

REPORT TO PLANNING, TRANSPORTATION AND PROTECTIVE SERVICES COMMITTEE MEETING OF WEDNESDAY, OCTOBER 21, 2020

SUBJECT 2019-2022 Protective Services Service Planning

ISSUE SUMMARY

To provide the Planning, Transportation and Protective Services Committee with an overview of relevant initiatives undertaken by the Protective Services Division to deliver on approved Board Priorities and the Corporate Plan. Services and initiatives will be delivered in 2021 using core funding only.

BACKGROUND

The Capital Regional District (CRD) Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:

1. Community Well-being – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified 10 initiatives under the Protective Services, which fall under the Planning, Transportation and Protective Services Committee's mandate.

Appendix A *Community Need Summary - Protective Services 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Protective Services - Initiatives Progress Report* provide insights into what has been delivered through the eight delivery initiatives that were approved last year, for delivery in 2020. Three of the initiatives were reported in the Electoral Areas Community Need Summary as they directly addressed a local need. A scope change is recommended for IBC 7a-13 Full Functional Exercise due to COVID.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Protective Services divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:

That Appendix A Community Need Summary - Protective Services 2021 be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2

The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:

That Appendix A Community Need Summary - Protective Services 2021 be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this year's service planning process, staff have been mindful of the fiscal challenges facing the region. To that end, any budget increase or other impacts have been mitigated, as much as possible.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities served by the CRD.

Alignment with Board & Corporate Priorities

Staff have not identified any new delivery initiatives for 2021.

Two of the initiatives approved in 2020 are still in progress. Another six have now either been completed or are now part of our day-to-day service operations. No additional budget impacts have been identified.

The full functional exercise that was approved in IBC 7a-13 for \$25,000 was deferred due to COVID. The CRD and regional partner EOC activations during the extended State of Emergency related to COVID has tested the system beyond what would be expected with a full functional exercise. It is recommended that the monies allocated for the exercise be utilized to have a consultant complete an After Action Review of the CRD response to COVID which will provide an audit of the response and make recommendations for improvement to the emergency plans.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:

That Appendix A Community Need Summary - Protective Services 2021 be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Shawn Carby, CD, BHSc, MAL, Senior Manager Protective Services
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary - Protective Services

Appendix B: Protective Services - Initiatives Progress Report

Protective Services

Strategy

Target Outcome

We envision effective regional cooperation in protecting public safety and preparing for, responding to, and recovering from emergencies.

Strategic Context

Strategies

- [Regional Climate Action Strategy](#)
- [Regional Growth Strategy](#)
- [Regional Emergency Management Partnership \(REMP\)](#)

Trends, Risks and Issues

- Significant staff time was required to focus on response and Emergency Operations Centre (EOC) operations for COVID-19. The ongoing pandemic will likely impact division operations into 2021.
- We are seeing an increasing number of emergency incidents and threats (e.g. wildfire) every year requiring dedicated staff time; this is impacting the Protective Services Division's ability to maintain focus on day-to-day activities.
- Increased public expectations/demand for timely communications during emergency events and for service outside program mandates.
- Pending modernization of the *Emergency Program Act* and regulations will require review of CRD emergency plans to ensure alignment with new legislation.
- Fire dispatch in the region is provided by three different Fire Dispatch Centres creating concerns around service delivery efficiency.
- Current Fire Commission and Fire Society approach to fire service delivery in the Electoral Areas has inherent risk to the CRD and staff due to challenges meeting mandated standards and the limited capability of the volunteer commission and society members to meet regulatory and administrative requirements.
- Increased First Nation capacity in emergency management with corresponding increased expectation in government to government coordination.
- Aging volunteer base with corresponding decrease in volunteerism amongst younger populations creating challenges to maintain EA emergency programs, such as Emergency Support Services and within volunteer fire services.

Services

Core Services Levels	
Service	Levels
Corporate	
CRD Emergency Management Responsible for local emergency management programs in each of the electoral areas supported centrally by the CRD Corporate Emergency Program.	<ul style="list-style-type: none"> • Provision of 24/7 on-call Duty Emergency Manager • Operation of Regional/Electoral Area Emergency Operations Centres • Provide support to internal departments and external agencies during emergencies • Support (advance planning, training, response coordination, site support, and after action reviews) to internal departments and external agencies during emergencies impacting water systems and other CRD assets or services • Operation of the CRD EOC
Regional Services	
911 Call Answer Administration and oversight of 911 Call Answer services within the Capital Regional District.	<ul style="list-style-type: none"> • Ensure that contractor meets performance targets, consistent with contractual obligations
Hazmat Response Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.	<ul style="list-style-type: none"> • Ensure that the CRD Emergency Hazmat Team is properly prepared and able to effectively respond to hazardous materials incidents in the CRD
Regional Emergency Management Coordination Developed to provide a coordinating role among local municipal and electoral area programs. The funding for this service is used to support the Regional Emergency Management Partnership (REMP) in collaboration with EMBC.	<ul style="list-style-type: none"> • Coordinate resource and information sharing among local municipal and electoral area programs, supported by the CRD Local Government Emergency Program Advisory Commission and Regional Emergency Planning Advisory Commission
Sub-regional services	
Fire Dispatch Operational management of fire dispatch.	<ul style="list-style-type: none"> • Operational management of fire dispatch for the three electoral areas and participating municipalities (Sooke, Metchosin, Langford and Highlands)

Community Need



2021 Summary

Core Services Levels	
Service	Levels
Bylaw Services and Animal Care Services Operational management of bylaw enforcement and animal control.	<ul style="list-style-type: none"> Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests
Electoral Areas services	
Electoral Area Emergency Coordination Oversight and administration of the Electoral Area Emergency Programs.	<ul style="list-style-type: none"> Oversee and coordinate emergency planning and response by the Electoral Area Emergency Programs
Electoral Area Emergency Program and Search and Rescue (SAR) Operation of a community-based emergency management program, supported by the CRD EOC that meets the needs of the local community.	<ul style="list-style-type: none"> Program oversight for the Juan de Fuca SAR service Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs
Electoral Area Fire Services	<ul style="list-style-type: none"> Oversight and support of and to Fire and Rescue Commissions and services
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	<ul style="list-style-type: none"> Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
7a-13	Emergency Exercise *	A full, functional exercise to test collaboration of relevant parties in responding to a major regional emergency	2020-21	Deferred due to COVID - change to After Action Review of COVID response	Already funded

Community Need



2021 Summary

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 7a-1 – Regional Coordination of Emergency Services
- 7a-2 – REMP Support
- 7a-6 – First Nations Emergency Support
- 7a-10 – Jordan River Dam Breach Siren*
- 7b-1 – Bylaw Enforcement and Animal Control
- 7c-1 – FireSmart Program for Electoral Areas

*New – Initiatives not in the 2019-2022 Corporate Plan

Business Model

Funding

Who contributes

- All 13 municipalities, all electoral areas and First Nations participate in some aspect of these regional or sub-regional services
- Support Services: varies per service

Funding Sources

- 911 Call Answer is funded by a Call-Answer Levy collected from all telephone landline service providers and most cellphone providers within the capital region, and by requisition
- All other services are funded by requisition, fee for service and/or grants

Reporting Structure

- [Emergency Management Committee](#)
- [Planning, Transportation and Protective Services Committee](#)
- [Electoral Area Committee](#)

Community Need Key Performance Indicator (KPI)

Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Emergency Response Time			
(A) 911 – 95% of calls answered within five seconds; data from E-Comm	97%	97%	95%
(B) Fire Dispatch – 90% of calls answered within 15 seconds; data from CRD Fire Dispatch	92%	92%	90%

Community Need



2021 Summary

Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 2: Emergency Preparedness			
(C) Number of EOC exercises conducted annually; data from CRD Protective Services	2	1	2
(D) Number of CRD Emergency Hazmat Team (EHT) Training sessions held annually at potential hazard sites in the region; EHT contractor training records	6	12	6
Metric 3: Electoral Area Fire Departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services			
Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports	N/A	9	9
Metric 4: Animal Shelter – successful rehoming of >90% of pets received			
Percentage of pets received that year that were successfully rehomed; data from the CRD Animal Shelter	93%	93%	90%

Discussion

Link to Target Outcome

The metrics provided are indicators of the regional emergency preparedness and response time. We also track how well EA fire departments are meeting fire services guidelines and animal rehoming. Collectively the KPIs highlight how effectively the CRD is managing its services and creating effective regional cooperation to protect public safety and preparing for, responding to, and recovering from emergencies.

Discussion

- **Metric 1:** (A) Aligns with CRD Contract expectations and the national standards for 911 call answer service; (B) Fire dispatch call answer standards are established by the National Fire Protection Association and the metrics presented align with those guidelines.
- **Metric 2:** (C) Emergency exercises are an integral component of emergency preparedness programs and aligns with national emergency preparedness standards; (D) Regular training for team members on hazmat response and processes is necessary to align with NFPA 472 guidelines governing hazmat operations. In 2020, an increased number of smaller training sessions were held due to COVID restrictions hence the increase.
- **Metric 3:** All fire services in BC are required to meet the standards for their declared service levels as established by the OFC Playbook and WSBC.
- **Metric 4:** Rehoming of pets is preferable to euthanasia. This is a CRD generated target that is well above the norm for regular shelters.

Community Need



Initiative Progress Report

Protective Services

Initiatives approved in 2020 Budget		
Ref	Initiative	Progress to date
7a-1	Regional Coordination of Emergency Services	Part of core service – new FTE hired in January 2020. Work is ongoing.
7a-2	REMP Support	Part of core service.
7a-6	First Nations Emergency Support	Part of core service.
7a-10	Jordan River Dam Breach Siren	Completed
7a-12	SSI Community Safety	Completed – elector assent by alternative approval process for proposed service not obtained.
7a-13	Emergency Exercise *	Deferred due to COVID – the CRD and regional partner EOC activations during the extended State of Emergency related to COVID has tested the system similar to what would be expected with a full functional exercise. It is recommended that the monies allocated for the exercise be utilized to have a consultant complete an After Action Review of the CRD response to COVID.
7b-1	Bylaw Enforcement and Animal Control	Part of core service.
7c-1	FireSmart Program for EAs	Progressing – grant applications were successful. Work is ongoing.

* New - Initiatives not in the 2019-2022 Corporate Plan