EMERGENCY MANAGEMENT BC VISION
Emergency Management British Columbia will be the premier organization in Canada for the management of emergencies and disasters at the provincial level. Our leadership will solidify a cooperative 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 and emergent threats to public safety.

EMERGENCY MANAGEMENT BC MISSION
Emergency Management British Columbia is responsible to British Columbians for leading the management of provincial level emergencies and disasters and supporting other authorities within their areas of jurisdiction.

Emergency Management BC Regions and Regional Office locations.
Introduction

The number and severity of emergencies and disasters that challenge individuals, communities and all levels of government are increasing due to the diversity of natural and human caused hazards, climate change and the ongoing expansion of the urban environment. These disasters can pose significant risks to the continued delivery of programs and services to the public. Emergency management requires coordinated prevention and mitigation, preparedness, response and recovery efforts to: minimize loss of life and suffering; protect health, property, infrastructure and the environment; limit economic loss; and reduce the potential social impacts of all hazards.

Emergency Management BC (EMBC) was formed to be the lead coordinating agency in the provincial government for all emergency management activities. EMBC provides executive coordination, strategic planning, and 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-government organizations and volunteers to support the emergency management phases of mitigation/prevention, preparedness, response and recovery. Additionally, EMBC engages provincial, national and international partners to enhance collective emergency preparedness.

EMBC provides leadership through two main programs:

- Emergency Management
- Office of the Fire Commissioner

Due to the specific nature of the Office of the Fire Commissioner (OFC), the OFC has a complementary strategic plan that fully aligns with the vision and mission of EMBC.
In addition to the specific activities outlined in this strategic plan, EMBC staff deliver beneficial public safety services such as 24/7 availability through the Emergency Coordination Centre, Social Media Outreach, Flood Protection Program and the Disaster Financial Assistance Program.

The purpose of this document is to focus EMBC deliverables over the next three years. Engagement of the plan will be done through communications to both staff internally and also external stakeholders. Key work activities and their deliverables will be monitored through the use of an activity tracking dashboard. The plan will be updated annually to include a status update on key deliverables.
Goals and Lines of Effort

In formulating its strategic plan, EMBC has developed five key goals that reflect its unique role in supporting safety and resiliency for British Columbia’s communities.

The 2014/15 – 2016/17 Emergency Management BC Strategic Plan reflects our ongoing commitment to five 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.
5. EMBC empowers and strengthens volunteer organizations.

In support of the five key goals, EMBC will prioritize its work activities for the next three years under six strategic lines of effort:

1. Organizational Capacity
2. Catastrophic Earthquake Preparedness
3. Training and Exercises
4. Partnerships
5. Public Education

Challenges

To match capacity to mandate - It will be a challenge to solidify our mandate, identify and fill critical capability gaps, and to discipline our approach to business such that we are focused yet flexible, and achieve progress in priority activities.

To achieve unity of effort - A critical requirement for EMBC is to coordinate efforts across all levels of government and with partner organizations. A challenge will be to build positive momentum amongst varied partners with their own capacity challenges, towards a cooperative and effective model in British Columbia.
To sustain a visionary perspective - As a learning organization with many competing demands, we will be challenged to anticipate and remain alert to emergent threats and opportunities. We must build on a solid strategic plan and be adaptive as we progress.
Strategic lines of effort and supporting activities

Line of Effort 1: Organizational Capacity

For EMBC to meet its vision, the capacity of the organization has to be re-directed towards the goals.

Develop capacity in key strategic areas

In order to support a culture of effectiveness and continuous improvement EMBC will aim to build organizational capacity in the following areas:

- Logistics management
- Operational level planning
- Internal and external surge capacity
- Training and exercising

Deliverables

2014/15: Develop a new staffing plan that re-aligns staff priorities to meet EMBC’s current priorities.

Provincial coordination capacity

The provincial government’s ability to respond to a disaster or emergency would be significantly improved by having a framework for cross-government and partner agencies to attend an area that is being affected by a disaster or emergency. This framework would allow representation at a local level by relevant provincial ministry representatives and relevant partner organizations.

Deliverables

2014/15: Analyze and report on the feasibility of establishing provincial coordination capacity including EMBC staff and subject matter experts from responsible ministries and partner organizations.

2015/16: If analysis demonstrates that the concept is feasible, establish the framework and resources for provincial coordination capacity with partner organizations.
Line of Effort 2: Catastrophic Earthquake Preparedness

In response to the 2014 Office of the Auditor General report, EMBC will focus on improving catastrophic earthquake preparedness.

Multi-year roadmap aimed at the enhancement of earthquake preparedness in BC.

EMBC has made a commitment to British Columbians to develop a long-term plan that articulates provincial goals regarding catastrophic earthquake preparedness, and a phased approach for achieving these goals.

Deliverables

2014/15: Develop a roadmap that outlines the deliverables required for EMBC to achieve the earthquake immediate response plan.


Earthquake plans

EMBC is responsible for leading the management of catastrophic disasters of provincial significance and impact; as such, EMBC will enhance the current BC Earthquake Plan to ensure immediate and sustained earthquake response activities are clearly articulated.

Deliverables


2015/16: Development of sustained response plan.

Consultation with stakeholders on the subject of earthquake preparedness

An extensive consultation with British Columbia stakeholders regarding issues, priorities, and opportunities in the area of catastrophic earthquake preparedness is to take place. It will engage all levels of government as well as the media, business, local authorities, First Nations, academia, adjoining provincial, federal and state jurisdictions and non-governmental organizations.

Consultation activities will focus on those regions at highest risk from seismic events.

Deliverables
2014/15: These consultations will culminate in a report to government by December 31, 2014 with the findings being considered in the development of the earthquake plan.

Business continuity

EMBC’s ability to recover the Provincial Emergency Coordination Centre (PECC) and Emergency Coordination Centre (ECC) is critical to its ability to lead the management of a catastrophic disaster of provincial significance and impact.

EMBC coordinates with ministry representatives to produce and analyze work such as mission critical lists. This cross government coordination is vital during catastrophic events.

Deliverables

2014/15: Complete draft Government Services Branch plan.

Enhance Provincial Emergency Notification System

The Provincial Emergency Notification System (PENS) is used to alert local government officials and the media of tsunami watch, advisory and warnings. The current notification system is not able to deliver notifications as quickly as required. EMBC is undertaking a project to enhance the existing system.

Key outcomes for this project include:
- Decreasing the time to issue alerts,
- Ensuring the right people are notified, and
- Ensuring the alerting process is reliable.

Deliverables

2014/15: Enhance PENS with an improved alerting system that will reduce the time required to provide tsunami notifications to emergency management stakeholders.

2015/16: Explore the use of PENS and emergent technologies for additional warnings beyond tsunami notification.

Enhance the communication ability of senior officials

Existing communications mechanisms such as telephone or internet based communications offer sufficient capabilities during normal situations but can become unreliable during disasters. In order for senior officials to continue to operate in such situations, alternate communications channels are required. EMBC is undertaking a project to ensure that such alternatives are in place.

The key outcome is the ability to maintain communications when telephone and internet are not available.

Deliverables

2014/15: Pilot project to deliver alternate communications and procedures for the use of satellite telephones by senior officials.
Integrated Information Systems

This initiative will undertake a series of projects to enhance EMBC’s information systems and technology to ultimately improve efficiency and effectiveness. The activities within this initiative will be guided by an overall desire to deliver better integration between systems.

Deliverables

2014/17: Contingent to additional funding becoming available, the following projects will be considered:

- **Emergency Call Centre Transformation and Integration** - Replace existing telephone call centre technology with a virtual call centre that will allow staff to move between physical locations in the event of an emergency and will provide enhanced call management and integration with other systems.

- **Emergency Management Website Integration** – Create an integrated easy to use website to help citizens and partners quickly find information and to support enhanced engagement and collaboration.

- **Emergency Management Information System (EMIS)** Integrate EMIS with other EMBC systems to enable incident information to be shared automatically.

- **Integrated Contact Information** – Create a single shared repository for contact information that will be used across EMBC’s existing systems to ensure that up-to-date contact information is available from within any system.
Critical infrastructure program

The restoration of critical infrastructure is essential for British Columbians to recover after a catastrophic event. Elements of the critical infrastructure program include working with critical infrastructure owners, identifying a provincial list of critical assets and establishing mitigation strategies that will prevent or reduce the consequence of loss.

Deliverables

2014/15: Develop a critical infrastructure assessment tool in partnership with Defence and Research Development Canada.

2015/17: Develop a list of provincial critical infrastructure assets.

2016/17: Develop a critical infrastructure operational plan for British Columbia.
Line of Effort 3: Training and Exercising

Training and exercises are cornerstone emergency management activities and are critical for a successful response. Training and exercising supports, tests and validates the effective integration of the response activities of all levels of government and other emergency management partners such as critical infrastructure owners and operators, not-for-profit agencies and volunteers.

Training

The training program provides the necessary support to all EMBC staff, the Temporary Emergency Assignment Management System (TEAMS), Public Safety Lifeline Volunteers (PSLV), and senior officials to ensure comprehensive understanding and associated competencies to fulfill legislated obligations and roles during emergencies and disasters.

Deliverables

Internal Training
2014/17: Develop and deliver operational training for the PECC and PREOCs in response to all hazards, including catastrophic earthquakes.

2014/17: Develop and deliver training to senior provincial government officials to orientate them to their respective roles and responsibilities during emergencies and disasters.

External Training
2014/17: Deliver Search and Rescue, Emergency Management and Emergency Social Services training to local authorities and PSLV.

2014/15: Deliver elected officials workshops for civic and municipal leaders to provide an understanding of their respective roles and responsibilities as well as the emergency management framework in BC.
Exercises

The objective of exercises is to validate plans, to test procedures, to provide realistic training for staff as well as to test facilities, equipment and resources. Exercises also foster relationships, confirm expectations and maintain rapport with key partners.

Deliverables

Internal Exercises
2014/17: Using a combination of drills, orientations, tabletop and functional exercises, incrementally test the new PECC and PREOC operational guidelines for all hazards, including a catastrophic earthquake.

2014/15: Develop the methodology to test the roles and responsibilities of senior officials.

External Exercises

2014/15: Exercise the activation of the Emergency Response Unit of the Canadian Red Cross Auxiliary to Government Agreement under a catastrophic earthquake scenario.

2015/16: Validate the immediate response framework of the BC Earthquake Plan through a tabletop exercise with external agencies.

2016/17: Participate in Washington State Exercise to use the Pacific Northwest Emergency Management Agreement (PNEMA), and hold a concurrent exercise with national stakeholders and exercise the Emergency Management Mutual Aid Arrangement (EMMA).
Line of Effort 4: Partnerships

Effective partnerships with stakeholders are crucial for successful emergency management. The following work activities are aimed at enhancing current partnerships and developing new relationships with stakeholder groups.

EMBC support to local government emergency management programs

A number of tools and services are provided to local government by EMBC through our website and staff located throughout British Columbia. Over the course of the next three years, EMBC intends to better engage local government through a variety of communication methods, to modernize the tools that are available, and to promote a better understanding of EMBC policies, roles and responsibilities.

Deliverables

2014/15: Based on research and a gap analysis, develop a strategy to engage, inform and support local government emergency management programs.

2015/17: Complete the deliverables outlined in the strategy. Establish a review process for EMBC support to local government.

Expand network of regional emergency management partnerships

Building on the success of the Integrated Partnership for Regional Emergency Management in Metro Vancouver (IPREM), EMBC is currently exploring the establishment of other/new regional emergency management partnerships.

Deliverables

2014/15: Develop a strategy for establishing regional emergency management partnerships between municipalities, regional districts and the province.

2015/17: Expand the framework of regional emergency management partnerships, beyond Metro Vancouver's IPREM, to other jurisdictions across British Columbia.
Partnerships with existing emergency management organizations

EMBC aims to enhance and capitalize on current agreements including the Pacific Northwest Emergency Management Agreement (PNEMA), the Canadian Council of Emergency Management Organizations (CCEMO), the Emergency Management Mutual Aid Arrangement (EMMA) and Requests for Federal Assistance.

Deliverables

2014/15: Deliver the provincial operational guidelines for Requests for Federal Assistance.

2014/15: Update PNEMA operational guidelines before handover to next chair of Western Region Economic Mutual Aid Compact (WREMAC).

2015/16: Participate in the development of the operational guidelines for the CCEMO Emergency Management Mutual Aid Agreement.

Public Safety Lifeline Volunteers

As part of the Public Service Lifeline Volunteers (PSLV), thousands of people across the province volunteer time and expertise in preparing for and responding to emergencies and disasters. This is comprised of six groups: Search and Rescue, Emergency Social Services, Emergency Radio Communications, PEP Air, Road Rescue and General Services. EMBC provides ongoing support to these groups in various forms to ensure service provision across the province.

Deliverables

2014/17: Deliver formal recognition program to support PSL Volunteers.

2015/16: Review and revitalize Radio Communications volunteer program to enhance linkages to catastrophic earthquake plans.

2014/17: Review and update volunteer policies to support operational readiness and responder safety.
National Disaster Mitigation Program

Actively pursue mitigation funding through the National Disaster Mitigation Program (NDMP) currently under development by the federal government.

Deliverables

2015/16: Complete consultation with the federal government on the structure and feasibility of a new NDMP.

2016/17: If approved, develop and implement the provincial element of a new NDMP.
Line of Effort 5: Public Education

The degree of individual preparedness in an emergency will determine the capacity of a community to be resilient during a disaster. If individuals are sufficiently prepared it also reduces the stress load on the emergency management system. For these reasons, EMBC goes to great effort to encourage personal preparedness.

Education initiatives

EMBC will develop and implement an evidence-based approach to province-wide education strategies and programs in order to strengthen emergency preparedness in all communities across the province.

Deliverables

2014/15: Conduct comprehensive public needs assessment to provide a foundation to develop sustainable strategies and priorities to support EMBC’s goals, as well as the public and stakeholder needs.

2014/15: Review and update hazard specific materials in support of operational and seasonal readiness including Getting to Know Fire, and Earthquake and Tsunami Smart.

2014/15: Deliver an earthquake public education campaign.

2015/16: Implement strategies and priorities based on the public education needs assessment.
Line of Effort 6: Business Practices and Governance

EMBC has identified business practices and governance mechanisms that require development or improvement.

**Improve financial processes and governance**

Each year, millions of dollars are expended in response and recovery costs. A review of financial processes and governance will determine if efficiencies are available and help to inform policy direction, improve decision making, and support return on investment research.

**Deliverables**

2014/15: Develop a management framework that supports the development of current financial procedures and determines training requirements.

2015/16: Implement new financial procedures and supporting policy if necessary.

**Establish an annual reporting process**

EMBC has made a commitment to report annually to British Columbians. This will provide an opportunity to keep emergency preparedness at the forefront of priorities for individuals, families, stakeholders and government partners.

**Deliverables**

2014/15: Publish an annual synopsis on EMBC’s overall state of preparedness.

2015/16: Develop strategies to analyze and assess on the provincial government and Crown corporations overall state of preparedness.

2016/17: Develop strategies to analyze and assess on British Columbia’s overall state of preparedness.
Review of Emergency Program Act and associated regulations

The Emergency Program Act (EPA) provides the legislative framework for the management of disasters and emergencies within British Columbia. Amendments to the legislation are required to ensure the province is in a position to lead the management of provincial emergencies and disasters and to empower other authorities within their areas of jurisdiction.

Deliverables

2014/15: Undertake a review of the legislation to identify areas for improvement.

2015/16: Request that amendments to the EPA to be on the legislative agenda for spring 2016.

2015/17: Review and amend supporting regulations to the EPA.

After action reports and lessons learned

Learning from disasters and emergencies, both internal and external to EMBC is a vital part of enhancing our ability to improve as an organization. After action reporting allows us to learn from our own and others’ experiences and improves our ability to lead the province in the management of emergencies and disasters.

Deliverables

2014/15: EMBC will implement a consistent, structured, and scalable approach to after action reviews.
The following table outlines the timeframe for specific work deliverables according to their strategic lines of effort:

<table>
<thead>
<tr>
<th></th>
<th>Year One 2014-15</th>
<th>Year Two 2015-16</th>
<th>Year Three 2016-17</th>
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</table>
| **Organizational Capacity** | • Develop staffing plan  
• Report on feasibility of Provincial Coordination Capacity | • If feasibility supports it, implement Provincial Coordination Capacity framework |                                                                                  |
| **Catastrophic Earthquake Preparedness** | • Develop multi-year road map for earthquake preparedness  
• Report on earthquake consultation with stakeholders  
• Develop immediate response section of earthquake plan  
• Enhance PENS for tsunami notification  
• Enhance communication ability for senior officials  
• Update the Cross Government Mission Critical List  
• Complete the draft Government Services Branch Plan  
• Develop a critical infrastructure assessment tool  
• Contingent on funding, develop enhanced information systems | • Develop sustained response section of earthquake plan  
• Explore using PENS and emergent technologies for warning of additional hazards  
• Implement approved Government Services Branch Plan  
• Develop a list of provincial critical infrastructure assets  
• Contingent on funding, develop enhanced information systems | • Determine the feasibility for Tsunami inundation modelling  
• Facilitate the Inter-Agency Emergency Preparedness Council (IEPC) recovery planning  
• Develop critical infrastructure operational plan  
• Contingent on funding, develop enhanced information systems |
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<table>
<thead>
<tr>
<th>Training and Exercising</th>
<th>Year One 2014-15</th>
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<tr>
<td>• Deliver PECC and PREOC training</td>
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<td>• Develop and deliver training to senior provincial government officials</td>
<td>• Exercise PECC and PREOC under catastrophic scenario</td>
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<td>• Deliver training to external volunteer organizations and stakeholders</td>
<td>• Exercise the roles and responsibilities of senior ministerial officials</td>
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<td>• Deliver elected officials training</td>
<td>• Exercise the activation of the Emergency Response Unit</td>
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<th>Partnerships</th>
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<td>• Develop a strategy to enhance support to local government emergency programs</td>
<td>• Implement deliverables from support to local government strategy</td>
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<tr>
<td>• Develop a strategy to expand the IPREM concept</td>
<td>• Expand the footprint of regional emergency management partnerships</td>
<td>• Volunteer recognition program</td>
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<td>• Update PNEMA operational guidelines</td>
<td>• Participate in development of CCEMO operational guidelines</td>
<td>• Review and update volunteer policies</td>
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<td>• Strategy for volunteer integration</td>
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<td><strong>Business Practices and Governance</strong></td>
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| • Deliver earthquake public education campaign  
  • Conduct public education needs assessment  
  • Review hazard specific materials | • Implement public education strategy based on public needs assessment | • Implement public education strategy based on public needs assessment |
| | • Develop a framework that supports the development of current financial processes  
  • Publish annual synopsis on EMBC’s overall state of preparedness  
  • Review EPA  
  • Develop after action reporting process | • Develop strategy for reporting on British Columbia’s overall state of preparedness  
  • Review and amend supporting Regulations to the EPA  
  • Request amendments to the EPA to be on the legislative agenda |

The table above outlines the strategic objectives for Public Education and Business Practices and Governance across the three years of the plan. Each objective is detailed to provide a clear understanding of the focus areas and the actions planned for each year.
Supporting Our Workforce

Training and Exercising
In 2014/15, staff training and exercising will focus on PECC and PREOC Emergency Operations, particularly in response to a seismic event.

Professional Development
Learning from disasters and emergencies, both internal and external to EMBC is a vital part of improving our ability to improve as an organization and enhances staff capabilities. EMBC will capitalize on opportunities to learn from other jurisdictions that have faced disasters. EMBC will also develop a plan to enhance organizational learning by creating formal linkages with academic and educational institutions and supporting a new framework for professional development.

Succession Management
In light of its demographics, EMBC will review its succession management and make recommendations for actions as appropriate. This work includes ensuring the continuity of knowledge and skills, especially in critical positions.

Communications
EMBC’s initiatives and change efforts will continue to be accompanied by change management and communication plans which clearly illustrate how intended outcomes fit with the Branch’s vision and strategic direction, and which provide opportunities for engagement and feedback. Concrete efforts will also be made to improve communications between the different sections of EMBC.

Performance Management
EMBC will continue to support the MyPerformance process to ensure that all branch employees have the same opportunities for discussion and development of employment goals and career paths with their supervisor.