

Service Plan for Protective Services

2016-2019

Capital Regional District

Date submitted: October 7, 2015
Date updated: ~~October 2016~~ July 2017



Making a difference...together

Table of Contents

1	Overview.....	1
1.1	Division & Service Summary	1
1.2	Organization Chart.....	5
1.3	Key Trends, Issues & Risks – Service Specific.....	6
1.4	Link to Priorities	8
2	Services	8
2.1	Service Levels	8
2.2	Workforce Considerations	9
3	Divisional Initiatives & Budget Implications	11
4	Goals & Performance Indicators	15
	Contact	15

1 Overview

1.1 Division & Service Summary

The Protective Services Division is focused on planning, administration and operation for public safety, emergency management and response, and bylaw and animal care services. The division manages services of both a regional and local electoral area nature. Included in this division are:

Regional services including Hazmat Response, 911 Call Answer and Regional Emergency Support

Sub-regional services including Fire Dispatch, Animal Care and Bylaw

Electoral Area services including Fire Protection, Emergency Management and Search and Rescue

The purpose of Protective Services is to maintain a comprehensive Emergency Management and Response Organization to ensure appropriate and timely response to emergency incidents in our areas of responsibility (regional, sub-regional and electoral areas).

Bylaw and Animal care respond to complaints, seek voluntary compliance and use regulatory and legal enforcement options to enforce bylaws in the three Electoral Areas for noise, nuisance and unsightly premises, as well as soil deposit and removal in the Juan de Fuca (JdF) Electoral Area (EA).

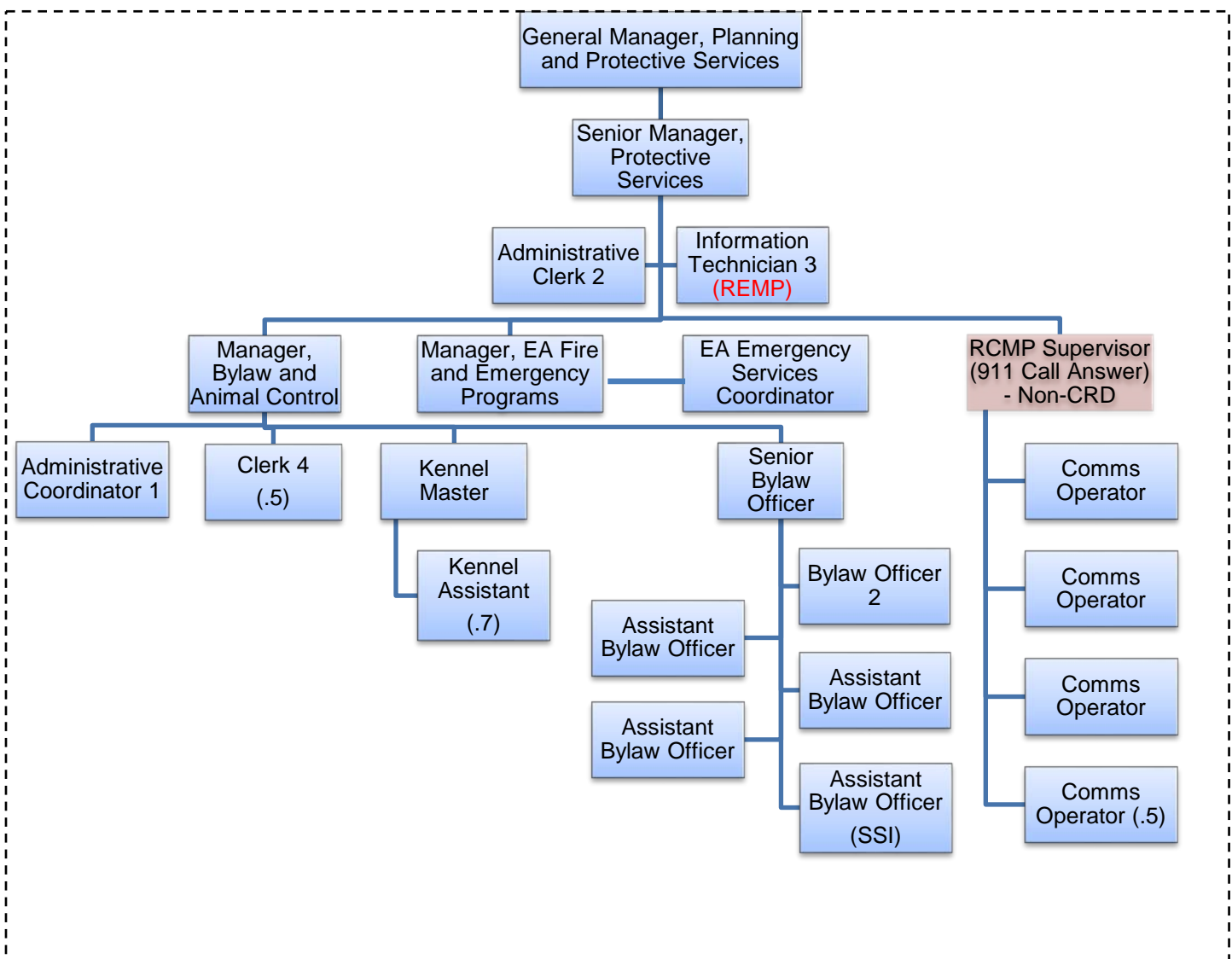
Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
911 Call Answer (Regional) Administration and oversight of 911 Call Answer services within the Capital Regional District, with operational responsibility for the areas served by the RCMP.	Police, Fire and Ambulance Dispatch	Call Answer Levy	Planning, Transportation and Protective Services Committee (P+PSC)
Hazmat Response (Regional) Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.	Regional service includes members from fire departments across the region. Japan Gulch Water Treatment Plant staff cross trains with the Hazmat team for preplanning responses	Regional Requisition	P+PSC Greater Victoria Fire Chiefs Association (GVFCA) Policy Group Operational Working Group (Team members, GVFCA reps and CRD)
CRD Emergency Management Responsible for local emergency management programs in each of the electoral areas supported centrally by the CRD Emergency Operations Centre (EOC). <u>Provision of 24/7 On Call Duty Emergency Manager, Operation of Regional/EA Emergency Communications centres.</u> The CRD EOC will be provide support to internal departments and external agencies during emergencies. Support provided to departmental emergencies such as those affecting water systems or other CRD assets, through Advance Planning, response and After Action reviews.	EA Emergency Programs, all departments	General legislative funding for corporate initiatives, local EA requisitions for each local EA program	Emergency Management Committee (EMC) Emergency Coordination Committee (ECC) Electoral Area Services Committee (EASC) Southern Gulf Islands (SGI) Advisory Commission JdF & Salt Spring Island (SSI) Community Coordinators Group

Regional Emergency Management Coordination (Regional) Developed to provide a coordinating role for resource and information sharing among local municipal and electoral area programs, supported by the CRD Local Government Emergency Program Advisory Commission (LGEPAC) and Regional Emergency Planning Advisory Commission (REPAC). Regional Emergency Management Partnership (REMP) supported through human Resources and strategic direction	Municipal and EA Emergency Programs	Regional Requisition	P+PSC LGEPAC REPAC REMP
Fire Dispatch (Sub-Regional) Operational management of fire dispatch for the three electoral areas (JdF, SGI and SSI) along with participating municipalities (Sooke, Metchosin, Langford and Highlands).	Fire Departments in Sooke, Metchosin, Highlands, Langford, EA Fire departments and EA Emergency Programs	Requisition of participating jurisdictions	P+PSC Working group of fire department representatives
Bylaw Services (Sub-Regional)	All EAs, District of Highlands, and District of Metchosin, internal Customers	Requisition and internal recoveries for the EA. Fee for service to District of Highlands and District of Metchosin and internal customers	EASC
Animal Care Services (Sub-regional)	All EA, the Highlands, Metchosin, Sooke, Colwood, Langford, View Royal, Central Saanich, North Saanich, Saanich and Sidney	Requisition for the EA, Highlands, Sooke and Metchosin. By contract for Colwood, Langford, View Royal, Central Saanich, North Saanich, Saanich, and Sidney	EASC
EA Emergency Coordination Oversight and administration of the Electoral Area Emergency Programs.	Support to all three EA	Funding for two FTE is provided through a requisition to the three EAs	EASC
SGI Emergency Program Operation of a community based emergency management program, utilizing input from a local Advisory Commission to develop a program that is supported by the CRD EOC and meets the needs of the local residents and area.	SGI	Funded by requisition to the SGI EA	EASC
SSI Emergency Program Operation of a community based emergency management program that is supported by the CRD EOC and meets the needs of the local residents and area.	SSI	Funded by requisition to the SSI EA	EASC
JdF Emergency Program Operation of a community based emergency management program that is supported by the CRD EOC and meets the needs of the local residents and area.	JdF	Funded by requisition to the JdF EA	EASC

|

JdF Search and Rescue (JdF SAR) Program oversight and administration for the JdF SAR service.	JdF	Funded by requisition to the JdF Response costs covered by EMBC	EASC
SSI Search and Rescue (SSI SAR) Financial support to the SSI SAR Society to cover overhead (non-operational) costs.	SSI	Funded by requisition to the SSI EA	EASC
EA Fire Services <u>Operation Oversight and support of and to</u> Fire and Rescue <u>Commissions and</u> services.	All residents and visitors within jurisdiction set out in establishing bylaw	Funded by requisition to the residents of the service area	EASC

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Changes in technology from the consumer side (cell phones, texting, social media, and GPS locations) have driven the need to enhance technology at the service side and look at the integration of information and technology throughout the emergency management and response areas.

Increasingly the public expects instantaneous advice and direction when events do occur (earthquake/tsunami warnings). From the service side this is driving the need for mass notification systems and the ability to integrate situational awareness information into the EOC.

Over the past several years focus has been on the creation of efficiencies within existing budgets in order to meet higher community expectations. These efficiencies have now been realized, indicating further service level increases will require budgetary expansions.

The CRD has been chosen by the AGLG to undergo an audit of our emergency management program including all service area emergency plans. The audit expected to be completed in October of 2017.

A process for First Nations engagement has been commenced, —It. It is expected this will become an additional enhance FN engagement in regional emergency preparedness and will align with EMBC and function to RREMP initiatives.

Collaborations on service improvement has resulted in the establishment of the Regional Emergency Management Partnership (REMP) with Emergency Management BC (EMBC) which is designed to improve regional emergency planning for cross jurisdictional disasters in alignment with provincial level planning.

Work has begun with key stakeholders around the unification of 911 and Police Dispatch services and building of the South Island Communications Centre to support police responders within the region is underway.

Recently, the Office of Fire Commissioner (OFC) has established a new *Fire Services Act* that may have impact on CRD service requirements related to fire investigations and inspections. The associated regulations are in development and expected as early as Fall 2016 and will dictate service expectations on regional jurisdictions. Regional districts are lobbying to have input on these new regulations.

Regional Services

- 911 Call Answer Support:
 - Public is increasingly engaged with events resulting in increases in number of calls per incident.
 - Increased call volumes put pressure on staffing levels.
 - Expectations of the public to be able to connect with 911 across a wide array of technologies.
 - Reductions in landline Call Answer Levy (CAL).
 - Provincial take-over of responsibility for Public-Safety Answering Point (PSAP) services and call answer levies is a possibility along with attendant reduction in revenues.
 - Construction of the South Island Communications Centre that will house the Unification of unified 911 call answer and police dispatch services for the region will be underway in the fall of 2017 with an anticipated completion of January 1, 2019 is being built, progressing.
 - Ability of BCEHS to accept medical calls in a timely fashion causing delays and transfer of calls from 911 centre
- Hazmat Response:
 - Increasingly the public is less tolerant of the occurrence of hazardous materials incidents and when they do occur the expectation is for a rapid and effective response.
 - The provision of the service requires ongoing training to ensure safety and efficiency.
 - Structure and staffing of the service requires ongoing participation of the partner fire departments many of which are unionized. As training by necessity must occur outside of regular duty hours for these individuals, significant overtime costs are incurred.
 - Reliance on cooperation of all fire departments to support integration of career, paid on call and volunteer fire-fighters (FFs).
 - Potential for Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) attack due to proximity of Parliament building is being highlighted by the Legislature
- Regional Emergency Support:
 - Increased frequency and complexity of emergency events.
 - Heightened public awareness and concern regarding lack of readiness/response capability:

- Increasing educational requirement expectations of volunteers (time commitment).
- Inability-Challenges to provide timely information out to residents and integrate situational awareness into EOC operations may compound the severity of any local or regional disaster.
- CRD Regional ~~communications~~communications centre's approachability to facilitate timely communications during major events
- Challenges with training and maintaining Emergency Communications Centre volunteer operators.
- Challenges in establishing, training and maintaining skill sets for EOC staff
- Signing of the REMP MOU with the province will improve regional coordination during large scale emergencies.
- Changing demographics in rural areas leading to aging volunteers or part time residents leads to reduction in available volunteers for critical programs.

Sub Regional Services

- Fire Dispatch:
 - Continually increasing call volumes.
 - Imminent change to 700 ~~mh~~MHz National trend to frequency spectrum for all first responder agencies. may have significant impact on equipment budgets. change to 700-mhz.
 - Interoperability capacity between response services.
 - Continued changes to technology need to be strategically addressed in conjunction with 911 Call Answer or we will lose the high level of service currently achieved.
 - Interdependency between dispatch centres including technical and wired connectivity.
- Bylaw and Animal Care Services:
 - Loss of current contracts could further decrease service capability and economy of scale.
 - BCSPCA no longer providing veterinarian services to strays, this now falls on regional animal care service to cover. This is not covered under existing contracts.
 - Legal costs for animal control is increasing and not provided for under existing contracts.

Electoral Area Services

- Electoral Area Emergency Coordination and Fire Services:
 - Public expectations of government's ability to provide leadership and restoration of service following major incidents continue to increase.
 - Focus of the program has to continue to reflect each community's specific and unique needs to ensure that the emergency program is able to respond appropriately in an all-hazards manner to any incident.
 - Changing demographics in rural areas leading to aging volunteers or part time residents points to reduction in available volunteers for critical programs.
 - SSI Emergency Program requires new post seismic event facilities
 - ~~Provincial Fire Commissioners Office has created new requirements tying service levels to specific training/staffing/equipment levels.~~
 - Support levels for emergency programs can vary.
 - Climate change continues to impact frequency and severity of weather events (wildfire risks, drought, severe winter storms etc.).
 - Decreasing availability of volunteers can limit program and response capability and effectiveness.
 - Provincial Fire Commissioners Office has created new requirements tying service levels to specific training/staffing/equipment levels resulting in some significant challenges potentially impacting long term viability of smaller volunteer based fire services.
 - Increasing challenges in meeting administrative burdens of many EA fire departments
 - Ongoing and increasing pressures on volunteer recruitment and retention as well as issues related to training for all volunteer based EA services (Fire departments and Emergency Programs)
 - ~~Severe~~Significant challenge in aAbility to meet and maintain compliance with new government fire service guidelines in all service areas.
 - The new Fire Services Act that may have impact on CRD service requirements related to fire investigations and inspections.

1.4 Link to Priorities

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

PROTECTIVE SERVICES

- collaborate with partners to prepare for, respond to and recover from emergencies

EDUCATION, OUTREACH & INFORMATION

- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

2 Services

2.1 Service Levels

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
911 Call Answer	Working with PSAPs on unification model	Implementation of unified approach	Continued implementation of new technologies	Review & Assess build and commissioning of new SICC	Adjust to meet service levels, as needed
Hazmat Response	Focus training maintaining response capacity and multi-agency response	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
CRD Emergency Management	Local electoral area emergency planning and response support	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
Regional Emergency Management Coordination	Partnering with Province for enhanced Regional Cooperation	Review & Assess	Adjust to meet service levels, as needed. REMP introduced	Review & Assess	Adjust to meet service levels, as needed
Fire Dispatch	Implementation of full service fire dispatch	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
Bylaw and Animal Care Services	Bylaw officers working 7 days/week from 8 am to 6 pm. A bylaw officer on call for issues from 6 pm to 8 am and all day long on Statutory holidays	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
EA Coordination	Partnering with Province for enhanced Regional Cooperation	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service

					levels, as needed
SIGI Emergency Program	Focus training maintaining response capacity Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
SSI Emergency Program	Focus training maintaining response capacity Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
JdF Emergency Program	Focus training maintaining response capacity Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
JdF SAR	Focus training maintaining response capacity	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
EA Fire Services	Complete Fire Service review	Implement strategies to meet OFC guidelines	Review & Assess	Adjust to meet service levels, as needed	Review & Assess

2.2 Workforce Considerations

Regional

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
911 Call Answer	3.5	3.5	3.5	3.5	3.5
Hazmat Response	73 (Non CRD)	80 (Non CRD)	80 (Non CRD)	60 80 (Non CRD)	80 60 (Non CRD)
CRD Emergency Management	5	5	5	5	5
Total	8.5	8.5	8.5	8.5	8.5

Sub-regional

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Bylaw and Animal Care	10.2	10.2	10.2	10.2	10.2
Total	10.2	10.2	10.2	10.2	10.2

Both services were combined as of February 1, 2015 and will be blended into one budget in future years.

Electoral Area

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Emergency Management	*	*	*	*	*
Emergency Programs	1.5	1.5	1.5	1.5	1.5
JdF SAR	0.5	0.5	0.5	0.5	0.5
Total	2.0	2.0	2.0	2.0	2.0

** 5 FTE split between Regional and Electoral Area Emergency Management.*

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
2016			
Situational Awareness Integration System	Undertake review of existing situational awareness software and assess integration compatibility with Mass Notification System.	Protective Services	Core Budget
Regional Emergency Management Partnership	To establish a local/regional/provincial partnership, designed to enhance emergency management across the CRD through the provision of greater regional cooperation, coordination, collaboration and communications.	Public Engagement and Communications Protective Services	Core Budget
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Public Engagement and Communications Protective Services	Core Budget
Regional Emergency Management Coordination	Undertake review of requirements to accommodate EOC staff families during major event.	Protective Services	Core Budget
Increase communications infrastructure resilience	Ensure uninterrupted communications linkages are in place.	Protective Services	Core Budget
911 Amalgamation	Review and pursue opportunities to amalgamate 911 PSAP services in the CRD.	Protective Services	Core Budget
Fire Services	Fire services in the EAs will be required to comply with the new Fire Services Guidelines released by the Office of the Fire Commissioner (OFC) by June 2016. Presently there are a number of deficiencies with fire services that need to be addressed in order to comply.	Protective Services	Single Supplemental \$53,000
Increase the number of First Nations contracts for Animal Control	Enter into discussions to provide animal control services to First Nations not currently under contract.	First Nations Protective Services	Core Budget.
Animal Care in Disasters	Establish a regional animal care plan for emergency and disaster events.	Protective Services	Core Budget

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
2017			
Hazmat Response	Conduct full Service Review as the team has responded 19 times from 2011 to June 2015.	Protective Services	Core Budget
Hazmat Response	Conduct Cost Recovery (service fees) review – initiate bylaw change to accommodate.	Protective Services	Core Budget
CRD Recovery Plan	This was a divisional initiative for 2014; the completion of this <u>was envisioned to may</u> become a part of the Regional Emergency Management Partnership identified for 2016, <u>failing that it will become</u> <u>it is now</u> a stand-alone project.	Protective Services	Core Budget
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
911 Amalgamation	Implement approved 911 amalgamation initiatives.	Protective Services	Reserves
2018			
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
	<u>Continued support of REMP</u>		<u>Core Budget</u>
	<u>Reserve Fire Apparatus</u>	<u>Applies to JDF & SGI EA's and depts. within.</u>	<u>10,000/A adjusted for inflation</u>
	<u>Upgrade Emergency Communications Infrastructure</u>		<u>\$45,000 one-time supplemental and \$12,000/A adjusted for inflation</u>
	<u>CRD Staff Incident Management Team</u>		<u>Within core budgets of participating departments/divisions</u>
	<u>Increase of on call Duty Emergency Manager capability to better serve the organization and to relieve excessive after hours pressure on the two current emergency managers that take call. Enhance "On call capability"</u>		<u>\$25,000/A shared with EA and Corporate Services starting in 2019. 2018 increase funded by surplus</u>
	<u>EOC/Bldg Emergency Supplies</u>		<u>5,000 one time supplement</u>
911 Amalgamation	<u>Implement approved 911 amalgamation initiatives. Construct South Island Communications Centre</u>	Protective Services	<u>Reserves Borrowing Bylaw</u>

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
Fire Services	<u>Port Renfrew/Pacheedaht Earthquake Early Warning/Tsunami siren system</u>	<u>Port Renfrew Fire Department</u>	<u>\$10,000/A maintenance & operating costs</u>
	Acquire reserve fire apparatus for EA Fire services to provide timely spare when frontline engines are down for repair and maintenance to ensure service continuity. The spare would be held at Hartland Landfill and would also act as on site fire suppression support to Hartland as required. This is a collaborative purchase with Hartland.	Applies to JDF & SGI EA's and depts. within.	<u>\$13,460/A adjusted for inflation</u>
2019			
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
	<u>Upgrade Emergency Communications Infrastructure</u>		<u>\$45,000 one-time supplemental and \$12,000/A adjusted for inflation</u>
911 Amalgamation	Complete 911 amalgamation.	Protective Services	
2016-2019			
Regional Emergency Management Coordination	Undertake to EOC Level 3 activation staff training. EOC Essentials & ICS as well as full-scale functional exercises.	Protective Services	Continuous supplemental \$10,600
Mass Notification System	Strategic planning sessions were held in each EA, these indicated a mass notification system to be a strategic priority. The intent is to provide where possible advance notice of events and as required direction to residents. A Pilot Project was completed in 2015.	Protective Services	Continuous supplemental \$6,000
Situational Awareness Integration System	Undertake review of existing situational awareness software and assess integration compatibility with Mass Notification System.	Protective Services	Core Budget
JdF Search & Rescue	Review Operations ensuring compliance with all relevant regulations.	Protective Services	Core Budget
Fire Dispatch	<u>2017-2018</u> will be the <u>2nd-3rd</u> of 5 years in which the payment to Langford for Fire Dispatch	Protective Services	Continuous supplemental \$49,500

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
	increases approved for budget in 2016.		
EA Fire Services	<ul style="list-style-type: none"> Continued work on coordinated response protocols (SOGs). Ensuring record keeping requirements of new Fire Commissioner Playbook are met. Integration of long range capital planning into budgets. 	Protective Services	Core Budget

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Maintain and enhance public safety through emergency management and response	<ul style="list-style-type: none"> • # of Emergency Operations Centre staff training exercises annually* (target <u>4-2</u> per year) • 95% of 911 calls handled within 15 seconds • Number of volunteers registered in electoral area emergency programs* (baseline 900 volunteers in 2015) • Ensure a minimum of <u>70-60</u> hazmat technicians and 40 Juan De Fuca Search & Rescue members are trained over 3 years • # of CRD educational workshops delivered or partnered on annually* (target minimum of 33)
	Ensure Quality Animal Care Services for Region	<ul style="list-style-type: none"> • Rehome more than 90% of dogs and cats from CRD animal care facilities annually

Contact

Name: Shawn Carby

Title: Senior Manager, Protective Services

Contact information: 250-360-3186