

REGIONAL DISTRICT OF NANAIMO

EMERGENCY MANAGEMENT SELECT COMMITTEE

THURSDAY, DECEMBER 8, 2016

1:00 PM

(RDN COMMITTEE ROOM)

RDN meetings may be recorded

A G E N D A

CALL TO ORDER

DELEGATIONS

MINUTES

- 2-3 Minutes of the regular Emergency Management Select Committee meeting held on July 25, 2016.

BUSINESS ARISING FROM THE MINUTES

COMMUNICATIONS/CORRESPONDENCE

UNFINISHED BUSINESS

REPORTS

- 4-5 Emergency Management Select Committee – Revised Terms of Reference.
- 6-7 Electoral Area ‘B’ Incident Report.
- 8-11 Post Emergency Event Debrief Procedures.
- 12-16 Emergency Program Gap Analysis Priority Projects.

BUSINESS ARISING FROM DELEGATIONS OR COMMUNICATIONS

NEW BUSINESS

ADJOURNMENT

Distribution: *B. Rogers (Chairperson); A. McPherson; H. Houle; M. Young; J. Fell; J. Stanhope; B. Veenhof; B. Colclough; P. Carlyle; D. Trudeau; D. Pearce; D. Marshall; J. Drew; L. Konnert; N. Hewitt*

For Information Only: *T. Westbroek; M. Lefebvre; B. McKay; B. Bestwick; J. Kipp; J. Hong; W. Pratt; I. Thorpe; B. Yoachim; J. Hill; M. O’Halloran*

REGIONAL DISTRICT OF NANAIMO

**MINUTES FROM THE EMERGENCY MANAGEMENT SELECT COMMITTEE
HELD ON MONDAY, JULY 25, 2016 AT 2:00 PM
IN THE RDN COMMITTEE ROOM**

Present:

Chairperson B. Rogers	Electoral Area E
Director H. Houle	Electoral Area B
Director J. Fell	Electoral Area F
Director J. Stanhope	Electoral Area G
Director B. Veenhof	Electoral Area H
Director C. Haime	District of Lantzville

Regrets:

Director A. McPherson	Electoral Area A
Director M. Young	Electoral Area C

Also in Attendance:

D. Trudeau	Interim CAO
D. Pearce	A/ Director, Transportation and Emergency Planning Services
D. Marshall	Manager, Fleet, Projects & Emergency Planning Services
J. Drew	Emergency Coordinator
E. Beauchamp	Special Projects Assistant
N. Hewitt	Senior Secretary

CALL TO ORDER

Chairperson called the meeting to order at 2:00 pm.

MINUTES

MOVED Director Stanhope, SECONDED Director Veenhof, that the minutes of the regular Emergency Management Select Committee meeting held on April 22, 2015, be adopted.

REPORTS

Emergency Program Update Power Point (Verbal).

MOVED Director Stanhope, SECONDED Director Veenhof, that the Emergency Program Update be received for information.

CARRIED

Emergency Program Gap Analysis Report.

MOVED Director Stanhope, SECONDED Director Veenhof, that the Board Emergency Program Gap Analysis report be received for information.

CARRIED

ADJOURNMENT

MOVED Director Stanhope, SECONDED Director Houle, that this meeting be adjourned.

CARRIED

Time 3:10 pm

CHAIRPERSON

EMERGENCY MANAGEMENT SELECT COMMITTEE TERMS OF REFERENCE

PURPOSE

The Emergency Management Committee is a select committee of the Regional District of Nanaimo (RDN) Board which provides advice and recommendations to the RDN Board on issues related to emergency management, preparedness, mitigation, response and recovery from emergencies or disasters.

MEMBERSHIP

The Committee shall be comprised of Directors appointed by the Board as follows:

- Those Electoral Area Directors that are participants in the Emergency Management Service; and
- The Municipal Board Director representing the District of Lantzville.

Chair shall be appointed by the Regional Board Chair pursuant to the Board Procedure Bylaw.

PROCEDURES

The *Regional District of Nanaimo Board Procedures Bylaw No. 1512, 2006* applies to all meetings of the Committee:

- The Committee will meet four times a year or as required.
- A quorum of 50% plus one of the Committee membership is required to conduct Committee business.
- Staff will be assigned to support the Committee including the coordination of agendas, minutes and staff contacts for Committee members.

COMMITTEE ROLES AND RESPONSIBILITIES

The Emergency Management Select Committee's mandate is to provide advice and recommendations to the RDN Board on issues related to emergency management: preparedness, mitigation, response and recovery from emergencies or disasters. Topics may include matters related to emergency management and community disaster resiliency initiatives in the electoral areas and service contract areas. The Committee is the forum to which staff report on:

- *Hazards and Planning:* Hazard Vulnerability Risk Analysis and updates, Emergency Plan developments and updates, hazard specific plans, communications strategies and operational guidelines.
- *Emergency Response Operations:* Operational readiness of: Emergency Coordination and Reception Center facilities, staff/volunteers, related equipment, stakeholder partnerships, and mutual aid.
- *Training and Exercises:* Development and delivery of staff, agency and public training programs. Development of and delivery of exercises to test plans.
- *Recovery and Mitigation:* Development of business continuity plans, implementation of mitigation activities.

The Committee's responsibilities are:

- Consider staff reports on emergency management and make recommendations to the RDN Board;
- At its discretion, hear and consider public delegations on matters within the scope of its mandate and, where appropriate, make recommendations to the RDN Board arising out of such delegations;
- Follow up on matters referred to the Committee by the RDN Board and report back to the Board as required.

TO: Emergency Management Select Committee **MEETING:** December 8, 2016
FROM: Daniel Pearce **FILE:** 7130-03
A/Director, Transportation & Emergency
Planning Services
SUBJECT: Electoral Area 'B' Incident Report

RECOMMENDATION

That the Board accept the report for information.

SUMMARY

On September 27, 2016, a barge carrying a fully extended crane cut through the overhead electrical cables which hang over Dodd Narrows. This left Gabriola, Mudge and Decourcey islands without power and telephone (landline) services, which meant that emergency 911 services were unavailable. After the incident, it was determined that an official procedure was needed.

BACKGROUND

The key aspects of the incident and response are included below:

- Power to Gabriola, Mudge and Decourcey Islands was severed as well as the Telus main fibre optic line that provides internet, landlines and cell towers.
- Emergency 911 services were unavailable.
- Emergency Program staff provided public information, ongoing Board email updates and attended Gabriola Island to meet with key stakeholder and community groups to determine immediate needs and options.
- First responders were able to ensure that they had communications capacity with their various dispatch agencies.
- Neighborhood Emergency Preparedness Program (NEPP) volunteers, and staff were able to determine there were no vulnerable persons or immediate needs on Mudge Island.
- Emergency Social Services (ESS) volunteers stood by in case a reception center needed to be activated and the Electoral Area Director provided updated information directly to residents in central locations.
- After power and Telus service was restored, an onsite debrief was held that included staff, Emergency Program volunteers, first responders, key health agencies as well as the Area Director.

After the incident concluded, it was determined that an official debrief procedure was needed. Included in the Agenda package for the December 8, 2016 EMSC meeting is a report with a formal debrief procedure.

ALTERNATIVES

1. That the Board accept the report for information.
2. That the Board provide alternate direction to staff.

FINANCIAL IMPLICATIONS

There were no financial implications related to the Board's Financial Plan.

STRATEGIC PLAN IMPLICATIONS

The Electoral Area 'B' incident outlined the importance of formalizing a post emergency procedures. Included in the December 8, 2016 EMSC Agenda package is a Procedure which will enable staff to directly apply the Board's vision of *"emergency services as core element of community safety."*



Daniel Pearce
dpearce@rdn.bc.ca
November 28, 2016

Reviewed by:

- D. Trudeau, General Manager, Transportation, Emergency Planning & Fire Services
- P. Carlyle, Chief Administrative Office

TO: Emergency Management Select Committee **MEETING:** December 8, 2016

FROM: Daniel Pearce **FILE:** 7130-03
A/Director, Transportation & Emergency
Planning Services

SUBJECT: Post Emergency Event Debrief Procedure

RECOMMENDATION

That the Board accept the report for information.

SUMMARY

Staff has prepared a Post Emergency Event Debrief Procedure intended to formalize and expand existing processes. The Procedure will capture feedback and lessons learned from involved parties and communicate actions taken to Elected Officials, stakeholders and the public within set timeframes.

BACKGROUND

Included in this report is a formal procedure (attached as Appendix 'A') that staff will undertake once emergency response operations have concluded. The procedure will address:

- Who will be involved in the overall debrief process;
- When the hot wash (*the immediate after action discussion and evaluation of a single agency's performance following an emergency event or training exercise*) phase will be conducted with direct participants;
- After the debrief process, an After Action Report will be created that documents lessons learned ways that process could be improved;
- When Elected Officials will be informed and how and when the public will be informed and;
- Reports will be filed as per RDN protocol.

ALTERNATIVES

1. That the Board accept the report for information.
2. That the Board provide alternate direction to staff.

FINANCIAL IMPLICATIONS

Staff have reviewed the Procedure and note that it has no implications related to the Board's Financial Plan.

STRATEGIC PLAN IMPLICATIONS

Staff have reviewed the Post Emergency Event Debrief Procedure and noted that it aligns with the 2016 – 2020 Board Strategic Plan. Formalizing post emergency event procedures ensures that stakeholder and community concerns are heard and that Elected Officials are informed of actions taken and lessons learned; with the goal of improving future response outcomes and increasing public safety. The Procedure enables staff to directly apply the Board's vision of *"emergency services as core element of community safety."*



Daniel Pearce
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November 28, 2016

Attachments

1. Appendix 'A' – Post Emergency Event Debrief Procedure

Reviewed by:

- D. Trudeau, General Manager, Transportation, Emergency Planning & Fire Services
- P. Carlyle, Chief Administrative Officer

Appendix 'A'

REGIONAL DISTRICT OF NANAIMO

PROCEDURE

<i>SUBJECT:</i>	POST EMERGENCY EVENT DEBRIEF PROCEDURE		
EFFECTIVE DATE:	xxxx	APPROVED BY:	General Manager
REVISION DATE:	xxxx	PAGE:	1

After an emergency event, several stages of debriefing must take place to ensure a multi-agency perspective to ensure performance improvement.

1. **Hotwash - within 24 hours:**

The hotwash is the immediate after action discussion and evaluation of a single agency's performance following an emergency event or training exercise. The main purpose of the hotwash is to identify strengths and weaknesses of response actions and identifies 'lessons learned' and intended to guide future response actions. A summary of the hotwash will be provided to senior staff and Elected Officials once conducted.

2. **Debrief – within 2 weeks:**

The debrief process involves representatives from all various groups or agencies involved and is a straightforward analysis of performance. The debrief facilitator will set the expectations for participation – that it be a safe, open and supportive environment for all members. The debrief is based on 4 basic questions: 1) What was expected to happen? 2) What actually occurred? 3) Why was there a difference? 4) What can be learned? A summary of the multiple agency debrief will be shared with each participating agency, senior staff and Elected Officials.

3. **After Action Report – within one month:**

The after action report involves each party telling their perspective of the event and the gathering of facts. The after action report is a formal way to analyze the execution and identify the probable causes of any identifiable errors. Action items to improve performance are identified and shared with participants, senior staff and Elected Officials. In some cases After Action items may influence procedural changes or have budget implications.

The report will be filed as per RDN protocol.

Agency Debrief Form

Name(s):	Date:	Agency
What went well? (Both internal and external operations to the EOC)		
What needs improvement? (Both internal and external operations to the EOC)		
What were your expectations of the system and other personnel in this operation?		
Anticipated Actions:	Responsibility	
Additional Comments:		
Distribution: EOC Director / Deputy <input type="checkbox"/>	Elected Officials <input type="checkbox"/>	Corporate Planning Comm. <input type="checkbox"/>
Emergency Coordinator <input type="checkbox"/>	Emergency Program Volunteers <input type="checkbox"/>	Stakeholder Agencies <input type="checkbox"/>

TO: Emergency Management Select Committee **MEETING:** December 8, 2016

FROM: Daniel Pearce **FILE:** 7130-03-01-EMSC
A/Director, Transportation & Emergency
Planning Services

SUBJECT: Emergency Program Gap Analysis Priority Projects

RECOMMENDATION

That the Board direct staff to implement the identified priority projects in 2017.

SUMMARY

An Emergency Program Gap Analysis was presented at a Directors Seminar, resulting in an information report to the Emergency Management Select Committee (EMSC) that outlined current service levels and identified areas to expand or improve. Staff have identified priority projects from the action item list that are recommended for the 2017 budget and work plan.

BACKGROUND

At the April 15, 2016, Directors Seminar, an Emergency Program Gap Analysis was presented and staff were directed to provide further details in an information report to the EMSC held July 14, 2016. That report reviewed the current Emergency Program scope and activities and identified areas to expand or improve. A list of fifteen action items (Appendix A) was provided which reflected the priorities Directors indicated during the April 15, 2016 seminar. The action items will take significant resources to complete and will have to be a multi-year project.

Staff have reviewed the project list and have prioritized the following projects for 2017.

1. **Update Community Wildfire Protection Plans (CWPPs) (Item #1 Appendix 'A')**: A CWPP defines risk areas within the community for Wildland Urban Interface (WUI) fires; it identifies measures to mitigate those risks and outlines recommendations. To update the RDN's CWPPs staff are preparing an application for the next Strategic Wildfire Interface Protection Initiative grant intake in January 2017.
2. **Review best practices regarding WUI fire mitigation through land use/development processes (Item #2 Appendix 'A')**: Staff will collaborate with Strategic and Community Development on a report that identifies examples of natural hazard mitigation carried out through the Official Community Plan and Development Permit processes.
3. **Determine the feasibility of off island data storage and associated financial impacts (Item #4 Appendix 'A')**: Staff will research data storage options and methods to ensure business continuity and will identify initial and maintenance costs.

4. **Update the Neighborhood Emergency Preparedness Program (NEPP) (Item #7 Appendix 'A')**: Staff will review and update the existing NEPP, materials and methodologies. Streamlining the NEPP will encourage more volunteers to participate, thereby increasing community disaster resilience at the grass roots level.
5. **Create a multi-year year incremental training plan for EOC staff (Item #11 Appendix 'A')**: Staff will prepare a multi-year plan based on best practices. The plan will be presented to the Corporate Planning Committee to allow advance notice so department managers can forecast staff scheduling needs.
6. **Review and Update Emergency Planning Website (Item #16 Appendix 'A')**: Staff will research best practices to increase public awareness and engagement while reviewing existing web content, design, and outreach.
7. **Tabletop exercise for EOC (Item #17 Appendix 'A')**: Staff will prepare a tabletop exercise wherein EOC staff will participate in a discussion based simulated emergency situation. This ensures EOC staff are current in their roles and identifies potential areas of improvement.

The remaining Action Items (attached as Appendix 'B') will be carried out in subsequent years as budget and staffing permit. Staff will be working together with the RDN's newly appointed Fire Coordinator for a comprehensive cohesive approach in fire mitigation and emergency planning.

ALTERNATIVES

1. That the Board direct staff to implement the identified priority projects in 2017.
2. That the Board provide alternative direction to staff.

FINANCIAL IMPLICATIONS

Staff have reviewed the action items that involve hard cost and approximated amounts:

Action Item #	Description	Approximate Cost
1.	Update CWPPs (10)	\$ 5,000 per plan with CWPP program funding
2.	Review best practices of WUI natural hazard mitigation through land use/development process	Staff time (including Special Projects position)
3.	Determine feasibility of off island data storage	To be determined
4.	Update the NEPP	Staff time (including Special Projects position)
5.	Multiyear incremental EOC training plan for EOC staff	Staff time
6.	Review and Update Emergency Planning Website	Staff time (including Special Projects position)
7.	Tabletop exercise for EOC (certification through Justice Institute of BC)	Staff time + \$7,000 (\$6,500 cost of course and \$500 for training support materials)

STRATEGIC PLAN IMPLICATIONS

Staff have reviewed the proposal and noted the action items reflect the RDN's Strategic Priorities:

1. *Focus on Relationships*: accomplished through collaboration with First Nations and municipal partners on various studies, projects and planning processes. Developing and supporting Emergency Program volunteers reflects the Boards' recognition of volunteers as an essential component of service delivery.
2. *Focus on the Environment*: by conducting studies to identify hazards, risks and climate change impacts in the region.
3. *Focus on Service and Organizational Excellence*: increased staffing and updating existing practices and plans enhances emergency services contributions to community safety.



Daniel Pearce
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November 28, 2016

Attachments

1. Appendix 'A' - Emergency Program Gap Analysis
2. Appendix 'B' - Balance of Projects Beyond 2017

Reviewed by:

- D. Trudeau, General Manager, Transportation, Emergency Planning & Fire Services
- P. Carlyle, Chief Administrative Officer

APPENDIX 'A'

Emergency Program Gap Analysis

	Description	Department	Action	Comments
1	Update Community Wildfire Protection Plans (CWPPs)	Transit & Emergency Planning Services (TEPS)	apply for funding through Strategic Wildfire Interface Protection Initiative to update each CWPP	prioritize plans oldest to newest
2	Review best practices regarding Wildland Urban Interface (WUI) fire mitigation through land use/development processes	Strategic & Community Development (SCD) and TEPS	produce information report describing best practices of natural hazard mitigation that are applicable within the RDN	in consultation with SCD staff, compile an information report outlining how natural hazard mitigation can be carried out in the OCP, development permit process
3	Conduct a natural hazard mitigation study in anticipation of <i>Emergency Program Act</i> changes	TEPS & SCD	identify areas of natural hazards, and potential avenues of mitigation within RDN existing regulatory practices	Phase 1: identify hazard areas within RDN (year 1) Phase 2: identify strategies available through the land use/development process Phase 3: prioritize action items and put plan into action
4	Determine the feasibility of off island data storage and associated financial impacts	Information Technology (IT) & TEPS	research off island data storage options and methods to ensure business continuity; identify initial as well as maintenance costs	IT is project lead; need to account for both start up and ongoing costs for offsite data maintenance
5	Prepare application to Investment Agriculture Foundation, Livestock Waste Tissue Initiative to begin Phase 3 of the mass carcass disposal planning process	TEPS	complete grant application for Phase 3 funding	requires Board approval; intake is ongoing
6	Investigate the feasibility of creating a disaster debris disposal plan	Solid Waste (SW) & TEPS	Phase 1: determining best practices examples Phase 2: create a regional working group & hire a consultant Phase 3: produce a plan	Phase 2: 2018 - establish working group, perform feasibility studies Phase 3: 2020 - complete RFP to determine successful consultant to establish plan
7	Update the Neighborhood Emergency Preparedness Program (NEPP)	TEPS	review and update existing program, materials, & methodologies	
8	Determine the feasibility of a bulk emergency kit purchase for Regional District of Nanaimo Electoral Area residents	TEPS	market assessment for bulk purchase	
9	Conduct a review of Emergency Planning website design, content and social media outreach	TEPS	review of existing emergency planning web material & design; research best practices to increase social media outreach	
10	Arrange a level 2 Rapid Damage Assessment course for Building Inspectors	TEPS	contact BC Housing and coordinator regional building inspector participation	requires coordination of building inspectors
11	Create a multi-year incremental training plan for EOC staff	TEPS	compile a multi year plan based on best practices and increasing complexity	needs to be presented and approved to the Corporate Planning Committee. Department managers can then forecast staffing needs.
12	Attend external emergency related training and deployment opportunities for Emergency Planning Services staff	TEPS	explore external training opportunities	to increase operational readiness and extend knowledge
13	Explore potential emergency reception center sites that meet the required criteria	TEPS	following established processes, identify suitable facilities	work in conjunction with Emergency Social Services (ESS) volunteers
14	Explore options to increase onsite emergency communications capacity	TEPS	consult with regional partners to determine optimal equipment to remain consistent within the RDN	work in conjunction with the City of Nanaimo, District of Lantzville, Emergency Communications volunteers
15	Prepare a report regarding best practices examples of inter-regional emergency management agreements	TEPS	explore Canada-wide best practices	
16	Update and review Emergency Planning Website	TEPS	Review current Emergency Planning website, and identify any areas in need of improvement	to make the website up to date and user friendly
17	Emergency Operations Centre (EOC) Tabletop Exercise	TEPS	Execute an EOC tabletop exercise	

Appendix 'B'
Balance of Projects Beyond 2017

1. **Explore options to increase on site emergency communications capacity:** staff, in conjunction with regional partners, will determine optimal equipment and practices. In subsequent years, a proposed purchase of a trailer will be put forward to ensure consistent emergency communications from the EOC or at site.
2. **Conduct a review of the Emergency Planning website design, content and social media outreach:** staff will review existing emergency planning web material and design and research best practices to increase public awareness and engagement.
3. **Conduct a natural hazard mitigation study in anticipation of *Emergency Program Act* changes:** staff will identify natural hazards in the region, potential mitigation strategies, and best practices available. Using National Disaster Mitigation Program funding, staff will conduct a flood risk analysis in 2017. As funding becomes available, staff will collaborate with First Nations and municipalities to conduct a regional hazard vulnerability risk analysis. The final phase will prioritize recommendations and outline an action plan.
4. **Explore potential emergency reception centre sites that meet the required criteria:** following processes established by Emergency Management BC (EMBC), staff, in conjunction with key Emergency Social Services volunteers will identify suitable facilities and determine equipment needs and associated costs.
5. **Prepare an application to the Investment Agriculture Foundation, Livestock Waste Tissue Initiative to begin Phase 3 of the mass carcass disposal planning process:** Phase 1 (2012) included an investigative process into planning for animal carcass disposal, table top exercise and a GIS study to identify potential mass carcass burial/disposal sites. Phase 2 (2013) involved a geology suitability analysis to determine suitable soil sites for emergency disposal of infected and non-infected livestock. Phase 3 for this project would involve drilling and taking samples from each of the suitable sites identified in the analysis. At present, funding remains available.
6. **Investigate the feasibility of creating a disaster debris disposal plan:** in conjunction with Solid Waste staff, in 2018 establish a working group and perform feasibility studies. Subsequent phases would involve a request for proposals to determine the successful consultant to create the plan.
7. **Arrange advanced Rapid Damage Assessment training for Building Inspectors:** Training has been arranged for 2016 and staff will continue to coordinate annual training with regional partners to increase capacity for this critical function.
8. **Prepare a report regarding best practices examples of inter-regional emergency management agreements:** staff will explore Canada-wide best practices examples and prepare an information report.
9. **Attend external emergency related training and deployment opportunities for Emergency Planning Services staff:** in order to increase operational readiness and extend knowledge, staff will seek out external training opportunities.
10. **Determine the feasibility of a bulk emergency kit purchase for Electoral Area residents:** staff will conduct a market assessment for bulk purchasing opportunities.