



2024

ANNUAL REPORT



REMP

REGIONAL EMERGENCY
MANAGEMENT PARTNERSHIP
in the Capital Region

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Message from the Co-Chairs

In 2024, the Regional Emergency Management Partnership (REMP) continued to advance its vision of a disaster resilient region during a year of progress and adaptation. On July 8, 2024, new Emergency and Disaster Management Act (EDMA) regulations were introduced that include new requirements for Indigenous engagement, hazard-specific risk assessments, comprehensive emergency management plans, and business continuity plans to modernize emergency management practices. REMP balanced emerging priorities with long-term strategic goals by hosting a functional Emergency Operations Centre exercise framed around a tsunami advisory scenario and hosted a forum on climate change and its impacts on emergency programs. In ongoing work to share knowledge and strengthen regional collaboration, REMP completed a regional emergency support services map, published the updated Prepare Yourself Guide and supported three Regional Emergency Coordinators Advisory Commission meetings, six Local Government Emergency Program Advisory Commission meetings, four Steering Committee meetings and one REMP Policy Group meeting.

We want to extend our gratitude to Deputy Minister Tara Richards, for her time as the Provincial Co-Chair (March 2022 to November 2024) on the REMP Steering Committee and congratulate her on her appointment as the Deputy Minister for the Ministry of Public Safety and Solicitor General. Tara’s leadership over the past two years was instrumental in shaping REMP’s vision and priorities over her tenure.

In November 2024, REMP welcomed Monica Cox, Assistant Deputy Minister, Partnerships, Engagement and Legislation with the Ministry of Emergency Management and Climate Readiness as the new Provincial Co-Chair for the REMP Steering Committee. Monica brings extensive experience and dedication to the co-chair role as we advance regional emergency management planning initiatives.

In 2025, intergovernmental collaboration will remain central as emergencies grow more complex in scope and frequency. We remain committed to building a disaster resilient region through collaboration, innovation, and equity.

Finally, we want to extend our sincere appreciation to all who have contributed to the partnership. As we move forward, we remain committed to building on this momentum and advancing our shared goal of a disaster-resilient region.



Ted Robbins, Local Co-Chair
*Chief Administrative Officer
Capital Regional District*

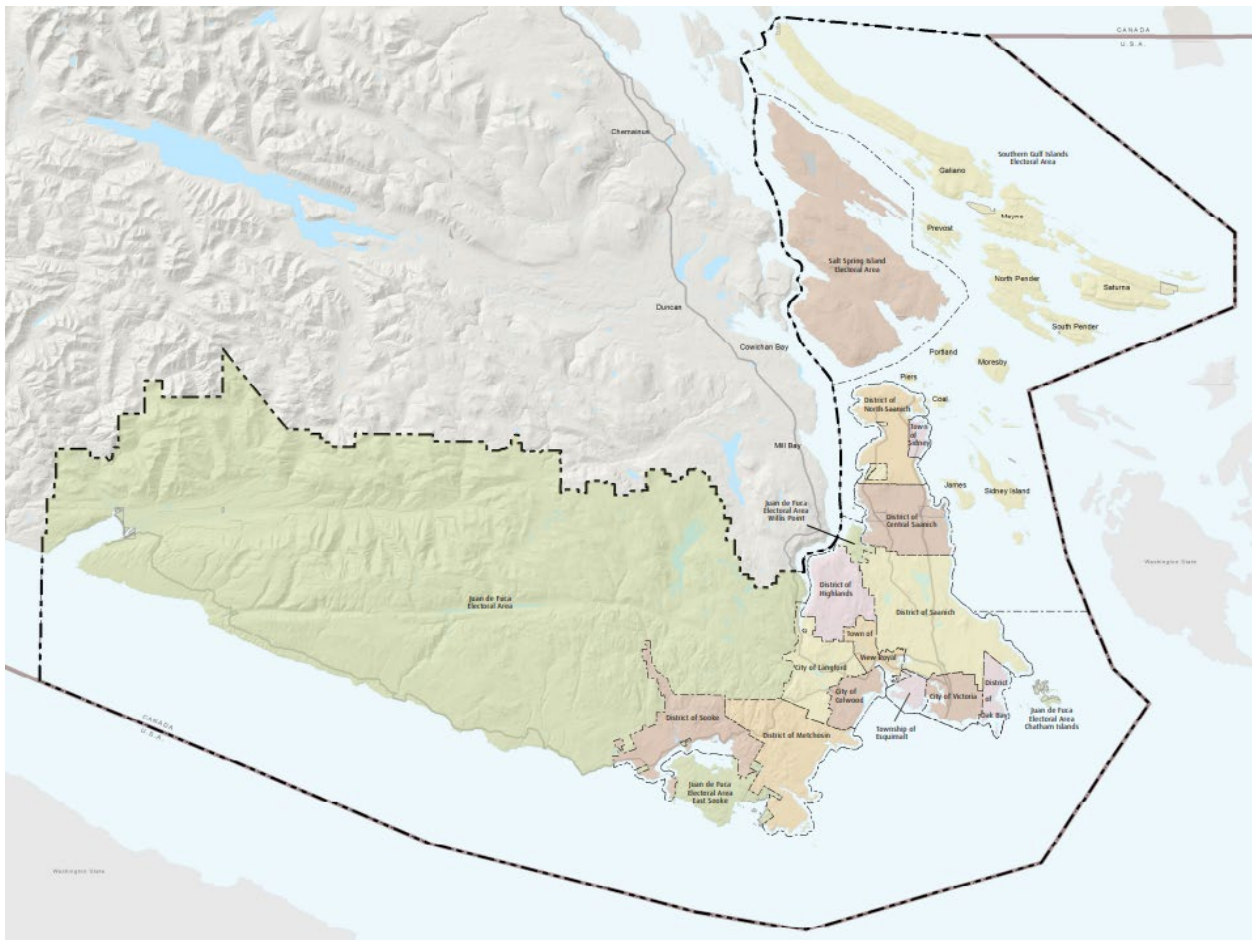


Monica Cox, Provincial Co-Chair
*Assistant Deputy Minister
Ministry of Emergency Management
and Climate Readiness*

About the Regional Emergency Management Partnership in the Capital Region

Since its establishment in 2016, the Regional Emergency Management Partnership (REMP) has worked to build a disaster resilient region by enhancing regional emergency management planning and coordination.

This partnership supports collaboration between the region’s 13 municipalities, three electoral areas and the many First Nations whose territories the region's business is conducted. While the Capital Regional District, First Nations and municipalities are responsible for their own emergency management plans, REMP supports regional planning efforts where coordination extends beyond the legal mandates of local, regional, and provincial organizations. REMP organizes workshops and forums, coordinates regional exercises to identify and address gaps, develops tools and resources, provides in-kind support for grant applications and project facilitation, and facilitates post-event debriefs and after-action reviews to enhance learning and continuous improvement.



CRD Administrative Boundaries retrieved from <https://www.crd.bc.ca/about/document-library/documents/maps/administrative-boundaries>

REMP operates as a 50/50 partnership between the BC Government and the Capital Regional District and was established through a Memorandum of Understanding (MOU) in 2016. The Steering Committee, composed of equal representation from both partners, sets the strategic direction for REMP's work in alignment with the strategic plan and the annual work planning process.

Strategic Plan

REMP's 2023-2027 strategic plan (Appendix A) outlines a vision for a disaster-resilient region. Rooted in disaster risk reduction, shared accountability, and evidence-based decision-making principles, the plan emphasizes a proactive, multi-sectoral approach to identifying, assessing, and mitigating hazards while building community capacity. By prioritizing innovation, inclusivity, and flexibility, REMP aims to effectively address diverse needs, viewing planning as a continuous improvement process that fosters community resilience.

Governance

REMP's governance structure ensures transparent and effective decision-making, guided by a Steering Committee of senior representatives from the Province of British Columbia and the CRD. This Steering Committee reports to a Policy Group, which includes the Minister of Emergency Management and Climate Readiness (BC Government) and the Chair of the Capital Regional District Board. The Steering Committee is responsible for decision-making and oversight, incorporating the BC Government and local government representatives. Indigenous Nations on the Steering Committee participate as ex-officio members and do not have voting rights. Their representation is currently interim, with plans for co-development in 2023 to 2027. REMP's planning initiatives are supported by working groups, advisory groups, and advisory commissions. These groups bring together all levels of government, First Nations, and partner agencies and rely on collaboration and relationship building so that all communities can contribute and that initiatives remain adaptable and responsive to regional needs.

Commissions

In addition to REMP, two regional commissions established through the Capital Regional District support regional emergency coordination: the Local Government Emergency Program Advisory Commission (LGEPAC) and the Regional Emergency Communications Advisory Commission (RECAC). These commissions serve as forums for collaboration, knowledge sharing, and strengthening emergency communication strategies, enhancing cross-jurisdictional coordination, and integrating community-specific preparedness into the broader regional framework. While REMP operates independently from these commissions, it provides administrative support to LGEPAC and RECAC. This support includes securing meeting locations, arranging speakers, coordinating agendas, and taking minutes.

Staffing

In 2024, REMP welcomed Samantha Watkins as the new Director of Strategic Partnerships, and Alesha Hayes as the Acting Senior Project Coordinator. REMP welcomed back Ruth Fernandes as the Senior Project Manager who returned from maternity leave.

2024 REMP Initiatives

2024 Highlights



Regional Exercise Strait Flush

On June 26, 2024, REMP conducted a functional Emergency Operations Centre (EOC) exercise called Exercise Strait Flush, which used a low-impact tsunami advisory event affecting the region. The exercise brought together seven local authority emergency programs to test communication protocols between emergency programs and the public. The exercise revealed strengths in informal communication channels but also identified areas for improvement. Inconsistent terminology caused confusion during response efforts, highlighting the need for standardized hazard terminology across EOCs.

Additionally, varying approaches to risk assessment emphasized the importance of aligning protective actions regionally. Despite some challenges, all EOCs successfully activated and communicated with each other, and all took action to warn the public within the appropriate timelines. As a result of this exercise, REMP will update the 2018 Tsunami Alert Emergency Communication Plan in 2025 to address these findings. This update will enhance communication protocols during future emergencies and strengthen regional coordination.



Regional Forum on Climate Change

On December 2, 2024, REMP hosted its annual Regional Forum on Climate Change at the University of Victoria. This in-person event brought together the Capital region's emergency practitioners and subject matter experts to explore the intersection of climate change and emergency management. The forum featured presentations from the Pacific Climate Impacts Consortium (PCIC), the Capital Regional District Climate Action Program, and the Ministry of Emergency Management and Climate Readiness (EMCR).

Key findings from the 2024 Climate Projections for the Capital region report highlighted regional climate shifts, including:

- Rising summer temperatures
- More frequent extreme heat events
- Changing precipitation patterns
- Heightened risks from wildfires and floods.

Additionally, EMCR shared insights from the Provincial Disaster and Climate Risk and Resilience Assessment (DCRRA), which aims to support local governments and First Nations in conducting climate risk assessments. Participants engaged in two interactive breakout sessions to discuss how climate projections are integrated into emergency management plans. These sessions focused on identifying priority climate impacts and exploring strategies for adaptation.



Updated April 2024



Image Source: Capital Regional District

Common themes included the need for enhanced collaboration between emergency management and climate action teams, challenges related to capacity constraints and resource limitations, and the importance of consistent methodologies for risk assessments across authorities. Participants also emphasized gaps such as unclear roles, outdated building codes, and limited access to tools like Plan2Adapt and ClimateData.ca.

The forum reinforced the urgency of integrating climate resilience into emergency management planning. Early adaptation efforts were identified as necessary to address escalating risks proactively. The event underscored that strategic leadership and coordinated action are essential to safeguarding the Capital region against future climate-related risks.

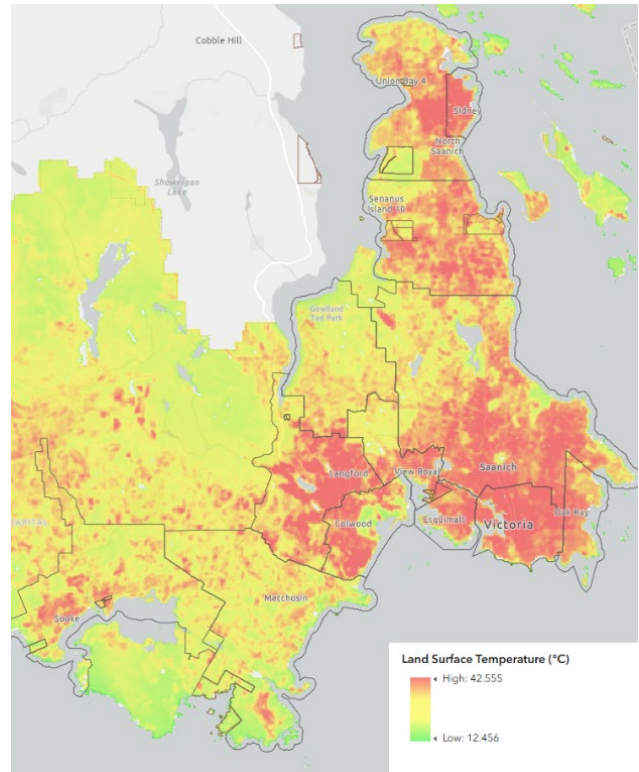
Community Visits

Throughout June and July 2024, REMP conducted virtual community visits with the Capital region’s 13 municipalities and three electoral areas to strengthen collaboration and ensure alignment with the needs of emergency programs across the region. These discussions aimed to gather insights into local priorities for the remainder of 2024, identify projects for inclusion in the 2025 Business Plan, and explore potential topics for a regional forum.

Extreme Heat Information Portal

The Extreme Heat Information Portal, launched on April 10, 2024, was led by the Capital Regional District with support from GeoBC and REMP throughout the project. REMP’s participation in this collaboration involved supporting initial engagement to establish the project scope and participating in review groups to refine the final product.

The resulting interactive tool identifies areas most vulnerable to extreme heat by analyzing demographic and built environment factors. The portal provides residents, planners, and emergency managers with essential information to better understand and address heat-related risks, guiding urban planning, emergency preparedness, and investments in cooling infrastructure.



Strengthening the Partnership

REMP 2023-2027 Strategic Plan Accomplishments

Since its establishment in 2016, REMP has worked to build a disaster-resilient region by enhancing regional emergency management planning and coordination. In 2024, REMP focused on strengthening the structures and systems needed to advance its 2023-2027 Strategic Plan.

Key efforts included regional exercises and engagement to deepen the understanding of hazards, risks, and vulnerabilities while enhancing governance and collaboration with partners such as Indigenous communities and local governments. These initiatives set the stage for continued progress in building resilience and preparedness across the Capital region.

This work aligned with the strategic plan’s priorities to:

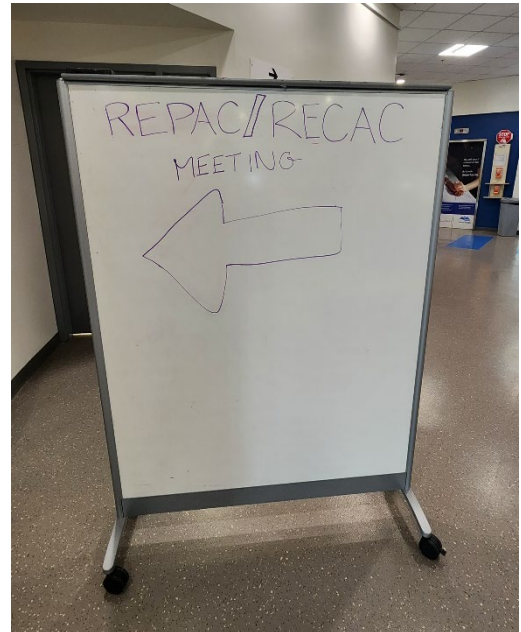
Strategic Plan Priority	Initiative	Description
1. <i>Strengthen Knowledge of Regional Hazards, Risks, And Vulnerabilities</i>	Extreme Heat Information Portal	Launched in April 2024, this interactive tool identifies areas most vulnerable to extreme heat by analyzing demographic and environmental factors. It supports emergency preparedness and guides investments in cooling infrastructure.
	Updated Prepare Yourself Guide	The fifth edition of this emergency preparedness guide was completed, providing residents with actionable steps to prepare for disasters like earthquakes, tsunamis, and extreme weather. The guide reflects updated best practices and regional needs.
	Regional Forum on Climate Change	This forum brought together experts and practitioners to address the intersection of climate change and emergency management. Discussions focused on integrating climate resilience into planning and addressing risks like wildfires, floods, and extreme heat.
2. <i>Strengthen Coordinated and Integrated Regional Emergency Management Planning</i>	Exercise Strait Flush	Conducted in June 2024, this functional Emergency Operations Centre exercise tested communication protocols during a tsunami advisory scenario. It identified the need for standardized hazard terminology and improved regional alignment in protective actions.
	Community Visits	Virtual visits with the region’s municipalities and electoral areas helped align local emergency program priorities with regional goals.
3. <i>Strengthen The Effectiveness and Reach Of The Partnership</i>	Local Government Emergency Program Advisory Commission (LGEPAC)	REMP coordinated presentations for LGEPAC meetings, including Shake Alarm Systems, ESS support for provincial-level events, and Health GIS Software Platforms, ensuring relevant expertise was shared with LGEPAC members to strengthen local response capabilities. Additionally, REMP worked with LGEPAC to deliver the updated Guide to Emergency Preparedness in the Capital Region, incorporating regional feedback to improve its effectiveness as a public preparedness resource.
	Regional Emergency Coordination Advisory Commission (RECAC)	RECAC held three meetings in 2024 to strengthen connections. REMP delivered several presentations, including a historical review of RECAC’s history and role, an overview of REMP’s Exercise Strait Flush, and insights into CRD commissions to clarify RECAC’s advisory role. REMP coordinated discussions on extreme weather preparedness and disaster response transportation.
	Communication Tools	REMP supported the operationalization of Connect Rocket as a communication tool for emergency programs.

Local Government Emergency Program Advisory Commission

In 2024, LGEPAC increased its meeting frequency from four to six sessions in response to the growing need for enhanced communication and collaboration among local government emergency programs. REMP supported LGEPAC by providing essential administrative and operational assistance. REMP arranged meeting venues, developed agendas, recorded minutes, and coordinated action items to ensure smooth operation. REMP also coordinated presentations on key topics, such as Shake Alarm Systems and ESS support for provincial-level events, to inform discussions on emerging issues and strengthen regional emergency management capabilities. Additionally, REMP contributed to the development of the updated Prepare Yourself Household Preparedness Guide, incorporating regional feedback to enhance its effectiveness as a public resource. These efforts amplified the partnership’s impact, fostering collaboration and advancing emergency preparedness across the region.

Regional Emergency Coordination Advisory Commission

RECAC, comprising over 50 organizations, resumed meetings in May 2024 to enhance regional emergency coordination and foster stronger relationships. To support its relaunch, REMP conducted a historical review, interviewed key participants, facilitated the planning process along with preparatory activities including identifying co-chairs and inviting participants. This effort highlighted the importance of collaboration among local governments, NGOs, critical infrastructure providers, and post-secondary institutions. REMP supported RECAC by providing essential administrative and operational assistance. REMP arranged meeting venues, developed agendas, recorded minutes, and coordinated action items to ensure smooth operation.



In 2024, RECAC hosted three meetings with robust participation. Presentations covered diverse topics such as RECAC’s history, CRD commissions, the Emergency Management and Disaster Act, BC Transit’s Emergency Program and Disaster Response Transportation, REMP’s Exercise Strait Flush, Island Health’s Primary Care EOC, and Extreme Weather Preparedness Funding. These sessions helped shape the commission’s focus and objectives while fostering meaningful collaborations.

Emergency Program Public Education Support

In the spring of 2024, REMP staff completed an update to the *Prepare Yourself: A Guide to Emergency Preparedness in the Capital Region*. This comprehensive guide, originally developed by the Public Education Working Group of LGEPAC, serves as a vital resource for residents across the region, providing actionable steps to prepare for emergencies.

The fifth edition of the guide reflects the first update in five years and incorporates feedback from regional partners to ensure its content aligns with current best practices and local needs. The guide includes detailed sections on creating emergency plans, assembling emergency kits, and understanding local risks such as earthquakes, tsunamis, severe weather, and more. It also provides practical worksheets to help households plan for reunification, evacuation, and sheltering during emergencies.

Additionally, the guide emphasizes community resilience by encouraging collaboration among neighbours and local authorities. This milestone ensures that residents have access to up-to-date information and tools to enhance their preparedness for potential disasters in the Capital region.

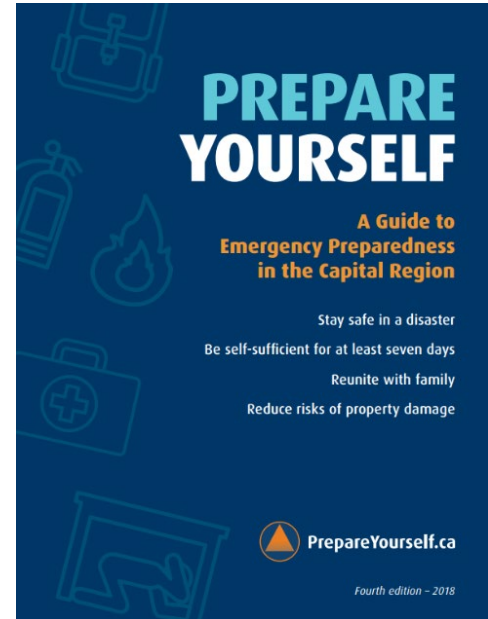


Image Source: Capital Regional District

REMP staff continued to manage and maintain the *Prepare Yourself* website. PrepareYourself.ca is a public education site that shares emergency preparedness information for the thirteen municipalities and three electoral areas in the Capital region.

REMP Administration and Governance

2024 Business Planning

The 2025 REMP Business Plan was created with feedback that was gathered during community visits with emergency practitioners. The plan was subsequently reviewed and approved by Emergency Program Coordinators through both a survey and discussions at LGEPAC meetings and was ultimately approved by the REMP Steering Committee.

2024 Priorities

During community visits, when asked to rank outstanding projects from REMP's 2024 Business Plan, many suggested developing a regional emergency communication plan as the top priority, with suggestions of creating a framework for how the region could work together and templates for suggested public messaging. Additionally, some individuals expressed interest in updating the *Integrated Tsunami Communication Plan* as a starting point.

Annual Policy Group Meeting

As outlined in the REMP Memorandum of Understanding (MOU), the Policy Group comprises the CRD Board Chair, representing the CRD, and the Minister of Emergency Management and Climate Readiness, representing the Province. This group is responsible for setting policy and direction,

recommending regulatory or legislative changes, ratifying the business plan and budget, and liaising with other elected officials as needed. On June 20, 2024, the Policy Group convened to officially ratify the 2024 Business Plan and budget. The meeting also included a review of the partnership’s accomplishments to date and a forward-looking discussion on its strategic direction, reinforcing the group’s commitment to advancing emergency management initiatives in the region.

Quarterly Steering Committee Meetings

The REMP Steering Committee collaborates to set priorities, allocate resources, and engage with senior decision-makers to advocate for REMP’s initiatives. Effective communication and engagement with the Steering Committee are integral to REMP’s operations and decision-making processes. In 2024, the Steering Committee held four regular meetings. These meetings supported discussions on the Indigenous Engagement Requirements (IER), earthquake early warning, the Capital Regional District Emergency Dashboard, and regional exercises and forums.

Communication Tools

REMP assisted with updates to a digital tool developed by Connect Rocket to streamline operational and emergency communications for emergency programs during an emergency.

Looking Ahead: Building Resilience in 2025

As we look ahead to 2025, REMP remains committed to advancing its strategic priorities while addressing emerging challenges.



2025 Business Plan

REMP met with communities to discuss regional priorities for consideration in REMP’s 2025 Business Plan. Tabletop exercises were selected for REMP’s 2025 Business Plan due to their effectiveness in improving peer collaboration and communication in realistic hazard scenarios. Other proposed work included updating the *Tsunami Alert Communication Plan*, supporting EDMA regulations once developed and as appropriate, assisting with Indigenous Engagement Requirements Funding (pending LGEPAC guidance), and hosting regional forums. Beyond these immediate priorities, suggestions for future projects included updating the region’s Hazard, Risk, and Vulnerability Assessment, identifying water and fuel resources, and developing a mass care plan.

Regional Communication Framework

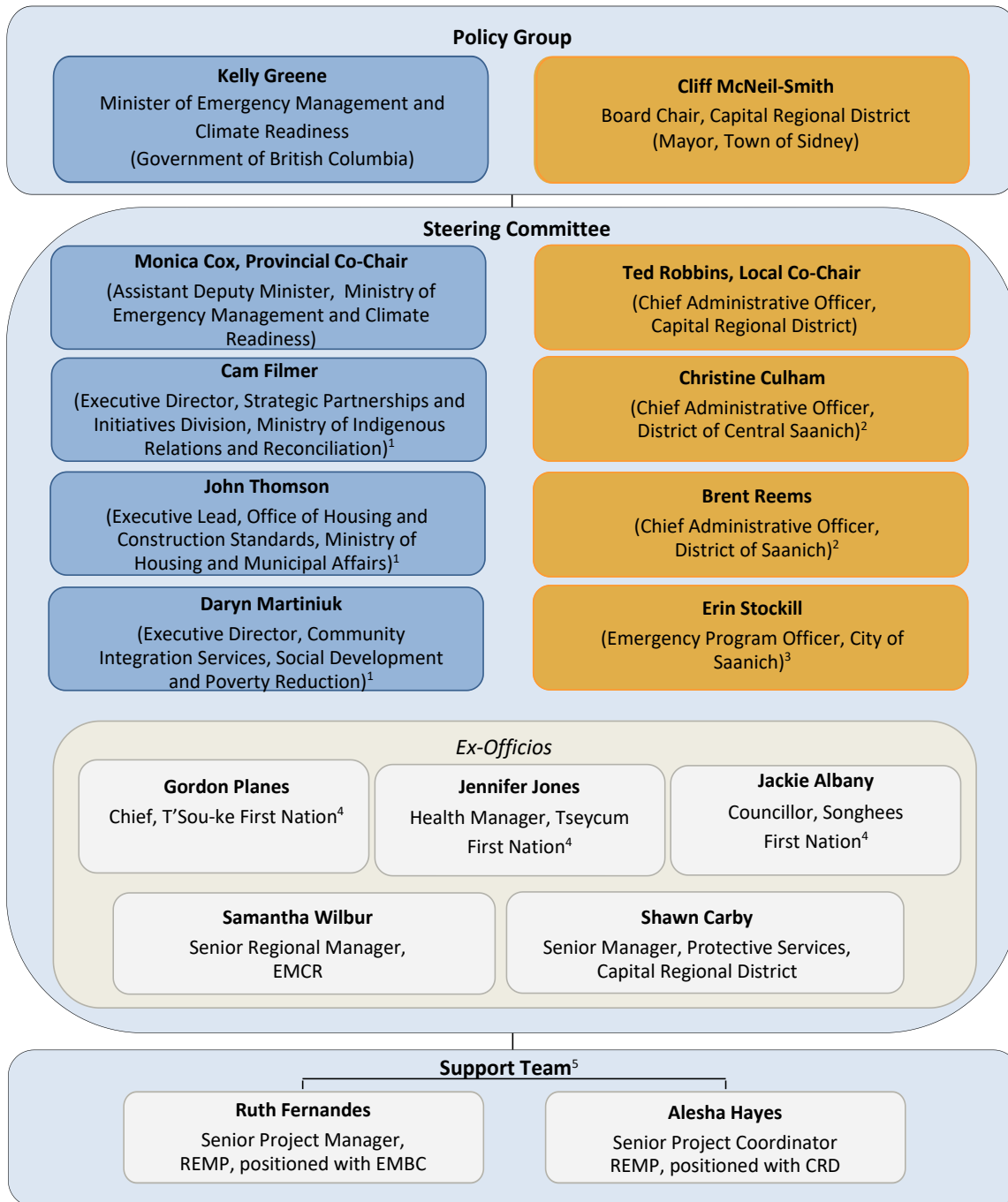
This project aims to gather input from partners on their specific needs and preferences for a regional communication framework designed for emergency and disaster response.

Disaster Mutual Aid

On June 28, 2024, REMP attended an engagement session on the Disaster Mutual Aid Agreement (DMAA), with the Chief Administrative Officers (CAOs). The session provided an opportunity to discuss the draft agreement and identify next steps. Participants highlighted potential resource imbalances between larger and smaller municipalities, raising concerns about equitable distribution of aid during emergencies, the province's role in funding and resource allocation, the interplay between federal and provincial responsibilities, and the involvement of elected officials. Discussions involved identifying the legal and liability implications and integrating the CRD into the agreement. Participants emphasized the need to revise the agreement as new regulations emerge.

Overall, there was a strong consensus that a disaster mutual aid framework would benefit the region, with an interest in accelerating its implementation. Steering Committee members recommended incorporating the DMAA into the 2025 REMP business plan, with municipalities reviewing their participation. REMP has committed to project managing the agreement's development, ensuring a structured approach to implementation that addresses these concerns while enhancing regional resilience. Past work will be reviewed, and recommendations will be presented for the next steps to the Steering Committee.

Organizational Chart



Notes:

- 1) Provincial representatives are recommended by the Assistant Deputy Minister's Committee on Disaster Risk and Emergency Management
- 2) CAO representatives are appointed by the Local Area Administrators and approved by the CRD Board
- 3) Representative elected by the Local Government Emergency Program Advisory Commission
- 4) Interim First Nations Representative
- 5) Partnership oversight is provided by EMCR (supervision of staff, finance, agenda coordination for Policy Group and Steering Committee)

2024 Year-End Financial Statement

REVENUE

CRD Requisition	146,500
Provincial Government	125,000
Reserve Account	6,699
Grant - Provincial	43,161
Total Revenue	\$ 321,360

EXPENDITURES

Salaries and Benefits	216,894
Consulting – REMP Projects	2,833
Regional Concept of Operations	-
Cross-Jurisdictional Evacuation Coordination	2,833
Conference Registrations	-
Professional Development	715
Travel	34
Catering	2,791
Workshop Supplies	152
Allocations (Network support and other administrative services from the CRD)	25,516
Total Expenditures	\$ 248,935

Note: Unspent funds from previous years are tracked and set aside for future REMP initiatives

Appendix A: REMP 2024-2027 Strategic Plan

VISION	A disaster resilient region				
MISSION	REMP works collaboratively with local, Indigenous, provincial (federal) governments, community, and organizational partners to advance coordinated regional emergency management planning to prepare the Capital region for emergencies and disasters				
GUIDING PRINCIPLES	Disaster risk reduction approach	Planning as a process	Shared accountability	Increased Connectedness	Evidence and experience-based decision making
	REMP takes a proactive and multi-sectoral approach to reducing the risk of disasters by bringing partners and communities together to identify, assess, and address/prevent exposure to hazards, reduce vulnerabilities to disasters, and build community capacity.	REMP undertakes planning with the view it is a process of continuous improvement and not an end-product. REMP will draw on our collective strengths and capabilities to absorb the impact of a disruption, to reorganize, change, learn, share, and adapt our work.	We rely on the participating agencies to implement regional solutions at an organizational level. REMP encourages ownership and respects the autonomy of communities.	REMP supports increased connectedness through activities that create and strengthen relationships between partners that enhance resilience.	REMP uses a risk-informed, systems-based approach in project management planning and decision-making that considers global good practices, and local and Indigenous knowledge in disaster risk reduction.
CORE VALUES	Collaborative	Innovative	Flexible	Inclusive	Compassionate
	Emergency events continue to intensify and create impacts throughout the Capital region. Teaming up with community leaders, other practitioners and researchers from the onset supports the proactive development of resilient solutions.	REMP acknowledges the changing field of emergency management when planning for complex, concurrent, and compounding hazards. Our focus on innovation enables us to be more effective in the design, engagement, and delivery of our work.	Increased risk and severity of emergency management is a dynamic field that requires flexibility to adapt to changing circumstances. REMP strives to be an agile partnership capable of responding to changing regional needs, balanced by our commitment to ongoing priorities.	REMP acknowledges that the Capital region is a diverse region with communities of all sizes facing a multitude of hazards with a broad spectrum of needs. REMP employs a lens of inclusivity to ensure equal opportunity.	REMP and partners place community and people at the centre of all our work. We lead with compassion and empathy, recognizing the profound impacts emergencies and disasters have on individuals, families, and communities.
PRIORITIES	Strengthen knowledge of regional hazards, risks, and vulnerabilities		Strengthen coordinated and integrated regional emergency management planning		Strengthen the effectiveness and reach of the partnership

PRIORITIES	GOALS	STRATEGIES	Key Activities	Targets
Areas of focus	Long-term outcomes we hope to achieve	High level courses of action for achieving our goals	Major projects and initiatives	Measurable desired outcomes
Strengthen knowledge of regional hazards, risks, and vulnerabilities	Build a common understanding of the distribution of hazards, risks, and vulnerabilities across the region to prioritize REMP's emergency management planning initiatives	<ol style="list-style-type: none"> Collaborate with diverse knowledge bases to produce tools and materials supporting partners' understanding of hazards, risks, and vulnerabilities Develop a framework to help target and prioritize REMP initiatives that support risk mitigation planning 	<i>To be informed in collaboration with LGE PAC</i>	<i>To be informed in collaboration with LGE PAC</i>
Strengthen coordinated and integrated regional emergency management planning	Advance regional emergency management planning priorities	<ol style="list-style-type: none"> Develop collaborative regional emergency management plans, resources, and tools Facilitate the integrated implementation of regional emergency management plans, resources, and tools Develop a plan for a sub-regional and/or regional emergency response and recovery structure 		
Strengthen the effectiveness and reach of the partnership	Ensure REMP thrives as a regional emergency management partnership	<ol style="list-style-type: none"> Engage Indigenous partners to explore a regional co-development model Create and maintain staff well-being, professional development, and a positive work environment Ensure effective governance, operational systems, and human and financial resources to fulfill REMP's new strategic plan Propose legal, policy, and networking initiatives to advance effective regional emergency management governance 		