

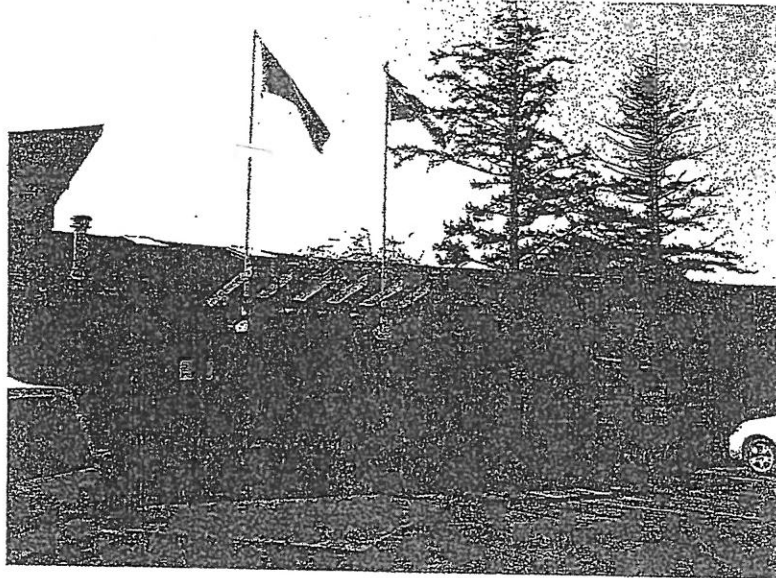
Metchosin Emergency Preparedness

Report to Mayor and Council of the
District of Metchosin



Submitted by:

K.R. Neilson & Associates
November, 13, 2009.



1: Report Outline:

- a) Background
- b) Overview

2: Issues requiring attention:

3: Recommendations:

4: Next Steps:

5: Appendices

- “A” Record of Amendments
- “B” First Hour Guide and Opening the EOC
- “C” Emergency Operations Centre Director
- “D” Liaison Officer Functions
- “E” Emergency Coordinator Role

Background:

Pursuant to a discussion with Mr. Joe Martignago, C.A.O. for the district of Metchosin, followed by a Metchosin Fire Dept. site tour on Friday October 2nd, 2009 with Fire Chief Stephanie Dunlop and Mr. Ken Neilson, instructions were given to the consulting firm of K.R. Neilson and Associates to review the District of Metchosin's Emergency Plan and Emergency Operations Centre based protocols for managing emergency events that may occur within the District's boundaries.

A visit to the District of Metchosin's Emergency Operations Centre, and a meeting with key Emergency Operations volunteer staff under the interim appointed Emergency Coordinator, Mr. John Hollemans, was convened on the morning of October 19th, 2009. The recently retired District of Metchosin Emergency Coordinator, Mr. Charlie McNeil was also present and interviewed.



Several stakeholders within the District boundaries, including D.N.D., R.C.M.P., Pearson College, and Beecher Bay First Nations were also contacted by telephone, seeking their input on the District's Emergency Preparedness status and their participation within it. A further site meeting with Fire Chief Stephanie Dunlop occurred Oct. 29th and with Mr. Hollemans on November 13th.

Overview:

It is our opinion based upon the findings of the review, plus a comparison with other municipalities of similar size (populations of 5000 +/-), that the District of Metchosin's Emergency Plan was quite good, in fact, better than some we have reviewed. There are however, some recommended changes and suggestions that we feel should be considered and implemented by Mayor and Council, and the Metchosin Emergency Program volunteers. If they are adopted, there is no reason why the District of Metchosin cannot become leaders in Emergency Preparedness on lower Vancouver Island. Metchosin is changing in size and demographics, and both of these present some interesting but exciting challenges for this Community as time moves forward.

Issues requiring attention:

In reviewing the written District of Metchosin Emergency Plan, we note that it conforms to the requirements of the Emergency Program Act- 1996 RS Chapter 111. We also note that the District of Metchosin's by-law, 2002 No. 420 is the legal authority for this plan. It was noted however, that the current Plan requires data base contact information updating, (latest written revision Oct 29, 2007) and in some cases we are also recommending some minor changes and revisions. An Emergency Plan is based upon a Hazards, Risks, and Vulnerabilities Analysis (H.R.V.A.). This should be accompanied by a Community Emergency Preparedness Review (C.E.P.R.). Both of these protocols should be done / reviewed every five years. We were unable to see any documentation of either of these, as evidence of having been completed.
(See recommendation #1)

The standard for emergency response within the Province of B.C. is the British Columbia Emergency response Management System, (B.C.E.R.M.S.), and that the operations standard is the Incident Command System (I.C.S.). We understand the Metchosin Fire Department currently practices I.C.S., but were unable to find written Local Authority acceptance that this is the protocol that will be the overall District of Metchosin's emergency response standard.
(See recommendation #2)

Having looked closely at the activation of the Emergency Plan, it is recommended that this should be enhanced and clarified given today's challenges and limitations on available resources. We find the Emergency Operations Centre to be suitable for the purpose, but requiring some readily available written guidelines for the activation, operation and demobilization of the Centre to ensure proper protocols are correctly followed during an emergency activation. We feel that the existing Emergency Program Committee should be streamlined and organized a little differently, (described in recommendation #1 and #6) to improve pre-event decision making and deployment of this group to help manage real time events.
(See recommendation # 3)

We were unable to find any written copies of Mutual Aid agreements in the EOC, which is important in decision making processes when managing escalating emergent events.
(See recommendation #4)

The Emergency Plan's maintenance and review process, and testing, is physically not in compliance with the written requirements of this document, nor that of the of the **Local Authority Emergency Management Regulation**. Non compliance **financial penalties** could be imposed on the District as a result, in accordance with the Emergency Program Act Section 27. Operations most certainly will be impaired by lack of adequately trained and exercised personnel, and contact lists that are out of date will impact operations negatively. Training and exercising is the key to successful outcomes of emergency operations.
(See recommendation #5)

On his retirement, Mr. Charlie McNeil has left the District of Metchosin in a good state of readiness, and has successfully steered his Community through some significant emergency

METCHOSIN EMERGENCY PREPAREDNESS REVIEW

events. The District of Metchosin's Emergency By-Law states in **Section 2 part (b)** that "The Council shall appoint a Metchosin Emergency Coordinator to facilitate emergency preparedness, response and recovery measures." The new leader is Mr. John Hollemans, coming forward from three years as the volunteer Neighbourhood POD leader. However, a reporting structure needs to be decided upon by District of Metchosin Council for the supervision of the position of Emergency Coordinator. We recommend that the Metchosin CAO oversees the Metchosin Emergency Program, which is consistent with most other communities and Cities. (See recommendation # 6)

It was found that the Emergency Coordinator's role is not supported by a written "job description" normally defined and written into the Local Authority by-law. It is felt that this is very necessary as a measurable for the parties concerned to evaluate the leadership and performance of the person performing the role, as well as to provide written expectations and guidelines of what Council's requirements of an Emergency Coordinator are. (See recommendation #7)

We feel that one of the key strengths of emergency responses in the District of Metchosin, as in smaller communities will be neighbour helping neighbour, especially given the current economic downturn and reductions in provincial funding for Emergency Preparedness. This has also been proven out in past Metchosin Emergency Events. A new Neighbourhood Preparedness Coordinator (Mr. Brian Domney) is in the wings awaiting confirmation of appointment by Council. It is felt that a re-newed emphasis on "getting the Emergency Preparedness message out" and a "re-branding" of the Metchosin Emergency Program Committee will provide fresh ownership and identification of what these keen and valuable Metchosin Emergency Program volunteers provide to their community. (See recommendation # 8)

Perhaps the most significant concern is an apparent or perceived breakdown of some essential "face to face" communications between the E.O.C. management group, and members of Council, and Civic staff. We feel that these communications issues are unintended, and could be easily rectified by some committee re-structuring. (See recommendation # 9)

The members of the E.O.C. Team expressed positive comments about the current Emergency Program budget provided by Metchosin Mayor and Council, and about being included in the budgetary process with the CAO, Finance Administrator, and Council. We were not able to see any evidence of a written Emergency Program Strategic 5 year Plan, with measurable goals and objectives, nor did we see any written operating budget and capital budget submission, although it was voiced that "there was one." The By-Law 2002, #420 is also silent on this practise. We feel the budgetary process for the Metchosin Emergency Program is so important that it should also be identified and included in the by-law's make-up. (See recommendation # 10.)

Recommendations:

Recommendation # 1

The current by-law 2002, #420 is found to be an adaption of a generic emergency by-law, believed to have been copied from a Justice Institute of B.C. EM 723 course manual.

We would recommend the beginning of the by-law document include the purpose of the by-law, for example:

The purpose of this by-law is to:

- a) *Prepare a local emergency plan respecting preparation for response to and recovery from emergencies and disasters;*
- b) *Provide a comprehensive program of emergency management which will address hazards including the preservation of life, property, local economy and the environment in a four program approach addressing prevention, preparedness, response and recovery; and*
- c) *Provide for the continuity of government and the preservation of life and property through a coordinated response by elected officials, municipal staff, and volunteer services and outside agencies in the event of an emergency or disaster.*

Section 1 Definitions contains some essential definitions of generic nature, but we feel that some additional definitions should be included. These would consist of:

- a) *“Building” means any structure used or intended for supporting or sheltering any use or occupancy,*
- b) *BCERMS means British Columbia Emergency Response Management System.*
- c) *“Communications Coordinator” means the volunteer person appointed by the Emergency Coordinator for that purpose and approved by Council.*
- d) *Change the existing definition of Metchosin Emergency Coordinator, to “Emergency Coordinator” means the person appointed for the District of Metchosin for that purpose by the District of Metchosin Council under Section 2 (b) of this by-law.*
- e) *“Emergency Management” means an organized strategy and program consisting of prevention, preparedness, response, and recovery.*
- f) *“Emergency Preparedness Committee” means a group of persons consisting of a member of Council, who will act as chairperson; and all persons appointed to the committee responsible for the preparation and formal updating of the District of Metchosin Emergency Plan for the approval of Council.*
- g) *“Emergency Social Services Director” means the volunteer person appointed by the Emergency Coordinator for that purpose and approved by Council.*
- h) *“Event” means the occurrence of an emergency or disaster identified in the jurisdictions pre-identified hazards.*
- i) *“I.C.S”. means Incident Command System.*
- j) *“Incident” means one or more occurrences that happen as a result of an event.*
- k) *“Information Officer” means the person appointed for that purpose by the District of Metchosin Council.*

METCHOSIN EMERGENCY PREPAREDNESS REVIEW

- l) Change definition of Mayor to read: *“Mayor” means the person elected as Mayor of the District of Metchosin or the acting mayor appointed under the provisions of Council by-law,*
- m) Change the definition of Metchosin Emergency Management Organization to read; *“Metchosin Emergency Preparedness Committee” means the persons employed or appointed and holding from time to time the offices or positions within the District of Metchosin that are listed under Section 2 Administration of this by-law*
- n) *“Neighbourhood Response Program Coordinator” means the volunteer person appointed by the Emergency Coordinator for that purpose.*

We suggest Section 2 Administration part (a) be re-titled as **An Emergency Preparedness Committee**, made up as follows:

Emergency Preparedness Committee	Consisting of:
	Elected Official (Chairperson)
	Emergency Coordinator
	Metchosin CAO
	E.S.S. Representative
	Fire Representative
	Neighbourhood Response
	Logistics
	Information Officer
	Search & Rescue
	Communications (Amateur Radio)
Others as required from time to time	

The suggested mandate for the above committee is to spearhead the ongoing development of an emergency management program for the community. This group should meet at least 3 or 4 times a year to coordinate all elements of the Metchosin Emergency Program. Some high priority tasks are to:

- Ensure the development and implementation of the emergency program and the emergency plans
- Establish the emergency program priorities for each year, specifying procedures for implementation
- Evaluate the progress of the emergency program at least annually, and consider recommendations for improvement
- Recommend an annual operating and capital budget for the Emergency Program to the Mayor and Council, or Municipal Finance Committee
- Report to the Mayor and Council, and implement all strategies and objectives approved by them
- Exercise specific scenarios on a regular basis. to test and improve the policies and procedures, and engage in EOC training

METCHOSIN EMERGENCY PREPAREDNESS REVIEW

We further suggest this group be broken down into 4 sub-committees to broaden experiences and share workloads with participation by other community members, those being:

Hazards & Planning Sub Committee	Consisting of:
	Emergency Coordinator
	Metchosin CAO
	E.S.S. Representative
	Fire Representative
	Police Representative
	Building Inspector
Others as required	

The above sub-committee meets as often as needed to conduct the Hazards Risks and Vulnerabilities Analysis, (HRVA) develops the emergency plans and then meets annually to ensure the plans remain current.

E.O.C and Response Operations Sub Committee	Consisting of:
	EOC Director
	Risk Management Officer
	Liaison Officer
	Information Officer
	Operations
	Planning
	Logistics
	Communications (Amateur Radio)
Finance & Admin	

This above sub-committee meets as required, establishing the EOC staff, facilities, equipment materials, and supplies. It is responsible for the development and implementation of response procedures in support of the site from the E.O.C.

Training and Exercises Sub Committee	Consisting of:
	Emergency Coordinator
	Police representative
	Fire Representative
	Emergency Social Services
Others as required	

Meets monthly or as required to develop volunteer and staff, agency, and public training programs, as well as exercises to test plans, procedures, facilities, equipment and resources. It delivers training programs and implements the exercises.

Recovery and Mitigation Sub Committee	Consisting of:
	Emergency Coordinator
	Metchosin CAO
	Planning
	Building Inspector
	Roads Contractor
	Finance
Building Inspector	

This Committee meets yearly or as required to oversee the development of business continuity and recovery plans, as well as address mitigation initiatives. It implements the recovery plan for the District of Metchosin, and the mitigation activities outlined in the emergency plan.

Section three is entitled "Duties and Responsibilities of the Council", but describes the functions of the **Emergency Preparedness Committee**. We recommend that this be corrected, and as an example could read:

The role of the elected officials of the District of Metchosin is to provide policy advice and support to the Emergency Management Committee and Emergency Coordinator. The Mayor, or Acting Mayor, may be called upon to meet the requirements of the Emergency Program Act, if a state of local emergency is required.

Responsibilities:

1. *The Mayor / Acting Mayor will upon notification that an Emergency condition exists, report to the Emergency Operations Centre or other such location as designated in the call-out.*
2. *The Mayor / Acting Mayor may on the advice of other members of the Emergency Preparedness Committee officially declare a "State of Local Emergency" to exist, and may, for the purpose of the District of Metchosin Emergency Plan, designate any area as an Emergency Area.*
3. *The members of the District of Metchosin Council may be called out upon instructions from the Mayor to attend a special council meeting. On arrival of a minimum of 2/3rds of the members, Council will convene an emergency meeting to pass the necessary by-law to deal with the emergency.*
4. *Council shall hold themselves available for the passage of further consultation if necessary in support of the Emergency Operations Centre during the emergency.*

The remainder of by-law 2002, #420 is basically fine as written, but if the preceding amendment recommendations are accepted, it may prove more beneficial to repeal by-law # 420, 2001 (now almost 9 years old) in favour of a new release under the signatories of the currently elected 2009 District of Metchosin Mayor and Council.

The Plan itself should have a record of Amendments tracking sheet in the front to track updates and amendments (see appendix "A")

Recommendation #2

The District should formally adopt the British Columbia Emergency Response Management System (BCERMS) as the Municipal Emergency response protocol. This is a comprehensive "all hazards" management scheme, adopted by the province of B.C. that ensures a coordinated and organized response to and recovery from any and all emergencies. It does so by standardizing the delivery of coordinated responses involving multi-agencies and multi jurisdictions. BCERMS is based on the Incident Command System (ICS) which has been thoroughly tested in a wide range of emergencies and has proven to provide appropriate responses in any type of emergency. It does so by:

- Providing a common organizational structure and control method for the management of personnel, equipment, resources and facilities
- Enhances communications between agencies responding to the disaster or emergency
- Provides a site response structure
- Establishes a standard for the management of each area and level within the emergency response management system
- Facilitates the deployment and encourages the use of common technology in support of emergency operations and coordination
- Mandates the training of designated personnel to meet an established criteria

As previously mentioned, the Metchosin Fire Department already uses the Incident Command System, and the British Columbia Ambulance System is mandated by the Province to use it.

Recommendation # 3

Activation of the EOC is crucial to effectively supporting site responses. We recommend the EOC activation guidelines be modified and defined clearly for all participants. We recommend a 3 tiered level response used in most Communities (see chart following). Such activation criteria suggested for an EOC activation is based upon:

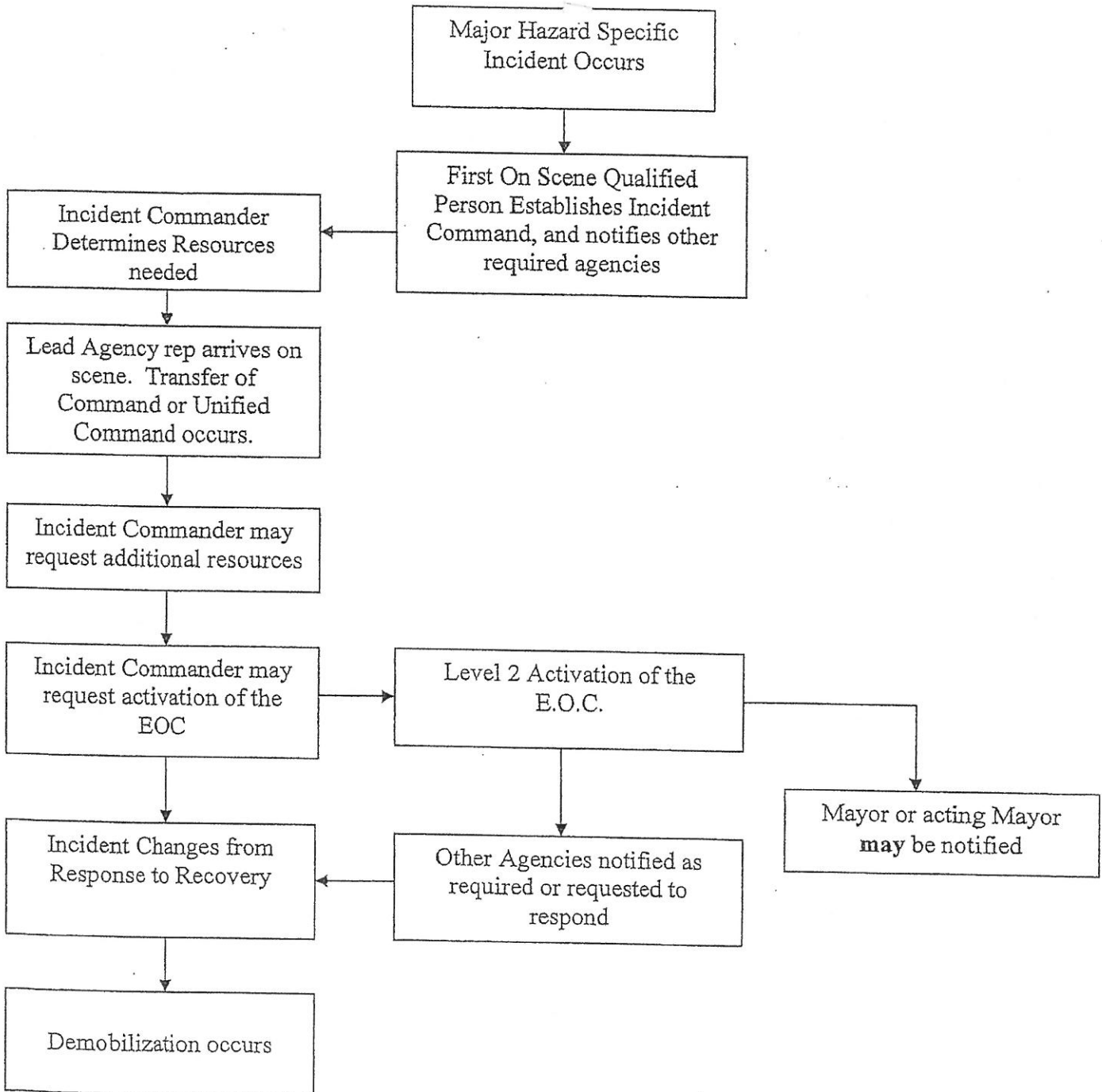
- Significant numbers of people at risk
- Response coordination required because of
 - Large widespread event
 - Multiple emergency sites
 - Several responding agencies
- Resource coordination required because of
 - Limited local resources
 - Significant need for outside resources
- Uncertain conditions
 - Possibility of escalation of the event
 - Unknown extent of damage
- Potential threat to people, property and / or the environment
- Declaration of a State of Local Emergency is made or imminent

METCHOSIN EMERGENCY PREPAREDNESS REVIEW

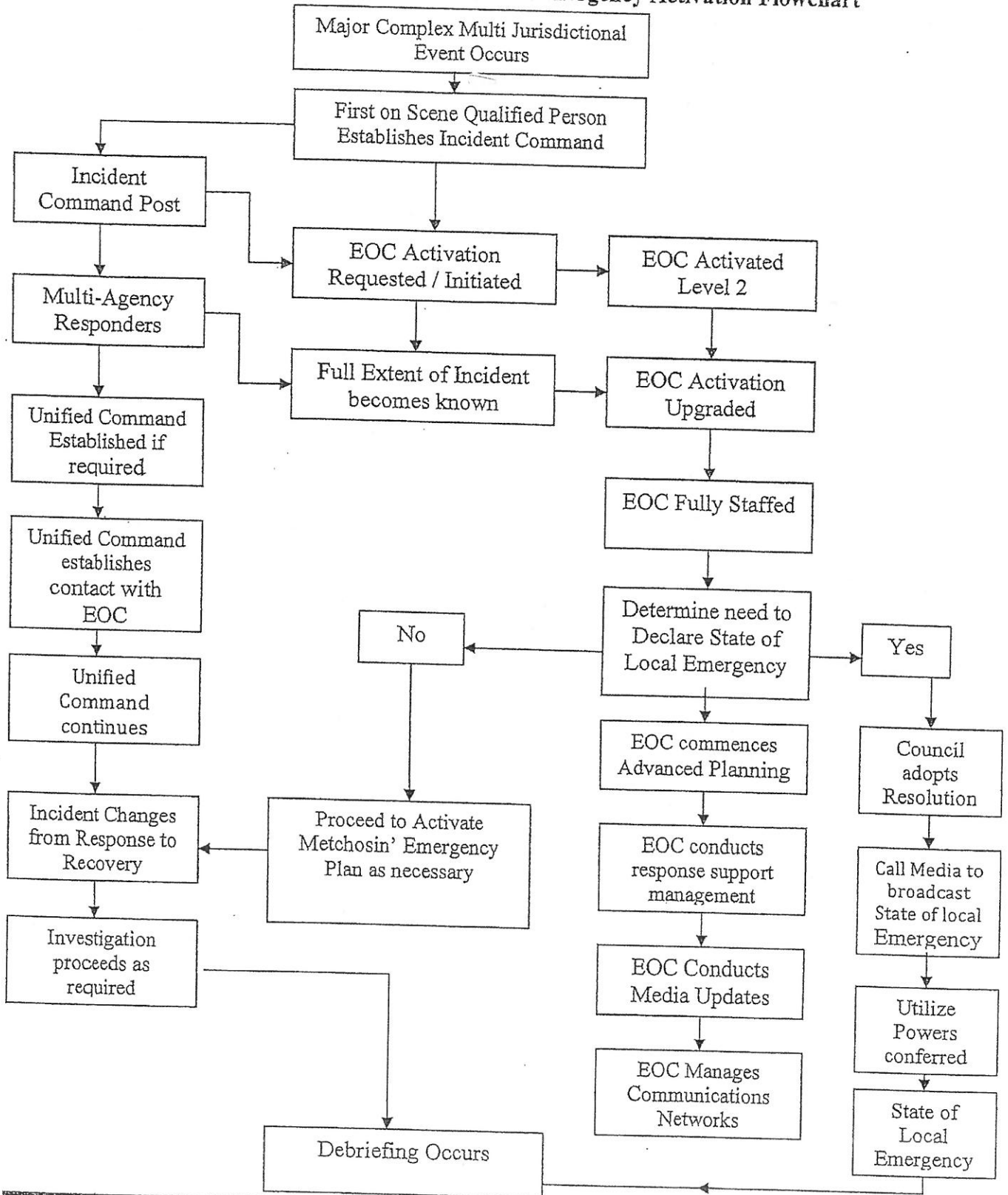
EOC Activation Levels		
EOC Activation Level	Event / Situation	Minimum Staffing Level
One	<ul style="list-style-type: none"> • Small event normally handled on site by 1st Responders, but activation of the EOC requested by the Incident Commander • Two or more agencies involved • Potential of threat or event escalating 	<ul style="list-style-type: none"> • EOC Director • Information Officer • Liaison Officer • Operations Section Chief • PEP notified
Two	<ul style="list-style-type: none"> • Moderate Event • Two or more large sites involved • Several agencies involved • Limited evacuations required • Some resource deployments / support required 	<ul style="list-style-type: none"> • EOC Director • Information Officer • Liaison Officer • Risk Management Officer • Section Chiefs (as required) • PEP /PREOC Limited Activation
Three	<ul style="list-style-type: none"> • Major Event • Multiple Sites • Regional Disaster • Multiple Agencies Involved • Extensive evacuations • Resources / support required 	<ul style="list-style-type: none"> • All EOC functions and positions (as required) • Policy Group • PREOC Activation

Level 2

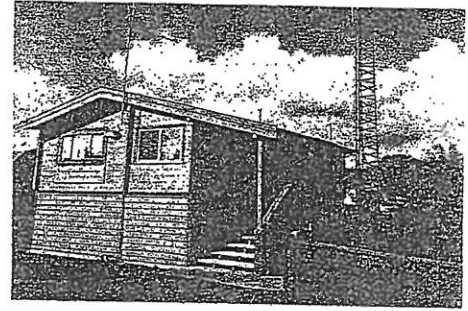
District of Metchosin E.O.C. Activation Flowchart



Level 3 District of Metchosin E.O.C. Emergency Activation Flowchart



It is further recommended that the EOC have written checklists called the "First Hour Guide and Opening the EOC" (Appendix "B") readily available for the first EOC members on scene in response to an activation. This will go far to ensure nothing is forgotten in the urgency to "get up and running" during an event, especially if those "first in" have limited EOC experience.



Recommendation #4

During our EOC Team meeting, we asked for copies of the existing Mutual Aid Agreements. Members present were unable to find them, and felt that they were filed over at the Municipal Hall. If in fact this is the case, we would recommend that these documents be duplicated and retained in the EOC. In light of the decision making processes that the EOC has to follow, quick reference to such agreements may have to be made to enhance the response to ensure compliance with procedures and costing agreements are being adhered to.

Recommendation # 5

The by-law 2002, #420 states in Section 3, Part (b) subsection (i) "a periodic review and updating of plan and procedures for that review.

We have noted several pieces of information that is outdated upon review of the document. In discussion with Mr. Martignago, it was suggested that perhaps some Municipal staff time could be allocated on an agreed upon basis to assist with the maintenance and upkeep of this crucial information, especially the contact listing databases. It is recommended that the Emergency Coordinator follow up with Mr. Martignago to determine if such a provision could be made.

The Metchosin Emergency Plan, although still quite good, should soon be upgraded in its entirety because of its age, especially if some of our recommendations are going to be implemented. This could be contracted out to a Consultant via the competitive bidding process, (expensive, but eligible for JEPP grant funding) or done in house with the involvement of the Emergency Program Committee. In discussion with Fire Chief Stephanie Dunlop, it was learned that she is nearing completion of her Emergency Management Certificate courses with the Justice Institute of B.C., and that her final assignment request to the Academy is to be able to rewrite the District of Metchosin's Emergency Plan. If accepted, this could be a win – win for all three parties, cementing relationships through dialogue and discussions, and fostering mutual collaboration.

No Plan, irrespective of how good it may be, is of much value if it isn't tested through exercises and Training. It is far better to evaluate a Plan through controlled exercises, and not at the beginning of an emergency. Training orients staff and stakeholders to plans, increases public awareness of the Emergency Plan, and gives confidence to those expected to perform in functional roles mandated by the Plan by giving them;

- Clarification of their roles and responsibilities
- Improves individual performance

- Develops knowledge, skills and enthusiasm
- Improved operational readiness

Training opportunities exist with other municipalities, agencies, B.C. Association of Emergency Managers, or by institutions and professional training providers such as the Justice Institute of B.C. We have learned that some members of Colwood and View Royal's Emergency Programs have assisted Metchosin with training on occasion. Funding can sometimes be applied for by the JEPP process, or through the Union of B.C. municipalities.

Benefits of exercises are that of a testing tool which:

- Reveals planning weaknesses & resource gaps
- Improves inter-agency coordination and communication
- Evaluates effectiveness of plans, policies, procedures & equipment
- Satisfies legislative requirements mandated by the Emergency Management Regulation.

An ideal 2 year Exercise Program will consist of;

- orientations
- drills
- tabletop exercises
- functional exercises
- a full scale exercise

In the words of the late John F. Kennedy, "There are risks and costs associated to a program of action, but they are far less than the long-range risks and costs of comfortable inaction."

Recommendation #6

The reporting structure for the Emergency Coordinator is usually through the CAO. On rare occasions this position can report directly to Council through the elected member designated responsible for Emergency Preparedness, but this is inconsistent with BCERMS structure. This same Councillor is the Chairperson of the Emergency Preparedness Committee. The CAO serves in a coordinating managerial role to ensure the continued operation of local authority government services. The CAO, **or designate**, will assume the role of the EOC Director during activations, and will be responsible for regularly liaising with Mayor and Council.

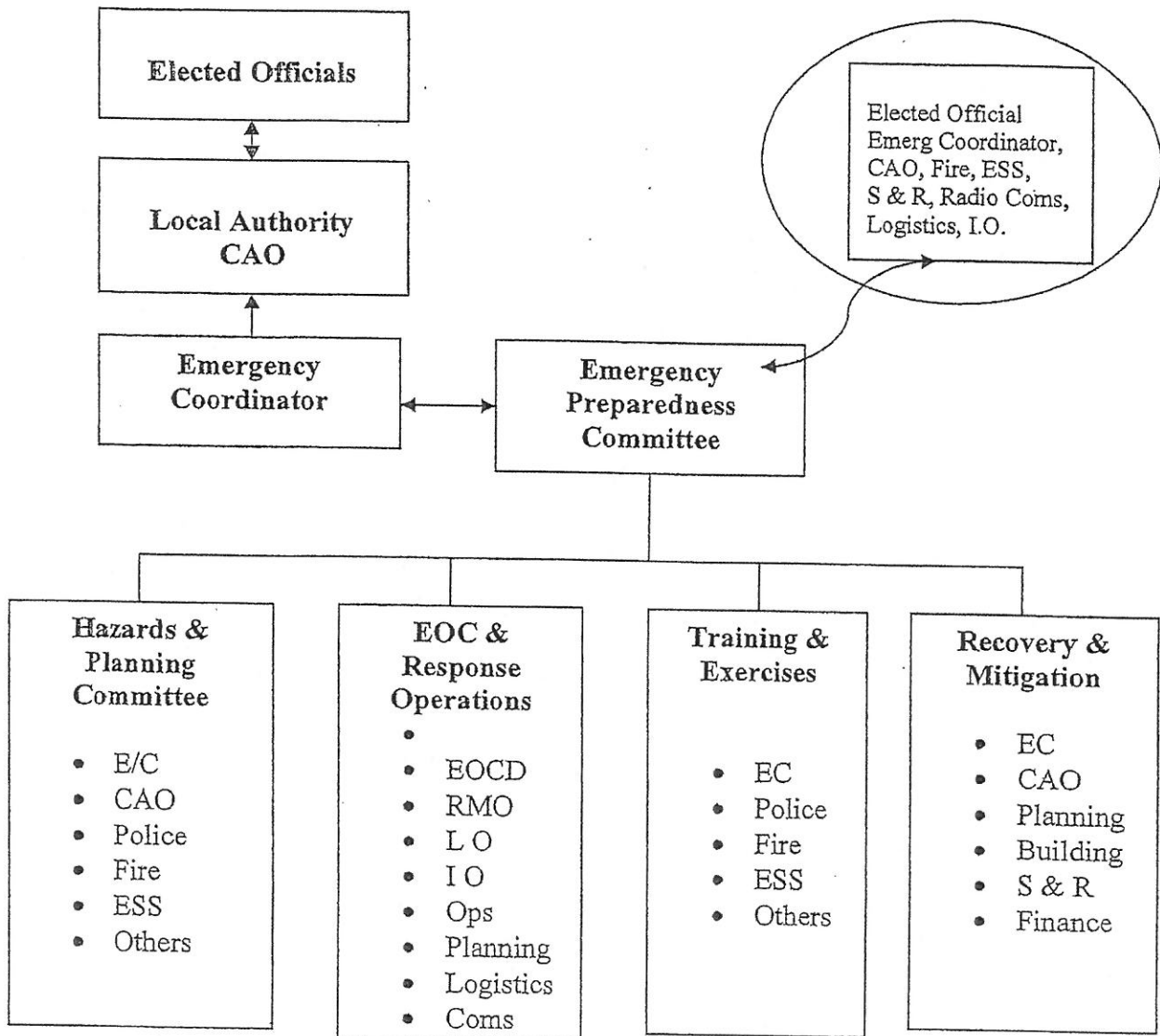
CAO Responsibilities:

- Upon notification of an emergency/disaster, will determine the need for and authorize activation of the EOC
- Will notify staff and other civic departments according to particular emergency needs as laid out in the emergency plan
- Will carry out the duties, or direct and assign the role of EOC Director. (Appendix "C")
- Will notify Mayor and Council of the emergency and advise on policies and procedures as appropriate

Essential Services:

- Continuity of local authority government operations
- Adherence to Local authority regulations and by-laws

A suggested block diagram is shown below.

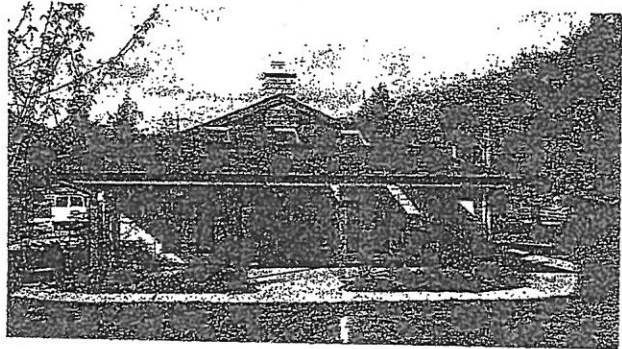


Recommendation # 7

The Emergency Program Act states that municipal councils may appoint an Emergency Coordinator. The District of Metchosin Emergency by-law Section 2 part (b) states “The Council shall appoint a Metchosin Emergency Coordinator to facilitate emergency preparedness, response, and recovery measures. Such a person may be a volunteer, regular full time employee, regular part time employee, or an assigned set of duties attached to another regular full time or part time position. Some smaller communities in many parts of B.C. assign this role to their Fire Chief, or by-law enforcement inspector. Irrespective of how the position is implemented, it is important that the incumbent has a “job description” in order to measure and understand expected responsibilities expected of him or her. A generic job description is attached in Appendix “E”.

Recommendation # 8

We took the opportunity to visit a local coffee shop, a local park, a couple of golf course coffee shops and spoke to willing residents of Metchosin and asked them what they knew about the Metchosin Emergency Program. Many were unaware there was such an organization. “out there”. Some had an idea or had heard about it, some really weren’t interested in any form of Emergency Preparedness, and some expressed that “it was a good idea” asked how they could get involved. Volunteers for such programs are becoming increasingly hard to come by. Unlike a volunteer Fire Department, Emergency Program



volunteers are relatively “low profile”, lack high visibility equipment (Fire Trucks), are seldom in the forefront of highly visible activity, (such as a fire), and aren’t recognized by uniforms or special clothing while performing their functions. We recommend that existing volunteers in leadership roles develop a successor person, and train them for their position.

We heard of a recent success in raising the profile of the Emergency Program at an open house at the Comfort building. It generated some volunteers for the Program. Additional methods of raising the profile of the Emergency Program is to extend to the community, invitations to view the EOC during Emergency Preparedness week, (1st week of May), Fire Prevention week, during emergency exercises, or by continuing to be present during Community events. Fire Chief Dunlop has also indicated a willingness in conjunction with her regular duties to visit Community facilities, schools, businesses and events to assist in the awareness and promotion of Emergency Preparedness. If she were to be accompanied by Metchosin Emergency Program volunteers during these occasions, it is felt that this would be a very good way of raising the Emergency Program profile. Community training seminars, an Emergency Program website or blog, workshops, or emergency preparedness talks to neighbourhoods, blocks, agencies, and businesses is beneficial to the overall ability of the Community to become self-reliant instead of Community dependant.

Recommendation #9

Effective communications between all participants of Emergency Preparedness is very vital. Despite the very best of efforts, lines of communication does often break down; mostly unintentionally, but sometimes due to personality conflicts, sometimes due to perceived "turf wars" or perceived threats of "take over". We are of the opinion that if the recommended restructuring of the Emergency Program Committee (addition of a member of Council, CAO, and Fire Dept. Rep) and recommended reporting structure (through the CAO) is acceptable to Metchosin, and if the Emergency Preparedness Committee meeting(s) were re-scheduled from Monday evenings when the District of Metchosin Council meets, the existing communication gaps will most likely disappear. In an I.C.S. structure, there is no rank. All participants perform roles and functions in accordance with BCERMS goals and structure, and any "attitudes" are checked at the door. Emergencies do not respect any boundaries, be they political or geographical. Emergency workers of any discipline certainly recognize this, and need to work collaboratively to deal with the event(s) unfolding.

Recommendation # 10

Our discussions with the members around the table indicated that they were happy with the budget provided by the District of Metchosin Council. We would recommend however that the process of establishing a written 5 year plan and provisional capital budget be formally established by the Emergency Preparedness Committee in order to give Council the opportunity of viewing long range planning concepts by the Metchosin Emergency Program. We recommend the full use of applying for available JEPP grant and UBCM funding initiatives, plus exploration of corporate sponsorships for equipment acquisitions. Many Corporations are unaware that their insurance premiums may be reduced if it is proven that the Community has an effective and tested Emergency Plan. Again we feel that it may also prove beneficial if the Emergency Plan budget process was to be identified formally in the Emergency Plan by-law, so that readers will have a transparent understanding of how Council approves the Emergency Plan annual budget.

Next Steps:

We had the opportunity to examine the EOC building, Comfort Community House, Fire hall and Municipal Hall. Although outside the mandate of this report, we felt it was important to further identify for consideration, some issues felt relevant for the future successes of emergency operations conducted from these facilities.

Our first recommendation would be for the provision and installation of a 1,000 gallon diesel fuel tank and fuel dispensing fuel pump for the site, connected electrically to the backed up electrical distribution system. Metchosin Fire fighting apparatus currently have to travel to a neighbouring municipality to fuel up. It consumes valuable time to do so, possibly rendering such apparatus "out of service" in the process. Transportation corridors may become impassable during an event, such as was experienced in the windstorms of 2006. Such a tank could also be connected to feed the emergency generators of both the Fire hall and Emergency Operations Centre. Cost savings could possibly be realized by "volume bulk purchases" with neighbouring municipalities, or by sales to Municipal contracted operators (Roads Contractor).

The second recommendation we are making is to have a propane conversion kit to the natural gas stove supplied and installed in the Fire hall and Community Comfort house. Natural gas deliveries could be interrupted by a seismic event, or accidental "dig up", rendering this stove in-operable during a need for emergency feeding of emergency workers and /or evacuees. A propane adaptor connection on the natural gas feeder line could provide a temporary "work around" of such an incident by enabling the temporary attachment of re-fillable propane tanks to the natural gas stoves for the duration of the outage.

Our third recommendation would be a seismic upgrading of the "old" Fire hall, which could be used as an evacuation centre during an evacuation. This facility, as does the Community / Comfort House, has a large common room for the set up of temporary living quarters, complete with kitchen, showers and bathrooms. It would be useless if it was rendered un-useable due to severe structural damage by a seismic movement.

In moving forward with the current Emergency Plan, it is very important to:

- Involve community stakeholders and seek "buy-in"
- Seek out champions to support process
- Re-assess hazards (HRVA)
- Further develop and revise the current plan
- **Train and Exercise!**
- Keep the Plan alive

Thank you for this opportunity to participate in moving the Metchosin Emergency Plan forward.

Respectfully submitted;



K.R. Neilson, c.e.c; c.d. EM Cert.

Appendices

Appendix "A"	Record of Amendments
Appendix "B"	First Hour Guide and Opening the EOC
Appendix "C"	Emergency Operations Centre Director
Appendix "D"	Liaison Officer Functions
Appendix "E"	Emergency Coordinator's Role

Appendix "A" RECORD of AMENDMENTS

Amendment Change Number	Subject	Page	Date Amended	Inserted by

Appendix “ B” FIRST HOUR GUIDE and OPENING THE EOC

What to bring to the EOC: radios, keys, pager, laptop computer, snacks, clothing appropriate for potentially long term activation

1. Security	
	Building Locks and Keys
<input type="checkbox"/>	Unlock the front entrance door. De- activate Alarm system
2. Utilities	
	Electricity
<input type="checkbox"/>	Turn on lights as required.
	Emergency Power
<input type="checkbox"/>	If lights do not work, the regular power system is off line, and the stand-by generator needs to be started. Do not enter the EOC if the building remains dark. Re-locate to the back-up EOC at the Metchosin Fire Hall, or Hans Helgensen Elementary School if both facilities are compromised.
	Heat
<input type="checkbox"/>	If needed, turn up the thermostat or adjust HVAC.
3. People	
	Identify Activation Level
<input type="checkbox"/>	Confirm a PEP task number has been obtained or obtain the PEP Task Number by calling PEP Emergency Coordination Centre at 1-888-344-5888 (restricted number).
<input type="checkbox"/>	Use the EOC Activation by Level chart to determine the number and functions of personnel to come to the EOC immediately. This is just an initial group; others may be needed later.
	Call EOC Personnel
<input type="checkbox"/>	Be sure the Emergency Coordinator has been alerted that an EOC has been established.
<input type="checkbox"/>	Ensure at least one person from each required EOC function to call. Refer to EOC Contact List- copies of this are available in this Plan. Alert ESS and Communications if there is any possibility they may be required. Note that Communications and ESS have pagers that can be activated by the fire chief, police or the Metchosin Emergency Program.
<input type="checkbox"/>	Make the calls and record the results on the chart under “Notes” below. Continue calls until at least one person is committed for each required function.
<input type="checkbox"/>	If there is insufficient staff available from Metchosin, contact partner communities within the Capital Regional District. Ask the Emergency Planning Coordinator to request help from the other Emergency Teams. Ask the fire chief if any Fire Department Volunteer members are available. Ask the Metchosin Neighbourhood

METCHOSIN EMERGENCY PREPAREDNESS REVIEW

Program Coordinator to request help from his /her Neighbourhood Contacts.

4. Set Up

- Bring out Section boxes, maps, org charts, phones from storage. Additional whiteboards, flip charts, and tables may be needed in the EOC.
- Each Section box will have an EOC layout diagram to help with set-up.

5. Communications

Telephone / Fax / Data Lines

- Plug in all supplementary EOC telephones (one for each Section desk or as required) and check to be sure all have dial tones. **Tape the correct phone number on each phone.**
- Use the computer to check at least one data line by attempting to access the Internet.

6. Supplies

Food and Water

- Open the food cabinet box in the EOC and get out some food/water supplies
- Contact Logistics to confirm additional food and water are on order.

Notes

Your Name, Date and Time

Your Name:

Today's Date:

Appendix “C” EMERGENCY OPERATIONS CENTRE DIRECTOR

The position of the Emergency Operations Centre Director (EOCD) is normally filled by the Chief Administrative Officer, his or her designate, or the 1st Responder Senior Person having jurisdiction over the event. This person can delegate this function to other senior, trained City staff, or appoint a deputy. The EOCD establishes liaison between the EOC Management Staff and the elected officials.

Role:

- Overall authority/responsibility for EOC
- Provides leadership to the EOC Management Team
- Ensures/approves EOC objectives
- Communicates with Policy Group & other coordination/operational levels
- Approves Action Plans & Situation Reports

Responsibilities:

- a) Exercises overall management responsibility for the coordination between emergency response and supporting agencies in the EOC. In conjunction with the Incident Commander(s), EOC General Staff and EOC Management staff, set the priorities for response efforts in the affected area.
- b) Provides support to local authorities and provincial agencies, and ensures all actions are accomplished according to the priorities established.
- c) Establishes the appropriate staffing level for the EOC and continuously monitors organizational effectiveness ensuring that appropriate modifications occur as needed.
- d) Ensures that interagency coordination is accomplished effectively within the EOC.
- e) In consultations with the Information Officer, directs appropriate emergency public information actions using the best methods of dissemination. Approves the issuance of press releases and other public information materials as required.
- f) Ensures that risk management principles and procedures are applied in all EOC activities.
- g) Will notify Mayor and Council of emergency, after receiving notification by police, fire or emergency coordinator of emergency alert or activation of the EOC.
- h) Will notify senior staff according to particular emergency needs as laid out in the District of Metchosin’s Emergency Plan.
- i) Will advise Mayor and Council of policies and procedures as appropriate.

Appendix "D"

LIAISON OFFICER FUNCTIONS

1. Assist Agency Representatives

Greet Agency Representatives – Identify yourself as the principal point of contact for representatives from other agencies arriving at the EOC.

Advise on EOC Functions – Working with the EOC Director, assist agency representatives in filling all necessary roles and responsibilities within the EOC. Ensure proper procedures are in place for directing agency representatives.

Assist with Access to EOC Equipment and Supplies – Ensure that agency representatives have access to functioning telephone, radio communications, and other EOC equipment.

2. Keep External Agencies Informed

Establish Communications – Ensure that communications with appropriate external non-represented agencies (such as: Provincial Agencies, Other Local Authorities, Utility Companies, Volunteer Organizations, Private Sector, etc.) are established and recorded (EOC Form 410).

Work With External Agencies – Liaise with local authorities, other EOCs, Provincial and Federal organizations, and other organizations not represented in the EOC. Communicate the EOC Action Plans and Situation Information, and request situation reports from external non-represented agencies and forward to the Planning Section Chief.

Advise the EOC Director – Let the EOC Director know of any critical information and requests that come to light in working with external agencies.

3. Advise EOC Director on EOC Staffing

Advise on EOC Organization – Work with the EOC Director to ensure the EOC organizational structure meets the requirements of the situation.

Advise on EOC Staff – Assist the EOC Director in determining appropriate staffing for the EOC. Help identify potential EOC staff members. Provide assistance with shift change activity as required.

Orient New EOC Staff Members – Upon request, advise all new EOC members on their roles and responsibilities. Provide an overview of BCERMS and the EOC operations to all untrained personnel.

4. Advise on EOC Action Plans

Assist with Action Plans – Provide external and non-represented agencies information to the Planning Section to assist in the development, continuous updating and implementation of EOC Action Plans.

Advise on External Agencies – Assist and serve as an advisor to the EOC Director and Planning

Section Chief, providing information and guidance related to the external functions of the EOC.
Help Set Priorities – With your knowledge of the EOC and external agencies, assist the EOC Director and EOC Leadership in developing overall EOC priorities. Advise on the capabilities and willingness of external agencies to undertake cooperative actions.

5. Lead VIP Tours

Lead VIP Tours – Conduct VIP and visitor tours of the EOC facility, and explain the functions within.

Participate in Media Tours – Working with the EOC Information Officer, conduct media tours of EOC facility as requested.

Protocols: EOCs, DOCs, MROCs in Region	Forms: Contact Log (EOC Form 410) Position Log (EOC Form 414)
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Appendix "E" Emergency Coordinator's Role:

The Metchosin Emergency Coordinator is (EC) is responsible for overseeing and coordinating the District of Metchosin's Emergency Program, with the help of the Emergency Preparedness Committee. The job involves:

- Handling the program's day to day business.
- Ensuring that adequate attention is given to all of its aspects.
- Bringing forth issues requiring attention of the Emergency Program Management Committee.
- Supervising the work of various sub committees.
- Acting as the Liaison Officer or EOC Director during activation of the Emergency Operations Center, co-ordinating all external operations including the scheduling of regular briefings.
- Causing the activation of the EOC in support of a request to do so or urgency to do so from an emergency site or multiple sites [Incident Command Post(s)].

Functions:

Developing and maintaining Emergency Plans;

- a) Establish the Hazards and Planning sub committee.
- b) Ensure the development of the local authority emergency plan, and the EOC plan. Provide guidance to local authority departments/agencies in the development of their emergency plans.
- c) Establish a process for plan maintenance and updates.

Setting up an Emergency Operations Centre;

- a) Establish the EOC and Response Operations Sub Committee.
- b) Assist in establishing a functioning EOC facility, and ensuring the EOC is properly staffed with trained personnel.
- c) Assist in ensuring that the EOC is properly maintained, equipped, tested, and that supplies are replenished as required.

Establishing and supporting volunteer based programs;

- a) Develop, deliver and monitor the implementation of volunteer-based emergency response programs.
- b) Organize a pool of trained volunteers to deliver these programs
- c) Recruit volunteers to work in various volunteer-based roles in the District of Metchosin's Emergency Program.

Coordinating Training and Exercises;

- a) Establish training and exercises sub-committee.
- b) Develop regular education and awareness programs for staff (EOC, ESS, and local authority personnel), local businesses, volunteers and the public.
- c) Design, deliver and evaluate exercise programs.

Performing Finance and Administration Duties;

- a) Prepare with assistance a budget for the emergency management program.
- b) Monitor expenditures; maintain records of all programs and activities and related statistics. Submit reports to the Emergency Preparedness Committee.
- a) Coordinate the completion of applications to the Joint Emergency Preparedness Program (JEPP) fund and other funding sources.

Responding to an Emergency;

- a) Assume the role of Liaison Officer, (Appendix "D") or deputy EOC Director, or Director of the EOC (Appendix "C").
- b) Serve as the initial contact person for agency representatives.
- c) Liaise with any other activated EOC's and other organizations not represented in the EOC.
- d) Advise the EOC Director and Management Team as needed on external activities of the EOC and information received from external agencies.
- e) Liaise with other local authority EOCs and provincial and federal organizations. Provide information on EOC guidelines, directives, action plans and updates on the situation.

Post-emergency Duties;

- a) Notify external agencies not represented in the EOC of the planned demobilization.
- b) Assist with the deactivation of the EOC at the designated time.
- c) Assist the EOC Director with the recovery operations and with the preparation of the After Action Report.

