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or visit our website at
[http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery](http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery)

EMBC 2014 – 2017 Strategic Plan:

EMBC 2015 – 2016 Annual Report:
[http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/emergency-management-bc](http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/emergency-management-bc)

EMBC 2016 – 2017 Annual Report:
[http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/emergency-management-bc](http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/emergency-management-bc)
Contents

2 Assistant Deputy Minister’s Message
3 Overview
3 Legislation
3 Vision
4 Mission
4 Organization
  4 Logistics
  5 Planning, Mitigation and Partnerships
  5 Operations & Recovery Transition
  5 Organizational Learning and Public Education
  5 Office of the Fire Commissioner (OFC)
  5 First Nations Coordination Unit
6 Finances
6 2014/15 – 2016/17 EMBC Strategic Plan
  7 Strategic Plan Progress:
  18 Partnership Support:
21 2016-2017 Emergency Response Events
  24 Key Statistics:
25 Appendix A: EMBC Strategic Plan
25 Appendix B: Contact Information and Hyperlinks
Assistant Deputy Minister’s Message

Emergency Management BC (EMBC) has continued to meet key milestones and successfully provide coordination and support to external agencies. The responsibility to support British Columbia in preparing for, responding to, recovering from, and mitigating emergencies is a sobering one. Along with the staff at EMBC, we endeavor to not only deliver the programs and services we are legislated to provide, but to support other authorities within their areas of jurisdiction while we strive to improve and modernize our program wherever possible.

This third Annual Report includes a summary of related accomplishments and areas of significant progress for EMBC in 2016-17. While the organization continued to evolve in scope and responsibilities over the past year, it is important to not only highlight the successes but also to examine areas where we can improve.

EMBC completed the successful implementation of a full scale exercise, Exercise Coastal Response, involving all levels of government, to test elements of the province’s Immediate Response Plan (IRP) to a catastrophic earthquake. Based on the lessons learned from that exercise, the province has approved the concept of a multi-year exercise plan that will bolster our ability to support local governments, First Nation’s other provincial ministries and outside agencies in major emergencies.

Following the creation and testing of the Immediate Response Plan (IRP), we have now turned our focus towards the development of a Sustained Response model. This work will also support business continuity across government and Ministry emergency planning.

This past year, EMBC also negotiated a 10-year service agreement with Indigenous and Northern Affairs Canada (INAC) to provide emergency management services and support to on-reserve First Nations communities. This 10-year bilateral agreement is effective April 1, 2017.

I am pleased to report that the key milestones of the final phase of EMBC’s three year strategic plan have been met. I now look forward to leading EMBC into a new five-year strategic plan to guide the way ahead to improve the delivery of emergency management services in British Columbia.

Robert Turner
Assistant Deputy Minister
EMBC, Ministry of Transportation and Infrastructure
Overview

Emergency Management BC (EMBC), a branch within the Ministry of Transportation and Infrastructure (MOTI), was formed to be the lead co-ordinating agency in the provincial government for all emergency management activities. EMBC provides executive co-ordination, multi-agency facilitation, and strives to develop effective working relationships in an increasingly complex emergency management environment.

EMBC works with local governments, First Nations, federal departments, industry, non-governmental organizations (NGOs), and volunteers to support the emergency management phases of mitigation and prevention, preparedness, response, and recovery. Additionally, EMBC engages provincial, national and international partners to enhance collective emergency preparedness.

This year, EMBC employed a total of 135 employees and provided leadership and support to stakeholders through two main programs:
- Emergency Management
- Office of the Fire Commissioner (OFC)

Legislation

The Emergency Program Act (EPA) requires local authorities, ministries, Crown corporations, and government agencies to develop plans and programs to prepare and respond to emergencies and disasters in the province. It also provides local authorities, the Minister responsible for the Act, and the Lieutenant Governor in Council with the ability to declare a state of emergency in order to access the extraordinary powers required to co-ordinate and effectively respond to emergencies.

In early 2016, EMBC initiated a review of the EPA that carries over into the next reporting period. The engagement and feedback can be found at: https://engage.gov.bc.ca/emergencyprogramact/

Recommendations based on stakeholder feedback were compiled into a report and forwarded to Cabinet Committee on Secure Tomorrow.

The Fire Services Act (FSA) provides the OFC with a mandate and responsibility to deal with fire safety through prevention, investigation and inspection processes. The regulations stipulate that the OFC has responsibility for enforcement of the Fire Code, which is accomplished through a system of Local Assistants to the Fire Commissioner (LAFCs). The OFC also provides advice and guidance to local government fire departments on a variety of issues.

New legislation that will repeal and replace the current Fire Services Act was passed by the legislature in the spring of 2016. The new Fire Safety Act will modernize the legislation and provide for effective enforcement of the Fire Code through the use of administrative monetary penalties. The new Act is expected to come into force by regulation once the necessary regulations and policies are finalized, along with the necessary public education components.

Vision

EMBC will be the premier organization in Canada for the management of emergencies and disasters at the provincial level. Our leadership will solidify a co-operative and effective approach to emergency management in British Columbia. As a result, the Province will be resilient, adaptive and confident in its abilities when challenged by known threats to public safety.
Mission

EMBC is responsible to British Columbians for leading the management of provincial level emergencies and disasters and supporting other authorities within their areas of jurisdiction.

Organization

EMBC operates its headquarters, the Provincial Emergency Co-ordination Centre (PECC), and its 24/7 Emergency Call Centre (ECC) in Victoria. Six regional offices are located in Terrace, Prince George, Kamloops, Nelson, and Surrey, with the Vancouver Island regional office co-located at the headquarters facility in Victoria. Each regional office houses a Provincial Regional Emergency Operations Centre (PREOC).

EMBC delivers its programs through the following core business areas:

Logistics

Logistics partners with multiple government, non-governmental organizations (NGOs), industry, and organizations across jurisdictions to provide overall provincial logistics co-ordination and direction across critical supply chains in the event of a large-scale event, with a primary focus on earthquake preparedness in BC.
Planning, Mitigation and Partnerships

During the 2016-2017 fiscal year, two EMBC Sections was integrated into one; the IPS (Integrated Public Safety) and Plans and Mitigation. Thus, integrating functional responsibilities to ensure a more effective and streamlined approach to policy, legislation, mitigation, planning, special projects and emergency management partnerships. The resulting new EMBC Section now called Planning, Mitigation and Partnerships is comprised of five branches:

- Policy and Legislation
- Planning
- Provincial Business Continuity
- Disaster Mitigation
- Partnerships

Operations & Recovery Transition

Operations and Recovery Transition co-ordinates the provincial response to emergencies and disasters. It co-ordinates the delivery of Disaster Financial Assistance (DFA) to support individuals and communities recovering from a DFA-designated disaster, and co-ordinates the Province’s engagement with the federal Disaster Financial Assistance Arrangements (DFAAA) cost-sharing program that generates significant cost recoveries to the Province following large-scale disasters. Operations and Recovery Transition also co-ordinates support to Public Safety Lifeline Volunteers (PSLVs) who provide an array of critical, front-line emergency services including: Air and Ground Search and Rescue (SAR), Road Rescue, Emergency Social Services (ESS), and Emergency Radio Communications (ERC).

Organizational Learning and Public Education

Organizational Learning and Public Education supports and enhances effective disaster management through training and exercises, and promotes a culture of preparedness through public education, stakeholder engagement and online communications.

Office of the Fire Commissioner (OFC)

The OFC is the senior fire authority in the province with respect to fire safety and prevention. Services include administration and enforcement of fire safety legislation, training of local assistants to the Fire Commissioner, fire loss statistics collection, fire investigation, fire inspection, response to major fire emergencies, advice to local governments on delivery of fire protection services, public fire safety education, and firefighter certification.

For information on the specific programs and services of EMBC, please visit our website at: http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery

First Nations Coordination Unit

EMBC created the First Nations Coordination Unit (FNCU) to implement the 10-year bi-lateral agreement (the Agreement) with the federal government to enhance emergency management support for First Nation communities. With the Agreement in place, EMBC will provide First Nations communities with the full range of emergency management services that local authorities receive including: preparedness, mitigation/prevention, response and recovery. The Agreement with the federal government comes into effect on April 1, 2017.
Working with Indigenous and Northern Affairs Canada (INAC), the First Nations Leadership Council (FNLC) and several other key stakeholders, EMBC’s newly formed FNCU is responsible for:

- management and effective delivery of the 10-year bilateral service agreement;
- integration of First Nations emergency management support services across EMBC and with other provincial ministries; and
- the development of a long-term vision, including goals and strategies, focused on enhancing First Nations’ capacity to address hazards and strengthen disaster resilience.

**Finances**

EMBC’s yearly finances are accounted for through two streams:

- **Annual Operations Budget** = $15.397 million

For the fiscal year 2016-17 EMBC’s total annual operations budget was $15.397 million. The EMBC operations funds were used to undertake provincial emergency planning, preparedness, and mitigation efforts relating to flood, fire, and other hazards. These funds allow for promotion of emergency management capacity within British Columbia communities, business continuity and integrated public safety planning.

- **Emergency Program Act (EPA)** = $14.475 million

Under Section 16 of the EPA, EMBC can access Consolidated Revenue Funds (CRF) to provide the funding considered necessary to implement a provincial emergency plan or provincial emergency measure. For the fiscal year 2016-17 funding was also provided to EMBC through the EPA voted funding allocation totaled $14.475 million. These funds provided for ministry programs and operations described in the EPA, and accounted for costs associated for response through to recovery from emergencies, disasters, and for hazard mitigation initiatives.

**2014/15 – 2016/17 EMBC Strategic Plan**

In formulating its strategic plan in 2014, EMBC originally sought alignment with the Ministry of Justice’s reform goals and developed five key goals that reflect EMBC’s unique role in supporting safety and resiliency for British Columbia’s communities. To date, these goals have remained and are in keeping with the Ministry of Transportation and Infrastructure (MOTI) service planning cycle. The 2014-15 - 2016-17 EMBC Strategic Plan reflected an ongoing commitment to these key goals:

1. EMBC is a learning organization with a culture of continuous improvement.
2. EMBC is expert in leading the management of catastrophic disasters of provincial significance and impact.
3. EMBC is effective in supporting other responsible authorities in their mandate to mitigate and manage emergencies and disasters.
4. EMBC excels in the provision of the Office of the Fire Commissioner’s unique services. (The BC Coroner Services’ was moved from EMBC’s mandate in 2015)
5. EMBC empowers and strengthens volunteer organizations.

In support of the five key goals, EMBC prioritized its work activities for the 2014-2017 timeframe under the following six strategic lines of effort:

1. Organizational Capacity
2. Catastrophic Earthquake Preparedness
3. Training and Exercises
4. Partnerships
5. Public Education
**Strategic Plan Progress:**

The majority of the work outlined in the Strategic Plan is either complete or near completion, and those few projects not yet complete are in development, scheduled or contingent on availability of funding. The table in Appendix C summarizes the status of these priority projects in detail.

**LINE OF EFFORT #1: ORGANIZATIONAL CAPACITY**

<table>
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<th>Activity/Project</th>
<th>Description &amp; Value</th>
<th>Current Status &amp; Next Steps</th>
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| Develop key capacity in strategic areas | New positions provide EMBC with enhanced capacity and capabilities with 24/7 operational coverage, decision making, planning and coordinating emergency logistics, and, developing integrated training and exercise opportunities. | 100% Complete – Hiring of new staff positions. New Staffing Plan continued with the following new priority hires becoming fully trained and integrated into EMBC:  
  • Provincial Duty Managers (PDMs) x 6  
  • Executive Director Logistics  
  • Assistant Director Logistics  
  • Logistics Planning Manager  
  • Supply Chain Business Architect  
  • Training & Exercise Co-ordinator  
  • Exercise Specialist  
  EMBC will explore other potential staffing options to enhance surge capacity needs; this will be ongoing.  
  EMBC initiated a pilot Auxiliary Hire project in 2016 with seven staff hired for six months across four regions. The focus was for these auxiliaries to augment regular staff during the busy freshet and wildfire seasons. The pilot was successful and all 6 EMBC regions will be hiring auxiliaries for the 2017 freshet and wildfire seasons. |
| Provincial Co-ordination Capacity | Provincial Co-ordination Team (PCT) provides additional capacity during major events for the purpose of:  
  • Enhanced situational awareness  
  • Support to EMBC operations centers  
  • Support to local authorities | 100% Complete – Development of PCT concept, feasibility, scoping and initial implementation and validation.  
  Further analysis is required to compare the value of the PCT concept with that of TEAMS and Incident Management Team (IMT) concepts. An integrated approach across all provincial ministries engaged with emergency response and recovery activity is needed. |
| First Nations Coordination Unit (FNCU) within EMBC | To better support all BC communities, EMBC recently hired additional staff and will be expanding office infrastructure to accommodate this organizational growth. | FNCU has focused on preparation for implementation of the agreement which will double EMBC’s current client base. |
**LINE OF EFFORT #2: CATASTROPHIC EARTHQUAKE PREPAREDNESS**

**TRAINING:**

<table>
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<th>Activity/Project</th>
<th>Description &amp; Value</th>
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<tr>
<td><strong>Multi-year Earthquake Planning Roadmap</strong></td>
<td>A roadmap that outlines the deliverables required for EMBC in leading earthquake preparedness in BC.</td>
<td>100% Complete – Initial earthquake planning roadmap. The roadmap has now been extended beyond the immediate response phase to address deliverables for sustained response planning and recovery planning.</td>
</tr>
<tr>
<td><strong>BC Earthquake Plans</strong></td>
<td>The Earthquake Immediate Response Plan (IRP) addresses initial provincial actions to a catastrophic earthquake. The IRP identifies roles and responsibilities of provincial ministries and stakeholders in the immediate response phase of an earthquake and summarizes the key activities and integrated actions required.</td>
<td>100% Complete – BC Earthquake Immediate Response Plan. Compiling feedback obtained through stakeholder consultation sessions with provincial ministries, the federal government, critical infrastructure stakeholders and local authorities on the IRP, and incorporating lessons identified during Exercise Coastal Response 16. Planning for sustained response phase is well under-way with development of a framework and concept of operations for a Catastrophic Emergency Response and Recovery Centre; a framework and draft concept of operations for Mass Care; and ongoing planning for Supply Chain Strategies addressing water, food, medical, and fuel supply chains. Additional functional planning on damage assessment and critical infrastructure is also underway. Recovery phase planning has also been initiated, undertaking detailed research into best practices.</td>
</tr>
<tr>
<td><strong>Consultation with Stakeholders on the subject of earthquake preparedness</strong></td>
<td>Undertook extensive consultation with British Columbia stakeholders regarding issues, priorities, and opportunities in the area of catastrophic earthquake preparedness. The consultation and subsequent report outlines a number of sensible, long-term steps to achieve a highly prepared British Columbia.</td>
<td>100% Complete – Earthquake Consultation Report. Final report approved and published on March 26, 2015, and posted to EMBC’s website. EMBC has received and reviewed the report, initiating many projects to address more than 75% of the identified recommendations.</td>
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## TRAINING:

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<tr>
<td><strong>Enhance Business Continuity</strong></td>
<td>Enhancing business continuity capabilities will ensure that critical government business and cross government co-ordination will continue with as little disruption as possible during catastrophic events.</td>
<td><strong>100% Complete</strong> – Alternate facility from which the Emergency Co-ordination Centre (ECC) and Provincial Emergency Co-ordination Centre (PECC) can operate. EMBC has successfully established and exercised an alternate operations facility. Further testing and exercises will be incorporated into EMBC exercise plans. EMBC Business Continuity Plan (BCP): As a result of significant organizational change, project plan in place for BCP refresh in 2017.</td>
</tr>
<tr>
<td><strong>Implement approved Government Services Branch Plan.</strong></td>
<td></td>
<td><strong>90% Complete</strong> – Draft Business Continuity Plan for Government Services Branch (GSB) scope expanded during 2015-16 to include a comprehensive review of processes and procedures between GSB, Operations Section of the Provincial Emergency Co-ordination Centre (PECC), Logistics Resource Requests Co-ordination and Tracking Branch (PECC) and the Ministry of Technology, Innovation and Citizens’ Services (MTICS) during catastrophic events. The GSB Plan will be finalized in 2017-18 with implementation of support strategies, recruitment of Temporary Emergency Assignment Management System (TEAMS) members and the development of training.</td>
</tr>
<tr>
<td><strong>Enhance Provincial Emergency Notification System (PENS)</strong></td>
<td>Enhancements designed to decrease time to issue alerts, ensure right people are notified and ensure reliability of system.</td>
<td><strong>100% Complete</strong> – Enhancements to the PENS system. Ongoing stakeholder communication and testing, as well as ongoing process and enhancements to the system with a commitment to continuous improvement. EMBC is actively exploring next generation alerting tools to further enhance key stakeholder and public alerting. Capital funding secured for development of future public alerting program.</td>
</tr>
<tr>
<td><strong>Explore the use of PENS and emergent technologies for additional warnings beyond tsunami notification.</strong></td>
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<tr>
<td><strong>Enhance the communication ability of Senior Officials</strong></td>
<td>Provide alternate communications for senior and elected officials to ensure backup communications are available to key decision makers during emergencies and disasters.</td>
<td><strong>100% Complete</strong> – Satellite phones distributed and training provided as part of senior officials/cabinet workshop held June 3, 2015. Senior officials and deputy ministers participated in an exercise to validate this training and future exercises are being planned.</td>
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**TRAINING:**

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<tr>
<td><strong>Integrated Information Systems</strong></td>
<td>EMBC has undertaken high-level project scoping, budgeting, scheduling, and planning for interdependencies between its information systems projects, and has integrated its high-level plans into broader MOTI information technology planning.</td>
<td>10% Complete – Further work is contingent upon available funding.</td>
</tr>
<tr>
<td><strong>Critical Infrastructure (CI) Program</strong></td>
<td>The protection and restoration of critical infrastructure assets is essential for recovery after a catastrophic event. Key elements of the CI program include working with a broad range of critical infrastructure owners and stakeholders to identify a provincial list of critical assets and priority restoration requirements.</td>
<td>100% Complete – New CI Assessment Tool, education materials and communications strategy for local authorities developed. EMBC collaborated with Defence Research Development Canada and Justice Institute of BC, to develop a new CI Assessment tool and education materials for local authorities, designed to identify, prioritize and analyze vulnerabilities to local CI assets. 25% Complete – In order to maximize the value of provincial asset information, GeoBC is creating a critical infrastructure mapping layer to provide visibility and support decision making during emergencies and disasters.</td>
</tr>
<tr>
<td><strong>Supply Chains Strategy Design</strong></td>
<td>The BC Earthquake Immediate Response Plan identifies critical resources, some of which form unique supply chains, namely water, fuel, medical, and food to meet the three top British Columbia Emergency Management System (BCEMS) goals which were integrated into the BC Earthquake Immediate Response Plan framework. EMBC Logistics leads the design and implementation of three of the four critical supply chains (Health emergency Management B.C. leads the strategy design of the medical supply chain for catastrophic disaster events), working across interagency partnerships, regions, industry, and non-government organizations to prepare the province for effective and agile response to a catastrophic earthquake event impacting the province.</td>
<td>15% Complete – Water Supply Chain Strategy designed; governance team implemented; and a local survey on capturing data on water resources and requirements for local authorities commenced.</td>
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## LINE OF EFFORT #3: TRAINING AND EXERCISES

### TRAINING:

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<th>Activity/Project</th>
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<tr>
<td><strong>Operational training for the PECC and PREOCs</strong></td>
<td>Develop function specific training to ensure staff in the PECC and PREOCs are adequately trained to fulfill operational roles.</td>
<td><strong>100% Complete</strong> – Delivery of operational training including The Core and E-Team, and functional training courses. Development complete for modules in activation, resource management, situational awareness, operational planning and demobilization. Initial sessions delivered at EMBC Victoria office, with additional training offered regionally. Online version also complete and available to staff.</td>
</tr>
<tr>
<td><strong>EM Training Survey for Local Authorities</strong></td>
<td>Conduct a survey to assess/evaluate current EM training offerings to local authorities and volunteers.</td>
<td><strong>85% Complete</strong> – Developed survey questions, announcements and launched EM survey. All responses have been received and collated. Next steps: Develop executive summary and survey report and strategies to support findings.</td>
</tr>
<tr>
<td><strong>BCEMS Brochure</strong></td>
<td>Develop orientation material to support new BCEMS Guide and structure.</td>
<td><strong>100% Complete</strong> – Developed BCEMS brochure which is now in print and circulated to EM stakeholders.</td>
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</table>
| **Deliver EM training and Emergency Social Services (ESS) Training to Local Authorities and Public Safety Lifeline Volunteers** | Local authorities and volunteers will be better prepared and trained to carry out their respective roles and responsibilities during emergencies and disasters. | **100% Complete** – EM Training delivered:  
- 67 EM classroom courses (1,347 participants)  
- 6 EM webinars (614 participants)  
- Online EM training (112 participants)  
**100% Complete** – ESS Training delivered:  
- 109 Courses  
- 2,587 Students trained  
New fiscal year courses are being scheduled and posted to EMBC website. |
## EXERCISES:

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<th>Activity/Project</th>
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<tr>
<td>Exercise Coastal Response, June 7-10, 2016</td>
<td>Conduct a full-scale catastrophic earthquake and tsunami response exercise to validate/test specific elements in the 2015 BC Earthquake Immediate Response Plan (IRP).</td>
<td>100% Complete on Design, Development and Implementation – 65 organizations and 1,000 personnel participated in the $1.2-million exercise, including provincial ministries/agencies, federal departments, local authorities, First Nations, not-for-profit response providers and corporate stakeholders.</td>
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|                                        |                                                                                                                                                                                                                                                | Milestones achieved Post Exercise and Next Steps:  
• After Action Review Report – 100% Complete  
• Improvement Plan – 90% Complete.                                                                                             |
| Exercise Salish Sea 2017               | Develop a full-scale exercise to test joint operational response capabilities to a Major Maritime Rescue and Response Plan (MAJMAR).                                                                                                          | 25% – Conducted Initial Planning Conference in February 2017. Exercise Salish Sea 2017 is the first fully integrated Federal/Provincial emergency response exercise and is being co-led by the Canadian Armed Forces, Public Safety Canada, BC Emergency Health Services, the Canadian Coast Guard, and EMBC. Exercise Salish Sea represents the next progressive step in the development of a multi-year exercise program.  
Through an all of provincial government approach, a typical exercise cycle has been created consisting of the initial scenario, plan and processes to be exercised, progressive training and exercise activities, exercise conduct, after action review, and final improvement plan.  
Next steps:  
• Provincial Table Top Exercise – May 2017  
• Provincial Table Top Exercise #2 – September 2017  
• Emergency Operations Centre Exercise – September 2017.  
• Full Scale Exercise – October 2017.  
• Senior Officials Table Talk Exercise – Fall 2017. |
## LINE OF EFFORT #4: PARTNERSHIPS

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<tr>
<td><strong>Support to Local Authority Emergency Management Programs</strong></td>
<td>EMBC has developed, and will implement, a strategy to advance engagement, support and communications with local governments in British Columbia. EMBC will provide a number of tools and services through the EMBC website and regional offices located throughout the province. Complete the deliverables outlined in the strategy. Establish a review process for EMBC support to local governments.</td>
<td><strong>100% Complete</strong> – Strategy developed to improve communications and support for Local Authority Emergency Programs.</td>
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<tr>
<td><strong>Expand network of regional emergency management partnerships</strong></td>
<td>Regional emergency management partnerships (REMP) can enhance all phases of emergency management and foster greater integration and collaboration by addressing regional gaps/issues, and prioritizing development of joint projects that will benefit multiple jurisdictions and stakeholders. Expand the framework of regional emergency management partnerships, beyond Metro Vancouver’s IPREM (Integrated Partnership for Regional Emergency Management), to other jurisdictions across British Columbia.</td>
<td><strong>100% Complete</strong> – A strategy for establishing regional emergency management partnerships within the province is established and validated through IPREM and REMP partnerships.</td>
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**100% Complete** – EMBC formalized a regional emergency management partnership with the Capital Regional District (CRD) on behalf of its member municipalities in 2016. One new EMBC staff position has been hired to support the Regional Emergency Management Partnership (REMP), and a strategic plan for 2017-2019 developed with implementation now underway. IPREM has established a new five-year strategic plan for 2016-2020 identifying regional hazard mapping, recovery planning and training and exercises as its top priorities.
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<tr>
<td><strong>Partnerships with Existing Emergency Management Organizations</strong></td>
<td>Ensuring the Province's ability to expedite requests for federal assistance and secure additional support, as needed, from other provinces and cross-border alliances during a disaster. Participate in the development of the operational guidelines for the Canadian Council of Emergency Management Organizations (CCEMO) Emergency Management Mutual Aid Agreement.</td>
<td>100% Complete – Protocol and process for requesting federal assistance established.</td>
</tr>
<tr>
<td><strong>Public Safety Lifeline Volunteers (PSLV)</strong></td>
<td>EMBC will provide ongoing support and recognition to PSLV groups in various forms to ensure service provision across B.C. EMBC provided $10m to BC Search and Rescue Association (BCSARA) in support of search and rescue activities.</td>
<td>100% Complete – Formal recognition program developed to support PSL Volunteers. A recognition ceremony will be held each year at the Legislature.</td>
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<tr>
<td>National Disaster Mitigation Program (NDMP)</td>
<td>EMBC is developing a natural hazard mitigation approach to protect the province’s strategic interests and to support local governments with the accurate identification of risks, mapping floodplains, development of flood mitigation plans, and construction of permanent mitigation structures. Complete consultation with the federal government on the structure and feasibility of a new NDMP.</td>
<td>100% Complete – Province working with federal government on an approved list of initial key NDMP projects. Funding focus remains on risk assessments, flood mapping, developing mitigation plans and small scale mitigation works. EMBC continues to work with provincial ministries and stakeholders to determine potential priorities for this mitigation funding.</td>
</tr>
</tbody>
</table>
| Community Emergency Preparedness Fund (CEPF)       | EMBC to develop the CEPF. The CEPF will be an application-based program to support local governments by providing funding in the following areas of responsibility:  
· Flood Risk Assessments, Floodplain Mapping, and Flood Mitigation Plans  
· Emergency Operations Centres (EOCs) and Training and Exercises  
· Evacuation Routes  
· Emergency Social Services  
· Structural Flood Mitigation | 100% Complete - EMBC has partnered with UBCM to help coordinate intake of proposals and disbursement of funds for the new Community Emergency Preparedness Fund (CEPF).                                                                                                                                                                                      |
| First Nation Partnerships                           | In March of 2017, FNCU staff began the process of travelling around the province to engage with First Nations communities on the Agreement and their emergency management needs.                                                                                                                                                                                                                          | The engagement sessions were extremely valuable and will guide EMBC’s new work in implementing the Agreement. For example, First Nations representatives shared the importance of emergency management training delivered in their communities and tailored to their specific needs. First Nation community members also shared their traditional methods of emergency management such as food preservation and historic knowledge of the land base.  
These workshops were an initial start to EMBC’s improved emergency management support for First Nations communities under the Agreement. Over the next ten years EMBC will focus on enhanced engagement to learn from and work with First Nations communities to improve safety for all British Columbians during times of emergency. |
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<tbody>
<tr>
<td>Expansion of the PreparedBC library with new sector and hazard-specific resources (hardcopy and online)</td>
<td>Ongoing implementation of the 2015 public education needs assessment and support for operational, seasonal and personal readiness.</td>
<td>90% Complete – New education materials:</td>
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<tr>
<td></td>
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<td>- PreparedBC: Guide for Tourism Operators</td>
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<td></td>
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<td>- PreparedBC: Emergency Plan for Tourism Operators</td>
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<td>- PreparedBC: Guide for Small Businesses</td>
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<td>- PreparedBC: Emergency Plan for Small Businesses</td>
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<td>- PreparedBC: Flood Information for Homeowners and Home Buyers</td>
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<td>- PreparedBC: Landslide Information for Homeowners and Home Buyers</td>
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<td>- PreparedBC Earthquake Smart Guide (under development)</td>
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<td>- PreparedBC Tsunami Smart Guide (under development)</td>
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<td>- Hazard specific quick-draw videos: earthquake, tsunami, wildfire, flooding, severe weather, power outage, landslide, sandbagging.</td>
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<tr>
<td>School Resources</td>
<td>Emergency preparedness learning resources aimed at educating students about in BC disaster risks and how to prepare for them.</td>
<td>100% Complete – Master of Disaster Learning Resources for Grade 6 students. The program was developed in collaboration with a working group of teachers, First Nations representatives, private sector and emergency managers from across BC. A pilot was launched in Spring, 2016, followed by a province-wide rollout in October 2016.</td>
</tr>
<tr>
<td>Social Media Outreach</td>
<td>Engagement and campaigns via @PreparedBC and its complementary online channels.</td>
<td>100% Complete – Delivery of online campaigns based on a rolling seasonal risk and events calendar. 2016/2017 campaigns also included: storm readiness (spring and fall), pet preparedness and how to get a family disaster-ready on a budget.</td>
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</table>
## Line of Effort #6: Business Practices and Governance:

<table>
<thead>
<tr>
<th>Activity/Project</th>
<th>Description and Value</th>
<th>Current Status and Next Steps</th>
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<tbody>
<tr>
<td>Business/Financial Practices and Governance Review</td>
<td>EMBC conducted a review of all financial processes and governance, and approved several procedural enhancements as part of a renewed management framework to clarify accountabilities and improve efficiencies. Implement new financial procedures and supporting policy where necessary.</td>
<td>100% Complete – Enhanced EMBC business and operational practices.</td>
</tr>
<tr>
<td>Annual Reporting Process</td>
<td>EMBC’s Annual Report provides a high-level snapshot of strategic activities and projects accomplished during the fiscal year, and insight into EMBC’s state of preparedness.</td>
<td>100% Complete – Framework and process established for compiling EMBC’s Annual Report.</td>
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<tr>
<td>Review of Emergency Program Act (EPA) and Associated Regulations</td>
<td>The Emergency Program Act (EPA) may benefit from amendments in order to ensure the Province is in a position to best lead the management of provincial emergencies and disasters while also empowering other authorities within their areas of jurisdiction.</td>
<td>100% Complete – Review of legislation completed. Public consultation with internal and external stakeholders conducted – results available at: <a href="https://engage.gov.bc.ca/emergencyprogramact/">https://engage.gov.bc.ca/emergencyprogramact/</a></td>
</tr>
<tr>
<td>After Action Reporting</td>
<td>After Action Reporting provides a forum to summarize positive response activity as well as issues that require further attention and planning. Recommendations are identified and incorporated into plans and programs, in order to enhance future emergency response activity.</td>
<td>75% Complete – Develop a detailed After Action Reporting Guide and supporting documents. Post-event operational debriefs are now routinely conducted by EMBC and after action reports compiled. EMBC is working towards consistency across all six of its regions to conduct internal post-event debriefs and after action reports. Debrief processes and after action reporting will also be expanded across provincial ministries, ensuring a structured, scalable and collaborative approach.</td>
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OFC – OFFICE OF THE FIRE COMMISSIONER

As part of the overall EMBC Strategic Plan, the OFC has created a separate three-year Strategic Plan that can be found at this link:

Partnership Support:

INTER-AGENCY EMERGENCY PREPAREDNESS COUNCIL (IEPC)

The Inter-Agency Emergency Preparedness Council (IEPC) is comprised of senior decision makers from provincial ministries, Crown corporation representatives and key emergency management stakeholders. As referenced in the Emergency Program Act (EPA), the IEPC is responsible for recommending to greater government, co-ordinated emergency prevention and mitigation, preparedness, response and recovery measures for the Province of British Columbia.

The IEPC is led and supported by EMBC, and is tasked with identifying, prioritizing and promoting government-wide integrated emergency management initiatives. The IEPC oversees development, maintenance, training and exercising of comprehensive government plans and procedures to deal with any emergency or disaster, including security issues where appropriate, and promotes integration and consistency between the Province’s emergency management structure and those of other governments and organizations.

IEPC’s priorities for 2016-2017 included:

- Review and approval of the BC Earthquake Immediate Response Plan (IRP) and the Ministry of Transportation & Infrastructure’s Transportation Earthquake Immediate Response Plan (TIRP).
- Support to EMBC with the conduct and evaluation of the full-scale Coastal Response earthquake exercise. The exercise focused on an earthquake impacting Vancouver Island and generating a tsunami, testing elements of the IRP, activation of the provincial emergency management structure (EOCs, PREOCs, PECC) and deployment of specialized resources such as, Heavy Urban Search and Rescue (HUSAR), and PCT).
- After Action reporting on significant emergency events including wildfires, flooding and drought.

FIRST NATIONS PARTNERSHIPS

During late 2016 and early 2017 the FNCU and INAC worked with the FNLC to establish a structured process for regular tripartite engagement on implementation of EMBC’s bi-lateral agreement with INAC.

SEASONAL HAZARD PREPAREDNESS

EMBC hosts annual forums in each region to provide opportunities for representatives from local governments and First Nations to be briefed and collectively discuss relevant seasonal hazards, such as flooding and wildfires.

STRATEGY TO ADVANCE SUPPORT FOR LOCAL GOVERNMENT ENGAGEMENT

In October 2015, a three-year strategy was published in order to support EMBC’s goal to ensure “EMBC is effective in supporting other responsible authorities in their mandate to mitigate, prepare for and manage emergencies and disasters,” as outlined in EMBC’s strategic plan.

The four goals of the strategy are:

- To apply a flexible approach to tool development that recognizes the difference between local authority emergency programs.
- To provide EMBC staff the tools, resources and training to ensure effective program delivery to local authorities.
To create more opportunities for meaningful dialogue and communications between EMBC and local authorities.
To promote leadership and provide governance through collaboration and shared learning.

The deliverables of the strategy are diverse and extend to all EMBC sections. Current activities underway include:
- Developing an emergency planning toolkit for local authorities – completed.
- Developing new processes and tools for conducting Hazard, Risk, and Vulnerability Analysis – underway.
- Hosting of facilitated provincial discussions (through the Webinar series) – ongoing.
- Participating in events such as the Emergency Preparedness and Business Continuity Conference and Union of BC Municipalities annual convention – annual.
- Conducting monthly information sharing on EMBC projects related to local governments and First Nations – ongoing.
- Hosting seasonal preparedness workshops in each region to better understand seasonal hazards (flood, wildfires, severe weather) and assess and prioritize potential impacts local authorities and the province may face – annual.

SEISMIC SAFETY PROGRAM

The Province contributed $5 million to Ocean Networks Canada (ONC) to support the development of an earthquake early warning system (EEW) for the Cascadia Subduction Zone. EMBC monitored ONC’s initial progress towards the installation of system sensors offshore and on Vancouver Island. Once complete, the system will be part of a number of earthquake early warning systems in BC.

The Province is exploring the establishment of an Earthquake Early Warning (EEW) and seismic monitoring program and in November 2016 issued a request for expression of interest to help the Province understand which entities have EEW and seismic monitoring expertise and capacity to support its potential development. If established, the program would aim to provide warnings to citizens, and automated systems of potentially damaging earthquakes, and provide seismic event data to government agencies and other users to save lives, improve infrastructure health and standards, and improve emergency response and preparedness throughout BC.

The Province contributed $2.2 million to the Institute for Catastrophic Loss Reduction to develop neighbourhood scale maps and data that depict the earthquake hazards of ground shaking, liquefaction, and slope instability in the Metro Vancouver region.

EMBC is currently engaged with the Earth Sciences Sector of Natural Resources Canada (NRCan), the Global Earthquake Model Foundation, and GeoBC on the BC Integrated Earthquake Risk Assessment project. This project aims to assess earthquake risk and risk reduction potential for settled areas of BC and develop performance based earthquake risk indicators to assist in the communication of earthquake risk. Once complete, outcomes of the project will be made available to inform earthquake risk reduction activities in such areas as emergency management planning and mitigation.

At the end of March 2017, EMBC, along with the BC Chapter of the Earthquake Engineering Research Institute, NRCan, the Association of Professional Engineers and Geoscientists of BC, the District of North Vancouver, and the City of Vancouver brought a variety of stakeholders together to discuss all aspects of earthquake and flood risk reduction in the Georgia Basin. The three-day forum event challenged researchers and engineers, policy and decision makers, finance and insurance representatives, emergency managers and citizens to explore risk reduction strategies that could form the basis of policy objectives to be delivered to Public Safety Canada. EMBC contributed experts to discussion panels addressing data gaps in earthquake risk assessment, critical infrastructure lifelines and interdependencies, and the use of performance-based indicators to aid in earthquake risk reduction planning.
EMBC released the BC Earthquake Immediate Response Plan (IRP), the first component of a comprehensive provincial earthquake plan that details how the Province will lead and co-ordinate efforts on behalf of the Province during the immediate response phase following a catastrophic seismic event. The IRP articulates the roles, responsibilities and integration of the various stakeholders who will be involved in a provincial-level response effort.

EMBC continued to lead and co-ordinate meetings of the BC Integrated Earthquake Planning Team and BC Seismic Safety Council. These groups (composed of emergency management professionals from all levels of government, critical infrastructure owners, NGOs and academic experts) recommend goals and priorities for province-wide strategies that address seismic threat through mitigation, preparedness, response, and recovery activities.

**SHAKEOUTBC EARTHQUAKE DRILL/CAMPAIGN**

The Great British Columbia ShakeOut was held on Oct. 20, 2016, with a then record-setting 800,542 participants.

Broken down by EMBC region the participation was as follows:

- Central: 25,188
- Northeast: 7,265
- Northwest: 10,751
- Southwest: 486,550
- Southeast: 13,578
- Vancouver Island: 192,609
- Other (participants registered via organizations with province-wide operations): 64,601

Provincial government registration totals continue to stay the same or increase from the previous year.
## 2016-2017 Emergency Response Events

EMBC led and/or provided coordination support to the following emergency response events that occurred between April 1, 2016 and March 31, 2017:

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<th>Event</th>
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<th>Observations and Learning</th>
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| **Wildfire Season** | As reported by British Columbia Wildfire Service (BCWS), there were 1,050 wildfires that burned over 100,000 hectares of forest. While the season was below average in terms of cost, number and area burned, it started unusually early with over 40 fires burning in the Peace Region in the middle of April. The Northeast PREOC was activated for an extended period to provide support. With fires largely under control by the end of May, the summer was relatively quiet for overall fire activity but there were a number of very intense fires that were started close to communities in the Okanagan that required very short notice evacuations throughout the summer. These evacuations were of short duration as wildfire crews were able to quickly establish control. The lower mainland (South West region) experienced a wildfire at Burns Bog impacting the Tilbury Industrial Park. | - Tactical evacuations coordinated by police were frequently required due to human and natural caused fires originating close to populated areas.  
- Fire activity did not result in multiple PREOC activations or require the PECC to be stood up.  
- The environmental conditions (forest fuel types, fire weather and drought conditions) of the Peace Region are similar to conditions around Fort McMurray. The major fire in Fort McMurray (May) highlighted the potential devastation and human impacts as a result of a wildfire and has heightened public angst. |
| **Spring Flooding / Freshet and landslide activity** | There were isolated flooding events in the Okanagan in early April 2016 and in March of 2017. The Central and East Kootenays, as well as the Columbia-Shuswap region, were subject to localized flooding and mudslides due to saturated ground, seepage and overland flow. The Southeast PREOC was active periodically for several weeks to provide assistance. The SW was affected by heavy rains and flooding of a number of river systems in the Squamish Lillooet regional District. | - Disaster Financial Assistance (DFA) was declared for the Kootenay and Columbia Shuswap flooding events.  
- Local authorities and ministries faced challenges in managing drainage during a winter season that saw significant precipitation and alternating freezing and thaw cycles.  
- Throughout the year, concerns regarding potential slide activity required investigation and geotechnical assessment.  
- Local authorities were proactive to ensure evacuation alerts and orders were issued.  
- Local, provincial and federal authorities all involved in supporting this event.  
- Consideration for mitigation funding where appropriate. |
| **Rock Fall** | During the summer of 2016 reports of frequent rock falls along the Mount Currie Ridge were reported. EMBC requested that the Ministry of Forest Lands and Natural Resource Operations (FLNRO) staff investigate further and FLNRO determined that a further formal study would be prudent. | - Province funding an evaluation and quantification of risk posed to the Pemberton Valley.  
- Local, provincial and federal authorities all involved in supporting this event. |
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| **Summer Heavy Rain Events** | Heavy rainfall in the Peace River region resulted in significant flooding in June that severely impacted the road and rail networks as well as hydro and telecom infrastructure. Following on the heels of an early fire season, the Northeast PREOC was again very active to provide support to local authorities and First Nation communities. Similar heavy precipitation in the Southwest caused flooding on the North Shore in June and the Seton Portage area in late July and PREOC activation. | • Disaster Financial Assistance (DFA) was declared for these events.  
• Environment Canada warnings were instrumental to provide appropriate warnings to local authorities to permit readiness and preparation activities in advance.  
• Disaster Financial Assistance Arrangements (DFAA) event for the Peace (Federal Recovery). |
| **Fall Storm Events** | Heavy rainfall resulted in the Vancouver Island and Southwest PREOCs activating for four days in November 2016. The Campbell River through to Port Alberni areas on Vancouver Island and the Pemberton and Seton Lake areas experienced significant flooding and necessitated evacuations of First Nation communities in these areas. | • Environment Canada warnings were instrumental to provide appropriate warnings to local authorities to permit readiness and preparation activities in advance.  
• PREOCs in the Southwest and Vancouver Island regions activated. |
| **Ice Jams** | Ice jams formed on sections of the Buckley river, Hawse Creek, Kicking Horse, Canoe River, Dome Creek, Kettle creek, Nechako River, Owl Head creek, Toby Creek and Goat River causing localized flooding and on-going monitoring and assessment activities from early January through to March. | • EMBC aided with specialist assessments and air surveillance.  
• Ice jams caused localized flooding earlier than in past years.  
• Extremely difficult to enact response and mitigation measures for ice formations as weather conditions did not allow for the break-up of ice-flows on rivers. |
| **February Storm Event** | The Districts of Squamish and Mission as well as the Fraser Valley Regional District and Regional District of Central Kootenay activated due to winter storm activity that impacted roads and caused power outages. Significantly, a number of motorists were stranded on the Coquihalla highway for 24 hours. | • BC Hydro engaged to restore power to affected areas.  
• Very difficult to proactively close transportation routes in anticipation of weather impacts. |
| **Marine Spills** | The province faced a number of marine accidents that resulted in the introduction of significant quantities of pollutants in sensitive areas. In May 2016, a barge broke free of its moorings and washed ashore in Plumper Bay, inside Esquimalt Harbour, spilling 30,000 litres of diesel fuel. In October 2016, an articulated tug and barge ran aground 20km northwest of Bella Bella spilling 110,000 litres of mixed water and diesel challenging responders with clean-up, and shoreline assessment. Smaller incidents saw 522 litres of biodiesel spilled at a fish farm in Echo Bay northeast of Campbell River and at a marina further south in the same area in March 2017. | • Marine spills are complex and require significant coordination between federal, provincial, spiller and local authorities under a unified command structure. These spills generate significant media and public interest and are of concern to First Nation communities due to the negative potential impacts they pose to shellfish areas.  
• AAR process led to more refined level of reporting, in particular for First Nation's, and integration (Fed/Prov) of services. |
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| Highway Fuel Spills | There were a number of significant semi-tractor trailer accidents that released significant volumes of diesel to ground and in some cases, waterways. In April, a tanker spilled 20,000 litres of diesel near Eastgate on Highway 3 and in August a fuel truck spilled 11,000 litres of diesel near MacKenzie. In September, 50,000 litres of diesel were spilled near Oyster Bay on Vancouver Island and 800 litres of diesel entered the North Thompson River in January that required the community of Vavenby to shut down the local water distribution plant for several weeks as a precaution. | • Poor road conditions played a significant role in these accidents.  
• Responders are very attuned to immediately take measures to prevent deleterious materials from entering waterways.  
• Identifying affected water licence holders can be a significant challenge. |
| Train Derailments | A coal train derailed south of Ashcroft in January resulting in 150-160 tons of metallurgical coal entering the Thompson River. A Public Service Advisory was issued to warn against drinking from the river within a 50km distance downstream from the spill site. Grain cars derailed near Yale in October spilling grain into the Fraser River. Minor derailments occurred near Chetwynd in April and in Burnaby, neither of which involved hazardous materials. | • While none of the derailments involved hazardous materials, the incidents highlight the potential possibilities as the rail lines run largely along rivers and through populated areas.  
• Rail incidents in remote, isolated sections of track as occurred in Ashcroft pose challenges to responders. |
| Drug Lab         | A significant clandestine drug lab was discovered near Rock Creek in March 2017. Chemicals detected in the soil on the property raised concerns of ground water contamination and resulted in a public service advisory to avoid using local wells as a precaution. Other drug labs were discovered in Vernon and Richmond during the year but did not involve significant site contamination or public health concerns. | • The Rock Creek incident highlighted that water purveyors retain the responsibility for having an emergency plan for the possible impact to their water supplies.  
• Drug labs are costly to clean up and represent significant public safety concerns.  
• Spiller identification can be difficult to establish. |
| SAR              | SAR volunteers were challenged throughout the year as they responded to a wide range of search and rescues as well as authorized support for evidence gathering and recovery activities. Particularly challenging were a series of avalanches that resulted in fatalities and injuries, extended searches for missing hikers in the coastal mountains, efforts to locate a fallen climber in the Mount Waddington area and a very complex rescue of an injured forestry worker near Fort St. James in extremely difficult terrain. | • SAR teams are increasingly challenged as adventurers travel into increasingly remote areas as well as by some recreationalists who are not prepared for the activity or the conditions.  
• EMBC and BCSARA continue to collaborate closely to evolve/consider a new service model. |
| Felt Earthquakes | There were 15 felt earthquakes in BC ranging in magnitude from 1.3 to 4.1. Two of the more significant earthquakes, having magnitudes of 4.1, were felt in the south Okanagan and the Sunshine Coast respectively. While there was no damage reported or tsunami generated, the events created heightened media attention. Exercise Coastal Response in June provided an opportunity for provincial, federal and select local communities to test existing response plans and identify improvements. | • EMBC has reviewed and improved protocols where earthquakes and/or tsunami has been generated.  
• Current procedures focused on providing timely tsunami alerting  
• On-going public education campaigns are increasing awareness to the potential impact to coastal areas and the need to be prepared as individuals and as communities.  
• EMBC website includes public education materials. |
**Key Statistics:**

**VOLUNTEER SUPPORT:**
Number of PREOC/PECC Multi-Ministry/Agency TEAMS members deployed: 36
Number of Mobile Support Team members deployed: 11
Number of Mobile Support Team members: 35
Number of ESS Teams: 116 (5,000 individual volunteers)
Number of Ground Search & Rescue Groups: 80
Number of Road Rescue Service Providers:
  - Search and Rescue Groups: 5
  - Road Rescue Societies: 10
  - Fire Departments: 125

**EMERGENCY RESPONSE ACTIVITY:**
Number of Emergency Social Services (ESS) Task Events 552
People assisted by ESS: 3,534
Number of Ground Search and Rescue Task Events: 1,649
Number of PEP Air/Civil Air Search and Rescue Association (CASARA) Task Events: 40

**DISASTER FINANCIAL ASSISTANCE (DFA):**
Number of provincial disasters for which DFA was authorized: 5
Disaster recovery funding provided:
  - DFA applicants (Public Sector)
    - 17 local government bodies and one First Nation
    - $1.6 million funded in Fiscal Year 2016-17 for DFA events dating back to 2013
  - DFA applicants (Private Sector)
    - 351 applicants
    - $1.7 million in DFA payments
  - Federal Disaster Financial Assistance Arrangements (DFAA) Payments
    - $59 million 2009 Fire Season
    - $1.5 million 2009 Extreme Storm

**TRAINING:**
Number of Participants completed Emergency Management Training: 2,073
Number of Participants completed Emergency Social Services Training: 2,857
Number of Participants completed Search and Rescue Training: 675
OFC: FOR FURTHER SOURCE DATA, PLEASE REFER TO OFC WEBSITE AT:
http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/fire-safety/fire-reporting

Number of Fire Reporting Departments: 387
Number of Fires Reported: 6,353
Cost of Losses: $190,126
Number of Injuries: 179
Number of Fatalities: 20

Appendix A: EMBC Strategic Plan

Appendix B: Contact Information and Hyperlinks
Emergency Management BC: 250-952-4913

Emergency Management BC
 ▶ Emergency Management: http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery
 ▶ Office of the Fire Commissioner: http://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/fire-safety