

North Cariboo sub-Regional Wildfire Recovery Plan

Funded by: Emergency Management British Columbia (EMBC), and Community Wildfire & Provincial Disaster Recovery Branches, Forest Lands Natural Resource Operations and Rural Development (FLNRORD)

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Background

The summer of 2017 saw unprecedented wildfires in British Columbia. Though the City of Quesnel was not evacuated or under evacuation alert, businesses and residents in Quesnel were impacted by the highway closure and many in the surrounding North Cariboo sub-region were evacuated and on alert. Emergency Management BC has provided funding for the development of this North Cariboo sub-Regional Wildfire Recovery Plan to assess the impacts of the fires, and to develop and begin early and short-term implementation as well outline short, medium and long-term recovery actions.

Originally scheduled from October 2017 – March 2018, the impact assessment and early implementation phase was extended until June 2018 due to the need for continued support. Businesses and non-profits in the North Cariboo sub-Region were affected in various ways and some of the effects may not be realized until much into the future. During the time of the impact assessment phase and early implementation phase of this plan's development, some urban and rural businesses and non-profit organizations faced acute needs and many of these needs do not fit neatly within existing recovery supports. Furthermore, over the course of the impact assessment there was a delayed realization from many organizations about the affects of the wildfires, and the wildfire recovery team saw an increase in people seeking support after Christmas and again after income tax season. The cyclical and uneven experience of businesses and non-profits, post-wildfire highlights the need for a long-term strategy from the Province to deal with recovery. In practice, full recovery is known to take years; some of the mitigation projects could easily stretch into the next decade.

To carry out the wildfire recovery impact assessment and workplan, the City of Quesnel hired a wildfire recovery team consisting of a wildfire recovery manager, an urban business and non-profit recovery coordinator, a rural business recovery coordinator and a wildfire recovery support assistant. Further, a recovery office was open from November-June in Spirit Centre from Monday-Thursday. This office provided support to businesses, non-profits and individuals impacted by wildfires on a drop-in basis and provided many referrals to the recovery coordinators. Through face to face and telephone interviews as well as surveys, a total of 831 businesses, organisations, and non-profits were reached. The total number of businesses assisted was 135, the total number of non-profits directly assisted was 34, with the wildfire coordinator providing long-term support to some of the organisations. Spirit Centre inquiries totaled 94, and 37 businesses and non-profits were referred to the Community Futures Business Ambassadors (for a full breakdown of those assisted, please see appendix 6 on page 35).

The wildfire recovery team gathered qualitative and quantitative information to better understand how recovery processes and resources are organized, accessed, developed and distributed around the sub-region, throughout communities and to the businesses and non-profits. The recovery team surveyed and assessed preliminary needs to better understand the full scope of fire impacts. Email, phone and face-to-face engagements were the most effective approaches to gathering detailed information to begin developing recovery goals and short, mid and long-term actions. This plan will need to be updated and developed over time to reveal emergent tasks that must be executed and resourced.

The team provided continual support to a number of the businesses and non-profits throughout the assessment period to find the correct resources, capture unmet needs and find funding. The team advocated and provided logistical support to get a Community Wellness Coordinator for Quesnel, Nazko and Kersley areas. The team now sits on the Wellness Committee to provide background and direction to the newly hired Community Wellness Coordinator. Further, the team worked with local conservation stewardship groups in the region to understand some of the ecological impacts and how they may be addressed and continue to share information on an ongoing basis.

What is Recovery?

Recovery is the restoration, re-development, and /or rehabilitation of facilities, livelihoods and living conditions of economically impacted populations to a level that meets, or in some cases improves upon, the original condition. Recovery planning is a legislated component of community emergency preparedness planning under the Emergency Program Act (Section 6.2).

The North Cariboo Sub-Region Recovery Plan fits into the management of the interface through the 2017 Quesnel and Surrounding Area Community Wildfire Protection Plan (2017) which dove-tails with Quesnel's emergency preparedness planning. Addressing interface characteristics and response strategies will help the community of Quesnel and surrounding area better prepare for wildfire and floods. The Recovery Plan will go into effect at the appropriate time during Emergency Response, as there are some resources we now know are needed immediately.

Emergency Management British Columbia (EMBC), Community Wildfire & Provincial Economic Recovery Branches, Forest Lands Natural Resource Operations and Rural Development (FLNRORD) have outlined four recovery components in the Recovery Work Plan and Recovery Needs: A Guide for Community Wildfire Recovery Planning Document. These components include:

- **Social:** To ensure the right resources are available to support the overall physical, mental and social well-being of economically impacted communities, municipalities, First Nations, families and individual British Columbians.
- **Economy:** To nurture an environment that supports the rehabilitation of and reinvestment in disrupted economies and businesses.
- **Environment:** To protect and re-establish the environment to a healthy state and mitigate long-term environmental effects and risks.
- **Infrastructure:** To enable the safe and orderly restoration of damaged infrastructure within impacted areas.

How to use this plan

This plan is laid out in 4 parts; **Section 1** outlines the collated list from the Impact Summary and Recovery Action Table and includes the identified needs, emergent resources and collaborations, as well as gaps that need to be filled and the specific requests for support from the Province. **Section 2** includes the lessons learned and measures that are

recommended for future recovery response when the sub region needs to “flip” into recovery-mode. The recommendations contained in this section are based on the 2017 the impact assessment but can be transferred to future disasters. **Section 3** contains the Impact Summary and Recovery Action Table, and **Section 4** contains appendices of interim and special recommendations made by the recovery team during the course of this work.

Section 1 – The Recovery Needs and Requests for Support for the North Cariboo Sub-Region

The following is a collated list that includes: the identified needs, emergent resources and collaborations, as well as gaps that need to be filled and the specific requests for support from the province. All of the information contained in this collated summary is also recorded in the summary table below and has been pulled together here for easy reference (not every item in the table is in the summary list, only the key recommendations).

1. Fuel Management

Immediate request: Expedite a mechanism to treat high vulnerability areas quickly; all areas need to be treated at same time. Enable means to restore forest stand conditions through landscape level planning for ecosystem restoration of fire-maintained ecosystems. Mitigate wildfire risk inside and outside of the wildland urban interface by finding the intersections between public safety, forest health and human health (reduced PM 2.5 from prescribed burns).

Identified need: Province to expand fuel management beyond existing programs and place fuel management back under the mandate of MFLNRORD (not left to the municipalities to advance).

Emergent resources and collaborations: Strategic Wildfire Prevention Initiative, Forest Enhancement Society of BC, Range Branch, Fuel Management Specialists to advance ecosystem restoration and restore grassland and open forests. Dr Paul Hessburg and Bob Gray, advance the landscape model and the [7 core principles to restoring fire-prone landscapes](#).

Identified gap: Fuel management projects in the WUI are often small in size and benefit due to cost constraints. Projects are developed, sized, and carried out based on the local government’s *ability to pay*, not on the best forest management treatment to reduce wildfire threats. This results in a patchwork of disjointed fuel treatments where the highest threat areas get treated but there is little continuity to be truly effective. Further, the legal liability and consequences in the event of a damaging wildfire, of alleged damage losses and/or personal injury claims can be substantial. This area of liability is not well developed. Finally, the CCLUP and Land Use Order make it almost impossible to carry out Fuel management treatments on designated areas (Old Growth Management Areas, Mule Deer Winter Range and Visual Quality Objectives are the main ones of concern).

Opportunities for support: Province support local governments by bringing fuel management back under FLNRORD's mandate and advance initiatives that can take into account large-scale habitat connectivity and disturbance flow issues. Also, the Province make funding available for private landowners to assess and manage fuels on private properties to mitigate risk within the WUI.

2. Transition Planning and Implementation

Immediate request: Support development of a communications protocol for the North Cariboo sub region between the City of Quesnel, CRD, First Nations, and major employers to address: 1) the uncertainty about the economy, and 2) the emergent opportunities in other economic area (including agriculture and forestry innovation). Provision of funds to implement Quesnel's transition strategy that will address the impact on the North Cariboo's economy

Identified needs: Quesnel was a community in transition before the fires due to Mountain Pine Beetle; the wildfires have elevated the urgency of our transition needs. Businesses are facing uncertainty; there is a need to communicate the current state of the forest industry, opportunities for development, and implementation of strategies for the diversification of the local economy both across sectors, and within the forestry sector.

Emergent resources and collaborations: Local Industry, Ministry of Forests Lands and Natural Resource Operations and Rural Development, City of Quesnel, Cariboo Regional District, Northern Development Initiative Trust, University of Northern BC, College of New Caledonia and Innovation agencies.

Identified gaps: The identified gaps are: provincial communications around annual allowable cut determination; industry communications around current investments; and municipal capacity for transition planning and implementation with a communications and public outreach component.

Opportunities for support: City of Quesnel has received Rural Dividend funding to begin work on it's Economic Transition Strategy but still required further funds for implementation and to work with the provincial government on policy changes within the forest sector.

2a. Support for Agriculture Sector

Immediate requests: 1) Provide funds for a new multi-use building that can be used to house evacuated livestock during fires, flooding and other disasters that can also be used to support and grow our agriculture sector as well as provide support for the food innovation hub. 2) Ensure animal evacuees are part of the Emergency Social Services mandate moving forward.

Identified need: The wildfires of 2017 highlighted Quesnel's need for a multi-use agriculture building that is flexible enough to provide appropriately configured and efficient animal and livestock housing during emergency events and will double our capacity to deliver agriculture events, programs, and learning opportunities.

Emergent resources and collaborations: Special Circumstances funding, Northern Development Initiative Trust, Ministry of Agriculture.

Identified gap: During the 2017 wildfire animal evacuation, it was a challenging task to find a safe location for all the animals and livestock. Between July 7, 2017 and September 21, 2017, the Pet Safe Coalition in Quesnel hosted 1000 plus animals at the Alex Fraser Park which included, chickens, goats, rabbits, llamas, alpacas, pigs, sheep, house birds, horses, reptiles, dogs and cats. A further 500 animals were fostered out in the community as there was not enough room at Alex Fraser Park. Some of the fostered animals ended up getting evacuated while in foster care. Quesnel became a refuge for animals from Horsefly, Williams Lake, Quesnel, Nazko, Kluskus, Trout Lake, Stone Reserve and other remote areas. A very conservative estimate of volunteer hours during this time is 10,000. A new multi-use building will provide the infrastructure required to support the services delivered by volunteers during emergency response.

This new multi-use agriculture facility will have the added benefit of providing the infrastructure required for immediate growth of capacity for more events, visitors, park users, and learning opportunities. A new building will address one of our limiting factors for moving producers up the continuum to higher level commercial operations. A new building fits in with our diversification strategy and our increased commitment to the agriculture sector through the CRD's newly formed North Cariboo Agricultural Development Advisory Committee.

Opportunities for support: Expedited approval of the Cariboo Regional District's Rural Dividend Special Circumstances request for replacement of the fur and feather building at Alex Fraser Park. The user groups of Alex Fraser Park Society and North Cariboo Agricultural Development Advisory Committee can leverage funding and provide local expertise.

2b. Forestry Research and Innovation

Immediate request: A resourced position to implement the deliverables and the action plan resulting from the Forestry Think Tank and lands designated for a Community Forest.

Identified need: Quesnel remains one of BC's most forest dependent communities and the Quesnel Timber Supply Area (QTSA) has been hardest hit by both the Mountain Pine Beetle epidemic and last season's wildfires, creating significant uncertainty about the economic future of our region. However, Quesnel is still home to one of the most integrated and diverse concentrations of wood products manufacturing facilities in the world, including many best in class milling and processing operations.

Emergent resources and collaborations: The action plan coming out of the Forestry Think Tank held in Quesnel on May 3rd and May 4th, 2018. Event organizers and participants included: University of Northern BC and College of New Caledonia, Province, FP Innovations policy-makers, First Nation, Local and Regional government technical representatives, researchers, funding agencies, and industry to come together to define and describe collaborative projects that could be undertaken in the Quesnel area and that would enable the provincial government to test new

approaches to forest management and for industry to experiment with new manufacturing processes and opportunities for commercialization.

Identified gap: New way needed to manage forests, including increasing prescribed burns, managing for multiple values, relationships and frameworks, concentrated effort to secure pilots for land management, and forest product use in manufacturing. Lands that can be managed and resources extracted through a Community Forest that will provide fuel reduction, trails, and lands for piloting new management priorities.

Opportunities for support: Ministry of FLNRORD, Industry, UNBC, CNC, FP Innovations, Pacific Energy, Community Forest

3. Enable Ecological Protocols

Immediate request: A protocol needs to be set up with provincial government, municipal and regional governments, conservation interests and First Nations' to communicate and identify potential collaborations for Ecological Recovery.

Identified need: Establish a multi-party local working group to provide input into ecological recovery plans and enable collaborations to incorporate all ecological values (ecosystem resilience, including wildlife, hydrology, social, tourism, visual, recreation and other non-timber values).

Emergent resources and collaborations: FLNRORD Land and Resource Section Heads, Ecosystem Restoration Team Leaders, and all other interested parties.

Identified gaps: Communications of the province's plans to the interested parties as well as the general public; a gap is a formalised mechanism to allow external input and leveraging of resources and expertise for full ecological restoration.

Opportunities for support: There is an opportunity for orders of government (federal, provincial, municipal, regional, first nation) to work with local conservation interests to advance landscape level planning, management and reliance building.

4. Support for Rural, and Urban Business, Non-Profits and Festivals

Immediate request: Support for businesses and non-profits to enhance their delivery supports. Support the function of facilitating business, non-profit and festivals strategic growth and provide expertise to help grow the businesses, agencies, and festivals.

Identified need: Businesses, non-profits and festivals need to recover their lost revenues from the 2017 wildfires and build resiliency for the future. At times, non-profits and festivals are very good at delivering the service or product but do not have the volunteer resources or expertise to optimize. There is a gap in providing expertise and services at no cost for non-profits and festivals to help them stay competitive, grow and find future opportunities that will either bring more dollars into our community or provide increased services.

Emergent resources and collaborations: Wildfire Recovery Coordinators and Community Futures Business Ambassadors are currently supporting businesses, non-profits and festivals in accessing income recovery, loans, and

other growth and project funds through a variety of sources including Red Cross, Rural Dividend and Northern Development Initiative Trust Capital Investment. Wildfire Recovery Coordinators are in effect until June 30, 2018. Community Ambassadors are in effect until October 2018. Businesses may access NDIT's consultancy rebate program to analyze future business activities.

Identified gap: There has been an increase in businesses, non-profits and festivals looking for support since tax season and the start up the summer season. It is expected that some seasonal operators will not completely understand their full losses until a second summer season is completed.

Opportunities for support: Extended support in accessing income recovery and funding such as interest free loans, credit extensions, and deferral of business taxes, wage subsidies, and support for building resilience within the business or organization is needed

5. Enable Incentives Through Insurance

Immediate request: Provide funding to enable partnerships with the insurance industry; it is valuable to coordinate efforts to expedite recovery for those impacted.

Identified need: Many disasters in British Columbia are insurable and recovery is shaped by insurance policies and coverage.

Identified gap: A large event can result in thousands of claims for households, businesses and governments.

Opportunities for support: Determine how a Fire Smart initiative could eventually help link recovery efforts with wildfire protection planning, mitigating risk/loss – insurance breaks etc. (a win-win-win)

6. Training Support

Immediate request: Extend business training program from Community Futures (funded by Western Economic Diversification) and is currently proposed to Red Cross for extension. The funding would be available across the Cariboo Chilcotin. Request is to extend training from October 30, 2018 to December 31, 2020.

Identified need: Businesses and non-profits need access to self-directed industry specific training and training dollars to provide wages during training.

Emergent resources and collaborations: Community Futures, Western Economic Diversification, Work BC, and Red Cross are proposing training programs.

Identified gap: Training funding that is self-directed and industry specific. Businesses and non-profits lost specialised staff which they had invested training and wages into. Now, the businesses cannot afford to have new staff take training.

Opportunities for support: Connect employers to an existing provincial program or enable a program that can offer the flexibility in training needs as well as access to wages during training. Retroactive support for businesses who kept employees working despite drop in customers/sales during the fire.

7. Support for Tourism Sector

Immediate requests: \$150,000 to coordinate a new annual winter event in Quesnel increasing marketing for the event outside of the community, hosting mini events the week following the carnival, leading up to Family Day weekend, and marketing a Family Day weekend in Quesnel targeting Lower Mainland and Okanagan markets. (Measureable: Visitor Centre stats, reporting from hotels comparing Family Day 2016, 2017, 2018).

Currently there is an Event Coordinator that has been hired (from April 2018-April 2019) to continue to bring opportunities to support local business. This position is currently funded through sub-regional recreation with contributions from the City and Cariboo Regional District.

Resources to hire tourism asset developer to work with the trails coordinator. Currently the trails coordinator is funded for 1 year through sub-regional recreation and with local tour operators to identify and develop capital projects that can support the growth of the tourism industry. For example: the Quesnel River Canyon Road, could provide access to a half day rafting trip close to town, kayaking, hiking and biking opportunities if the road were fixed and access to the river was developed.

Identified need: The visitor economy ground to a halt the summer of 2017; tourism related businesses continue to struggle and need an immediate boost. The Snow Pitch Tournament is a promising event that has the potential to boost local hotels, restaurants and gift stores during a slow part of the season. This needs to become an annual event to continue to support these businesses. A long-term event coordinator can work with groups, governments and volunteers to attract visitors to our community.

Emergent resources and collaborations: BIAs, Chamber of Commerce, Cariboo Chilcotin Coast Tourism Association, and tourism businesses.

Identified gap: Loss of revenue due to loss of visitors. There is a need to bring more visitors that will buy food, hotel rooms, and services. There are assets that need coordinated efforts to develop with resulting opportunities developed for various tourism businesses.

Opportunities for support: Continued support for increased marketing funds, direct assistance to business, expedited tenure applications, event support, approval of Destination BC applications for Co-Op Marketing for Explore Cariboo; sending an influencer to the North Cariboo, as was done in the South and Central Cariboo, increased content on the Destination BC DAM for the North Cariboo and capital tourism asset development (parking access to Quesnel River for rafting, hiking, biking, kayakers and other river and trail sports) as listed above.

8. Marketing support for sub-region

Immediate request: Expedite City of Quesnel's upcoming Municipal and Regional District (MRDT) Tax application.

Short term funding was received through Rural Dividend Funding for a Marketing Coordinator to work with other stakeholders (CRD, College of New Caledonia, Cariboo Chilcotin, and Tourism Association) to develop and implement a

strategic marketing plan, incremental to current community marketing initiatives. Continued funding is needed for a qualified individual, development of tactics and advertising costs, which could be supported by MRDT.

Identified need: Strategic marketing assistance is needed to increase the profile of the North Cariboo sub-region. Funds for a marketing expert to assist with showcasing community and visitor attraction including funding for implementation for video and television marketing. A winter festival or large winter-showcase (highlighting all sub-regional winter opportunities) would link to the marketing initiative.

Emergent resources and collaborations: CRD, College of New Caledonia, Cariboo Chilcotin Tourism Association, Chamber of Commerce, BIA's, MRDT, and Destination BC.

Identified gap: There is a gap in marketing to harness more year-round tourism, and particularly in the winter months when business is slower.

Opportunities for support: Additional marketing support for visitor and resident attraction beyond Destination BC Co-Op funding, immediate approval of current DBC application for 50% of request (waiving requirement of private buy-in due to current capacity of communities and business cash flow concerns).

9. Support for trappers, guide outfitters, miners and other small land-based operations

Immediate request: Referred to Cariboo Regional District to work with regional associations to support solutions. This needs to be addressed at a Provincial level as there is nothing in place at local or regional levels. This is identified in CRD Recovery Plan in general terms but not specifically identified as industries with specific needs.

Identified need: Several North Cariboo trappers and Guide Outfitters lost their entire trap lines and hunting areas. Wildlife Inventories are needed to assess Wildfire impact, compensations beyond the Red Cross are required. New areas or new income generation is required.

Emergent resources and collaborations: Ministry of Environment, Ministry of Forests Lands and Rural Development, Guide Outfitters Associations, community based organizations, conservation groups will need to work together to conduct habitat and wildlife surveys, develop other streams of income or compensation, work with ecological restoration to ensure that all values are addressed.

Identified gap: Some trappers and guides have lost their livelihoods. Wildlife inventory assessment and mitigations need to be developed. Areas need to be restored for small mammals. Employment is needed near the land base where trap lines were.

Opportunities for support: Province work to employ trappers and outfitters, who have lost their livelihoods, to conduct inventories, assessments and recommendations under the guidance of the Provincial government. Work with universities to conduct field work.

10. Increase Recovery Support

Immediate request: Continued recovery support for the next 3 years and incremental funding to what was available prior to the floods and fires of 2017.

Identified need: In practice, full recovery is known to take years; some of the mitigation projects could easily stretch into the next decade and the funding to advance this needs to be identified by the province. Support and implementation for recovery efforts in the North Cariboo sub Region.

Emergent resources and collaborations: Other sub-regional recovery initiatives, Provincial recovery initiatives, various funders

Identified gaps: The breadth and scope of the recovery assessment and needs exceeds the current timeline.

Opportunities for support: Incremental funding support from the Province for recovery management and coordination.

11. Review Delivery Mechanism for Recovery Support

Immediate requests: 1) Address the disconnect or ‘catch-22’ around the “build back better” philosophy and Red Cross’s mandate of returning to normal, but not better. 2) Extend the final phase of the Red Cross to the December 31 2020 or later if needed. Many businesses and non-profits are only now realizing the impacts (as of March as they complete their taxes and start the summer season. 3) Require Red Cross to provide quantitative region-specific data and clarify what happens to remaining funds after the close of the funding envelope.

Identified need: Due to the fact that humanitarian relief is the primary function of the Red Cross in responding to disasters, there is the public perception that people should not be taking funds from those who are “more in need” than themselves. The North Cariboo Wildfire Recovery team had to explain to many potential proponents that the Red Cross was the custodian of Provincial funds; communications need to be positioned differently - “this is tax-payer money that has been given to a charity to manage; all those affected by the wildfires should apply”.

Emergent resources and collaborations: Each community would need to determine this on their own; options could include: The Forest Enhancement Society of BC, Community Foundation.

Identified gaps: Communication gaps exist including: the availability of funding, where to access, how to apply, and who should apply. Further, utilising out of town contractors to deliver application support led to challenges that could have been avoided. The contractor site-visits were poorly marketed and without the active efforts of the Wildfire Recovery Team and Business Ambassadors, there would have been limited uptake for these one-on-one support sessions.

There is an identified need for more consistent access to funding; some applications are processed within 2 weeks and others 6 weeks or more. Some applicants are getting full requested amounts while others are granted only partial funding; obvious funding algorithm problems exist as a group that put in over 10,000 hours of volunteer work, retrieving and caring for evacuated animals and spent over \$27,000 dollars, received a \$4,500 reimbursement.

Section 2 Lessons learned – Steps for “Recovery Mode”

The purpose of this section is to outline the lessons learned and measures that are recommended for future recovery response when the sub region needs to “flip” into recovery-mode. The recommendations contained in this section are based on the 2017 impact assessment and recovery process but can be transferred to future disasters.

1. **Enable effective Emergency Social Service Reception & Resiliency Centres:** Quesnel has a well-trained group of Emergency Social Services (ESS) volunteers. An Emergency Reception Centre (ERC) was initiated at the Rec Centre on July 7th, 2017 at the request of the ?Esdilagh First Nation, it operated for several days before being asked by the CRD EOC to stand down operations because Quesnel did not offer group lodging to evacuees (Quesnel, the ERC was able to provide services to more than 2600 evacuees between local hotels, established campsites, camping in city parks and voluntary residential lodging). After being closed for one day, it re-opened for the duration of the wildfire event. It had become apparent that there was a significant unmet need to provide assistance to evacuees that were in this area despite no availability of group lodging. A strong recommendation to EMBC is to modernize the registration and voucher systems. They are very time intensive, repetitive functions that could be updated with existing technology and simplified processes. A large force of trained ESS volunteers is critical to the success of this function, continual training of these individuals should receive priority by the Province.
2. **Create a full-time, continual position for Emergency Social Services and Recovery:** This person would be responsible for keeping up emergency plans, drills, ramping up recovery when needed, coordinating collaborations between school district, province, northern health other parties etc. The immediate establishment will allow the North Cariboo to initiate recovery mechanisms immediately to minimize the long-term effects of the disaster.
3. **Enable immediate hiring of recovery manager, coordinators and office support:** Province needs to provide funds to enable the immediate establishment of a Recovery Coordinator, Community Wellness Coordinator and Resiliency Centre while the crisis is occurring. To enable this, when the City receives a task number for ESS, the Recovery Manager and Wellness Coordinator functions can come into effect quickly to address social issue and safety concerns etc. Enabling a recovery office (such as the one located in Spirit Centre in 2017-2018) is also an important component to providing needed support.
4. **Assist businesses and non-profits to prepare for disaster:** As part of the recovery process, the City of Quesnel and the Chamber of Commerce hosted [The 10 Steps to Prepare your Business for Evacuation](#); a tool kit from the British Columbia Economic Development Association which is a useful framework to assist businesses and non-profits to prepare for evacuation and re-entry. The Chamber of Commerce is implementing an emergency protocol and putting together a communications package, and business lists to be used post disaster to support local business as they return or re-open.

5. **Enable homeowners to prepare for disaster, evacuation and re-entry:** Through Cariboo Regional District and City of Quesnel websites, applicable community events, as well as through social media, recovery managers and local governments can distribute the following information:
- [FireSmart & Wildfire Prevention Programs](#) - FireSmart is a national initiative to help property owners and communities understand the ways in which wildfire might threaten structures and property located in, and close to, forested and wildland areas, and the steps individuals and communities can take to reduce the susceptibility of buildings and property. Click [here](#) for information on Wildfire prevention programs and [FireSmart](#). A copy of the FireSmart Homeowner's Manual is available on the side bar.
 - [PreparedBC](#) - British Columbia's one-stop shop for disaster readiness information. Depending on the emergency, you and your family could be on your own for several days while first responders manage the aftermath. Sounds daunting, but it doesn't have to be. Our goal is to make emergency readiness easy. [PreparedBC](#) has everything you need to start getting prepared today. Information includes identifying hazards, preparing your family, home and business and provides various disaster planning guides and resources. Go to <https://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/preparedbc> for links and plans.
 - [North Cariboo Emergency & Protective Services](#) - Emergency and Protective Services provide a range of services and plans including the Community Wildfire Protection Plan. This plan is presented to assist residents, provincial and regional government, and land users to address and coordinate management activities in the wildland urban interface. See the CRD [Emergency and Protective Services](#) page to access regional and sub regional plans.
6. **Institute formal mechanisms for donations:** Establish a legitimate mechanism to donate as well as a protocol or policy for limiting/controlling the amount and type of material goods.
7. **Ensure small business job funding:** Ensure federal and provincial governments provide job funding for small businesses and not just major industry in wildfire events.
8. **Reduce stress and survey-fatigue:** Over the duration of the recovery period in 2017-2018, many organisations created surveys to gather data from people and organisations affected by the wildfires. Many of the people interviewed during the impact assessment stated they had been “over-surveyed”. For future disruptions, it is recommended that recovery managers and external agencies keep surveys to a minimum.
9. **Encourage community strengthening:** In the winter of 2018, through the wildfire recovery effort, the “Great Ball of Fire” Snow-Pitch Tournament was hosted in Quesnel. Contingent on funding, this may be the kick-off for a new winter festival that may develop into something that attracts people to Quesnel and the surrounding area to enjoy all the great activities and venues during the winter months.
10. **Create communications tools with funding and program options:** (2017-2018 examples) the Red Cross Financial Assistance; Red Cross Community Partnerships Grant; Canadian Small Business Finance Program; Employment Assistance Work Sharing Program; Community Futures Wildfire Response and Recovery Loan Program; Business Ambassadors Program for Wildfire Recovery; Rural Dividend Grant for Wildfire Recovery

Initiatives – Special Circumstances; Small Business BC – BC Wildfire Resources for Small Business; AGRI Recovery Program; Farm Business Recovery Advisory Services Program; Agriculture and Agri-Food Canada: Advanced Payments Program; BC Wildfire Service: Claims for the 2017 fire season; 2017 British Columbia AgriStability Enhancement Program; BC Ministry of Tourism, Arts and Culture Wildfire Initiatives; Mental Health Support Programs: Tax Relief Programs; Samaritan's Purse; Mennonite Fund

11. **Create communications tools with psychosocial supports:** (2017-2018 examples) Canadian Red Cross Support to Self Recovery; Samaritan's Purse; Workplace family assistance programs; BC211 online resources and data base; Psychosocial First Aid, Trauma Informed Training; ASSIST Suicide Prevention training; Mental Health hot lines; Canadian Mental Health; Friendship Centres; Women's Centres; Northern Health; Bounce Back and Living Life to the Full programs and faith based groups and churches offer ongoing spiritual and community support. Community based services, immigrant settlement services, seniors' centres, age friendly and social planning community groups organize regular events and will host recovery information sessions and meetings to keep clients and members aware and up to date on relevant resources and support services
12. **Invigorate shop local program:** The City of Quesnel manages a Love Quesnel shop local program. During and following the 2017 wildfires, the messaging through this provided a general message reminding residents to support their local businesses.

Section 3 Wildfire Recovery Assessment and Impact Summary Table

Recovery is approached through a series of short, medium and long-term actions. Short term is defined up to the first five months, medium term is 6 to 12 months post event, and long term is one year later and beyond. The purpose of this section is to articulate any early-identified short to medium-term recovery needs as well as identify the long-term plans that have emerged in the sub-region, and actions that may be adopted to meet these needs. This section outlines any major issues, actions or steps to be taken to address them, individual roles and expected outcomes. The information in this section was obtained through conversations with other sub-regional recovery managers, Chief Administrative Officers, Economic Development Officers, and elected officials and with businesses and non-profits.

Impact Summary and Recovery Action Table

Recovery Scope	Needs	Activities	Resources and Financial Considerations	Timeline	Person/Organization Responsible	Status
All Pillars	Provide profile of available support, space and support to anyone impacted by	Need to hire Recovery Coordinators and Set	Funds for Coordinators, Funds for Office Expenses	Office Set up October 2017	EMBC, City, CRD, FLNRORD	Ongoing

Recovery Scope	Needs	Activities	Resources and Financial Considerations	Timeline	Person/Organization Responsible	Status
	Wildfire/Flooding	up Resiliency Centre				
Economic Support for Businesses	<p>1) some businesses and non-profits facing acute needs that are not being met in the short and midterm and do not fit neatly within existing recovery supports</p> <p>2) business need a way to recover from their lost revenues and prepare for future disruptions</p>	<p>Short term: Continue to “triage” business to resources available and determine what other supports would be useful</p> <p>Mid-long term: Community Futures business ambassadors</p>	<p>- NDIIT (only incorporated business)</p> <p>- Com Futures PASS (for succession planning)</p> <p>-Community Futures Wildfire Recovery Business Support</p>	<p>October 2017-June 2018</p> <p>June 2018 and beyond</p>	<p>Wildfire Recovery Team</p> <p>Community Futures</p>	<p>Complete June 30, 2018</p> <p>To be completed October 2018</p>
Economic Support for Businesses	Businesses are facing uncertainty there is an identified need to communicate current and future status of forest industry in Quesnel and the transition to new economy	Short- Mid and Long term: To have provincial government and industry implement communications around current and future forestry status and to have Municipal and Regional Governments communicate around transition to new economy	<p>provincial/municipal communications mechanism</p> <p>Economic Development Strategic Planning Toolkit</p> <p>Community Futures</p> <p>Red Cross</p>	<p>October 2017-June 2018</p> <p>June 2018 and beyond</p>	<p>Wildfire Recovery Team</p> <p>City, industry, Province, CRD</p>	Ongoing and consistent need – coordinated efforts needed for the long-term
Economic Support for Non-Profits	Non-profit organizations need financial and expertise support to continue services, as well as, expand and develop. Sponsorships more difficult to get as businesses are struggling.	<p>Short term: Continue to “triage” non-profits to resources available and determine what other supports would be useful</p> <p>Mid-long term: Community Futures business ambassadors</p>	<p>Red Cross</p> <p>Rural Dividend</p> <p>Community Futures Business Ambassadors</p>	<p>October 2017-June 2018</p> <p>June 2018 and beyond</p>	<p>Wildfire Recovery Team</p> <p>City, industry, Province, CRD</p>	Complete June 30, 2018

Recovery Scope	Needs	Activities	Resources and Financial Considerations	Timeline	Person/Organisation Responsible	Status
Economic Support for Festivals	Festivals that may not have the resources to continue because of the loss of event and potential sponsorship	Festival Funding to ensure that our large festivals and events are financially prepared to deliver their programs over the next two years	Rural Dividend Community Futures Business Ambassadors Red Cross, NDIIT	February to May 2018. Needs to have funds for festivals to start their planning.	Wildfire Recovery Team Community Futures Business Ambassadors	Complete June 30, 2018 Completed October 2018
Economic Support for Tourism	The visitor economy ground to a halt this summer. Tourism related businesses are struggling and need an immediate boost. Hunting/fishing lodges and other businesses that rely on tourism were heavily impacted by the loss of tourism last summer due to road and forest closures and evacuations.	Medium/long term: Coordinate a new winter event in Quesnel, leveraging the existing Winter Carnival, adding a "snow ball" tournament, increasing marketing for the event outside of the community	BIAs, Chamber of Commerce, MRDT Rural Dividend Expedited tenure applications Event support	October 2017-June 2018 June 2018 and beyond	FLNRORD to increased marketing funds, direct assistance to business	Ongoing
Economic Support for Marketing	Strengthened and strategic 2018 -2019 marketing campaign	Medium/long term: Harness more tourists: businesses need people to sleep, eat, shop and recreate to generate new income. Events coordinator to work with Municipality, CRD, and College of New Caledonia for potential leveraging. Outdoor adventure coordinator to work with Municipality, CRD, Cariboo Tourism Association, provincial Government and	City of Quesnel just completed North Cariboo Trails Inventory and Master Plan. North Cariboo Joint Planning budgeting for position that will drive this plan forward (working with user groups, BC Rec Sites and Trails, and private land owners). An application to BC Rural Dividend for trail development is also planned. BIAs, Chamber of Commerce, existing Winter Carnival, Cariboo Ski Touring	Marketing opportunity to drive tourism through spring and summer 2018 by advertising online with Black Press ie Okanagan and #SkiNorthBC	City and CRD	Ongoing

Recovery Scope	Needs	Activities	Resources and Financial Considerations	Timeline	Person/Organization Responsible	Status
		<p>local business to identify and develop recreational assets and leverage current facilities.</p> <p>-Dove-tail with Love Quesnel and shop local initiatives, and promotion of local events</p>	<p>Club, Troll Resort, Barkerville</p> <p>-Increasing video/commercial marketing about the north Cariboo/Quesnel as a “destination” for select markets</p> <p>- Edmonton's Summer in the City promotion,</p> <p>- an expanded campaign with Angler's Atlas</p> <p>- British Columbia magazine</p> <p>- Explore magazine</p> <p>-other opportunities as identified by marketing expert.</p>			
Economic Support for Training	<p>Training - businesses have lost staff that they have invested training and wages into</p> <p>Workers transitioning from forest sector may need to upgrade their schooling</p> <p>Industry has identified the need for machinery operators who work in the forest industry have forest technician training to maximize fibre retention and ecosystem health</p>	<p>Community Futures training program for business</p> <p>Industry specific training is needed with funding for wages during training</p> <p>Community Learning Centre</p> <p>Center for Forest Management Excellence in Quesnel</p> <p>Training forest</p>	<p>Community Futures-Wildfire Impact Training for business and non-profit.</p> <p>Work BC – Canada Job Grant</p>	<p>October 2017-June 2018</p> <p>June 2018 and beyond</p>	<p>Municipal, Regional, Provincial, and, Federal governments</p> <p>Industry UNBC/CNC campus</p>	This is being advanced outside of the recovery effort

Recovery Scope	Needs	Activities	Resources and Financial Considerations	Timeline	Person/Organization Responsible	Status
		machinery harvesters with forest tech skills				
Economic Support for Placer Miners Note - Land base needs and activities were referred to CRD Recovery Manager to identify areas where needs match across the region. This made it into the CRD Plan in general terms. This still needs to be addressed through our plan as it is a Provincial Matter.	North Cariboo miners lost entire mining season due to fires. They were unable to work due to road closures, forest closures and lack of permits. Miners could not work in on claims due to industry forest closures. Miners were unable to get permits during the fires as FLNRORD staff were working on fires. Non-resident miners and investors were unable to find out the status of Forest Service roads during the fire season.	Identify start-up funds for 2018. Ensure FLNRORD staff are available during mining season to issue Have Forest Service road conditions include on Drive BC website.	Staffing levels- part of the problem this summer was that everybody was seconded to play some role in the wildfire and normal business operations were on hold, but even in a “normal” year, wait times are long because there are too few staff issuing permits.	Ongoing	Wildfire Recovery Team Community Futures CRD Province	Community Futures have been contacted for loan referrals and there is Red Cross Phase 2, but some miners do not qualify, as they live outside of the region
Economic Support for Trappers (this item was referred to the CRD)	Several North Cariboo trappers lost their entire trap line area, traps and cabins. These businesses will suffer long-term impacts.	Burned over trap line areas need habitat surveys to ascertain how the wildlife populations have been affected by the fires. Assist trappers in locating a new trapline area or partner them with existing trappers who are not fully utilizing their trapline.	Could Province employ those trappers who have lost their traplines to fire to conduct these surveys under the guidance of the Ministry of Environment? Universities can be encouraged to begin research in the area and ask local	Ongoing	Wildfire Recovery Team CRD Community Futures	CRD to advance

Recovery Scope	Needs	Activities	Resources and Financial Considerations	Timeline	Person/Organisation Responsible	Status
		Provide assistance for lost infrastructure (cabins, traps, corrals, etc) as per the Agri-Recovery program.	trappers to conduct baseline research.		Province	
Economic Support for Ranchers	<p>Most of the area ranches were impacted by fire as they were either evacuated or had to bring their livestock back onto their hay fields for most of the summer. Cabins and fencing were lost as well as potential long-term damage to range lands.</p> <p>Ranchers were not allowed to fight the fires that directly threatened their property and were treated as "liabilities" and not as "assets". These people have a vested interest in the area, an intimate knowledge of the area and heavy equipment and can be a valuable asset to WMB.</p>	Mid and long term: A system be put in place whereby these landowners are trained and called upon to assist fire suppression activities in their area. This system should also include miners and woodlot operators.	The ranching industry has been assisted through the Agri-recovery and Farm Stability programs as well as Red Cross funding. FLNRORD needs to ensure that damaged rangeland is rehabilitated.	Ongoing and consistent basis	BCWS, FLNRORD	<p>In progress</p> <p>Pending, should seek update in June 2018</p>
Economic Support for Guide Outfitters <i>(this item was referred to CRD)</i>	North Cariboo Guide Outfitters have lost most of their 2017 income as a result of road closures, forest closures and hunting closures in fire damaged areas. This sector will also suffer long-term impacts as a result of the fires. Need surveys to determine how wildfires have affected wildlife populations.	<p>employ guides to conduct wildlife surveys under guidance of MOE</p> <p>provide assistance for lost infrastructure (cabins, corrals, etc) as per Agri-Recovery program</p>	Several North Cariboo Guide Outfitters lost their entire hunting areas. Wildlife Inventories are needed to assess Wildfire impact.	Ongoing	<p>Province, MOE</p> <p>Wildfire Recovery Team CRD</p> <p>Community Futures</p>	CRD to advance
Economic	10 Timber Sale Licences were wholly or partially burned	Remission orders be issued to licensees	BCTS should accept the surrender of	Waiting for Province issue	Wildfire	Pending, should seek update in

Recovery Scope	Needs	Activities	Resources and Financial Considerations	Timeline	Person/Organization Responsible	Status
Support Forest Sector	leaving several TSL in jeopardy of losing their investments.	who have had timber losses on TSL's that they had begun logging prior to the fires.	all impacted TSL's where logging had not been started.	reimbursements	Recovery Team Province	June 2018
Economic Support for Woodlots	A small number of woodlots were impacted by the forest closures and by the fact the staff who issue cutting permit documents were re-assigned to fire suppression duties.	FLNRORD grant affected licensees an extension of their cut-control period and should ensure that adequate staff are available to issue permits during fire season.	5 year cut-control was affected due to staffing and permitting-lag	Waiting for Province issue reimbursements	Wildfire Recovery Team Province	Pending, should seek update in June 2018
Economic Support for Lodges	Lodges in the area drastically affected by wildfire need alternate income.	The possibility of setting up research locations for fire ecology and recovery. There is the potential to connect these businesses to academic and provincial level research.	Urban Recovery Coordinator/Red Cross/ Other assistance Phase 2, but this tops at 18,500 and some of the businesses interviewed have experienced much higher losses	October 2017- June 2018 If needed, refer to business ambassadors for June 30- October 31	Wildfire Recovery Team Province	The Team has been working with Community Futures on some loan referrals and there is Red Cross
All Pillars	Community Outreach/Communication	Racking Card Social Media Newspaper Office Spirit Centre	Funding for printing and design ~1000	Completed and Ongoing	City, CRD, Province	
Social Support for Community Celebration/Acknowledgement	Community Celebration/Acknowledgement	Snow base ball Winter Carnival to stimulate economic recovery, boost community spirit	150,000 request for event coordinator	February 2018	City	Budget TBD
Social Support for Landscape Level Planning	Behaviour Change	-Era of Mega Fires Dr Paul Hessburg -Fieldtrip -Educational event to motivate behaviour	- developing fire adapted communities - link to natural resource and landscape that utilize	March 2018 June 2018	Wildfire Recovery Team United Way (through Red	EOM completed in March 2018 Field Tour June

Recovery Scope	Needs	Activities	Resources and Financial Considerations	Timeline	Person/Organisation Responsible	Status
		change and shift worldview	adaptive management		Cross)	26, 2018
Environment <i>Support for Research</i>	-Forestry Research to expedite the transformation of Quesnel's manufacturing sector to match the changes occurring on the forest land base.	-Forestry Think Tank, explore the challenges confronting our forest sector and the opportunities available	FII, FP Innovations, UNBC, CNC	May 2018	Wildfire Recovery Team Province City/CRD	Ongoing
Environment <i>Support for Fuel Reduction</i>	Fuel reduction and fuel management	-community fuel reduction programs -interface fuel reduction -expansion of program to enable rural CRD funding -funds for private property assessment and treatment -incentives for FireSmart	Community forest	Ongoing	All organisations, all Ministries Canada Fire Smart, BC FireSmart	Ongoing
Environment <i>Support for Riparian</i>	Monitoring surface water flows, Heavy machinery near water, Willow planting	Fisheries	TBD	June 2018-ongoing for 3 years	Baker Creek Enhancement Society	Grant approved in June 2018
Infrastructure <i>Support for Communications Infrastructure</i>	Strengthened regional communications infrastructure and Protection of existing communications structure	CWPP identified as critical infrastructure	TBD	June 2018 and beyond	TBD – City/CRD or FLNRORD	Pending, should seek update in June 2018
Infrastructure <i>Support for Rehabilitation of fireguards, skid trails, and other disturbance due to fire</i>	Identified need: Prioritize prescriptions and inventorying of habitat; riparian planting for ecological concerns.	Immediate request: Ensure measures are taken to ensure rehabilitation is done in a way that minimizes erosion, sedimentation in riparian areas, spawning area, and habitat areas.	Emergent resources and collaborations: Baker Creek Enhancement Society, Other conservations organizations	June 2018 and beyond	BCWS, FLNRORD	Pending, should seek update in June 2018

Conclusion

Mid and long-term recovery needs and actions are still being uncovered and realised at the time of writing this recovery plan. Long-term recovery is gradual and will take place over time as communities, businesses and non-profits re-establish and develop systems for preparing for and recovering from disasters; sometimes in tandem. The North Cariboo recovery process has highlighted the need for community-led recovery with a lens on long-term implementation. The recovery stage is also a time to maximize change, explore and seize emergent opportunities. Current provincial economic impact analysis, geohazard assessments, and an independent report on flood and wildfire emergency response will shape the direction of emerging recovery programs but need to match the level of disruption.

Tinkering with the status quo will not manifest the changes needed to keep our communities and ecosystems safe and resilient. Communities are recovering from simultaneous events (floods and fires) while at the same time preparing for upcoming, possibly simultaneous, events. The onus is on the Provincial government to be the leaders in creating a comprehensive vision and the serious political strategies needed to achieve an unprecedented response to the unprecedented wildfire events of 2017.

SECTION 4 – APPENDICES

Appendix 1 – Interim Recovery Submission to the Province December 1, 2017

NOTE: The following is a collated list from the North Cariboo economic impact assessment as of November 27, 2017. The list includes: the identified needs, emergent resources and collaborations, as well as gaps that need to be filled and the specific requests for support from the Province. All of the information contained in this collated summary is also recorded in the Recovery Work Plan and Economic Impact Summary table below and has been pulled together here for easy reference (not every item in the table is in the summary list, only the key recommendations).

1. Business recovery

Immediate request: *Funding made available for interest free loans for businesses impacted by wildfire.*

Identified need: Businesses need to recover their lost revenues from the 2017 wildfires and build resiliency for the future.

Emergent resources and collaborations: The second phase of Red Cross, as well as the Community Futures Business Ambassador, are emergent resources.

Identified gap: Access to interest free loans, credit extensions, deferral of business taxes, and wage subsidies (retroactive for businesses that continued to pay staff even when they were not working) are gaps that need to be filled.

Opportunities for support: To work with the relevant agencies (financial institutions, Community Futures, NDIT, Work BC, Service Canada) to ensure mechanisms are in place to support interest free financing, wage subsidies, tax subsidies, reduction or tax deferral to wildfire impacted businesses.

2. Training

Immediate request: *Expedite funding for business training proposal from Community Futures across the region.*

Identified need: Businesses need access to self-directed industry specific training and training dollars to provide wages during training.

Emergent resources and collaborations: Community Futures, Work BC, and Red Cross are proposing training programs.

Identified gap: Training funding that is self-directed and industry specific. Dollars to pay wages during training. Businesses lost specialised staff which they had invested training and wages into. Now, the businesses cannot afford to have new staff take training.

Opportunities for support: Connect employers to an existing provincial program or enable a program that can offer the flexibility in training needs and access to wages during training. Retroactive support for businesses who kept employees working despite drop in customers/sales during the fire.

3. Supports for non-profits

Immediate request: *Additional funds available to non-profits directly and indirectly impacted over next two years as losses are realised.*

Identified need: Non-profit organizations need financial and planning support to continue services, as well as, expand and develop.

Emergent resources and collaborations: Rural Development Fund grant (10,000) for strategic planning. Community Futures – Business Ambassadors will provide support to access funding for the organizations but may not have the resources to facilitate the groups strategic planning and project development.

Identified gap: Non-profits can access funds but are not always able to get the right expertise to carry-out strategic plans for capital works and projects. Non-profits struggling to find sponsorship funds as businesses are less able to donate.

Opportunities for support: To provide short-term funding for a contractor to work with Rural Development Fund, municipality, CRD, Community Futures and non-profits to develop strategic plans for capital works and planning projects that develop organizational strength and resiliency, allow coordinated applications to Rural Dividend from multiple non-profits in the community to the Project Planning Stream, with support from our recovery team. This will allow 5-10 non-profit organizations to hire one consultant together, providing one larger contract to attract a more qualified consultant, and potentially sharing travel costs, an extended or rolling deadline for the Rural Dividend project development stream.

4. Support for Festivals

Immediate request: *Access to funding specifically for large festivals and events to ensure they are financially prepared to deliver their programs over the next 2 years*

Identified need: Festivals may not have the resources to continue due to loss of 2017 events, and potential loss of sponsorship for 2018.

Emergent resources and collaborations: Red Cross first and second phase is a resource but additional assistance for festivals is needed.

Identified gap: The monies lost from large festivals and events will not be completely covered by the Red Cross First and Second phases.

Other opportunities for support: Funding to replace sponsorship, additional funding to recover costs from 2017 (above and beyond Red Cross), and sponsorship for upcoming year. These festivals and events provide many small businesses with primary revenue for the year. Coordinated applications to Rural Dividend; extended or rolling deadline for Rural Dividend planning stream to all festivals to apply for strategic planning to get back on track.

5. Support for tourism sector

Immediate request: \$150,000 to coordinate a new winter event in Quesnel, leveraging the existing Winter Carnival, adding a “snow ball” tournament, increasing marketing for the event outside of the community, hosting mini events the week following the carnival, leading up to Family Day weekend, and marketing a Family Day weekend in Quesnel targeting Lower Mainland and Okanagan markets. (Measureable: Visitor Centre stats, reporting from hotels comparing Family Day 2016, 2017, 2018).

Identified need: The visitor economy ground to a halt this summer. Tourism related businesses are struggling and need an immediate boost.

Emergent resources and collaborations: BIAs, Chamber of Commerce

Opportunities for support: Increased marketing funds, direct assistance to business, expedited tenure applications, event support, approval of Destination BC applications for Co-Op Marketing for Explore Quesnel.

5. Marketing support for sub-region

Immediate request: Short term funding for a Marketing Coordinator to work with other stakeholders (CRD, College of New Caledonia, Cariboo Chilcotin, and Tourism Association), develop and implement a strategic marketing plan, incremental to current community marketing initiatives. \$250,000 is needed for a qualified individual, development of tactics and advertising costs.

Identified need: Strategic marketing assistance is needed to increase the profile of the North Cariboo sub-region. Funds for a marketing expert to assist with showcasing community and visitor attraction including funding for implementation for

video and television marketing. A winter festival or large winter-showcase (highlighting all sub-regional winter opportunities) would link to the marketing initiative.

Emergent resources and collaborations: CRD, College of New Caledonia, Cariboo Chilcotin Tourism Association, Chamber of Commerce, BIA's, MRDT, and Destination BC.

Identified gap: There is a gap in marketing to harness more year-round tourism, and particularly in the winter months when business is slower.

Opportunities for support: Additional marketing support for visitor and resident attraction beyond Destination BC Co-Op funding, immediate approval of current DBC application for 50% of request (waiving requirement of private buy-in due to current capacity of communities and business cash flow concerns), expedite City of Quesnel's upcoming MRDT application.

6. Support for trappers, guide outfitters, miners and other small land-based operations

Immediate request: *Referred to Cariboo Regional District to work with regional associations to support solutions.*

Identified need: Several North Cariboo trappers and Guide Outfitters lost their entire trap lines and hunting areas. Wildlife Inventories are needed to assess Wildfire impact.

Emergent resources and collaborations: Ministry of Environment, Ministry of Forests Lands and Rural Development, Guide Outfitters Associations, Community based organizations, Conservation groups will need to work together to conduct habitat and wildlife surveys.

Identified gap: Some trappers and guides have lost their livelihoods. Wildlife Inventory, Assessment and Mitigations need to be developed.

Opportunities for support: Province work to employ trappers and outfitters, who have lost their livelihoods, to conduct inventories, assessments and recommendations under the guidance of the Provincial Government.

7. Transition planning

Immediate request: *Immediate approval of City of Quesnel's Rural Dividend applications, which support transition.*

Identified need: Quesnel was a community in transition before the fires due to Mountain Pine Beetle; the wildfires have elevated the urgency of our transition needs. Businesses are facing uncertainty; there is a need to communicate the

current state of the forest industry, opportunities for development, and strategies for the diversification of the local economy both across sectors, and within the forestry sector.

Emergent resources and collaborations: Local Industry, Ministry of Forests Lands and Natural Resource Operations and Rural Development, City of Quesnel, Cariboo Regional District, NDIIT

Identified gaps: The identified gaps are: provincial communications around annual allowable cut determination; industry communications around current investments; and municipal capacity for transition planning with a communications and public outreach component.

Opportunities for support: Incremental funding support for transition planning for the community writ large, and within the forest sector.

8. Increased Recovery Support

Immediate request: *Continued recovery support past March 31, 2018.*

Identified need: Support and implementation for recovery efforts in the North Cariboo sub Region will go past March 31, 2018.

Emergent resources and collaborations: Other sub-regional recovery initiatives, Provincial recovery initiatives, various funders

Identified gaps: The breadth and scope of the recovery assessment and needs exceeds the current timeline.

Opportunities for support: Incremental funding support from the Province for recovery management and coordination.

Appendix 2 – Interim Report to Province January 2018

Interim Report January North Cariboo sub-Regional Wildfire Recovery Plan

January 26, 2018

This is an interim report for the North Cariboo sub-Regional wildfire recovery impact assessment and recovery plan. Due to the urgent nature of the following items, they are being submitted prior to the March 31 deadline.

1. Economic

a) Timber Sale Licences (TSL)

Identified need: Ten TSLs, covering 4527 ha with a total volume of 495,516 m³ were impacted by fires in the North Cariboo during the 2017 fire season. Timber harvesting was in process on six of the sales when the fire went through; four sales had no harvesting activity on them prior to the

fire damage. For TSLs with no harvesting activity, the licensee has the option of either surrendering the TSL or requesting an amendment to the sale area to remove badly damaged timber from the sale and to have the value of the timber re-appraised. This can be a lengthy process that ties up the licensee's deposit money, preventing bidding on other TSL auctions.

For TSLs that had been partially logged prior to the fire damage, the licensee has the following options:

- a) request a stumpage value re-determination,
- b) request standing fire damaged timber be removed from TSL area or
- c) request a Remission Order

Under options a and b, the licensee is still required to pay the bonus bid offered when the sale was awarded plus stumpage for the remaining timber at the reduced rate. This could be very costly to the licensee as bonus bids are often very large sums of money,

Immediate requests: a) BC Timber Sales branch expedite the return of deposit money for sales being surrendered b) Recalculate the stumpage rate based on current value of timber (post fire), or c) advocate for Remission Orders where the financial loss is considered to be a great hardship and that relieving them of their TSL obligations in the best interest of the public.

b) Woodlots

Identified need: The main impacts of the fires on the North Cariboo Woodlots were road and forest closures and the inability to get Cutting Permit approvals. Forest and road closures prevented some licensees from laying out new cut blocks which resulted in their inability to apply for the cutting permits necessary to meet their 5 year cut control. Further, key FLNRORD personnel were re-assigned to fire suppression duties during July-September which left no one in the office who could issue cutting permits to the Woodlot licensees.

The Woodlot operators' inability to get cutting permit approval, resulted in a significant loss of cut control volume which resulted in financial loss to them as well as a significant loss for the local logging and hauling contractors, forestry consultants, tree planting contractors, and silviculture contractors who would have gained employment from the harvesting of this lost volume. The local sawmills also lost access to the volume (timber).

Immediate request: The Ministry either extend the current cut control period for 12 more months or add the lost volume to the next (2018-2022) period. This would be a no cost method of mitigation for the impact of the fires. The Ministry can ensure that, in future, key positions are backfilled if staff are re-assigned to fire suppression duties so that cutting permits etc. are still issued during the fire season. In addition, it would also be helpful if the Ministry could receive additional funding to provide staffing assistance to help clean up the backlog of permit applications that resulted from key personnel being assigned to fire duties.

c) Community Learning Centre:

Identified need: Workers transitioning from forest sector may need to upgrade their schooling. Quesnel serves a population of just over 23,000, of the 10,650 working people in Quesnel, 4,000 (38%) have literacy skills *below* the level required by their occupations. 53.3% of adults in Quesnel have no post-secondary education, 38.7% of adults between 25 – 54 years old have lower than a Grade 4 Reading/Writing level. There isn't any educational support centre in Quesnel for adults who are working alone to pursue educational goals.

Immediate request: \$80,000 to support for an accessible and convenient location for community members to upgrade their literacy and numeracy skills; to increase their employability opportunities or to sustain their employment by upgrading and improving relevant skills.

Emergent resources and collaborations: Quesnel's grant writer, Red Cross Community Fund, training funds, others to be identified.

2. Environmental

a) Fuel management/ community fuel reduction programing/interface fuel reduction programing

Identified need: A concerted plan is needed for fuel management to mitigate future fire risk, alter wildfire behaviour on the forested land adjacent to communities and outside the WUI. There needs to be a serious discussion with the land managers about the priority of forest fuel management and wildfire threat reduction activities in relation to other forest values and managing for other attributes on the land base.

Immediate request: Province to share their plans for fuel management beyond the wildland urban interface.

Emergent resources and collaborations: Interface Community Forest, FESBC, SWPI, Quesnel and Surrounding Area Community Wildfire Protection Plan.

b) Rehabilitation of fireguards, skid trails, and other disturbance due to fire

Identified need: Prioritize prescriptions and inventorying of habitat; riparian planting for ecological concerns.

Immediate request: Ensure measures are taken to ensure rehabilitation is done in a way that minimizes erosion, sedimentation in riparian areas, spawning area, and habitat areas.

Emergent resources and collaborations: Baker Creek Enhancement Society

c) Wildlife and Ecological Surveys

Identified need: There is a need for research into wildlife populations and ecological studies in the form of Government or academic initiated research.

Immediate request: Support from Provincial and Federal Governments to advance wildlife inventories, habitat and wildlife research.

Emergent resources and collaborations: We are in the preliminary working with academia and other organizations.

3. Social

a) Assess opportunity for early retirement, transition out of workforce

Identified need: A program for pension bridging for early retirement that will create opportunities for younger workforce.

Immediate request: Province re-create the early-retirement and pension-bridging program similar to the 2008 three-phased approach which included: money for early retirement, project funding, and certified training.

4. Infrastructure

a) Communications Infrastructure

Identified need: The wildfire that occurred on Green Mountain was only a few miles from the Dragon Mountain communications towers that are used by: the North Cariboo Fire Departments, ABC Communication Services, CN Rail, BCAS Emergency Services, EMCON Road Services, North Cariboo Hwy Rescue, RCMP, plus a multitude of logging contractors and other communication providers.

Communications Towers on Dragon Mountain need to be protected to mitigate risk of wildfire interrupting communications. These towers are a lifeline to the North Cariboo and in the event these towers were to be disabled due to wildfire in the area, the entire North Cariboo communications would be interrupted. The recent North Plateau wildfire damaged communication towers in the Fishpot Lake area, near Nazko, when these towers were not adequately protected.

Emergent resources and collaborations: These recommendations are included in the recently completed Quesnel and Surrounding Area Community Wildfire Protection Plan and will need to have approval for fuel management prescription phase in advance of the February 23, 2018 UBCM application deadline.

Appendix 3 – Report to the Province, April 2018

Feedback to the Province about Red Cross funding delivery in the North Cariboo sub-Region

The following is feedback and a list of recommendations from the North Cariboo Wildfire Recovery team and Steering Committee about the Province's utilisation of the Red Cross as the third-party delivery agency for Provincial emergency funds.

1. **Managing public perception** - Due to the fact that humanitarian relief is the primary function of the Red Cross in responding to disasters, there is the public perception that people should not be taking funds from those who are "more in need" than themselves. The North Cariboo Wildfire Recovery team had to explain to many potential proponents that the Red Cross was the custodian of Provincial funds. **Recommendation:** The communications need to be positioned differently with messaging "this is tax-payer money that has been given to a charity to manage; all those affected by the wildfires should apply".

2. **Ensuring consistent program roll-out and ongoing delivery** - There is communication gaps about the Red Cross program including: the availability of funding, where to access funds, how to apply, and who should apply. In the North Cariboo, utilising out of town contractors to deliver application support led to challenges that could have been avoided. The contractor site-visits were poorly marketed and without the active efforts of the Wildfire Recovery Team and Business Ambassadors, there would have been limited uptake for these one-on-one support sessions.

The representatives from Marsh Consulting were inconsistent, some were extremely helpful and proactively assisted businesses to position their applications effectively, while others did little more than turn on the computer. Further, the consultants were reluctant to travel outside of Quesnel to Wells, Barkerville, and Nazko, even though these areas were highly affected. The sub-region would have been better served if local contractors had been hired because it would have allowed for a consistent presence (rather than a few days each month) and more travel in the sub-region to meet client's needs. **Recommendation:** Increase the effectiveness of the advertising and public outreach. In future events, hire local contractors and ensure delivery is done in an effective and consistent manner that includes travel to all sub-regional communities.

3. **Inconsistent Access, timing and funding amounts** - There is an identified need for more consistent access to funding; it's not clear why some applications are being processed within 2 weeks while other businesses and non-profits in great need are waiting 6 weeks or more.

Some applicants are getting full requested amounts while others are granted only partial funding, there is an extreme inconsistency based on the local knowledge of the Recovery Team in allocation of funding. It seems that the funding formulas that are used to determine the amounts granted need to be reworked to ensure equitable access.

One case study from the sub-region that exemplifies the inconsistencies in both accessing and amounts of funding comes from the Pet Safe Coalition of Canada. This organisation provided invaluable support by hosting animal evacuees from the entire Region during the wildfires. To recuperate funds, Pet Safe applied for both phase 1 and 2 of Red Cross support and received the initial \$1,500 followed by \$3,500 for a total of \$5000. This 100% volunteer-based organization spent \$27,000 on food, vet bills, supplies, and equipment during the 2017 wildfires and they were mobilised from July 7 to November 3, 2017 with no government support.

The Pet Safe Coalition of Canada are also in the process of preparing for future emergencies and as such, applied to the Red Cross Community Partners Program to advance a training proposal. The proposed training will increase the organisational capacity to be able to respond effectively during emergencies and help avoid volunteer burnout by increasing the number of available volunteers.

The training proposal was discussed with Red Cross staff on January 11, 2018 and it was suggested by staff that an application to the Community Partnership Program be submitted. The application was submitted in late January, with notations and phone calls to state that the training event was scheduled for March 24th and 25th, so the adjudication of the proposal needed to be prompt to give the Pet Safe Coalition time to coordinate the event. A follow up email was sent on March 14th to check on the status of the application, Red Cross staff said they would check where it was in the system and there was no further communication since.

The Pet Safe Coalition had to go ahead with the training but had to do so at a reduced level to save on costs. They went ahead without support because it is paramount to get more volunteers trained and ready (the first forest fire of 2018 fire season ignited in Lillooet in April 2018) because the volunteers from last year are still burnt out and in great need of increased assistance to prepare for the upcoming fire season. **Recommendation:** Increase the amount of funding to the Pet Safe Coalition of Canada to at least the maximum amount which can be accessed by non-profits or consider special circumstances and award over the maximum amount based on the integral role this organisation plays in emergency response at the Regional level and the extra measures they are taking in emergency preparedness.

4. **Accountability** - It is difficult to obtain information about how many donations were made in the Cariboo-Chilcotin Region specifically, and how that funding is being directed back to the Region. Further, it is difficult to obtain information on how many individuals, businesses and non-profits have received funding and how much funding in total has went to the Region as a whole (and the sub-regions). There is also a question over what happens to the remaining funds. **Recommendation:** The Red Cross reach-out and provide quantitative region-specific data and clarify what happens to remaining funds after the close of the funding envelope.
5. **Deadline** – The deadline for Phase 2 needs to be moved to the fall of 2018. Many businesses and non-profits are only now realizing the impacts in March as they complete their taxes. **Recommendation:** Ensure the deadline for the final phase of the Red Cross is in the fall of 2018.

Based on the impact assessment to date, the following are the top issues for North Cariboo to bring to Wells:

1) Incremental Funding - The Recovery team will continue to advocate for *incremental* funding from the province to advance recovery and preparedness; it remains to be seen at this time if there are any additional supports for communities effected by wildfire beyond what was available prior to wildfires.

2) Transition - Quesnel was a community in transition before the fires due to Mountain Pine Beetle; the wildfires have elevated the urgency of our transition needs. Businesses are facing uncertainty; there is a need to communicate the current state of the forest industry, opportunities for development, and strategies for the diversification. (forest research, manufacturing, training, academic research chair, Quesnel as a research hub)

3) Fuel Management - restore forest stand conditions, mitigate wildfire risk outside of the wildland urban interface (WUI), ecosystem restoration of fire maintained ecosystems, finding the intersections between public safety, forest health and human health (reduced PM 2.5 from prescribed burns). Advocate Province continues to expand fuel management beyond existing programs and puts fuel management back under the mandate of MFLNRORD (not left to the municipalities to advance).

4) Educating Businesses/Non-profits/homeowners prepare for fire - plans for preparing for evacuation, preparing for reentry. FireSmart principles need to be communicated at every community event and in other outreach (mail-outs, website, etc). The potential for insurance breaks for FireSmart homeowners will be an incentive. Advocate that Province makes funding available for private landowners to assess and manage fuels on their properties.

Appendix 5 – Total Outreach by Sector

Contacts	Forestry	Mining	Guiding Trapping	Agriculture	Retail/Service	Tourism	Industrial	Non-profit	Un known	Wells	Total
Surveys sent out to/Face to Face/Interviewed by phone	53	261	22	91	75	17	7	37			657
Assisted or Advocated For	25	14		5	32			34		6	116
Referred to Red Cross or Business Ambassadors									58		58
Grand Total											831

Please Note The table does not convey the many hours and multiple contacts with the same businesses or groups as the team provided support, advocacy and attempted to navigate the resources for their needs or ensuring that their unmet needs were identified and brought forward to the appropriate agency for response. **There is still a lot that can be done for follow up and continued resolution of unmet needs.**