

Regional Emergency Management Partnership

Annual Report 2019

Approved by the Steering Committee
on June 15, 2020



REMP

REGIONAL EMERGENCY
MANAGEMENT PARTNERSHIP
in the Capital Region

2017-2019 Strategic Direction

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Vision: *A disaster resilient region where local, provincial, First Nation and federal governments work together with regional and community stakeholders as partners towards enhanced emergency management.*

Mission: REMP leads the development and delivery of regional emergency management.

Priorities:

- 1) Understanding regional emergencies, hazards and vulnerabilities to support loss prevention, mitigation and preparedness.
- 2) Planning for collaborative emergency response, business continuity and disaster recovery by regional partners.
- 3) Enhancing REMP's governance, capabilities and efficiency.



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**REGIONAL EMERGENCY
MANAGEMENT PARTNERSHIP**
in the Capital Region

The Regional Emergency Management Partnership (REMP) in the Capital Region was established in March 2016 through a Memorandum of Understanding between the Provincial Government of BC and the Capital Regional District (on behalf of its member municipalities and electoral areas) to enhance regional emergency management by providing regional planning on priority emergency management activities. The Capital Region is comprised of 13 municipalities, three electoral areas and nine First Nations and is home to approximately 380,000 people. Local government within the Capital Region are responsible for developing and implementing emergency management plans, including preparation for, response to and recovery from emergencies and disasters as outlined in the BC *Emergency Program Act* or jointly through municipal bylaws and other agreements. The Capital Regional District holds the responsibility for the same level of emergency management support to its three electoral areas.

Message from the Co-Chairs

On behalf of the Regional Emergency Management Partnership (REMP) in the capital region, it is our pleasure to present the 2019 REMP Annual Report. We took a major step forward in this final year of the partnership's inaugural Strategic Plan. We completed the pilot on a new Hazard, Risk and Vulnerability Assessment (HRVA) process with Emergency Management BC (EMBC), which will set the foundation for future regional emergency management projects. In addition, we finalized a Regional Concept of Operations model, which outlines a process for collaborative decision-making during regional response. REMP also led the first regional decision-making tabletop exercise in the region by bringing together local government Chief Administrative Officers from across the region and executive and senior leadership from EMBC to validate the Regional Concept of Operations model.

Late 2019 marked the opportunity for British Columbians across the province to have a say in the way we do emergency management in BC. On October 28, Emergency Management BC invited British Columbians to comment on the Discussion Paper: *Modernizing BC's Emergency Management Legislation*. REMP developed a Regional Submission by facilitating several engagement sessions on the discussion paper including input from the REMP Steering Committee, local government, First Nations, critical infrastructure operators, non-government organizations, post-secondary institutions and more.

As we reflect on the accomplishments that the partnership has made over the past three years, a few highlights stand out. REMP has undertaken several regional projects and led engagements with various audience groups that aligned with the partnership's mission to lead the development and delivery of regional emergency management. Since REMP was developed, we have hired two full-time staff to lead and undertake regional projects, developed internal processes to structure the partnership to be sustainable in the long-term, supported regional dialogues by coordinating numerous workshops that included all levels of government, First Nations, non-governmental organizations and others, and most importantly, situated the partnership as a key component of emergency management for the region.

Over the past three years we have seen the business of emergency management and the business of government evolve. With BC's adoption of the United Nations Declaration on the Rights of Indigenous Peoples, the introduction of proposed changes to BC's *Emergency Program Act* and with several large scale emergencies showing the effects of climate change on our business. As a key stakeholder, REMP is partnering with others to advance these changes and consider emerging trends respecting our core values of continuous improvement, expertise and collaboration.

We would like to thank everyone who has contributed to the partnership. We look forward to continuing to build upon this momentum and work towards creating a disaster resilient region.



Lori Halls
Provincial Co-Chair
Deputy Minister
Emergency
Management BC,
Ministry of Public Safety
and Solicitor General



Robert Lapham
Local Co-Chair
Chief Administrative
Officer
Capital Regional
District

2019 Highlights



REMP Steering Committee members meet with the REMP Policy Group to ratify REMP's Annual Business Plan and Budget. L-R Kris Nichols, Robert Lapham, CRD Board Chair Colin Plant, the Honourable Minister Mike Farnworth, Lori Halls, Laurie Hurst and Maegan Thompson.



Capital region Chief Administrative Officers participate in the first tabletop exercise to validate the Regional Concept of Operations, hosted by the Capital Regional District in October 2019.



Emergency management stakeholders from more than 25 organizations gather to participate in REMP's Regional Exercise Strategy Workshop in July 2019 in the City of Colwood

- ☑ 75% of REMP's 2019 Key Performance Indicators were complete
- ☑ Held annual Policy Group meeting between the Minister of Public Safety and Solicitor General, Honourable Mike Farnworth, Capital Regional District Board Chair, Colin Plant to ratify the 2019 Annual Business Plan and discuss the modernization of the BC *Emergency Program Act*
- ☑ Conducted the region's first Tabletop Exercise at the decision-maker level to validate the Regional Concept of Operations
- ☑ Created a regional Memorandum of Understanding to support the Regional Concept of Operations, which 92% of municipalities/regional district and 33% of First Nations in the region have signed
- ☑ Led and coordinated more than six regional engagements (exercises, workshops, forums) that included between 18 to more than 36 participants per engagement from over 46 organizations including all levels of government, First Nations and stakeholder holder agencies
- ☑ Submitted a regional response to the modernization of the BC *Emergency Program Act* with input from various organizations and communities in the region
- ☑ Supported various regional public education initiatives including updates to the PrepareYourself website

Goal 1

Motivate residents and organizations within the Region to mitigate and prepare for risks through an understanding of potential impacts and how they may be vulnerable.

Strategy 1.1: Assess regional vulnerabilities to future disasters.

Key Activity	Result
Complete a risk profile and identify risk reduction strategies.	REMP has been working towards a regional Hazard, Risk and Vulnerability Assessment (HRVA) for three regional hazards: Snow storm, extreme heat and earthquake. In 2018, REMP piloted EMBC's HRVA tool at the regional level evaluating likelihood and consequences.
Key Performance Indicator	In 2019, the final step in the HRVA process was completed, identifying risk reduction strategies. REMP hosted an HRVA Disaster Risk Reduction workshop with approximately 40 participants from 30 diverse organizations including community groups and non-governmental organizations that provide humanitarian services, municipal government departments including emergency management, community planning, parks, academic and research institutions and more. Participants identified regional disaster risk reduction strategies that spanned four common themes: Community partnerships, education and awareness campaigns, planning and preparing projects, and policy tools that may include local bylaws.
☐ An Implementation Report identifying a course of action to reduce regional risks is completed by November 29, 2019	In Spring 2020, REMP will finalize the Implementation Report.

Strategy 1.2: Communicate regional hazards, vulnerabilities and risks and need for preparedness.

Key Activity	Result
Update existing PrepareYourself website to reflect the revised PrepareYourself workbook	Throughout 2019, improvements were made to the PrepareYourself website to bring it into alignment with the PrepareYourself workbook. These changes ensured consistent use of language and more effective use of imagery and graphics. Staff studied the website's analytics to garner information about how guests use the site. Based on this, improvements were made for smoother navigation and a more positive user experience and new content was added to integrate the results of the 2018 Measuring Regional Public Preparedness Survey. Based on the barriers to preparedness highlighted in the survey, new content was added to highlight preparing on a budget, preparing in small spaces and a new "stay connected" page was added, offering regional resources for trusted public information and alerting. REMP is committed to the ongoing maintenance and evolution of the PrepareYourself Website and corresponding social media account.
Key Performance Indicator	
☒ The updated PrepareYourself website is completed by December 20, 2019	



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Goal 1

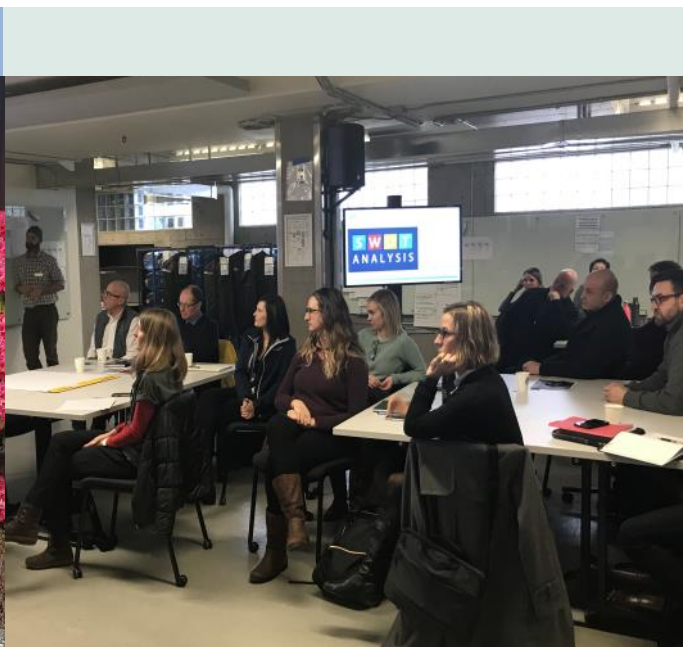
Motivate residents and organizations within the Region to mitigate and prepare for risks through an understanding of potential impacts and how they may be vulnerable.

Strategy 1.2: Communicate regional hazards, vulnerabilities and risks and need for preparedness.

Key Activity	Result
Continue to support the education of local media to deliver timely information to citizens during an emergency	REMP sponsored the Black Press <u>2019 Resource Guide: Be Ready</u> in support of regional partners and the Public Education Working Group. This initiative saw the distribution of 15,000 publications to community hubs across the Capital Region. This sponsorship included social media campaigns, print, radio, and television advertising promoting emergency preparedness education, and the PrepareYourself website as a trusted source of information. The coordinated messaging of this campaign initiative supports the Measuring Regional Public Preparedness Implementation Plan including coordination of preparedness education messaging and dissemination of preparedness education through residents preferred platforms. The Emergency Management Quick Reference Guide for Media is slated to be completed in Spring 2020.
Key Performance Indicator	
☐ An Emergency Management Quick Reference Guide for Media is completed by June 28, 2019	



REMP staff meet with staff from the Integrated Partnership for Regional Emergency Management in Metro Vancouver and the Regional Disaster Preparedness Organization in Portland Metropolitan Area to discuss common topics, issues and projects amongst the three partnerships. L-R Alison Roberts (REMP) Denise Barrett (RDPO), Brittany Schina (REMP), Trisha Maciejko (IPREM), Shannon Peterson (IPREM) and Miranda Myles (IPREM)



Emergency management practitioners and stakeholders from local government, First Nations, the province and various organizations within the region gather at REMP Forum #2 to discuss proposed policy shifts outlined in the province's discussion paper: *Modernizing BC's Emergency Management Legislation*. More than 30 participants attended this forum that was held in the District of Saanich.

Goal 2

Coordinate and integrate partner emergency plans to address priority risks, with an expectation of joint decision making, unified communications, and resource sharing.

Strategy 2.1: Engage partners in advancing the Regional Concept of Operations for collaborative response.

Key Activity	Result
Develop and validate a Regional Concept of Operations for regional response coordination	During the first quarter of 2019, REMP staff finalized the Regional Concept of Operations model and shared it with local government emergency management practitioners and Emergency Management BC for review and feedback, and presented the final draft to the Local Area Administrators for endorsement. All groups were supportive of the model and agreed it should be tested in an exercise scenario. REMP also developed a Memorandum of Understanding (MOU) to ensure parties participate in the decision-making process during regional events.
Key Performance Indicator	In the second quarter of 2019, REMP convened emergency management practitioners to participate in a workshop exploring what types of regional issues would warrant the Regional Concept of Operations to be activated. These issues are documented for future exercise scenarios.
☒ A tabletop exercise to validate the Regional Concept of Operations is conducted by December 20, 2019	In October 2019, REMP conducted the partnership's first exercise by validating the Regional Concept of Operations model. Senior leaders from the province, municipalities and the regional district gathered to validate the model using a scenario based on the January 23, 2018 tsunami warning event. Staff worked with local government emergency management practitioners and EMBC to design the scenario based on actual data from the event (including number of reception centres opened, emergency operations centres activated, etc.). The success of this exercise is reflected by the 13 municipalities/regional district and three First Nations partners who have signed onto the MOU, with more expected to sign in 2020.

Strategy 2.2: Develop procedures that activate and manage response resources within the region.

Key Activity	Result
Determine the exercise needs of the region and develop a Regional Exercise Strategy and companion Timeline	During the first quarter of 2019, REMP established a Regional Exercise Strategy Working Group to support the planning of a Capital Region Exercise Needs Workshop, where regional stakeholders would gather to explore the exercise needs of the region.
Key Performance Indicator	The workshop took place in July of 2019 and included more than 35 participants from more than 25 organizations. Based on the outcomes of this workshop, REMP worked with a Working Group to condense the outcomes of the workshop into a regional exercise strategy that will act as a roadmap for the region to participate in integrated exercise activities, including participating in exercises from other organizations and participating in REMP-led exercise activities.
☒ Regional exercise needs are determined by September 27, 2019	REMP is currently finalizing the Capital Region Exercise Strategy, which will be released in 2020.



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Goal 3

Operate REMP efficiently within the bounds of the MOU, and continuously improve relationships among regional partners.

Strategy 3.1: Define REMP decision making and implementation process.

Key Activity	Result
Continue REMP's commitment to building emergency management relationships with First Nations in the Capital region	During 2019, REMP was privileged to continue to collaborate with and learn from our First Nations partners during our HRVA Disaster Risk Reduction Workshop and EPA Engagement Forum. While REMP remains committed to engaging our First Nations partners in regional emergency management, during 2019, the approach to engagement shifted. Based on the principles of the United Nations Declaration on the Rights of Indigenous Peoples, we are looking for ways to engage our partners (such as the Ministry of Indigenous Relations and Reconciliation) on how to be more inclusive with First Nations in regional emergency management. In addition, the Capital Regional District (CRD) First Nations Relations division supported REMP by engaging First Nations in the region to voluntarily sign REMP's MOU in support of the Regional Concept of Operations project, so that First Nations may join local government in the region in collaborative decision-making during major regional emergencies.
Key Performance Indicator	
☐ A regional emergency management information sharing workshop for First Nations is held by November 29, 2019	

Strategy 3.2: Ensure resources meet requirements of activities selected for 2017-2019.

Key Activities	Results
- Ensure sufficient resources and allocation are assigned to support REMP activities - Coordinate LGEPAC and REPAC meetings to discuss regional emergency management topics	In March 2019, the REMP Steering Committee was provided an interim update on the status of initiatives to support the goals of conducted the Strategic Plan. The Steering Committee recommended that REMP postpone undertaking a new strategic planning process and instead extend the Strategic Plan until 2020 in an effort to make more progress on the original initiatives proposed. Postponing the strategic planning process will also enable REMP to align its next strategic plan with the updated legislation, which is expected to be introduced in 2020. REMP's Annual Business Plan and Two-Year Financial Plan was approved during the third quarter Steering Committee meeting to ensure appropriate resources are allocated annually to support the goals of the 2017-2019 REMP Strategic Plan and the 2020 REMP Annual Business Plan. REMP supported two CRD commissions (LGEPAC and REPAC) by providing agenda coordination and logistical support.
Key Performance Indicators	
☒ A REMP strategic planning process is initiated by August 30, 2019 ☒ 2020 Annual Business Plan is approved by October 4, 2019 ☒ 2020 REMP Financial Plan is approved by October 4, 2019 ☒ 4 LGEPAC meetings and 2 REPAC meetings are held by December 20, 2019	

Goal 3

Operate REMP efficiently within the bounds of the MOU, and continuously improve relationships among regional partners.

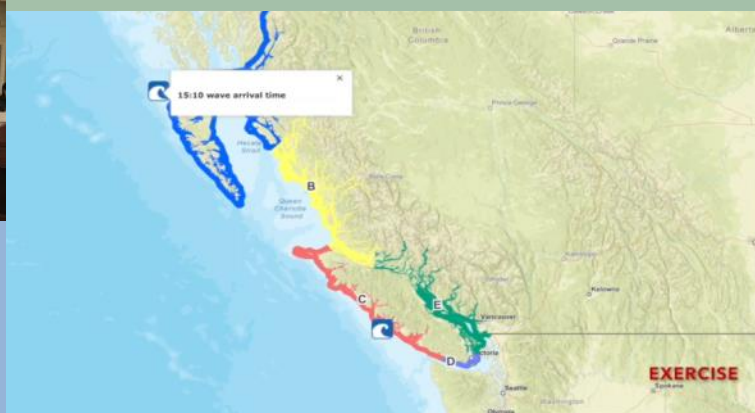
Strategy 3.3: Advance REMP partner accountability and engagement.

Key Activities	Results
- Engage the region on relevant emergency management topics - Continue to explore and expand the regional partnership network to enhance sharing of information	In the 2019 Annual Business Plan, REMP had originally committed to supporting EMBC's Prioritized-Post Earthquake Response project by holding a regional forum. However, an emerging opportunity was presented through the modernization of the BC <i>Emergency Program Act</i>, enabling the region to comment on proposed legislative changes. REMP supported the region by hosting a regional forum and supporting other engagement sessions where participants came together to collaboratively work through the Province's proposed policy shifts for the modernized legislation.
Key Performance Indicators	
- One regional forum supporting awareness of the Prioritized-Post Earthquake Response project is held by December 20, 2019 - The REMP Steering Committee hosts a joint partnership meeting with other regional emergency management partnerships by December 20, 2019	REMP participated in many collaborative partnership meetings during 2019. REMP staff met with staff from the Integrated Partnership for Regional Emergency Management in Metro Vancouver (IPREM) and staff from the Regional Disaster Preparedness Organization in Portland Metropolitan Area (RDPO) to discuss key project and initiatives that were common across all partnerships. These partnerships are unique organizations with similar purposes and governance structures and connecting and collaborating provides an opportunity to learn from each other how to add value to our diverse regions. In November 2019, the REMP and IPREM Steering Committees met jointly to discuss proposed policy shifts in the modernized emergency management legislation there were of interest to both partnerships. It is valuable to both partnerships to discuss these issues collaboratively as the regions make up the two most densely populated areas of BC with high seismic risk and multiple local government and First Nations working in close proximity.



Emergency management practitioners from across the region participate in REMP's Regional Concept of Operations Issue Exploration workshop, hosted by the District of North Saanich, to discuss what types of issues would require the Regional Concept of Operations to activate to solve.

A visual representation of the mock Tsunami warnings issued for REMP's Regional Concept of Operations tabletop exercise sets the stage for participants to consider the regional issues.



2017-2019 Highlights



Local government emergency management practitioners gather at the CRD to discuss the proposed policy shifts presented in EMBC's Discussion Paper: *Modernizing BC's Emergency Management Legislation*. The input from this and a subsequent forum informed REMP's regional submission to the discussion paper.

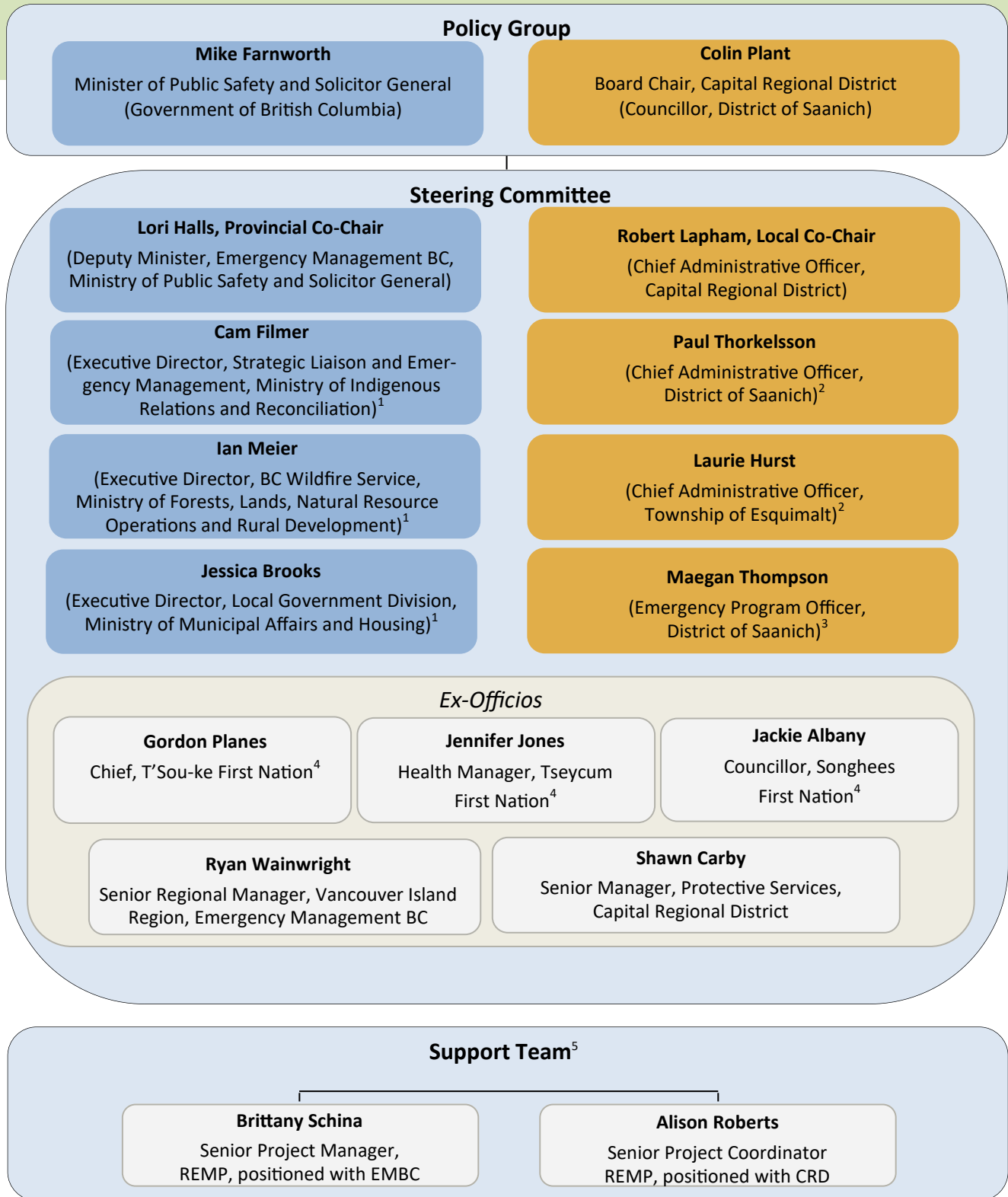


Participants work through an ice breaker related to disaster risk reduction to set the foundation for the Hazard, Risk and Vulnerability Assessment Disaster Risk Reduction workshop in the City of Colwood in November 2019.

2017-2019 Strategic Plan Highlights

- Held three annual Policy Group meetings between the Minister-responsible for the BC *Emergency Program Act* and the CRD Board Chair
- Established the partnership's business planning cycle that provides structure for annual project selection, financial planning and reporting to ensure REMP work aligns with the Strategic Plan
- Developed the partnership's Communications and Engagement Plan, outlining how REMP engages with its key partners and stakeholders
- Completed a Regional Public Education Plan and supported the local government in the region by investing in updates to the PrepareYourself Workbook, as well as ongoing maintenance and changes to the PrepareYourself website and social media channels
- Delivered multiple presentations throughout the region and outside of the region to inform and educate on the purpose of REMP and why regional collaboration is important
- Integrated provincial and local government emergency planning work through projects such as the Hazard, Risk and Vulnerability Assessment and the Regional Concept of Operations
- REMP's Local Government Co-Chair represented the partnership on the Union of BC Municipalities Flood and Wildfire Advisory Committee, helping to shape the proposed legislative shifts put forward in the discussion paper

2019 Organizational Chart



Notes:

- 1) Provincial representatives are appointed by the Inter-Agency Emergency Preparedness Council
- 2) CAO representatives are appointed by the Local Area Administrators
- 3) Representative elected by the Local Government Emergency Program Advisory Commission
- 4) Interim First Nations Representative
- 5) Partnership oversight is provided by EMBC (supervision of staff, finance, agenda coordination for Policy Group and Steering Committee)



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2019 Financial Statement

For the Fiscal Year Ending on December 31, 2019

REVENUE

CRD Requisition	\$	172,850
Provincial Government	\$	125,000
Reserve Account ¹	\$	23,080
Total Funds Available		\$ 320,930

EXPENDITURES

Salaries and Benefits	\$	148,629
Consultants - REMP Projects		
Regional Concept of Operations	\$	10,532
Regional Hazard Risk Assessment	\$	5,364
Regional Exercise Needs	\$	10,765
Regional Public Education Preparedness Plan	\$	5,175
Travel	\$	3,996
Other Services		
Conference Registrations	\$	1,734
Allocations (<i>Network support and other administrative services from the CRD</i>)	\$	19,869
Catering, Workshop Supplies and Printing	\$	4,436
Transfers to Operating Reserve (CRD)	\$	45,020
Total Expenditures		\$ 255,519

APPENDIX 1: 2019 Annual Business Plan

STRATEGIES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS
1.1 Assess regional vulnerabilities to future disasters.	Complete a risk profile and identify risk reduction strategies	An Implementation Report identifying a course of action to reduce regional risks is completed by November 29, 2019
1.2 Communicate regional hazards, vulnerabilities and risks and need for preparedness.	Update existing PrepareYourself regional public education website to reflect the revised PrepareYourself workbook	The updated PrepareYourself website is completed by December 20, 2019
	Continue to support the education of local media to deliver timely information to citizens during an emergency	An Emergency Management Quick Reference Guide for Media is completed by June 28, 2019
2.1 Engage partners in advancing the Regional Concept of Operations for collaborative response.	Develop and validate a Regional Concept of Operations for regional response coordination	A tabletop exercise to validate the Regional Concept of Operations is conducted by December 20, 2019
2.2 Develop procedures that activate and manage response resources within the region.	Determine the exercise needs of the region and develop a Regional Exercise Strategy and companion Timeline	Regional exercise needs are determined by September 27, 2019
3.1 Define REMP decision-making and implementation process.	Continue REMP's commitment to building emergency management relationships with First Nations in the Capital region	A regional emergency management information sharing workshop for First Nations is held by November 29, 2019
3.2 Ensure resources meet requirements of activities selected for 2017-2019.	Ensure sufficient resources and allocation are assigned to support REMP activities	A REMP strategic planning process is initiated by August 30, 2019
		2020 Annual Business Plan is approved by October 4, 2019 2020 REMP Financial Plan is approved by October 4, 2019
	Coordinate LGEPAC and REPAC meetings to discuss regional emergency management topics	4 LGEPAC meetings and 2 REPAC meetings are held by December 20, 2019
3.3 Advance REMP partner accountability and engagement.	Engage the region on relevant emergency management topics	One regional forum supporting awareness of the Prioritized-Post Earthquake Response project is held by December 20, 2019
	Continue to explore and expand the regional partnership network to enhance sharing of information	The REMP Steering Committee hosts a joint partnership meeting with other regional emergency management partnerships by December 20, 2019



APPENDIX 2: REMP Strategic Plan—2017-2019

VISION	A disaster resilient region where local, provincial, First Nation and federal governments work together with regional and community stakeholders as partners towards enhanced emergency management.				
MISSION	REMP leads the development and delivery of regional emergency management.				
CORE VALUES	Collaboration Unity	Purposeful engagement Transparency	Continuous improvement Consistency	Expertise Shared accountability	
PRIORITIES	1) Understanding regional emergencies, hazards and vulnerabilities to support loss prevention, mitigation and preparedness.	2) Planning for collaborative emergency response, business continuity and disaster recovery by regional partners.	3) Enhancing REMP's governance, capabilities and efficiency.		
GOALS	Motivate residents and organizations within the Region to mitigate and prepare for risks through an understanding of potential impacts and how they may be vulnerable.	Coordinate and integrate partner emergency plans to address priority risks, with an expectation of joint decision-making, unified communications, and resource sharing.	Operate REMP efficiently within the bounds of the MOU, and continuously improve relationships among regional partners.		
TARGETS (Measurable or observable outcomes by December 31, 2019)	Significantly increase the number of households in the Region that are prepared to survive for 7 days without government assistance.	Significantly increase the number of homeowners in the region that report taking mitigative actions based on risks.	All critical infrastructure (CI) organizations active in the Region communicate their emergency response plans.	REMP decision structure and resources are sufficient to meet all goals and strategies selected for 2017-2019.	All REMP partners receive regular communications and are engaged in regional emergency management.
STRATEGIES (General approach to meeting goals)	1.1 Assess regional vulnerabilities to future disasters.	1.2 Communicate regional hazards, vulnerabilities and risks and need for preparedness.	1.3 Educate residents on mitigation options and benefits.	2.1 Engage partners in advancing the Regional Concept of Operations for collaborative response.	2.2 Develop procedures that activate and manage response resources within the region.
				2.3 Inform response planning among critical infrastructure owners and operators.	3.1 Define REMP decision-making and implementation process.
					3.2 Ensure resources meet requirements of activities selected for 2017-2019.
					3.3 Advance REMP partner accountability and engagement.