



EMERGENCY MANAGEMENT PROGRAM

A Policy Foundation

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Table of Contents

Document Administration	2
INTRODUCTION	3
EMERGENCY MANAGEMENT	3
CONTEXT	5
Environment.....	5
Designated Places	6
Organization.....	6
Context Summary.....	7
EMERGENCY MANAGEMENT STRUCTURE	7
Emergency Management Service.....	7
Emergency Management Organization.....	8
Board.....	8
Emergency Management Executive Committee (EMEC).....	8
Director of Emergency Management (DEM).....	8
Emergency Management Staff	8
EMERGENCY MANAGEMENT PROGRAM	9
Core Components of the Emergency Management Program	9
Plans & Guides	9
Operational Readiness	10
Evacuee Support Services (ESS)	11
Emergency Operations Centres.....	11
Activation Criteria	12
Training and Exercises	12
Community Resiliency.....	13
Recovery Coordination	14
IMPLEMENTATION & REVIEW	15

Document Administration

This is an evergreen document and is subject to amendment and/or updates as new information and initiatives are identified. This document will continue to evolve as the Province of BC releases amendments to legislation, regulations, and policies; and as FVRD’s Emergency Management Plan and Program evolve.

Please forward comments and amendment requests to FVRD Emergency Management (emergencyinfo@fvrd.ca) department for consideration in future amendments.

INTRODUCTION

This document outlines the level of service to be expected from the Fraser Valley Regional District (FVRD) Emergency Management program. It is intended to focus the service on essential program elements that 1) meet statutory requirements, and 2) maximize the effectiveness of the service by tailoring it to the environmental and organizational contexts it operates within. This program policy sets forth as a foundation stone for the FVRD Emergency Management Program.

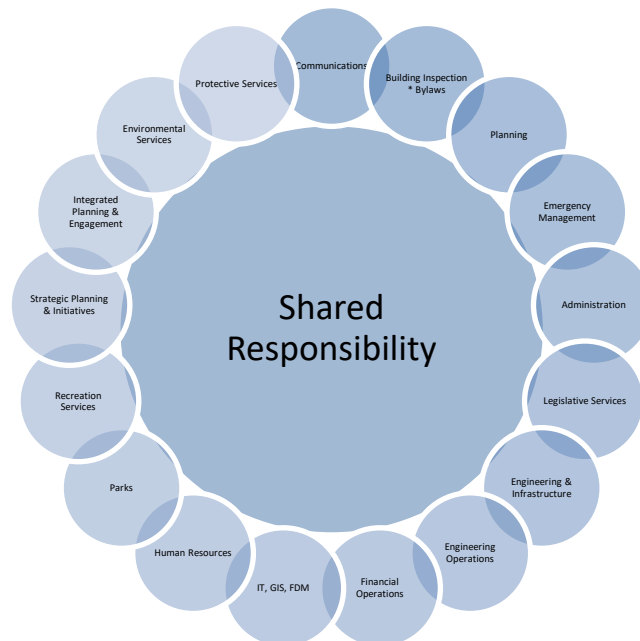
It is important to explicitly outline the level and scope of the program because emergency management is a broad, evolving field. The expectations of the public and senior governments are very high. Given that FVRD's Electoral Areas cover 12,153 km² of rural and remote lands - with several major floodplains, steep-sided valleys, innumerable streams, dispersed settlements, limited access routes, and major transportation and utility corridors – providing an effective emergency management program to approximately 12,000 electoral area residents is exceptionally challenging.¹

Under these circumstances, it is vital to be clear about the nature of the emergency management program to accurately inform the public and partner agencies and also to define 'best practices' for the service that are specific to the environment in which the services are delivered.

EMERGENCY MANAGEMENT

What is Emergency Management?

According to the Emergency Management Framework for Canada, emergency management is a shared responsibility, or distributed function, across all sectors of society. Government and non-government sectors must work together to assess risks and prevent/mitigate, prepare for, respond to, and recover from the threats



and hazards that pose the greatest risk to Canadians. The management of disasters and emergencies in British Columbia is performed using an 'all-hazards' approach including all activities and risk management measures

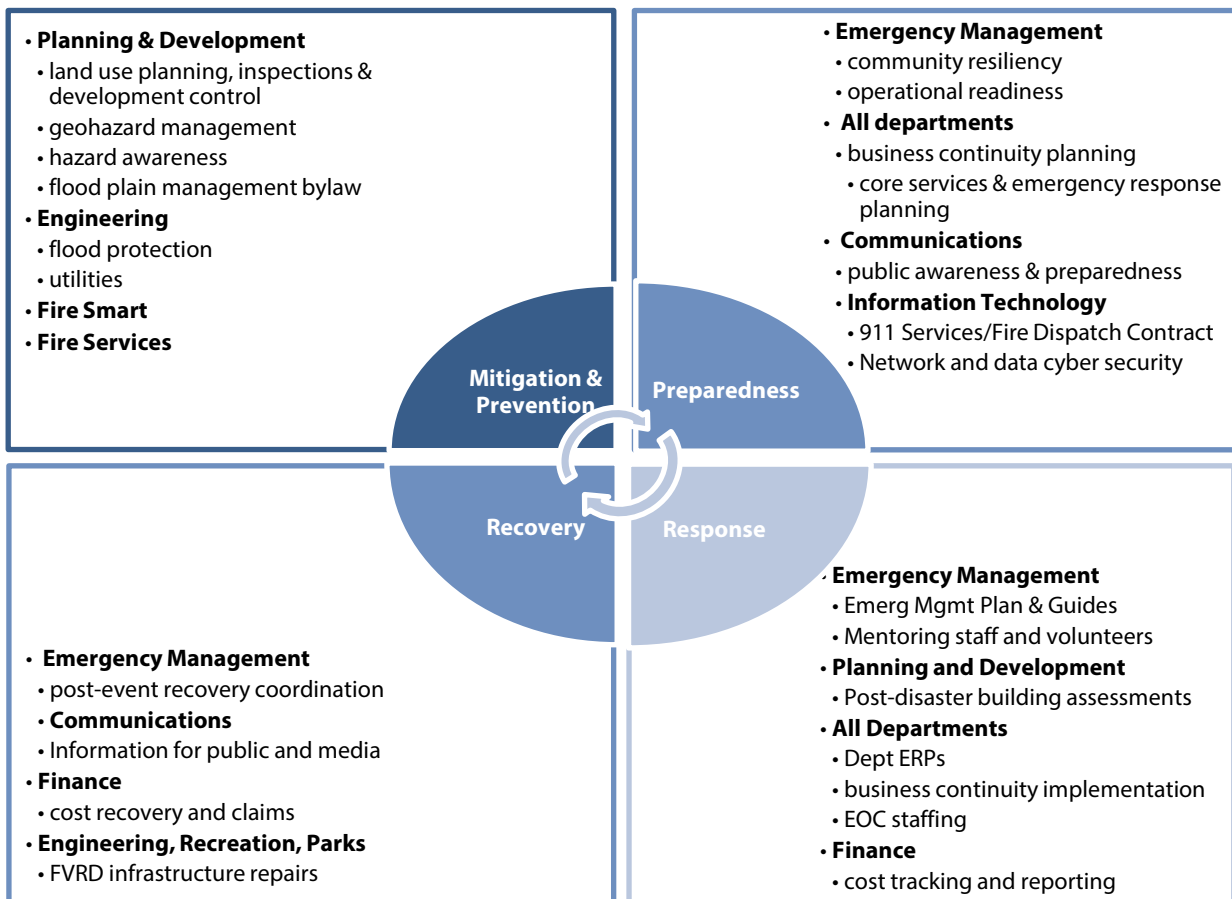
¹ Emergency management services to people living in municipalities and on Indian Reserves is not provided by FVRD. FVRD is a partner to First Nations with whom we maintain collaborative relationships for mutual benefit.

related to the four components of the emergency management cycle: Mitigation, Preparedness, Response & Recovery.

Emergency management adopts an all-hazards approach in every jurisdiction in Canada by addressing vulnerabilities exposed by both natural and human-induced hazards and disasters. The all-hazards approach increases efficiency by recognizing and integrating common emergency management elements across all hazard types, and then supplementing these common elements with hazard-specific sub-components to fill gaps only as required. As such, "All-Hazards" does not literally mean preparing to address any and all potential hazards in existence. Rather, it emphasizes the leveraging of synergies common across hazards and maintaining a streamlined and robust emergency management system. The "All-Hazards" approach also improves the ability of emergency management activities to address unknown hazards or risks.²

The entire FVRD organization, not just the Emergency Management service, is engaged in different aspects of emergency management. The graphic below illustrates the role of some of the FVRD departments; it is not meant to be exhaustive.

In FVRD, Emergency Management staff develop and maintain the program that integrates the independent and unique skillsets of all FVRD functions, departments, personnel, volunteers, and facilities to ensure FVRD as a local authority can manage emergencies and disasters that occur within our jurisdiction, in all four phases of emergency management.

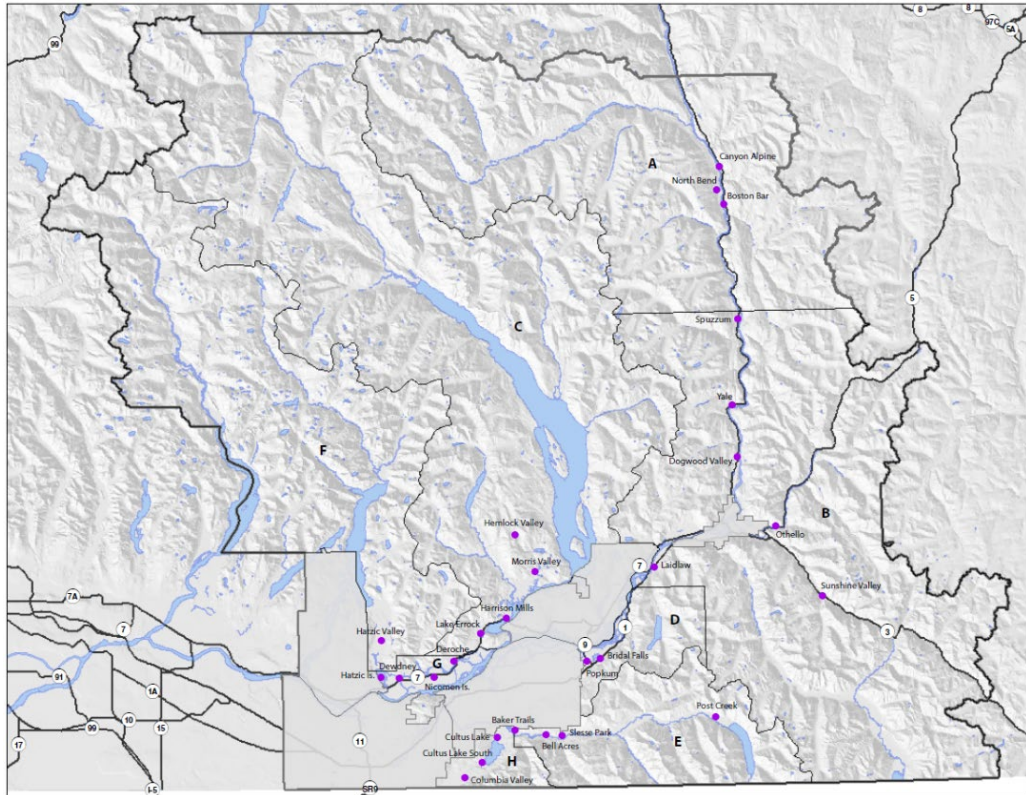


² Emergency Management Framework for Canada, 3rd edition (2017)

CONTEXT

Environment

The eight FVRD electoral areas cover a large geographical area of over 12,000 km². They are extremely varied in terms of physical features and hazards. The Fraser River lowlands are at increased risk of flooding and erosion from the Fraser and Harrison Rivers. High energy tributaries such as the Chilliwack, Coquihalla, Sumallo, and Nahatlatch Rivers present flooding and erosion risks. Steep-sided valleys have landslide hazards and innumerable streams cause flooding, avulsion and debris flow hazards. Many hazards and vulnerabilities exist which may have no reasonable mechanism to mitigate. The vastness of the jurisdiction creates complexities during wide-scale disasters in more than one area/community/neighbourhood. In this environment, multiple cascading incidents with diverse hazard events (such as flooding, erosion and landslides) can occur in different parts of the region at the same time. Climate change is greatly increasing all of these risks as extreme weather events – which are triggers to other hazards such as flooding and landslides – increase in frequency.



In addition to geohazards and wildfires, FVRD electoral areas are bisected by many critical transportation routes and multiple major utility corridors which present human-induced hazards including train accidents, hazardous material spills, and multiple party motor vehicle accidents. Furthermore, many settlements in the FVRD electoral areas have limited access/egress routes, areas with no cellular or internet services, common power outages and little to no public transportation options. This leaves residents vulnerable to road washouts, highway closures and other events which isolate residents from critical services. Large distances reduce the effectiveness of timely response and emergency support. An implication of this is that during broad-scale emergencies and disasters, it is possible that assistance will not be available for at least 72 hours and potentially for 10 to 14 days in the case of major catastrophes.

The total population of the electoral areas (not including those who live on First Nations IR lands) was just under 12,000 in 2021. Electoral area populations range from 2092 in Area D to 495 in Area A (2021). Individual settlement areas within the electoral areas are a mix of small, often rural or remote, communities distributed along the valleys and transportation corridors. There are 24 discrete settlements identified as *Designated Places* by Statistics Canada where specific census data is collected (and many more hamlets and place names that are not Designated Places). The average population of the Designated Places within the electoral areas is 377 with 230 dwellings on average (2021). It is a considerable challenge to plan for and provide emergency management

services to many small settlement areas distributed across a large geographic area. Many settlements lack the commercial supports necessary for the typical provision of evacuee support services (hotels, grocers, clothing stores, community halls, etc.). That means evacuations will remove people from their communities, sometimes to distant urban centres where these supports are available.

The challenges within our landscape result in high demands on the Emergency Management program.

Designated Places

There are 24 discrete settlement communities or *designated places* (“hamlets”) identified in the 2021 Census 2021 report:

- › Boston Bar (A)
- › North Bend (A)
- › Spuzzum (B)
- › Dogwood Valley (B)
- › Sunshine Valley (B)
- › Yale (B)
- › Laidlaw, UNP (B)
- › Harrison Mills (C)
- › Hemlock Valley (C)
- › Lake Errock (C)
- › Bridal Falls (D)
- › Popkum (D)
- › Slesse Park (E)
- › Bell Acres (E)
- › Baker Trails (E)
- › Durieu (F)
- › Hatzic Prairie (F)
- › McConnell Creek (F)
- › Deroche (G)
- › Dewdney (G)
- › Hatzic Island (G)
- › Columbia Valley (H)
- › Cultus Lake North (H)
- › Cultus Lake South (H)

Organization

Many organizational factors have a significant bearing on the Emergency Management service, including financial constraints and jurisdictional limitations.

Emergency Management services are primarily funded by property tax. The 2023-27 Financial Plan indicates that almost 75% of costs over the five-year period will be covered by property taxes. Provincial grants of various kinds are projected to make up about 20% of annual budgets for this period, however, grant revenues are uncertain and they typically cannot be used for operational costs.

The Emergency Management service is supported by a small tax base of 11,692 people (2021) living within 6,493 dwellings (2021). While the eight electoral areas are diverse and generalizations are difficult to make, most FVRD electoral areas have on average older residents, older homes, lower incomes and greater unemployment than urban centres within the Region. As a result, while service costs are high due to the large landscape with multiple hazards, the funding base for the service is small. The property tax that can be requisitioned from this base is constrained.

The limited population, dispersed settlement pattern and demographic profile also mean that there are few persons to participate in volunteer programs such as Evacuee Support Services (ESS) and volunteer fire departments. First Responders are primarily local volunteer fire department members who may be equally impacted when disasters and emergencies occur.

A further challenge is that first-response support in many parts of FVRD’s electoral areas is limited. Much of FVRD’s geography is outside of the area served by volunteer fire departments. Emergency services may be limited to RCMP, BC Ambulance, Search and Rescue (SAR), and BC Wildfire Service (BCWS). Given the distances between electoral area communities, the response times for these agencies may be extended.

In municipalities, it is expected and understood that public works exist to perform operational tasks. This is not the reality in the regional district governance model. Culverts are an example of where and how confusion arises regarding inter-jurisdictional complexities. Culverts for private property access are the assets of private land owners while culverts for roads are under the Ministry of Transportation and their contractors.

Inter-jurisdictional cooperation is a primary feature of the organizational context for Emergency Management services in FVRD’s electoral areas. For example, roads are not under the operational control of FVRD; they are

under the jurisdiction of the Ministry of Transportation & Infrastructure which further contracts operations and maintenance to sub-contractors. This means that decisions about road closures, evacuation routes, traffic control points, stream crossing and other matters must be made in conjunction with the Ministry. It also means that response activities may be limited based on contractual obligations and limitations within the sub-contracts. A similar situation exists with respect to Crown lands. Often, flooding and landslides originate on Crown land or in streams under the jurisdiction of the Province and so emergency planning and response will involve considerable coordination. The same is true for the 30 First Nations governments that co-exist within the same geography of FVRD's electoral areas.

The inter-jurisdictional nature of emergency management causes operational complexity. In any one incident, it will be necessary to coordinate with many different jurisdictions which share authority over matters.

Context Summary

Given this context for Emergency Management in FVRD's electoral areas, it is important that the program focus on essential program elements that 1) meet statutory requirements, and 2) maximize the effectiveness of the service by tailoring it to the environmental and organizational contexts it operates within.

Emergency Management is a broad and evolving field with high expectations from the public and senior governments. Given that FVRD's Electoral Areas cover 12,153 km² of rural and remote lands - with several major floodplains, steep-sided valleys, innumerable streams, dispersed settlements, limited access routes, and major transportation and utility corridors – providing an effective emergency management program to 12,000 electoral area residents is exceptionally challenging.³

EMERGENCY MANAGEMENT STRUCTURE

Emergency Management Service

Emergency Management is the responsibility of the FVRD organization as a whole and all FVRD functions, departments, and personnel are engaged in it. The role of the EM Department is to develop plans and procedures and to provide training so that the organization as a whole is capable of responding effectively when emergencies arise. The EM Department has a central role in establishing the development, maintenance, and implementation of the FVRD's Emergency Management Program. It builds capacity and readiness within FVRD's organization and also in electoral area communities. The primary focus of the department is preparedness. Preparedness is fostered through planning, procedures, training and exercises, community resiliency, and relationships with partner agencies/organizations.

Effective preparedness improves FVRD's ability to manage and recover from disasters and emergencies in our 8 Electoral Areas. Maintaining Emergency Operations Centres (EOCs) in a state of readiness to coordinate response activities, coordination of the provision of support services to evacuees (ESS), and coordination of recovery activities following an emergency event. Ongoing training to ensure operational readiness to fulfill these functions is a critical component of the service, as are community resiliency initiatives.

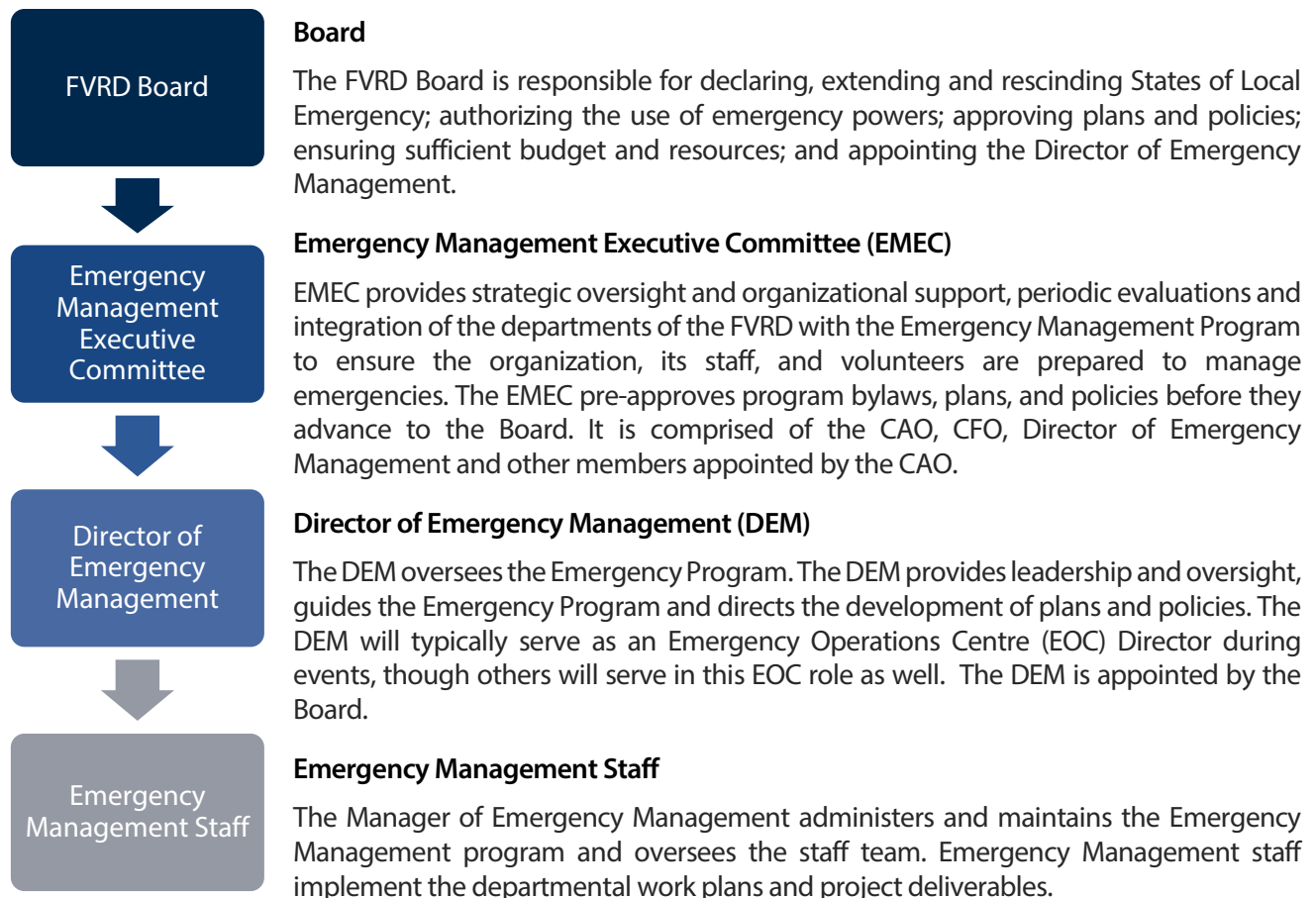
³ Emergency management services to people living in municipalities and on Indian Reserves is not provided by FVRD. FVRD is a partner to First Nations and municipalities with whom we maintain collaborative relationships for mutual benefit.

Emergency Management Organization

A core component of the EM service is the maintenance of an Emergency Management Organization (EMO). This is a requirement of the *Emergency Program Act*. An EMO must be established to develop and implement emergency plans and other preparedness, response and recovery measures for emergencies and disasters within the FVRD Electoral Areas. The EMO sets out the responsibilities of people within it, identifies their authorities and ensures accountability.

An EMO is an organization within the organization. It is empowered by statutory authority and supported by bylaw to make decisions independent of the Board. This is different from the average governance process, however, it is consistent across BC and Canada. Intriguingly, the EMO includes all functions of the FVRD and uses all functions of the FVRD during response operations and when FVRD makes a *Declaration of a State of Local Emergency*. The standardization of EMO roles, responsibilities, and powers is intended to increase interoperability interdepartmentally, cross-jurisdictionally, and multi-sectorally.

FVRD's EMO is set out in *FVRD Emergency Management Regulations Bylaw No. 1622, 2021*. It consists of the FVRD Board, the Emergency Management Executive Committee, the Director of Emergency Management and the Emergency Management Staff.



The EMO is an organizational structure within the structure of the FVRD. An EMO exists to ensure that during emergency response the EMO can act independently to meet the needs of emergencies and disasters, however, it acts within the parameters of the bylaws, plans, and policies approved by the Board.

EMERGENCY MANAGEMENT PROGRAM

The emergency management program exists to manage the program aspects of emergency management. The emergency management program staff leads and maintains the program functions and operational readiness, however, in emergency response, staff from many business units could be leading response activities based on the event type. Using a standard concept of emergency management response is led in through the use of an Emergency Operations Centre (EOC) by leveraging the business units of FVRD, partner relationships, and aspects of the Emergency Management Program. To maintain an effective emergency management program and meet the statutory requirements set forth FVRD’s emergency management program exists with the following foundational components.

Core Components of the Emergency Management Program

Effective emergency management programs aim to understand the environmental and organizational limitations that it faces and utilize those to inspire and empower preparedness among citizens, community organizations, businesses, non-profits, faith groups, and visitors. By focusing the program on actions that are expected to provide the most effective emergency management services, with the limited resources available, we anticipate stronger community resilience before, during, and after disasters. FVRD’s emergency management program will be able to establish a set of best practices against which the program can be assessed, that are reasonable and achievable given these contexts, and that can be used to measure the success of our program.



Plans & Guides

Given the environmental and organizational context for the EM program in FVRD’s electoral areas many different hazards, the likelihood of cascading events with multiple hazards in multiple locations, and the complexity of response operations, the EM Program places greater emphasis on 1) developing operational readiness and organizational capacity; and 2) community resilience; than on creation and maintenance of plans and documents.

An Emergency Management Plan links essential Emergency Response Plans (ERPs) with the lead departments required to maintain them under other statutes (e.g. Utilities ERPs, ERPs for recreation facilities, and ERPs for owned facilities/infrastructures).

Following the framework set forth by Public Safety Canada, the EMP will set out an ‘all-hazards’ framework, and will not provide procedures that are hazard or location/geography specific.

Accordingly, the EM program will develop and maintain the following plans and guides to support emergency response activities:

Hazard Report	<ul style="list-style-type: none"> • ID hazards and risk in electoral areas to inform the EMP • statutory requirement
Emergency Management Plan (EMP)	<ul style="list-style-type: none"> • all-hazards program management framework • statutory requirement
Evacuation Guidance	<ul style="list-style-type: none"> • component of the of EMP
Flood Response Guidance	<ul style="list-style-type: none"> • identify response considerations for various Fraser and Harrison river levels • frequent hazard event

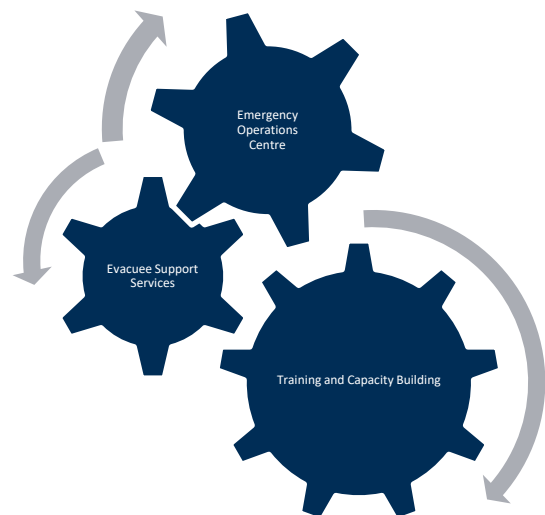
The objective is to meet statutory requirements, avoid overcommitting resources to developing documents; minimize the number of documents that require maintenance; and favour the use of templates and tools provided by the Province over creating custom plans. Plans will be ‘living’ or evergreen documents that are updated as needed to reflect operational experience. EM Program budgets and work plans will provide for a comprehensive review of these plans and guides at intervals of approximately 10 years.

Operational Readiness

When emergencies and disasters arise in Electoral Areas that grow beyond the capacity of what can be dealt with reasonably by First Responders and/or lead agencies or neighbouring jurisdictions who are lead for emergencies and disasters in their area, the FVRD may establish an Emergency Operations Centre. EOCs are activated on an as-needed basis for situational monitoring, centralized coordination of multi-agency or multi-jurisdictional emergencies, or activities requiring greater statutory authority. EOCs can (only through the FVRD Board) enact a State of Local Emergency, an EOC Director can issue evacuation alerts and orders in addition to several other available powers to enable life safety decision-making.

During evacuations, Evacuee Support Services (ESS) in an EOC will coordinate the provision of food, clothing, shelter, transportation, and medical services to people required to evacuate due to emergency events and disasters. This is commonly done at ESS sites referred to as Reception Centres and/or Group Lodging. Sometimes the complexity of an event limits what can be done in our Electoral Areas and results in requesting assistance from EMCR, municipalities, and/or First Nations partners. Emergency Management services in FVRD’s electoral areas will be most effective if FVRD maintains a high level of operational readiness and organizational capacity to stand up high-functioning Emergency Operations Centres (EOCs) and provide efficient Evacuee Support Services. Investing resources in developing capacity in people, rather than in planning documents, will enable FVRD to be nimble and flexible when responding to complex emergencies and disasters.

Effective and routine training is vital for FVRD to perform at a high level in EOCs and respond to complex and dynamic events. Through training and exercise, FVRD



will be ready to manage disasters that occur throughout our jurisdiction. Furthermore, partnerships will grow stronger through joint training opportunities.

EOC operations and training/exercises will emphasize the critical goals of safeguarding the health/safety of first responders, saving lives, reducing suffering, protecting public health and protecting critical infrastructure.

Evacuee Support Services (ESS)

Evacuee Support Services (ESS) is a provincial public-aid emergency response program designed to meet the basic needs of British Columbians impacted by disasters by providing short-term (up to 72 hours) support in a compassionate manner, when they do not have home or tenant insurance to meet their needs, or during large-scale evacuations.

ESS is designed to provide support for disasters ranging from a single-house fire to provincial-level events involving large evacuations. These supports enable people to re-establish themselves as quickly as possible after an emergency or disaster.

The ESS program was designed to be implemented by Local Authorities and First Nations. During disasters, FVRD EM staff implement Evacuee Support Services, if the province provides the authorization to do so.

ESS is activated at the request of First Responders through E-COMM and the Emergency Management 24/7 Duty Officer. It is important to let First Responder processes for initiating ESS services occur. If you are aware of gaps or challenges in this model please communicate these with EM staff.

The nature of ESS provisions may differ from jurisdiction to jurisdiction. In disasters, ESS is implemented in facilities referred to as Reception Centres and Group Lodging sites. These ESS sites are ideally in public locations such as community halls, churches, and school gymnasiums that are located outside of the danger area.

The Board can support ESS program development by directing interested businesses, churches, halls and partners to connect with Emergency Management Staff before responses occur to be linked with the program.

Through the Emergency Operations Centre, FVRD coordinates the provision of food, clothing, shelter, transportation, and medical services to people required to evacuate due to emergency events and disasters. The optional Provincial ESS program framework can be utilized to develop comprehensive ESS programs, however, the FVRD provides services to evacuees and does so through the EOC structure when activated. When an incident arises that does not result in an EOC activation, FVRD can assess the eligibility of an incident and determine the most appropriate way to assist based on eligibility, incident, and resource capacity.

Emergency Operations Centres

An Emergency Operations Centre is a management structure for multi-sectoral, joint-decision making where FVRD coordinates centralized emergency response activities. The EOC structure enables the coordinated use of powers under a State of Local Emergency for key response organizations. The EOC Director can delegate or appoint the use of these powers as needed.

The activities in an EOC are performed under the BC Emergency Management System (BCEMS), an Incident Management System designed for the effective coordination of emergencies and disasters. BCEMS was based upon the Incident Command System, which is used at site-level emergencies and can also be used in the EOC.

The EOC is led by an EOC Director, this role has a Board delegated authority to manage and authorize emergency response activities, and to spend unbudgeted funds if necessary to save lives.

An EOC is not a specific space, however, local authorities should have multiple locations that are turnkey for use as EOCs. FVRD will use the EOC in the Chilliwack building for small or localized emergencies, and the Board room for larger disasters requiring more space. The key functions of an EOC are Command, Operations, Planning, Logistics and Finance. EM staff can provide more literature from the province if you have an interest in this topic.

EOCs are activated on an as-needed basis for centralized coordination of multi-agency or multi-jurisdictional emergencies & disasters. EOCs can (only through the FVRD Board) enact a State of Local Emergency and issue evacuation alerts and orders in addition to several other available powers to enable life safety decision-making.

Emergency Management services in FVRD's electoral areas will be most effective if FVRD maintains a high level of operational readiness and organizational capacity to stand up high-functioning Emergency Operations Centres (EOCs) and provide efficient Evacuee Support Services. Investing resources in developing capacity in people, rather than in planning documents, will enable FVRD to be nimble and flexible when responding to complex emergencies and disasters.

Effective and routine training is vital for FVRD to perform at a high level in EOCs and respond to complex and dynamic events. Through training and exercise, FVRD will be ready to manage disasters that occur throughout our jurisdiction. Furthermore, partnerships will grow stronger through joint training opportunities. EOC operations and training/exercises will emphasize the critical goals of safeguarding the health/safety of first responders, saving lives, reducing suffering, protecting public health and protecting critical infrastructure.

Activation Criteria

An EOC may be requested to activate by the Chair and Board, CAO, DEM, Manager of Emergency Management, or at the request of any Incident Commander leading a site-level response.

Depending on event complexity, the EOC may activate a Level 1, 2, or 3 response. For site-level incidents*, a response will likely be handled entirely by the responding agency/first responder at the site and will not require the activation of an FVRD EOC. For larger incidents, an EOC may activate to Level 2 or 3 and First Responders and external agencies will be involved in the response efforts.

The EOC Director will share information with elected officials during emergencies through daily briefings.

In the event of an emergency or disaster where there is an immediate or imminent threat to the safety and well-being of the public and/or first responders, Fraser Valley Regional District will respond to the best of our capacity and resourcing, based on the needs of the emergency or disaster event, and the complexities.

**Incidents that can be managed within First Responders service that do not require activation of Mutual Aid, greater resources, or powers under a State of Local Emergency are not considered emergencies or disasters.*

Training and Exercises

The EMP is required to identify the training and exercise commitments of the organization and the responsibilities of its staff. Training and exercise concepts will be developed within the EMP.

Training and exercises increase the operational readiness of FVRD personnel. Training and exercises are regulatory requirements. By practicing for emergencies and disasters we will be more effective at coordinating responses when the need arises.

Community Resiliency

Public Safety Canada⁴ defines a disaster as a social phenomenon that results when a hazard intersects with a vulnerable community in a way that exceeds or overwhelms the community's ability to cope and may cause serious harm to the safety, health, welfare, property or environment of people. A disaster may be triggered by a naturally occurring phenomenon, such as a flood or a landslide, or by human action or error, such as a pipeline failure or plane crash.

During emergencies and disasters, the best outcomes occur when residents are personally prepared for emergencies and when the knowledge and capacity exist within the local community to allow residents to effectively assist one another.

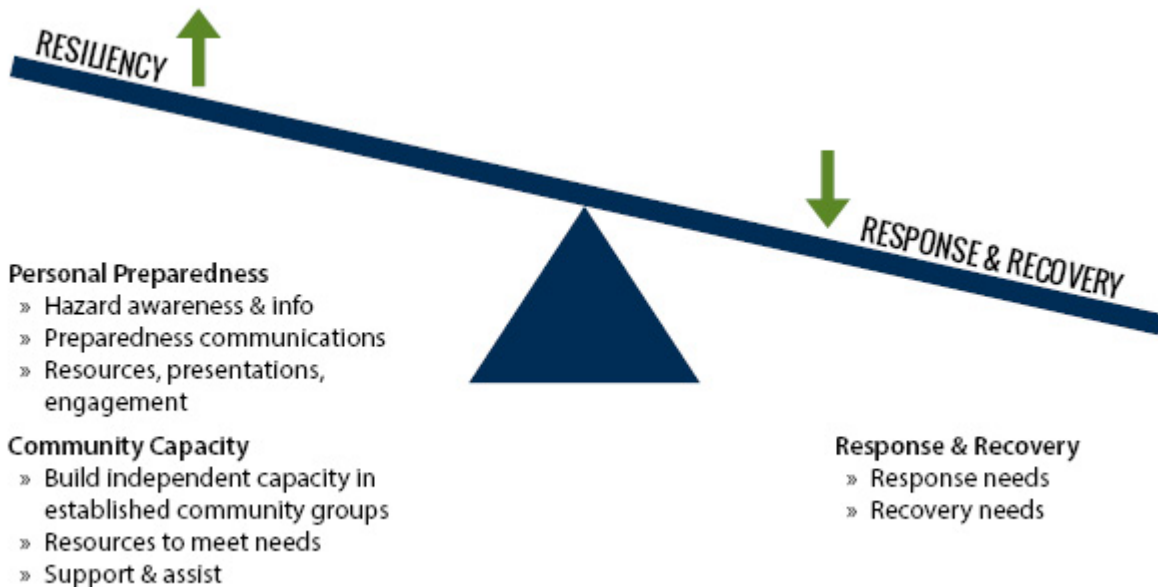
Accordingly, it is a core component of the Emergency Management Program to foster resiliency in FVRD electoral area residents and communities. It aims to do this by strategically investing in:

1. Supporting personal preparedness by:
 - » making information about hazards and risks available to residents in accessible and engaging formats;
 - » communicating about personal preparedness strategies; and,
 - » providing information, resources and guides to assist residents in increasing their preparedness for emergencies and disasters.

2. Building independent capacity within established community organizations to support the personal preparedness of residents and meet some needs of residents during emergency events by:
 - » identifying community organizations interested in local preparedness and resiliency;
 - » offering workshops, presentations and training;
 - » inviting community organizations with halls/buildings to host pre-positioned supplies and resources for use by the community organization to meet the needs of residents during emergencies;
 - » assist with neighbourhood and community-led preparedness strategies such as evacuation guides and neighbourhood resiliency plans;
 - » providing education about emergency management frameworks in BC, including how Emergency Operations Centres work, and how a response is managed so the community can effectively cooperate with an official response and identify critical life-safety needs
 - » establish protocols for community organizations to provide situational awareness to the EOC

Community resiliency is increased through greater attention to prevention, mitigation, and preparedness. When disasters occur and impact communities, resilient communities tend to recover or return to a new sense of normalcy faster than communities that are not as prepared. Many of our hamlet communities lack First Responder services and will naturally come together during emergencies and disasters.

⁴ Emergency Management Framework for Canada, 3rd edition (2017)



By supporting and promoting community resiliency we can create linkage between our EOC and our most rural /remote communities. These preparedness strategies will improve critical response information flow and reduce the gaps in understanding needs in these areas.

Recovery Coordination

The structure and processes of recovery are highly unique based on the emergency or disaster event, and its scope, scale, and complexities. Just as no two disasters are alike, neither are recoveries.

Recovery planning begins at the onset of a disaster in an EOC activation under the EOC Plans section, Recovery branch. If recovery projects are likely the EOC Planning Section Chief will identify the need for a specialized recovery planner and seek expense authorization approval from the Ministry of Emergency Management and Climate Readiness to fill that role to have that role transition from response to recovery and remain engaged in the recovery program. Recovery may still be limited to the capacity of staff resourcing and external funding. External recovery project management still requires staff oversight, time, and frequent meetings. Recovery planning includes re-entry planning for areas that were under evacuation orders and begins during response. FVRD is responsible to ensure the recovery of its critical infrastructure and to identify common recovery themes through planning to escalate to key ministries, agencies, and sectors that would undertake lead roles in their recovery operations.

Depending on the level of damage caused by an emergency or disaster, longer-term recovery activities may be considered to restore a wider range of services and infrastructure. Recovery is complex and broad with unique considerations for each situation and may require external coordination. Environmental and engineering recovery projects may require complex engineered proposals, permitting, and dedicated contract-based project managers. Furthermore, many recovery projects may require funding from outside sources to move forward.

IMPLEMENTATION & REVIEW

This document describes the scope and level of service to be expected from the FVRD Emergency Management Program. It represents a strategic vision and focus for the program that responds directly to the environmental and organizational context it operates in. It supports the allocation of resources to core program components that are expected to result in the most effective and efficient service to electoral area residents. Additionally, it provides a set of best practices against which the program can be assessed.

This program will be implemented through:

- » 5-year financial plans, annual budgets and work plans;
- » a comprehensive update to the Emergency Management Plan and related documents; and,
- » the operations and projects of the Emergency Management service.

The program will be reviewed as needed, for example when changes occur to the Act and Regulations, in response to direction from the FVRD Board, and as a result of operational experience.

It is the role of the Director of Emergency Management (DEM) to ensure that the plans, projects and budgets of the Emergency Management service reflect this program and that grants are applied for limited the benefit of project completion of the 5-year work plan. The DEM will also provide leadership and direction that is consistent with this program.

The Emergency Management Executive Committee (EMEC) is responsible for reviewing the direction of the program, evaluating its performance and providing strategic direction for the service.

When an EOC activation results in the opportunity to perform a review of the event and report back on areas of improvement this may also be done so and presented through the EMEC and the Board. Using information learned as a result of an activation enables the process of improving the service based on the learning outcomes.

The program will be reviewed as needed, for example when changes occur to the Act and Regulations, in response to direction from the FVRD Board, and as a result of operational experience.