

Regional Emergency Management Partnership

Annual Report 2017

Approved by the Steering Committee
on March 12, 2018



REMP

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

2017-2019 Strategic Direction

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.



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 CRD holds the responsibility for the same level of emergency management support to its three electoral areas.

Message from the Co-Chairs

It is with great pleasure we present the Regional Emergency Management Partnership (REMP) 2017 Annual Report, the partnership's first overview of its annual achievements. 2017 was a unique year for the Capital region and the Province of BC. During the year, REMP established its governance structure, business planning process and began to advance key regional projects, while simultaneously supporting communities throughout the Province in response to flooding and wildfire events.

REMP was formed through a Memorandum of Understanding signed by the Province and the Capital Regional District, on behalf of its member municipalities and electoral areas, in March 2016. Following this, the REMP Steering Committee and staff met to create the partnership's first Strategic Plan through a series of workshops and input from partners and stakeholders. Emergency program coordinators in the region helped inform the inaugural Strategic Plan and subsequent Annual Business Plans by providing guidance and input on regional issues, projects and priorities for partnership attention.

In late 2017, REMP hosted a regional workshop for local government emergency program coordinators to gain a better understanding of the partnership and to explore how REMP can best collaborate with its partners moving forward. Based on the outcomes of this workshop, REMP has now aligned priorities and meeting dates to coordinate with other emergency planning commissions, and aligned its business planning cycle to match the municipal planning processes. By the end of the workshop, almost 80% of participants felt confident that REMP could lead emergency management for the Capital region and more than 90% have a stronger understanding how REMP's projects integrate with local government emergency programs.

While the Steering Committee and staff began to undertake regional projects to work towards REMP's new Strategic Vision to be 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," all of the partners stepped up to help fellow British Columbians respond to and recover from the unprecedented 2017 freshet and wildfire seasons. Of particular note were the many municipalities, electoral areas, and Regional District who offered their experienced emergency operations centre staff and emergency social services volunteers to support communities across the province dealing with the effects of freshet and wildfire. Municipal staff and REMP staff also deployed to the Provincial Emergency Coordination Centre, bringing their regional coordination skills and knowledge of local government to the response, and gaining valuable experience supporting the Province's Advance Planning Unit.

As we move into 2018, we are reminded through the events of this past summer how important regional coordination and collaboration is. On behalf of the partnership, we thank you for supporting REMP and look forward to working with you in the years to come.



Rebecca Denlinger
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

2017 Highlights

- ✓ Approved REMP's first three-year Strategic Plan: <https://news.gov.bc.ca/14226>
- ✓ Held first Policy Group meeting between the Minister of State of Emergency Preparedness, Honourable Naomi Yamamoto and Capital Regional District Board Chair, Barbara Desjardins to ratify the Strategic Plan
- ✓ Established REMP's 2017-2019 Financial Plan
- ✓ Community Meetings project was completed, outlining emergency management response capacity and capabilities of the region
- ✓ Established REMP's two permanent, full-time support staff positions; Emergency Management BC hired Manager of Partnerships position to provide partnership oversight
- ✓ 72% of REMP's 2017 Key Performance Indicators were completed
- ✓ Conducted REMP's first regional engagement workshop to clarify roles and responsibilities for emergency management within the Capital Region
- ✓ After REMP's first regional engagement workshop, almost 80% of local emergency program participants felt confident that REMP could lead emergency management in the Capital Region



REMP Policy Group Meeting March 16, 2017

Pictured left to right: Brittany Schina, Laurie Hurst, Rebecca Denlinger (back), Minister Naomi Yamamoto, Robert Lapham (back), Board Chair Barbara Desjardins, Shawn Carby (back), Kevin Lorette, Clarence Lai



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 Activities

a) Examine existing hazard and vulnerability information for the region.

- Key Performance Indicator (KPI): List of hazards impacting the Capital Region for Phase 1 is identified by December 29, 2017.

Results

The 13 municipalities and 3 electoral areas in the region identified the hazards that have been deemed the highest priority for attention in their respective areas. The data for each jurisdiction, in conjunction with the results from the 2011 Regional CRTI Assessment, was tabulated and analyzed to produce a list of 7 hazards for which regional risk assessment focus can be directed. This list of hazards will serve as a baseline to inform REMP’s future projects related to preparedness and hazard, risk and vulnerability analysis strategies within the 2017-2019 Strategic Plan.

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

Key Activities

a) Measure the current level of public preparedness in the Region.

- KPI: Identification of existing baseline data for Phase 1 is determined by December 29, 2017.

Results

REMP has re-evaluated the approach to this project and therefore did not achieve the KPI outlined in the Annual Business Plan. During 2017, research was conducted, examining various national and international reasoning behind measuring public preparedness, the methods used to measure preparedness, and the challenges faced by facilitators conducting surveys. In 2018, this key activity continues with more concrete milestones working towards Strategy 1.2

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 Activities

B) Examine the feasibility of a Regional Concept of Operations.

- ☑ **KPI:** Options to outline a framework for a Regional Concept of Operations for Phase 1 are developed by December 29, 2017.

Results

In an effort to obtain strategic direction regarding the Regional Concept of Operations, REMP staff briefed the REMP Steering Committee on the various types of regional partnership concept of operation models during the final Steering Committee meeting of 2017. Further discussions regarding the Concept of Operations project will continue to be explored in 2018 with the full complement of CAOs in the Capital region.

 **What:** Is the concept telling us *how to make decisions as a region* or *how to regionally work collaboratively during response*?

 **Who:** Who can activate? Who responds? Who needs to be at the table?

 **Where:** Events within the Capital Region boundaries.

 **When:** What scenario would necessitate the ConOps?
- During a large-scale emergency event that crosses boundaries or requires additional support?
- When a regional policy decision is made?

 **Why:** Articulate how the region works together during response.

Slides from Regional Concept of Operations Briefings.

What is the problem we're trying to solve?



- Do we need a mechanism for making regional decisions in an event?
- Do we need a matrix for allocating regional resources in an event?
- Do we need EPCs at the table or CAOs? Or both?
- Do we need to revise the way operations take place in the region (EOCs, sub-regional EOCs)? Or are we focusing on decisions that only address extraordinary regional issues?

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

- a) Continue to support the Disaster Mutual Aid Agreement update.
- b) Identify public, private resources available in region.

KPI: Develop a strategy to seek local governments' consideration of the updated Disaster Mutual Aid Agreement by December 29, 2017.

KPI: A list of public, private and NGO regional contact numbers to access resources to support emergencies has been identified and shared with municipalities in the Capital Region by December 29, 2017.

Results

The Disaster Mutual Aid Agreement (DMAA) is led by the CRD Local Government Emergency Program Advisory Commission (LGEPAC) and is in the process of refining the DMAA based on the initial feedback from CAOs. REMP will continue to stay apprised on this topic.

Contact numbers were compiled into a comprehensive spreadsheet categorized by stakeholders with their contact information and was shared among the Emergency Program Coordinators across the region. Information collected includes an updated Emergency Operations Contact List for all municipalities and electoral areas, a regional list of equipment operators and equipment, contact lists for regional stakeholders, subject matter experts, public works, First Nations and government.



REMP Emergency Program Coordinators Workshop October 24, 2017

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 2.3: Inform response planning among critical infrastructure owners and operators.

Key Activities

B) Identify all Critical Infrastructure organizations within the Region.

- ☑ **KPI: Critical Infrastructure organizations in the Capital Region are identified by December 29, 2017.**

Results

Due to the static and high-maintenance nature of lists of organizations, REMP altered its approach to this key activity by instead joining the EMBC Provincial Critical Infrastructure Steering Committee. Being a part of this committee allows REMP to establish relationships with Provincial Critical Infrastructure owners and operators, as well as the Provincial Critical Infrastructure branch, to make connections that may be necessary before and during emergency events. In addition, the connection that REMP has to the Regional Emergency Planning Advisory Commission (REPAC) enables the partnership to make connections with regional Critical Infrastructure stakeholders in-person on a bi-annual basis. This approach will add value to the partnership by maintaining current relationships and forging new ones that do not yet exist in the emergency management community.



REMP Strategic Planning Workshop October 25 2016

Pictured left to right: Shawn Carby, Leslie MacDonald, Meggin Messenger, Ian Foss, Robert Lapham, Rebecca Denlinger, Kevin Lorette, Kris Nichols, Dave Cockle, Paul ThorkeIsson, Jennifer Goad, Laurie Hurst

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 Activities

- a) Recommend methods for the participation in decisions of local authorities, including CAOs.
- b) Develop a process to include First Nations in REMP decision-making.
- c) Document and evaluate the REMP initiative and set priorities.

- KPI: A process to determine how regional priorities activities are identified and selected by local governments for the REMP Steering Committee by September 30, 2017.
- KPI: A process for engagement with First Nations on REMP is clarified by December 29, 2017.
- KPI: A business planning and reporting cycle is implemented by December 29, 2017.

Results

<p>An initial draft process was developed and will require input from municipalities, First Nations and relevant stakeholders in 2018 to ensure it is reflective for the identification of regional planning priority needs.</p>	<p>As the REMP Steering Committee was established, it became apparent that the voice of the nine First Nations in the region were missing from the table. Through a series of engagement workshops, REMP, in collaboration with the CRD and EMBC’s First Nations Units, began to engage regional First Nations groups, with four individuals self-identifying to be Ex-Officio members of the REMP Steering Committee. As a collective, REMP, the CRD and EMBC are working to develop an approach to effectively engage First Nations in Emergency Management in the region. This will be ongoing and will require support from the interim First Nations representatives on the Steering Committee.</p>	<p>During 2017, REMP implemented a business planning cycle that includes a three-year financial, annual business plan with performance metrics, and an annual report to support the three-year strategic plan. The cycle outlines when members and stakeholders can expect to be engaged and supports the long-term sustainment and governance structure of REMP to integrate local and provincial government planning cycles to capitalize on opportunities and mitigate duplications.</p>
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Goal 3

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

Strategy 3.2: Ensure resources meet requirements of activities selected

Key Activities

- a) Identify resources required for activities and projects selected for 2017-2019.
- b) Develop, task, and manage the Working Groups needed to meet priorities.

- KPI: 2017 Annual Business Plan and 2017-2019 Operational Plan are approved by June 30, 2017.
- KPI: 2018 Annual Business Plan with budget is approved by November 30, 2017.
- KPI: A project management framework is established to track projects by June 30, 2017.
- KPI: Governance for working groups is implemented by July 31, 2017.

Results

2017 saw the start of REMP’s business planning process including the first year of proactive financial and business planning. By the third meeting of 2017, both REMP’s 2018 Annual Business Plan and REMP’s 2018-2020 financial plan were approved by the Steering Committee, with some discussed revisions. The CRD’s existing Bylaw 3530, which allows the requisition of funds from member municipalities and electoral areas, has now been fully committed to support the partnership.

REMP implemented a project management framework based on its business planning cycle. The project management framework includes templates for project status updates, business plans, financial plans and individual project work plans. These detailed documents are rolled up into a high level REMP Work Plan and Dashboard to be shared to the Steering Committee and other partners as necessary.

Formal governance for working groups has not been implemented up to this point as REMP has not yet embarked on projects that would require working groups and governance.



The partnership team supporting EMBC’s response to the 2017 Wildfire event.

Pictured left to right: Brittany Schina, Shannon Peterson (IPREM) and Miranda Myles (IPREM).

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

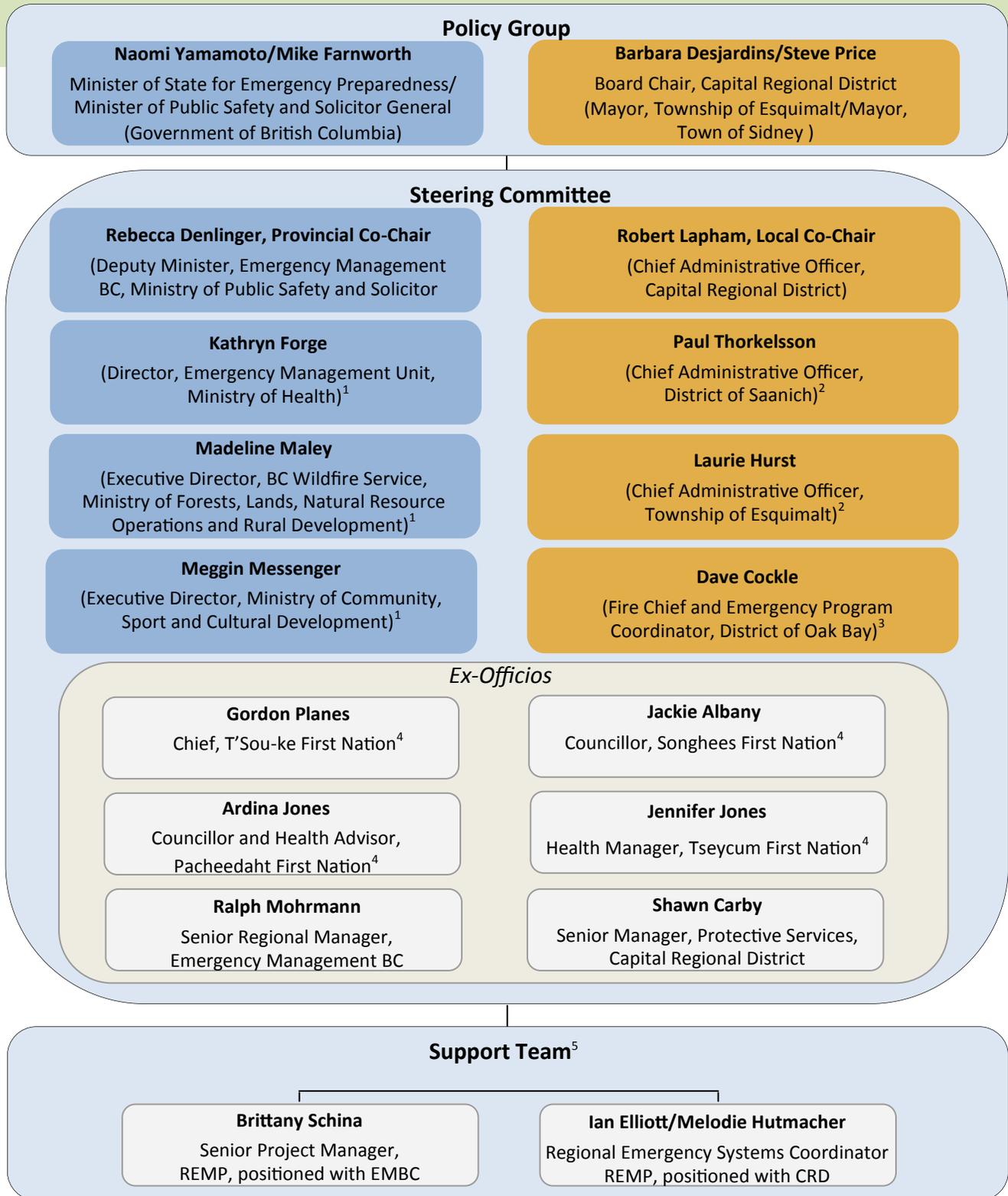
- a) Develop a Community Profile and methods for assessing partner engagement.
- b) Develop and implement REMP partner communications plan.
- c) Exchange information with IPREM and other regional initiatives in BC.

- KPI: An understanding of the baseline emergency management capacity of the Capital Region emergency programs are documented and by July 31, 2017.
- KPI: A local government Regional Emergency Management Profile for Capital Region is created by July 31, 2017.
- KPI: A REMP Communications Plan is implemented by December 29, 2017.
- KPI: Annual joint meeting with IPREM Steering Committee is established by October 31, 2017.
- KPI: A bi-monthly meeting schedule between support teams from IPREM and Regional Disaster Preparedness Organization (Portland Metro) is established for exchanging partnership and regional issues and projects of interest by June 30, 2017.

Results

<p>Through the REMP Community Meetings project, REMP and EMBC Vancouver Island Region staff met with 14 of the 16 municipalities in the region as well as the University of Victoria. The report outlining the Capital Region’s profile was completed, but not by the date set out in the KPI. The report was presented to the Steering Committee and approved during their October 2, 2017 meeting. The report was subsequently shared with the local governments in the region by email.</p>	<p>This project was initiated in 2017, but continues into 2018. Implementation will occur in 2018.</p>	<p>The Annual joint meeting with IPREM Steering Committee has been postponed this year and will occur in 2018. A bi-monthly schedule with REMP, the Integrated Partnership for Regional Emergency Management in Metro Vancouver (IPERM) and the Regional Disaster Preparedness Organization in Portland Metropolitan Region (RDPO) was established to share information and projects of common interest.</p>
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Organizational Chart



Notes:

- 1) Provincial representatives are appointed by the Inter-Agency Emergency Preparedness Council
- 2) CAO representatives are by the Local Administrators Association
- 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)

2017 Financials

For the Fiscal Year Ending on December 31, 2017

Revenue	Budget ¹	Actuals
Capital Regional District Contribution	\$ 37,000	\$ 35,895
Provincial Government Contribution ²	39,728	1,916
Total Revenue	\$ 76,728	\$ 37,811

Expenditures

Salaries and Benefits ³	\$ -	\$ -
Consulting/Professional Services		
Regional Concept of Operations	2,500	-
2017-2019 Strategic Plan Facilitator	12,000	10,500
REMP Communication Plan	1,500	-
Graphic Artist (REMP Logo)	4,000	-
Business Planning	1,500	-
Joint Partnership Meeting with IPREM Steering Committee	500	-
Travel	3,500	2,875
Professional Development	2,000	601
Other Services		
Emergency Preparedness and Business Continuity Conference Registration	2,500	772
Catering	3,000	1,788
Printing	2,500	-
Workshop Supplies	1,200	545
Meeting Rooms	500	-
Total Expenditures	\$ 37,200	\$ 17,081

Unspent Funds from 2017	\$ 39,528	\$ 20,730
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Note:

1) REMP 2017 Budget was approved by the REMP Steering Committee on June 12, 2017

2) Provincial Government contributed \$125,000 to REMP to support one full time staff position and project activities

3) Staff salaries and benefits for two full time staff positions provided by the Capital Regional District (\$82,076) and Emergency Management BC (\$81,805) create a combined total of \$164,511

APPENDIX 1: 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.	