



# North Shore Emergency Management Office

City of North Vancouver • District of North Vancouver • District of West Vancouver

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## Information Report to Council

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To: Mayor Mussatto and Members of Council - City of North Vancouver  
Mayor Walton and Members of Council - District of North Vancouver  
Mayor Goldsmith-Jones and Members of Council - District of West Vancouver

From: Dorit Mason, Director, North Shore Emergency Management Office

**SUBJECT: 2010 NSEMO Annual Report**

Date: February 17, 2011

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### PURPOSE

To provide Council with a copy of the 2010 North Shore Emergency Management Office (NSEMO) Annual Report for information purposes.

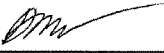
### BACKGROUND

The North Shore Emergency Management Office is a tri-municipal organization that is the emergency management department for the City of North Vancouver, District of North Vancouver and District of West Vancouver. The 2010 Annual Report provides an overview of services provided by NSEMO and its volunteer groups.

### SUMMARY

A copy of the NSEMO 2010 Annual Report is attached for information. For further information, please contact the NSEMO Director at 604.983.7440.

RESPECTFULLY SUBMITTED:

  
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Dorit Mason  
Director, NSEMO

Att: NSEMO 2010 Annual Report

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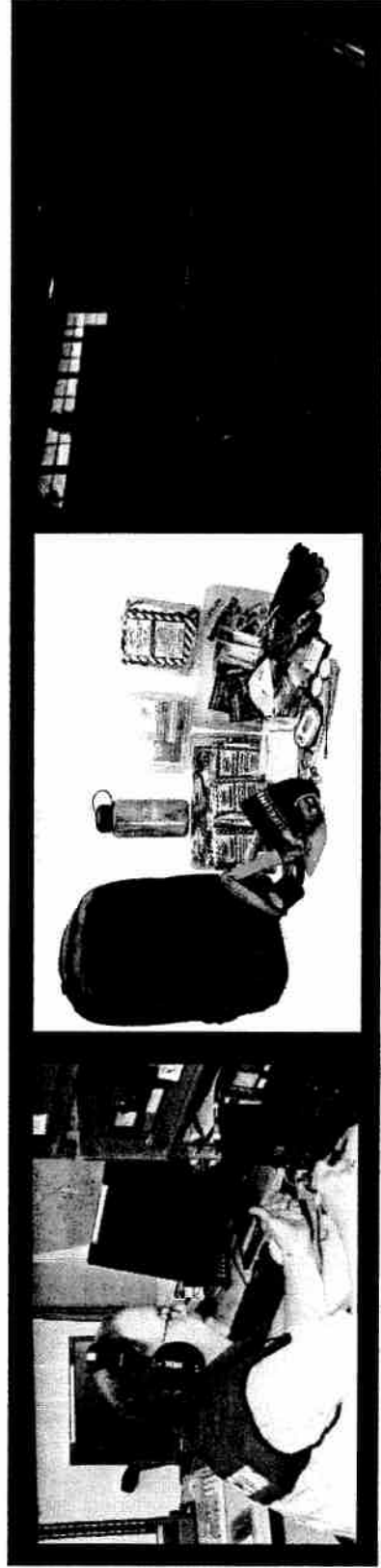


# 2010 Annual Report



## North Shore Emergency Management Office

City of North Vancouver • District of North Vancouver • District of West Vancouver





**North Shore Emergency Management Office**

City of North Vancouver • District of West Vancouver

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**Mission Statement**

*"To serve and support the North Shore Communities in preparing for, responding to and recovering from emergencies and disasters."*

With the 2010 Winter Olympic and Paralympic Games being held in and around Vancouver and the North Shore, 2010 was an exciting year for the emergency management profession. Many new policies, procedures and safety criteria were established which will carry on as the new standard.

The major focus for Games preparation and monitoring was to bring together first responders, municipal staff, all levels of government and other partner agencies to ensure reliable and consistent communication, information flow and response procedures.

Among the many projects undertaken, an exciting one was the creation of agreements with several local churches to provide space for group lodging, and training a volunteer team how to set up and run a group lodging facility. This group lodging team will remain in place as a legacy from the 2010 Olympics.

Throughout the rest of the year, NSEMO continued to engage emergency management partners and stakeholders to prepare for potential interface wildfire, storms and other threats, support public safety volunteer teams who were actively preparing for and responding to emergencies to help our north shore community, develop emergency plans and procedures, organize training for staff and volunteers, deliver and support volunteer emergency exercises, and present emergency preparedness training to the public.

This annual report provides an overview of NSEMO's activities and accomplishments in 2010 and outlines our goals for 2011.

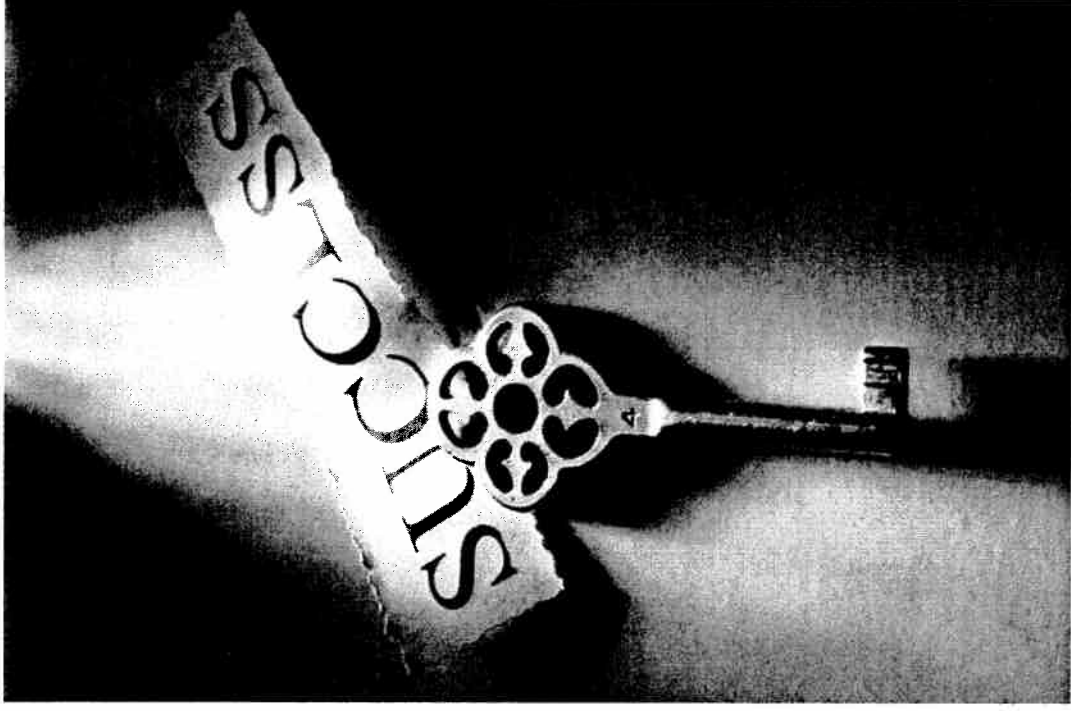
NSEMO thanks its Executive Committee who support our initiatives and understand that responsibility for disaster planning lies within the municipalities, the community and its residents.

Dorit Mason  
 Director  
 North Shore Emergency Management Office



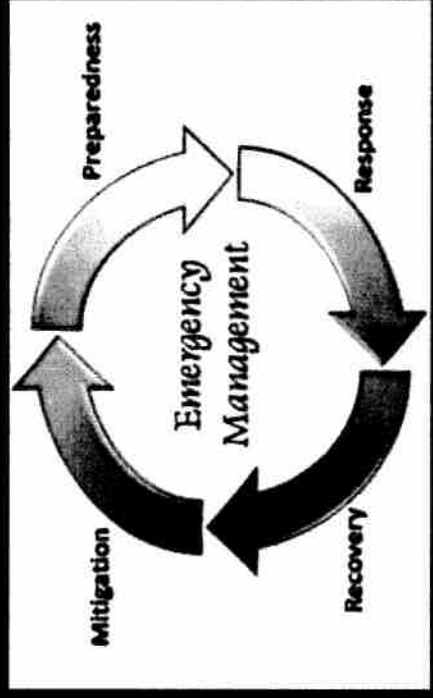
## 2010 Key Accomplishments

- ☑ Activation and staffing of EOC in 'readiness state' for 2010 Olympics and the Lilith Fair Festival on the July 1<sup>st</sup> weekend
- ☑ Completion of:
  - North Shore Pandemic Plan
  - North Shore Evacuation Plan
  - Draft North Shore Disaster Guidelines
  - Woodlands Evacuation Plan
  - Emergency Operations Centre (EOC) Operational Guidelines
- ☑ Development of four Advanced EOC workshops
- ☑ 250+ municipal staff were provided with EOC training during 12 sessions, including the above-noted advanced workshops and three evacuation workshops
- ☑ Over 800 North Shore residents trained during delivery of 40+ emergency preparedness sessions
- ☑ Initiated the development of a service level agreement with North Shore Rescue
- ☑ Enhanced the EOC layout and functionality by redesigning layout, customizing forms and updating set up and shut down procedures
- ☑ ESS Annual Exercise (over 100 participants)
- ☑ Leadership Team created incorporating key volunteers
- ☑ ESSA Lifetime Achievement Award to NSEMO staff member
- ☑ NSEMO Director invited by the Canterbury Civil Defense & Emergency Management Group (New Zealand) to evaluate a nation-wide tsunami exercise
- ☑ NSEMO Volunteer Recognition Event



# Phases of Emergency Management

PHASE	ACTIVITIES
Mitigation	<ul style="list-style-type: none"> <li>• Designed to prevent, avoid or lessen the impacts of a major emergency or disaster</li> <li>• Can minimize future problems, save lives and reduce injuries</li> <li>• May save money in the long-term</li> </ul>
Preparedness	<ul style="list-style-type: none"> <li>• Plan for the effective response to and recovery from a major event</li> <li>• Exercise and evaluate plans</li> <li>• Revise plans and procedures as necessary</li> <li>• Train those who will implement emergency plans</li> <li>• Provide public emergency preparedness education</li> <li>• Provide responders with training and education required for effective response</li> <li>• Arrange for both internal and external resources to be available when needed such as resource sharing agreements, service contracts, Memorandums of Understanding, Mutual Aid Agreements etc.</li> </ul>
Response	<ul style="list-style-type: none"> <li>• Process whereby municipal and agency response, resource coordination, managerial organization, protection/warning and communication systems are assembled and deployed to deal with the emergency or disaster</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>• Designed to restore municipality and community life and services to a stage of normalcy</li> <li>• Three levels of the recovery process:                             <ul style="list-style-type: none"> <li>- Short term, vital life support systems are restored to minimum operating standards</li> <li>- Middle term, and</li> <li>- Long term, may continue for years after the emergency or disaster.</li> </ul> </li> </ul>



## Mitigation & Planning

Mitigation strategies are designed to prevent, avoid, and/or lessen the impacts of an emergency or disaster on a municipality. They are designed to minimize future problems, save lives, and reduce injuries.

Since 1978, the North Shore Emergency Management Office (NSEMO) has been responsible for meeting the legislated emergency management activities for the City of North Vancouver, District of North Vancouver and District of West Vancouver. In 2010 NSEMO provided subject matter expertise in many mitigation and planning initiatives including, but not limited to:

- Participation in the District of North Vancouver Natural Hazards Program
- Initial development of the Lynnmour Flood Response Plan for the Lynnmour Flood Protection Works Report
- Development of the Woodlands Evacuation Plan
- Re-analysis of the critical infrastructure assessment for the District of West Vancouver
- Input into the City of North Vancouver Official Community Planning process
- City of North Vancouver Marine Facility Security Plan and assistance with the development and delivery of a training and exercise program for this plan
- Engaging research organizations including UBC Civil Engineering, and Natural Resources Canada.

## Stakeholder Engagement

One of NSEMO's roles is to engage stakeholders and facilitate the creation of relationships which help the effective delivery of response and recovery activities. Stakeholders and partners come from all levels of government, response agencies, non-governmental organizations, and other agencies that have a role in emergency management.

NSEMO participates in:

- The Regional Emergency Planning Committee (REPC)
- Integrated Partnership for Regional Emergency Management (IPREM)
- Transportation Communication Awareness and Emergency Response (TransCAER)
- Community Advisory Panel (CAP)
- North Shore Safety Council
- Lower Mainland Emergency Social Services Director Committee

NSEMO facilitates the following North Shore groups:

- North Shore First Responders
- North Shore Information Officers
- North Shore Hazmat Working Group
- NSEMO Leadership Committee
- North Shore Interface Wildfire Committee

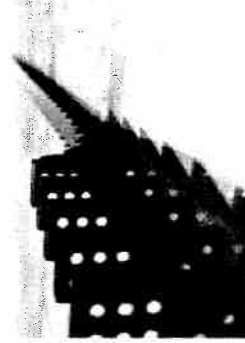
NSEMO also actively engages and works with:

- School District 44 and 45
- Vancouver Coastal Health
- NGOs including Salvation Army, Canadian Red Cross, Harvest Project, etc.

## Emergency Plans

Emergency plans are a critical component of any municipality's emergency program. The North Shore Emergency Plan Bylaw outlines the local legislative framework for each Municipal Emergency Plan which is designed to guide the municipality's actions to prepare for, respond to, and recover from major emergencies or disasters. Supporting the Municipal Emergency Plans are hazard specific and departmental plans which are designed to provide more detailed information such as staff and volunteer call-out procedures, department specific activities, and the applicable forms and templates. The District of West Vancouver Emergency Plan was updated to reflect that their primary Emergency Operations Centre (EOC) is now located at NSEMO.

During 2010, a variety of plans were developed to support the Municipal Emergency Plans and these included the North Shore Evacuation Guidelines specific for each municipality, the North Shore Pandemic Guidelines, the draft North Shore Disaster Guidelines, the Emergency Operations Centre Guidelines, the Emergency Operations Woodlands Evacuation Plan and the initial development of the Lynnmoor Flood Response Plan.



## Communication & Information

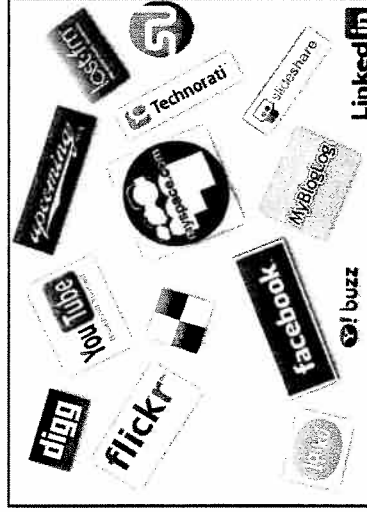
Information is the most valuable commodity before, during, and after any major emergency or disaster. Prior to any emergency, information provides the tools to help those residing and working on the North Shore become prepared. During an emergency response information is needed in order to make decisions and most importantly, it is necessary for a quick and efficient response to any emergency situation. Social media is becoming an important method of communicating with residents and NSEMO is investigating how best to use this tool.

The North Shore Emergency Management Office has a website, [www.nsemo.org](http://www.nsemo.org), and also participates in social media with our own Facebook and Twitter page. Most recently NSEMO has set-up a YouTube channel in order to provide short video clips on emergency preparedness to interested viewers.

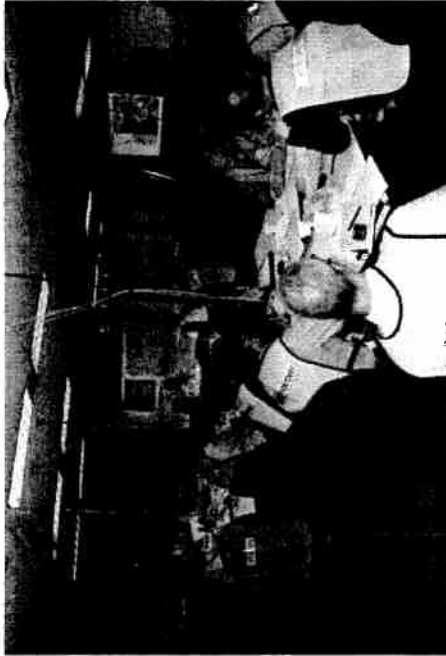
The North Shore Information Officers met 4 times in 2010 and received presentations regarding social media usage and security issues, had opportunities to practice media interviews and continued to strengthen relationships. This group will be an asset during emergencies when it is important to have consistent messaging between agencies.

Check us out!

- NSEMO website at [www.nsemo.org](http://www.nsemo.org)
- NSEMO twitter at [twitter.com/northshoreEMO](http://twitter.com/northshoreEMO)
- NSEMO facebook at [facebook.com/NorthShoreEMO](http://facebook.com/NorthShoreEMO)

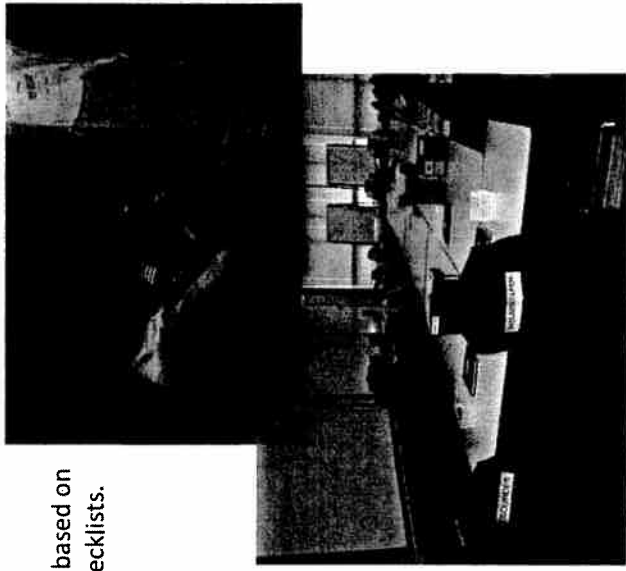


# North Shore Emergency Operations Centre (EOC)



In the event of an emergency or disaster, the EOC will be activated to function as a “mission control” during the response. All three North Shore municipalities will use the EOC at NSEMO as their primary EOC during emergencies. In the event of a regional emergency, two or all of the North Shore municipalities will use the EOC as an Integrated North Shore EOC (INSEOC). The concept of an INSEOC was formalized through the development of the draft North Shore Disaster Guidelines and tested through monitoring activities for the 2010 Olympic Games and Lilith Fair event.

NSEMO staff and Emergency Management Team volunteers, as well as municipal staff, regularly test the activation, set-up and operation of the EOC to ensure its constant readiness and effectiveness



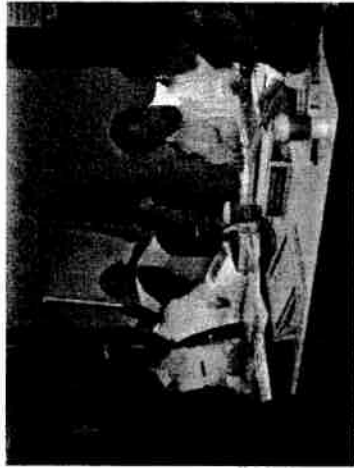
In 2010, NSEMO developed customized North Shore EOC forms, improved the physical layout based on feedback from staff during exercises and training, and updated EOC set-up and shut-down checklists.

EOC activities can include:

- Coordinating resource requests from the site(s), establishing priorities and resolving conflicting demands for support and resources
- Coordinating and liaising with federal, provincial and other local governments as well as other agencies involved in the response and recovery
- Managing non-site activities
- Disseminating damage information and other essential data
- Preparing media releases and scheduling press conferences
- Preparing and disseminating emergency information to inform, alert and warn the public and staff
- Establishing a public call centre to provide accurate information to impacted residents
- Analyzing and evaluating data and maintaining maps, display boards and other data
- Planning for the continuance of local government

## Municipal Exercises & Training

A critical component of the emergency management process involves preparing to operate an Emergency Operations Center (EOC). A well-designed EOC can greatly benefit the coordination of response and recovery activities. Clear operating procedures, staff roles, and responsibilities are required as is an effective workspace and a safe location. To ensure that North Shore municipal staff and NSEMO volunteers are ready to work effectively in an EOC, we offer a variety of EOC based training annually. In 2010, 250+ municipal staff and volunteers participated in 12 sessions:



- Introduction to Emergency Management in Canada ( 2 sessions)
- Emergency Operations Centre Level 1 ( 2 sessions)
- Emergency Operation Centre Level 2
- EOC-Advanced Operations
- EOC- Advanced Planning
- EOC- Advanced Logistics
- EOC- Advanced Finance
- Evacuation Workshop (3 sessions)

Our public safety lifeline volunteers are an important component in municipal response and NSEMO leadership volunteers are encouraged to participate in EOC training.

Emergency Social Services (ESS) volunteers received training for reception centre and group lodging response roles. An Emergency Social Services Exercise on November 6, 2010 provided volunteers with the opportunity to test their skills in a “real life” scenario. This exercise involved over 100 people and staff and volunteers worked together, practicing reception centre, group lodging and EOC skills and built team strength and confidence. A pet component was included so volunteers could learn about providing pet services in a group lodging setting.

Our Emergency Radio Communications (ERC) volunteers train regularly and participate in an “Field Day” emergency communications event each June. The 2010 Field Day exercise was conducted from the NSEMO radio room and our team scored near the top of their class in this North America wide event.



# 2010 Winter Olympics

The 2010 Vancouver Winter Olympic Games proved to be a landmark event requiring complex contingency planning and execution to ensure seamless delivery of public services throughout the duration of the Games. Efficient, timely and reliable information flow amongst multiple agencies was essential for success.

Some of the key activities conducted by staff and volunteers of the North Shore Emergency Management Office prior to and during the Games included:

- Coordinated and facilitated appropriate levels of participation in 2010 Games emergency management planning activities including concept of operations and involvement in exercises and planning initiatives with Emergency Management BC and Integrated Public Safety (IPS)
- Implemented findings from the 2010 Olympic Gold exercise.
- Worked with VANOC in regards to Olympic transportation on the North Shore during Games time
- Management of the 2010 North Shore Emergency Responder Working Group brought together to address key emergency management needs and strategies to be utilized during the 2010 Games
- Participated in planning activities with the VANOC Fire Advisory Board
- Created and trained a regional Group Lodging Team (Richmond, Vancouver, North Shore) to deal with any evacuee housing issues that might arise due to an emergency event during the Olympic games
- Liaised with Cypress Venue management to ensure all areas of emergency management were considered, including applicable information within the Venue Emergency Response Plan
- Compiled the 2010 EOC Guidelines for use in the EOC during Games time
- Assisted with special event and celebrations event planning including the formation of an Event Safety and Security Plan template in conjunction with event organizers
- Managed NSEMO volunteers who were on standby throughout the Games, ready to provide assistance to residents and visitors during an emergency if required
- Operated the North Shore Emergency Operations Centre at a Level 1 for the duration of the Games daily from 0600-2400 hours



# NSEMO Public Safety Lifeline Volunteers

**Emergency Social Services (ESS)** started in 1988. ESS provides short-term assistance to North Shore residents forced to evacuate due to fire, floods, earthquakes or other emergencies. This assistance includes food, lodging, clothing, emotional support and family reunification.



**Emergency Radio Communications (ERC)** started in 1987. ERC Volunteers provide emergency communication services for remote areas, or when vital communications links are down.



**North Shore Rescue (NSR)** started in 1965. They provide mountain and urban search and rescue, public education, and assist with civil emergency response when requested.

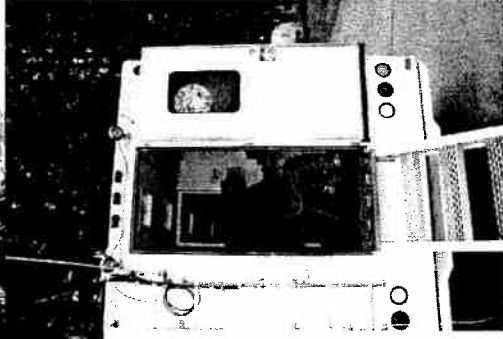
**Emergency Education Instructors (EEI)** began teaching in 1994. EEI volunteers are trained to teach emergency Preparedness workshops to North Shore residents.



**General Service Unit (GSU)** started in 2009. These volunteers manage the Emergency Operations Centre "Check in/Check out" area, and assist in the EOC reception area and other assigned tasks during emergencies.

**Emergency Management Team (EMT)** started in 2000. This is the only team of its kind in BC. These volunteers are trained in emergency management and are on call to provide assistance to the North Shore municipalities during an emergency response. This is the only team of its kind in BC supporting municipal emergency response.

Key volunteers from ESS, ERC, EEI, EMT and GSU have been brought together as *NSEMO's Leadership Volunteer Team*. This provides opportunities to share information, train together and create working relationships between these important volunteer groups.



NSEMO's public safety lifeline volunteers provide an extensive range of services to the North Shore municipalities. Annually it is estimated that their in-kind contributions are equal to approximately \$390,000 (calculated at \$20 per hour).

# Public Education and Training

We all need to be prepared to look after ourselves and our families for a minimum of seventy-two hours and preferably at least seven days after an emergency or disaster event.

NSEMO's public education program provides individuals and families with the knowledge, skills and confidence to cope with and respond effectively to an emergency or disaster.

Workshops are taught by trained volunteer Emergency Education Instructors. Since the program began in 1998, over 600 presentations have been provided. In 2010, 867 people participated in 41 workshops. Workshops offered include:

- **Emergency Preparedness Begins with You!** - Personal emergency preparedness based on an all hazards approach.
- **Disaster Response and You!** - Learn how to respond during a disaster, how evacuations work and what to put in a 'grab & go bag'.
- **Disaster First Aid Level 1 and 2**—How to administer first aid after a disaster with limited supplies and improvisation.
- **Damage Mitigation & Damage Assessment**—Learn when a building is "UNSAFE" after an earthquake and how to mitigate hazards in your home.
- **North Shore Tsunami: Fact or Fiction**—Learn the different ways a tsunami can be generated and whether the North Shore coastline is at risk.
- **Emergency Preparedness in Childcare Facilities**— for childcare workers covering an all hazards approach to facility emergency preparedness.



# Emergency Response & Recovery

The North Shore Emergency Operations Centre was activated to level 1 (monitoring) throughout the Olympics, during Lilith Fair and on Canada Day and was staffed by NSEMO personnel. This provided a level of comfort to response agencies who could request full activation and receive support for field operations in a very short timeframe if an emergency incident occurred during these events.

NSMEO volunteer teams have been developed to provide direct assistance to North Shore residents in need and were activated on a number of occasions in 2010.

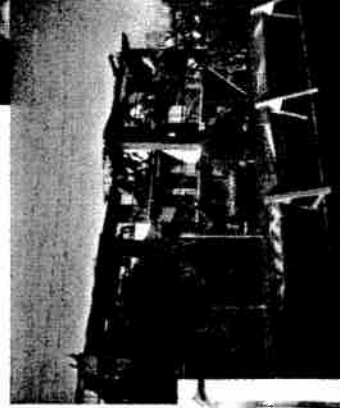
The North Shore Emergency Social Services (ESS) Team was activated four times in 2010. They responded to assist at a house and apartment fire and during an evacuation due to a suspicious package. They also participated in a mutual aid call to Delta during a very large apartment complex fire that taxed Delta resources. The Delta Mayor sent a letter of thanks to the team for assisting Delta in this response.

The Emergency Management Team (EMT) received numerous calls during the year. Ten calls required specific responses, including the above-noted apartment fire, suspicious package incident, police evacuation, sulfur rail car fire, request for sandbags, flooding basement, possible landslide, and a water main break.

North Shore Rescue (NSR) is a locally based team which is a provincial resource and can be deployed by the province outside of the North Shore. NSR was activated 76 times in 2010 on the North Shore and provided mutual aid to teams from Squamish to Harrison. They performed mountain search and rescues, helicopter rescues, urban search and rescues and civil emergency response. The team also completed their 100<sup>th</sup> helicopter rescue in 2010.

## RESPONSE PRIORITIES

- Safety & health of all responders
- Save lives
- Reduce suffering
- Protect public health
- Protect government infrastructure
- Protect property
- Protect the environment
- Reduce economic and social losses



Did you know?... Those impacted by a disaster may apply to the province for Disaster Financial Assistance (DFA) where the losses could not be insured or where other programs are not available. Disaster financial assistance helps to replace or restore essential items and property that have been destroyed or damaged to pre-disaster condition. For more information go to [www.PEP.gov.bc.ca](http://www.PEP.gov.bc.ca).

# Recognition

As part of the 2010 National Volunteer Week activities, a formal NSEMO Volunteer Recognition Event was held on Thursday, April 22<sup>nd</sup> at the District of North Vancouver Municipal Hall. Elected officials and municipal staff came out to recognize the contributions of NSEMO's public safety lifeline volunteers. The evening included refreshments, service awards, team photographs and a lively "Brain Boosters" presentation by Terry Small. This was NSEMO's opportunity to pay special tribute to those individuals who contribute thousands of volunteer hours to our North Shore community. Volunteers were presented with Emergency Management BC service award pins for 5 to 40 years of service to the Province and North Shore communities.



Laurie Bean, NSEMO Administrative Supervisor/ESS Director, received the Emergency Social Services Association (ESSA) Lifetime Achievement Award for her dedicated work to create an environment which encourages the sharing of resources and information for the regional and provincial ESS community. This award was presented at the ESSA Annual General Meeting in November.

# Budget

The North Shore Emergency Management Office (NSEMO) is a tri-municipal organization funded on a per capita basis by the three North Shore municipalities.

In addition to this support, NSEMO takes advantage of all grant opportunities, thereby enabling additional projects such as plan development, training and exercises. When required, grants are matched by municipal funds up to \$75k. Revenue generation varies on an annual basis and is dependent on the availability of funds from granting agencies. In 2010, NSEMO acquired an additional \$96,935 in external funding from the following sources:

- Joint Emergency Preparedness Program (JEPP) grants which provided North Shore Emergency Operations Centre training, development and delivery of an Emergency Social Services volunteer exercise, development of a draft North Shore Disaster Plan and a project to purchase radio communications equipment and an equipment shelter to provide increased radio communications coverage for NSEMO public safety lifeline volunteers
- Canexus sponsorship of the North Shore's emergency telephone notification system (Canexus has been providing this annual funding for over a decade)
- Provincial Emergency Program and Justice Institute sponsored EOC training
- Emergency Social Services Association (ESSA) grant for ESS equipment



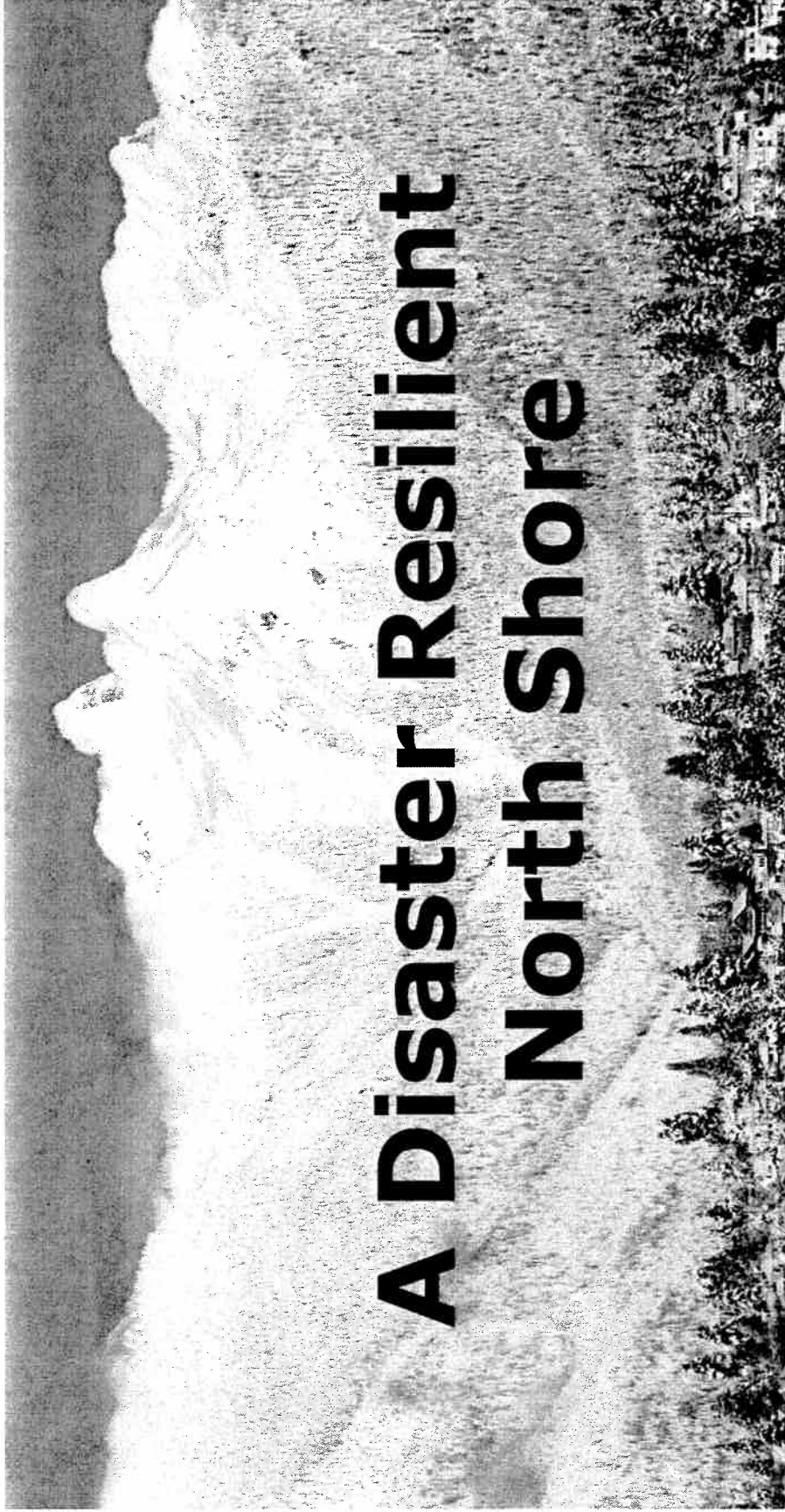
## 2010 NSEMO BASE OPERATING BUDGET Tri-Municipal Support (based on per capita)

City of North Vancouver (26.6%)	\$ 145,896	
District of North Vancouver (48.6%)	\$ 266,563	
District of West Vancouver (24.8%)	\$ 136,024	Total \$548,483
<b>Expenditures</b>		
NSEMO Core Operations (facilities, vehicles, salaries, training, public education)	\$ 500,257	
North Shore Rescue Team (equipment, vehicles, training)*	\$ 35,566	
Emergency Radio Communications Team	\$ 6,260	
Emergency Social Services Team	\$ 6,400	Total \$548,483

\*Two days per week of administrative support was provided to North Shore Rescue through additional municipal funding in the amount of \$22,163.

# 2011 Goals and Objectives

AREA	2011
SPECIAL PROJECTS	<p>Development of a NSEMO/North Shore Rescue Service Agreement and Facilities Planning (Note: this is anticipated to be a priority element of work for the NSEMO Director and NSEMO Operations Committee together with North Shore Rescue)</p> <p>Continued development of an EOC structure for a North Shore wide activation</p> <p>Further development of North Shore specific EOC forms</p> <p>Further development of the NSEMO Volunteer Leadership Team</p> <p>Further development of the Rapid Notify system functionality</p>
PLANNING	<p>Support Municipalities with departmental plan development as required and as resources available</p> <p>Development of a North Shore Crisis Communications Plan (dependent on successful JEPP grant application)</p>
TRAINING	<p>8 Public emergency preparedness training sessions</p> <p>4 EOC enhanced training sessions (dependent on successful JEPP grant application)</p> <p>2 EOC documentation training sessions (dependent on successful JEPP grant application)</p> <p>2 Introduction to Emergency Management sessions</p> <p>2 EOC Level 1 sessions</p> <p>1 EOC Level 2 course (dependent on successful JEPP grant application)</p>
EXERCISES	<p>Emergency Social Services volunteer exercise</p> <p>Emergency Radio Communications (ERC) annual volunteer exercise</p> <p>EOC functional exercises for each municipality (dependent on successful JEPP grant application)</p> <p>Participate in the Provincial 'ShakeOut' earthquake drill</p>
NSEMO ADMINISTRATION AND ENGAGEMENT	<p>Provide exceptional customer service</p> <p>Continued engagement and relationship building with stakeholders</p> <p>Continued support/management of 190 public safety Volunteer</p>
FINANCE	<p>Management of grant funding</p> <p>2012 Budget development</p>



# A Disaster Resilient North Shore

**NORTH SHORE EMERGENCY MANAGEMENT OFFICE**

147 East 14th Street, North Vancouver, BC V7L 2N4 604-983-7440 [www.nsemo.org](http://www.nsemo.org)