



Integrated Partnership
for Regional Emergency
Management in
Metro Vancouver



IPREM 2022 Annual Report

March 1, 2023

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Message from the Co-Chairs

We are pleased to present the IPREM 2022 Annual Report, which highlights the partnership's accomplishments with our local, provincial, and regional partners.

2022 was a year of change in emergency management. After several years addressing the pandemic and responding to various climate driven emergency events, the need for a revitalized approach to emergency management has been made evident. The formation of the new Ministry of Emergency Management and Climate Readiness towards the end of 2022 marks a provincial commitment towards disaster resilience. Amidst this shifting landscape of emergency management, IPREM's focus has continued to be on delivering strategic initiatives and meeting the needs of the region through collaboration.

IPREM activities in the first half of the year centered on regional engagement, conducting 22 of 23 community visits with the membership to seek input on the IPREM 2023-2027 Strategic Plan. In September 2022, IPREM delivered a Regional Tabletop Exercise on an Extreme Heat Event, using the IPREM Regional Decision Making for Emergencies model. Around the same time, IPREM consolidated findings from the 2021 Extreme Heat Forum and delivered an Extreme Heat Resources for Communities Guide. Wrapping up the year, IPREM produced the final COVID-19 Regional After-Action Review, documenting best practices and lessons learned from regional responses to the pandemic.

2022 was a year of transition for the IPREM Steering Committee. First, we would like to thank Allan Johnsrude for his support of the committee as he steps down from his seat. We would also like to thank Dave Peterson for his contributions to IPREM's success in his time as the Provincial Co-chair. Dave's time with IPREM came to an end in March 2022 as he was appointed Assistant Deputy Minister of Recovery and Funding Projects. In October 2022, Juli Halliwell's time with IPREM also came to an end, as she moved on to her new position as General Manager, Corporate Services for the City of Burnaby. We thank Juli for her incredible work and dedication over the last four years and wish her success in her new position. We, as your new Co-Chairs are thrilled to carry on the good work that Dave and Juli, and the Co-Chairs before them have invested into this partnership.

Finally, and most importantly, we thank all our partners for their dedication and hard work throughout the last year. Your enthusiasm for cultivating spaces for collaboration and your tireless efforts to support emergency management in communities continue to guide us towards IPREM's vision of a disaster resilient region. We look forward to the great work we can do with you all in the years to come.

Robert Bartlett, Local Co-Chair,
*Chief Administrative Officer,
District of West Vancouver*



Tara Richards, Provincial Co-Chair,
*Deputy Minister, Ministry of Emergency
Management and Climate Readiness*



2022 Annual Business Plan Highlights

2022 introduced the new Ministry of Emergency Management and Climate Readiness (EMCR) to the Province of British Columbia, led by the Honorable Bowinn Ma. IPREM looks forward to the coming opportunities for regional collaboration and integrated emergency planning brought forth with this provincial commitment to emergency management.

Climate driven events persisted in 2022, including 182 wildfires in addition to heat warnings seen in the summer. In June 2022, the province released the BC Heat Alert and Response System to provide advanced alerting for future Extreme Heat Emergencies (EHE). Dry conditions continued into the fall, prompting drought conditions for the Sunshine Coast and Lower Mainland. In winter, the region saw extreme cold conditions and arctic outflow warnings, reporting the lowest temperatures since 1990.

Despite the continued challenges presented by the COVID-19 pandemic and the increasing number of climate events, IPREM successfully achieved several 2022 Key Performance Indicator (KPI) targets. In 2022, IPREM committed to connecting with the region and hearing directly how the partnership can deliver current, resilient, and effective regional emergency management support in alignment with the modernized legislation. IPREM visited 22 communities, developed the partnership’s five-year Strategic Plan, planned one Regional Forum, and continued to transparently report on activities through several regional presentations. IPREM convened the Steering Committee each quarter, including two in-person sessions.

In 2022, IPREM completed and executed multiple ongoing initiatives, including wrapping up the *COVID-19 Regional After-Action Review*, developing and *co-ordinating resources to support regional response to Extreme Heat Emergency events*, and delivering a *regional exercise using the IPREM Regional Decision Making for Emergencies model*. Work continues in 2023 to redirect the *Temporary Provision of Drinking Water* project as legislative and regulatory changes have impacted initial project activities.

Looking to the future, IPREM is focused on building towards a disaster resilient region through comprehensive planning, integrated strategies, and continuing to strengthen and improve internal processes.

KEY PERFORMANCE INDICATORS ACHIEVED



Completed the final **Regional After Action Review on COVID-19** with recommendations to strengthen regional emergency management

Developed and co-ordinated **resources to support regional response to Extreme Heat events**



Delivered a regional exercise using the **IPREM Regional Decision Making for Emergencies model**

Planned the **IPREM Regional Forum** (delivered January 2023) on new Modernized legislation and regulation



Developed the **IPREM 5 Year Strategic Plan** in alignment with new emergency management legislation

Explored options to **increase the profile of IPREM**, including regular **Community Site visits** and the **IPREM Communications Plan**



2022 Regional Collaboration Highlights

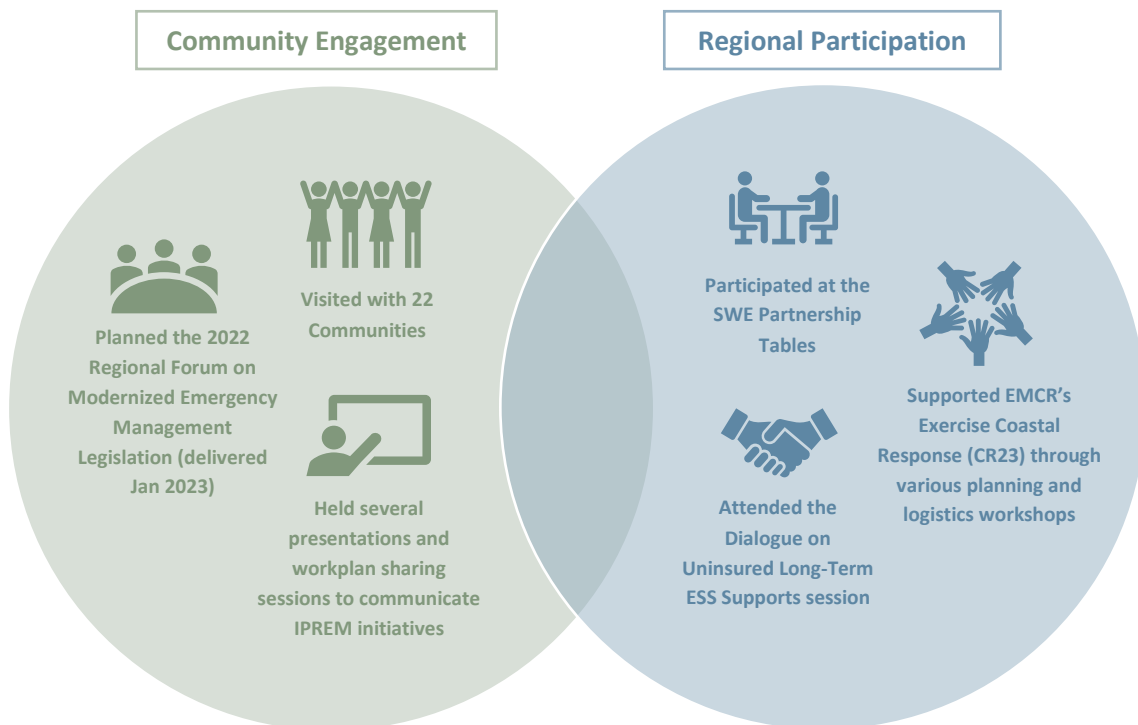
IPREM’s three primary goals in 2022 centered on regional engagement, delivering on several ongoing projects, and continuing to strengthen the partnership through the improvement of internal processes, capacity, and governance.

REGIONAL ENGAGEMENT: Throughout the year, IPREM was pleased to have the opportunity to visit with 22 of 23 communities in the region to seek input and hear feedback. IPREM also participated in regional workshops and events, listened to dialogues taking place and lent experienced perspectives to the discussions brought forth.

IPREM REGIONAL PROJECTS: Coming out of the busy, response-focused year of 2021, IPREM successfully finalized several ongoing projects, including the coordination of a regional exercise and the COVID-19 Regional After-Action Review.

STRENGTHENING THE PARTNERSHIP: In 2022, IPREM continued to strengthen the partnership through focused governance and transparent communication. IPREM sought to modernize several internal processes and improve communications strategies in alignment with emergency management changes in the region.

Regional Engagement Highlights



IPREM 2022 Regional Projects Highlights

| Project | IPREM Activity |
|---|---|
| Extreme Heat Resources for Communities | Developed the Extreme Heat Resources for Communities guide and made it available for the Region. |
| IPREM Regional Decision Making for Emergencies | Conducted a regional exercise with 17 Chief Administrative Officers (CAOs) and 3 subject matter experts (SMEs) on an EHE scenario using the IPREM Regional Decision Making for Emergencies model. |
| Temporary Provision of Drinking Water | Continued discussions with local partners and Metro Vancouver Regional District Regional Engineers Advisory Committee (REAC) Water Sub-Committee Co-Chairs. This project is in the process of being rescoped in accordance with developing provincial strategies. |
| COVID-19 Regional After-Action Review | Finalized the COVID-19 Regional After-Actions Report and captured best practices and lessons learned. |

Strengthening the Partnership Highlights

Steering Committee Updates

- Held **4 Steering Committee** meetings in 2022, including 2 in person sessions
- Welcomed **new provincial and local co-chairs** to the Committee

2023-2027 Strategic Plan

- Completed the **Strategic Planning Process**
- Identified **3 high-level areas of focus** around resource sharing, integrated planning, and building capacity

IPREM Communications Plan

- Developed materials for **improved communications strategies** around IPREM activity
- Began a phased **implementation of communications tools** in daily practices

New Staff Onboarding

- Revitalized HR policies** to improve capacity and cultivate an effective and sustainable team
- Developed the **IPREM Co-op Program** to grow the IPREM team

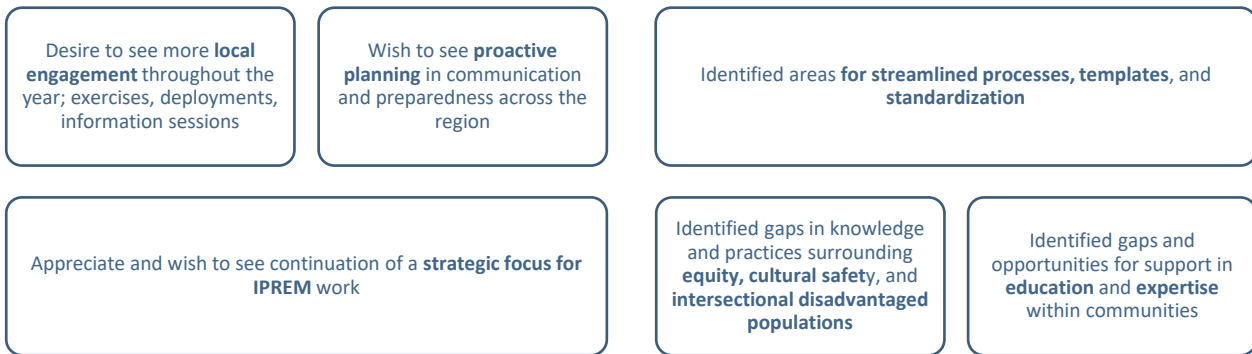
Regional Engagement

Community Engagement

COMMUNITY VISITS

Since 2020, the COVID-19 Pandemic and several high-profile disaster events have disrupted face-to-face opportunities within the region. In 2022, IPREM had the opportunity to visit with 22 of 23 communities in the Metro Vancouver Region to learn firsthand about some of the challenges and successes resonating within the region. Representatives of the community were asked questions surrounding *regional issues and support, communication and engagement, and future direction.*

The following are some of the themes and takeaways identified in these sessions:



From these engagements, IPREM was able to focus the [2023-2027 Strategic Plan](#) to address community needs. Thank you to the representatives and participants who met with IPREM and provided their thoughtful reflections.

In the coming year, IPREM hopes to continue fostering these relationships and working together to support the region.

COMMUNICATION OF IPREM INITIATIVES

In 2022, IPREM delivered several presentations and workplan sharing sessions to the region, informing on current initiatives, providing visibility on future projects, and seeking feedback on existing processes.

2022 REGIONAL FORUM

IPREM planned the 2022 regional forum in collaboration with EMCR's Policy and Legislation Branch to discuss the modernized emergency management legislation, specifically the local authority emergency management and Compensation and Disaster Financial Assistance Regulation. This event will be held on January 11, 2023, and highlights will be included in the 2023 annual report.

Regional Participation

Throughout the year, IPREM attended and participated in engagement sessions held by our partners, emergency management practitioners, and SMEs. Attending discussions and presentations throughout the year enables IPREM to remain aware of arising concerns within the region, align potential strategies and solutions, and stay current on knowledge and learning within emergency management.

In 2022, IPREM attended the SWE Partnership Table and provided a high-level overview of IPREM and current ongoing initiatives. The partnership tables were hosted by Kwantlen First Nations, which all the Southwest Indigenous communities were invited to attend to share and discuss their perspective of emergency management. The forum was held over two days, where communities and partner agencies shared knowledge, experiences, and areas to approve on emergency management.

IPREM also attended the Dialogue on Uninsured Long-Term ESS Supports session co-hosted by Tsleil-Waututh First Nation and North Shore Emergency Management to discuss issues and solutions surrounding long-term ESS support.

IPREM 2022 Regional Projects

Extreme Heat Resources for Communities

Climate driven events have had deep and devastating impacts on local communities in the past several years. In the summer of 2021, British Columbia experienced three successive heat events, resulting in 595 heat-related deaths, 75% of which occurred in the Vancouver Coastal Health and Fraser Health Regions. In 2021, IPREM held an Extreme Heat Forum to collect feedback from Emergency Program Coordinators (EPCs) on issues, concerns, options and preparedness surrounding Extreme Heat Events.

To address the identified gaps in knowledge and access around heat resources, IPREM developed The *Extreme Heat Resources for Communities* document. The document contains a table of information on existing extreme heat resources for communities with links to their location on the Internet (i.e., existing best practices, guides for heat planning, etc.). The document is intended to be used as a compliment to the information and processes outlined in the BC Provincial Heat Alert and Response System (BC HARS): 2022.

IPREM Regional Decision Making for Emergencies Exercise

In 2012, IPREM developed the IPREM Regional Decision Making for Emergencies model (previously known as the Regional Concept of Operations model), which provide local authority CAOs, SMEs, and provincial

emergency management a framework to assess an emergency event and co-ordinate decisions effectively and rapidly.

In May 2022, EPCs were provided with training on the model in a Train-the Trainer Session, along with briefing material to support their CAOs in the exercise taking place in June.

In June 2022, IPREM held a regional tabletop exercise (TTX) with 17 participating regions to validate the model and provide an opportunity for feedback on its effectiveness. The exercise included 3 SMEs to provide health-specific context for the exercise scenario.

The After-Action Report identified several recommendations, including co-ordinating additional trainings and/or reviews of the model to improve understanding and familiarity, as well as working towards more complex exercises. Based on the feedback received, IPREM is working towards revising the model to include the identified recommendations, and co-ordinating more engagement on the decision making model in the coming year.



The TTX involved using an extreme heat scenario to guide discussions on pre-identified issues of regional communication. Participants were given three recommended options and were tasked with choosing a regional spokesperson for the emergency event.

Temporary Provision of Drinking Water

In 2022 IPREM continued efforts to execute the Temporary Provision of Drinking Water (TPoDW) project. This project aims to develop a regional strategy to address critical supply of water resources for the region.

In the spring, IPREM continued discussions with EMCR to clarify provincial coordination, financial expectations, and timing policy stances. Additionally, IPREM staff worked to support the Regional Engineers Advisory Committee (REAC) Water Sub-Committee in identifying project next steps while waiting on new legislation regulations relating to water to be released by the Province.

COVID-19 Regional After-Action Review (RAAR)

Since 2020, the COVID-19 pandemic has continued to impact communities in the Metro Vancouver region. To capture efforts in the management and coordination of resources in the Metro Vancouver region, IPREM has developed the COVID-19 Final Regional After-Action Review Report for the purpose of capturing Best Practices and Lessons Learned to build regional resilience through shared learnings and strengthening regional coordination efforts for future emergency events.

IPREM COVID-19 Regional After-Action Review Findings

Best practices captured key themes around the **establishment of recovery plans, task forces, links to resources**, and more from examining the response efforts of each community.

IPREM identifies 3 opportunities for improvement in regional coordination around **engagement, communication, and leadership**.

IPREM outlines **10 Recommendations** to prepare for future waves of COVID-19 and other regional emergency events, and **will incorporate outstanding recommendations into work under the new Five Year Strategic Plan**.

While Interim Reports One and Two documented the first and second waves of COVID-19, the COVID-19 Final RAAR reflects the feedback from the region to develop a research based, best practices, and lessons learned report. The document covers key events, best practices, and lessons learned that took place following the RAAR Interim Report Two.

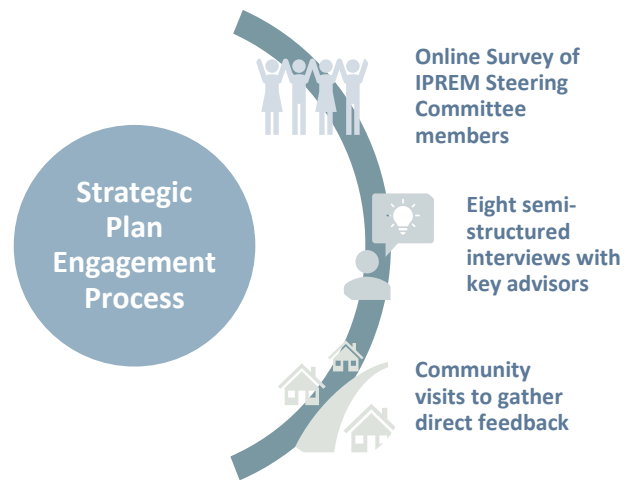
Strengthening the Partnership

2023-2027 Strategic Plan

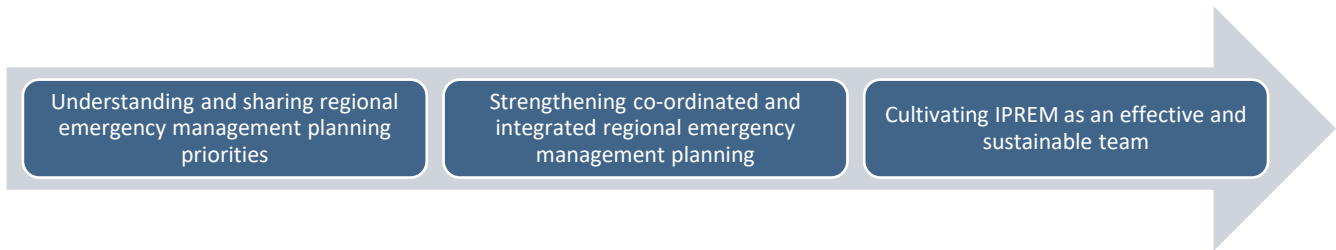
The 2023-2027 Strategic Plan is a roadmap to outline IPREM's vision for the next 5 years and to provide guidance for projects, activities, and objectives. Throughout the year, the IPREM Strategic Plan Working Group (SPWG) completed the strategic planning process in collaboration with the IPREM Steering Committee (two in person sessions) with the support of an external consultant.

The planning process focused on research and engagement in the first half of the year, through September. During this time, the SPWG conducted a situational analysis that examined the external landscape of emergency management in the Metro Vancouver region, as well as the internal operations of IPREM.

Key challenges and areas of improvement highlighted by this process include a regional gap in standardized tools, strategies, and education, a lack of interoperability in multiple areas, and confusion surrounding IPREM activities.



The 2023-2027 Strategic Plan identifies 3 overarching areas of focus for the next 5 years:



Through the next 5 years, IPREM is committed to facilitating a variety of opportunities to share emergency management experiences, developing holistic regional plans, programs, and mechanisms, and strengthening IPREM’s systems and processes.

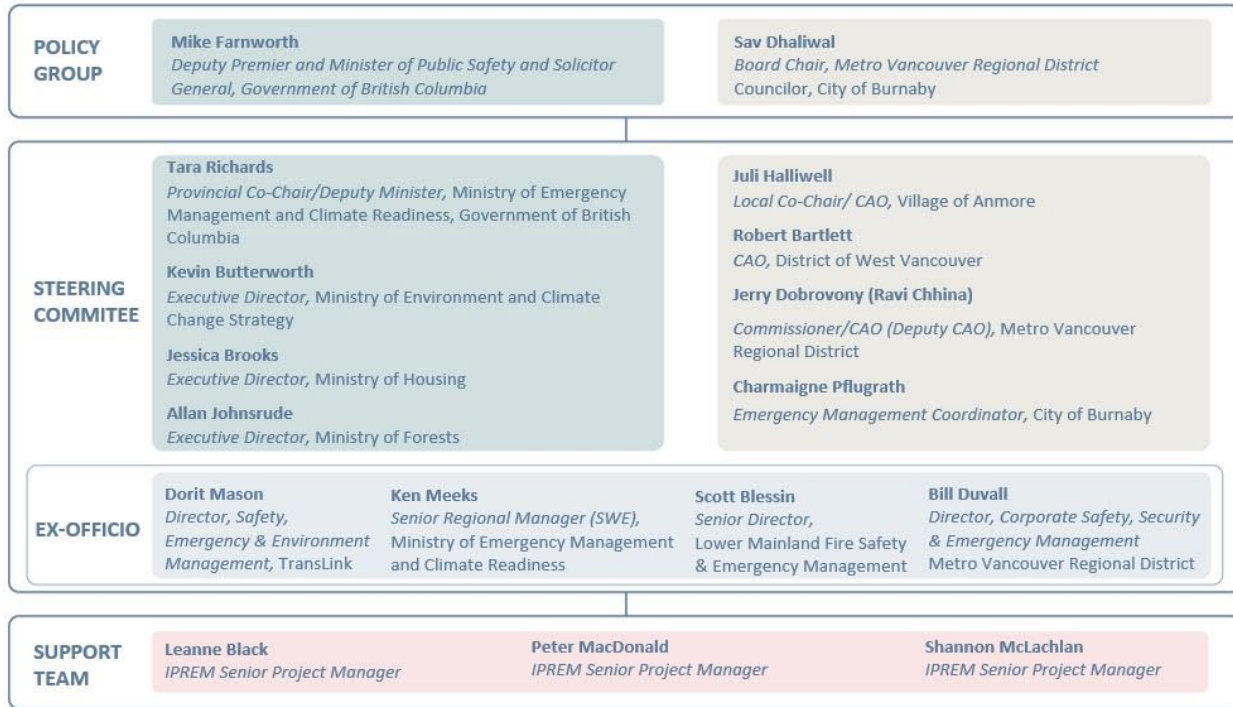
IPREM Profile and Communications Plan

IPREM COMMUNICATIONS PLAN

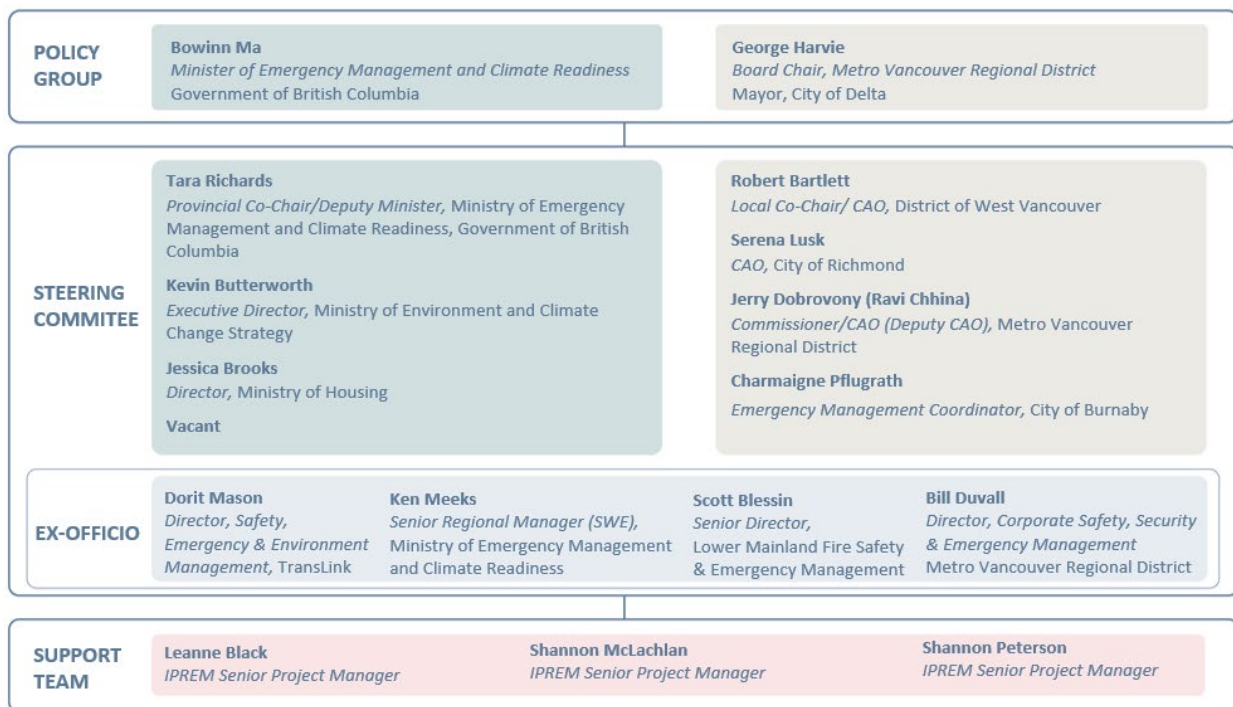
As part of IPREM’s 2022 focus, a key initiative was to develop a strategic approach to external communication. In consultation with Lucent Quay Consulting, IPREM has developed the IPREM Communications Plan, which aims to support the Partnership through communications initiatives that engage key audiences, promote IPREM work, and show the value of the organization to all orders of government, key partner organizations and agencies. Communications materials, tools, and tactics will be implemented over a phased schedule that will allow for adjustments as needed.

Governance Structure

Governance Structure at the beginning of 2022:



Governance Structure at the end of 2022:



2022 Year-End Financial Statement

Revenue

| | |
|--|-------------------|
| Metro Vancouver Regional District Contribution | 173,000 |
| Provincial Contribution | 173,000 |
| Funding From Reserve (Metro Vancouver Regional District) | 59,754 |
| Total Revenue | \$ 405,754 |

Expenditures

| | |
|--|-------------------|
| Salaries and Benefits | 226,475 |
| Consulting/Professional Services: | |
| Communications | 25,069 |
| Regional Decision Making for Emergencies | 20,194 |
| Strategic Planning | 17,000 |
| Conference Registrations: | |
| Emergency Preparedness and Business Continuity Conference | 1,785 |
| Professional Development | 700 |
| Travel | 6,203 |
| Other Related Items (workshop supplies, catering, etc.) | 964 |
| Metro Vancouver Administrative Services | 11,130 |
| Total Expenditures | \$ 284,450 |

Note: Unspent funds are transferred to Discretionary Reserves held by the Metro Vancouver Regional District and are used for future IPREM initiatives.