



Integrated Partnership
for Regional Emergency
Management in
Metro Vancouver



IPREM 2025 Annual Report

April 1, 2026

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Message from the Co-Chairs

We are pleased to present the IPREM 2025 Annual Report. This report reflects on a year of strengthened collaboration among local, provincial, and regional partners.

In 2025, Metro Vancouver communities experienced the importance of coordinated planning and response to emergency events. On April 26, 2025, regional partners faced a fatal multi-casualty incident during the Lapu Lapu Day festival. In December, communities responded to multiple atmospheric river events. These events reinforced the need for partnership, preparedness, and coordination across jurisdictions.

Over the past year, IPREM focused on three key priorities: convening partners to identify and address shared regional gaps, enhancing the partnership's governance, and strengthening regional coordination of emergency communications.

To identify shared regional gaps, IPREM convened regional partners through a tabletop exercise, two trainings, and two regional forums. In May 2025, an in-person forum on Emergency Support Services (ESS) focused on relationship building, mutual aid, group lodging, and limited accommodations ahead of major events. In December 2025, a virtual forum on evacuation identified regional gaps to help with informing planning for a future evacuation exercise.

As part of ongoing support to regional governance and decision-making, IPREM hosted three IPREM Steering Committee meetings and one IPREM Policy Group meeting and participated in five Regional Emergency Planners Committee (REPC) meetings. IPREM conducted an internal governance review and identified resources to support partners' understanding of the Regional Decision Making for Emergencies model.

To strengthen regional coordination of emergency communications, IPREM completed the Regional Emergency Communications Strategy with input from regional partners. The Strategy guides the coordination of communications across the region during multi-jurisdictional emergencies. The Playbook component was validated through a tabletop exercise and two trainings. The Strategy defines key terminology, clarifies roles and responsibilities in emergency communications, and lays the foundation for the newly established Communications Support Network for training, capacity building, and resource sharing among Indigenous governing bodies, local authorities, and regional partners.

Finally, and most importantly, we thank all our partners for their dedication and hard work over the past year. Your commitment to collaboration and support in emergency management advances IPREM's vision of a disaster resilient region. We look forward to continuing our collaboration in the years to come.



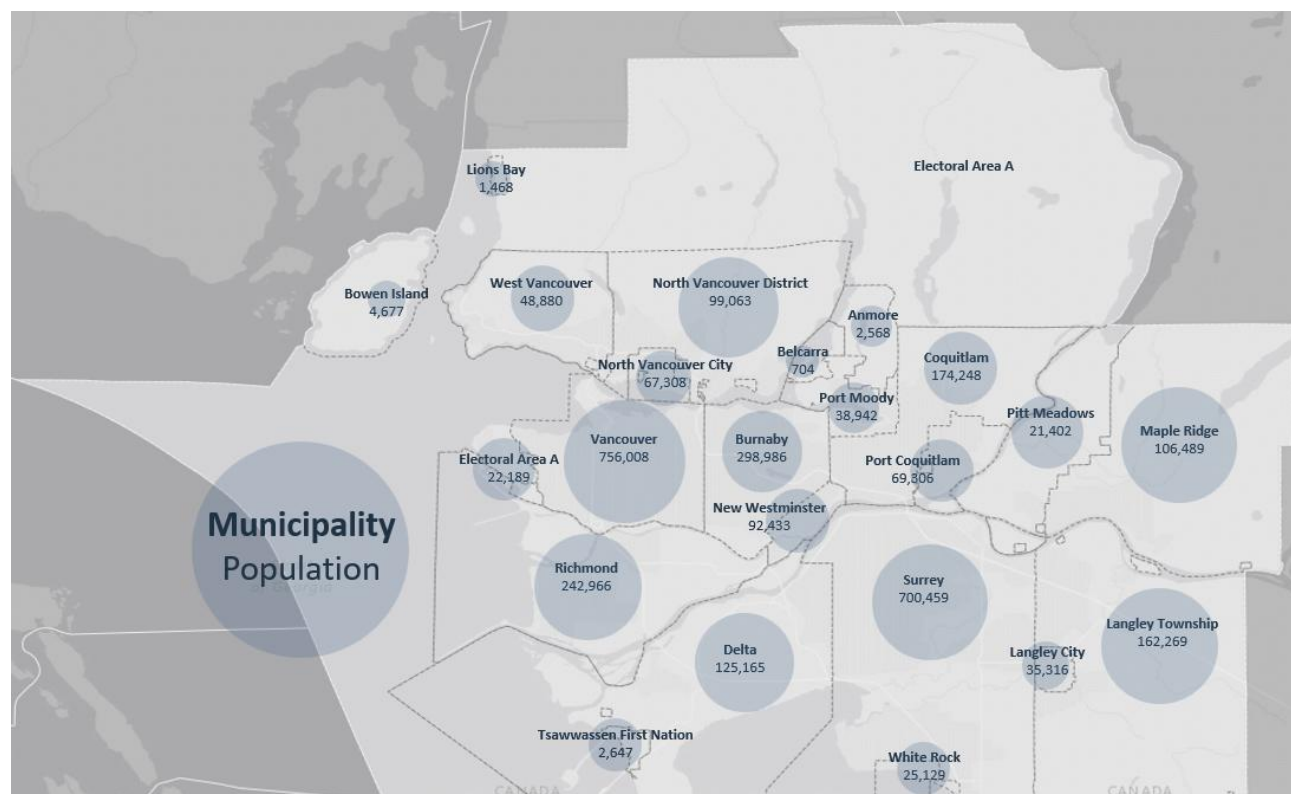
Serena Lusk, Local Co-Chair
Chief Administrative Officer
City of Richmond



Monica Cox, Provincial Co-Chair
Assistant Deputy Minister
Ministry of Emergency Management
and Climate Readiness

2025 Annual Business Plan Highlights

IPREM continues to play a key role in advancing emergency management planning for Metro Vancouver, which includes a diverse population spanning 21 municipalities, one Treaty First Nation, and one Electoral Area. The complexity of multi-jurisdictional emergencies, and the significant resources required to manage them, highlights the need for coordinated regional approaches.



Municipality Population map uses 2024 data

In 2025, IPREM focused on its ongoing commitment to identify emergency management planning gaps and support communities within the Metro Vancouver region to build a disaster resilient region. IPREM successfully met several of the 2025 Key Performance Indicator (KPI) targets and made progress on key initiatives. IPREM conducted a review of the Partnership to identify opportunities for improvement. Notably, we finalized the new Regional Emergency Communications Strategy, made strides in the implementation of the 2024-2028 Regional Exercise Program, and continued to make updates to the Regional Decision Making model for Emergencies.

If you require access to reports and strategies, please email info@iprem.ca.

Key Achievements

- ☑ Met 84% of targeted key performance indicators in the IPREM 2025 Business Plan
- ☑ Convened regional partners through 10 in-person and virtual sessions for knowledge sharing, capacity building, and emergency management planning
- ☑ Completed the new Regional Emergency Communications Strategy and hosted a training session to enhance emergency communications
- ☑ Hosted a training and in-person tabletop exercise on the Playbook’s Regional Joint Information System to practice coordinating emergency communications
- ☑ Identified resources to update and improve partners’ understanding of the Regional Decision Making model for Emergencies
- ☑ Conducted the IPREM Memorandum of Understanding review through a facilitated scoping session
- ☑ Held the Emergency Support Services Relationship Building Forum on mutual aid, limited accommodation, and group lodging
- ☑ Held the Regional Evacuation Planning Forum to discuss regional gaps
- ☑ Shared professional development opportunities with emergency management practitioners

Regional Emergency Communications Strategy

Since its establishment in 2009, IPREM has identified coordinated emergency communications as a top priority. Regional emergency communication was identified within IPREM’s 2023-2027 Strategic Plan as an ongoing gap for the Metro Vancouver region. The strategy builds on IPREM’s previous work on regional communications and highlights the need for continued communications coordination.

The purpose of the Regional Emergency Communications Strategy is to provide a foundational framework for understanding and coordinating emergency communications across the Metro Vancouver region. It provides shared guidance for Indigenous governing bodies, local authorities, and regional partners to strengthen collaboration and interoperability during regional and multi-jurisdictional emergencies.

Desired outcomes		
		
Increased regional capacity for emergency communications	Increased efficiency and effectiveness of emergency communications	Increased the reach of emergency communications

The Strategy sets out to:

- Clarify roles and responsibilities in regional emergency communication through a **Roles and Responsibilities Matrix**.
- Outline the opportunity for a **Communications Support Network** for training, meetings, and resource sharing for regional communications capacity.
- Establish a comprehensive **Regional Emergency Communications Playbook**, which operationalizes coordination of emergency communications during emergencies, including establishing a structure for activating a Regional Joint Information System.
- Foster a shared understanding by establishing a **Terminology Glossary** for emergency communications.



Regional emergency communication playbook validation exercise

On September 19, 2025, IPREM conducted an exercise to validate the Regional Emergency Communication Playbook with Metro Vancouver communities and select partner organizations. The exercise provided communities with a space to determine how they would communicate in the given scenarios and how they would coordinate communication using the Playbook as a tool.

A total of 28 individuals from 18 different organizations took part, including Indigenous governing bodies, local authorities, and regional partners. Participants worked through two scenarios to test the Playbook's validity, including an Extreme Heat response and a localized Industrial Fire.

Exercise objectives

- Review and confirm the Regional Joint Information System (RJIS) activation triggers.
- Explore RJIC roles and responsibilities during various types and scales of emergency.
- Practice conducting an RJIC Coordination Call and preparing a Regional Emergency Communications Coordination (RECC) template for a regional emergency scenario.
- Strengthen the network of emergency communication professionals in the Metro Vancouver region.

A strong majority — 86% of respondents — agreed that the exercise served as a valuable opportunity to strengthen the network of emergency communications professionals across the region. Participants provided the recommendation that the Regional Emergency Communications Strategy include a formalized Communications Support Network for training, resource sharing, and operationalization of the Playbook, now integrated in the Strategy.

IPREM Regional Forums

Emergency Support Services Relationship Building Forum

On May 29, 2025, IPREM facilitated an Emergency Support Services (ESS) Relationship Building Forum. This year's forum provided a chance for ESS Leadership in the Metro Vancouver region and emergency program coordinators to come together and address ways to foster disaster resilience within ESS and to explore collaborative approaches to multi-jurisdictional response.

Participants attended from 12 local government emergency programs, the Ministry of Emergency Management and Climate Readiness (EMCR) and the University of British Columbia's Emergency Management program. The two panels focused on mutual aid response to multi-jurisdictional ESS events and lack of accommodations in the face of limited resources due to large events, such as the 2026 FIFA World Cup.

The forum's key takeaways included requests for additional training, exercises, contact directories, and cooperation agreement templates. Participants recommended reviving the bi-monthly ESSD committee, now undertaken by EMCR's Southwest Office.

ESS relationship building forum objectives

- Provide ESS Leadership the opportunity to engage with neighbouring jurisdictions on issues surrounding: 1) mutual aid; and 2) limited accommodations/group lodging;
- Engage a panel of SMEs to answer questions and provide insight on the identified gaps; and,
- Collaborate sub-regionally in an activity to create an ESS resource map.



Regional partners attended the ESS Relationship Building Regional Forum in Pitt Meadows on May 29,

Evacuation Planning Regional Forum

On December 11, 2025, IPREM facilitated a Regional Evacuation Planning Forum. A total of 26 individuals participated in the forum, representing 10 local government emergency management programs, three First Nations emergency programs, EMCR, BC Housing, and the University of British Columbia.

Ahead of the forum, communities identified priorities for regional coordination, including transportation, coordinated operations, group lodging, communications, evacuee care, and pet and livestock evacuation. Due to emerging response priorities during the session, the discussion format for the day was adapted to focus primarily on evacuation challenges related to limited accommodations and transportation.

Evacuation planning forum objectives

- Convene local emergency programs to discuss regional evacuation planning,
- Share examples and lessons learned around evacuation planning,
- Identify gaps around regional evacuation planning, and,
- Identify two to three areas of interest for the region, to assist in scoping the 2026 Evacuation Exercise.

The forum objectives included sharing examples and lessons learned, identifying regional gaps, and gathering input on regional priorities to guide the exercise design work in 2026. The session included a presentation from the Regional Emergency Management Partnership (REMP) on their work related to cross jurisdictional evacuation in the Capital region. The EMCR ESS program also presented on their ongoing advanced planning work for the upcoming FIFA 2026 World Cup and led a plenary discussion around regional concerns and planning considerations.

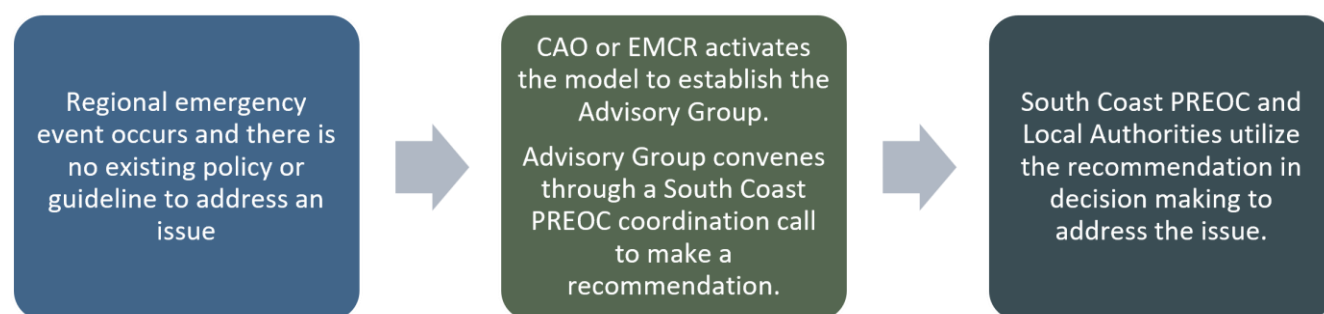
IPREM captured regional gaps related to evacuation to support advancement of long-term regional evacuation planning. Key themes which emerged throughout the discussion included:

- **Agreements and Partnerships** – Supporting communities with forming connections with key regional partners and enabling those partners to participate.
- **Care for Vulnerable Populations** – Strengthening access to specialized care, recognizing that evacuation support is not one-size fits all.
- **Training and Capacity** – Enabling access to specialized services, skillsets, expertise, and resources to meet evacuation needs.
- **Information Sharing, Collaboration and Coordination** – Connecting communities through shared resources, alignment, and relationships.

Regional gaps related to transportation, limited accommodations, and evacuee care have been documented in a summary report. In 2026, IPREM will initiate the Regional Evacuation Project leveraging the findings of this forum to inform the scope of the planned exercise.

IPREM Regional Decision Making for Emergencies

In 2012, IPREM developed the Regional Decision-Making for Emergencies model. This framework supports local authority Chief Administrative Officers (CAO), subject matter experts, and EMCR with assessing emergency events and coordinating decisions which affect the region. When an event occurs and an Emergency Operations Centre (EOC) is no longer conducting business as usual and requires regional policy-level of strategic direction, an Advisory Group may be established through this process to determine how best to support affected regions. If there is no existing policy and a strategic level decision needs to be made, the model can be used.



The Regional Decision Making Model process at a high level.

In 2025, IPREM revised the Regional Decision Making for Emergencies model. Revisions included extending the agenda time up to one hour to allow for more discussion, updating contacts, updating sections to align with new legislation, and creating additional templates and resources to support the activation process.

IPREM planned an exercise for CAOs to be delivered in early 2026. The 2026 exercise explores questions around how the region can build capacity for communications during an emergency event. The exercise also validates the updates to the model, and the new supporting templates and materials for preparing for activation and participation at the Advisory Group.

IPREM Governance Model Review

On December 11, 2024, the IPREM Steering Committee met to discuss a review of the IPREM Memorandum of Understanding (MOU) in response to the changed landscape of emergency management. In 2025, the IPREM team initiated the Governance Model Comprehensive Review Project to identify opportunities for improvement, expand on gaps related to governance, and explore alternative governance models.

IPREM staff researched alternative governance models and conducted interviews with key partners to identify IPREM's value and current gaps in operational governance. While some conversations on IPREM's governance were focused on making changes to the MOU, areas of the broader feedback indicate that changes should be focused on strengthening function and effectiveness within the existing MOU framework.

Key findings included opportunities to:

- Improve decision-making and representation in the IPREM Structure,
- Strengthen partner engagement by improving IPREM's cooperation and collaboration with provincial and regional partners, committees, and member communities,
- Support staff to deliver high-value products for the region, and
- Seek clarity on IPREM work priorities by examining the partnerships scope of work, alignment with regional priorities, and improving how the Partnership's impact on regional emergency planning is measured.

The IPREM Steering Committee approved staff to develop an action plan with recommended actions based on these findings. IPREM will bring forward recommendations for partnership adjustments and an action plan at the Q1 2026 Steering Committee for approval.

Regional Engagement

In 2025, IPREM prioritized community engagement and strengthening the partnership.

Community Engagement

Between March and June 2025, the IPREM staff held an in-person IPREM 101 and three virtual sessions with local emergency programs across the Metro Vancouver region to build relationships and understand regional project priorities. The sessions provided an opportunity for regional partners to exchange information on key priorities and challenges in emergency management planning. In September 2025, IPREM hosted an in-person open house to present the project priorities for 2026 and gather input from communities.

Throughout 2025, communities across the region expressed strong support for the initiatives proposed by IPREM. Key focus areas included the development of a regional emergency communications strategy, updates to the regional decision-making model, and the delivery of regional emergency exercises. Many communities expressed interest in participating in these exercises, recognizing them as valuable opportunities to enhance preparedness and foster stronger relationships among emergency management professionals. IPREM also engaged provincial, regional, and First Nations partners through trainings, knowledge sharing sessions, Project Advisory Teams, and regional input surveys. The team would like to sincerely thank all partners for their support and active participation.

Strengthening the Partnership

Throughout the year, IPREM actively participated in opportunities to strengthen the Partnership and its participation in community events. In November 2025, IPREM attended the City of Vancouver exercise on Emergency Support Services and supported as an actor. In December 2025, Anna Kelemen was deployed on behalf of the IPREM team to the South Coast PREOC Advanced Planning Unit to support the atmospheric river response.

In 2025, IPREM hosted three Steering Committee meetings and one Policy Group meeting. The Policy Group leads IPREM and is co-chaired by a BC Provincial Minister responsible for the Emergency and Disaster Management Act and the Metro Vancouver Board Chair. This group engages relevant agencies, provides policy direction, political oversight and approves of annual work plans and budget. The Steering Committee reports to the Policy Group, and comprises eight members from local, regional, and provincial governments who meet quarterly. The committee makes decisions regarding priorities, resources and policy recommendations. The Steering Committee meetings included presentations on Seismic Microzonation Maps for the Metro Vancouver region, the Disaster Resilience and Innovation Funding Program, and the Local Government Advisory Committee update. The Policy Group focused on response operations in the region, communications coordination, and the importance of the partnership.



Advancing its commitment to regional collaboration, IPREM Staff participated in five Regional Emergency Planners Committee (REPC) meetings. The Committee is composed of local authority and emergency management partners in the Metro Vancouver region who meet to share information and to collaborate around emergency management planning initiatives.

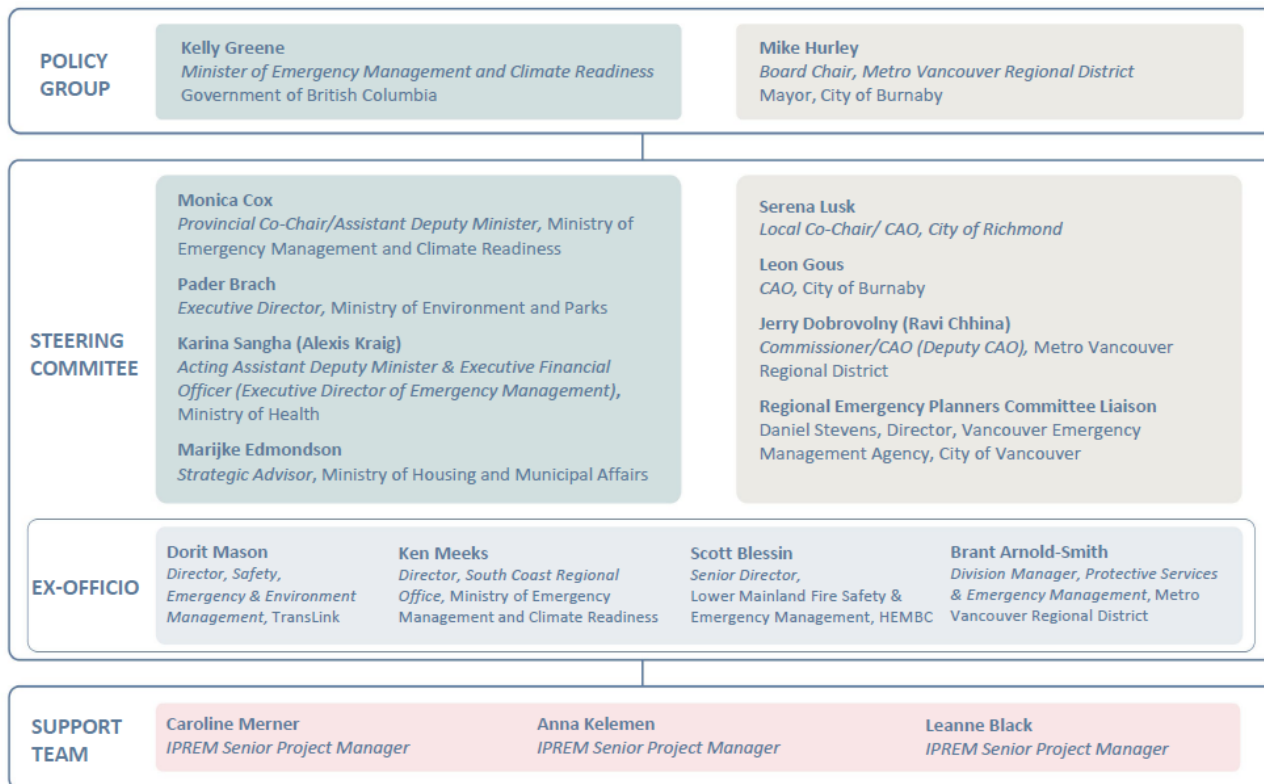
Look ahead

In 2026, IPREM will focus on supporting the region to implement existing plans, including the Regional Emergency Communications Strategy and the Decision Making model for Emergencies, initiate new plans on regional evacuation planning and First Nations engagement, and convene the region on priority topics, such as the temporary provision of drinking water and regional risk assessments. The 2026 projects will strengthen collaboration on regional decision-making, community engagement, and emergency preparedness.



Organizational Chart

Governance Structure as of December 2025:



2025 Year-End Financial Statement

Revenue

Metro Vancouver Regional District Contribution	199,711
Provincial Contribution	199,711
Funding From Reserve (Metro Vancouver Regional District)	37,577
Total Revenue	\$ 436,999

Expenditures

Salaries and Benefits	306,228
Consulting/Professional Services:	
Exercise Program	4,388
Regional Forums	2,176
Integrated Communications Strategy	33,265
Travel	1,890
Other Related Items (professional development, catering, etc.)	2,156
Metro Vancouver Administrative Services	9,509
Total Expenditures	\$ 360,278

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