



Central Coast Regional District Emergency Management Plan

This is the overarching document for the CCRD EMP which contains supporting Annexes and individual Emergency Response Plans for the Bella Coola Valley, Bella Bella, Denny Island and Ocean Falls communities.

*Updated by Frontier Resource Management Ltd
January, 2018*

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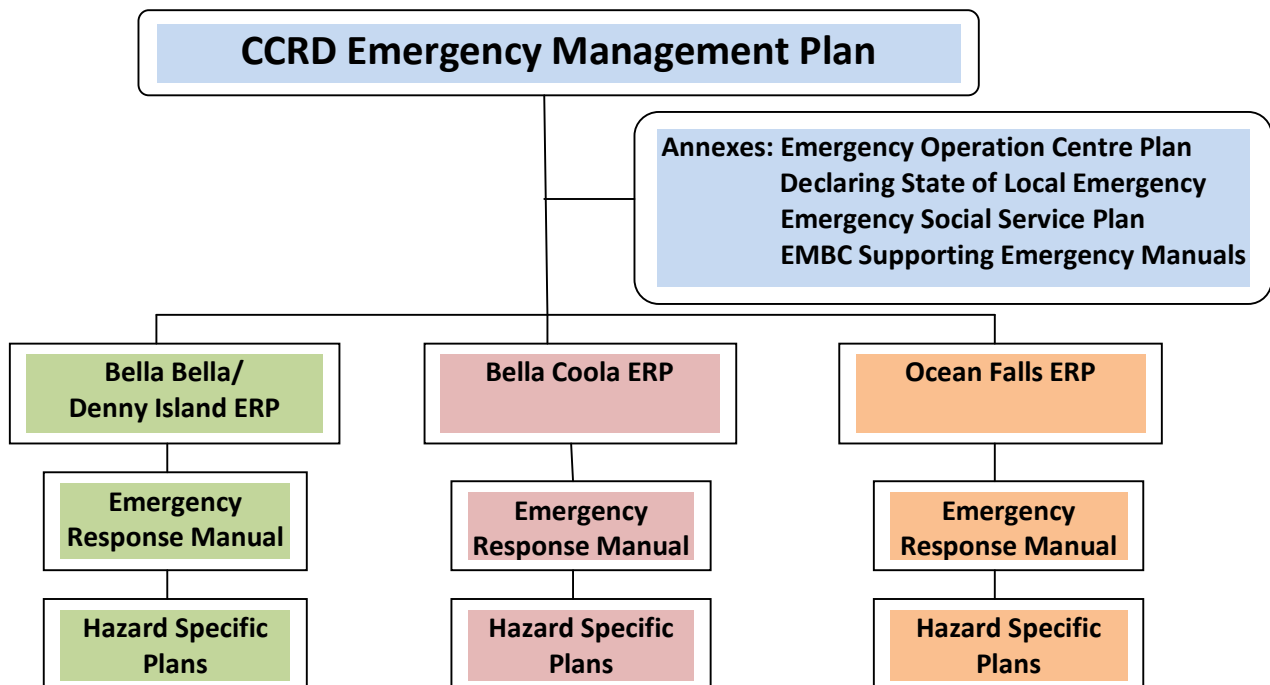
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Executive Summary/ Letter of Introduction

The Central Coast Regional District Emergency Management Plan (EMP) is the guiding document for how the CCRD will meet its legal requirements to:

- Identify and determine potential risk of disasters that may affect Central Coast communities
- Provide policy guidance and direction to emergency management organization
- Periodically review and update emergency plans
- Establish and maintain an emergency training program and periodically conduct emergency response exercises
- Establish procedures for implementing the emergency plans
- Establish procedures for notifying persons that may be in harms way
- Coordinate provision of food, clothing, shelter, transportation and medical services to victims
- Establish priorities for restoring essential services provided by the CCRD
- Recommend priorities to essential service providers.

The CCRD EMP consists of an overarching 'Emergency Management Plan' that provides general guidance how emergency management will be delivered throughout the Regional District. This section is supported by a series of Appendices and Annexes that provide additional generic information that apply universally throughout the Regional District. The following sections provides individual 'Emergency Response Plans' (ERP) that provides information specifically for each of the Central Coast communities at Bella Bella /Denny Island, Bella Coola Valley and Ocean Falls.



1.2. Distribution List

Complete versions of the CCRD Emergency Plan will be provided to the following agencies.

LOCAL AUTHORITIES AND EMBC			
AGENCY	POSITION	Print	Electronic
CCRD	Emergency Coordinator, EEC		January, 2018
Deputy Emergency Coordinators	Denny Island, Ocean Falls		February, 2018
First Nation Emergency Coordinators	Heiltsuk Nation		February, 2018
EMBC – NE Regional Office	EMBC Regional Manager		February, 2018

The following agencies will be provided the respective Community Emergency Response Plans

EXTERNAL AGENCIES			
AGENCY	POSITION	Print	Electronic
Local RCMP	Bella Coola Detachment, Bella Bella Detachment		February, 2018
Fire Departments	Bella Coola, Nuxalk, Hagensborg, Noosatsum, Bella Bella,		February, 2018
Coast Guard	Denny Island Detachment		February, 2018
DFO	Bella Coola, Denny Island		February, 2018
Rangers	Bella Coola		February, 2018
BC Hydro	Bella Coola		February, 2018

1.3. Plan Maintenance

The Emergency Management Plan will undergo revision whenever:

- Community hazards or vulnerabilities change
- The Local Government structure and/or policy changes
- Exercises or emergencies identify gaps or improvement in policy and procedures
- An annual review takes place

Amendments will be documented in section 1.2 Records of Amendments and an updated plan

- The CCRD Emergency Coordinator (EC) will be the point of contact for any revisions.
- The Emergency Executive Committee (EEC) will be responsible for leading the plan maintenance activities.
- The EC is responsible to ensure that an annual review of the plan is conducted and the plan is amended and annexes are updated when required.

Comments and recommendations for changes to this plan should be directed to CCRD Emergency Coordinator, C/O Box 186 Bella Coola, BC V0T 1C0, cao@ccrd-bc.ca

1.4. Training and Exercises

CCRD staff involved in emergency preparedness, response and recovery need to have training in these fields in order to properly execute their roles and responsibilities. Similarly, training exercises need to be conducted on a regular basis (at least once per year), so that staff can implement the plan effectively when emergencies strike. Training exercises should include other agencies and volunteers that are likely to be involved with the Emergency Operations Centre. The EMP should be activated often, not just for big events, so that the concepts stay fresh in people's minds.

A training and exercise record is contained in Appendix 5.

1.5. Acronyms/Abbreviations

BCEMS	British Columbia Emergency Management System
BBGH	Bella Bella General Hospital
BCGH	Bella Coola General Hospital
CCRD	Central Coast Regional District
DEC	Deputy Emergency Coordinator
DFA	Disaster Financial Assistance
DFO	Department of Fisheries and Oceans
DOC	Department Operations Center
EEC	Emergency Executive Committee
EC	Emergency Coordinator
EMBC	Emergency Management British Columbia
EMP	Emergency Management Plan – the whole CCRD emergency response plan package
ERP	Emergency Response Plan – specific response plans for each community
EOC	Emergency Operations Center
EPA	Emergency Program Act
ESS	Emergency Social Services
EPC	Emergency Program Coordinator
HRVA	Hazard, Risk, and Vulnerability Assessment
IAEAC	Inter Agency Emergency Advisory Council
ICS	Incident Command System
MOE	Ministry of Environment
MoTI	Ministry of Transportation and Infrastructure
NPP	Neighborhood Preparedness Program
PECC	Provincial Emergency Coordination Centre
PREOC	Provincial Regional Emergency Coordination Centre
RCC	Rescue Coordination Centre
SAR	Search and Rescue
WSB	Water Stewardship Branch

2. OVERVIEW OF THE PLAN

2.1. Purpose and Objectives

The purpose of the CCRD Emergency Management Plan is to minimize damage to life, limb and property in the District by identifying and reducing hazards and by maintaining and updating a comprehensive emergency response program. This plan focuses on preparedness and response but the CCRD emergency program includes the four main phases of Emergency Management:

- 1) Prevention
- 2) Preparedness
- 3) Response
- 4) Recovery.

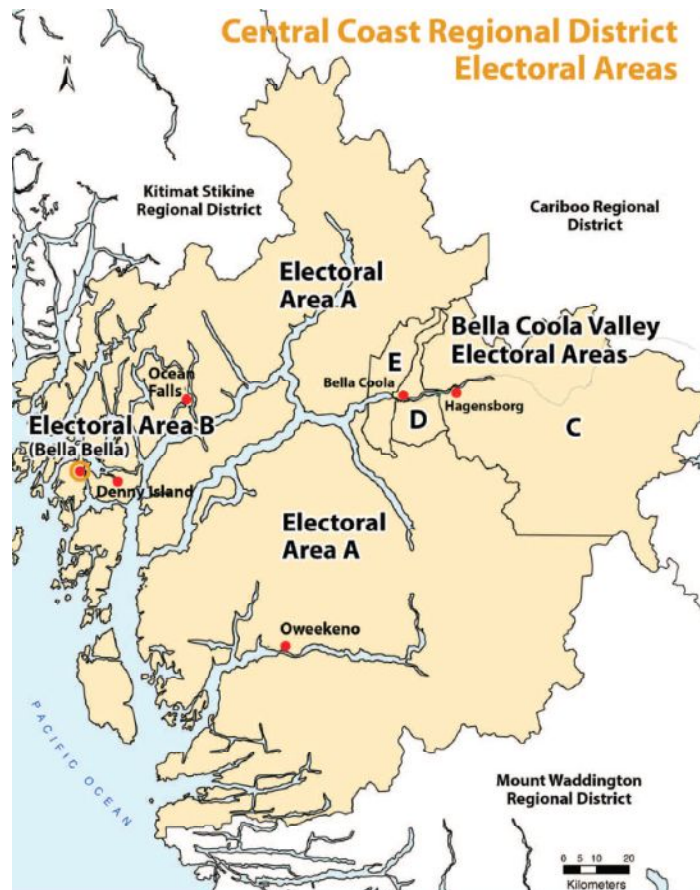
The Central Coast Regional District encompasses one of the largest geographical districts in the Province and it is one of the least populated. Its communities are small and remote with limited emergency response resources. Consequently, emergency response depends very much on the abilities of local residents as volunteers. Situated in some of the most isolated and rugged terrain, the communities face many significant hazards related to natural disasters. This plan has been produced in consideration of these constraints and hazards.

The objectives of the plan are:

1. *Summarize the potential hazards and risks present within the CCRD*
2. *Outline the procedures for implementing the plan*
3. *Identify internal and external communications procedures of notification of an impending disaster*
4. *Identify how provision of food, clothing, shelter, transportation, and medical services are provided to people affected by emergencies*
5. *Identify how the needs of vulnerable population groups will be addressed during an emergency*
6. *Identify the functional roles and responsibilities of internal and external stakeholders*
7. *Identify the logistical support and resource requirements necessary for implementing the plan*
8. *Identify and prioritize hazard reduction strategies and measures that will reduce the community's exposure to main risks.*
9. *Identify priorities for restoring essential services provided by the local government and by external service providers.*
10. *Identify and encourage development of mutual aid agreements*
11. *Establish a procedure for a periodic review and update of the plan*
12. *Outline a training and exercise program for staff assigned responsibilities in the plan.*

2.2. Scope

The Central Coast Regional District is the local government authority responsible for emergency management for all settlements and residences throughout the District (see map below), except for First Nations communities on reserves



The CCRD Emergency Management Plan applies to all electoral areas A, C, D & E. Electoral area B is located in Bella Bella, which is a Heiltsuk Nation reserve, and although the CCRD does not have authority over reserve lands, the CCRD EMP includes Bella Bella with the understanding that the Heiltsuk Nation determines emergency response to threats facing Bella Bella.

The EMP is designed to address the types of emergencies that the individual communities are vulnerable to as identified through their individual Hazard Risk and Vulnerability Analysis (HRVA) . See the individual HRVA's in each of the community Emergency Response Plans (ERP).

This plan is not intended to provide guidance for emergencies that are coordinated on site by first responding agencies but if necessary, it can be activated to provide support to these situations.

2.3. Central Coast Regional District

Geographically, the CCRD is one of the largest regional districts in the province but it is also one of the least populated (3,319 people according to 2016 census). Most of the resources in the district are transported out of the district and with very little industry, the CCRD has one of the smallest tax bases. Therefore, the CCRD is very limited in the amount of resources it can put towards emergency response, mitigation and recovery.

Given the isolation of the communities, residents are of independent character out of necessity. In an emergency, this independence can be a blessing and a curse. People that live in isolated areas are generally self-sufficient and this can mitigate emergency response needs. However, day-to-day self sufficiency can also lead to an over confidence that hinders the ability to recognize and deal with emergency situations, thereby potentially exacerbating the hazards. In recent years the population of the region has come to include former urban dwellers whose level of self-sufficiency may not be as broad as that of longer term residents.

With all the communities in the District being very small, lack of resources to deal with emergencies is common to all.

2.3.1. Bella Coola Valley Community Description

The Bella Coola Valley community is a unique area of settlement – a coastal town 120 km from the open ocean, an interior town 450 km from the nearest stop light.

Many of the private dwellings are primarily heated by firewood, while other homes are heated by electricity, oil or propane furnaces. Most dwellings are on district water supply but homes east of Nusatsum River and the Salloompt area are on private wells or creek intakes. Power is supplied by BC Hydro generators located near the 4 Mile reserve and is also supplemented by the Clayton Falls hydro turbines.

The total population of the Bella Coola Valley is 2,005 (2016 Canada Census), of which approximately 40% are of First Nation origin. The majority of the population reside on the Bella Coola town site, 4 Mile Reserve, Hagensborg, Salloompt and Smith Subdivision. The rest of the population is scattered throughout the valley up to Stuie in Tweedsmuir Park with decreasing density east of Nusatsum River. 61% of the population is between the ages of 15 and 65, while 22% are less than 15 and 17% are older than 65 years.

The average household income (2016 Census) is well below the Provincial average (\$48,000 vs \$70,000) and 30% of the households earn less than \$30,000 per year compared to 18% in the rest of the province. Of the 28 Regional Districts in the Province, Central Coast does not even make the Overall Regional Socio-Economic Index list because the numbers are too small (2012 BC Stats). Given this type of socio-economic profile, a significant part of the population is not in a position to easily recover from a catastrophic event (many people likely do not have insurance or finances to cover emergency expenses).

Much of the valley residences are situated within the 200 year flood zone.

2.3.2. Bella Bella / Denny Island Communities

The Bella Bella/Denny Island communities are unique areas of settlement – both are coastal towns slightly protected from the open ocean by being situated on the leeward sides of two neighbouring outer coast islands. Bella Bella, a First Nations community, is located on the east side of Campbell Island, while Denny Island is situated east of Campbell Island immediately across Lama Pass. The two communities are linked by water taxis.

The 2016 Canada Census shows the population of Bella Bella to be 1,020, most of whom are of First Nation origin. The majority of Denny Island's 80, or so, full-time residents live on the north west side of the island. Approximately, 68% of the population is between the ages of 15 and 65, while 21% are less than 15 and 11% are older than 65 years. Surrounded by a vast archipelago of islands and fiords, the two communities are isolated and, out of necessity, people work and recreate on the ocean.

Many of the private dwellings are heated by firewood, while other homes are heated by electricity or oil and propane furnaces. Most house holds are on community water systems but homes situated outside the Shearwater settlement on Denny Island rely on private water sources. Electricity is provided from Ocean Falls and there are emergency back-up generators on Denny Island should there be a major power disruption from Ocean Falls.

The average family income in the region is recognized as being well below the Provincial average. Given this type of socio-economic background, a significant part of the population is not in a position to easily recover from a catastrophic event (many people likely do not have insurance or finances to cover emergency expenses). Bella Bella, being the larger of the communities, does have some emergency response resources (RCMP, ambulance, fire department and hospital). However, the Denny Island community being so small, does not have much in terms of emergency response resources.

2.3.3. Ocean Falls Community

The Ocean Falls community is a unique area of settlement. A coastal town situated approximately 40 km from the open ocean at the head of Cousins Inlet, the settlement is not connected by road to the rest of the province. The nearest community, in which medical and other emergency services are available, is Bella Bella, approximately 40 kilometers away by boat. Surrounded by a vast wilderness of virtually impenetrable mountains and inlets, Ocean Falls is an isolated community with people of independent character. There are no major stores and the community is serviced intermittently by BC Ferries, barge and Wilderness Seaplanes. Consequently, residents are required to be virtually self-sufficient with regards to food & provisions. As weather and ocean conditions can frequently disrupt travel, especially during winter months, it is essential that residents maintain an abundant stock of whole goods at any given time.

The majority of the population reside in nearby Martin Valley subdivision, approximately 2 kilometres from the main townsite.

Between 1911 and 1980 a pulp mill operated in Ocean Falls and in its heyday, the population reached 5400 people. The remnants of this large mill town are still in evidence in the community, which is now a ghost of its former self.

The main legacy from the old industrial complex is the Link Lake dam and associated hydroelectric generating facility. Operated by Boralex Ocean Falls LP, the generating facility provides electricity to the local community as well as to Bella Bella, on Campbell Island, and to the Denny Island community. The power corporation is the main employer for the community and the greatest resource for emergency response apparatus and supplies.

The year round population of the Ocean Falls Community is estimated at around 20 with summer-only residents expanding this number to approximately 35. This is a dramatic reduction over the last ten years. In summer, boating tourists can increase this number significantly. The community operates as the Ocean Falls Improvement District within the Central Coast Regional District.

Much of the population is in a retirement /subsistence living standard and given this type of socio-economic background, a significant part of the population is not in a position to easily recover from a catastrophic event (many people likely do not have insurance or finances to cover emergency expenses). With such a small population and socio-economic base, the Ocean Falls Community is very limited in the amount of resources it can put towards emergency response, mitigation and recovery.

2.4. Authority for the Plan

Emergency management in British Columbia is authorized by a set of legal statutes and implemented through Emergency Management BC. At the local level, emergency management is delivered through the Emergency Executive Committee (EEC) which operates under the Central Coast Regional District's authority.

2.5. Legal Statutes

The legal authority at the Provincial level for emergency management and response is set out in the following statutes:

- Emergency Program Act
- Emergency Management Program Regulation
- Compensation & Disaster Financial Assistance Regulation

Emergency planning at the local level is enabled through the:

- Provincial Local Authority Management Regulation
- CCRD Bylaw 324 – Emergency Measures Establishment
- CCRD Bylaw 325 – Emergency Measures Regulatory

Copies of the CCRD Bylaws are contained in Appendix 4.

Note: Bylaws or resolutions should be reviewed following each local government election to ensure that newly elected officials are made aware of their responsibilities to support the emergency program and to ensure the provisions of bylaws are up to date.

Emergency response measures may also be directed by regulations contained within the Provincial Health Act.

2.6. Related Plans and Documents

Other plans that affect emergency management in the CCRD area include:

- Bella Coola Official Community Plan
- Bella Coola and Nuxalk Interface Wildfire Plans
- Bella Bella / Denny Island Interface Wildfire Plans
- Ocean Falls Interface Wildfire Plan
- Bella Bella and Bella Coola Hospitals Emergency Plans

- Interior Roads Ltd Emergency Plan
- Boralex Power Emergency Response Plan
- Marine Harvest Emergency Response Plan
- Shearwater Marine Emergency Response Plan

2.7. Activation of the Response and Recovery Sections of the Plan

This plan may be activated, in whole or part, if an emergency has occurred or appears imminent which may require action and coordination beyond normal operation procedures. It may also be activated to assist in the planning and coordination of major events.

The Emergency Plan may be implemented by the:

- CCRD Board
- Chairperson,
- Emergency Coordinator and/or
- Heiltsuk Emergency Coordinator
- EMBC personnel.

Implementation of the Emergency Plan does not automatically declare a state of local emergency or that an EOC will be activated. The CCRD Board or the Chairperson may declare a “state of local emergency” when extraordinary power or authority is needed to effectively deal with an emergency. See Annex A - EOC Plan for activation of an EOC and Annex B – Declaring State of Local Emergency for further information.

The Emergency Management Plan should be activated early and often, not just for big events, as it will build confidence and identify shortcomings.

3. BRITISH COLUMBIA EMERGENCY MANAGEMENT SYSTEM (BCEMS)

The British Columbia Emergency Management System (BCEMS) is a comprehensive framework that helps ensure a coordinated and organized approach to emergencies and disasters. It provides a structure for a standardized approach to developing, coordinating, and implementing emergency management programs across the province.

BCEMS evolved from and expands on the framework previously in place across the province – the BC Emergency Response Management System (BCERMS). BCERMS utilized the structure and fundamentals of the Incident Command System (ICS) which has been widely adopted by first responders and emergency management programs throughout North America.

In 2016, BCEMS was introduced as a continuous process consisting of four interconnected phases: Mitigation, Preparedness, Response, and Recovery. Through the CCRD EMP, the Central Coast Regional District commits to using the BCEMS framework.

Although this plan focuses primarily on response and recovery, mitigation and preparedness are viewed as integral phases in a comprehensive emergency management system and should be addressed at a more strategic level within CCRD's planning.

3.1. Mitigation

Mitigation programs are designed to identify, prevent, eliminate or reduce the effects of hazards. It includes measures such as building codes, building use regulations, zoning and land use management, public education, legislation, and tax and insurance incentives and disincentives. The purpose is to protect lives, property and the environment, reduce economic and social disruption and improve response capability.

The CCRD has established an Emergency Executive Committee (EEC) to help advise the communities on emergency mitigation and prevention.

3.2. Preparedness

Preparedness includes planning to support continuity of emergency operations and other mission critical services. It also entails volunteer management, training, exercises, maintenance and continuous improvement and public education.

Through this Plan, the CCRD will coordinate other agencies within the District to respond to any significant emergencies or disasters that may arise. Furthermore, it is the responsibility of individuals, families and businesses to be prepared for disaster, and any organized response to a disaster will depend on a high level of individual, family and neighborhood preparedness.

One of the aims of the EEC is to aid and promote this preparedness. As one means of promotion, the committee may assist communities to develop Neighborhood Preparedness Programs (NPP). The EEC can also use pamphlets, newspaper articles and other means to maintain a high level of awareness of disaster preparedness among the communities' residents.

3.3. Response

This is where action is taken in direct response to imminent or occurring emergencies/disasters in order to manage the consequences. If necessary, the plan for emergency operations is activated. This phase involves measures in order of priority:

- a) Provide for the safety and health of all responders;
- b) Save lives;
- c) Reduce suffering;
- d) Protect public health;
- e) Protect government infrastructure;
- f) Protect property;
- g) Protect the environment; and
- h) Reduce economic and social losses.

It includes providing emergency information to the public, fire fighting, search and rescue, emergency medical assistance, evacuation, site support and agency coordination.

This plan has been prepared to provide key individuals, agencies and businesses within the CCRD region with general guidelines to the initial response to an emergency/disaster and an overview of respective responsibilities while the emergency persists. For this plan to be effective, it is important that all concerned be made aware of its provisions and that every individual, agency and business be prepared to carry out its assigned functions and responsibilities in an emergency.

3.4. Recovery

Recovery programs are designed to help repair and restore communities and their environments to pre-emergency condition, and include measures such as physical restoration and reconstruction, economic impact studies, counselling, financial assistance programs, temporary housing, and health and safety information. The EEC's role will be primarily to source required resources, and to advise the CCRD.

Relief provides for immediate and short-term assistance to the people impacted by the emergency event and includes the repair and restoration of essential lifeline systems.

Initial, short-term relief efforts include activities such as:

- return of evacuees
- provision of interim housing
- repair and restoration of lifeline utilities
- emergency repair of vital transportation systems
- provision of critical incident stress counselling for responders and affected people
- building safety inspections
- debris removal and clean-up
- restoration of social and health services
- restoration of normal civic services
- coordination of local, provincial and federal damage assessments
- re-occupancy of structures
- economic recovery, including sites for business resumption
- building demolition
- formation of recovery task force.

Near the end of emergency response operations the EOC will make the transition to relief and recovery operations. This may require re-evaluating which functions are required and which agencies and personnel are best suited to staff the functions.

This phase consists of several stages and works towards disaster risk reduction to minimize future damage to the community and environment.

Experience has shown that planning recovery operations during the response will speed recovery time and reduce losses. The Recovery Unit leads the jurisdiction's recovery efforts and should commence activities as early as possible.

4. HAZARDS, RISKS AND VULNERABILITIES

4.1. Overview of HRVA

The purpose of Hazard, Risk, and Vulnerability Analysis (HRVA) is to help a community make risk-based choices to address vulnerability, mitigate hazards, and prepare for response and recovery from disasters.

EMBC has a web based Hazard, Risk and Vulnerability Analysis Toolkit and this was used to develop the risk profiles for the Central Coast communities in 2007. For each hazard, a risk index is generated based on the severity potential and estimated frequency. The results of this analysis form the Hazard Profile for each of the Central Coast communities. For this plan update, a formal HRVA was not re-done, however, the existing risk profile was updated using the toolkit with input from knowledgeable local contacts.

The main hazards facing the Central Coast communities are attributable to the mountainous terrain, forested landscape, dynamic river systems and proximity to the ocean. The communities isolated locations and small populations, also makes them more vulnerable as outside assistance is not readily available.

4.2. Hazard, Risk, and Vulnerability Summary

See the individual community ERP's for detailed information on the risk profile for each respective community.

Although each community's risk profile is different, the hazards having the highest risk rating in the Central Coast are:

1. Interface Wildfire, Flooding, Dangerous Good Spill/Marine Accident, Tsunami
2. Severe Weather, Infrastructure Failure

5. CONCEPT OF OPERATIONS: RESPONSE

5.1. Response Activities

It is imperative that emergency response activities are coordinated and organized. Response involves the following activities:

- Incident/event notification – emergency situation reported, triggers response
- Activation – initiating the emergency response plan
- Informing support agencies
- Development of situational awareness – getting the information about the emergency
- Decision making – how to respond
- Acquisition and deployment of resources
- Demobilization

5.2. Provincial Response System

Response activities are delivered through the BCEMS comprehensive response management system which is based on the principles of the Incident Command System (ICS) that ensures a coordinated and organized response to emergencies and disasters. This framework comprises four levels which are activated as necessary:

- Site
- Site Support
- Provincial Regional Coordination
- Provincial Central Coordination

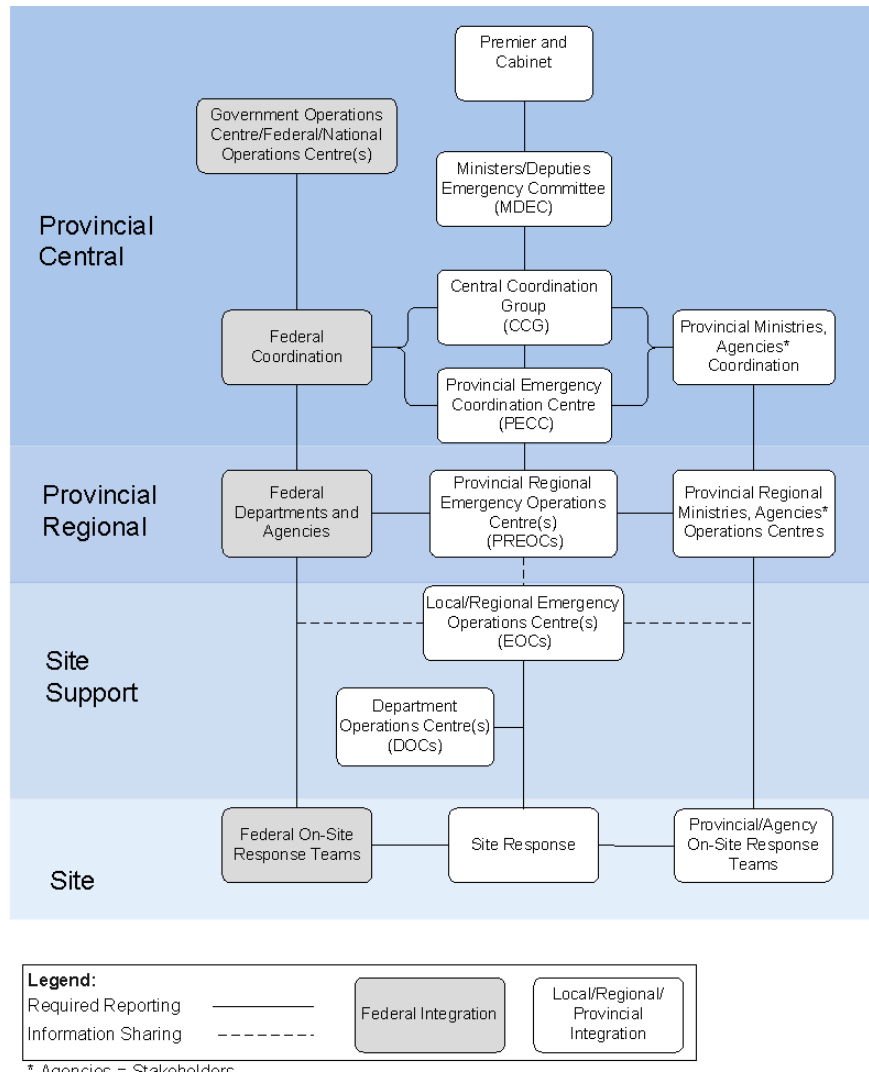


Figure 1: BC Emergency Management Structure (BCEMS Page 58)

5.3. Site Operations

Site response manages the tactical response to the emergency/disaster and functions directly under the ICS structure. Along with Site Support, this is where the CCRD fits in to the BC EMS. Site Operations is where the emergency is occurring and where response is being implemented on the ground. Command is determined by the type of event. This plan is not intended to give details on site operations as they will vary for each emergency situation. Specific Hazard Response Plans are contained in the individual Community Response Plans and provide some guidance on Site Operations related to specific emergencies.

Primary Role	Specific Tasks
<ul style="list-style-type: none"> • Uses resources at hand to respond to emergency and solve problems • Responders may be from various levels of government, stakeholders or support organizations • Direction comes from a single command or unified command. • Command is provided from a single on-site incident command post 	<ul style="list-style-type: none"> • Manages tactical response to the emergency/disaster • Takes responsibility for the safety and health of all those who are operating at the site • Evaluates risk on an ongoing basis • Determines the resources required to deal with the emergency

5.4. Site Support

Site Support varies by the size of the local government and available resources. For the CCRD, it will deliver support by activating the Emergency Operations Centre (EOC). It can then liaise with Regional Operations Centers (REOC), Provincial Regional Operations Centre (PREOC) and Provincial Central Coordination.

EOC Primary Role	Specific Tasks
<ul style="list-style-type: none"> • Supports and coordinates the overall emergency response activities within its geographical or functional jurisdiction. 	<ul style="list-style-type: none"> • Maintains communication with the site • Provides policy guidance • Coordinates the collection of situational information and disseminates this internally and externally • Provides operational support • Coordinates local multi-agency support to the site level • Acquires and deploys additional resources obtained locally, from other EOC's or from provincial regional coordination • Prioritizes and coordinates critical resources • Assists with the media

5.4.1. Emergency Operations Centre (EOC)

The Emergency Operations Centre (EOC) is the hub of all emergency response within the Central Coast Regional District. It supports and coordinates the overall emergency response

activities within CCRD jurisdiction. The EOC is a command structure incorporating a select group of decision makers housed in a physical structure equipped with the resources necessary to coordinate a unified response to emergency situations. There is no permanent location for an EOC in the Central Coast because each emergency will be different and so the best location for setting up the EOC will vary by type of emergency and area that is being impacted.

Using the Incident Command System (ICS) structure an EOC can expand and contract, both internally and externally, to provide the appropriate level of response according to the situation at hand. While there may be a requirement for more than one EOC during a widespread event, it is assumed that most responses will be directed from a single EOC.

The EOC should be set up away from the incident site, ideally in a pre-designated facility, and is normally activated at the request of the incident commander, or the CCRD CAO, a member of the Emergency Executive Committee or the Emergency Co-ordinator. The individual community ERP's contain a list of potential locations for establishing an EOC.

Through the emergency operation centre, the CCRD:

- Assesses the situation
- Provides support to the first responders, including resources
- Provides public information, including media briefings
- Coordinates the provision of food, clothing, shelter and transportation
- Liaises with volunteer groups
- Provides situation reports to the PREOC
- Tracks finances
- Coordinates recovery of essential services
- Coordinates community recovery efforts.

Further information on setting up the EOC is contained in Annex A – EOC Plan.

5.4.1.1. **Declaring State of Local Emergency**

The EOC will generally be involved in determining if access to the emergency powers in the Emergency Program Act is required. Then, a state of local emergency may be declared either by the CCRD Board or Chair. States of local emergency expire after seven days unless an extension is granted by the Minister. See Annex B: Declaring a State of Local Emergency.

5.4.1.2. EOC Activation

AUTHORITY TO ACTIVATE

The EOC can be activated by a member of the CCRD Emergency Executive Committee, the CCRD Board, Chair or Emergency Coordinator. First Nations may also activate an EOC on reserve lands.

Once an EOC has been activated, the NE PREOC must be notified of activation, location of EOC, contact information and who the Director or Incident Commander is.

CRITERIA TO ACTIVATE

An EOC may be activated any time the need for a coordinated response is deemed appropriate to deal with an emergency situation. Potential causes to initiate an EOC are:

- Significant risk to life or property is anticipated
- Risk to critical infrastructure is anticipated
- Large scale emergencies occur
- Multiple incidents occur
- Multiple agencies require coordination to respond to any event
- Uncertain conditions warrant a coordinated watch group.

WHEN EOC MUST BE ACTIVATED:

An EOC must be activated any time a *Declaration of Emergency* is issued. An EOC must also be activated if directed by any of the following:

- EMBC (Following declaration of provincial emergency)
- CCRD (Following declaration of local emergency)
- The Regional District Chair, or alternate
- The Emergency Executive Committee (EEC)
- The Emergency Coordinator (EC)

WHEN EOC MAY BE ACTIVATED:

An EOC may be activated, at the discretion of those authorized to activate the EOC, if requested by an authorized representative of any agency having involvement in emergency situations. These may include the following:

- Fire Department Chiefs
- Bella Coola/Bella Bella General Hospital
- RCMP
- Coast Guard
- Utility Agencies
- Harbour Master
- Aircraft Operations Managers

- Hazardous Material Handlers
- School District Officials
- Others.

5.4.1.3. **EOC Location and Facilities**

The location where a particular EOC will be established will depend on the size, location, nature and expected duration of an emergency event. Potential EOC locations are identified in the individual community ERP's.

5.4.1.4. **EOC Staffing**

The main CCRD personnel that will fill EOC positions are:

- CCRD Emergency Coordinator – CAO, Courtney Kirk
- ESS Director - Admin Assistant, Wendy Kingsley, ESS
- Communications - Economic Development, Bridget Horel
- Denny Island Deputy Emergency Coordinator – Russell Snow
- Ocean Falls Deputy Emergency Coordinator – Ed Backman

Personnel from other agencies may be requested to fill additional EOC roles, depending on the nature of the emergency:

- RCMP
- Fire Chiefs
- First Nations Emergency Coordinators
- Interior Road Service Manager
- Search & Rescue Director
- Rocky Mountain Rangers
- Ministry FLNRORD
- BC Hydro Manager
- First Nations Coastal Guardian Watchmen

5.4.2. **Departmental Operations Centres (DOC)**

Given the Central Coast Regional District's small administrative size, it is not feasible to set up Departmental Operations Centres. However, other locally situated government agencies or organizations that require or provide unique functional support may establish a DOC. A DOC is primarily concerned with supporting the emergency activities of the agency and ensuring that regular business activities continue. For example, Ministry of Forests Land and Natural Resource Operations may establish a DOC in response to a local forest fire.

5.4.3. Emergency Social Services (ESS)

Emergency Social Services (ESS) is a program that provides disaster relief to those affected by emergency situations. ESS depends on community volunteers to plan and provide for the essential needs of individuals, families and response workers. This may include food, lodging, clothing, emotional support, financial aid, information about the crisis and finding loved ones. There may also be special services like first aid, child minding, pet care and transportation. The ESS plan is designed to improve Central Coast communities ability to cope with disaster by establishing the network of volunteers and developing liaisons with businesses, organizations and service providers willing to share resources in times of trouble.

ESS operations are typically delivered under the direction of the Emergency Operations Center. In large scale emergencies, services are provided and coordinated at a designated Reception Centre (RC), usually a different location than the EOC. For small scale emergencies, an EOC may not necessarily be established, but ESS may still be delivered to those affected. ESS would also be located at the Community Resiliency Center (see Section 6.3), should it be set up.

There are four levels of ESS response that are recognized and consistent with the four evacuation levels:

Level 1 – Very small event (ie house fire). Personal disaster assistance. An RC would generally not be established.

Level 2 – Single RC activated but no EOC activated (ie apartment fire, bus accident).

Level 3 – Single RC activated but scale of emergency warrants activation of EOC (Level 1-2) to coordinate response (flood, interface fire).

Level 4 – Multiple RC's and/or group lodging facilities activated. EOC Level 2-3 activated. Large scale evacuation of valley.

In large scale disasters or emergencies, local resources may become overwhelmed and a new approach is in place for the Province to provide a heightened level of care and basic needs to mass populations. This 'Mass Care' approach includes a variety of mass shelters, mass feeding and bulk distribution of essential supplies.

The CCRD EEC, Board, Chair, CAO, Emergency Coordinator or the Incident Commander may activate ESS response in accordance with the four activation levels.

See Annex C for the CCRD ESS Plan.

5.4.4. Health Emergency Management BC

The Bella Bella and Bella Coola General Hospitals are part of the Vancouver Coastal Health authority and HEMBC provides support for emergency preparedness and response. Expertise, education and tools are provided to effectively mitigate, prepare for, respond to and recover from the impacts of emergency events with the goal of ensuring continuity of health services. Both of these hospitals have their own comprehensive emergency response plans which are activated on a regular basis when there is potential for disruption of service.

5.5. Regional Emergency Operations Centre (REOC)

Although CCRD resources are minimal, it may combine resources in a REOC. A REOC normally has the same function as an EOC, but allows for collaborative decision making, coordinated resource requests, and prioritization of scarce resources between local authorities during regional emergencies/disasters. A REOC can also coordinate common public messaging.

In preparation for this, agreements or memorandum of understanding between all the jurisdictions that outlines how decisions will be made and resources shared.

5.6. Provincial Regional Coordination

The Provincial Regional Coordination Level is the response level that provides and coordinates provincial support for local authorities and First Nations within designated regional boundaries. Support and coordination at this level are provided by the Provincial Regional Emergency Operations Centres (PREOCs.)

EMBC manages six regional emergency management offices throughout the province and the CCRD is situated in the North East Emergency Management Region, which is headquartered in Prince George. In an emergency, the regional duty manager for the NE Region can be reached by contacting the Emergency Coordination Centre (ECC) at 1-800-663-3456 or directly at 250-612-4172.

During an activation, a Local government EOC submits resource requests, situation reports and provide documentation to the appropriate PREOC. The PREOC uses the information provided by the local government for situational awareness and strategic planning. This information is also applied to create provincial regional operational objectives and provincial regional situation reports. If an approved resource request cannot be fulfilled at the regional level, the request is submitted to the PECC.

5.7. Provincial Central Coordination

5.7.1. Emergency Coordination Centre (ECC)

EMBC houses the Emergency Coordination Centre (ECC), a 24-hour centre that records, notifies and monitors emergency incidents across the province 365 days per year. If an emergency incident occurs with potential to escalate or has required the activation of the local emergency operation centre(s), the ECC will contact designated EMBC regional and headquarters staff. EMBC staff will activate the PREOC and/or PECC if deemed necessary. The ECC facilitates the flow of information within and between agencies and senior officials if local telecommunications are impacted.

Local Authorities should contact the ECC in the event of an emergency to request a task number, a control number assigned by EMBC for tracking an approved response.

5.7.2. Provincial Emergency Coordination Centre (PECC)

EMBC's Provincial Emergency Coordination Centre (PECC) implements provincial government objectives and leads the overall provincial response. It also serves as the coordination and communication link with the other response levels and the federal disaster support system. The PECC is located in Victoria.

Specific tasks of the PECC can be found on page 57 of BCEMS.

6. CONCEPT OF OPERATIONS: RECOVERY

6.1. General

Recovery is the phase of emergency management in which steps and processes are taken/ implemented to:

- Repair communities affected by a disaster
- Restore conditions to an acceptable level or, when feasible, improve them
- Restore self-sufficiency and increase resilience in individuals, families, organizations, and communities.

Historical recovery efforts in the Central Coast Regional District have included:

- Restoration of electrical power
- Highway restoration and creek bedload removal
- Flood damage to houses
- Debris removal
- Environmental clean-up

Recovery takes time and is complex. For more extensive information on the process of recovery refer to BCEMS Guide (2016) Section 8 and Community Disaster Recovery Guide (2006).

6.2. Recovery Planning in the EOC (Recovery Unit)

Near the end of emergency response operations, an EOC will transition to relief and recovery. This may require re-evaluating which PREOC functions are required and which agencies and personnel are best suited to staff the required functions. Planning's – Recovery Unit is responsible for coordinating the transition from response to recovery.

RELIEF

Relief provides immediate and short-term assistance to people impacted by the emergency event. It includes the repair and restoration of essential lifeline systems, including:

- Interim housing
- Lifeline utilities
- Vital transportation systems
- Incident stress counseling for responders and community
- Building safety inspections
- Family re-integration and repatriation of residents and travellers
- Debris removal and clean-up
- Temporary communications
- Restoration of social and health services
- Coordination of damage assessments
- Re-occupancy of structures
- Formation of recovery task force

RECOVERY

Recovery is the long term effort to restore communities and it may last a number of weeks to several years. Planning recovery operations should start during the response stage as this will speed recovery time and reduce losses. A Recovery Unit will lead the CCRD's recovery efforts and should commence as early as possible. Recovery efforts include:

- Debris management
- Hazard mitigation
- Reconstruction of housing, commercial facilities and transportation systems
- Implementation of long-term economic recovery.

6.2.1. After Action Review

As the community recovers from the impact of the emergency, an After Action Review (AAR) should be conducted. This will help to capture lessons learned by reflecting on the disaster and the planning and response efforts undertaken. An AAR should also be undertaken at the conclusion of recovery activities. A report should be prepared and disseminated to all concerned. Recommendations made should be taken into

account during future mitigation, preparedness and response phases. This is also an opportunity to update the CCRD EMP.

6.3. Community Resilience Centre

The purpose of a Community Resilience Centre (CRC) is to assist individuals through the recovery process. It is a location where the various agencies and groups offering assistance to those affected by the emergency can be contacted. Assistance is provided through the following steps:

- 1) Completing a Capacity and Needs Assessment
- 2) Assist individuals to complete their own action plan
- 3) Connect those with urgent needs to appropriate agencies
- 4) Monitor progress through recovery process.

A CRC may be set up in any of the communities depending on the scale of the emergency and the number of people affected. The location would likely be one of the sites identified as possible EOC locations, however, it should not be where the EOC is actually housed. During the response stage, a volunteer centre can be set up which can later transform into a CRC. This is likely where the ESS group would also be located.

See BCEMS Guide pages 97-99 (2016), for further details on organization of a CRC.

6.3.1. Disaster PsychoSocial Services (DPS)

Emergency events can have deep psychological impacts on not only victims but also on responders and witnesses in both the short and long term. As part of the Provincial Health Services Authority, DPS develops and provides a continuum of supportive services targeting both public and responders affected by an emergency or disaster. The services are intended to empower people to help themselves and connect to local resources, thereby minimizing long-term psychosocial effects of a disaster. Educational tools and resources are also available to increase resilience and health coping.

In Bella Coola, organizations like the Community Support Society, BC General Hospital Mental Health Services and Health and Wellness Society are available to help connect affected people with counselling.

<http://www.phsa.ca/about/news-stories/news/disaster-psychosocial-program-helping-those-impacted-by-disasters>

6.4. Recovery Operations Center (ROC)

Where recovery efforts are substantive enough that they can not be handled as part of regular CCRD duties, a Recovery Operations Center may be set up to provide continuity in the support and coordination of recovery activities. The ROC would use the same ICS structure as that of the EOC but variations may be required depending on community needs. Once a ROC is deactivated, long term recovery activities may continue under community and organizational based project management until the eventual transition to the mitigation phase. These long-term activities include

- Identifying mitigation activities/projects
- Obtaining funding
- Implementing lessons learned
- Updating HRVA
- Ensuring ongoing integrated communication at all levels.

7. ROLES AND RESPONSIBILITIES

7.1. Central Coast Regional District Support

Although the Central Coast Regional District is one of the largest Districts in the province in terms of area covered, it is one of the smallest in terms of administrative resources. It consists of a five member Board of Directors, a Chief Administrative Officer, Chief Financial Officer, Economic Development Officer, Operations Manager and an Administrative Assistant. Emergency management support is provided through the following means:

7.1.1. EMERGENCY EXECUTIVE COMMITTEE

The EEC consists of:

- Sam Schooner, CCRD Director
- Courtney Kirk, CAO, Emergency Coordinator
- Roger Harris, Nuxalk Representative
- Russell (Rusty) Snow, Deputy EPC, Denny Island
- Ed Backman, Deputy EPC, Ocean Falls
- Wendy Kingsley, CCRD Admin Assistant, Recording Secretary

The duties of the EEC are:

- List hazards and relative risks that the CCRD is subject to
- Prepare plans for response and recovery from emergencies, these are to include:
 - Periodic review
 - Program of emergency response exercises
 - Training program

- Procedures for physical and financial emergency resources are obtained
- Procedures for implementing emergency plans
- Warning procedures to those that may be harmed or suffer loss
- Procedures to coordinate provision of food, clothing, shelter, transportation and medical services to victims
- Procedures to establish priorities for restoring essential services provided by the regional district, or recommend priorities to other service providers.

7.1.2. Inter-Agency Emergency Advisory Council

The Inter-Agency Emergency Advisory Council (IAEAC) is a new initiative to enhance preparation and emergency planning for the communities. This committee works under the overarching CCRD EEC at the sub-regional level (Bella Coola Valley and Outer Coast), focusing on the issues facing the two sub-regions. The IAEAC works to build stronger knowledge and emergency management capacity within the CCRD. This committee consists of CCRD and First Nation staff, representation from a wide variety of government agencies present in the area, local emergency responders, medical and health providers, utility service providers, volunteer organizations and essential commercial service providers (fuel & groceries).

The envisioned role and responsibilities of the Council are:

- To pool local emergency resources and agencies
- Establishes communication links between organizations and agencies
- Assist in inventorying available resources, promote acquisition/access to additional resources
- Identify issues and evolving hazards
- Participate in training and table top emergency exercises
- To help fill EOC roles and positions when activated

7.1.3. EMERGENCY COORDINATOR

- The duties of the EC are to facilitate emergency preparedness, response and recovery measures.
- Currently this role is fulfilled by CCRD CAO, Courtney Kirk.
- The EC is supported by two Deputy EC's:
 - Denny Island – Russell Snow
 - Ocean Falls – Ed Backman

7.1.4. EMERGENCY SOCIAL SERVICES

- ESS provides disaster relief to those affected by emergency situations.

- ESS depends on community volunteers to plan and provide for the essential needs of individuals, families and response workers.
- Assists with provision of food, lodging, clothing, emotional support, financial aid, information about the crisis and finding loved ones.
- Provide special services like first aid, child minding, pet care and transportation.
- The ESS Director is currently the CCRD Administrative Assistant, Wendy Kingsley
- Nuxalk ESS Director is Tina Clellamin
- ESS is supported by a group of volunteers

7.1.5. CCRD Resources

The physical resources that the CCRD can provide for emergency response includes:

- Office space
- Phone lines & fax machines, satellite phone,
- Computers
- Photocopying and printing
- EOC resources: signs, office supplies, flagging tape, vests, VHF radio, 500 watt generator, white board, post it boards, projector & screen, 7 extra phones.
- Sand bags
- Financial tracking

See also the resource inventories in each of the community specific ERP's Appendix 6.

7.2. External Agency Support

The following organizations and agencies are located in the Central Coast and can be expected to provide assistance when called upon:

Organization	Role	Resources
BC Ambulance	<ul style="list-style-type: none"> ○ Bella Coola & Bella Bella ○ Medical aid first responder ○ Transportation of injured 	Aambulances, part-time employees, first aid supplies
General Hospital	<ul style="list-style-type: none"> ○ Bella Coola & Bella Bella ○ Provision of medical aid ○ Assist with recovery 	Full complement of doctors and nurses, medical equipment and supplies, Meeting rooms, pharmacy, mass casualty units
Fire Departments	<ul style="list-style-type: none"> ○ Structural fire control ○ Assist with notifications, evacuations 	Fire trucks, water trucks, pumps hoses, trained volunteers
RCMP	<ul style="list-style-type: none"> ○ Bella Coola & Bella Bella ○ Maintain law and order ○ Enforce orders ○ Evacuation security 	vehicles, officers, detainment facility, radio communication to outside valley, meeting room

Organization	Role	Resources
Coast Guard	<ul style="list-style-type: none"> ○ Denny Island ○ Lead marine response ○ Search and rescue 	Various vessels, crew and communications
Nuxalk Nation	<ul style="list-style-type: none"> ○ Human and equipment support ○ Notification, communication ○ Social services 	Bella Coola Admin office, meeting rooms, mass shelter at Acwsalcta school & Nuxalk Hall, various equipment, school bus,
Heiltsuk Nation	<ul style="list-style-type: none"> ○ Human and equipment support ○ Notification, communication ○ Social services 	Bella Bella Admin office, meeting rooms, mass shelter at school & community hall, various equipment
Emergency Social Services	<ul style="list-style-type: none"> ○ Provide for essential needs of individuals, families and responders 	Volunteer members
Canadian Rangers	<ul style="list-style-type: none"> ○ Assist with notification, evacuation, search & rescue, condition ○ Monitoring ○ Assist with law enforcement 	Bella Coola Trained volunteer members
Ground Search & Rescue	<ul style="list-style-type: none"> ○ Assist with notification, evacuation, search & rescue, condition monitoring 	Bella Coola Trained volunteer members, swift water rescue equipment, radios,
Interior Roads Ltd	<ul style="list-style-type: none"> ○ Monitor highway condition, risk to bridges ○ Respond to highway blockage or disruption 	Grader, dump trucks Repeater radio communication
Snootli Hatchery – FOC	<ul style="list-style-type: none"> ○ Assist with river/flood emergencies 	River boats, trained crew, dry suites, potable water supply
School District 49	<ul style="list-style-type: none"> ○ Assist with public notification ○ Provision of mass sheltering facilities ○ Assist with mass evacuation 	Bella Coola & Denny Island Phone out list Gyms, class rooms, kitchens School buses, electronic meeting facility
Royal Canadian Legion	<ul style="list-style-type: none"> ○ Provision of mass food services 	Bella Coola Volunteer members, Legion hall, kitchen mass shelter
Valley Ridge Riders	<ul style="list-style-type: none"> ○ Assistance with animal evacuation 	Bella Coola Volunteer members, animal pens and pasture at Rodeo Grounds
Contractors	<ul style="list-style-type: none"> ○ Provision of machinery 	Bella Coola, Bella Bella, Denny Island, Ocean Falls. Large excavators, numerous small bob cat style excavators and loaders, D6 cat, 966 loader, dump trucks,
BC Hydro	<ul style="list-style-type: none"> ○ Utility repairs 	Bucket trucks, linemen

Organization	Role	Resources
Telus	<ul style="list-style-type: none"> ○ Utility repairs 	Linemen (shift schedule) Communication center
Community Support Society	<ul style="list-style-type: none"> ○ Provide support to affected individuals, families, responders 	Bella Coola Access to counseling,
Health & Wellness Society	<ul style="list-style-type: none"> ○ Assist with recovery ○ Psycho social support 	Bella Coola Trained counselors, office facility, phone lines
Learning Society	<ul style="list-style-type: none"> ○ Assist with recovery 	Bella Coola
Bella Coola Valley Tourism	<ul style="list-style-type: none"> ○ Assist with information dispersal ○ Provision of accommodation 	Numerous operators provide accommodation and food services
Bella Coola Community Forest	<ul style="list-style-type: none"> ○ Assist with notification & response 	Emergency transport vehicle (ambulance), first aid gear, radio communications, water tanker truck, water pumps
West Coast Helicopters	<ul style="list-style-type: none"> ○ Aerial assessment, first responder transportation, evacuation 	A-star helicopter
Bella Coola Helisports	<ul style="list-style-type: none"> ○ Weather notification ○ Avalanche status ○ Search & rescue 	Avalanche rescue, rope rescue, vans, Level 3 first aid and gear
Pacific Coastal Airlines	<ul style="list-style-type: none"> ○ People transport 	Bus
Columbia Fuels	<ul style="list-style-type: none"> ○ Bella Coola ○ Fuel spill response 	Fuel spill equipment at harbour
Lama Pass Fuels	<ul style="list-style-type: none"> ○ Bella Bella ○ Fuel spill response 	Fuel spill equipment at harbour
Shearwater Marine	<ul style="list-style-type: none"> ○ Denny Island ○ Fuel spill response ○ Heavy duty equipment 	Fuel spill equipment at harbor

See master contact list for phone numbers, etc.

See also the resource inventories in each of the community specific ERP's Appendix 6.

Other Provincial and Federal agencies located in Bella Coola are: Ministry of Forests, Lands, Natural Resource Operations and Rural Development, BC Parks, Fisheries & Oceans Canada (see next section).

7.3. Provincial and Federal Agency Support

The Province will coordinate available resources to provide emergency response assistance that supplements but does not substitute for community resources. EMBC coordinates Provincial support through the ECC or the PREOC, if activated.

Provincial agency examples:

- **EMBC, Ministry of Public Health and Safety**
 - Emergency Management BC is the Province's lead coordinating agency for all emergency management activities, including planning, training, testing and exercising, to help strengthen provincial preparedness.
 - This work is done in collaboration with local governments, First Nations, federal departments, industry, non-government organizations and volunteers.
 - EMBC provides support to Local Authorities through the ECC, PREOC, and PECC.
 - Provide Disaster Financial Assistance (DFA), and Response/Recovery expense reimbursement
- **Ministry of Transportation and Infrastructure**
 - Before, during and after an emergency the Ministry of Transportation and Infrastructure (MoTI) could be called upon to provide expertise, technical advice and/or policy direction regarding:
 - Highway construction and maintenance;
 - Safety and protection of provincial road and bridge infrastructure; and
 - Transportation planning and policy.
 - MOTI oversees provincial highways identified as emergency response routes - a network of pre-identified routes that can best move emergency services and supplies to where they are needed in response to a major disaster.
 - MoTI can authorize the closure of provincial transportation routes, including highways and inland ferries, where the safety of the public is at risk. MoTI can assist in public notification through the DriveBC website, as well as posting advisories on overhead message boards along designated routes.
- **Ministry of Children and Family Development**
 - Could be called upon to provide expertise and/or policy direction regarding:
 - Reunion services;
 - Child protection;
 - Children and youth with special needs; and
 - Child and youth mental health.
- **BC Housing, Ministry of Natural Gas and Minister Responsible for Housing**

- BC Housing may provide support for rapid damage assessment following an emergency
- They offer damage assessment courses to groups at a reasonable rate to encourage emergency preparedness and business continuity
- **BC Coroner Service, Ministry of Justice**
 - Provides services as necessary including operation of temporary morgues, identification of the dead and mass fatality planning.
- **BC Wildfire Service, Ministry of Forests, Lands, Natural Resource Operations and Rural Development**
 - Manages wildfires through a combination of wildfire prevention, mitigation and suppression strategies, on both Crown and private lands outside of organised areas such as municipalities or regional districts.
- **Ministry of Health**
 - Support through Vancouver Coastal Health
 - Health Emergency Management BC (HEMBC) includes Disaster PsychoSocial Services (DPS)
- **Ministry of Environment**
 - Provides professional or technical advice and direction at hazardous material or pollution spills
 - Assesses and monitors air and water quality
 - Provide conservation officers to act as special constables to reinforce police forces in law and order and traffic duties.
 - If evacuations are required within park boundaries, representatives from the Park Branch will liaise with provincial operation centres, agencies and local authorities as required.
- **Ministry of Agriculture**
 - Provides advice to farmers, aquaculturalists and fishers on the protection of crops, livestock and provincially managed fish and marine plant stocks;
 - Coordinates support and/or managing agricultural animal relocation;
 - Develops emergency response plans addressing animal disease and plant health;
 - Administering provision of crop insurance to cover damage from disasters or emergencies.
 - The B.C. government has worked with the livestock industries to develop Emergency Management Guides to assist producers in being as prepared as possible during emergencies

Federal Agency examples which may interact with the EOC:

- Department of Fisheries and Oceans
- Parks Canada
- Canadian Coast Guard
- Royal Canadian Mounted Police

- Indigenous and Northern Affairs Canada

8. PUBLIC INFORMATION

8.1. General

Informing the public about emergency situations is vital for effective response and recovery that minimizes suffering and damage. This involves rapid notification of impending or occurring emergency situations and what people should do to avoid harm. As the emergency evolves, on-going follow-up information needs to be provided to inform people on response efforts and to guide people on what they should be doing.

Refer also to the Communication Plan in each of the individual community ERP's.

Emergency Management BC has a team of Government Communication and Public Engagement (GCPE) staff, that help provide strategic communications advice, issues management and media relations support, and other communications duties as required throughout the year. They also train public information officers from the GCPE team, and arrange deployment of staff as required for significant emergency events where public information support is required. If any strategic communications advice or support is required, this can be accessed by putting in a request through the EMBC regional office.

8.2. Notifying People of Emergency or Impending Disaster

Upon notification of an emergency or impending disaster, the CCRD Emergency Coordinator, will initiate the Notification Protocol to inform those that may be in harms way or may suffer loss. This may be done with or without activation of EOC. The Notification Protocol entails the following steps and actions:

1. Determine the potential area affected – this could be a specific location, a neighborhood, a community or area wide.
2. Develop notification message to ensure concise, consistent and relevant information is provided:
 - a. Type of emergency
 - b. Area potentially affected
 - c. Urgency of situation
 - d. What is being done
 - e. What people should do – shelter in place, prepare for evacuation, evacuate, etc
 - f. Where to get further information
 - g. Notifying neighbors
3. Instruct supporting staff to initiate call out to affected area using the following means:
 - a. Telephone
 - b. Email

- c. Fax
 - d. VHF radio – LAD 1 channel (154.100)
- Marine 6 for water based emergency (156.300)
 - e. Social media – facebook
 - f. Local fm radio – Nuxalk station 91.1 FM
 - g. Local TV – Bella Bella
4. Keep record of confirmed contacts where evacuation may be necessary
 5. If contact can not be confirmed using electronic means and situation is urgent, then door-to-door crews may need to be deployed. This will likely be done through EOC.

The *BC Earthquake Immediate Response Plan*, Annex D contains suggested messaging for earthquake events.

8.3. Coordinated Information

During emergency response, where many agencies or organizations are involved, it is important that information be distributed in a consistent, coordinated and timely manner. Messaging needs to be consistent as dissemination of information from different sources, with different nuances, can lead to confusion. Setting up a Joint Information Centre may be necessary to coordinate data from multiple sources into a consistent, collective whole.

8.4. Media Plan

Emergencies attract media attention and it is important to engage with the media in an effective manner to serve people being affected by the emergency and to help response and recovery efforts. This includes use of traditional media (newspaper, radio, tv) and new, social media platforms. Effective use of media can help to collect and disseminate information, alerting public of changing conditions and actions they need to take. Monitoring of media is also important to ensure misinformation is not spread.

Use of social media can be both a benefit and a curse. Important information can be distributed quickly to a wide audience in real time but misinformation can also spread just as quickly, so it is important to maintain control of the messaging. This requires monitoring and a quick response, if misleading information is put out there by unofficial sources.

To engage effectively with the media, incorporate the following guidelines:

- Develop plan for using media fitting to scale or emergency
- Keep information up to date. Be vigilant about accuracy. Correct any errors clearly and promptly.
- Consider the integrity of the source from which information is received.
- Respond to issues in a timely manner, regardless of size, scope or magnitude.
- Consider social media as one tool in the media toolbox.

8.5. Neighborhood Emergency Units/Teams

To facilitate orderly emergency planning and response, the various communities may be broken up into Neighbourhood Emergency Units based on geography, hazard similarities and access characteristics. These Units also facilitate the identification of the Neighbourhood Emergency Teams (NET) that is the foundation of the local neighbourhood emergency program. The NET can assist with information dissemination and door to door sweeps. The community can determine the requirement for Neighbourhood Emergency Units/Teams.

9. RESOURCE MANAGEMENT

Resources refer to equipment, supplies, personnel, volunteers and facilities that may be required to support emergency management efforts. In preparation for emergency response, measures need to be taken to enable access to resources in time of need.

9.1. Resource Needs and Availability

The emergency resources that are required in the CCRD are typical of those required by most rural communities in British Columbia. With high risk of flooding, interface fire, infrastructure failure, dangerous good spill/marine accident, and severe weather events, types of resources required for response include:

- heavy machinery
- Radios
- accommodation
- animal transport
- river & ocean crafts
- rescue gear
- food services
- spill equipment and sand bags
- 4 wheel drive vehicles
- first aid & survival gear
- fire equipment
- EOC facilities

The CCRD has very few, if any, of these physical resources available internally and so needs to rely on resources from the private sector and provincial agencies. All of the listed types of resources are available to a limited degree in Bella Coola and Bella Bella/Denny Island, so small scale emergencies can be handled with local capacity in those communities. However, for larger scale events, resources will need to be acquired from outside sources.

9.1.1. Resource Acquisition

To acquire resources from the private sector (machinery and equipment), CCRD will rely on its existing 'Registered Contractor List' for hiring machinery by the hour. Other provincial agencies, like BC Wildfire and Ministry of Transportation and Infrastructure, that are involved in emergency response will hire machinery through their own acquisition protocols.

9.1.2. Resource Deployment

The process for deploying resources is through the following steps:

- **Resource needs identification:**
Initial assessments of emergencies need to identify what resources are required
- **Resource request management:**
Requests need to be tracked and channeled through the EOC to track status of delivery, use and completion. 'Resource Request Form' and 'Expense Authorization Forms' need to be submitted to EOC/PREOC for approval before resources are deployed.
- **Designation and management of critical resources:**
If resources are limited in availability and there are multiple demands for them, they would be considered a 'critical resource'. If there is competition for critical resources, PREOC or PECC may prioritize and coordinate resource allocation according to availability, needs of other emergencies, constraints and other considerations.
- **Deployment of resources:**
Deployment is based on priority levels:
 - Emergency – having life or death priority
 - Priority – important to support operations within specific time limit
 - Routine - supports regular operations.
- **Demobilization:**
When resources are no longer needed, they are demobilized to original location in safe, orderly and efficient manner. Upon return, resources are replenished or if necessary repaired.
- **Payments and reimbursements:**
All costs are tracked. Time cards and invoices need to safely stored and kept on file for future reimbursement and compensation purposes. Total cost of the response should be included in the final event report.

9.2. Volunteer Management

Volunteers are a vital component of the emergency management process. To utilize this resource effectively and safely, it is important to identify the roles that volunteers may fulfill versus roles that require duly authorized personnel, professional skills or specialized experience. Ideally, volunteers come registered through a formal, supporting organization whose members are trained/skilled to perform tasks related to the respective organization's ability to provide support. See Section 7 Roles & Responsibilities, for listing of local supporting volunteer organizations.

'Emergent' volunteers (ones that come together as a result of the emergency and want to help) also provide important service, but they will need more direction and should only be deployed to provide assistance to task groups that have clear tasks and close supervision.

10. FINANCIAL CONSIDERATIONS

Emergencies can be very expensive and can pose an unbearable burden on local government. This is especially true for the CCRD which has a very small tax base. The CCRD's yearly budget for its emergency program is only \$25,000 and it essentially operates in a fiscal deficit, so there is no room to re-allocate funds from other programs.

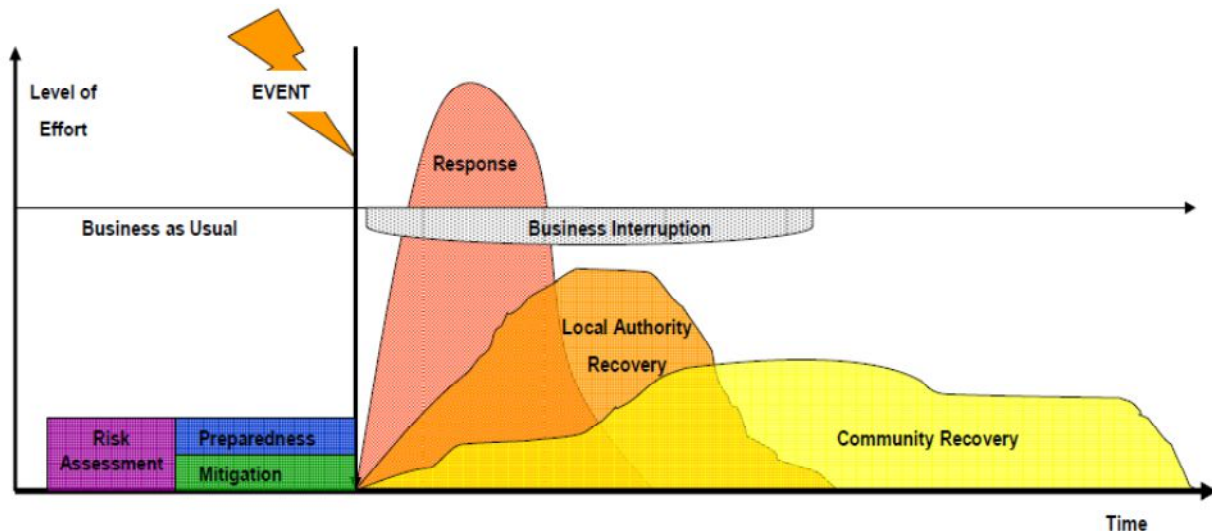
Financial assistance for response and recovery is primarily available from the Provincial and Federal governments and it is vital that financial control is established early as an emergency unfolds in order to maximize financial assistance. Financial Management is one of the four main functions within an EOC and at the onset of an emergency, the CCRD Finance Department will assume this role. Depending on the scale of the emergency, additional personnel may need to be brought in to process and track the volume of financial data and transactions that will be generated.

Financial assistance is also available to address recovery, repair and restoration of private, commercial and public property through Disaster Financial Assistance. To qualify for financial assistance:

1. Costs must be eligible
2. Costs must be documented.

First Nations qualify for financial assistance from the Federal government. There is agreement between the Federal and Provincial governments that the Province will assist with administering response and recovery funding to First Nations. First Nations that activate their own emergency response on reserves should apply for funding recovery directly themselves. However, if there is an integrated response, the CCRD is willing to coordinate and submit funding applications for both entities.

Different legislated programs apply to the different phases of an emergency, so it is important to distinguish between them. The figure below shows the approximate relationship between response and recovery.



10.1. Response Costs

Response costs are those incurred while taking action to reduce suffering and harm during the course of an emergency event. Response may begin before impact if there is adequate warning of impending event and last until the event or threat is over. EMBC is authorized to reimburse local governments 100% of eligible response costs.

The eligibility of costs for recovery depends on the following factors:

- **Type of Event** – Most are caused by natural events (fire, flood, earthquake, tsunami) but some are caused by humans (hazardous material spill, large accidents).
- **Event Size or Magnitude** - Most emergency events dealt with by a local authority are relatively small and Province reserves right to determine which events would qualify for financial assistance.
- **Nature of Expenditure** - Primarily related to site costs, EOC costs, ESS costs
- **Contract and Equipment Rates** – Only regular contract rates, blue book machine rates and standard government food rates are eligible
- **Compensation through Other Means** - Financial assistance is not available for costs with alternate sources of funding (legal compensation from those that caused emergency).

During an event, the CCRD will pay the response costs as they are incurred and then submit reimbursement claims to EMBC for processing. The process for obtaining financial assistance involves four activities, typically undertaken by the Finance Section of the EOC:

- **Activity 1 – Obtain Task Number from EMBC.** This can be done by contacting the Emergency Coordination Centre in Victoria or the North East Regional Manager by phone. The Task Number should be recorded with all time records and costs.
- **Activity 2 – Submit Expenditure Authorization Form to PREOC.** EOC Form 530. This will confirm the eligibility of costs for actions being considered by the local EOC.
- **Activity 3 - Prepare Daily Expense Report.** EOC Forms 532 & 534. Decision makers need to know cumulative costs of the emergency and PREOC needs to know costs that the Province will be expected to reimburse.
- **Activity 4 – Submit Resource Requests to PREOC.** EOC Form 514. When local resources are not adequate to address the emergency, requests are made to the Province.

All personnel, contractors, service providers and volunteers need to track their own time and costs and to include the EMBC Task Number and date on each document they produce.

10.1.1. **Response Claim Procedures**

To recover costs incurred during the Response phase, the following steps should be taken:

- **Step 1 – Document Rationale for Response Expenditures.**
This includes the cost of the item, date of expense, documentation of service provided and proof of payment. Description of the purpose may also be needed.
- **Step 2 – Pay Invoices.**
Before submitting expense invoices, local authority needs to ensure all personnel, contractors, and suppliers have been paid. When paying invoices:
 - Make sure provided services are described
 - Local authority approves that services were received
 - EMBC Task number is included
 - Verify sums on the invoice
- **Step 3 – Collect and Organize Information**
This includes making photocopies of all paid invoices and receipts, as well as documenting evidence that the local authority paid for the goods and services used in the response. A complete package helps EMBC process reimbursement quickly.
 - Ensure there are no missing receipts, or explain why a receipt is missing
 - Obtain evidence of payment, such as copy of general ledger
- **Step 4 – Prepare Response Claim**
Each local authority is responsible for submitting their own cost claims. First Nations that have incurred their own response expenses should submit their own claims. However, if the local authority has incurred expenses on behalf of the First Nation, these expenses may be claimed by the local authority as long as First Nation costs are identified separately.

- **Step 5 – Submit Completed Response Claim**

Response claims must include:

- Summary sheet
- Invoices
- Proof of payment
- GST calculations
- Accounts – separate claims for each Task Number

See the **Financial Assistance for Emergency Response Costs: A Guide for Local Authorities and First Nations**, located on EMBC website (**Appendix 1 – Links and Resources**), for more detailed information on process for submitting cost claims. A series of specialized forms are also available on the website. Eligible costs are listed in **Appendix 7 – Eligible and Ineligible Response Costs**.

10.2. Recovery Costs and Disaster Financial Assistance

Recovery costs are those incurred to restore infrastructure to pre-emergency condition. Following a disaster, the provincial government may declare the event eligible for Disaster Financial Assistance (DFA). Once declared, the DFA program may compensate individuals for essential uninsurable losses and/or reimburse local governments for damaged infrastructure. A State of Emergency does not need to be declared in order for Disaster Financial Assistance to be made available but approval from EMBC Executive Director is required. Once declared, EMBC is authorized to provide 80% financial aid for eligible recovery costs.

A disaster may directly impact CCRD buildings, improvements, structures, materials, recreation facilities like parks and other public works and these are eligible for recovery cost compensation. Some of the more expensive costs include:

- Damage assessments
- Clean-up and debris removal
- Preparation of project plans and engineering drawings
- Reparation of damaged facilities
- Replacement of essential components
- Testing prior to restart of operations.

To access funding, a **Recovery Plan** needs to be developed and depending on the scale of the disaster, this can take significant time and resources. These costs need to be incorporated into the Recovery Plan.

Recovery also includes helping key elements of the community to return to normal operation. Large scale recovery will require coordination among multiple groups and agencies including, First Nations, commercial operators, service providers and volunteer groups. Costs may be incurred to:

- Hire damage assessors
- Hire public halls for presentations on recovery plans
- Rent office equipment for a Recovery Centre
- Let service contracts, pay overtime wages and hire Recovery Director
- Rent warehouse and transportation for donated goods
- Advertisement of recovery activities
- Compensation for land and property acquired during response.

Recovery Cost Eligibility

Three factors determine eligibility;

- Ownership – local authority will only receive funding for facilities and materials it owns.
- Type of Item – only public works or materials deemed essential are considered (government buildings, fire station, water facilities, streets, repair materials, damaged equipment)
- Type of Action – only actions related to restoration to pre-disaster condition and pre-emptive protection where steps were taken during the emergency to protect infrastructure.

See the Financial Assistance for Emergency Response Costs: A Guide for Local Authorities and First Nations, located on EMBC website (Appendix 1 – Links and Resources), for more detailed information on process for accessing recovery funding. A series of specialized forms are also available on the website. Eligible costs are listed in Appendix 8 – Eligible and Ineligible Recovery Costs.

See Disaster Financial Assistance webpage (Appendix 1 – Links and Resources)

10.3. Mitigation and Preparedness

Given the CCRD's very limited tax base and small emergency budget, funding for preventative mitigation and preparation activities can only come from outside grant sources. These include funding from organizations like:

- National Disaster Mitigation Program
- Union of BC Municipalities – Community Emergency Preparedness Fund
- Rural Dividend Fund
- EMBC – ESS training courses

APPENDICES

Appendix 1: Links and Resources

Appendix 2: Glossary

Appendix 3: Master Call-Out List

Appendix 4: Emergency Management Bylaw/Resolution

Appendix 5: Staff Training and Exercise Record

Appendix 6: Mutual Aid Agreements and MOUs

Appendix 7: Eligible and Ineligible Response Costs

Appendix 8: Eligible and Ineligible Recovery Costs

Appendix 9: EMBC Regional Offices and Map

ANNEXES

ANNEX A: EOC Plan

ANNEX B: Declaring a State Of Local Emergency

ANNEX D: Emergency Social Services Outline

Annex D: EMBC Supporting Emergency Manuals

COMMUNITY EMERGENCY RESPONSE PLANS

Bella Bella / Denny Island Emergency Response Plan

Bella Bella / Denny Island Emergency Response Manual

Annex A – Evacuation

Annex B – Communication

Annex C – Hazard Risk and Vulnerability Analysis

Hazard Specific Annexes

Bella Coola Emergency Response Plan

Bella Coola Emergency Response Manual

Annex A – Evacuation

Annex B – Communication

Annex C – Hazard Risk and Vulnerability Analysis

Hazard Specific Annexes

Ocean Falls Emergency Response Plan

Ocean Falls Emergency Response Manual

Annex A – Evacuation

Annex B – Communication

Annex C – Hazard Risk and Vulnerability Analysis

Hazard Specific Annexes