Emergency Program Services – Strategic Plan 2024

Cariboo Regional District

Respectfully submitted to the Cariboo Regional District

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DISCLAIMER

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Information and data used in the compilation of this report has been gathered from various sources and sessions made available and possible by the CRD and others and accessed for the purposes of research. These include the following:

- Various existing CRD plans, documents, maps, financial statements, and other sources of information.
- Various Government of British Columbia reports, websites, documents, legislation, and other sources.
- Consultation with CRD staff, volunteers, and external agency representatives.
- Consultation with subject matter experts and a variety of external agencies.
- Various professional websites and reference documents.

The information contained in this document is the application of Clear Sky Consulting Ltd.'s professional expertise and opinion, subject to the accuracy and content of available information and the scope of work. Furthermore, it must be expected that the CRD Emergency Program Services will continue to evolve and be influenced positively and negatively by many factors. The use of this information indicates acceptance of full responsibility for any errors or omissions contained herein.

FIRST NATIONS LAND ACKNOWLEDGEMENT

The Cariboo Regional District acknowledges that it is situated on the traditional and unceded territory of the Dakelh, Tsilhqot'in, Secwepemc First Nations.

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EXECUTIVE SUMMARY

The Cariboo Regional District Emergency Program Services Strategic Plan serves as a comprehensive framework to enhance preparedness, response, and recovery capabilities within our jurisdiction. While not an operational emergency plan, the strategic plan provides insight on program structure, legislative requirements and governance, staffing, and administration. With an overall program focus on mitigating risks, fostering collaboration, and ensuring community resilience, this plan outlines strategic objectives and actionable initiatives to safeguard lives, property, and infrastructure before, during, and after emergencies.

The key components of this plan include the following:

- Establish a vision, mission, and values for the Emergency Program Services (EPS),
- Provide insight about legislative and internal Cariboo Regional District (CRD) governance and policies,
- Describing the program from a structural and staffing perspective,
- Describing the changing provincial legislative landscape and the challenges it presents,
- Discusses internal policies, bylaws, and committees, and describes the need for continual improvement of these internal systems,
- Discusses the concepts, benefits, and areas where regional emergency management may be beneficial, and,
- Notes the importance of professional development in both the EPS and the emergency operations centre team.

Implementation and continuous improvement of the principles and structures described in the plan will assist the CRD EPS to adapt for climate change and changing provincial requirements regarding local government emergency program obligations.

Improved intergovernmental relations, including with local First Nations and Indigenous Governing Bodies, and a more regional approach to some aspects of emergency management will be helpful in coming years. Adapting to the increased requirements resulting from provincial legislative changes and acknowledging the challenge of limited

staff and financial resources, increased workloads, and adaptation to more frequent and impactful emergency events is a necessity.

INTRODUCTION

Natural and human-caused hazards are increasing in frequency, impact, and duration across British Columbia. The necessity for a local government to have a robust emergency management program is more critical now than at any previous point. As local governments and First Nations within British Columbia grapple with an array of potential crises, ranging from natural hazards to pandemics and cyber threats, the imperative to proactively plan and effectively respond has become one of the primary focuses of individuals, families, businesses, and governments within BC. This strategic plan outlines a comprehensive framework designed to navigate the multifaceted challenges of emergency management, ensuring resilience, continuity, and the safeguarding of communities, individuals, families, and businesses.

The legislative landscape within British Columbia is also changing quickly. In November of 2023, the Province of British Columbia, under the guidance of the newly created Ministry of Emergency Management and Climate Readiness (EMCR), enacted the Emergency and Disaster Management Act (EDMA). This Act and its associated regulations (which were still under development during the creation of this strategic plan) will have profound impacts on how local government emergency management programs are designed, staffed, and function. These required changes include a significant emphasis on planning and preparation, requirements to engage with Indigenous Governing Bodies (IGBs), and changes to emergency processes such as States of Local Emergency (SOLEs) and evacuations. The CRD Emergency Program Services wishes to be as proactive to manage these required changes as they become apparent.

Drawing upon all of the previously completed work undertaken by the Cariboo Regional District (CRD) Emergency Program Services and best practices derived organizationally and locally, this strategic plan encourages a holistic and shared stewardship approach to emergency management. By integrating risk assessment, mitigation strategies, preparedness measures, response protocols, and recovery efforts, this framework aims to enhance organizational agility, minimize disruption, and mitigate the adverse impacts of unforeseen events.

Central to the approach is the recognition that effective emergency management is more than a reaction to emergency events; it demands proactive anticipation, planning, and

coordination across all levels of the CRD. By fostering a culture of preparedness, collaboration, and regional support for all partners, a resilient governance system capable of navigating the most challenging of circumstances can be developed.

Moreover, this strategic plan is not static but adaptive, acknowledging the dynamic nature of hazards and the need to adapt and be agile alongside them. Through continuous evaluation, improvement, and refinement, we will continue to uphold the highest standards of emergency management, ensuring our readiness to confront emerging risks and safeguard the well-being of all CRD residents.

This strategic plan serves as a blueprint for organizational resilience, guiding our efforts to anticipate, mitigate, respond to, and recover from emergencies with efficiency, compassion, and unwavering commitment. As we embark on this journey, we do so with a shared sense of purpose, fortified by the belief that proactive preparation is the cornerstone of effective emergency management.

As there are many acronyms and definitions used in the emergency management field, which may be unfamiliar to new staff or other readers, typical acronyms and definitions are found in *Appendix A.*

Background and Context of the Regional District

The Cariboo Regional District (CRD) in the Central Interior of BC encompasses 80,252 square kilometers of land. The Cariboo and Coastal mountain ranges hug the CRD on its west and east side boundaries. The region straddles Highway 97 from 70 Mile House in the south to 5 km south of Hixon in the north.

Incorporated in 1968, the CRD has 12 electoral areas and 4 incorporated municipalities. Municipalities include Quesnel, Williams Lake, 100 Mile House, and Wells. The region's boundaries sit on the traditional territories of the Dakelh, Secwépemc, and Tŝilhqot'in Nations.
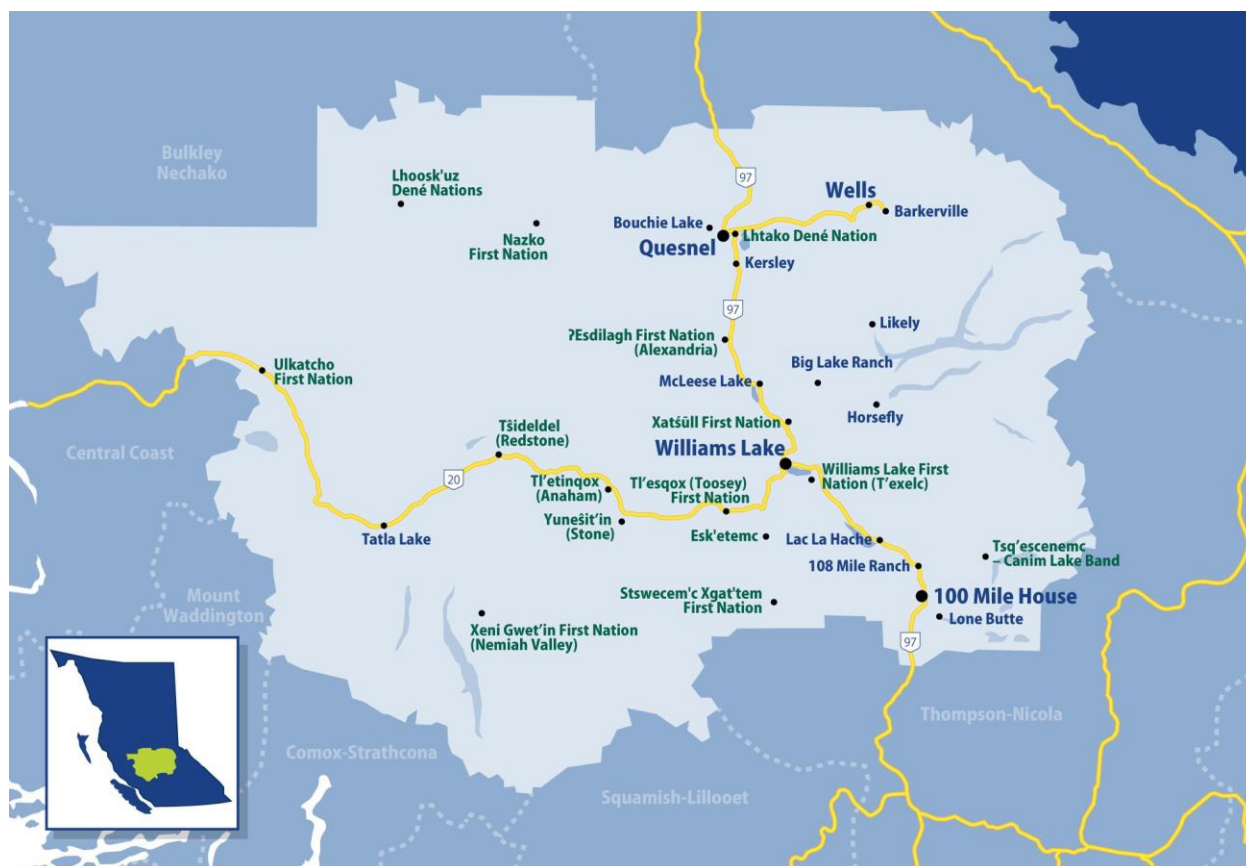
Figure 1. Map of the CRD

Purpose

The primary objective of this strategic plan is to establish a structured approach to emergency management within the CRD that ensures the safety and well-being of all residents, minimizes disruptions to CRD Emergency Program Services operations, and facilitates a swift and coordinated response to crises. **This strategic plan is not an emergency management response or operations plan.** By identifying and documenting key aspects or the CRD Emergency Program Services operations, this plan can help guide the allocation of resources and the implementation of initiatives to strengthen the organization's resilience and capacity to manage emergencies effectively.

Vision, Mission, and Values

Having strong concepts of the direction that an organization or program wishes to grow in is an important part of organizational design. Visions, missions and values can set the tone for an organization, allowing policies, procedures and other guiding documents to be built from these statements.

Cariboo Regional District

The CRD itself has vision, mission (shown below) and values, as well as general mandates, which describe the direction of the CRD itself.

Vision

- Building Communities Together

Mission

Figure 2. CRD Mission Graphic

Values

- Honesty
- Fiscal Responsibility
- Accountability
- Responsiveness
- Environmental Sustainability

General Mandates

- Provide essential services to rural residents;
- Represent all residents, including those inside municipal boundaries, on issues of regional concern;
- Represent all residents in sub-regional areas and providing joint services in partnership with the municipal areas.

Cariboo Regional District Emergency Program Services

The vision, mission, and values for the CRD Emergency Program have been developed as part of this strategic plan to support the overall concept of the program.

Vision

To create a resilient and prepared regional district where safety and well-being thrive even in the face of adversity, ensuring that every individual feels secure and supported during times of crisis.

Mission

The Cariboo Regional District Emergency Program Services is committed to proactively planning, coordinating, and implementing effective emergency management strategies and response measures. We strive to safeguard lives, protect property, and preserve the environment through collaboration, education, and innovation. Our mission is to build a culture of preparedness, resilience, and unity within the Cariboo region.

Values

- **Safety**: We prioritize the safety and well-being of all individuals within the Cariboo region, ensuring that every action we take is aimed at minimizing harm and maximizing protection.
- **Integrity**: We operate with honesty, transparency, and accountability, upholding the highest ethical standards in all our actions.
- **Collaboration**: We foster partnerships and cooperation among government agencies, First Nations governments, community organizations, businesses, and residents to collectively enhance emergency preparedness, response, mitigation, and recovery efforts.
- **Resilience**: We believe in the strength and adaptability of our region. We empower individuals and organizations to recover stronger from adversity.
- **Innovation**: We embrace creativity and forward-thinking approaches to address evolving challenges and find effective solutions in emergency management.

- **Inclusivity**: We respect and value the diversity of our community, ensuring that our emergency programs are accessible, inclusive, and responsive to the needs of all residents, regardless of background or circumstance.
- **Continuous Improvement**: We are committed to learning from experiences, evaluating our performance, and implementing lessons learned to continuously enhance the effectiveness and efficiency of our emergency programs.

BCEMS Response Goals

The British Columbia Emergency Management System is a useful tool for understanding the structure by which the BC Ministry of Emergency Management and Climate Readiness (EMCR) structures their management of emergencies within BC.

In particular, the BCEMS Response Goals are helpful for establishing priority actions, especially during response and recovery activities during the management of emergency events.

BCEMS Response Goals

1. Ensure the health and safety of responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

Figure 3. BCEMS Response Goals. Source: BC Emergency Management System guide.

Scope

The scope of this plan encompasses the range of activities and the mandate of the CRD Emergency Program Services.

It acknowledges the influence that this program has on other areas of the CRD governance, and the influence that the programs have on the CRD Emergency Program Services, but also acknowledges that these programs may have their own strategic and organizational plans and documentation which guide their own operations.

The CRD is a regional partner with municipalities, First Nations, and other neighbouring regional districts, as well as provincial ministries and the provincial government as a whole and acknowledges that these organizations will be guided by their own plans, procedures and documents – but looks to support and acknowledge this collaboration where possible.

Information about linkages to other plans and documents, both internal and external, are detailed later in this plan.

Strategic Plan Renewal

At any time, the CRD may update this plan to ensure that it continues to align with CRD governance structures, program design, climate adaptation strategies and internal and external governance and legislation structures.

This plan should be reviewed annually to ensure that it remains relevant given the quickly changing climate of provincial guidance, emergency management, and climate adaptation. A full scale review should be undertaken every three to five years, following major organizational changes at the CRD or following a major emergency event which may change or alter the operations of the CRD Emergency Program Services group going forward.

A Changing Legislative Landscape

In November of 2023, the Ministry of Emergency Management and Climate Readiness released updated emergency management legislation, which guides all emergency management activities undertaken by the provincial government and by local authorities. At the time of development of this report, the Emergency and Disaster Management Act (EDMA) itself has been released, but the supporting regulations are either in development or are slated for development. As such, organizations like the CRD will have to be aware of changes in legislation and ensure that there are time and resources dedicated to updating plans like this one (and other related plans and documents) and that internal processes and procedures are adapted to meet the requirements of these new legislative requirements.

Climate Adaptation

In crafting a strategic plan for an emergency management program, considering the influence of a changing climate and the need for adaptation cannot be overstated. Climate change poses multifaceted challenges to emergency preparedness and response efforts, necessitating a proactive approach to adapt to evolving climatic conditions and their

influence on the built environment. The impacts of climate change, such as increased frequency and intensity of extreme weather events, shifting precipitation patterns, droughts, floods, and wildfires directly influence the occurrence and severity of emergencies. Consequently, integrating climate adaptation strategies into emergency management plans becomes imperative for enhancing resilience and minimizing vulnerabilities.

Effective climate adaptation within the context of emergency management involves a comprehensive assessment of climate-related risks and vulnerabilities, followed by the development of targeted mitigation and response measures and plans. This may streamline the investment in systems and infrastructure improvements to withstand extreme weather events, enhancing early warning systems, revising land-use planning regulations to account for changing environmental conditions, and fostering community stewardship to promote resilience-building initiatives. By embedding climate adaptation principles into strategic planning frameworks, emergency management programs can better anticipate, prepare for, and respond to the complex challenges posed by a changing climate, ultimately safeguarding lives, property, and critical infrastructure.

GOALS OF THE CRD EMERGENCY PROGRAM

CRD Emergency Program Services provides emergency management support to CRD residents with the following goals guiding their actions.

- Alignment with provincial legislation and regulatory requirements
- Climate adaptation and meeting the challenges of climate change
- Align staff and financial resources with needs
- Undertake high quality risk assessments and build plans from these assessments
- Empower risk informed decision making for both the CRD and CRD residents
- Be transparent, accountable and open through public information and information sharing
- Achieve and ensure equitable outcomes for CRD residents
- Be a good regional partner
- Be a model regional district emergency program

CRD EMERGENCY PROGRAM ADMINISTRATION

The CRD currently hosts an established, functional, and high performing emergency program. This program has been at the forefront of resiliency and public safety protection of CRD residents for many years.

The program itself is headquartered at the CRD Williams Lake office but has the mandated responsibility for emergency management for the entirety of the Cariboo Regional District administered lands.

It should be noted that lands and residents within incorporated municipalities, First Nations reserve lands, Tŝilhqot'in National Government Title Lands, and federally managed properties do not fall within the jurisdiction of the CRD, or the CRD Emergency Program.

Structure and Organization

The CRD Emergency Program, as of April 2024, has a total of five full time staff members including the following positions:

- 1 - service manager (Manager of Emergency Program Services)
- 2 – Emergency Program Coordinators (EPC)
- 2 – Emergency Program Assistants (EPA)

All five staff are currently based out of the Williams Lake CRD office, and with varied roles and responsibilities, but have a geographical positional focus which encompasses the entire CRD.

A proposed structural change will see the implementation of an Emergency Program Officer (EPO), who will oversee program activities such as legislative analysis, policy research, and monitoring, along with coordination and support for policy implementation.

The CRD Emergency Program Services reports to the Chief Administrative Officer.

Geographical, Functional, or Hybrid

Within emergency management programs, there are a variety of ways that programs can be structured to provide support to residents and businesses within the governance areas. These arrangements include geographical, functional or hybrid program designs.

Geographical Structure

The geographical way of organizing an emergency program is to allocate staff and resources to specific geographic areas within the government jurisdiction. So, for a regional district, this may mean designating specific staff who would be responsible for specific geographic areas. These staff may be physically located in a central / headquarters area, or they may be physically dispersed within the areas of their responsibility (for example, staff may work from a sub-regional office which is not the local authority headquarters).

Examples of an emergency program utilizing a geographic-based structure may include a regional district which utilizes emergency program coordinators who are responsible for northern, central, and southern sub-regions of a regional district. Another example may be a regional district that utilizes two emergency program managers – one who is responsible for rural area emergency management, and another who is responsible for municipal jurisdictional emergency management.

Functional Structure

Another way to organize an emergency program is to divide up the responsibilities for program activities by function or activity.

Examples of the this may include establishing staff responsibilities based on either physical or conceptual emergency management needs. The list below highlights some of the functional activities that may be allocated to staff.

- Operational activities – such as response or Emergency Operations Centre (EOC) activation.
- Breaking down responsibilities based on the four main pillars of emergency management – response, recovery, preparedness, and mitigation.
- Breaking down staff tasks by areas of expertise – such as by finance expertise, policy development expertise, or incident command expertise.
- Breaking down responsibilities by prior experience – such as wild or structure fire experience, Emergency Support Services (ESS) experience, or other are of specific experience.

Hybrid Structure

A hybrid structure simply utilizes an amalgamation of both geographic and functional expertise.

An example of this may be utilizing a staff member to be responsible for the northern portion of a regional district, both because that area has a high probability of wildfire, and because that person's background is in wildfire management. Having them geographically represented in that area may be advantageous to the program at large.

The risk associated with this form of structure is that the program manager must take great care to ensure that available staff cover all program responsibilities, and that all geographic regions within a local government's jurisdiction are covered. This can be difficult to determine, but specific situations may warrant this approach.

Currently, CRD Emergency Program Services staff are structured functionally based on prior experience and skills, so that they are able to cover off for each other during staff absences and when larger emergency situations are encountered. The program intends to move to a more hybrid structure as positions are filled and as the program matures.

Linkages to Other CRD Service Areas

The CRD Emergency Program operates as an independent local government service for the benefit of all CRD residents – outside of First Nations and municipal governments. A portion of the tax levy within the CRD supports the CRD Emergency Program.

From the position within the CRD government structure – the CRD Emergency Program has many linkages to other departments within the CRD. Subject matter expertise, collaboration governance activities and special or extraordinary linkages are present with these other CRD departments (such as drawing in staff during EOC activations).

While all CRD departments have some interaction with one another, not all are dependent on each other for success. Those that are more closely linked with the CRD Emergency Program are noted below:

- Administrative Services
- Protective Services
- Planning and Development Services
- Finance Service
- Environmental Services

● Community Services

The CRD EPS also has a significant and important linkage to the Manager of Intergovernmental Relations and the Department of Communications. These positions work directly with neighbouring, linked, and various levels of governments, and can enhance and navigate the sometimes challenging world of intergovernmental relations and communications with residents, visitors, businesses, and partners. These CRD partners are be extremely helpful when navigating discussions about unified command, shared resources, informing residents, and shared decision making.

Document Linkages Within the CRD

Within the CRD overall, both internal to EPS, and external, there are many plans, documents and reports which overlap across specific service areas. These plans are updated by EPS staff and external parties as prioritized and needed, and as such, may be in force in the future, or may be replaced by newer or different documents.

● Cariboo Regional District Strategic Plan: 2022-2026 (Administrative Services)
● Business Continuity Plan for the CRD (Administrative Services – in development as of 2024)
● Agricultural Area Plan (Development Services)
● Volunteer Fire Department Emergency Management and Response Plans (Protective Services)
● Solid waste management, carcass disposal and debris removal plans (Environmental Services)
● Emergency Management and Response Plans for Water Systems (Environmental Services)
● Airport Management and Emergency Response Plans (Community Services)
● CRD Emergency Program Strategic Review 2021 (see below)
● 2020 CRD Hazard, Risk and Vulnerability Analysis
● 2020 Emergency Program Guide
● CRD Emergency Plan
● 2020 Emergency Response and Recovery Plan / Guide
● 2021 Emergency Support Services Plan / Guide
● 2019 Crisis Communication Plan

Not listed are grant-driven projects, which are often managed by one specific service area, but require effort, input, and management of both the grant project and follow-up activities by more than one CRD service area. Examples of this include the development of a

FireSmart program within the CRD – which is EPS-led but has implications, workload, and responsibilities for the CRD Environmental and Planning / Development Services. Another aspect of this is grant-related projects that are led by a service other than EPS, which leads to responsibilities, requirements and impacts on EPS. An example of this would be flood mapping projects led by the Planning and Development Service – which leads to bylaw changes, and requirements and responsibilities for the Emergency Program Services staff.

EPS also has an extensive suite of operational procedures related to emergency management, response, and emergency operations centre activities. The procedures are constantly updated during incident response and review periods to ensure the are of the most value to users.

CRD Emergency Program Strategic Review

In 2021 the CRD undertook a strategic review of the CRD Emergency Program and Services. This strategic review considered CRD emergency responses over previous years, the documentation, procedures, and processes developed from those events, research, and engagement (both internal and external) and legislative influences on emergency programs in BC. Many of the recommendations from that strategic review have been implemented, which includes adding additional staff after the 2021 Board resolutions to increase staff for this CRD service.

Program Budget and Funding

The CRD EPS is funded as a core service area of the CRD, with a scope of providing services all CRD residents outside of First Nations and incorporated municipalities. This core funding covers staff wages and salaries, program administration and some emergency response capabilities (such as the Emergency Operations Centre).

Extraordinary projects, such as plan and document development, technology enhancements for emergency response, and training and exercising programs may be funded through a variety of grant programs, such as the Union of BC Municipalities Community Emergency Preparedness Fund grant streams.

LEGISLATIVE REQUIREMENTS

The CRD EPS is governed by both legislative requirements internal to the CRD, and by legislative instruments external to the CRD.

Internal CRD Legislation

Bylaws

The primary documents which enable and guide the CRD EPS are the suite of bylaws related to Emergency Program Services. The program was officially established in 2004, and various bylaw enactments and amendments bring the program to where it currently stands. The current bylaw is the following:

- Bylaw 4595, Cariboo Regional District Emergency Management Program Regulatory Bylaw adopted.

With the introduction of new provincial emergency management legislation, a bylaw revision will be needed to ensure that the CRD EPS functions according to provincial legal requirements. The inclusion of planning requirements, Indigenous Engagement requirements, multi-jurisdictional emergency management organization requirements, enhanced risk assessment processes, and other EDMA requirements will need to be included in any new bylaw. Barriers to a bylaw revision in April 2024 include the following:

- Local government emergency management program requirements will be mandated under the Local Government Emergency Management Regulation, which is currently in development by the Ministry of Emergency Management and Climate Readiness (proposed for delivery by end of 2025)
- The lack of specific guidance by EMCR in the form of a template or standardized bylaw for local government emergency management programs which would show terminology and structure acceptable to EMCR and the Province of BC.

Emergency Program Committees

There are various types of emergency management committees used by local governments and First Nations in BC.

One type of emergency management committee is an inwardly focusing committee. In this example, there are often two distinct types as well. A committee composed of staff representatives, led by an emergency manager, may specifically be tasked with the operationally aspects of an emergency program (such as the training and supply of staff to

an EOC). The second type of internal emergency management committee is one composed of both staff representatives and elected officials and is tasked with the strategic direction and development of an emergency management program itself.

Within the CRD EPS, there are a variety of internal and external committees or participation in the committees of others.

The CRD EPS intends to modernize the current emergency management committees utilized within the CRD EPS. Currently, the only functional CRD EPS committee hosts representatives from both CRD staff and elected officials.

There are structural, procedural and nomenclature issues with the current committee structure. CRD EPS intends to modernize the committee structure to align with the current bylaw, anticipate future bylaw changes, and align committee with what is both required by CRD EPS to function in an agile and effective manner while still meeting the needs of the CRD Board of Directors.

The diverse types of committees utilized by emergency management programs are critical parts of any functional program.

MOUs for ESS and Notification System

CRD EPS also utilizes formal memorandums of understanding (MOUs) for the following agreements with partners who are external to the CRD:

- MOU for Emergency Support Services – the CRD has MOUs in place for ESS with the City of Quesnel, the City of Williams Lake, and the District of 100 Mile House
- Emergency Communications Procedure Agreement between the CRD, the Tŝilhqot'in National Government and the Xeni Gwet'in First Nation

MOUs are helpful in providing the guidance, authority, and proper representation of various parties in sharing services, resources and in other collaborative efforts.

External Legislation

Emergency and Disaster Management Act

The BC Emergency and Disaster Management Act (EDMA) is a legislative framework enacted by the province of British Columbia in Canada to provide a comprehensive legal basis for managing emergencies and disasters within its jurisdiction. Enacted in November of 2023, this legislation outlines the roles, responsibilities, and powers of government

agencies, organizations, and individuals involved in emergency preparedness, response, and recovery efforts.

The Act establishes protocols for the coordination of resources, communication strategies, and the implementation of measures necessary to mitigate, respond to, and recover from emergencies and disasters. It empowers designated authorities to declare a state of emergency when deemed necessary to protect public safety and welfare.

Under this legislation, provisions are made for the establishment of emergency management plans, the deployment of emergency services, the allocation of funds, and the enforcement of necessary measures to ensure effective disaster management. Additionally, the Act outlines the legal framework for addressing issues such as evacuation procedures, emergency shelters, and the protection of critical infrastructure during times of crisis.

In 2024, the regulations that guide further roll-out of the Act are still under development. These include repeal and replacement of the Compensation and Disaster Financial Assistance regulation, and the Local Government regulation. The local government regulation, in particular, will have a considerable influence and impact on CRD Emergency Program operations. An addendum to this strategic plan should be undertaken once all of the regulations associated with EDMA are enacted by the provincial government.

Local Government Requirements Under EDMA

The following are some of the key changes from the previous BC Emergency Program Act to the new Emergency and Disaster Management Act.

The following list is not exhaustive and a more formal process by CRD Emergency Program staff to review EDMA and the associated regulations, discuss the requirements with EMCR staff, and undertake a formal review and adoption process for this new legislation is recommended.

The provincial adoption of EDMA and its associated regulations is expected to have significant impacts on local government emergency management operations. It is widely anticipated that the adoption of EDMA will require local governments to add more staff resources, with more areas of expertise (such as Communications and Finance knowledge), larger program budgets from their local governments to support the additional requirements, and a greater involvement of elected officials and local government leadership (such as CAOs).

Comprehensive Emergency Plans

Local governments must develop and maintain comprehensive emergency preparedness plans tailored to their specific risks and vulnerabilities. These plans should outline strategies for response, recovery, and mitigation efforts in the event of emergencies or disasters.

These plans may be required to be reviewed by EMCR staff and may be required in advance of activities like response funding for emergency response activities.

Risk Assessment

Conducting thorough risk assessments is essential for identifying potential hazards and assessing their potential impact on the community. Local governments will be responsible for regularly evaluating and updating these assessments to ensure they remain relevant and effective. These requirements are unclear at this time; however, these assessments may be required to be reviewed by EMCR staff and may be required in advance of activities like response funding for emergency response activities.

Indigenous Engagement Requirements

EDMA mandates comprehensive Indigenous engagement protocols within its framework. These requirements emphasize meaningful consultation and collaboration with Indigenous communities in all phases of emergency planning, response, and recovery efforts. They underscore the significance of respecting Indigenous rights, traditional knowledge, and cultural practices throughout the emergency management process. Additionally, the Act emphasizes the establishment of effective communication channels and partnership-building initiatives to ensure Indigenous voices are heard and their contributions are valued in mitigating the impact of disasters and emergencies.

There are specific requirements for Indigenous engagement requirements (IERs) within the Act – especially regarding declaration of states of local emergency (SOLE), and evacuation processes. Emergency plans and EOC procedural documents should be updated to reflect these requirements as the timely implementation of emergency management tools such as SOLEs require new activities to be undertaken.

Multi-Jurisdictional Emergency Management Organizations

The Multi-Jurisdictional Emergency Management Organizations (MJEMO) requirements outlined in EDMA establish a structured framework for collaborative emergency management efforts across various jurisdictions within British Columbia. These provisions mandate the establishment of coordinated emergency response mechanisms involving multiple agencies, municipalities, and governmental bodies. First Nations and Indigenous

governing bodies may also be partners within these arrangements. Key components encompass defining roles and responsibilities, establishing communication protocols, facilitating resource allocation, and conducting joint training and exercises to enhance preparedness and response capabilities. The Act underscores the importance of seamless coordination and cooperation among stakeholders to effectively mitigate, prepare for, respond to, and recover from emergencies and disasters within the province.

The Act considers formal organizations that already fill this role such as the Integrated Partnership for Regional Emergency Management (IPREM) in Metro Vancouver. The Act also encourages regional partners to enter into these agreements and provides provisions for the Minister of Emergency Management and Climate Readiness to implement these programs regionally where necessary.

State of Local Emergency Process

The declaration of a State of Local Emergency (SOLE) process has changed significantly from the pre-2023 Emergency Program Act to the new Emergency and Disaster Management Act. EDMA now requires that a local government (such as the CRD) engage with local Indigenous Governing Bodies (IGBs) prior to declaring a SOLE. If engagement cannot take place, the local government must either engage as soon as is reasonable or provide rationale to the Minister of EMCR as to why engagement was not possible.

The changes include an additional process prior to the declaration of a SOLE – which includes a request to the EMCR Minister for approval to declare a SOLE.

Emergency Planning

EDMA speaks in general terms about the importance of the preparedness and planning needed prior to emergency events. Recovery planning is also mentioned (in terms of recovery plans being required before provincial funds are expended on recovery activities.

It is expected that, when developed, the Local Government regulation that supports EDMA and provides guidance to local governments will include stronger requirements to guide the emergency planning process. It is expected that pre-recovery plans may also be required, and recovery plans will be required (and will need to be shared with EMCR staff) when provincial recovery support is required.

REGIONAL EMERGENCY MANAGEMENT

Regionalization of emergency management programs (in whole or in part) among partners is a means of extending scarce staff and financial resources in smaller local governments and leveraging the strengths of each organization. With the increased emphasis in provincial legislation in engaging and working with local Indigenous Governing Bodies, a regional approach to emergency management can fulfill legislative requirements while also bringing significant strength to partner emergency management programs.

There are many ways that regionalization could benefits a larger region, without any one government entity relinquishing their authority or decision making authority. These may include:

- **Regional or joint grant applications** (often, grants can be lumped together under one project, boosting the region's ability to undertake larger projects, which are aligned in scope).
- **Regional training and exercising activities** (often, trainers require a minimum number of participants and travel costs are high to more remote regions for trainers – joint programs can reduce costs for all participants and make sessions more likely to be successful)
- **Joint planning** – in some aspects of emergency management, joint planning can be highly beneficial. This may include joint hazard management and/or mitigation plans, service level plans (such as shared Emergency Social Services plan, some of which already exist within EPS), or MOUs for sharing of EOC resources.

There are benefits to considering regionalization in all four phases of emergency management.

EDMA speaks to the establishment of Multi-Jurisdictional Emergency Management Organizations – which the Minister of Emergency Management and Climate Readiness has the power to implement where needed in the province. While the complete intent, structure, and application of this approach is not yet known, as the regulations guiding local government emergency management programs are not complete, EMCR clearly desires local governments to move in this regional direction.

Planning, Preparedness and Mitigation Phases

Within the Preparedness and Mitigation phases of emergency management, there can be great benefit to leveraging funding sources (such as grants or allocated funding). Utilizing a

regional approach to these phases can lead to a larger budget to undertake these kinds of activities.

Shared mitigation projects (where hazards exist across jurisdictional boundaries, or where shared responsibilities exist) can be highly beneficial. For example, shared programs to reduce wildfire or flood risk can have significant benefits and reduced workloads for project contributors when shared across jurisdictions. It also leads to better coordination when and if these hazards present an emergency event that needs to be managed, as all partners had a place in the planning for these events.

Emergency management organizations that approach planning regionally can develop comprehensive emergency plans that address a wide range of hazards, risks, vulnerabilities, and scenarios. This holistic approach allows for better preparedness and eventually response to regional emergencies.

Within the preparedness phase, communications shared by more than one government body about hazards, risk, and preparedness activities can lead to greater trust from residents and more awareness. The workload needed to produce, manage, and respond to these activities is also reduced for all parties. Preparedness materials and programs can be designed so that the objectives of each partner are effectively considered.

Response and Recovery Phases

A regional approach to emergency response and recovery is highly beneficial for a number of reasons.

Scarce Resource Sharing: Different jurisdictions within a region often face similar risks and challenges. By pooling resources and expertise, regional emergency management organizations can more efficiently allocate personnel, equipment, and funds to address these shared concerns.

Coordinated Response: Emergencies rarely respect administrative boundaries. A regional approach ensures that response efforts are coordinated across jurisdictions, preventing duplication of effort, and ensuring a more effective and timely response for affected residents.

Increased Capacity: Staff resources available to emergency managers for EOC activations are always at a premium. By working together, and sharing or pooling staff resources, jurisdictions can enhance their overall capacity to respond to emergencies. This may also involve joint EOC training and exercises, sharing of EOC best practices and

after action reviews, and enhancing relationships with neighboring agencies and organizations.

Economies of Scale: Regional collaboration can lead to cost savings through shared procurement, training, and other operational activities. By leveraging economies of scale, jurisdictions can stretch limited resources further and achieve better outcomes. This may also apply to receiving aid during emergency events.

Unified Command and / or Communication: During emergencies, effective incident command and incident communication is essential. A regional approach allows for the establishment of unified communication systems and protocols, facilitating information sharing and coordination among all involved partners.

Improved Community Resilience: By taking a regional approach to emergency management, communities can build stronger networks and partnerships that enhance overall resilience. The overall goal remains to limit the impact of the event, and to facilitate faster recovery periods – leading to better outcomes for residents and governments alike.

Generally speaking, a regional approach to emergency management enables jurisdictions to work together more effectively to build resilient communities, while ensuring the sustainability of their own emergency programs.

Key Partners

The key non-Indigenous partners for enhanced regional collaboration include the municipalities within the CRD - District of 100 Mile House, the City of Williams Lake, District of Wells, and the City of Quesnel.

Neighbouring regional districts are also key partners and relations with the organizations should be strengthened whenever possible. These include the following regional districts:

- Thompson-Nicola Regional District,
- Bulkley-Nechako Regional District,
- Fraser-Fort George Regional District,
- Squamish Lillooet Regional District,
- Strathcona Regional District,
- Regional District of Mount Waddington, and;
- Central Coast Regional District

Figure 4. Regional districts bordering the CRD

The CRD also shares the administration of large areas of non-residential land with 14 First Nations communities. First Nations within the CRD include the Dakelh, Tsilhqot'in, and Secwepemc First Nations. More information about the First Nation communities within the Cariboo Regional District can be found at this link. The image below shows the relative traditional territories of these Nations and their relation to the CRD jurisdictional boundaries.

Of note, the Tŝilhqot'in National Government administers a tract of Declared Title Lands which are encompassed by areas which the CRD has jurisdiction over. The Declared Tŝilhqot'in Title Land is located within Electoral Area J, with a small portion extending into Electoral Area K. In 2019, an Emergency Response Protocol for the title lands was signed by Xeni Gwet'in First Nations Government, Tŝilhqot'in National Government, the Province (as represented by the Minister of Public Safety & Solicitor General and Minister of Forests), and the Cariboo Regional District. In 2022, the protocol was updated to include an Emergency Communications Procedure.
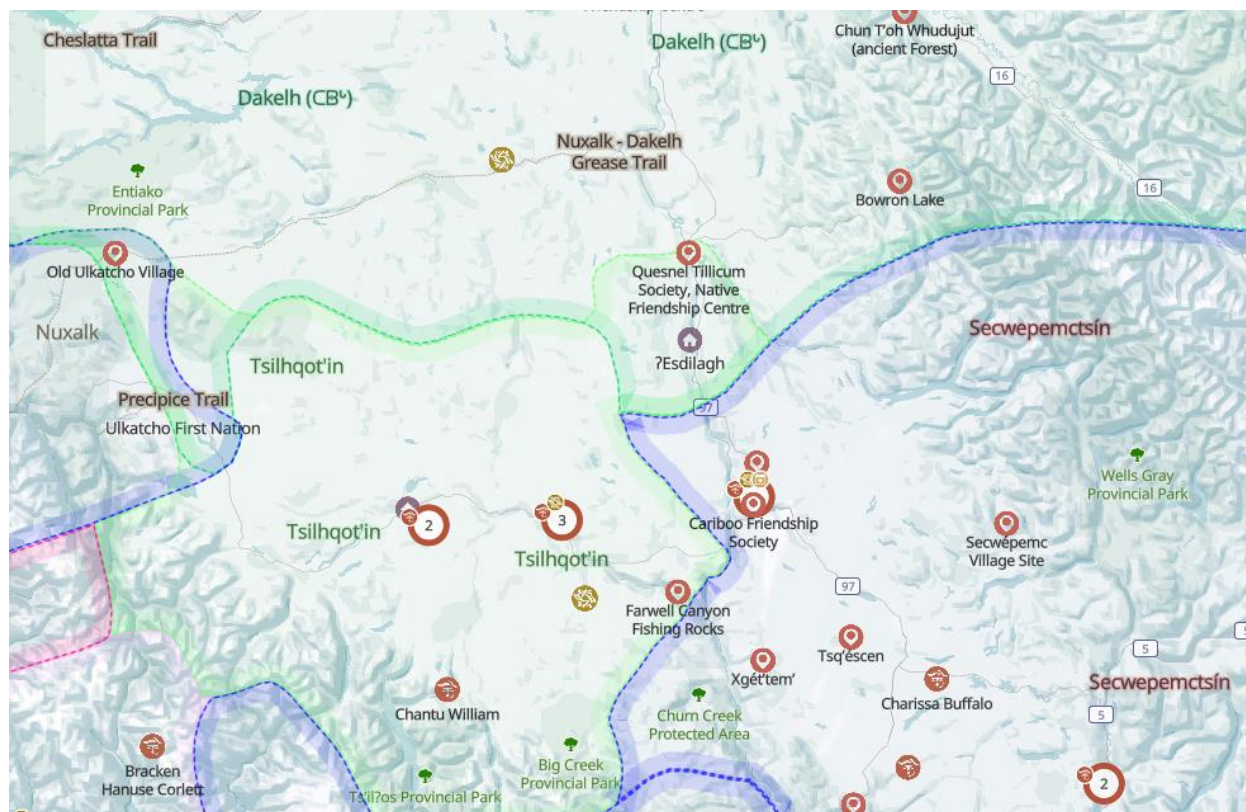
Figure 5. First Nations traditional territory in relation to the CRD. Source: First People's Map of BC

EMERGENCY PROGRAM PROFESSIONAL DEVELOPMENT

Having a structured and planned professional development process within an emergency management program is an important part of having both a high-performing emergency management organization and an integral part of staff wellness.

Emergency Program Staff Development

There are several ways to ensure that emergency program staff receive ongoing training and development opportunities. Some of these include the following (but the points below are not an exhaustive list):

- Attending training that is either offered by the Justice Institute of BC or EMCR, either in partnership with the CRD, or in nearby neighbouring communities
- Receiving training in the Incident Command System – which the BC Emergency Management System is based upon

- Seeking grants and allocating funds to training and exercise programs that build operationally efficiency
- Supporting staff with professional development plans
  - Always consider soft or complementary skills that staff wish to develop – such as technical writing, communications, graphic design, or other skill sets that are helpful to have within the organization

EOC Team Development

It is important to develop the skill sets and familiarity of EPS staff and part-time EOC practitioners (staff from other CRD services or partner governments). Part-time practitioners, in particular, may need significant training and development to excel in their roles in an EOC.

EPS and EOC staff training can be enhanced through staff attendance at CRD or partner government training sessions, local or regional emergency exercises (tabletop, functional, full scale, or drills), or through various other professional training and development opportunities that may be offered by the CRD to staff.

Training and Exercising Plan

A straightforward way to maintain a clear and updated list of each EPS and EOC staff member's status and accumulated training and experience is to develop a training and exercise plan. This plan should list each staff member and participant and should list the following particulars about each individual:

- Name of individual
- Date of training or exercise
- Type or description
- If they are working towards accreditation (Such as the JIBC Emergency Management Certificate), maintain a log of this is helpful
- It can also be useful to track EOC deployments, as this experience is vital to maintaining a pool of experienced staff members who can support an activation

Cultural Safety Training

With the EDMA focus on Indigenous engagement and a more significant working relationship with First Nations governments, all staff within the CRD EPS, or who would be working in, or in support of the CRD EOC should have cultural safety and awareness training.

This kind of training can make the interactions between First Nations and local governments simpler, more respectful, and less controversial.

IMPLEMENTATION AND EVALUATION

It is important to consider how a strategic plan will be implemented or aligned with program requirements and the changing needs of communities as climate change and community composition changes within local government jurisdictions.

Program Improvement

It is recommended that this plan be reviewed annually for two reasons. One, any requirements, or need to renew or update the plan should be recorded and a decision by EPS leadership should be undertaken to determine the update process for the plan. Two, EPS staff may wish to monitor the implementation of aspects of this plan or reflect on how the program is operating in reference to this plan.

An annual review allows for the proactive consideration of both plan and program alignment, which builds organizational resiliency.

Key Performance Indicators

Key Performance Indicators (KPIs) for an emergency management program strategic plan are designed to measure various aspects of the program's effectiveness, efficiency, and impact. Some potential KPIs that can be used by the CRD EPS include:

EOC Activation Time: Consider the time it takes for the CRD to establish a functional EOC after the notification of an incident requiring EOC support. How long does it take for the incident site to receive suitable support?

Resource Utilization: Assess the efficiency of resource allocation during emergency response, including staff, volunteers, equipment, and finances. Is the application of resources scalable – either increasing resources or demobilizing resources when they are not longer needed. Are suitable systems in place for resource tracking?

Training and Exercise Completion Rate: Track the percentage of EPS staff and EOC participants who complete required training and participate in exercises to ensure program and EOC readiness.

Communication Effectiveness: Evaluate the effectiveness of internal and public-facing communication systems and protocols during emergencies, including the timeliness and

clarity of communication to partner agencies and the public. How long does it take to notify EMCR of an emergency? How long to notify residents if action is needed on their part?

Community Preparedness and Resiliency Levels: Monitor the level of preparedness and resiliency among community members through surveys, drills, and participation in preparedness programs. Evaluate the resilience of communities to withstand and recover from emergencies, including indicators such as social cohesion, economic stability, and infrastructure resilience. How does EPS promote greater personal and community resiliency?

Coordination with Partner Agencies: Measure the effectiveness of coordination and collaboration with partner agencies, including local, First Nations, regional, and provincial entities, as well as non-governmental organizations and private sector partners. Where can intergovernmental relations be improved, and new partnerships be formed?

Public Awareness and Education: Track the reach and impact of public awareness campaigns and educational programs aimed at promoting emergency preparedness and safety. Are EPS public education campaigns well received by all sectors of the region?

Risk Reduction Measures Implemented: Assess the implementation of risk reduction measures, such as hazard mitigation projects, building code enforcement, flood construction levels and land use planning. Which other CRD service areas need input and resources to support preparedness and mitigation for residents and businesses?

Feedback and Improvement Processes: Monitor the collection and analysis of feedback from stakeholders and lessons learned from past emergencies to identify areas for improvement and inform future planning efforts. How can residents inform EPS of what they need in terms of support, education, and how can they provide input to the program?

These KPIs should be tailored to align with the specific goals of EPS (as they continue to evolve with regional growth and climate changes), and they should be regularly monitored and evaluated to track progress and make informed decisions about resource allocation and program adjustments and alignment.

SUMMARY

The Cariboo Regional District Emergency Program Services Strategic Plan outlines a comprehensive approach to program structure and operations and aims to help address and mitigate potential risks and emergencies within our region. This plan serves as key component in the series of plans, procedures, policies, and bylaws necessary for effective emergency preparedness, response, mitigation, and recovery within the regional district.

The Cariboo Regional District Emergency Program Services Strategic Plan represents a collective effort to safeguard the well-being of our communities and minimize the impact of emergencies on our residents, businesses, and infrastructure. Through proactive planning, collaboration, and resilience-building initiatives, we aim to create a safer and more prepared region for generations to come.

Figure 6. A narrow road snakes through the mountains in central British Columbia's Cariboo Chilcotin region.

APPENDIX A: ACRONYMS AND DEFINITIONS

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Definitions

Activation: The act of initiating the emergency plan, or an Emergency Operations Centre, and different levels of site support.

Adaptation: The practice of adjusting or taking actions to limit or reduce vulnerability to changing hazard risk. In the context of climate change impacts on coastal flood hazard risk, specific adaptation actions might include improved coastal zone management, changes to planning, permitting, codes and standards, structural design, and social preparedness.

All-Hazards: Referring to the entire spectrum of hazards, whether they are natural or human induced. For example, hazards can stem from natural (e.g., geological, or meteorological) events, industrial accidents, national security events, or cyber events.

All-Hazards Approach (or Plan): An emergency management approach that recognizes that the actions required to mitigate the effects of emergencies are essentially the same, irrespective of the nature of the incident, thereby permitting an optimization of planning, response, and support resources.

Assets-at-Risk: Refers to those things that may be harmed by hazard (e.g., people, houses, buildings, cultural assets, or the environment).

British Columbia Emergency Management System (BCEMS): An emergency management system founded on the principles if the Incident Command System. BCEMS is required to be used by all ministries and Crown Corporations and cross-jurisdictionally in B.C.

Build Back Better: A strategy aimed at reducing the risk to the people of nations and communities in the wake of future disasters and shocks. The approach integrates disaster risk reduction measures into the restoration of physical infrastructure, social systems and shelter, and the revitalization of livelihoods, economies and the environment

Business Continuity: An ongoing process by all type industries to ensure that the necessary steps are taken to determine the impact of potential losses and maintain viable recovery strategies, recovery plans, and continuity of services.

Consequences: Often refer to the potential outcomes or impacts that may result from exposure to a specific hazard. These consequences are often analyzed to understand the severity of potential risks and vulnerabilities in each situation. In hazard analysis,

consequences may include physical damage, injuries, or loss of life caused by the hazard. In risk analysis, consequences help determine the potential losses, such as financial costs, environmental impacts, or social disruptions resulting from a hazardous event.

Dike: An embankment designed and constructed to prevent the flooding of land. A dike is supported by related works, such as flood boxes, gates and pumps that serve to hold back floodwaters while continuing to discharge water from behind the dike.

Disaster: "A calamity that (a) is caused by accident, fire, explosion, or technical failure or by the forces of nature, and (b) has resulted in serious harm to the health, safety, or welfare of people, or in widespread damage to property." [Emergency Program Act]

Disaster Risk Reduction (DRR): The concept and practice of reducing disaster risks through systematic efforts to analyze and reduce the causal factors of disasters. Disaster risk reduction includes disciplines like disaster mitigation and preparedness.

Emergency: A present or imminent event that requires prompt co-ordination of action or special regulation of persons or property to protect the safety, health, or welfare of people or to limit damage to property.

Emergency Management and Climate Readiness (Ministry of): The province's lead coordinating agency for all emergency management activities, including response, planning, training, testing, and exercising.

Emergency Management: An ongoing process to prevent, mitigate, prepare for, respond to, and recover from an emergency or disaster that threatens life, property, operations or the environment.

Emergency Operations Centre: The physical location at which the co-ordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Emergency Plan: A document developed to ensure quick access to the information necessary for effectively responding to an emergency.

Emergency Program Coordinator: The person responsible for the day-to-day management of an organization's emergency management program. May also be referred to as planner, manager, or director.

Engineers and Geoscientists B.C.: Engineers and Geoscientists British Columbia is the business name of the Association of Professional Engineers and Geoscientists of the Province of British Columbia. Engineers and Geoscientists BC regulates and governs these professions under the authority of the Professional Governance Act and the Engineers and Geoscientists Act.

First Nations: On-reserve communities that are supported by Emergency Management and Climate Readiness during emergencies through a 10-year bilateral agreement signed in 2017 with the Federal Government. While the Federal Government, through the Department of Indigenous Services Canada (ISC), holds the legislated responsibility for emergency management activities on First Nations Reserve Lands, the agreement enables EMBC to provide First Nations with the full range of emergency management services that Local Authorities receive.

Flood and Flooding: The presence of water on land that is normally dry. Often used to describe a watercourse or body of water that overtops its natural or artificial confines.

Flood Risk Assessment: Evaluation of a flood hazard (including the expected flood extent, depth, and direction of flow) together with information about assets and people that are vulnerable to flooding to identify potential economic, social, cultural and environmental losses from flooding.

Flood Hazard: A potentially damaging flood event that may cause the loss of life, injury, property damage, social and economic disruption, or environmental degradation.

Flood Mitigation: Steps to reduce flood damage by structural measures (such as dikes), non-structural measures (such as keeping populations and assets away from flood-prone areas or requiring floodproofing), or a combination of these measures.

Forests (Ministry of): The Ministry responsible for the stewardship of provincial Crown land and ensures the sustainable management of forests, wildlife, wildfire, and other land-based resources. The Ministry works with Indigenous and rural communities to strengthen and diversify their economies.

Hazard: A source of potential harm, or a situation with a potential for causing harm, in terms of human injury; damage to health, property, the environment, and other things of value; or some combination of these.

Hazard, Risk, and Vulnerability Analysis (HRVA): An assessment of:

• Hazards: These are sources of potential harm, or situations with a potential for causing harm, in terms of human injury; damage to health, property, the environment, and other things of value; or some combination of these.

• Risk: This refers to the likelihood that a hazard will occur, as well as the severity of possible impact to health, property, the environment, or other things of value.

• Vulnerability: This refers to the people, property, infrastructure, industry, resources, or environments that are particularly exposed to adverse impact from a hazardous event.

Impact: The physical/environmental, social, economic, and political consequences or adverse effects that may occur as the result of a hazardous event.

Indigenous Traditional Knowledge: A holistic system of knowledge that belongs to First Nations, embedded in culture and tradition, built through generations of living in close relationship with the land, and which can carry spiritual significance.

Incident Command System (ICS): Originally developed as a fire response management system by various jurisdictions in the United States, this incident management system has been widely adopted by first responders and emergency management programs throughout North America.

Local Authority: Municipalities, regional districts, and Treaty First Nations who have specific legislated emergency management requirements set out in the Emergency and Disaster Management Act (EDMA).

Likelihood: A general concept relating to the chance of an event occurring. Likelihood is generally expressed as a probability or a frequency of a hazard of a given magnitude or severity occurring or being exceeded in any given year. It is based on the average frequency estimated, measured, or extrapolated from records over a large number of years, and is usually expressed as the chance of a particular hazard magnitude being exceeded in any one year (i.e., the Annual Exceedance Probability, AEP).

Mitigation: Activities which reduce or eliminate the impacts of an emergency or anticipated emergency, before, during or after the emergency event. One of the four phases of emergency management in BC.

Preparedness: Activities undertaken prior to an emergency to ensure an effective response to and recovery from the consequences of an emergency event. One of the four phases of emergency management in BC.

Probability: In statistics, a measure of the chance of an event or an incident happening. This is directly related to likelihood.

Province: Pertaining to government of the Province of British Columbia or the general geographic area which is known as the Province of BC.

Provincial Emergency Coordination Centre: The central emergency operations centre activated to provide overall co-ordination of the integrated provincial response to an emergency or disaster. The Provincial Emergency Coordination Centre manages the overall provincial government response, which includes the provision of support for the regional levels. This may include consultation with senior elected officials, management of emergency information for the public, resource co-ordination and policy guidance. Communications and collaboration with external agencies such as crown corporations, federal emergency response agencies, non-governmental organizations and other provinces are managed at the Provincial Central Coordination level.

Provincial Regional Emergency Operations Centre: The Provincial Regional centre responsible for coordinating regional response activities, supporting local EOCs assigning regional (provincial and federally assigned) critical resources, providing regional messaging, and providing situational understanding to the PECC.

Recovery: Activities and programs designed to support communities to rebuild post-disaster in a resilient, culturally safe, and appropriate way. One of the four phases of emergency management in BC.

Resilience: The ability of a system (such as individual or multiple buildings or infrastructure assets), community, or society exposed to hazards to resist, absorb, accommodate, and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

Resources: Equipment, supplies, personnel, volunteers, and facilities available for assignment or staging in support of emergency management activities.

Resilience: The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform, and recover from the effects of a hazard in a timely and efficient manner.

Resource Management: A process for identifying and managing available resources to enable timely and unimpeded access to the resources needed to prevent, mitigate, prepare for, respond to, or recover from an incident.

Response: The phase of emergency management during which actions are taken in direct response to an imminent or occurring emergency/disaster in order to manage its consequences. One of the four phases of emergency management in BC.

Risk: A concept that takes into consideration the likelihood that a hazard will occur, as well as the severity of possible impact to health, property, the environment, or other things of value.

Risk Assessment: A method to determine the nature and extent of risk by analyzing potential hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed buildings, infrastructure, people, property, services, livelihoods, and the environment on which they depend.

Risk assessments (and associated risk mapping) include: a review of the technical characteristics of hazards, such as their location, intensity, frequency, and probability; the analysis of exposure and vulnerability, including the physical, social, health, economic, cultural, and environmental dimensions; and the evaluation of the effectiveness of prevailing and alternative coping capacities, with respect to likely risk scenarios. This series of activities is sometimes known as a risk analysis process.

Risk Management: The systematic approach and practice of managing uncertainty to minimize potential harm and loss.

Sendai Framework: The Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework) was the first major agreement of the post-2015 development agenda and provides Member States with concrete actions to protect development gains from the risk of disaster. Canada and the Province of British Columbia have agreed to incorporate the framework into appropriate policies.

Situational Awareness: Knowing what is going on and what has happened with respect to the current incident, what could go on in terms of future impact or outcomes, and what options exist in terms of response actions.

Subject Matter Expert: Provincial, regional, or local experts with knowledge on a specific area of expertise, such as hazard(s) likelihood, consequences, environmental and economic impacts.

Vulnerability: The characteristics and circumstances of a community, system, or asset that make it susceptible to the damaging effects of a hazard. For buildings and infrastructure assets, vulnerability is a product of both exposure and susceptibility to damage.

Acronyms

BCR	**Band Council Resolution:** A BCR is a written resolution or authorizing document of Chief and Council adopted at a duly convened meeting of the elected council for the First Nation.
BCEHS	**BC Emergency Health Services:** This service provides ambulatory care and transport for sick or injured persons in British Columbia
BCEMS	**British Columbia Emergency Management System:** Identifies the standardized approach to emergency management to be utilized and practiced by provincial government agencies, ministries, and crown corporations. BCEMS is based on the Incident Command System.
DFA	**Disaster Financial Assistance:** Financial aid provided to residents and communities to compensate for losses incurred during emergency incidents.
ECC	**Emergency Coordination Centre:** (Part of the PECC, as noted below)
EM	**Emergency Management:** Is the organization and management of the resources and responsibilities for dealing with all humanitarian aspects of emergencies (preparedness, response, mitigation, and recovery). The aim is to reduce the harmful effects of all hazards, including disasters.
EMCR / EMBC	**Emergency Management and Climate Readiness / Emergency Management British Columbia:**

	The coordinating agency for all provincial emergency management activities, including response, planning, training, testing, and exercising. Formerly known as Emergency Management BC (EMBC).
EMP	**Emergency Management Plan:** Is a comprehensive document that outlines the strategies, procedures, and resources to be used in preparing for, responding to, mitigating, and recovering from various emergencies or disasters. It serves as a guide for individuals, organizations, or communities to address emergencies and protect lives, property, and the environment effectively and efficiently.
EOC	**Emergency Operations Centre:** A facility activated to support entities responsible for emergency response and recovery.
EDMA	**Emergency and Disaster Management Act:** EDMA and the associated regulations provide the legislative framework for the management of disasters and emergencies in B.C. for non-indigenous communities.
EPC	**Emergency Program Coordinator:** The emergency program coordinator is responsible for the day-to-day management of the emergency program. The duties associated with this position should be clearly defined, and the appropriate level of authority and decision-making ability provided.
ESS	**Emergency Support Services:** A provincially managed, short term, program to see essential services provided to evacuees in emergency situations with the intent of preserving their emotional and physical wellbeing. Services are typically in place for 72 hours post-incident.
FNESS	**First Nations Emergency Services Society:** The mission of FNESS is to assist First Nations in developing and sustaining safer and healthier communities by providing the programs and services such as Fire Services, Forest Fuel Management and Emergency Management support.

HRVA	**Hazard, Risk and Vulnerability Analysis:** The purpose of an HRVA is to help a community make risk-based choices to address vulnerabilities, mitigate hazards and prepare for response to and recovery from hazard events.
IC	**Incident Commander:** Is the person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved. The incident commander sets priorities and defines the organization of the incident response teams and the overall incident action plan.
ICS	**Incident Command System:** 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.
ISC	**Indigenous Services Canada:** Works collaboratively with partners to improve access to high quality services for First Nations, Inuit, and Métis. Our vision is to support and empower Indigenous peoples to independently deliver services and address the socio-economic conditions in their communities.
ICP	**Incident Command Post:** The incident command post is located at or in the immediate vicinity of the incident site and is the focus of the conducting of direct, on-scene control of tactical operations. Incident planning is also conducted at the ICP. This location is set up immediately following the onset of an event to provide a safe, nearby location to provide leadership and oversight.
PECC	**Provincial Emergency Coordination Centre:** The Provincial Emergency Coordination Centre (PECC), located on Vancouver Island, is the operational arm of EMCR that supports PREOCs in their response activities.

PREOC	**Provincial Regional Emergency Operations Centre:** During emergencies, such as wildfires, floods or earthquakes, local governments are responsible for leading local response efforts. If the emergency is beyond their capacity, PREOCs can be opened to provide support. PREOCs are offices comprised of emergency management staff, trained to assist local governments with planning, coordination and logistics.
RC	**Reception Centre:** Are locations designated by the local ESS team, in cooperation with the local authority, as safe gathering places for people displaced from their homes because of an emergency or disaster.
SOLE	**State of Local Emergency:** Declaring a state of local emergency enables local authorities in the Province of British Columbia to exercise the emergency powers listed in the Emergency Program Act. Local authority emergency program staff and elected officials must be prepared to declare a state of local emergency in response to an emergency or disaster at a moment's notice.