

PROJECT RESILIENT BC: REBUILDING SMARTER AFTER THE STORM”

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Background

British Columbia saw devastating floods in November 2022 as a result of an atmospheric river that produced record-breaking rains and extensive destruction. Landslides, washed-out highways, and significant damage to vital public infrastructure, including schools, hospitals, and community centres, were the outcomes of the incident. The province's susceptibility to severe weather disasters was highlighted by the thousands of citizens who were displaced and the interruption of vital services (Government of British Columbia, 2022). Resilient rehabilitation plans that incorporate sustainability and disaster mitigation concepts are desperately needed, as the tragedy made clear. In addition to resuming everyday life and economic activities, local infrastructure reconstruction is crucial for improving long-term community resilience and lowering the risk of future disasters (Public Safety Canada, 2023; IPCC, 2021).

Project Goal

To rebuild vital local infrastructure (such as schools, hospitals, and government buildings) in British Columbian areas damaged by flooding in a way that is safer, more resilient, and ecologically sustainable.

Project Objectives

- 1.Assess and prioritize damaged community infrastructures.
- 2.Design and rebuild critical facilities using flood-resilient engineering standards.
- 3.Integrate green infrastructure solutions to manage stormwater and mitigate future risks.
- 4.Restore essential public services and community operations within 12–18 months.

Key Stakeholders

- Provincial Government of British Columbia – project sponsor & funding authority
- Local Municipalities & Community Boards – beneficiaries & decision-makers
- Construction & Engineering Firms – design & rebuild teams
- Indigenous Communities – local engagement and traditional land stewardship
- Environmental Agencies – ensuring eco-compliance and resilience planning
- Public Service Institutions – schools, hospitals, etc.

Project Purpose

- Inclusions:
- Reconstruction of 3 schools, 1 hospital, and 2 municipal service buildings
 - Implementation of flood-mitigation systems (e.g., raised foundations, drainage systems)
 - Energy-efficient design integration
- Exclusions:
- Highway and bridge reconstruction (handled under separate projects)
 - Private housing restoration

Project Phases & Timeline

Phase	Activities	Duration
1. Assessment & Planning	Damage survey, stakeholder consultations, feasibility study	2 months
2. Design & Permitting	Engineering design, environmental approval, budgeting	3 months
3. Construction	Reconstruction of facilities, installation of resilience measures	8 months
4. Quality Assurance & Handover	Safety inspection, commissioning, community reopening	2 months

Budget Estimate

Component	Estimated Cost (CAD)
Damage assessment & design	\$1.5 million
Construction & materials	\$15 million
Environmental mitigation	\$1 million
Project management & contingency	\$1.5 million
Total Estimated Budget	\$19 million

Risk Management

Risk	Impact	Mitigation Strategy
Extreme weather delays	High	Develop flexible scheduling and buffer time
Material shortages	Medium	Establish early procurement contracts
Environmental permit delays	Medium	Engage with regulators early
Cost overruns	High	Contingency fund and phased financing

Sustainability & Resilience Measures

- Use flood-resistant materials and elevated foundations
- Incorporate solar panels and rainwater harvesting
- Apply LEED-certified green building standards
- Restore wetland buffers to absorb floodwater naturally

Expected Outcomes

- Fully restored community infrastructure within 15 months
- Improved resilience against future flooding events
- Revitalized local economy and restored essential public services
- Enhanced community morale and security

References

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Public Safety Canada (2023) Disaster Resilience and Recovery Framework. Ottawa: Government of Canada.

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Executive Summary

The Fraser Valley and Merritt regions were severely damaged by the 2022 floods, which prompted the Reconstruction of Local Infrastructures in British Columbia initiative. In order to restore vital administrative, medical, and educational services, the project aims to rehabilitate three schools, one hospital, and two municipal service buildings.

The project uses the PMBOK (2021) and PRINCE2 (2020) frameworks to provide effective governance, transparency, and risk control. It has a CAD 120 million budget and a 24-month delivery period (February 2025–January 2027). It incorporates flood-resistant, sustainable designs that are in line with the Sendai Framework for Disaster Risk Reduction and Canada's National Adaptation Strategy.

Disciplined management and community responsibility are supported by comprehensive planning tools such as the Work Breakdown Structure, Gantt Chart, and Risk Register. By creating infrastructure that is more robust, environmentally friendly, and resilient to future climate catastrophes, the project exemplifies the idea of "building back better."

1. Introduction

One of the worst natural disasters in British Columbia's (BC) history was the floods of 2022. The event, which was caused by an atmospheric river, resulted in record rainfall, overflowing rivers, and widespread landslides. Homes, transport routes, and vital infrastructure were all severely damaged, and entire towns were shut off (Government of British Columbia, 2023). Important services like healthcare, education, and local government were severely affected, and thousands of people were displaced. These floods brought to light BC's infrastructure's growing susceptibility to extreme weather events, a danger that is expected to increase with climate change (Natural Resources Canada, 2023).

In the Fraser Valley and Merritt regions, the Reconstruction of Local Infrastructures Project aims to rehabilitate two municipal buildings, one hospital, and three schools. The program supports BC's long-term climate adaption objectives and is a crucial part of the province's post-disaster recovery plan. The project intends to improve community resilience, bolster catastrophe preparedness, and promote economic revitalisation by reinstating municipal operations, healthcare, and education.

With a focus on governance, stakeholder interaction, and evidence-based decision-making, project management will adhere to the PMBOK 7th Edition (PMI, 2021) and PRINCE2 frameworks (Axelos, 2020). Additionally, the plan ensures that the new infrastructure supports sustainable and adaptable development by being in line with the Sendai Framework for Disaster Risk Reduction (UNDRR, 2015). In this situation, the project manager balances technical, financial, and social goals by integrating scope, cost, and time (Kerzner, 2022).

2. Project Description

2.1 Aim and Objectives

The project's goal is to rebuild six vital public structures that were damaged by the floods, making sure that each is durable, safe, and energy-efficient.

Objectives:

1. Rebuild all six facilities to operational standards within 24 months.

2. Incorporate flood-resistant design and sustainability principles in all works.
3. Deliver the project within the CAD 120 million budget.
4. Promote stakeholder participation and local employment.
5. Establish effective governance and post-handover maintenance mechanisms.

2.2 Rationale

Community life was significantly interrupted by the floods, which hindered municipal operations, stopped education, and restricted access to healthcare. Therefore, it is both socially and economically necessary to rebuild these facilities. The project is in line with Canada's National Adaptation Strategy, which places a high priority on inclusive recovery planning and climate-resilient infrastructure (Natural Resources Canada, 2023). Additionally, it offers a chance to include build-back-better principles—creating facilities that are more resilient, easily accessible, and ecologically conscious than they were previously.

2.3 Deliverables

- **Three new primary schools**, each designed for 500 pupils with elevated foundations and reinforced structures.
- **One regional hospital**, upgraded for emergency response and energy efficiency.
- **Two municipal buildings**, housing administrative and emergency-management functions.
- **Ancillary works:** roads, drainage, landscaping, and renewable-energy systems.
- **A comprehensive maintenance and monitoring plan** to ensure long-term performance.

2.4 Constraints

A 24-month timeline (February 2025–January 2027), a set budget of CAD 120 million, regulatory compliance requirements, and possible delays brought on by labour shortages or unfavourable weather are some of the main obstacles. Adaptive scheduling and strict project control are necessary due to these constraints.

3. Project Scope

3.1 Scope Definition

The scope includes the design, procurement, building, commissioning, and feasibility assessment of six community facilities that were destroyed in the floods. Every facility will incorporate sustainable construction requirements like low-carbon materials, energy-efficient HVAC, and flood-resistant design elements while adhering to the BC Building Code (2023).

3.2 Inclusions

- Architectural, structural, and service design.
- Procurement of contractors and materials.
- Construction, testing, and commissioning of all six facilities.
- Integration of renewable-energy and storm-drainage systems.
- Quality assurance and environmental monitoring.

3.3 Exclusions

- Private or commercial property reconstruction.
- Long-term staffing or operational management.
- Repair of regional highways or unrelated infrastructure.

3.4 Boundaries

The Fraser Valley and Merritt regions that were directly impacted by the 2022 floods are included in the study. It must be finished within 24 months and within the CAD 120 million budget that has been approved .

3.5 Scope Management

Implementation will be guided by a formal Scope Baseline that includes the WBS, deliverables, and acceptance criteria. The Project Steering Committee serves as the chair of the Change Control Board (CCB), which is responsible for reviewing change requests. This methodology is in line with PRINCE2's focus on product-based planning and guarantees that all changes are assessed for their potential effects on time, money, and risk (Axelos, 2020).

4. Work Breakdown Structure (WBS)

By breaking down the project into smaller, more manageable work packages, the Work Breakdown Structure (WBS) enables efficient planning, monitoring, and management (Lock, 2020). It creates a clear hierarchy that assigns accountability to pertinent teams and connects deliverables to goals. In order to guarantee that every project component is incorporated within the project baseline, the WBS also serves as the basis for resource allocation, schedule creation, and cost projection.

Level 1 / 2 Tasks	Key Deliverables
1. Initiation & Planning – Feasibility studies, environmental assessments, project charter development	Approved project charter and stakeholder endorsement
2. Design & Engineering – Site surveys, architectural drawings, and structural engineering	Final design packages and technical specifications
3. Procurement & Contracting – Tender documentation, bid evaluation, and contract awards	Signed agreements and contractor mobilisation
4. Construction Phase – Schools, hospital, and municipal buildings	Completed and certified infrastructure
5. Quality Assurance & Monitoring – Cost, time, and quality audits	Verified performance and compliance reports
6. Closure & Handover – Testing, commissioning, and staff training	Handover certificates, manuals, and final project report

A Work Authorisation System will be used in conjunction with the WBS to make sure that each task doesn't start until all requirements have been fulfilled and approved. In order to match certain deliverables with accountable persons or teams, the WBS will also be mapped to a Responsibility Assignment Matrix (RAM). This method makes it possible to anticipate cost performance, monitor progress, and regulate scope using Earned Value Management (EVM), which gives early warning signs of any deviations (Kerzner, 2022).

The detailed project hierarchy and team responsibilities are illustrated in Appendix A: Project Organisation Structure, which outlines reporting lines and key accountabilities.

5. Quad Chart

For senior decision-makers, the Quad Chart is a succinct visual management tool that summarises project essentials (Kerzner, 2022). During progress reviews, it improves transparency and facilitates effective communication of scope, objectives, milestones, and hazards.

Project Overview	Objectives
Title: Reconstruction of Three Schools, One Hospital, and Two Municipal Buildings in BC. Duration: Feb 2025 – Jan 2027. Budget: CAD 120 million. Manager: Angela Mihai.	1. Restore essential education, healthcare, and municipal services. 2. Incorporate flood resilience and sustainability into all facilities. 3. Deliver the project within approved budget and timeline. 4. Enhance local capacity and community participation.

Milestones	Risks / Cost Summary
Q1–Q2 2025: Planning & design. Q3–Q4 2025: Procurement & mobilisation. 2026: Construction across all	Risks: Weather disruptions, inflation, labour shortages, supply chain issues.

sites. Q1 2027: Testing and handover.	Cost Allocation: Schools – 45M; Hospital – 55M; Municipal – 20M.
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The Quad Chart gives stakeholders a "snapshot" of progress at governance meetings, allowing them to act quickly. In addition to supporting strategic alignment, it assists in determining whether performance metrics including budget variance, schedule progress, and stakeholder satisfaction are still on track (PMI, 2021).

6. Gantt Chart

The Gantt chart, which displays dependencies, overlaps, and the critical path, depicts the temporal flow of project operations. It serves as a tool for scheduling and monitoring progress, providing a visual summary of the beginning and ending times of important tasks.

Phase / Task	Start	End	Duration
Initiation & Planning	Feb 2025	May 2025	4 months
Design & Engineering	May 2025	Aug 2025	4 months
Procurement	Aug 2025	Oct 2025	3 months
Construction – Schools	Oct 2025	Sep 2026	12 months
Construction – Hospital	Dec 2025	Dec 2026	13 months
Construction – Municipal Buildings	Apr 2026	Dec 2026	9 months
Testing & Handover	Dec 2026	Jan 2027	2 months

Due to their zero float, design, procurement, and hospital building are on the project's critical path. If delays arise, schedule compression strategies like fast-tracking (doing design and procurement concurrently) and crashing (providing additional resources to crucial activities) will be employed. To evaluate schedule efficiency, the

Schedule Performance Index (SPI) will be monitored on a monthly basis (Fleming and Koppelman, 2016). Real-time visibility is ensured by integrating digital scheduling systems like Microsoft Project, which enables the project manager to dynamically modify resources and maintain delivery within deadlines.

A comprehensive timeline, including task dependencies and overlaps, is provided in Appendix D: Gantt Chart (Detailed Schedule).

7. Stakeholders’ Involvement

Because it guarantees that technical outputs and community expectations are in line, stakeholder involvement is essential to the project's success. A wide variety of stakeholders are identified by the project, each with unique interests and levels of influence.

Stakeholder	Role / Interest	Engagement Method
Government of BC	Primary funder and regulator	Monthly progress meetings
Public Safety Canada	Oversight and federal funding	Quarterly performance reviews
Local Municipalities	Permits and land use approvals	Bi-monthly coordination meetings
Contractors and Suppliers	Construction delivery	Weekly site briefings
Local Communities	Primary beneficiaries	Public consultations and newsletters
Education & Health Boards	Service delivery input	Design and inspection sessions
Environmental Agencies	Compliance assurance	Review of impact assessments

According to Mitchell, Agle, and Wood's (1997) Stakeholder Salience Model, effective involvement will prioritise players according to their authority, legitimacy, and urgency. While lower-salience stakeholders will be involved through information sharing and feedback channels, high-salience stakeholders—like funding bodies—need regular and thorough updates.

The project will use digital tools including a Project Management Information System (PMIS) for document sharing and updates and GIS-based dashboards for site progress tracking in order to reduce communication obstacles. In order to resolve conflicts, it will be necessary to balance conflicting priorities like cost, quality, and environmental concerns through open communication and mediation.

Another key component of this endeavour is ethical participation. Rebuilding community infrastructure necessitates openness and inclusivity. To increase social value and public trust, local job possibilities and small business involvement will be given priority (Bourne, 2016). Constant feedback loops will guarantee that stakeholder issues are immediately addressed, strengthening accountability and legitimacy.

Communication channels and reporting frequency for each stakeholder are specified in Appendix C: Stakeholder Communication Matrix, ensuring transparency and accountability.

8. Allocation of Resources

The timely and sustainable completion of this project depends on the effective use of material, financial, and human resources.

8.1 Human Resources

A staff of about 160 individuals will be assembled for the project. Local construction workers will receive training in flood prevention techniques and sustainable building practices in addition to technical and administrative staff. Recruitment will be guided by a competency-based strategy to guarantee that skills match project objectives. Knowledge transfer will be facilitated by training sessions and mentorship programs, creating a long-lasting legacy of capacity building in the area (Kerzner, 2022).

8.2 Financial Resources

Component	Budget (CAD M)	% of Total
Schools	45	37.5%
Hospital	55	45.8%
Municipal Buildings	20	16.7%
Total	120	100%

Strict governance guidelines will be followed by financial management, along with public reporting to government agencies and regular audits. Inflation and unanticipated risks can be accommodated with a 10% contingency. To preserve financial discipline, budget tracking will make use of Earned Value Management (EVM) and Cost Performance Index (CPI) analysis.

8.3 Material and Technological Resources

Resilience and sustainability will be given top priority in the materials used, including recycled aggregates, renewable energy systems, and flood-resistant concrete. Design coordination, resource tracking, and documentation control will all be optimised by the combination of PMIS with Building Information Modelling (BIM). Floodplain conditions will be evaluated and design modifications will be informed using Geographic Information Systems (GIS). These technologies help achieve sustainability goals, improve teamwork, and decrease rework (Lock, 2020).

A full cost distribution is presented in Appendix E: Budget Breakdown, providing a breakdown of expenditure by facility type and project phase.

9. Risk Analysis

Effective anticipation, quantification, and mitigation of potential problems are guaranteed by comprehensive risk management. For systematic risk identification, analysis, and control, the project adheres to the PMBOK (2021) and ISO 31000:2018 frameworks.

Risk	Likelihood / Impact	Mitigation / Response
Severe weather and flooding	High / High	Flexible scheduling, modular design, insurance coverage
Cost escalation	Medium / High	Fixed-price contracts, budget reserves
Regulatory delays	Medium / Medium	Early engagement with authorities
Labour shortages	Medium / High	Local recruitment, workforce training
Supply chain disruption	Medium / High	Multiple suppliers, buffer stock
Safety incidents	Low / High	HSE audits, strict safety protocols
Public opposition	Low / Medium	Transparent communication and community outreach

Every risk that has been discovered will be listed in a risk register together with information on ownership, response plans, and backup plans. While quantitative techniques like Monte Carlo simulation will evaluate schedule and cost uncertainty, qualitative risk analysis will prioritise risks according to probability and impact (Hillson, 2017).

Every month, residual and secondary risks—those that arise following mitigation measures—will be examined. The Steering Committee will establish the project's risk appetite so that choices are in line with tolerance limits. Opportunity management is also integrated; for instance, implementing cutting-edge materials or renewable energy sources could lower long-term maintenance expenses.

A Risk Heat Map, which is updated throughout the lifecycle, will be used to monitor risk performance. This proactive strategy makes sure the project is resilient to unpredictability while taking advantage of chances for innovation and development.

A more detailed overview of identified risks, probability ratings, and assigned risk owners can be found in Appendix B: Risk Register (Expanded).

10. Conclusion

In addition to being a technical challenge, the reconstruction of three schools, one hospital, and two municipal buildings represents British Columbia's rebirth after the 2022 floods. A thorough, empirically supported framework for attaining safe, sustainable, and economical delivery is provided by this project management plan.

Proactive risk management, strong governance, and organised planning are ensured by applying PMBOK, PRINCE2, and ISO 31000 principles. By integrating sustainable technology, engaging stakeholders effectively, and maintaining strict scope control, the project will build local skills and resilience while restoring vital public services.

Beyond actual restoration, the project represents BC's dedication to rebuilding better—building infrastructure that is stronger, greener, and more inclusive in addition to replacing what was lost. Future recovery efforts will be better equipped to foresee and withstand the increasing challenges presented by climate change if lessons learnt from this endeavour are incorporated.

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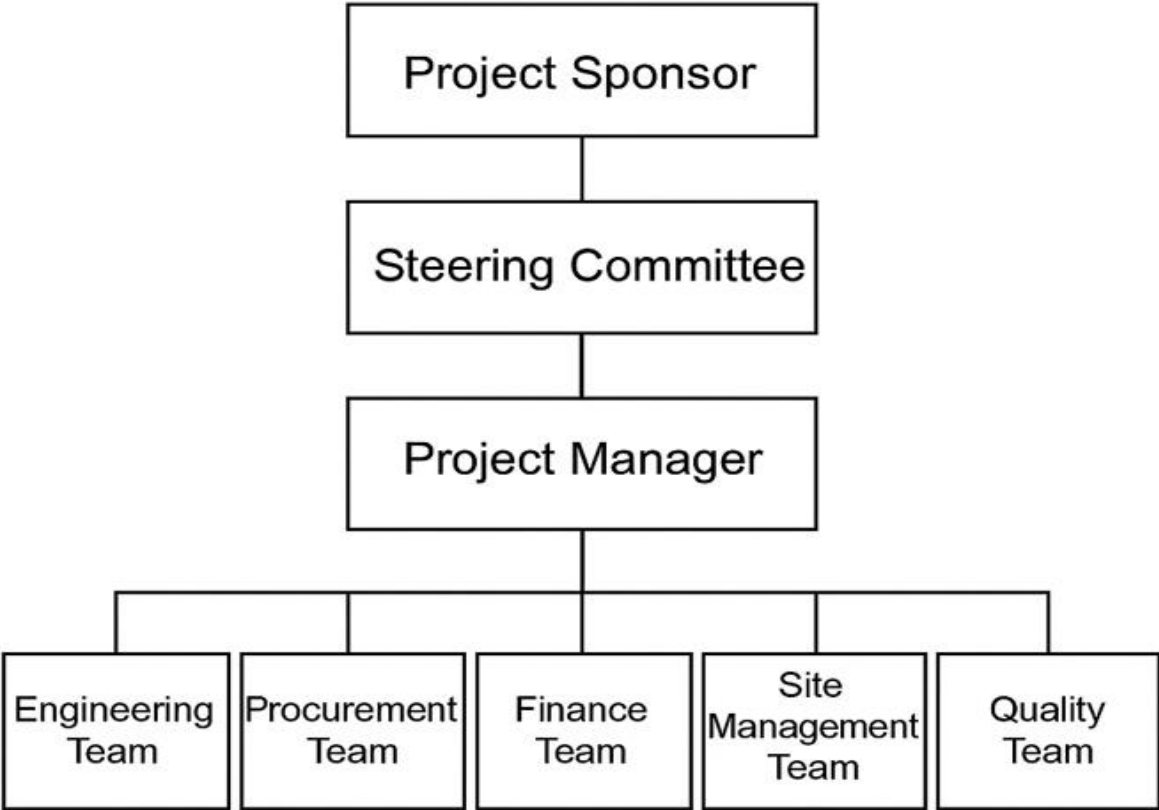
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- United Nations Office for Disaster Risk Reduction (UNDRR) (2015) *Sendai Framework for Disaster Risk Reduction 2015–2030*. Geneva: United Nations.

Appendix A: Project Organisation Structure



Appendix B: Risk Register (Expanded)

Risk	Likelihood	Impact	Mitigation Strategy	Owner
verse weather	High	High	Flexible scheduling, and use of prefabrication	Project Manager
Cost inflation	Medium	High	Fixed-price contracts and thorough financial oversi-	Finance Officer
bour shortages	Medium	Medium	Local hiring incentives and worker training programs	Procurement and HR Manager
gulatory delays	Medium	Medium	Early engagement with relevant permitting agencies	Engineering Manager
upply chain disruptions	Medium	High	Diversified suppliers and maintaining buffer stock	Procurement and Logistics Manager
fety incidents	Low	High	Regular safety audits and site inspections	Health and Safety Officer

Appendix C: Stakeholder Communication Matrix

Stakeholder	Information Required	Communication Method	Responsible Pers
Government of British Columbia	Project progress, budget status	Progress report	Project Manager
Public Safety Canada	Compliance, recovery updates	Evaluation meeting	Project Sponsor
Local Municipalities	Permit applications, construction updates	Coordination meeting	Deputy Project Manager
Construction Contractors	Construction schedule, site issues	Site briefing	Construction Manager
Local Communities	Project updates, impact on services	Public forum, newsletter	Community Liaison
Environmental Agencies	Assessment compliance status	Assessment review	Environmental Officer

Appendix D
Gantt Chart (Detailed Schedule)

Phase/Task		2025								2026							
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dez	Mar	Apr	May	Jun	Jan
Initiation & Planning																	
Design & Engineering																	
Procurement																	
Constructrion	Schools																
	Hospital																
	Municipal Buildings																
Testing & Handover																	

Appendix E: Budget Breakdown

Component	Cost (CAD million)	% of Total
Schools	45	37.5
Hospital <i>(includes structural upgrades)</i>	55	45.8
Municipal Buildings <i>(includes renewable energy sys- tems)</i>	15	12.5
Planning & Design	6	5.0
Contingency	10	8.3
Total	120	100.0

Reflection on Tutor and Peer Feedback

Both my tutor and my peers gave the Storm useful and encouraging remarks. Overall, people liked the structure and design. According to the comments, the poster successfully conveyed the goals and purpose of the rehabilitation project and showed a thorough comprehension of project management principles. The essential elements—aims, objectives, stakeholder analysis, and sustainability measures—were presented in an easy-to-follow manner, making the structure both logical and aesthetically harmonious. This confirmed that I was able to achieve academic standards for visual communication by concentrating on clarity and logical sequencing (Lock, 2020).

One of the most important comments was that the poster needed a more thorough risk analysis even though it had a "good structure." After giving this comment some thought, I realised that my initial draft lacked the analytical depth required at this academic level and just provided a synopsis of possible hazards. I had not investigated the likelihood, effect, or mitigation techniques of these risks; instead, I had concentrated more on broad categories of risks (such as weather, budget, and supply chain). In response, I reviewed the PMBOK 7th Edition guidelines (PMI, 2021) and the ISO 31000:2018 risk management framework, extending the analysis to incorporate both qualitative and quantitative evaluations. To illustrate how each risk would be tracked, I also included visual components like a probability-impact matrix and allusions to risk ownership. With this modification, the poster's analytical content became more in line with project management best practices and increased academic rigour.

Increasing stakeholder interaction and making certain the content was backed up with academic tools and in-text citations were the second main points of feedback. My poster's stakeholder section first touched on community involvement, but it didn't go into great detail about stakeholder classification or communication tactics. After giving this some thought, I used the Stakeholder Salience Model (Mitchell, Agle, and Wood, 1997) to group stakeholders based on urgency, legitimacy, and power. I then extended the part to show how other groups, including residents, healthcare administrators, and local authorities, would be involved through organised communication plans. Additionally, by including a visual stakeholder matrix, the poster became more interactive and understandable to non-specialists (Bourne, 2016).

I also followed the instructions to incorporate tools, academic references, and numbers. In order to make the text more organised and according to the standards of an academic poster, I restructured it. I cited important sources, such as PRINCE2 (Axelos, 2020) and PMBOK (PMI, 2021), to bolster theoretical arguments and added succinct Harvard-style citations to guarantee academic legitimacy. This enhanced academic integrity and demonstrated that the design was based on tried-and-true project management techniques rather than abstract ideas. The updated version struck a balance between aesthetic appeal and scholarly depth, looking more polished and evidence-based.

As I think back on the entire feedback process, I've discovered that academic visual communication needs to show theoretical foundation and analytical thought in addition to beautiful design. I was inspired by the tutor's and my peers' comments to see the poster as a condensed academic argument backed by evidence rather than just a summary tool. Going forward, I will make sure that data analysis, risk assessment, and stakeholder mapping are more thoroughly integrated into any visual production, whether it be a poster or a presentation. In order to pinpoint areas that require further investigation prior to final submission, I will also pursue early peer review. My comprehension of how to strike a balance between academic content and visual clarity has greatly improved as a result of the experience.

References

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