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# PROJECT WORKPLAN TEMPLATE

# RESILIENT COMMUNITY FACILITIES

## HOW TO USE THIS TEMPLATE

This project workplan template provides a basic framework for small communities to plan, resource, design, implement and monitor a **battery back-up installation project for community facility resilience**. Activities, objectives and timelines may vary from project to project. Communities are encouraged to use this template as a starting point and adapt it to local needs and capacity where necessary.

The goal is to produce a well-structured workplan that:

- Provides a clear roadmap for the project team and partners
- Establishes a realistic timeline with key deliverables and involved parties
- Breaks down larger activities into specific, actionable steps
- Identifies potential risks and strategies
- Reflects local priorities and lived experience

## Assumptions

1. Residents have had the opportunity to share input regarding community facility preparedness prior to this specific project (battery back-up installation) and community facility being selected.
2. Engagement with equity-deserving groups and residents who depend on the services provided by the community facility most, including women, older adults, Indigenous Peoples, and low-income or precariously housed individuals, is prioritized. See [Equity Considerations](#) on page 2 for details.
3. The project will be designed and installed by a qualified vendor, selected through a request for proposal (RFP) process.
4. All activities will comply with applicable local and provincial/territorial environmental, safety and building regulations.
5. The project will be completed within approximately nine months if weather, site conditions, timing and other variables meet the necessary conditions for a safe installation.

## EQUITY CONSIDERATIONS

Certain groups are disproportionately impacted by poorly planned facilities or may face systemic barriers to participating in planning and recovery. The term “equity-deserving” is used to describe these groups throughout this document. Equity-deserving identities often overlap,

meaning a person may belong to multiple categories, compounding their vulnerability during climate events, power outages or service disruptions. Early and meaningful engagement is critical to ensure these groups are considered in project planning and implementation.

### Examples of groups who may experience increased vulnerability when accessing poorly planned community facilities include the following:

GROUP	VULNERABILITY
People dependent on medical equipment (e.g., home oxygen, refrigerated medications, powered mobility)	Outages and smoke events threaten life-sustaining equipment. These residents need reliable back-up power, clean air/warm/cool rooms and priority access. <sup>1</sup>
Seniors and people with disabilities	These residents may have greater sensitivity to heat/smoke; mobility and wayfinding barriers can limit their access to resilient facilities during emergencies. <sup>2</sup>
People living on lower incomes or experiencing housing insecurity	These residents may have limited ability to shelter safely at home. They often have fewer resources for transportation, air filtration or communications technology. <sup>3</sup>
Families with children (library/arenas/ childcare facility users)	Children are more susceptible to smoke/heat. These residents require clearly signed, child-friendly refuge spaces and schedules. <sup>4</sup>
Newcomers or non-English/ non-French speakers	Language and cultural barriers can hinder understanding of alerts, access protocols and locations of clean air/warm/cool rooms. <sup>5</sup>

- 1 Health Canada. (2024). Wildfire smoke and your health. Government of Canada. <https://www.canada.ca/en/health-canada/services/publications/healthy-living/wildfire-smoke-health.html>.
- 2 Public Health Ontario. (2024, June 3). Non-fit tested respirators for wildfire smoke protection in community settings (technical brief). [https://www.publichealthontario.ca/-/media/Documents/W/24/wildfire-respirators-smoke-protect-community-setting.pdf?rev=63f9c86657b34f728550d5905f6dac3e&sc\\_lang=en](https://www.publichealthontario.ca/-/media/Documents/W/24/wildfire-respirators-smoke-protect-community-setting.pdf?rev=63f9c86657b34f728550d5905f6dac3e&sc_lang=en).
- 3 MAP Centre for Urban Health Solutions. (2023, August 31). Safer indoor air: Recommendations on wildfire smoke for people who run community spaces. St. Michael's Hospital. <https://maphealth.ca/wp-content/uploads/Wildfire-Smoke-Guidance-Accessible-Aug31-2023.pdf>.
- 4 Health Canada. (2024). Wildfire smoke and your health. Government of Canada. <https://www.canada.ca/en/health-canada/services/publications/healthy-living/wildfire-smoke-health.html>.
- 5 Public Safety Canada. (2012). Emergency preparedness guide for people with disabilities/special needs. Government of Canada. <https://publications.gc.ca/site/eng/326216/publication.html>.

GROUP	VULNERABILITY
Indigenous community members	These residents risk being excluded from decisions on facility siting/access if culturally safe engagement and co-developed protocols are lacking. <sup>6</sup>
Remote or socially isolated residents	These residents face risks around longer response and travel times. Limited access to healthcare and fewer back-up options increase their risks during prolonged smoke/outages. <sup>7</sup>

## Examples of equity considerations for a battery back-up installation project include the following:

PROJECT PHASE	Planning and resourcing
<b>Equity considerations</b>	<ul style="list-style-type: none"> <li>• Prioritize multi-purpose community hubs already used by diverse residents (e.g., libraries, community centres, arenas) so the system doubles as a clean air/warm/cool refuge during outages.</li> <li>• Include costs for translation, childcare, travel support and honoraria for community and Indigenous advisors in the budget.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• The facility chosen may not be the one most used by equity-deserving residents.</li> <li>• Equity supports get cut when budgets are tight.</li> </ul>
<b>Guidance</b>	<ul style="list-style-type: none"> <li>• Ask community partners (health clinic, social services, Indigenous groups) which building people rely on most during bad weather or outages. Use their responses to guide your choice.</li> <li>• Add items that typically risk being cut as separate, named lines in the budget (e.g., translation, Elder honoraria) so they are visible and defended in approvals.</li> </ul>

6 Public Health Agency of Canada. (2024). Wildfires in Canada: Toolkit for public health authorities. <https://www.canada.ca/en/public-health/services/publications/healthy-living/wildfires-canada-toolkit-public-health-authorities.html>.

7 Public Health Agency of Canada. (2024). Wildfires in Canada: Toolkit for public health authorities. <https://www.canada.ca/en/public-health/services/publications/healthy-living/wildfires-canada-toolkit-public-health-authorities.html>

**PROJECT PHASE****Design****Equity considerations**

- Make sure the system is sized to keep at least one main room safe and usable during an outage (e.g., lights, heating or cooling, basic plugs for device charging, space for mobility aids).
- Design the refuge space to be barrier-free (ramps, wide doors, accessible washrooms) and easy to find.
- Encourage bids from local and Indigenous contractors and suppliers.
- Prioritize vendors who are willing to integrate capacity building (e.g., trades training) as part of their scope. This can become a skills-building opportunity for youth.

**Challenges**

- There may be local knowledge gaps and limited staff capacity.
- People with mobility challenges cannot easily reach or use the facility in an emergency.
- Small or local firms may be discouraged by complex paperwork.
- Training may be treated as an “extra” and may be cut when costs rise.

**Guidance**

- Work with the building manager and service providers to list “must-have” services for vulnerable users. Share this list with the vendor.
- Walk the path with a person using a stroller, walker or wheelchair. Note and fix barriers. Add clear signs from the entrance to the refuge room.
- Keep the request for proposal (RFP) short and clear. Allow questions by phone and provide a simple checklist of what is required to be submitted.
- Make training a core deliverable in the RFP and clearly state the minimum number and length of training sessions.

**PROJECT PHASE****Implementation****Equity considerations**

- Ensure construction timing minimizes disruption to facility services (e.g., after-hours work for childcare).
- Let facility users know what to expect (noise, access changes) in advance, using posters, social media and word-of-mouth.
- Provide simple training for building staff and key partners on how to use the system during an outage, including what to tell the public.
- Test systems with community representatives to confirm usability and clarity.

**Challenges**

- Construction may block access or disrupt key services.
- There may be staff turnover or staff may be unavailable for training.

**Guidance**

- Provide “what to expect” flyers in public-facing spaces. Provide advance notice and alternate access. Monitor community feedback.
- Offer two scheduled times for sessions plus a recorded walkthrough. Provide printed and digital standard operating procedures.

**PROJECT PHASE****Maintenance and operation****Equity considerations**

- Establish medium- to long-term maintenance plans.
- Collect basic feedback after outages or drills on who used the space and what worked or did not work for them.
- Aim to collect disaggregated data on facility users during outages to see who is accessing the facility and whether supports are reaching those most in need. Adjust outreach if some communities are underrepresented.

**Challenges**

- Facilities face declining performance over time.
- Only a few voices may be heard.

**Guidance**

- Track usage patterns to adjust protocols annually.
- Use short and simple comment forms at the front desk. Ask partners who work with equity-deserving communities to share what they have heard.

# PROJECT WORKPLAN: RESILIENT COMMUNITY FACILITIES

## PROJECT

## PROJECT DESCRIPTION

### Planning and resourcing

#### ACTIVITY 1

Objectives

Timeline

Deliverables

Involved parties

## ACTIVITY 2

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## ACTIVITY 3

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## ACTIVITY 4

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## ACTIVITY 5

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## ACTIVITY 6

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## ACTIVITY 7

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## ACTIVITY 8

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## EQUITY CONSIDERATIONS

### Design

## ACTIVITY 1

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## ACTIVITY 2

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## ACTIVITY 3

**Objectives**

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## EQUITY CONSIDERATIONS

### Implementation

## ACTIVITY 1

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## EQUITY CONSIDERATIONS

### Maintenance and operation

## ACTIVITY 1

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## ACTIVITY 2

**Objectives**

**Timeline**

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**Involved parties**

## ACTIVITY 3

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## ACTIVITY 4

**Objectives**

**Timeline**

**Deliverables**

**Involved parties**

## EQUITY CONSIDERATIONS

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