

# Community Need

2022 Summary



## Protective Services

### Strategy

#### Target Outcome

We envision effective regional cooperation in protecting public safety and preparing for, responding to, and recovering from emergencies.

#### Strategic Context

##### Strategies

- [Regional Climate Action Strategy](#)
- [Regional Growth Strategy](#)
- [Regional Emergency Management Partnership \(REMP\)](#)

##### Trends, risks and issues

- COVID-19 required significant staff time for Emergency Operations Centre (EOC) operations and departmental support. The ongoing pandemic is likely to impact Protective Services division operations into 2022 with potential for variants and additional waves as well as follow-up for after action reviews and operational adjustments. The division is adjusting priorities accordingly.
- Increased frequency of emergency incidents requiring dedicated staff time, such as wildfire, heat wave, drought, operational incidents with new infrastructure, etc. These incidents are extremely difficult to plan for and are impacting the division's ability to maintain rigorous work plan and service plan priorities. The division is adjusting priorities accordingly.
- Increased public expectations for timely communications during emergency events and for services outside existing program mandates.
- Pending modernization of the BC's Emergency Program Act and regulations will require review of CRD emergency plans to ensure alignment with new legislation.
- Fire Dispatch service transitioning providers through contract RFP for the Bylaw #3854 participants, which includes the Electoral Areas (EAs) and the municipalities of Sooke, Metchosin and Highlands. Contract has been awarded to Saanich Fire Dispatch and will require significant effort from the CRD, fire departments and stakeholder agencies to facilitate the transition from the current provider at the end of 2021.
- The current records management system (RMS) software for fire services being used by Bylaw #3854 participants, FDM by CentralSquare, is outdated. The RMS software is necessary to meet regulatory reporting guidelines and to support operations for fire departments. Protective Services is working with key stakeholders and IT to investigate potential solutions.

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- Reviews of the delivery of fire services in the Electoral Areas through contract with societies and delegation to commissions indicates the current fire service delivery models used in the CRD have high risk liability challenges. Protective Services is working with key stakeholders and CRD Corporate to look at options to mitigate.
- Increased provincial regulatory standards (WorkSafe BC, Commercial Vehicle Safety Enforcement, and Office of Fire Commissioner) for volunteer fire services is compounding challenges in recruiting and retaining volunteers.
- There is increased First Nation capacity in emergency management with corresponding increased expectation in government-to-government coordination.
- An aging volunteer base with corresponding decrease in volunteerism amongst younger populations creating challenges to maintain EA fire departments and emergency programs, such as Emergency Support Services. This is creating challenges in maintaining EA emergency programs, such as Emergency Support Services and within volunteer fire services.

## Services

Core Services Levels	
Service	Levels
<b>CRD Emergency Management</b> Responsible for local emergency management programs in each of the EAs supported centrally by the CRD Corporate Emergency Program.	<ul style="list-style-type: none"> <li>• Provision of 24/7 on-call Duty Emergency Manager</li> <li>• Operation of regional/EA EOC</li> <li>• Provide support to internal departments and external agencies during emergencies ↳ Service level adjusted, see IBC 7a-1.1</li> <li>• Support (advance planning, training, response coordination, site support, and after action reviews) to internal departments and external agencies during emergencies impacting water systems and other CRD assets or services</li> <li>• Operation of the CRD EOC</li> </ul>
<b>Regional services</b>	
<b>911 Call Answer</b> Administration and oversight of 911 Call Answer services within the Capital Regional District.	<ul style="list-style-type: none"> <li>• Ensure that contractor meets performance targets, consistent with contractual obligations</li> </ul>
<b>Hazmat Response</b> Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.	<ul style="list-style-type: none"> <li>• Ensure that the CRD Emergency Hazmat Team is properly prepared and able to effectively respond to hazardous materials incidents in the CRD</li> </ul>

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Core Services Levels	
Service	Levels
<p><b>Regional Emergency Management Coordination</b> Developed to provide a coordinating role among local municipal and EA programs. The funding for this service is used to support the Regional Emergency Management Partnership (REMP) in collaboration with EMBC.</p>	<ul style="list-style-type: none"> <li>Coordinate resource and information sharing among local municipal and EA programs, supported by the CRD Local Government Emergency Program Advisory Commission and Regional Emergency Planning Advisory Commission</li> </ul>
<b>Sub-regional services</b>	
<p><b>Fire Dispatch</b> Operational management of fire dispatch.</p>	<ul style="list-style-type: none"> <li>Operational management of fire dispatch for the three EAs and participating municipalities (Sooke, Metchosin, and Highlands)</li> </ul>
<p><b>Bylaw Services and Animal Care Services</b> Operational management of bylaw enforcement and animal control.</p>	<ul style="list-style-type: none"> <li>Operation of a bylaw enforcement and animal control program that responds to municipal and CRD operations' requests</li> </ul>
<b>EA services</b>	
<p><b>EA Emergency Coordination</b> Oversight and administration of the EA Emergency Programs.</p>	<ul style="list-style-type: none"> <li>Oversee and coordinate emergency planning and response by the EA Emergency Programs</li> </ul>
<p><b>EA Emergency Program and Search and Rescue (SAR)</b> Operation of a community-based emergency management program, supported by the CRD EOC that meets the needs of the local community.</p>	<ul style="list-style-type: none"> <li>Program oversight for the Juan de Fuca SAR service</li> <li>Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs</li> </ul>
<p><b>EA Fire Services</b></p>	<ul style="list-style-type: none"> <li>Oversight and support of and to Fire and Rescue Commissions and services ↳ Service level adjusted, see IBC 7c-2</li> </ul>
<p><b>Support Services</b> The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> <li>Services include Human Resources &amp; Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology &amp; GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk &amp; Insurance and Real Estate Services</li> </ul>

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Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
7a-1.1	Emergency Management Software	Increase to licensing costs of new regional Emergency Management Software	2022	--	\$66K requisition
7c-2*	Fire Service Compliance & Coordination	Extension of existing contracted role to help fire services achieve and maintain compliance	2022	--	\$75K requisition

\*New – Initiatives not in the 2019-2022 Corporate Plan

## Business Model

Funding
<p><b>Who contributes</b></p> <ul style="list-style-type: none"> <li>All 13 Municipalities, all EAs and First Nations participate in some aspect of these regional or sub-regional services</li> <li>Support Services: varies per service</li> </ul> <p><b>Funding Sources</b></p> <ul style="list-style-type: none"> <li>911 Call Answer is funded by a Call-Answer Levy collected from all telephone landline service providers and most cellphone providers within the capital region, and by requisition</li> <li>All other services are funded by requisition, fee for service and/or grants</li> </ul>

Reporting Structure
<ul style="list-style-type: none"> <li><a href="#">Emergency Management Committee</a></li> <li><a href="#">Planning and Protective Services Committee</a></li> <li><a href="#">Electoral Area Committee</a></li> </ul>

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Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
<b>Metric 1: Emergency Response Time</b> (A) 911 – 95% of calls answered within five seconds; data from E-Comm (B) Fire Dispatch – 90% of calls answered within 15 seconds; data from CRD Fire Dispatch	(A) 99.4% (B) 92%	(A) 99% (B) 90%	(A) 95% (B) 90%
<b>Metric 2: Emergency Preparedness</b> (C) Number of EOC exercises conducted annually; data from CRD Protective Services (D) Number of CRD Emergency Hazmat Team (EHT) Training sessions held annually at potential hazard sites in the region; EHT contractor training records	(C) 1 (COVID) (D) 5 (COVID)	(C) 2 (D) 5 (COVID)	(C) 2 (D) 10
<b>Metric 3: EA Fire Departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services</b> Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports	0	1	9
<b>Metric 4: Animal Shelter – successful rehoming of &gt;90% of pets received</b> Percentage of pets received that year that were successfully rehomed; data from the CRD Animal Shelter	94%	>90%	>90%
Discussion			
<p><b>Link to Target Outcome</b></p> <p>The metrics provided are indicators of the regional emergency preparedness and response time. We also track how well EA fire departments are meeting fire services guidelines and animal rehoming. Collectively the KPIs highlight how effectively the CRD is managing its services and creating effective regional cooperation to protect public safety and preparing for, responding to, and recovering from emergencies.</p> <p><b>Discussion</b></p> <ul style="list-style-type: none"> <li>Metric 3: A review of EA Fire Services determined that none of the departments were able to sustain compliance levels with the OFC Playbook and WSBC requirements. A Fire Coordinator position was contracted to support these services to achieve compliance.</li> </ul>			