SKEENA-QUEEN CHARLOTTE REGIONAL DISTRICT ELECTORAL AREAS D, E & F

EMERGENCY PROGRAM GUIDE

January 2006

EMERGEX

Statement of Limitations

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I. ACRONYMS

BCAS	BC Ambulance Service
BCERMS	British Columbia Emergency Response Management System
DFA	Disaster Financial Assistance
EOC	Emergency Operations Centre
ERRP	Emergency Response and Recovery Plan
ESS	Emergency Social Services
GIS	Geographical Information System
ICP	Incident Command Post
ICS	Incident Command System
JEPP	Joint Emergency Preparedness Program
MAL	Ministry Agriculture and Lands
MBO	Management By Objectives
MOF	Ministry of Forests and Range
MOTH	Ministry of Transportation & Highways
PEP	Provincial Emergency Program
PECC	Provincial Emergency Coordination Centre
PREOC	Provincial Regional Emergency Operations Centre
MOE	Ministry of Environment
WCB	Workers' Compensation Board

II. FOREWORD

The Executive Committee of the Skeena-Queen Charlotte Regional District (SQCRD) Emergency Program for Electoral Areas E, D & F approved this guide to encourage continuity in a permanent, all-risk community program for managing emergencies in the SQCRD.

Using the term 'emergency management' reflects the intent to continuously examine actions that might help reduce the likelihood and impact of major emergencies. These include:

- Understanding the risks
- Taking all reasonable steps to reduce the threat
- Planning for both response and recovery
- Ensuring site support teams and community residents are prepared to act when needed
- Continually evaluating and improving the program

This Emergency Program Guide was designed to be read and re-read by those responsible for the program, and to be revised from time-to-time to record collective policies. It is to guide the daily activities of emergency management in the Regional District and is a companion document to the *Emergency Response and Recovery Plan (ERRP)* for the Skeena-Queen Charlotte Regional District Electoral Areas E, D & F.

This guide reflects the provincial standards and requirements of the *BC Emergency Program Act* and the *Local Authority Emergency Management Regulation.*

There is no larger effort to managing collective risks than this program. Every action that can and should be taken to protect SQCRD residents from major emergencies and disasters will arise within the framework provided here.

1.0 EMERGENCY PROGRAM OVERVIEW

The Skeena-Queen Charlotte Regional District (SQCRD) is susceptible to many types of disasters and emergencies. Of the hazards identified in the Risk Analysis, the primary concerns are earthquakes, power outages, landslides and aircrafts crashes. These events can have collateral effects sufficient to prompt the formal declaration of a local state of emergency, as defined and controlled by appropriate legislation.

SQCRD residents and business owners must be prepared to respond to the circumstances of an emergency or disaster and to take steps to recover from the situation. This Emergency Program Guide provides a framework for an active, cooperative, and permanent endeavour, involving agencies, businesses, and residents of the SQCRD.

1.1   Introduction

This document guides the day to day operations of the emergency program for the SQCRD. It sets out the program's mission, objectives, and strategies for action by the "All" Islands Emergency Planning Committee and the SQCRD Administrator. A separate *Emergency Response and Recovery Plan* contains policies and procedures for use during and after an emergency.

1.2   Legal Context for Planning

The emergency program and the preparation of the *Emergency Response and Recovery Plan* reflect the requirements and guidance contained in the following legislation, regulation and bylaw. The appendix to the *Emergency Response and Recovery Plan* contains the relevant legislation and bylaws.

BC Emergency Program Act - 1993

The BC Emergency Program Act sets out responsibilities for emergency management within the province. The SQCRD is a 'local authority' and is specifically required to plan for emergencies.

Section 6 (2) of the Act states that:

> *A local authority must prepare or cause to be prepared local emergency plans respecting preparation for, response to and recovery from emergencies and disasters.*

Furthermore, the Act requires a local authority to:

> *...establish and maintain an emergency management organization to develop and implement emergency plans and other preparedness, response, and recovery measures...*

The Act enables the Regional District to prepare emergency plans and to delegate emergency management functions to the "All" Islands Emergency Planning Committee.

BC Local Authority Emergency Management Regulation

Under this BC regulation, emergency plans prepared by local authorities must reflect an:

> *...assessment of the relative risk of occurrence and the potential impact on people and property of emergencies or disasters...*

In addition, under the Regulation, local authorities must:

> *...require a periodic review and updating of the local emergency plan...*

and

> *...establish and maintain for all emergency response staff...a program of emergency response exercises and a training program.*

In summary, the SQCRD is required as a local authority to:

- Assess the risks of major emergencies
- Plan for response
- Plan for recovery
- Ensure training, exercises, and other forms of preparedness
- Set up and maintain a permanent emergency management organization, including an Emergency Services Management Committee and an Emergency Program Coordinator, and provide appropriate funding.

Regional District Bylaw

Under the BC Emergency Program Act, the SQCRD is required to enact a bylaw respecting emergency management. In July of 2004, the Regional District adopted a bylaw allowing the SQCRD to establish and operate an emergency management program. The Regional District is a local authority under the bylaw and the BC Emergency Program Act. The Bylaw is contained at Appendix B of the *ERRP*.

1.3   Scope of the Program

Figure 1-1 presents the scope of the SQCRD Emergency Program.

Feature	Included in Scope	Excluded from Scope
Geographic	Electoral Areas D, E and F	
Hazards	All Hazards	
Severity Levels	All Levels	
Objectives	Risk Assessment Mitigation Response Plans Recovery Plans Preparedness Program Evaluation	
Response Support Levels	Site Support	Site Response Provincial Regional Coordination Provincial Central Coordination

Figure 1-1. Scope of the SQCRD Emergency Program

Hazard Types

Planning addresses all types of major emergencies that might affect the SQCRD residents. Whether considering a major dangerous goods release, wildfire, or severe storm, the cooperative approach and planning responsibilities under the program remain consistent

Severity Levels

The program acknowledges all incidents of potential severity, defined by the three levels of emergency listed in Figure 1-2. The focus of the program and *Emergency Response and Recovery Plan*, however, is on site support for Level 2 and 3 events.

Level 1	Actions reflect an organized effort where an incident command post has been established at the site and responders are utilizing the Incident Command System. There is little or no need for site support activities.
Level 2	Requires the notification of the EOC Group to deal with emergencies that are of a larger scale or longer duration and may involve evacuations or similar extraordinary site support activities.
Level 3	Operations are major incidents of large magnitude or long duration or may have multiple sites or that involve multi-agencies and multi-government response.

Figure 1-2. Severity Levels Addressed by the Program

Geographic Area

The geographic area of this program includes Electoral Areas D, E and F of the SQCRD. Figure 1-3 illustrates the geographic area of the SQCRD Emergency Program.

Figure 1-3 Geographic Area of the SQCRD Emergency Program

Response Support Levels

The British Columbia Emergency Response Management System (BCERMS) sets out four levels of emergency organization, as illustrated in Figure 1-4. First responder organizations, such as fire departments, should prepare separate emergency response plans for implementation at the site of an emergency.

The scope of this program addresses the 'site-support' level, which provides policy direction to on-site incident command, coordinates resource requests from the site, and manages all off-site activities. Under the BC Emergency Response Management System, the site support level uses the principles of the Incident Command System (ICS).

All emergency plans of responders serving the SQCRD, all supporting agencies, and the private sector shall form part of this program.

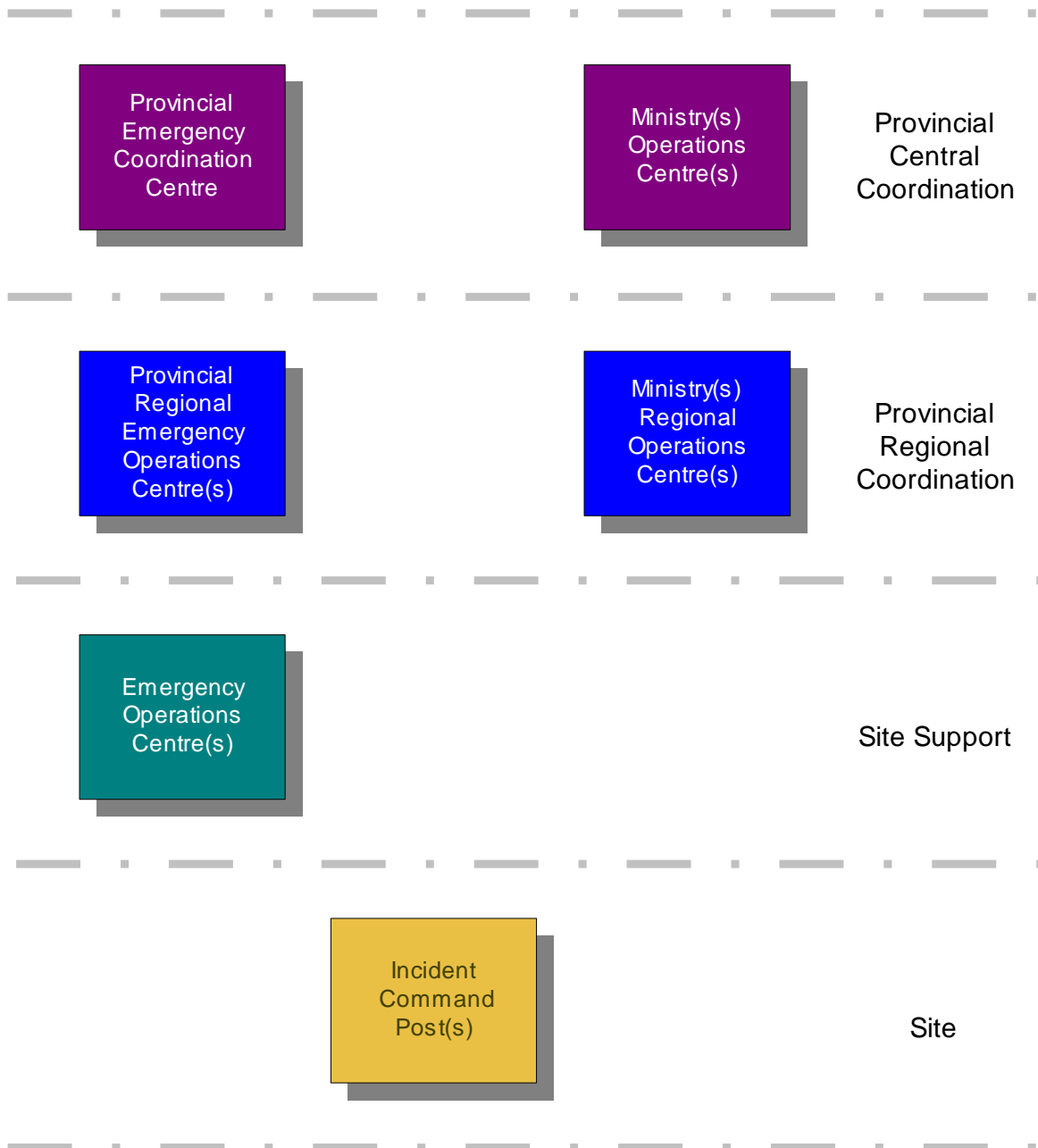|		
Provincial Emergency Coordination Centre	**Ministry(s) Operations Centre(s)**	Provincial Central Coordination
Provincial Regional Emergency Operations Centre(s)	**Ministry(s) Regional Operations Centre(s)**	Provincial Regional Coordination
Emergency Operations Centre(s)		Site Support
	Incident Command Post(s)	Site

Figure 1-4. Four Levels of Coordination in BCERMS

1.4   Key Terms

Several concepts are central to the emergency program and to understanding the long-term vision for protection of the community. Section I provides a complete set of definitions and acronyms.

Emergency

A present or imminent event that is caused by accident, fire, explosion or technical failure, or by the forces of nature and requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property.

Emergency Management

All efforts to manage risks from unexpected events, major emergencies and disasters. Emergency management addresses six principal strategies: risk assessment, mitigation, response planning, recovery planning, preparedness, and program evaluation.

Emergency Program Coordinator/Administrator

The appointed individual within the Regional District with responsibility for coordinating jurisdictional emergency management in the SQCRD.

Executive Committee

The organization authorized by the Chair and Board of Directors to guide the Emergency Program for the SQCRD. The Executive Committee normally consists of the Regional District Manager and Electoral Area Directors.

Incident Command System (ICS)

A standardized emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

Local Authority

Chair and Board of Directors of the SQCRD.

Management/Planning Committee

The organization authorized by the Executive Committee to manage the program on a daily basis and form the EOC Group in time of emergency. Members include the Coordinator (Chair), Regional District Manager (or designate), Electoral Area Directors (or designate), a minimum of six and a maximum of ten representatives of agencies having direct functional responsibilities during a major emergency.

Preparedness

Preparedness are actions necessary to enable an appropriate response to a potential emergency or disaster. These initiatives may include: training and exercises, emergency plans, capability development/enhancement, upgrading of response facilities, emergency works, and public information in response to an imminent threat.

Risk Assessment

A Risk assessment is an effort to understand threats and vulnerabilities within a community.

Mitigation

All actions intended to reduce the likelihood or consequences of a future emergency event.

Response

Actions devoted to an incident or situation that, by virtue of its nature, magnitude or location, requires extraordinary measures.

Recovery

Actions devoted to repair, replacement or restoration of essential infrastructure and services to the public and returning the affected area to pre-emergency conditions, including long-term reconstruction.

2.0 GUIDING PRINCIPLES

In undertaking the responsibilities for emergency management in the SQCRD, the Regional District has adopted a number of basic principles, summarized below.

Teamwork

The work required for the emergency program would quickly overwhelm a single individual, no matter how competent. In addition, the range of required creativity, deliberation, and action demands a team effort at all levels. The Regional District has therefore created and empowered an Emergency Planning Committee for the SQCRD as a permanent feature. All positions contributing to the overall program should have an alternate with equal qualifications.

Partnerships

The Management/Planning Committee will continually seek and foster long-standing partnerships among the community individuals and organizations with a stake in emergency management, specifically neighbourhood groups, industry, and businesses. We recognize the potential benefits of cooperative planning with others outside the SQCRD and to that end will explore mutual aid agreements.

Comprehensive Approach

The Regional District applies a comprehensive approach to the effort, addressing all hazards, all means of protection, and all objectives of emergency management. In addition to the requirements of BC legislation to prepare plans for emergency response and recovery, the Planning Committee has adopted the concept of mitigation as a cornerstone of the SQCRD Emergency Program.

Permanent, Ongoing Program

The commitment to managing emergencies will be an ongoing part of the community as long as people live and work in the SQCRD. Therefore, the Planning Committee recognizes the need for a permanent, ongoing emergency program. In addition, the Planning Committee anticipates and prepares for personnel changes to ensure program continuity.

Funding

The SQCRD funds the emergency program. In addition, the Planning Committee seeks other sources of program funding. The Planning Committee will set priorities, equitably

administer these funds according to needs throughout the SQCRD, and diligently monitor and regularly report on the use of all funds.

Action through Teams

In taking action, the Planning Committee anticipates that the program will rely on teams of volunteers, who will undertake a series of small, manageable projects. Such projects will have a defined beginning, end, and budget. All teams will be accountable to the Planning Committee through the SQCRD Administrator.

3.0 PROGRAM OBJECTIVES AND STRATEGIES

3.1 Mission

The following two-part mission statement has been adopted to guide emergency management actions. The mission of the program is:

To create and maintain a cooperative organization to manage risks from major emergencies and disasters that may affect the SQCRD.
The scope of this mission statement is intentionally broad. All regional works related to major emergency prevention, preparedness, response, and recovery will operate within this framework. Local and provincial agencies with interrelated or shared emergency functions should work cooperatively under this planning structure, although they maintain full authority in their jurisdiction.

3.2 Objectives

In establishing and maintaining this program, the Planning Committee addresses the following **six** objectives of emergency management. Figure 3-1 summarizes the objectives and their relative sequence of consideration.

Objective 1   Assess Risks

The objective of assessing risks guides the entire program and helps set priorities, suggests protective measures, and ensures the greatest effort is devoted to the greatest need.

Objective 2   Mitigate Risks

Mitigation programs are designed to prevent or reduce the consequences of major emergencies. Measures include building codes, land use management, public education, and insurance incentives. These fall generally in the purview of various legislative bodies and public safety agencies. The SQCRD Emergency Program plays an important role in drawing attention to potential hazards and lobbying for needed change. Disastrous events like wildfires and weather extremes that cannot be prevented demand efforts at mitigation, response, and recovery.

Objective 3   Plan for Response

In essence, planning for response includes developing emergency plans, establishing emergency operations centres, identifying resources, preparing to issue warnings, and planning for evacuation. Primary measures are the development of emergency plans, mutual aid agreements, and resource inventories.

Objective 4   Plan for Recovery

Recovery includes the physical restoration and reconstruction following a disaster. Actions may include the re-introduction of displaced persons, economic impact studies, counselling, financial assistance programs, temporary housing, and health and safety information.

Objective 5   Ensure Preparedness

Preparedness actions ensure that individuals and agencies will be ready to react effectively in an emergency scenario. Primary measures include gathering equipments required to provide site support, individual and collective training, and exercising members of the EOC Group. Actions are wide-ranging with emphasis on coordination and training.

Objective 6   Evaluate and Renew the Program

Objective 6 calls for the Planning Committee to periodically evaluate and revitalize the entire program by measuring the performance of selected actions and the achievement of desired results. The Executive Committee determines the adequacy and completeness of the SQCRD Emergency Program and directs the Planning Committee to modify it accordingly.

In meeting these objectives, the program will inform and involve the local residents, neighbourhood associations, and business owners in steps they can take for their own protection.
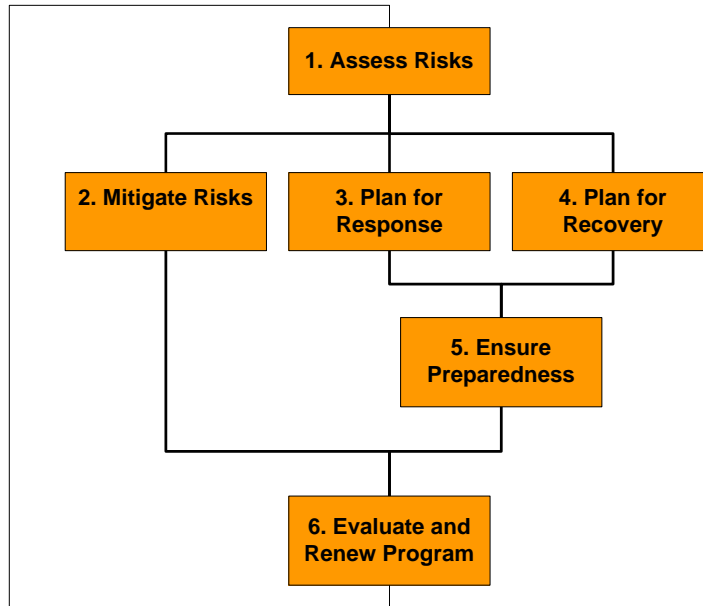
Figure 3-1 Emergency Program Objectives

The program may focus on any single objective at any time, but there is a logical flow in these steps. It makes sense, for example, to understand natural and technical risks (Objective 1) before designing mitigation measures (Objective 2) or planning for response (Objective 3).

The line in Figure 3-1 indicates this process is never-ending. There will always be a need to revisit each objective, to re-evaluate progress, and to improve services. Each major area will be re-examined and improved at least once per year.

3.3   Strategies

Appropriate strategies for each of the six program objectives have been identified for implementation. In essence, strategies explain how the Planning Committee intends to meet the adopted objectives within the coming three-year implementation period.

Figure 3-2 summarizes the current strategies for the emergency program under the six objectives.

Objective 1 — Assess Risks	Objective 4 — Plan for Recovery
1-1 Identify and Map Vulnerabilities **1-2** Research Risk Questions, Record Results **1-3** Identify and Map Risk Areas **1-4** Upgrade Risk Assessment Report	**4-1** Establish Recovery Procedures **4-2** Identify Sources of Assistance **4-3** Adopt Community Redevelopment Plans
Objective 2 — Mitigate Risks	**Objective 5 — Ensure Preparedness**
2-1 Identify Mitigation Options **2-2** Promote Fire Safe Community Program **2-3** Mitigate Dangerous Goods Risks **2-4** Facilitate Flood/Landslide Program **2-5** Develop Land Use Plan to Mitigate Risks	**5-1** Identify EOC Members and Alternates **5-2** Establish EOC Facilities and Equipment **5-3** Train EOC and Other Personnel **5-4** Conduct Exercises and Debrief **5-5** Advise Public on Preparedness
Objective 3 — Plan for Response	**Objective 6 — Evaluate & Renew Program**
3-1 Verify Resource Contact Information **3-2** Update Agency Plans and Agreements **3-3** Plan for Evacuations **3-4** Facilitate ESS Program **3-5** Update Plan **3-6** Verify Response Capabilities	**6-1** Develop Record-Keeping Systems **6-2** Design Annual Report **6-3** Develop and Recognize Volunteers **6-4** Upgrade Program Guide

Figure 3-2 SQCRD Emergency Program Objectives and Strategies

Objective 1 — Assess Risks

No risk can be managed without first understanding it. In one sense, the objective of assessing risks guides the entire program. Assessing risks to the SQCRD helps set priorities, suggests protective measures, and ensures the greatest effort is devoted to the greatest need.

The list of strategies under the objective of assessing risk includes the following:

1.1   Identify and Map Vulnerabilities

Identify and describe current values at risk from major emergency, highlighting and mapping key vulnerabilities, including:
- Current land uses
- Neighbourhoods
- Water systems
- Power supply system
- Transportation systems
- Sewer disposal system
- Public Safety buildings

1.2   Research Risk Questions, Record Results

Research and record past events in and adjacent to the electoral boundaries that indicate exposure to natural and human-induced risks, including:
- Landslides
- Wildfires
- Floods
- Hazardous material spills

1.3   Identify and Map Risk Areas

Work with the Regional District to create and maintain a GIS mapping system for natural and human-induced hazards, including:
- Dangerous Goods Routes and Fixed Facilities
- Flooding
- Interface Wildfire
- Landslides
- Potable water supply contamination

1.4   Upgrade Risk Assessment Report

Collect available information on risks and values to upgrade the community risk assessment for community reference. Include text, tables, charts, and maps to characterize community risks.

Objective 2 — Mitigate Risks

Mitigation includes all attempts before disaster strikes to reduce the likelihood of an event or the severity of consequences. Mitigation of wildfire risks, for example, may include brush removal from key locations, enhanced water supplies, and secondary evacuation routes for high-risk neighbourhoods.

Partnerships are important in mitigation because it is rare that major emergencies can be avoided by only one entity. Also emergencies may affect many organizations and all benefit from mitigation. Therefore, successful efforts to mitigate risks benefit all and require the participation of businesses, general commerce, insurers, and the province.

The "All" Islands Emergency Planning Committee plays a critical role in facilitating the mitigation process, identifying those who must cooperate on a given issue, working towards win-win solutions, and documenting the course of action. The "All" Islands Emergency Planning Committee will document key mitigation information and decisions arising from Objective 2.

Strategies relating to mitigation include the following:

2.1   Identify Mitigation Options

Consider risk assessment and identify options for mitigation. Briefly describe needs and alternatives, and present written assessment to the Executive Committee.

2.2   Promote Fire Safe Community Program

Develop a community wildfire protection program for adoption by public and business owners. Work with the Ministry of Forests to consider and adopt appropriate wildfire mitigation procedures. Consult with individual property owners and businesses on suitable protection measures.

2.3   Mitigate Dangerous Goods Risks

Work with applicable stakeholders and partners to ensure that loss mitigation options for dangerous goods events are developed. Consult with the fire department, shippers, transporters, and owners of fixed facilities to identify suitable mitigation measures.

2.4   Facilitate Flood/Landslide Program

Identify high-hazard zones and continue work with stakeholders to design appropriate flood and landslide mitigation measures. Consult with Ministry of Transportation, PEP and property owners regarding implementation. Prepare flood mitigation projects for submission to PEP.

2.5   Develop Land Use Plans to Mitigate Risks

Develop land use plans by considering the potential impacts of natural and technological hazards. Include community risks among criteria for long-term community planning. Explore the benefits and limitations of a local bylaw for interface fire protection of buildings. Consult other similar communities in North America who have researched and evaluated such bylaws.

Objective 3 — Plan for Response

With a firm understanding of community risks, the "All" Islands Emergency Planning Committee prepares and evaluates a series of policies, procedures, and support information to aid response in the Emergency Operations Centre (EOC). To meet this strategy, the SQCRD has prepared an *Emergency Response and Recovery Plan (ERRP)*, addressing the hazards identified in the risk assessment. The ERRP is held in a separate binder, ready for use and consultation during a major emergency. The ERRP also communicates policies and procedures to the community's partners and stakeholders. In addition, the ERRP represents a key component in training EOC personnel and others.

Objective 3 calls for the following strategies

3.1 Verify Resource Contact Information

Verify contact information and callout lists for personnel and resources. Assemble lists of available resources.

3.2 Update Agency Plans and Agreements

Review and revise agency plans to ensure coordination with the ERRP. In addition to first responder organizations, such as the RCMP and fire departments, site support organizations should be included, such as Emergency Social Services (ESS). Work with ESS to establish Reception Centres and procedures. Facilitate the development of Reception Centre plans, working with Provincial ESS.

Prepare and confirm agreements with adjacent service areas, as well as local and provincial government agencies. Identify agencies and jurisdictions where agreements are needed, such as with utility companies and others.

3.3 Plan for Evacuations

Develop common evacuation plan and work with neighbourhood planning groups in developing site-specific evacuation plans, addressing such issues as notification, evacuation phases, site security, transportation, and air, road evacuation.

3.4 Facilitate ESS Program

Identify members of the local Emergency Social Services (ESS) program. Select and develop sites for reception centres. Prepare ESS plans for operating and coordinating reception centres.

3.5　Update Emergency Response and Recovery Plan

Collect comments and revise the *Emergency Response and Recovery Plan* (ERRP). Review and upgrade procedures for generic response in each of the EOC functions. Review and upgrade procedures for hazard-specific response for EOC functions, including special policies.

3.6　Verify Response Capability

Based on main hazards identified in Risk Assessment, contact all affected agencies and verify role, responsibility and capability to respond. Identify response gaps.

Objective 4 — Plan for Recovery

Recovery is defined as that set of actions required to return the community to pre-disaster conditions as quickly as possible. Objective 4 calls for the Planning Committee and partners to plan for the recovery of the community following a major emergency or disaster.

Planning for recovery involves the following strategies:

4.1 Establish Recovery Procedures

Identify alternative procedures for short-term recovery, providing essential community utilities. Identify alternate sources of community water and potential means of delivery. Identify alternative procedures for long-term recovery, such as reconstructing permanent housing and enhancing economic recovery. Consider and select a site where recovery operations may be coordinated (e.g., the EOC). Make arrangements to access the facility and record selected site in ERRP. Establish means for ongoing public information during recovery.

4.2 Identify Sources of Assistance

Identify recovery contacts and resource organizations. Develop and maintain a database of contacts. Identify alternate transportation routes and means. Show on a map all alternative transportation routes, back roads and bridges in the area.

4.3 Adopt Community Redevelopment Plans

Work with other departments to assemble redevelopment plans for centres and neighbourhoods to serve long-term public interest.

Objective 5 — Ensure Preparedness

There is no better measure of success for the Emergency Program than the level of preparedness among the site-support personnel. Preparedness includes the selection of appropriate people, adequate facilities and equipment, effective training, and exercises that test the plans and preparedness.

Strategies in Objective 5, Ensure Preparedness, include the following:

5.1   Identify EOC Members and Alternates

Identify and notify EOC personnel and alternates. Prepare a roster that is maintained regularly. Identify skilled EOC members from other local authorities and make arrangements for mutual aid.

5.2   Establish EOC and Support Facilities and Equipment

Confirm EOC and Support facilities and communications equipment, including gear for personal and family protection for EOC members. Work with Telus to pre-plan EOC telephone lines. Ensure key facilities have generators.

5.3   Train EOC and Other Personnel

Deliver personal preparedness courses to all Regional District staff and basic EOC training courses and exercises to all potential EOC members at least once each year. Deliver intermediate and advanced EOC courses, other specific courses, and exercises to all potential EOC Directors and Section Chiefs at least once each year.

5.4   Conduct Exercises and Debrief

Conduct emergency exercises for members of the EOC and hold debriefs to collect lessons learned. Review ERRP and confirm policies, procedures and contact information. Identify improvements and upgrade ERRP.

5.5   Advise Public on Preparedness

Promote emergency preparedness among businesses and industries and advise on how they can protect themselves and what to expect from the community and EOC. Inform public of risk assessment findings through established sources and organizations. Hold a series of public presentations to present information and answer questions.

Arrange a series of public meetings and handouts to explain the Emergency Program. Develop public information program to address involvement in recovery planning. Work with businesses and institutions to encourage Business Continuation Planning in major community economic enterprises.

Objective 6 — Evaluate & Renew Program

Like other permanent programs, the Emergency Program must adapt and grow over time. As the coordinator and Planning Committee accomplish specific strategies, they will select new ones for continual improvement.

Evaluating and renewing the program requires records, written objectives and action plans, and an honest assessment of performance and results.

Objective 6 strategies include the following:

6.1   Develop Record-Keeping System

Ensure appropriate records are kept to assist an audit process, including the following:
- Response equipment maintenance
- Training, noting subject and date by personnel
- Emergency exercises
- Planning Committee minutes
- Mitigation measures undertaken, listed by date
- Incident reports
- Volunteer lists
- Verification of resource contact information

6.2   Design Annual Report

Explore elements to consider in preparing an overall analysis of the program by objective and delivering an annual report. Conduct a thorough and well-documented investigation of any emergencies, including causes, consequences, and lessons learned from response.

6.3   Develop and Recognize Volunteers

Develop means to recognize the valued contributions of members of the program, specifically volunteers. Recognition may take the form of a regular newsletter (printed or via the Internet), which would also serve to keep program members informed on the status.

6.4   Upgrade Program Guide

Assemble recommendations for improvements in delivering the objectives of risk assessment, loss prevention, mitigation, response, recovery, and preparedness. Revise the Program Guide to reflect changes in the policies and procedures for implementing the program. Prepare strategies for upcoming year and forward budget request to Coordinator.

Consider the full range of objectives and strategies for the program, review accomplishments of the past year, and select appropriate actions for the coming year.

4.0 ACTION PLANS

There are several opportunities for advancing emergency management for the residents of the SQCRD. With implementation and cost-effectiveness in mind, the Emergency Planning Committee has developed a series of action plans for the coming years. This section lists those action plans in a format that facilitates volunteer effort.

Each Action Plan is described in terms of six elements:

1. Rationale

Explains why the effort is required and how it serves the objectives or overall mission of the SQCRD Emergency Program.

2. Project

Summarizes the action to be taken to clarify the intent of the effort. Where appropriate, this section outlines the scope of the action and any limitations to consider in issuing assignments.

3. Tasks

Lists the recommended actions to consider in selecting personnel, estimating time requirements, and setting a budget. In some tasks, several persons may be required to work together to accomplish the intended results.

4. Responsible

Identifies the individual with the responsibility and authority to cause or to carry out the Action Plan. In some plans, the responsible person will facilitate or oversee the work of others, such as volunteers or contractors.

5. Due Date

Names the target year or date for completion of the Action Plan.

6. Budget

Estimates the funds required to complete the actions. Dollar figures shown do not include time commitments of the Emergency Coordinator or volunteers.

Each of the Action Plans summarized on the following pages corresponds to a strategy listed in Figure 3-2 in the previous section.

1-1   Identify and Map Vulnerabilities

Rationale

Understanding hazards depends on a complete knowledge of the infrastructure, buildings, and economic features that may be affected. We must understand the potential impacts on roadways, drainage systems, power supply lines, water delivery systems, and other essential community features. These community elements constitute 'vulnerabilities'. Identifying these elements and overlaying with maps of threatened areas help the Emergency Planning Committee determine the most effective means of mitigation, response, and recovery.

Project

Identify and describe current vulnerabilities at risk from major emergency, highlighting and mapping key vulnerabilities, including:

- Current land uses
- Neighbourhoods
- Water systems
- Energy supply system (Hydro and Gas)
- Transportation system
- Sewer disposal system
- Critical public buildings

Tasks

1. Identify research questions and potential information sources.

2. Contact information sources to obtain map information, e.g., Hydro, Telus, fire departments and others with information on community vulnerabilities.

3. Work with neighbourhood groups to identify community features of particular value.

4. Create GIS data layers on existing Regional District base maps for vulnerable features and provide in EOC.

5. Briefly describe each map layer, sources and limitations.

Responsible

Coordinator and Committee, working with external agencies

Dates

TBD

Budget

TBD

1-2   Research Risk Questions, Record Results

Rationale The SQCRD Emergency Program can better manage risks from major emergencies or disasters once they are acknowledged and understood. The objectives of mitigation, response planning and recovery planning all depend on an assessment of events that might occur.

Project Research and record past events in and adjacent to the community boundaries that indicate exposure to natural and human-induced risks, including:
- Landslides
- Chemical Spills
- Flooding
- Wildfires

Tasks
1. Identify contacts and other sources of information to identify and map the bounds of past events, e.g., local newspaper, local real estate offices, fire department, Ministry of Forests and Range, Ministry of Transportation.

2. Interview long-time residents of the community for their recollections and evidence (photos) of past events.

3. Research each threat and record findings.

4. Assemble a brief written summary of each threat (less than one typed page, on average).

5. List hazards of low priority for the SQCRD, e.g., tornado.

Responsible SQCRD Administrator, working with contractor

Dates TBD

Budget TBD

1-3   Identify and Map Risk Areas

Rationale

Some natural and technological hazards can be shown on maps. Landslides, for example, can occur in certain areas. Some residential areas are more exposed to the threat of wildfire than other areas. Mapping these areas of particular risk helps all community members understand the potential for damage and the benefits of preparation. In particular, such maps help the Emergency Planning Committee prepare mitigation plans, and better anticipate procedures for response and recovery.

Project

Create and maintain a GIS mapping system for natural and human-induced hazards, including:
- Erosion
- Dangerous Goods Routes and Fixed Facilities
- Interface Wildfire
- Landslides

Tasks

1. Identify research questions and potential information sources.

2. Contact information sources to obtain map information, e.g., Min. of Transportation for landslide, Ministry of Forests and Range for wildfire, BC Geological Survey for seismic hazards, where known.

3. Work with neighbourhood groups to identify risk areas.

4. Create GIS data layers on existing Regional District base maps for each hazard. Indicate relative risk (high, moderate, low), where possible.

5. Briefly describe each map, sources and limitations.

Responsible   TBD

Dates   TBD

Budget   TBD

1-4   Upgrade Risk Assessment Report

Rationale

The research accomplished in previous action plans represents vitally important information for the SQCRD Emergency Program. Risk assessment insights are used to guide mitigation, response planning, and recovery planning for the community.

The BC Emergency Program Act requires local authorities to prepare an assessment of the relative risks of occurrence and the potential impact of emergencies or disasters on people and property. It makes good sense to assemble all risk information in one place for widespread distribution and future reference, and to keep this information up to date. This information should be kept in the Risk Analysis Appendix.

Project

Collect available information on risks and values to upgrade the community risk assessment for community reference. Include text, tables, charts, and maps to characterize community risks.

Tasks

1. Assemble all information and materials.
2. Incorporate available materials.
3. Identify and fill information gaps.
4. Prepare draft for review by Planning Committee.
5. Incorporate comments and prepare annual Risk Analysis.

Responsible

SQCRD Administrator, working with Planning Committee

Dates

TBD

Budget

TBD

2-1   Identify Mitigation Options

Rationale   Any effective program of managing risks from major emergencies must consider possible actions that would reduce the likelihood or consequences of disastrous events. SQCRD residents would benefit from careful consideration of the options available for low cost and/or no cost mitigation, such as residence addresses that are visible from the roadway. Identifying mitigation alternatives involves a creative process and consultation with a wide range of stakeholders.

Not all mitigation opportunities will make economic sense or meet other social needs, but the community would benefit from a structured and thorough process of identifying potential measures to reduce risks.

Project   Consider risk assessment and identify options for mitigation, working with stakeholders. Briefly describe needs and alternatives, and present written assessment to Planning Committee and Executive Committee.

Tasks
1. Review Risk Assessment and identify stakeholders for each priority threat.

2. Identify criteria that should be used to select priority mitigation measures, such as feasibility, degree of risk reduction, legal requirements, cost, and potential for cost-sharing among stakeholders.

3. For one or more selected threats, such as interface fire, identify and record all options for mitigation. Prepare a brief description of each option, including how well it meets selected criteria.

4. Select priorities and meet with stakeholders to attain the optimum plan.

5. Prepare a summary of selected mitigation measures for review and approval by the Planning Committee, and for subsequent submittal to the Executive Committee.

Responsible   SQCRD Administrator

Dates   TBD

Budget   TBD

2-2 Promote Fire Safe Community Program

Rationale

Many SQCRD residents live in or adjacent to forested areas. Some of these areas are isolated and expose the residents to extreme risk in wildfire conditions. Fires in other similar communities reveal the difficulties such residents will have in evacuating their neighbourhoods, protecting their properties, and in ensuring their own safety.

Fortunately, the Ministry of Forests and Range has developed a wildfire mitigation program for such communities, called the 'Fire Safe Community' program. Through their guidelines in the *Beware and Prepare Community Planner*, the Ministry of Forests and Range offers many useful and cost-effective methods for controlling risk.

Project

Work with the Ministry of Forests and Range to consider and adopt appropriate interface wildfire mitigation procedures. Consult with neighbourhood groups, individual property owners, and businesses on suitable protection measures and develop a plan for implementation.

Tasks

1. Invite Ministry of Forests and Range representatives to give a presentation on the 'Fire Safe Community' program and define the scope of the effort.

2. Establish, collect and evaluate interface risk information to confirm priority areas of highest concern, working with Ministry of Forests and Range – perhaps using a consultant.

3. Analyze infrastructure for fire safety, e.g., roads, water supplies, power supply, communication lines.

4. Identify and arrange meetings with neighbourhoods and other public groups to explore risks and solutions.

5. Prepare a sample 'Community Fire Plan' with Ministry of Forests and Range to set objectives for a specific neighbourhood. Include the requirement to add house numbering to speed response.

Responsible   SQCRD Fire Department

Dates   TBD

Budget   TBD

2-3　Mitigate Dangerous Goods Risks

Rationale

Dangerous goods, identified in the *BC Transportation of Dangerous Goods Act*, present risks to the SQCRD primarily from road transport. From one perspective, all dangerous goods events are preventable. Responsibility for accident prevention and loss reduction in Canada and BC rests with the handler, transporter, or shipper of the product.

It is the community, however, that sometimes suffers the largest loss from a release of dangerous goods. Accidents in other communities have caused injury, death, service interruption, permanent soil contamination, environmental degradation, and economic losses of significant proportion. It is therefore in the community's interest to examine every opportunity for mitigating dangerous goods events.

Project

Work with the fire department, shippers, transporters, and owners of fixed facilities to identify the potential for major emergency or disaster and develop specific safety measures.

Tasks

1. Meet fire officials and others to identify the quantity and type of dangerous goods stored in the community or transported in bulk.

2. Identify populations or sensitive environments in close proximity to potential dangerous goods release points.

3. Work with facility owners and transporters to examine and improve current safety practices.

4. Prepare written recommendations for land use controls to prevent encroachment of residential zones upon high-hazard locations.

5. Work with partners, such as the Commercial Vehicle Inspection Service, to control dangerous goods traffic and risks.

Responsible

SQCRD Administrator and Committee

Dates

TBD

Budget

TBD

2-4 Facilitate Flood/Landslide Program

Rationale

Some locations in the SQCRD are prone to flooding and landslides. Aside from the property damage these events may cause, they may also expose the SQCRD residents to contaminated water supplies and service and transportation interruptions.

Project

Identify hazard-prone areas and define the level of risk. Work with the Provincial Emergency Program, the Min. of Environment, the Min. of Transportation and individual property owners to devise and implement appropriate mitigation measures.

Tasks

1. Consult Min. of Transportation for available information on flood/landslide locations. Review past accounts of events.

2. Consult Min. of Environment and Min. of Transportation for information on hazard areas, and discuss past events with local residents.

3. Identify services that may be vulnerable to events, and estimate the extent of potential consequences.

4. Prepare a plan with stakeholders for mitigation and identify the means for accomplishing objectives.

5. If appropriate, define a future action plan specific to mitigating flood and landslide risks.

6. Take appropriate action to mitigate risks in priority areas.

Responsible

SQCRD Administrator.

Dates

TBD

Budget

TBD

NOTE: Any flood mitigation costs may be shared with several partners, such as the Provincial Emergency Program.

2-5   Revise Land Use Plan to Mitigate Risks

Rationale   Research has shown that long-term community risks can be effectively reduced or eliminated through the thoughtful application of land use controls. The most effective means of protecting residents, commercial operations, and other vulnerabilities is to separate them from natural and technological hazards. While such separation may be cost-prohibitive after a community has developed, it can offer significant benefits beforehand.

Project   Prepare land use plans by considering the potential impacts of natural and technological hazards. Include community risks among criteria for long-term community planning for the community. Explore the benefits and limitations of a local bylaw for interface fire protection of buildings, location of gasoline and propane storage tanks, and building controls in flood and landslide areas. Consult other similar communities in North America who have researched and evaluated land use plans.

Tasks
1. Research available information on natural hazards and community vulnerabilities.

2. Evaluate future land use and development options in light of natural and technological risks.

3. Identify suitable mitigation measures for high-hazard situations, such as buffer zones around chemical storage areas or control of roofing materials in areas prone to interface fire.

4. Develop written guidelines for future consideration of mitigating community risks through land use controls.

Responsible   SQCRD Administrator, working with Planning Department

Dates   TBD

Budget   TBD

3-1   Verify Resource Contact Information

Rationale   Major emergencies demand the use of use of equipment and personnel to meet public safety objectives. The *Emergency Response and Recovery Plan* includes a master list of all potential contacts and resources for consideration during a major emergency or disaster in the SQCRD. To enhance response and reduce frustration at the time of critical need, the contact and resource lists must be confirmed and updated regularly.

Project   Contact all references in the *Emergency Response and Recovery Plan* to confirm contact and resource information is current. Update the database to reflect changes.

Tasks
1. Divide the workload of calling contacts among volunteers. Design a consistent introductory message for all to use. Remind contacts they have the responsibility to report changes to the Coordinator.

2. Identify contacts that do not require confirmation, such as regular members of the Planning Committee.

3. Set a schedule to contact all questionable references to confirm information, making a written record of each call.

4. Update the emergency contact and resource database. Provide a revision sequence number system to ensure continuity.

5. Print revised version of resource contact lists and distribute to all holders of the *ERRP*.

Responsible   SQCRD Administrator, Any one filling a position within EOC is responsible to provide updated information.

Dates   Quarterly

Budget   No costs are associated with this action plan

3-2   Update Agency Plans and Agreements

Rationale   The *Emergency Response and Recovery Plan* presents policies and procedures for those functions involved in site support. All first responders have their individual response plans, and the principal support agencies should develop plans around their roles.

Experience has shown that all parties benefit from a process of checking assumptions before emergency services and site support actions are required. Written agreements serve to reduce confusion and delay when individuals and responders from different agencies or corporate entities work together.

Project   Ensure all response and support agencies participate in the planning required for their functions and have prepared written emergency response or support plans that are compatible with the *Emergency Response and Recovery Plan*.

Ensure all agreements among potential responders and support organizations are documented in writing, addressing such topics as the scope of the services offered; charge rates for facilities, equipment, vehicles, and personnel; and any limitations to the service.

Tasks
1. Identify agencies and organizations that play significant roles outside the EOC.
2. Meet with agency representatives to explore potential points of confusion, to ensure cooperative agreement among plans.
3. Individual parties should discuss their respective services and needs and agree on key aspects.
4. Record all agreements and circulate for review and signature.
5. Insert copies of all pertinent agreements in the *Emergency Plan*, Appendix A.

Responsible   Department Heads and Planning Committee

Dates   Annually, in May during Emergency Preparedness week

Budget   No costs are associated with this action plan

3-3   Plan for Evacuations

Rationale

When considering the range of potential threats, public safety demands measures to remove people from harm's way. Even the best trained and equipped emergency responders cannot protect people in every instance. Evacuation plans must be prepared and communicated to the residents and business workers in high risk areas.

Planning for evacuations is especially important when we consider the likelihood and potential consequences of a wildfire on the community. Localized evacuations could also be required with threats of flooding, explosion, structural fires, or hazardous material release.

Project

Work with high-risk neighbourhoods in developing evacuation plans, addressing such issues as notification, evacuation phases, site security, transportation, and air evacuation.

Tasks

1. Identify the types of threats that could require site support for an evacuation.

2. Identify the high-risk neighbourhoods exposed to priority threats, such as wildfire.

3. Develop a neighbourhood evacuation plan for one as an example for other neighbourhoods.

4. Consult with Ministry of Forests and Range, and others on specific aspects of evacuation planning.

5. Meet with neighbourhood groups to complete and communicate the evacuation plans.

6. Record the evacuation plans in Appendix E of the *Emergency Response and Recovery Plan*.

Responsible

SQCRD Administrator, working with RCMP, Fire Department and Office of the Fire Commissioner.

Dates

TBD

Budget

TBD

3-4   Facilitate ESS Program

Rationale

Emergency Social Services (ESS) provide food, clothing, shelter, and basic personal needs to people affected by an emergency in an effort to lessen the effects of the emergency and help facilitate recovery. In essence, the ESS program operates at the same level as a Fire Department, meeting specific response objectives under the coordination of the EOC.

The SQCRD requires several Reception Centres to provide these services during and immediately following a major event, such as a winter storm or wildfire. The Ministry of Labour and Citizens' Services provides guidance in ESS programs, and training programs are available through various service providers.

Project

Create an ESS program in the SQCRD by establishing and maintaining volunteers, preparing Reception Centre plans, and acquiring access to the needed facilities and equipment.

Tasks

1. Establish ESS Director and planning team.
2. Recruit, screen and orient ESS volunteers.
3. Arrange for Reception Centres and alternates.
4. Develop and update ESS resource database and arrange for resource agreements.
5. Create and update Reception Centre plans.
6. Assess communications needs and obtain and upgrade communications equipment.
7. Arrange and maintain resource agreements.
8. Train ESS personnel, conduct exercises.

Responsible

SQCRD Administrator, working with PREOC ESSA rep.

Dates

TBD

Budget

TBD

3-5   Update Emergency Response and Recovery Plan (ERRP)

Rationale

The *Emergency Response and Recovery Plan* was designed to be a living document, open to continual change. It is the Regional District's intention to adopt BCERMS. With the adoption of BCERMS, the ERRP will be based on functions, not agencies and will require the development of position description checklists, functional responsibilities and specific position job aids. Every emergency event or exercise presents an opportunity to improve the site-support functions at the Emergency Operations Centre. These improvements must be reflected in the ERRP.

Project

Develop position descriptions and checklists for functions. Collect comments and revise the *ERRP*. Review and upgrade procedures for generic response in each of the EOC functions. Review and upgrade procedures for hazard-specific response for EOC functions, including special policies.

Record changes in policy decisions and procedures in a revised *Emergency and Response Plan* for distribution to all EOC group members.

Tasks

1. Develop BCERMS position descriptions and checklists.

2. Collect comments from users of the *Plan*.

3. Revise sections of the *Emergency Response and Recovery Plan*, as appropriate.

4. Print and distribute revised pages, recording all actions. Consider publishing ERRP on an intranet website to reduce distribution costs.

Responsible

SQCRD Administrator with members of the Emergency Planning Committee.

Dates

Initially, by March 31, 2006, then annual revisions in May during Emergency Preparedness week.

Budget

TBD

3-6 Verify Response Capability

Rationale

The *Emergency Response and Recovery Plan* is dependent upon agencies having sufficient capability to respond to the various hazards that face the SQCRD. It is important to verify the various capabilities to respond to emergencies. For example, hazardous materials spills are a threat to the SQCRD. Both the private and public sector response to this threat must be verified for the ERRP to provide good direction. Any improvements must be reflected in the ERRP.

Project

Develop a matrix of agency response capability based on the main hazards facing your area as identified in the risk assessment. Collect comments and identify response gaps. Review gaps and develop issue papers to request upgrades to response capability.

Record changes in policy decisions and procedures in a revised *Emergency Response and Recovery Plan* for distribution to all EOC group members.

Tasks

1. Review hazards with key agencies.
2. Document response capabilities.
3. Develop matrix.
4. Write gap analysis
5. Develop issue papers when required.

Responsible

SQCRD Administrator with members of the Emergency Planning Committee.

Dates

Initially, by March 31, 2006, then annual revisions in May during Emergency Preparedness week.

Budget

TBD

4-1 Establish Recovery Procedures

Rationale Recovery addresses those actions usually undertaken to provide interim housing, restoration of lifeline utilities, and building demolition. Long-term recovery includes those major efforts, extending from four weeks to several years, to restore transportation systems, reconstruct housing and commercial facilities, and implement long-term economic recovery.

Project List potential needs during recovery and determine the details on how such services will best be delivered in the SQCRD. Record policies and procedures in the *Emergency Response and Recovery Plan*.

Tasks
1. Consult other jurisdictions that have had to develop and implement recovery policies and procedures, such as earthquake-damaged communities in California .

2. Meet with utility officials, such as representatives from the BC Hydro, and Telus to determine their short-term recovery procedures.

3. Arrange for a guest speaker from a community that has suffered significant damage and benefited from recovery planning.

4. Consider actions that can be coordinated through the EOC for short-term recovery, in consultation with the Emergency Planning Committee.

5. Record appropriate policies and procedures in the EP.

Responsible SQCRD Administrator, working with Economic Development and Planning.

Dates TBD

Budget TBD

4-2   Identify Sources of Assistance

Rationale

A great many sources of financial, human resource and material assistance are available to community residents and businesses following a disaster. Some examples include the following:

- Provincial Emergency Program
- Red Cross
- Salvation Army
- Service Clubs

Each has their own policies and requirements, however, and this fact can lead to confusion and delay at a time when recovery needs are greatest.

Project

Identify ahead of need the local, regional, provincial, federal, and international sources of assistance for recovery. Identify the information requirements for grants and any limitations to services. Work with the Provincial Emergency Social Services Program to coordinate information.

Tasks

1. Meet with representative of the Provincial Emergency Social Services Program and the Provincial Emergency Program to discuss and document assistance that may be available during recovery.

2. Identify and meet with representatives of key support agencies, such as the Red Cross and Salvation Army.

3. For each group, list the limitations of their services and any special information requirements or loss criteria that may be relevant to recovery decisions.

4. Record all findings in the Program Guide Appendices.

Responsible

SQCRD Administrator, working with ESSD and community groups.

Dates

TBD

Budget

No costs are associated with this action plan

4-3 Adopt Community Redevelopment Plans

Rationale

Research has shown that public pressure to redevelop areas damaged by disaster forces the repetition of unsafe building or land use practices. The intense need to 'restore the community' often means returning people and enterprises to risk exposures that could and should be avoided. Homes destroyed by flooding are rebuilt in the same risk areas. Burned-out houses are reconstructed in the forest without the benefit of fire-safe practices or protection from erosion.

To break this cycle of reconstruction in hazard areas, a community requires foresight, vision and leadership. Foresight will acknowledge that a disaster may strike at any time. Vision and leadership are needed to prepare redevelopment plans ahead of the need, committing the community to sensible reconstruction in spite of unreasonable public demands following a disaster.

Project

Building from the existing Official Community Plan and Land Use Zoning, work with industry to assemble redevelopment plans to serve long-term public interest. Prepare redevelopment plans to minimize community exposure to natural and technological hazards. Such planning may coincide with long-term land use planning deliberations.

Tasks

1. Collect and review risks and vulnerabilities from the risk analysis.
2. Research and assemble available standards for community safety.
3. Consult other planning experts for options on redevelopment following significant events.
4. Work to prepare and coordinate redevelopment plans.
5. Assemble information on community recovery from the Program Guide and *Emergency Response and Recovery Plan*.

Responsible

SQCRD Administrator, working with Planning Department.

Dates

TBD

Budget

No costs are associated with this action plan

5-1   Identify EOC Members and Alternates

Rationale   The site-support functions anticipated the Emergency Operations Centre (EOC) requires trained and committed persons to ensure a uniform, coordinated response. Ideally, EOC members and alternates represent the full range of skills and knowledge required by the community. These individuals must be identified early in the program and an adequate roster must be maintained at all times.

While the EOC often includes senior officers from the first responder agencies, such as the fire department, EOC members and alternates may come from any walk of life or organization. They need not be employees of the Regional District or other government agency. In fact, EOC members may be drawn from out of community personnel pools, such as trained EOC members from other BCERMS trained communities. The only requirement is that their skills and training suit the functions they are expected to perform.

Project   Identify and list all persons interested in serving as members of the Emergency Operations Centre during a major emergency or disaster to provide a coordinated team response.

Tasks   1. Prepare a roster of EOC personnel, including at least two alternates to each major position.

2. Contact potential members and confirm their interest and availability for training.

3. Identify which functions would be most suitable to each EOC member, recognizing that different types of emergencies will demand different skill sets.

4. Ensure EOC members are re-trained regularly.

Responsible   SQCRD Administrator, working with department heads and committee.

Dates   TBD

Budget   No costs are associated with this action plan

5-2 Establish Facilities and Equipment

Rationale
The hub of the site-support functions of the *Emergency Response and Recovery Plan* is the Emergency Operations Centre (EOC). This facility allows EOC members to assemble in one location, review available information, coordinate actions, communicate with a range of contacts, and provide efficient and effective coordination.

The EOC will also require support facilities to enable an efficient response to major emergencies. These support facilities include predetermined Bases for logistics that are self sufficient with generators and supplies.

Project
Locate and develop permanent primary and secondary EOC facilities, Bases and Staging areas, including the required office equipment, computers and printers, supplies, and telecommunications equipment. Work with Telus in developing EOC communications. Consider mobile possibilities.

Tasks
1. Identify criteria for a suitable EOC and support facility locations. Assemble a list of suitable optional sites for the EOC.

2. Examine the suitability of each site in terms of standard criteria, such as cost, accessibility, size, radio usability, and proximity to community hazards.

3. Create a list of equipment requirements, including communications, and set priorities.

4. Identify local sources of equipment and supplies at reduced or no cost.

5. Establish amateur radio network and capability to support facilities.

6. Determine budgetary needs and apply for JEPP grants through the SQCRD Administrator.

7. Upon JEPP award, purchase and install equipment.

Responsible
SQCRD Administrator, working with the Planning Committee.

Dates
TBD

Budget
TBD, note: Many costs are fundable under JEPP.

5-3 Train EOC and Other Personnel

Rationale

For an effective response and site support, persons responsible for implementing the *Emergency Response and Recovery Plan* during an emergency must be trained ahead of time in core policies, response organization, and procedures. To be effective, the potential members of the EOC Group should train together at their EOC.

It is also important to include others in training, such as assisting agencies and volunteers, so they know what to expect from the EOC.

Project

Implement targeted training in emergency management to support adopted policies and procedures for the SQCRD EOC and *ERRP*. Training needs include an overview of emergency management, and EOC responsibilities in the following areas:

- Overview of Emergency Management
- Current Response Agencies and Resources
- EOC Organization Using BCERMS Principles
- Response Facilities –EOC, Incident Command Posts, Staging Areas, Heli-spots
- Evacuations, Reception and Sheltering
- Communications

Tasks

1. Work with the Planning Committee to determine training needs for the SQCRD.

2. Arrange with contract training organization for session facilitation.

3. Schedule facilities, prepare materials, and arrange for guest speakers.

4. Develop long-term training plan, including list of trainees, topics to be addressed, and record-keeping system.

5. Set budget for training and provide information to Emergency Coordinator for JEPP application.

Responsible

SQCRD Administrator, working with Emergency Planning Committee

Dates

Annually, by May 1

Budget

TBD

5-4　Conduct Exercises and Debrief

Rationale

There is no better way to test the suitability of the EOC site-support procedures than to apply them under near-emergency conditions. Likewise, there is no better way to train EOC personnel than during an emergency simulation. In many respects, the function checklists contained in the *Emergency Response and Recovery Plan* only begin to make sense once people apply them.

Properly conducted exercises have proven themselves as effective tools in fine-tuning emergency plans and personnel. The debrief following an exercise must be carefully facilitated to ensure the most effective use of time and collection of all useful comments.

Project

Prepare and conduct a full-scale exercise of the SQCRD EOC, including first-responders reporting from a 'site', if possible. Facilitate an effective debrief, and forward comments and suggestions for revision of the *Emergency Response and Recovery Plan*.

Tasks

1. Set the objectives for the exercise, and outline a scenario.

2. Design the exercise and identify an Exercise Director, staff, and the players.

3. Schedule the exercise and let all participants know what is expected.

4. Conduct the exercise according to plan.

5. Facilitate a debrief session and prepare a written summary. Forward suggested ERRP revisions to the SQCRD Administrator for resolution.

Responsible

SQCRD Administrator, working with Exercise Design Sub-Committee.

Dates

Annually, during Emergency Preparedness week.

Budget

TBD

5-5 Establish Public Emergency Planning Areas

Rationale

A basic premise of emergency management is that preparedness begins with the individual, the household, the neighbourhood, and the workplace. Community members often lack the experience, skills, and knowledge required to protect themselves.

Community members sometimes have unrealistic expectations regarding emergency service delivery during a disaster.

Project

Promote emergency preparedness among residents, neighbourhoods, and businesses, offer advice on how they can protect themselves, and summarize what to expect from the community and EOC.

Establish Planning Areas, Neighbourhood Groups and appoint Block Coordinators.

Tasks

1. Identify other successful public information and neighbourhood programs, including the Community Emergency Response Team (CERT) or the Seattle Disaster Assistance Response Team (SDART).

2. Complete Guides/Handbooks.

3. Establish Planning Areas.

4. Facilitate training and exercises.

5. Consider a full range of public education methods, including presentations, booth at community fair, mail out to households, newspaper column, and brochures for visitors, school programs, and others. Select appropriate mechanisms.

6. Work with school groups and community associations to deliver presentations.

7. Post emergency program information on the community web site.

Responsible

SQCRD Administrator, working with volunteers and local media.

Dates

Annually, by Emergency Preparedness week.

Budget

TBD

6-1 Develop Record-Keeping Systems

Rationale
Continuity in the SQCRD Emergency Program depends on records that help people recognize what has been accomplished and where things stand. Records enhance understanding, reduce duplication of effort, and increase effectiveness of the program.

Records are essential in demonstrating accountability in managing program funds, resources, and responsibilities.

Project
Ensure appropriate records are kept to assist an audit process, including the following:
- Response equipment maintenance
- Training, noting subject and date by personnel
- Emergency Exercises
- Planning Committee minutes
- Mitigation measures undertaken, listed by date
- Incident reports
- Volunteer lists

For each type of record, identify the type of information to collect, who will be responsible for the record, and where records will be kept.

Rationalize requirement for clerical support to emergency program.

Tasks
1. SQCRD Administrator will interview the Emergency Planning Committee members for suggestions on record-keeping.

2. Discuss existing record system with SQCRD Administrator.

3. Select records that should be maintained.

4. Develop instructions for each type of record.

5. Develop issue paper to add clerical support to Emergency Program.

Responsible
SQCRD Administrator

Dates
Quarterly

Budget
TBD

6-2 Design Annual Report

Rationale

The Emergency Program has been designed using the principles of 'management by objectives'. Each year, the Planning Committee considers a number of strategies and action plans to accomplish and measures the success of the program. The Planning Committee recommends a number of actions to the Executive Committee for approval.

An annual assessment of the Emergency Program is required to ensure vitality among the participants and to verify the volunteer effort and expenditures are producing something of value. The Planning Committee submits an annual report to the Executive Committee with its budget request.

Project

The SQCRD Emergency Planning Committee explores elements to consider in preparing an overall analysis of the program by objective and delivering an annual report. Conduct a thorough and well-documented investigation of any emergencies, including causes, consequences, and lessons learned from response.

Tasks

1. Identify strategies and action plans that should be adopted for the SQCRD in the coming year.

2. Assess the degree of completion of each action plan and objective.

3. Discuss findings with the Planning Committee

4. Design a brief report that will be used annually to report on the performance of the program, the results, problems encountered, lessons learned, and recommendations for improvement.

5. Distribute the report format to members of the Planning Committee for comment.

Responsible

The Chair of the Planning Committee will lead the process of designing the annual report.

Dates

TBD

Budget

TBD

6-3 Develop and Recognize Volunteers

Rationale   The success of the SQCRD emergency program depends on the coordinated efforts of community volunteers. In addition, several ongoing tasks required to manage the program rely on the cooperative efforts of staff within the Regional District, RCMP, BC Ambulance Service, and many other organizations. It is a policy of the Planning Committee to formally acknowledge the contributions from volunteers and other sources towards the safety of all community residents.

Project   Develop means to recognize the valued contributions of members of the program, specifically volunteers. Recognition may take the form of a regular newsletter (printed or via the web page) that would also serve to keep program members informed on the status.

Tasks

1. Develop and maintain a list of all volunteers, their time of service, and the nature of their contributions.

2. Prepare gifts, certificates, trophies, or other suitable symbols of appreciation.

3. Develop and issue a regular newsletter on the Emergency Program, highlighting the contributions of specific volunteers and staff members.

4. Hold a volunteer-appreciation night at least once per year to honour outstanding contributors.

Responsible   "All" Islands Emergency Planning Committee, working with volunteers

Dates   Annually, by December 31

Budget   TBD

6-4 Upgrade Program Guide

Rationale

The Program Guide is designed to ensure continuity of the Emergency Program over the years and throughout the unavoidable changes in personnel. It is important that the guide reflect the latest and current policies adopted by the Emergency Planning Committee. It is also important that the Guide clearly communicate the program's mission, strategies, and objectives to all members of the organization.

The Emergency Program will be evaluated at least once each year and revised as needed. Changes that improve the program's effectiveness must be recorded in the Program Guide.

Project

Assemble recommendations for improvements in delivering the objectives of risk assessment, loss prevention, mitigation, response, recovery, and preparedness. Revise the Program Guide to reflect changes in the policies and procedures for implementing the program. Prepare strategies for upcoming year and forward budget request to the SQCRD Administrator. Consider the full range of objectives and strategies for the program, review accomplishments of the past year, and select appropriate actions for the coming year.

Tasks

1. The Emergency Planning Committee will read and review the Program Guide annually and make note of any comments and suggestions.
2. The Chair of the Planning Committee will consolidate all comments, resolve any conflicting instructions, and deliver comments to the Program Coordinator.
3. The Coordinator will ensure that the current electronic file containing the Program Guide is revised according to instructions from the Planning Committee.
4. The Coordinator will print an appropriate number of copies and distribute them to the Planning Committee and elsewhere.

Responsible

SQCRD Administrator, working with Planning Committee.

Dates

TBD

Budget

TBD

5.0 PROGRAM IMPLEMENTATION

5.1   Implementation Schedule

Each of the strategies and action plans of the program represent important contributions to the overall management of emergencies. Each deserves due attention, effort, and funding. Time and budget limitations, however, demand that priorities be assigned to these efforts. Everything cannot be completed at once. Decisions must be made on how to best implement the proposed actions over time.

To address the immediate requirement for setting priorities among the action plans, the Emergency Planning Committee applies the following criteria:

Legal Requirements

The Emergency Planning Committee places priority emphasis on actions required by the BC Emergency Program Act and regulations. These efforts ensure the SQCRD continues to meet its legal responsibilities.

Degree of Risk Reduction

The Emergency Planning Committee gives priority to actions that are considered very effective in reducing the probability of major emergency or disaster (such as wildfire prevention efforts) or in reducing the severity of loss (such as enhanced evacuation measures).

Cost

Some emergency management efforts may be accomplished with a minimum of resources. Low-cost projects that yield positive results are favoured over more demanding efforts.

Secondary Benefits

Finally, the Emergency Planning Committee considers whether each strategy provided additional benefits to the community beyond the primary contributions to risk control. Informing businesses of their role in emergency response, for example, is expected to generate opportunities for partnerships in equipment purchase and risk mitigation.

Using these criteria, the SQCRD Emergency Planning Committee proposes the implementation schedule shown in Figure 5-1 for the coming five years, beginning in 2006. Spreading the projects over this time period ensures appropriate funding can be arranged to support the effort.

Figure 5-1. SQCRD Emergency Program Implementation Schedule for 2006 – 2011

Emergency Planning Committee to compile and add others as appropriate.