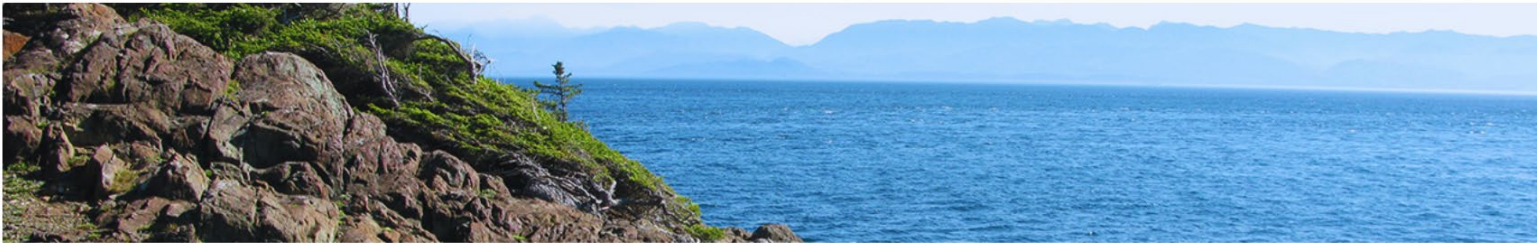




REMP

REGIONAL EMERGENCY
MANAGEMENT PARTNERSHIP
in the Capital Region



2022 Annual Report

March 2023

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Message from the Co-Chairs

We are pleased to present the Regional Emergency Management Partnership (REMP) 2022 Annual Report, which highlights the partnership's accomplishments over the year with our local, regional, and provincial partners.

2022 was another year of change for emergency management within the region. After several concurrent responses to climate driven events, as well as the continued efforts to address the COVID-19 pandemic in prior years, it has become clear that the emergency management needs of the region are changing and that they require a more focused and strategic approach. On December 7th, 2022, the Ministry of Emergency Management and Climate Readiness (previously Emergency Management BC) was formed, to be led by Minister Bowinn Ma, marking a provincial commitment towards disaster resilience. Amidst the evolving landscape of regional emergency management, REMP's focus has continued to be on delivering strategic initiatives and strengthening regional collaboration.

In 2022, REMP completed and progressed on several major regional initiatives, including conducting a Regional Concept of Operations Tabletop Exercise with Chief Administrative Officers, as well as the public launch of the Tsunami Information Portal. Additionally, REMP hosted several engagements in 2022 to gather feedback and insight on various REMP initiatives and regional issues, including four workshops on Cross-Jurisdictional Evacuation Coordination, three engagements for varied extreme heat initiatives, a regional forum on the Modernized *Emergency Program Act*, 18 community visits, and the development of the partnership's Five-Year Strategic Plan.

2022 was also a year of transition for REMP, as we welcomed several new members to the Steering Committee and said goodbye to some long-time members. We would like to congratulate Bob Lapham on his retirement and thank him for his contributions as the original signatory of REMP and the Local Co-Chair over the last six years. Bob's incredible work and dedication to REMP has been instrumental to REMP's success. We would also like to thank Dave Peterson for his contributions to REMP's success in his time as the Provincial Co-Chair. Dave's time with REMP came to an end in March 2022 as he was appointed the Assistant Deputy Minister of Recovery and Funding Projects. We, as your new Co-Chairs are thrilled to carry on the good work that both Bob and Dave have invested into the partnership. We also welcomed Meghan Will, Executive Director for Homelessness from the Ministry of Housing, along with Don Schaffer, interim Chief Administrative Officer for the District of Sooke.

Finally, we would also like to thank all of our partners for their dedication and hard work throughout the last year. We sincerely recognize your tireless efforts to support emergency management in the community, which contributes towards REMP's vision of a disaster resilient region. We look forward to the great work we can do with you all in the years to come.

Ted Robbins, Local Co-Chair,
*Chief Administrative Officer,
Capital Regional District*



Tara Richards, Provincial Co-Chair,
*Deputy Minister, Ministry of Emergency
Management and Climate Readiness*



2022 Annual Business Plan Highlights

In 2022, REMP and partners continued to address the challenges and sustained effects of emergencies that occurred in prior years. REMP successfully achieved the partnership’s Key Performance Indicator (KPI) targets for 2022, completing a variety of regional projects including several Extreme Heat Initiatives, the Capital Region Tsunami Information Portal, a Regional Concept of Operations tabletop exercise and the scoping of the Cross-Jurisdictional Evacuation project.

KEY PERFORMANCE INDICATORS ACHIEVED

<p>Developed the Capital Region Tsunami Information Portal and held a public media release</p>	 	<p>Conducted a Tabletop Exercise with Capital Region CAOs, with the involvement of the Province</p>
<p>Hosted 3 sub-regional and 1 final regional workshop with partners to scope the cross-jurisdictional evacuation work</p>	 	<p>Hosted one regional forum on local government emergency management and disaster financial assistance regulations</p>
<p>Hosted two extreme heat planning sessions to support regional needs involving Extreme Heat Events</p>	 	<p>Visited 18 communities within the region to collect feedback on the partnership and updated strategic direction</p>
<p>Developed the REMP 2023-2027 Strategic Plan to align with regional and community needs and changing legislation</p>	 	<p>Managed the Prepare Yourself website and twitter accounts</p>
<p>Coordinated four LGEPAC meetings – providing opportunities for knowledge sharing, education, and local collaboration</p>	 	<p>Held four regular Steering Committee meetings and one Annual Policy Group meeting</p>

REMP hosted several regional engagements in 2022, including 18 community visits to collect input on REMP’s five-year strategic plan, a regional forum on the new local government emergency management and disaster financial assistance regulations, and several workshops and planning sessions to support regional initiatives. Work continued throughout the year to strengthen the partnership with the purpose of supporting regional collaboration, building and maintaining relationships, and ensuring effective governance.

REMP would like to thank all partners, communities, organizations, and individuals who worked tirelessly throughout the year to collaborate on, advocate for, and participate in REMP’s 2022 activities.

2022 REMP Initiatives

The Capital Region Tsunami Information Portal

On September 20, 2022, the [Capital Region Tsunami Information Portal](#) was launched. This collaborative region wide tool provides centralized tsunami risk mapping for all 13 municipalities, three electoral areas, and nine First Nations in the Capital region in an interactive, easy to use online map. The portal acts as a one-stop-shop, offering an interactive map, Tsunami Preparedness information, and Community Resources. Other project deliverables to support regionally consistent communication for diverse audiences were also developed.

The development of the Capital Region Tsunami Portal was a collaborative effort, incorporating expertise and input from nearly 100 individuals representing dozens of organizations such as the University of British Columbia, Washington State Emergency Management, and the Washington State of Natural Resources. Subject matter experts provided expertise on tsunami hazards, and tsunami risk communication which helped to inform the mapping attributes, colour and terminology used.



The Capital Region Tsunami Information Portal offers an interactive map, tsunami preparedness information and other community resources

In addition to the widespread praise received since its launch, the portal was showcased at the Emergency Preparedness and Business Continuity Conference on November 8th and was also presented to the Integrated Disaster Council of British Columbia (IDCBC).

2022 Regional Forum

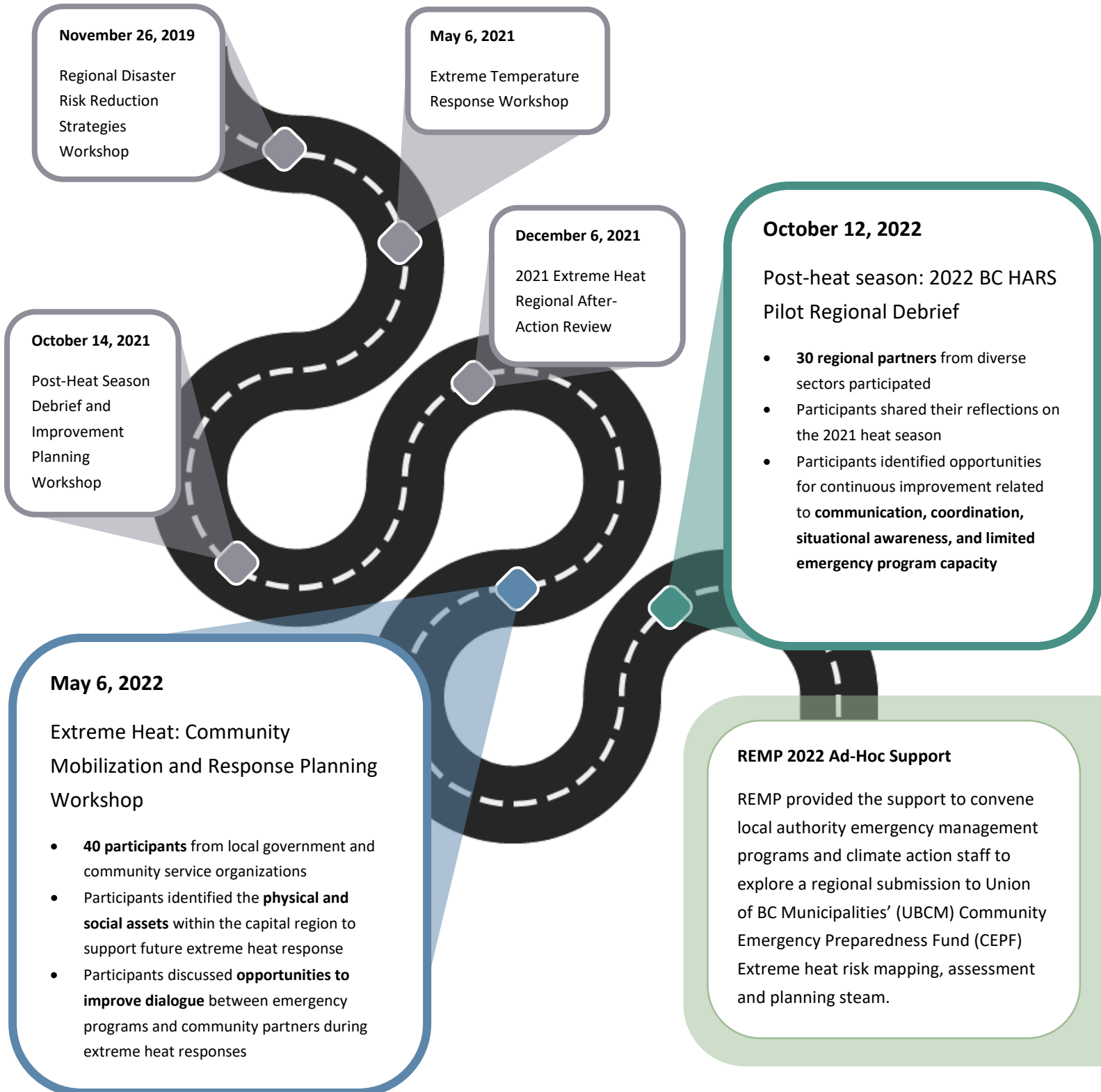
As part of a recurring engagement initiative, REMP holds an annual regional forum on a topic of regional significance. Regional forums provide an opportunity for emergency management practitioners in the Capital region, as well as any other relevant partners and subject matter experts to come together to share knowledge and to strengthen regional collaboration.

On December 7th, 2022, in collaboration with the Ministry of Emergency Management and Climate Readiness's (EMCR) Policy and Legislation Branch, REMP convened local authority emergency management practitioners within the Capital region to learn about and discuss: **(1)** Local Authority Emergency Management Regulations and **(2)** the Compensation and Disaster Financial Assistance Regulation.

Emergency management practitioners from local and regional government in the Capital region and representatives from 10 organizations, including EMCR and REMP attended the forum. Those who could not attend in person were invited to participate in a virtual forum in January 2023. Participants had the opportunity to share their perspectives and provide feedback in a combination of interactive polling, and four breakout discussions. The insights gained from both forums were shared with EMCR's Policy and Legislation Branch and will help to inform a discussion paper in the future.

Regional Extreme Heat Initiatives

In 2022, REMP continued to build upon previous work to support regional partners with the implementation of heat risk reduction solutions.



Cross-Jurisdictional Evacuation Coordination

Due to the complexities of being on an island and the diversity of the Capital region’s geography, a large-scale evacuation will require a coordinated approach to facilitate the movement of people across and within jurisdictional bounds safely. In 2022, REMP facilitated a series of four workshops to discuss regional needs during cross-jurisdictional evacuations (CJE), to identify gaps and understand current capacities around the themes of governance, communications, resources, and processes and to build a consensus on establishing a vision for the future.

The workshops brought together over 120 participants from First Nations communities, 13 municipalities, three electoral areas, and several provincial and federal representatives. Participants represented a variety of industries including communications, emergency management, engineering, fire, police, and public works. The workshops informed the development of several tools for cross-jurisdictional evacuation coordination, including a four-phase approach, a six-step planning process, and a cross-jurisdictional evacuation continuum.

The findings of the workshops were compiled into a Final Report, which was approved by the REMP Steering Committee on October 6, 2022. REMP developed an Action Plan to support regional partners in addressing and implementing solutions to address the issues that were identified, which was also approved by the REMP Steering Committee. Next year, REMP will focus on conducting a regional tabletop exercise to test and address some of the identified issues as above.

Regional Concept of Operations Exercise

The Regional Concept of Operations (ConOps) model is a senior level decision-making framework that outlines how local governments (municipalities and the Capital Regional District), First Nations, and the Province will work together during events of regional emergency significance. The purpose of the ConOps is to expedite decision making, information sharing, and collaboration.

To support the exercise and prepare attendees, REMP developed a Train-the-Trainer package and delivered it to Emergency Program Coordinators (EPCs) within the Capital region on May 27th, 2022.

The TTX exercise was held on June 3rd in Victoria, BC, with the goal of providing a space for CAOs to practice the model and provide feedback on the process. The scenario for the exercise explored an atmospheric river emergency event, with resulting supply chain issues. CAOs from eight regions and delegates from three organizations attended the exercise.

Findings from both the Train-the-Trainer session and the CAO TTX were captured and presented in an After-Action Report (AAR) that identified seven recommendations represented as either best practices or opportunities for improvement.



CAOs work together to identify regional priorities for fuel consumption as well as a regional spokesperson to communicate with the media and the public during the 30-minute Regional Coordination Call.

Strengthening the Partnership Highlights

Partnership Evaluation & Evolution

COMMUNITY VISITS

Between May and July 2022, REMP support staff conducted several community visits to identify emerging issues for the emergency program coordinators, to continue to build working relationships with the emergency programs, and to gain insights from practitioners about opportunities for improvement as REMP undertook the development of a new strategic plan. REMP support staff conducted a total of 18 community visits with 12 municipalities, three electoral areas, and three First Nations within the region with a total of 32 people sharing their time and insights.

Semi-structured interviews guided discussion and provided communities with the opportunity to reflect on regional issues and support, REMP communications and engagement, and to share perspectives on future direction and priorities for the partnership.

Most communities felt REMP was providing regional benefits, citing REMP initiatives including the Concept of Operations, Cross-Jurisdictional Evacuation, the Tsunami Information Portal and Extreme Heat Planning as beneficial to the region.

STRATEGIC PLANNING 2023-2027

From the feedback received during community visits, along with input from the REMP Steering Committee members who were polled in surveys and two strategic planning sessions, a new Five-Year Strategic Plan was developed to guide future REMP initiatives.

The [2023-2027 Strategic Plan](#), which was approved by the Steering Committee in December 2022, details the priorities and goals of the partnership and outlines some of the strategies that will be taken to address the feedback heard from the region.

Strategic Plan Key Priorities



Addressing Community Feedback

REMP began implementing the following strategies into project management objectives and business administration in 2022

- REMP can continue to support virtual engagement, rotate in-person sessions throughout the region and limit in-person engagement that is for the purposes of information sharing
- Increase the diversity in composition on project advisory teams, establish multi-year project timelines and engagement goals
- Incorporate project management objectives that include research, jurisdictional scans and integrate learning objectives into workshop design
- Increase sub-regional planning by incorporating sub-regional engagement and deliverables in project management objectives

Relationship Building and Maintenance

2022 LOCAL GOVERNMENT EMERGENCY PROGRAM ADVISORY COMMISSION MEETINGS

In 2022, REMP Staff coordinated quarterly meetings of the Local Government Emergency Program Advisory Commission (LGEPAC).

Four meetings were held throughout the year, with two in-person sessions in Metchosin and Sidney. REMP Staff liaised with several guests to present to members of LGEPAC including:

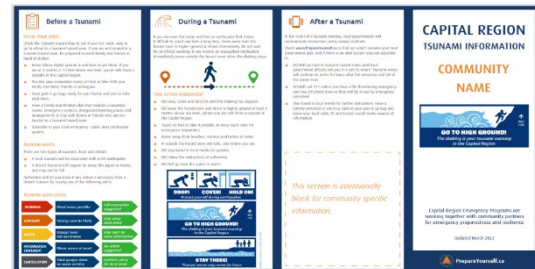
- The EMCR (previously EMBC) Planning Team regarding updates to the BC Earthquake Immediate Response Plan (IRP)
- The Justice Institute of British Columbia regarding Mass Care Framework Research
- BC Transit regarding its role during the 2021 fire and flood evacuations and future opportunities to collaborate with local governments in the Capital region
- Public Emergency Alerting Services Inc (PEASI) regarding its work with City of Victoria on alertable templates for extreme heat

LOCAL GOVERNMENT EMERGENCY PROGRAM EDUCATION SUPPORT

In 2022, REMP staff continued to manage and maintain the [PrepareYourself](https://prepareyourself.ca) website. [PrepareYourself.ca](https://prepareyourself.ca) is a collaborative site that shares emergency preparedness information on behalf of the 13 municipalities and three electoral areas in the Capital Region. The website received over 16,000 views in 2022.

REMP would like to thank CRD Communications for supporting the design and development of an updated Tsunami Information Brochure to improve readability and accessibility. Five communities in the Capital region adapted the regional template to meet their local needs to support public education.

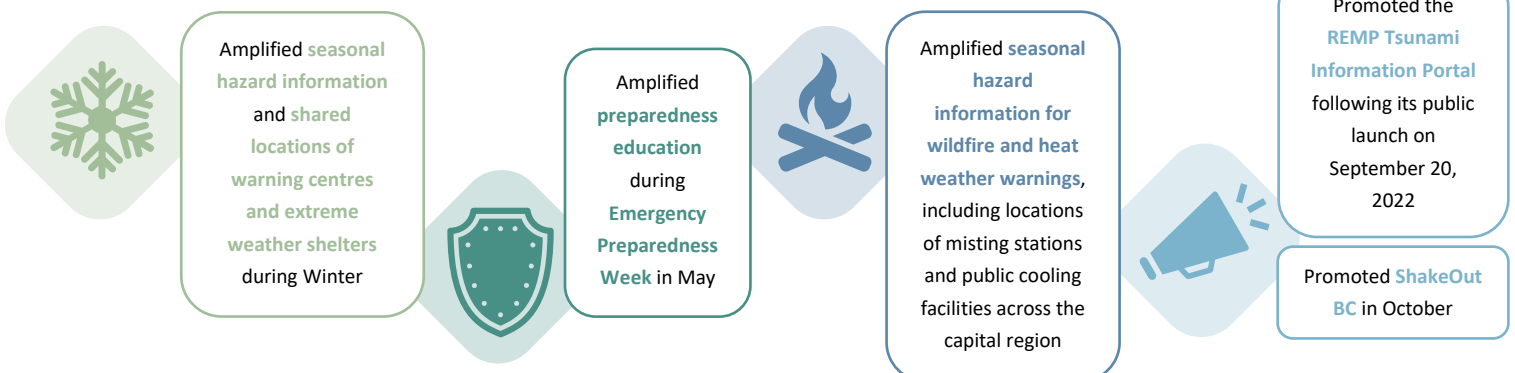
The updated brochure features a covering page and text regarding what to do *Before a Tsunami, During a Tsunami and After a Tsunami* and aligns with the order presentation of information in the *PrepareYourself Workbook*



The back contains a feature map which is a dedicated space for local emergency programs to insert *community or neighbourhood level tsunami maps* as appropriate.

2022 PrepareYourself Social Media Accomplishments

REMP staff continued to manage and maintain the [@PrepareCRD Twitter Account](https://twitter.com/PrepareCRD) to amplify original content generated primarily by local emergency programs. Content shared often promoted personal preparedness, local hazard information and regional subscriber based alerting systems. The [@PreparedCRD Twitter Account](https://twitter.com/PreparedCRD) featured approximately 325 Tweets throughout 2022 that:



REMP Administration and Governance

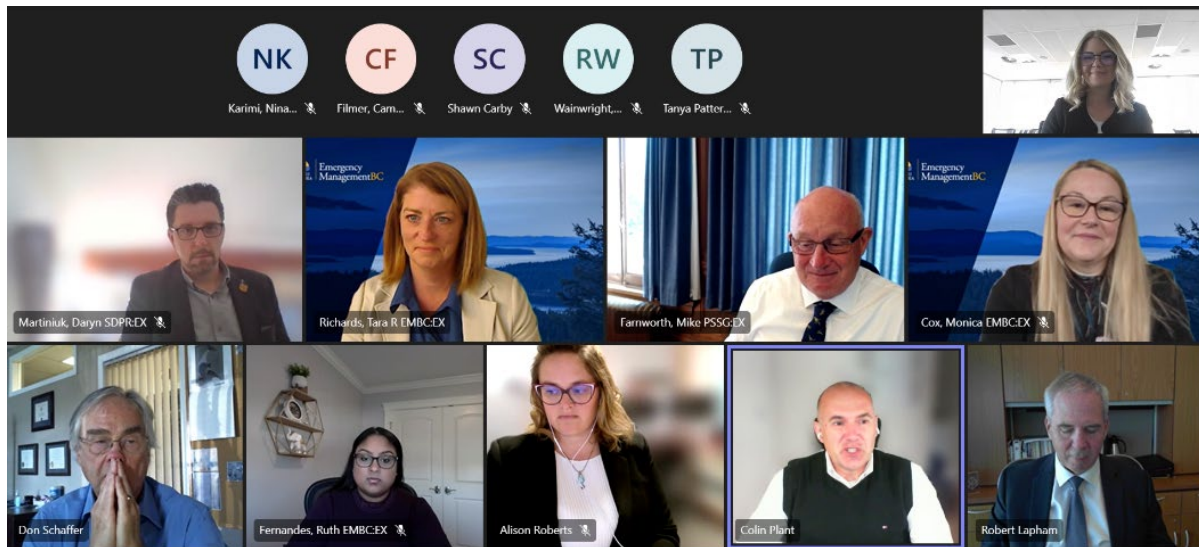
2022 BUSINESS PLANNING SESSIONS

REMP hosted and facilitated two virtual business planning engagement sessions with local government partners on July 20, 2022 and December 5, 2022, offering LGEPAC members opportunity to share and provide input on project ideas.

ANNUAL POLICY GROUP MEETING

As outlined in the REMP Memorandum of Understanding (MOU), the Policy Group consists of the Capital Region Board Chair and the Minister responsible for the BC *Emergency Program Act*. This convening of elected officials reinforces the importance of emergency management to both regional and provincial leaders and provides the opportunity to shift to a strategic lens. The occasion to connect during a year with continuous operational events highlights the importance of this partnership and displays the commitment and time that is dedicated to this vital work.

The 2022 REMP Annual Policy Group meeting took place virtually, on September 20th. Key topics included an update from the provincial co-chair on the *Emergency Program Act* modernization and an update from the local co-chair on the Capital Regional



The REMP Policy Group convened during a virtual session in September 2022

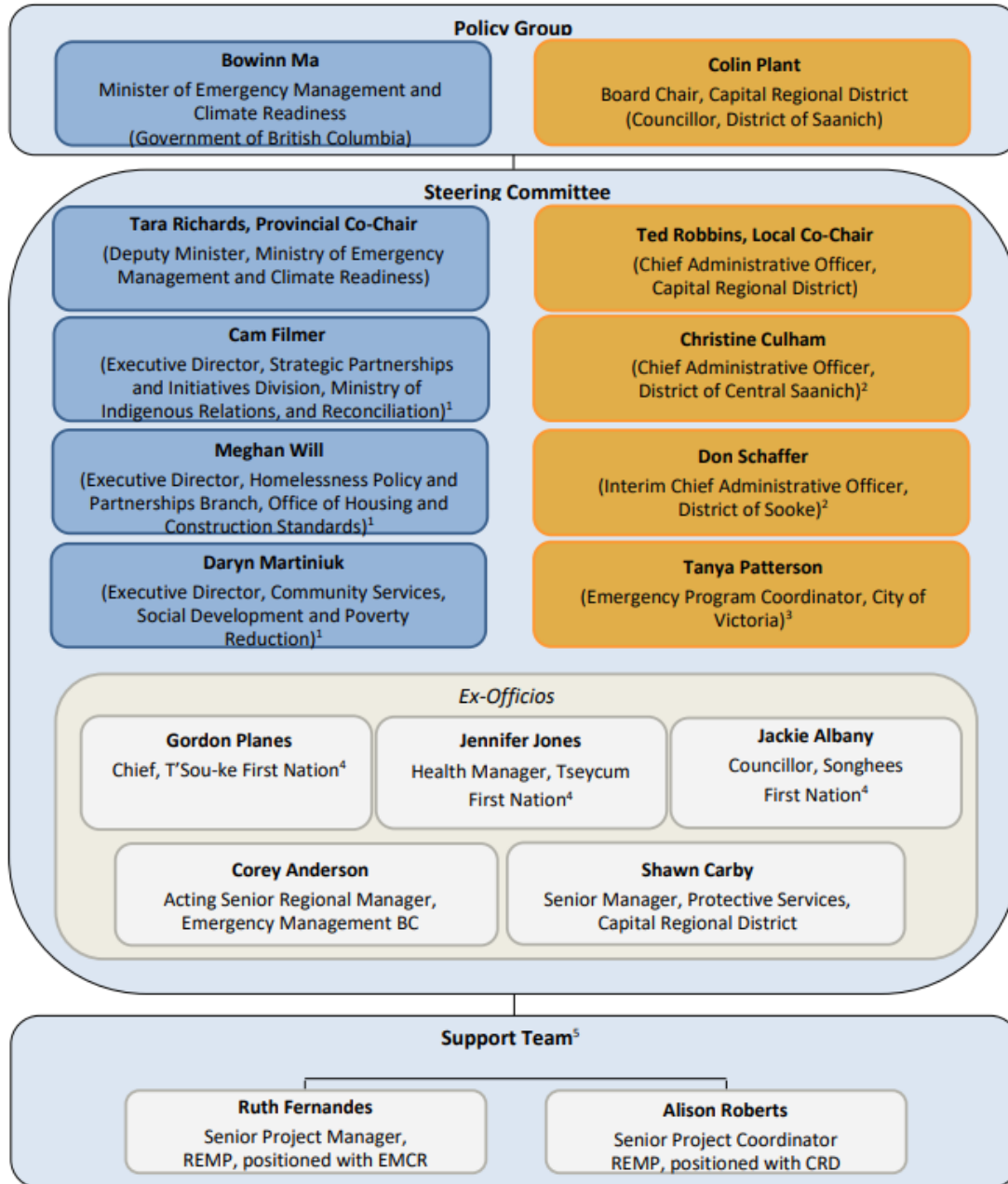
District Exercise. The REMP 2022 Business Plan was ratified, the Tsunami Information Portal was highlighted, and the future direction of REMP was discussed.

QUARTERLY STEERING COMMITTEE MEETINGS

The REMP Steering Committee works collectively to make decisions on priorities, resources, and liaises with other senior decision makers to champion the work of REMP. Communication and engagement with the REMP Steering Committee is a vital component of REMP’s processes.

REMP held four regular Steering Committee meetings in 2022. REMP initiatives throughout the year were brought forward for updates and approvals. In 2022, Steering Committee members also engaged in the REMP strategic planning process through surveys and two strategic planning sessions.

Organizational Chart



Notes:

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

2022 Year-End Financial Statement

REVENUE

CRD Requisition	131,830
Provincial Government	125,000
Reserve Account	50,000
Total Revenue	\$ 306,830

EXPENDITURES

Salaries and Benefits	204,159
Consulting – REMP Projects	38,877
Regional Concept of Operations	11,543
Cross-Jurisdictional Evac Coordination	12,000
Extreme Heat AAR	5,084
Regional Forums on EM Topics	-
Strategic Planning	10,250
Tsunami	7,629
Conference Registrations	1,249
Professional Development	375
Travel	2,081
Catering	3,244
Workshop Supplies	85
Allocations (Network support and other administrative services from the CRD)	22,617
Total Expenditures	\$ 272,687

Note: Unspent funds from previous years are tracked and set aside for future REMP initiatives

Appendix A: REMP 2023-2027 Strategic Plan

REMP 2023-2027 STRATEGIC PLAN
 Approved by Steering Committee Dec 2022



VISION	A disaster resilient region				
MISSION	REMP works collaboratively with local, Indigenous, provincial (federal) governments, community, and organizational partners to advance coordinated regional emergency management planning to prepare the Capital region for emergencies and disasters				
GUIDING PRINCIPLES	Disaster risk reduction approach	Planning as a process	Shared accountability	Increased Connectedness	Evidence and experience-based decision making
	REMP takes a proactive and multi-sectoral approach to reducing the risk of disasters by bringing partners and communities together to identify, assess, and address/prevent exposure to hazards, reduce vulnerabilities to disasters, and build community capacity.	REMP undertakes planning with the view it is a process of continuous improvement and not an end-product. REMP will draw on our collective strengths and capabilities to absorb the impact of a disruption, to reorganize, change, learn, share, and adapt our work.	We rely on the participating agencies to implement regional solutions at an organizational level. REMP encourages ownership and respects the autonomy of communities.	REMP supports increased connectedness through activities that create and strengthen relationships between partners that enhance resilience.	REMP uses a risk-informed, systems-based approach in project management planning and decision-making that considers global good practices, and local and Indigenous knowledge in disaster risk reduction.
CORE VALUES	<p>Collaborative</p> <p>REMP events continue to intensify and create impacts throughout the Capital region. Teaming up with community leaders, other practitioners and researchers from the onset supports the proactive development of resilient solutions.</p>	<p>Innovative</p> <p>REMP acknowledges the changing field of emergency management when planning for complex, concurrent, and compounding hazards. Our focus on innovation enables us to be more effective in the design, engagement, and delivery of our work.</p>	<p>Flexible</p> <p>Increased risk and severity of emergency management is a dynamic field that requires flexibility to adapt to changing circumstances. REMP strives to be an agile partnership capable of responding to changing regional needs, balanced by our commitment to ongoing priorities.</p>	<p>Inclusive</p> <p>REMP acknowledges that the Capital region is a diverse region with communities of all sizes facing a multitude of hazards with a broad spectrum of needs. REMP employs a lens of inclusivity to ensure equal opportunity.</p>	<p>Compassionate</p> <p>REMP and partners place community and people at the centre of all our work. We lead with compassion and empathy, recognizing the profound impacts emergencies and disasters have on individuals, families, and communities.</p>
PRIORITIES	Strengthen knowledge of regional hazards, risks, and vulnerabilities				
GOALS	Build a common understanding of the distribution of hazards, risks, and vulnerabilities across the region to prioritize REMP's emergency management planning initiatives				
STRATEGIES	<p>1. Collaborate with diverse knowledge bases to produce tools and materials supporting partners' understanding of hazards, risks, and vulnerabilities</p> <p>2. Develop a framework to help target and prioritize REMP initiatives that support risk mitigation planning</p>	<p>1. Develop collaborative regional emergency management plans, resources, and tools</p> <p>2. Facilitate the integrated implementation of regional emergency management plans, resources, and tools</p> <p>3. Develop a plan for a sub-regional and/or regional emergency response and recovery structure</p>	<p>1. Engage Indigenous partners to explore a regional co-development model</p> <p>2. Create and maintain staff well-being, professional development, and a positive work environment</p> <p>3. Ensure effective governance, operational systems, and human and financial resources to fulfill REMP's new strategic plan</p> <p>4. Propose legal, policy, and networking initiatives to advance effective regional emergency management governance</p>	<p>1. Strengthen coordinated and integrated regional emergency management planning</p> <p>2. Advance regional emergency management planning priorities</p>	<p>Strengthen the effectiveness and reach of the partnership</p> <p>Ensure REMP thrives as a regional emergency management partnership</p>