

# **Emergency Program Strategic Plan**

for the

**District of Highlands**

**2019 – 2023**

**The Corporation of the District of Highlands**

British Columbia, Canada



**February 2019**

Prepared by the District of Highlands Emergency Planning Committee. For more information about Highlands's Strategic Plan for the Emergency Program, contact:

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# Executive Summary

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Through municipal Bylaw 56 for the District of Highlands, Council expressed its wish to provide a comprehensive management program to prepare for, respond to and recover from emergencies and disasters.

Council is further required by the *Emergency Program Act, RSBC 1996, c.111*, as amended, to establish and maintain an emergency management organization to develop and implement emergency plans, among a number of other related requirements.

Implementing these important responsibilities demands an orderly and thoughtful approach. This Strategic Plan for the Highlands Emergency Program addresses this need by proposing specific objectives and strategies for the coming five years, and estimating annual budgetary requirements for the program.

To support this mission, the Highlands Emergency Program Strategic Plan identifies eight objectives:

- Objective 1: Get Organized
- Objective 2: Assess Risks
- Objective 3: Mitigate Risks
- Objective 4: Plan for Emergency Response
- Objective 5: Plan for Business Continuity
- Objective 6: Plan for Disaster Recovery
- Objective 7: Ensure Preparedness
- Objective 8: Evaluate and Renew the Program

Each objective is delineated by describing the strategies and targeted actions needed, including estimates of time requirements and expenses.

Overall, this version of the Strategic Plan defines 77 actions that serve the interests of the public in advancing emergency management for the District of Highlands. Among these action items, 34 tasks represent annual requirements that must be accomplished every year to maintain a reasonable level of preparedness. The remaining 43 actions specify one-time projects requiring targeted action in the next five years.

Because not all important actions can be addressed at once, the Emergency Planning Committee has identified priorities that will be undertaken in 2019 as urgent actions. In making these selections, the Committee considered all legal requirements, the degree of risk reduction of each strategy, the cost of actions, and the secondary benefits that may accrue to the community.

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# Emergency Program Strategic Plan for the District of Highlands

## 1. Emergency Program Overview

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### 1.1 Introduction

The Highlands Emergency Program is the collective title for the organization, plans, and procedures established within the District for managing major emergencies and disasters. The Emergency Program provides a framework for an active, cooperative, and permanent endeavour, involving community residents in concert with municipal workers, utilities, and provincial government.

In 1995, Highlands Council adopted Bylaw No. 56 to support the Highlands Emergency Program, and charged the Emergency Planning Committee with responsibility for strategic direction of the emergency planning function.

This Strategic Plan sets out the mission, objectives, and strategies for the District of Highlands for the coming five years, 2019 through 2023.

### 1.2 Context for Planning

The Highlands Emergency Program reflects the requirements of the BC *Emergency Program Act* of 1993, as amended. Highlands Council is a “local authority” for the purposes of emergency management under the *Act*. 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.*

The *Act* requires Council as 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 Strategic Plan for the Highlands Emergency Program Plan also addresses the requirements of the Canadian Standards Association Z1600 - *Emergency Management and Business Continuity Programs*, in detailing the requirements for emergency management.

### 1.3 Scope of the Program

Figure 1 presents the scope of the Highlands Emergency Program.

*Figure 1. Scope of the Highlands Emergency Program*

Feature	Included in Scope
Geographic	<ul style="list-style-type: none"> <li>• Jurisdiction to municipal boundaries</li> <li>• CRD land (parks)</li> <li>• Provincial lands (parks)</li> </ul>
Hazard Types	<ul style="list-style-type: none"> <li>• All hazards</li> </ul>
Severity Levels	<ul style="list-style-type: none"> <li>• All levels</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>• Establish Organization</li> <li>• Assess Risks</li> <li>• Mitigate Risks</li> <li>• Prepare for Emergency Response</li> <li>• Prepare for Business Continuity</li> <li>• Prepare for Disaster Recovery</li> <li>• Ensure Preparedness</li> <li>• Evaluate and Renew Program</li> </ul>
Response Support Levels	<ul style="list-style-type: none"> <li>• Site response</li> <li>• Site support</li> </ul>

*Geographic Area* – The geographic area of this program includes the entirety of the District of Highlands, including all lands, facilities, and infrastructure. For planning purposes, the scope of the program includes businesses, institutions, and lands belonging to the Capital Regional District and the Province of BC.

*Hazard Types* – Emergency planning addresses all types of emergencies that might affect the municipal population and structures. Whether considering a hazardous materials spill, earthquake, or severe storm, the approach to response and recovery under the program remains consistent for each hazard type.

*Severity Levels* – The Highlands Emergency Program acknowledges all incidents of potential severity, defined by the three levels of emergency listed in the BC Emergency Management System (BCEMS). These levels range from daily site response activities where there is no need for site support to major incidents of large magnitude or long duration, that may have many sites, or that may involve multiple government agencies.

*Response Support Levels* – The scope of the Highlands Emergency Program primarily concerns the “site response” and “site support” levels of BCEMS. First responder organizations, such as the Highlands Volunteer Fire Department, and the West Shore Detachment of the RCMP are expected to implement response operations using the Incident Command System (ICS) in emergencies.

## 1.4 Key Terms

Several definitions are central to the Emergency Program and to understanding the long-term vision for protecting the community.

*Business Continuity* – Temporary measures that ensure the continuity of critical municipal services, operations, and government following a disruptive event.

*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.

*Mitigation* – All actions undertaken before a disaster with the intention of reducing the likelihood and/or consequences of a future loss event.

*Preparedness* – Actions necessary to enable an appropriate response to a potential emergency or disaster, including training and exercises, emergency plans, capability development or enhancement, upgrading of response facilities, emergency works, and public information in response to an imminent threat.

*Response* – Actions devoted to incidents or situations that, by virtue of their nature, magnitude or location, require extraordinary measures.

*Recovery* – Actions needed to repair, replace, or restore essential infrastructure and services to the public and returning the affected area to pre-emergency conditions, including long-term community support for reconstruction.

## 2. Program Objectives and Strategies

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### 2.1 Vision and Mission of the Emergency Program

The District of Highlands is actively engaged in becoming a “disaster resilient community,” one that provides for the protection of public safety and health, the environment, critical infrastructure and property, and economic stability.

The Highlands Emergency Program intends to manage the risks of major emergencies and disasters through forethought, planning, and preparedness on behalf of residents.

### 2.2 Objectives

In maintaining an emergency management program, the Emergency Planning Committee adopts the following eight objectives.

**Objective 1: Get Organized** – Emergency management relies on a strong and coordinated framework that includes committed staff, volunteers, and community partners. In this objective, the Committee seeks a permanent, cooperative organization while securing the management and budget support needed to fulfill core requirements.

**Objective 2: Assess Risks** – The objective of assessing community risks guides the entire program and helps set priorities, suggests protective measures, and ensures the greatest effort is devoted to the greatest threat.

**Objective 3: Mitigate Risks** – Mitigation programs are designed to prevent or reduce the consequences of major emergencies. Measures could include land use management, forest fuel reduction, public education, and insurance incentives.

**Objective 4: Plan for Emergency Response** – In essence, planning for emergency response includes developing and updating written procedures, pre-planning emergency operations centres, identifying resources, preparing to issue warnings, and planning for evacuation.

**Objective 5: Plan for Business Continuity** – This objective meets the need for temporary measures to continue essential District internal operations and public services during an emergency. To a large degree, business continuity anticipates the use of back-up or alternate resources over a short term to overcome obstacles to municipal service delivery.



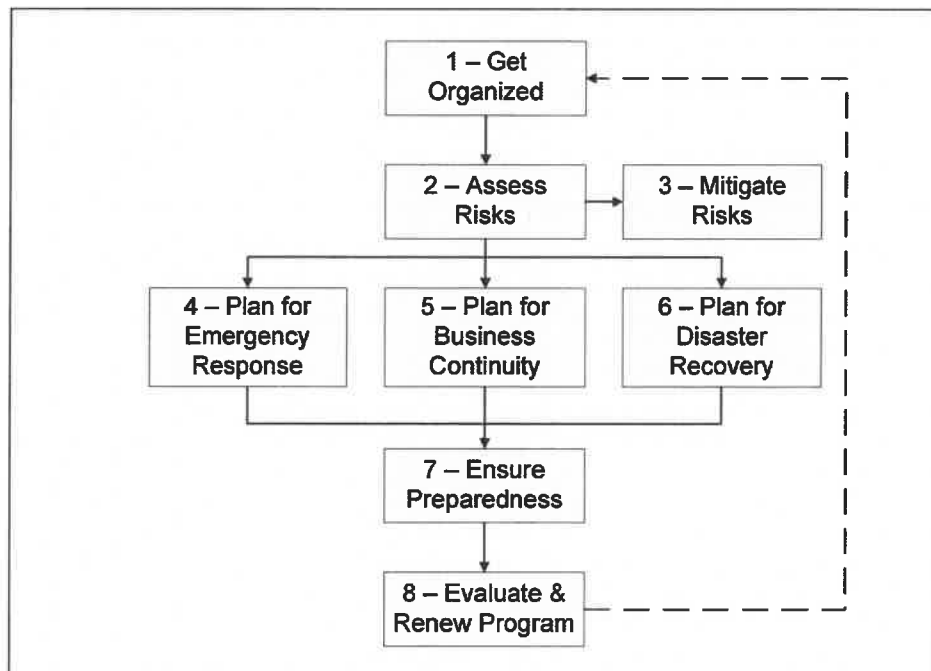
**Objective 6: Plan for Disaster Recovery** – Disaster recovery addresses the physical restoration and reconstruction of municipal facilities following a disaster, such as repairing or replacing critical infrastructure and services. In addition, recovery involves support for affected citizens, including food and water, temporary housing, health services, and counselling for those directly affected by a disaster.

**Objective 7: Ensure Preparedness** – Preparedness actions ensure that individuals and agencies will be ready to react effectively in an emergency situation. Primary measures include setting up response facilities, gathering equipment, training individuals and organizations, and exercising site response and EOC plans.

**Objective 8: Evaluate and Renew the Program** – Objective 8 calls for a periodic review of the Highlands Emergency Program by measuring the performance of selected actions and the achievement of desired results. Such evaluation will include an annual review with a more comprehensive evaluation every three years.

Figure 2 summarizes these eight objectives of the emergency program and their relative sequence of consideration.

*Figure 2. Emergency Program Objectives Flowchart*



The Highlands Emergency Program may focus on a single objective at any time, although there is a logical order to these steps. It is important, for example, to understand community risks (Objective 2) before planning for emergency response (Objective 4).

Figure 2 indicates this process is never-ending. There will always be a need to revisit each objective, to re-evaluate progress, and to improve services offered through the Highlands Emergency Program. Each objective is re-examined at least annually.

## 2.3 Strategies

The Highlands Emergency Planning Committee has identified a number of strategies that should be adopted for each objective in the coming five years, as summarized in Figure 3.

*Figure 3. Emergency Program Objectives and Strategies*

<p><b>Objective 1 – Get Organized</b></p> <p>1-1 Support Emergency Program Coordinator and Committee</p> <p>1-2 Ensure Staff Awareness of Emergency Program</p> <p>1-3 Work with Volunteer Groups</p> <p>1-4 Confirm Funding Sources</p> <p>1-5 Manage Contracts</p>	<p><b>Objective 5 – Plan for Continuity</b></p> <p>5-1 Prepare Business Continuity Plan</p> <p>5-2 Develop Loss Prevention and Reduction Options</p>
<p><b>Objective 2 – Assess Risks</b></p> <p>2-1 Research Community Risks and Incidents</p> <p>2-2 Map Community Hazards and Vulnerabilities</p> <p>2-3 Prepare Risk Assessment Report</p>	<p><b>Objective 6 – Plan for Recovery</b></p> <p>6-1 Plan for Infrastructure Recovery</p> <p>6-2 Plan for Community Recovery</p>
<p><b>Objective 3 – Mitigate Risks</b></p> <p>3-1 Mitigate Wildfire Risks</p> <p>3-2 Promote Earthquake Safety Program</p>	<p><b>Objective 7 – Ensure Preparedness</b></p> <p>7-1 Identify Emergency Staff and Alternates</p> <p>7-2 Set up Emergency Facilities and Equipment</p> <p>7-3 Train Site Staff, EOC Personnel, and Council</p> <p>7-4 Conduct Exercises and Debriefs</p> <p>7-5 Advise Public on Preparedness</p>
<p><b>Objective 4 – Plan for Response</b></p> <p>4-1 Update Emergency Response Plan</p> <p>4-2 Plan for Evacuations</p> <p>4-3 Advance the Notification and Warning Systems</p>	<p><b>Objective 8 – Evaluate &amp; Renew Program</b></p> <p>8-1 Keep Records</p> <p>8-2 Prepare Annual Report</p> <p>8-3 Update Strategic Plan</p>

### 3. Action Plans

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The Emergency Planning Committee has considered a series of action plans for the coming five years. This section lists the actions that correspond to strategies identified in Figure 3 in the previous section, and summarizes specific tasks 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.

The Emergency Program Coordinator is expected to undertake or coordinate action plans on behalf of Council, with the assistance of the Chief Administrative Officer, where required. For some actions, the Coordinator will facilitate the work of others, including municipal staff, volunteers, or contractors.

#### Objective 1 — Get Organized

Because so much of emergency preparedness depends on action before a damaging incident strikes, a strong and energetic organization is essential in meeting the Council's legal requirements. Establishing a viable organization takes time, forethought, and an appreciation of group dynamics.

The strategies set out under Objective 1 – Get Organized, help the District accomplish all the other objectives and form the core of the entire program. Although some actions that establish the structure should require one-time only effort (e.g., updating the Bylaw), others must be repeated each year to ensure a healthy program (e.g., applying for grants).

All five of the strategies in Objective 1 must receive attention in the initial year of the Strategic Plan, 2019. Qualified contractors can contribute to some actions. However, it is unlikely that such efforts would qualify for existing grants.

In implementing Objective 1, the Emergency Planning Committee seeks to address the day-to-day requirements of the Emergency Program through the following strategies and actions over the coming five years.

<b>1-1 Support Emergency Program Coord., Committee</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Establish and support the committee structure for the program.		2.00	2.00	-	\$ 750	\$ -
1-1 Select how best to implement the Emergency Program: 1) Internal, 2) Vols, 3) Neighbouring Municipality, 4) Contractor, 5) Other?	19	0.50	0.50	-	750	-
1-1 Update EM Bylaw to support the program	19	0.50	0.50	-	-	-
1-1 Chair 4 meetings of the Emergency Planning Committee per year. Develop agenda, minutes.	ann	1.00	1.00	-	-	-

<b>1-2 Ensure Staff Awareness of Emergency Program</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Improve awareness among municipal staff of the Emergency Program and their roles.		1.00	-	-	\$ 750	\$ -
1-2 Develop policy on staff overtime and volunteers while working on emergencies.	19	0.50	-	-	-	-
1-2 Prepare a 1-page overview of the Emergency Program to educate staff on their roles..	19	0.25	-	-	750	-
1-2 Present summary information on the Emergency Program at staff meetings.	ann	0.25	-	-	-	-

<b>1-3 Work with Volunteer Groups</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Manage volunteers and improve awareness of the Emergency Program among community stakeholders.		0.25	4.50	6.00	\$ -	\$ -
1-3 Identify tasks in Strategic Plan that can be undertaken by volunteers.	ann	0.25	0.50	-	-	-
1-3 Interview volunteers to identify leaders.	ann	-	2.00	3.00	-	-
1-3 Manage volunteers	ann	-	2.00	3.00	-	-

<b>1-4 Confirm Funding Sources</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Confirm all potential sources of funding for the Emergency Program		0.25	1.75	-	\$ 1,150	\$ -
1-4 Prepare annual budget to support selected EM program objectives.	ann	0.25	0.25	-	-	-
1-4 Identify and research all grants available and define criteria.	ann	-	0.50	-	400	-
1-4 Apply for grants (e.g., UBCM, provincial, federal grants).	ann	-	1.00	-	750	-

<b>1-5 Manage Contracts</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Oversee projects under contract.		4.50	3.00	-	\$ -	\$ -
1-5 Prepare Requests for Proposals for specific projects.	ann	1.00	1.00	-	-	-
1-5 Evaluate proposals and select contractors. Negotiate contracts.	ann	1.00	1.00	-	-	-
1-5 Manage contractors, offer direction and guidance, review draft and final deliverables.	ann	2.00	1.00	-	-	-
1-5 Report to Council and Finance on contract completion.	ann	0.50	-	-	-	-

## Objective 2 — Assess Risks

Council is required under the *Local Authority Emergency Management Regulation* to identify the potential emergencies and disasters that could impact the jurisdiction, and assess the relative risk of occurrence.

Understanding risk requires a knowledge of the infrastructure, buildings, economic features, and people that may be affected by a disaster. Some residents, through their cultural or economic status, would suffer greater harm than others in the event of a disaster. These community elements constitute “vulnerabilities.”

Ideally, an understanding of hazards and vulnerabilities guides the remaining objectives of the Emergency Program, including mitigation and emergency response planning. This effort could be completed in a single project, and a contractor could assist the District. Grant funds are available through the UBCM Community Emergency Preparedness Fund to moderate the costs of a formal community risk assessment, also called a Hazard, Risk, and Vulnerability Assessment (HRVA).

To continue efforts supporting Objective 2, the Committee anticipates the following strategies and actions.

<b>2-1 Research Community Risks and Incidents</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Facilitate emergency planning by leading the research of community risk information.		-	1.50	3.00	\$ 4,250	\$ 4,250
2-1 Research past events in community and region	20	-	0.50	3.00	1,500	1,500
2-1 Define frequency and potential impacts of hazards	20	-	-	-	750	750
2-1 Identify implications for response, recovery, hazard mitigation	20	-	1.00	-	2,000	2,000

<b>2-2 Map Community Hazards and Vulnerabilities</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Develop maps of the community to support understanding by staff and the public of hazards and vulnerabilities.		-	1.50	-	\$ 2,000	\$ 2,000
2-2 Prepare maps of high risk areas, working with District mapping personnel.	20	-	0.50	-	1,000	1,000
2-2 Map vulnerable critical infrastructure, including water, power, transportation, communications.	20	-	1.00	-	1,000	1,000

<b>2-3 Prepare Risk Assessment Report</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Prepare and upgrade the Community Risk Assessment report every five years to include information on risks and vulnerabilities.		1.00	0.50	-	\$ 3,000	\$ 3,000
2-3 Prepare draft Community Risk Assessment Report and circulate for comments.	20	0.50	0.50	-	2,500	2,500
2-3 Adapt Community Risk Assessment for Highlands website.	20	0.50	-	-	500	500

### Objective 3 — Mitigate Risks

Mitigation includes all attempts before disaster strikes to reduce the likelihood of an event or the severity of consequences. Partnerships are important in mitigation because emergencies may affect many organizations. Successful efforts to mitigate risks benefit many stakeholders and may require the participation of residents, neighbouring municipalities, businesses, insurers, and the province.

Efforts to mitigate hazards are not required under current provincial legislation, but some action makes sense when the impact of major disaster on the community is considered.

The Strategic Plan currently identifies two mitigation strategies that have proved effective in other communities. Wildfire mitigation is becoming more urgent with the growing impacts of Climate Change. Efforts to mitigate earthquake hazards acknowledge that Highlands residents live in one of the most active earthquake zones in Canada.

Both strategies and all actions lend themselves well to contributions from community volunteers. In addition, contractors can undertake part of or the bulk of the actions, and grant support is possible to assist with expenses.

The District has undertaken a number of internal risk mitigation projects, including a seismic upgrade of municipal water systems. Strategies relating to mitigation for the coming five-year period include the following.

<b>3-1 Mitigate Wildfire Risks</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Identify options to mitigate risks of wildfire, and select suitable loss prevention options.		3.25	3.50	5.00	\$ 12,000	\$ 12,000
3-1 Meet with BC Parks, CRD Parks to explore the mitigation options, prescribed burns, signage, mechanical fuel reduction. (grant?)	23	0.25	0.50	-	2,000	2,000
3-1 Prepare and deliver public presentations on FireSmart, including handouts for homeowner mitigation. (grant?)	23	3.00	3.00	5.00	10,000	10,000

<b>3-2 Promote Earthquake Safety Program</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Develop community earthquake protection programs for community elements, including businesses, schools, and residents.		4.00	4.25	5.00	\$ 28,500	\$ -
3-2 Confirm areas of highest earthquake concern in the community.	23	0.25	0.25	-	1,500	-
3-2 Investigate risks associated with roads, other infrastructure.	23	-	0.50	-	3,000	-
3-2 Contract with a qualified engineer to conduct seismic risk assessments of District Office and other municipal buildings.	23	0.25	-	-	20,000	-
3-2 Identify EQ mitigation actions to recommend.	23	0.50	0.50	-	2,500	-
3-2 Prepare public messaging on EQ mitigation.	23	3.00	3.00	5.00	1,500	-

## Objective 4 — Plan for Emergency Response

With a firm understanding of community risks, the Emergency Planning Committee prepares and evaluates a series of policies, procedures, and support information to aid response at the site of an emergency and in the Emergency Operations Centre (EOC).

To help meet this strategy, the Committee prepared a single, coordinated *Emergency Response Plan (ERP)* in 2017, addressing core hazards. The results are held in a set of EOC functions plans, available for use and consultation during a major emergency or disaster.

Under Objective 4, the District would undertake a project to advance evacuation planning, with the assistance of a qualified consultant and with grant support. To continue response planning, the Committee selected the following steps in support of Objective 4.

<b>4-1 Update Emergency Response Plan</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Prepare EOC response plan for individual or joint response, focusing on site support elements.		4.00	2.50	2.00	\$ 5,000	\$ 5,000
4-1 Research resource availability and contact information. Establish procedures to locate, acquire, distribute, and account for resources. Work with Logistics personnel.	ann	2.00	1.00	2.00	-	-
4-1 Update Emergency Response Plan and distribute for internal review. Collect comments on update.	21	2.00	1.50	-	5,000	5,000

<b>4-2 Plan for Evacuations</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Lead the planning effort among District staff and assisting agencies for evacuation.		0.50	1.00	4.00	\$ 25,000	\$ 25,000
4-2 Develop Evacuation Project Plan	19	0.25	0.50	-	1,500	1,500
4-2 Conduct research, consultations on evacuations	19	-	0.25	2.00	8,300	8,300
4-2 Facilitate evacuation planning sessions	19	-	-	-	3,100	3,100
4-2 Conduct a limited evacuation test	19	-	-	2.00	4,100	4,100
4-2 Develop advanced Evacuation Plan	19	-	-	-	4,700	4,700
4-2 Report findings of Evacuation Project	19	0.25	0.25	-	3,300	3,300

<b>4-3 Advance the Notification and Warning Systems</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Improve mechanisms for notifying residents of specific threats.		0.25	1.00	5.00	\$ 2,250	\$ -
4-3 Test fan-out staff alerting system.	ann	0.25	0.50	-	-	-
4-3 Test methods for emergency communications and warning to alert citizens of an actual or impending emergency.	ann	-	0.50	5.00	750	-
4-3 Investigate the options for public alert and information, including sharing program costs with Central Saanich, View Royal, Langford.	19	-	-	-	1,500	-



## Objective 5 — Plan for Business Continuity

Business continuity refers to all temporary measures needed to allow the ongoing delivery of selected internal functions and external public services that may be interrupted by a loss event. Planning for the continuation of District services requires understanding the impact of potential losses and developing viable recovery strategies for critical services and operations.

Developing business continuity plans for the District are not required by current legislation, but make good sense when considering the consequences of impaired municipal services and potential impacts on the community.

A Business Continuity Plan can build on the concepts underlying the existing Emergency Response Plan, and can be completed with the support of a contractor. Grant funds are available for this category of emergency planning.

To support the requirement for ongoing business continuity planning, the Emergency Planning Committee selected the following next steps for Objective 5.

<b>5-1 Prepare Business Continuity Plan</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Document organization structure and procedures for use in business interruption.		0.25	0.25	-	\$ 8,000	\$ -
5-1 Prepare a Business Continuity Plan for the municipality.	22	0.25	0.25	-	8,000	-

<b>5-2 Develop Loss Prevention and Reduction Options</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Identify all reasonable actions to reduce the probability of loss events and to reduce the consequences of incidents that cannot be avoided.		0.25	-	-	\$ 750	\$ -
5-2 Support Council members and staff in home preparedness, including kits and plans.	ann	0.25	-	-	750	-



## Objective 6 — Plan for Disaster Recovery

Recovery is defined as that set of actions required to return a community to pre-disaster conditions or a “new normal” state as quickly as possible. Objective 6 considers two related objectives:

- 1) Returning the District infrastructure, personnel, and services to effective operation, and
- 2) Assisting with general community recovery, including housing, businesses, institutions, and the economy.

As with emergency response, Council is required by the BC Emergency Program Act to plan for disaster recovery. Such planning usually requires a project approach and can be completed within one year, assisted by a contractor.

Recovery planning typically engages a wide range of community services, such as building contractors, insurance providers, and regional non-profit organizations. The needs addressed by recovery planning are not urgent, but drive the completion of a Disaster Recovery Plan at some time. Grant monies may be possible to assist with a contractor and other expenses.

Actions in Objective 6 selected by the Committee include the following.

<b>6-1 Plan for Infrastructure Recovery</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Facilitate District planning for recovery of critical infrastructure.		1.00	1.50	-	\$ 4,000	\$ 4,000
6-1 Develop recovery policies for Council that support hazard mitigation, green construction, and other “build back better” initiatives following a major disaster.	22	0.50	0.50	-	4,000	4,000
6-1 Set priorities for infrastructure recovery in the event that regional impacts restrict resources.	22	0.50	1.00	-	-	-

<b>6-2 Plan for Community Recovery</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Lead the process of planning for community recovery, including the involvement of non-profit agencies.		1.00	2.50	-	\$ 12,000	\$ 12,000
6-2 Adopt recovery objectives and identify organization structure.	22	0.25	0.25	-	1,000	1,000
6-2 Identify members of the Recovery Team, working with service organizations in the region.	22	-	-	-	1,500	1,500
6-2 Identify and meet the full range of potential partners in recovery to determine services offered.	22	-	1.00	-	3,000	3,000
6-2 Develop checklists for key functions in community recovery.	22	-	1.00	-	2,000	2,000
6-2 Research and identify options for establishing a reserve fund to assist with community recovery.	22	0.50	-	-	500	500
6-2 Prepare Community Disaster Recovery Plan to record key policies and procedures.	22	0.25	0.25	-	4,000	4,000

## Objective 7 — Ensure Preparedness

Emergency preparedness includes the selection of appropriate personnel, adequate facilities and equipment, effective training, and exercises that test plans and preparedness.

The District has made some progress towards Objective 7, Ensure Preparedness, but intends to accomplish much more in the future. Examples of accomplishments to date include:

- ✓ Informed Staff of Updated Emergency Response Plan – 2017
- ✓ Trained Council members – 2018
- ✓ Tested Community Alert System - 2018

The actions that comprise *Objective 7 – Ensure Preparedness* are designed to meet the specific requirements of the Emergency Program Act. They focus on establishing a functional Emergency Operations Centre and training District staff in their functions to act on Council's behalf. The equipment, facilities, and staff must be exercised annually, along with the Emergency Response Plan to ensure readiness. Preparedness actions represent a high priority, especially with the growing threat of wildfire presented by Climate Change.

Contractors are available and appropriate to assist with this Objective, and grant funds are available through the UBCM Community Emergency Preparedness Fund program.

The Committee selected the next reasonable steps in Objective 7 as the following.

<b>7-1 Identify Emergency Staff and Alternates</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Prepare and regularly maintain respective rosters of trained EOC members.		0.25	0.25	-	\$ -	\$ -
7-1 Identify and update list of municipal staff who may serve as Incident Commanders, in specific EOC functions, or essential to business continuity.	Ann	0.25	0.25	-	-	-

<b>7-2 Set up Emergency Facilities and Equipment</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Establish emergency facilities in municipality.		1.00	8.50	-	\$ 5,250	\$ 5,250
7-2 Investigate site and EOC communications, including satellite phones.	21	-	0.50	-	3,750	3,750
7-2 Install telephone, computer, EOC phones with chargers, satellite phones, and other EOC communications gear.	21	1.00	7.00	-	-	-
7-2 Develop instructions for setting up EOC in different locations.	21	-	1.00	-	1,500	1,500

<b>7-3 Train Site, EOC Personnel and Council</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Deliver basic training courses to all potential District responders, including volunteers.		0.75	1.50	-	\$ 6,750	\$ -
7-3 Develop and keep up to date a training plan for District staff, including a list of courses available and potential trainers, e.g., Introduction to EM, ICS-100 to 400, EOC Levels 1 thru 3.	ann	-	0.50	-	750	-
7-3 Schedule training and submit training requests to EMBC Regional Manager.	ann	-	0.25	-	-	-
7-3 Train District staff in Business Continuity Plan.	22	0.50	0.50	-	2,000	-
7-3 Train District Council in roles before and during an emergency.	19	0.25	0.25	-	750	-
7-3 Arrange for facilities, prepare materials, and arrange for instructors and guest speakers.	19	-	-	-	500	-
7-3 Train staff and volunteers in emergency management.	ann	-	-	-	2,000	-
7-3 Record all training sessions, including personnel identification, course description, date, and instructor. Prepare and maintain a training record.	ann	-	-	-	750	-

<b>7-4 Conduct Exercises and Debriefs</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Conduct exercises for members of the EOC and hold debriefs to identify lessons learned.		0.50	1.00	-	\$ 3,550	\$ -
7-4 Prepare a guide for at least one EOC exercise per year, develop scenarios and EOC challenges to test, and inform all participants.	ann	-	0.25	-	1,500	-
7-4 Facilitate EOC exercise, including debrief to collect suggestions for improvement.	ann	0.50	0.50	-	1,300	-
7-4 Prepare a written summary of the exercise debrief. Incorporate suggested revisions to the ERRP. Record the date, scenario, and participants.	ann	-	0.25	-	750	-

<b>7-5 Advise Public on Preparedness</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Promote risk awareness among residents, businesses, and industries within community, and advise on preparedness.		1.00	2.25	5.00	\$ 6,000	\$ -
7-5 Develop public education materials, including FireSmart and evacuation preparedness.	19	0.25	0.25	-	3,000	-
7-5 Post public education materials to website to inform residents of hazards and preparedness.	ann	0.50	-	-	750	-
7-5 Meet with neighbourhood groups to promote mitigation, response, business continuity, and recovery planning.	ann	0.25	2.00	5.00	2,250	-

## Objective 8 — Evaluate & Renew Program

Like other permanent District programs, the Emergency Program must adapt over time. As the Emergency Planning Committee accomplishes specific strategies, they select new ones for continual improvement. Evaluating and renewing the program requires records, and an annual assessment of performance and results.

Nearly all of the actions anticipated under Objective 8 represent annual requirements. They include small steps designed to ensure the Emergency Program remains efficient and effective over time. While a contractor could assist with some actions, most activities fall to the CAO and Emergency Program Coordinator. Grant funds are not available to assist with this Objective.

The Committee suggests consideration of the following strategies and actions.

<b>8-1 Keep Records</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Keep appropriate records to assist an audit process.		2.00	1.00	1.00	\$ 1,500	\$ -
8-1 Prepare a format and instructions to maintain records of program activities, with separate EM file on S: drive.	19	0.50	-	-	1,500	-
8-1 Document expenses throughout each year.	ann	0.50	-	-	-	-
8-1 Collect information to record key events and activities on number of active volunteers, percent of trained staff members, responses and exercises.	ann	1.00	1.00	1.00	-	-

<b>8-2 Prepare Annual Report</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Collect information on the Emergency Program and prepare a concise report for Council and the general public.		1.00	1.25	-	\$ 1,150	\$ -
8-2 Prepare a 3-5 page Annual Report on Program objectives accomplished, challenges, and recommendations for the future. Distribute report to Council.	ann	0.50	1.00	-	750	-
8-2 Present annual report to Council for inclusion in the municipal annual report.	ann	0.25	0.25	-	-	-
8-2 Summarize annual report for Highlands website.	ann	0.25	-	-	400	-

<b>8-3 Update Strategic Plan</b>	<b>Year</b>	<b>CAO Days</b>	<b>EPC Vol Days</b>	<b>Vol Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
Revise the Strategic Plan to reflect changes in policies and procedures.		0.75	0.75	-	\$ 1,900	\$ -
8-3 Identify objectives achieved annually to determine the overall effectiveness of the program and to set priorities.	ann	0.25	0.25	-	750	-
8-3 Review the Strategic Plan with the Emergency Planning Committee annually and note comments.	ann	0.25	0.25	-	400	-
8-3 Establish performance objectives for the upcoming year. Adapt the emergency program to satisfy legislative and regulatory revisions. Set priorities. Update the Strategic Plan.	ann	0.25	0.25	-	750	-

## 4. Program Implementation

### 4.1 Program Costs

Emergency Program actions, as summarized in the previous section, allow an estimate of the time and expenses required for each of the eight program objectives. Figure 4 summarizes the total estimated budget in two categories.

- Annual Requirements summarize the time and expenses likely to be needed each year to support the program.
- One-Time Projects represent the time and expenses for projects selected by the Committee to continue the program in the coming five years.

*Figure 4. Emergency Program Investments, Annual and Projects by Objective*

Staff Time and Expenses	Annual Requirements				
by Objective	CAO Days	EPC Days	Volunteer Days	Contractor, Expenses	Potential Grants
Objective 1 – Get Organized	6.25	10.25	6.00	1,150	-
Objective 2 – Assess Risks	-	-	-	-	-
Objective 3 – Mitigate Risks	-	-	-	-	-
Objective 4 – Plan for Response	2.25	2.00	7.00	750	-
Objective 5 – Plan for Continuity	0.25	-	-	750	-
Objective 6 – Plan for Recovery	-	-	-	-	-
Objective 7 – Ensure Preparedness	1.50	4.00	5.00	10,050	-
Objective 8 – Evaluate and Renew	3.25	3.00	1.00	3,050	-
<b>Totals</b>	<b>13.50</b>	<b>19.25</b>	<b>19.00</b>	<b>\$ 15,750</b>	<b>-</b>

Staff Time and Expenses	One-Time Projects Over 2019-2025				
by Objective	CAO Days	EPC Days	Volunteer Days	Contractor, Expenses	Potential Grants
Objective 1 – Get Organized	1.75	1.00	-	1,500	-
Objective 2 – Assess Risks	1.00	3.50	3.00	9,250	9,250
Objective 3 – Mitigate Risks	7.25	7.75	10.00	40,500	12,000
Objective 4 – Plan for Response	2.50	2.50	4.00	31,500	30,000
Objective 5 – Plan for Continuity	0.25	0.25	-	8,000	-
Objective 6 – Plan for Recovery	2.00	4.00	-	16,000	16,000
Objective 7 – Ensure Preparedness	2.00	9.50	-	11,500	5,250
Objective 8 – Evaluate and Renew	0.50	-	-	1,500	-
<b>Totals</b>	<b>17.25</b>	<b>28.50</b>	<b>17.00</b>	<b>\$ 119,750</b>	<b>\$ 72,500</b>

All figures represent estimates only and may be altered by the Emergency Planning Committee to better suit program strategies from year to year.

## 4.2 Implementation Schedule

Each of the strategies and action plans of the Emergency Program represents important contributions to the overall management of emergencies, and each deserves due attention, effort, and funding.

Time and budget limitations, however, may demand that these efforts be undertaken by priority. Decisions may be needed on how to best implement the proposed actions over the next five years.

In setting priorities among the action plans, the Emergency Planning Committee, in consultation with others, considers the following criteria:

- **Legal Requirements** – Priority emphasis must be placed on actions required by the *BC Emergency Program Act* and *Regulations*. These efforts ensure Council continues to meet its legal responsibilities.
- **Degree of Risk Reduction** – The Emergency Planning Committee gives priority to actions considered to be effective in reducing the probability of major emergency or disaster or in reducing the severity of loss.
- **Cost** – Some emergency management efforts may be accomplished with a minimum of resources. No-cost or low-cost projects that yield positive results are favoured over more demanding efforts, risk levels being equal.

Using these criteria, the Emergency Planning Committee recommends the implementation schedule shown in the following figures.

Figure 5 summarizes the action items that must be repeated annually to maintain the Emergency Program.

Figure 6 allocates the one-time requirements over the coming five years, with high priority projects assigned to 2019. Spreading the projects over this time period ensures appropriate funding can be arranged to support the effort.



Figure 5. Implementation Schedule for Annual Requirements

Objective – Action	CAO Days	EPC Days	Volunteer Days	Contractor, Expenses
<b>Objective 1 – Get Organized</b>				
1-1 Chair 4 meetings of the Emergency Planning Committee per year. Develop agenda, minutes.	1.00	1.00	-	-
1-2 Present summary information on the Emergency Program at staff meetings.	0.25	-	-	-
1-3 Identify tasks in Strategic Plan that can be undertaken by volunteers.	0.25	0.50	-	-
1-3 Interview volunteers to identify leaders.	-	2.00	3.00	-
1-3 Manage volunteers.	-	2.00	3.00	-
1-4 Prepare annual budget to support selected EM program objectives.	0.25	0.25	-	-
1-4 Identify and research all grants available and define criteria.		0.50	-	400
1-4 Apply for grants (e.g., UBCM, provincial, federal grants).		1.00	-	750
1-5 Prepare Requests for Proposals for specific projects.	1.00	1.00	-	-
1-5 Evaluate proposals and select contractors. Negotiate contracts.	1.00	1.00	-	-
1-5 Manage contractors, offer direction and guidance, review draft and final deliverables.	2.00	1.00	-	-
1-5 Report to Council and Finance on contract completion.	0.50	-	-	-
<b>Objective 4 – Plan for Emergency Response</b>				
4-1 Research resource availability and contact information. Establish procedures to locate, acquire, distribute, and account for resources. Work with Logistics personnel.	2.00	1.00	2.00	-
4-3 Test fan-out staff alerting system.	0.25	0.50	-	-
4-3 Test methods for emergency communications and warning to alert citizens of an actual or impending emergency.	-	0.50	5.00	750
<b>Objective 5 – Plan for Business Continuity</b>				
5-2 Support Council members and staff in home preparedness, including kits and plans.	0.25	-	-	750
<b>Objective 7 – Ensure Preparedness</b>				
7-1 Identify and update list of municipal staff who may serve as Incident Commanders, in specific EOC functions, or essential to business continuity.	0.25	0.25	-	-

7-3 Develop and keep up to date a training plan for District staff, including a list of courses available and potential trainers, e.g., Introduction to EM, ICS-100 to 400, EOC Levels 1 thru 3.	-	0.50	-	750
7-3 Schedule training and submit training requests to EMBC Regional Manager.	-	0.25	-	-
7-3 Train staff and volunteers in emergency management.	-	-	-	2,000
7-3 Record all training sessions, including personnel identification, course description, date, and instructor. Prepare and maintain a training record.	-	-	-	750
7-4 Prepare a guide for at least one EOC exercise per year, develop scenarios and EOC challenges to test, and inform all participants.	-	0.25	-	1,500
7-4 Facilitate EOC exercise, including debrief to collect suggestions for improvement.	0.50	0.50	-	1,300
7-4 Prepare a written summary of the exercise debrief. Incorporate suggested revisions to the ERRP. Record the date, scenario, and participants.	-	0.25	-	750
7-5 Meet with neighbourhood groups to promote mitigation, response, business continuity, and recovery planning.	0.25	2.00	5.00	2,250
7-5 Post public education materials to website to inform residents of hazards and preparedness.	0.50	-	-	750
<b>Objective 8 – Evaluate &amp; Renew Program</b>				
8-1 Document expenses throughout each year.	0.50	-	-	-
8-1 Collect information to record key events and activities on number of active volunteers, percent of trained staff members, responses and exercises.	1.00	1.00	1.00	-
8-2 Prepare a 3-5 page Annual Report on Program objectives accomplished, challenges, and recommendations for the future. Distribute report to Council.	0.50	1.00	-	750
8-2 Present annual report to Council for inclusion in the municipal annual report.	0.25	0.25	-	-
8-2 Summarize annual report for presentation via Highlands website.	0.25	-	-	400
8-3 Identify objectives achieved annually to determine the overall effectiveness of the program and to set priorities.	0.25	0.25	-	750
8-3 Review the Strategic Plan with the Emergency Planning Committee annually and note comments.	0.25	0.25	-	400
8-3 Establish performance objectives for the upcoming year. Adapt the emergency program to satisfy legislative and regulatory revisions. Set priorities. Update the Strategic Plan.	0.25	0.25	-	750



Figure 6. Implementation Schedule for One Time Projects, By Year

<b>Objective, Action – 2019</b>	<b>CAO Days</b>	<b>EPC Days</b>	<b>Volunteer Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
1-1 Select how best to implement the Emergency Program: 1) Internal, 2) Vols, 3) Neighbouring Municipality, 4) Contractor, 5) Other?	0.50	0.50	-	750	-
1-1 Update EM Bylaw to support the program	0.50	0.50	-	-	-
1-2 Develop policy on staff overtime and volunteers while working on emergencies.	0.25	-	-	-	-
1-2 Prepare a 1-page overview of the Emergency Program to educate staff on their roles..	0.25	-	-	750	-
4-2 Develop Evacuation Project Plan	0.25	0.50		1,500	1,500
4-2 Conduct research, consultations on evacuation	-	0.25	2.00	8,300	8,300
4-2 Facilitate evacuation planning sessions	-	-	-	3,100	3,100
4-2 Conduct a limited evacuation test	-	-	2.00	4,100	4,100
4-2 Develop advanced Evacuation Plan	-	-	-	4,700	4,700
4-2 Report findings on Evacuation Project	0.25	0.25	-	3,300	3,300
4-3 Investigate the options for public alert and information, including sharing program costs with Central Saanich, View Royal, Langford.	-	-	-	1,500	-
7-3 Train District Council in roles before and during an emergency.	0.25	0.25	-	750	-
7-3 Arrange for facilities, prepare materials, and arrange for instructors and guest speakers.	-	-	-	500	-
7-5 Develop public education materials, including FireSmart and evacuation preparedness.	0.25	0.25	-	3,000	-
8-1 Prepare a format and instructions to maintain records of program activities, with separate EM file on S: drive.	0.50	-	-	1,500	-
<b>Totals for 2019</b>	<b>3.00</b>	<b>2.50</b>	<b>4.00</b>	<b>\$ 33,750</b>	<b>\$ 25,000</b>

<b>Objective, Action – 2020</b>	<b>CAO Days</b>	<b>EPC Days</b>	<b>Volunteer Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
<b>Objective 2 – Assess Risks</b>					
2-1 Research past events in community, region, other similar locations	-	0.50	3.00	1,500	1,500
2-1 Define frequency and potential impacts of hazards	-	-	-	750	750
2-1 Identify implications for response, recovery, hazard mitigation	-	1.00	-	2,000	2,000
2-2 Prepare maps of high risk areas, working with District mapping personnel.	-	0.50	-	1,000	1,000
2-2 Map vulnerable critical infrastructure, including water, power, transportation, communications.	-	1.00	-	1,000	1,000
2-3 Prepare draft Community Risk Assessment Report and circulate for comments.	0.50	0.50	-	2,500	2,500
2-3 Adapt Community Risk Assessment for the municipal website.	0.50	-	-	500	500
<b>Totals for 2020</b>	<b>1.00</b>	<b>3.50</b>	<b>3.00</b>	<b>\$ 9,250</b>	<b>\$ 9,250</b>

<b>Objective, Action – 2021</b>	<b>CAO Days</b>	<b>EPC Days</b>	<b>Volunteer Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
4-1 Update Emergency Response Plan and distribute for internal review. Collect comments on update.	2.00	1.50		5,000	5,000
7-2 Investigate site and EOC communications, including satellite phones.	-	0.50	-	3,750	3,750
7-2 Install telephone, computer, EOC phones with chargers, satellite phones, and other EOC communications gear.	1.00	7.00	-	-	-
7-2 Develop instructions for setting up EOC in different locations.	-	1.00	-	1,500	1,500
<b>Totals for 2021</b>	<b>3.00</b>	<b>10.00</b>	<b>-</b>	<b>\$ 10,250</b>	<b>\$ 10,250</b>

<b>Objective, Action – 2022</b>	<b>CAO Days</b>	<b>EPC Days</b>	<b>Volunteer Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
5-1 Prepare a Business Continuity Plan for the municipality.	0.25	0.25	-	8,000	-
6-1 Develop recovery policies for Council that support hazard mitigation, green construction, and other "build back better" initiatives following a major disaster.	0.50	0.50	-	4,000	4,000
6-1 Set priorities for infrastructure recovery in the event that regional impacts restrict resources.	0.50	1.00	-	-	-
6-2 Adopt recovery objectives and identify recovery organization structure.	0.25	0.25		1,000	1,000
6-2 Identify members of the Recovery Team, working with service organizations in the region.	-	-	-	1,500	1,500
6-2 Identify and meet the full range of potential partners in recovery to determine services offered.	-	1.00	-	3,000	3,000
6-2 Develop checklists for key functions in community recovery.	-	1.00	-	2,000	2,000
6-2 Research and identify options for establishing a reserve fund to assist with community recovery.	0.50	-	-	500	500
6-2 Prepare Community Disaster Recovery Plan to record key policies and procedures.	0.25	0.25	-	4,000	4,000
7-3 Train District staff in Business Continuity Plan.	0.50	0.50	-	2,000	-
<b>Totals for 2022</b>	<b>2.75</b>	<b>4.75</b>	<b>-</b>	<b>\$ 26,000</b>	<b>\$ 16,000</b>

<b>Objective, Action – 2023</b>	<b>CAO Days</b>	<b>EPC Days</b>	<b>Volunteer Days</b>	<b>Contractor, Expenses</b>	<b>Potential Grants</b>
3-1 Meet with BC Parks, CRD Parks to explore the mitigation options, prescribed burns, signage, mechanical fuel reduction.	0.25	0.50	-	2,000	2,000
3-1 Prepare and deliver public presentations on FireSmart, including handouts for homeowner mitigation.	3.00	3.00	5.00	10,000	10,000
3-2 Confirm areas of highest earthquake concern in the community.	0.25	0.25	-	1,500	-
3-2 Investigate risks associated with roads, other infrastructure.	-	0.50	-	3,000	-
3-2 Contract with a qualified engineer to conduct seismic risk assessments of District Office and other municipal buildings.	0.25	-	-	20,000	-
3-2 Identify EQ mitigation actions to recommend.	0.50	0.50	-	2,500	-
3-2 Prepare public messaging on EQ mitigation.	3.00	3.00	5.00	1,500	-
<b>Totals for 2023</b>	<b>7.25</b>	<b>7.75</b>	<b>10.00</b>	<b>\$ 40,500</b>	<b>\$ 12,000</b>

### 4.3 Summary of Program Investments

In summary, the proposed implementation strategy for the Highlands Emergency Program requires the time and expense investments itemized in Figure 7 for the coming five years.

*Figure 7. Summary of Program Investments, 2019 through 2023*

Emergency Program Investment	Annual	2019	2020	2021	2022	2023
- CAO Days	13.50	3.00	1.00	3.00	2.75	7.25
- EPC Vol Days	19.25	2.50	3.50	10.00	4.75	7.75
- Volunteer Days	19.00	4.00	3.00	-	-	10.00
- Contractor, other Expenses	\$ 15,750	\$ 33,750	\$ 9,250	\$ 10,250	\$ 26,000	\$ 40,500
- Potential Grant	-	25,000	9,250	10,250	16,000	12,000
- Net Budget Required	\$ 15,750	\$ 8,750	\$ -	\$ -	\$ 10,000	\$ 28,500

All values are subject to adjustment based on the availability of time, budgets, and grant funds.

### 4.4 Program Administration

Program administration anticipates the type of support required to maintain an effective level of emergency management within the partner communities. It sets out the systems and procedures needed for day-to-day action in meeting program objectives.

#### Emergency Planning Committee

Members of the Emergency Planning Committee guides all emergency management activities identified in this Strategic Plan on behalf of the District and in full support of the public interest.

The Committee has an important two-part mandate. First, it must ensure that the municipality has the capability to meet each of the eight program objectives. Capability may mean ensuring the personnel, staff-time, information, and funds are available to meet annual objectives.

Second, the Committee members define the scope of each action, assign responsibility to at least one person, arrange for appropriate funding, set a

reasonable schedule, and monitor progress to ensure completion. Once the action is complete, the Committee evaluates the task performance and implications for future efforts.

#### **Chief Administrative Officer**

The District's Chief Administrative Officer serves the interests and priorities of Highlands Council by overseeing the Emergency Program. The CAO is responsible for ensuring that adequate attention is given to all aspects of the program, and for managing the Emergency Program Strategic Plan. The CAO interacts directly with the Emergency Planning Committee, the Emergency Program Coordinator, and District staff in selecting and implementing actions under the Strategic Plan.

#### **Emergency Program Coordinator**

The Emergency Program Coordinator is a volunteer position with the District of Highlands, currently vested with the Fire Chief of the Highland Volunteer Fire Department. The volunteer Emergency Program Coordinator takes specific actions under this plan, and engages with other volunteers in the community on selected projects.

# Highlands Emergency Program Strategic Plan

## Budget Estimate - 2019 - 2023

Task	year	CAO	EPC Vol	Vol	Expenses	Grant	Net	Year
1-1 Select how best to implement the Emergency Program: 1) Internal, 2) Vols, 3) Neighbouring Municipality, 4) Contractor, 5) Other?	19	0.50	0.50	-	750	-		
1-1 Update EM Bylaw to support the program	19	0.50	0.50	-	-	-		
1-2 Develop policy on staff overtime and volunteers while working on emergencies.	19	0.25	-	-	-	-		
1-2 Prepare a 1-page overview of the Emergency Program to educate staff on their roles..	19	0.25	-	-	750	-		
4-2 Conduct a limited evacuation test	19	-	-	2.00	4,100	4,100		
4-2 Conduct research, consultations on evacuation	19	-	0.25	2.00	8,300	8,300		
4-2 Develop advanced Evacuation Plan	19	-	-	-	4,700	4,700		
4-2 Develop Evacuation Project Plan	19	0.25	0.50	-	1,500	1,500		
4-2 Facilitate evacuation planning sessions	19	-	-	-	3,100	3,100		
4-2 Report findings on Evacuation Project	19	0.25	0.25	-	3,300	3,300		
4-3 Investigate the options for public alert and information, including sharing program costs with Central Saanich, View Royal, Langford.	19	-	-	-	1,500	-		
7-3 Arrange for facilities, prepare materials, and arrange for instructors and guest speakers.	19	-	-	-	500	-		
7-3 Train District Council in roles before and during an emergency.	19	0.25	0.25	-	750	-		
7-5 Develop public education materials, including FireSmart and evacuation preparedness.	19	0.25	0.25	-	3,000	-		
8-1 Prepare a format and instructions to maintain records of program activities, with separate EM file on S: drive.	19	0.50	-	-	1,500	-		
		3.00	2.50	4.00	33,750	25,000	8,750	2019
2-1 Define frequency and potential impacts of hazards	20	-	-	-	750	\$ 750		
2-1 Identify implications for response, recovery, hazard mitigation	20	-	1.00	-	2,000	\$ 2,000		
2-1 Research past events in community, region, other similar locations	20	-	0.50	3.00	1,500	1,500		
2-2 Map vulnerable critical infrastructure, including water, power, transportation, communications.	20	-	1.00	-	1,000	1,000		
2-2 Prepare maps of high risk areas, working with District mapping personnel.	20	-	0.50	-	1,000	1,000		
2-3 Adapt Community Risk Assessment for the municipal website.	20	0.50	-	-	500	500		
2-3 Prepare draft Community Risk Assessment Report (aka, HRVA), and circulate for comments.	20	0.50	0.50	-	2,500	2,500		
		1.00	3.50	3.00	9,250	9,250	-	2020
4-1 Update Emergency Response Plan and distribute for internal review. Collect comments on update.	21	2.00	1.50	-	5,000	5,000		
7-2 Develop instructions for setting up EOC in different locations.	21	-	1.00	-	1,500	1,500		
7-2 Investigate site and EOC communications, including satellite phones.	21	-	0.50	-	3,750	3,750		
7-2 Obtain telephone, computer, EOC phones with chargers, satellite phones, and other EOC communications gear.	21	1.00	7.00	-	-	-		
		3.00	10.00	-	10,250	10,250	-	2021
5-1 Prepare a Business Continuity Plan for the municipality.	22	0.25	0.25	-	8,000	-		
6-1 Develop recovery policies for Council that support hazard mitigation, green construction, and other "build back better" initiatives following a major disaster.	22	0.50	0.50	-	4,000	4,000		
6-1 Set priorities for infrastructure recovery in the event that regional impacts restrict resources.	22	0.50	1.00	-	-	-		
6-2 Adopt recovery objectives and identify recovery organization structure.	22	0.25	0.25	-	1,000	1,000		

6-2 Develop checklists for key functions in community recovery.	22	-	1.00	-	2,000	2,000
6-2 Identify and meet the full range of potential partners in recovery to determine services offered.	22	-	1.00	-	3,000	3,000
6-2 Identify members of the Recovery Team, working with service organizations in the region.	22	-	-	-	1,500	1,500
6-2 Prepare Community Disaster Recovery Plan to record key policies and procedures.	22	0.25	0.25	-	4,000	4,000
6-2 Research and identify options for establishing a reserve fund to assist with community recovery.	22	0.50	-	-	500	500
7-3 Train District staff in Business Continuity Plan.	22	0.50	0.50	-	2,000	
3-1 Meet with BC Parks, CRD Parks to explore the mitigation options, prescribed burns, signage, mechanical fuel reduction.	23	2.75	4.75	-	26,000	16,000
3-1 Prepare and deliver public presentations on FireSmart, including handouts for homeowner mitigation.	23	0.25	0.50	-	2,000	2,000
3-2 Confirm areas of highest earthquake concern in the community.	23	0.25	0.25	-	1,500	
3-2 Investigate risks associated with roads, other infrastructure.	23	-	0.50	-	3,000	
3-2 Contract with a qualified engineer to conduct seismic risk assessments of District Office and other municipal buildings.	23	0.25	-	-	20,000	
3-2 Identify EQ mitigation actions to recommend.	23	0.50	0.50	-	2,500	
3-2 Prepare public messaging on EQ mitigation.	23	3.00	3.00	5.00	1,500	
		7.25	7.75	10.00	40,500	12,000
1-1 Chair 4 meetings of the Emergency Planning Committee per year. Develop agenda, minutes.	ann	1.00	1.00	-	-	-
1-2 Present summary information on the Emergency Program at staff meetings.	ann	0.25	-	-	-	-
1-3 Identify tasks in Strategic Plan that can be undertaken by vols.	ann	0.25	0.50	-	-	-
1-3 Interview volunteers to identify leaders.	ann	-	2.00	3.00	-	-
1-3 Manage volunteers	ann	-	2.00	3.00	-	-
1-4 Apply for grants (e.g., UBCM, provincial, federal grants).	ann		1.00		750	-
1-4 Identify and research all grants available and define criteria.	ann		0.50		400	-
1-4 Prepare annual budget to support selected EM program objectives.	ann	0.25	0.25		-	-
1-5 Evaluate proposals and select contractors. Negotiate contracts.	ann	1.00	1.00	-	-	-
1-5 Manage contractors, offer direction and guidance, review draft and final deliverables.	ann	2.00	1.00	-	-	-
1-5 Prepare Requests for Proposals for specific projects.	ann	1.00	1.00	-	-	-
1-5 Report to Council and Finance on contract completion.	ann	0.50	-	-	-	-
4-1 Research resource availability and contact information. Establish procedures to locate, acquire, distribute, and account for resources. Work with Logistics personnel.	ann	2.00	1.00	2.00	-	-
4-3 Test fan-out staff alerting system.	ann	0.25	0.50	-	-	-
4-3 Test methods for emergency communications and warning to alert citizens of an actual or impending emergency.	ann	-	0.50	5.00	750	-
5-2 Support Council members and staff in home preparedness, including kits and plans.	ann	0.25	-	-	750	-
7-1 Identify and update list of municipal staff who may serve as Incident Commanders, in specific EOC functions, or essential to business continuity.	ann	0.25	0.25	-	-	-
7-3 Develop and keep up to date a training plan for District staff, including a list of courses available and potential trainers, e.g., Introduction to EM, ICS-100 to 400, EOC Levels 1 thru 3.	ann	-	0.50	-	750	-

7-3 Train staff and volunteers in emergency management.	ann	-	-	-	-	2,000	-
7-3 Record all training sessions, including personnel identification, course description, date, and instructor. Prepare and maintain a training record.	ann	-	-	-	-	750	-
7-3 Schedule training and submit training requests to EMBC Regional Manager.	ann	-	-	0.25	-	-	-
7-4 Prepare a guide for at least one EOC exercise per year, develop scenarios and EOC challenges to test, and inform all participants.	ann	-	-	0.25	-	1,500	-
7-4 Facilitate EOC exercise, including debrief to collect suggestions for improvement.	ann	0.50	-	0.50	-	1,300	-
7-4 Prepare a written summary of the exercise debrief. Incorporate suggested revisions to the ERRP. Record the date, scenario, and participants.	ann	-	-	0.25	-	750	-
7-5 Meet with neighbourhood groups to promote mitigation, response, business continuity, and recovery planning.	ann	0.25	2.00	5.00	-	2,250	-
7-5 Post public education materials to website to inform residents of hazards and preparedness.	ann	0.50	-	-	-	750	-
8-1 Collect information to record key events and activities on number of active volunteers, percent of trained staff members, responses and exercises.	ann	1.00	1.00	1.00	-	-	-
8-1 Document expenses throughout each year.	ann	0.50	-	-	-	-	-
8-2 Prepare a 3-5 page Annual Report on Program objectives accomplished, challenges, and recommendations for the future. Distribute report to Council.	ann	0.50	1.00	-	-	750	-
8-2 Present annual report to Council for inclusion in the municipal annual report.	ann	0.25	0.25	-	-	-	-
8-2 Summarize annual report for presentation via Highlands website.	ann	0.25	-	-	-	400	-
8-3 Establish performance objectives for the upcoming year. Adapt the emergency program to satisfy legislative and regulatory revisions. Set priorities. Update the Strategic Plan.	ann	0.25	0.25	-	-	750	-
8-3 Identify objectives achieved annually to determine the overall effectiveness of the program and to set priorities.	ann	0.25	0.25	-	-	750	-
8-3 Review the Strategic Plan with the Emergency Planning Committee annually and note comments.	ann	0.25	0.25	-	-	400	-
		13.50	19.25	19.00	-	15,750	15,750 Annually