hub by being calm, friendly and curious.



## NEEDS AND OFFERS MESSAGE RECORDERS – THE DOERS



### PURPOSE

The purpose of Needs and Offers Takers is to collect and record needs and offers from community members so that these can be matched up through the Needs and Offers Board. Depending on volume of people entering the Hub, this role may need to be filled by multiple people.

### HELPFUL SKILLS OR KNOWLEDGE

- Strong listening skills;
- Clear, legible writing;
- Familiar with the neighbourhood and community;
- Calm and confident under pressure;
- Additional languages are always an asset.

### RESPONSIBILITIES

- Interview community members using the Needs and Offers forms as prompts/questions;
- Capture messages (Needs and Offers) from community members on Needs and Offers Forms;
- Direct community members to the Needs and Offers Board;
- For life-threatening needs, call 9-1-1 and solicit help from the Hub Supervisor.

### TASKS

- Interview and record Needs and Offers of community members using the Needs and Offers forms. Use clear, legible printing with black or blue pen.
- Pass completed Needs and Offers forms on to Needs and Offers Matchers.
- Provide clarifications on message information where necessary.

## NEEDS AND OFFERS BOARD MATCHERS – THE DOERS



### PURPOSE

The purpose of Needs and Offers Matchers is to collect Needs and Offers forms from message takers, and post them on the Needs and Offers Display Board under the correct categories, and to match Needs and Offers notes and connect needs and offers where possible. Depending on volume of people entering the Hub, this role may need to be filled by multiple people.

### HELPFUL SKILLS OR KNOWLEDGE

- Strong reading comprehension;
- Good problem-solving skills;
- Clear, legible writing;
- Familiar with the neighbourhood and community;
- Calm and confident under pressure;
- Additional languages are always an asset.

### RESPONSIBILITIES

- Collect Needs and Offers forms from Needs and Offers takers;
- Review messages for accuracy and seek clarification where required;
- Triage messages and help connect needs and offers;
- Post Needs and Offers on Needs and Offers Display Board and organize by category and priority.
- When solutions have been found, or offers have been used up or are no longer available, remove them from the board and store them safely.

### TASKS

- Set up Needs and Offers Display Board(s) between the Needs and Offers Message Takers and the entrance of the Hub, next to the Public Information Board.
  - » Use two columns or rows—one for needs and one for offers.
  - » Put thematic headings to categorize messages, including: shelter, food, water, medical (non-life-threatening), sanitation, equipment, etc.
  - » Gather new Needs and Offers forms from message takers and confirm any unclear information.
  - » Try to match Needs and Offers immediately with what is already on the board. If you cannot match them, post them on the board under the correct heading.
- Remove requests when the need has been matched with an offer and record the solution directly on the forms. Do not throw them away: store them in a bin in case you need to refer to them later.
- Remove offers when they have been used up or are no longer available. Record that they have expired. Do not throw them away, either: store them in a bin in case you need to refer to them later.
- If you come across any information that could affect the community, the running of the Hub, or the wider response to the emergency, pass it on to the Hub Supervisor.

One of the core objectives of the Hub is to solve problems using the skills and resources available to the neighbourhood/community. There are some fundamental basic needs common to every disaster that will need to be addressed. The first priority is always the preservation of life, health, and safety. This includes rescue and medical attention to those who are injured, and checking on people to make sure they are safe. The other basic needs are shelter, water, food, waste/sanitation, communications, tools, people/skills and lost or missing people or pets. Messages will often fall under these categories.

### SUGGESTED NEEDS AND OFFERS BOARD LAYOUT

NEEDS AND OFFERS BOARD		
CATEGORY	NEEDS	OFFERS
<div></div> <div>Shelter</div>		
<div></div> <div>Food</div>		
<div></div> <div>Water</div>		
<div></div> <div>Medical (non-life threatening)</div>		
<div></div> <div>Sanitation/ Waste</div>		
<div></div> <div>Equipment</div>		
<div></div> <div>People/Skills/ Help</div>		

- Needs
- Offers
- Thematic Headings



### NEEDS AND OFFERS CARDS



### PURPOSE

The purpose of the Community Space is to provide social and emotional support to community members through hospitality distractions, and social activities for people of all abilities. Disasters are stressful, often traumatic experiences. Making time and space for people to sit quietly or participate in normal, fun activities can be an enormous help.

### HELPFUL SKILLS OR KNOWLEDGE

- People person;
- Kind, caring, calm demeanor;
- Familiar with the neighbourhood and community;
- Calm and confident under pressure;
- Experience in hospitality, recreation, community development, or counselling/therapy/social support services is an asset;
- Additional languages are always an asset.

### RESPONSIBILITIES

- Set up and maintain a clean, positive environment for people to relax;
- Organize a space where people can be around others for general support or company;
- Support people in their experience by listening;
- Create healthy distractions such as drawing or games;
- Cultivate a space for people to connect, spend time together, and engage in an informal information exchange;
- Maintain hospitality services such as coffee, tea, and snacks.

### TASKS

- Set up and maintain a community space at the Hub, ensuring it is accessible to all community members;
- Ensure that the space is relatively quiet and peaceful;
- Ensure that there is comfortable, clean seating and that the space is accessible to all people;
- Respectfully listen to people as a calm, caring ear;
  - » Comfort people who are distressed or struggling (but do not attempt to counsel them unless you are accredited or qualified to do so);
  - » Help people feel in control of themselves by letting them make their own decisions;
  - » Don't get sentimental or emotional—hold space for them;
  - » Help them recover their composure in their own way and in their own time;
  - » Do not tell distressed individuals not to worry, that it could have been worse, that others are worse off, or that everything will be alright. Do not try to “fix” their emotions.
  - » Do try to connect them with support services if their needs are greater than the Hub can provide.
- Set out refreshments if available.

Some people may come to the Hub to seek company or reassurance from other community members. The Community Space is intended to be a place for people to gather for comfort, and to have a clean, safe location to wait for resources or services.



## PURPOSE

The purpose of Facility Maintenance is to keep the physical space of the Hub running smoothly, efficiently and cleanly. Facility maintenance ensures that physical resources needed to operate the Hub are obtained, and that the space is functional, safe and welcoming.

## HELPFUL SKILLS OR KNOWLEDGE

- Background in facility maintenance/management;
- Handy with tools and resourceful;
- Experience with occupational health and safety or first aid training.

## RESPONSIBILITIES

- Ensure the space is safe, functional and clean. Indicate physical deficiencies clearly with signage and cordon off where necessary;
- Find and obtain needed resources and equipment;
- Set up sanitation stations, sun and rain shelters, garbage and recycling bins, and other needed infrastructure;
- Safeguard supplies and equipment;
- Work to provide accessible spaces that accommodate people with all needs;
- Use personal protective equipment (PPE) as required, such as aprons, gloves or hardhats, and do not do anything unsafe.

## TASKS

- Ensure the space is safe, functional and clean. Indicate physical deficiencies clearly with signage and cordon off where necessary;
  - » Clean up any hazards (like broken glass) immediately;
  - » Work to provide accessible spaces that accommodate people with all needs, such as organize sweeping pathways for safe and swift movement of wheelchairs, bikes and others;
  - » Set up sanitation stations, sun and rain shelters, garbage and recycling bins, and other needed infrastructure;
  - » Safeguard supplies and equipment;
  - » Collect rubbish and ensure bins are readily available;
  - » Maintain signage;
  - » Keep pathways clear of debris;
- Work with Hub Supervisor to ensure that all Hub team members have resources and equipment necessary to do their jobs;
  - » Fix deficiencies and source additional materials as needed.
- Plan for and support facility and operations, as needed;
- Ensure set up of Hub is optimized to the flow of people in and out of the space;
- Weatherproof the Hub wherever possible.



### PURPOSE

The purpose of runners is to take information or small resources to and from the Hub, and to conduct outreach to home-bound individuals in the neighbourhood. Runners may also use vehicles or bicycles, if available.

### HELPFUL SKILLS OR KNOWLEDGE

- Good physical fitness and mobility;
- Strong knowledge of the neighbourhood and city;
- Excellent navigational skills;
- Thorough and detail-oriented;
- Comfortable carrying supplies and equipment.

### RESPONSIBILITIES

- Bring information and resources to and from the Hub as needed;
- Connect with local organizations to collect information and take stock of neighbourhood hazards or issues on route;
- Maintain safety at all times and be mindful of hazards on route (downed power lines, fires, etc.);
- Use other modes of transportation as available and necessary;
- Conduct door-to-door notification and checks for home-bound individuals who may need help.

### TASKS

- Stay with a buddy/in a pair ensure the health and safety of partner runner at all times;
- Work with Hub Supervisor and Public Information to determine where you will be dispatched and for what purpose;
  - » Carry information and resources between the Hub and other organizations;
- Seek clarity on needs of information and resources:
  - » For example, if you are asked to pick up “30 power bars”, ask whether you need to pick up electrical power bars or nutrient bars! (This example is taken from a real-life emergency response.)
- Collect and record important information on routes and at each end location;
- Report back to Hub regularly with information on situation around neighbourhood;
- Collect information to inform support services offered at the Hub and connect home-bound individuals with support wherever possible.



## PURPOSE

The purpose of the Volunteer Coordinator is to work with the Hub Supervisor to determine personnel needs for the Hub, and interview, onboard, train and schedule all volunteers.

## HELPFUL SKILLS OR KNOWLEDGE

- People-person;
- Friendly, calm demeanor;
- Organized and experience with scheduling an asset;
- Strong, clear communicator;
- Experience as a trainer or coach.

## RESPONSIBILITIES

- Ensure critical Hub roles are filled;
- Work to understand individual volunteer skills, knowledge and interests;
- Assign volunteers to roles;
- Provide orientation and training for all new volunteers;
- Create, maintain, and communicate volunteer schedule to all volunteers.

## TASKS

- Keep an up-to-date running list of roles that need to be filled and work with the Hub Supervisor to prioritize these;
- Welcome, interview, orient and train new volunteers;
  - » Work with volunteers to match their own skillsets and knowledge with roles they are suited to perform;
- Manage a volunteer schedule—do your best to think long-term and rotate people frequently so they don't burn out;
  - » Consider the daily opening hours, the length of time it will be open and make a roster. Remember, your Hub may be operating for days if not weeks or months. Schedule for a marathon so you don't burn out volunteers early on.
- Look after the physical and emotional health of volunteers;
  - » Check on volunteers to ensure they are taking breaks, eating, and staying hydrated;
- Communicate current situation to all new volunteers.
  - » Ensure all volunteers have a strong understanding of Hub roles, responsibilities, functions, activities and objectives.

***These are suggested roles for running a Disaster Support Hub. Depending on the functions your organization performs day-to-day, you may choose to incorporate other roles relevant to the ongoing services your organization provides. Some possible other roles could include:***

- Emotional support
- Child care
- Radio Communications Operator
- Translator
- Donations Intake and Distribution

**Note:** Where possible, get your organization's regular services and programs back up and running as soon as possible to provide continuity for the community, and give people some sense of normalcy.



## STEP 2: ACTIVATING THE HUB

Now that you have set up, and the team has been assigned to their roles, it is a good time for a final review before opening. Some important information to review may include:

- The overall situation and any information about the neighbourhood and broader City that you have access to (through radio, word-of-mouth, City staff and affiliated organizations, etc.)
- The purpose and objectives of the Hub. What are you there to do as a group? What are you trying to achieve?
- Responsibilities and tasks immediately following opening. What are the next steps that each person must take?
- Other skills, knowledge, and resources needed to perform our duties or to reach our objectives in the near term. Who else might be able to help us? When will we need to take breaks or go home? What do we need in order to operate?

**Remember, you do not have to “open” the Hub until you are ready to do so.**

## STEP 3: ONGOING RESPONSE

The first few days of the response may feel chaotic as people learn their roles and responsibilities, but everyone will gain confidence in their ability to work together as they solve-problems.

- Continue gathering and updating information about the neighbourhood and overall situation. Remove but store outdated information nearby in case you need to refer to it later.
- Continually check in with all team members to ensure that they feel supported.
- Solicit help from newly arrived volunteers, or send runners to look for extra help. Response and recovery may go on for a long time, and you don't want your team to burn out.
- As the response slows down, relieve volunteers more frequently or reduce the hours of operation of the Hub to ensure people get ample break time.

Other community support groups may also organize in your area, and formal City response may come in, if needed. Work with them to make sure everyone in need is reached, the workload is shared and the overall response is efficient and coordinated.

## STEP 5: INFORMATION AND WORKING WITH MEDIA:

The media can be a useful resource for sharing information with the wider community.

Information you can provide:

- Anything they can see (such as we are open, weather conditions)
- General information (such as we are really busy, we are quiet, we have had lots of community offers and help.)
- Public information you have received via public radio.

Information you cannot provide:

- Personal information (people's names, addresses, etc.)
- Any private or confidential information you have received.
- Details of any deaths or injuries.
- Addresses of evacuated homes.

## STEP 6: RECOVERY

**Ongoing:** Recovery to major disasters can last for weeks if not months or years. Hub activities will look markedly different a few days in, a few weeks in, and so on. Community needs will evolve and change over time. Response is focused on life-safety and stabilizing the situation. Recovery is about clean-up, rebuilding, healing and recuperating.

For example, in the aftermath of the Christchurch Earthquake in New Zealand in 2011, one of the most significant tasks was shoveling and cleaning up soil from liquefaction. The community also led different mural projects so people could have an outlet for collective grief. After the Calgary Floods in 2013, one of the most significant activities was cleaning out water-damaged homes.

Remember the questions posed during your exercises around what you want to preserve in your neighbourhood, and what you may want to emerge out of a disaster.

- **What do you most value/love about this neighbourhood/community?**
- **If you could design this neighbourhood from scratch, what would you do differently? What would you keep the same?**
- **Disasters are damaging and disruptive, but they can also be generative over the long term. The word emergency comes from the Latin, “emergere” which means to “arise out or up”. If a disaster or major emergency occurred tomorrow in this neighbourhood/community, what would you like to emerge from it?**

Recovery needs may fall under some of the following themes/subjects:

- Social/emotional
- Economic/financial
- Physical/structural
- Environmental/ecological

The services provided at the Hub may transition to support these needs. Some examples of ways Hubs can support recovery may include:

- Connecting with and checking in with community members, especially those who have been displaced or isolated by the event.
- Working together to solve problems—big or small.
- Collectively advocating for outside support or resources.
- Finding volunteers to provide community members with bereavement support or grief counselling.
- Supporting community art projects such as painting murals for healing and connecting.
- Assisting children and families with transitions back to daycare or schooling, and returning a sense of normalcy.
- Finding volunteers to help community members navigate insurance claim applications.
- Helping local businesses clean up and restore operations.
- Connecting community members with skilled tradespeople to repair damaged homes and physical structures.
- Cleaning up garbage, waste and contaminated natural spaces like parks, lakes and the shoreline. \*Note: in the case of hazardous material spills clean up should only be performed by people who are trained and using approved safety equipment. Always follow the direction of authorities.

As the immediate response slows down, it is important to wind down the Hub and give people ample rest. Make sure team members are taking days off and getting time for their own personal recovery needs. If possible, find opportunities to socialize through shared meals or recreation.

Determine which roles can be reduced or removed from the daily roster. Reduce hours as necessary. Switch to shorter opening hours. Communicate these changes clearly to community members. Return your organization to normal operations and reinstate any programs and services that are not already back up and running. If asked, supply government agencies with documentation of major Hub activities and decisions.

## **CLOSING THE HUB**

**Eventually, you will need to de-activate your Hub. When this time comes, make sure you communicate this clearly to community members, City staff, and other affiliated organizations in writing, and leave signage indicating where people can go should they require additional assistance. Debrief with staff and volunteers on what worked and what did not—and incorporate these learnings into your future Hub planning and preparedness. Consider having a potluck or gathering before closing and invite the whole community to foster connections between neighbours, and thank volunteers.**

# TOOLS AND TEMPLATES

## FOR MODULE 5












**ROLE LANYARDS**



**NEEDS AND OFFERS CARDS**

# Resilience Vancouver Tools and Templates

-  **FORMING A TEAM**
-  **NEIGHBOURHOOD SHOCKS AND STRESSES ASSESSMENT**
-  **NEIGHBOURHOOD RESILIENCE BASELINE ASSESSMENT (INDIVIDUAL)**
-  **NEIGHBOURHOOD RESILIENCE BASELINE ASSESSMENT (COLLECTIVE)**
-  **NEIGHBOURHOOD RESILIENCE REPORT CARD**
-  **NEIGHBOURHOOD RESILIENCE ACTION PLAN**
-  **ASSET ICONS**
-  **NEEDS AND OFFERS CARDS**
-  **ROLE LANYARDS**

# Other Helpful Links

Links to free and/or low-cost events, activities, workshops and training to build resilience in your community:

## SOCIAL CONNECTION AND CELEBRATION

- Neighbourhood Walking Tours - [janewalk.org](http://janewalk.org) and [neighbourlab.com](http://neighbourlab.com) workshops
- Block Parties - [vancouver.ca/doing-business/block-parties.aspx](http://vancouver.ca/doing-business/block-parties.aspx)
- On the Table - [onthetablebc.com](http://onthetablebc.com)
- Community Gardens - [vancouver.ca/people-programs/start-a-new-community-garden.aspx](http://vancouver.ca/people-programs/start-a-new-community-garden.aspx)
- Street Gardens - [vancouver.ca/home-property-development/beautifying-your-boulevard-and-street.aspx](http://vancouver.ca/home-property-development/beautifying-your-boulevard-and-street.aspx)
- Neighbourhood Book Exchanges - [littlefreelibrary.org](http://littlefreelibrary.org)
- Parklets - [vancouver.ca/streets-transportation/parklets.aspx](http://vancouver.ca/streets-transportation/parklets.aspx)
- Outdoor Murals - [vancouver.ca/parks-recreation-culture/make-an-outdoor-mural.aspx#mural-support](http://vancouver.ca/parks-recreation-culture/make-an-outdoor-mural.aspx#mural-support)

## HEALTH, SAFETY, AND EMERGENCY PREPAREDNESS

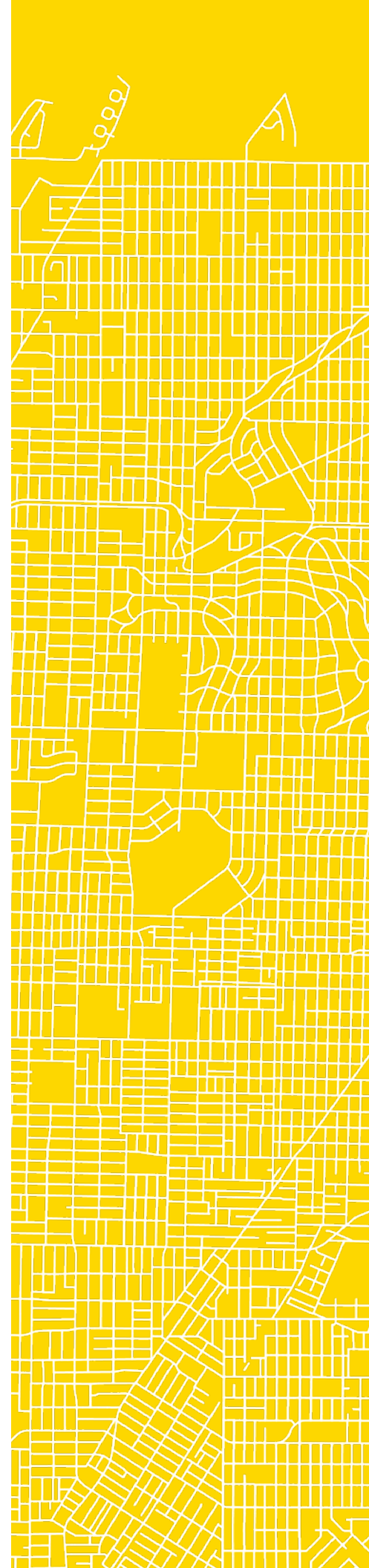
- Britannia Community Services Centre – Halloween-Themed Map Your Zombieville worksheets - [britanniacentre.org/community/resilience](http://britanniacentre.org/community/resilience)
- Britannia Community Service Centre and Vancouver Public Library – Hunger Games Themed Event Guide - [britanniacentre.org/community/resilience](http://britanniacentre.org/community/resilience)
- First Aid Training - [vanffccpr.org](http://vanffccpr.org) and [sja.ca/English/Pages/default.aspx](http://sja.ca/English/Pages/default.aspx)
- Naloxone Training - [vch.ca/public-health/harm-reduction/overdose-prevention-response](http://vch.ca/public-health/harm-reduction/overdose-prevention-response)
- Psychological First Aid - [phsa.ca/our-services/programs-services/health-emergency-management-bc/disaster-psychosocial-program#Training--&--education](http://phsa.ca/our-services/programs-services/health-emergency-management-bc/disaster-psychosocial-program#Training--&--education) and [coursera.org/learn/psychological-first-aid](http://coursera.org/learn/psychological-first-aid)
- De-escalation and Conflict Resolution - [crisiscentre.bc.ca/training](http://crisiscentre.bc.ca/training)
- Sustainability and Climate Action - [spec.bc.ca](http://spec.bc.ca) and [evergreen.ca/our-projects/green-bloc-neighbourhoods](http://evergreen.ca/our-projects/green-bloc-neighbourhoods)

## RECONCILIATION, ANTI-RACISM, AND CULTURAL COMPETENCY

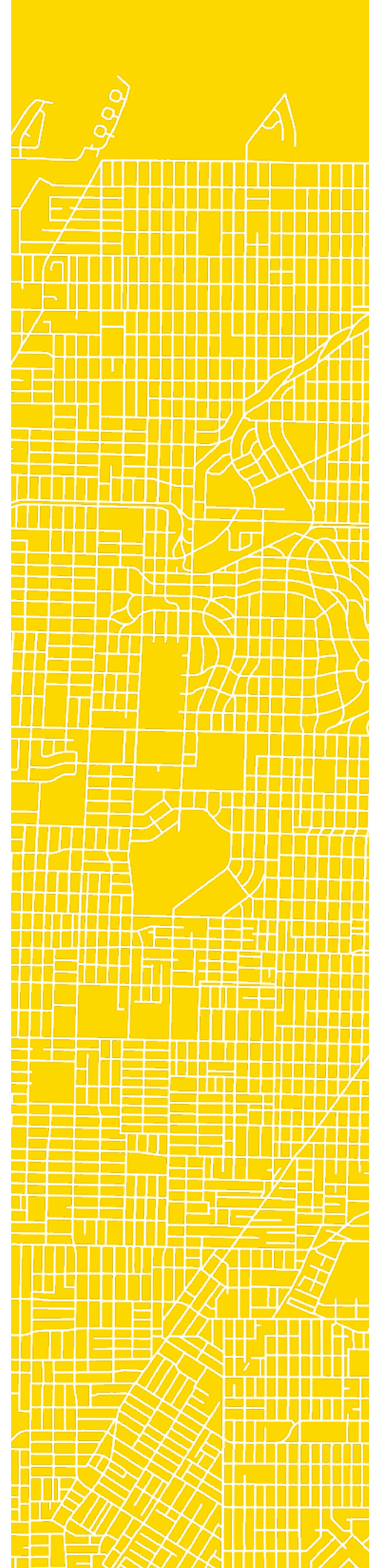
- Reconciliation and Decolonization - [vpl.ca/truth-reconciliation](http://vpl.ca/truth-reconciliation) and [vpl.bibliocommons.com/list/share/69130658/1142145167](http://vpl.bibliocommons.com/list/share/69130658/1142145167) and [pdce.educ.ubc.ca/reconciliation](http://pdce.educ.ubc.ca/reconciliation)
- Accessibility - [sparc.bc.ca/research-consulting/accessibility-audits](http://sparc.bc.ca/research-consulting/accessibility-audits) and [disabilityalliancebc.org/programs](http://disabilityalliancebc.org/programs) and [calp.forestry.ubc.ca/home/urban-forestry-toolkit](http://calp.forestry.ubc.ca/home/urban-forestry-toolkit)

## LINKS TO GRANTS AND FINANCIAL SUPPORT:

- Resilient Neighbourhoods Grants - *forthcoming*
- Vancouver Foundation - Vancouver Foundation Community Grants support thousands of projects every year to help build healthy, vibrant and livable communities across BC. [vancouverfoundation.ca/grants](http://vancouverfoundation.ca/grants)
- Neighbourhood Small Grants – grants from \$50 to \$500 to support projects that bring people together, share skills and knowledge, build a sense of belonging and responsibility, and respect and celebrate diversity. [neighbourhoodsmallgrants.ca](http://neighbourhoodsmallgrants.ca)
- BC Hydro Community Grants - Broad Impact Grants: Grants of up to \$10,000 are available for organizations that wish to expand an existing program's reach or to develop a new program across multiple communities in B.C.



- Grassroots Grants: Grants of up to \$2,000 are available for local community-based programs. [bchydro.com/community/community-giving/grants.html](https://bchydro.com/community/community-giving/grants.html)
- Port of Vancouver - Through our dynamic and broad-ranging community investment program, we dedicate up to one per cent of our net income to initiatives that matter to local communities. Our investments support three key pillars: Community Enrichment, Education and Training and Environmental Leadership. [portvancouver.com/community/community-investment](https://portvancouver.com/community/community-investment)
- Evergreen - Grants for creating and sustaining healthy and dynamic urban environments in our schools, public spaces, housing and transit systems and communities at large. [evergreen.ca/our-projects](https://evergreen.ca/our-projects)
- VanCity Foundation - We offer investments, loans, grants and direct strategic support to changemakers who share our vision for a just and vibrant society. [vancitycommunityfoundation.ca](https://vancitycommunityfoundation.ca)





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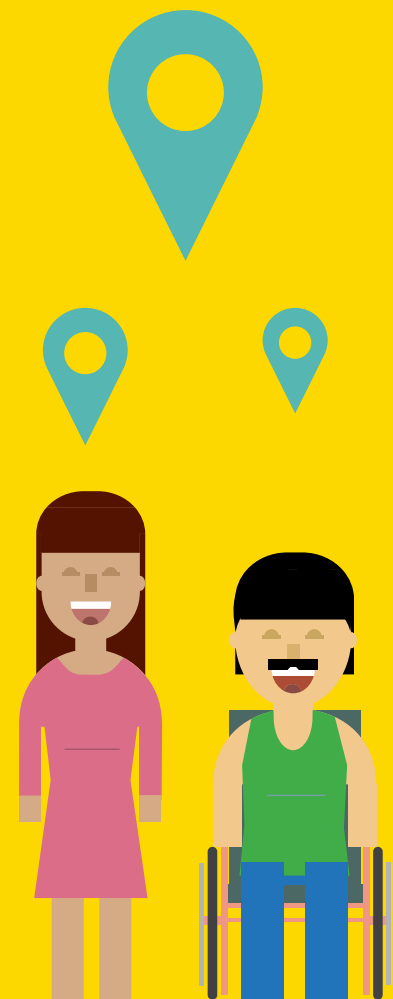
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# Resilient Neighbourhoods Program Background

In July 2017, Vancouver City Council approved an Innovation Fund to enable the development, piloting the Resilient Neighbourhoods Program that responded to recommendations from local citizens. Over an 18 month period, the City has partnered with “anchor organizations” in 4 diverse neighbourhoods to refine a framework that is adaptable and scalable. Each of these groups and neighbourhoods has identified different resilience challenges, and has expressed an interest in taking on a role in mobilizing Disaster Support Hubs in their communities. These four neighbourhoods and Organizations are:

- Downtown Eastside ([312 Main](#))
- Dunbar ([Dunbar Community Centre Association](#))
- Grandview-Woodland ([Britannia Community Services Centre](#))
- Renfrew-Collingwood ([Collingwood Neighbourhood House](#))

The pilot phase of the Resilient Neighbourhoods Program aimed to:

- Provide a framework to integrate neighbourhood-level efforts related to climate adaptation, community connection, and emergency preparedness.
- Share experiences and knowledge across neighbourhoods, and to learn from and align with grassroots efforts that enhance community wellbeing.
- Embed resources with neighbourhood organizations to support the co-creation of tools and processes that empower neighbourhoods (residents, businesses and community organizations).
- Build awareness of risks and hazards by connecting neighbourhoods with accessible, locally-relevant information.
- Expand the Disaster Support Hub model beyond Community Centres to include other neighbourhood organizations that provide critical social services, infrastructure and resources to their communities.

Through the pilot phase, partners worked together to co-create 5 deliverables, including:

- Neighbourhood Resilience Action Plans
- Social and physical asset maps
- Instructions and resources for facilities to serve as Disaster Support Hubs
- Training and exercises to build community capacity and connections
- An information sharing platform

