



WHISTLER

AGENDA

**REGULAR MEETING OF MUNICIPAL COUNCIL
TUESDAY, NOVEMBER 4, 2014, STARTING AT 5:30 PM**

**In the Franz Wilhelmsen Theatre at Maurice Young Millennium Place
4335 Blackcomb Way, Whistler, BC V0N 1B4**

ADOPTION OF AGENDA

Adoption of the Regular Council agenda of November 4, 2014.

ADOPTION OF MINUTES

Adoption of the Regular Council minutes and Public Hearing minutes of October 21, 2014.

PUBLIC QUESTION AND ANSWER PERIOD

PRESENTATIONS/DELEGATIONS

Civic Service Awards

A presentation of the Civic Service Awards.

Audain Art Museum

A presentation regarding an update on the Audain Art Museum by Hugh Ker, Project Manager, David Shorne, Project Architect, and Suzanne Greening, Executive Director.

MAYOR'S REPORT

INFORMATION REPORTS

Customer Service
Strategy
Report No. 14-135
File No. 4122

That Council receive the Resort Municipality of Whistler Customer Service Strategy as attached to Information Report Number 14-135.

ADMINISTRATIVE REPORTS

LLR 128 – Listel Hotel
Extension of Hours for
Cornucopia
Report No. 14-127
File No. LLR 128

That Council authorize hours of liquor sale to 4:00 am on the night of Saturday, November 15, 2014 at the Listel Whistler Hotel for a Special Occasion Licence for the Revolutions event as part of the Cornucopia festival.

LLR 1200 – Dubh Linn
Gate Pub Permanent
Changes to Liquor
Primary Licence
Report No. 14-128
File No. LLR 1200

That Council authorize the resolutions attached as Appendix “A” to Administrative Report No. 14-128 providing Council’s recommendation to the BC Liquor Control and Licensing Branch in support of an application from the Dubh Linn Gate Irish Pub for a Structural Change to Liquor Primary Licence No. 182897 to increase the interior liquor primary capacity from 148 to 236 persons by converting an existing food primary area to liquor primary and by including a previously unlicensed area into the liquor primary licence; and further

That Council pass the resolutions attached as Appendix “B” to Administrative Report No. 14 -128 providing Council’s recommendation to the Liquor Control and Licensing Branch regarding an Application from the Dubh Linn Gate Irish Pub for a Structural Change to Liquor Primary Licence No. 182897 to increase the outdoor patio liquor primary capacity from 58 to a maximum of 151 persons by converting an existing food primary patio area to liquor primary, by including a previously unlicensed area into the liquor primary licence and by increasing the occupant loads of the existing liquor primary licensed patio area to that permitted by municipal policy.

DVP 1090 – 4330/4340
Blackcomb Way –
Audain Art Museum
Sign Variances
Report No. 14-129
File No. DVP 1090

That Council approve Development Variance Permit DVP 1090 for the proposed freestanding sign located at 4330/4340 Blackcomb Way to:

1. Install and maintain an electronic projection sign (LCD digital display); and
2. Increase the area of a freestanding sign fronting onto a street from 2.0 m² to 3.2 m², and increase the overall structure of the sign from 3.0 m² to 5.5 m².

as shown on the Sign Permit drawings prepared by Patkau Architects Inc., numbered A-Sign 1.1 through 1.6, dated September 4, 2014, attached as Appendix A to Administrative Report No. 14-129.

CM41 - 3839 Sunridge
Drive Covenant
Modification
Report No. 14-130
File No. CM 41

That the building envelope and tree preservation covenant BJ342510 for 3839 Sunridge Drive be modified as shown in the Proposed Site Plan attached as Appendix B to Administrative Report No. 14-130; and further,

That Council authorize the Mayor and Corporate Officer to execute the covenant modification.

SEC 0012 – 8424
Indigo Lane Flood
Proofing Exemption
Report No. 14-131
File No. SEC 0012

That Council grant an exemption per Section 910 of the *Local Government Act*– “Construction requirements in relation to flood plain areas”, to allow for the construction of a new detached dwelling at 8424 Indigo Lane; and further,

That Council authorize the Mayor and Corporate Officer to execute a Section 219 covenant on the title of the subject property for this exemption, attaching the engineering reports prepared for 8424 Indigo Lane prepared by Exp. Services Inc. stamped received October 2nd, 2014 that confirms the property is safe for the use intended.

RMOW Comprehensive
Emergency
Management Plan
Report No. 14-132
File No. 851

That Council endorse the “*Comprehensive Emergency Management Plan*”, “*Annex 1 Emergency Operations Centre Activation Guide*”, and “*Annex 2 Emergency Operations Centre Quick Action Checklists and Forms*” attached as Appendices ‘A’ through ‘C’, to replace the 2005 Emergency Plan and 2005 Emergency Operations Centre Plan.

Gateway Loop
Enhancement Options –
Additional Engagement
Report No. 14-133
File No. A0590

That Council direct staff to schedule a community engagement session in order to solicit additional stakeholder community input on the range of potential enhancement options currently under consideration for the Gateway Loop area.

Vehicle for Hire
Amendment Bylaw No.
2067, 2014
Report No. 14-134
File No. 4700

That Council consider giving first, second and third reading to Vehicle for Hire Amendment Bylaw No. 2067, 2014.

MINUTES OF COMMITTEES AND COMMISSIONS

Transit Management
Advisory Committee

Minutes of the Transit Management Advisory Committee meetings of April 25, 2014 and July 14, 2014.

BYLAWS FOR FIRST, SECOND AND THIRD READINGS

Vehicle for Hire
Amendment Bylaw No.
2067, 2014

The purpose of Vehicle for Hire Amendment Bylaw No. 2067, is to clarify the chauffeur’s permit application process and include reasons that a chauffeur’s permit can be denied by the RCMP.

BYLAWS FOR ADOPTION

Municipal Ticket and
Information System
Amendment Bylaw No.
2054, 2014

The purpose of Municipal Ticket and Information System Amendment Bylaw No. 2054, 2014 is to amend Municipal Ticket Information System Bylaw No 1719, 2005 to update the fees outlined in Fire Protection and Fireworks Bylaw No. 2046, 2014.

Zoning Amendment
Bylaw (CL5 Zone –
Commercial Local Five)
No. 2063, 2014

The purpose of Zoning Amendment Bylaw (CL5 Zone – Commercial Local Five) No. 2063, 2014 is to rezone the property from CS1 zone to a new CL5 zone to permit commercial uses adjacent to a residential area.

Five-Year Financial Plan
2014-2018, Amendment
Bylaw No. 2068, 2014

The purpose of Five-Year Financial Plan 2014-2018, Amendment Bylaw No. 2068, 2014 is to amend five-year financial plan 2014-2018 bylaw 2050, 2014 to increase the 2014 Meadow Park Sports Centre Infrastructure Replacement budget for the pool roof replacement.

OTHER BUSINESS

CORRESPONDENCE

Songs of War and Peace File No. 3009	Correspondence from Alison Hunter, Music Director for the Whistler Children's Chorus and the Whistler Singers, regarding an upcoming concert on Monday, November 10, 2014 at 7:30 pm at Millennium Place titled Songs of War & Peace.
UBCM Convention File No. 2014	Correspondence from Sav Dhaliwal, President of the Union of BC Municipalities (UBCM), dated October 17, 2014, thanking the Resort Municipality of Whistler for acting as the Host Community for the 2014 Convention.
Provincial Commitments Made at Convention File No. 9004	Correspondence from the Honourable Coralee Oakes, Minister of Community, Sport and Cultural Development, dated October 23, 2014, regarding provincial commitments made at the 2014 UBCM Convention in Whistler, BC.
B.C. on the Move: A 10-Year Transportation Plan File No. 9004	Correspondence from Kristen Pedersen, Executive Director of B.C. on the Move, dated October 15, 2014, regarding opportunities to meet with the Ministry of Transportation and Infrastructure Officials regarding B.C. on the Move: A 10-Year Transportation Plan.

ADJOURNMENT



WHISTLER

MINUTES

**REGULAR MEETING OF MUNICIPAL COUNCIL
TUESDAY, OCTOBER 21, 2014, STARTING AT 5:30 PM**

**In the Franz Wilhelmsen Theatre at Maurice Young Millennium Place
4335 Blackcomb Way, Whistler, BC V0N 1B4**

PRESENT:

Mayor N. Wilhelm-Morden

Councillors: J. Crompton, J. Faulkner, J. Grills, D. Jackson, and
R. McCarthy

ABSENT: Councillor A. Janyk

Chief Administrative Officer, M. Furey
General Manager of Infrastructure Services, J. Paul
General Manager of Resort Experience, J. Jansen
Acting General Manager of Corporate and Community Service, and
Director of Finance, K. Roggeman
Director of Planning, M. Kirkegaard
Library Director, E. Tracy
Corporate Officer, S. Story
Manager of Communications, M. Comeau
Economic Development Officer, T. Metcalf
Senior Planner, M. Laidlaw
Planner, K. Creery
Recording Secretary, A. Winkle

ADOPTION OF AGENDA

Moved by Councillor R. McCarthy
Seconded by Councillor J. Crompton

That Council adopt the Regular Council agenda of October 21, 2014.

CARRIED

ADOPTION OF MINUTES

Moved by Councillor J. Faulkner
Seconded by Councillor J. Grills

That Council adopt the Regular Council minutes, Public Hearing minutes, and
Committee of the Whole minutes of October 7, 2014.

CARRIED

PUBLIC QUESTION AND ANSWER PERIOD

There were no questions from the public.

MAYOR'S REPORT

Mayor Wilhelm-Morden reported that the election candidate nomination period is over and the final list of candidates is on whistler.ca. There are two candidates for mayor and nine candidates for the six council positions. The two school trustee positions have been acclaimed. Congratulations to Chris Vernon-Jarvis and Rachel Lythe. General voting day will be one November 15, with two advance voting days on November 5 and 8. Mail ballot voting is an option for eligible voters. Mayor Wilhelm-Morden cautioned voters of the tight timeline for voting by mail. Visit whistler.ca for more information about the election, as well as the Whistler Online Voting Guide.

Mayor Wilhelm-Morden reported that early bird cross-country ski and snowshoe passes for the dual Lost Lake Cross Country and Ski Callaghan areas are on sale now. The early bird rate is available until November 27. Dual area spirit passes are available through the Whistler Chamber of Commerce for the first time this year as well. The passes are available from Meadow Park Sports Centre or online from Whistler Olympic Park and Ski Callaghan.

Mayor Wilhelm-Morden reported Garden Debris Burn Permits are available now from Whistler Fire Rescue Service. The burn permits cost \$20 and are valid until October 31.

Mayor Wilhelm-Morden the Resort Municipality of Whistler, the RCMP and Whistler Fire Rescue service are reminding pedestrians to Walk Safe. This is a particular concern in fall and winter months when the evenings get dark early and with the rainy weather. Whistler streets and trails have differing levels of lighting, and it can be very difficult for drivers to see pedestrians crossing roadways. Pedestrians should use a reflector, head lamp, reflective clothing, stay on lit trails where possible, use crosswalks, and face traffic for safety.

Mayor Wilhelm-Morden reported that fifteen E.J. Hughes paintings were donated to the Audain Art Museum from the Jacques Barbeau and Marguerite Owen collection. The works will be on permanent display, with four other works from the Michael Audain collection, in the Barbeau-Owen Gallery. Together these paintings will be Canada's finest collection of E.J. Hughes paintings in a public forum. Construction is well underway, occupancy is scheduled for the summer of 2015 with the official opening in the fall of 2015.

Mayor Wilhelm-Morden reported that she met with grades four and five students at Myrtle Philip Community School last week to speak about local government and the election process.

Mayor Wilhelm-Morden reported that the Whistler Writer's Group's 13th annual Whistler Readers and Writers Festival was held over the weekend. The event included appearances from renowned Canadian and international authors, workshops, panel discussions, as well as reading and spoken word

events. The Resort Municipality of Whistler's Festivals, Events, and Animation (FE&A) program invested in two of the events: the Literary Cabaret and the interview by CBC personality Bill Richardson with author Joseph Boyden. Mayor Wilhelm-Morden reported that the Whistler Search and Rescue (WSAR) Fundraiser was on Saturday, and it sold out in three days. She reported that the American Friends of Whistler made a donation of \$35,000, which will go towards updating the WSAR's communications system.

Mayor Wilhelm-Morden reported that she participated in the Whistler Arts Council (WAC) strategic planning meeting last Thursday along with the other members of the board of directors and staff. The group discussed the plan for 2015, which draws to the end the 2005-2015 strategic plan. Next year there will be a significant multi-year strategic process, and WAC will share more information about 2015 plans moving forward.

Mayor Wilhelm-Morden reported that British Columbians are being asked to nominate individuals who raise the quality and character of their community for the BC Community Achievement awards. The award honours people who have made any type of significant contribution to their community either as a volunteer or through their work. To find out more, visit bcachievement.com.

INFORMATION REPORTS

At 6:00 p.m. a Public Hearing was held for Zoning Amendment Bylaw (RTA17 Zone - 4150 Tantalus Drive) No. 2064, 2014.

At 6:10 p.m. the meeting resumed.

Reserve Policy
Development
Report No. 14-124
File No. Vault

Moved by Councillor D. Jackson
Seconded by Councillor J. Crompton

That Information Report No. 14-124, Reserve Policy Development, be received.

CARRIED

ADMINISTRATIVE REPORTS

RZ 1070 – 8100 Alpine
Way Rezoning
Report No. 14-126
File No. RZ 1070

Moved by Councillor R. McCarthy
Seconded by Councillor J. Crompton

That Council consider giving first and second readings to 'Zoning Amendment Bylaw (RM69 Zone – Residential Multiple Sixty-Nine) No. 2066, 2014';

That Council authorize the Mayor and Corporate Officer to schedule a public hearing for 'Zoning Amendment Bylaw (RM69 Zone – Residential Multiple Sixty-Nine), No. 2066, 2014', and to advertise for same in the local newspaper; and further,

That Council direct staff to advise the applicant that before consideration of adoption of 'Zoning Amendment Bylaw (RM69 Zone – Residential Multiple Sixty-Nine), No. 2066, 2014', the following matters shall be completed to the satisfaction of the General Manager of Resort Experience:

- a) Submit a code analysis demonstrating adherence to the BC Building Code and BC Fire Code with respect to lockers within the main entrance of the building, the auxiliary residential dwelling unit, stairs accessing the auxiliary residential dwelling unit, and the electrical room.
CARRIED

RZ 1097 – Unit 1 - 4573
Chateau Boulevard
Rezoning For
Blackcomb Liquor Store
Expansion
Report No. 14-125
File No. RZ 1097

Moved by Councillor J. Grills
Seconded by Councillor D. Jackson

That Council endorse the continuing review of Rezoning Application RZ 1097; and further,

That Council direct staff to prepare the necessary zoning amendment bylaw for Council consideration.

CARRIED

DVP 1086 – 9265 &
9269 Lakeshore Drive –
Frontage Variances
Report No. 14-119
File No. DVP 1086

Moved by Councillor D. Jackson
Seconded by Councillor R. McCarthy

That Council approved Development Variance Permit 1086 to:

1. Vary the minimum frontage from existing frontage of 11.0 metres to 15.0 metres at 9265 Lakeshore Drive.
2. Vary the minimum frontage from the existing frontage of 11.0 metres to 7.0 metres at 9269 Lakeshore Drive.

as shown on the proposed sketch plan prepared by R.B. Brown Surveying Ltd, dated July 29, 2014, and attached to Administrative Report No. 14-119 as Appendix B.

CARRIED

DVP 1087 – 1015 and
1025 Legacy Way –
Building and Retaining
Wall Variances
Report No. 14-120
File No. DVP 1087

Moved by Councillor R. McCarthy
Seconded by Councillor J. Faulkner

That Council approve Development Variance Permit DVP 1087 for the proposed development located at 1015 and 1025 Legacy Way to:

1. Vary the building setbacks as follows for the proposed building:
 - a) Vary the front setback from 3.0 metres to 1.6 metres,
 - b) Vary the rear setback from 6.0 metres to 1.1 metres,
2. Vary the setbacks for the roof eaves as follows:
 - a) Vary the front setback from 2.0 metres to 0.4 metres,
 - b) Vary the rear setback from 5.0 metres to 0.0 metres,
3. Vary the setbacks for balcony projections as follows:
 - a) Vary the front setback from 2.5 metres to 0.5 metres,
 - b) Vary the rear setback from 4.0 metres to 0.0 metres,
4. Vary the front setback requirement for a retaining wall from 3.0 metres to 0.8 metres,

all as shown on the architectural plans prepared by Murdoch Company Architecture + Planning Ltd., dated August 25, 2014, attached as Appendix C to Administrative Report NO. 14-120, subject to the resolution of the following items to the satisfaction of the General Manager of Resort Experience:

1. Registration of an easement agreement for structural landscape features in the municipal road right of way;
2. Registration of an easement agreement for public access over the existing gravel pathway on the south end of the property;
3. Reduce ramp slope to 8%, with 5% to 6.7% slope preferred, provide handrails to CSA Standard, and provide heat tracing on stairs and ramp at building entrance;
4. Submit a final grading plan for review and approval;
5. Submit civil drawings for review and approval; and further

That Council authorize the Mayor and Corporate Officer to execute any necessary legal documents for this application.

CARRIED

Municipal Ticket and
Information System
Amendment Bylaw No.
2054, 2014
Report No. 14-123
File No. 4700

Moved by Councillor R. McCarthy
Seconded by Councillor J. Crompton

That Council consider giving first, second and third reading to Municipal Ticket and Information System Amendment Bylaw No. 2054, 2014.

CARRIED

2014-2017 Whistler
Public Library Strategic
Plan and 2013 Annual
Report
Report No. 14-122
File No. 8201.03

Moved by Councillor D. Jackson
Seconded by Councillor J. Grills

That Council endorse the 2014-2017 Whistler Public Library Strategic Plan; and further,

That Council receive the 2013 Whistler Public Library Annual Report.

CARRIED

Five-Year Financial Plan
2014-2018 Amendment
Bylaw No. 2068, 2014
Report No. 14-121
File No. 4530

Moved by Councillor D. Jackson
Seconded by Councillor J. Grills

That Council consider giving first, second and third readings to the Five-Year Financial Plan 2014-2018 Amendment Bylaw No. 2068, 2014.

CARRIED

OTHER BUSINESS

Mayor Wilhelm-Morden reported that council made two appointments to the Liquor Licence Advisory Committee: Jackie Dickinson was appointed to a second two-year term as the Whistler Community Services Society representative; and, Edward Calvey was appointed as the Food and Beverage Sector – Pubs/Bars representative to a two-year term.

MINUTES OF COMMITTEES AND COMMISSIONS

Public Art Committee

Moved by Councillor J. Grills
Seconded by Councillor D. Jackson

That minutes of the Public Art Committee meeting of June 18, 2014 be received.

CARRIED

Liquor License Advisory Committee

Moved by Councillor R. McCarthy
Seconded by Councillor J. Crompton

That minutes of the Liquor License Advisory Committee meeting of July 3, 2014 be received.

CARRIED

BYLAWS FOR FIRST AND SECOND READINGS

Zoning Amendment Bylaw (RM69 Zone – Residential Multiple Sixty-Nine), No. 2066, 2014

Moved by Councillor J. Faulkner
Seconded by Councillor J. Grills

That Zoning Amendment Bylaw (RM69 Zone – Residential Multiple Sixty-Nine), No. 2066, 2014 receive first, second and third readings.

CARRIED

BYLAWS FOR FIRST, SECOND AND THIRD READINGS

Municipal Ticket and Information System Amendment Bylaw No. 2054, 2014

Moved by Councillor D. Jackson
Seconded by Councillor R. McCarthy

That Municipal Ticket and Information System Amendment Bylaw No. 2054, 2014 receive first, second and third readings.

CARRIED

Five-Year Financial Plan 2014-2018, Amendment Bylaw No. 2068, 2014

Moved by Councillor J. Crompton
Seconded by Councillor J. Faulkner

That Five-Year Financial Plan 2014-2018, Amendment Bylaw No. 2068, 2014 receive first, second and third readings.

CARRIED

BYLAWS FOR THIRD READING

Zoning Amendment Bylaw (RTA17 Zone - 4150 Tantalus Drive) No. 2064, 2014

Moved by Councillor J. Grills
Seconded by Councillor D. Jackson

That Zoning Amendment Bylaw (RTA17 Zone - 4150 Tantalus Drive) No. 2064, 2014 receive third reading.

CARRIED

BYLAWS FOR ADOPTION

Taxation Exemption for
Not-For-Profit
Organizations
Amendment Bylaw No.
2065, 2014

Moved by Councillor R. McCarthy
Seconded by Councillor J. Crompton

That Taxation Exemption for Not-For-Profit Organizations Amendment Bylaw
No. 2065, 2014 be adopted.

CARRIED

ADJOURNMENT

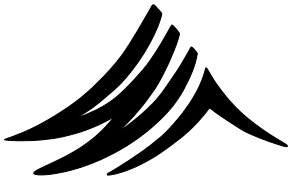
Moved by Councillor J. Crompton

That Council adjourn the October 21, 2014 Council meeting at 7:04 p.m.

CARRIED

MAYOR: N. Wilhelm-Morden

CORPORATE OFFICER: S. Story



WHISTLER

MINUTES

**PUBLIC HEARING OF MUNICIPAL COUNCIL
TUESDAY, OCTOBER 21, 2014 STARTING AT 6:00 PM**

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4335 Blackcomb Way, Whistler, BC V0N 1B4**

PRESENT:

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Councillors: J. Crompton, J. Faulkner, J. Grills, D. Jackson, and R. McCarthy

ABSENT: Councillor A. Janyk

Chief Administrative Officer, M. Furey
General Manager of Infrastructure Services, J. Paul
General Manager of Resort Experience, J. Jansen
Acting General Manager of Corporate and Community Service, and Director of Finance, K. Roggeman
Director of Planning, M. Kirkegaard
Library Director, E. Tracy
Corporate Officer, S. Story
Manager of Communications, M. Comeau
Economic Development Officer, T. Metcalf
Senior Planner, M. Laidlaw
Planner, K. Creery
Recording Secretary, A. Winkle

The Public Hearing is convened pursuant to Section 890 of the Local Government Act R.S.B.C. 1996, c. 323 to allow the public to make representations to Council respecting matters contained in "Zoning Amendment Bylaw (RTA17 Zone - 4150 Tantalus Drive) No 2064 2014" (the "proposed Bylaw").

Everyone present shall be given a reasonable opportunity to be heard or to present written submissions respecting matters contained in the proposed bylaw. No one will be discouraged or prevented from making their views known. However, it is important that remarks be restricted to matters contained in the proposed Bylaw.

When speaking, please commence your remarks by clearly stating your name and address.

Members of Council may, ask questions following presentations however, the function of Council at a Public Hearing is to listen rather than to debate the merits of the proposed Bylaw.

As stated in the Notice of Public Hearing, in general terms, the purpose of the proposed Bylaw is to increase the maximum permitted density of the RTA17 (Residential/Tourist Accommodation Seventeen) Zone from 8,190 square metres of gross floor area to 12,138 square metres of gross floor area.

Explanation An explanation was given by Melissa Laidlaw, Senior Planner, concerning the proposed Bylaw.

Submissions Perry Trester, Chairman of the strata of Northern Lights and owner of Unit 7:

- acknowledged council for authorizing a process for dealing with the issue of unauthorized space
- stated that the strata is committed to resolving the issue of unauthorized space.
- stated that this would eliminate concerns for life-threatening issues with areas that have not been built to code, as well as eliminate safety concerns for owners and others occupying the units, and would eliminate some insurance risks.
- stated that without the approved bylaw amendment the strata does not have the opportunity to enforce issues related to unauthorized developments, and does not know how many of the 45 units have unauthorized developed space.
- stated that owners have made a substantial asset allocation, with each owner being assessed accordingly.
- commented that the owners have no plans to put in a pub, which was a possibility mentioned in the staff presentation.
- commented that he is speaking on behalf other owners in the strata and hoped that Council would look favourably with the process of moving forward with the bylaws.

Mayor Wilhelm-Morden called three times for submissions by the public.

Correspondence Shannon Story, Corporate Officer, indicated that no correspondence was received regarding the proposed Bylaw.

ADJOURNMENT

Hearing no further comments, the Public Hearing adjourned at 6:10 p.m.

Mayor, N. Wilhelm-Morden

Corporate Officer, S. Story



REPORT | INFORMATION REPORT TO COUNCIL

PRESENTED: November 4, 2014

REPORT: 14-135

FROM: Corporate and Community Services Division

FILE: 4122

SUBJECT: CUSTOMER SERVICE STRATEGY

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Corporate and Community Services be endorsed.

RECOMMENDATION

That Council receive the Resort Municipality of Whistler Customer Service Strategy as attached to Information Report Number 14-135.

REFERENCES

Appendix A-Resort Municipality of Whistler Customer Service Strategy

PURPOSE

The purpose of this Information Report is to introduce the Resort Municipality of Whistler (RMOW) Customer Service Strategy. The objective of the Customer Service Strategy is to provide a series of informed recommendations for improving municipal service performance. Building on a strong foundation of existing and ongoing service improvement initiatives, and premised on commitment to evidence-based analysis and decision-making, the Strategy seeks to consolidate and align improvements to existing standards, processes, and systems in a manner that effectively supports the Whistler 2020 Vision, the Council Action Plan and the Corporate Plan.

DISCUSSION

Despite a long history of providing very strong levels of customer service, the RMOW, like many government organizations is confronted with a variety of existing as well as emergent customer service challenges. Growing stakeholder expectations, demographic changes, economic fluctuations and financial constraints all contribute to the need for government organizations to make constant improvements to the customer service strategies.

Within the RMOW Corporate Plan, which sets out the goals and strategies for the 2012-2014 period, "Improve client service delivery across all municipal functions" was identified as a priority. The General Manager of Corporate and Community Services was tasked with creating a Customer Service Strategy and a consultant was hired to investigate the RMOW's current customer service reality and to make recommendations for key strategies to move forward.

Extensive employee and stakeholder interviews were conducted and staff also installed a detailed tracking tool to follow where customer interaction is happening and for what purposes. The key findings of the review process can be found in the attached Customer Service Strategy.

As a result of the key findings, a goal of “increasing service consistency and quality” was developed and three strategic themes were established to move the RMOW towards the goal. The themes are as follows:

- Enriching Service Culture – Knowledge and Capabilities
- Planning & Leading Change – Plans, Standards and Measurements
- Enhancing Service Delivery – Technology, Processes and Systems

For each of the three themes, desired Outcomes are articulated as a means consolidating and structuring the subsequent recommended action plan. This structure is presented below for reference:

Enriching Service Culture –
Knowledge and Capabilities

- Increase a Customer Service Centered Culture
- Develop Customer Service Collaboration

Planning & Leading Change –
Plans, Standards and Measurements

- Create and Manage Customer Service Strategy Leadership
- Develop Customer Service Standards
- Manage the Change

Enhancing Service Delivery –
Technology, Processes and Systems

- Automate Customer Service Requests
- Consolidate Customer Service Contracts
- Go Public: Create Open, Accessible and Accountable Information
- Measure and Share Service Outcomes

Finally, as mentioned above, for each of the planned Outcomes, the Strategy includes a series of individual recommended activities, each with a proposed timeline and phasing plan as well as anticipated associated resources.

OTHER POLICY CONSIDERATIONS

The Customer Services Strategy is in alignment with the Whistler 2020 Vision for Whistler to be the “premier mountain resort community moving towards a sustainable future”, the Council Action Plan that identifies a, “client focused service delivery’ and the Corporate Plan, which contains a specific identified strategy to “improve client service delivery across all municipal functions.”

BUDGET CONSIDERATIONS

Customer Service Strategy specific budgets will be determined for each strategy, activity and project using the existing Five-Year Financial Planning Process.

COMMUNITY ENGAGEMENT AND CONSULTATION

The Whistler Community Life Survey was reviewed in relation to this project and community partners such as Tourism Whistler, the Chamber of Commerce and Whistler Blackcomb were consulted. The work was informed by ongoing dialogue and feedback from Council members. RMOW staff contacts were interviewed including the CAO, General Managers, Directors and Managers, Program Leads (Freedom of Information, GIS and Records Management), Front Counter Employees and a broad cross-section of other employees. An internal online customer service survey was conducted in later summer 2014 and a Managers Customer Service Workshop was held in early fall of 2014.

SUMMARY

The Customer Services Strategy is the next step in the RMOW's commitment to ongoing service improvements. Through the Customer Service Strategy, the RMOW has set out to identify, create, execute and manage key customer service improvements over the next five years. The Strategy sets a structured path toward the ongoing enrichment of the RMOW's people and culture, the enhancement of its service delivery processes and systems, as well as the rigorous application of planning and leadership competencies.

Respectfully submitted,

Norm McPhail
GENERAL MANAGER
Corporate and Community Services



RESORT MUNICIPALITY OF WHISTLER **CUSTOMER SERVICE STRATEGY**

2014 - 2018

NOVEMBER, 2014

Resort Municipality of Whistler
whistler.ca

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MESSAGE FROM THE MAYOR

I am pleased with the Resort Municipality of Whistler's (RMOW) 2014-2018 Customer Service Strategy—a document which includes principles, key findings, a strategic framework, and an implementation plan for improving the efficiency and effectiveness of client-focused service delivery by the municipality.

Customer service has always been a priority for this Council, and the Strategy helps to identify gaps and priorities to meet the changing needs of employees, Whistler residents, visitors, and businesses over the next five years.

The Strategy supports priority areas defined in the 2012-2014 Council Action Plan and both goals and deliverables in the 2012-2014 RMOW Corporate Plan related to customer service.

In addition, the Customer Service Strategy supports recommended actions in the Economic Partnership Initiative Key Findings Report. Excellent customer service is not only vital for our community operations, but also for the competitiveness and success of Whistler, as a destination resort.

I would like to acknowledge staff, the project leads, and our resort partners and community members for their feedback, insights and experience, which were considered in the development of this strategy. I would also like to commend RMOW employees for demonstrating their commitment to serving internal and external clients on a daily basis.

This Strategy is a great step forward for the municipality and I look forward to seeing the implementation of its recommendations.

Sincerely,

Nancy Wilhelm-Morden
Mayor

MESSAGE FROM THE CAO

The 2014-2018 Customer Service Strategy is an important document for the Resort Municipality of Whistler (RMOW).

It builds on recommendations of three recent plans (the 2012-2014 Council Action Plan, the RMOW Corporate Plan, and the Economic Partnership Initiative Summary of Key Findings Report) and provides direction for our organization moving forward.

The RMOW's employees, management, and Council are committed to working together to continue to improve the efficiency of municipal operations and access to information and services, as part of our mandate as an open and accountable local government. This Strategy supports current directions, while recommending new opportunities and the implementation of new processes, tools, training, and technology to ensure its success.

Some of the recent and ongoing work led by the municipality related to the Customer Service Strategy includes Whistler's annual community life survey (now in its seventh year); a recent building information campaign; investment in a significant upgrade of whistler.ca, the municipal website, in the last year; geographic information system (GIS) improvements; implementation of a customer service tracking tool as research for this strategy; implementation of customer service training for employees through the Whistler Chamber of Commerce's new Whistler Experience program; the Wayfinding Master Plan project focused on visitors' experiences in Whistler; and continuing to provide and explore new online services and options for Whistler constituents (e.g. an option to sign up for email delivery of tax notices beginning in 2015).

As a local government organization, we are here to serve the public and also to deliver the same quality of service to our internal clients and resort partners.

This Customer Service Strategy describes best practices for high quality client-focused service delivery and sets the stage for our organization for the next five years. It is our intention to implement the recommendations of this Strategy and to continue to be flexible and responsive to the changing needs of our resort community and customers.

Sincerely,

Mike Furey
Chief Administrative Officer

EXECUTIVE SUMMARY

The Resort Municipality (RMOW) has a long history of providing high levels of customer service, but like many government organizations is currently facing many customer service challenges and opportunities. Changing stakeholder expectations and priorities, demographic shifts, economic fluctuations, regulatory changes, process complexities, and financial constraints all contribute to the need for government organizations to adapt and evolve their customer service strategies to both meet expectations and to improve overall operational efficiencies. Customer service is at the heart of municipal service delivery.

For the most part, traditional customer service within government has been reactive and restricted to employee training and independent department process improvements. However, since 2011 the RMOW has been building on a number of initiatives designed to drive customer service improvements for all customer service areas. From service-centric renovations at the Municipal Hall, website, communications and procedure improvements, to recent Library service improvements and employee service training program planning, the Resort Municipality of Whistler continues to increase its focus on customer service.

This Customer Service Strategy is the next step in the organization's commitment to ongoing service improvements. Through this document the RMOW has set out to develop, plan and implement customer service improvements over the next five years. The Strategy establishes a path toward the ongoing enrichment of its people and culture, the enhancement of its service delivery processes and systems, as well as the rigorous application of planning and leadership competencies.

Built on a strong (and growing) empirical foundation, this Strategy focuses on activities designed to reduce the effort and cost associated with high volume or high frequency and inefficient service processes through the development of:

- Service request and notification automation (common in local government 311 strategies);
- Expanded self-service options;
- Consolidated and aligned service standards;
- Expanding service partnerships; and
- An ongoing commitment to employee training, as well as stakeholder communications.

The Strategy focuses on three key service themes:

1. **Enriching Service Culture** – Knowledge and Capabilities
2. **Planning and Leading Change** – Plans, Standards and Measurement
3. **Enhancing Service Delivery** – Technology, Processes and Systems

This Strategy has been informed by a broad cross-section of customer service input; was created in consultation with Council, employees, and key community stakeholder groups; and fulfills commitments in the RMOW's Corporate Plan and Council Action Plan.

Finally, it is worth noting that the Strategy development process itself re-established the municipal commitment to continual customer service improvements based on strong empirical evidence, analysis of available service data, and most importantly, drawing on the passion, experience and on-the-ground insights of municipal employees.

1. INTRODUCTION

1.1 Purpose

The purpose of the Resort Municipality of Whistler's (RMOW's) Customer Service Strategy is to provide recommendations for evolving municipal customer service practices and performance. Building on a strong foundation of existing and ongoing service improvement initiatives, and premised on a commitment to evidence-based analysis and decision-making, the Strategy seeks to consolidate and align improvements to existing standards, processes, and systems to effectively support the municipality's vision, Council Action Plan, and Corporate Plan:

- Whistler 2020 Vision: "The premier mountain resort community moving towards a sustainable future"
- Council Action Plan: "Client-focused service delivery"
- Corporate Plan Strategy: "Improve client service delivery across all municipal functions"

1.2 Customer Definition

Due to the unique nature of Whistler as a resort community, the definition of a customers or clients was diverse and varied in discussions with employees, customers and stakeholder groups. For this Strategy, municipal customers are defined to include:

- **Whistler citizens** – residents, second home and recreational property owners, seasonal employees, property owners, and business owners;
- **Visitors** – a broad spectrum of day, overnight, regional and destination guests
- **Partner organizations and agencies** – government and non-government alike; as well as,
- **Internal RMOW relationships** – all divisions, departments, employees and members of Council

1.3 Scope

To maintain a focus on delivering key measureable outcomes in the three- to five-year timeframe, the operational scope of this Customer Service Strategy includes the following:

- a) Standards, policy and procedures;
- b) Service process enhancement and improvements;
- c) Service data, measurement and feedback;
- d) Service request integration and improvement (across departments and service areas);
- e) Technology utilization, improvements and implementation;
- f) Information management (documents, data, models, processes etc...) improvements; and,
- g) People and culture practices – standards, role clarifications, learning, training and development, recognition, engagement and collaboration.

1.4 Customer Service Vision

The following is the RMOW's vision for customer service success:

- **The Resort Municipality of Whistler has a customer-oriented approach to delivering municipal services founded on efficient service practices, strategically integrated policies, and effective use of available tools, resources, and technology**
- **The organization has a culture of continual improvement, and empowers staff to improve efficiency and effectiveness of internal and external client interactions.**
- **The organization is responsive and adapts to the changing needs of customers.**

1.5 Principles

Guiding principles for the Strategy development process included the following:

- a) The RMOW understands that supported and engaged people are a key and invaluable asset – employees, partners and customers;
- b) The RMOW acknowledges that a detailed understanding of local citizen and business customer needs is critical – make decisions based on research rather than assuming what customers think;
- c) The RMOW is committed to an evidence-based approach and will incorporate ongoing measurement and feedback into customer service delivery;
- d) Municipal services are designed and delivered based on both needs and duties, not how the municipal government is structured or organized;
- e) The RMOW understands that openness, transparency and accountability are critical, and provide the basis of a Whistler-service advantage;
- f) The RMOW will focus on scaled and pragmatic department-level process improvements, while ensuring that these solutions integrate with the broader shared service commitments;
- g) RMOW customer service experience success depends on the ability to organize, track and communicate service requests and fulfillments;
- h) The RMOW is pragmatic, balanced and fiscally responsible when choosing service solutions;
- i) The RMOW will partner, share and collaborate wherever possible – the organization does not need to own the solution; and,
- j) The RMOW will utilize and leverage previous customer service work and existing information and data.

1.6 Current Context

Development of this Strategy considered important context related to the RMOW and its economic, social, political, geographic environment. An analysis of Strengths, Challenges, and Opportunities was developed based on the employee and stakeholder interviews, discussions with Council members, and the review of current programming and available service-related data.

STRENGTHS

- Whistler and the RMOW in general have a strong service culture, regularly demonstrated in the results of the Community Life Survey and Chamber of Commerce service measurement programs, and other feedback.
- Whistler citizens and RMOW employees are community-oriented;
- RMOW employees are skilled in their respective areas of expertise;
- RMOW employees are flexible and recognize the need for ongoing change and development;
- RMOW employees are generally collaborative by nature; and,
- The RMOW has built relationships with the business community and service partners (e.g. Whistler Blackcomb, Tourism Whistler, and the Whistler Chamber of Commerce).

CHALLENGES

- Service demand increases (e.g. increased visitation to the resort) may challenge financial and other resources in Whistler;
- Service demand diversity – residents and visitors often have diverse service expectations;
- Municipal work is diverse and complex by nature – essentially structured with multiple (and often diverse) small organizations all operating under one shared municipal umbrella;
- The need to balance customer needs and expectations with limited resources will continue to be a political reality;
- The Whistler community is service-sophisticated and has growing expectations for service request and delivery options.

OPPORTUNITIES

- Opportunities to translate existing positive partner and stakeholder relationships into service delivery partnerships through the sharing and integration of service request tools and processes;
- Enhance the RMOW's transparency and accountability through building on existing information sharing guidelines, tools and practices;
- Improve the integration of departmental and partner processes, technology and systems, databases (e.g. reviewing opportunities for a shared service request system);
- More clearly articulated, implemented, measured and reported customer service standards and levels of performance;
- Expansion of current use of electronic customer service tools such as the municipal website, online services, survey tools, social media and email communications, as these are preferred by our customers;
- Exploration of increased program and department specific customer communications, marketing and feedback tools.

2. KEY FINDINGS

2.1 Review Process

The development of this strategy involved a review of existing data, current service improvement projects and initiatives, and the experience and insights of key resort stakeholders and RMOW employees. The following activities and documents were reviewed and in some cases updated during this process:

- Stakeholder Interviews – internal and external
- Creation of a Service Tracking Tool - Database
- Departmental meetings and working sessions
- Employee Customer Service Strategy Survey
- Managers Customer Service Workshop
- RMOW Service and Service Improvement Project Inventory
- IT Service Strategy review
- Review and integration of RMOW reports, strategies and plans
- Research and review of common customer service strategies and practices (both public and private sector examples)
- Review of RMOW existing service channels
- Ongoing dialogue and feedback from Council members
- Results of service-oriented data from the annual Community Life Survey

2.2 Key Findings of the Review Process

The development of this Strategy began with increased measurement and evaluation of current municipal service delivery practices. The key findings below were derived from this evidence-based approach, feedback from employees and community leaders, and the community, as well as the review of previous and existing customer service initiatives. These key findings provide context for the proposed recommendations in this Strategy.

GENERAL

The following are some general observations:

1. While there are some service areas in need of improvement, the RMOW already provides high levels of service. Annual survey data indicates that visitor satisfaction with municipal services and facilities is 97%, and that the levels of resident satisfaction¹ with public library services is 92%; with municipal recreation programs and facilities, 90%; with municipal hall front counter service 75%.

¹ Percentage of Respondents that indicated they were either 'satisfied' or 'very satisfied' in the 2013 Annual Community Life Survey: (http://www.whistler.ca/sites/default/files/related/2013_community_life_survey.pdf)

- 2. The volume and breadth of the customer service information and data collected during this Strategy development process has been very valuable; however there is still **additional service data tracking** and **stakeholder engagement** required to validate some of the recommended activities and determine where further opportunities for improvement exist.
- 3. Across municipal operations, there are a number of customer service improvement projects underway, and processes and tools in place, as well as others currently in planning and development stages. Despite this, **coordination across departments is not currently optimized** on these projects, and as a consequence there are missed opportunities to share plans, processes and implementation solutions across the organization.

PEOPLE

Stakeholder engagement is an important foundational component for customer service improvements. Previous and recent research identifies a direct connection between increases in employee engagement scores with increases in customer satisfaction scores. Citizen engagement has become a well-accepted and common focus for local governments. The people-focused key findings listed below were included as important considerations in the development of recommendations in this Strategy:

- 4. The Whistler **service culture is strong** within the RMOW; however the **lack of service process alignment, integration and standards** has room for improved consistency and efficiencies.
- 5. **Service improvements are typically restricted to a division or department**, and there are opportunities for greater coordination across the organization.
- 6. The RMOW has **effective citizen engagement practices** including a robust committee of council system, ongoing organization-wide and project-specific research and outreach, and a high level of access and visibility through the website, public council meetings, and community facilities and programs. Further evolution of citizen engagement opportunities should be explored.
- 7. RMOW has fostered **good relationships with external stakeholders** such as the Hotel Association of Whistler, retailers, the cultural Community, Whistler Blackcomb, Tourism Whistler, the Whistler Chamber of Commerce, and many others.
- 8. **RMOW employees believe high quality customer service is very important** to the overall success of the organization.

TECHNOLOGY

Technology is one of the most important elements in progressive customer service initiatives around the world. Technology does not solve all of the customer service issues; however, it does provide a critical tool for service culture and experience changes. The key technology-related findings are:

- 9. **RMOW's technology adaptation and integration are slower than most non-government organizations;** however, RMOW is on par or slightly ahead of most other Canadian municipal governments, even those serving larger populations.
- 10. The lack of a broadly available service request (work order) system and the technology resources required to implement it is **a significant barrier to customer service automation**. Improvements in this area would provide significant service improvements and could meaningfully reduce the overall cost of customer service delivery and improve the ability to manage, integrate and measure customer service across the organization.

- 11. A variety of current organization-level technical systems (Financial, GIS, Document Management, Online Services and Bookings, Asset Management, Work Order, etc.) currently **lack effective integration of broader enterprise level data**. This fact makes it difficult to develop integrated customer service processes and notifications.
- 12. The RMOW Information Technology department's leadership and **Information Technology approach are well positioned to lead the technology enhancements required** to drive customer service improvements.
- 13. The RMOW wishes to embrace more policies, processes, training and technology to support information sharing and transparency. **The growing public expectations for access to information, openness, transparency and accountability is increasingly driving municipal governments to create innovative systems and initiatives**. The ability to readily access data for service processes, performance measurement and decision-making is valuable to both employees and the public. RMOW should do a gap analysis to determine where improvements to information access would be most valuable.
- 14. RMOW's development and integration of **Geographic Information System (GIS)** related information for both internal and external customers and services is lagging behind most Canadian municipalities. Location based services and analysis through GIS is a significant opportunity for the RMOW.
- 15. The **high level of traffic to the whistler.ca website creates significant** opportunities for additional customer service interactions, communications and customer engagement.
- 16. The use of **social media has been established** within the RMOW and is utilized at a level similar to other municipalities; however there is room for growth in social media utilization and integration with website tools (i.e. report a problem application).

SERVICE DELIVERY

The current service delivery model at the RMOW is fairly typical of small and medium sized local governments and is based on a series of separate, department-specific processes, each primarily designed from an inside out perspective, and most not structured to provide a customer-centric view. The key service-delivery findings of the review process were:

- 17. The **RMOW receives a significant volume of phone calls** through its main phone numbers, which are mostly passed through to voicemail or other departments. There are many additional phone customer service interactions that occur directly with departments; however RMOW currently lacks the ability to track and measure the numbers, destination and duration.
- 18. Service level measurement and reporting is limited; however **recent monitoring of customer requests and activities has revealed the value of tracking customer service** interaction types as well as customer needs and behaviours.
- 19. **Citizens have clearly articulated a desire for more alternative service channels** than are currently available, such as more online and mobile services; however the RMOW services are still primarily phone and front counter (in-person) centric.
- 20. **RMOW employees have a desire to improve** or automate service requests and the feedback or notification to customers.
- 21. There is a current lack of consistent and ongoing processes and **systems for information management** (i.e. to create, share, store, retrieve, and archive information) **to support service goals**.

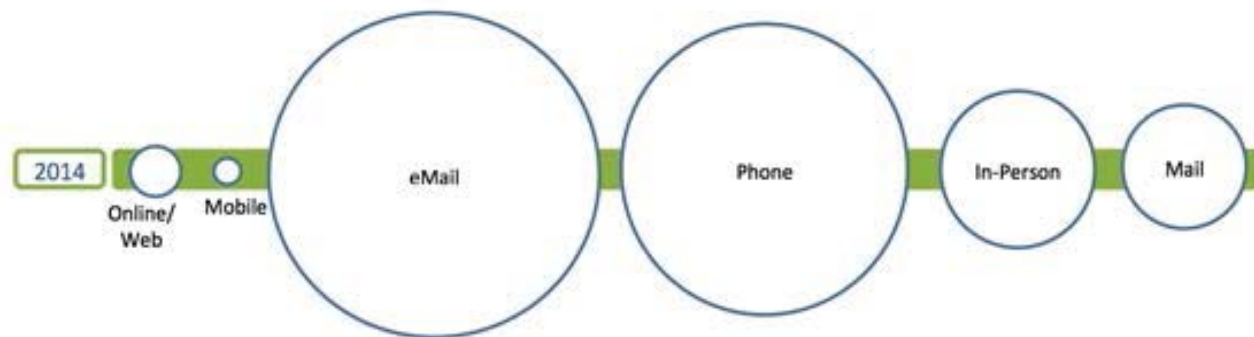
CUSTOMER SERVICE CHANNELS

In recent years there have been significant changes in public and private service delivery. Both advances in technology and financial pressures are prompting organizations to reconsider how they deliver services.

Whistler's annual community life survey results have indicated that for both permanent residents and second home owners, the most 'preferred' channel for communicating with municipal representatives is electronically through 'email', and that both groups believe that best way for the municipality to provide administrative services is via 'email' or 'through the web.' These preferences have changed over time.

Moreover, the lower cost of delivering services through technology-enabled service and self-service channels is an opportunity too compelling to ignore. The benefits of such channels are appealing to customers, as they gain more control, more information and can benefit from an open door or 24/7 portal into relevant services. The growing interest in self-service is, therefore, not surprising.

Below is a graphic demonstrating of the current utilization of service channels by the RMOW in comparative volumes. The strategy and the future service channel vision is detailed in Section 3.



3. CUSTOMER SERVICE STRATEGY AND PLAN

3.1 Goal

The Goal of the RMOW Customer Service Strategy is to increase service consistency, quality and access.

To achieve this goal, this Strategy focuses on strategies and recommended activities designed to reduce the effort and cost associated with high volume and high frequency and inefficient service processes through:

- The development of service request and notification automation;
- Expanded self-service options;
- Consolidated and aligned service standards;
- Expanding service partnerships;
- An ongoing commitment to employee training as well as stakeholder communications; and
- A commitment to monitoring and measurement of the program.

This shift will produce an enriched customer service experience for in-person and phone interactions.

3.2 The Strategic Framework

The following are the three strategic themes for the Recommended Implementation Plan in Section 3.4.

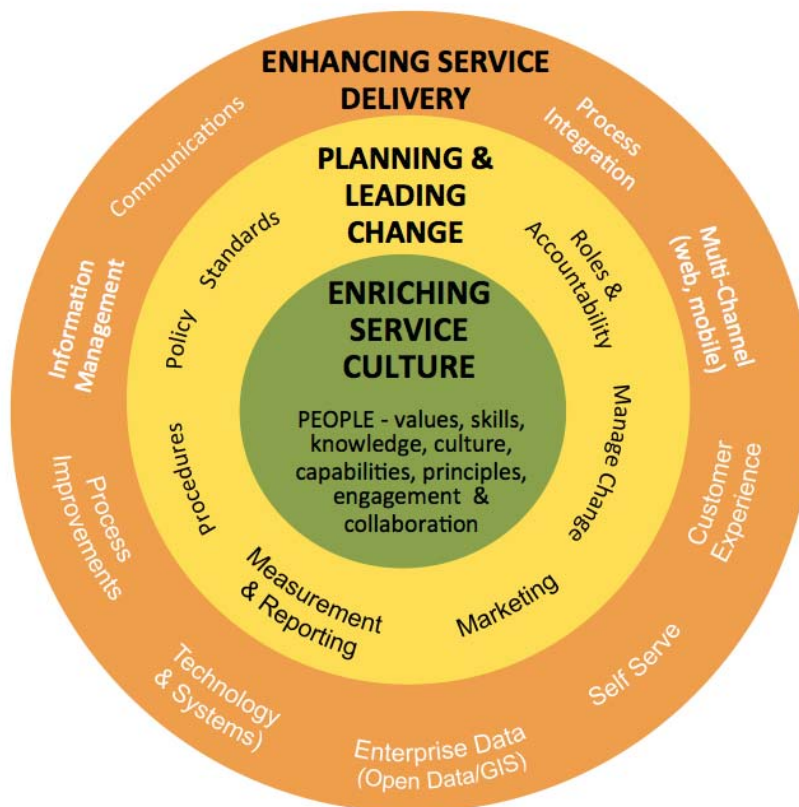


Enriching Service Culture: People are the core of this service delivery framework and specific strategies for building capacity at this level and encouraging a customer service culture are required (e.g., The RMOW has embraced the Whistler Chamber of Commerce’s innovative service training program for managers and employees.).

Planning and Leading Change: Employees and management must be supported by leadership and effective tools, policies and procedures to leverage improvements in customer service training, knowledge and literacy. For this reason, the second ring of the framework identifies a series of strategies and actions designed to improve that layer of the service improvement model.

Enhancing Service Delivery: Finally, the outer ring of the framework represents the actual point of contact between those who deliver the services and those who use them. This is the layer where all of the planning, tools, technology and employee capacity culminates in the actual service interactions. This is the point of contact that will ultimately define the success of the service model. For these reasons, the framework includes strategies and recommended actions that leverage the two interior rings of the framework, but at the same time focus on the actual delivery of the required or desired service.

The relationship between the strategic themes and the Recommended Implementation Plan activities is represented here:



Our approach for improving customer service

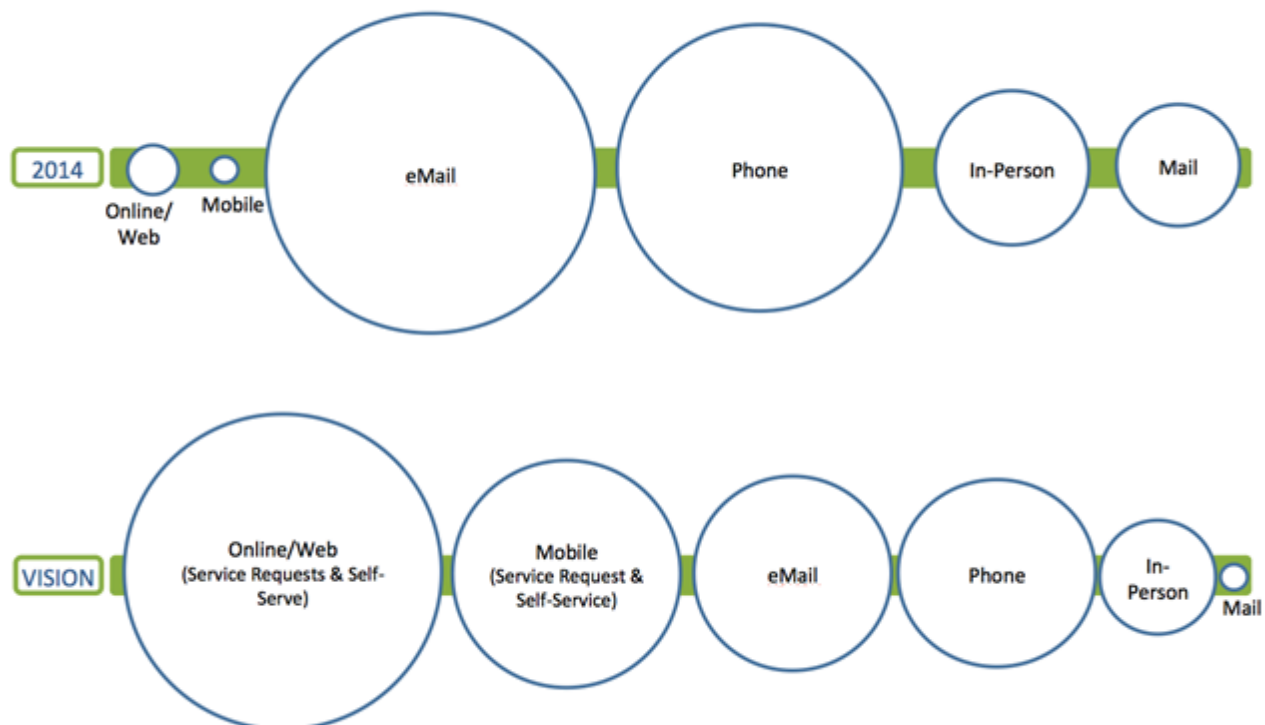
Evolving Customer Service Channels

One of the key tenets of this strategy is to shift the number and types of customer service interactions to service channels that are more effective, efficient and desired by customers. This approach creates the opportunity for employees to spend more effort on the customer services that are more complex or require more of the human touch and to provide simple, easy to access systems that deliver basic, straightforward services. As with most local government customer service initiatives, the RMOW expects an increase in customer service interactions with every improvement initiative implemented.

Continuing to assess customers' needs and behaviours will provide additional opportunities to continue this shift.

The figure below demonstrates the general shift the RMOW desires as an outcome of this Strategy.

Customer Service Channels by volume



Service Request - Service information or processes initiated by customer and fulfilled by staff via email, mail, phone or in-person
Self-Serve - Service information or processes initiated by customer alone and fulfilled electronically (online/email/text)

3.3 Overview of Key Strategies

The following strategic themes, outcomes and recommended action areas represent the best practices and the focus required for the RMOW to increase customer service quality and consistency. The Recommended Action Areas below are detailed in the “Recommended Implementation Plan” in the following section 3.4.

THEME	OUTCOME	AREAS of RECOMMENDED ACTIVITY
ENRICHING SERVICE CULTURE Knowledge and Capabilities	Grow Customer Service Centred Culture	Training and Development, Orientation, Cross Training, Success Stories, Service Coach, Employee Recognition and Engagement, Performance Management, Recruitment
	Develop Customer Service Collaboration	Service Partnerships, Service Improvement Team, Roles and Responsibilities, Enhance Information Management
PLANNING AND LEADING CHANGE Plans, Standards and Measurement	Create and Manage Customer Service Strategy Leadership	Leadership Role and Accountability
	Develop Customer Service Standards	Corporate Standards, Department Standards, Policy and Procedures, Accountability
	Manage the Change	Change Management Plans
ENHANCING SERVICE DELIVERY Technology, Process and Systems	Automate Customer Service Requests	Process Review, Service Request and Customer Database (CRM), Virtual 311, Self-Service, System Integration, Online Permits, Open Data
	Consolidate Customer Service Contacts	Publications, One Stop Shop, Departmental champions
	Enhance Access to Information	Web-based information tools, Social Media, Open Data Policy, GIS Renewal
	Measure and Share Service Outcomes	Customer Feedback, Customer Engagement, Dashboard, Service Measurement, Phone System Upgrade

3.4 Recommended Implementation Plan

The tables on the following few pages provide an overview of the Recommended Implementation Plan. Each Strategy is presented with a series of recommended actions and a suggested phasing plan over the next five years (P indicates a priority for that year).

In all cases, the following recommended activities will require an ongoing commitment to customer outreach to ensure that RMOW understands customers’ needs and preferences. With this information the RMOW can continue to assess, adapt and improve service delivery and results.

RECOMMENDED ACTIVITIES	2014	2015	2016	2017	2018
ENRICHING THE SERVICE CULTURE Knowledge and Capabilities					
1. Grow a Customer Service Centred Culture					
1.1 Training and Development – Assess, create and deliver a training and development plan to support the Customer Service Strategy. This plan should focus on the skills, knowledge, and abilities required for new and revised service standards, processes and tools. Focus should be initially on the high volume front counter in person and phone interactions, as well as the high volume customer interactions for outside employees.	P	P			
1.2 Orientation – Revise and enhance the existing RMOW employee orientation program to include a focus on key customer service strategies. Ensure that these sessions include examples from a broad range of service experiences.					
1.3 Cross Training – Explore and establish training opportunities across departments to understand opportunities to integrate services across departments from customers' perspectives.					
1.4 Sharing Success Stories – Explore and establish a process for employees to capture service stories to be used for training and development opportunities to learn from each other. Consider the use of a social media based tool within the RMOW to facilitate this initiative.					
1.5 Service Coach – Explore the creation of Service Coach roles (e.g. technology super user model) for each department to help support and drive service change initiatives. Service Coaches will provide customer service consistency, knowledge expertise and leadership by acting as a departmental liaison with the customer service strategy initiatives.		P			
1.6 Employee Recognition and Engagement – Continue to promote and recognize service excellence through the employee recognition and engagement program.		P			
1.7 Performance Management – Integrate service standards and expectations into the performance management program. Begin with managers in 2015 and then extend to all employees in 2016		P	P		
1.8 Recruitment – Further identify customer service values, competencies, knowledge, skills and abilities required to build a customer service culture to include in the recruitment process.					
2. Develop Customer Service Collaboration					
2.1 Service Improvement Team – Create an RMOW Service Improvement Team that provides a corporate perspective and feedback on service improvements, processes and systems. Establish standards (who, when) for departments to work together on service process integration.	P	P			
2.2 Roles and Responsibilities – Assess, define and share service roles and responsibilities across the organization.		P			
2.3 Service Partnerships – Establish a forum and process for regular service improvement and integration planning with RMOW's key partners (Tourism Whistler, Whistler Blackcomb, Chamber of Commerce, etc.).	P	P			
2.4 Enhance Information Management – Conduct a review and provide recommendations to enhance existing information management processes (policy, records, file management, standards) to ensure there is a structured and consistent approach to creating, collaborating, sharing, storing, archiving, and destroying information.		P			

RECOMMENDED ACTIVITIES	2014	2015	2016	2017	2018
PLANNING AND LEADING CHANGE Plans, Standards and Measurement					
3. Create and Manage Customer Service Strategy Leadership					
3.1 Leadership Role – Assign leadership, oversight and project management role for the Customer Service Strategy and Recommended Implementation Plan.	P				
4. Develop Customer Service Standards					
4.1 Corporate Policies and Standards - Create a service standards program, which identifies the core corporate service standards to be used when developing departmental services. Initial focus should be on phone call standards – language, forwarding, voicemail, etc.		P			
4.2 Department Policies and Procedures – Assess and pursue departmental service specific policy and procedures where process integration and efficiencies are required.		P			
4.3 Accountability - Create a process and assign responsibility for managing corporate customer service policies.			P		
5. Manage the Change					
5.1 Project Management – Assess, develop and implement pragmatic project management and monitoring processes (methodology) to provide oversight, rigor and measures of success to the implementation stages of projects.		P	P		
5.2 Change Management Plans – Assess, develop and implement organizational change management strategies and plans for all significant changes.		P	P		

RECOMMENDED ACTIVITIES	2014	2015	2016	2017	2018
ENHANCING SERVICE DELIVERY Technology, Process and Systems					
6. Automate Customer Service Requests					
6.1 Process Review – Each department to conduct a service process review to assess and prioritize which service processes could be improved through automation (self-service, service request work flow, etc.)		P			
6.2 Service Request System – Review, assess and consider the value in implementing a service request, track and communication (work order) system with a shared customer database (CRM – Customer Relationship Management) across the organization. Phase in the system based on priority customer service processes - frequency, complexity and impact.		P	P		
6.3 Self-Service – Expand multiple self-service channels to the service request system through web, mobile and kiosk.			P		
6.4 System Integration – Information Technology group to assess and propose an enterprise wide system integration project to capture opportunities to connect information and data to service channels (web, mobile, phone, etc.).		P			
6.5 Online Permits and Payments – Review and assess the value and options for implementing online permitting and payment systems that are integrated across all relevant departments.		P	P		
7. Consolidate Customer Service Contacts					
7.1 311 Agent – Review, assess and consider the value in consolidating the current multiple phone numbers published (see Appendix G) to a single phone number and then have the existing core service or front counter employees take calls in a queued process to answer, direct or create service request tickets to be routed to the responsible RMOW employee.		P			
7.2 Publications – Consolidate all RMOW service contact publishing in print and online applications (white pages, blue pages, yellow pages, website, printed material, media, signs). See Appendix G.		P			
7.3 One Stop Shop – As service processes are being reviewed and improvements considered, wherever possible, consider a shift to a one stop shopping experience for service process improvements.					
8. Enhance Access to Information					
8.1 Access to information – Conduct a review of current data and information availability to the public and employees and then develop a plan to expand access to RMOW data through policy, process, training, communication and system enhancements.		P	P		
8.2 Social Media – Review, assess and consider enhancements the use of social media for information sharing, service analytics, service request linkages to the website.					
8.3 Public Training – Review and assess possible public learning opportunities (e-learning, workshops, etc.) to enable the public to take advantage of online service tools and processes.					
8.4 GIS Renewal – Review and finalize the GIS draft strategic plan to include technology, training, governance, leadership, resourcing, and responsibilities. Develop a business case for changes and upgrades identified in the GIS draft strategic plan. Include consideration for municipal asset mapping to enhance service opportunities.		P	P		

8.5 GIS Resource – Consider moving the current GIS role from Infrastructure Services to the Information technology team (within the Corporate and Community Services division) as a means to further improving the cross-departmental GIS support services.	P				
8.6 Web Interface – Review and enhance current web development practices for all service channels (e.g. website, mobile browsers, mobile applications) and implement new practices, as required.	P	P			
8.7 Email communications – Expand municipal contact database for email communications (preferred channel) to include all departments, and review design and use of e-newsletters.					
8.8 Communications and Marketing – Implement expanded communications and marketing activities to support the delivery of municipal programs and services.					

9. Measure and Share Outcomes

9.1 Phone System Upgrade – Review the phone system to enable broader measurement of phone service transactions.	P	P			
9.2 Service Measurement – Build on and expand the service measurement work started through the development of this strategy to provide additional insight about which services require service improvements. Implement processes, such as the customer service tracking tool or database, to capture inputs on customer interactions and service processes. As well, review the Service Inventory to identify service areas that may benefit from service measurement.					
9.3 Customer Feedback - Create a customer feedback plan to provide opportunities for customer feedback for general and specific services.		P	P		

3.6 Monitoring Success and Oversight

As with most large initiatives, the success of this strategy will depend on communicating, monitoring, and measuring performance relative to the tasks assigned here.

To this end, it is recommended that the municipality create the following oversight structure to ensure the successful delivery of this Strategy:

- **A Customer Service Improvement Team** – A cross-divisional team that will provide cross-departmental perspective, input and oversight to the initiatives. This group should meet quarterly, and report to a designated Customer Service Strategy Lead;
- **Departmental Accountability** – Each department will be responsible for managing, executing and reporting on any independent service improvement initiatives or contributions to organization-wide initiatives; and
- **New Service Reporting** – New service level standards and tracking information (data) will need to be developed to provide ongoing reporting.

3.7 Resources

The following section provides an overview of resources allocations required to support the execution of the Recommended Implementation Plan included in Section 3.5

BUDGET

Specific budgets for strategies, activities, and projects in this plan will be determined through the RMOW's annual Five-Year Financial Planning process. The key budget impacts over the next five years will be:

- **Information Technology systems** – acquiring, optimizing, and integrating the systems required;
- **Training and Development** – developing and delivering the standards; and providing training for skills required to drive the customer centric culture;
- **Process Review and Business Requirement Resources** – seeking out and assigning experts to review and implement improvements for each service process;
- **Project Management** – enhancing the RMOW's program and project management capabilities with appropriate project management tools.
- **Website and mobile applications** – enhancing existing content, services and applications.
- **Communications and marketing** – enhancing current communications and marketing activities to support new and expanded customer service initiatives.

HUMAN RESOURCES

The execution of this strategy will be experienced by most employees. Most employees will need to dedicate some time to participate in the implementation and execution of organization-wide and specific department service improvement initiatives. For some employees, adjusting to new processes or systems will be their contribution. For other employees, a more active role in the review, design and implementation of the changes will be required. The more active roles will be required in the following resource areas:

RESOURCES	ROLE	DURATION	LEAD
1. Employee Training and Development	Lead the development and implementation of the strategy related to training and development.	As required	Human Resources
2. Change Management – plan and manage change	Develop and deliver stakeholder engagement and communications	As required for each large project	Human Resources and Communications
3. Business and Systems Analysts	Provide both business and technology system analysts to support improvements	As required for each large project	Information Technology and select departments
4. Service Process Reviews	Service process review sessions and documentation to establish improvements of service before automation	As required for each service process improvement review	All

4. CLOSING COMMENTS

As evidenced by this Strategy, customer service continues to be a key priority of RMOW staff, management and Council.

Through this Customer Service Strategy the RMOW has identified gaps, set priorities, and compiled a plan to better meet the changing needs of employees, residents, visitors, and businesses over the next five years.

The Strategy includes a summary of the key findings of the review process, establishes a common conceptual framework, and most importantly structures an implementation plan designed to effectively and efficiently advance municipal customer service performance.

In order to meet the evolving needs and interests of our resort and community customers, this Strategy builds on a solid base of internal research processes and knowledge, a detailed inventory of municipal services and service delivery processes, as well as an understanding of changing best practices in access to municipal service delivery channels. Moving forward this foundation of departmental research and internal data will need to be actively supplemented by an ongoing commitment to additional analytics, structured tracking of service delivery, and targeted customer insights to both inform, and guide the delivery of the recommended implementation plan.

In closing, RMOW's Corporate and Community Services Division would like to specifically acknowledge and thank the staff, project leads, resort partners, and community members for sharing their feedback, insights and experience throughout the development of this Strategy. This Strategy would simply not have been possible without this valuable input.





REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 4, 2014
FROM: Resort Experience
SUBJECT: LLR 128 – LISTEL HOTEL EXTENSION OF HOURS FOR CORNUCOPIA

REPORT: 14-127
FILE: LLR 128

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Resort Experience be endorsed.

RECOMMENDATION

That Council authorize hours of liquor sale to 4:00 am on the night of Saturday, November 15, 2014 at the Listel Whistler Hotel for a Special Occasion Licence for the Revolutions event as part of the Cornucopia festival.

REFERENCES

Appendices:

“A” – Bearfoot Bistro letter dated October 17, 2014

“B” – Watermark Communications letter dated October 13, 2014

PURPOSE OF REPORT

Municipal policy requires Council approval for any sale of liquor past 2:00 am. This report requests that Council authorize hours of liquor sale to 4:00 am on the night of November 15/16, 2014 for the Revolutions event at the Listel Whistler Hotel, part of the annual Cornucopia festival. Existing Council policy supports a Cornucopia festival event at the Listel Hotel with a 4:00 closing time for liquor service, subject to annual review, Council approval and plans approved by the Municipality for the mitigation of potential negative impacts.

DISCUSSION

Proposed Revolutions Event

In past years, most recently in 2011, the Bearfoot Bistro at the Listel Hotel hosted the Masquerave Party as a high profile event of the Cornucopia festival. During Cornucopia 2013 the first Revolutions after-dinner event was presented by Monster Energy at the Bearfoot Bistro and operated with the establishment's licensed closing time of 1:00 am. Bearfoot Bistro management believe that the success of the 2013 Revolutions event was limited by the 1:00 am closing time, because guests arrive late after having dinner in other restaurants, and that extended hours would help create a better experience and draw as a feature event of the Cornucopia festival. For the 2014 event the applicant is proposing a 4:00 am closing time of liquor service, similar to previous Masquerave Party events. See Appendix “A” for a letter from the Bearfoot Bistro with an explanation of the Revolutions event, the rationale for the proposed 4:00 am closing and plans for the mitigation of potential negative impacts.

The Revolutions event is planned for up to 450 guests and would be held in the Bearfoot Bistro restaurant, lounge and wine cellar areas. The event would include food by the Bearfoot Bistro chefs and entertainment from well-known DJs. Liquor service will be provided using a Special Occasion Licence (SOL) and the net proceeds of the event will be donated to the Whistler Public Library, the

charitable organization which will hold the Special Occasion Licence and is applying for the SOL policy exemption.

In order to serve liquor with the SOL the Bearfoot Bistro will de-license the existing food primary restaurant and liquor primary lounge and wine cellar areas. Under Liquor Control and Licensing Branch (LCLB) policies for Special Occasion Licences the generally permitted hours of liquor service are between 9:00 am and 2:00 am. For an extension of liquor service to 4:00 am the LCLB requires local government approval of the exemption to LCLB policy.

The Bearfoot Bistro letter describes the support of the Listel and surrounding hotels for the late night Revolutions event. With Cornucopia now a full 11-day festival, the applicant suggests that the event will encourage resort guests to extend their stay through the second weekend of the festival. See also Appendix “B” for a letter of support for the event from Watermark Communications, the producers of the Cornucopia festival.

The Whistler Detachment of the RCMP has no concerns with the event and will have adequate policing resources for the event.

Noise Mitigation

The Cornucopia festival takes place November 6 through 16, a time when the resort occupancy levels would otherwise likely be relatively low. However, an event with alcohol service until 4:00 am could have potential noise impacts on those staying in Village accommodation units, and the following noise mitigation measures are proposed:

- Noise from the event itself will be confined to the interior areas of the restaurant, lounge and wine cellar; the patio will not be used for the event.
- The Listel Hotel supports the event and will ensure that guests will be aware of the late night event. Many of those staying in the hotel will be associated with the event.
- With the extended closing time attendees will gradually depart the event throughout the evening, and Listel Hotel staff will remind them to be respectful of others staying in Village accommodations.
- Listel Hotel staff will advise taxi companies of the event and will assist guests in booking taxis.
- The applicant will have Serving It Right trained staff and has committed to preventing guests from being over-served.

The Whistler RCMP have noted that past extended closings at the Bearfoot Bistro, including the much larger 2011 Masquerade Party, have not been a noise problem for the community. With the expected gradual dispersal of patrons and the assistance to be offered for booking taxis it is not anticipated that patrons leaving the event will disturb those staying in Village accommodations.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Economic	Whistler holds competitive advantage in the destination resort marketplace as a result of its vibrancy and unique character, products and services	The Cornucopia festival is a significant economic generator for the Whistler resort community. Festival events are attended by thousands of visitors, the majority of whom come to the resort specifically to attend events of the festival. The Revolutions event sponsored by Monster Energy will provide unique production values.
Visitor Experience	Community members and organizations work collectively to ensure exceptional experiences that exceed visitor expectations	The Bearfoot Bistro Revolutions event provides an opportunity for the food and beverage sector, local government and enforcement agencies to work together to enable memorable visitor experiences while maintaining order and respecting the rights of other residents and visitors.
Recreation & Leisure	Recreation and leisure is a core contributor to the Whistler economy	Revolutions will be a significant event of the Cornucopia festival The annual festival generates a large number of room nights and the event will likely encourage some festival visitors and industry partners to stay through the second weekend.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
Built Environment	Visitors and residents can readily immerse themselves in nature, free from noise and light pollution	Noise from guests leaving an event serving alcoholic beverages can be disruptive to visitors staying in the Village. Event organizers have developed transportation plans at dispersal time to mitigate the potential for noise. Further, most event attendees will be staying in the surrounding hotels and are not likely to disturb those staying in Village accommodations.
Health & Social	Community members eat healthy food, exercise and engage in leisure and other stress relieving activities that assist in preventing illness and they avoid the abusive use of substances that evidence indicates have negative effects on physical and mental health	Any extended opportunity for the sale of alcohol has the potential for over-service and/or excessive consumption. The applicant will have appropriately trained staff and has committed to preventing guests from being over-served.

OTHER POLICY CONSIDERATIONS

Council policy on extended hours of liquor sale was established by the adoption of Business Regulation Amendment Bylaw (Licensed Premises) No. 1616, 2002. This regulation restricts the hours of liquor sale to between 9:00 am and 2:00 am except to the extent that Council may authorize extended hours for specified dates, either generally or in respect of individual premises specified in the authorizing resolution. This exception was included in the regulation as

recommended by the municipal Liquor License Advisory Committee specifically to accommodate special dates, such as New Year's Eve, or special events that have a community-wide benefit.

Council Policy G-17 *Municipal Liquor Licensing Policy* includes a policy on temporary extension of closing hours. The policy states, "The Municipality does not support extensions of closing hours for licensed establishments past 2:00 am, except for specific dates/events established by policy or for proposals that are determined by Council to generate extraordinary benefits to the resort community and do not have any unacceptable negative impacts on the community or the resort." One of the specific dates/events established by the policy is:

"Cornucopia Festival event at Listel Hotel – permitted closing to 4:00 a.m. for a single weekend night event, subject to annual review, Council approval, plans approved by the Municipality for the mitigation of potential negative impacts and the applicant being in Good Standing."

The Revolutions event satisfies these criteria and is appropriate for Council consideration.

The RMOW liquor licence application review process takes into consideration the compliance and enforcement history of the licensee and operator of the establishment. The Whistler Detachment of the RCMP has reviewed the Bearfoot Bistro's compliance history and determined them to be in "Good Standing".

COMMUNITY ENGAGEMENT AND CONSULTATION

In accordance with Council Policy G-17, the request for extended hours has been referred to individual members of the municipal Liquor Licence Advisory Committee (LLAC) for their comment. (Under the LLAC process, the committee as a whole does not consider the application and there is no formal recommendation from the committee.) There were no concerns expressed by LLAC members.

SUMMARY

This report presents an application from the Bearfoot Bistro for hours of liquor sale until 4:00 am at the Listel Hotel on the night of Saturday, November 15/16, 2014 for the Revolutions event as part of the Cornucopia festival. Staff recommends that Council approve the extended hours of sale.

Respectfully submitted,

Frank Savage
PLANNER
for
Jan Jansen
GENERAL MANAGER OF RESORT EXPERIENCE



Whistler, October 17, 2014

Mayor and Council
RESORT MUNICIPALITY OF WHISTLER
4325 Blackcomb Way
Whistler (B.C.)
V0N 1B4

Re: REVOLUTIONS after-dinner event presented by Monster Energy at Bearfoot Bistro during Cornucopia.

Following the success of the first edition of REVOLUTIONS in 2013, the after-dinner event presented at the Bearfoot Bistro by Monster Energy during Cornucopia, we are pleased that the event is confirmed for this year's Cornucopia.

As a long-time promoter of events in Whistler and as a corporate partner of Whistler Blackcomb, Monster Energy created REVOLUTIONS to fill the need for a high production party to be part of the Cornucopia experience since well-known parties such as Masquerave and Casino Royale are no longer produced.

REVOLUTIONS, a sanctioned event of Cornucopia featuring some of the most acclaimed DJs, is scheduled on the closing weekend of the extended 11-day festival on Saturday, November 15, 2014. It is Monster Energy's main event at Cornucopia.

Monster Energy and the Bearfoot Bistro are seeking permission from Council to extend the hours of alcohol service from 1:00 am to 4:00 am for the event at the Bearfoot Bistro in order to deliver a better experience to the guests taking part in the Cornucopia festivities.

In 2013, the extension was not requested and many professionals from the wine industry and guests attending Cornucopia claimed that the closing time was too early since they were attending winemakers dinners at other establishments where a longer than usual service time is required due to the extensive menu being served.

The event will support "Friends of the Whistler Public Library", Cornucopia's charitable organization of choice for this year's festival. An application for a Special Occasion License was made 10 days ago. For that occasion, the Bearfoot Bistro has de-licensed the "Food Primary"



and "Liquor Primary" restaurant licenses. We estimate the number of guests to attend to be 450.

The ticket price is aligned with the delivery of a high value experience, inclusive of music, food and drinks. Executive Chef Melissa Craig will be creating an after-dinner food menu with Executive Pastry Chef Dominic Fortin. Like most events hosted at the Bearfoot Bistro, we expect the clientele to be in the 35/55-year old segment.

The Listel Whistler Hotel and the surrounding hotels are in support of the event and are pleased that the event is scheduled on the second weekend of Cornucopia, which is not a busy weekend. We are confident that programming the event on the last Saturday is an incentive for festivalgoers to make the trip to Whistler or to extend their stay on the weekend. We noticed last year that many wine professionals decided to stay on the Saturday night to attend the event at the Bearfoot Bistro instead of returning to Vancouver at the end of the day.

The extension of hours will allow guests to gradually depart during the evening and avoid that they all leave at the same time. Patrons from the Bearfoot Bistro are known to be respectful and well behaved. Those who will be looking for transportation at the end of the night will be taking taxis. The Bearfoot Bistro hostesses will order taxis for guests and invite them to wait inside the building until the taxis have arrived. An employee of Listel Whistler Hotel will be on duty at the front of the hotel to remind guests to keep noise down when leaving the property. Taxi companies will be informed in advance of the event.

Tourism Whistler PR Department has already confirmed that leading media visiting Whistler during Cornucopia have asked to be hosted at REVOLUTIONS.

We thank Council for your consideration.

Kind regards,

Marc Des Rosiers
Tel.: (604) 902 2622



Whistler, October 13th 2014

Mr. Frank Savage
Planner
RESORT MUNICIPALITY OF WHISTLER
4325 Blackcomb Way
Whistler (B.C.)
V0N 1B4

RE: REVOLUTIONS after-dinner event presented by Monster Energy at Bearfoot Bistro during Cornucopia.

Please accept this letter as our support to the REVOLUTIONS after-dinner event presented by Monster Energy. Following the success of the first edition in 2013, REVOLUTIONS is again this year a sanctioned event of Cornucopia.

The event is scheduled for Saturday November 15th 2014 at the Bearfoot Bistro. We are pleased that Monster Energy and the Bearfoot Bistro have joined forces to create a memorable event.

We support the request from the Bearfoot Bistro to extend the hours to 4 am to accommodate the schedule of many festivalgoers that are planning to have dinner in some other establishments prior to the after-dinner party. The extension of hours will help to deliver a better experience to the guests taking part in the Cornucopia festivities.

We are pleased that the event is in support of the Whistler Public Library.

Kind regards,

Sue Eckersley
Watermark Communications Inc
Producers Whistler Cornucopia



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 4, 2014
FROM: Resort Experience
SUBJECT: LLR 1200 – DUBH LINN GATE PUB PERMANENT CHANGES TO LIQUOR PRIMARY LICENCE

REPORT: 14-128
FILE: LLR 1200

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Resort Experience be endorsed.

RECOMMENDATION

That Council authorize the resolutions attached as Appendix “A” to Administrative Report No. 14-128 providing Council’s recommendation to the BC Liquor Control and Licensing Branch in support of an application from the Dubh Linn Gate Irish Pub for a Structural Change to Liquor Primary Licence No. 182897 to increase the interior liquor primary capacity from 148 to 236 persons by converting an existing food primary area to liquor primary and by including a previously unlicensed area into the liquor primary licence; and further

That Council pass the resolutions attached as Appendix “B” to Administrative Report No. 14 -128 providing Council’s recommendation to the Liquor Control and Licensing Branch regarding an Application from the Dubh Linn Gate Irish Pub for a Structural Change to Liquor Primary Licence No. 182897 to increase the outdoor patio liquor primary capacity from 58 to a maximum of 151 persons by converting an existing food primary patio area to liquor primary, by including a previously unlicensed area into the liquor primary licence and by increasing the occupant loads of the existing liquor primary licensed patio area to that permitted by municipal policy.

REFERENCES

Applicant: Pan Pacific Hotel (Whistler), Dubh Linn Gate Irish Pub
Location: 170 – 4320 Sundial Crescent

Appendices:

- “A” – RMOW Resolution – Structural Change to a Liquor Primary Licence (Interior)
- “B” – RMOW Resolution – Structural Change to a Liquor Primary Licence (Patio)
- “C” – Location Plan
- “D” – Letter from Rising Tide Consultants dated September 16, 2014
- “E” – Plan drawing for Dubh Linn Gate Pub
- “F” – Minutes of October 16, 2014 LLAC Meeting (relevant excerpts)

PURPOSE OF REPORT

This report presents recommendations for Council’s consideration of an application from the Dubh Linn Gate Irish Pub to increase the occupant load (capacity) of its liquor primary interior and patio areas through a combination of: (1) conversion of existing food primary areas to liquor primary, (2) the addition of small unlicensed interior and patio areas to the liquor primary licence and (3) by increasing the occupant load of the existing liquor primary patio area to comply with municipal policy. These changes have been proposed to optimize the use of space and provide improved convenience for customers. For such amendments to a liquor primary licence the provincial Liquor Control and

Licensing Branch (LCLB) requires local government comment in the form of a resolution from Council regarding the suitability of the licence change and specifically addressing the potential for noise, the impact on the community and the views of residents. The proposed resolutions in favour of the application, including the rationale for support in the prescribed form, are attached as Appendices “A” and “B”.

DISCUSSION

The Dubh Linn Gate Irish Pub is located at 170 – 4320 Sundial Crescent (shown on Appendix “C”) in Whistler Village and operates under liquor primary licence No. 182897 and food primary licence No. 181804. The establishment has applied for a structural change to a liquor primary licence to increase the capacities of both its interior and patio liquor primary areas. See Appendix “D” for a letter from the applicant’s agent Rising Tide Consultants describing the rationale for the requested changes. Also see Appendix “E” for a plan drawing of the interior and patio areas for the amended liquor primary licence. In conjunction with this application the existing food primary interior and patio areas would be converted to liquor primary. The food primary licence would be eliminated and the entire establishment would operate with the liquor primary licence and a family food service endorsement. This endorsement, which is recommended as a licence condition, would ensure the continuation of full kitchen food service operations and maintain the current nature of the establishment.

The following describes the details of the proposed licence changes and an assessment of the potential benefits and impacts.

Current Dubh Linn Gate Liquor Licences

Liquor Primary Licence No. 182897

- Hours of service: 9:00 am to 1:00 am, seven days a week
- Liquor primary capacity: Interior 148 persons, patio 58 persons

Food Primary Licence No. 181804

- Hours of service: 9:00 am to 1:00 am, seven days a week
- Food primary capacity: Interior 66 persons, patio 30 persons

Application for Increase in Liquor Primary Interior Occupant Load

The Dubh Linn Gate is applying for two changes which will increase the liquor primary interior capacity (occupant load). See the plan drawing of Appendix “E” showing the location of the interior areas:

1. Conversion of interior space
The applicant plans to increase the interior licensed area of the establishment by removing an interior wall to convert the existing unlicensed entrance corridor area into liquor primary. The existing corridor provided separate entrances to the food primary and liquor primary areas, which will be unnecessary with the conversion of the entire establishment to liquor primary.
2. Convert the existing food primary interior area into liquor primary
The existing food primary area consists of a room with a 60 person seating area and six seats at a bar. The bar and two interior doors will be removed (plus the wall mentioned above), and the entire food primary interior area will be converted to liquor primary. The applicant states that the establishment will be easier to manage with a single licence, whereas it is currently necessary to individually manage the capacity of each of the food primary and liquor primary areas.

The net result of these two changes will be to increase the liquor primary licensed interior capacity from 148 persons to 236 persons and to eliminate the food primary licensed interior area.

Application for Increase in Liquor Primary Patio Occupant Load

The Dubh Linn Gate is applying for two changes which will increase the liquor primary patio occupant load. See plan drawing of Appendix “E”:

1. Extend the area of the liquor primary licensed patio
The establishment has applied for a development permit to partially fill in an existing planter and create an additional patio area at the lower left of the plan drawing of Appendix “E”. The rationale for the new patio area is to provide a visual connection between the Dubh Linn Gate patio and Skiers Plaza, currently blocked by the planter. The development permit change would add a maximum of 22 m² to the liquor primary licensed area of the patio, subject to General Manager approval of the component of the planter area required to be retained.
2. Convert the existing food primary patio area into liquor primary
A portion of the patio with a capacity of 30 persons is included in the existing food primary licence (see Appendix “E”). The establishment has applied to convert this area to liquor primary.

The net result of these two patio changes will be to increase the liquor primary licensed patio capacity from 58 persons to a maximum of 151 persons and to eliminate the food primary licensed patio area. Once the exact size of the planter area to be converted to patio is finalized through the development permit process, the total patio area in square metres and resulting person capacity will be calculated. The plan will then be stamped for occupant load by the Whistler Fire Services Department. The second of the two recommendations of the report asks that Council authorize a maximum patio occupant load of 151 persons. If the stamped occupant load of the patio is less than 151, then the licensed occupant load (person capacity) of the patio will be the lesser number.

Summary of Proposed Capacity Changes

Interior Capacity

	Current Capacity	Proposed Capacity
Food primary interior	66 persons	0 persons
Liquor primary interior	148	236
Total interior capacity	214 persons	236 persons

Patio Capacity

	Current Capacity	Proposed Capacity
Food primary patio	30 persons	0 persons
Liquor primary patio	58	151*
Total patio capacity	88 persons	151* persons

* May be less if planter area converted to patio is reduced in size

Customer Service with a Liquor Primary Licence Only

As mentioned above the Dubh Linn Gate proposes to convert its food primary licence and provide liquor and food service for the entire establishment with a single liquor primary licence with an

endorsement for family foodservice. The rationale is that the establishment would continue to provide for the food service needs of its customers, while eliminating the operational challenges of managing two licences in each of the interior and patio areas. The applicant proposes that improved customer experience can be provided with a single licence, because staff would no longer have to manage the number of people in the individual food primary and liquor primary areas when patrons chose to move from one area to another.

The Dubh Linn Gate has a “Family Foodservice Term and Condition” on its liquor primary licence. This new LCLB policy provision allows minors, accompanied by a parent or guardian, until 10:00 pm in liquor primary licensed establishments which offer full meal service. LCLB policies also will allow breakfast service (without liquor service) starting as early as 6:00 am and continuing until the start of regular liquor service. These policy provisions permit the Dubh Linn Gate to offer food services consistent with their existing practices while operating with a liquor primary licence only. The resolutions to the LCLB provided in the appendices recommend that a kitchen with food service until 10:00 pm daily be specified as a term and condition of the amended liquor primary licence.

The operation of the Dubh Linn Gate with only a liquor primary licence (eliminating the food primary licence) is also consistent with the restaurant space requirements for a hotel under Zoning and Parking Bylaw No.303 (see Other Policy Considerations below).

LCLB Review Process

The Dubh Linn Gate has submitted an application to the LCLB for a Structural Change to its liquor primary licence to increase the physical size and capacity of its liquor primary interior and patio areas. For this type of application the LCLB requires comment from local government in the form of a resolution from municipal Council. That resolution must address the potential for noise, the impact on the community, the views of the residents and includes a recommendation as to whether the licence amendment should be approved.

Municipal Review Process

For this type of application Council Policy G-17 *Municipal Liquor Licensing Policy* specifies a public advertising period, a good standing review, a LLAC referral/report/recommendation, a staff report to Council and a Council resolution to the LCLB in a prescribed format. The LLAC review evaluates the licence amendment relative to specific criteria (see LLAC Review Process below). Also part of the municipal review is a referral of the proposed floor plan drawing of the establishment for building code compliance and a determination of occupant load.

Current Good Standing Status

In order for the Municipality to give consideration to an application requesting a permanent change to a licence the applicant must be in “Good Standing” with respect to the compliance and enforcement history of the establishment. A Good Standing review was conducted to determine the compliance history of the applicant. The application was referred to the LCLB inspector, the Whistler Detachment of the RCMP, the Whistler Fire Rescue Service and the RMOW Building and Bylaws Departments. Each was asked to provide a written list of any contraventions and their disposition for the 12-month period preceding the date of the application and any other comments considered to be relevant. There were no compliance issues identified, and the RCMP have determined the applicant to be in Good Standing.

Liquor Licence Advisory Committee (LLAC) Review Process

A summary of the applicant’s proposal was referred by e-mail to LLAC members on September 9, 2014 and members were asked to provide their initial comments. Those comments were

incorporated into a report to the LLAC, which was presented at the October 16, 2014 meeting of the committee. The report addressed the municipality's review criteria for proposed license changes listed as follows: new or underserved demand; overall benefit to the community; minimal adverse impacts on the community including neighbouring uses, traffic, noise, safety, crowd control and ability to police; and level of community support/opposition. The application addressed and was found to satisfy these criteria. Representatives of the applicant then provided further rationale for the proposed licence change and addressed LLAC member questions about the application. (Relevant excerpts of the minutes of the LLAC meeting are attached herein as Appendix "F".) The committee then passed the following motion:

That Liquor Licence Advisory Committee supports the application from the Dubh Linn Gate to increase the liquor primary interior capacity from 148 to 236 and the liquor primary patio capacity from 58 to 151.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Visitor Experience	The resort community's authentic sense of place and engaging, innovative and renewed offerings attract visitors time and time again	Patio areas in Whistler are in high demand in good weather, especially for ski après and during summer daylight hours. The Dubh Linn Gate patio location adjacent to Skiers Plaza at the base of Whistler Mountain is well positioned in meeting the demand for patio service by both visitors and residents during summer months and après ski. The interior and patio area expansions and elimination of the food primary licence will provide for improved customer experience and enable better management of the establishment.
Economic	The Whistler economy provides opportunities for achieving competitive return on invested capital	The licence changes will permit the establishment the opportunity to operate their business within the limits of municipal and provincial policies.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
Built Environment	Visitors and residents can readily immerse themselves in nature, free from noise and light pollution	The main concern of outdoor patios is late night noise, especially when nearby accommodation units can be disturbed. The current Dubh Linn Gate patio has not been a problem for the community, and though the present application includes an increase in total patio seats, it is not anticipated that the application will result in problems for the community. Amplified music on the patio is turned off by 10:00 pm at the latest. The establishment has entered into a Good Neighbour Agreement with the Municipality and has been determined to be in Good Standing with the RCMP with regard to its compliance history.

Health & Social	Community members eat healthy food, exercise and engage in leisure and other stress relieving activities that assist in preventing illness and they avoid the abusive use of substances that evidence indicates have negative effects on physical and mental health	Any new liquor service area has the potential for over-service and/or excessive consumption. The Dubh Linn Gate has signed a Good Neighbour Agreement that commits it to procedures and training to avoid potentially adverse effects of their products and services.
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OTHER POLICY CONSIDERATIONS

Council Policy G-17

Under policies developed and supported by the Liquor Licence Advisory Committee and in Council Policy G-17 a structural change to add a new licensed area to a liquor primary licence specifies a public advertising period, a good standing review, a LLAC referral/report/recommendation, a staff report to Council and a Council resolution to the LCLB in a prescribed format.

Zoning and Parking Bylaw No. 303

Section 5.18 and Table 5A of Zoning and Parking Bylaw No. 303 require that restaurant use in a hotel, inn or lodge must have a minimum gross floor area of 50 square metres or 1.5 square metres per guest room, whichever yields the greatest floor area. (Gross area includes patron areas and kitchen areas.) This requirement that restaurant space in a hotel be proportional to the number of guest rooms ensures a minimum supply is achieved to provide for the food and beverage service needs of resort guests.

For the Pan Pacific with 121 guest rooms, this requires a minimum of 182 square metres of gross area of restaurant space. The applicant has stated that the Dubh Linn Gate will continue to operate its full commercial grade kitchen and provide food service throughout the day and evening. Further, as part of the Family Foodservice Term and Condition, the Dubh Linn Gate must offer a selection of appetizers and main courses, or equivalent. To ensure that the Pan Pacific Hotel restaurant use requirement is satisfied staff have requested, and the applicant has agreed, that the following term and condition be added to the liquor primary licence: "The establishment shall maintain and operate a kitchen with a full menu of food items until 10:00 pm daily." The resolutions of Appendices "A" and "B" include that condition.

COMMUNITY ENGAGEMENT AND CONSULTATION

In conformance with municipal policy the applicant advertised the proposed permanent licence changes to the Dubh Linn Gate liquor primary licence in the September 18 and 25, 2014 editions of Pique Newsmagazine, and they posted a sign at the establishment (commencing September 18, 2014) in order to provide opportunity for public comment. The advertisements and sign requested that any comments be provided in writing to municipal staff on or before October 18, 2014. No comments were received.

SUMMARY

This report presents an application from the Dubh Linn Gate Pub for a structural change to a liquor primary licence to increase the physical size and capacity of its liquor primary interior and patio areas. The report also provides resolutions in support of the application for Council's consideration that address criteria specified by the LCLB. These resolutions are a result of the application of municipal policy and consultation with the community.

Respectfully submitted,

Frank Savage
PLANNER
for
Jan Jansen
GENERAL MANAGER OF RESORT EXPERIENCE

APPENDIX A

General Manager,
Liquor Control and Licensing Branch

RE: Application for a Structural Change to a Liquor Primary Licence to increase the size of the interior liquor primary licensed area and the interior occupant load from 148 to 236 persons as an amendment to Dubh Linn Gate Pub liquor primary licence No. 182897.

At the Council meeting held on November 4, 2014 the Council passed the following resolution with respect to the application for the above named amendment:

“Be it resolved that:

1. The Council recommends the amendment to the licence for the following reasons:
The proposed licensing will provide for improved customer service for both visitors and residents and will not have any significant negative impacts on the resort community. The applicant has entered into a Good Neighbour Agreement and Noise Mitigation Plan with the Municipality.
2. The Council’s comments on the prescribed considerations are as follows:
 - (a) The potential for noise if the application is approved:
If the application is approved there is not expected to be a significant increase in noise from the establishment. The Dubh Linn Gate Pub does not have history of noise or disturbances, and the proposed increase in interior capacity is unlikely to be a source of additional noise. The establishment is subject to the provisions of the *RMOW Noise Control Bylaw No. 1660, 2004*. The Good Neighbour Agreement commits the applicant to limit noise disturbances, to close doors and windows by 10:00 pm and to comply with the municipal Noise Control Bylaw.
 - (b) The impact on the community if the application is approved:
If the application is approved the impact on the community will likely, on balance, be positive by meeting the service expectations of both visitors and residents. Negative impacts on the community are not anticipated as a result of the requested change to the license. To ensure that the food service requirements of the Pan Pacific Hotel are satisfied the Municipality requests that the LCLB add the following term and condition to Dubh Linn Gate Pub liquor primary licence No. 182897:
“The establishment shall maintain and operate a kitchen until 10:00 pm with a full menu of food items.”
 - (c) The views of residents:
Council believes that residents are in favour of the application and that residents are not opposed to the application. The method used to gather the views of residents was placement of an information sign at the front of the establishment (commencing September 18, 2014) and advertisements in the September 18 and 25, 2014 editions of *Pique* Newsmagazine. No comments were received. The application has the support of the Pan Pacific Hotel. Further, the municipal Liquor Licence Advisory Committee, comprising various community representatives, voted to support the application.”

The undersigned hereby certifies the above resolution to be a true copy of the resolution passed by the Council of the Resort Municipality of Whistler on November 4, 2014.

Sincerely,

Shannon Story
CORPORATE OFFICER
Resort Municipality of Whistler

APPENDIX B

General Manager,
Liquor Control and Licensing Branch

RE: Application for a Structural Change to a Liquor Primary to increase the size of the patio liquor primary licensed area and the patio occupant load from 58 to a maximum of 151 persons as an amendment to Dubh Linn Gate Pub liquor primary licence No. 182897.

At the Council meeting held on November 4, 2014 the Council passed the following resolution with respect to the application for the above named amendment:

“Be it resolved that:

1. The Council recommends the amendment to the licence for the following reasons:

The proposed licensing will provide for improved customer service for both visitors and residents and will not have any significant negative impacts on the resort community.

The applicant has entered into a Good Neighbour Agreement and Noise Mitigation Plan with the Municipality.

2. The Council's comments on the prescribed considerations are as follows:

- (a) The potential for noise if the application is approved:

If the application is approved there is not expected to be a significant increase in noise from the establishment. The main concern of outdoor patios is late night noise, especially when nearby accommodation units can be disturbed. The current Dubh Linn Gate patio has not been a problem for the community, and though the present application includes an increase in total patio seats, it is not anticipated that the application will result in problems for the community. The physical location of the patio and the patio canopy help to buffer noise, and amplified music on the patio is turned off by 10:00 pm. The establishment is subject to the provisions of the RMOW Noise Control Bylaw No. 1660, 2004. The Good Neighbour Agreement commits the applicant to limit noise disturbances and to comply with the municipal Noise Control Bylaw.

- (b) The impact on the community if the application is approved:

If the application is approved the impact on the community will likely, on balance, be positive by meeting the service expectations of both visitors and residents. The additional patio capacity provides a desired amenity in a key location in Whistler Village. Negative impacts on the community are not anticipated as a result of the requested change to the licence. To ensure that the food service requirements of the Pan Pacific Hotel are satisfied the Municipality requests that the LCLB add the following term and condition to Dubh Linn Gate Pub liquor primary licence No. 182897:

“The establishment shall maintain and operate a kitchen until 10:00 pm with a full menu of food items.”

- (c) The views of residents:

Council believes that residents are in favour of the application and that residents are not opposed to the application. The method used to gather the views of residents was placement of an information sign at the front of the establishment (commencing September 18, 2014) and advertisements in the September 18 and 25, 2014 editions of Pique Newsmagazine. No comments were received. The application has the support of the Pan Pacific Hotel. Further, the municipal Liquor Licence Advisory Committee, comprising various community representatives, voted to support the application.”

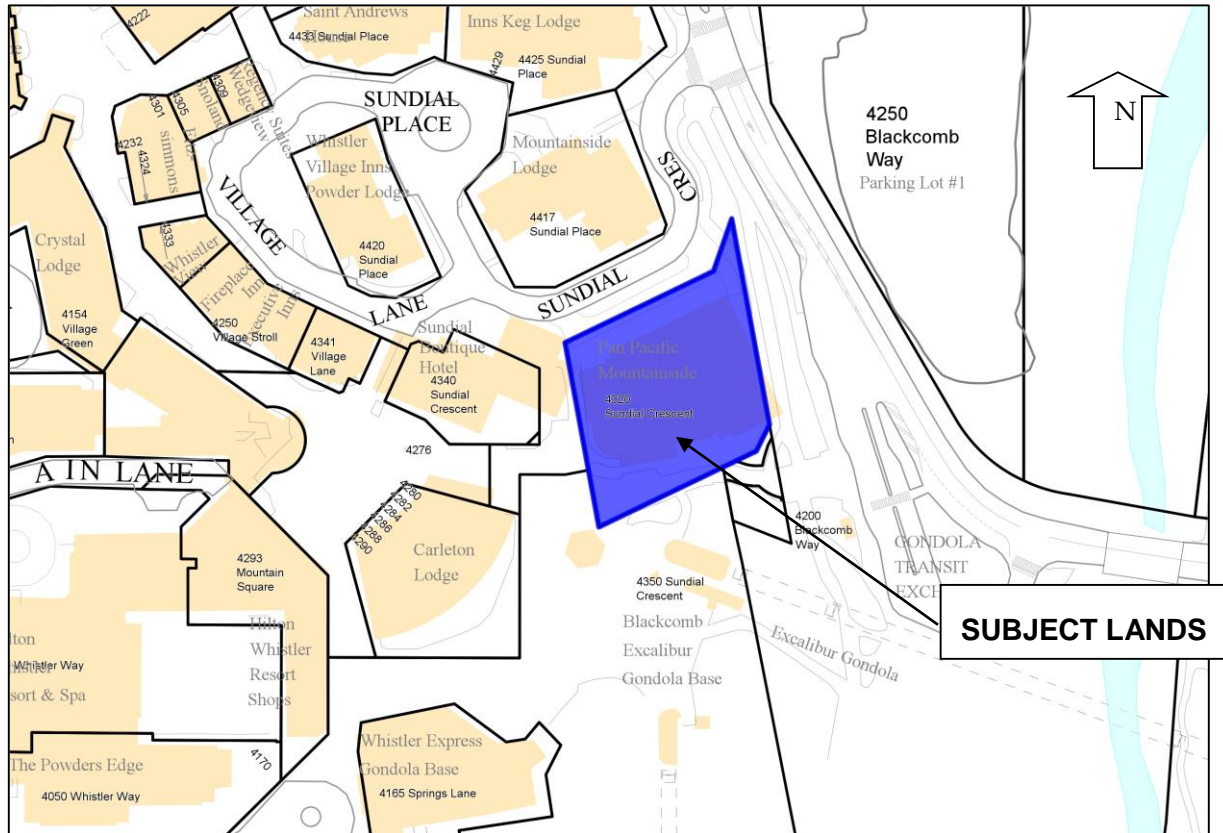
The undersigned hereby certifies the above resolution to be a true copy of the resolution passed by the Council of the Resort Municipality of Whistler on November 4, 2014.

Sincerely,

Shannon Story
CORPORATE OFFICER
Resort Municipality of Whistler

APPENDIX C

LOCATION PLAN – DUBH LINN GATE PUB





1090 - 1130 West Pender Street | Vancouver | British Columbia | V6E 4A4
 604-669-2928 | 604-669-2920 fax | www.risingtideconsultants.ca

September 16, 2014

VIA COURIER AND EMAIL

Mr. Frank Savage
 Planner
 Planning Services
 Resort Municipality of Whistler
 4325 Blackcomb Way
 Whistler, B.C. VON 1B4

Dear Frank:

Re: Letter of Rationale
Application for a Structural Change to liquor primary license
to increase the capacity of the interior area and patio
At: Dubh Linn Gate Irish Pub
Pan Pacific Hotel (Whistler)
170-4320 Sundial Crescent, Whistler, B.C. VON 1B4
Liquor Primary License Number 182897
Licensee: One Whistler Village Developments (1) Ltd & One Whistler Village
Developments (11) Ltd. .

The writer is assisting the above applicant with a request to the Resort Municipality of Whistler and the Liquor Control & Licensing Branch for an increase in capacity for the liquor primary license from the current 148 interior seats to 236 interior seats and 58 patio seats to 151 patio seats. This will offer the general public an expanded sizeable liquor primary licensed area for their enjoyment.

Pan Pacific Whistler/Dubh Linn Gate is requesting this increase of capacity to the liquor primary area to better serve the general public of Whistler which is a leading international and North American ski and recreational destination. The customer base being served are tourists both international and North American and people living and working in Whistler and the surrounding area.

The increase in capacity of the liquor primary license will have benefits to the community in that it will provide employment opportunities and also provide a source of tax revenue for the Resort Municipality of Whistler and the Provincial and Federal Governments. It will further diversify this luxurious hospitality venue nestled at the base of the stunning mountains of Whistler.

The applicant will be converting the food primary licensed area to become the liquor primary licensed area. As the Liquor Branch has brought in a new policy where they will allow minors in liquor primary licensed areas up to 10 pm with a parent or guardian, this then make a food primary licensed area unnecessary and allows minors to have a meal with their parents or guardian in this expanded liquor primary license area. Our client will also find the establishment capacity easier to manage with the one license.

Our client is very mindful of the fact that there is a significant increase in the liquor primary patio capacity from 58 to 151. With this our client has given assurances that it will not result in an increase in late night patio noise. Our client will adhere to all noise mitigation measures mentioned in the Good Neighbour Agreement and will not have any amplified patio music after 10 pm. The physical location of the patio and the patio canopy help to buffer noise and as such reduce noise impact on nearby accommodations.

The Dubh Linn Gate has a very positive record with the Liquor Control & Licensing Branch, Resort Municipality of Whistler and the RCMP Detachment in Whistler.


The Dubh Linn Gate Irish Pub does not envisage any adverse impacts on the community with the increase in capacity and size of this liquor primary license. Indeed, it will have very positive impacts and benefits as mentioned above.

Do not hesitate to contact me if you require further information.

Thanks kindly for your assistance, Frank.

Yours truly,

RIISING TIDE CONSULTANTS LTD.

A handwritten signature in dark ink, reading "Susan Mander". The signature is written in a cursive, flowing style.

Susan Mander

Licensing Specialist

cc: One Whistler Village Developments (1) Ltd. & One Whistler Village Developments (11) Ltd.

cc: Dubh Linn Gate Partners Company;

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Job Number: 14026

Project: DUHB LINN GATE
WHISTLER, BC



ERROR CORRECTIONS
2014-09-09
ISSUED FOR REVIEW
2014-08-21

Submissions:

Drawn: ADC

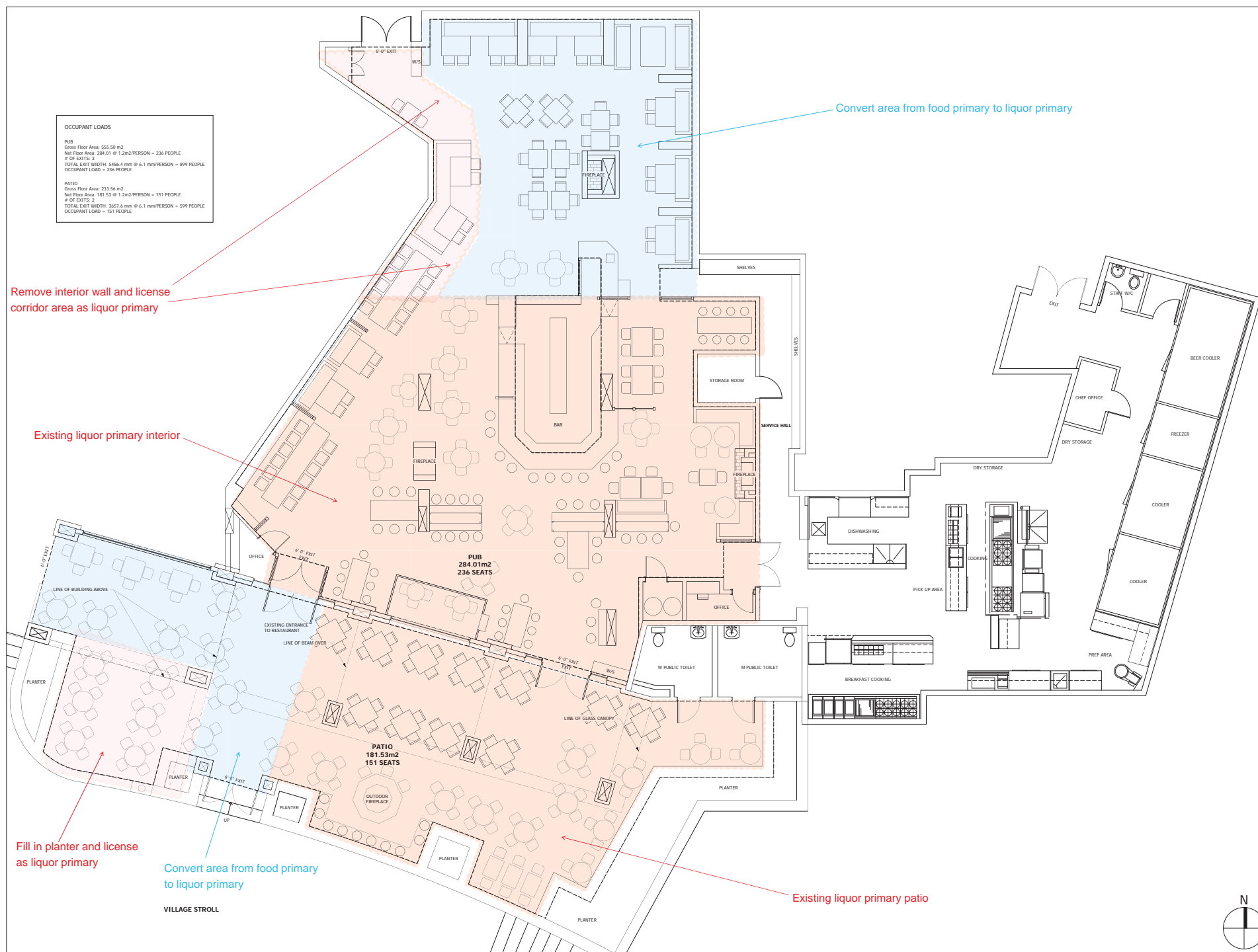
$$R_{\text{max}} = 3.18 \times 10^{-2} \text{ g/g}$$

Scale: $1/4" = 1'-0"$

Drawing title: _____

SEATING PLAN

A-100



Minutes of October 16, 2014 LLAC Meeting (Relevant Excerpts)

File No. LLR1200 Dubh Linn Gate Pub Increase in Liquor Primary Capacity

Frank Savage presented on the Dubh Linn Gate application and advised of the following:

- The Dubh Linn Gate Irish Pub is applying for a structural change to a liquor primary licence to increase the physical size and capacity of the interior area from 148 to 236 persons and to increase the physical size and capacity of the patio area from 58 to 151 persons.
- The extent of the proposed interior and patio changes were explained. The interior renovations are the subject of a Building Permit application and the patio expansion is the subject of a Development Permit application.
- Comments were received from the LLAC Restaurant Sector representative during the initial referral and those comments were incorporated into the report.
- Local community input: applicant posted an ad in two consecutive editions of Pique Newsmagazine and a sign was posted for at the site for 30 days, with comments due by October 18. No comments received to date. Any comments received will be included in the report to Council, scheduled for November 4.
- Good Standing review was referred to LCLB, RCMP, Fire department, Building department and Bylaw departments. No compliance issues were identified, so the Dubh Linn Gate is deemed to be in Good Standing.
- Analysis of LLAC review criteria: The patio capacity increase will benefit the community, including residents and visitors. Not likely to be parking issues, traffic impacts or policing/crowd control concerns. As for potential noise impacts, the establishment has stated that patio amplified music will be turned off by 10 pm. The patio canopy will buffer noise and reduce impacts on nearby accommodations. The Pan Pacific Hotel would be impacted the most, and the hotel supports the application.

George Pitman, acting on behalf of Dubh Linn Gate, presented:

- Maintaining food primary and liquor primary licences both indoors and on the patio has been a challenge and is confusing to both staff and customers. The interior food primary area of the establishment has not been fully utilized and presents a problem for managing capacity, as patrons want to walk into the liquor primary licensed area. The food primary area of the patio experiences the same problem.
- The new liquor policy to permit minors until 10 pm in a liquor primary establishment makes it no longer necessary to retain the food primary licence.
- A single licence would make maximum utilization of the capacity and would improve service to customers.
- Access to public washrooms through the patio area is being reviewed.

Bert Hick, President of Rising Tide Consultants, presented:

- Having one licence will give staff better ability to serve customers while complying with provincial policies.
- Breakfast can be served in a liquor primary establishment prior to the service of alcohol and as long as liquor is secure. No patrons can be in the establishment between closing time of liquor service and 6 am.

There were no further comments or questions from LLAC members.

Moved by Frank Savage
Seconded Colin Hedderson

That Liquor Licence Advisory Committee supports the application from the Dubh Linn Gate Pub to increase the liquor primary interior capacity from 148 to 236 persons and the liquor primary patio capacity from 58 to 151 persons.

CARRIED



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 4, 2014
FROM: Resort Experience
SUBJECT: DVP 1090 – 4330/4340 BLACKCOMB WAY – AUDAIN ART MUSEUM SIGN
VARIANCES

REPORT: 14-129
FILE: DVP 1090

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Resort Experience be endorsed.

RECOMMENDATION

That Council approve Development Variance Permit DVP 1090 for the proposed freestanding sign located at 4330/4340 Blackcomb Way to:

1. Install and maintain an electronic projection sign (LCD digital display); and
2. Increase the area of a freestanding sign fronting onto a street from 2.0 m² to 3.2 m², and increase the overall structure of the sign from 3.0 m² to 5.5 m².

as shown on the Sign Permit drawings prepared by Patkau Architects Inc., numbered A-Sign 1.1 through 1.6, dated September 4, 2014, attached as Appendix A to Administrative Report No. 14-129.

REFERENCES

Location: 4330/4340 Blackcomb Way
Legal: Block D, District Lots 5028, 7641 and 7922
Owner: Resort Municipality of Whistler
Zoning: IAM1 (Institutional Art Museum One)
Appendices: “A” Location Map
“B” Sign Permit Narrative and Drawings

PURPOSE OF REPORT

This report seeks Council’s consideration for variances to “Sign Bylaw No. 558, 1987” for a freestanding electronic projection sign for the Audain Art Museum located at 4330/4340 Blackcomb Way.

DISCUSSION

The new Audain Art Museum currently under construction, was approved by Council July 2, 2013 under Development Permit 1299. The approved drawings showed the general location and extent of the proposed sign. At the time it was recognized that the sign would require variances to the municipality’s Sign Bylaw for the electronic projection sign and its size. As per the Sign Bylaw, these variances may not be granted through a Development Permit, but require a Development Variance Permit. The conditions of the Development Permit approval also specified the need for additional

sign details and design development, including addressing pedestrian circulation and valley trail snow clearing considerations.

The detailed drawings for the proposed sign, and supporting design description and design rationale are attached as Appendix “B”. The previous development permit conditions regarding the sign design have been addressed through the sign design development. Significantly, the sign has been moved 5 feet back from the trail, includes a stone clad base, protective metal edges and translucent protective coating.

The design of the sign is of very high quality, complementary to the architecture and quality of the museum building. The proposed LCD digital display provides the ability to display information on current and future exhibitions, and museum curated content, with very high resolution imagery of exhibition artifacts. The content will be relatively static, with no moving or frequently changing images or video streaming. The light emissions and brightness of the digital display will be minimized to levels required for imagery and sign content to be clearly legible; this will be supported by the very high quality of the monitors that are to be utilized.

The proposed size of the sign is considered appropriate relative to the site context and architectural design and is consistent with that reviewed as part of the Development Permit process.

DVP Criteria

Staff have developed internal evaluation criteria for DVP applications. The table below shows how DVP 1090 compares to these criteria.

Potential Positive Impacts	Comment
Complements a particular streetscape or neighbourhood.	The sign is complementary to the Audain Art Museum building, fits the site context and is designed to integrate with a guard rail wall structure. The sign also has a low profile and is situated within a long frontage.
Works with the topography on the site, reducing the need for major site preparation or earthwork.	Not applicable.
Maintains or enhances desirable site features, such as natural vegetation trees and rock outcrops.	Incorporated into required wall structure.
Results in superior siting with respect to light access resulting in decreased energy requirements.	Not applicable.
Results in superior siting with respect to privacy.	Not applicable.
Enhances views from neighbouring buildings and sites.	Incorporated within required wall structure and is low profile. May be integrated within planned cultural connector.

Potential Negative Impacts	Comments
Is inconsistent with neighbourhood character.	Is part of a key cultural facility, forming part of cultural precinct - signage supports the success of this facility.
Increases the appearance of building bulk from the street or surrounding neighbourhood.	Incorporated within required wall structure and is low profile within long frontage.
Requires extensive site preparation.	Not applicable.
Substantially affects the use and enjoyment of adjacent lands (e.g. reduces light access, privacy, and views).	Provides integration with Whistler Village and connection of cultural facilities.
Requires a frontage variance to permit greater gross floor area, with the exception of a parcel fronting a cul-de-sac.	Not applicable.
Requires a height variance to facilitate gross floor area exclusion.	Not applicable.
Results in unacceptable impacts on services (e.g. roads, utilities, snow clearing operations).	No unacceptable impacts.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Built Environment	The built environment is attractive and vibrant, reflecting the resort community's character, protecting views and evoking a dynamic sense of place.	The sign is of a very high quality that contributes to dynamic sense of place.
	Building design and construction is characterized by efficiency and durability.	Sign design and materials have been detailed to be durable.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
N/A	N/A	N/A

OTHER POLICY CONSIDERATIONS

BUDGET CONSIDERATIONS

There are no budget implications with this proposal. Development Variance Permit application fees provide for recovery of costs associated with processing this application.

COMMUNITY ENGAGEMENT AND CONSULTATION

A sign describing DVP 1090 is posted on the property.

Notices were sent to surrounding property owners October 16, 2014. At the time of writing this report, no correspondence had been received.

SUMMARY

Development Variance Permit 1090 proposes variances to “Sign Bylaw No. 558, 1987” for an electronic projection sign for the Audain Art Museum located at 4330/4340 Blackcomb Way for Council’s consideration.

Respectfully submitted,

Mike Kirkegaard
ACTING GENERAL MANAGER OF RESORT EXPERIENCE

SUBJECT LANDS

Audain Art Museum - Site Permit Application

2014 September 04

Introduction

The site of the Audain Art Museum is located on the east side of Blackcomb Way between existing day parking Lots 3 & 4. The forested site is uniquely situated between Whistler Village to the west and the natural park setting of Fitzsimmons Creek to the east.

The museum is located in a previously cleared area within the site in order to preserve the existing forest along Blackcomb Way and around the perimeter of the site. The simple form of the exterior is clad in an envelope of dark metal in order to recede into the shadows of the surrounding forest.

The Museum will be accessible via an elevated pedestrian bridge, beginning at the training berm sidewalk on Blackcomb Way and spanning through the forest to a wood lined porch 'opening' in the building volume.

A singular complimentary scaled sign plinth element located on Blackcomb Way adjacent to the pedestrian bridge access will announce the Museum's presence.

The sign plinth also defines a drop-off plaza on Blackcomb Way and mediates between the training berm sidewalk which slopes down to the north, and an accessible route to the east which slopes up to meet the elevated pedestrian bridge.

Design Basis

The Audain Art Museum will house both the permanent exhibition of Michael Audain's collection as well as temporary exhibits of all kinds from across Canada and around the world.

The sign plinth is conceived as an essential and integral part of the Audain Art Museum visitor experience. Along with the Museum name, the sign will provide important information regarding the museum's address, hours of operation, current and future exhibitions and event programming. In addition the sign is conceived as a powerful opportunity to engage with the public in a meaningful and dynamic way through the use of contemporary LCD digital screen technology to display museum curated imagery.

Proposed Sign

The proposed sign is affixed to a wall structure and sits atop a robust stone clad base so that it is protected from snow clearing operations.

The top, back and sides are painted metal to match the Museum cladding.

The sign surface fronting Blackcomb Way encapsulates two functional components unified behind a continuous face of protective ultra-clear glass.

The first component is the Museum name using rear-lit illuminated lettering, the second component is an area incorporating digital display.

The museum name component is in accordance with RMOW sign bylaws: the lettering is 300mm high and the overall area of this lettering is contained to 1.9m². The clear glass will have an opaque black coating on the rear face in all areas except the lettering forming the building name and address, which will have a translucent coating applied. The lettering will be rear-lit by lighting fixed behind the glass panel.

The area of the sign adjacent to the pedestrian bridge access will contain the LCD digital display component behind a protective layer of glass. This piece of glass will also be clear, except for an opaque black border that matches the finish of the adjacent sections. The digital display is composed of a series of individual units connected together to form a single continuous wide screen, approximately 4.8m long and totalling 3.2 m² in area. Passers-by will have the opportunity to view information pertaining to museum operating hours current exhibitions, future exhibitions, and museum curated content

The proposed LCD digital display screen technology is currently being utilized to great effect in other Canadian cities with harsh climates, such as Montreal and Toronto.

Use of modern LCD technology integrated within the larger sign, in lieu of more traditional wall mounted backlit poster boxes, or banners, will allow the museum to update/change information in a convenient, practical way through software driven technology.

An important role of this imagery is to provide information and a visually engaging invitation to explore the museum.

Examples of museum curated visual content might include artwork from the Audain collection, artwork from temporary exhibits, or commissioned public art.

Development Permit Variance Application – Attachment 1

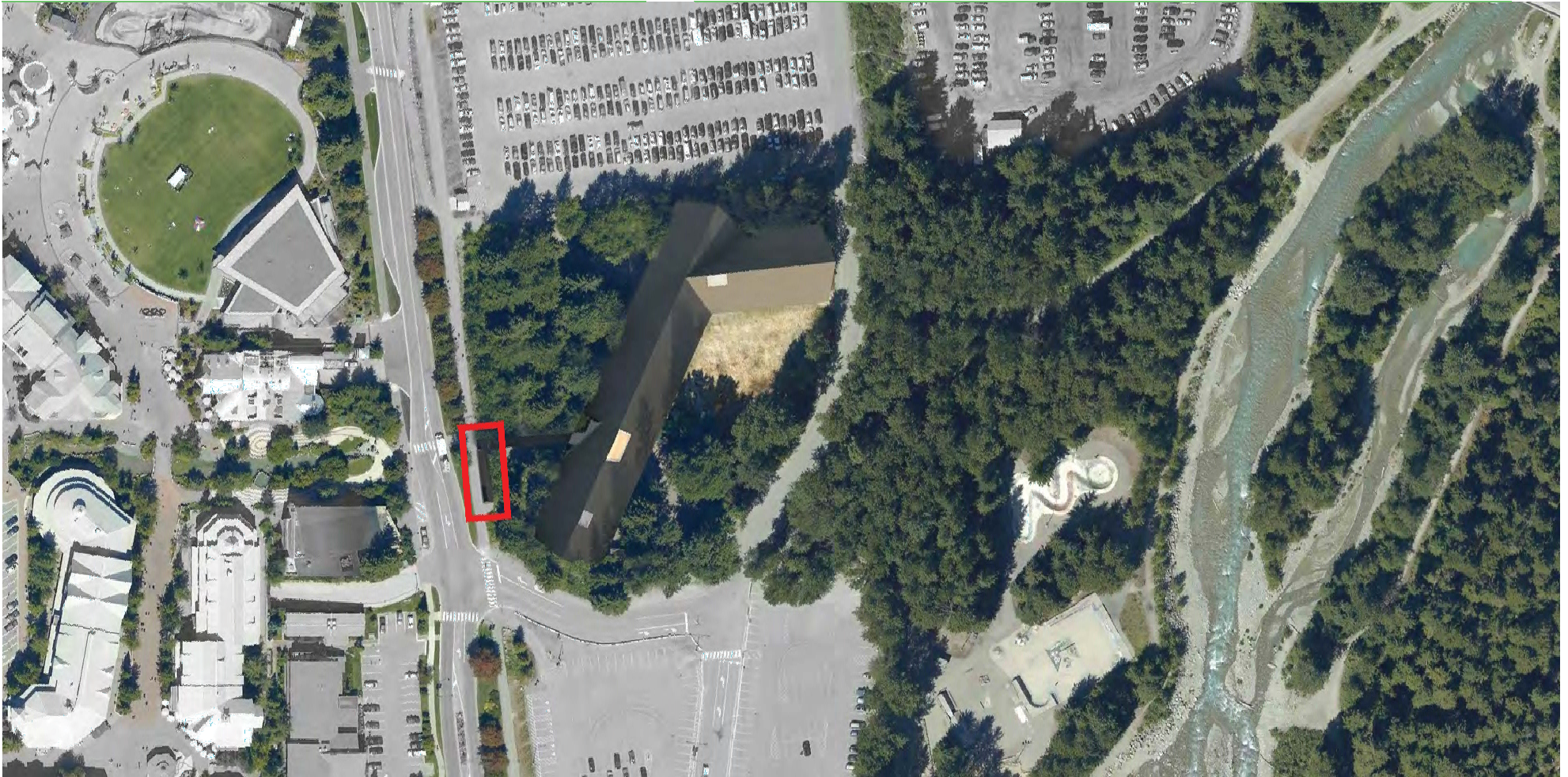
Two aspects of the proposed sign element do not comply with the current RMOW sign bylaw and therefore require an application to vary the bylaws as described below:

The Audain Art Museum requests a variance to the following sections of the RMOW Sign Bylaw No. 558, 1987:

- 3.2(g): Install and maintain an 'electronic projection sign' (LCD digital display).
- 6.2.1(e): Increase the area of a freestanding sign fronting onto a street from 2.0m² to 3.2m²; and increase the overall structure of the sign from 3.0 m² to 5.5m².

Drawings

A-Sign 1.1	Aerial View	
A-Sign 1.2	View Looking North	
A-Sign 1.3	Site Plan (36x48)	1:200
A-Sign 1.4	Site Plan Detail (11x17)	1:200
A-Sign 1.5	Proposed Sign – Plan/ Elevation	1:50
A-Sign 1.6	Proposed Sign w/ Sample Display	1:50



1 AERIAL VIEW
PROPOSED SIGN

Audain Art Museum

Whistler, British Columbia

Patkau Architects Inc

Doc No: **SIGN PERMIT** Ref Sheet: **A1.11**
Date: **04-Sep-2014** File No: **A-SIGN 1.1**



1 VIEW LOOKING NORTH
PROPOSED SIGN

Audain Art Museum

Whistler, British Columbia
Patkau Architects Inc

Doc No: **SIGN PERMIT** Ref Sheet: **A1.11**
Date: **04-Sep-2014** File No: **A-SIGN 1.2**



Date: 04 September 2014
Scale: 1:200
Drawn by: RA



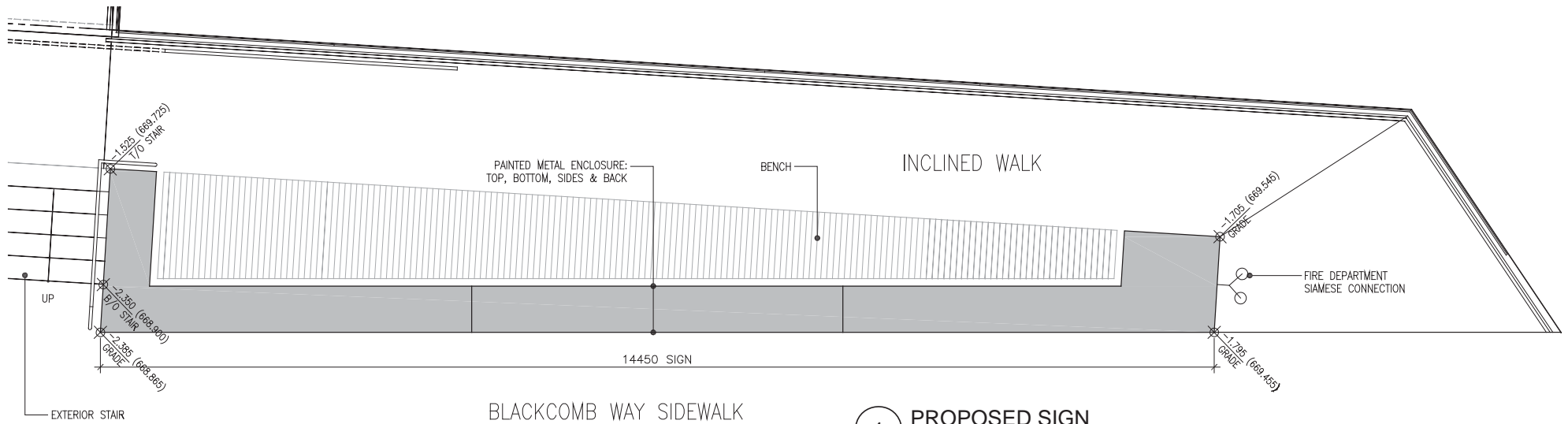
1 SITE PLAN DETAIL
1:200 PROPOSED FREESTANDING SIGN

Audain Art Museum

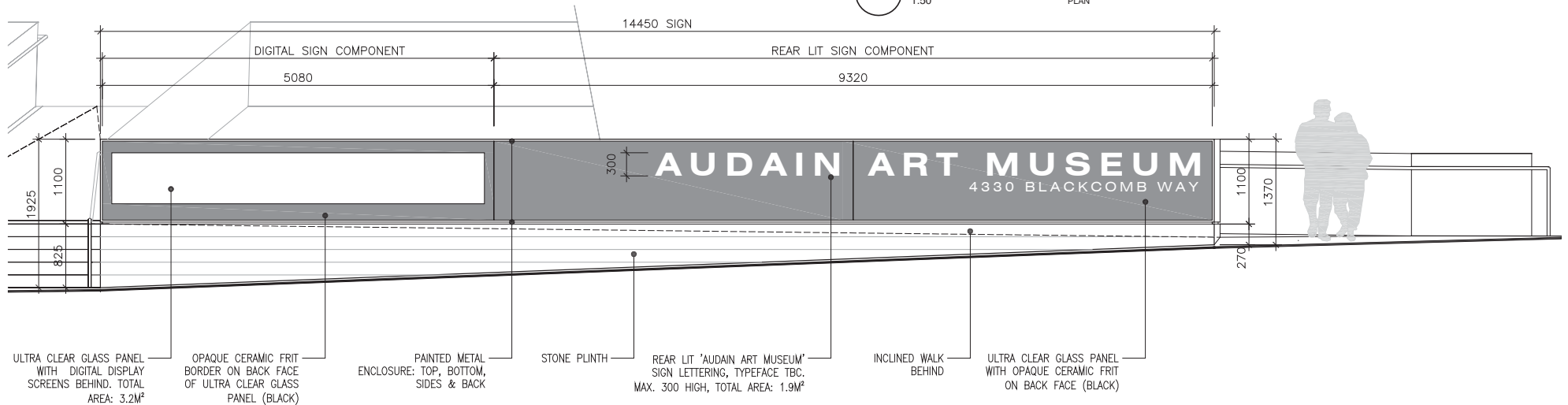
Whistler, British Columbia

Patkau Architects Inc

Doc No: **SIGN PERMIT** Ref Sheet: **A1.11**
Date: **04-Sep-2014** File No: **A-SIGN 1.4**



1 PROPOSED SIGN
1:50 PLAN



2 PROPOSED SIGN
1:50 ELEVATION LOOKING EAST

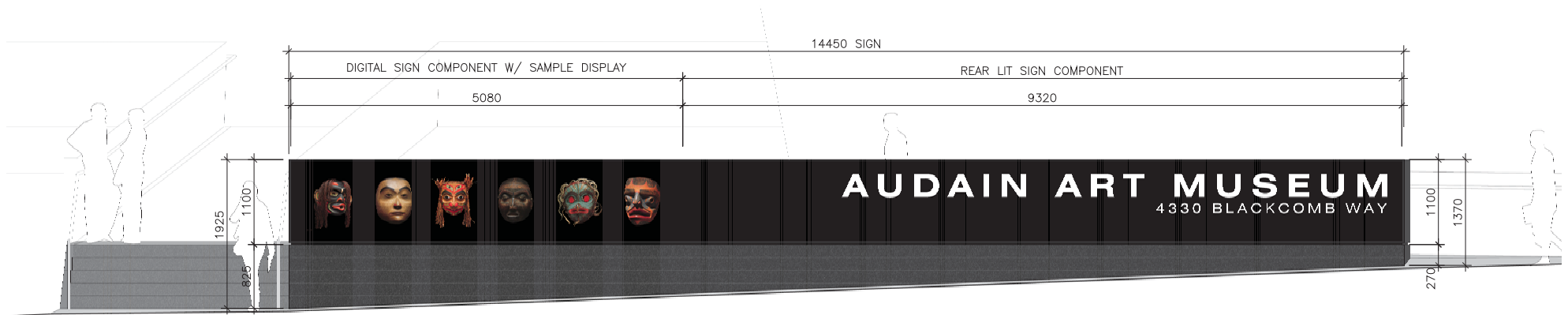
Audain Art Museum

Whistler, British Columbia

Patkau Architects Inc

Doc No: **SIGN PERMIT** Ref Sheet: **A6.21, A6.22**

Date: **04-Sep-2014** File No: **A-SIGN 1.5**



1 PROPOSED SIGN W/ SAMPLE DISPLAY
1:50 ELEVATION LOOKING EAST

Audain Art Museum

Whistler, British Columbia

Patkau Architects Inc

Doc No: **SIGN PERMIT** Ref Sheet: -
Date: **04-Sep-2014** File No: **A-SIGN 1.6**



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 4, 2014

REPORT: 14-130

FROM: Resort Experience

FILE: CM 41

SUBJECT: CM 41 – 3839 SUNRIDGE DRIVE COVENANT MODIFICATION

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Resort Experience be endorsed.

RECOMMENDATION

That the building envelope and tree preservation covenant BJ342510 for 3839 Sunridge Drive be modified as shown in the Proposed Site Plan attached as Appendix B to Administrative Report No. 14-130; and further,

That Council authorize the Mayor and Corporate Officer to execute the covenant modification.

REFERENCES

Owner/Applicant: Brian Hill
Location: 3839 Sunridge Drive
Legal Description: Strata Lot 31, District Lot 4750, Strata Plan LMS2202, NWD

Appendices:
“A” Existing Site Plan
“B” Proposed Site Plan
“C” Approved Landscape Plan (DP1154)

PURPOSE OF REPORT

The applicant has applied for a covenant modification to amend the existing building envelope and tree preservation covenant at 3839 Sunridge Drive to allow for the future construction of a detached dwelling on the subject property.

DISCUSSION

The applicant is the owner of two adjacent parcels in the Sunridge subdivision in Brio, 3837 and 3839 Sunridge Drive. In 2013, Development Permit 1154 was issued to relocate the building envelope and tree preservation area of 3837 Sunridge Drive (Strata Lot 32). The building envelope was relocated to a location designated as a tree preservation covenant area to allow the building envelope higher up on the sloped property. The tree preservation covenant was then modified to go where the building envelope was previously located. The sizes of the building envelope and tree preservation areas remained the same. Development Permit 1154 also authorized a driveway alignment to the new building envelope at 3837 Sunridge Drive (Strata Lot 32), that cut through the registered building envelope at 3839 Sunridge Drive (Strata Lot 31). Relocation of the building envelope at 3839 Sunridge Drive (Strata Lot 31) was not requested or contemplated at that time. The existing site plan attached as Appendix A reflects the approved DP1154.

The covenant modification for 3839 Sunridge Drive requests a similar modification of the building envelope and tree preservation area as approved for the adjacent 3837 Sunridge Drive. The

proposed covenant modifications maintains the same building envelope size and equivalent tree preservation area (See Table 1).

Table 1: Existing and Proposed Building Envelope and Tree Preservation Area

	Parcel Area	Building Envelope	Tree Preservation Area
Existing	2639 square metres	519 square metres	1151 square metres
Proposed	2639 square metres	519 square metres	1151 square metres
Change	No change	No change	No change

3839 Sunridge Drive is a 2639 square metre parcel that is accessed from a common roadway off upper Sunridge Drive. Approximately 1150 square metres of the parcel is designated as a tree preservation area. This tree preservation allows for a designated ski-home trail.

The current building envelope is 519 square meters and is situated 7.6 metres from the front property line. The current building envelope is bisected by the existing driveway that accesses 3837 Sunridge Drive. The driveway complies with the zoning bylaw and fire department requirements. Over half of the current building envelope has slopes that are not considered feasible for building. There is a vertical difference of 18 metres from the front to the rear of the current building envelope.

The lower slopes would be replanted with trees and native vegetation, and the Landscape Plan for 3837 and 3839 Sunridge Drive that was submitted as a condition of approval of DP 1154 is attached for reference as Appendix C. There is a \$130,950 landscape security being held for completion of the landscaping.

There is a lesser slope up higher on the property and the bedrock in the proposed location of the building envelope is more favourable than that on the lower portions of the site.

Relocation of the building envelope and the tree preservation area would promote distributed vegetation across the lower portion of the site, resulting in improved slope stability and enhanced views, while ensuring privacy is preserved for neighbours and the owner. The proposed building envelope is a modest encroachment into an area of primarily young vegetation and trees, with 5 mature trees being removed. These trees will be replaced at a minimum of 2:1 ratio on the lower portions of the site.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Finance	Financial principles, practices and tools employed by the municipality effectively and efficiently balance its costs and expenditures.	The fee and rate schedule is based on a cost recovery principle so that the applicant pays for the cost of processing the application.
Built Environment	Limits to growth and understood and respected.	There is no change to the size of the building envelope and the tree preservation area size remains the same.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
N/A	N/A	N/A

OTHER POLICY CONSIDERATIONS

This covenant modification application complies with the RT6 (Two Family Residential Six) Zoning. There are no other policy implications associated with this covenant modification.

BUDGET CONSIDERATIONS

The fee and rate schedule for a covenant modification application is based on a cost recovery principle so that the applicant pays all costs of processing the application.

COMMUNITY ENGAGEMENT AND CONSULTATION

Not applicable.**SUMMARY**

Staff has reviewed the proposed covenant modifications and recommends approval of CM 41 - 3839 Sunridge Drive.

Respectfully submitted,

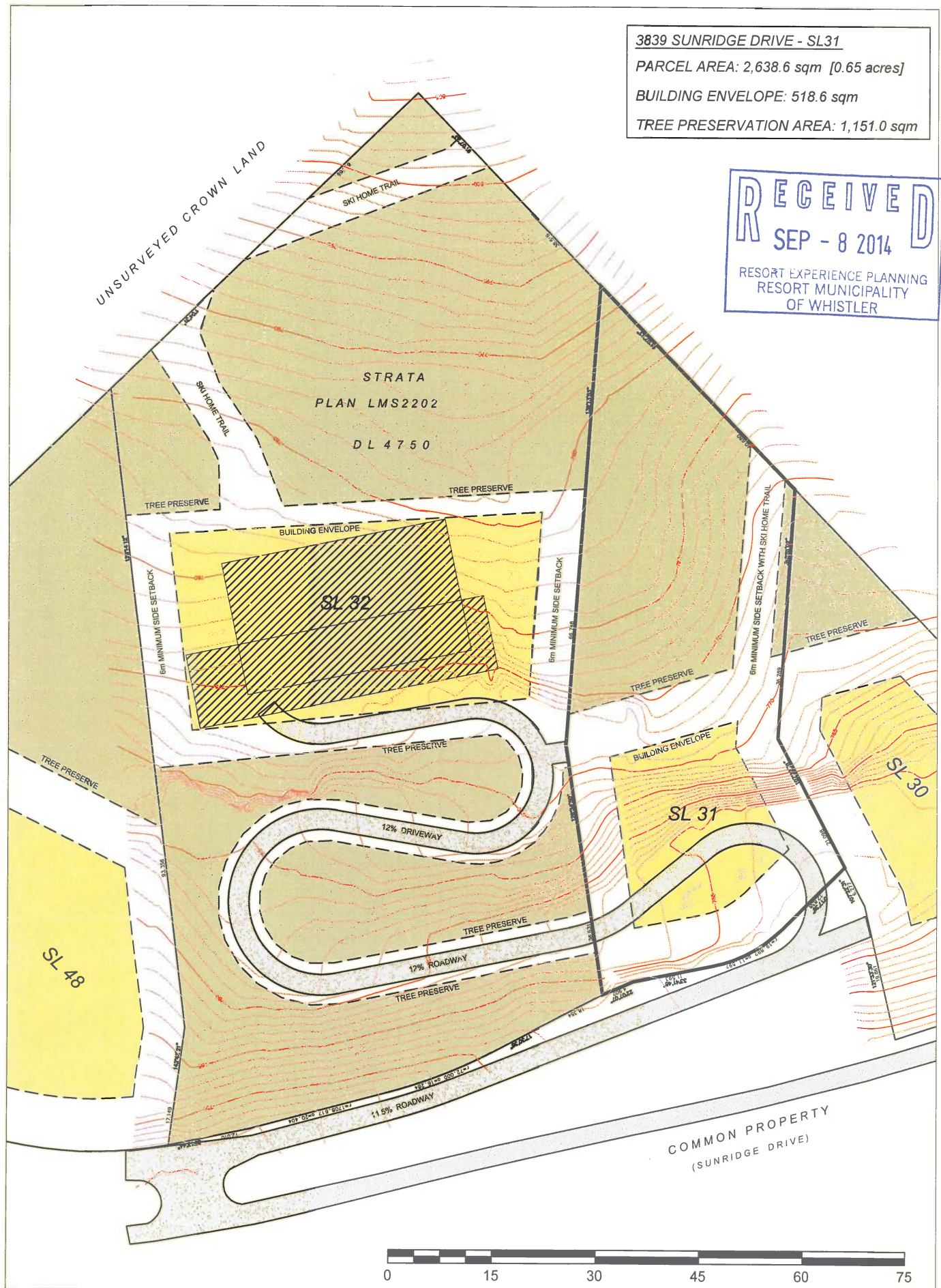
Kevin Creery
PLANNING ANALYST
for
Jan Jansen
GENERAL MANAGER OF RESORT EXPERIENCE

3839 SUNRIDGE DRIVE - SL31

PARCEL AREA: 2,638.6 sqm [0.65 acres]

BUILDING ENVELOPE: 518.6 sqm

TREE PRESERVATION AREA: 1,151.0 sqm



SUNRIDGE PLATEAU - SL 31
3839 Sunridge Drive
SITE PLAN with TOPOS - EXISTING

Scale: 1:750



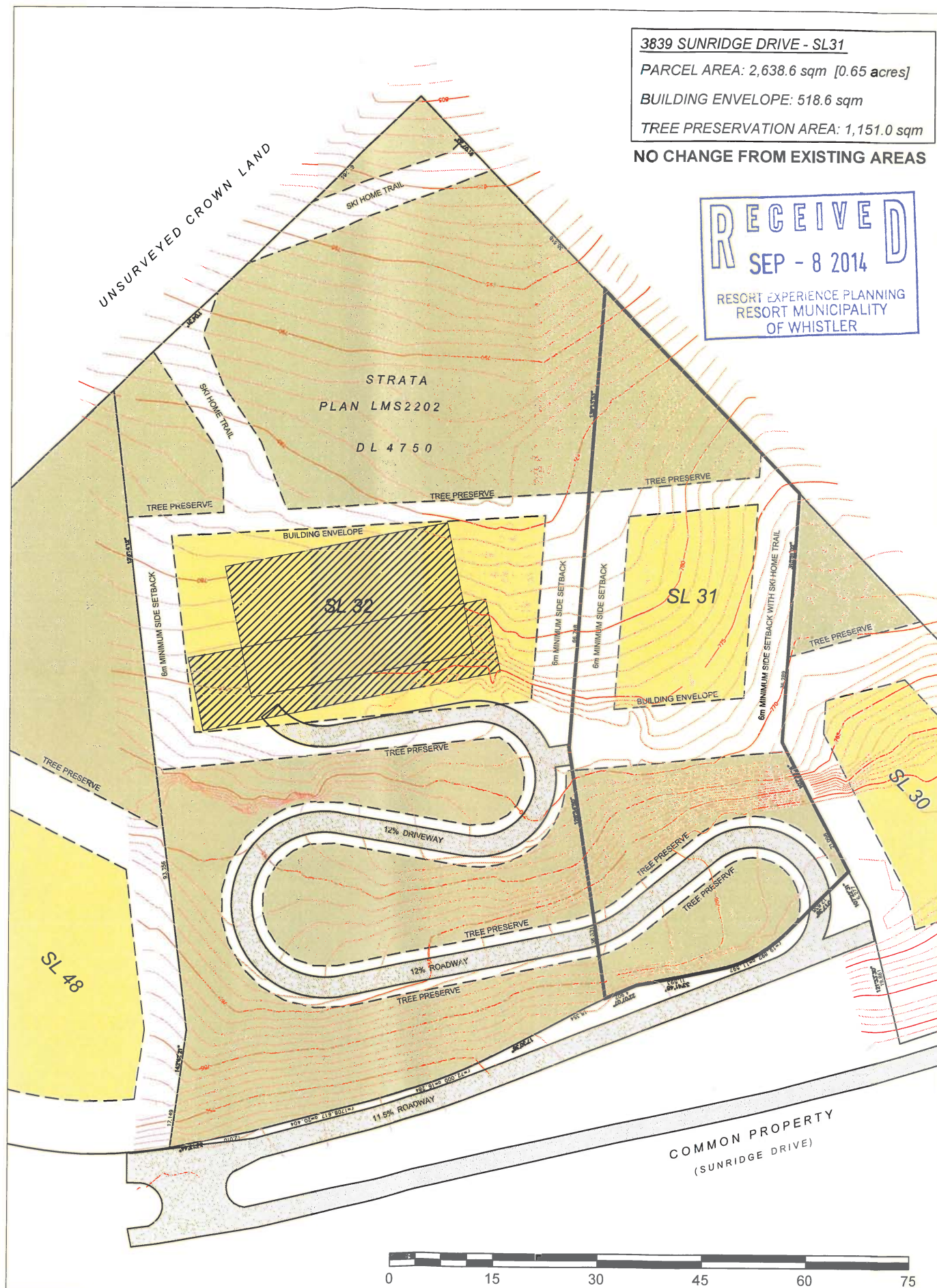
3839 SUNRIDGE DRIVE - SL31

PARCEL AREA: 2,638.6 sqm [0.65 acres]

BUILDING ENVELOPE: 518.6 sqm

TREE PRESERVATION AREA: 1,151.0 sqm

NO CHANGE FROM EXISTING AREAS



SUNRIDGE PLATEAU - SL 31

3839 Sunridge Drive

SITE PLAN with TOPOS - PROPOSED

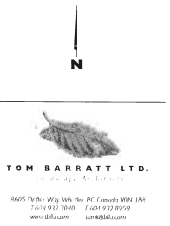
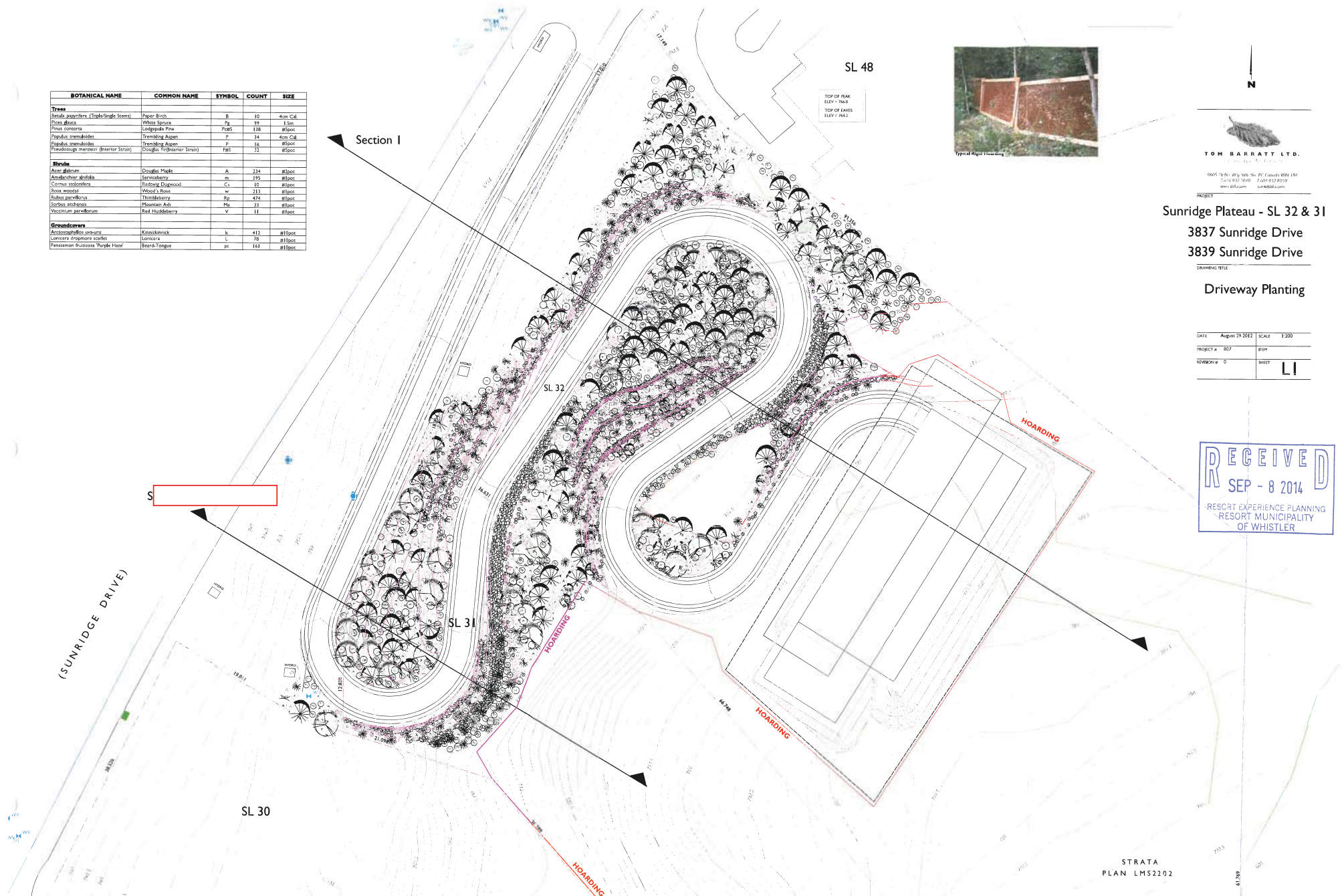
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LANDSCAPE PLAN

APPENDIX C

BOTANICAL NAME	COMMON NAME	SYMBOL	COUNT	SIZE
Trees				
<i>Betula papyrifera</i> (Single Stem)	Paper Birch	B	80	4m Cal.
<i>Pinus strobus</i>	White Spruce	Pg	99	1.5m
<i>Pinus contorta</i>	Lodgepole Pine	Pnls	138	#500
<i>Populus tremuloides</i>	Trembling Aspen	P	34	4m Cal.
<i>Populus tremuloides</i>	Trembling Aspen	P	16	#500
<i>Pseudotsuga menziesii</i> (Invasive Spruce)	Douglas Fir/Invasive Spruce	Fas	22	#500
Shrubs				
<i>Amelanchier alnifolia</i>	Serviceberry	m	195	#500
<i>Cornus stolonifera</i>	Redwing Dogwood	Cs	10	#500
<i>Rosa rugosa</i>	Witch's Rose	w	113	#500
<i>Rubus parviflorus</i>	Thimbleberry	Rp	424	#500
<i>Sorbus sitchensis</i>	Mountain Ash	Ms	33	#500
<i>Vaccinium parviflorum</i>	Red Huckleberry	V	11	#500
Groundcovers				
<i>Actinophlox</i>	Knapweed	k	412	#1500
<i>Lonicera droopmore scarlet</i>	Lonicera	L	79	#1500
<i>Pennisetum setaceum</i> Purple Haze	Beard Tongue	pt	161	#1500



Sunridge Plateau - SL 32 & 31
3837 Sunridge Drive
3839 Sunridge Drive

Driveway Planting

DATE	August 29 2012	SCALE	1:200
PROJECT #	807	ITEM	
REVISION #	0	SHEET	LI



STRATA
PLAN LMS2202



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 4, 2014

REPORT: 14-131

FROM: Resort Experience

FILE: SEC 0012

SUBJECT: SEC 0012 – 8424 INDIGO LANE FLOOD PROOFING EXEMPTION

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Resort Experience be endorsed.

RECOMMENDATION

That Council grant an exemption per Section 910 of the *Local Government Act*– “Construction requirements in relation to flood plain areas”, to allow for the construction of a new detached dwelling at 8424 Indigo Lane; and further,

That Council authorize the Mayor and Corporate Officer to execute a Section 219 covenant on the title of the subject property for this exemption, attaching the engineering reports prepared for 8424 Indigo Lane prepared by Exp. Services Inc. stamped received October 2nd, 2014 that confirms the property is safe for the use intended.

REFERENCES

Owners: Whistler Rainbow Properties LTD.

Location: 8424 Indigo Lane

Legal Description: Lot 11, District Lot 7302, Plan BCS3122

Zoning: CD1 (Comprehensive Development One)

Appendices: ‘A’ - Location Plan

‘B’ – Proposed Site Plan

PURPOSE OF REPORT

This report seeks Council’s consideration to grant an exemption to the floodproofing requirements at 8424 Indigo Lane in order to allow for the construction of a new detached dwelling at this address.

DISCUSSION

The subject property is located on the northeast side of the Rainbow neighbourhood at 8424 Indigo Lane (Appendix A). A new detached dwelling will be constructed on the subject property.

Section 910 of the *Local Government Act* authorizes a local government to specify, by bylaw, flood proofing requirements including setbacks from watercourses and flood control levels. To that end, Part 5.4 of Zoning & Parking Bylaw 303, 1983 outlines floodproofing requirements throughout the valley.

Applicable Zoning Bylaw floodproofing regulations in this case are:

1. A 15 metre setback from the natural boundary of any other nearby watercourse (Skelding Brook); and

2. No building or part thereof shall be constructed lower than 1.5 metres above the natural boundary of any other watercourse (Skelding Brook).

This parcel does not conform to the first requirement as the building envelope is 11.44 metres from the natural boundary of Skelding Brook. The engineering report addresses the 1st regulation above which is the reduction of the 15 metre setback for the proposed detached dwelling in relation to Skelding Brook. The proposed detached dwelling has a design elevation for the basement slab of 671.4 metres geodetic which is approximately 4 metres above the natural boundary of Skelding Brook so the 2nd regulation above is satisfied. There is an engineering report that has been received for the application and it addresses flood proofing and geotechnical concerns consistent with legislated requirements. The engineering report is to be appended to a Section 219 *Land Title Act* restrictive covenant to provide notice to any future owners.

OTHER POLICY CONSIDERATIONS

Local Government Act

Section 910(5)(b) authorizes Council to grant an exemption to the flood proofing requirements provided it has received a report from a professional engineer certifying that the lands are safe for the use intended. To that end, RMOW staff is in receipt of a report from Exp. Services Inc. addressing flood proofing and geotechnical concerns consistent with legislative requirements.

Riparian Area Regulations

Skelding Brook was assessed by Cascade Environmental Resource Group in 2007 as part of the RAR assessment report submitted for the Rainbow subdivision. Skelding Brook was determined not to be subject to RAR as it is not fish-bearing or connected by surface flow to fish-bearing waters. Therefore, a Streamside Protection and Enhancement Area (SPEA) is not applied to Skelding Brook.

BUDGET CONSIDERATIONS

There are no significant budget implications associated with this proposal. Section 910 exemption application fees provide for recovery of costs associated with processing this application.

COMMUNITY ENGAGEMENT AND CONSULTATION

None required.

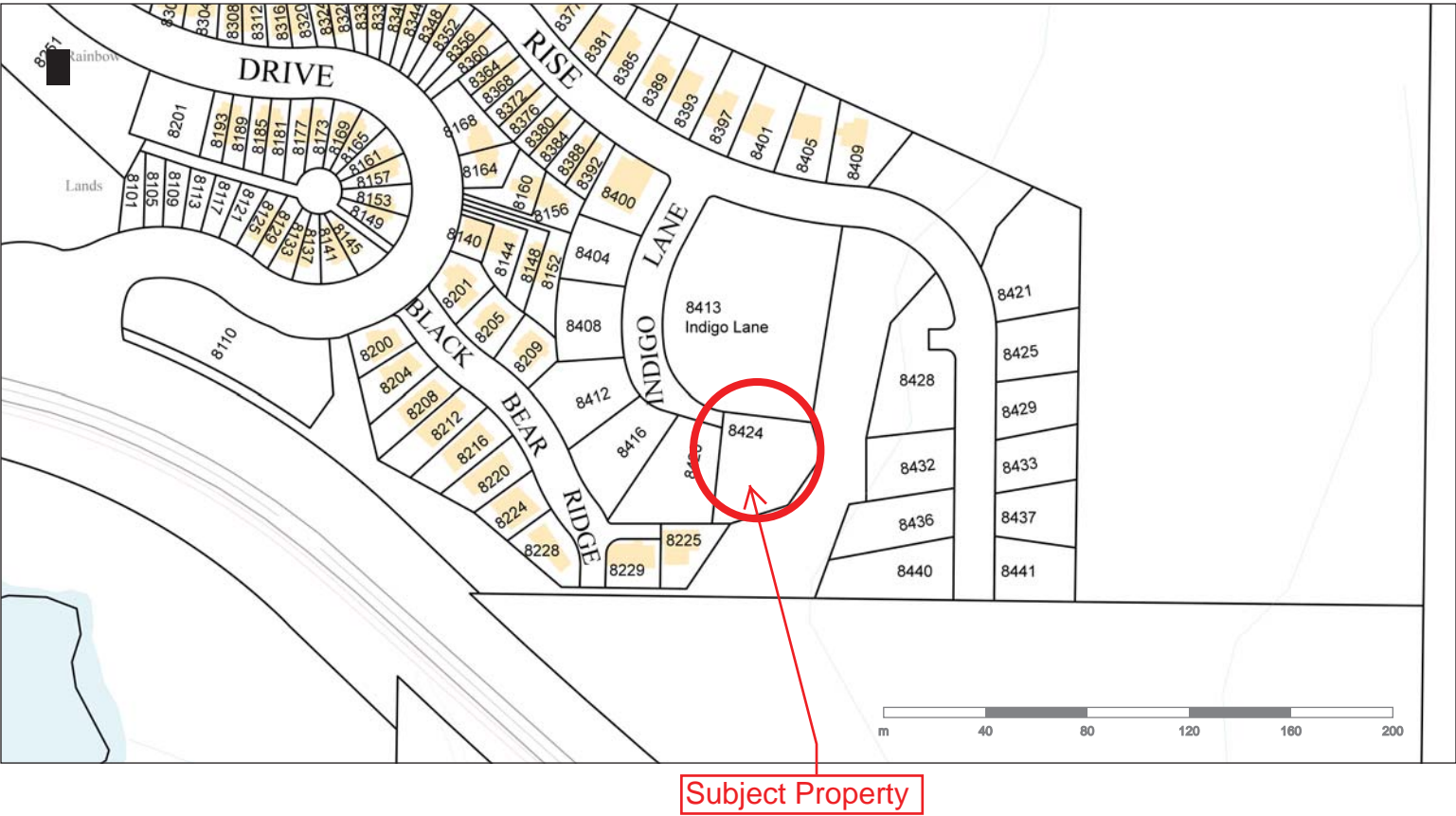
SUMMARY

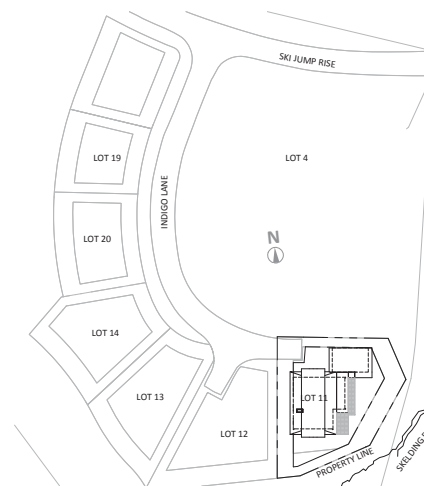
This application is before Council for consideration to exempt 8424 Indigo Lane from the flood construction requirements of Zoning Bylaw 303. Per the requirements of Section 910 of the *Local Government Act*, a report in support of this application has been prepared by a Professional Engineer. The report will be attached to the property title by way of a Section 219 covenant.

Respectfully submitted,

Kevin Creery
PLANNING ANALYST
for
Jan Jansen
GENERAL MANAGER, RESORT EXPERIENCE

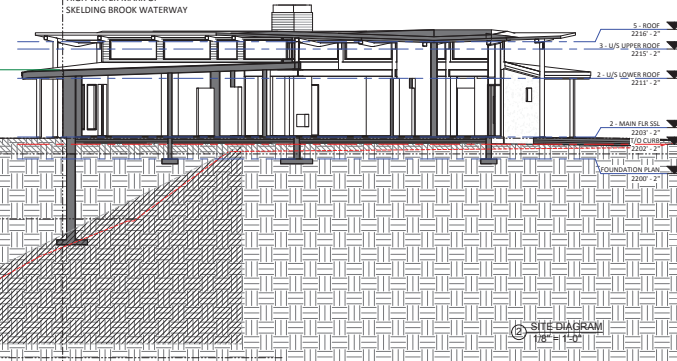
Location Plan





Street # : 8424
Street Name : Indigo Lane
PID # : 027-689-263
Folio # : 503122.011
Legal : PLAN BCS3122, LOT 11, DL 7302
Zoning : CD1
BUILDING IS ONE STORY SPRINKLERED.

15m PERPENDICULAR FROM
HIGH WATER MARK OF
SKELDING BROOK WATERWAY



11.44 metres from High Water Mark to Building

[illegible]

IT IS THE RESPONSIBILITY OF THE OWNER, GENERAL AND/OR TENANT CONTRACTOR AND ALL SUB-TRADES TO BE FAMILIAR WITH THE PROJECT AS A WHOLE. ALL DISCREPANCIES AND OMISSIONS/OMISSIONS REGARDING THE PLANS AND INCLUDING DOCUMENTS MUST BE REPORTED TO THE ARCHITECT PRIOR TO COMMENCING ANY WORK.

BASED ON BCC 2012, PART 8, OCCUPANCY TYPE C

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BC, CANADA, V0N 1B0



RAINBOW DEV Inc.

LOT 11 RANCHER

8424 INDIGO LANE,
WHISTLER

SHEET TITLE:

SITE PLAN

SCALE @ Arch

DRAWN BY:	B-EMW
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PROJ. MGR./AFOE: _____

44	
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2014 2015	RMB
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3 OCT 2014

PROJECT NO.	1421
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SHEET NO. **A1020**

7102.0



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 4, 2014
FROM: Infrastructure Services
SUBJECT: RESORT MUNICIPALITY OF WHISTLER COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

REPORT: 14-132
FILE: 851

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Infrastructure Services be endorsed.

RECOMMENDATION

That Council endorse the “*Comprehensive Emergency Management Plan*”, “*Annex 1 Emergency Operations Centre Activation Guide*”, and “*Annex 2 Emergency Operations Centre Quick Action Checklists and Forms*” attached as Appendices ‘A’ through ‘C’, to replace the 2005 Emergency Plan and 2005 Emergency Operations Centre Plan.

REFERENCES

Appendix A - Comprehensive Emergency Management Plan
Appendix B - Annex 1 Emergency Operations Centre Activation Guide
Appendix C - Annex 2 Emergency Operations Centre Quick Action Checklists and Forms

PURPOSE OF REPORT

The purpose of this report is to seek Council’s approval to replace the existing Emergency Plans with more updated information, more effective tools and a better structure.

DISCUSSION

Introduction

The documents appended to this report represent a first step in the overhaul of our emergency plans and procedures. When completed, the Comprehensive Emergency Management Plan (herein referred to as CEMP) will be supported by a series of new Annexes, Appendices, and Hazard Specific Guides all seamlessly integrated into a multi-volume reference source for Emergency Management and procedures.



This administrative report provides a description of the existing emergency plans, the process used to update those existing emergency plans and procedures, and provides an outline and summary of the new CEMP and Annexes. Finally there is a discussion regarding next steps for the CEMP. The complete CEMP and Annexes are appended to this report.

Current Situation

An emergency plan is a requirement mandated by the Local Authority Emergency Management Regulation of the *B.C. Emergency Program Act* and the Resort Municipality of Whistler (RMOW) *Emergency Measures Bylaw No. 1593, 2002*. The responsibility to develop and maintain the RMOW Emergency Plan(s) falls under the Emergency Program, a division of the Infrastructure Services department.

The RMOW currently has an Emergency Plan and Emergency Operations Centre Plan, both were drafted by a consultant and adopted by Council in 2005. Since 2005, there have been significant changes to the corporate organizational structure of the RMOW, as well as a shift in emergency management towards comprehensive emergency management plans, and the introduction of standards for emergency response plans. As a result of the aforementioned changes the 2005 Emergency Plan and 2005 Emergency Operations Centre Plan have been amended and updated to form the CEMP and associated Annexes. The new documents include both the revised corporate structure and reflect current standards and best practices for emergency response plans.

Process

A staff working group was formed to guide in the development of the CEMP. To begin, the working group gathered and reviewed current municipal emergency and emergency-related plans, emergency plan standards, and emergency plans from other municipalities. The working group reviewed the 2012 RMOW Hazard, Risk, and Vulnerability Assessment to ensure the CEMP considered the hazards identified for the RMOW. The working group extensively reviewed the CEMP and the Annexes before submitting the documents to the Emergency Planning Committee¹ for endorsement which was granted on October 6, 2014

Plan Structure

The CEMP has been developed to the National Fire Protection Association (NFPA) 1600 standard for emergency response plans meaning it consists of a main plan, emergency functional annexes, and in future will contain hazard specific guides. In keeping with the NFPA 1600 standard, the

¹ A committee of Council representing numerous external agencies with the Mayor, Councillor McCarthy, and CAO Furey as members.

CEMP follows an all-hazards approach meaning that the same management strategies and emergency response structure are used to respond to any major emergency or disaster within the RMOW, regardless of the cause. This all-hazards concept increases efficiency by recognizing and integrating common emergency management elements across all hazard types, and then supplements these common elements with hazard specific guides to fill gaps as required.

The Comprehensive Emergency Management Plan

The CEMP is the overarching document that describes the structure and process through an all-hazards planning approach, based on a major emergency or disaster of any magnitude or geographic size. The CEMP provides general guidance for primary RMOW resources and outlines the procedures for such major tasks as notification, organizational structure including roles and responsibilities, and Emergency Operations Center (EOC) coordination and staffing. The CEMP also contains information related to the legal authority for emergency operations, Declarations of States of Local Emergency, etc.

Emergency Functional Annexes

The emergency functional annexes are plans organized around the performance of a broad task. Each annex focuses on one of the critical emergency functions that the RMOW may perform in response to a major emergency or disaster such as activating the Emergency Operations Centre, evacuation procedures, etc. The primary audiences for the emergency functional annexes are oriented towards operations; i.e. those who perform the tasks. The annexes do not repeat general information of the CEMP. The emergency functional annexes do not address specific major emergencies or disasters, but rather provide a general framework that may be adapted for emergency operations during any type of incident.

Annex 1 Emergency Operations Centre Activation Guide

The purpose of the guide is to assist decision-makers through the initial activation, set-up and first operational period of the RMOW Emergency Operations Centre. Annex 1 describes the procedures for EOC activation including: the process for first response agencies to request the activation of the RMOW EOC; the process for the Chief Administrative Officer (CAO) or delegate to authorize EOC activation; the process for the CAO or delegate to determine the appropriate level of EOC activation; the EOC Contact List; and initial EOC set-up information.

Annex 2 Emergency Operations Centre Quick Action Checklists and Forms

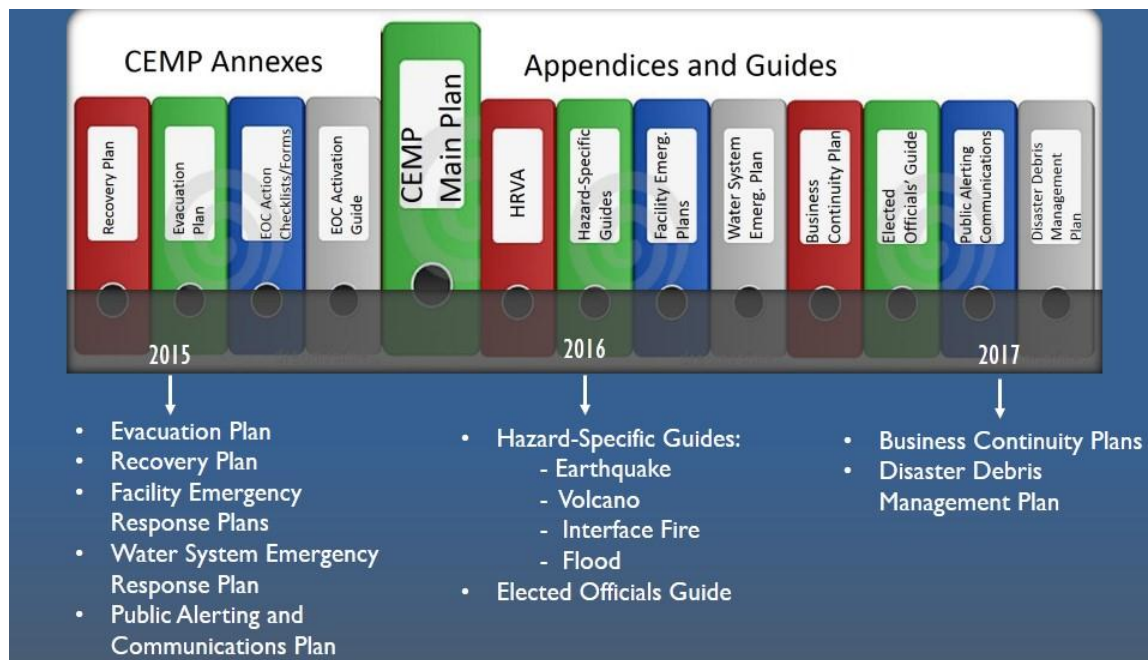
Annex 2 is a collection of checklists, flowcharts, and forms devised to guide EOC staff through their roles and activities in the EOC. The Annex contains detailed Quick Action Checklists for each EOC position, listing responsibilities, objectives and tasks. The checklists are interconnected between positions to ensure a coordinated response to a major emergency or disaster in the RMOW. The Annex contains a library of forms to assist staff with specific tasks and ensure that all EOC information is properly documented.

Hazard-Specific Guides

At the recommendation of the CEMP working group hazard-specific guides will be developed for the highest rated hazards which include earthquake, and interface fire. Hazard-specific guides will be discussed below in 'next steps.'

Next Steps

As stated in the introduction, the Emergency Program will continue to develop Appendices, Annexes and Guides to accompany the CEMP. A timeline is included below.



WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Health & Social	The resort community is safe for both visitors and residents, and is prepared for potentially unavoidable emergency events.	The CEMP will allow staff to prepare for, and respond to major emergencies and disasters. This will increase the level of emergency preparedness within the RMOW, increasing the safety of visitors and residents in an emergency.
Visitor Experience	The resort is comfortable, functional, safe, clean and well-maintained.	Well-prepared and effective emergency plans will ensure that during and post-emergency the RMOW will be able to respond and recover as quickly as possible, thus maintaining the comfort and safety of guests.

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
All	None.	The CEMP and associated Annexes will not move the RMOW away from W2020 Descriptions of Success.

OTHER POLICY CONSIDERATIONS

This report continues the RMOW's compliance with the requirement to have an Emergency Plan, as listed in the B.C. Emergency Program Act and the Resort Municipality of Whistler *Emergency Measures Bylaw NO. 1593, 2002*.

BUDGET CONSIDERATIONS

There are no budget implications associated with this report.

COMMUNITY ENGAGEMENT AND CONSULTATION

As with previous iterations, the revised CEMP and Annexes shall become public documents, available on the RMOW web-site for public reference. Specific content in the documents that is strictly for internal use will not be contained in the public version of the CEMP; examples include personnel contact information, and details of critical infrastructure.

SUMMARY

The Report provides an overview of the CEMP and Annexes, the inaugural documents of the RMOW's emergency plan library. These documents replace the 2005 Emergency Plan and 2005 Emergency Operations Centre Plan.

By way of summary, the revisions to the CEMP include:

- the RMOW's current organizational structure;
- compliance with best practices and standards for emergency response plans;
- an improved structure making the documents easier to use during a major emergency or disaster;
- a guide for quickly activating the EOC; and
- improved tools for use by EOC staff allowing for a more coordinated emergency response.

Respectfully submitted,

Erin Marriner
EMERGENCY PROGRAM COORDINATOR
for
Joe Paul
GENERAL MANAGER OF INFRASTRUCTURE SERVICES



Emergency
Program

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

NOVEMBER, 2014

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Annex 4	Recovery Plan

List of Acronyms

APP	Mobile Application
BC	British Columbia
BCAS	British Columbia Ambulance Service
BCERMS	British Columbia Emergency Response Management System
CANUTEC	Canadian Transport Emergency Centre
CAO	Chief Administrative Officer
C&DFA	Compensation and Disaster Financial Assistance Regulation
CEMP	Comprehensive Emergency Management Plan
EMBC	Emergency Management British Columbia
EOC	Emergency Operations Centre
EPC	Emergency Program Coordinator
ESS	Emergency Social Services
FOIPPA	Freedom of Information and Protection of Privacy Act
GIS	Geographic Information Systems
HRVA	Hazard, Risk, Vulnerability Assessment
HUSAR	Heavy Urban Search and Rescue
IC	Incident Commander
ICS	Incident Command System
IT	Information Technology
NFPA	National Fire Protection Association
PECC	Provincial Emergency Coordination Centre
PREOC	Provincial Regional Emergency Operations Centre
PSEPC	Public Safety Canada
RCMP	Royal Canadian Mounted Police
RMOW	Resort Municipality of Whistler
UC	Unified Command
VCH	Vancouver Coastal Health
WAG	Whistler Animals Galore
WHCC	Whistler Health Care Centre
WSAR	Whistler Search and Rescue
WAG	Whistler Animals Galore
WFRS	Whistler Fire Rescue Service

List of Terms

All-hazards	The RMOW has adopted an all-hazards approach by recognizing and integrating common emergency management elements across all hazard types, and then supplementing these common elements with hazard specific sub-components to fill gaps only as required. As such, “All-Hazards” does not literally mean preparing to address any and all potential hazards in existence but rather emphasizes the common aspects of all hazards.
Agency	An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance.
Agency Representative(s)	An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer.
The British Columbia Response Management System (BCERMS)	The British Columbia Response Management System is a comprehensive management scheme that ensures a coordinated and organized Provincial response and recovery to any and all emergency incidents. The broad spectrum of components of the BCERMS includes: operations and control management, qualifications, technology, training and publications.
Chain of Command	A series of management positions in order of authority.
Command	The act of directing and / or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.
Chief	The title for individuals responsible for command of functional sections: Operations, Planning, Logistics, and Finance/Administration. The term Chief is used at the site and EOC.
Critical Infrastructure	Refers to processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of people and the effective functioning of government. Disruptions of critical infrastructure could result in catastrophic loss of life, adverse economic effects, and significant harm to public confidence.
Critical Resource	Material, personnel and finances that are in short supply and are needed by more than one incident management team, or local authority.
Emergency Management	The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.
Emergency Operations Centre (EOC)	A designated facility established by a local government or private agency to coordinate the overall jurisdictional response and support to an emergency response.

Function	In BCERMS, function refers to the five major activities (e.g., Command, Operations, Planning, Logistics, and Finance). The term function is also used when describing the activity involved (e.g., the planning function).
Hazard	A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.
Incident Commander	The individual responsible for the management of all incident operations at the incident site.
Incident Command Post	The location at which the primary command functions are executed. The ICP may be collocated or shared with the incident base or other incident facilities.
Incident Command System	A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.
Major Emergency	A present or imminent event that requires prompt coordination of actions concerning persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment.
Mutual Assistance Agreement	A pre-arranged agreement developed between two or more entities to render assistance to the parties of the agreement.
Operational Period	The period of time scheduled for execution of a given set of operational actions as specified in the action plan. Operational Periods can be of various lengths, although usually not over 24 hours.
Partner	Any individual, group, or organization that may assist in the response to a major emergency or disaster.
Prevention/Mitigation	Actions taken to eliminate or reduce the impact of disasters in order to protect lives, property, the environment, and reduce economic disruption. Prevention/mitigation includes structural mitigative measures (e.g. construction of floodways and dykes) and non-structural mitigative measures (e.g. building codes, land-use planning, and insurance incentives). Prevention and mitigation may be considered independently or one may include the other.
Resilience	Resilience is the capacity of a system, community or society exposed to hazards to adapt to disturbances resulting from hazards by persevering, recuperating or changing to reach and maintain an acceptable level of functioning. Resilient capacity is built through a process of empowering citizens, responders, organizations, communities, governments, systems and society to share the responsibility to keep hazards from becoming disasters.
Risk	The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of adverse impact.

Risk-based	The concept that sound emergency management decision-making will be based on an understanding and evaluation of hazards, risks and vulnerabilities.
Risk Management	The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.
Unified Command	In ICS, Unified Command is a unified team effort which allows all agencies with jurisdictional responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives, strategies and action plans. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards. It is a measure of how well prepared and equipped a community is to minimize the impact of or cope with hazards.

Executive Summary

The Resort Municipality of Whistler (RMOW) is vulnerable to the risks posed by 32 unique hazards identified in the community Hazard, Risk & Vulnerability Assessment Report (2012). The identified hazards are characterized as human caused, technological or natural by nature. The RMOW has the primary responsibility for emergency response within its jurisdictional boundaries and will commit all available resources to save lives, minimize injuries and minimize property destruction. This document, the municipal Comprehensive Emergency Management Plan, herein referred to as the "CEMP" or the "plan", establishes a management methodology, consistent with the provincial government concept of operations, through which the RMOW will mobilize and manage municipal resources and coordinate emergency management activities in the event of a major emergency or disaster.

The ultimate goal of any emergency response is to return the community to a state of normalcy with minimal impact.

The plan is designed to be utilized as a "tool box," where each department or staff member of the RMOW may apply a specific portion of the plan to their operations during a major emergency or disaster. The plan will establish both general and specific responsibilities during major emergencies or disasters, or at other times when the Emergency Operations Center may be activated. The plan seeks to facilitate compliance with regulatory requirements of Federal, Provincial and Local policy.

In keeping with the federal and provincial emergency management structure, the plan follows an 'all-hazards approach' meaning that the same management strategies and emergency response structure are used to respond to any major emergency or disaster within the RMOW, regardless of the cause. This 'all hazards' concept increases efficiency by recognizing and integrating common emergency management elements across all hazard types, and then supplements these common elements with hazard specific guides to fill gaps as required. This plan will not, nor can it be expected to address every possible major emergency or disaster situation, therefore it encourages generalized preparedness and empowers RMOW stakeholders with the resources and knowledge they need to prepare.

Emergency events generally progress in stages from local to regional to provincial to federal levels of government response. The type and severity of the emergency primarily determines when, and to what extent, local, regional, provincial and federal government and non-government organizations participate. The CEMP is designed to ensure that all agencies and organizations which may become involved in emergencies are aware of their respective roles and responsibilities during that emergency and participate appropriately in the emergency management structure at the RMOW.

The CEMP makes provisions for the earliest possible coordinated response to an emergency. It provides the reader an understanding of the resources available to the municipal Emergency Operations Center and identifies where additional resources and expertise can be called upon if required.

The goal of the CEMP is to provide guidance and direction to the RMOW, external agencies, support organizations and constituents to achieve the following goals:

1. Outline the RMOW's authority and responsibilities to act in major emergencies and disasters.
2. Provide an understanding of the authorities, working relationships, responsibilities and functions of municipal departments, senior levels of government and various support organizations relative to a major emergency or disaster.
3. Provide guidance for the continuity of municipal government in a major emergency or disaster.
4. Describe actions the community should take to mitigate losses.
5. Optimize the management of response operations including activation of the Emergency Operations Centre, coordination of multi-jurisdiction activity, and mobilization of critical resources.
6. Initiate orderly and controlled evacuations of local residents and visitors to the community, as deemed necessary.
7. Ensure that evacuees are provided with essential services including shelter, food, clothing, first aid, family reunification and emotional support.
8. Expedite the restoration of essential services and critical facilities as soon as practicable.

The CEMP has been prepared to the National Fire Protection Association 1600 Standard for emergency response plans. The CEMP replaces the 2005 RMOW Emergency Plan, the 2005 RMOW Emergency Operations Centre Plan, and the 2008 RMOW Recovery Plan. The information originally found in these three separate documents has been streamlined and updated to create an up-to-date comprehensive plan. The CEMP is not designed as a shelf plan, but rather a readable, working document that is continuously revised through exercises and departmental evaluation.

The CEMP is structured to be flexible to adapt to a broad spectrum of major emergencies and disasters and is supported with the following:

1. Adequate personnel, equipment and expertise; and
2. Training and exercises; and
3. Review of the CEMP on an annual basis; and
4. Familiarity with contents of the CEMP by participating agencies and organizations; and
5. Awareness of resources available from neighboring municipalities and the private sector, supplemented by prearranged agreements; and
6. Review of the CEMP following any incidents or exercises where it is implemented.

Planning and mitigation efforts combined with trained staff and early mobilization of emergency resources will significantly reduce the potential overall impact of a major emergency or disaster.

Whistler's response to and recovery from major emergencies and disasters is domestically important for the British Columbian and Canadian economy. The total estimated end-consumer commercial spending in Whistler is \$1.27 Billion per year. Updated 2012 research has revealed that the annual tax revenue (federal, provincial and municipal) generated by Whistler spending is \$428M per year, or approximately \$1.17M per day. (RMOW, 2013). Given this estimate, Whistler-based tourism export

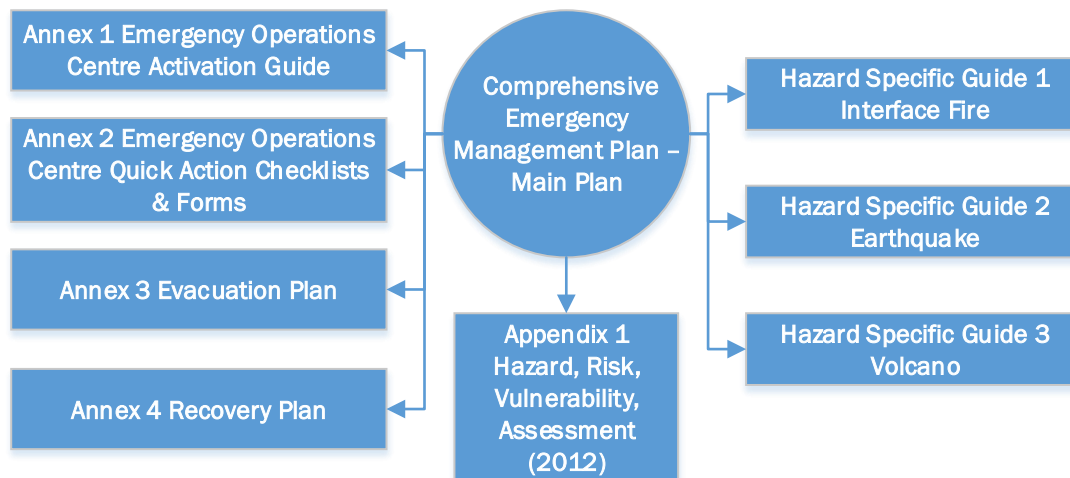
revenues represent 22.5% of all tourism export revenues generated within British Columbia. A major emergency or disaster in Whistler could cause a significant decline in the number of tourists visiting the area and as a result a decrease in the amount of money spent. Therefore Whistler's ability to recover as quickly as possible, and resume tourism operations, has a wide-ranging impact on both the local, provincial and federal economy.

1 PLAN ADMINISTRATION

1.1 Comprehensive Emergency Management Plan (CEMP) Organization

In keeping with the National Fire Protection Association (NFPA) 1600 standard for emergency response plans, the RMOW has adopted a functional approach to the structure of the CEMP meaning it consists of a main plan, emergency functional annexes, hazard specific guides and appendices.

Figure 1 CEMP Organization Diagram



The Main Plan

The main plan, describes the structure and process through an all-hazards planning approach, based on a major emergency or disaster of any magnitude or geographic size. The main plan provides general guidance for primary RMOW resources and outlines the procedures for such major tasks as notification, organizational structure including roles and responsibilities, and Emergency Operations Center (EOC) coordination and staffing. The main plan cites the legal authority for emergency operations.

Emergency Functional Annexes

The emergency functional annexes are plans organized around the performance of a broad task. Each annex focuses on one of the critical emergency functions that the RMOW may perform in response to a major emergency or disaster such as evacuations. The primary audiences for the emergency functional annexes are oriented towards operations; i.e. those who perform the tasks. They do not repeat general information of the main plan. The emergency functional annexes do not address specific major emergencies or disasters, but rather provide a general framework that may be adapted for emergency operations during any type of incident.

Hazard-Specific Guides

Certain hazards or situations present a greater risk or vulnerability for the RMOW and the RMOW should have specific response plans for such incidents. Based on an assessment of potential impacts and likelihood of occurrence, the Hazard, Risk and Vulnerability Assessment (HRVA; 2012; [Appendix 1](#)) assigned a high-hazard rating to five potential hazards. At the recommendation of the CEMP sub-committee hazard-specific guides have been developed for the three high-rated hazards including volcano, earthquake, and interface fire. Hazard-specific guides expand on the framework of the main plan, and provide additional guidance for responding to specific situations. The guides focus on the special planning needs of a particular hazard addressing the essential operational actions that must be accomplished to facilitate the effective response to a specific type of major emergency or disaster.

Appendices

Appendices will be added to each CEMP document and Annexes as needed and may include checklists, legislative documents, forms, maps and resource lists. These documents contain information that staff and responders may need to fulfill responsibilities and perform tasks assigned in the CEMP. They may be attached to the CEMP or referenced as deemed appropriate.

1.2 Authority

The authority for the Resort Municipality of Whistler (RMOW) Comprehensive Emergency Management Plan (CEMP) is derived from law in British Columbia (BC) including; the *Emergency Program Act* (2005); the Local Authority Emergency Management Regulation (2004) and the RMOW Municipal Emergency Measures Bylaw No.1592 (2002). The CEMP is published to fulfill the legislative requirements of the RMOW. This plan shall be approved by Council in accordance with the RMOW Emergency Measures Bylaw No.1592 (2002).

The Emergency Measures By-law provides the authority for the RMOW to establish an emergency program, develop plans, spend funds, take action in response to threats and when required, and declare a State of Local Emergency.

1.3 Applicable Legislation & Policy

The following is a list of legislation that is relevant to the RMOW Emergency Program. This is not exhaustive and there may be other applicable legislation not listed. This legislation and supporting regulations identify the requirements for Local Authorities to establish and maintain an emergency management organization, to develop and implement emergency plans regarding the preparation for, response to, and recovery from emergencies and disasters.

1. Emergency Program Management Regulation, 1994;
2. Compensation & Disaster Financial Assistance Regulation, 1995;
3. Local Authority Emergency Management Regulation, 1995;
4. RMOW Emergency Measures Bylaw No.1593, 2002

In addition to the legislation and regulations listed above individual hazards may be governed by specific statutes (e.g. Wildfire Act).

1.4 Confidentiality

The CEMP contains both general and confidential information. General information used when preparing the CEMP is available publicly. Some specific content in the CEMP is strictly for internal use and will not be contained in the public version of the CEMP; examples include personnel phone lists, and details of critical infrastructure. These exclusions exist as the RMOW is bound by the *Freedom of Information and Protection of Privacy Act (FOIPPA)*. Some pages and sections of the CEMP will be intentionally left blank for confidentiality purposes.

1.5 Maintenance

The RMOW Emergency Program Coordinator is responsible for maintaining the CEMP. This is accomplished through consultation with the Emergency Planning CEMP sub-committee and the Emergency Planning Committee. The plan will undergo revision if there are changes to legislative requirements, changes to the risks the community faces, changes to the structure of the RMOW or as changes are identified by RMOW staff. The reason for the revision should be supplied through a memorandum and the request authorized by the appropriate supervisor. Major revisions will be

presented to the Emergency Planning Committee for final approval. Agreed upon changes will be implemented as soon as reasonably practical.

1.6 Revisions

All changes to the CEMP will be documented in the revision history.

1.6.1 Minor Revisions

Revisions that are considered minor in nature such as spelling, grammar, resource contact information, formatting and typos will be made as required by the Emergency Program Coordinator and summarized and presented to the CEMP sub-committee.

1.6.2 Major Revisions

Revisions that are considered major in nature such as re-organization of information within the document, the addition of sections, the elimination of content or changes in terminology will be presented to the CEMP sub-committee for discussion and approval prior to revision of the CEMP. Major revisions will be presented to the Emergency Planning Committee for final approval.

All requests for additions, deletions or amendments to this plan should be addressed to:

Emergency Program Coordinator
The Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, BC V0N 1B4
Phone: 604-935-8472
E-mail: eocwhistler@whistler.ca
Web: www.whistler.ca/emergencyprogram

Table 1 Revision to Manual

Revision Number	Description of Change	Revised By	Revision Date
Initial Version 1.0	Complete revision of the RMOW 2005 Emergency Plan, 2005 Emergency Operations Centre Plan and 2008 Community Disaster and Recovery Plan.	Emergency Plan Working Group E. Marriner, et al.	
	Renamed the RMOW Comprehensive Emergency Management Plan (CEMP)		

The status of the CEMP shall be described according to the following phrases, which will appear on the cover and title pages.

1.6.3 Plan Status

Draft Plan

Denotes a plan which is in the process of development, is subject to change as a result of internal or external review, and is also still subject to approval by the CEMP sub-committee.

Interim Plan

Denotes a plan that has been extensively reviewed which may or may not have been exercised or evaluated, and which has received approval from the Emergency Planning Committee. Interim Plan is

considered a working document and would be used to respond to an actual major emergency or disaster.

Approved Plan

Denotes a plan which has completed the review process, has likely been exercised and evaluated, and has received all of the necessary approvals. Approved plans should be reviewed annually, and all plan holders notified of any changes and provided with revised pages or electronic files of the plan. The plan shall be approved by Council in accordance with the RMOW Emergency Measures Bylaw No.1592 (2002).

Public and Confidential Versions

The public version of the CEMP will be apparent through the use of the watermark “Public Version” throughout the document. The confidential version of the CEMP will be appropriately marked through the use of the watermark “Confidential” on pages that contain information that requires protection identified under *FOIPPA*.

1.7 Plan Distribution

The RMOW Emergency Program Coordinator will distribute the CEMP as authorized by the RMOW Emergency Planning Committee. An electronic copy of the CEMP is available to the public through the RMOW website at www.whistler.ca/emergencyprogram and all municipal employees through the RMOW SharePoint website. Printed copies of the CEMP will be limited to select locations and personnel. For ease of navigation and to follow the structure of the plan, it is best viewed in digital formats, such as Adobe.

The plan will be distributed to internal departments and external partners, agencies and organizations. The RMOW Emergency Planning Committee will determine who receives the plan.

Upon receipt of a revision transmittal of the CEMP:

1. Ensure the procedure number is the next in sequence to the previous issue
2. Process the amendments per the transmittal instructions
3. Complete the Revision Record page
4. Notify Emergency Program Coordinator

Please contact the Emergency Program Coordinator immediately should any discrepancy be noted.

Table 2 Internal Plan Distribution List

Plan Number	Copy Type	Assigned to	Date
1-6	Memory Stick & Print	RMOW Primary Emergency Operations Centre at Public Safety Building	
7	Memory Stick & Print	RMOW Secondary Emergency Operations Centre at Public Works Yard	
8	Memory Stick & Print	Fire Hall 1	
9	Memory Stick & Print	Chief Administrative Officer	
10	Memory Stick & Print	General Manager, Infrastructure Services	
11	Memory Stick & Print	General Manager Resort Experience	
12	Memory Stick & Print	General Manager of Corporate and Community Services	
13	Memory Stick & Print	Whistler Fire Rescue Service Fire Chief	
14	Memory Stick & Print	Whistler Royal Canadian Mounted Police	
15	Memory Stick & Print	Emergency Program Coordinator	
16	Print	Emergency Program File #851	

Table 3 External Plan Distribution List

All agencies will be provided information on where to access this CEMP.

Content Type	Assigned to	Date
Electronic PDF	BC Ambulance Service	
Electronic PDF	BC Hydro	
Electronic PDF	BC Transit	
Electronic PDF	BC Wildfire Management Branch Coastal Fire Centre	
Electronic PDF	BC Wildfire Management Branch <ul style="list-style-type: none"> Pemberton Fire Base Squamish Fire Base 	
Electronic PDF	CN Rail	
Electronic PDF	District of Squamish, Emergency Program	
Electronic PDF	Emergency Management British Columbia	
Electronic PDF	Fortis BC	
Electronic PDF	Ministry of Transportation & Infrastructure	
Electronic PDF	Squamish Lillooet Regional District Emergency Program	
Electronic PDF	Sea to Sky School District No. 48	
Electronic PDF	Tourism Whistler	
Electronic PDF	Vancouver Coastal Health Authority <ul style="list-style-type: none"> Emergency Program Whistler Health Care Centre 	
Electronic PDF	Village of Pemberton, Emergency Program	
Electronic PDF	Whistler Blackcomb	
Electronic PDF	Whistler Chamber of Commerce	
Electronic PDF	Whistler Search and Rescue	
Electronic PDF	Whistler Sliding Centre	
Electronic PDF	Whistler Transit	
Electronic PDF	Whistler.ca website	

2 INTRODUCTION

2.1 Scope of This Plan

This plan is designed and intended to address numerous hazards that may affect the RMOW. Through the utilization of an all-hazards planning model, this plan may be used for any type of incident, whether natural, human-caused, or technological. This plan applies to all departments and personnel of the RMOW, although some departments or agencies may have more specific roles and responsibilities within emergency operations.

An all-hazards planning model recognizes that the actions required to respond to any major emergency or disaster are essentially the same, irrespective of the nature of the incident. This allows for one common plan that can be used to respond to different types of incidents thereby permitting an optimization of planning, response and support resources.

A major emergency or disaster may result from an existing emergency or it may be a result of the threat of an impending situation abnormally affecting property or the health, safety and welfare of the community. The nature and magnitude of any specific emergency requires a controlled and coordinated response by first responders and when required, the support of that response by both governmental and private industry, under the direction of the British Columbia Emergency Response Management System (BCERMS).

The following triggers drive the use of the CEMP:

- The event requires coordination of multiple agencies.
- The event requires centralized decision-making to mitigate losses.
- The event requires a coordinated communication strategy.
- The event requires coordination with other levels of government.
- The event requires attention outside the scope of regular business activities.
- The event requires information-gathering and analysis from multiple sources.
- The event is planned and requires active management to ensure public safety should an emergency occur.
- The event requires the activation of the RMOW EOC.

2.2 Emergencies & Major Emergencies

2.2.1 Emergencies

Emergencies are those incidents which the Whistler Fire Rescue Service (WFRS), the RCMP (Royal Canadian Mounted Police), the British Columbia Ambulance Service (BCAS) and RMOW departments routinely respond to on an ongoing, day-to-day basis. These emergencies can be managed in a relatively normal manner and, if required, from an Incident Command Post (ICP) at the site of the incident. The RMOW's first responder resources are adequate and available to deal with the emergency, and it should not be necessary to activate the EOC.

The municipal bylaw defines emergencies as:

"Emergency" means a present or imminent event that:

- i. is caused by accident, fire, explosion or technical failure or by the forces of nature; and
- ii. requires prompt coordination of action or special regulation of persons or property, to protect the health, safety or welfare of people or to limit damage to property;

2.2.2 Major Emergencies and Disasters

Major emergencies and disasters occur when normal deployment of the RMOW's first responder resources require substantial assistance to adequately cope with the size and severity of the situation. The need therefore exists for central coordination of response and recovery activity and executive decision making for obtaining whatever additional support is required. The EOC is activated to support the needs of the emergency. Mutual aid agreements may be implemented and assistance may be required from provincial and/or federal levels of government. The nature and magnitude of the emergency event will determine what aspects of the CEMP are to be utilized and/or whether a declaration of a state of local emergency is required.

The RMOW HRVA identified 32 potential hazards in the RMOW that may require non-routine emergency response and as a result would be considered major emergencies or disasters.

The RMOW Emergency Measures Bylaw no.1593 defines Disasters as:

"Disaster" means a calamity that:

- i. is caused by accident, fire, explosion or technical failure or by the forces of nature; and
- ii. has resulted in serious harm to the health, safety or welfare of people, or in widespread damage to property;

2.3 Use of the CEMP

The CEMP may be used if a major emergency or disaster exists or appears imminent, has occurred, or threatens to occur. The plan may be used at any time that a major emergency or disaster is anticipated or realized;

- partially or completely – the magnitude of the emergency will dictate what actions are required;
- with or without the activation of the EOC;
- with or without a declaration of a state of local emergency; and
- without formally stating that the plan has been activated.

A declaration of a State of Local Emergency is not necessary to implement this plan or the EOC.

The RMOW or a person designated by the RMOW may use the plan if it is thought that an emergency exists or appears imminent or a disaster has occurred or threatens any of the following:

- a. the jurisdictional area for which the local authority has responsibility, or
- b. any other municipality or electoral area if the local authority having responsibility for that other jurisdictional area has requested assistance.
- c. If a Provincial emergency plan has been implemented under section 7 of the *BC Emergency Program Act*, a local emergency plan may be implemented or its implementation may be continued under subsection (1) of this section if and to the extent that the local emergency plan is not in conflict with the Provincial emergency plan.

The plan is intended for use only within the jurisdictional boundaries of the RMOW.

The RMOW may utilize the CEMP to meet requests from other local authorities and/or support a regional emergency event. In addition to using this plan, it is expected that RMOW General Managers and staff will use departmental emergency plans as required.

2.4 Involvement of Municipal Departments and Employees

2.4.1 Municipal Departments

The nature and magnitude of the major emergency or disaster will determine which municipal departments will be called out to actively participate in a response. [Section 8 Roles and Responsibilities](#) provides detailed information on the how RMOW departments may participate.

2.4.2 Municipal Employees

It is a municipal policy that in the event of major emergency or disaster, municipal employees will make themselves available for work as soon as possible subject to this being done safely and after personal and family needs have been met.

What is expected of employees during and after a major emergency or disaster?

Employee is at work:

1. Ensure personal safety.
2. Attend to the safety needs of other employees, residents or any visitors in your immediate area.
3. Decide whether you have to leave work to attend to urgent family matters at home, or alternatively, if you can remain at work.
4. Obtain information on the status of roads and/or road conditions.
5. If you leave work be sure to tell your supervisor (or a suitable alternate if your supervisor is not available) that you are leaving.
6. If you are able to remain at work, immediately report to your supervisor (or a suitable alternate if your supervisor is not available), and as soon as possible, inform family members where you can be contacted.

Employee is at home:

If a major emergency or disaster occurs when employees are at home:

1. Ensure personal safety.
2. Attend to any medical or other needs that family members may have.
3. Help neighbors by attending to any lifesaving needs they may have.
4. Try to telephone your supervisor or the Municipal Hall switchboard to ascertain if and when you may be required to report to work.
5. If contact cannot be made with the Municipality, report for work if possible without jeopardizing personal safety.
6. Tell family or neighbors where you can be contacted prior to leaving for work.
7. Monitor radio and television stations for emergency bulletins and road status.

3 CONCEPT OF EMERGENCY OPERATIONS

The RMOW has adopted BCERMS as its model for managing and coordinating emergency response and recovery efforts. It is based on the Incident Command System (ICS) used by first response agencies. BCERMS is the recommended standard for emergency response and recovery for all levels of government in Canada. BCERMS is used by first responders at the site of an emergency, in the RMOW EOC and in the operations centers of higher levels of government. BCERMS provides a framework for a standardized process for organizing and managing a response to emergencies and disasters.

3.1 BCERMS Levels

BCERMS anticipates response organization at four levels:

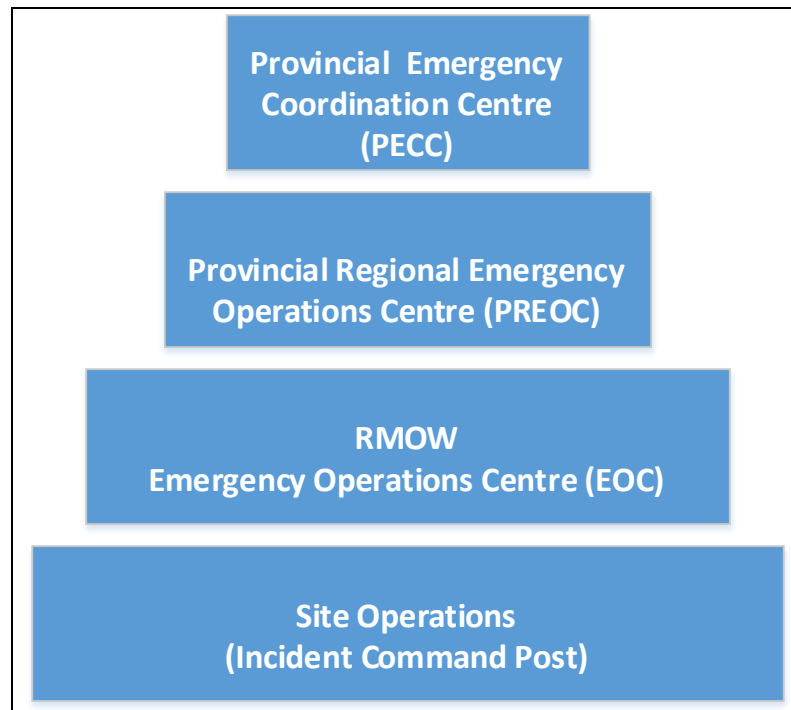
Site – The location where an emergency occurs is called the “site.” This is usually where hazardous conditions demand careful and coordinated action. An Incident Commander (IC) is always present to oversee site activities.

Site Support – An EOC, if required, is activated to oversee and coordinate all non-site activities in support of the IC. This is the focus of the RMOW’s CEMP.

Regional Support – If an emergency is very large, a Provincial Regional Emergency Operations Centre (PREOC) may be established to provide support and coordination to one or more EOCs. An EOC normally turns to the PREOC for support when all other resources are exhausted, or they require coordination that is outside their jurisdiction. The PREOC serving the RMOW is located in Surrey.

Provincial Support – If a PREOC requires support, it requests assistance from the Provincial Emergency Coordination Centre (PECC) in Victoria. If a PREOC is established, the PECC in Victoria is also activated to coordinate provincial operations and resources.

Figure 2 BCERMS Response Levels



3.2 BCERMS Guiding Principles

BCERMS is a management system with a set of policies and guiding principles that apply to all four levels. These guiding principles are described below.

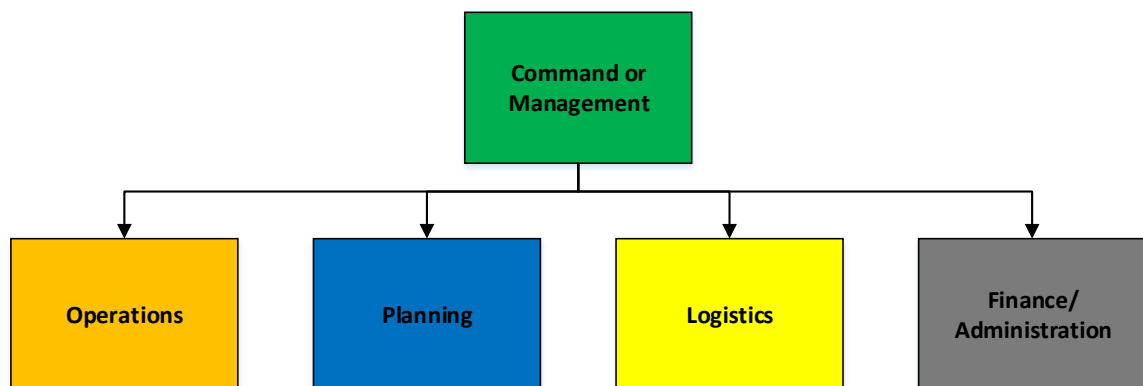
Management Functions

BCERMS adopts the five essential management functions of the ICS:

- Command
- Operations
- Logistics
- Planning
- Finance/Administration

The individual designated as the EOC Director in an EOC has responsibility for all functions. That person may elect to perform all activities, or delegate authority to perform functions to other people in the organization. Delegation does not, however, relieve the EOC Director from overall responsibility.

Figure 3 ICS Management Functions



Management Support

Certain staff functions are required to assist the person in charge during EOC activations. These are referred to as command or management staff. There are three positions:

- Risk Management
- Liaison
- Information

Management by Objectives

The management by objectives feature means that each BCERMS level establishes known objectives to be achieved for a given time frame, known as “operational period.” Management by objectives draws a direct link between policies and actions and calls for four basic steps:

1. Understand agency policy and direction
2. Establish incident objectives
3. Select appropriate strategy
4. Perform tactical direction, such as applying tactics appropriate to the strategy, assigning the right resources, and monitoring performance

Unity and Chain of Command

"Unity of Command" means that every individual has one designated supervisor. "Chain of Command" means that there is an orderly line of authority within the organization. Both concepts apply at the site and the EOC.

Action Plans

All levels of BCERMS develop action plans to guide their activities during pre-impact, response and recovery phases. At the site level, verbal or written incident action plans contain objectives, strategies and tactical assignments for one operational period. At each of the three higher levels, including the EOC, action plans address the policies, priorities and resource requirements that support the level immediately below as well as direction across government in larger emergencies and disasters. Every incident must have oral or written action plans that provide all incident supervisory personnel with direction for future actions. Action plans should include the measurable or observable tasks to be performed. (See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for an EOC Action Plan template EOC 502).

Operational Period

An operational period is a length of time set by command at the site level, and by management at the EOC, to achieve a given set of objectives. The operational period may vary in length and will be determined largely by the dynamics of the emergency situation. An operational period may be designated to a maximum 24 hour period.

Unified Command (UC)

UC allows all agencies who have jurisdictional or functional responsibility for an incident to jointly develop a common set of incident objectives and strategies. This is accomplished without losing or giving up agency authority, responsibility, or accountability. All incidents where UC is applied shall function under a single, coordinated Action Plan. The emergency type and location dictate the composition of the UC.

Span of Control

Maintaining a reasonable span of control is the responsibility of every supervisor at all BCERMS levels. An effective span of control is determined by the ability of each supervisor to monitor the activities of assigned staff and to communicate effectively with them. Every position in the EOC must monitor the number of others reporting to him or her to avoid overload. Acceptable span of control may vary from three to seven, and a ratio of one to five reporting elements is recommended.

Common Terminology

In BCERMS, common terminology is applied to functional elements, position titles, facility designations and resources. The purpose of common terminology is to enable multi-agency, multi-jurisdiction organizations and resources to work together effectively. Common terminology will be used when referring to organizational elements, position titles, resources, and facilities.

BCERMS Response Goals

BCERMS supports a prescribed set of response goals set out in priority as follows:

- Provide for the safety and health of all responders
- Save lives
- Reduce suffering
- Protect public health
- Protect critical infrastructure
- Protect property
- Protect the environment; and
- Reduce economic, social and property losses

BCERMS response goals look beyond government infrastructure and take a more holistic approach which recognizes that not all critical infrastructures may be owned by government. E.g. telecommunications

Figure 4 BCERMS Response Goals



4 EOC ACTIVATION

The EOC is the municipal facility activated prior to, or during, a major emergency or disaster when coordination and resource requirements at the site level cannot be managed through routine procedures. The EOC is largely staffed by municipal personnel representing RMOW departments, and representatives from other agencies and trained volunteers. The EOC supports all response activities at the site and provides overall policy direction to the responders. Specifically, it centralizes information about the emergency; coordinates emergency response among municipal departments and agencies; identifies critical needs, and establishes emergency response priorities. In addition, the EOC provides timely information to the public concerning the major emergency or disaster.

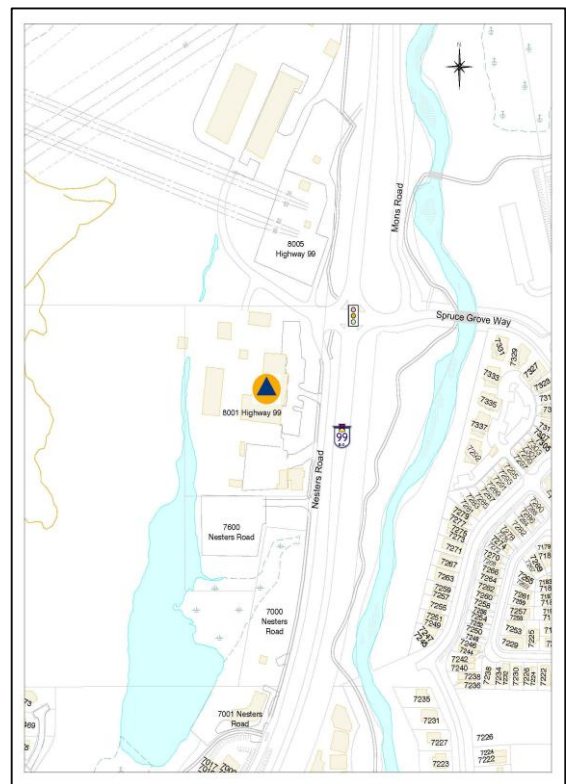
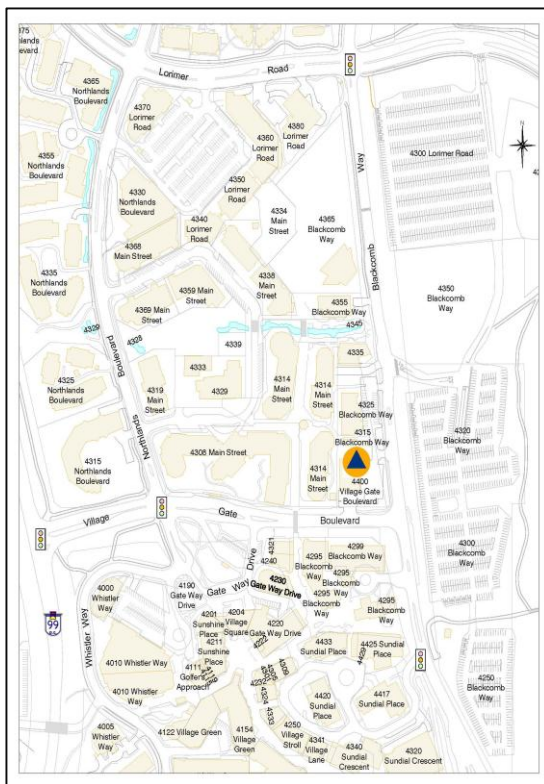
4.1 EOC Locations

The primary EOC is located at:

Municipal Public Safety Building
4325 Blackcomb Way, Whistler, BC

The alternate EOC is located at:

Public Works Yard
8001 Hwy 99, Whistler, BC



4.2 EOC Activation Criteria

The EOC may be activated if any of the following conditions exist:

- Significant number of people at risk
- Additional resource support is required at the site
- Additional authority is required (e.g., Declaration of State of Local Emergency)
- Evacuation has occurred or there is evacuation potential
- Event crosses jurisdictional boundaries (e.g., train derailment, flood, earthquake)
- Multiple sites involved
- Coordination of multiple agencies, beyond what site can adequately handle

- Magnitude and potential duration of event (e.g., forest fire, flood, earthquake)
- Significant property damage – private and/or public
- Significant financial risk to private sector
- Environmental risks
- Major planned event or special event

Note: The EOC may be activated with or without a declaration of state of local emergency; however, it must be activated once a declaration has been made.

4.3 Types of Activation

4.3.1 Pre-empted Activation

A pre-empted activation is a minimal activation of the EOC intended to actively monitor the conditions that could lead to a major emergency or disaster but is not yet a major emergency or disaster. An example of this is severe weather, flood concerns, etc. The EOC may open virtually or physically depending on the nature and complexity of the anticipated event. While a virtual EOC is effective in some instances, face-to-face collaboration between decision-makers is a more effective and efficient form of problem-solving and therefore a physical EOC should be used if possible.

Pre-empted EOC activities would focus on monitoring the conditions and preparing plans and documents should the event materialize. At this time the site would not be asking for assistance or resources. Upon notification that a community has been damaged by severe weather the EOC will go to an Emergency Activation.

4.3.2 Emergency Activation

Emergency activations are for unanticipated events that give little warning and require prompt coordination of action or special regulation of persons or property to protect the safety, health or welfare of people or to limit damage to property.

4.4 Authorization to Activate the EOC

The RMOW Chief Administrative Officer (CAO) will authorize the activation of the EOC. Most likely, the WFRS, RCMP, BCAS and/or Public Works/Engineering dispatch centers will receive the initial reports of a major emergency or disaster from site personnel or an IC. These agencies should follow established procedures detailed in their departmental emergency plans. If it is determined that additional support is required the IC will request activation of the EOC. The IC should seek EOC authorization through their General Manager. The General Manager will then seek authorization through the CAO. If the General Manager is unavailable, the IC may contact the CAO directly. If the CAO is unavailable the IC should contact an alternate General Manager. See [Annex 1 Emergency Operations Centre Activation Guide](#) for a detailed guide on authorizing and activating the RMOW EOC.

The RMOW has developed a mobile application (APP) to assist in the activation of the EOC. Using the APP, authorized personnel can determine the level of EOC activation and notify EOC staff directly from a handheld mobile device.

4.5 Level of Activation

The RMOW recognizes three levels of EOC activation; these mirror the BCERMS activation guidelines. The EOC is staffed to a level that matches the needs of the incident. The size and composition of the EOC may vary according to the requirements of the particular circumstances. It is the responsibility of the EOC Director to determine the level of activation that is required. See [Table 4](#) below for a detailed list of EOC Activation Levels and [Annex 1 Emergency Operations Centre Activation Guide](#) for a detailed flowchart to assist with decision-making. Alternatively, this information is available on the EOC APP.

Table 4 EOC Activation Levels

Activation	Event/Situation
Level 1 <i>Low level</i> <i>Activation</i>	<ul style="list-style-type: none"> • Isolated event • One site with two or more agencies involved • Potential threat of flooding or severe storm, interface fire (examples) • Minimal evacuations • EOC may be 'virtual' at own desks
Level 2 <i>Medium</i> <i>Activation</i>	<ul style="list-style-type: none"> • Moderate Event, two or more sites • Several agencies involved • Limited evacuations • Some resources/support required
Level 3 <i>Full</i> <i>Activation</i>	<ul style="list-style-type: none"> • Major event, multiple sites • Regional or Provincial disaster • Multiple agencies involved • Extensive evacuations • Resources/support required

4.6 Notifications to Staff

Once EOC approval has been granted and the Level of Activation has been determined, the CAO or Delegate assumes the role of EOC Director and notifies the appropriate staff using either the RMOW Emergency Operations Centre Contact List, found in [Annex 1 Emergency Operations Centre Activation Guide](#) or the RMOW EOC APP or both.

Level 1 EOC Personnel will be notified and required to attend all EOC activations.

Level 1 EOC Personnel include:

1. CAO
2. All General Managers
3. RCMP, Whistler Detachment Commander
4. WFRS, Fire Chief
5. Manager of Communications
6. Emergency Program Coordinator
7. Manager of Legislative Services

The caller will provide the following information:

- Brief description of the major emergency or disaster
- Identity of who authorized EOC activation
- Where and to whom you are to report
Inquiry as to estimate time of arrival at EOC

4.7 Deactivation

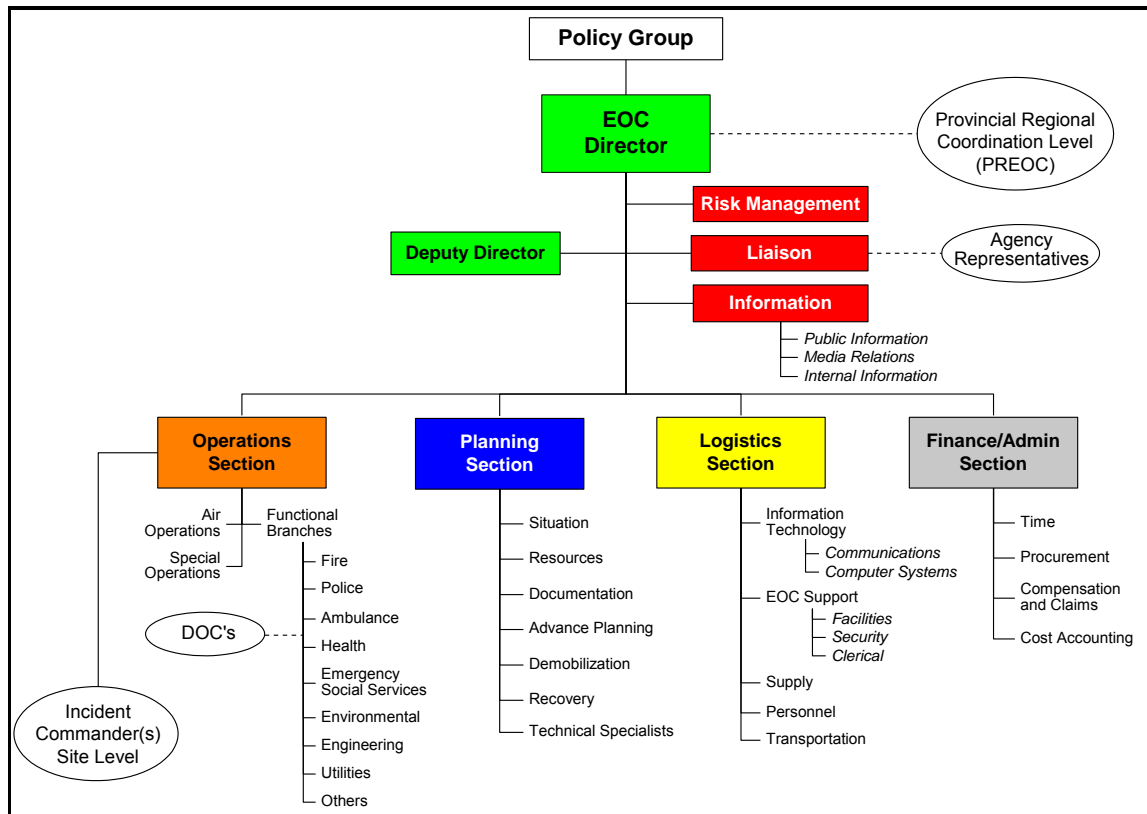
The EOC Director will decide at what point EOC activity can be terminated. The Planning Section's Demobilization Unit Coordinator supervises and administers the termination process, staying behind if necessary after the EOC is closed. Upon deactivation the EOC should immediately be returned to a state of readiness for future emergencies. A suggested criterion for terminating EOC operations includes:

- Individual EOC functions are no longer required
- State of local emergency is lifted
- Coordination of response activities and/or resources is no longer required
- Event has been contained and emergency personnel have returned to regular duties

5 EOC ORGANIZATION

The EOC operates under the structure of BCERMS, and is comprised of various sections. The EOC structure for a fully developed response organization is shown in Table 5 EOC Organization Chart below. It is important to remember that not every EOC function will be filled in every EOC activation. The situation at hand will dictate the functions to be activated.

Table 5 EOC Organization Chart



5.1 EOC Staffing and Sections

The staff for the EOC may be composed of designated municipal employees, community members, and support agency representatives who have been trained in advance. EOC personnel and agencies may change throughout the course of an emergency. [Table 6 EOC Function Identification and Section 5.2](#) lists brief descriptions of each of the EOC Sections. [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) provides checklists for all EOC Sections, Branches, and Units required to staff the RMOW EOC in a major emergency or disaster.

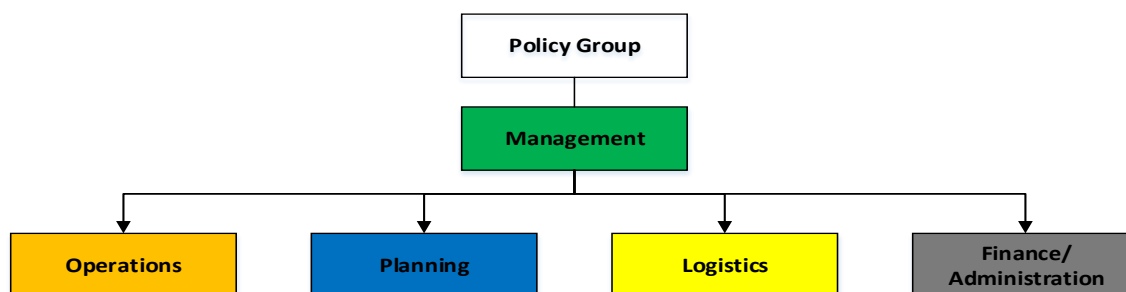
Table 6 EOC Function Identification

EOC Section	Role
Policy Group	The Policy Group supports the EOC's efforts by providing strategic interpretation of existing policies and developing new policies to guide response and community recovery.
Management	Responsible for overall coordination of the EOC; public information, media relations; agency liaison; and proper risk management procedures, through the joint efforts of RMOW departments, government agencies and private organizations.
Operations	Responsible for establishing communications with the site(s) and coordinating all site support activities through the implementation of an EOC Action Plan.
Planning	Responsible for collecting, evaluating, and disseminating information; developing the EOC Action Plan and Situation Report in coordination with other sections, and maintaining all EOC documentation.
Logistics	Responsible for providing facilities, services, personnel, equipment and materials.
Finance / Administration	Responsible for all EOC financial activities.

5.2 EOC Sections

Following are brief descriptions of each of the EOC Sections:

- Policy Group
- Management
- Operations
- Planning
- Logistics
- Finance and Administration



Following each section description is a list of municipal staff titles who may potentially fulfill roles within the section. Note that all municipal staff may fulfill a variety of EOC positions, depending on their day-to-day municipal role, their status as General Manager, Manager or Supervisor, their experience and expertise in a specific function or area, and their availability in a major emergency or disaster.

5.2.1 Policy Group

The Policy Group does not attend the EOC during major emergency events, but will need to make themselves readily available to come together and consider and approve bylaws, emergency resolutions, or a declaration of a state of local emergency, if necessary. The Policy Group will be utilized as spokespersons to help calm residents during a time of crisis and reassure them that emergency plans and procedures are being implemented to help expedite a quick resolution to the situation.

Responsibilities include:

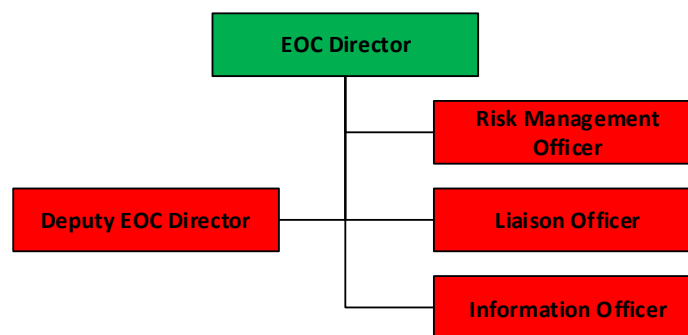
- Declare State of Local Emergency, define parameters, and notify all parties – as required
- Make formal requests to the Province for Provincial or Federal assistance
- Terminate a State of Local Emergency and notify all parties – as required
- Assist with the issuance of emergency public information, in an official spokesperson role; as coordinated through the Information Officer
- Increase expenditure limits to support the needs of the emergency response, as required
- Arrange for maintenance of a log and ensure all decisions are recorded
- Receive briefings from the EOC Director

Municipal representatives:

- *Mayor and Council*
- *CAO*
- *Additional support staff, as required*

5.2.2 EOC Management Section

The Management Section is comprised of an EOC Director, Deputy Director and Officers for Risk Management, Information, and Liaison with other agencies. It is the responsibility of the Management Section to ensure that response priorities are established, and that planning and response activities are coordinated, both within the EOC (i.e., between sections) and between the site(s), the EOC and with other agencies or EOC's (e.g., PREOC).



Responsibilities include:

1. Exercise overall management responsibility for the coordination between emergency response and supporting agencies in the EOC, including the development of an EOC Action Plan to establish priorities for response efforts in the affected area
2. Provide support to local authorities and provincial agencies and ensure all actions are accomplished within priorities established
3. Establish appropriate staffing level for the EOC, and monitor effectiveness of EOC
4. Ensure interagency coordination is accomplished effectively within the EOC
5. Liaise with Policy Group
6. Ensure risk management principles and procedures are applied for all EOC activities

7. Direct, in consultation with the Information Officer, appropriate emergency public information actions using the best methods of dissemination. Approve the issuance of press releases and other public information materials as required

Municipal representatives:

- CAO or designate (EOC Director) General Manager of Corporate and Community Services (Deputy EOC Director)
- General Manager of Infrastructure Services (Deputy EOC Director)
- General Manager of Resort Experience (Deputy EOC Director)
- Manager of Legislative Services (Risk Management)
- Manager of Communications (Information Officer)
- Emergency Program Coordinator (Liaison Officer)
- Support Staff

See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for the EOC Management Team C Quick Action Checklists.

5.2.3 Operations Section

The Operations Section provides minute-by-minute support to emergency responders in the field. Representatives from WFRS, RCMP, BCAS, Public Works/Engineering, Health, Whistler Search and Rescue (WSAR) and Emergency Social Services (ESS) are in contact with staff in the field to ensure they have the information about the major emergency or disaster; that requests for supplies, equipment, or personnel are processed; and that there is coordination with other involved agencies.

Responsibilities include:

1. Ensure the functions under the Operations Section are carried out according to established EOC priorities
2. Coordinate response operations with emergency responders (e.g., WFRS, RCMP, BCAS, ESS)
3. Maintain communications link between IC (sites), and the EOC for the purpose of coordinating the overall response, resource requests and event status information
4. Acquire mutual aid resources, and coordinate mobilization and transportation of operations resources through the Logistics Section

Suggested Municipal representatives; Sr. Staff from the following departments:

- WFRS
- Infrastructure Services
- RCMP
- Public Works
- ESS
- Environmental Stewardship
- WSAR
- Building Department

See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for the Operations Section Quick Action Checklists.

5.2.4 Planning Section

The Planning Section is responsible for gathering, analyzing and evaluating information and forwarding recommendations on appropriate response options to the EOC Director. This section is responsible for preparing EOC Action Plans and deals primarily with forward planning based on knowledge of the major emergency or disaster. Contingency and recovery planning are also the responsibility of the Planning Section.

Responsibilities include:

1. Collect, analyze and display situation information, including mapping, situation reports, and action plans
2. Prepare specialized plans, including advance planning, demobilization and recovery planning
3. Provide technical expertise as required
4. Ensure the functions of the Planning Section are carried out according to established EOC priorities
5. Maintain EOC Documentation

Suggested Municipal representatives; Sr. Staff from the following departments:

- Resort Experience
- Corporate and Community Services
- Infrastructure Services

See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for the Planning Section Quick Action Checklists.

5.2.5 Logistics Section

The Logistics Section is tasked with locating and acquiring all the necessary personnel, equipment and material items needed by the RMOW to deal with the major emergency or disaster, both to the site, and in support of the EOC. This may include the provision of communications services, human resources, transportation or other necessary materials.

Responsibilities include:

1. Ensure the functions of the Logistics Section are carried out according to established EOC priorities
2. Ensure the provision of telecommunications services and Information Technology (IT); locate and acquire equipment, supplies, personnel, facilities, and transportation as well as arrange for food, lodging and other support services, as required, for both the EOC and site requirements
3. Coordinate centralized purchasing/procurement procedures
4. Ensure critical resources are allocated according to EOC action plans and priorities

Suggested Municipal representatives:

- Resort Experience
- Human Resources
- IT
- Infrastructure Services – Stores; Fleet Maintenance
- Recreation - Facilities

See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for the Logistics Section Quick Action Checklists.

5.2.6 Finance and Administration Section

The Finance/Admin Section is responsible for financial activities and other administrative activities. This section provides clerical support to the EOC and tracks all expenses associated with the emergency or disaster.

Responsibilities include:

1. Ensure the functions of the Finance/Admin Section are carried out according to established EOC priorities
2. Maintain financial records throughout the event or disaster and provide periodic expenditure updates to the EOC director
3. Ensure on-duty time for all personnel is recorded
4. Determine spending limits; set or approve extraordinary limits
5. Negotiate new contracts, in coordination with Logistics (Purchasing) needs

6. Process WorkSafe BC claims resulting from the emergency response, as well as travel and expense claims
7. Maintain and submit recovery documentation and Disaster Financial Assistance paperwork

Suggested Municipal representatives:

- *Financial Services*
- *Human Resources – Personnel Tracking*

See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for the Finance Section Quick Action Checklists.

6 EOC ACTIVITIES

This section of the CEMP will provide a brief overview of the key activities and actions conducted at the EOC. See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for forms relating to specific EOC activities.

6.1 Obtain Task Number

Task numbers are the primary tracking mechanism used by EMBC to track emergency response expenditures.

Emergency response task numbers serve three functions:

- Identifying that a situation qualifies as a major emergency or disaster under the Emergency Program Act
- Tracking financial aspects of a unique incident or regional event
- Identifying EMBC's commitment to provide third party liability protection and worker's compensation coverage for all registered volunteers.

Task numbers are hazard-specific (for example, a local authority that is managing both a wildland urban interface fire situation as well as a flood situation would have two task numbers).

PROVINCIAL EMERGENCY COORDINATION CENTRE 1-800-663-3456

6.2 Briefings

Briefings provide EOC staff, external agencies and the media with vital information they need to function effectively and efficiently. Information shared at a briefing can help clarify and validate situations so that appropriate decisions can be made.

EOC briefings can be held to:

- Orientate personnel to the EOC facility and equipment
- Review policies and operational guidelines
- Establish priorities and objectives
- Keep staff informed as to the current situation

EOC Management Team briefings should be facilitated by the EOC Director, or Designate at predetermined times. A briefing agenda should be prepared by the Planning Section and approved by the EOC Director, which outlines the briefing format and objectives for the meeting. The agenda is distributed to EOC Management Team members in advance of the meeting.

In the initial stages of EOC activation EOC Management Team briefings should be held every two hours or as required to support response operations. The frequency of briefings may reduce as time goes on and extended operations continue. In these circumstances, EOC Management Team briefings should be conducted at least 2–3 times in a 12–hour period.

EOC Management Team members should come prepared to the briefings by preparing in advance information on:

1. Current situation (relevant to their section/role)
2. Unmet needs
3. Future activities, and
4. Public information requirements

Minutes from the briefings should be documented, approved by the EOC Director and distributed to the EOC Management Team. Section Chiefs are then responsible for briefing their staff on the

outcome of the EOC Management Team meetings, addressing all action items assigned to their section.

6.3 Operational Periods

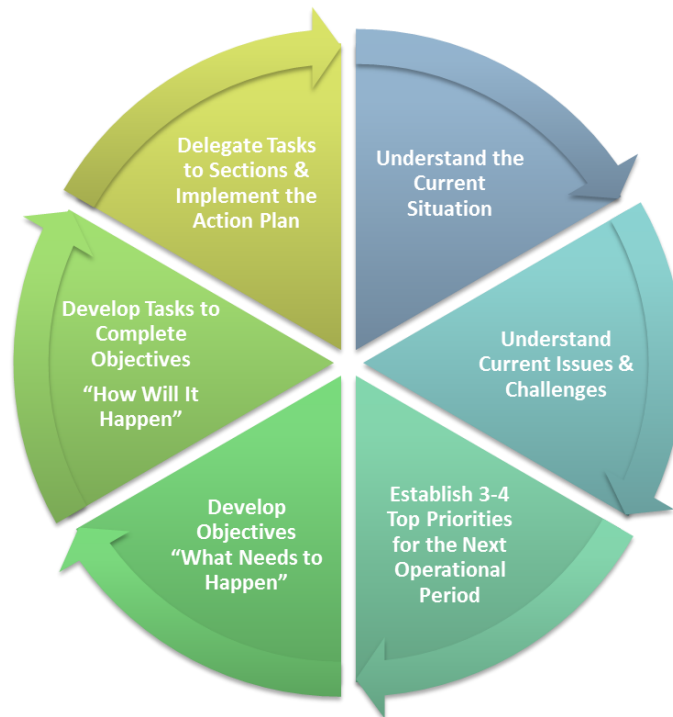
An operational period is the length of time set by the EOC Management Team to achieve the objectives of the EOC Action Plan. The operational period may vary in length and will be determined largely by the dynamics of the emergency event. The first operational period may be as short as two hours but as the event continues an operational period is usually 8-12 hours. It should not exceed 24 hours.

OPERATIONAL PERIOD DEFINED	
•	Length of time to achieve the objectives of the EOC Action Plan
•	Determined by EOC Director
•	Initially 1- 2 hours for critical/life safety issues
•	Ongoing length varies depending on objectives/priorities
•	Commonly 8-12 hours in length, not to exceed 24 hours
•	Sequentially numbered & time period identified

6.4 EOC Action Planning

EOC Action Plans address the policies and priorities that support site activity and are an essential and required element in achieving progress in response to the emergency event. See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for a Guide to Preparing EOC Action Plans and Conducting EOC Action Plan Meetings.

Figure 5 Action Planning Process



Action Planning and BCERMS

EOC Action Plan Priorities should always take the BCERMS goals into consideration. For example, objectives that are established to save lives and reduce suffering should always be listed and implemented before protecting economic and social losses.

Action Plan Components

The EOC Action Plan consists of some of the following:

1. EOC objectives
2. Tasks and task assignments
3. Distribution list
4. Approval and Signatures



Action Plan Approval

The EOC Director and Planning Section are responsible for developing and approving the EOC Action Plan for each operational period. This is done in consultation with the EOC Management Team at an EOC Action Plan Meeting.

Action Plan Implementation and Evaluation:

Once approved, the EOC Management Team will assume responsibility for implementing their respective portions of the Action Plan. This includes monitoring and evaluating progress of the plan.

See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for Section Status Reports, an EOC Action Plan Agenda and an EOC Action Plan Template.

6.5 Personnel Identification

In conjunction with application of common terminology within BCERMS, it is essential to have a common identification system for facilities and personnel filing positions. There are specific colors for each EOC function and these colors should be used by all agencies that work in the RMOW EOC. EOC identification should include vests and name tags. These identifiers do not preclude any personnel from wearing their agency's insignia or uniform. See [Annex 1 Emergency Operations Centre Activation Guide](#) for details on where EOC vests can be found.

6.6 Situation Reporting

Situation Reports:

Situation reports serve as a snapshot of the current situation of the overall EOC. Situation reports are a function most commonly managed through the EOC Planning Section. Situation reports are typically developed near the end of each operational period or at the request of the EOC Director. All personnel must forward incident situation information to the Situation Unit in the Planning Section. Collecting situation data may involve a number of sources, including the Operations Section, Logistics Section, Information Officer, and Liaison Officer. Situation information is also received from other EOCs and BCERMS levels. Following analysis, the Planning Section supports operational decisions and summarizes situation information for the EOC Director's approval. Once approved, the Situation Report is distributed to EOC Section Chiefs and other levels in the BCERMS structure. See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for a Situation Report Template.

Section Chiefs are responsible for providing the EOC Director with periodic verbal or written updates to the Situation Report. The EOC Director should then take steps to brief all the staff on the collective situation. A short conference may be most appropriate.

EOC Event Board:

The EOC Planning Sections Situation Unit is responsible for establishing and maintaining the EOC Event Board. The Situation Unit should receive timely written updates from the EOC Operations Chief who identifies and authorizes new incident information (from the site) that can be added to the event board. The event board should include the following information:

- Incident number
- Time of incident (in 24-hr time)
- Incident details
- Action taken (including any resources deployed)
- Follow-up required (identifies any further action that may be needed)

The event board should be situated so that all EOC staff can access it and be kept apprised of the progress of the emergency event

EOC Situation Map:

The EOC Planning Section's Situation Unit is responsible for plotting important information into a map of the RMOW. This map becomes a visual representation of the emergency event. Information can be plotted manually onto a large hard copy of an RMOW map, or it can be plotted electronically through RMOW's Geographic Information System (GIS) mapping capabilities. Similar to the event board, the situation map must be accessible to all EOC staff in order for them to stay current on the emergency event.

Information to be plotted on the situation map includes:

- Emergency site(s)
- Incident Command Post
- Perimeter points
- Evacuation areas and routes
- Staging areas for resources
- Evacuation receiving points (i.e., ESS Reception Centres)
- Weather and wind direction
- Other key details as required

6.7 PREOC Coordination Calls

During EOC activations, the PREOC may organize coordination calls between the RMOW, PREOC, key ministries and agencies, technical specialists (weather, seismic), critical infrastructure owners and providers, and others as required. The purpose of the calls are to share operational information between relevant agencies. These calls are for operational purposes only, and are not meant for public information. The calls typically occur two times a day but can be more or less given the requirements of the emergency.

6.8 Declaration of State of Local Emergency

During a major emergency or disaster the RMOW, through the EOC, may declare a state of local emergency to enable the RMOW to exercise the emergency powers listed in the *Emergency Program Act*. These short-term emergency measures will allow the RMOW and partner agencies to effectively respond to the major emergency or disaster.

Emergency powers available to the RMOW through the *Emergency Program Act* are as follows:

1. Acquire or use any land or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster;
2. Authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster;
3. Control or prohibit travel to or from any area of British Columbia;
4. Provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in any part of British Columbia;
5. Cause the evacuation of persons and the removal of livestock, animals and personal property from any area of British Columbia that is or may be affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property;
6. Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered by the minister to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster;
7. Cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered by the minister to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster;
8. Construct works considered by the minister to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster;
9. Procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any part of British Columbia for the duration of the state of emergency.

The emergency powers are written from the provincial perspective. They are applicable to the RMOW within the RMOW's jurisdictional boundary only. The Minister, as part of the provincial oversight, may order the RMOW to refrain or desist from using any one or more of the emergency powers listed above. These powers infringe on civil liberties of citizens and should only be drawn upon the RMOW when no other options are available to protect the community.

The RMOW will not declare a state of local emergency unless access to the powers of the emergency program act are required. A declaration is not required, and therefore will not be declared, to implement part or all of the RMOW CEMP, to gain liability protection under the *emergency program act*; to issue evacuation alerts; to recover eligible response costs EMBC, or to qualify for eligible disaster financial assistance under the *Emergency Program Act*.

See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for a Declaring a Local State of Emergency Flowchart, and a Declaring a Local State of Emergency Order Template.

6.8.1 Process for Declaring a State of Local Emergency

Once the EOC determines that emergency conditions warrant use of one more of the emergency powers, the Policy Group should be advised through a briefing. The briefing to the Policy Group should include a recommendation that they issue a declaration, as well as the nature, extent, probability of loss, resources at risk, and geographic area. If time allows, consultation should occur between the RMOW and the Director at the PREOC as well as neighboring jurisdictions that could be impacted (Squamish Lillooet Regional District, District of Squamish, etc.).

A declaration of a state of local emergency has to be initiated by either an RMOW bylaw or order. If time permits, Council will meet to establish a bylaw or resolution that authorizes a declaration of a state of local emergency. If there is not time to establish a bylaw or resolution an order can be used to make the declaration. An order is the most common mechanism used, since most emergencies do not allow sufficient time to complete the procedures required to establish a bylaw or resolution. An order can only be issued by the Mayor (or designate). The Mayor (or designate) must use best efforts to obtain consent of the other members of Council.

See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for a Declaring a Local State of Emergency Flowchart, and a Declaring a Local State of Emergency Order Template.

Declaration Components

Regardless of whether the declaration is by resolution, bylaw, or order, the declaration must identify the nature of the emergency; and the geographic boundaries (preferably shown on an attached map) within which the declaration will apply. It is recommended the RMOW ensures the geographic area identified in the declaration will allow for the potential expansion of the footprint of the emergency event. This will minimize the need for issuing multiple declarations to accommodate events that may continually change in scope. To ensure the validity of the local declaration, an emergency order should include the date of the local declaration and the signature of the Mayor (or designate).

See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for a Declaring a Local State of Emergency Order Template with a Delegation of Emergency Powers Matrix.

In addition to the order, the local declaration should include a delegation document authorizing selected persons or agencies to exercise the emergency powers on behalf of Mayor and Council. A written document must be provided to indicate the details, including the conditions or limitations, of the delegation of powers.

The EOC Director must monitor the implementation of these powers very closely for any possible misuse.

After the Declaration

As soon as practical after issuing a declaration the following must occur:

- The RMOW must forward a signed copy of the completed declaration documents to the Minister. This can be carried out through the PREOC. The PREOC will ensure the Minister is informed, as required by legislation. Verbal contact with the PREOC should be made to ensure receipt of documents.
- The RMOW must publish the details of the declaration to the population in the affected area. It is recommended, if time allows, that maps are included in the publication.
- The Mayor (or designate) must convene a meeting of the local authority to assist in directing response activities.

6.8.2 Extending the Declaration of State of Local Emergency

A local declaration expires seven days from the date it is signed unless it is extended. The seven day period is determined by the Interpretation Act Section 25(5) which states that “the first day must be excluded and the last day included.” For example, if the RMOW declares a state of local emergency on a Friday at any time between 0001hr and 2359hr, this local declaration will remain in effect until the following Friday at midnight. When necessary, the RMOW may seek the approval of the Minister to extend the term of the declaration beyond the seven day period. A completed Extension Request form should be submitted to the PREOC. The RMOW should submit the request for extension as soon as it determines emergency powers to be required beyond the current expiry date.

The Minister will issue an approval of the extension as appropriate. Each extension is valid for a seven day period and further extensions may be requested. The RMOW must then publish the details of the extension to the affected population.

It must be noted that the RMOW cannot use the extension process to change the area under declaration or the description of the nature of the event. An extension request only changes the expiry date of a current local declaration - it does not allow for a change in the area under declaration or a change in the nature of the event. In these cases a new declaration of a state of local emergency must be issued.

6.8.3 Cancelling the Declaration of State Local Emergency

A declaration of state of local emergency is canceled when:

- The Minister cancels it;
- It is superseded by a Provincial State of Emergency; or
- It is cancelled by a bylaw, resolution, or order.

Once it is apparent to the RMOW that extraordinary powers are no longer required and that the declaration may be cancelled, they should advise the Mayor (or delegate) as soon as possible. The method of cancelling the local declaration is not dependent on how it was initially authorized. This means that a local declaration made through a bylaw or resolution can be cancelled by the Mayor via an Order or a local declaration made via order can be cancelled made through a bylaw or resolution. Notification of cancellation of a declaration must be submitted to the Minister through the PREOC.

The RMOW must publish the details of the termination to the population of the affected area.

6.8.4 Limitations of a State of Local Emergency

A state of local emergency is only justified during an emergency or disaster as defined by the Emergency Program Act and is limited to the jurisdictional boundaries of the RMOW or to any specifically described area by the RMOW within these boundaries. When the application of emergency powers is required outside of the jurisdiction of the local authority, two options may be considered: the neighboring jurisdiction may declare a state of local emergency; or in the case of a major impact across jurisdictions a provincial state of emergency may be considered for the entire geographic area.

6.9 Resource Requests

Resource requests normally flow from site responders to their Dispatch Centres. Once Dispatch has exhausted the normal cadre of resources and/or available mutual aid, the request will be forwarded from the requesting site agency personnel to the IC. The IC will then forward the request on to the EOC Operations Chief who will then try to fill the resource request through the various branches' resource inventories or through mutual aid. If they are not available, then the request is forwarded to the EOC's Logistic Section to try to fulfill. Under BCERMS, the RMOW is responsible for using local resources to fill immediate needs to the greatest extent possible, including any mutual aid that may be available. If locally available resources are insufficient for operational needs, the RMOW may request assistance through the PREOC. See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#), EOC Form 514.

POTENTIAL SOURCES OF RESOURCES
<p><i>The following are possible means of acquiring resources. These avenues should be attempted in the following order:</i></p> <ul style="list-style-type: none"> • Internal to department • Municipal resources including departments • Municipal procurement or purchasing contract • Regional mutual aid • Rental or purchase from retail* • Rental or purchase or otherwise acquired from industry* • Resource request from Emergency Management BC <p><i>*May be eligible for cost-recovery from Emergency Management BC. Refer to Disaster Financial Assistance Guidelines</i></p>

6.10 General Information

General information may be exchanged among members of a response organization at any given level. BCERMS encourages lateral information flow between functions. In addition, a representative of a function at one level may wish to exchange information with a similar function one level above or below them. Verifying general information is an important step before taking action.

The EOC should consider using standard three-part “round-trip” memorandum forms for all internal communications. These communications must be clearly marked with an originator’s message number, originating date and time, and identify the originator’s name and functional position. The same information is required when replying to an internal memorandum. See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for “Communication Forms” and “Message Numbering” forms.

6.11 Documentation

All EOC activities require some form of documentation and record keeping. Accurately documenting all actions taken during emergencies is extremely important. This includes a documented record of all decisions, directions, actions taken, and resources deployed. There are prepared forms for each EOC Section responsibility. The forms requiring completion are dependent on the agencies involved and the scope and impact of the emergency.

See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#) for forms relating to specific EOC activities.

6.12 Transfer of Responsibilities (Shift Changes)

When a staff member transfers their responsibilities to another, a simple but formal transfer briefing will be required. Shifts, therefore, should be no longer than 8 – 12 hours and should overlap by 15 minutes or so to prevent a staff position from being inadequately relieved. A transfer briefing should summarize the activities of the past shift, identify, “open” incidents or activities, and if time permits, be accompanied by a short written summary of the same information for later use.

6.13 Emergency Procurement and Expenditure Limits

When a major emergency or disaster exists, procurement of required goods, services, and supplies are allowed under Community Charter SS 173(3). Goods, services, and supplies shall be acquired by the most expedient and economical means available. EOC staff members should possess the same level spending authority that they have on a day-to-day basis as per the *RMOW Administrative Procedure D-1 2006 Procurement*. The Policy Group may increase expenditure limits to support the needs of the emergency response, as required. Expenditures made under SS 173(3) must be reported to Council at a regular meeting, and the financial plan amended to include the expenditure and funding source for the expenditures as soon as is practically possible.

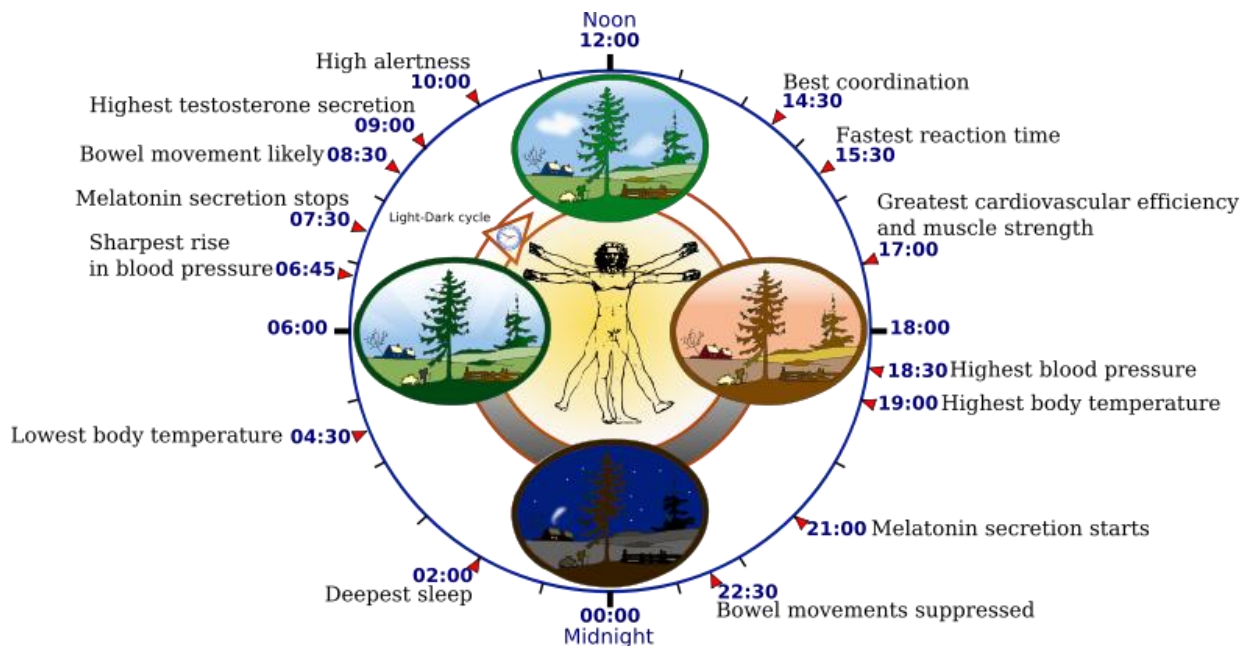
6.14 Worker Care

6.14.1 Staff Rest

The climate of the EOC can be very busy. Time must be allowed for staff rest, meals and general rehabilitation. Fatigue can contribute to poor decision making, memory loss, increased impulsiveness and overall poor judgment. The diagram below depicts the circadian patterns typical of someone who rises early in morning, eats lunch around noon, and sleeps at night (10 p.m.)

Activities at the EOC that require all staff members to attend, other than during their shift, should be infrequent. They interrupt necessary rest time and can preclude such necessary events as site visits and media interviews.

Figure 6 Staff Rest



6.14.2 Labor Relations

Rules and regulations regarding safety and overtime, and other labor relations issues, are not suspended on account of the major emergency or disaster. The RMOW and RMOW employees are entitled to the same rights as they are afforded during their normal course of employment as listed in the *RMOW Employee Handbook* or established collective agreements.

6.15 Worker Care Centers

For long duration emergency events, the EOC is responsible for ensuring that Worker Care Centers are established to provide workers with food, rest, first aid and emotional support. This is the responsibility of the Logistics Section.

6.16 Recovery

Near the end of emergency response operations, the EOC will make the transition to relief and recovery operations. This may require re-evaluating which EOC functions are required and which agencies and personnel are best suited to staff the functions, as appropriate. The Recovery Unit in the EOC is responsible for overseeing the transition from response to recovery. Planning recovery operations during the response will speed recovery time and reduce losses. It should therefore be started as early as possible.

Long term recovery efforts, four weeks to several years following an event, will likely include:

- Debris management
- Hazard mitigation
- Reconstruction of permanent housing
- Reconstruction of commercial facilities
- Reconstruction of transportation systems
- Rehabilitation of environment
- Implementation of long-term economic recovery
- Programs to support psycho-social and emotional support for evacuees or those affected

7 EOC FACILITIES

7.1 Maintenance and Set-up

The RMOW Emergency Program Coordinator is responsible for ensuring that the EOC is ready for use on short notice by establishing a regular maintenance and testing schedule.

The EOC contains information display materials, communications, equipment, forms, documents, and supplies required to ensure efficient operations and effective management on a 24-hour basis. The EOC will be initially set-up by the Logistics Section (if available to do so), or by the first people to arrive at the facility. A floor plan, illustrating the general layout of the EOC, is available on the next page of this document and in [Annex 1 Emergency Operations Centre Activation Guide](#). Specific requirements may cause a deviation from the described layout.

The primary EOC in the Public Safety Building is supported by a back-up generator. In the event of loss of power the generator will automatically start and supply power. Other support systems may be required to allow for continuous operations apart from normal public utilities and services. Building Services is responsible for maintaining the Public Safety Building generator and tests the generator regularly.

7.2 EOC Equipment and Supplies

EOC Activation Cabinet

1. Check-in List
2. EOC Activation Folder (includes management team EOC Vests)
3. Layout Plan
4. Access FOBs (8x)
5. EOC Quick Reference Guide (8x)
6. EOC Maps
7. CEMP(6x copies)

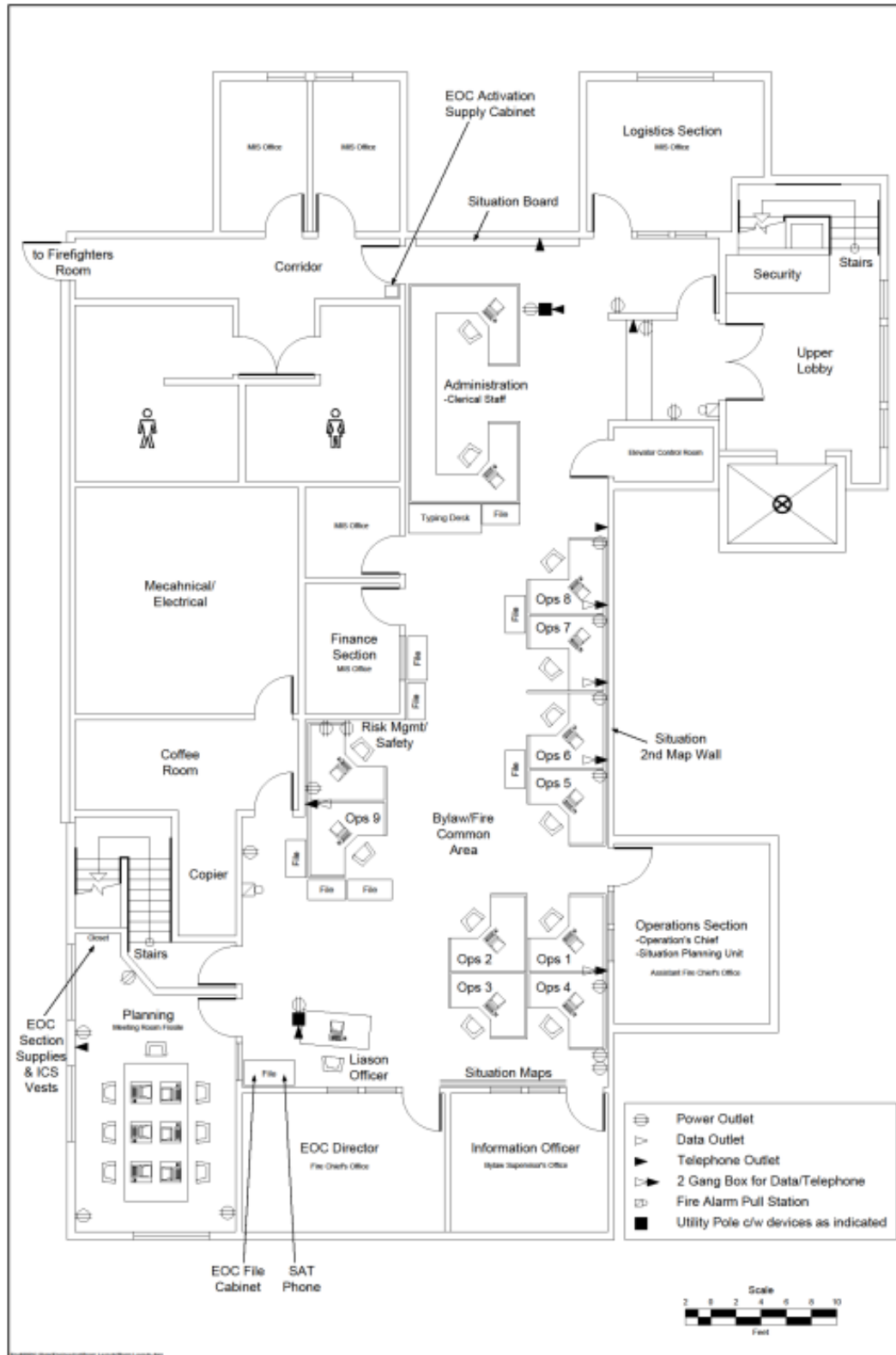
EOC File Cabinet

1. RMOW CEMP
2. RMOW Civic Address Books 2013 (2x)
3. Bound Notebooks (10x)
4. Blue Book - Equipment Rental Rate Guide
5. External Emergency Plans:
 - A. CN Rail
 - B. Fortis BC
 - C. BC Hydro
 - D. SLRD
6. Whistler Blackcomb

EOC Storage Closet

1. EOC Phones
2. EOC Computer Equipment
3. EOC Vests
4. Planning Supplies

Figure 7 EOC Floor Plan



7.3 Communications

The RMOW's IT Department is responsible for ensuring adequate telecommunications and cellular capability in the EOC at all times.

7.3.1 EOC Telephone Directory

The EOC's IT Branch Coordinator will maintain and publish a list of telephone numbers of EOC Staff, as well as other important external numbers, in an EOC Telephone Directory. The directory should only be circulated to those involved in the EOC and response operations, not to the media or the public.

7.3.2 EOC Section Phones

EOC phone station locations have a sign on the wall indicating the exact location and phone number for each EOC Station. Specific phone jacks are identified by the large yellow numbers located on each jack on the wall below the sign. A teleconference bridge is available in the EOC meeting room to allow several agencies to participate in a briefing or conference call simultaneously.

See [Annex 1 Emergency Operations Centre Activation Guide](#) for a list of EOC Phone Numbers including the teleconference bridge access codes.

7.3.3 Public Information Call Centers:

Another important consideration is to assign a telephone number as a Public Information Call Center, which is managed by the Information Officer. Several phones and operators can be assigned to the call centre if necessary. The Information Officer should regularly brief the operators so that consistent information approved by the EOC Management Team is provided to the public. If a toll-free number cannot be established, collect calls should be accepted.

7.3.4 Satellite Phones

The EOC may need to utilize satellite communication capability. Satellite phones provide the capability to rapidly transfer a wide variety of voice as well as data information between the site, EOC, PREOC, and other external support agencies. The intent of satellite link should be to provide disaster-resistant communications between all levels of BCERMS. The RMOW has a satellite phone dedicated to the EOC.

See [Annex 1 Emergency Operations Centre Activation Guide](#) for Satellite Phone information.

7.3.5 VHF Radio

RMOW's WFRS, Bylaw Service, Public Works/Engineering, Park Operations, RCMP and BCAS all utilize portable radio systems on a day-to-day basis. The RMOW has a Combined Events Radio Channel that can be used simultaneously by WFRS, RCMP and BCAS during an emergency. During a major emergency or disaster, this radio system will ensure the efficient transfer of important information between site personnel. It should be noted that this is a simplex channel and therefore is only effective when the users are in close proximity to one another.

EOC operations are supported by emergency communications volunteers who may be able to provide equipment and expertise in the event of a major emergency or disaster. Additional radio communication resources may be requested through EMBC.

See [Annex 1 Emergency Operations Centre Activation Guide](#) for a list of radio channels in the RMOW.

7.3.6 Emergency Radio

The Whistler Emergency Radio Team provides backup emergency communications to the RMOW should regular communication lines fail. An inventory of emergency radio equipment is stored in the

Public Safety Building. In addition to backup communications within the Municipality, the Emergency Radio Team can provide communications links to the PREOC and to other municipalities (e.g. to request mutual aid or share critical information) when other forms of communication are unavailable. See [Annex 1 Emergency Operations Centre Activation Guide](#) for the Emergency Radio Team Callout List.

Radio Communication Terminology

Standard protocols and terminology will be used at all levels. Plain-English for all communication will be used to reduce the confusion that can be created when radio codes are used. Standard terminology shall be established and used to transmit information, including strategic operations, situation reports, logistics, tactical operations and emergency notifications of imminent safety concerns. The EOC communications systems should provide reserve capacity for unusually complex situations where effective communications could become critical.

Radio Communication Forms

A standard three-part “round-trip” memorandum form should be used for all internal written communications. These communications must be clearly marked with an originator’s message number, originating date and time, and identify the originator’s name and functional position. In replying to an internal message form, the same information should be provided (using bottom reply box of the same form). See [Annex 1 Emergency Operations Centre Activation Guide](#) for information on where forms are stored in the EOC.

Radio Message Numbering

Message numbers provide an identification and reference, consisting of three-letter originator’s code followed by three sequential digits starting with 001. The numbers continue until 999 are reached, and then the sequence is re-started at 001. If an originator should exceed 999 messages in a single day, numbers should continue into four digits (1000, 1001, etc.) rather than restart at 001.

Radio Message Precedence:

An extensive amount of radio communications and messages will be handled in the EOC. In order to quickly identify the significance of a particular message it is important for the originator to apply a level of precedence appropriate for the circumstances. Similar to resource and information requests, the following system of precedence levels should be applied:

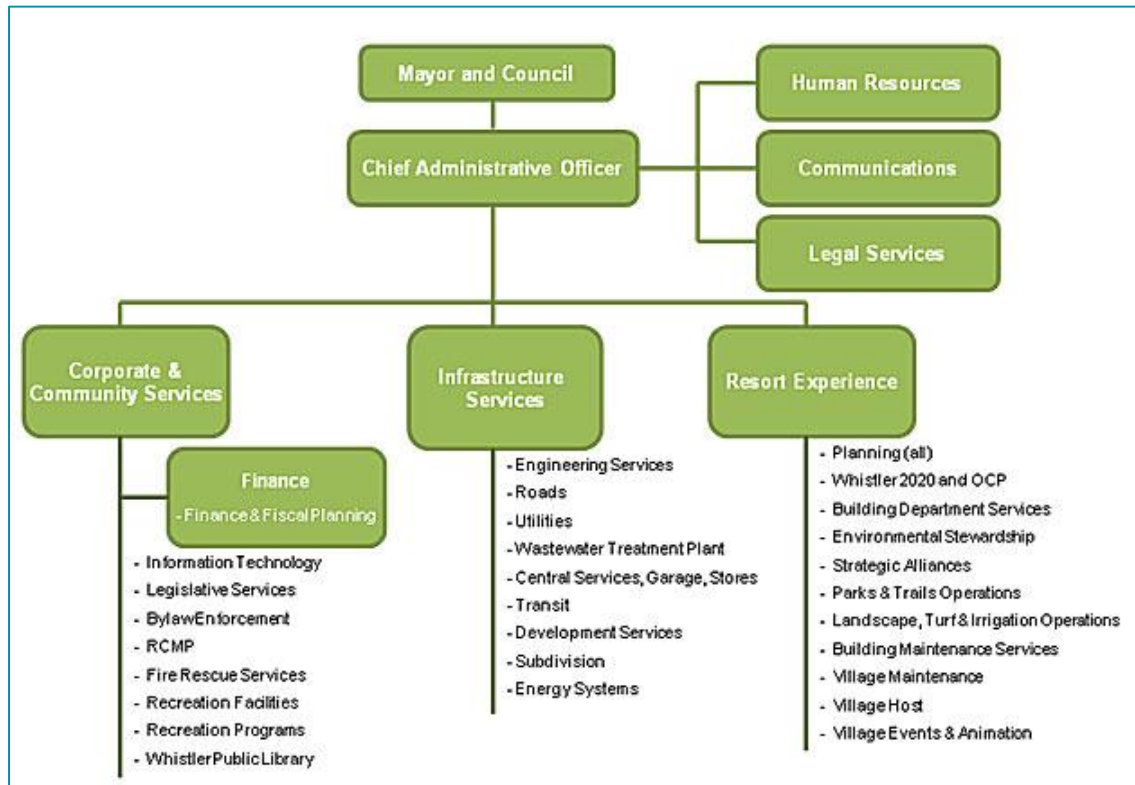
All messages should be processed through the applicable Section Chief to ensure consistent message format and appropriate use of precedence level is applied.

- Emergency** Any message having life and death urgency
- Priority** Important message/request with a specific time limit
- Routine** Regular message traffic

8 RMOW DEPARTMENT RESPONSIBILITIES

Following are brief descriptions of the RMOW's major departments in the context of their potential emergency operations responsibilities. The "emergency responsibilities" refer to activities a department may be called upon to deal with. Departments not assigned specific functions will provide assistance to other departments and agencies as required.

Figure 8 RMOW Corporate Structure



8.1 Mayor and Council

During emergency events, Mayor and Council need to make themselves readily available to come together and consider and approve bylaws, emergency resolutions, or a declaration of a state of local emergency, if necessary. Mayor and Council will be utilized as spokespersons to help calm residents during a time a crisis and reassure them that emergency plans and procedures are being implemented to help expedite a quick resolution to the situation.

Emergency Responsibilities:

- If required, Declare State of Local Emergency, define parameters, and notify all parties
- Make formal requests to the Province for Provincial or Federal assistance
- Declare termination of State of Local Emergency and notify all parties
- Assist with the issuance of emergency public information, in an official spokesperson role; as coordinated through the Information Officer
- Receive briefings from the EOC Director
- Increase expenditure limits to support the needs of the emergency response, as required

Potential EOC Assignments:

- Policy Group (work out of Municipal Hall and receive updates from the EOC Director)
- Spokesperson for municipality (Mayor or designate)

8.2 Chief Administrative Officer's Office

The CAO's office serves a coordinating managerial role to assure the continued operation of municipal government services.

8.2.1 Chief Administrative Officer

The CAO will liaise with all municipal departments to ensure municipal bylaw, policies and strategic direction are adhered to. The CAO will assume the role of EOC Director during activations and will be responsible for keeping the Policy Group informed on the emergent situation.

Emergency Responsibilities:

- Activate the EOC, if not already activated (See [Annex 1 Emergency Operations Centre Activation Guide](#))
- Assume the role of EOC Director at the EOC (See [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#))
- Ensure the Policy Group, General Managers and EOC staff have been notified (See [Annex 1 Emergency Operations Centre Activation Guide](#) for contact information)
- Ensure EMBC has been notified and a task number has been assigned (See [Section 6.1](#))
- Advise the Policy Group on policies and procedures, as appropriate
- Ensure communication links are established between the EOC and Incident Command Post(s)
- Recommend to the Policy Group the need to declare a state of local emergency
- Ensure approved information on the emergency event is being issued to the public in a timely manner
- Ensure continuity of municipal government operations

Potential EOC Assignments:

- EOC Director

8.2.2 Communications

Utilizing a number of communications vehicles, the Communications Department facilitates the accurate and timely communication of information to internal and external stakeholders.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations
- Provide public information pertaining to the emergency situation
- Coordinate media relations, including coordination of media centers
- Coordination of information, between Information Officers, Public Information Call Centers, media and other outlets
- Identify Information Officers for each emergency site and notify the EOC and all emergency site agencies and the media of the designated Information Officer(s)
- Provide information to ICs, the EOC, first responders, municipal switchboards and the media
- Manage Public Information Call Centers and provide information to the Call Centre (if activated)
- Arrange for provision of Information Officers to ESS Reception Centers (if required)
- Ensure that information on the RMOW's web site is maintained and current
- Ensure that appropriate support staff are available to assist with operating the Information centers
- Pre-format media releases and instructions to the public where possible to reduce the chance of releasing incorrect information
- Monitor published and broadcast information and take immediate action to correct any misinformation

Potential EOC Assignments:

- Information Officer (internal, external, and public information)
- As otherwise directed by the EOC Director

8.2.3 Human Resources

Human Resources will plan and coordinate the deployment of staff during a major emergency or disaster. Human Resources is also responsible for maintaining employee records, ensuring occupational health and safety guidelines are met, coordinating WorkSafeBC claims, and ensuring staff payroll is coordinated.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations
- Prepare emergency related policies and procedures related to the emergency mobilization and deployment of staff, volunteers and contractors
- Maintain employee records and skills inventory
- Develop a plan and coordinate deployment of municipal staff to support emergency response and recovery efforts
- Assist other municipal departments in call out, deployment and record keeping of staff
- Ensure occupational health and safety guidelines are observed and adhered to, regardless of the extent of the emergency situation
- Coordinate WorkSafeBC claims for staff and volunteers
- Ensure continuity of municipal staff's compensation and salary administration. Process the Municipality's payroll, as per usual
- Ensure continuity of municipal staff's health and benefit plans
- Liaise with applicable Unions on matters pertaining to employees and human resources services
- Coordinate critical incident stress response services to ensure a healthy environment for all municipal staff and volunteers

Potential EOC Assignments:

- Finance Section - Compensation & Claims (HR); Time Unit Coordinator
- Logistics Section – Personnel Unit; Supply Unit
- As otherwise directed by the EOC Director

8.3 Corporate and Community Services Division

During emergency events, Corporate and Community Services will provide trained staff and equipment to support response and recovery efforts. This includes first responders from RCMP and Fire as well as support staff to the EOC. Corporate and Community services will work with community partners to provide care and shelter to people displaced by a major emergency or disaster through ESS.

8.3.1 Whistler Fire Rescue Service

The WFRS is the lead agency for all operations involving fire suppression, rescue, motor vehicle accidents, incidents involving high angle, still water, and ice rescues, and basic hazardous materials within the RMOW boundaries. In the event of EOC activation, WFRS will ensure that a WFRS representative reports to the EOC to assume the role of Operations Fire Branch Coordinator as necessary and available.

Emergency Responsibilities:

- Participate in IC and UC at emergency site(s), as required
- Provide staff to support EOC activations and the Fire Branch of the Operations Section
- Provide fire suppression operations and the rescue of people trapped by fire, wreckage and debris and coordinate specialized resources for Heavy Urban Search and Rescue (HUSAR). Note: At this time the WFRS does not have HUSAR capabilities
- Provide basic hazmat response to incidents involving hazardous materials until another authority with greater expertise is available to deploy specialized resources and direct operations. Help identify the product, contact Canadian Transport Emergency Response (CANUTEC) [613-996-6666]

or ***666 on a cellular phone**], establish a perimeter and assist with any evacuations that may be necessary

- Provide hazmat response to the Whistler Sliding Centre, Meadow Park Sports Centre, Olympic Plaza and the Waste Water Treatment Plant, as required
- Provide First Responder Medical Aid response in conjunction with other responders
- Provide water rescue response to incidents in the still water environment and coordinate specialized resources for incidents in the swift water environment
- Coordinate WFRS operations from the EOC
- Activate mutual aid as required
- Oversee the evacuation of people and animals from buildings when potential life safety is at risk
- Provide equipment and staff to assist with water pumping operations

Potential EOC Assignments:

- EOC Deputy Director (as required)
- EOC Liaison Officer (as required)
- EOC Operations Section – Fire Branch
- As otherwise directed by the IC/UC or EOC Director

8.3.2 RCMP

RCMP responds to emergencies on a daily basis in conjunction with other duties. In the event of a major emergency or disaster Senior Officers activate specific Policies and Procedures for efficient, effective response and coordinated control. By nature of the federal government organization and provincial policing structure, the RCMP also has access to a broad range of resources (e.g., air support, emergency response teams, telecommunications, and personnel). An RCMP member will likely assume the role of IC for incidents where the Police are the lead agency. This includes: major crimes; plane crash; civil disobedience and terrorism.

Upon activation of the RMOW's EOC, a senior RCMP member will report to the EOC and assume the role of Operations RCMP Branch Coordinator. Additional RCMP personnel may be called upon to support the EOC Planning Section in the event an evacuation plan is required. Whistler's RCMP will also likely assume the role of EOC Operations Chief during events requiring police as the lead agency.

Emergency Responsibilities:

- Participate in IC and UC at emergency site(s)
- Provide staff to support EOC activations and the RCMP Branch of the Operations Section
- Identify, establish and control access and egress routes for emergency vehicles at site(s)
- Assess site situation and determine additional resources as required
- Establish and maintain perimeters around site(s)
- Identify, establish and control evacuation routes in cooperation with WFRS, BCAS, and Public Works/Engineering
- Coordinate and facilitate evacuation notifications
- Upon activation of RMOW's EOC, provide a senior RCMP staff member to assume role of Operations RCMP Branch Coordinator, and support other EOC functions as needed
- Coordinate search and rescue operations, overseeing the role of WSAR team
- Oversee crime prevention/control at all site(s)
- Assist coroner with identification and care of human remains

Potential EOC Assignments:

- EOC Operations Section – RCMP Branch; WSAR Branch
- EOC Planning Section - Evacuations
- As otherwise directed by the IC/UC or EOC Director

8.3.3 Finance and Fiscal Planning

The Finance Department is responsible for advising the EOC Director on all matters of a financial nature to facilitate the most effective emergency response. Financial services will manage all ordinary and extraordinary costs associated with a response to and recovery from a major emergency or disaster and will ensure appropriate tracking of all incurred expenses.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations
- Ensure that records of expenses are maintained for future claim purposes
- Commence provision of emergency financial services, including:
 - Emergency payroll
 - Emergency procurement
 - Emergency banking
 - Emergency financial record keeping
 - Emergency claims management
- Oversee process of Disaster Financial Assistance, as part of the response and recovery stages of the emergency/disaster
- Recommend spending limits and financial tracking procedures to EOC Director
- Provide periodic expenditure updates to the EOC Director
- Develop a plan to coordinate funds donated to support emergency victims
- Liaise with provincial finance staff for guidance and direction on applying for cost recovery and reimbursement of emergency expenditures
- Provide information to the public on applying for disaster financial assistance and coordinate claims with EMBC

Potential EOC Assignments:

- EOC Finance and Administration Section Chief and other F/A Section support
- EOC Logistics - Purchasing/Procurement
- As otherwise directed by the EOC Director

8.3.4 Information Technology (IT)

IT is responsible for maintaining the phone (landline) system, information network (computer) system and cell phones for all municipal departments and the EOC. The IT department will also set-up IT equipment in the EOC.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations
- Ensure that the EOC is operational with working landlines and IT systems
- Ensure RMOW's phone system and information network is maintained and operational before, during and after an emergency event
- Ensure GIS mapping system is operational and accessible to EOC staff
- Staff RMOW's help desk, supporting the communication and information system needs of municipal and EOC staff
- Ensure connectivity with all information system users before, during and after an emergency event
- Manage and maintain all RMOW servers and software programs
- Assign and/or reassign, on priority basis, desktops and laptops to RMOW staff
- Restore important information and data disrupted and/or lost during emergency response and recovery efforts

Potential EOC Assignments:

- EOC Logistics – IT Branch

8.3.5 Legislative Services

During a major emergency or disaster the Legislative Services Department will coordinate information to and from the Policy Group on behalf of the EOC Director and EOC Management Team.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations
- Work with the EOC Director to ensure that appropriate information is shared with the Policy Group
- Liaise with the EOC Director to determine the needs of the Policy Group and to facilitate any meetings or other actions required to ensure the ongoing function of the local government
- Assist the EOC Director in the preparation of a “Declaration of a State of Local Emergency,” and coordinate approval with the Policy Group, as required
- Assist in the interpretation and, if necessary, the preparation of Bylaws
- Provide information on applicable municipal bylaws and regulations that come into question during response and recovery efforts
- Provide information and guidance on existing lease agreements, corporate records, litigation, and insurance claims
- Ensure that municipal switchboard is staffed appropriately and that approved information on the emergency event has been provided to staff for issuing to the public, as needed
- Liaise with municipal lawyers
- Ensure maintenance, recovery and preservation of municipal corporate records, both statutory and operational

Potential EOC Assignments:

- EOC Planning Section – Documentation Unit, Advanced Planning
- EOC Management Staff – Risk Management Officer
- As otherwise directed by the EOC Director

8.3.6 Bylaw Services

During emergency events, Bylaw Services will provide staff, vehicles and equipment to support response and recovery efforts, as directed by GM of Corporate and Community Services, CAO, Fire Chief, RCMP Officer-in-Charge and/or by the EOC Director. Bylaw Services has a departmental emergency plan that outlines their roles and responsibilities during a major emergency or disaster.

Emergency Responsibilities:

- Upon notification of an emergency event, ensure that appropriate emergency response agencies have been advised
- Upon request, support emergency response at the emergency site by providing Bylaw staff, vehicles, equipment and communications capability
- Provide staff to support EOC activations and operations
- Establish communications with Bylaw personnel and reassign duties as appropriate to match the needs of the emergency event
- Coordinate the removal of parked cars to clear roadways
- Coordinate Animal Control with ESS and Whistler Animals Galore (WAG) for the care of domestic animals now lost and/or impacted by the emergency event

Potential EOC Assignments:

- Logistics
- Operations
- As otherwise directed by the EOC Director

8.3.7 Recreation

In a major emergency or disaster, the Recreation Department will provide recreation facilities that can support emergency activities (e.g., ESS reception centres) and to provide trained staff that can support emergency response and recovery efforts.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations, as required
- Upon request, support emergency response operations by providing recreation staff, vehicles, communications (ex. radios) and equipment (ex. first aid equipment)
- Provide emergency first aid treatment
- Coordinate and oversee the management of essential recreation facilities and sites
- Communicate the restoration needs of essential recreation and ESS facilities to the EOC
- Establish a program to assist in the care of children of EOC and emergency response staff, as required
- Provide support as required to ESS

Potential EOC Assignments:

- Logistics
- Operations – ESS Branch
- As otherwise directed by the EOC Director

Emergency Social Services:

Emergency Social Services (ESS) is a municipal program that is supported by trained volunteers. ESS provides short-term (72 hours) essential services to people affected by a major emergency or disaster. These services include: shelter, food, essential clothing needs, family reunification, emotional support, first aid and referrals to pet care. The primary role of ESS is to care for the needs of people evacuated as a result of an emergency situation.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations, as required
- Establish ESS reception centres, group lodging centres and volunteer centres, as required
- Request, through the EOC, mobile support, as required
- Coordinate and provide ESS services for evacuees, persons impacted by the emergency and emergency workers
- Obtain and coordinate ESS resources and supplies, as required

Potential EOC Assignments:

- Operations – ESS Branch
- As otherwise directed by the EOC Director

8.3.8 Whistler Library

The library is a place in the community that is easily recognized both physically and as a place of comfort and security; a place where one will receive the help they seek. With this in mind, the Whistler Library should resume library services to normal as soon as possible following a major emergency or disaster. The Whistler Library may be used as an information centre in addition to regular library services (internet, etc.). Library staff may be asked to staff call centres as required.

Emergency Responsibilities:

- Implement Library emergency response and recovery plans to protect staff, patrons and facilities
- Potentially provide resources to the municipality in terms of staff, facilities, communications support or other services; these may include:
 - Staff may be designated for call centre(s) established by the EOC Information Officer

- Provide facilities to coordinate the provision of information to the public (in cooperation with Information Officer and ESS), e.g., through use of facilities as information centres and/or call-centres, and internet computers at library locations
- Implement business recovery plans to facilitate returning library services to normal as soon as possible
- Coordinate with the EOC Information Officer to convey information to the public, as required
- Coordinate with the EOC to promote special activities for the affected population, as required

Potential EOC Assignments:

- Support staff to Information Officer
- Support staff to Logistics Section (Facilities, personnel)
- As otherwise directed by the EOC Director

8.4 Infrastructure Services

The Infrastructure Services Department is responsible for roads, waterworks, sewers, solid waste services, flood protection, sanitation, fleet management, transportation system (with the exception of Highway 99 which is the responsibility of the Ministry of Highways), and the emergency program. Upon activation of the EOC, senior staff from Infrastructure Services will report to the EOC to fulfill the role of Liaison Officer, Operations Public Works/Engineering Branch Coordinator and support the Planning and Logistics Sections as required. Infrastructure Services will also assume the role of EOC Operations Chief during events requiring Public Works and Engineering as the lead agency.

Infrastructure Services have developed plans for the following functional areas:

- Utilities – Water Emergency Response Plan
- Central Services – Public Works Yard Plan
- Emergency Flood Response Plan
- Waste Water Treatment Plant Emergency Response Plan

8.4.1 Roads

The Roads Department is responsible for maintaining RMOW's road network and storm water system, and for undertaking preventative measures to protect the community from flood damage. During emergency events the Roads Department will continue daily operations, maintain, construct, and repair roads and maintain flood control measures, in an emergency response capacity. Roads will provide equipment and personnel for emergency operations as required. Roads will provide direction and support on traffic management matters in co-ordination with emergency services and engineering. In the event of a flood, the roads department is the lead response agency and will coordinate flood protection operations.

Emergency Responsibilities:

- Depending on the nature of the emergency, provide an Incident Commander (IC), if required
- In the event of a flood, implement the Emergency Flood Response Plan
- If not the lead agency, support site activity and rescue operations, as required
- Provide staff to support EOC activations and operations
- Assist the EOC Logistics Section with the supply of municipal equipment and vehicles and procure, as required, equipment and vehicles from the private sector
- Maintain flood control measures (storm water management and dykes)
- Provide flood protection operations, i.e., sandbagging, emergency pumps, and drainage or excavation, including monitoring and reporting back to EOC
- Clear roads and work collaboratively with the RCMP on issues of traffic control. This may include the provision of barricades, signs and other traffic control devices to control traffic and pedestrians. This may also require temporary road construction, snow and ice control on roads, and/or inspection of viable transportation systems

- Provide or arrange for the clearing of debris, temporary road construction and maintenance of emergency traffic routes, and inspection of bridges

Potential EOC Assignments:

- Operations Section
- Logistics Section
- As otherwise directed by the Incident Commander or Emergency Operations Centre Director

8.4.2 Utilities

The Utilities department operates and maintains RMOW's district energy distribution loop, water supply and distribution systems, and the municipality's sanitary sewer collection system. In a major emergency, utilities will monitor, maintain and repair these utilities, the landfill gas collection system, and the District Energy System field equipment. In addition, Utilities will liaise with external utility companies (BC Hydro, Fortis BC, etc.) to assist in identifying restoration priorities.

Emergency Responsibilities:

- Depending on the nature of the emergency, provide an Incident Commander (IC), if required
- Support site activity and rescue operations as required
- Provide staff to support EOC activations and operations
- Provide subject matter expertise and/or point-of-contact for all aspects of RMOW utilities
- Monitor vulnerable areas – water mains, sewer lines, district energy lines, landfill gas collection and flare system
- Maintain, repair and provide emergency restoration of specified utilities (potable water, sewage collection, and district energy distribution). The Utilities Department could assist with wastewater treatment plant, solid waste management, and recycling plant restoration issues, however the expertise in these areas is with other groups.
- Provide liaison and assistance, where possible, to public utility companies and commercial communications outlets for emergency restoration and/or discontinuance of the utilities
- Develop and coordinate a strategy for service resumption with the utility companies
- Provide information regarding utilities connections, usability of structures and locations or status of other relevant infrastructure
- Conduct discussions of potential issues relating to emergency telecommunications
- Assist in the containment of a hazardous materials spill and limit any potential damage to waterways and sewer systems
- Implement the Water Emergency Response Plan as required and provide emergency potable water, supplies, and sanitation facilities as requested by the Vancouver Coastal Health Drinking Water Officer

Potential EOC Assignments:

- Operations Section – Utilities Branch
- Logistics Section
- As otherwise directed by the Incident Commander or Emergency Operations Centre Director

8.4.3 Solid Waste

Infrastructure services staff operate and maintain two compactor sites, the waste transfer station, and the composter through contracts with private waste hauling and disposal companies. In an emergency, solid waste staff will initiate procedures to continue operations at waste transfer stations and oversee disaster debris operations.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations

- Perform an assessment on the emergency impacts to the RMOW waste transfer station and compactor sites and municipal waste management operations. Report this information to the EOC
- Arrange for private waste hauling and disposal companies to provide emergency waste collection services (for debris, brush, etc.), as required
- Assess the need for additional waste drop off services at RMOW compactor sites (e.g. extended service hours, additional staffing)
- Work with EOC Information Officer(s) to communicate changes of waste services to the affected public
- Liaise with the Ministry of Environment on emergency amendments to Certificates of Approval for waste facilities as required

Potential EOC Assignments:

- Operations Section

8.4.4 Waste Water Treatment & District Energy System Plants

Waste Water Treatment Plant (WWTP) staff operate and maintain the RMOW's wastewater treatment and district energy system (DES) plant. The WWTP receives treats and releases liquid waste from Whistler's sewage collection system. The DES plant generates thermal energy which is provided to buildings in Cheakamus Crossing for building and domestic heating. In an emergency affecting the WWTP or the DES the WWTP Emergency Response Plan will be activated.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations, as required
- Implement the WWTP Emergency Response Plan, as required
- Assess the extent of damage on the waste water infrastructure and report this information to the EOC
- Communicate resource requirements to the EOC
- Assist in the containment of a hazardous materials spill and limit any potential damage to waterways
- Notify the EOC on any matters which may adversely affect public health and/or the environment
- Notify affected residents and building managers if the DES plans is inoperable.

Potential EOC Assignments:

- Operations Section - Utilities

8.4.5 Development Services

The Development Services Department provides technical/engineering services and Geographic Information System (GIS) to the RMOW. In a major emergency the Development Services department will provide technical and GIS services to the emergency site and EOC.

Emergency Responsibilities:

- Provide technical support with respect to reinstating and maintaining essential infrastructure: water supply and distribution, sanitary sewers, roads and drainage systems.
- Provide staff to support EOC activations and operations, as required
- Provide specialized GIS maps for EOC and site
- Provide technical support on traffic management matters in co-ordination with emergency services and the Roads department
- Coordinate arrangements for the demolition of unsafe buildings and structures as requested by the EOC
- Ensure continuity of core Development services

Potential EOC Assignments:

- Operations Section
- Planning Section – GIS Mapping
- Operations Section – Engineering Branch
- Logistics Section
- As otherwise directed by the EOC Director

8.4.6 Transit

During a major emergency or disaster, the transit department may coordinate emergency transit needs through the deployment of the Whistler Transit system vehicles as required.

Emergency Responsibilities:

- Provide staff to support EOC activations, as required
- Establish contact with BC Transit and the local transit operating company to establish availability of equipment and transportation resources for use in evacuations and other operations as needed
- Maintain inventory of available RMOW transit resources

Potential EOC Assignments:

- Logistics Section – Transportation
- As otherwise directed by the EOC Director

8.4.7 Emergency Program

The Emergency Program is responsible for ensuring that RMOW has a strategy in place to address preparedness, response, recovery and mitigation from emergency events. During a major emergency or disaster the RMOW Emergency Program Coordinator will assume responsibility for the EOC Liaison Officer function.

Emergency Responsibilities:

- Provide staff to support EOC activations and preform the role of Liaison Officer in the EOC, thereby communicating with EMBC, other municipalities and other stakeholders during the emergency response
- Advise on the requirements of RMOW Emergency Bylaw and RMOW CEMP
- Assist with EOC set-up of necessary equipment, arranging of security to the EOC, and signing in EOC personnel
- Provide advice, expertise and support in emergency management functions to EOC staff
- Oversee the response capacities of the volunteer emergency teams including Search and Rescue, ESS, and Emergency Radio

Potential EOC Assignments:

- EOC Liaison Officer (Management Section)
- Supports other EOC Sections as required
- As otherwise directed by the EOC Director

8.4.8 Central Services

During a major emergency, central services will maintain operations at the Public Works Yard including fleet management, garages, stores and purchasing. Stores staff will assist with the acquisition, allocation and tracking of resources through the EOC Logistics section.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations as required

- Working with the EOC Logistics Section, provide and secure equipment and supplies not owned by the RMOW and negotiate vendor contracts not previously addressed
- Ensuring liaison with EOC Finance/Administration Section in order to assist with maintaining accurate records of expenses
- Keep the EOC advised on all significant issues relating to the municipal fleet of vehicles
- Working with the EOC Logistics Section, determine if required resources and quantities are available in the municipal inventory
- Provide mechanical maintenance and servicing of essential vehicles/equipment
- Maintain a list of essential municipal vehicles/equipment and fuel sources
- Maintaining and updating a list of all vendors (including 24-hour contact numbers), who may be required to provide supplies and equipment
- Ensure emergency fuel contracts for vehicles and standby generators are active and in good standing
- Fuel municipal generators, as required

Potential EOC Assignments:

- Logistics Section – Supply Unit
- Finance Section – Procurement
- As otherwise directed by the EOC Director

8.5 Resort Experience

The Resort Experience (REX) Department includes Building Services, Planning, Environmental Stewardship, Strategic Alliances, Parks & Trails Operations, Landscape, Turf and Irrigation Operations, Building Maintenance Services, Village Maintenance and Village Events and Animation. During emergency events the Resort Experience department will provide personnel to support emergency operations.

8.5.1 Building Department

The Building Department administers the building permit approval process for new buildings, alterations and tenant improvements. Responsibilities include the application and enforcement of the *BC Building Code*, Building Bylaw, Zoning Bylaw, Provincial and Federal regulations; archiving and retrieval of historical building documentation; risk management; response to legal challenges; support to designers, contractors, realtors and the general public in the interpretation and implementation of building codes, standards, regulations and municipal bylaws. During a major emergency or disaster, the Building Department will provide damage assessments to areas that have been involved in a major emergency or disaster and assist in disaster recovery operations. The Building Department may also be called upon to contact and coordinate local qualified Registered Professionals (Structural Engineers, Geotechnical Engineers) to assist in damage assessments.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations, as required
- Perform and/or arrange for rapid damage assessments on the structural safety of municipal and public buildings (based on pre-determined priorities) and determine whether they are suitable and safe for occupancy
- Identify and prioritize damaged structures to be inspected and coordinate building and plumbing inspection personnel
- Take action to ensure the protection of the public including, but not limited to:
 - Prohibit the use or occupancy of a building
 - Order a building to be renovated, repaired or demolished to remove an unsafe condition
 - Take measures necessary to mitigate the danger where a building is involved
- Provides technical expertise regarding the construction of buildings, as required
- Document the status of building inspections within the RMOW, including extent of damage and priority for repair and restoration

- Issue any orders as required for required remedial actions to be undertaken
- Provide input into the recovery planning process
- Ensure continuity of core Building Services

Potential EOC Assignments:

- Operations Section – Inspections Branch
- As otherwise directed by the EOC Director

8.5.2 Planning

Planning Services manages all aspects of long range and current planning within the RMOW. During a major emergency or disaster, the Planning Department will provide support to the EOC in the form of personnel and demographic and population information as well as expertise related to land use and zoning.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations, as required
- Upon request, provide demographic and population information to the EOC
- Provide input into the recovery planning process
- Ensure that Recovery Plans and re-construction initiatives consider the RMOW Official Community Plan
- Ensure continuity of core Planning Services

Potential EOC Assignments:

- EOC Planning Section
- As otherwise directed by the EOC Director

8.5.3 Environmental Stewardship

Environmental Stewardship is responsible for developing and implementing policies, bylaws and work programs that promote RMOW's environmental protection and sustainability objectives. During an emergency event the environmental stewardship department will advise on issues related to environmental protection and response.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations, as required
- Act as the coordinating link with all agencies with responsibilities for environmental response or environmental protection within the boundaries of the RMOW including, but not limited to, the Ministry of Environment
- Maintain and advise on a listing of local contractors and vendors with environmental response goods or services
- Provide advice on environmental policies and bylaws to EOC staff in regards to the RMOW environmental protection and sustainability objectives
- Continue to monitor air quality and water quality in lakes and streams for compliance to Ministry of Environment and public health criteria, as required

Potential EOC Assignments:

- Support to the EOC Operations Section
- As otherwise directed by the EOC Director

8.5.4 Parks and Trails/Landscape, Turf and Irrigation/Village Maintenance

The Parks/ Trails and Landscape/Turf/Irrigation and Village Maintenance will provide equipment, vehicles and trained staff in support of emergency response and recovery efforts.

Emergency Responsibilities:

- Assist Public Works/Engineering with clearing roads, establishing road blocks, securing unsafe areas, snow removal, flood control measures (e.g., sandbagging and dyking) and debris removal
- Provide staff, equipment, vehicles and facilities to support various response and recovery efforts at the emergency site
- Provide staff to support EOC activations and operations, as required
- Providing equipment for emergency pumping operations (irrigation department)
- Providing emergency first aid treatment
- Undertake a review of all damage to parks including damage to trees – report the damage to the EOC
- Resume regular services as soon as possible

Potential EOC Assignments:

- Support to the EOC Planning Section
- Support to the EOC Operations Section
- Support to the EOC Logistics Section
- As otherwise directed by the EOC Director

8.5.5 Building Maintenance Services

Building Maintenance Services includes municipal building maintenance, electrical services and construction services. Building Maintenance Services maintains Municipal Hall, Public Safety Building, Whistler Public Library, Public Works Yard buildings, Spruce Grove Field House, Millennium Place, as well as various other minor buildings. During a major emergency, effecting municipal building infrastructure, Buildings Maintenance Services will assist with municipal facility inspections and prioritize repair and reconstruction of these facilities. Building Maintenance Services will also distribute and maintain municipal generators.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations, as required
- Upon request, support emergency response operations by providing staff, vehicles, equipment and facility space
- Work with the EOC and the Building Services Department to perform (trained staff only) and/or arrange for rapid damage assessments of municipal buildings (based on pre-determined priorities) and determine whether they are suitable and safe for occupancy
- Assess and document the status of municipal buildings, including estimated value of damage and priority for repair and restoration and report these findings to the EOC
- Prioritize which municipal facilities require access to municipal generators
- Provide technical assistance for electrical systems, electrical safety, and temporary power.

Potential EOC Assignments:

- EOC Logistics Section
- EOC Planning Section – Damage Assessments
- Support to the EOC Operations Section
- Support to the EOC Logistics Section
- As otherwise directed by the EOC Director

8.5.6 Village Events and Animation

Village Events and Animation staff are responsible for managing facility bookings for the Village, Whistler Olympic Plaza, parks, fields, trails, outdoor spaces; permits and planning for the Festivals, Events & Animation program; as well as the Village Host program. For major emergencies or disasters involving a festival or event, the Village Events and Animation team will use pre-established contacts to help coordinate activities between the EOC and the festival or event agency.

Emergency Responsibilities:

- If the major emergency or disaster involves a special event, attend the EOC to provide details of the event and key contact information
- Potentially provide resources to the municipality in terms of staff, facilities, communications support or other services; these may include:
 - The acquisition of parks and fields to be used as staging areas by emergency response personnel
 - Coordination of Village Hosts to disseminate information through the village, as required
- Resume regular village events and animation programming as soon as possible
- Depending on the scope of the emergency, work with Strategic Alliances' staff to develop strategies to minimize the impact of the emergency on resort tourism

Potential EOC Assignments:

- Support to the EOC Logistics Section
- EOC Operations Section
- EOC Planning – Recovery (tourism resumption)
- As otherwise directed by the EOC Director

8.5.7 Strategic Alliances

Strategic Alliances is responsible for developing new relationships and expanding existing partnerships both in-resort and externally to help generate awareness of and visits to Whistler. During a major emergency, particularly if the emergency has interrupted resort operations, staff in Strategic Alliances will work to notify existing partners of resort interruptions and develop strategies and plans for encouraging visitors once the emergency has resolved.

Emergency Responsibilities:

- Provide staff to support EOC activations and operations, as required
- In coordination with EOC Information Officers, notify external partners of the extent of the emergency
- In coordination with EOC Information Officers and external partners (as available/required), develop a strategy to encourage tourists to return once the emergency has resolved

Potential EOC Assignments:

- Support to the EOC Planning Section
- As otherwise directed by the EOC Director

9 GOVERNMENT AND EXTERNAL AGENCY SUPPORT

This section will provide the essential emergency responsibilities and potential EOC assignments of the following external support agencies:

Federal and Provincial Agencies

- Public Safety and Emergency Preparedness Canada (PSEPC)
- BC Ambulance Services
- BC Coroner Service
- Emergency Management British Columbia
- Vancouver Coastal Health Authority
- Wildfire Management Branch

Local Partners

- Search and Rescue
- Emergency Radio
- Whistler Blackcomb
- Whistler Transit
- School District #48
- Whistler Health Care Centre
- Victim Services
- Whistler Animals Galore (WAG)
- Salvation Army
- St. John Ambulance
- Red Cross

Utilities

- BC Hydro
- TELUS/Shaw
- Fortis BC

Transportation Agencies

- CANUTEC
- CN Rail

9.1 Government Support (Federal/Provincial)

9.1.1 Public Safety Canada (PSEPC)

Public Safety Canada (PSEPC) is responsible for implementing a comprehensive approach to protect Canada's critical infrastructure and enhance Canada's emergency management framework.

Emergency Responsibilities:

- Assist EMBC with planning and coordination for response to and recovery from major emergencies or disasters
- Coordinate federal assistance if requested by provincial authorities
- Activate federal response and recovery plans in the event of province wide emergency events

9.1.2 BC Ambulance Service (BCAS)

BCAS will provide ambulances, trained personnel and whatever other essential resources may be required to assess, treat, stabilize, transport and deliver patients with medical needs to appropriate medical care facilities.

Emergency Responsibilities:

- Coordinate the triage and transportation of all injured persons to the Whistler Health Care Centre and other available hospitals
- Provide staff to support the Operations Section of RMOW's EOC Operations Section Ambulance Branch
- Oversee Critical Care Transport of injured as required

Potential EOC Assignments:

- Operations Section – Ambulance Unit Leader

9.1.3 BC Coroner's Service

The BC Coroner Service is responsible for the recovery, identification and ultimate disposal of human remains, and more specifically, for:

- Recovering the dead
- Recovering personal property
- Recovering evidence
- Determining the cause of deaths

Emergency Responsibilities:

- Coordinate care of the dead
- Recovery, identification and ultimate disposal of the dead
- Coordinate activities with RMOW's EOC

Potential EOC Assignments:

- Operations Section – Coroner Unit Leader

9.1.4 Emergency Management BC

EMBC is a division of the Ministry of Justice and is administered under the BC Emergency Program Act. EMBC coordinates the provincial response to emergencies and provides specialized technology resources to support local government emergency response activities. On a day-to-day basis, EMBC is available to respond to local government and agency calls through the PREOC that is staffed 24/7 and provides training to municipal staff and volunteers.

Emergency Responsibilities:

- Maintain a 24-hour Emergency Coordination Centre to provide support to the RMOW's emergency response and recovery efforts
- Issue a Task Number to the RMOW so the RMOW may account for all eligible expenses incurred during response and recovery efforts
- Support the efforts of emergency volunteers that provide critical emergency response services (e.g., Emergency Radio, ESS, WSAR)
- Coordinate provincial response and recovery efforts through the establishment of PREOC's and a PECC
- Make appropriate requests to the provincial ministries and agencies for assistance if the RMOW's resources are not adequate for an effective response to an emergency
- Recommend a Declaration of Provincial State of Emergency, as required
- Coordinate regional, provincial and federal assistance, as required

Potential EOC Assignments:

- Planning Section

9.1.5 Vancouver Coastal Health Authority

The RMOW is serviced by the Vancouver Coastal Health Authority (VCH). VCH is the administrative organization responsible for providing all publicly funded health services to the RMOW. VCH executes the duties of the Drinking Water Officer pursuant to the Drinking Water Protection Act, which regulates the potable water supply activities of the RMOW, and the implementation of emergency responses.

Emergency Responsibilities:

- Provide staff to the RMOW's EOC upon request
- Support the emergency activities undertaken by the Whistler Health Care Centre
- Determine the status of medical facilities within the RMOW and availability of facilities in surrounding area and report this information to the EOC
- Assist BCAS in ensuring that casualties are evenly distributing to receiving facilities
- In cooperation with Infrastructure Services, ensure that potable water supplies are inspected and monitored and implement emergency responses if required
- In cooperation with Infrastructure Services, ensure that sewage systems are operating at acceptable levels

Potential EOC Assignments:

- Operations Section – Health Branch

9.1.6 Wildfire Management Branch

The Wildfire Management Branch is a division of the Ministry of Forests, Lands and Natural Resource Operations. The Wildfire Management Branch is responsible for managing wildfires on both Crown and private lands outside of the RMOW. In the event of an interface fire within the RMOW boundary, the Wildfire Management Branch would assist and support the WFRS.

Emergency Responsibilities:

- Provide support to the EOC, as event requires.
- Support site activity through the provision of personnel, equipment, supplies, telecommunications equipment, aviation support and weather information to assist in emergency response operations.

Potential EOC Assignments:

- Operations Section – Fire Branch

9.2 Local Partners

9.2.1 Whistler Search and Rescue

WSAR is a community-based volunteer organization providing land and inland water search and Rescue Services, wilderness public safety education and assistance to local and regional governments during emergencies and disasters.

Emergency Responsibilities:

- Support site activity and rescue operations, as required
- Provide Ground and Inland water search and Rescue Services when requested by RCMP, BCAS, EMBC
- Provide some assistance to local and regional governments during major emergencies
- Provide assistance to the BC Coroner Service for the recovery of deceased persons
- Participate in RMOW's EOC, as requested

Potential EOC Assignments:

- Operations Section – WSAR Branch

9.2.2 Emergency Radio

The Whistler Emergency Radio Team provides alternate emergency communications to the RMOW. An inventory of emergency radio equipment is available in the Public Safety Building.

Emergency Responsibilities:

- Provide a representative to the EOC to determine the emergency radio communication needs and capabilities
- Coordinate the deployment of emergency radio operators and resources during an emergency according to the needs of the EOC

9.2.3 School District #48

School District #48 (SD#48) will provide for the safety of children, teachers and staff. SD#48 is responsible for developing school emergency plans and ensuring that staff and students have been trained and exercised in the details of the plans. SD#48 emergency plans are developed in cooperation with the RMOW's emergency program and emergency response officials. SD#48 will activate a centralized EOC to coordinate all activities and response needs of the various schools impacted by an emergency situation. The SD#48 EOC will communicate with the RMOW's EOC, on their status and identify what emergency assistance they require.

Emergency Responsibilities:

- Participate in RMOW's EOC, as requested
- Provide for safety of all children, teachers and staff within SD#48
- During emergency situations impacting Whistler schools, implement the appropriate school emergency plan and/or school evacuation plan
- Establish a SD#48 EOC to coordinate school response and recovery procedures
- Communicate priority needs to RMOW's first response agencies and RMOW EOC
- Provide school facilities and school resources for emergency use (e.g., ESS reception centres), as requested
- Upon request, coordinate the use of SD#48 transportation resources

Potential EOC Assignments:

- Operations Section

9.2.4 Whistler Blackcomb

Whistler Blackcomb (WB) is a ski resort located in the RMOW. WB maintains emergency plans and procedures for the safety of staff and visitors who work and recreate on the ski mountain. WB has many specialized resources that could be used to respond to emergency events both on the mountain and in the RMOW. WB resources include: trucks, snow cats, snowmobiles, radios, temporary fencing materials, fuel and diesel, first aid supplies and cooking facilities. WB has many staff trained in first aid, search and rescue, rope rescue, firefighting, and avalanche searches.

Upon request, and assuming WB staff is available, the WB will provide a representative to the RMOW's EOC to help coordinate emergency activities between the WB and the RMOW.

Emergency Responsibilities:

- Provide for the safety of staff and visitors
- Protection of Whistler Blackcomb buildings and structures
- Provide staff to RMOW's EOC to help coordinate emergency activity
- Provide staff and resources to support emergency social services
- Support Whistler's emergency response and recovery efforts
- Support Emergency Social Service activities by providing staff and resource support.
- In cooperation with Whistler Fire Rescue Service, support back-country fire response activities.

- Provide emergency equipment and expertise to the RMOW, including snowcats and snowmobiles, radios, temporary fencing materials, cooking facilities, first aid, search and rescue, firefighting, avalanche control blasting and search, emergency lighting
- Provide important safety information to the public during emergency events that impact Whistler Blackcomb

Potential EOC Assignments:

- Operations Section

9.2.5 Whistler Transit

Whistler Transit LTD. operates the public transit service in Whistler. Buses operate every day between 5:30 a.m. and 3 a.m. In the event of a major emergency or disaster, Whistler Transit Ltd. will allocate existing Whistler Transit System resources to the RMOW to facilitate emergency evacuations and other operations as required and report these resource allocations to BC Transit 1-800 number within the required timeframe according to BC Transit policies.

Emergency Responsibilities:

- Provide staff to support EOC activations, as required
- Communicate to the EOC the availability of transportation resources for use in evacuations and other operations as needed
- Provide transportation to move people from evacuation areas to designated reception centres
- Maintain scheduled transit service in unaffected areas

Potential EOC Assignments:

- Logistics Section – Transportation Unit

9.2.6 Whistler Health Care Centre

The Whistler Health Care Centre (WHCC) is a medical treatment and diagnostic centre. The main focus of the centre is to provide emergency care to Whistler patients. In the event of a major emergency or disaster, the WHCC will implement their emergency plan and activate an EOC to coordinate necessary medical services and support that will meet the needs of the emergency event.

Emergency Responsibilities:

- Provide emergency health care services
- Refer acute trauma patients to Lions Gate Hospital or Squamish General Hospital
- Activate the WHCC EOC for larger events requiring medical services coordination.
- Provide staff to RMOW's EOC when requested to do so
- Assist with the setting up of a field hospital, in the event the WHCC is damaged or non-functional

Potential EOC Assignments:

- Operations Section – Health Branch

9.2.7 Whistler Victim Services

The Whistler Victim Services team is positioned within the RCMP umbrella to provide emotional support, information and referrals to victims of crime and trauma. In a major emergency or disaster, Victim Services volunteers may provide emotional support to victims, witnesses and their family members. Although they do not provide counseling, they can make appropriate referrals to counseling services in the community.

Emergency Responsibilities:

- During emergency situations impacting Whistler – provide emotional support, information, and referrals to victims, witnesses, evacuees and family members
- Work with ESS to provide support in Reception and Group Lodging facilities

Potential EOC Assignments:

- Operations Section – RCMP Branch

9.2.8 Whistler Animals Galore

Whistler Animals Galore (WAG) is an animal shelter owned and maintained by the RMOW. During a major emergency, WAG will coordinate with RMOW Bylaw Services to care for domestic animals lost and/or impacted by the emergency event through the implementation of the RMOW Animal Disaster Preparedness Manual.

Emergency Responsibilities:

- Coordinate Animal Control with ESS and RMOW Bylaw Services
- Provide for the sheltering and feeding of animals
- Coordinate medical care for animals that have become sick or injured
- Establish a foster program for animals in need of temporary sheltering beyond the time they can remain in WAG facilities
- Coordinate the adoption of unclaimed animals after an extended holding period

9.2.9 Salvation Army

The Salvation Army may provide assistance to the RMOW in the form of emergency resources for public welfare, short term accommodation, clothing, feeding, emergency responder critical incident stress issues, and ESS Reception Centre support.

At the request of the RMOW the Salvation Army may:

- Provide trained staff for personal services at ESS Reception Centers
- Provide support to site response personnel
- Assist with mass feeding
- Assist in Donation Management

9.2.10 St. John Ambulance

St. John Ambulance has resources for communications, First Aid, mobile canteen services, and ESS Reception Centre medical support.

At the request of the RMOW St John Ambulance may:

- Provide registration and inquiry services
- Provide assistance to first responders by providing first aid and food services at the site level

9.2.11 Red Cross

The Sea to Sky Branch of the Canadian Red Cross may provide assistance to the RMOW in the form of registration and inquiry services. This service will assist the public in locating immediate relatives who have left their homes as a result of the major emergency or disaster.

At the request of the RMOW the Canadian Red Cross may:

- Assist with Registration and Inquiry functions at Reception Centers
- Collaboratively work with ESS to provide shelter and mass care
- Assist in Donations Management

9.3 Utilities

9.3.1 BCHydro

BC Hydro is responsible for the supply of electrical services to customers throughout the RMOW. This includes emergency response and restoration of services during emergencies. Upon request, and

subject to availability, BC Hydro will provide staff to support RMOW's EOC to coordinate activity on behalf of the utility agency.

Emergency Responsibilities:

In the event that the electrical distribution system becomes significantly disrupted, BC Hydro's response would involve the following:

- Distribute and restore electrical services
- Activating one or more BC Hydro EOCs
- In conjunction with the RMOW EOC determine exact priorities for the restoration of electrical services in affected areas
- Restore electrical services including the assessment of damage, prioritizing the work that has to be carried out and the mobilization and deployment of personnel and equipment to areas where they are needed
- Ensuring ongoing communications with RMOW's EOC

Potential EOC Assignments:

- Operations Section – Utilities Branch

9.3.2 TELUS/Shaw

TELUS and Shaw are responsible for providing telecommunications service to the RMOW. TELUS and Shaw will be requested to keep its equipment operational with primary emphasis on that equipment which is vitally needed by Whistler for an effective response to a major emergency or disaster.

Emergency Responsibilities:

- Ensure telecommunications capability in support of response efforts
- Restore telecommunication outages throughout Whistler, based on RMOW EOC priorities

Potential EOC Assignments:

- Operations Section – Utilities Branch

9.3.3 Fortis BC

Fortis BC is responsible for the generation, distribution and restoration of the natural gas system in the RMOW. Upon request and subject to availability, Fortis BC will provide staff to support the RMOW EOC activity.

Emergency Responsibilities:

- Generate, distribute and restore natural gas service to the community of Whistler
- Upon receiving a report that an emergency involving natural gas has occurred, immediately dispatch response personnel to evaluate the nature of the emergency and specify needs for action and support; on-site remedial action to correct the problem will then be implemented as soon as possible
- Provide information on above ground facilities and the location of buried pipes
- Upon request and when available to do so, provide staff to the RMOW EOC to coordinate activities on behalf of the utility agency

Potential EOC Assignments:

- Operations Section – Utilities Branch

9.4 Transportation Agencies

9.4.1 Canadian Transport Emergency Centre (CANUTEC)

CANUTEC is a federal government agency in Ottawa to assist with the handling of hazardous material emergencies. CANUTEC can be called whenever immediate information is required for emergencies involving all hazardous materials including chemicals, chlorine, toxic gasses, radioactive substances, acids, corrosives. Scientists (chemists) will provide information on the dangers involved and the proper method of clean up. CANUTEC provides information from its extensive data base and also makes every attempt to link emergency response personnel at a disaster site directly with individuals and organizations that can offer technical advice such as shippers, manufacturers of the product or others who handle the same product.

Emergency Responsibilities:

- Provide hazardous goods information to the RMOW IC and RMOW EOC upon request

9.4.2 CN Rail

CN Rail operates the rail-line that passes through Whistler. It provides rail right of way, rail bed, rail crossing and management of local rail service. CN Rail transports many varieties of regulated products and is responsible for their care.

Emergency Responsibilities:

- Assist in coordinating emergency response to CN Rail incidents and Provide emergency response capability
- Assist with transportation of emergency resources, as required
- Upon request and when available to do so, provide staff to the RMOW EOC to coordinate activities on behalf of CN Rail

Potential EOC Assignments:

- Operations Section

10 HAZARD, RISK, AND VULNERABILITY ASSESSMENT

Given the RMOW's environment, development and geographical location, it is vulnerable to numerous hazards, any one of which has the potential to disrupt municipal operations, cause damage, and create casualties. While it is not possible to predict the next occurrence of any of these hazards, their probability to some extent can be postulated by researching and analyzing historical records; and, the risk associated with each hazard can be projected by analyzing the expected and potential impacts that might occur.

To read the complete Hazard, Risk, and Vulnerability Assessment document please see [Appendix 1, Hazard, Risk, and Vulnerability Assessment](#).

10.1 Hazard, Risk, and Vulnerability Analysis (HRVA)

A HRVA is both a process and a tool used to identify hazards or emergency situations which are a priority for the municipality to make contingency plans for. The process assesses each situation by both its potential impact on the area, the probability of its occurrence, and also the vulnerability of the area to the event. Events with both a high risk of probability (i.e., likelihood) and seriousness of impact (i.e., consequence or vulnerability of the municipality) receive the highest rating. Risk-based choices can then be made to address vulnerabilities, mitigate hazards and prepare for response to and recovery from hazard events. A HRVA is a requirement mandated by the Local Authority Emergency Management Regulation of the BC Emergency Program Act.

A hazard is a source of potential harm or a situation with potential for causing harm, in terms of human injury, damage to health, property, the environment, or economic hardship. Risk is the chance of injury or loss as defined as a measure of the probability (*likelihood*) and severity of an adverse effect to health, property, the environment or other things of value. *Hazard likelihood* is categorized based largely on the historical occurrence of similar events: frequent (1 - 3 year occurrence), moderate (3 - 10 year occurrence), occasional (10 - 30 year occurrence), unlikely (30 - 100 year occurrence), rare (100 - 200 year occurrence), and very rare (200+ year occurrence). *Consequence severity* is based on seven categories of impacts for each hazard: fatalities, injuries, critical facilities, lifelines, property damage, environmental factors, economic and social factors.

In this plan, risks are rated on a progressive scale - very low, low, high and very high – based on the analysis of event likelihood combined with consequence severity. Different impacts will have different potential consequences. Lastly, hazard vulnerabilities are considered in the development of the HRVA in terms of broad groupings: social, physical, economic, environmental and political.

10.2 HRVA Summary

Following is a summary of the results of the RMOW HRVA, completed in 2012. The Risk Matrix [Figure 9](#) on the following page shows the relative ranking of all hazards analyzed.

As reflected in the risk matrix ([Figure 9](#)), the Municipality has no hazards with a rating of very-high and has identified five hazards with a rating of high. These include: interface fire, earthquake, volcano, interruption to water supply and snow storm.

Figure 9 Risk Matrix

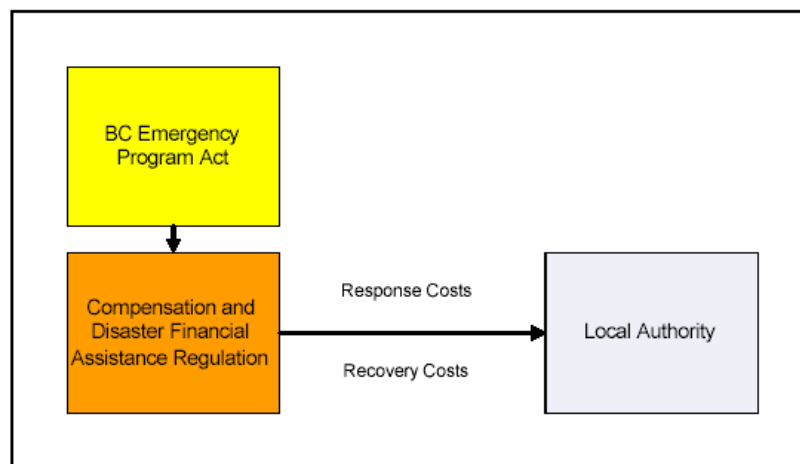
Hazard	Risk Rating			
	Low	Medium	High	Very High
Aircraft Crash		X		
Avalanche	X			
Civil Disorder / Riot		X		
Debris Flow/Debris Flood		X		
Drought		X		
Earthquake			X	
Epidemic/Pandemic		X		
Flood		X		
Geotechnical Event		X		
Hazardous Materials Accident		X		
Hazardous Materials Accident - Rail		X		
Heat wave		X		
Ice Storm (Major)		X		
Ice Storm (Minor)		X		
Industrial Accident		X		
Interface Fire			X	
Interruption to Water Supply			X	
Landfill Gas Emergency	X			
Multiple Casualty Incident – Event Related		X		
Multiple Casualty Incident - Motor Vehicle		X		
Natural Gas Distribution System Failure		X		
Power Outage		X		
Rock Fall		X		
Sanitary Sewer Failure	X			
Ski-Lift (Mountain Incident)		X		
Snowstorm (Major)		X		
Snowstorm (Minor)			X	
Structure Fire		X		
Terrorism		X		
Volcano			X	
Volcanic Ash Fallout		X		
Windstorm	X			

11 FINANCIAL ASSISTANCE

Under the Emergency Program Act and the Compensation and Disaster Financial Assistance Regulation (C&DFA), each municipality can receive financial assistance for eligible emergency response costs incurred during a major emergency or disaster, and assistance for some post-disaster recovery costs expended to repair or restore public works and facilities that are essential to municipal operation.

Under this legislation, EMBC is authorized to assist local governments with eligible costs for response and recovery, providing there is sufficient documentation.

Figure 10 Legislation for Assistance of Response and Recovery Costs



11.1 Overview of Eligible Response and Recovery Costs

Figure 11 Summary of Assistance Ratios by Expense Type

Expense Type	% of Eligible Costs
Local Authority Response	100 %
Local Authority Recovery (accepted claim that exceeds \$1,000)	80 %
Community Recovery (accepted claim that exceeds \$1,000)	80 %
Recovery Administration	10 %
Business Interruption	No eligible costs

Figure 10 illustrates that local authorities may receive financial assistance from the province for 100 percent of eligible response costs. Under provincial regulation, local authorities may receive 80 percent of recovery and/or community recovery costs that exceed \$1,000 in total per event. Local authorities are responsible for the remaining twenty percent of eligible costs and all response and recovery costs that are not eligible for financial assistance from EMBC.

Two criteria are common to all categories to qualify for financial assistance:

- Costs must be eligible, and
- Costs must be documented

Note: Materials ordered when preparing for an emergency are only eligible if used. For example, sandbags brought in to prevent a flood will only be paid for if a flood materializes and the sandbags are used. Re-stocking fees for unused materials are not eligible. In addition, clean-up that is not debris is not covered. For example, in the case of a flood sandbag cleanup is not an eligible response costs.

11.2 Response Costs

Response means all efforts to save lives, reduce suffering, protect property, and other immediate objectives to reduce threats from major emergencies and disasters. Response may begin before impact if early information warns of an imminent event, and may continue as long as the event is in progress or the imminent threat exists. EMBC has a mandate which includes minimizing the economic and social impact from major emergencies and disasters.

EMBC is permitted under the C&DFA Regulation to assist a local authority with 100 percent of eligible response costs. Each local authority is expected to pay response costs first, then to submit claims to EMBC for processing.

Eligibility for response costs depends on these factors:

Type of Event – Most disasters caused by natural hazards may be considered for financial assistance under BC legislation, including floods, severe winter storms, landslides and mudslides, and some wildfire situations. Municipal economic losses caused indirectly by unexpected events will likely be considered on a case-by-case basis.

Event Size or Magnitude – Most emergency events will be small in size and require relatively little response effort. The province reserves the right to refuse claims from municipalities for such events as minor floods or snow storms.

Nature of Expenditure – The nature of the response expenditure is an important factor to consider. Only response expenses and staff time over and above normal day-to-day costs are eligible for assistance. Also, eligibility pertains to response costs for efforts needed to preserve public safety related to a specific event.

Contract and Equipment Rates – There are limits on the rates eligible for financial assistance from the province. The province will only assist municipalities with equipment rental costs to the rates accepted by the province. These rates are published in the Blue Book - Equipment Rental Rate Guide, including values for a wide range of heavy equipment. Contracts should also specify either provincial Group 1 or Group 2 rates for meal allowances, travel, and accommodation.

Compensation through Other Means – If the RMOW has access through other means to funds for response expenditures, the province may reduce or forego payment. For

Will Response Costs Be Eligible for Assistance?

It Depends on...

Type of Event

Event Size or Magnitude

Nature of Expenditure

Contract and Equipment Rates

Compensation Through Other Means

example, if the RMOW seeks legal compensation from a person who caused an emergency under the BC Emergency Program Act, the province will account for such claims in calculating the amount of provincial assistance.

Refer to [Appendix 2 Eligible and Ineligible Response Costs](#) for examples of eligible response costs.

11.3 EOC Procedures

To be most effective, the Finance/Administration Section of an EOC should be operating as soon as possible in an emergency that generates municipal response costs.

The EOC should undertake four activities to assist with later claims for response costs. These activities include:

Obtain an EMBC Task Number – Request a Task Number from EMBC, either by telephone to the PECC in Victoria, or through the EMBC Regional Manager. Every supplier and contractor, all staff members working overtime, and all volunteers should record and reference the EMBC Task Number in tracking their hours and costs.

Submit Expenditure Authorization Forms, where required – Prepare and submit an Expenditure Authorization Form (EAF) to the PREOC to confirm eligibility of particular response costs for actions being considered by the local government. A blank Expenditure Authorization Form (EOC Form 530) is available in [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#).

Once an EAF has been authorized by the PREOC, the municipality is assured the province will provide assistance to the dollar limit identified, as long as the proper documentation is provided with the claim. If circumstances require an increase in the estimate, the EOC should prepare an addendum to the EAF and seek authorization from EMBC through the PREOC.

Submit Daily Expense Reports – Prepare a daily expense report and submit it to the PREOC. Use EOC Form 532, available in [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#).

With the daily totals, the local government will also want to record the total cost amount committed to the entire event to date. The EOC Form 534 “Expenditures Event Totals” serves this function, also available in [Annex 2 Emergency Operations Centre Quick Action Checklists & Forms](#).

Submit Resource Requests – Under the BCERMS, the RMOW is responsible for using local resources to fill immediate needs to the greatest extent possible, including any mutual aid that may be available. If locally available resources are insufficient for operational needs, the local government may request assistance through the PREOC, using EOC Form 514.

All four activities involve direct communication with the PREOC.

11.4 Recovery Costs

Recovery involves efforts to return municipal facilities and materials to pre-disaster conditions. Local government recovery applies to the repair or replacement of structures, equipment and materials that are essential to effective operation. Under the C&DFA Regulation, EMBC is allowed to assist municipalities with 80 percent of eligible costs required to repair or replace public facilities and materials, after applying a \$1,000 deductible to eligible costs per event.

The RMOW will not receive assistance for recovery costs that are not eligible under the Regulation. For example EMBC will not assist the RMOW with stockpiling supplies or with replacing equipment that may have been damaged by incidents other than the event. Refer to [Appendix 2 Eligible and Ineligible Recovery Costs](#) for examples of eligible recovery costs.

Community Recovery Costs

The Emergency Program Act also allows financial assistance for local authority efforts to support community recovery. Local authorities may qualify for up to 80 percent of eligible costs, including efforts to coordinate local recovery organizations and service providers.

Business Interruption Losses

This category of loss by local authorities does not qualify for financial assistance under BC legislation. This includes local authority costs and interrupted revenues that may not be immediately obvious, including lost income from public facilities and lost tax base. These loss types may arise from other impacts, such as public works and facilities damage, or the commitment of key local authority personnel to the emergency event.

The information provided above on Disaster Financial Assistance was excerpted from “[Financial Assistance for Emergency Response and Recovery Costs: A Guide for BC Local Authorities and First Nations](#)” (EMBC, September 2005).

12 APPENDIXES

12.1 Appendix 1 – Hazard, Risk, Vulnerability Analysis



Resort Municipality of Whistler

Hazard, Risk & Vulnerability Assessment

JUNE, 2012

EXECUTIVE SUMMARY

A Hazard, Risk, and Vulnerability Assessment (HRVA) examines the hazards that may impact a community and the risk that each hazard event poses to the community as a whole and to vulnerable elements of the community. A HRVA is a requirement mandated by the Local Authority Emergency Management Regulation of the B.C. Emergency Program Act [see Appendix A] and the Resort Municipality of Whistler *Emergency Measures Bylaw NO. 1593, 2002* [see Appendix B]. This document represents that assessment, as completed by a committee of Municipal staff (the HRVA advisory committee).

No municipality has unlimited resources allowing them to plan for every hazard event possible, therefore some form of ranking is required when deciding which hazards are most important to plan for.

The information presented in this assessment should be used by the Resort Municipality of Whistler to:

1. Meet the requirement mandated by the B.C. Emergency Program Act and the Resort Municipality of Whistler *Emergency Measures Bylaw NO. 1593, 2002*;
2. Update the 2005 Resort Municipality of Whistler Emergency Plan, the 2004 Resort Municipality of Whistler Evacuation Plan and other emergency response plans, policies and procedures; and
3. Prepare strategies for cost-effective, on-going emergency planning.

This HRVA advisory committee used qualitative methods to determine risk ratings for various hazards. The committee identified 32 hazards that could affect the Resort Municipality of Whistler. Based on the information obtained in the course of this assessment, the HRVA advisory committee has assigned each hazard with a rating of very high, high, moderate or low. The HRVA advisory committee used the Provincial Emergency Program HRVA Toolkit to provide the most accurate assessment possible.

The risk rating chart on the following page shows the relative ranking of all hazards analyzed. These rankings were determined using the criteria from the Provincial Emergency Program HRVA Toolkit and therefore may not be identical to risks assigned using other methods or criteria.

Risk Rating Chart

Hazard	Risk Rating			
	Low	Medium	High	Very High
Aircraft Crash		X		
Avalanche	X			
Civil Disorder / Riot		X		
Debris Flow/Debris Flood		X		
Drought		X		
Earthquake			X	
Epidemic/Pandemic		X		
Flood		X		
Geotechnical Event		X		
Hazardous Materials Accident		X		
Hazardous Materials Accident - Rail		X		
Heat wave		X		
Ice Storm (Major)		X		
Ice Storm (Minor)		X		
Industrial Accident		X		
Interface Fire			X	
Interruption to Water Supply			X	
Landfill Gas Emergency	X			
Multiple Casualty Incident – Event Related		X		
Multiple Casualty Incident - Motor Vehicle		X		
Natural Gas Distribution System Failure		X		
Power Outage		X		
Rock Fall		X		
Sanitary Sewer Failure	X			
Ski-Lift (Mountain Incident)		X		
Snowstorm (Major)		X		
Snowstorm (Minor)			X	
Structure Fire		X		
Terrorism		X		
Volcano			X	
Volcanic Ash Fallout		X		
Windstorm	X			

Whistler's Emergency History

The RMOW has experienced many emergency events, some recent and some prior to resort development. Listed below are the emergencies that have occurred within, or directly impacted, the Resort Municipality of Whistler.

EVENT	DATE	DESCRIPTION
Blackcomb Mountain Wildfire	July 30, 2009	30 hectare Blackcomb Mountain wildfire; led to an evacuation of the north side of Blackcomb Mountain.
Porteau Cove Rockslide	July 30, 2008	A large rockslide 1 kilometer north of Porteau Cove blocked Highway 99 for 5 days. (Hayward, 2008).
Gondola Tower Collapse, Blackcomb Mountain	December 16, 2008	Tower 4 of the Excalibur Gondola partially collapsed causing the line to sag and 3 cabins to hit the ground. The lower line of the Excalibur Gondola was evacuated. 10 injured; 0 fatalities.
Snowstorm	December 14 -15, 2005	Whistler area recorded approximately 58 cm of snow in 24 hours. At approximately 4 p.m. on December 14 th , Highway 99 vehicle traffic was blocked south of Whistler. Hundreds of motorists were stranded overnight, some for as long as 14 hours.
Fitzsimmons Slip	November 2004 - January 2005	Sometime between November 2004 and January 2005, a large mass of earth sitting about 2 km above Whistler slipped almost 1 meter. The slip generally moves a few centimeters each year but occasionally accelerates and moves several meters. Following this event, Whistler constructed a debris barrier to mitigate the debris hazard from future slips.
Rain on Snow Event	October 18, 2003	During a 5-day period from October 16 th to 20 th , Whistler received over 220mm of rain. The unusually heavy rain produced record rain-on-snow peak flows. Floodwaters destroyed the Rutherford Creek Bridge, linking Whistler and Pemberton on Highway 99, resulting in the deaths of 5 people. In addition, floodwaters along the Cheakamus River near Cheakamus Canyon took out 200m of pavement from Highway 99. Whistler was cut-off both to the north and south.

EVENT	DATE	DESCRIPTION
Floatplane Collision	August 12, 2000	Upon take-off in Green Lake a floatplane collided with the water. All 5 occupants escaped with minor injuries. The floatplane was substantially damaged. (Transportation Safety Board of Canada, 2001).
Quicksilver Chairlift Incident	December 23, 1995	4 chairs fell from the Quicksilver chairlift line on Whistler Mountain. 1 fatality; 10 injured. (Nixon, 2004).
Flood, Fitzsimmons Creek	August 30, 1991	Whistler Valley received 150mm of rain in 5 days, with 76.2mm of rain (return period of 20 years) on August 30th. Consequently, the Fitzsimmons Creek basin contributed runoff generating high flows with significant debris. As a result, there was significant damage to bridges, a water intake structure, and utility crossing and deposited 128 000 m ³ of bed load in the lower reaches of Fitzsimmons Creek. (Sigma Engineering Ltd., 1991)
Rain on Snow Event	November 9 - 12, 1990	Over a 4 day period Whistler received approximately 200mm of rain. The storm was a high-intensity, long-duration rain-on-snow event and exceeded the 25-year records at Whistler. Flooding was reported in several low-lying areas of Whistler.
Lions Bay Rockslide	October 20, 1990	An estimated 10,000 m ³ of rock and debris came down on Highway 99 north of Lions Bay. The slide left thousands of Vancouver residents attending the weekend Oktoberfest festivities stranded at Whistler. Highway 99 was also blocked to the north due to an unrelated political issue, effectively cutting off Squamish, Whistler and Pemberton to communities to the north and south.
Train Derailment	February 3, 1986	A rockslide 16 km north of Whistler derailed a northbound B.C. Rail train. 4 locomotives derailed but remained upright, blocking the rail line.
Thanksgiving Day Flood	October 8, 1984	Whistler received 127mm of rain in 3 days causing major flooding in Whistler. Flood damage in Whistler included: Severe erosion of the Cheakamus River approximately 250 meters above the municipal sewage treatment facility, resulting in migration of the

EVENT	DATE	DESCRIPTION
		Cheakamus River channel and loss of about 1 hectare of land. Large logjams completely blocked the Cheakamus River in its canyon section downstream of the treatment facility. In addition, debris flows in Fitzsimmons Creek washed-out two footbridges and minor accumulations of logs and debris were scattered over the reach from the Blackcomb Way Bridge to the Nancy Green Drive Bridge. Creek overflows were reported to have entered the day parking area. Damage was estimated at \$100 000.
Rain on Snow Event	December 23-27, 1980	Between December 25 th and 27 th , Whistler experienced heavy precipitation and unusually high seasonal temperatures. The freezing level rose to approximately 2000 meters. Snowmelt combined with more than 100 mm of rain triggered debris flows in many torrents, such as Nineteen-Mile, Twenty-one mile and Fitzsimmons Creek. Some damage was done to roads and bridges in the valley. (Eisbacher 1983).
Mt. Meager Volcano Eruption	2350 Before Present	Mt. Meager's eruption is the youngest explosive eruption in Canada. It was similar to that of Mt. St. Helens in 1980. The explosive phase of Mt. Meager's eruption generated an ash plume that covered most of southern B.C. and extended into southern Alberta and its pyroclastic flows extended down the Lillooet River a distance of 7 km. (Geological Survey of Canada, 2005).

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1.0 INTRODUCTION

This Hazard, Risk, and Vulnerability Assessment (herein referred to as HRVA) was conducted by a committee of staff selected for their experience in public works, emergency response, policing and emergency operations centre experience. This staff committee is referred to as the HRVA advisory committee.

1.1 HRVA Advisory Committee

The HRVA advisory committee was initiated by the Municipal Emergency Program Coordinator to update the Resort Municipality of Whistler's (herein referred to as the Municipality or the RMOW) HRVA. Committee members included representatives from various RMOW departments including Environmental Services and Community Life. Other RMOW departments, external agencies and subject matter experts contributed their expertise, time and input into this assessment.

1.2 Hazard, Risk, and Vulnerability Assessment

Considering **hazards** alone may lead to a skewed set of priorities for action. It is equally important to consider the **severity** of possible impacts from the hazard as well as the frequency or **likelihood** of a hazard event occurring. The combination of severity and likelihood is termed the **level of risk** (Provincial Emergency Program, 2004).

In determining the **severity** of a hazard event, a community's **vulnerability** must be examined. Vulnerability is defined as people, property, infrastructure, industry and resources, or environments that are particularly exposed to adverse impact from a hazard event (Provincial Emergency Program, 2004).

Likelihood reflects the frequency of occurrence for a particular hazard event and can range from rare events occurring every 200 years to more frequent events, which usually have a high number of recorded incidents or anecdotal evidence (Ministry of Public Safety and Solicitor General, 2004).

A HRVA examines the hazards that may impact a community and the risk that each hazard event poses to the community as a whole and to vulnerable elements of the community.

1.3 Scope

This HRVA is designed to provide an assessment of the hazards that may present risks to the RMOW.

The objective of the HRVA is to:

- 1. Investigate potential natural and human-caused hazards that pose a risk to the RMOW;**
- 2. Identify potential hazards that may require a non-routine emergency response and as a result require the activation of the 2005 RMOW Emergency Plan and/or other RMOW emergency response plans and policies; and**
- 3. Recommend measures that can be taken to mitigate the impact of the hazards identified in the HRVA.**

In addition to meeting a Provincial mandate and Municipal Bylaw, the intent of this HRVA is to provide a basis from which the Emergency Program Coordinator, the Emergency Planning Committee, municipal staff and council, and responders can update the 2005 RMOW Emergency Plan and other emergency response plans and policies, and prepare strategies for cost-effective, on-going emergency planning.

This assessment is based on both primary and secondary sources, and at times relies on anecdotal evidence. Qualitative methods are used to determine hazard ratings for the area of interest. The HRVA advisory committee used the Provincial Emergency Program (PEP) HRVA Toolkit to provide the most accurate assessment possible, taking into consideration that the assessment – because it is qualitative – includes subjective components. Duplication of this assessment by third parties may not yield exactly the same results.

The HRVA advisory committee has identified 32 hazards that could affect the Municipality. In selecting these events for consideration, the HRVA advisory committee acknowledges the potential that other hazards might exist. However, the hazards identified in this assessment are considered more likely to impact the Municipality than others.

For the purpose of this analysis, emergency is defined as a present or imminent event in the RMOW that requires non-routine and prompt coordination of actions concerning persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment and for which the RMOW has the primary responsibility for dealing with the emergency. To ensure clarity, a routine emergency response is one that is managed at the site level and does not require the activation of the RMOW 2005 Emergency Plan. Ninety-eight percent of the Municipality's emergency events are considered routine.

1.4 Methodology

In this analysis, consultation with subject matter experts was cross-referenced with background and historical research, as well as observational data. This information was then considered in the context of the seven impact criteria utilized by the PEP HRVA Toolkit. The impact criteria were individually ranked on an ascending scale from zero to four, zero being no impact, four being the most severe. The sum of these scores was taken to create an overall consequence score, the score was then contrasted against a likelihood rating of one to six, one being the least likely and six being most likely. Each hazard was given an aggregate score that combined impact consequence and likelihood (i.e. 16/4). This aggregate score provided the basis for a risk ranking of low, moderate, high or very high.

2.0 RESORT MUNICIPALITY OF WHISTLER

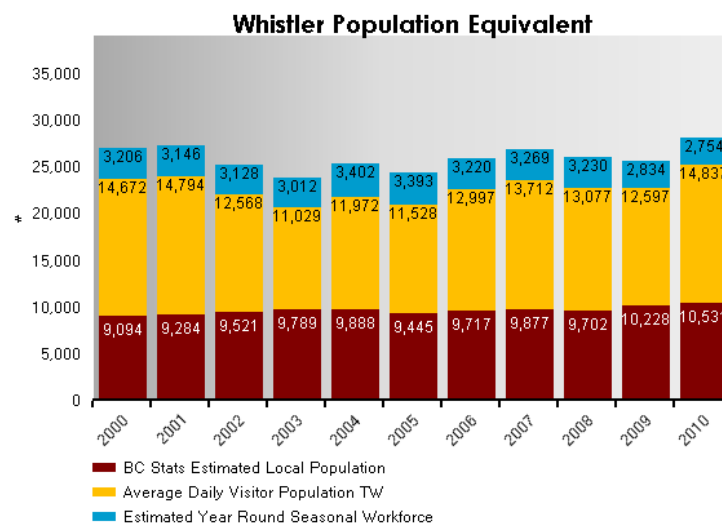
2.1 Geographic Setting

The RMOW is located on Highway 99 (Sea to Sky Highway) 57 kilometers north of Squamish and 34 kilometers south of Pemberton. It consists of a total land area of 240.40 square kilometers. Whistler is a four-season resort community, a tourist destination and was the home of the 2010 Winter Olympic and Paralympic Games. The community boasts an array of sporting activities, music festivals and special cultural events. At the centre of all this activity is Whistler Village which is renowned for its dining and shopping experiences. Part of Whistler's uniqueness is also what can make it vulnerable to emergencies. Large and diverse transient populations, seasonal population influxes, a single-access transportation system, and multifaceted geographical landscape add complexities to emergency events.

2.2 Population

As of 2011, Whistler's permanent population was estimated to be 9,824. Population growth is an annual average rate of 1.3% per year (Census Canada, 2011; Whistler 2020 Explorer, 2010).

The RMOW is a popular tourist destination which means that the number of people in Whistler on any given day is greater than the population counts provided by Canada Census. As a result, in an effort to calculate more accurate population numbers, the total population equivalent is calculated. The total population equivalent is an estimate of the total number of people in Whistler on average at one time. The following figure provides an estimate of the total population equivalent in Whistler from 2000 to 2010. (Ibid, 2010).



(Source: Whistler 2020 Explorer, 2010)

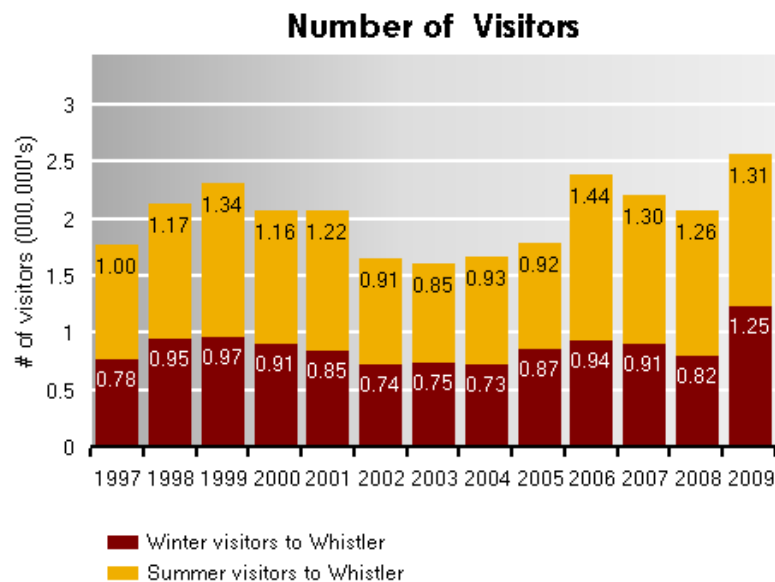
In 2010, the estimated number of people in Whistler overnight per day averaged 28,122; this number is almost 2.5 times greater than the permanent resident population of 9,824. In addition, approximately 3,672 employees commuted into Whistler on a daily basis, primarily from the neighboring communities of Pemberton and Squamish; this increased the yearly daily average population equivalent to 31,794. (Ibid, 2010).

2.2.1 Family & Household Characteristics

Whistler's family and household characteristics are different from those in the province of British Columbia (B.C.) overall with a large percentage of single individuals, one-person households and households comprised of non-family members and a smaller percentage of family households with children. One-person households and households comprised of non-family members represent 54.2% of all households; 26% are households with couples without children. Nineteen percent of Whistler households are made up of couples with children compared to 26% for B.C. The average household size is 2.3 persons per household. (Census Canada, 2007; Whistler 2020 Explorer 2010).

2.3 Economy

Designed as a destination resort community centered around a pedestrian friendly village and at the foot of two world-class ski mountains, Whistler's economy is largely based on tourism. Whistler receives approximately 2.1 million overnight and non-overnight visitors each year (approximately 48 per cent in winter and 52 per cent in summer). (Resort Municipality of Whistler, 2011).



Eighty-eight percent of Whistler's workforce was employed in the tourism-related service sector in 2006. Almost half of all employment was comprised of accommodation, food services, arts and recreation services. The second greatest concentration of labor force activity was in business services (17%) followed by retail trade (10%). Only a small percentage of Whistler's workforce is employed in goods production (12%), with the majority being employed in manufacturing and construction (11%). Whistler has very little employment in resource-based industries (1% of total). (Whistler 2020 Explorer, 2010).

3.0 VULNERABILITY

3.1 Social Vulnerability

This HRVA considers certain aspects of social vulnerability and their role in contributing to the risk from hazards.

The term social vulnerabilities reflects "...the degree to which societies or socio-economic groups are affected by stresses and hazards, whether brought about by external forces or intrinsic factors – internal and external – that negatively impacts the social cohesion of a municipality" (United Nations Development Programme, 2000).

For the purpose of this report, vulnerability is defined as the ability of an individual within a household to recover from a natural hazard impact. Numerous hazards such as floods, interface fires, earthquakes and human health emergencies can have serious impacts on vulnerable populations (e.g. the very old, the very young, transient populations); just as certain types of emergencies can have a tremendous impact on the housing market and local economy.

3.1.1 Language Groups

The majority (84.4%) of residents of the RMOW reported English as their mother tongue in 2006; another 14.9% of residents do not speak English at home but are fluent. 0.7% of the permanent resident population (65 persons) does not speak English and may require special arrangements in a response to an emergency. (Statistics Canada, 2007). As noted in previous sections, Whistler is a popular international tourist resort with visitors from around the world. Because visitors do not necessarily speak English, the issue of communicating emergency-related information in an efficient and effective way becomes particularly relevant. Due to these tourist-related language issues emergency planners and officials may need to customize preparedness materials and /or official advisories so that both English speaking and non-English speaking residents and visitors may understand them. (World Tourism Organization, 1998).

3.1.2 Age Groups

The age distribution of Whistler residents is less balanced than is typical for the province of B.C. as a whole, with fewer children, youth and seniors, and a larger percentage of young adults. Whistler's age distribution is centered on a median age of 32.2 years, almost ten years younger than the provincial median age of 41.9 years. Fifty-seven percent of Whistler's population is between 20 and 44 and people aged 65 and over make up less than 4% of the population. (Statistics Canada, 2007 & 2011).

3.2 Economic Vulnerability

As mentioned in previous sections, Whistler's economy is largely dependent on tourism. This makes Whistler's economy especially vulnerable to the effects of an emergency. Disaster literature indicates that the loss of a major industry or employer as the result of an emergency can lead to a reduced population, increase in foreclosed homes, and reduced tax revenue in the effected community. Loss of property tax base associated with damaged and destroyed housing and commercial real estate can have a longer term impact on operating budgets. Closure or relocation of major employers – and the loss of jobs with that employer and with related/dependent businesses - directly affects the confidence of a community to rebuild. (Wemple, 2008).

3.3 Physical Vulnerability

3.3.1 Critical Facilities

Within this HRVA, critical facilities are defined as facilities that are essential in order for the RMOW to carry out emergency response activities. In addition, there are numerous critical facilities outside of the Municipality that are essential in order for the Province to support the RMOW in an emergency (e.g. the Provincial Regional Emergency Operations Centre, the Provincial fire control centre and the Provincial Emergency Coordination Centre). The primary critical facility for coordination of non-routine emergencies is the Municipality's Emergency Operations Centre (EOC), located in the Public Safety Building. Before, during, and after a hazard event, the EOC is essential for site support, including the coordination of special resources, information, multiple departments and external agencies. For more information on the RMOW EOC please refer to the 2005 Emergency Operations Centre Plan. In addition to the EOC, first response facilities are of critical importance to carrying out emergency response activities. These include police, fire and emergency health care centers, along with pre-selected congregate shelter facilities including:

- | | |
|--------------------------------------|-------------------------|
| 1. EOC – Public Safety Building/RCMP | 4315 Blackcomb Way |
| 2. Municipal Hall | 4325 Blackcomb Way |
| 3. Firehall #1 | 4400 Village Gate |
| 4. Firehall #2 | 8900 HWY 99 |
| 5. Firehall #3 | 1505 Spring Creek Drive |
| 6. B.C. Ambulance Service | 7192 Lorimer Road |
| 7. Whistler Health Care Centre | 4380 Lorimer Road |
| 8. Municipal Public Works Yard | 8001 HWY 99 |
| 9. Spring Creek Community Centre | 1509 Spring Creek Drive |
| 10. Whistler Secondary School | 8000 Alpine Way |
| 11. Myrtle Phillip Community Centre | 6195 Lorimer Road |
| 12. Spruce Grove Field House | 7328 Kirkpatrick Way |

3.3.2 Critical Infrastructure

Through the HRVA process, the HRVA advisory committee has identified nine sectors of critical infrastructure that, if disrupted or destroyed, would have a serious negative impact on the health and safety of the RMOW or the effective functioning of the government. Critical infrastructure spans nine sectors:

1. Energy and Fuel
 2. Communications and Information Technology
 3. Finance
 4. Health Care
 5. Food
 6. Water
 7. Transportation
 8. Safety
 9. Government
- (Public Safety and Emergency Preparedness Canada, 2005)

3.3.2.1 Energy and Fuel

Energy (electrical power), natural gas and fuel (diesel, gasoline) are essential to day-to-day operations within the RMOW to heat homes and businesses, cook and preserve food, communicate through e-mail and charge cellular phones, bathe and flush toilets, and fuel equipment and vehicles. Without electrical power, natural gas and fuel many of the services on which the community depends are compromised.

Energy related infrastructure within the RMOW includes a network of electrical power transmission lines and facilities. The Whistler electrical power supply system is fed from two substations – Function Junction substation (located in Function Junction) and the Rainbow Substation (located in the Nesters/Mons area) and consists of overhead or underground distribution lines, usually located within roadways. Larger transmission infrastructure traverses the community generally in a north-south direction, with direct connections to the local supply system at Rainbow Substation and the Function Junction Substation.

Fortis B.C. (formally Terasen Gas) provides natural gas to the RMOW via a single pipeline along the Highway 99 corridor, extending northward from Squamish. The pipeline connects into a pressure reducing station at Function Junction. Gas is distributed within the RMOW via underground plastic pipes, mostly located beneath roadways.

The District Energy System at the Wastewater Treatment Plant uses a low-temperature heat pump technology to extract heat from the Wastewater Treatment Plant. The heat from this system services the Cheakamus Crossing neighborhood.

Access to fuel, both gasoline and diesel, are considered essential in day-to-day and post-emergency situations. Fuel is vital for emergency response and heavy equipment vehicles, generators, and for members of the community needing to fuel personal vehicles to abide evacuation orders. As a result, fuel is in high-demand post-emergency. There are four fuel distribution and storage facilities in Whistler. These include:

- Gasoline & Diesel Storage, Sabre Group, 8021 Mons Road;
- Gasoline & Diesel Storage, Public Works Yard, 8000 Alpine Way;
- Gasoline & Diesel Storage, Husky Market, 2101 Lakeplacid Road;
- Bus Depot, Hydrogen, Gasoline & Diesel Storage.

It is necessary to note that if Highway 99 is closed, and fuel supply routes are interrupted, there is a limited amount of fuel available in Whistler. Husky Market, the only public-access fuel station, has an average 12-14 hour supply of fuel during normal-use periods. However, it has been Husky Market's experience that fuel supplies are quickly drained during an emergency due to increased demand. During the 2008 Porteau Cove rockslide which closed Highway 99 to the South the gasoline tank at the Husky Station was drained in less than 3 hours (Personal communication with Husky Market, 2011). The RMOW Public Works Yard has, on average, a 4-5 day stock (3000-4000 liters) of both biodiesel and gasoline. Again, increased demand during an emergency could mean the supply is drained quickly depending on the fuel needs of RMOW vehicles and equipment (Personal communication with RMOW personnel, 2011). The United Petroleum Products gasoline and diesel storage at the Sabre Group, have an approximate 2-day supply of gasoline and 5-day supply of diesel during normal-use periods. United Petroleum Products estimates that the intense demand for fuel during an emergency could see this supply expended in as little as 24 hours (Personal communication with United Petroleum Products personnel, 2011).

3.3.2.2 Communications and Information Technology

Television and radio broadcasting, as well as cellular and land line telephones, are considered essential in emergency operations. Communications infrastructure is essential for the EOC, broadcasting systems, and front-line responders in communities in the aftermath of an emergency. Communication is necessary for: assessing damage and need; collecting information on supplies and other resources; coordinating rescue and relief activities; accounting for missing people; and motivating public, political, and institutional responses. It is important that communication infrastructure in a hazard prone area be resilient with built-in redundancy.

The majority of household telephone service continues to be using conventional land-line technology although most of Whistler's transient population relies on cellular phones. The current landline telephone providers in Whistler are TELUS and Shaw. The infrastructure is, in most cases, by overhead lines or buried wires. Landline telephones will continue to operate during an extended power outage, assuming the telephone lines are not damaged. Cordless phones will not work

without electrical power so residents and businesses without a cord phone will not have landline telephone capabilities in a power outage.

There are currently numerous wireless and cellular providers in the Municipality; their stations are usually at remote, elevated sites and are typically reinforced with backup power supplies that will continue service for extended periods of power supply interruption. Cellular towers are generally equipped with back-up power that will last 4-8 hours depending on usage. Despite this built-in redundancy cellular phone failure in emergencies is not uncommon. Most often, these failures are caused by the extraordinary demands placed on cellular networks. Even if communication infrastructure is not damaged by the event, the emergency provokes greater communication from the general public; the result is often a denial-of-service for all, including emergency personnel. (National Research Council, 2002). Wireless Priority Service (WPS) is one method that can be used to mitigate the risk of system overload by customers. WPS ensures priority access to wireless networks by providing qualified subscribers with the next available wireless channel on an antenna tower. WPD Dialing is available to essential personnel responsible for public safety, emergency preparedness, continuity of government and other critical services.

Whistler does not have a radio station broadcast but several stations re-broadcast in Whistler. Mountain FM (102.1) is broadcasted in Squamish and re-broadcasted in Whistler; Mountain FM can be utilized as a medium to communicate critical information to the public during emergencies. There are several other Vancouver stations that re-broadcast in Whistler including CFTW 88.7FM (tourism radio), CFMI 90.7FM (classic rock), CFOX 92.3FM (hard rock), Jack 96.9FM (adult hits), 100.1FM CB.C. Radio (news/information), CISW 102.1.

Note: With the purchase of specialized equipment (audio switches, access decoders and voice lines), the RMOW would have the ability to broadcast emergency information to listeners over these radio channels (Telecommunications site agreement between CORUS Entertainment Company and the RMOW, 2004).

The Municipality has an inventory of emergency radio equipment and one trained and certified emergency radio operator. Section 5.4 below discusses the role of emergency radio in emergency communications.

Many Whistler agencies, both municipal and non-municipal use radios to communicate during day-to-day operations. The Municipality has a Combined Events Radio Channel that can be used simultaneously by RCMP, Whistler Fire Rescue Service and B.C. Ambulance during an emergency. This is a simplex channel and therefore is only effective when the users are in close proximity to one another. Some municipal departments and external agencies are able to access each other's channels for communication during an emergency; however this type of interoperability is difficult as it involves municipal and emergency personnel switching back and forth amongst various channels to communicate. This puts emergency personnel and responders at risk, as they may not hear notifications

and warnings while communicating on a different channel. Radio communications between the various municipal departments and emergency services is currently fragmented which can negatively impact response efforts during emergencies when multiple agencies are required to work together. The RMOW EOC is equipped with satellite phones that are tested on a monthly basis.

3.3.2.3 Finance

Several banking institutions (including credit unions) serve the community of Whistler. It is essential that these institutions will continue to be open, provide services, and disperse funds in an emergency. Banking services are in great demand in emergencies; individuals, families, businesses, and governments need access to financial services during crisis situations. It is recommended that all financial institutions in Whistler have sufficient business continuity plans in order to ensure that banking services are available to Whistler businesses, residents and visitors in an emergency.

3.3.2.4 Health Care

Health facilities and health services are an essential community lifeline in normal times, and this is especially true during emergencies. The RMOW is serviced by Vancouver Coastal Health. The Whistler Health Care Centre is Whistler's only emergency medical centre with onsite radiology, CT scanner and laboratory services. Facilities that may be able to play a local support role include Northlands Medical Clinic, 4359 Main Street #101 and the Town Plaza Medical Clinic, 4314 Main Street.

Pharmaceutical supplies are essential to the treatment of chronic medical conditions, acute injuries, environmental exposures, and infectious diseases during emergencies. In post-emergency situations, high demands are placed on medical relief pharmaceutical supplies. Medicines are needed for the treatment of injuries and diseases as a result of the emergency, as well as medicines for chronic illness that are often worsened by post-emergency conditions. (Jhung, M., 2007). Whistler pharmacies include Nesters Pharmacy, 7019 Nesters Rd; Shoppers Drug Mart, 4295 Blackcomb Way; and 2 Rexall Pharmacies, 4212 Village Square and 103-4360 Lorimer Road.

3.3.2.5 Food

Access to safe food is necessary for sustaining life. Emergencies can disrupt food supply and delivery and result in food shortages. The supermarket food supply in Whistler is approximately 1-2 days for non-perishables (milk, bread, etc.) and up to one week for perishables (dry-goods) under normal consumption (Personal Communication with supermarket store manager, 2011). Restaurant and household food supplies may increase available food for some visitors and residents and emergency rationing may make the limited supply last longer. However, the small stock of food and lack of easy transportation to and from Whistler during an emergency to replenish this makes food supply a critical issue in

the event of a large-impact emergency.

3.3.2.6 Water

Safe and accessible water for drinking and sanitation is imperative to the health and well-being of the residents and visitors within the RMOW.

The RMOW's current water supply consists of both municipal and private water sources. The Community Water System is managed under three separate systems: the major system extending from Cheakamus Crossing in the south to Alpine Meadows, the Emerald Estates Water System, a stand-alone independent water system, and the Van West system in Function Junction that is privately owned and operated. The RMOW Community system includes both surface water (21 Mile Creek and Blackcomb Creek) and groundwater sources located throughout the Municipality. The Emerald system is supplied by groundwater supply source located within the Emerald Estates neighborhood area.

The design parameters used for development of the municipal water supply system is to deliver Maximum Daily Demand (MDD) volumes in a 25-year drought condition concurrently with a design fire event. In other words, the system is designed in a way that when the water surface supplies are at their lowest levels, the municipal water supply can supply the maximum foreseeable daily demand of 700 liters per person per day while at the same time putting out a major structural fire. In addition, all major water supply sources have emergency backup power supplies.

3.3.2.7 Transportation

During and after an emergency, transportation is an essential component for effective emergency response and recovery. Access to the RMOW is limited to road, rail and air transport. Whistler's transportation routes are vulnerable to various hazards including, but not limited to, floods, interface fires, earthquakes, rockslides and transportation accidents.

The RMOW Environmental Services Department is responsible for the operation, maintenance and capital construction of the Municipality's roads. Roadway transportation to and from the Municipality is available by Highway 99 only. A major disaster may cut-off access and egress to and from Whistler to the south or the north or both. This limited surface transportation makes Whistler especially vulnerable to certain hazards as access to safe evacuation routes, food, energy and fuel could be limited for an extended period. The B.C. Provincial Government, specifically the Ministry of Highways, is responsible for the operation and maintenance of Highway 99.

Railway transportation runs through Whistler on the B.C. Rail Line. This line is used for both tourism and commodity transportation. While the rail line is vulnerable to many of the same hazards as road, a disaster that cut-off the rail line would not have a severe negative impact on the Municipality as few, if any, commodities arrive in Whistler by rail.

Air transport is via helicopter (weather dependent) or floatplane (seasonal). The Whistler Heliport is located at 9960 Heliport Road and is maintained and operated by the Whistler Heliport Society. Helicopters transporting medical patients use the helipad at the Whistler Health Care Centre, at 4280 Lorimer Road, which is operated and maintained by Vancouver Coastal Health. Whistler Air operates a float plane business out of Green Lake, offering regular flights to Vancouver.

There are several commercial carriers that offer full transport service to and from Whistler, both to the north and south. The Municipality is also serviced by four Taxi carriers. Greyhound also maintains regularly scheduled service throughout the corridor.

3.3.2.8 Safety

There are several organizations that work to provide safety to residents and visitors within the RMOW. Whistler Fire Rescue Service (WFRS), Whistler Royal Canadian Mounted Police (RCMP), B.C. Ambulance, Search and Rescue and several other organizations are critical to the safety of the RMOW in day to day operations and in emergency situations. A more detailed description of each organization is provided in section 5, Response Capabilities.

3.3.2.9 Government

Emergency situations can have a catastrophic impact on a government's day-to-day business operations. Governments deliver critical services including protection of persons and property, local transportation, utilities, information, networks and assets, and more. Governments must ensure that these essential functions can continue during and after an emergency. In an emergency, the RMOW will establish an EOC to help support the site and coordinate the response. Provincial and Federal Governments also establish emergency operations centers', on an as-needed basis, to support local government EOC's. In addition to emergency and EOC planning, the RMOW should develop Business Continuity Plans to ensure that essential business functions within the Municipality are continuously delivered without interruption, or are re-instated post-emergency, as soon as possible.

4.0 RESPONSE CAPABILITIES

This section provides a summary of the Municipality's response capabilities that are considered when assessing the Municipality's overall risk to the hazards discussed in section 6.0.

4.1 Whistler Fire Rescue Service

The WFRS consists of 24 full-time staff and 51 paid on-call firefighters. The full-time staffs include a Fire Chief, two Assistant Fire Chiefs, and 21 Firefighter/Inspectors. The WFRS offer a range of services including: fire suppression, fire investigation, fire prevention, fire safety inspections, by-law enforcement (as it relates to the B.C. Fire Code and the Fire Protection and Fireworks Bylaw 1956, 2010), a full spectrum of fire & rescue training, public education, First Responder Medical Services and comprehensive rescue services. The WFRS is limited in its ability to provide adequate service to multiple incidents at one time. WFRS have the capacity to deal effectively with two structure fires (single family homes or small multi-family dwellings), assuming that 75% of paid on-call staff are available and off-duty career firefighters can provide reinforcement if required. A single incident in a high-rise building would require a significant amount of WFRS resources.

The WFRS has established Mutual Aid Agreements with Squamish, Garibaldi Fire Department and the Village of Pemberton. Mutual Aid response is limited to the release of one piece of apparatus and a crew of 4 firefighters, assuming this does not reduce the ability of WFRS to respond to incidents within RMOW boundaries. The RMOW can expect to receive the same reciprocal resource allocation from its Mutual Aid partners.



Fire Hall 1

4.2 Police

Municipal policing is provided by the RCMP Whistler Municipal Detachment located at 4125 Blackcomb Way. As a result of an area-wide amalgamation in 2006, the Whistler RCMP Detachment falls under the umbrella of the Sea-to-Sky Regional RCMP Services. The RCMP Detachments along the Sea to Sky corridor are commanded by one Officer-In-Charge and supported by a leadership team of senior staff in each jurisdiction. Whistler RCMP provides the people of the RMOW with a 24/7 police service made of four General Duty Watches, and complimented with a plainclothes Unit, Municipal Traffic Services and a Community Policing Unit. The Detachment has access to additional support in the way of additional resources and/or equipment if required from neighboring Detachments in the corridor (Squamish RCMP, Pemberton RCMP & Tribal Police).

In addition, Whistler RCMP is able to rely on the assistance of additional support services and Integrated Teams at the District (Metro Vancouver) and Divisional (Provincial) level. Such teams would include, but are not be limited to Integrated Traffic Units, Dive Teams, Marine Sections, and others.

It should be noted that in the event of a major event, Whistler RCMP would have the capacity and capability to respond accordingly and deal effectively with the situation, and is well prepared to reach-out for additional support beyond the Sea to Sky corridor if required, to enhance the level of response depending on the scale of the event.



4.2.1 Whistler Victim Services

The Whistler Victim Services team is positioned within the RCMP umbrella and operates out of the RCMP office. Victim Services works with the RCMP to provide emotional support, information and referrals to victims of crime and trauma. Staff and volunteers provide emotional support in person and over the phone to victims, witnesses and their family members. Although they do not provide counseling, they can make appropriate referrals to counseling services in the community. One full-time staff member, one part-time staff member (20 hours per week) and approximately 10 volunteers work with the Whistler Victim Services Team.

4.3 British Columbia Ambulance Service

Emergency medical service is provided to the Municipality by the B.C. Ambulance Service (B.C.A.S.) which is dispatched by the regional 9-1-1 system. BCAS in the RMOW employs 4 full-time paramedics and 25 part-time paramedics. In Whistler, from 0700 to 1800 hours there is one full-time ambulance unit and one call out unit available. From 1800 to 0700 hours there are two call-out units available. From December 16th to the end of April an additional unit is available between 1200 and 2300 hours. The units are based at the ambulance station located at 7192 Lorimer Road, Whistler. The Municipality is cross-covered by the stations in Pemberton and Squamish.

Critical Care Transport (CCT) is provincially coordinated through the British Columbia Air Ambulance Service. The Whistler Health Care Centre (WHCC) located at 4380 Lorimer Road, is equipped with a helicopter landing area (operated and maintained by Vancouver Coastal Health) to accommodate the British Columbia Air Ambulance Service. Due to Transport Canada restrictions only double-engine aircraft are permitted to land at the WHCC. This limits the number of eligible aircraft as many of the helicopters in Whistler are single-engine machines. When an aircraft is unable to land at the WHCC patients requiring critical care will be transported to the Municipal heliport and then transferred to WHCC by ground ambulance. It is also worth noting that CCT is dependent on both helicopter availability and weather and in all cases the decision to land is at the discretion of the pilot. (Personal Communication with BCAS, 2011).



4.4 Search and Rescue

Whistler Search and Rescue (WSAR) provide search and rescue services to the Municipality and in outlying areas. WSAR can be activated by RCMP, BCAS and Ministry of Forests although WSAR is most commonly activated through Whistler RCMP in the search for missing persons.

WSAR consists of 24 volunteer members certified in several wilderness SAR disciplines including ground search, air search, and mountain search including high-angle rescue.

WSAR is not certified for Swift Water Response. Pemberton SAR has a Swift Water Rescue Team that has verbally agreed to aid Whistler in a response if necessary and available. Historically Whistler has had nine incidences requiring a Swift Water Rescue response including three cars submerged in rivers and six stranded kayakers.



Whistler Search and Rescue

4.5 Hazardous Materials (HAZMAT)

There are hazardous materials located at various locations throughout the RMOW. The primary responsibility for on-site response to hazardous materials accidents rests with the spiller. However, local governments with their emergency services (fire, police, and ambulance) are responsible for operational support to the extent that expertise and resources are available and to the extent that the response functions are within their mandate. If needed or requested, the province will provide technical assistance to industry, local government and/or both. The B.C. Ministry of Environment is the lead provincial agency for responding to a hazardous material incident in cooperation with other responding jurisdictions and/or industry.

For additional information concerning HAZMAT emergency response, the RMOW can contact the Canadian Transport Emergency Centre (CANUTEC); operated by Transport Canada. CANUTEC is staffed by professional scientists specialized in HAZMAT emergency response and experienced in interpreting technical information and providing advice. CANUTEC does not respond on-site but offers communication and data support on chemicals that are manufactured, stored and transported in Canada. CANUTEC can assist in the activation of industry emergency response plans such as TEAP, the Transportation Emergency Assistance Plan, operated by the Canadian Chemical Producers' Association or on-site assistance from other industry or government specialists (Transport Canada, 2005).

Currently, the WFRS responds to the majority of hazardous materials' incidents within the RMOW at an awareness level. WFRS will help identify the product, contact CANUTEC, establish a perimeter and assist with any evacuations that may be necessary.

The WFRS will respond to a HAZMAT incident, at an operational level, to product specific sites operated and owned by the RMOW. WFRS will respond to ammonia leaks at the Whistler Sliding Centre and Meadow Park Ice Arena, and to chlorine leaks at the Meadow Park Sports Centre and the Waste Water Treatment Plant, and for chlorine issues related to drinking water chlorination sites around the valley.

5.0 EMERGENCY SUPPORT AND PREPAREDNESS ORGANIZATIONS

In B.C., local governments are responsible for providing the initial response to emergencies occurring within their boundaries, assuming it falls within their mandate. (Emergency Program Act, 2004). On request, the provincial government will provide material support, advice, expertise and other assistance.

The B.C. Emergency Program Act sets out responsibilities for emergency management within the province. Section 6(1) states, "a local authority is at all times responsible for the direction and control of the local authority's emergency response [if the local authority has the primary responsibility and mandate for dealing with the specific type of emergency]" Section 6 (2) of the Act states that: "A local authority must prepare, or cause to be prepared, local emergency plans respecting preparation for, response to and recovery from emergencies and disasters." In addition to primary response organizations (police, fire, ambulance), the RMOW utilizes a number of organizations and programs to prepare for and support response and recovery in the case of an emergency. These include the Municipality's Emergency Program and other municipal departments, Whistler Emergency Social Services, Whistler Emergency Radio, Vancouver Coastal Health and many Provincial Ministries and Crown Corporations.

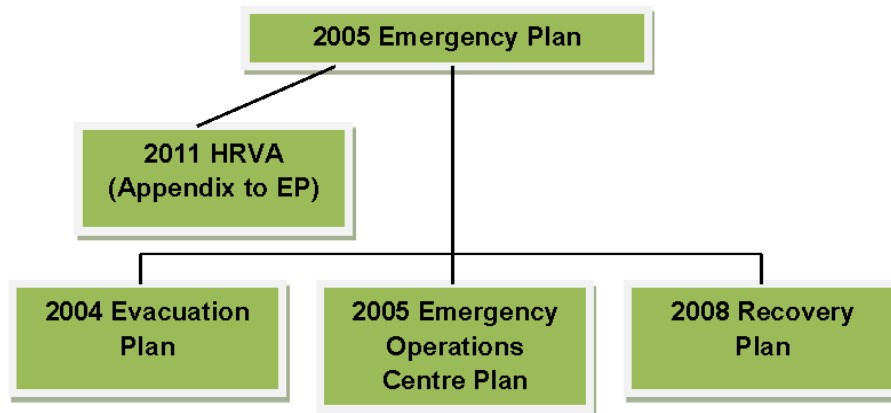
5.1 Whistler Emergency Program

The RMOW Emergency Program is responsible for coordinating the systems and processes for mitigating against, preparing for, responding to and recovering from emergencies. The Whistler Emergency Program portfolio includes plan administration, staff training and exercises, public education, EOC coordination and the Emergency Planning Committee.

The RMOW Emergency Program Coordinator is responsible for the management and coordination of the emergency program. This is a part-time municipal staff position (16 hours per week); this is a casual position. The Emergency Program Coordinator reports to the Manager of Community Planning.

5.1.1 Plan Administration

Emergency response plans are developed and maintained to provide guidance and direction to RMOW municipal departments and external support organizations regarding their primary emergency role. The RMOW has several plans including the 1999 Evacuation Plan, the 2005 Emergency Plan, the 2005 Emergency Operations Centre Plan, the 2008 Recovery Plan and several department specific plans.



As indicated in the above diagram, the HRVA will be added as an Appendix to the 2005 Emergency Plan. Although the Evacuation Plan, the EOC Plan and the Recovery Plan are all separate documents they are used in addition to the Emergency Plan in an emergency.

Note: All of the plans listed above require updating, most urgently the 2005 Emergency Plan and the 2004 Evacuation Plan. Emergency response plans should be updated every 3-4 years and resource and staff-callout lists should be updated annually.

5.1.2 Staff Training and Exercises

During and after an emergency, Municipal staff will be expected to assist with the response efforts. A series of courses and workshops are offered to Municipal staff and volunteers to assist them in their emergency roles and responsibilities. Exercises are developed and conducted to test emergency plans, familiarize staff with one another's roles, practice emergency procedures and build confidence in the RMOW's ability to respond to and recover from emergency events.

5.1.3 Public Education

Public education is a method of ensuring that the community of Whistler is prepared for an emergency. Public education includes the distribution of educational pamphlets on relevant hazards to Whistler, and hosting presentations and training workshops. Emergency Preparedness Week is an annual Canada-wide event held the first week of May; Emergency Program staff and volunteers organize a series of community events to highlight the importance of being prepared for emergencies.

5.1.4 EOC Activities

The Municipal EOC is located at the Public Safety Building. Before, during, and after an emergency event, the EOC is essential for coordinating resources, information, multiple departments and external agencies. In order for the EOC to operate effectively, personnel from various departments must be trained in EOC operations. In addition, the EOC should be activated in a simulated emergency in order to test current practices, reinforce procedures, and identify shortfalls or problems.

A successful EOC requires large numbers of trained personnel. Personnel from each municipal department should be trained in EOC operations and should participate in simulation exercises. Each EOC position requires trained alternates to provide relief during lengthy EOC activations. This also provides an alternate should the primary person be unable to attend. EOC personnel should be selected based on experience and skill-set, as opposed to being deemed qualified based on their usual municipal position. Additionally, a permanent Emergency Program Coordinator is required in order to ensure that appropriate numbers and types of staff are adequately trained and available in the event of an emergency.

5.1.5 Emergency Planning Committee

The role of the Emergency Planning Committee is to provide policy direction and guidance to the Emergency Program and ensure that legislative requirements are fulfilled. The duties and responsibilities of the RMOW Emergency Planning Committee are described in detail in the "Emergency Measures Bylaw NO. 1593, 2002". Members of the Committee include the Mayor, a Councilor, the Chief Executive Officer, the Emergency Program Coordinator, General Managers, the Emergency Social Services Director and others as required (RCMP, BCAS, School District #48, WSAR, Whistler Blackcomb).

5.2 Emergency Social Services

The Municipality's Emergency Social Services (ESS) team has approximately 40 volunteers who are trained to provide short-term assistance to people who are forced to evacuate their homes due to an emergency. In an emergency where people are evacuated, a reception centre will be established at the Myrtle Phillip Community School, the Spruce Grove Field House or Spring Creek Community Centre.

The ESS team is under the direction of the Recreation Department. However, in the event of an emergency, the ESS Director will be working in the EOC under the direction of the Operations Section Chief. An eight-hour per week casual municipal staff position is responsible for the coordination of the Whistler ESS team.



Whistler ESS and the Community Preparedness Booth

5.3 Emergency Radio

The Whistler Emergency Radio Coordinator provides alternate emergency communications to the RMOW. An inventory of emergency radio equipment is stored in the Public Safety Building. In addition to backup communications within the Municipality, the Emergency Radio Coordinator can provide communications links to Provincial Regional Emergency Operations Centres (PREOCs) and to other municipalities (e.g. to request mutual aid or share critical information) when other forms of communication are unavailable.

Note: At this time there is no deputy Emergency Radio Coordinator. As a result, if the Emergency Radio Coordinator is unavailable this capability is non-existent as this person is the only member certified to operate the equipment.

5.4 Environmental Services

The RMOW Environmental Services department is responsible for the operation, maintenance and capital construction of the Municipality's roads (with the exception of Highway 99 which is the responsibility of the Ministry of Highways), solid waste, water, sewer, drainage, flood protection systems, snow clearing, and numerous environmental projects. Operational staff and specifically trained crews are available to provide technical expertise and support at the emergency site. In addition, municipal staff have strong relationships with both private consulting professionals and Provincial/Federal agencies and personnel. The Logistics Section of the EOC can request the assistance of the private sector, when required, to mobilize equipment and machinery in an emergency.

5.5 Vancouver Coastal Health

The RMOW is serviced by Vancouver Coastal Health (VCH). VCH is the administrative organization responsible for providing all publicly funded health services to the people of the Lower Mainland and Sea to Sky Communities. The Whistler Health Care Centre provides urgent and emergency health care services to people living in and visiting Whistler.

VCH executes the duties of the Drinking Water Officer pursuant to the Drinking Water Protection Act, which regulates the potable water supply activities of the RMOW, and the implementation of emergency responses.

The Whistler Health Care Centre is equipped with onsite radiology, CT scanner and laboratory services. Facilities that may be able to provide additional medical support in an emergency include Northlands Medical Clinic, 4359 Main Street #101, Whistler and the Town Plaza Medical Clinic, 4314 Main Street, Whistler.

5.6 Emergency Management British Columbia

Emergency Management British Columbia (EMBC), formally the Provincial Emergency Program, is a division of the Ministry of Public Safety and Solicitor General and is administered under the B.C. Emergency Program Act. EMBC coordinates the provincial response to emergencies and provides specialized technology resources to support local government emergency response activities. On a day-to-day basis, EMBC is available to respond to local government and agency calls through the PREOC that is staffed 24/7 and provides training to municipal staff and volunteers.

5.7 Provincial Ministries & Crown Corporations

The Government of B.C. is made up of ministries and Crown Corporations. The B.C. Emergency Program Act (2004) identifies the responsibilities of each of these Ministries and Crown Corporations; responsibilities are listed on the next page [responsibilities that have no direct relation to emergency events have been omitted].

5.7.1 Provincial Ministries

Provincial Ministry	Description of Responsibilities
Ministry of Children and Family Development	Responsible for the care of children who are not accompanied by a guardian or custodian.
Ministry of Environment	Responsible for environmental monitoring and emergency response (ensuring the proper disposal of hazardous wastes and pollutants) and assessment and monitoring of air quality
Ministry of Forests, Lands and Natural Resource Operations	Responsible for wildfire management and pests/disease/invasive plants and species. Ministry of Forests Wildfire Protection Branch will provide personnel, equipment, supplies, telecommunications equipment, aviation support and weather information to assist in emergency response operations. In addition, this ministry is now responsible for flood forecasts and bulletins (through the River Forecast Centre), flood assessment, technical services and planning staff at government EOC's in the case of floods, flood management (flood safety and drought management, and the Office of the Inspector of Dikes), dam safety and inspection services, and water protection and water sustainability policy.
Ministry of Health	The majority of responsibility for local health services has been delegated to VCH which consist of: BCAS including triage, treatment, transportation and care of casualties; the continuity of care for persons evacuated from hospitals or other health institutions and for medically dependent persons from other care facilities; provide standard medical units consisting of emergency hospitals, advanced treatment centers, casualty collection units and blood donor packs; inspect and monitor potable water supplies; inspect and regulate food quality with the assistance of the Minister of Agriculture, Fisheries and Food; provide critical incident stress debriefing and counseling services; and provide support and supervision services for physically challenged or medically disabled persons affected by an emergency.
Ministry of Public Safety and Solicitor General	Oversee EMBC, the B.C. Coroners Service, the Office of the Fire Commissioner, Police and Correctional Services and the Victim Services Division.
Ministry of Transportation and Infrastructure	Responsible for transportation planning and policy, provincial highway construction, maintenance and repair, BC Transit, and BC Rail.

5.7.2 Crown Corporations

Crown Corporation	Description of Responsibilities
B.C. Hydro and Power Authority	Responsible for: coordinating the restoration of electric facilities, taking into account domestic, commercial, industrial and government requirements; interrupting hydro services when they pose a threat to life or property; and conducting safety measures in respect to B.C. Hydro dams, including initiating warnings in the event of dam failures. During and after an emergency, B.C. Hydro will establish an EOC to communicate with local and provincial government EOC's providing up-to-date information on the severity and location of damage and an estimate for repairs.
BC Transit	Coordinates the delivery of public transportation throughout B.C. and in most communities, including the RMOW, works in partnership with local governments to supply transit. During and after an emergency B.C. Transit is responsible for coordinating requirements for public transportation, including school and privately owned buses.
BC Rail	Provides priority movement of emergency personnel, equipment and supplies, assistance at railway crashes, derailments in the conduct of rescue operations, removal of debris and the cleanup of hazardous material (in cooperation with Transport Canada), provide railcars for emergency facilities, and provide specialized equipment in an emergency.
BC Housing	Develops, manages and administers a wide range of subsidized housing options. B.C. Housing maintains a stockpile of emergency lodging supplies (cots and blankets) and provides Building Assessment Damage Training to governments and businesses. Following an emergency B.C. Housing will support communities in addressing their emergency accommodation needs and will acquire accommodation for provincial emergency responders should it be required.

5.8 Non-Government Resources

5.8.1 Whistler Blackcomb

Whistler Blackcomb (WB) is a ski resort located in the RMOW. WB maintains emergency plans and procedures for the safety of staff and visitors who work and recreate on the ski mountain. WB has many specialized resources that could be used to respond to emergency events both on the mountain and in the RMOW. WB resources include: trucks, snow cats, snowmobiles, radios, temporary fencing materials,

fuel and diesel, first aid supplies and cooking facilities. WB has many staff trained in first aid, search and rescue, rope rescue, firefighting, and avalanche searches.

Upon request, and assuming WB staff is available, the WB will provide a representative to the RMOW's EOC to help coordinate emergency activities between the WB and the RMOW.

5.8.2 Subject Matter Experts & Heavy Equipment Operators

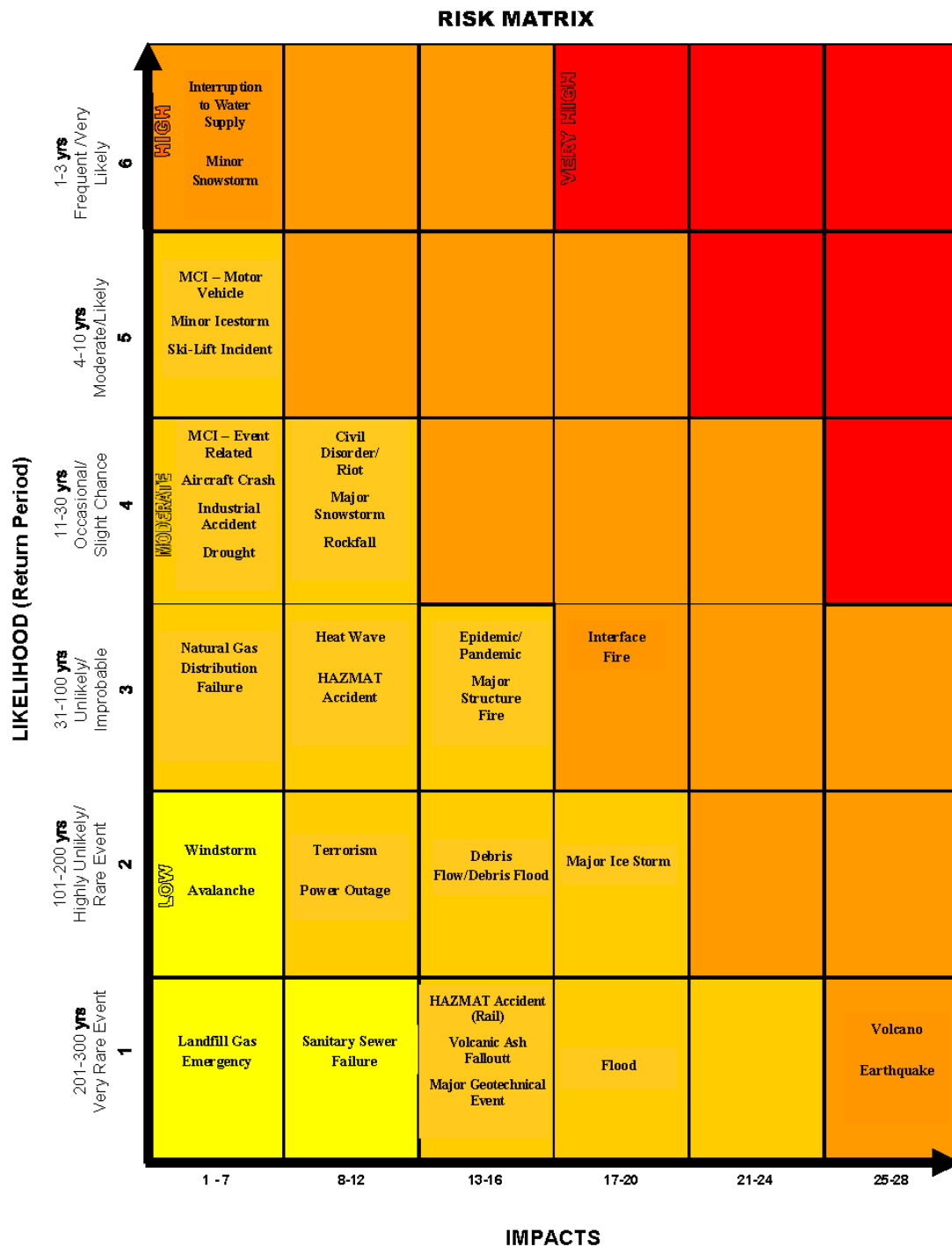
In some emergency situations, the RMOW may need to access subject matter experts such as Geotechnical specialists or special equipment and equipment operators. In many cases, the RMOW has already built relationships with these specialists and equipment companies. In the event that external people and equipment are required the RMOW EOC can make a request for resources through the PREOC.

6.0 RESULTS

The results of this analysis are presented in the risk matrix below. The risk matrix graphically displays the relationship between the hazards in terms of risk. The x-axis represents the ranges of impact scores and the y-axis represents the likelihood scores of the hazards. The factors which determined the impact score were the number of expected deaths, injuries, expected damages and losses to critical facilities and infrastructure, expected damages to environment and property, and the expected economic or social losses. The factors which determined the likelihood score was the predicted frequency of occurrence. (See Appendix C for a detailed scoring spreadsheet.)

Using this criterion, each hazard was given an aggregate score that combined impact consequence and likelihood; the aggregate score for each hazard was plotted on the risk matrix, assigning each hazard a rating of very high, high, moderate or low. The risk rating assigned to each hazard directly reflects the seriousness of each risk as described on the following page.

RATING	DESCRIPTION
VERY HIGH	Very-high risk hazards are those that are both frequent and high impact. These hazards require immediate mitigation and the development of hazard specific emergency plans [assuming plans of this nature are not already complete] to strengthen response capabilities until mitigation projects are completed.
HIGH	High-risk hazards are those that have vast impacts but are unlikely; have serious impacts but are infrequent; or have minor impacts but are likely. High-risk hazards require the development of hazard specific emergency plans [assuming plans of this nature are not already complete] to strengthen response capacity of the first responders, the Municipality and the community. High-rated hazards should be evaluated to determine if mitigation is necessary and would successfully lessen the risk.
MODERATE	Moderate-risk hazards indicate the risk is reduced, but not completely removed. These hazards range from low impact and likely to moderate impact and very rare. Moderate-risk hazards are serious enough to be included in emergency plans, although hazard specific plans for each moderate-rated hazard may not be necessary. Moderate-rated hazards should be evaluated to determine if mitigation would lessen the risk; assuming very-high and high level risks are the priority for mitigation.
LOW	Low-risk hazards are both low impact and low probability. Low-risk hazards should be considered in emergency plans but hazard specific plans are likely unnecessary.



Municipality of Whistler Risk Matrix. The risk increases from low to very high in the direction of the arrow, from bottom-left to top-right. The low hazards are infrequent and have a relatively low impact while the very high hazards are frequent and have a very high impact.

6.1 High-Rated Hazards

The results of this HRVA reveal that not all hazards in the Municipality have an equal risk. Therefore, hazard prioritization is required to help the Municipality determine which hazards should be considered for planning and mitigation first. Ultimately, the Municipality should aim to reduce the impacts of, and be prepared to respond to, all hazards that could affect the RMOW. However, because resources are limited, the most serious hazards must be considered for planning and mitigation first.

As reflected in the risk matrix, the Municipality has no hazards with a rating of very-high. It is normal for few, if any, very-high risk hazards to be present in a populated geographic area. If such hazards once existed, the population affected will usually leave the area or employ mitigation measures to reduce the risk. For example, in 2009, the RMOW constructed a debris barrier spanning Fitzsimons Creek to protect the RMOW in the event of a 1:500 year debris flood event. This mitigation project significantly reduced the Municipality's debris flood risk.

This HRVA is designed to provide an assessment of the hazards that may present risks to the RMOW. In selecting these events for consideration, the HRVA advisory committee acknowledges the potential, however small, that other types of emergencies may demand site support in the future. Following a thorough examination of the hazards the HRVA Committee has identified 32 hazards that could affect the RMOW.

The HRVA has identified five hazards with a rating of high. These include: interface fire, earthquake, volcano, interruption to water supply and snow storm. A thorough description of the top-five rated hazards is provided in this section.

6.1.1 Interface Fire

Hot, dry weather and excessive fuel loading often make forest areas particularly vulnerable to lightning strikes and human carelessness. Whistler has many forested areas in and around the Municipality and a fire in one of these areas has the potential to negatively impact economic stability and environmental quality. (RMOW Wildfire Risk Management System, 2004). Aside from the environmental and economic impact, wildfires become particularly devastating when they encroach on human settlements and critical infrastructure. Wildfires burning in urban areas are referred to as interface fires.

Interface fires can result in significant economic costs, much of which are allocated to fire fighting. However, the total cost of forest fires can far exceed the costs of suppression, and include damage to public and private infrastructure and property, transportation networks, environmental damage, and costs associated with disruption of business in affected communities (Natural Resources Canada, 2008). For example, during the summer of 2003, the region of Kelowna in B.C. experienced an unusually severe interface fire that required evacuation of over 26,000 people, destroyed 238 private homes, caused a major disruption of the region's main tourism season, and destroyed several major tourism attractions. The interruption of the tourism season

had a substantial impact on employment and business operations, with average decreases in business revenues between 30% and 40%. Because the fire impacted Kelowna during the height of the summer tourist season, this resulted in many businesses losing a major portion of their annual business revenues. (Hystad & Keller, 2006).

The WFRS has responsibility for all interface fires within the Municipality's boundaries. In the event of an interface fire, WFRS would establish Unified Command with the Wildfire Management Branch (WMB) of the Ministry of Forests, Lands and Natural Resource Operations (MoFLNRO); this cooperation provides WFRS access to MoFLNRO resources and expertise. Should an incident be of significant magnitude, WFRS could expect assistance from a MoFLNRO initial response team within approximately 10-15 minutes via helicopter; should the incident be less significant in nature, anticipated response time for an MoFLNRO initial response team would be approximately 30-40 minutes via road. All response times are dependent on the location and availability of those resources and the requirements of neighboring communities at the same time.

Note: The Municipality's current Evacuation plan is dated 2004.

6.1.2 Earthquake

Earthquakes may cause a number of phenomena, including ground motion, surface faulting, ground failure, and liquefaction. An earthquake's magnitude reflects an earthquake's strength. Damage to buildings generally begins to occur at magnitude six, while an earthquake above magnitude seven may be a major disaster if it occurs near a populated area.

Seismic zoning maps for Canada are derived from the analysis of past earthquakes, and from advancing knowledge of Canada's tectonic and geological structure. Depending on the expected seismic hazard and intensity of ground shaking, the territory of Canada is divided into 7 seismic zones i.e. zones 0 to 6. Zone 0 is characterized with a very low seismic hazard, whereas zone 6 is characterized with the highest seismic hazard in Canada. According to the National Building Code of Canada (NBBC) 1990, the Municipality of Whistler is located within Seismic Zone four, meaning Whistler is considered at high-risk from earthquake damage. Fortunately, the majority of the structures in Whistler are wood frame and reinforced concrete which are considered reasonably stable buildings in an earthquake due to the flexibility of these materials.

Although a rare occurrence, if a large earthquake were to occur, vulnerable infrastructure and populations would be greatly impacted and aid from neighboring communities would be limited or non-existent as they deal with their own earthquake damage. In addition to direct damage from an earthquake, the Municipality may be indirectly affected by earthquake damage in other provincial zones. Suppliers from outside the Municipality may be unable to offer services forcing the local community to face delays in receiving basic supplies such as food, medication, fuel and clothing

coming from affected areas.

Earthquakes have the potential to damage or destroy much of the infrastructure communities rely on. Power failures are typical in post-earthquake environments and interruptions to service may last days or weeks. B.C. Hydro expects some degree of damage and anchorage failure in its affected substations. This can cause serious problems for buildings and infrastructure that require a continuous power source such as hospitals, communication systems and response facilities. In addition to damage to electrical infrastructure, an earthquake could affect the integrity of underground natural gas pipelines. The effects of natural gas supply interruptions to the RMOW include leakage of contaminants into soil or groundwater, explosion, fire and injury or death caused by toxic fumes. Fire following an earthquake is very common in post-disaster environments. Contaminated water is also a concern post-earthquake. Water can become contaminated with microorganisms, such as bacteria, sewage, industrial waste, chemicals, and other substances. It is difficult to predict what damage will occur to roads throughout the Municipality. Slumping and cracking are not uncommon during an earthquake, nor are rock falls, landslides and liquefaction. Highway 99 which connects Whistler to the north and south is a vital transportation route for both emergency access and evacuation purposes.

6.1.3 Volcano

“Volcanic eruptions in Canada are a rare event. Though infrequent, volcanoes can be catastrophic enough to warrant serious attention (Institute for Catastrophic Loss Reduction, 2010)”. A volcano is a vent in the crust of the Earth’s surface through which molten rock (magma) is extruded onto the surface of the earth as lava and volcanic debris flows, and also into the Earth’s atmosphere as volcanic gases and rock fragments. The Municipality of Whistler sits within the Garibaldi Volcanic belt, part of the Pacific Ring of Fire. (Hickson, Mulder & Stasiuk, 2004). The Garibaldi Volcanic belt includes Mt. Garibaldi, Mt. Price, Black Tusk, Mt. Meager, Mt. Cayley, Mt. Fee and Mt. Silverthorne.

Volcanoes are one of the few hazards that typically exhibit clear precursor activity. (Hickson, Mulder & Stasiuk, 2004). Should a volcano erupt in the Whistler area, this precursor activity would give the RMOW time to plan an emergency response, limiting the amount of injury and loss of life. However, an erupting volcano threatens infrastructure such as highways, roads, and railways. Ash can pollute water supplies and collapse buildings, especially when it falls wet. Airborne ash clouds can adversely affect aircraft corridors and the routing of flights. Heavy ash fall may reduce sunlight, causing a sudden demand and possibly brownouts of electrical power. Ash can clog water systems, sewage plants, and all kinds of machinery, cause roofs to collapse and electrical short circuits. Fine ash is extremely slippery, hampering driving and walking. Ash can also damage the lungs of small infants, elderly, and those having respiratory problems. (Institute for Catastrophic Loss Reduction, 2010).

6.1.4 Interruption to Water Supply

An interruption to Whistler's water supply is rated as high due to the relatively high likelihood of this scenario; the impacts however, are minimal. As noted in Section 3.3.2.6 the Municipality's water supply consists of three separate water systems. Taking into consideration the different water systems, it is far-fetched to suggest that an emergency would threaten the water supply of the entire Municipality. It is feasible, that certain areas may experience a water supply disruption due to an increase in the demand for water for firefighting purposes, damage to a sub-division water main, or other reasons. However, one-off water shortages through the Municipality could be managed through the provision of portable potable water to residents. To respond to water supply emergencies, the Municipality has a Water System Emergency Response Plan (2008).

6.1.5 Snow Storm (Minor)

A minor snowstorm is rated as high due to the relatively high likelihood of this scenario; the impacts however, are minimal. In the event of a minor snowstorm, transportation to and within the Municipality may be delayed due to snow accumulation and/or low visibility. The resulting driving conditions will increase the risk of motor vehicle accidents. Disruption to air transportation including air ambulance transportation services may also be caused. These incidents combined may be sufficient to tax local response agencies such as fire, police, ambulance and public works however serious consequences are unlikely as the Municipality is accustomed to dealing with these storms.

7.0 RECOMMENDATIONS

This HRVA has identified the hazards that may present risk to the RMOW. In order to mitigate the impact of the hazards identified in the HRVA, it is recommended that the RMOW take the measures listed below. Recommendations have been separated into sub-categories and an estimate of required resources has been included.

Sub-Category	Recommendations	Resources Required
Plans	1. Update the 2005 RMOW Emergency Plan and all supporting plans including the 2004 Evacuation Plan, the 2005 Emergency Operations Centre Plan and the 2008 Recovery Plan. Ensure the updated plans consider the following: <ul style="list-style-type: none"> • The Whistler population equivalent and not merely the permanent resident population in the development of policies and procedures; • The needs of people with disabilities in an emergency; • The development of hazard specific emergency plans for all hazards identified as high-risk and medium-risk to strengthen the Municipality's capacity to respond; and • The development of a section focusing on RMOW Business Continuity detailing how RMOW departments will continue to offer critical municipal services post-emergency. 	Staff time.
	2. Review the written emergency procedures for all municipal facilities and work areas. Ensure municipal personnel are adequately trained in emergency procedures applicable to their workplace. These measures will confirm RMOW compliance with WorkSafeBC Occupational Health and Safety Regulation 4.14 and 4.16.	Staff time.

Sub-Category	Recommendations	Resources Required
Community Preparedness	3. Consider changing the recommended time that residents should be prepared to survive without basic services from 72 hours to 7 days. This is based upon the limited amount of resources available in Whistler.	Staff time.
	4. Educate hotels and other service providers to make them aware of what is available within the municipality and what their roles and responsibilities are with respect to incident mitigation and recovery.	Staff time.
	5. In conjunction with the Whistler Chamber of Commerce, educate the Whistler business community on the importance of business continuity planning.	Staff time.
Training and Exercises	6. Instruct the Emergency Program Coordinator to review the training levels received by existing staff and communicate the predicted Emergency Operations Centre (EOC) staff deficiencies, if any, to the Senior Management Team for corrective action.	Staff time.
	7. Instruct the Senior Management Team to evaluate the staffing needs for the Emergency Operations Centre with a goal to match the skill sets and experience of available individuals with the specific needs of the EOC positions during emergency conditions.	

Sub-Category	Recommendations	Resources Required
Communications	8. Organize a campaign to recruit additional Emergency Radio Operators to strengthen the capacity of emergency communications in Whistler. Train recruited volunteers.	Training Scheduled. Cost will be absorbed in 2012 Emergency Program budget.
	9. Expand public education and emergency messaging materials into additional languages to better service resort clientele before, during and after an emergency.	Staff time. Transcribing fees \$800.
	10. Establish Wireless Priority Service for vital emergency staff.	Monthly Fee of \$10 per phone. Sign-up fee of \$30 per phone.
	11. Investigate the need and the associated costs of purchasing equipment to broadcast emergency information to listeners over local radio channels. This is subject to approval by the Canadian Radio-Television and Telecommunications Commission.	Staff time. [Additional costs may be incurred should the decision to upgrade equipment be necessary. Decision to upgrade at the discretion of the Emergency Planning Committee.]
	12. Reestablish relationships with radio broadcasters to be able to rely on their facilities during emergencies.	Staff time.
	13. Study the feasibility of upgrading the RMOW and stakeholder radio system to ensure proper and seamless interoperability.	Staff time to complete the study. [Additional costs may be incurred should the decision to upgrade equipment be necessary. Decision to upgrade at the discretion of the Emergency Planning Committee.]

Sub-Category	Recommendations	Resources Required
Critical Facilities	14. Assess all critical facilities for their anticipated survivability based on the hazards present within the community.	Staff time.
	15. Develop a priority list of RMOW facilities that require access to municipal generators in an extended power outage and ensure this complies with the number of generators owned by, or available to, the RMOW.	Staff time. [Additional costs may be incurred should the decision to purchase additional generators be necessary. Decision to purchase will be at the discretion of the Emergency Planning Committee.]
	16. Develop a priority list of RMOW facilities to be re-energized by BC Hydro following a power outage. This should be developed in conjunction with BC Hydro.	Staff time.
Critical Infrastructure	17. Complete a review of the current RMOW Emergency Operations Centre facility to determine if the current Emergency Operations Centre location is acceptable.	Staff time.
	18. Complete a review of the secondary RMOW Emergency Operations Centre facility to determine if the location is viable.	Staff time.
	19. Assess the fuel needs of the RMOW in conjunction with fuel availability in the RMOW.	Staff time.
	20. If required, establish <i>working</i> agreements with fuel providers to ensure stocks are available to the RMOW during an emergency.	Staff time.
	21. In conjunction with local pharmacies, assess the availability of pharmaceutical supplies in Whistler in the event that supply chains are interrupted.	Staff time.
	22. Conduct a thorough investigation of food supply in Whistler including restaurants and food supply companies. Determine methods to augment the current food supply levels or improve the robustness of food supply to Whistler in an emergency.	Staff time.

Sub-Category		Recommendations	Resources Required
Emergency Planning Committee		23. Reinstate a meeting schedule for the Emergency Planning Committee and the 4 sub-committees. Consider appointing a new committee to deal specifically with Business Continuity.	Staff time.
		24. Continue to have an Emergency Program Coordinator within the RMOW.	Staff time.
		25. Appoint a Deputy Emergency Program Coordinator within the RMOW to ensure there is adequate coverage when the Emergency Program Coordinator is unavailable.	Staff time. [A current staff member could be appointed].
		26. Perform a needs assessment on the Emergency Social Services system to ensure resources are adequate.	Staff time.
Hazard Specific Recommendations	Earthquake	27. Conduct further study on the recurrence frequency of a significant earthquake event in Whistler.	Staff time.
		28. Conduct an RMOW building inventory and create a map of high-risk structures.	Staff time.
		29. Ensure an adequate number of Municipal Staff are trained in Rapid Damage Assessment.	Staff time and Rapid Damage Assessment for Professionals Course \$1800 to train 30 staff members.
	Snowstorm	30. Conduct an annual municipal-wide snow event tabletop exercise to ensure staff is familiar with roles and responsibilities during extreme snowfall events. This should be conducted in the fall so that the Protocol is fresh in the minds of staff.	Staff time.
	Volcano	31. Examine other municipalities in close proximity to Volcanoes to determine what measures they have taken to mitigate hazards associated with Volcanoes.	Staff time.

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APPENDICES

Appendix A

B.C. Reg. 380/95
O.C. 1075/95

Deposited September 8, 1995

Emergency Program Act LOCAL AUTHORITY EMERGENCY MANAGEMENT REGULATION

Interpretation

1 In this regulation "**Act**" means the EMERGENCY PROGRAM ACT.

Local emergency plans

- 2** (1) A local authority must reflect in the local emergency plan prepared by it under section 6 (2) of the Act
- (a) the potential emergencies and disasters that could affect all or any part of the jurisdictional area for which the local authority has responsibility, and
 - (b) the local authority's assessment of the relative risk of occurrence and the potential impact on people and property of the emergencies or disasters referred to under paragraph (a).
- (2) Each municipal council and each board of a regional district that qualifies as a local authority under section 1 (1) of the Act must reflect in its local emergency plan, unless it is documented elsewhere,
- (a) the commitment of the local authority to provide policy guidance and direction to the emergency management organization established by that local authority under section 6 (3) of the Act, and
 - (b) the procedures by which that guidance and direction is to be provided.
- (3) A local authority must, as part of the local emergency plan prepared by it under section 6 (2) of the Act,
- (a) require a periodic review and updating of the local emergency plan and establish a procedure for that review and revision,
 - (b) establish and maintain for all emergency response staff to whom responsibilities are assigned in the plan,
 - (i) a program of emergency response exercises, and
 - (ii) a training program,
 - (c) identify the procedures by which emergency resources, including, without limitation, personnel, equipment, facilities and financial resources, may be

obtained from sources within or outside of the jurisdictional area for which the local authority has responsibility,

- (d) establish the procedures by which the plan is to be implemented,
- (e) establish procedures by which those persons who may be harmed or who may suffer loss are notified of an emergency or impending disaster,
- (f) coordinate the provision of food, clothing, shelter, transportation and medical services to victims of emergencies and disasters, whether that provision is made from within or outside of the local authority,
- (g) establish the priorities for restoring essential services provided by the local authority that are interrupted during an emergency or disaster, and
- (h) recommend to service providers the priorities for restoring essential services not provided by the local authority that are interrupted during an emergency or disaster.

(4) A local authority may incorporate into its local emergency plan any confirmed, potential or anticipated assistance and resources of other levels of government or other non-government bodies.

Powers of a local authority

- 3 Nothing in this regulation or the Act prevents a local authority from
- (a) entering into mutual aid agreements with one or more local authorities for emergency resources of all types and subsequent cost recovery,
 - (b) entering into agreements with non-government organizations for emergency resources of all types and subsequent cost recovery, and
 - (c) providing emergency training to and conducting emergency exercises with persons residing or carrying on business in the jurisdictional area for which the local authority has jurisdiction.

Duties of a local authority

- 4 Each municipal council and each board of a regional district that qualifies as a local authority under section 1 (1) of the Act must, on the request of and within the time required by the minister, submit to the minister
- (a) the local emergency plan as prepared under section 6 (2) of the Act and updated under section 2 (3) (a) of this regulation,
 - (b) the schedule and content of any emergency training or exercise program, and
 - (c) any other emergency prevention, preparedness, response or recovery information that the minister considers necessary to assist the minister in preparing or establishing procedures required for the prompt and efficient implementation of plans and programs to meet emergencies and disasters.

[Provisions of the EMERGENCY PROGRAM ACT, R.S.B.C. 1996, c. 111, relevant to the enactment of this regulation: section 28]

Appendix B

RESORT MUNICIPALITY OF WHISTLER

A Bylaw to authorize the Resort Municipality of Whistler to plan for dealing with emergencies and disasters including declaring a local state of emergency.

WHEREAS:

- A. The Council of the Resort Municipality of Whistler must establish and maintain an emergency management organization to develop and implement emergency plans;
- B. The Council of the Resort Municipality of Whistler wishes to provide a comprehensive management program to prepare for, respond to and recover from emergencies and disasters;

NOW THEREFORE the Council of the Resort Municipality of Whistler, in open meeting assembled, ENACTS AS FOLLOWS:

SECTION 1 – CITATION

- 1.1 This Bylaw shall be cited as the “Emergency Measures Bylaw No. 1593, 2002.”

SECTION 2 – INTERPRETATION

- 2.1 In this bylaw unless the context otherwise requires:
 - a) “ACT” means the Emergency Program Act;
 - b) “COUNCIL” means the Council of the Resort Municipality of Whistler;
 - c) “DECLARATION OF A STATE OF LOCAL EMERGENCY” means a declaration of Council or the Mayor that an emergency exists or is imminent in the municipality;
 - d) “DISASTER” means a calamity that:
 - i) is caused by accident, fire, explosion or technical failure or by the forces of nature, and
 - ii) has resulted in serious harm to the health, safety or welfare of people, or in widespread damage to property;
 - e) “EMERGENCY” means a present or imminent event that:
 - i) is caused by accident, fire, explosion or technical failure or by the forces of nature, and
 - ii) requires prompt coordination of action or special regulation of persons or property, to protect the health, safety or welfare of people or to limit damage to property;
 - f) “EMERGENCY COORDINATOR” means the person appointed under Section 3.3 as head of the Resort Municipality of Whistler Emergency Management Organization;

- g) "MAYOR" means that member of Council who is head and chief executive officer of the municipality;
- h) "MINISTER" means that member of the Executive council charged by order of the Lieutenant Governor in Council with the administration of the Act;
- i) "MUNICIPALITY" means all of the area within the boundaries of the Resort Municipality of Whistler;
- j) "RESORT MUNICIPALITY OF WHISTLER EMERGENCY MANAGEMENT ORGANIZATION" means the Emergency Planning Committee, Emergency Coordinator and such other persons appointed and functional groups established and which are charged with emergency preparedness, response and recovery measures.

This Bylaw shall be construed in accordance with the principals contained in, and subject to, the Emergency Program Act, RSBC 1996 Chapter 111, and all regulations made thereunder.

SECTION 3 – ADMINISTRATION

- 3.1 The Emergency Planning Committee shall be composed of:
 - a) Mayor and one Councilor member appointed by Council;
 - b) Administrator,
 - c) Emergency Coordinator,
 - d) General Managers, Department Heads, Emergency Social Services Director or their designates and,
 - e) Such other members that the Council may determine.
- 3.2 Subject to the approval of the Council, the Emergency Planning Committee may:
 - a) make and amend its terms of reference, policies and procedures;
 - i) enter into agreements with regional districts or other municipalities for the purpose of emergency assistance or the formulation of coordinated emergency preparedness, response or recovery; and
 - ii) enter into agreements with individuals, bodies, corporations or other non-government agencies for the provision of goods or services.
- 3.3 The Council shall appoint an Emergency Coordinator to facilitate emergency preparedness, response and recovery measures.

SECTION 4 – DUTIES AND RESPONSIBILITIES OF THE COUNCIL

- 4.1 The Resort Municipality of Whistler Emergency Planning Committee shall prepare and present to the Council for annual review and approval:
 - a) a list of hazards to which the Municipality is subject and which also indicates the relative risk of occurrence;
 - b) plans respecting the preparation for, response to and recovery from emergencies and disasters, which include:
 - i) a periodic review and updating of plans and procedures for that review;
 - ii) a program of emergency response exercises;

- iii) a training program;
- iv) procedures by which physical and financial emergency resources or assistance may be obtained;
- v) procedures by which emergency plans are to be implemented;
- vi) warning procedures to those persons who may be harmed or suffer loss in an emergency or impending disaster;
- vii) procedures to coordinate the provision of food, clothing, shelter, transportation and medical service to victims of emergencies and disasters, whether that provision is made from within or outside of the municipality, and;
- viii) procedures to establish the priorities for restoring essential services provided by the municipality, or recommend priorities to other service providers, that are interrupted during an emergency or disaster.

SECTION 5 – POWERS OF THE COUNCIL

- 5.1 The Council or the Mayor or the Emergency Coordinator or other person as designated in the emergency plan may, whether or not a state of local emergency has been declared, cause the emergency plan to be implemented.
- 5.2 The Council by bylaw or resolution, or the Mayor by order, may declare a state of local emergency to effectively deal with an emergency or disaster in any part of the Municipality.
- 5.3 Upon a declaration of a state of local emergency being made, Council or the Mayor shall:
 - a) forward a copy of the declaration to the Minister, and
 - b) cause the details of the declaration to be published by a means of communication that the Council or Mayor considers most likely to make the contents of the declaration known to the majority of the population of the affected area.
- 5.4 After a declaration of a state of local emergency is made under section 5.2 in respect of all or any part of the Municipality, and for the duration of the state of local emergency, the Council or Mayor may do any or all acts considered necessary and implement procedures that the Council or Mayor considers necessary to prevent, respond to or alleviate the effects of an emergency or a disaster, including any or all of the following:
 - a) acquire or use any real or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster;
 - b) authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster;
 - c) control or prohibit travel to or from any part of the municipality;
 - d) provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in the municipality;

- e) cause the evacuation of persons and animals and personal property from any part of the municipality that is or may be affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, animals and personal property;
- f) authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered by the Council or Mayor to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster;
- g) cause the demolition or removal of any trees, structures or brush if the demolition or removal is considered by the Council or Mayor to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster;
- h) construct works considered by the Council or Mayor to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster;
- i) procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any part of the municipality for the duration of the State of Local Emergency; and
- j) authorize the Emergency Coordinator or other designated person to exercise, in any part of the municipality affected by a declaration of a state of local emergency, those specific powers enabled in Section 5.4 and assumed by the Council or Mayor.

5.5 The Council or Mayor must, when of the opinion that an emergency no longer exists in the Municipality to which a declaration of state of local emergency was made:

- a) cancel the declaration of state of local emergency in relation to that part
 - i) by bylaw or resolution, if cancellation is effected by the Council, or
 - ii) by order, if the cancellation is effected by the Mayor, and
- b) promptly notify the Minister of the cancellation of the declaration of a state of local emergency.

SECTION 6 – LIABILITY

6.1 No person, including, without limitation, the Council, the Mayor, members of the Resort Municipality of Whistler Emergency Management Organization, employees of the Resort Municipality of Whistler, a volunteer and any other persons appointed, authorized or requested to carry out measures relating to emergencies or disasters, is liable for any loss, cost, expense, damages or injury to persons or property that results from:

- a) the person in good faith doing or omitting to do any act that the person is appointed, authorized or required to do under this bylaw, unless, in doing or omitting to do the act, the person was grossly negligent, or
- b) any acts done or omitted to be done by one or more of the persons who were, under this bylaw, appointed, authorized or required by the person to do the acts, unless in appointing, authorizing or requiring those persons to do the acts, the person was not acting in good faith.

SECTION 7 – BYLAW REPEALED

Bylaw No.1134, 1995, cited as the “Resort Municipality of Whistler Emergency Program Bylaw”, is hereby repealed.

GIVEN FIRST, SECOND AND THIRD READING this _ day of _____, 2002.

ADOPTED by the Council this _____ day of _____, 2002.

Hugh O'Reilly

Mayor

Brenda Sims

Municipal Clerk

I HEREBY CERTIFY that this is
A true copy of “Emergency Measures
Bylaw No. 1593, 2002.”

Brenda Sims

Municipal Clerk

Appendix C

HAZARD TABLE

HAZARD	SCENARIO	Impact Criteria							Total Impact Score (Max. 28)	Likelihood	AGGREGATE SCORE (Max. 28/6)
		Potential Extent of Death 1 (0-4 ppl) 2 (4-10 ppl) 3 (10-50 ppl) 4 (50 + ppl)	Potential Extent of Injury 1 (0-4 ppl) 2 (4-50 ppl) 3 (50-2000 ppl) 4 (2000 + ppl)	Potential Damages or Losses to Critical Facilities 1 (Temporary Relocation) 2 (Closure for a few days) 3 (Loss of 50% Capability) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Critical Infrastructure 1 (Temporary Interruption) 2 (Interruption of a few days) 3 (Interruption of one week) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Property 1 (Minimal Damage) 2 (Low Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Damages or Losses to Environment 1 (Minimal Damage) 2 (Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Economic or Social Losses 1 (Temporary Impact) 2 (Temporary & Widespread) 3 (Extended & Widespread) 4 (Permanent Impact)		1 (Very Rare) 2 (Highly Unlikely) 3 (Unlikely) 4 (Slight Chance) 5 (Moderate/Likely) 6 (Very Likely)	
Aircraft Crash	Aircraft issue on take-off resulting in temporary highway closure.	1	1	0	1	1	1	1	6	4	6/4
Avalanche	Avalanche in older (30+ years) neighborhood; Takes out a few houses. Note: There is no evidence of this hazard in developed areas.	1	2	0	0	2	0	0	5	2	5/2
Civil Disorder/Riot	Similar situation to Vancouver June 2011.	1	3	1	1	2	0	2	10	4	10/4
Debris Flow/Debris Flood	Mirrors the 1990's Fitzs. Creek event with concurrent flood exceeding the 200 year clearwater event.	1	1	3	3	2	2	3	15	1	15/1

HAZARD	SCENARIO	Impact Criteria							Total Impact Score (Max. 28)	Likelihood	AGGREGATE SCORE (Max. 28/6)
		Potential Extent of Death 1 (0-4 ppl) 2 (4-10 ppl) 3 (10-50 ppl) 4 (50 + ppl)	Potential Extent of Injury 1 (0-4 ppl) 2 (4-50 ppl) 3 (50-2000 ppl) 4 (2000 + ppl)	Potential Damages or Losses to Critical Facilities 1 (Temporary Relocation) 2 (Closure for a few days) 3 (Loss of 50% Capability) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Critical Infrastructure 1 (Temporary Interruption) 2 (Interruption of a few days) 3 (Interruption of one week) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Property 1 (Minimal Damage) 2 (Low Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Damages or Losses to Environment 1 (Minimal Damage) 2 (Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Economic or Social Losses 1 (Temporary Impact) 2 (Temporary & Widespread) 3 (Extended & Widespread) 4 (Permanent Impact)		1 (Very Rare) 2 (Highly Unlikely) 3 (Unlikely) 4 (Slight Chance) 5 (Moderate/Likely) 6 (Very Likely)	
Drought	Based on 25 year drought. Lowest stream condition in a 25 year period.	0	0	0	0	1	1	2	4	4	4/4
Earthquake	7+ in magnitude resulting in structural damage.	4	3	4	4	4	3	4	26 6	1	26/ 1
Epidemic Pandemic	Canada-wide epidemic affecting over 15% population in Whistler.	4	4	3	0	0	0	3	14	3	14/3
Flood	Clearwater flood event exceeding the 200 year level.	0	1	3	4	4	2	4	18 8	1	18/ 1
Interface Fire	Rank 4 or 5 Fire; scenario 50 year event.	1	2	3	4	3	2	2	17 7	3	17/ 3
Geotechnical Event	Major geotechnical event in region (not necessarily within RMOW boundaries).	4	3	0	2	2	1	1	13 3	1	13/ 1

HAZARD	SCENARIO	Impact Criteria							Total Impact Score (Max. 28)	Likelihood	AGGREGATE SCORE (Max. 28/6)
		Potential Extent of Death 1 (0-4 ppl) 2 (4-10 ppl) 3 (10-50 ppl) 4 (50 + ppl)	Potential Extent of Injury 1 (0-4 ppl) 2 (4-50 ppl) 3 (50-2000 ppl) 4 (2000 + ppl)	Potential Damages or Losses to Critical Facilities 1 (Temporary Relocation) 2 (Closure for a few days) 3 (Loss of 50% Capability) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Critical Infrastructure 1 (Temporary Interruption) 2 (Interruption of a few days) 3 (Interruption of one week) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Property 1 (Minimal Damage) 2 (Low Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Damages or Losses to Environment 1 (Minimal Damage) 2 (Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Economic or Social Losses 1 (Temporary Impact) 2 (Temporary & Widespread) 3 (Extended & Widespread) 4 (Permanent Impact)		1 (Very Rare) 2 (Highly Unlikely) 3 (Unlikely) 4 (Slight Chance) 5 (Moderate/Likely) 6 (Very Likely)	
HAZMAT	Rail or tanker truck leaking environmentally damaging substance.	0	1	0	1	2	3	2	9	3	9/3
HAZMAT (Rail)	Derailed train causing a leak of poisonous gas.	4	3	0	2	2	2	2	15	1	15/1
Heat Wave	Heat wave with power failure; sustained for 5 days.	1	2	2	2	2	0	1	10	3	10/3
Ice Storm (Major)	Several days of ice rain resulting in 1 week power outage/ roof collapse.	1	3	3	3	3	1	3	17	2	17/2
Ice Storm (Minor)	Minor interruption to power. Not overnight.	0	2	1	1	1	1	1	7	5	7/5
Industrial Accident	Many mitigation measures in place. Scenario based on an explosion at a local industrial site.	1	1	0	0	1	1	0	4	4	4/4

HAZARD	SCENARIO	Impact Criteria							Total Impact Score (Max. 28)	Likelihood	AGGREGATE SCORE (Max. 28/6)
		Potential Extent of Death 1 (0-4 ppl) 2 (4-10 ppl) 3 (10-50 ppl) 4 (50 + ppl)	Potential Extent of Injury 1 (0-4 ppl) 2 (4-50 ppl) 3 (50-2000 ppl) 4 (2000 + ppl)	Potential Damages or Losses to Critical Facilities 1 (Temporary Relocation) 2 (Closure for a few days) 3 (Loss of 50% Capability) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Critical Infrastructure 1 (Temporary Interruption) 2 (Interruption of a few days) 3 (Interruption of one week) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Property 1 (Minimal Damage) 2 (Low Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Damages or Losses to Environment 1 (Minimal Damage) 2 (Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Economic or Social Losses 1 (Temporary Impact) 2 (Temporary & Widespread) 3 (Extended & Widespread) 4 (Permanent Impact)		1 (Very Rare) 2 (Highly Unlikely) 3 (Unlikely) 4 (Slight Chance) 5 (Moderate/Likely) 6 (Very Likely)	
Interruption to Water Supply	A non-system-wide interruption in a neighborhood in Whistler.	0	0	0	1	0	0	1	2	6	2/6
Landfill Gas Emergency	Many mitigation measures in place. Scenario based on an explosion.	1	1	0	0	0	0	1	3	1	3/1
Multiple Casualty Event – Event Related	Stage/bleachers structure failure or collapse during an event.	1	2	0	0	1	0	1	5	4	5/4
Multiple Casualty Event – Motor Vehicle Accident	Motor vehicle accident on highway resulting in several injuries.	2	2	0	1	0	1	1	7	5	7/5
Natural Gas Distribution Failure/Interruption	Natural Gas Line is severed/ damaged causing an interruption in the supply of natural gas to Whistler.	0	0	1	1	0	0	1	3	3	3/3

HAZARD	SCENARIO	Impact Criteria							Total Impact Score (Max. 28)	Likelihood	AGGREGATE SCORE (Max. 28/6)
		Potential Extent of Death 1 (0-4 ppl) 2 (4-10 ppl) 3 (10-50 ppl) 4 (50 + ppl)	Potential Extent of Injury 1 (0-4 ppl) 2 (4-50 ppl) 3 (50-2000 ppl) 4 (2000 + ppl)	Potential Damages or Losses to Critical Facilities 1 (Temporary Relocation) 2 (Closure for a few days) 3 (Loss of 50% Capability) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Critical Infrastructure 1 (Temporary Interruption) 2 (Interruption of a few days) 3 (Interruption of one week) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Property 1 (Minimal Damage) 2 (Low Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Damages or Losses to Environment 1 (Minimal Damage) 2 (Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Economic or Social Losses 1 (Temporary Impact) 2 (Temporary & Widespread) 3 (Extended & Widespread) 4 (Permanent Impact)		1 (Very Rare) 2 (Highly Unlikely) 3 (Unlikely) 4 (Slight Chance) 5 (Moderate/Likely) 6 (Very Likely)	
Power Outage	Catastrophic event interrupting power supply to Whistler. Similar event to the 2005 Blackout in East US.	0	0	3	3	0	0	3	9	2	9/2
Rock Fall	Rock fall damaging a home, also spilling onto Highway 99 causing a closure.	1	1	0	3	2	0	2	9	4	9/4
Sanitary Sewer System Failure	Catastrophic failure that releases wastewater into the environment; specifically a	0	0	3	3	1	3	2	12	1	12/1
Ski-Lift Incident	Scenario based on the incidents that have occurred in Whistler in the last 20 years.	1	2	0	0	1	0	1	5	5	5/5
Snowstorm (Major)	Heavy continuous snowfall – resulting in an extended interruption to transportation.	1	2	2	2	2	0	1	10	4	10/4

HAZARD	SCENARIO	Impact Criteria							Total Impact Score (Max. 28)	Likelihood	AGGREGATE SCORE (Max. 28/6)
		Potential Extent of Death 1 (0-4 ppl) 2 (4-10 ppl) 3 (10-50 ppl) 4 (50 + ppl)	Potential Extent of Injury 1 (0-4 ppl) 2 (4-50 ppl) 3 (50-2000 ppl) 4 (2000 + ppl)	Potential Damages or Losses to Critical Facilities 1 (Temporary Relocation) 2 (Closure for a few days) 3 (Loss of 50% Capability) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Critical Infrastructure 1 (Temporary Interruption) 2 (Interruption of a few days) 3 (Interruption of one week) 4 (Permanent Loss)	Potential Extent of Damages or Losses to Property 1 (Minimal Damage) 2 (Low Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Damages or Losses to Environment 1 (Minimal Damage) 2 (Localized Damage) 3 (Localized & Severe) 4 (Widespread & Severe)	Potential Extent of Economic or Social Losses 1 (Temporary Impact) 2 (Temporary & Widespread) 3 (Extended & Widespread) 4 (Permanent Impact)		1 (Very Rare) 2 (Highly Unlikely) 3 (Unlikely) 4 (Slight Chance) 5 (Moderate/Likely) 6 (Very Likely)	
Snowstorm (Minor)	Heavy continuous snowfall – no interruption to transportation as a result.	0	1	0	0	0	0	1	2	6	2/6
Structure Fire	Structure fire that exceeds design capacity of Municipal water supply.	3	3	0	1	3	2	1	13	3	13/3
Terrorism	One person detonates a device in crowd.	3	3	1	1	2	0	2	12	2	12/2
Volcano	Volcano erupts in close vicinity to Whistler resulting in full evacuation and major interruption and damage to critical infrastructure.	4	4	3	4	4	4	4	27	1	27/1
Volcanic Ash Fallout	Volcano erupts in B.C. and ash fallout reached Whistler.	1	1	1	2	3	3	2	13	1	13/1
Windstorm	Heavy winds with trees down on power lines.	0	1	1	1	2	0	2	7	2	7/2

12.1 Appendix 2 – Eligible and Ineligible Response Costs

Examples of Eligible and Ineligible Response Costs

(This table presents examples only and is not comprehensive. Refer to the C&DFA Reg for exact wording.)

Response Item	Eligible	Not Eligible
Animal Evacuation and Rescue	<ul style="list-style-type: none"> Evacuation, shelter and feeding for livestock and poultry, including the restoration of facilities used for those purposes 	<ul style="list-style-type: none"> Evacuation and rescue costs for pets, backyard or hobby animals
Assets	<ul style="list-style-type: none"> Assets under \$100 (e.g., white boards) Assets over \$100 pre-approved by EMBC through use of an Expenditure Authorization Form (EAF) 	<ul style="list-style-type: none"> Purchases where there is no approved EAF Assets where there is a suitable rental alternative
Backfilling Positions	<ul style="list-style-type: none"> Backfilling positions to temporarily cover full-time staff coordinating emergency response 	<ul style="list-style-type: none"> Regular wages / benefits of employees Compensatory time off (CTO) or
Civil Litigation	<ul style="list-style-type: none"> Response costs not reimbursed through civil litigation award 	<ul style="list-style-type: none"> Assistance may be withheld pending outcome of proceedings, or amount must be refunded
Clean-up	<ul style="list-style-type: none"> Clean-up necessary to ensure public safety or is essential for public works 	<ul style="list-style-type: none"> Clean-up that is not essential to public safety or for public works
Damaged Equipment	<ul style="list-style-type: none"> Equipment damaged during eligible response activities may be considered as a recovery cost item 	<ul style="list-style-type: none"> Equipment damaged by events other than the emergency or disaster incident
Debris Removal	<ul style="list-style-type: none"> Costs of debris removal necessary to ensure public safety or essential for public works Necessary clearance from channels, streams, intakes & outfalls of sewers & storm drains, water supply reservoirs 	<ul style="list-style-type: none"> Debris removal that is not essential to public safety or for public works
Emergency Operations Centre	<ul style="list-style-type: none"> Facility rental if other than local authority facility EOC assets under \$100 (e.g., white boards) Equipment rental Cost of feeding EOC staff during an emergency Contractors serving in support capacities EOC materials and supplies Telephone and data services, including installation and operation while EOC is active After-action debrief costs, pre-approved by EMBC 	<ul style="list-style-type: none"> EOC assets over \$100, except where EMBC pre-approves the purchase through use of an Expenditure Authorization Form (EAF) Telephone or data services in place prior to EOC activation, and emergency installs that are not removed upon EOC deactivation

Examples of Eligible and Ineligible Response Costs

(This table presents examples only and is not comprehensive. Refer to the C&DFA Reg for exact wording.)

Response Item	Eligible	Not Eligible
Emergency Response Measures	<ul style="list-style-type: none"> Establishment, operation of communication facilities Establishment of registration, inquiry services, emergency control headquarters Determining the areas and extent of the disaster Human rescue, transport & emergency health activities Food, clothing and shelter for evacuees Medical care to casualties and transportation, moving patients or casualties, their return after the disaster Protective health and sanitation facilities Remove hazardous materials, chattels, assets, and related storage and transportation costs Protection of publicly-owned institutions, utilities including equipment, materials, and labour Shelter and feeding for livestock, including the restoration of facilities 	<ul style="list-style-type: none"> Normal operating costs of government owned equipment Purchase of special, additional equipment to fight the disaster Costs incurred as a result of a disaster that are recovered from agencies such as the Canadian Disaster Relief Fund or from disaster fund raising drives
Emergency Social Services	<ul style="list-style-type: none"> Non-government owned facility rental if serving as a reception centre Materials, supplies required to operate reception centres Transportation of evacuees, including those in need of medical care, to a reception centre or other lodging and return home 	
Environmental Protection	<ul style="list-style-type: none"> Actions needed during response to protect potable water supplies, essential public lands, and health-related air 	<ul style="list-style-type: none"> Response activities intended to protect other environments
Equipment	<ul style="list-style-type: none"> Equipment under \$100 (e.g., shovels) Equipment if justified by cost efficiencies of purchase over rental or lease options, or if rentals are not available. Must be pre-approved by EMBC through use of an EAF 	<ul style="list-style-type: none"> Equipment over \$100, except where EMBC pre-approves Normal operating costs or usage charges of local authority-owned equipment Purchase of special, additional equipment
Equipment Rental	<ul style="list-style-type: none"> Equipment needed during response to support objectives Costs of rented equipment in feeding staff during an event 	<ul style="list-style-type: none"> Equipment rented to conduct normal operations Rental equipment rates that exceed <i>BC Equipment Rental Rates Guide</i>

Examples of Eligible and Ineligible Response Costs

(This table presents examples only and is not comprehensive. Refer to the C&DFA Reg for exact wording.)

Response Item	Eligible	Not Eligible
Evacuation	<ul style="list-style-type: none"> Food, shelter, clothing for persons evacuated Evacuation costs for other populations at risk (e.g., elderly in care home) as determined by the EOC and PREOC 	<ul style="list-style-type: none"> Evacuation costs before an Evacuation Order is issued or after an order has been rescinded (e.g., costs of transporting evacuees)
Facility Rental	<ul style="list-style-type: none"> Rental of non-local authority community hall or facility Incremental janitorial and utilities Facility damage due to occupation 	<ul style="list-style-type: none"> Hall, facility rental to own community(self) or loss of use charges
Fire Services	<ul style="list-style-type: none"> Costs of special fire protection of local authority facilities (e.g., external sprinklers) not otherwise reimbursed Use of fire vehicles outside local authority jurisdiction under conditions of EMBC Policy Bulletin 00-11 	<ul style="list-style-type: none"> Costs of fire protection of private facilities Fire service charges reimbursed through the Office of the Fire Commissioner
Fuel, Oil, Lubricants	<ul style="list-style-type: none"> Incremental costs related to the response efforts during the event 	<ul style="list-style-type: none"> Normal consumption of fuel, oil, lubricants for non-emergency activities
Fundraising	<ul style="list-style-type: none"> Not Applicable 	<ul style="list-style-type: none"> Expenses that are recovered from agencies, such as Canadian Disaster Relief Fund, or from disaster fundraising drives
Goods and Services Tax	<ul style="list-style-type: none"> GST for the portion not recoverable by GST rebate. All local authorities are eligible, except municipalities and regional districts. 	<ul style="list-style-type: none"> GST that is recoverable by rebate GST paid by municipalities and regional districts
Inventory	<ul style="list-style-type: none"> Supplies related to the response operations in support of public safety 	<ul style="list-style-type: none"> Stockpiling of inventory by the local authority
Materials	<ul style="list-style-type: none"> Materials needed during response to protect public safety Costs of materials in feeding response 	<ul style="list-style-type: none"> Materials used to conduct normal operations
Medical Care, Health Services	<ul style="list-style-type: none"> Medical care to casualties, moving patients, and their return following the disaster Protective health and sanitation facilities 	<ul style="list-style-type: none"> Normal medical care and health service operational costs Purchase of special, additional
Mutual Aid Costs	<ul style="list-style-type: none"> Resources (personnel, equipment, materials) needed during response at site or site support to protect public safety 	<ul style="list-style-type: none"> Costs associated with backfilling personnel by the lending jurisdiction
Office Supplies	<ul style="list-style-type: none"> Related to the operation of special communication facilities, emergency control headquarters, reception centres 	<ul style="list-style-type: none"> Stockpiling of office supplies by the local authority

Examples of Eligible and Ineligible Response Costs

(This table presents examples only and is not comprehensive. Refer to the C&DFA Reg for exact wording.)

Response Item	Eligible	Not Eligible
Overtime Wages	<ul style="list-style-type: none"> Incremental costs related to the event, plus reasonable benefits 	<ul style="list-style-type: none"> Overtime wages that cannot be attributed to event Regular wages, benefits of employees Base operating costs, such as salaries or regular wages of employees, Compensatory Time Off (CTO) or banked overtime Excessive overtime and benefit rate payments
Police Services	<ul style="list-style-type: none"> Costs of police protection and security to enhance public safety, including mutual aid from other municipal police forces, e.g., patrols of hazardous areas, evacuated areas Evacuation costs and resources when evacuation order in place, including mutual aid 	<ul style="list-style-type: none"> Costs of police protection of private facilities Mutual aid charges from RCMP sources under provincial contract
Preventative Works and Mitigation	<ul style="list-style-type: none"> Protection of publicly-owned institutions and utilities from the current threat, including equipment, materials, and labour 	<ul style="list-style-type: none"> Works undertaken as preventative measures to guard against future disasters without prior approval from EMBC Damage to local authority facilities if prior assistance was not used for the preventative work as required
Provincial Sales Tax	<ul style="list-style-type: none"> All PST 	<ul style="list-style-type: none"> Not Applicable
Public Works	<ul style="list-style-type: none"> Emergency repairs to public works required to support response objectives 	<ul style="list-style-type: none"> Repair or replacement of public works may be eligible under recovery Costs to enhance public works to
Scalping of Gravel Beds	<ul style="list-style-type: none"> Scalping when there is an unusually heavy disaster- related deposition, and then only the cost of removing the deposition 	<ul style="list-style-type: none"> All other scalping of gravel beds
Search and Rescue	<ul style="list-style-type: none"> Rescue, transportation, emergency health arrangements 	<ul style="list-style-type: none"> SAR services not related to the event
Service Contracts	<ul style="list-style-type: none"> Contracts directly related to the response efforts 	<ul style="list-style-type: none"> Contracts not related to the event
Staffing Expenses	<ul style="list-style-type: none"> Paid overtime costs and benefits Feeding emergency response staff during an event that would not usually be provided 	<ul style="list-style-type: none"> Regular wages, benefits of employees Base operating costs, such as salaries or regular wages of employees, Compensatory Time Off (CTO) or banked overtime Excessive overtime and benefit rates
Supplies	<ul style="list-style-type: none"> Supplies from local government stores consumed in response 	<ul style="list-style-type: none"> Stockpiling costs, materials, equipment or other costs related to these activities

Examples of Eligible and Ineligible Response Costs

(This table presents examples only and is not comprehensive. Refer to the C&DFA Reg for exact wording.)

Response Item	Eligible	Not Eligible
Telephone Charges	<ul style="list-style-type: none"> All telephone charges if rented or leased for event Airtime charges only if not rented for event (volunteer or staff private phone) 	<ul style="list-style-type: none"> Telephone charges and equipment used for normal operations
Temporary Wages	<ul style="list-style-type: none"> Costs of backfilling a regular position with a temporary employee due to incident 	<ul style="list-style-type: none"> Base salaries or regular wages of regular employees
Travel	<ul style="list-style-type: none"> Incremental costs related to the event 	<ul style="list-style-type: none"> Travel costs that cannot be attributed to event
Tree Pruning, Removal	<ul style="list-style-type: none"> Pruning or removal of trees that constitute an imminent threat to public safety 	<ul style="list-style-type: none"> Landscaping not essential to the public welfare
Vehicle Repairs	<ul style="list-style-type: none"> Reimbursement for repair or replacement for damage to or loss of vehicles and related equipment will be limited to the lesser of the insurance deductible or \$1,000. 	<ul style="list-style-type: none"> Cost of maintaining vehicles used in response, including extraordinary maintenance attributable to emergency conditions (e.g., smoke, dust,
Volunteer Expenses	<ul style="list-style-type: none"> Volunteer expenses that are attributable to the event (e.g., mileage, meal reimbursement, phone charges) in accordance with EMBC Policy rates 	<ul style="list-style-type: none"> Volunteer expenses that cannot be attributed to event Loss of volunteer personal equipment (e.g., eyeglasses, clothing, computer equipment) reimbursed directly from EMBC under policy. Volunteer may
Wages	<ul style="list-style-type: none"> Paid overtime costs and benefits 	<ul style="list-style-type: none"> Regular wages, benefits of employees Base operating costs, such as salaries or regular wages of employees, Compensatory Time Off (CTO) or banked overtime Excessive overtime and benefits rates

For more information on eligible and ineligible response costs, refer to Schedule 5 of the [C&DFA Regulation](#), and Part 3 of the Regulation.

12.2 Appendix 3 – Eligible and Ineligible Recovery Costs

Examples of Eligible and Ineligible Recovery Costs

(This table presents examples and is not comprehensive. Refer to the C&DFA Reg. for exact wording.)

Recovery Item	Eligible	Not Eligible
Administrative Costs	<ul style="list-style-type: none"> Incremental costs related to recovery plan projects (financial assistance up to 10% of eligible costs as deemed appropriate by EMBC) 	<ul style="list-style-type: none"> Base operating costs
Appliances	<ul style="list-style-type: none"> Repair to pre-disaster condition or replacement only of the value of basic models 	<ul style="list-style-type: none"> Repair or replacement to the value of enhanced models
Appraisals, Inspections	<ul style="list-style-type: none"> Inspection, planning, or design to determine costs of restoration or replacement 	<ul style="list-style-type: none"> Base or normal operating costs of local authority staff
Backfilling Positions	<ul style="list-style-type: none"> Backfilling positions to temporarily cover full-time staff conducting disaster assistance surveys and assessments, if supporting documentation is provided 	<ul style="list-style-type: none"> Backfilling positions for staff doing non-disaster related work
Books, Paper, Records	<ul style="list-style-type: none"> Books, papers, records essential to local authority functions and operations 	<ul style="list-style-type: none"> Books, papers, records that are not essential to local authority functions and operations
Bridges	<ul style="list-style-type: none"> Repair or replacement of bridges that are essential for local authority functions and operations to pre-disaster condition * 	<ul style="list-style-type: none"> Repair or replacement of non-essential bridges Costs to enhance bridge to better than pre-disaster condition
Buildings, Facilities	<ul style="list-style-type: none"> Repair, replacement of public facilities that are essential to local authority functions to pre-disaster condition * Removal of damaged buildings that constitute a threat to public safety 	<ul style="list-style-type: none"> Repair or replacement of non-essential buildings, facilities Costs to enhance buildings, facilities to better than pre-disaster condition
Business Interruption	<ul style="list-style-type: none"> Not Applicable 	<ul style="list-style-type: none"> Loss of operational income, loss of revenue, cancellation of work projects, or other business interruption losses
Civil Litigation	<ul style="list-style-type: none"> Recovery costs not reimbursed through civil litigation award 	<ul style="list-style-type: none"> Recovery costs that are reimbursed through civil litigation (amount must be refunded to the Province)
Clean-up	<ul style="list-style-type: none"> Clean-up necessary to ensure public safety or essential for public works 	<ul style="list-style-type: none"> Other clean-up costs

Examples of Eligible and Ineligible Recovery Costs

(This table presents examples and is not comprehensive. Refer to the C&DFA Reg. for exact wording.)

Recovery Item	Eligible	Not Eligible
Community Recovery Support	<ul style="list-style-type: none"> Overtime costs and benefits for local authority staff devoted to community recovery Backfilling positions to temporarily cover full-time staff coordinating emergency response Facility rental to support community recovery, if other than local authority facility Recovery Centre assets under \$100 Contractors serving in support capacities Telephone and data services, including installation and operation while Recovery Centre is active Costs of materials, supplies, rented equipment that would not usually be provided Reasonable volunteer expenses (e.g., mileage, hourly rate, meal reimbursement, phone charges) 	<ul style="list-style-type: none"> Base operating costs, such as salaries or regular wages of employees, Compensatory Time Off (CTO) or banked overtime Local authority donations to disaster victims, including businesses Charges for use of own (local authority) facilities Volunteer expenses that cannot be attributed to event Loss of volunteer personal equipment (e.g., eyeglasses reimbursed directly from EMBC under Policy Bulletin 00.02. Volunteer may submit claim.) Recovery centre assets over \$100
Contents	<ul style="list-style-type: none"> Equipment, material, office supplies, institutional furnishings, books, papers, records essential to local authority functions and operations 	<ul style="list-style-type: none"> Contents not essential to local authority functions and operations
Contractor Rates	<ul style="list-style-type: none"> Contractor rates that do not exceed BC Equipment Rental Rates Guide 	<ul style="list-style-type: none"> Contractor rates in excess of BC Equipment Rental Rates Guide
Damaged Equipment	<ul style="list-style-type: none"> Equipment damaged while undertaking eligible response may be considered 	<ul style="list-style-type: none"> Equipment damaged by events outside eligible response
Damaged Land, Eroded Land	<ul style="list-style-type: none"> Not Applicable 	<ul style="list-style-type: none"> Costs related to non-essential access routes and removal of debris
Dams, Breakwaters	<ul style="list-style-type: none"> Repair or replacement of essential dams and breakwaters to pre-disaster condition * 	<ul style="list-style-type: none"> Repair or replacement of non-essential dams, breakwaters Costs to enhance dams, breakwaters to better than pre-disaster condition

Examples of Eligible and Ineligible Recovery Costs

(This table presents examples and is not comprehensive. Refer to the C&DFA Reg. for exact wording.)

Recovery Item	Eligible	Not Eligible
Debris Removal	<ul style="list-style-type: none"> Removal of damaged structures that constitute a threat to public safety pruning or removal of trees that constitute a threat to public safety removal of emergency works and the restoration of their sites to pre-disaster condition, and necessary clearance of debris and wreckage from channels and streams, intakes and outfalls of sewers and storm drains and water supply reservoirs. 	<ul style="list-style-type: none"> Costs for scalping of gravel beds Other debris removal costs that are not a threat to public safety.
Enhancements	<p>Defined as any change or difference between pre-event and post-event structural specifications:</p> <ul style="list-style-type: none"> change in specifications with no increased costs building to meet structural specifications due to application of codes, standards, requirements, where copies of orders are provided building to accommodate physical changes where damage reshapes, transforms natural landscapes causing reconstruction changes 	<ul style="list-style-type: none"> Enhancements that will result in increased costs Works undertaken as preventative measure to guard against future disasters without prior approval from EMBC
Equipment	<ul style="list-style-type: none"> Equipment essential to local authority functions and operations 	<ul style="list-style-type: none"> Equipment that is not essential to local authority functions and operations
Equipment Rentals	<ul style="list-style-type: none"> Equipment needed to repair damage when not used for normal operations Contractor rates that do not exceed BC Equipment Rental Rates Guide 	<ul style="list-style-type: none"> Equipment rented for use on normal local authority operations Equipment and contractor rates in excess of BC Equipment Rental Rates Guide
Eroded Land	<ul style="list-style-type: none"> Repair of eroded land for essential access routes 	<ul style="list-style-type: none"> Repair of eroded land for non-essential access routes
Facility Rental	<ul style="list-style-type: none"> Facility rental of outside community hall or facility 	<ul style="list-style-type: none"> Hall or facility rental to own local authority community or loss of use
Fixtures	<ul style="list-style-type: none"> Repair to pre-disaster condition or replacement only the value of basic models 	<ul style="list-style-type: none"> Costs to purchase fixtures to better than pre-disaster condition or beyond the basic model
Food Services	<ul style="list-style-type: none"> Costs of materials, supplies, rented equipment in feeding staff during recovery operations that would not usually be provided 	<ul style="list-style-type: none"> Food service costs that would normally be provided to staff

Examples of Eligible and Ineligible Recovery Costs

(This table presents examples and is not comprehensive. Refer to the C&DFA Reg. for exact wording.)

Recovery Item	Eligible	Not Eligible
Fundraising	<ul style="list-style-type: none"> Not Applicable 	<ul style="list-style-type: none"> Expenses that are recovered from relief agencies or from disaster fundraising
Furniture	<ul style="list-style-type: none"> Furniture repair to pre-disaster condition or replacement only of furniture essential to local authority functions and operations 	<ul style="list-style-type: none"> Costs to purchase furniture that is not essential to local authority functions and operations
Goods and Services Tax	<ul style="list-style-type: none"> GST paid is claimable at the portion not recoverable by GST rebate 	<ul style="list-style-type: none"> GST that is recoverable by rebate
Income Loss	<ul style="list-style-type: none"> Not Applicable 	<ul style="list-style-type: none"> Loss of operational income or revenue, or cancellation of work projects
Institutional Furnishings	<ul style="list-style-type: none"> Institutional furnishings essential to local authority functions and operations 	<ul style="list-style-type: none"> Institutional furnishings not essential to local authority functions and operations
Insurance	<ul style="list-style-type: none"> Private insurance deductible amounts 	<ul style="list-style-type: none"> Insured losses
Inventory	<ul style="list-style-type: none"> Inventory that is essential to local authority functions and operations (proof of inventory, consumption and replenishment is required) 	<ul style="list-style-type: none"> Stockpiling costs for materials, equipment, or other related costs
Land Improvement	<ul style="list-style-type: none"> Compensation of private land owner for legal encroachment under state of local emergency 	<ul style="list-style-type: none"> Costs for illegal encroachment or improvement of land/property for the purpose of damage reduction
Landscaping	<ul style="list-style-type: none"> Landscaping if essential to public welfare 	<ul style="list-style-type: none"> Landscaping not essential to public welfare
Linking of Separate Disasters	<ul style="list-style-type: none"> Not Applicable 	<ul style="list-style-type: none"> Accumulating recovery costs of two or more distinct disastrous events
Materials	<ul style="list-style-type: none"> Materials needed to repair damage when not used for normal operations or work Replacement of local authority materials / stores damaged or destroyed in responding to emergency or in repairing damaged public facilities Material damaged by disaster that is essential to local authority functions and operations, e.g., inventory 	<ul style="list-style-type: none"> Material that is not essential to local authority functions and operations Construction materials in storage or available for construction purposes
Mitigation	<ul style="list-style-type: none"> Not Applicable 	<ul style="list-style-type: none"> Works undertaken as preventative measures to guard against future disasters

Examples of Eligible and Ineligible Recovery Costs

(This table presents examples and is not comprehensive. Refer to the C&DFA Reg. for exact wording.)

Recovery Item	Eligible	Not Eligible
Office Furnishings	<ul style="list-style-type: none"> Office furnishings essential to local authority functions and operations 	<ul style="list-style-type: none"> Office furnishings that are not essential to local authority functions and operations
Overtime Wages	<ul style="list-style-type: none"> Paid out incremental costs related to the event, plus benefits CTO paid out 	<ul style="list-style-type: none"> Overtime wages not attributed to event CTO if not paid out Excessive overtime rate payments
Ownership	<ul style="list-style-type: none"> Reconstruction or replacement of structures, equipment, and materials for which there is proof of local authority ownership, including any titles, rights, or privileges assigned by way of a lease or permit 	<ul style="list-style-type: none"> Facilities and materials that are not owned directly by the local authority, or where the local authority can provide no proof of ownership, title, right, or privilege assigned by way of lease or permit
Project Admin Costs	<ul style="list-style-type: none"> Project administration costs 	<ul style="list-style-type: none"> Normal operating costs
Provincial Sales Tax	<ul style="list-style-type: none"> All PST 	<ul style="list-style-type: none"> Not Applicable
Public Works	<ul style="list-style-type: none"> Repair or replacement of public works (e.g. streets, roads, bridges, dams, breakwaters, wharves, docks, retaining walls) that are essential to local authority functions and operations to pre-disaster condition * 	<ul style="list-style-type: none"> Repair or replacement of non-essential public works Restoration to better than pre-disaster condition
Recreational Facilities	<ul style="list-style-type: none"> Repair, replacement of recreational facilities that are essential to local authority functions and operations to pre-disaster condition * 	<ul style="list-style-type: none"> Repair or replacement of non-essential recreational facilities Costs to enhance recreational facilities to better than pre-disaster condition
Retaining Walls	<ul style="list-style-type: none"> Repair or replacement of retaining walls that are essential to local authority functions and operations to pre-disaster condition * 	<ul style="list-style-type: none"> Repair or replacement of non-essential retaining walls Costs to enhance retaining walls to better than pre-disaster condition
Roads	<ul style="list-style-type: none"> Repair or replacement of local authority streets and roads as public works essential to local authority functions and operations 	<ul style="list-style-type: none"> Repair or replacement of non-essential roads Costs to enhance roads to better than pre-disaster condition
Salaries	<ul style="list-style-type: none"> Salaries for backfilled positions when full-time staff conduct recovery project assessments and determination of recovery costs 	<ul style="list-style-type: none"> Normal, regular salaries and operating expenses of employees
Scalping of Gravel Beds	<ul style="list-style-type: none"> The cost of removing the unusually heavy event-related deposition in confined water courses 	<ul style="list-style-type: none"> Other scalping of gravel beds

Examples of Eligible and Ineligible Recovery Costs

(This table presents examples and is not comprehensive. Refer to the C&DFA Reg. for exact wording.)

Recovery Item	Eligible	Not Eligible
Structural Repair	<ul style="list-style-type: none"> Restoration to pre-disaster condition: <ul style="list-style-type: none"> Foundations, footings, seals, slab floors, pilings, structural walls and attached garages Framing, roofing, doors, windows, material, wall coverings, mouldings, fixtures and finishings Filling and levelling to restore essential access Parking areas, pumps, services/connections, space and water heating equipment Retaining walls as part of the public facility or essential to sustain land adjacent to, and critical to a public facility Existing protective works designed to protect banks from erosion 	<ul style="list-style-type: none"> Restoration to better than pre-disaster condition
Structure Loss Destroyed	<ul style="list-style-type: none"> Compensation for loss only when costs for reconstruction exceeds the BC Assessment Authority replacement value 	<ul style="list-style-type: none"> Compensation for loss of structure when costs do not exceed B.C. Assessment Authority replacement value
Structures – Flood Plain	<ul style="list-style-type: none"> A public safety facility built or installed in an area after being designated under Municipal Act as flood plain, provided that the Ministry of Water, Land and Air Protection or the Canadian Mortgage & Housing Corporation determine it to have been properly flood protected 	<ul style="list-style-type: none"> Structures in flood plains that are not properly flood protected
Structures Depreciated	<ul style="list-style-type: none"> Not Applicable 	<ul style="list-style-type: none"> Neglect or deterioration of structures prior to disaster
Supplies	<ul style="list-style-type: none"> Supplies needed to repair damage when not used for normal operations, work (proof of inventory, consumption, replenishment required) 	<ul style="list-style-type: none"> Supplies used for normal operation Stockpiling supplies
Travel	<ul style="list-style-type: none"> Incremental costs related to the event 	<ul style="list-style-type: none"> Travel costs not attributed to the event
Tree Pruning, Removal	<ul style="list-style-type: none"> Pruning or removal of trees that constitute a threat to public safety due to the event 	<ul style="list-style-type: none"> Other pruning or removal of trees

Examples of Eligible and Ineligible Recovery Costs

(This table presents examples and is not comprehensive. Refer to the C&DFA Reg. for exact wording.)

Recovery Item	Eligible	Not Eligible
Unoccupied Premises	<ul style="list-style-type: none"> Unoccupied premises under construction will be considered occupied with a valid certificate of occupation for the premises under construction 	<ul style="list-style-type: none"> Unoccupied government premises under construction
Vehicle Repairs	<ul style="list-style-type: none"> Not Applicable 	<ul style="list-style-type: none"> Cost of repairing or replacing vehicles lost or damaged in a disaster
Volunteer Expenses	<ul style="list-style-type: none"> Volunteer expenses that are attributable to the recovery (e.g., mileage, phone charges) 	<ul style="list-style-type: none"> Volunteer expenses not attributed to recovery
Wharves, Docks	<ul style="list-style-type: none"> Repair or replacement of essential public wharves or docks to pre-disaster condition 	<ul style="list-style-type: none"> Repair or replacement of non-essential wharves, docks Costs to enhance wharves, docks to better than pre-disaster condition

For more information on eligible and ineligible recovery costs, refer to Schedule 5 of the [C&DFA Regulation](#), and Part 3 of the Regulation.

ANNEX 1 EMERGENCY OPERATIONS CENTRE QUICK REFERENCE GUIDE

**An annex to the RMOW Comprehensive Emergency
Management Plan**

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List of Acronyms

APP	Mobile Application
BC	British Columbia
BCAS	British Columbia Ambulance Service
CAO	Chief Administrative Officer
CEMP	Comprehensive Emergency Management Plan
EMBC	Emergency Management British Columbia
EOC	Emergency Operations Centre
ESS	Emergency Social Services
GM	General Manager
IC	Incident Commander
IT	Information Technology
PECC	Provincial Emergency Coordination Centre
PREOC	Provincial Regional Emergency Operations Centre
RCMP	Royal Canadian Mounted Police
RMOW	Resort Municipality of Whistler
WFRS	Whistler Fire Rescue Service

1 SCOPE OF ANNEX

This Annex is a supplement to the Resort Municipality of Whistler [Comprehensive Emergency Management Plan \(CEMP\)](#). The purpose of this guide is to **assist decision-makers through the initial activation, set-up and first operational period of an Emergency Operations Centre (EOC)**. This Annex describes the procedures for EOC activation including:

- the process for first response agencies to request the activation of the RMOW EOC;
- the process for the Chief Administrative Officer (CAO) or delegate to authorize EOC activation;
- the process for the CAO or delegate to determine the appropriate level of EOC activation;
- the EOC Contact List;
- initial EOC set-up information and;
- EOC Director and Section Chief First Hour Guides.

This Annex is focused on EOC authorization, activation and set-up. Information on EOC organization, staffing and activities can be found in the CEMP.

This Annex contains confidential information and will not be distributed publicly. All requests for access will be addressed to:

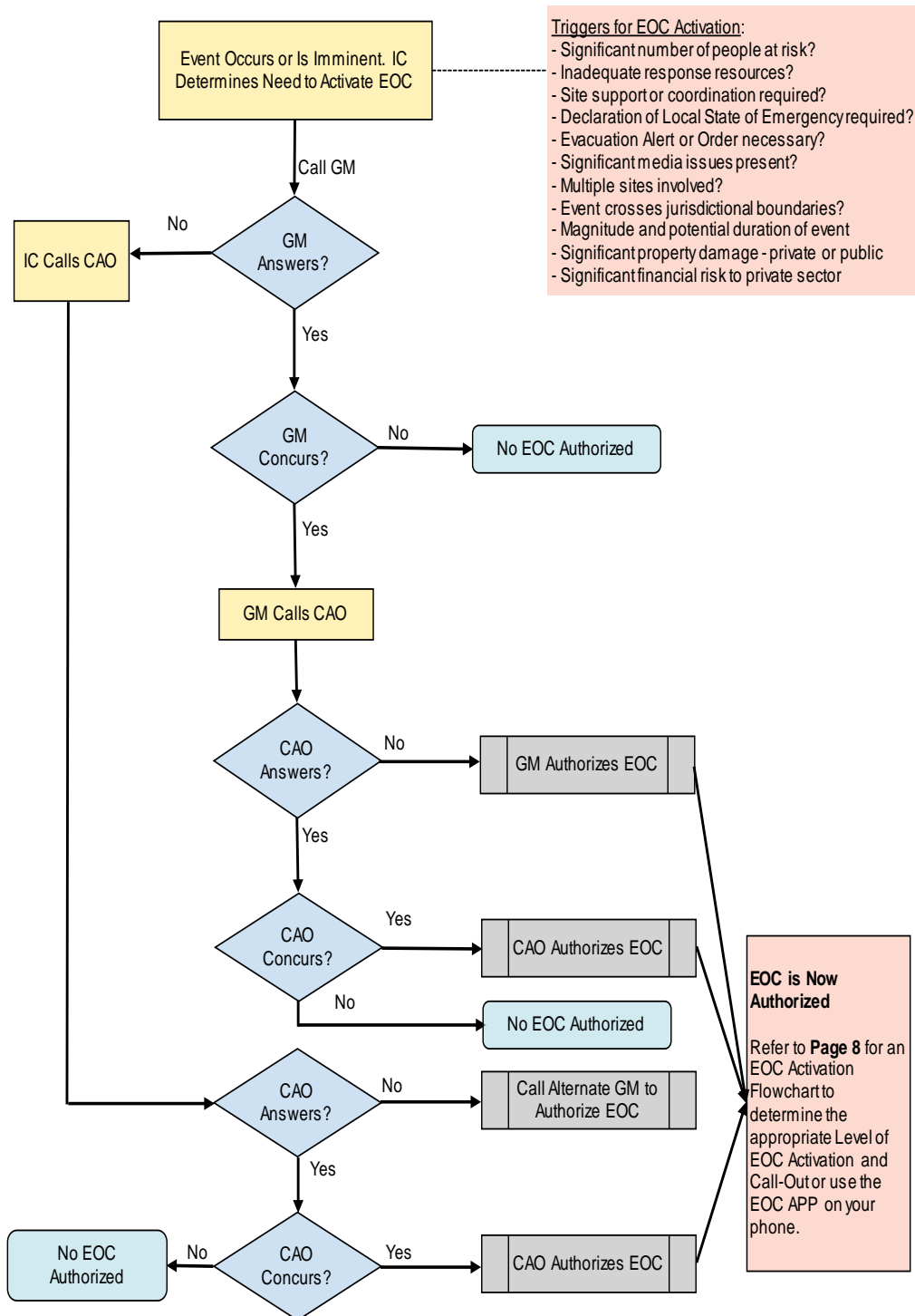
Emergency Program Coordinator
The Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, BC V0N 1B4
Phone: 604-935-8472
E-mail: eocwhistler@whistler.ca
Web: www.whistler.ca/emergencyprogram

2 EOC ACTIVATION

2.1 Authorization to Activate the EOC

During a major emergency or disaster in the RMOW, first response agencies including Royal Canadian Mounted Police (RCMP), Whistler Fire Rescue Service (WFRS), and RMOW Public Works may require additional site support and the activation of the RMOW EOC. The RMOW CAO, or delegate General Manager (GM), will authorize the activation of the EOC. First response agencies will seek EOC authorization through their GM. If their GM is unavailable, the first response agency may contact the CAO directly. See the [Figure 1 EOC Activation Flowchart](#) on the following page for detailed information.

Figure 1 EOC Activation Flowchart



2.2 Level of Activation

The RMOW recognizes three levels of EOC activation. The CAO, or delegate GM, will determine the level of activation that is required. See [Table 1 EOC Activation Levels](#) and [Figure 2 Level of Activation Flowchart](#) for a flowchart to assist with decision-making or use the EOC APP on your mobile device.

Table 1 EOC Activation Levels

Activation	Event/Situation
Level 1 Low level Activation	<ul style="list-style-type: none"> • Isolated event • One site with two or more agencies involved • Potential threat of flooding or severe storm, interface fire (examples) • Minimal evacuations • EOC may be 'virtual' at own desks
Level 2 Medium Activation	<ul style="list-style-type: none"> • Moderate Event, two or more sites • Several agencies involved • Major scheduled event (e.g. conference or sporting event) • Limited evacuations • Some resources/support required
Level 3 Full Activation	<ul style="list-style-type: none"> • Major event, multiple sites • Regional or Provincial disaster • Multiple agencies involved • Extensive evacuations • Resources/support required • Support Required

Figure 2 Level of Activation Flowchart

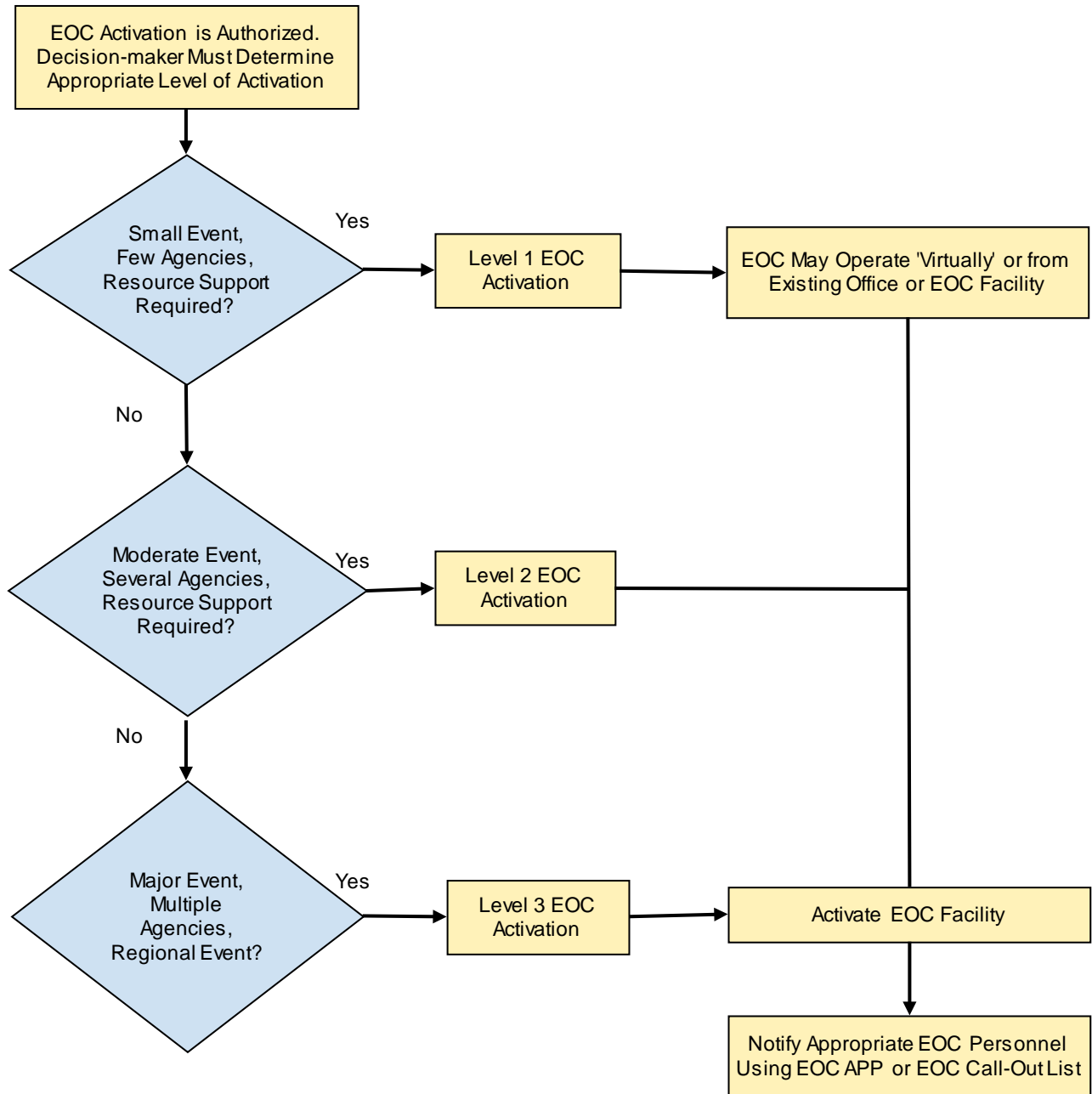


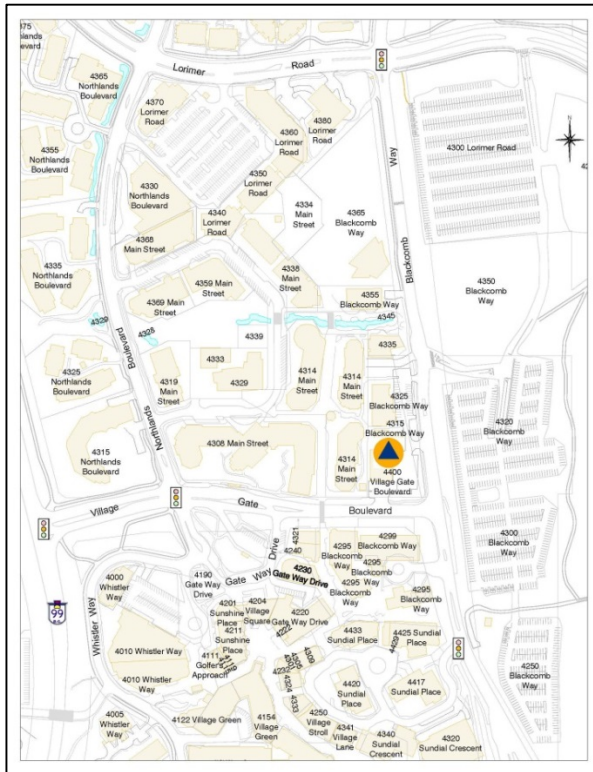
Table 2 EOC Contact List

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2.3 EOC Locations

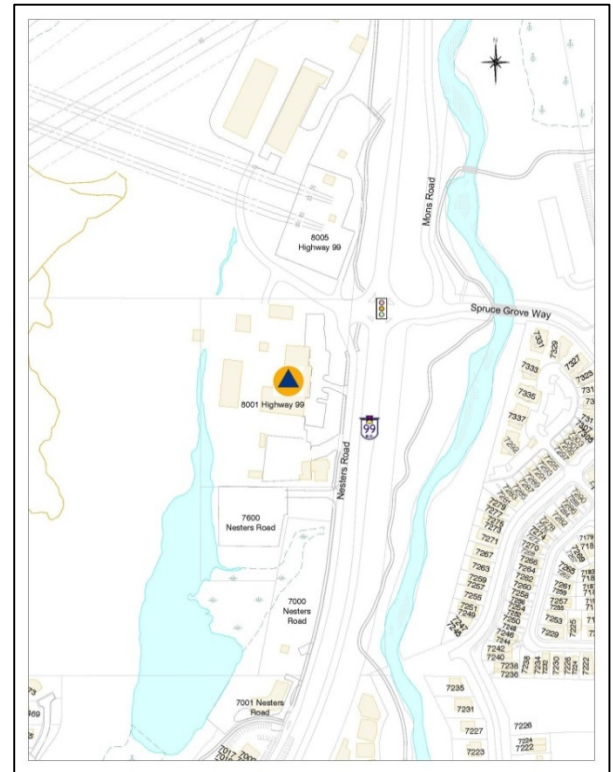
The primary EOC is located at:

Municipal Public Safety Building
4325 Blackcomb Way, Whistler, BC



The alternate EOC is located at:

Public Works Yard
8001 Hwy 99, Whistler, BC



2.4 EOC Activation Criteria

The EOC may be activated if any of the following conditions exist:

- Significant number of people at risk
- Additional resource support is required at the site
- Additional authority is required (e.g., Declaration of State of Local Emergency)
- Evacuation has occurred or there is evacuation potential
- Event crosses jurisdictional boundaries (e.g., train derailment, flood, earthquake)
- Multiple sites involved
- Coordination of multiple agencies, beyond what site can adequately handle
- Magnitude and potential duration of event (e.g., forest fire, flood, earthquake)
- Significant property damage – private and / or public
- Significant financial risk to private sector
- Environmental risks
- Major planned event or special event

The EOC may be activated with or without a declaration of state of local emergency; however, it must be activated once a declaration has been made.

2.5 Notifications to Staff

Once EOC approval has been granted EOC staff will be notified using the [EOC Contact List](#), found in or the RMOW EOC APP or both.

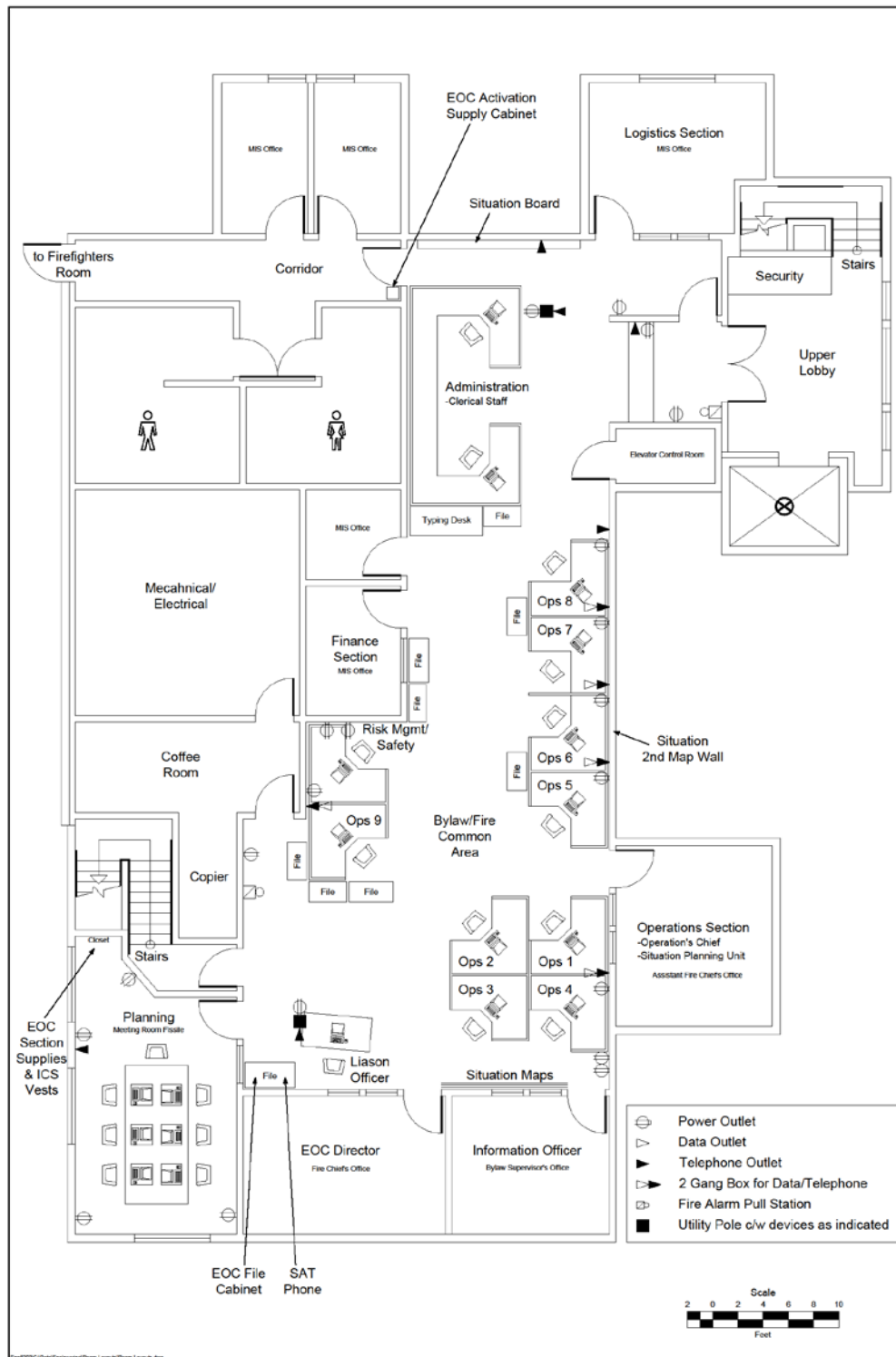
The caller will provide the following information:

- Brief description of the emergency
- Identity of who authorized EOC activation
- Where and to whom you are to report
- Applicable transportation information (known road closures and/or use of specified routes to take)
- Reminder to bring any necessary supplies, reference materials, and personal necessities to the EOC
- Inquiry as to estimate time of arrival at EOC

3 EOC ACCESS AND SET-UP

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Figure 3 EOC Layout Map



3.1 EOC Equipment and Supplies

EOC Activation Cabinet

1. Check-in List
2. EOC Activation Folder (includes management team EOC Vests)
3. Layout Plan
4. Access FOBs (8x)
5. EOC Quick Reference Guide (8x)
6. EOC Maps
7. CEMP(6x copies)

EOC File Cabinet

8. RMOW CEMP
9. RMOW Civic Address Books 2013 (2x)
10. Bound Notebooks (10x)
11. Blue Book - Equipment Rental Rate Guide (2x)
12. External Emergency Plans:
 - A. CN Rail
 - B. Fortis BC
 - C. BC Hydro
 - D. SLRD
13. Whistler Blackcomb

EOC Storage Closet

14. EOC Phones
15. EOC Computer Equipment
16. EOC Vests
17. Planning Supplies

EOC Emergency Cabinet

18. Food, Water and Emergency Rations

4 COMMUNICATIONS

SECTION INTENTIONALLY LEFT BLANK FOR CONFIDENTIALITY PURPOSES

ANNEX 2 EMERGENCY OPERATIONS CENTRE POSITION CHECKLISTS AND FORMS

**An annex to the RMOW Comprehensive Emergency
Management Plan**

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1. GENERAL INFORMATION

The Emergency Operations Centre Quick Action Checklists and Forms Annex is a supplement to the [Comprehensive Emergency Management Plan](#) (CEMP). This Annex provides position checklists, activity checklists and information sheets, and forms and templates for all EOC Functions, Branches and Units required to staff the RMOW Emergency Operations Centre (EOC) during a major emergency or disaster.

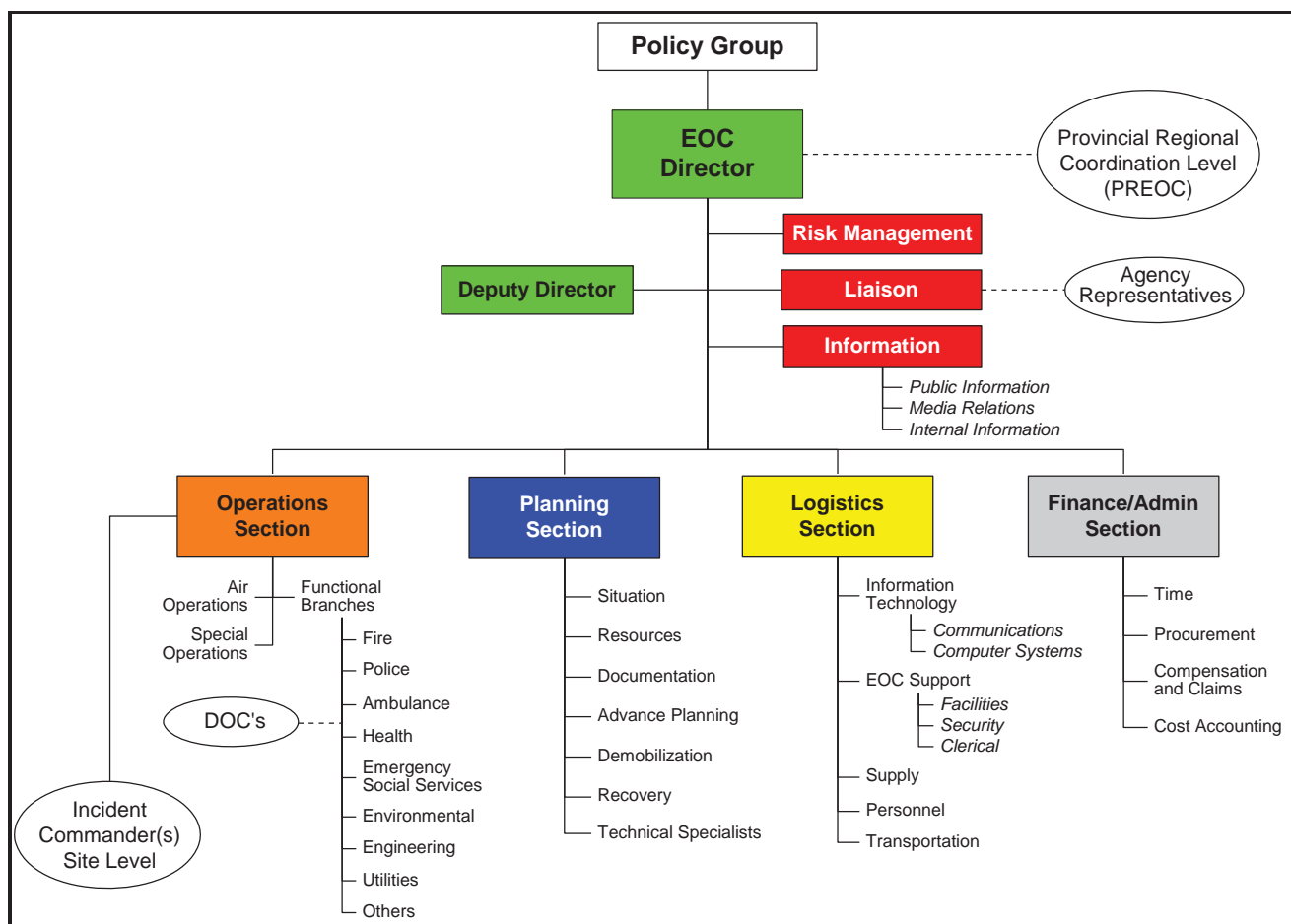
It is important to note that not all positions are required for all major emergencies and disasters and in some cases, one person may carry out the responsibilities of more than one position.

Only those functions/positions that are needed to effectively handle the major emergency or disaster should be staffed. The situation at hand will dictate the functions and elements to be activated. As a minimum, an active EOC requires only an EOC Director. Other EOC functions are staffed as necessary. For more information regarding general EOC organization and activities see Section 5 and 6 of the [CEMP](#).

2. EOC QUICK ACTION CHECKLISTS

Quick Action Checklists have been proven to be an effective tool during major emergencies and disasters. Quick Action Checklists help guide staff who may not be familiar or practiced in their EOC role and provide useful reminders of items that should be done during a major emergency or disaster. As major emergencies, disasters, and exercises are reviewed, the applicability of the Quick Action Checklists will be reviewed and revised as needed. The responsibility for this review lies with the EOC Director and the Emergency Program Coordinator for the RMOW.

Figure 1 EOC Organization Chart



3. LIST OF TERMS

Agency	An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance.
Agency Dispatch	The agency or jurisdictional facility from which resources are allocated to emergencies.
Agency Representative(s)	An individual assigned to the EOC from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the emergency. Agency Representatives report to the Liaison Officer.
Allocated Resources	Resources dispatched to an emergency.
Assigned Resources	Resources checked in and assigned work tasks on an emergency.
Assignments	Tasks given to staff to perform within a given operational period, based upon objectives in the Action Plan.
Assisting Agency	An agency directly contributing tactical or service resources to another agency.
Available Resources	Resources which are not assigned, and are ready for deployment.
Branch	The organizational level with functional responsibility for major parts of response operations. The Branch level is organizationally below the Section Chief in the EOC Operations' and Logistics' Sections.
The British Columbia Response Management System (BCERMS)	The British Columbia Response Management System is a comprehensive management scheme that ensures a coordinated and organized Provincial response and recovery to any and all emergencies and disasters. The broad spectrum of components of the BCERMS includes: operations and control management, qualifications, technology, training and publications.
Chain of Command	A series of management positions in order of authority.
Chief	The title for individuals responsible for command and/or management of functional sections: Operations, Planning, Logistics, and Finance/Administration. The term Chief is used at the incident and site levels of BCERMS.
Command	The act of directing resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.
Critical Resource	Material, personnel and finances that are in short supply and are needed by more than one emergency management team, emergency site, or local authority.
Delegation of Authority	A statement provided to the Incident Commander by the EOC Director delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Agencies may require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.
Deputy	A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a section, function, or specific task. In some cases, a Deputy could act as relief for the EOC Director, Command staff, General staff, and Branch or Unit Coordinators.
Emergency Operations Centre (EOC)	A designated facility established by a local government or private agency to coordinate the overall jurisdictional response and support to an emergency response.
EOC Action Plan	A plan, developed by the EOC Director or Planning Section Chief, in consultation with the EOC Management Team, listing objectives and operational tactics for managing the emergency and supporting site activity for the next operational period.
EOC Action Planning Meeting	A meeting held near the end of each operational period, to review the EOC Action Plan for the next operational period. The EOC Management Team provides brief status updates at this meeting.

EOC Management Staff	EOC Management Staff consists of the Information Officer, Risk Management Officer, and Liaison Officer. EOC Management Staff report directly to the EOC Director. They may have an assistant or assistants, as needed. Other positions may be added to command staff, as determined by the EOC Director.
EOC Management Team	The EOC Director, Deputy Director, Management Staff, and General Staff function as the EOC Management Team.
Finance/Administration Section	The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Purchasing Unit, Compensation and Claims Unit, and Cost Unit.
Function	In BCERMS, function refers to the five major activities (e.g., Management, Operations, Planning, Logistics, and Finance). The term function is also used when describing the activity involved (e.g., the planning function).
General Staff	EOC General Staff include the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. EOC General Staff report directly to the EOC Director. They may have an assistant or assistants, as needed.
Incident Commander	The individual responsible for the management of all emergency operations at the emergency site.
Incident Command Post	The location at which the primary command functions are executed. The ICP may be collocated or shared with the incident base or other incident facilities.
Incident Command System	A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.
Information Officer	A member of the Management Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Information Officer in the EOC. The Information Officer may have assistants.
Jurisdiction (Jurisdictional)	The range or sphere of authority. Agencies have jurisdiction at an emergency incident related to their legal responsibilities and authority for incident mitigation. (See Multijurisdictional.)
Jurisdictional Agency	The agency having jurisdiction and responsibility for a specific geographical area or mandated function as defined in the Emergency Program Act.
Key Ministry	The provincial ministry responsible for coordinating the government's response to the occurrence of any of the hazards for which it is responsible by regulation. (See "Section 6 and Schedule 1, Emergency Program Management Regulation, B.C. Reg. 477 / 94 of the Emergency Program Act".)
Liaison Officer	A member of the Management Staff responsible for coordinating with representatives from assisting agencies.
Life-Safety	Refers to the joint consideration of both the life and physical well being of individuals.
Logistics Section	The Section responsible for providing services, and support to the EOC and site at their request.
Management by Objectives	In BCERMS, this is a top-down management activity that involves a three-step process to achieve goals. The steps are establishing objectives, selecting the appropriate strategy(s) to achieve the objectives, and implementing the strategy.
Multi-Agency Emergency	An emergency where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.
Multijurisdictional Emergency	An emergency requiring action from multiple agencies that have statutory responsibility for incident mitigation. In ICS these emergencies should be managed under Unified Command.

Mutual Assistance Agreement	A pre-arranged agreement developed between two or more entities to render assistance to the parties of the agreement.
Notice to Airmen (NOTAM)	Temporary airspace restrictions for non-emergency aircraft in the incident area. NOTAMS are established by Transport Canada to ensure aircraft safety.
Objectives	Objectives, as listed in the EOC Action Plan, are statements of guidance and direction necessary for the selection of an appropriate strategy, and tactical direction of resources. Objectives are based on realistic expectations of what can be accomplished in a given timeframe with the resources available. Objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.
Officer	The title for the personnel responsible for the Management Staff positions of Safety, Liaison, and Information.
Operational Guidelines	An agencies' written procedure(s) that establishes a commonly accepted course of action and specifies the functional limitations of personnel in performing emergency operations.
Operational Period	The period of time scheduled for execution of a given set of operational actions as specified in the EOC Action Plan. Operational Periods can be of various lengths, although usually not over 12 hours.
Operations Section	The Operations Section is responsible for establishing communications with the site(s) and coordinating all site support activities through the implementation of the EOC Action Plan.
Out-of-Service Resources	Resources allocated to an emergency but temporarily unable to respond for mechanical, rest, or staffing reasons.
Partner	Any individual, group, or organization that may assist in the response to a major emergency or disaster.
Planning Section	Responsible for the collection, evaluation, and dissemination of information related to the emergency in the EOC, and for the preparation and documentation of EOC Action Plans.
Provincial Central Coordination Level	A coordination level within the BC Emergency Response Management System, which is activated to coordinate all provincial resources. This level interacts with the Provincial Regional Emergency Coordination Level.
Provincial Emergency Coordination Centre (PECC)	Provincial Operations Centre will be established to manage activities at the Provincial Central Coordination Level. The five functions provided by POC are Management, Operations Coordination, Planning, Logistics, and Finance/Administration. The POC level follows the same basic organizational support levels in the BCERMS.
Provincial Regional Coordination Level	A coordination level within the BC Emergency Response Management System, which is activated to coordinate provincial resources on a regional basis. This level interacts with Municipal and Ministry EOCs.
Provincial Regional Emergency Operations Centre (PREOC)	A Provincial Regional Operations Centre manages activities at the Provincial Regional Coordination Level and coordinates the joint efforts of government and non-government agencies.
Recorders	Individuals within BCERMS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.
Resources	Personnel and equipment available, or potentially available, for assignment to emergency(s). Resources are described by kind and type, e.g., ground, water, air, etc., and may be used in tactical support or management capacities at an emergency(s).
Risk Management	A member of the Management Staff responsible for the process of making and carrying out decisions that will minimize the adverse effects of injuries, accidental losses and liability upon an organization.

Section	That organization level with responsibility for a major functional area of the incident, e.g., Operations, Planning, Logistics, Finance / Administration.
Single Command	Single Command has one Incident Commander.
Span of Control	To maintain supervisory levels within the EOC structure an effective span of control is required. Span of Control within the range of 1 to 3 and 1 to 7 individuals reporting to a supervisory level. The range of 1 to 5 is considered being the optimum number of individuals reporting to the next higher supervisory level.
Supporting Agency	The term used in the BCERMS to designate assisting and cooperating agencies. (See Assisting Agency).
Supporting Materials	Refers to the several attachments that may be included with the EOC Action Plan. E.g. communications plan, map, safety plan, traffic plan, etc.
Tactical Direction	Directions given by the Operations Section Chief to implement the EOC Action Plan. Directions may include the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.
Technical Specialist	Personnel with special skills that can be used where required within the ICS organization.
Unified Command	In ICS, Unified Command is a unified team effort which allows all agencies with jurisdictional responsibility for the emergency, either geographical or functional, to manage an emergency by establishing a common set of emergency objectives, strategies and action plans. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.
Unit	The organizational element having functional responsibility for a specific Planning, Logistics, or Finance/Administration activity.

4. QUICK ACTION CHECKLISTS FOR EOC POSITIONS

4.1 EOC Management Staff at a Glance

EOC Management staff are responsible for overall coordination of the EOC; public information; media relations; agency liaison; and proper risk management procedures, through joint efforts of RMOW departments, government agencies, and private organizations. The term 'EOC Management Staff' refers to the group of positions listed below. The term 'EOC Management Team' refers to this group in addition to the General Staff i.e. Section Chiefs. For more in-depth information on the roles and responsibilities of the EOC Management Team see the [CEMP](#).

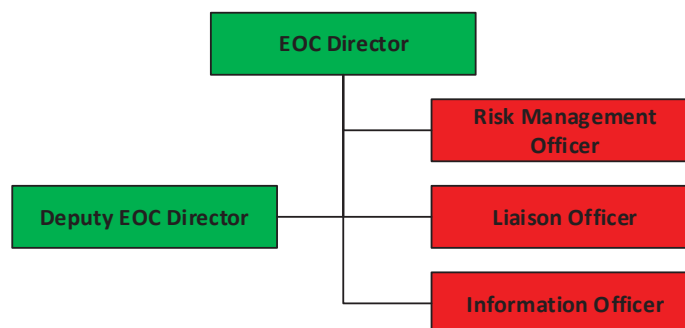


Figure 2 EOC Management Staff

List of EOC Management Staff with Brief Description of Role

EOC Director	The EOC Director provides overall coordination of site support activities to ensure an effective, coordinated and cooperative response. The EOC Director role may be filled by two or more representatives of agencies with jurisdiction.
EOC Deputy Director	A Deputy EOC Director may be assigned to assist in managing the EOC group and responsibilities.
Risk Management Officer	Risk Management Officer is responsible for the process of making and carrying out decisions that will minimize the adverse effects of injuries, accidental losses and liability upon the RMOW.
Liaison Officer	The Liaison Officer is responsible for coordinating with representatives from assisting agencies.
Information Officer	The Information Officer is responsible for interfacing with the public and media or with other agencies requiring information directly from the emergency. There is only one Information Officer in the EOC. The Information Officer may have assistants.

EOC DIRECTOR

QUICK ACTION CHECKLIST

- ☐ Activate the EOC & determine level of activation. Notify EOC staff. (See EOC APP or [CEMP Annex 1 EOC Activation Guide](#).)
- ☐ Establish contact with the Incident Commander (IC) and assess the severity of the situation. Give whatever immediate support you can to the site.
- ☐ Have an assistant complete a Major Incident Report ([EOC 550](#)) for your approval.
- *Remember:** Establish an Operational Period (OP). Have an assistant schedule the first EOC Action Plan Meeting for the end of the first OP. You are going to need to develop an Action Plan by the end of the first OP.
- ☐ Brief EOC staff about the incident. Review what is known about the situation with staff and continue to direct immediate actions to provide support to site. Advise staff of the length of the first OP and the time of scheduled EOC Action Plan meeting. Direct the EOC Management Team [Officers, Section Chief's] to prepare and submit their Section Status Reports (EOC 401XXX) 30 minutes prior to the scheduled Action Plan Meeting. Collect Section Status Report's from each member of EOC Management Team and for 30 minutes leading up to the Action Planning Meeting, Director will work with Planning Section Chief, using the Section Status Report information, to develop an EOC Action Plan ([EOC 502](#)). See the [Guide to Preparing and Conducting EOC Action Plan Meetings](#) below for a checklist to guide you through the complete Action Planning process.

***Remember:** If a Declaration of State of Local Emergency is required supervise the process. See [RMOW Emergency Declaration Process Flowchart](#) and Sample Declaration of Local Emergency Order ([EOC 400](#)) below. Assign in writing, delegated powers allowed under the declaration if any are given.

- ☐ Host EOC Action Planning Meeting. See [EOC Action Planning Meeting Agenda Template](#) (EOC 401) below. Allow each section to provide a brief summary of what has happened or changed since the last briefing. Only new information should be presented and no repetition between sections. EOC Director or Planning Section Chief present the EOC Action Plan. EOC Director approves EOC Action Plan.
- ☐ Direct the Planning Section Chief to complete a Situation Report at least once every Operational Period ([EOC 501](#)). Copy to Policy Group and PREOC.

***Remember:** Conduct periodic briefings with the EOC Management Team as frequently as you feel they are needed.

- ☐ Keep the PREOC and EMBC informed.
- ☐ During events when certain resources are in short supply or are not available in the quantities requested by the IC the EOC Director will designate those resources as "critical". Critical resources require EOC Director approval for any use or allocation.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ **Request Task Number from EMBC 1-800-663-3456.**
- ☐ Obtain the EOC Director position vest and filebox. Set up EOC Director work station. Determine resource needs and communicate to Logistics.
- ☐ Establish Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Implement EOC Staffing Plan. Assign Management Staff: Information, Liaison, and Risk Management Officers. Assign General Staff: Operations, Planning, Logistics and Finance Section Chiefs. Note: EOC Director + Management Staff + General Staff = EOC Management Team.
- ☐ Direct Liaison Officer to contact and invite External Agency Reps if needed.
- ☐ Notify Policy Group and external agencies appropriate to type and level of incident. An External Agency Contact List is available in EOC Director filebox.
- ☐ **EOC Director must approve:** Public information and media releases, EOC Action Plan, Expenditure Authorization Forms, and the use/allocation of "critical resources."

EOC Director Responsibilities

- Exercise overall management responsibility for the coordination between emergency response and supporting agencies in the EOC.
- Assess the emergency situation and support the site.
- With the IC(s) and EOC Management Team, set priorities for response by developing EOC Action Plans.
- Liaise with the Policy Group and PREOC.
- Ensure that inter-agency coordination is accomplished effectively in the EOC.
- Establish appropriate EOC staffing level and manage the EOC group. Ensure interagency coordination is accomplished.
- Ensure risk management priorities and procedures are applied for all EOC activities.

*** IF NOTHING ELSE... READ THIS ***

Use this form to chronologically record details of notable actions, decisions or enquiries taken during your shift. Include a basic reference from which to extract information for handovers and inclusion in any after-action report.

the actions you take during a

Position Log

Incident/ Event Name:		Section/ Function:		Position:	
--------------------------	--	-----------------------	--	-----------	--

[illegible]Page

Use this form to record the contact information of agencies/people you contact during your EOC shift. This ensures contact information is documented and available when required as well as providing the person replacing you with the necessary contact information to effectively perform the role.

CONTACT LOG			
Event:		Time:	
Operational Period:		EMBC Task #:	
		Date:	
		Position:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	

Guide to Preparing EOC Action Plans and Conducting EOC Action Plan Meetings

The purpose of this checklist is to provide the EOC Director, Planning Section Chief, or delegate preparing the EOC Action Plan, with a list of activities to complete when preparing the EOC Action Plan.

Scheduled Time of EOC Action Plan Meeting

Time of Next Operational Period

Notify EOC Management Team, of the scheduled EOC Action Plan Meeting - Direct EOC Management Team to prepare Section Status Reports (EOC 401XXX).

- ☐ Liaison Officer
- ☐ Information Officer
- ☐ Planning Section Chief
- ☐ Finance Section Chief

- ☐ Risk Management Officer
- ☐ Operations Section Chief
- ☐ Logistics Section Chief

Collect Section Status Reports (EOC 401XXX) from EOC Management Team 30 minutes prior to the EOC Action Plan Meeting.

- ☐ Liaison Officer
- ☐ Information Officer
- ☐ Planning Section Chief
- ☐ Finance Section Chief

- ☐ Risk Management Officer
- ☐ Operations Section Chief
- ☐ Logistics Section Chief

Planning Section Chief and EOC Director develop an EOC Action Plan (use form EOC 502) using the priorities, issues and challenges provided in the Section Status Reports (EOC 401XXX) collected from the EOC Management Team. * The EOC Action Plan should identify objectives that the EOC Management Team should address during the next operational period. Consider the checklist below when developing objectives.

Objectives should:

- ☐ be of high importance and measurable
- ☐ consider BCERMS goals
- ☐ specify the actions/tasks that must be performed to meet the objective
- ☐ be described from a support and coordination perspective. Actions/tasks completed at the site level should not be listed
- ☐ actions/tasks should be assigned to a position or section
- ☐ be accomplished in the next operational period

BCERMS RESPONSES GOALS

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

Direct Documentation Unit to Prepare for the EOC Action Plan Meeting.

- ☐ Distribute the EOC Action Plan Meeting Agenda (EOC 401) to EOC Management team prior to meeting.
 - ☐ Make copies of the EOC Action Plan for distribution to EOC Management Team in the meeting.
 - ☐ Identify minute taker for EOC Action Plan meeting.
-

Host the EOC Action Plan Meeting. Follow the EOC Action Plan Meeting Agenda (EOC 401).

- ☐ Identify a meeting chair - EOC Director, Planning Section Chief, or delegate.
- ☐ Ask each Officer and Section Chief provide a brief update.
- ☐ Meeting Chair circulates and reviews the EOC Action Plan including the objectives and associated actions and tasks.
- ☐ EOC Director or Planning Chief briefly answer questions related to EOC Action Plan.
- ☐ EOC Director Approves the EOC Action Plan.



EOC ACTION PLAN MEETING AGENDA TEMPLATE

The EOC Director, Planning Section Chief, or delegate should use this agenda template to Chair the EOC Action Plan Meeting. **For more detailed information on the EOC Action Planning process refer to the Guide To Preparing the EOC Action Plan and Conducting the EOC Action Plan Meeting on page 13/14.**

EVENT INFORMATION	
Event/Incident:	Task #:
Date:	Times of Next Operational Period:
Meeting Chair:	Minute Taker:

AGENDA ITEMS

1. EOC MANAGEMENT TEAM STATUS UPDATES

***Instructions:** Each Officer and Section Chief will provide a brief [one minute or less] summary of what has happened or changed since the last briefing. Only new information should be presented and no repetition between sections. Those without new information should 'pass.' Minute taker should record information on this form for documentation purposes. ***Remember this meeting should be no longer than 15 minutes.**

Section	Update
Risk Management Officer	
Liaison Officer	
Information Officer	
Operations Section Chief	
Planning Section Chief	
Logistics Section Chief	
Finance Section Chief	

2. PRESENT EOC ACTION PLAN

Meeting chair or delegate presents the EOC Action Plan.

- Circulate EOC Action Plan.
- Briefly review EOC Action Plan, including the objectives and associated actions and tasks.
- Briefly answer questions regarding EOC Action Plan.

3. APPROVE EOC ACTION PLAN

EOC Director must approve EOC Action Plan.

***Remember:** EOC Director must communicate EOC response objectives, as listed in the EOC Action Plan, to positions and agencies not in attendance at the EOC Action Plan Meeting.

EOC ACTION PLAN

This template should be used by the EOC Director, Planning Section Chief, or delegate to develop the EOC Action Plan. The EOC Action Plan summarizes the response objectives, and the associated actions and tasks for the next operational period. Objectives should consider BCERMS goals, see below.

Event Information	
Event/Incident:	Task #:
Date Prepared:	For Next Operational Period:
Prepared By:	Position:

EOC Director Approval of EOC Action Plan	
<i>*Instructions: Review, sign and forward to Documentation for copying and distribution at the EOC Action Plan Meeting.</i>	
Print name:	Signature:
Date:	Time:

EOC Distribution List		
<input type="checkbox"/> EOC Director	<input type="checkbox"/> Operations Section Chief	<input type="checkbox"/> EOC Display Board (post)
<input type="checkbox"/> EOC Deputy Director	<input type="checkbox"/> Planning Section Chief	Additional staff assigned a task:
<input type="checkbox"/> Liaison Officer	<input type="checkbox"/> Logistics Section Chief	<input type="checkbox"/> _____
<input type="checkbox"/> Information Officer	<input type="checkbox"/> Finance Section Chief	<input type="checkbox"/> _____
<input type="checkbox"/> Risk Management Officer	<input type="checkbox"/> Documentation Unit (Original copy)	<input type="checkbox"/> _____

**British Columbia Emergency
Response Management System**
**BCERMS
RESPONSES GOALS**

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

EOC ACTION PLAN CONTINUED

OBJECTIVES

***Instructions:** List objectives (in priority order) which identify what will need to be completed in the next EOC operational period. There is no limit to the number or objectives - use additional pages as required. **Use active verbs:** acquire, advise, complete, confirm, consult, contact, declare, determine, develop, establish, ensure, gather, identify, issue, notify, obtain, prepare, request, support.

Objective # __:

Objective # __:	
Actions/tasks to complete this objective:	Section Responsible:
1.	
2.	
3.	
4.	
5.	

Objective # __:

Objective # __:	
Actions/tasks to complete this objective:	Section Responsible:
1.	
2.	
3.	
4.	
5.	

MAJOR INCIDENT REPORT

The purpose of this form is to capture and share situational awareness information as it becomes known

Event Name:	Task #:
Date: (yyyy/mm/dd)	Time: (24 hr)
Source of Information: (Name/agency/position) (print)	Operational Period #:
Contact #:	Info Verified: <input type="checkbox"/> Yes <input type="checkbox"/> No

Incident Type/Name:	
Incident Location: (Address/Intersection/ Municipality)	
Incident Command Post Established? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Known	ICP Location: _____

Summary of Incident (What happened?)**Who is Responding?** (Involved agencies & actions)**Who/What is Affected?**

People	Conf	Est	Damage: (Buildings, bridges, roads, utilities, duration of rupture etc.)
Fatalities			
Injuries			
Evacuees			
Homes evacuated			

<input type="checkbox"/> Initial Report	or	<input type="checkbox"/> Incident Update #
--	----	---

Incident Progress:	<input type="checkbox"/> Assistance required	<input type="checkbox"/> Under control	<input type="checkbox"/> Resolved	<input type="checkbox"/> Closed	<input type="checkbox"/> Not Known	<input type="checkbox"/> _____
Incident Status:	<input type="checkbox"/> Deteriorating	<input type="checkbox"/> Static	<input type="checkbox"/> Improving	<input type="checkbox"/> Not Known	<input type="checkbox"/> _____	

FORM PREPARED BY

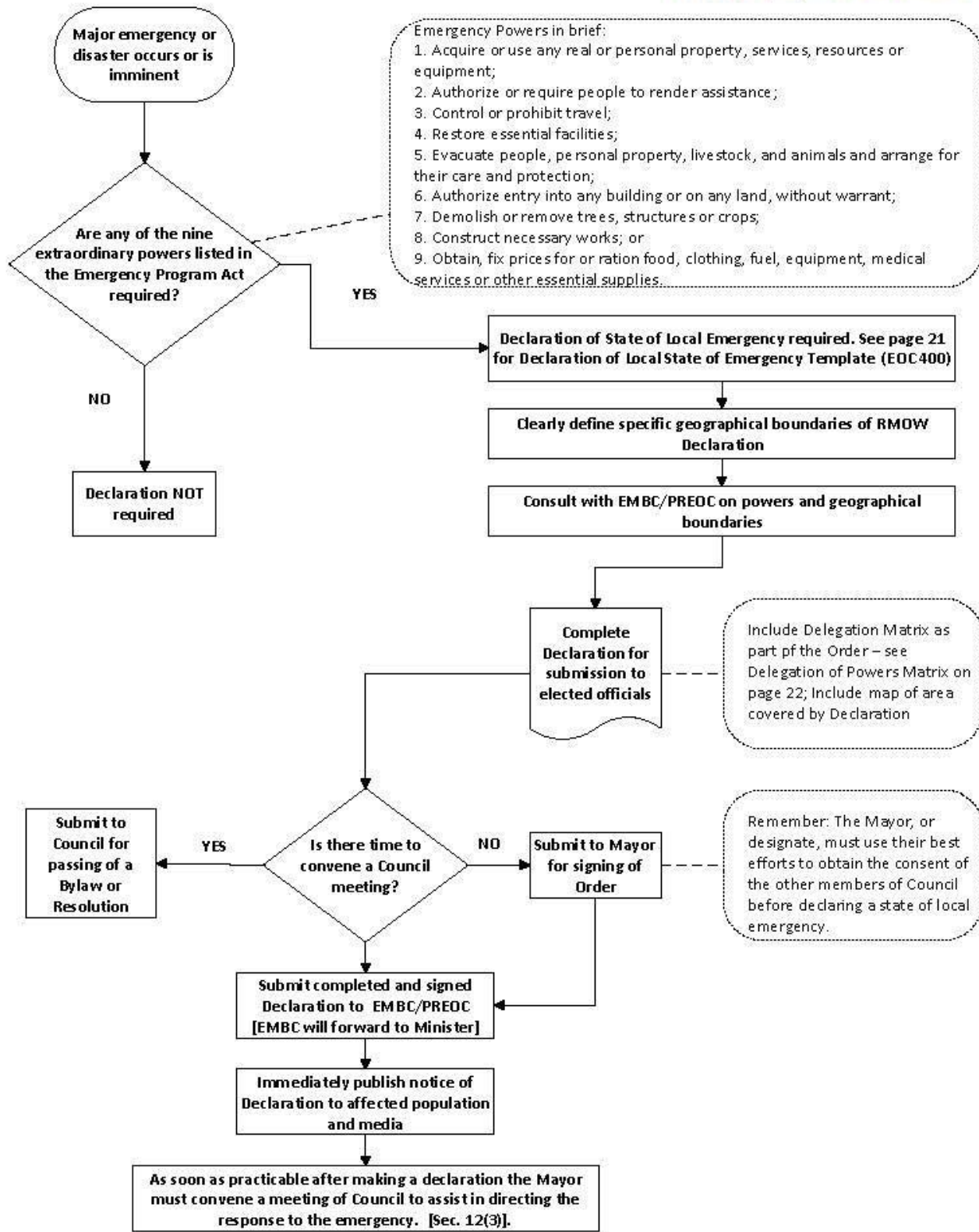
Print Name: (please print)	Section: <input type="checkbox"/> OPS or <input type="checkbox"/> _____	Position: _____
Date: (yyyy/mm/dd)	Time: (24 hr) _____	

EOC DISTRIBUTION LIST

<input type="checkbox"/> EOC Director	<input type="checkbox"/> Planning Section	<input type="checkbox"/> Information officer
<input type="checkbox"/> Operations Section	<input type="checkbox"/> Documentation Unit (original)	<input type="checkbox"/> Other: _____

**EOC550
2014**

DECLARING A LOCAL STATE OF EMERGENCY FLOWCHART





THE RESORT MUNICIPALITY OF WHISTLER

4325 Blackcomb Way
Whistler, BC Canada V0N 1B4
www.whistler.ca

TEL 604 932 5535
TF 1 866 932 5535
FAX 604 935 8109

This Order template can be used to declare a Local State of Emergency. Declaring a Local State of Emergency enables the RMOW to exercise the emergency powers listed in the 'Emergency Program Act'. The template includes areas to record the required emergency-specific information and the Mayor [or designate's], signature. The second page of the template includes a delegation matrix for the the Mayor, or designate, to authorize others to exercise the emergency powers or his or her behalf.

Declaration of State of Local Emergency **ORDER**

WHEREAS _____ in the Resort Municipality of Whistler;
type of hazard

AND WHEREAS

explanation of ongoing or imminent threat to life or property

AND WHEREAS this _____ emergency requires prompt
type of hazard
coordination of action or special regulation of persons or property to protect the health,
safety or welfare of people or to limit damage to property;

NOW THEREFORE:

IT IS HEREBY ORDERED pursuant to Section 12 (1) of the *Emergency Program Act*
(RS, 1996, Chap 111) that a state of local emergency exists in the Resort Municipality of
Whistler due to _____ and
type of hazard

short consequence statement

IT IS FURTHER ORDERED THAT the Resort Municipality of Whistler, its employees,
servants and agents are empowered pursuant to Section 13 (1) of the *Emergency
Program Act* to do all acts and implement all procedures that are considered necessary to
prevent or to alleviate the effects of the emergency. Council authorizes the persons and/
or agencies, as listed in the Delegation of Emergency Powers Matrix on page 2, to
exercise the extraordinary powers granted under the *Emergency Program Act* on their
behalf.

ORDERED by the _____ this date _____ to
head of local authority
remain in force for seven days until this date _____ at midnight unless cancelled
by order of the Resort Municipality of Whistler or the Minister responsible.

(Head of local authority)



Using the matrix below, the Mayor [or designate] may authorize, in writing, the selected persons or agencies approved to use the emergency powers assumed by the RMOW under a declared state of local emergency. This must be attached to the Order. ***Remember:** The RMOW is responsible for the use of the emergency powers by any person or agency authorized to act on thier behalf.

Delegation of Emergency Powers Matrix

Emergency Powers	Delegated To:			
Acquire or use any land or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster.				
Authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster.				
Control or prohibit travel to or from any area of British Columbia.				
Provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in any part of British Columbia.				
Cause the evacuation of persons and the removal of livestock, animals and personal property from any area of British Columbia that is or may be affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property.				
Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered by the minister to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster.				
Cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered by the minister to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster.				
Construct works considered by the minister to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster.				
Procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any part of British Columbia for the duration of the state of local emergency.				

Reference: Emergency Program Act Section 10

EOC DEPUTY DIRECTOR

QUICK ACTION CHECKLIST

- ☐ Assist EOC Director in determining initial EOC activation level, staffing and notifications. (EOC APP or [Annex 1 EOC Activation Guide](#).)
- ☐ Supervise the set-up of the EOC for the most effective operations. See EOC Layout map in [Annex 1 EOC Activation Guide](#). Ensure that appropriate equipment and supplies are in place. Communicate resource shortages to Logistics.
- ☐ At the direction of the EOC Director assist with preparations for the EOC Action Plan Meeting. Confirm that an operational period has been set and an EOC Action Plan Meeting scheduled prior to the end of the first operational period. Work with the EOC Director and Planning Section Chief to establish objectives for the EOC Action Plan ([EOC 502](#)), prior to the EOC Action Plan meeting. See the [Guide to Preparing EOC Action Plans and Conducting EOC Action Plan Meetings](#) below for a checklist to guide you through the complete Action Planning process. Participate in EOC Action Plan & EOC Management Team meetings.
- ☐ Attend the EOC Action Plan Meeting and provide a brief status update. Implement any portions of the EOC Action Plan assigned to the Deputy EOC Director.
- ☐ Ensure the EOC Management Team, especially the EOC Director, has sufficient administrative support for clerical duties.
- ☐ Assist with information flow in the EOC by:
 - helping all activated functions obtain the information required;
 - assisting the Planning Section Chief and Information Officer in gathering critical information about the emergency situation; and
 - liaise with PREOC to ensure the ongoing exchange of information.
- ☐ Assist EOC Director in communicating EOC Action Plan and EOC decisions to all EOC staff and agency representatives.
- ☐ Consult with EOC Director on appointing additional staff to ensure 24-hour shift scheduling for EOC functions.
- ☐ Facilitate shift change and operational decisions with the EOC Director.
- ☐ Undertake special assignments at the request of the EOC Director.
- ☐ Report significant events and any issues of concern to the EOC Director, and advise of your activities on a regular basis.
- ☐ Monitor the health and welfare of EOC staff. Mediate and resolve any personnel conflicts.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the EOC Deputy Director position vest and forms.
- ☐ Report to EOC Director to obtain current situation status and specific job responsibilities.
- ☐ Set up EOC Deputy Director work station. Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Assume the role of the EOC Director in his/her absence. See position checklist for [EOC Director](#).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Deputy Director Responsibilities

- Assume the role of EOC Director in his/her absence.
- Ensure the efficient and effective flow of information within the EOC.
- Support EOC Management by communicating policy direction and EOC Action Plan priorities to all staff.
- Coordinate internal functions of EOC for effective operational capability.
- Monitor the health and welfare of EOC staff. Mediate and resolve any personnel conflicts.
- Ensure a Worker Care facility has been established to provide emergency personnel (Site, ESS and EOC staff) with nourishment, rest, emotional support and counselling.
- Facilitate shift change briefings and operational debriefings.

*** IF NOTHING ELSE... READ THIS ***

Use this form to chronologically record details of notable actions, decisions or enquiries taken during your shift. Include a basic reference from which to extract information for handovers and inclusion in any after-action report.

the actions you take during a

Position Log

Incident/
Event Name:

--	--

Section/
Function:

Position:

--

[illegible]

Page

Use this form to record the contact information of agencies/people you contact during your EOC shift. This ensures contact information is documented and available when required as well as providing the person replacing you with the necessary contact information to effectively perform the role.

CONTACT LOG			
Event:		Time:	
Date:			
Operational Period:		EMBC Task #:	
Position:			
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	

Guide to Preparing EOC Action Plans and Conducting EOC Action Plan Meetings

The purpose of this checklist is to provide the EOC Director, Planning Section Chief, or delegate preparing the EOC Action Plan, with a list of activities to complete when preparing the EOC Action Plan.

Scheduled Time of EOC Action Plan Meeting

Time of Next Operational Period

Notify EOC Management Team, of the scheduled EOC Action Plan Meeting - Direct EOC Management Team to prepare Section Status Reports (EOC 401XXX).

- ☐ Liaison Officer
- ☐ Information Officer
- ☐ Planning Section Chief
- ☐ Finance Section Chief

- ☐ Risk Management Officer
- ☐ Operations Section Chief
- ☐ Logistics Section Chief

Collect Section Status Reports (EOC 401XXX) from EOC Management Team 30 minutes prior to the EOC Action Plan Meeting.

- ☐ Liaison Officer
- ☐ Information Officer
- ☐ Planning Section Chief
- ☐ Finance Section Chief

- ☐ Risk Management Officer
- ☐ Operations Section Chief
- ☐ Logistics Section Chief

Planning Section Chief and EOC Director develop an EOC Action Plan (use form EOC 502) using the priorities, issues and challenges provided in the Section Status Reports (EOC 401XXX) collected from the EOC Management Team. * The EOC Action Plan should identify objectives that the EOC Management Team should address during the next operational period. Consider the checklist below when developing objectives.

Objectives should:

- ☐ be of high importance and measurable
- ☐ consider BCERMS goals
- ☐ specify the actions/tasks that must be performed to meet the objective
- ☐ be described from a support and coordination perspective. Actions/tasks completed at the site level should not be listed
- ☐ actions/tasks should be assigned to a position or section
- ☐ be accomplished in the next operational period

BCERMS RESPONSES GOALS

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

Direct Documentation Unit to Prepare for the EOC Action Plan Meeting.

- ☐ Distribute the EOC Action Plan Meeting Agenda (EOC 401) to EOC Management team prior to meeting.
 - ☐ Make copies of the EOC Action Plan for distribution to EOC Management Team in the meeting.
 - ☐ Identify minute taker for EOC Action Plan meeting.
-

Host the EOC Action Plan Meeting. Follow the EOC Action Plan Meeting Agenda (EOC 401).

- ☐ Identify a meeting chair - EOC Director, Planning Section Chief, or delegate.
- ☐ Ask each Officer and Section Chief provide a brief update.
- ☐ Meeting Chair circulates and reviews the EOC Action Plan including the objectives and associated actions and tasks.
- ☐ EOC Director or Planning Chief briefly answer questions related to EOC Action Plan.
- ☐ EOC Director Approves the EOC Action Plan.



EOC ACTION PLAN MEETING AGENDA TEMPLATE

The EOC Director, Planning Section Chief, or delegate should use this agenda template to Chair the EOC Action Plan Meeting. **For more detailed information on the EOC Action Planning process refer to the Guide To Preparing the EOC Action Plan and Conducting the EOC Action Plan Meeting on page 25/26.**

EVENT INFORMATION	
Event/Incident:	Task #:
Date:	Times of Next Operational Period:
Meeting Chair:	Minute Taker:

AGENDA ITEMS

1. EOC MANAGEMENT TEAM STATUS UPDATES

***Instructions:** Each Officer and Section Chief will provide a brief [one minute or less] summary of what has happened or changed since the last briefing. Only new information should be presented and no repetition between sections. Those without new information should 'pass.' Minute taker should record information on this form for documentation purposes. ***Remember this meeting should be no longer than 15 minutes.**

Section	Update
Risk Management Officer	
Liaison Officer	
Information Officer	
Operations Section Chief	
Planning Section Chief	
Logistics Section Chief	
Finance Section Chief	

2. PRESENT EOC ACTION PLAN

Meeting chair or delegate presents the EOC Action Plan.

- Circulate EOC Action Plan.
- Briefly review EOC Action Plan, including the objectives and associated actions and tasks.
- Briefly answer questions regarding EOC Action Plan.

3. APPROVE EOC ACTION PLAN

EOC Director must approve EOC Action Plan.

***Remember:** EOC Director must communicate EOC response objectives, as listed in the EOC Action Plan, to positions and agencies not in attendance at the EOC Action Plan Meeting.

EOC ACTION PLAN

This template should be used by the EOC Director, Planning Section Chief, or delegate to develop the EOC Action Plan. The EOC Action Plan summarizes the response objectives, and the associated actions and tasks for the next operational period. Objectives should consider BCERMS goals, see below.

Event Information	
Event/Incident:	Task #:
Date Prepared:	For Next Operational Period:
Prepared By:	Position:

EOC Director Approval of EOC Action Plan	
*Instructions: Review, sign and forward to Documentation for copying and distribution at the EOC Action Plan Meeting.	
Print name:	Signature:
Date:	Time:

EOC Distribution List		
<input type="checkbox"/> EOC Director	<input type="checkbox"/> Operations Section Chief	<input type="checkbox"/> EOC Display Board (post)
<input type="checkbox"/> EOC Deputy Director	<input type="checkbox"/> Planning Section Chief	Additional staff assigned a task:
<input type="checkbox"/> Liaison Officer	<input type="checkbox"/> Logistics Section Chief	<input type="checkbox"/> _____
<input type="checkbox"/> Information Officer	<input type="checkbox"/> Finance Section Chief	<input type="checkbox"/> _____
<input type="checkbox"/> Risk Management Officer	<input type="checkbox"/> Documentation Unit (Original copy)	<input type="checkbox"/> _____

**British Columbia Emergency
Response Management System**

BCERMS

RESPONSES GOALS

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

EOC ACTION PLAN CONTINUED

OBJECTIVES

***Instructions:** List objectives (in priority order) which identify what will need to be completed in the next EOC operational period. There is no limit to the number or objectives - use additional pages as required. **Use active verbs:** acquire, advise, complete, confirm, consult, contact, declare, determine, develop, establish, ensure, gather, identify, issue, notify, obtain, prepare, request, support.

Objective # __:

Objective # __:	
Actions/tasks to complete this objective:	Section Responsible:
1.	
2.	
3.	
4.	
5.	

Objective # __:

Objective # __:	
Actions/tasks to complete this objective:	Section Responsible:
1.	
2.	
3.	
4.	
5.	

LIAISON OFFICER

QUICK ACTION CHECKLIST

- ☐ Obtain an incident update and immediate response priorities from the EOC Director.
- ☐ In consultation with EOC Director, coordinate external agency representatives for the EOC to ensure adequate inter-agency coordination. Contact these agencies as appropriate. An External Agency Contact List is available in the EOC.
- *Remember:** External agency representatives in the EOC should have the delegated authority to make decisions on matters affecting that agency's participation at the emergency.
- ☐ Ensure that notifications are made and recorded with appropriate agencies that are not represented in the EOC (such as: Utilities, Transportation, Volunteer Organizations, Private Sector, etc.). An External Agency Contact List is available in the EOC.
- ☐ **Participate in EOC Action Plan Meetings.** Prepare a Liaison Officer Status Report ([EOC 401LIA](#)) – be sure to include status update information for external and non-represented agencies to assist in the development of objectives for the EOC Action Plan. Provide the Liaison Officer Status Report (EOC 401LIA) to the Planning Section Chief 30 minutes prior to the scheduled EOC Action Plan Meeting.
- ☐ Provide general guidance and advice to the EOC Director and Planning Section Chief in the development of the EOC Action Plan, as requested.
- ☐ Attend the EOC Action Plan Meeting and provide a brief status update – include status update information for external and non-represented agencies. Implement any portions of the EOC Action Plan assigned to the Information Officer.
- ☐ Once the EOC Action Plan is approved, communicate the EOC Action Plan objectives to external and non-represented agencies as appropriate. Highlight objectives and tactical actions that are either assigned to the respective agency, or could affect their response operations.
- ☐ Assist agency representatives in the EOC in filling all necessary roles and responsibilities. Ensure that external agency representatives have access to functioning telephone and/or radio communications.
- ☐ Facilitate completion of situation reports from external and non-represented agencies and forward to the Planning Section. Advise the EOC Director of critical information and requests contained within agency situation reports.
- ☐ Liaise with local authorities, other EOCs, Provincial and Federal organizations, communicating EOC guidelines, directives, EOC Action Plans and Situation Information

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Liaison Officer position vest and forms.
- ☐ Report to EOC Director to obtain current situation status and specific job responsibilities.
- ☐ Set up Liaison Officer work station. Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that the EOC Check-In, Check-Out Form is used by all Agency Representatives ([EOC 511](#)).
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Liaison Officer Responsibilities

- Liaise with other EOCs, PREOC, and organizations. Be point of contact for, and interaction with, representatives from external support agencies arriving at the EOC.
- Communicate with other municipalities to obtain emergency status information and to facilitate mutual aid requests for support as required.
- Assist and serve as an advisor to the EOC Director and EOC Management Team as needed, providing information and guidance related to external support of the EOC.
- Assist the EOC Director in ensuring proper procedures are in place for directing external support agency representatives, communicating with the Policy Group, interpreting Emergency Bylaw and Emergency Program Act Regulations, advising on procedures for Declaring a State of Local Emergency.

*** IF NOTHING ELSE... READ THIS ***

Use this form to chronologically record details of notable actions, decisions or enquiries taken during your shift. Include a basic reference from which to extract information for handovers and inclusion in any after-action report.

Position Log					
Incident/ Event Name:		Section/ Function:		Position:	
Date	Time	To/From	Action/Decision/Enquiry	Follow-up Required	

Page

Use this form to record the contact information of agencies/people you contact during your EOC shift. This ensures contact information is documented and available when required as well as providing the person replacing you with the necessary contact information to effectively perform the role.

CONTACT LOG			
Event:		Time:	
Date:			
Operational Period:		EMBC Task #:	
Position:			
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	

LIAISON OFFICER SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:
Task #:
Date: (yyyy/mm/dd)

Time: (24 hr)

Operational Period #:
1. CURRENT SITUATION *What is occurring now within your area of responsibility?*
2. OUTSTANDING ISSUES/CHALLENGES *What issues within the current operational period still need to be resolved?*
3. ANTICIPATED PRIORITIES/ACTIVITIES *What will the priorities be for the next operational period?*
4. DISTRIBUTION LIST

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

RISK MANAGEMENT OFFICER

QUICK ACTION CHECKLIST

- ☐ Obtain an incident update and immediate response priorities from EOC Director.
- ☐ If a Declaration of State of Local Emergency is required facilitate the process and prepare the required documentation. See the [Declaring a Local State of Emergency Flowchart](#) and Declaration of Local Emergency Order Template ([EOC 400](#)) below.
- ☐ **Participate in EOC Action Plan Meetings.** Provide a Risk Management Status Report ([EOC 401RISK](#)) to the Planning Section Chief 30 minutes prior to the scheduled EOC Action Plan Meeting.
- ☐ Attend the EOC Action Plan Meeting and provide a brief status update Implement any portions of the EOC Action Plan assigned to the Risk Management Officer.
- ☐ With the Planning Section, assess damage/financial loss resulting from event.
- ☐ Identify and document any risk/liability issues. Inform EOC Director. Conduct interviews and take statements to investigate major risk management issues. See [Documenting Risk Management Issues Guide](#) below for details on the types of information that should be collected.
- ☐ Advise members of response organizations regarding options for risk control, during operational meetings and upon request.
- ☐ Identify potential claimants and the scope of their needs and concerns.
- ☐ Gather and organize evidence that may assist EOC in legal defense, including documentation that may be more difficult to obtain later. See [Documenting Risk Management Issues Guide](#) below for guidance on the types of information that should be collected.
- ☐ Assist the EOC Director in reviewing press releases, public alerts and warnings, and public information materials.
- ☐ Review any hazardous conditions of the facility with the EOC Support Branch Coordinator, especially following a seismic event.
- ☐ Provide guidance to EOC staff regarding actions to protect themselves from the emergency event, such as aftershocks.
- ☐ Coordinate with the EOC Finance Section Chief on any EOC personnel injury claims or records preparation as necessary for proper case evaluation and closure.
- ☐ Ensure the EOC Support Branch has established EOC security.
- ☐ Advise Documentation Unit on the types of information to collect and the confidentiality/security of collected information. Organize and prepare records for final audit.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Risk Management Officer position vest and forms.
- ☐ Report to EOC Director to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number
- ☐ Assist the EOC Director in de-activation activities including the collection of all relevant documents and electronic records, the collection of all material necessary for After Action Report, and the security of EOC records.

Risk Management Officer Responsibilities

Risk Management – Ensure that good risk management practices are applied throughout the response organization and that every function contributes to the management of risk. Protect the interests of all EOC participants, agencies, and organizations by ensuring due diligence in information collection, decision-making, and implementation and monitors situations for risk exposures and ascertains probabilities and potential consequences of future events.

Safety – Provide advice on safety issues. The Risk Management Officer has the authority to halt or modify any and all unsafe operations within or outside the scope of the EOC Action Plan, notifying the EOC Director of actions taken.

Security – The Risk Management Officer ensures that appropriate security measures have been established by Logistics to allow for only authorized access to the EOC facility.

*** IF NOTHING ELSE... READ THIS ***

Use this form to chronologically record details of notable actions, decisions or enquiries taken during your shift. Include a basic reference from which to extract information for handovers and inclusion in any after-action report.

Position Log

Incident/ Event Name:		Section/ Function:		Position:	
--------------------------	--	-----------------------	--	-----------	--

[illegible]

Page

Use this form to record the contact information of agencies/people you contact during your EOC shift. This ensures contact information is documented and available when required as well as providing the person replacing you with the necessary contact information to effectively perform the role.

CONTACT LOG			
Event:		Time:	
Date:			
Operational Period:		EMBC Task #:	
Position:			
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	



RISK MANAGEMENT OFFICER SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:

Task #:

Date: (www/nn/dd)

Time: (24 hr)

Operational Period #:

1. CURRENT SITUATION *What is occurring now within your area of responsibility?*

2. OUTSTANDING ISSUES/CHALLENGES *What issues within the current operational period still need to be resolved?*

3. ANTICIPATED PRIORITIES/ACTIVITIES *What will the priorities be for the next operational period?*

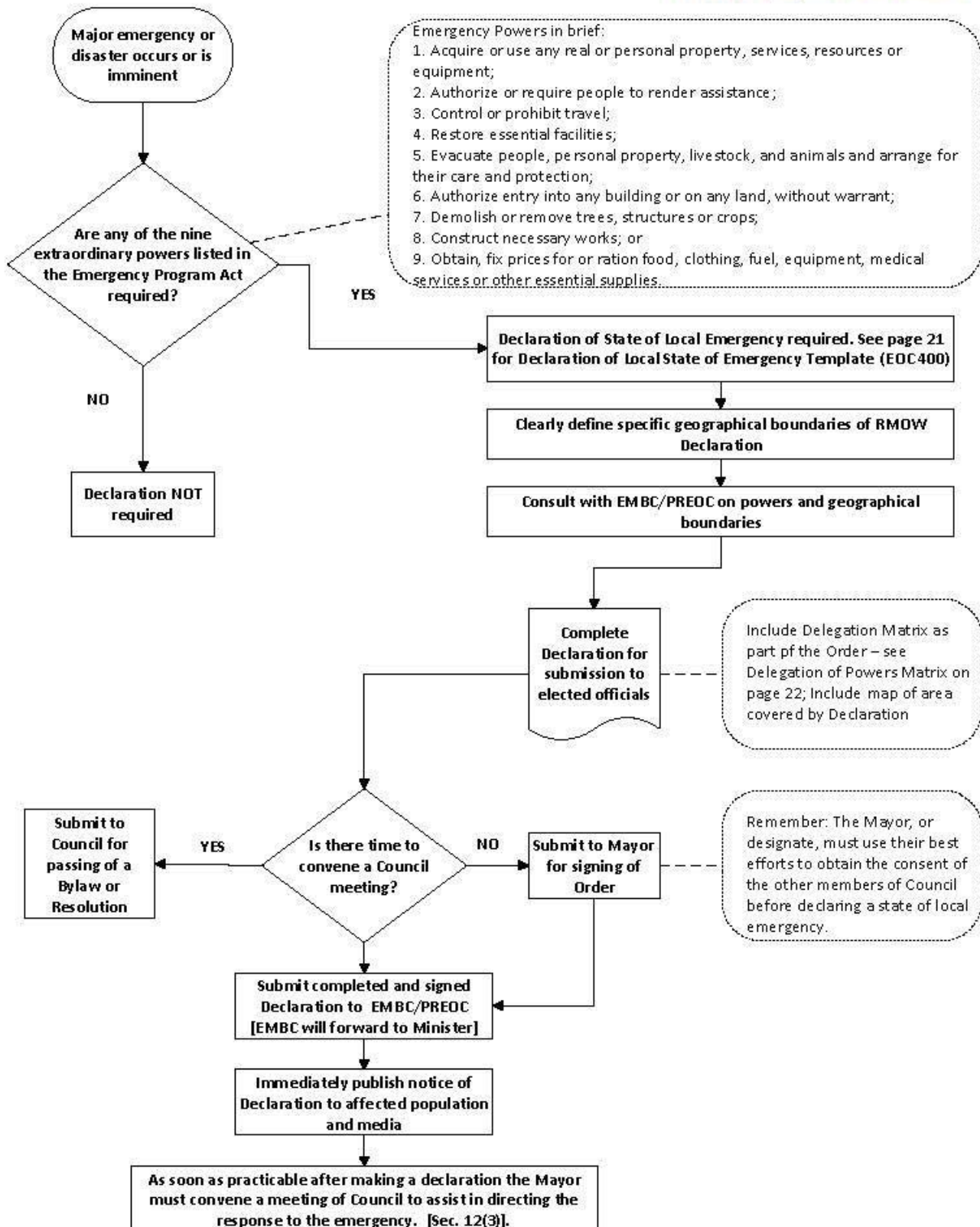
4. DISTRIBUTION LIST

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

EOC 401RISK

2014

DECLARING A LOCAL STATE OF EMERGENCY FLOWCHART





THE RESORT MUNICIPALITY OF WHISTLER
4325 Blackcomb Way TEL 604 932 5535
Whistler, BC Canada V0N 1B4 TF 1 866 932 5535
www.whistler.ca FAX 604 935 8109

This Order template can be used to declare a Local State of Emergency. Declaring a Local State of Emergency enables the RMOW to exercise the emergency powers listed in the 'Emergency Program Act'. The template includes areas to record the required emergency-specific information and the Mayor [or designate's], signature. The second page of the template includes a delegation matrix for the Mayor, or designate, to authorize others to exercise the emergency powers or his or her behalf.

Declaration of State of Local Emergency ORDER

WHEREAS _____ in the Resort Municipality of Whistler;
type of hazard

AND WHEREAS

explanation of ongoing or imminent threat to life or property

AND WHEREAS this _____ emergency requires prompt
type of hazard
coordination of action or special regulation of persons or property to protect the health,
safety or welfare of people or to limit damage to property;

NOW THEREFORE:

IT IS HEREBY ORDERED pursuant to Section 12 (1) of the *Emergency Program Act*
(RS, 1996, Chap 111) that a state of local emergency exists in the Resort Municipality of
Whistler due to _____ and
type of hazard

short consequence statement
IT IS FURTHER ORDERED THAT the Resort Municipality of Whistler, its employees,
servants and agents are empowered pursuant to Section 13 (1) of the *Emergency
Program Act* to do all acts and implement all procedures that are considered necessary to
prevent or to alleviate the effects of the emergency. Council authorizes the persons and/
or agencies, as listed in the Delegation of Emergency Powers Matrix on page 2, to
exercise the extraordinary powers granted under the *Emergency Program Act* on their
behalf.

ORDERED by the _____ this date _____ to
head of local authority
remain in force for seven days until this date _____ at midnight unless cancelled
by order of the Resort Municipality of Whistler or the Minister responsible.

(Head of local authority)



Using the matrix below, the Mayor [or designate] may authorize, in writing, the selected persons or agencies approved to use the emergency powers assumed by the RMOW under a declared state of local emergency. This must be attached to the Order. ***Remember:** The RMOW is responsible for the use of the emergency powers by any person or agency authorized to act on thier behalf.

Delegation of Emergency Powers Matrix

Emergency Powers	Delegated To:			
Acquire or use any land or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster.				
Authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster.				
Control or prohibit travel to or from any area of British Columbia.				
Provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in any part of British Columbia.				
Cause the evacuation of persons and the removal of livestock, animals and personal property from any area of British Columbia that is or may be affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property.				
Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered by the minister to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster.				
Cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered by the minister to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster.				
Construct works considered by the minister to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster.				
Procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any part of British Columbia for the duration of the state of local emergency.				

Reference: Emergency Program Act Section 10

Documenting Risk Management Issues

**Risk Mgmt
Officer**

Objective	To guide the collection of evidence and other information that can be used to support a defence against potential claims arising from the emergency.
Responsible Position	EOC Risk Management Officer, working with the Documentation Unit, if activated.
Roles and Responsibilities	<p>The Risk Management Officer provides risk management services to the municipality in the following areas, among other duties:</p> <ul style="list-style-type: none"> • Identify and document risk and liability issues, keeping the EOC Director informed. • Gather and organize evidence that may assist the EOC or other agent of the municipality in legal defence. • Identify potential claimants and the scope of their needs and concerns. • Monitor and report to the EOC Director observations on the public perception of specific issues.
Victim Information	<ul style="list-style-type: none"> • Interviews with potential claimants • Maps of damaged areas • Names and contact information for all potential claimants • Number of persons place on evacuation alert – by date • Number of persons evacuated – by date • Number evacuees returned – by Date • Number and description of dwellings, non-profit structures, businesses affected • Number of injuries and fatalities • Number of private properties affected • Photographs of property damage, dated • Sum of losses attributable to incident • Types of land jurisdictions affected
Incident Command Post (ICP) Information	<ul style="list-style-type: none"> • Action plans – by operational period • Cause of incident • Chronology • Contact information for Incident Commanders, Ops Chiefs, Crews • Emergency analyses • Hazard reduction operations – by date • ICP organization charts • Incident behaviour – by date • Incident briefing minutes • Incident objectives – by date • Information fact sheets • Interviews with Incident Commanders, Ops Chiefs, Crews • Logs and notebooks from Incident Commanders, Ops Chiefs, Crews • Maps showing progress of hazard • Photographs, including aerial • Resource requests • Resource tracking reports • Sit reps

Documenting Risk Management Issues

Risk Mgmt
Officer

Emergency Operations Centre (EOC) Information	<ul style="list-style-type: none"> • 911 telephone records • Call center records • Contact information for EOC Director, Management Staff, Section Chiefs • Damage assessment, photos • EOC action plans – by operational period • EOC analyses of incident • EOC organization charts • Evacuation Alerts, Orders, All Clears • Expenditure Authorization Forms • Incident objectives – by date • Interviews with EOC Director, Management Staff, Section Chiefs • Logs and notebooks from EOC Director, Management Staff, Section Chiefs • Maps showing progress of hazard • Media articles • Media briefing minutes • Recovery Plan • Re-Entry Plan • Resource requests • Sit reps
Provincial Regional Emergency Operations Centre (PREOC) Information	<ul style="list-style-type: none"> • Evacuation Alerts, Orders, All Clears • Media articles collected • EMBC incident reports • Sit reps • Summary of regional events during the emergency • Resource status reports
Information from Other Sources	<ul style="list-style-type: none"> • Interviews of observers • Records of support activities by agencies • Weather records – by date

INFORMATION OFFICER

QUICK ACTION CHECKLIST

- ☐ Obtain an incident update and immediate response priorities from the EOC Director – specifically any requirements for public and/or media information [press release, website update, etc.] Ensure the public within the affected area is provided life safety information that can help them respond most effectively and safely to their circumstances. Prepare the required information releases.
- *Remember:** The EOC Director must approve all public information and media releases before they are issued.
- ☐ Request the EOC Director to identify an official emergency spokesperson for the emergency.
- ☐ If necessary, request additional staff from Logistics.

***Remember: Participate in EOC Action Plan Meetings.** Prepare an Information Officer Status Report ([EOC 401INFO](#)). Provide the Status Report to the Planning Section Chief 30 minutes prior to the scheduled EOC Action Plan Meeting.

- ☐ Attend the EOC Action Plan Meeting and provide a brief status update. Implement any portions of the EOC Action Plan assigned to the Information Officer.
- ☐ Monitor all media, using information to develop follow-up news releases and control inaccurate information. Consult with Risk Management Officer on appropriate wording and actions to take on correcting false or erroneous information. Keep the EOC Director advised of all unusual requests for information and of all major critical or unfavorable media comments.
- ☐ Coordinate with the Operations and Planning Section Chiefs to identify methods for obtaining and verifying significant information as it develops.
- ☐ Develop and publish a media-briefing schedule, to include location, format, preparation and distribution of handout materials ([EOC 423](#) and [EOC 424](#)).
- ☐ Establish a Media Information Centre, as required, coordinating need for necessary space, materials, telephones, and electrical power with Logistics. Maintain up-to-date status boards and other references at the media information centre. Provide adequate staff to answer questions from members of the media.
- ☐ Establish a Public Information Call Centre to handle public inquiries and provide emergency support information. Arrange through Logistics appropriate staffing and telephones to efficiently handle incoming media and public calls. Develop message statements for EOC Staff and the call takers of the public information hotline or call centre.
- ☐ At the request of the EOC Director, prepare media briefings for the Policy Group.
- ☐ Coordinate media releases with external agencies as necessary.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Information Officer position vest and forms.
- ☐ Report to EOC Director to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
If necessary, request additional staff from Logistics.
- *Remember** There is only Information Officer in the EOC but you may have assistants.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Coordinate and supervise all staff assigned as Assistant Information Officers and their activities.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Information Officer Responsibilities

- Serve as the coordination point for all-public information, media relations and internal information sources for the EOC. Ensure that Whistler residents receive complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
- Ensure that a Public Information Call Centre is established for the public to access to timely and accurate information and advice.
- At the request of the EOC Director, prepare media briefings for elected officials and/or Policy Group members and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
- Serve as the coordination point for all media releases for the EOC. Develop the format for press release conference and briefings in conjunction with the EOC Director.
- Maintain an RMOW website established for EOC-approved information as appropriate.

*** IF NOTHING ELSE... READ THIS ***

Use this form to chronologically record details of notable actions, decisions or enquiries taken during your shift. Include a basic reference from which to extract information for handovers and inclusion in any after-action report.

[illegible]

Use this form to record the contact information of agencies/people you contact during your EOC shift. This ensures contact information is documented and available when required as well as providing the person replacing you with the necessary contact information to effectively perform the role.

CONTACT LOG			
Event:		Time:	
Date:			
Operational Period:		EMBC Task #:	
Position:			
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	

INFORMATION OFFICER SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:
Task #:
Date: (mm/dd/yyyy)

Time: (24 hr)

Operational Period #:
1. CURRENT SITUATION What is occurring now within your area of responsibility?

2. OUTSTANDING ISSUES/CHALLENGES What issues within the current operational period still need to be resolved?

3. ANTICIPATED PRIORITIES/ACTIVITIES What will the priorities be for the next operational period?

4. DISTRIBUTION LIST

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
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 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

Use this form to develop an urgent public media release immediately following the emergency.

Spokesperson Media Statement

Event: _____

Date: _____ Time: _____

My name is: _____

My position is: _____

This is the information I can give you so far:

At _____ on _____ a(n) _____, occurred at _____ in _____.

Information on number injured and fatalities is (not) known at this time.

Emergency response procedures to protect the public, responders and the environment are underway. The _____ has been (select).

The cause of the _____ is under investigation and no estimate of damage is available at this time. As information becomes available, news releases will be issued.

Any further inquiries should be directed to:

_____, _____ at _____

_____, () - _____

Prepared By: _____

Authorized By: _____

Use this form to help develop key messages in preparation for a media interview regarding the emergency.

Message Development Worksheet

Event Name: _____

Message
Number: _____

Date/Time: _____

Step 1: Decide on the three key message topics:

1. _____
2. _____
3. _____

Step 2: Consider the following:

Audience:	Purpose of Message:	Method of Delivery:
<input type="checkbox"/> Demographics (age, language, culture) <input type="checkbox"/> Relationship to event <input type="checkbox"/> Level of concern	<input type="checkbox"/> Call to action/public direction <input type="checkbox"/> Clarify event status <input type="checkbox"/> Give facts and/or provide update <input type="checkbox"/> Address rumours <input type="checkbox"/> Satisfy media requests	<input type="checkbox"/> Through spokesperson/in-person <input type="checkbox"/> Web release <input type="checkbox"/> Call centre/frontline personnel <input type="checkbox"/> Radio <input type="checkbox"/> Print media release <input type="checkbox"/> Other: _____

Step 3: Consider the six emergency message components:

1. Expression of empathy: _____
2. Clarify Facts
 - Who: _____
 - What: _____
 - Where: _____
 - When: _____
 - Why: _____
 - How: _____
3. What we are doing: _____
4. Potentially questions: _____
5. Statement of commitment: _____
6. For more info: _____

Step 4: Develop complete key message for each of the three message topics

Topic 1:

Complete
Message:

Supporting
Facts:

Topic 2:

Complete
Message:

Supporting
Facts:

Topic 3:

Complete
Message:

Supporting
Facts:

Step 5: Check your message for the following and revise as needed

- | | | |
|---|---|--|
| <input type="checkbox"/> Positive action steps | <input type="checkbox"/> Tested for clarity | <input type="checkbox"/> Humour avoided |
| <input type="checkbox"/> Honest open tone | <input type="checkbox"/> Jargon avoided | <input type="checkbox"/> Judgmental phrases avoided |
| <input type="checkbox"/> Speaking only on behalf of your organization | <input type="checkbox"/> Simple words, short sentences used | <input type="checkbox"/> Speculation and assumptions avoided |
| <input type="checkbox"/> Information is confirmed | <input type="checkbox"/> Aware of difficult ?s | <input type="checkbox"/> Negativity avoided |

Use this form to track all media enquiries received by the RMOW in regards to the emergency.
Notify the Information Officer of any unusual requests for information and of all major critical or unfavourable media comments.

Media Enquiry Tracking Sheet

Event Name: _____ **Date:** _____

Call Status Action taken or required – By whom?								
Request/ Questions								
Callback Number(s)								
Reporters Name								
Media Outlet								
Time								

Media Enquiry Tracking Sheet – Expanded Format

Time of Call: _____ Date of Call: _____

Call Taken by: _____

Callers Name: _____ Media Outlet: _____

Contact Information: Phone/Cellular: _____

Fax: _____

Email: _____

Other: _____

Deadline or Date/Time of Interview:

Topic:
(what is story about)

Story Context:
(How is it being framed, who else is being interviewed...)

Specific Questions:

Interview Details: Anticipated Length: _____

Live ☐ Taped ☐

In-Person ☐ Phone ☐ Satellite Tour ☐

Location: _____

Action Required: No further action required ☐

Return call expected ☐ From: _____

Other: _____ ☐

Action Taken: Responded based on FAQ's ☐

Directed to website for details ☐

Directed to scheduled media briefing ☐

Referred to outside source ☐ Source: _____

Interview scheduled/confirmed ☐

Other: _____ ☐

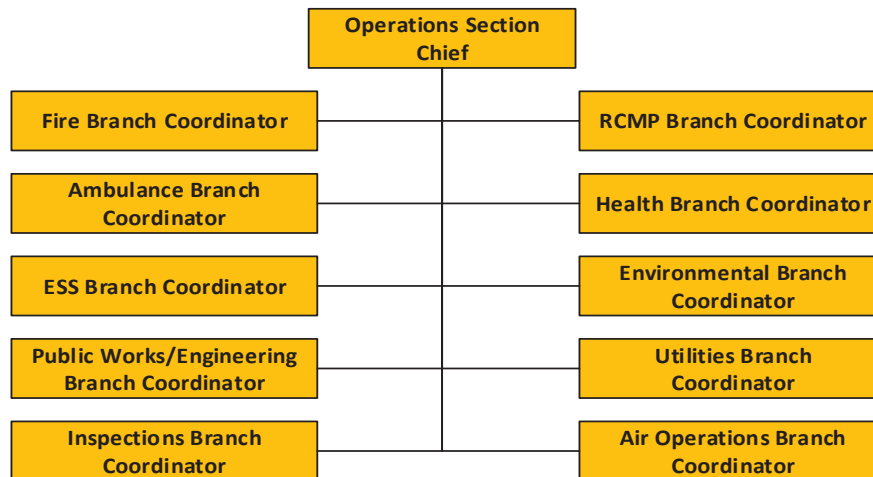
Media Conference Attendance Record

Event:	Date:
Location:	Time:

Name (Please Print)	Title	Media Outlet / Agency	Signature

4.2 Operations Section at a Glance

The Operations Section is responsible for establishing communications with the site(s) and coordinating all site support activities through the implementation of the EOC Action Plan. For more in-depth information on the roles and responsibilities of the Operations Section see the [CEMP](#).



Suggested Municipal representatives for the Operations Section; Sr. Staff from the following departments:

- Whistler Fire Rescue Service
- Infrastructure Services
- RCMP
- Public Works
- Emergency Social Services
- Environmental Stewardship
- Whistler Search and Rescue
- Building Department

List of Operations Section Staff with Brief Description of Role

Operations Section Chief	The Operations Section Chief is a member of the EOC Management Staff and General Staff. The Operations Section Chief ensures that the tactical elements of the EOC Action Plan are implemented appropriately. The Operations Section Chief coordinates resource requests, resource allocations, and response operations in support of the IC at the site.
Fire Branch Coordinator	The Fire Branch Coordinator manages fire resource requests in support of the IC at the site. The Fire Branch does not direct suppression or rescue activities at the site, but may coordinate the allocation of resources to meet EOC priorities.
RCMP Branch Coordinator	The RCMP Branch Coordinator manages RCMP resource requests in support of the IC at the site. The RCMP Branch does not direct RCMP activities at the site, but may coordinate the allocation of resources to meet EOC priorities.
Ambulance Branch Coordinator	The Ambulance Branch Coordinator manages ambulance resource requests in support of the IC at the site. The Ambulance Branch does not direct activities at the site, but allocates resources to meet EOC priorities. If two or more EOCs are activated, ambulance resources will be coordinated regionally through the PREOC.
Health Branch Coordinator	The Health Branch Coordinator ensures coordination of the Whistler Health Care Centre, health units, continuing care, mental health and environmental health within the RMOW.

ESS Branch Coordinator	The ESS Branch Coordinator works with the RMOW, volunteer and private agencies in Whistler to provide food, clothing, shelter and other essential services as required for evacuees, displaced persons, and disaster victims in the affected area.
Environmental Branch Coordinator	The Environmental Branch Coordinator assists site activities designed to protect the environment and coordinates local and regional response to hazardous spills, waste disposal issues, and other environmental concerns.
Public/Works Engineering Branch Coordinator	The Public Works/Engineering Branch Coordinator manages resource requests in support of the IC at the site. The Public Works/Engineering Branch Coordinator does not direct assessment or repair activities at the site, but may coordinate the allocation of resources to meet EOC priorities.
Inspections Branch Coordinator	The Inspections Branch Coordinator manages inspection teams and resources in support of the IC at the site. The Inspections Branch Coordinator collects damage assessment information from the site for inclusion in the EOC Situation Report.
Utilities Branch Coordinator	The EOC Utilities Branch Coordinator synchronizes support for the repair of various utilities, including both public and private organizations. The Utilities Branch does not direct repair of utilities at the site, but may coordinate the allocation of resources to meet EOC priorities.
Air Operations Branch Coordinator	The Air Operations Branch Coordinator manages helicopter and other resource requests in support of the IC at the site and is responsible for implementing the air operations portion of the EOC Action Plan. The Air Operations Branch does not direct air operations at the site, but may coordinate the allocation of resources to meet EOC priorities.

OPERATIONS SECTION CHIEF

QUICK ACTION CHECKLIST

- ☐ Obtain a preliminary briefing from EOC Director.
- ☐ Establish communications links with the Operations Section in each Incident Command Post. Obtain a briefing from the IC. Have an assistant complete a Major Incident Report ([EOC 550](#)).
- ☐ Determine what resources and immediate support is required from the site. Coordinate resource requests through Logistics if they cannot be filled through an activated Operations Section branch or mutual aid. Direct the Planning Section to prepare required documents in support of the site (evacuation plans, Declaration of Local State of Emergency, etc.)
- ☐ **Participate in EOC Action Plan Meetings.** Collect Branch Status Reports ([EOC 500](#)) from each activated Operations Branch at least 45 minutes prior to the scheduled EOC Action Plan meeting. Use this information to prepare the Operations Section Status Report ([EOC 401OPS](#)) below – focus on objectives for the next operational period. Provide the Planning Section Chief with the Operations Section Status Report at least 30 minutes prior to the EOC Action Plan Meeting.
- ☐ Attend the EOC Action Plan Meeting and provide a brief summary of what has happened or changed since the last briefing. Detail the tactical actions, as they apply to Operations, required for implementing the objectives of the EOC Action Plan.
- ☐ Communicate the EOC Action Plan to each Branch Coordinator. Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.
- ☐ Regularly brief and announce major incidents to EOC staff. Have an assistant complete a Major Incident Report ([EOC 550](#)). Forward the report to the Planning Section so situation displays are current.
- ☐ Coordinate overall response, resource requests and event status information.
- ☐ Notify the EOC Director of resources that are in short supply and in demand by several sites or agencies. Recommend the EOC Director identify the resources “critical.”
- ☐ Authorize Requests for Resources or Assistance ([EOC 514](#)). Forward extraordinary and/or critical resource requests (see Expenditure Authorization Form [EOC 530](#)) to the EOC Director for approval.
- ☐ Ensure the Planning Section is provided with Branch Status Reports ([EOC 500](#)), Major Incident Reports ([EOC 550](#)) and Resource Requests ([EOC 514](#)).
- ☐ Coordinate with the Liaison Officer regarding the need for Agency Representatives from external organizations in the Operations Section.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Operations Section Chief position vest and filing box.
- ☐ Report to EOC Director to obtain current situation status and specific job responsibilities.
- ☐ Set up workstation. Determine your resource needs. Ensure there is adequate communications equipment and frequencies available for the Operations Section.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Establish contact with PREOC Operations Section, if activated.
- ☐ Implement Operations staffing plan. Activate appropriate Operational Branches and designate branch coordinators and support staff as necessary. Communicate staff shortages to Logistics.
- ☐ Brief Operations staff and ensure responsibilities are understood.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Operations Section Responsibilities

- ☐ Provide tactical and policy advice to the site.
- ☐ Ensure that the Operations Coordination function is carried out including coordination of response of all operational functions assigned to the EOC.
- ☐ Maintain a communications link between IC (sites) and the EOC for the purpose of coordinating the overall response, resource requests and event status information.
- ☐ Ensure the appropriate level of staffing for the Operations Section, and monitor the effectiveness of operations, modifying as required.
- ☐ Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.
- ☐ Conduct periodic briefings for the EOC Director and EOC Management Team as required to ensure knowledge of current situation and site activities.

*** IF NOTHING ELSE... READ THIS ***

Use this form to chronologically record details of notable actions, decisions or enquiries taken during your shift. Include a basic reference from which to extract information for handovers and inclusion in any after-action report.

the actions you take during a

Position Log

Incident/
Event Name:

--	--

Section/
Function:

--	--

Position:

--

[illegible]

Page

Use this form to record the contact information of agencies/people you contact during your EOC shift. This ensures contact information is documented and available when required as well as providing the person replacing you with the necessary contact information to effectively perform the role.

CONTACT LOG			
Event:		Time:	
Date:			
Operational Period:		EMBC Task #:	
Position:			
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	

EOC BRANCH/UNIT STATUS REPORT		
Section:	Branch/Unit:	Name:
Operational Period:	EMBC Task #:	Date:
Priorities: 		
Summary of Action Taken: 		
Resource Status: 		
Outstanding Issues: 		



OPERATIONS SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:

Task #:

Date: (yyyy/mm/dd)

Time: (24 hr)

Operational Period #:

1. CURRENT SITUATION *What is occurring now within your area of responsibility?*

--

2. OUTSTANDING ISSUES/CHALLENGES *What issues within the current operational period still need to be resolved?*

--

3. ANTICIPATED PRIORITIES/ACTIVITIES *What will the priorities be for the next operational period?*

--

4. DISTRIBUTION LIST

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

MAJOR INCIDENT REPORT

The purpose of this form is to capture and share situational awareness information as it becomes known

Event Name:**Task #:****Date:** (yyyy/mm/dd)**Time:** (24 hr)**Operational Period #:****Source of Information:**

(Name/agency/position)

(print)

Contact #:**Info Verified:** ☐ Yes ☐ No**Incident Type/Name:****Incident Location:**

(Address/Intersection/ Municipality)

Incident Command Post Established?☐ Yes☐ No☐ Not Known**ICP Location:** _____**Summary of Incident** (What happened?)**Who is Responding?** (Involved agencies & actions)**Who/What is Affected?****People**

Conf

Est

Damage: (Buildings, bridges ,roads, utilities, duration of rupture etc.)

Fatalities

Injuries

Evacuees

Homes
evacuated☐ **Initial Report**

or

☐ **Incident Update #****Incident Progress:** ☐ Assistance required ☐ Under control ☐ Resolved ☐ Closed ☐ Not Known ☐ _____**Incident Status:** ☐ Deteriorating ☐ Static ☐ Improving ☐ Not Known ☐ _____**FORM PREPARED BY****Print Name:** (please print)**Section:** ☐ OPS or ☐ _____ **Position:** _____**Date:** (yyyy/mm/dd)**Time:** (24 hr) _____**EOC DISTRUBUTION LIST**☐ EOC Director☐ Planning Section☐ Information officer☐ Operations Section☐ Documentation Unit (original)☐ Other: _____
**EOC550
2014**

Use this form to request resources from EMBC/PREOC. Ensure that the request includes the justification for the request, as well as all other pertinent information and signatures.

REQUEST FOR RESOURCES OR ASSISTANCE	
Event:	Request #:
EMBC Task #:	Date: Time:
Precedence Level: <input type="checkbox"/> Emergency <input type="checkbox"/> Priority <input type="checkbox"/> Routine	<input type="checkbox"/> Critical Resource Status <input type="checkbox"/> Requires EOC Director's Approval
Staff/Agency Requesting:	
Contact Person's Name and Position:	
Telephone or Contact #: () - - - - - -	
Brief description of problem or task to be accomplished:	
Specific Resource Requested & Number Required:	
Potential Substitute:	
Capacity (Size, Voltage, etc.):	
Supporting Equipment, Fuel, Water, Etc.:	
Personnel Required to Operate/Support:	
Transportation Required:	
How Long is Resource Needed:	
Where to Deliver or Report:	
Specific Resource Requested & Number Required:	
Potential Substitute:	
Capacity (Size, Voltage, etc.):	
Supporting Equipment, Fuel, Water, Etc.:	
Personnel Required to Operate/Support:	
Transportation Required:	
How Long is Resource Needed:	
Where to Deliver or Report:	
Report to Whom (Name, Title, Agency):	
Resource Request completed by (Name and Position):	

Use this form to request EMBC/PREOC's approval to pay for a resource or emergency response cost that the RMOW has obtained and paid for directly. EAF's are required for resources not typically covered by the Province or for large expense items.

EXPENDITURE AUTHORIZATION FORM #: _____

Event/Incident Name:		Task #:
Date: _____ <small>(yyyy/mm/dd)</small>	Time: _____ <small>(24 hr)</small>	Operational Period #:
Requesting Jurisdiction/Agency:		
Authorized EOC Representative: _____ <small>(print name)</small>		EOC Function:
Contact #:	EOC Fax #:	E-mail Address:

1. EXPENDITURE

Description of Expenditure (Refer to Resource Request Form# _____ for additional information):

Amount requested for expenditure:

2. APPROVAL BY EOC DIRECTOR

Name: _____ <small>(print name)</small>	Signature: _____
Date: _____ <small>(yyyy/mm/dd)</small>	Time: _____ <small>(24 hr)</small>
<input type="checkbox"/> Faxed to PREOC at: _____ <small>(24 hr)</small> (Include copy of Resource Request Form with fax)	

3. TO BE COMPLETED BY PREOC

<input type="checkbox"/> Expenditure approved, but not to exceed: \$ _____	Name: _____ <small>(print name)</small>
<input type="checkbox"/> Expenditure NOT approved	Signature : _____ Date: _____ <small>(yyyy/mm/dd)</small>
	Time: _____ <small>(24 hr)</small>

4. DOCUMENTATION DISTRIBUTION

- ☐ EOC Director
- ☐ EOC Operations Chief
- ☐ EOC Planning Chief
- ☐ EOC Logistics Chief
- ☐ EOC Finance Chief
- ☐ EOC Requesting Section Chief:

PREOC (Completed by PREOC)

- ☐ PREOC Director
- ☐ PREOC Operations Chief
- ☐ PREOC Planning Chief
- ☐ PREOC Logistics Chief
- ☐ PREOC Finance Chief
- ☐ Other:

FIRE BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing of the situation from the Operations Section Chief.
- ☐ Establish a communications link with the Whistler Fire Rescue Service (WFRS) personnel on-site. If WFRS is lead agency responding to the emergency, establish a communications link with the IC. Give whatever immediate support you can to the site.
- ☐ If the emergency is an interface-fire ensure that all fire operations are being managed utilizing, when required, Unified Command with the Wildfire Management Branch.
- ☐ Complete Major Incident Reports ([EOC 550](#)) as new and noteworthy information is obtained from the site. Provide a copy to the Operations Section Chief.
- ☐ **Contribute to Operations Section objectives for the EOC Action Plan for the next Operational Period (OP).** Prepare objectives for the Fire Branch for the next OP by completing a Fire Branch Status Report ([EOC 500](#)) form. Give to the Operations Section Chief at least 45 minutes prior to each EOC Action Plan meeting.
- ☐ Implement those objectives, actions and tasks of the EOC Action Plan assigned to the Fire Branch. Keep Operations Section Chief informed of your progress.
- ☐ If there is more than one emergency site and IC - allocate resources to IC's based on EOC priorities, in consultation with the EOC Director.
- ☐ Maintain current status on fire suppression activity being conducted.
- ☐ Ensure that all fire operations are being managed using Unified Command, when required.
- ☐ Maintain status of unassigned fire resources in the area, in conjunction with the Planning's Resource Unit.
- ☐ Coordinate hazardous materials response.
 - At request of IC, contact private company suppliers, who are responsible for emergency response plans under the federal Transportation of Dangerous Goods Act, Section 7.
 - Contact CANUTEC and coordinate the exchange of information and instructions to the site, if requested by Incident Commander.
- ☐ Coordinate mutual aid resources acquired through the Office of the Fire Commissioner. The EOC Logistics Section will mobilize and arrange to transport these resources.
- ☐ Coordinate Structural Protection During Wildland/Urban Interface Fire. Arrange for and coordinate resources for structural protection in support of WFRS.
- ☐ Liaise with Provincial Fire Commissioner and Wildfire Management Branch as required.
- ☐ Coordinate light and heavy urban search and rescue efforts in support of site operations. Contact the PREOC for Heavy Urban Search and Rescue, if required.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Fire Branch Coordinator position vest and forms.
- ☐ Report to Operations Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs. Communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Based on the emergency situation, activate necessary areas of responsibility within the Fire Branch and coordinate their activities: Structural Fire Suppression, Wildfire Fire Suppression, Hazmat Awareness, and Rescue.
- ☐ Contact PREOC Fire Branch Coordinator if established for the coordination of Office of the Fire Commissioner mutual aid resources.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Fire Branch Coordinator Responsibilities

- Manages resource requests in support of Incident Commanders at one or more sites.
- Coordinate the regional allocation of resources to meet EOC priorities.
- Arrange and coordinate fire suppression, as well as awareness of any hazardous materials response required.
- Coordinate the mobilization and transportation of all resources through E-COMM Dispatch and EOC Logistics Section. Acquire mutual aid resources, as necessary.
- Implement the objectives of the EOC Action Plan assigned to the Fire Rescue Branch.

*** IF NOTHING ELSE... READ THIS ***

RCMP BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing of the situation from the Operations Section Chief.
- ☐ Establish a communications link with RCMP personnel on-site. If RCMP is lead agency responding to the emergency, establish a communications link with the IC. Give whatever immediate support you can to the site.
- ☐ Ensure that all RCMP operations are being managed using Unified Command, when required.
- ☐ Complete Major Incident Reports ([EOC 550](#)) as new and noteworthy information is obtained from the site. Provide a copy to the Operations Section Chief.
- ☐ **Contribute to Operations Section objectives for the EOC Action Plan for the next Operational Period (OP).** Prepare objectives for the RCMP Branch for the next OP by completing an RCMP Branch Status Report ([EOC 500](#)) form. Give to the Operations Section Chief at least 45 minutes prior to each EOC Action Plan meeting.
- ☐ Implement those objectives, actions and tasks of the EOC Action Plan assigned to the RCMP Branch. Keep Operations Section Chief informed of your progress.
- ☐ If there is more than one emergency site and IC - allocate resources to IC's based on EOC priorities, in consultation with the EOC Director.
- ☐ Coordinate the issuance of evacuation alerts and orders to affected persons, as requested by the EOC Director, including door-to-door visits. Coordinate security patrols of evacuated areas.
- ☐ Establish perimeters and control points around the affected area to control access. Secure site for subsequent investigation.
- ☐ Coordinate law enforcement operations for response. Determine the need for and arrange for RCMP mutual aid.
- ☐ Preserve evidence where emergency may be caused by criminal activity or negligence.
- ☐ Coordinate traffic control operations in response to emergency. Clear routes for emergency vehicles.
- ☐ Maintain current status on all RCMP and search and rescue activities.
- ☐ Coordinate all ground and inland waters search and rescue operations in the jurisdiction. NOTE: Light and heavy search and rescue (digging through buildings) is coordinated through the Fire Branch.
- ☐ Determine need for Coroner's services, and confirm that the Coroner has been alerted.
- ☐ Coordinate services for the deceased and their immediate families, including notification of next-of-kin and information to family members.
- ☐ Determine need for and arrange Search and Rescue Mutual Aid through PREOC.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the RCMP Branch position vest and forms.
- ☐ Report to Operations Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Contact PREOC RCMP Branch Coordinator if established, for the coordination of mutual aid resources.
- ☐ Based on the emergency situation, activate necessary areas of responsibility within the RCMP Branch and coordinate their activities: Operations; Search and Rescue; Coroner; Evacuation.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

RCMP Branch Coordinator Responsibilities

- Coordinate movement and evacuation operations with other Operations Section Branches.
- Alert and notify the public of impending or existing emergency situations, public safety orders, requests and information within the jurisdiction, as required.
- Coordinate law enforcement and traffic control operations, including evacuation, during a major emergency.
- Coordinate all ground and inland water search and rescue operations and resources for RMOW.
- Coordinate RCMP Mutual Aid requests.
- Supervise the RCMP Branch.

IF NOTHING ELSE... READ THIS

AMBULANCE BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing of the situation from the Operations Section Chief.
- ☐ Establish and maintain communication with the site(s) and determine status and need for ambulance resources and medical transport needs.
- ☐ Ensure that all BCAS operations are being managed using Unified Command, when required.
- ☐ Complete Major Incident Reports ([EOC 550](#)) as new and noteworthy information is obtained from the site. Provide a copy to the Operations Section Chief.
- ☐ **Contribute to Operations Section objectives for the EOC Action Plan for the next Operational Period (OP).** Prepare objectives for the Ambulance Branch for the next OP by completing an Ambulance Branch Status Report ([EOC 500](#)) form. Give to the Operations Section Chief at least 45 minutes prior to each EOC Action Plan meeting.
- ☐ Implement those objectives, actions and tasks of the EOC Action Plan assigned to the Ambulance Branch. Keep Operations Section Chief informed of your progress.
- ☐ Establish radio or telephone communication with BC Ambulance Regional Dispatch Centre, the Whistler Health Care Centre and area hospitals to determine their capability to treat casualties. Keep medical facilities informed of the number of cases to expect.
- ☐ Coordinate with the EOC Search and Rescue Branch to ensure adequate resources are available at rescue sites to triage, treat, and transport extricated victims.
- ☐ Liaise with site Safety Officers and other EOC Operation Branch Coordinators to provide ambulance and first aid for responders.
- ☐ Determine the availability of BC Ambulance resources in the operational area and region. Ensure that all available ambulance and auxiliary ambulance resources are identified and mobilized as required. Call in crews as required by the emergency.
- ☐ Relocate ambulance resources within the region and from elsewhere in province to meet needs.
- ☐ Coordinate with the Logistics Section to acquire suitable non-ambulance transportation.
- ☐ Coordinate with BCAS Air Dispatch and EOC's Air Operations Branch to air transportation needs.
- ☐ Coordinate the transportation of evacuated persons requiring medical care, under the direction of the Incident Commander.

* IF NOTHING ELSE... READ THIS *

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Ambulance Branch position vest and forms.
- ☐ Report to Operations Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Contact PREOC Ambulance Branch Coordinator if established.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Ambulance Branch Responsibilities

- Assist in identifying and mobilizing available ambulance and auxiliary ambulance resources as required.
- Manage ambulance resource requests in support of Incident Commanders at one or more sites. The Ambulance Branch does not direct activities at the site, but allocates resources to meet EOC priorities. If two or more EOCs are activated, ambulance resources will be coordinated regionally through the PREOC.
- Coordinate the transportation of injured victims and health care personnel to appropriate medical facilities as required.

HEALTH BRANCH COORDINATOR

QUICK ACTION PLAN

- ☐ Obtain a briefing of the situation from the Operations Section Chief.
- ☐ Establish communications with Vancouver Coastal Health Authority (VCHA), the Whistler Health Care Centre (WHCC) and with Health Branches in other EOCs and at the PREOC.
- ☐ Complete Major Incident Reports ([EOC 550](#)) as new and noteworthy information is obtained from the VCHA or WHCC. Provide a copy to the Operations Section Chief.
- ☐ **Contribute to Operations Section objectives for the EOC Action Plan for the next Operational Period (OP).** Prepare objectives for the Health Branch for the next OP by completing a Health Branch Status Report ([EOC 500](#)) form. Give to the Operations Section Chief at least 45 minutes prior to each EOC Action Plan meeting.
- ☐ Implement those objectives, actions and tasks of the EOC Action Plan assigned to the Health Branch. Keep Operations Section Chief informed of your progress.
- ☐ Determine the status of the WHCC and other medical care facilities within the RMOW and availability of facilities in surrounding area.
- ☐ Coordinate with the Ambulance Branch Coordinator, and the Patient Transfer Network in ensuring that casualties are evenly distributed to receiving facilities.
- ☐ Ensure that potable water supplier are inspected and monitored.
- ☐ In cooperation with RMOW's Infrastructure Services Department, ensure that sewage systems are operating at acceptable levels.
- ☐ Provide public health measures including epidemic control and immunization programs in consultation with Medical Health Officer.
- ☐ If mass feeding areas are established, advise Environmental Health Officers on locations for inspection purposes.
- ☐ Coordinate and support health services for persons with special needs.
- ☐ Coordinate health care needs at ESS Reception Centres with ESS Branch Coordinator.
- ☐ Assist with the coordination of pharmaceuticals as required.
- ☐ Coordinate with the Logistics Section and the Health Authority EOC to obtain necessary supplies and equipment to support local health emergency response.
- ☐ Liaise with ESS Branch Coordinator to assist with sheltering of displaced home care clients if needed.
- ☐ Coordinate health care needs at Reception Centres with ESS Branch.
- ☐ Coordinate the activation of National Emergency Stockpile System. Assist the activation of emergency hospitals and advanced treatment centres supplied by Health Canada.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Health Branch Coordinator position vest and forms.
- ☐ Report to Operations Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Contact PREOC Health Branch Coordinator if established.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Health Branch Responsibilities

- Ensure coordination of hospitals, health units, continuing care, mental health and environmental health within Whistler.
- Assist the Ambulance Branch Coordinator in ensuring that casualties are evenly distributed to receiving facilities.
- Coordinate provision of public health measures including epidemic control and immunization programs, in consultation with Medical Health Officer.
- Ensure that potable water supplies are inspected and monitored.
- Ensure that food quality is regulated and inspected.
- In cooperation with RMOW's Infrastructure Services Department, ensure that sewage systems are operating at acceptable levels.

Note: Vancouver Coastal Health is the conduit for health issues related to the Whistler Health Care Centre, hospitals, and patient care. The Environmental Health Office is the conduit for potable water, food borne illness, epidemics/pandemics [outside health care centres], sewage and sanitation.

IF NOTHING ELSE... READ THIS

ESS BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing of the situation from the Operations Section Chief. Gather as much information regarding the status of evacuation and anticipated number of people to be evacuated and assess the level of ESS needed. Initiate a call-out of ESS staff and volunteers if not already done.
- ☐ Establish a communications link with Reception Centres and Group Lodging Facilities, if established.
- ☐ Establish a communications link with the ESS Office in Victoria, 1-800-585-9559.
- ☐ **Contribute to Operations Section objectives for the EOC Action Plan for the next Operational Period (OP).** Prepare objectives for the ESS Branch for the next OP by completing an ESS Branch Status Report ([EOC 500](#)) form. Give to the Operations Section Chief at least 45 minutes prior to each EOC Action Plan meeting.
- ☐ Implement those objectives, actions and tasks of the EOC Action Plan assigned to the ESS Branch. Keep Operations Section Chief informed of your progress.
- ☐ Prioritize requests for ESS Services as necessary.
- ☐ Coordinate the delivery of food, clothing, shelter, health services, and other essential services for disaster victims.
- ☐ Maintain communications with and provide direction to the Reception Centres and Group Lodging facilities pertaining to the level of services required and duration of services.
- ☐ Acquire ESS resources including volunteers, receptions centers, and group lodging as required.
- ☐ Coordinate with the EOC Transportation Unit to arrange suitable transportation for ESS volunteers and supplies, as needed.
- ☐ Work with the EOC Information Technology Branch Coordinator to ensure telephone and/or radio communications are established with: 1) Reception Centres, 2) Group Lodging Sites, 3) Other ESS support agencies, and 4) PREOC
- ☐ Determine the status of Reception Centres in the municipality. Liaise with the Inspections Branch for necessary facility inspections or ESS Reception Centres and Group Lodging Facilities.
- ☐ Prepare an ESS Local Situation Report ([EOC 418](#)) by the end of each OP or at the request of the Operations Section Chief and EOC Director. Forward to Operations Section Chief and PREOC.
- ☐ Work in partnership with the Health Branch or the Vancouver Coastal Health Authority for Reception Centre first aid and medical supplies.
- ☐ Ensure communication is established with ESS branch Coordinators in EOC's in neighboring communities.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the ESS Branch position vest and forms.
- ☐ Report to Operations Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Contact PREOC ESS Branch Coordinator if established.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

ESS Branch Responsibilities

- In coordination with volunteer and private agencies, provide food, clothing, shelter and other essential services as required to support evacuees and response workers.
- Provide routine situation reports to Operations Section Chief, Planning's Situation Unit and ESS Branch in the PREOC.
- Request mutual aid from neighboring communities or a Mobile Support Team from PREOC, if required.
- Confer with Operations Section Chief and other Operational Branches to ensure that ESS response is appropriate and that expenditures and extensions for ESS are authorized by the EOC Director.

*** IF NOTHING ELSE... READ THIS ***

ENVIRONMENTAL BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing of the situation from the Operations Section Chief. Gather specific information in regards to environmental issues, damage and threats.
- ☐ Establish and maintain communications with the site(s) and determine the status, needs, and scope of environmental assistance required. Provide immediate support to site as required.
- ☐ Complete Major Incident Reports (EOC 550) as new and noteworthy information is obtained from the site. Provide a copy to the Operations Section Chief.
- ☐ **Contribute to Operations Section objectives for the EOC Action Plan for the next Operational Period (OP).** Prepare objectives for the Environmental Branch for the next OP by completing an Environmental Branch Status Report (EOC 500) form. Give to the Operations Section Chief at least 45 minutes prior to each EOC Action Plan meeting.
- ☐ Implement those objectives, actions and tasks of the EOC Action Plan assigned to the Environmental Branch. Keep Operations Section Chief informed of your progress.
- ☐ Assess and anticipate environmental concerns and recommended responses in support of the major emergency or disaster.
- ☐ Determine the scope and priority of environmental assistance required in consultation with the Operations Section Chief, Branch Coordinators. Consider the BCERMS goals when prioritizing.
- ☐ Determine the status and availability of resources for environmental protection. Ensure that all available resources are identified and mobilized as required. Coordinate with the Logistics Section to acquire additional resources as required.
- ☐ Coordinate with the Public Works/Engineering Branch to determine the status and availability of waste storage and disposal facilities in the area.
- ☐ Work with Public Works/Engineering Branch Coordinator to coordinate waste disposal.
- ☐ Assist and/or coordinate local response to hazardous spills, working with the Fire Branch, regional and provincial environment officials and the private sector.
- ☐ Liaise with the Vancouver Coastal Health Authority and the Health Branch if activated to assist and consult with exposure to hazardous materials and impacts on water and air resources.
- ☐ Liaise with Environmental Branches in other EOC's.

* IF NOTHING ELSE... READ THIS *

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Environmental Branch position vest and forms.
- ☐ Report to Operations Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Contact PREOC Environmental Branch Coordinator if established.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Environmental Branch Responsibilities

- Overall management of the Environmental Branch.
- Assess the situation and identify the environmental needs of the major emergency or disaster. Gather information on environmental issues, damage and threats. Determine priorities for environmental assistance with the sites and the EOC Operations Section Chief.
- Determine the availability of resources for environmental protection in the area, and ensure all resources are identified and mobilized.
- Act as the coordinating link with all agencies with responsibilities for environmental protection within the boundaries of the RMOW.

PUBLIC WORKS/ENGINEERING BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing of the situation from the Operations Section Chief. Determine the need for engineering support.
- ☐ Establish and maintain communications with site personnel. Gather specific information in regards to damage of infrastructure systems such as local roads, bridges, sewer and water systems. Determine the need for damage and safety assessments. Provide immediate support to site as required.
- ☐ Complete Major Incident Reports (EOC 550) as new and noteworthy information is obtained from the site. Provide a copy to the Operations Section Chief.
- ☐ **Contribute to Operations Section objectives for the EOC Action Plan for the next Operational Period (OP).** Prepare objectives for the Public Works/Engineering Branch for the next OP by completing a Public Works/Engineering Branch Status Report (EOC 500) form. Give to the Operations Section Chief at least 45 minutes prior to each EOC Action Plan meeting.
- ☐ Implement those objectives, actions and tasks of the EOC Action Plan assigned to the Public Works/Engineering Branch. Keep Operations Section Chief informed of your progress.
- ☐ Survey all infrastructure systems and public works, such as local roads, bridges, water supply systems, and sewer systems. Forward information to the EOC Situation Unit. Assess the extent of damage and recommend courses of action for repair.
- ☐ Support damage and safety assessments carried out by the Inspections Branch for both public and private facilities.
- ☐ Determine and document the status of transportation routes into and within RMOW. Maintain emergency traffic routes.
- ☐ Determine the status and availability of resources for engineering operations in the area. Ensure that all available resources are identified and mobilized as required.
- ☐ Coordinate structural assessments and debris removal services as required.
- ☐ Coordinate repair projects to maintain public buildings and infrastructure, according to priorities set by the EOC.
- ☐ Allocate resources to Incident Commanders based on EOC priorities among several sites, in consultation with the EOC Director.
- ☐ Assist and/or coordinate engineering projects to prevent further damage or repair damage.
- ☐ Coordinate water supply for fire suppression with Fire Branch Coordinator.
- ☐ Keep the Health Branch Coordinator informed of any threats (real or potential) regarding water contamination issues.

* IF NOTHING ELSE... READ THIS *

Administrative Checklist

- ☐ Sign into EOC (EOC 511 & EOC 512).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Public Works/Engineering Branch position vest and forms.
- ☐ Report to Operations Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Activate the necessary groups within the Engineering Branch: Transportation, Engineering, Roads/Bridges, Public Works Groups.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log (EOC 414) & Contact Log (EOC 410).
- ☐ Make contact with the PREOC Engineering Branch, if established.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Public Works/Engineering Branch Responsibilities

- Clear RMOW roads and support RCMP with traffic control issues.
- Maintain waterworks and sewers, solid waste services, district energy system, and solid waste management.
- Maintain flood control measures (storm water management and dykes).
- Maintain operations at the Public Works Yard, including fleet management, garage, stores and purchasing.
- In consultation with Inspections Branch, coordinate demolition of unsafe buildings and structures.
- Coordinate debris removal and debris management.

INSPECTIONS BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing of the situation from the Operations Section Chief. Based on the type of emergency (e.g. earthquake) anticipate the level of damaged structures and assess inspection requirements.
- ☐ Establish and maintain communications with site personnel. Gather specific information in regards to damage of public and private buildings.
- ☐ Complete Major Incident Reports (EOC 550) as new and noteworthy information is obtained from the site. Provide a copy to the Operations Section Chief.
- ☐ **Contribute to Operations Section objectives for the EOC Action Plan for the next Operational Period (OP).** Prepare objectives for the Inspections Branch for the next OP by completing an Inspections Branch Status Report ([EOC 500](#)) form. Give to the Operations Section Chief at least 45 minutes prior to each EOC Action Plan meeting.
- ☐ Implement those objectives, actions and tasks of the EOC Action Plan assigned to the Inspections Branch. Keep Operations Section Chief informed of your progress.
- ☐ Perform damage and safety inspections on public and private structures. Forward information to the EOC Situation Unit. Assess the extent of damage and recommend courses of action.
- ☐ Liaise with Fire, RCMP, Public Works/Engineering and ESS Branch Coordinators for priority facilities to inspect which are required to support response and recovery efforts. Confirm these priorities with the Operations Section Chief and EOC Director.
- ☐ Ensure that required inspection resources are identified and mobilized.
- ☐ Distribute available resources according to priorities set by the EOC Action Plan.
- ☐ Ensure and/or prioritize damage and safety inspections for both public and private facilities.
- ☐ Document the status of building inspections within RMOW, including estimated value of damage and priority for repair and restoration. See Damage Assessment form ([EOC 415](#)).
- ☐ Maintain current status on all Inspections Branch activities and inspection staff in the field.
- ☐ Ensure all damage assessment reports are completed and forwarded to the Operations Section Chief and Planning Situation Unit.

* IF NOTHING ELSE... READ THIS *

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Inspections Branch position vest and forms.
- ☐ Report to Operations Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Activate the necessary groups within the Engineering Branch: Transportation, Engineering, Roads/Bridges, Public Works Groups.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Contact PREOC Inspections Branch Coordinator if established.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Inspections Branch Responsibilities

- Survey and prioritize all RMOW facilities, assessing the damage and recommending courses of action.
- Assist other Operational Branches and EOC Sections as needed.
- Supervise the Inspections Branch.
- Liaise with Building and/or Inspections Branches in other EOCs and PREOC.

UTILITIES BRANCH COORDINATOR CHECKLIST

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing of the situation from the Operations Section Chief. Based on the type of emergency (e.g. wildfire, earthquake) anticipate the level of utility damage in the RMOW.
- ☐ Establish and maintain communications with utility providers. Gather information on damage and threats to utilities. Determine the extent of damage to utility systems in the RMOW.
- ☐ Complete Major Incident Reports (EOC 550) as new and noteworthy information is obtained from the site. Provide a copy to the Operations Section Chief.
- ☐ **Contribute to Operations Section objectives for the EOC Action Plan for the next Operational Period (OP).** Prepare objectives for the Utilities Branch for the next OP by completing a Utilities Branch Status Report (EOC 500) form. Give to the Operations Section Chief at least 45 minutes prior to each EOC Action Plan meeting.
- ☐ Implement those objectives, actions and tasks of the EOC Action Plan assigned to the Utilities Branch. Keep Operations Section Chief informed of your progress.
- ☐ Ensure that support to utility providers is available as necessary to facilitate restoration of damaged systems.
- ☐ Coordinate with the Liaison Officer to ensure that agency representatives from affected utilities are available to attend the EOC, as necessary. Liaise with other utility representatives not present in EOC, and survey all utility systems.
- ☐ Survey all utility systems, and provide restoration priorities to providers. Provide an initial report to the Operations Section Chief on the extent of damage, highlighting outages, and time required for repairs. Forward information to Planning Situation Unit.
- ☐ Identify the availability of resources for utilities in the area. Ensure that required resources are identified and mobilized.
- ☐ Coordinate support for utility repair and restoration, including travel restrictions to enhance public safety during utility repairs.
- ☐ Keep the Public Works/Engineering and Inspections Branch Coordinators informed of restoration statuses.
- ☐ Keep the Health Branch Coordinator informed of any threats (real or potential) regarding water contamination issues.
- ☐ Distribute available resources according to priorities set by EOC.

Administrative Checklist

- ☐ Sign into EOC (EOC 511 & EOC 512).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Utilities Branch position vest and forms.
- ☐ Report to Operations Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs.
- ☐ Establish a Position Log (EOC 414) & Contact Log (EOC 410).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Utilities Branch Responsibilities

- Survey all utility systems, and provide restoration priorities.
- Assist other Operational, Branches, and EOC Sections as needed.
- Liaise with other Utility representatives not present in EOC.

*** IF NOTHING ELSE... READ THIS ***

AIR OPERATIONS BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing of the situation from the Operations Section Chief. Assess current level of local, regional and provincial air operations in the operational area.
- ☐ Complete Major Incident Reports ([EOC 550](#)) as new and noteworthy information is obtained from the site. Provide a copy to the Operations Section Chief.
- ☐ **Contribute to Operations Section objectives for the EOC Action Plan for the next Operational Period (OP).** Identify key issues currently affecting air operations. Prepare objectives for the Air Operations Branch for the next OP by completing an Air Operations Branch Status Report ([EOC 500](#)) form. Give to the Operations Section Chief at least 45 minutes prior to each EOC Action Plan meeting.
- ☐ Implement those objectives, actions and tasks of the EOC Action Plan assigned to the Air Operations Branch. Keep Operations Section Chief informed of your progress.
- ☐ Determine activation status of PREOC aviation resources and establish communication links with their Air Operations if necessary.
- ☐ Liaise with Ambulance Branch, RCMP Branch, and any other Branches involved with Air Support.
- ☐ Receive Resource Requests (see form [EOC 514](#)) and pass on to Operations Section Chief.
- ☐ Liaise with Logistics to coordinate air transport of personnel, material and evacuees, as required.
- ☐ Organize preliminary air operations.
- ☐ Liaise with logistics to coordinate air transport of personnel, material and evacuees, as required.
- ☐ Initiate request for NOTAM if required.
- ☐ Ensure proper risk management measures are being taken in regards to aircraft.
- ☐ Pass critical air status information to Operations Section Chief, Planning's Situation Unit and Resource Unit.
- ☐ Schedule flights of non-emergency aircraft into the operational area if approved.
- ☐ Evaluate requests for non-tactical use of emergency aircraft assigned to the EOC.

IF NOTHING ELSE... READ THIS

Administrative Checklist

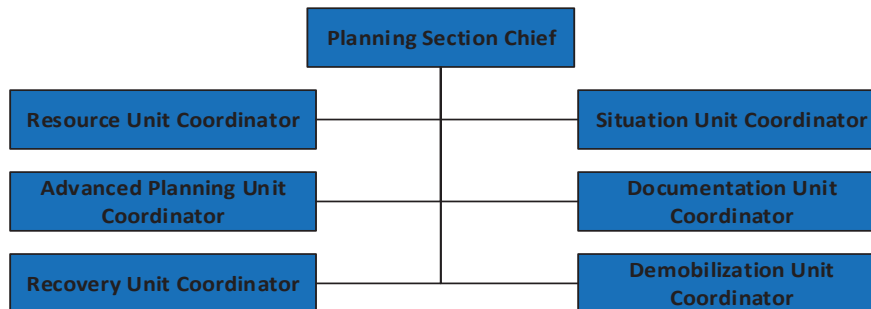
- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Air Operations position vest and forms.
- ☐ Report to Operations Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Contact PREOC Air Operations Branch Coordinator if established.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Air Operations Branch Responsibilities

- Organize aviation resources at the local level to support site operations.
- As appropriate, initiate requests for Notice to Airmen (NOTAM).
- Establish procedures for emergency reassignment of aircraft if required.
- Coordinate with any provincial or regional authority's Air Operations in the operational area.

4.3 Planning Section at a Glance

The Planning Section is responsible for collecting, evaluating, and disseminating information; developing the EOC Action Plan and Situation Report in coordination with other sections, and maintaining all EOC documentation. For more in-depth information on the roles and responsibilities of the Planning Section see the [CEMP](#).



Suggested Municipal representatives; Sr. Staff from the following departments:

- Chief Administrators Officer's Office
- Resort Experience
- Corporate and Community Services
- Infrastructure Services

List of Planning Section Staff with Brief Description of Role

Planning Section Chief	The Planning Section Chief is a member of the EOC Management Staff and General Staff. The Planning Section Chief provides overall collection, evaluation and dissemination of all information concerning the emergency, and oversees efforts to understand the current situation, predict further events and damages, and to prepare EOC Action Plans.
Situation Unit Coordinator	The Situation Unit Coordinator collects and organizes information on the incident status, damage, and response. Responsible for the evaluation, analysis, and display of information for use by EOC personnel.
Resource Unit Coordinator	The Resource Unit Coordinator works with the Incident Command Post in preparing resource status information, charting the current status and location of resources, and maintaining displays of resource information.
Documentation Unit Coordinator	The Documentation Unit Coordinator maintains accurate and complete emergency files, and stores both paper and electronic files for legal, analytical, and archival purposes.
Advanced Planning Unit Coordinator	The Advanced Planning Unit Coordinator assesses available information to determine potential future impacts of the event or disaster, particularly issues that might influence overall EOC priorities and objectives.
Recovery Unit Coordinator	The Recovery Unit Coordinator develops a Recovery Plan, identifying the need for recovery, the recovery objectives, the appropriate initial structure, the players, the location of initial recovery facilities, and early recovery messages.
Demobilization Unit Coordinator	The Demobilization Unit Coordinator looks ahead to demobilization of the EOC personnel, facility, and equipment resources to ensure that movement is orderly, safe, and cost-effective.

PLANNING SECTION CHIEF

QUICK ACTION CHECKLIST

- ☐ Talk to Operations Section Chief and gather information about the emergency. Review any Major Incident Reports. Display the information on the EOC Situation Status Board.
- ☐ Direct staff to prepare required/urgent documentation and plans as necessary to support the site.
- ☐ Ensure that Major Incident Reports and Branch Status Reports are completed by the Operations Section and are accessible by Planning Section. Consider providing a Planning Liaison to the Operations Section.
- ☐ **Prepare EOC Action Plans ([EOC 502](#)) and Chair EOC Action Planning Meetings in each operational period. See [Guide to Preparing EOC Action Plans and Hosting EOC Action Plan Meetings](#) below.**
- ☐ **Contribute Planning Objectives to the EOC Action Plan.** Collect Unit Status Reports ([EOC 500](#)) including priorities from each activated Planning Unit at least 45 minutes prior to each Action Planning meeting. Prepare a Planning Section Status Report ([EOC401PLAN](#)). With the EOC Director, host EOC Action Plan Meeting.
- ☐ Following approval of the EOC Action Plan, communicate the EOC Action Plan to each Unit Coordinator. Ensure that objectives and assignments assigned to the Planning Section in the EOC Action Plan are carried out effectively.
- ☐ Ensure that the Situation Unit is maintaining current information for the EOC Situation Report and producing a Situation Report ([EOC](#)) for approval by the EOC Director with each operational period. Distribute to EOC Sections, PREOC or PECC prior to the end of each operational period.
- ☐ Ensure the Situation Unit gathers Damage Assessment ([EOC 415](#)) information from the Operations Section Inspection Branch. Copy to PREOC.
- ☐ Ensure that all status boards and other displays are kept current.
- ☐ Ensure the Resources Unit is coordinating with Logistics to track the type and status of resources assigned to the EOC and resources assigned through the EOC to IC.
- ☐ Ensure the Documentation Unit maintains files on all EOC activities.
- ☐ Ensure the Advanced Planning Unit develops and distributes a report that highlights forecasted events or conditions likely to occur beyond the forthcoming operational period.
- ☐ Initiate recovery efforts at the earliest time possible. Develop plans for short-term recovery, including restoration of critical infrastructure for life-line support and for long-term recovery, including applications for Disaster Financial Assistance. See Annex 4 RMOW Recovery Plan.
- ☐ Provide and manage technical services, such as environmental advisors and other technical specialists to all EOC sections, as required.

*** IF NOTHING ELSE... READ THIS ***

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Planning Section Chief position vest and filing box.
- ☐ Report to EOC Director to obtain current situation status and specific job responsibilities.
- ☐ Set-up Planning workstation and determine resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Activate appropriate Planning Units and designate unit coordinators and support staff as necessary. Communicate staff shortages to Logistics.
- ☐ Brief Planning staff and ensure responsibilities are understood.
- ☐ Establish contact with PREOC Planning Section if established.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Planning Section Responsibilities

- Collect, analyze, and display emergency situation information. Prepare periodic Situation Reports.
- Prepare EOC Action Plans and Chair EOC action planning meetings in each operational period.
- Ensure the appropriate level of staffing for the Planning Section, and monitor the effectiveness of operations, modifying as required.
- Ensure Planning Staff meet the objectives of the EOC Action Plan and follow policies, priorities and directives.
- Track resources assigned to the EOC and site through EOC.
- Document and maintain all paper and electronic EOC files.
- Plan for Recovery and demobilization.
- Conduct advance planning activities to forecast possible events and requirements beyond the current operational period.
- Coordinate Technical Specialists and support services to EOC.

Use this form to chronologically record details of notable actions, decisions or enquiries taken during your shift. Include a basic reference from which to extract information for handovers and inclusion in any after-action report.

[illegible]

Use this form to record the contact information of agencies/people you contact during your EOC shift. This ensures contact information is documented and available when required as well as providing the person replacing you with the necessary contact information to effectively perform the role.

CONTACT LOG			
Event:		Time:	
Operational Period:		EMBC Task #:	
		Date:	
		Position:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	

Branch/Unit Coordinators should use this form to provide thier respective Section Chiefs with a status update 45 minutes prior to each Action Plan Meeting. Focus on Branch/Unit priorities for the next operational period.

EOC BRANCH/UNIT STATUS REPORT		
Section:	Branch/Unit:	Name:
Operational Period:	EMBC Task #:	Date:
<p>Priorities:</p> 		
<p>Summary of Action Taken:</p> 		
<p>Resource Status:</p> 		
<p>Outstanding Issues:</p> 		

EOC 500

PLANNING SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:**Task #:****Date:** (mm/dd/yyyy)**Time:** (24 hr)**Operational Period #:****1. CURRENT SITUATION** *What is occurring now within your area of responsibility?***2. OUTSTANDING ISSUES/CHALLENGES** *What issues within the current operational period still need to be resolved?***3. ANTICIPATED PRIORITIES/ACTIVITIES** *What will the priorities be for the next operational period?***4. DISTRIBUTION LIST**

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

Guide to Preparing EOC Action Plans and Conducting EOC Action Plan Meetings

The purpose of this checklist is to provide the EOC Director, Planning Section Chief, or delegate preparing the EOC Action Plan, with a list of activities to complete when preparing the EOC Action Plan.

Scheduled Time of EOC Action Plan Meeting

Time of Next Operational Period

Notify EOC Management Team, of the scheduled EOC Action Plan Meeting - Direct EOC Management Team to prepare Section Status Reports (EOC 401XXX).

- | | |
|---|---|
| <input type="checkbox"/> Liaison Officer | <input type="checkbox"/> Risk Management Officer |
| <input type="checkbox"/> Information Officer | <input type="checkbox"/> Operations Section Chief |
| <input type="checkbox"/> Planning Section Chief | <input type="checkbox"/> Logistics Section Chief |
| <input type="checkbox"/> Finance Section Chief | |

Collect Section Status Reports (EOC 401XXX) from EOC Management Team 30 minutes prior to the EOC Action Plan Meeting.

- | | |
|---|---|
| <input type="checkbox"/> Liaison Officer | <input type="checkbox"/> Risk Management Officer |
| <input type="checkbox"/> Information Officer | <input type="checkbox"/> Operations Section Chief |
| <input type="checkbox"/> Planning Section Chief | <input type="checkbox"/> Logistics Section Chief |
| <input type="checkbox"/> Finance Section Chief | |

Planning Section Chief and EOC Director develop an EOC Action Plan (use form EOC 502) using the priorities, issues and challenges provided in the Section Status Reports (EOC 401XXX) collected from the EOC Management Team. * The EOC Action Plan should identify objectives that the EOC Management Team should address during the next operational period. Consider the checklist below when developing objectives.

Objectives should:

- ☐ be of high importance and measurable
- ☐ consider BCERMS goals
- ☐ specify the actions/tasks that must be performed to meet the objective
- ☐ be described from a support and coordination perspective. Actions/tasks completed at the site level should not be listed
- ☐ actions/tasks should be assigned to a position or section
- ☐ be accomplished in the next operational period

BCERMS RESPONSES GOALS

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

Direct Documentation Unit to Prepare for the EOC Action Plan Meeting.

- ☐ Distribute the EOC Action Plan Meeting Agenda (EOC 401) to EOC Management team prior to meeting.
 - ☐ Make copies of the EOC Action Plan for distribution to EOC Management Team in the meeting.
 - ☐ Identify minute taker for EOC Action Plan meeting.
-

Host the EOC Action Plan Meeting. Follow the EOC Action Plan Meeting Agenda (EOC 401).

- ☐ Identify a meeting chair - EOC Director, Planning Section Chief, or delegate.
- ☐ Ask each Officer and Section Chief provide a brief update.
- ☐ Meeting Chair circulates and reviews the EOC Action Plan including the objectives and associated actions and tasks.
- ☐ EOC Director or Planning Chief briefly answer questions related to EOC Action Plan.
- ☐ EOC Director Approves the EOC Action Plan.



EOC ACTION PLAN MEETING AGENDA TEMPLATE

The EOC Director, Planning Section Chief, or delegate should use this agenda template to Chair the EOC Action Plan Meeting. **For more detailed information on the EOC Action Planning process refer to the Guide To Preparing the EOC Action Plan and Conducting the EOC Action Plan Meeting on page 80/81.**

EVENT INFORMATION	
Event/Incident:	Task #:
Date:	Times of Next Operational Period:
Meeting Chair:	Minute Taker:

AGENDA ITEMS

1. EOC MANAGEMENT TEAM STATUS UPDATES

***Instructions:** Each Officer and Section Chief will provide a brief [one minute or less] summary of what has happened or changed since the last briefing. Only new information should be presented and no repetition between sections. Those without new information should 'pass.' Minute taker should record information on this form for documentation purposes. ***Remember this meeting should be no longer than 15 minutes.**

Section	Update
Risk Management Officer	
Liaison Officer	
Information Officer	
Operations Section Chief	
Planning Section Chief	
Logistics Section Chief	
Finance Section Chief	

2. PRESENT EOC ACTION PLAN

Meeting chair or delegate presents the EOC Action Plan.

- Circulate EOC Action Plan.
- Briefly review EOC Action Plan, including the objectives and associated actions and tasks.
- Briefly answer questions regarding EOC Action Plan.

3. APPROVE EOC ACTION PLAN

EOC Director must approve EOC Action Plan.

***Remember:** EOC Director must communicate EOC response objectives, as listed in the EOC Action Plan, to positions and agencies not in attendance at the EOC Action Plan Meeting.



EOC ACTION PLAN

This template should be used by the EOC Director, Planning Section Chief, or delegate to develop the EOC Action Plan. The EOC Action Plan summarizes the response objectives, and the associated actions and tasks for the next operational period. Objectives should consider BCERMS goals, see below.

Event Information	
Event/Incident:	Task #:
Date Prepared:	For Next Operational Period:
Prepared By:	Position:

EOC Director Approval of EOC Action Plan	
<i>*Instructions: Review, sign and forward to Documentation for copying and distribution at the EOC Action Plan Meeting.</i>	
Print name:	Signature:
Date:	Time:

EOC Distribution List		
<input type="checkbox"/> EOC Director	<input type="checkbox"/> Operations Section Chief	<input type="checkbox"/> EOC Display Board (post)
<input type="checkbox"/> EOC Deputy Director	<input type="checkbox"/> Planning Section Chief	Additional staff assigned a task:
<input type="checkbox"/> Liaison Officer	<input type="checkbox"/> Logistics Section Chief	<input type="checkbox"/> _____
<input type="checkbox"/> Information Officer	<input type="checkbox"/> Finance Section Chief	<input type="checkbox"/> _____
<input type="checkbox"/> Risk Management Officer	<input type="checkbox"/> Documentation Unit (Original copy)	<input type="checkbox"/> _____

British Columbia Emergency Response Management System

BCERMS RESPONSES GOALS

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

EOC ACTION PLAN CONTINUED

OBJECTIVES

***Instructions:** List objectives (in priority order) which identify what will need to be completed in the next EOC operational period. There is no limit to the number or objectives - use additional pages as required. **Use active verbs:** acquire, advise, complete, confirm, consult, contact, declare, determine, develop, establish, ensure, gather, identify, issue, notify, obtain, prepare, request, support.

Objective # __:

Objective # __:	
Actions/tasks to complete this objective:	Section Responsible:
1.	
2.	
3.	
4.	
5.	

Objective # __:

Objective # __:	
Actions/tasks to complete this objective:	Section Responsible:
1.	
2.	
3.	
4.	
5.	

This form is used to complete an EOC Situation Report which serves as a snapshot of the current situation in the EOC. Situation Reports should be completed near the end of each operational period or at the request of the EOC Director.

EOC SITUATION REPORT

Community/Local Authority: _____

Date and Time: _____

EMBC Task Number: _____

Prepared by: ☐ Community/Local Authority
☐ PREOC Operational Area Coordinator

Approved by: _____

EOC Contact: Name: _____ Agency: _____ Phone #: () - _____ Fax #: () - _____ E-mail: _____	Report Type: <input type="checkbox"/> Initial <input type="checkbox"/> Update # _____ <input type="checkbox"/> Final Situation Forecast: <input type="checkbox"/> Improving <input type="checkbox"/> Unchanged <input type="checkbox"/> Deteriorating
--	---

Highlights (Situational Overview-Key Points):

Current Priority Needs: (Resources/Information/Support)

Resource Request Attached: ☐ Yes or ☐ No

People Impacted (Estimated/Confirmed):

# Evacuated	# Injured	# Homeless*	# Missing	# Dead	# Hospitalized

Livestock Impacted: (Estimated/Confirmed)

Animal Type	# Dead	# Evacuated	# Disposed

General Situation /Status:

Transportation	Comments:		
	Routes Closed	Partial Blockages	Reopened Times
Municipal Roads			
Provincial Roads			
DRR (Disaster Response Routes)			
Bridges			
Tunnels			
Transit System			
Rail (Fed.)			
Rail (Prov.)			
Critical Transportation Issues:			

Utilities	Customers Without Service		Comments
	#	%	
Water		%	
Sewers		%	
Hydro		%	
Gas		%	
Telephone		%	
Cable		%	
Critical Utilities Issues:			

Communication Methods:			
Types	<input type="checkbox"/> Telephone	<input type="checkbox"/> Email	<input type="checkbox"/> Call Centre
Functioning:	<input type="checkbox"/> Cellular	<input type="checkbox"/> Fax	# of calls received/hr:
	<input type="checkbox"/> Radio	<input type="checkbox"/> Amateur radio	
	<input type="checkbox"/> Satellite	<input type="checkbox"/> Other:	

Anticipated communication problems:

Damage Assessment Report: ☐ Attached
☐ Not Attached

Current Response Information:

	Resources	Assigned	Available	Out of Service	Reserved	Critical Need
1.	Police:					
	Police staff					
	Police vehicles					
	Search and Rescue:					
	SAR members					
2.	Fire:					
	Structural fire-fighters					
	Structural fire apparatus					
	Wildland fire-fighters					
	Wildland fire apparatus					
	Aircraft					
	Engineering/Public Works Staff					
	Vehicles					
	Equipment					
	BCAS Paramedics					
	Ambulances					
3.	ESS Volunteers					
	Public Information Officers					
	Call Takers					
4.	Military					
	Military crews					
5.	Other:					
6.						
7.						
8.						

Current ESS Reception Centre/Group Lodging Information:

Name of RC/GL Activated	Address/ Location	Facility Capacity	Total # Reg.	Total # still req. help	Comments:
Totals:					

Current Health Information:

Hospitals Status Facilities/Location	Operational Status Y/N			# in Hosp.	# Beds Avail.	Comments
	Commun i-ation	Power	Water			
	(select)	(select)	(select)			
	(select)	(select)	(select)			
	(select)	(select)	(select)			
	(select)	(select)	(select)			

Community Health Status

Public Health	
Mental Health	
Continuing Care	

Request for National Emergency Services Stock Pile (CCU and/or 200 bed hospital):Yes ☐ or No ☐**Details:****Weather Conditions:**

Temp:	Precip:	Wind:	Air Quality	Tidal Information	Forecast
C°	mm	km/hr			

Future Outlook/Planned Actions:

Other Comments:

SITUATION UNIT COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Planning Section Chief.
- ☐ Collect information. Request that the Operations Section provides regular updates of site activities. Collect status information from each active EOC Section on a regular basis.
- ☐ In consultation with the Planning Section Chief, assign a Situation Staff member to the Operations Section to collect situation status information on a regular basis.
- ☐ **Contribute to Planning Section objectives for the EOC Action Plan.** Provide a Situation Unit Status Report ([EOC 500](#)) to the Planning Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Situation Unit in the approved EOC Action Plan. Keep Planning Section Chief informed of your progress.
- ☐ Prepare and distribute the EOC Situation Report ([EOC 501](#)). At least one per operational period.
- ☐ If required, place EOC and field observers in key locations (e.g., EOC Operations Section or Incident Command Post) to gather information.
- ☐ Coordinate with the Inspections Branch of the Operations Section to gather damage assessment information. Obtain photographic and video documentation of damage. Determine the need for field damage observers.
- ☐ With the Inspections Branch of the Operations Section, identify and evaluate the nature and extent of damage caused by the event. Identify the type of primary and secondary losses from the event. Prepare a Damage Assessment ([EOC 415](#)).
- ☐ Ensure all materials that identify persons who suffered a loss are placed in sealed envelopes marked "confidential" and delivered to Documentation Unit.
- ☐ Organize information. Create organizational schemes for collected data to facilitate storage and retrieval of information. Determine or estimate the following: Geographic extent, fatalities, injuries, households damaged, transportation damage, etc.
- ☐ Prepare maps, status boards (see [EOC Status Board Display](#)), and other displays contain current and accurate information. Ensure that adequate staff are assigned to maintain all maps, status boards and other displays.
- ☐ Coordinate with the Documentation Unit for the reproduction of relevant plans and distribution as required.
- ☐ Meet with the Information Officer to coordinate access to current information.
- ☐ Keep the Transportation Unit Leader informed of any closures of road, rail, marine, or air routes.
- ☐ Ensure Situation Reports are disseminated to EOC staff/PREOC.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Situation Unit position vest and forms.
- ☐ Report to Planning Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Situation Unit Responsibilities

- Contribute to EOC Action Plan as required.
- Collect situation reports from site(s) and all active functions of the EOC.
- Oversee the collection of damage information. Prepare Damage Assessment reports for distribution to EOC and PREOC.
- Create organizational schemes for collected data to facilitate storage and retrieval of information. Arrange for secure storage of collected information.
- Oversee the analysis of all incident or disaster related information.
- Display and distribute information. Prepare maps, status boards, and status reports to report current information.

*** IF NOTHING ELSE... READ THIS ***

RESOURCE UNIT COORDINATOR CHECKLIST

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Planning Section Chief.
- ☐ Develop and maintain a resource status board. Coordinate closely with the Operations Section Branches and Logistics Section Units particularly Supply and Personnel. Keep in mind that it is generally not necessary to track mutual aid resources unless they are ordered through the Logistics Section.
- ☐ **Contribute to Planning Section objectives for the EOC Action Plan.** Provide a Resource Unit Status Report ([EOC 500](#)) to the Planning Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Resource Unit in the approved EOC Action Plan. Keep Planning Section Chief informed of your progress.
- ☐ Organize resource information. Obtain list of known critical resources from Planning Section Chief or EOC Director.
- ☐ Distribute and display resource information. Develop and maintain resource status boards and/or other tracking display systems. Use Resource Status By Type ([EOC 516](#)) to identify resource kind and type, and whether they are Available, Assigned, or Out-of-Service. Use Resource Status By Location ([EOC 517](#)) to track the site and locations of resources.
- ☐ Obtain copies of critical resource requests from the Logistics Section, post the request on a status board and track the progress of the request until filled.
- ☐ Coordinate with Operations Section to collect and centralize resource status information. Note: The Resource Unit only tracks resources; it does not obtain or supply them.
- ☐ Coordinate closely with the Operation Section Branches and Logistics Section units, particularly Supply, Personnel, and Transportation.
- ☐ As resource requests are received in Logistics, post the request on a status board and track the progress of the request until filled.
- ☐ Assist EOC Operations and Logistics in notifying parties of the status of their resource requests, especially where there may be delays.
- ☐ Ensure mutual aid resources are being tracked by the appropriate Operational Branch.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Resource Unit position vest and forms.
- ☐ Report to Planning Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Resource Unit Responsibilities

- Collect Resource Information. Coordinate with the branches and Units in the Operations and Logistics Sections to capture and centralize resource status information. Note: The Resource Unit Coordinator tracks resources; it does not obtain or supply them.
- Organize Resource Information. Create organizational schemes for collected resource information to facilitate sharing of status details.
- Distribute / Display Resource Information – Prepare status boards and resource status reports to share up-to-date information.

*** IF NOTHING ELSE... READ THIS ***

DOCUMENTATION UNIT COORDINATOR CHECKLIST

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Planning Section Chief.
- ☐ Collect, organize and file all completed forms. Maintain a permanent file system of all EOC documentation associated with the event, and ensure information is kept secure.
- ☐ **Contribute to Planning Section objectives for the EOC Action Plan.** Provide a Documentation Unit Status Report ([EOC 500](#)) to the Planning Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Documentation Unit in the approved EOC Action Plan. Keep Planning Section Chief informed of your progress.
- ☐ Meet with the EOC Director and Risk Management Officer to confirm what EOC materials should be maintained as secure official records. See the [EOC Documentation Information Sheet](#) for a list of the types of documentation that must be collected by the EOC during an emergency.
- ☐ Remind EOC members to mark every document with the date and time.
- ☐ Remind EOC members to save all emails related to the emergency event.
- ☐ Collect records from each active EOC function daily.
- ☐ Initiate and maintain a roster and organization chart of all activated functions to ensure that you receive position logs from each activated function.
- ☐ Take minutes at all EOC briefings and meetings.
- ☐ Photograph whiteboards (time and date), and other important elements of the EOC.
- ☐ Reproduce and distribute approved Situation Reports and EOC Action Plans. Keep extra copies of reports and Plans available for special distribution, as required.
- ☐ Provide document production services to EOC staff.
- ☐ Assist Planning Section Chief with preparing and distributing the EOC After Action Report.
- ☐ Arrange for dedicated filing cabinets, preferably ones that can be locked and are fire resistant. Prepare file folders to reflect contents.
- ☐ Ensure security of EOC records with Risk Management Officer.

*** IF NOTHING ELSE... READ THIS ***

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Resource Unit position vest and forms.
- ☐ Report to Planning Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Resource Unit Responsibilities

- Collect, organize, and file all completed event forms. Maintain a permanent file system of all EOC documentation associated with the event, and ensure information is kept secure.
- Provide document reproduction services for EOC staff.
- Distribute EOC Situation Reports, EOC Action Plans, and other documents as requested.
- Assist Recovery Unit with preparation and distribution of the EOC After Action Report.

ADVANCED PLANNING UNIT COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Planning Section Chief. Review the current Situation Report.
- ☐ **Contribute to Planning Section objectives for the EOC Action Plan.** Provide an Advanced Planning Unit Status Report ([EOC 500](#)) to the Planning Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Advanced Planning Unit in the approved EOC Action Plan. Keep Planning Section Chief informed of your progress.
- ☐ Anticipate and assess long-range issues that the EOC should consider for the particular emerging event.
- ☐ Review all available status reports, Action Plans, and other significant documents to determine potential future impacts of the event or disaster, particularly issues that might modify the overall EOC priorities.
- ☐ Meet individually with the EOC Management Team and determine best estimates of the future direction and outcomes of the event or disaster.
- ☐ Develop an Advanced Plan identifying future policy-oriented issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect EOC operations beyond the next operational period within a 36 to 72 hour timeframe.
- ☐ Submit the Advanced Plan to the Planning Section Chief for review and approval prior to implementation via briefings with the EOC Director and Management Team.
- ☐ Consider long-range resource needs and limitations.
- ☐ Provide periodic briefings to the EOC Director and General Staff addressing approaching issues.
- ☐ In conjunction with the Management Team, recommend a transition strategy to the EOC Director when EOC activity shifts predominately to recovery.
- ☐ Assist Recovery Unit Coordinator in developing initial relief and recovery plans.

* IF NOTHING ELSE... READ THIS *

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Resource Unit position vest and forms.
- ☐ Report to Planning Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Advanced Planning Unit Responsibilities

- Anticipate and assess long-range issues that the EOC should consider for the particular emerging event.
- Develop an Advanced Plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within 24 to 72 hours.
- Review all available Situation Reports (EOC 501), Action Plans (EOC 502), and other significant documents. Determine potential for future impacts of the emergency, particularly issues that might modify the overall EOC priorities and objectives.
- Provide periodic briefings for the EOC Director and EOC Management Team addressing Advanced Planning Issues.

RECOVERY UNIT COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Planning Section Chief. Review the current Situation Report.
- ☐ **Contribute to Planning Section objectives for the EOC Action Plan.** Provide a Recovery Unit Status Report ([EOC 500](#)) to the Planning Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Recovery Unit in the approved EOC Action Plan. Keep Planning Section Chief informed of your progress.
- ☐ Initiate public messages to control unsolicited donations of unwanted goods. Work with the Information Officer to ensure this message is released as soon as possible.
- ☐ Assess the need for immediate reconstruction efforts, such as utility restoration and debris removal.
- ☐ Assess the need for long-term recovery actions required to restore and recover public and private infrastructure, property, mental and public health, and the socio-economic fabric.
- ☐ Implement the RMOW Recovery Plan (See CEMP Annex 4).
- ☐ Ensure that short-term relief efforts such as: interim housing, counselling, utility restoration, debris removal, building safety, inspections, etc. have been planned for and initiated.
- ☐ Plan for the recovery of roads, potable water systems, sewers systems, hospitals, and other infrastructure to pre-emergency conditions.
- ☐ Prepare a written plan advising on the activation of the Business Continuity Plan for the continuation of public services by the RMOW.
- ☐ Assist ESS Reception Centres in collecting evacuee information and sharing data with the Recovery Team.
- ☐ Coordinate recovery plans and Disaster Financial Assistance (DFA) with the Cost Accounting Unit.
- ☐ Formulate a community recovery plan for the incident, including recommendations for:
 - Recovery Team Composition
 - Recommended Functions
 - Priority of Efforts
 - Support Requirements
 - Coordination Requirements
 - Reporting Requirements

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Recovery Unit position vest and forms from file box.
- ☐ Report to Planning Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Recovery Unit Responsibilities

- Assess the requirements for assistance for RMOW residents and community recovery from a major emergency or disaster.
- Identify immediate steps (short-term relief efforts) that can be taken to initiate and speed recovery within the area of RMOW impacted.
- Anticipate actions required over the long-term to restore local services and return the area to pre-emergency conditions.
- Control Donations by issuing (with IO) public messages to control unsolicited donations of unwanted goods.

*** IF NOTHING ELSE... READ THIS ***

DEMOBILIZATION UNIT COORDINATOR

Main Checklist

- ☐ Obtain a briefing from the Planning Section Chief.
- ☐ **Contribute to Planning Section objectives for the EOC Action Plan.** Provide a Demobilization Unit Status Report ([EOC 500](#)) to the Planning Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Monitor the current situation, including EOC Action Plans, Situation Reports, and resource assignment lists.
- ☐ Consult with Section Chiefs, Branch Coordinators, Liaison Officer and EOC Director regarding the need for EOC resources.
- ☐ Identify opportunities to demobilize EOC resources.
- ☐ Discuss demobilization opportunities with the EOC Director.
- ☐ Compile information for the demobilization plan, including: projection of when EOC can be shut down; hours of operation until EOC closure; reduced and/or phased out staffing; inventory of equipment materials and facilities to be returned; schedule for staff debriefings and exit interviews and contact information for any follow-up issues.
- ☐ Develop an EOC demobilization plan based on a review of all pertinent Planning Section documents, Situation Reports, status of EOC priorities and objectives and level of support still required from the EOC. Circulate to the Planning Section Chief, EOC Director, and EOC Management Team for review.
- ☐ Meet individually with the General Staff to discuss the draft Demobilization Plan.
- ☐ Finalize the Demobilization Plan for approval by the EOC Director.
- ☐ Initiate the Demobilization Plan for the EOC as approved by the EOC Director.
- ☐ Advise all Section Chiefs to ensure that demobilized staff complete and forward to Documentation Unit all reports, time sheets, and exit surveys prior to leaving the EOC.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director or Logistics Section Chief upon arrival at the EOC. Obtain the Demobilization Unit position vest and forms from file box.
- ☐ Report to Planning Section Chief to obtain current situation status and specific job responsibilities.
- ☐ Determine your resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

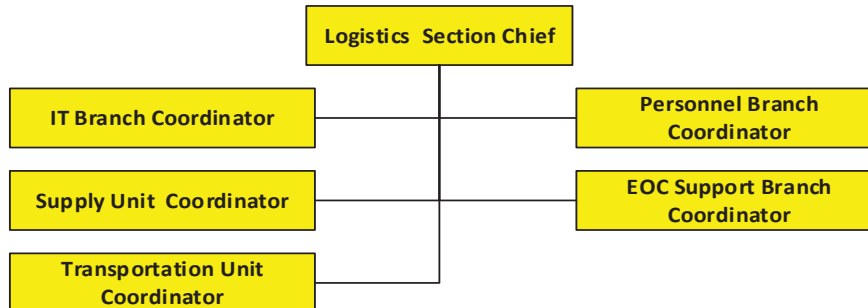
Demobilization Unit Responsibilities

- Develop an EOC demobilization plan based on a review of all pertinent Planning Section documents, Situation Reports, status of EOC priorities and objectives and level of support still required from the EOC.
- Anticipate and assess reduction in EOC staffing requirements.

*** IF NOTHING ELSE... READ THIS ***

4.4 Logistics Section

The Logistics Section is responsible for providing facilities, services, personnel, equipment and materials. For more in-depth information on the roles and responsibilities of the Logistics Section see the [CEMP](#).



Suggested Municipal representatives:

- Resort Experience
- Human Resources
- IT
- Infrastructure Services – Stores; Fleet Maintenance
- Recreation - Facilities

List of Logistics Section Staff with Brief Description of Role

Logistics Section Chief	The Logistics Section Chief is a member of the EOC Management Staff and General Staff. The Logistics Section Chief coordinates the provision of personnel, facilities, services, equipment, and material in support of the site Incident Command Post and the EOC.
IT Branch Coordinator	The Information Technology Branch Coordinator ensures the EOC has access to radio, telephone, and other communication means, as well as computer resources and services, as required.
Personnel Branch Coordinator	The Personnel Branch Coordinator provide personnel resources as requested in support of the EOC and Site Operations. Responsible for Identifying, recruiting, and registering staff and volunteers as required.
Supply Unit Coordinator	The Supply Branch Coordinator oversees the acquisition and allocation of supplies and materials not normally provided through mutual aid or normal agency channels.
EOC Support Branch Coordinator	The EOC Support Branch Coordinator ensures that EOC facilities are provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
Transportation Unit Coordinator	The Transportation Branch Coordinator arranges for the acquisition or use of required transportation resources in support of site activities and the EOC Action Plan.

LOGISTICS SECTION CHIEF

QUICK ACTION CHECKLIST

- ☐ Obtain a preliminary briefing from the EOC Director. Talk to Operations Section Chief and identify immediate resource needs.
- ☐ Oversee the set-up the EOC and ensure the appropriate equipment and supplies are in place for each section including telecommunications, maps and status boards.
- Participate in EOC Action Plan Meetings.** Collect Branch Status Reports ([EOC 500](#)) from each activated Logistics Branches and Units at least 45 minutes prior to the scheduled EOC Action Plan meeting. Use this information to prepare the Logistics Section Status Report ([EOC 401LOG](#)) below – focus on objectives for the next operational period. Provide the Planning Section Chief with the Logistics Section Status Report at least 30 minutes prior to the EOC Action Plan Meeting. For more in-depth information on the roles and responsibilities of the Planning Section see the [CEMP](#).
- ☐ Attend the EOC Action Plan Meeting and provide a brief summary of what has happened or changed since the last briefing.
- ☐ Following the approval of the EOC Action Plan communicate the EOC Action Plan to each Branch and Unit Coordinator. Work closely with each Logistics Branch & Unit Coordinator to ensure that action items assigned to the Logistics Section, as defined in the current EOC Action Plan are implemented.
- ☐ Ensure that the Personnel Unit provides personnel resources as requested by EOC and Site Operations.
- ☐ With EOC Director and Operations Section Chief, identify critical resources. See [Resource Request Information Sheet](#) below.
- ☐ Ensure the Supply Unit coordinates closely with the Purchasing Unit in the Finance Section and that all required documents and procedures are completed and followed.
- ☐ Ensure that all resources are tracked and accounted for in cooperation with the Planning Section Resource Unit.
- ☐ Determine the requirements for obtaining the needed personnel, supplies, and materials to support the Operations section in the implementation of the EOC Action Plan Objectives.
- ☐ Provide and maintain EOC facilities, including all utilities, food, water, and office supplies.
- ☐ Coordinate secretarial and clerical services for use in the EOC.
- ☐ Meet with the Finance/Administration Section Chief and determine level of purchasing authority for the Logistics Section.

*** IF NOTHING ELSE... READ THIS ***

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director Chief upon arrival at the EOC. Obtain the Logistics Section Chief position vest and file box.
- ☐ Set-up Logistics Section Chief workstation. Determine resource requirements and communicate to Logistics EOC Support Branch.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Establish contact with the PREOC Logistics Section.
- ☐ Activate appropriate Logistics Units and Branches and designate coordinators and support staff as necessary. Communicate staff shortages to Logistics Personnel Unit.
- ☐ Brief Logistics staff and ensure responsibilities are understood.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Logistics Section Responsibilities

- Oversee the set-up of the EOC, ensuring operational capability meets the needs of the emergency event.
- Direct the operations of the logistics section to provide the following support: Telecommunication and IT services; Supply of equipment, materials, transportation and facilities; Personnel services; and EOC facility support and related security.
- Coordinate closely with the Operations Section Chief to establish priorities for resource allocation within the operational area.
- Ensure the appropriate level of staffing for the Logistics Section, and monitor the effectiveness of operations, modifying as required.
- Ensure Logistics staff meets the objectives of the EOC Action Plan and follow policies, priorities and directives.
- Coordinate with the ESS Branch Coordinator on the provision of food and lodging for EOC and Site Personnel.

Use this form to chronologically record details of notable actions, decisions or enquiries taken during your shift. Include a basic reference from which to extract information for handovers and inclusion in any after-action report.

the actions you take during your

Position Log

Incident/
Event Name:

--	--

Section/
Function:

--	--

Position:

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[illegible]

Page

Use this form to record the contact information of agencies/people you contact during your EOC shift. This ensures contact information is documented and available when required as well as providing the person replacing you with the necessary contact information to effectively perform the role.

CONTACT LOG			
Event:		Time:	
Operational Period:		EMBC Task #:	
		Date:	
		Position:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	

Branch/Unit Coordinators should use this form to provide thier respective Section Chiefs with a status update 45 minutes prior to each Action Plan Meeting. Focus on Branch/Unit priorities for the next operational period.

EOC BRANCH/UNIT STATUS REPORT		
Section:	Branch/Unit:	Name:
Operational Period:	EMBC Task #:	Date:
Priorities:		
Summary of Action Taken:		
Resource Status:		
Outstanding Issues:		

EOC 500



LOGISTICS SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:

Task #:

Date: (yyyy/mm/dd)

Time: (24 hr)

Operational Period #:

1. CURRENT SITUATION *What is occurring now within your area of responsibility?*

2. OUTSTANDING ISSUES/CHALLENGES *What issues within the current operational period still need to be resolved?*

3. ANTICIPATED PRIORITIES/ACTIVITIES *What will the priorities be for the next operational period?*

4. DISTRIBUTION LIST

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

Resource Request Information Sheet

 Logistics
Section

Objective	To obtain and coordinate material goods, equipment, and personnel required to assist response objectives.
Responsible Position	EOC Logistics Section Chief will advise others on proper procedures.
Using Local Resources First	Under BCERMS, the local authority is responsible for using local resources to fill their needs to the greatest extent possible, including any mutual aid that may be available.
Requesting Resources from the PREOC	<p>Use Resource Request Form 514 and procedures to ensure the PREOC devotes due attention to request and critical requests are not lost.</p> <p>The RMOW EOC is responsible for ensuring that each Resource Request Form includes the justification for the request, as well as all other pertinent information and signatures.</p>
Resource Tracking	<p>The EOC Planning Section tracks resources coordinated through the EOC.</p> <p>Resource tracking should allow the EOC Director to determine the current status of all resource requests, the EOC sections assigned responsibility for action, and the details of any action planned or taken.</p>
Critical Resources	The EOC Director can designate a specific resource as a "critical resource" if it is in demand by multiple sites or agencies and there is a limited number of such resources available. All requests for "critical resources" must be approved by the EOC Director.
Resource Costs	<p>Some Resource Requests to the PREOC will have financial implications for the RMOW. In other words, the PREOC may arrange for the resources, but the RMOW will be expected to pay the supplier. The EOC will track costs.</p> <p>For Resource Requests with financial impacts, the EOC should ensure the EMBC Task Number and the Expenditure Authorization Form Number are noted on the Resource Request Form and on all invoices.</p>

Use this form to request resources from EMBC/PREOC. Ensure that the request includes the justification for the request, as well as all other pertinent information and signatures.

REQUEST FOR RESOURCES OR ASSISTANCE	
Event:	
Request #:	
EMBC Task #:	
Date:	
Time:	
Precedence Level:	<input type="checkbox"/> Emergency <input type="checkbox"/> Priority <input type="checkbox"/> Routine
	<input type="checkbox"/> Critical Resource Status <input type="checkbox"/> Requires EOC Director's Approval
Staff/Agency Requesting:	
Contact Person's Name and Position:	
Telephone or Contact #:	
() -	
Brief description of problem or task to be accomplished:	
Specific Resource Requested & Number Required:	
Potential Substitute:	
Capacity (Size, Voltage, etc.):	
Supporting Equipment, Fuel, Water, Etc.:	
Personnel Required to Operate/Support:	
Transportation Required:	
How Long is Resource Needed:	
Where to Deliver or Report:	
Specific Resource Requested & Number Required:	
Potential Substitute:	
Capacity (Size, Voltage, etc.):	
Supporting Equipment, Fuel, Water, Etc.:	
Personnel Required to Operate/Support:	
Transportation Required:	
How Long is Resource Needed:	
Where to Deliver or Report:	
Report to Whom (Name, Title, Agency):	
Resource Request completed by (Name and Position):	

Use this form to request EMBC/PREOC's approval to pay for a resource or emergency response cost that the RMOW has obtained and paid for directly. EAF's are required for resources not typically covered by the Province or for large expense items.

EXPENDITURE AUTHORIZATION FORM #: _____

Event/Incident Name:		Task #:
Date: _____ <small>(yyyy/mm/dd)</small>	Time: _____ <small>(24 hr)</small>	Operational Period #:
Requesting Jurisdiction/Agency:		
Authorized EOC Representative: _____ <small>(print name)</small>	EOC Function:	
Contact #:	EOC Fax #:	E-mail Address:

1. EXPENDITURE

Description of Expenditure (Refer to Resource Request Form# _____ for additional information):

Amount requested for expenditure:

2. APPROVAL BY EOC DIRECTOR

Name: _____ <small>(print name)</small>	Signature: _____
Date: _____ <small>(yyyy/mm/dd)</small>	Time: _____ <small>(24 hr)</small>
<input type="checkbox"/> Faxed to PREOC at: _____ <small>(24 hr)</small> (Include copy of Resource Request Form with fax)	

3. TO BE COMPLETED BY PREOC

<input type="checkbox"/> Expenditure approved, but not to exceed: \$ _____	Name: _____ <small>(print name)</small>
<input type="checkbox"/> Expenditure NOT approved	Signature : _____
	Date: _____ <small>(yyyy/mm/dd)</small>
	Time: _____ <small>(24 hr)</small>

4. DOCUMENTATION DISTRIBUTION

- ☐ EOC Director
- ☐ EOC Operations Chief
- ☐ EOC Planning Chief
- ☐ EOC Logistics Chief
- ☐ EOC Finance Chief
- ☐ EOC Requesting Section Chief:

PREOC (Completed by PREOC)

- ☐ PREOC Director
- ☐ PREOC Operations Chief
- ☐ PREOC Planning Chief
- ☐ PREOC Logistics Chief
- ☐ PREOC Finance Chief
- ☐ Other:

INFORMATION TECHNOLOGY BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Logistics Section Chief. Determine computer requirements for all activated EOC functions including computer, printer and internet access.
- ☐ Implement computer systems for internal information management and include message and e-mail systems, as available.
- ☐ Keep all EOC Sections/Branches/Units informed of the status of communications systems, particularly those being restored.
- ☐ **Contribute to Logistics Section objectives for the EOC Action Plan.** Provide an IT Branch Status Report ([EOC 500](#)) to the Logistics Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the IT Branch in the approved EOC Action Plan. Keep Logistics Section Chief informed of your progress.
- ☐ Ensure that computer technical personnel are available for equipment and application program maintenance and repair.
- ☐ Provide necessary telephone equipment and service if and when Information Officer establishes a toll-free Public Information Call Centre.
- ☐ Develop and distribute a Communications Plan that identifies all systems in use and lists phone numbers, email and frequencies allotted for the event.
- ☐ Mobilize and coordinate amateur radio resources in the EOC and at the site. Assign volunteer radio operators to external locations as required.
- ☐ Oversee the installation of radio communications resources in EOC.
- ☐ Ensure that a radio communications link is established with Incident Commander(s), and the PREOC.
- ☐ Ensure that adequate communications operators are available for 24-hour coverage. Ensure that technical personnel are available for radio communication equipment maintenance and repair.
- ☐ Create and maintain a radio communications status board.
- ☐ Provide necessary telecommunications when Information Officer establishes a Media Information Centre.
- ☐ Assist ESS Branch Director with communications at Reception Centres.
- ☐ Inform the EOC Support Branch Coordinator of any purchases or acquisitions of computer equipment.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director Chief upon arrival at the EOC. Obtain the IT Branch position vest and forms.
- ☐ Based on the situation, activate the necessary units within the Information Technology Branch: Communications Unit; Computer Systems Unit.
- ☐ Determine resource requirements and communicate to Logistics EOC Support Branch.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

IT Branch Responsibilities

- Ensure radio, telephone, and computer resources and services are provided to EOC staff as required.
- Oversee the installation of communications resources within the EOC.
- Determine specific computer requirements for all EOC functions.
- Implement available computer systems for internal information management and include message and emails systems, as available.
- Develop and distribute a Communications Plan, which identifies all systems in use and lists EOC telephone numbers and specific radio frequencies allotted for the event.

*** IF NOTHING ELSE... READ THIS ***

PERSONNEL BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Logistics Section Chief. Determine if there are any immediate staffing requirements for the EOC or site.
- ☐ Anticipate and assess potential staffing needs for the EOC for this particular emergency event.
- ☐ **Contribute to Logistics Section objectives for the EOC Action Plan.** Provide a Personnel Branch Status Report ([EOC 500](#)) to the Logistics Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Personnel Branch in the approved EOC Action Plan. Keep Logistics Section Chief informed of your progress.
- ☐ Coordinate with the Deputy EOC Director and Risk Management Officer to ensure EOC incoming personnel have EOC checklists, vests, and a briefing upon check-in. The briefing should include current situation, safety and well-being procedures, and an orientation to the EOC facility, equipment and operational processes.
- ☐ Develop a large poster size EOC Organization Chart depicting each activated function. Post chart where visible to all EOC personnel.
- ☐ Process all incoming requests for personnel ([EOC 514](#)) for site and EOC. Identify number of personnel, special qualifications or training, where they are needed and the person or Unit they are to report to. Determine the estimated time of arrive and advise the requesting parties accordingly.
- ☐ Acquire personnel resources in support of site(s) from 1) Within the jurisdiction, 2) Among outside agencies, and 3) Among community volunteers.
- ☐ Maintain a large status board or other reference to keep track of incoming personnel resources.
- ☐ Liaise with community volunteer organizations to acquire personnel to fill both site and EOC requests. Develop systems to manage convergent volunteers.
- ☐ Coordinate with Transportation Unit to meet site and EOC personnel requirements for ground transportation.
- ☐ Develop EOC shift schedules ([EOC 503](#)).
- ☐ Arrange for childcare services for EOC personnel as required.
- ☐ Arrange accommodation for out-of-town personnel. Coordinate with ESS Branch, Supply Unit, and Procurement Unit.

* IF NOTHING ELSE... READ THIS *

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director Chief upon arrival at the EOC. Obtain Personnel Branch position vest and forms.
- ☐ Determine resource requirements and communicate to Logistics EOC Support Branch.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Check-In all incoming personnel [EOC 511](#) & [EOC 512](#).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Personnel Branch Responsibilities

- Provide personnel resources as requested in support of the EOC and Site Operations.
- Identify, recruit and register staff and volunteers as required.
- Develop a system to manage convergent volunteers.
- Develop and maintain an EOC organization chart.
- Liaise with the unions on matters pertaining to use of employees.

SUPPLY UNIT COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Logistics Section Chief. Determine if there are any immediate resource requirements for the EOC or site.
- ☐ Anticipate resource requirements for the emergency event. Determine if requested types and quantities of supplies and materials are available in the RMOW inventory.
- ☐ **Contribute to Logistics Section objectives for the EOC Action Plan.** Provide Supply Unit Status Report ([EOC 500](#)) to the Logistics Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Supply Unit Branch in the approved EOC Action Plan. Keep Logistics Section Chief informed of your progress.
- ☐ Review emergency acquisition and supply procedures. Obtain authorization limits from Logistics or Finance Section Chief including authorization procedures, spending limits, and appropriate expenditure accounts. Ensure all EOC personnel know acquisition processes.
- ☐ Determine if requested types and quantities of supplies and materials ([EOC 514](#)) are available in inventory or from RMOW agencies. If not, determine if the item can be provided without cost from another jurisdiction or through the PREOC.
- ☐ Whenever possible, talk personally with the requesting party to clarify types and amount of supplies and materials, and also verify that the request has not been previously filled through another source.
- ☐ In cooperation with Finance Section, prepare contracts as needed; obtain authorization signatures from Logistics Section Chief and Finance Section Chief. Finalize contracts and ensure all contracts identify the scope of work and specific site locations.
- ☐ Determine unit costs of supplies and materials from suppliers and vendors and determine if they will accept purchase orders.
- ☐ Orders exceeding the purchase limit must be approved by the Finance Section Chief or EOC Director before the order can be completed.
- ☐ Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pick-up and delivery.
- ☐ Arrange for and supervise security staff for EOC facilities. Arrange for and supervise clerical staff for the EOC.
- ☐ Maintain a Status Board for tracking resource requests and their current status and keep the Planning Section informed.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director Chief upon arrival at the EOC. Obtain Supply position vest and forms.
- ☐ Determine resource requirements and communicate to Logistics EOC Support Branch.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Supply Responsibilities

- Oversee the acquisition and allocation of supplies and materials not provided through mutual aid or agency channels.
- Obtain approved spending limits (EOC 530) and appropriate expenditure accounts from Logistics Section Chief. Based on policy, establish purchasing authorization procedures for the Supply Unit and monitor compliance during the activation of the EOC.
- Negotiate vendor contracts not previously addressed.
- Keep the Logistics Section Chief informed of all significant issues relating to the Supply Unit.
- Coordinate actions with the Finance Section.

*** IF NOTHING ELSE... READ THIS ***

EOC SUPPORT BRANCH COORDINATOR

QUICK ACTION CHECKLIST

- ❑ Anticipate facility and equipment needs for the EOC.
- ❑ **Contribute to Logistics Section objectives for the EOC Action Plan.** Provide an EOC Support Branch Status Report ([EOC 500](#)) to the Logistics Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ❑ Work closely with the Deputy EOC Director, IT Branch Coordinator, and Section Chiefs in determining facilities and furnishings required for effective operation of the EOC.
- ❑ Coordinate with Branches/Units in the Operations Section to determine if assistance with facility acquisition and support is needed at the site level.
- ❑ Arrange for continuous maintenance of acquired facilities, ensuring that utilities and restrooms are operating properly.
- ❑ Keep inventory list of all facilities in use.
- ❑ If facilities are acquired away from the EOC, coordinate with assigned personnel and designate a Facility Manager.
- ❑ Develop and maintain a Status Board or other reference, which tracks use of all facilities, a general description of furnishings, supplies and equipment at the site, hours of operations, and the name of the Facility Manager.
- ❑ Ensure all structures are safe for occupancy and that they comply with appropriate regulations and bylaws. Consult with Operation's Inspection Branch for required inspections.
- ❑ Arrange for and supervise food and lodging services for EOC staff ([EOC 508](#)). Coordinate activities with ESS Branch Coordinator and Logistics Supply Unit Coordinator.
- ❑ Arrange for and supervise security staff for EOC facilities. Consult with Risk Management Officer for any specialized security measures.
- ❑ Work with Personnel Unit to arrange for and supervise EOC clerical staff.
- ❑ As facilities are vacated, coordinate with the facilities manager and IT Branch Coordinator

Administrative Checklist

- ❑ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ❑ Check in with the EOC Director Chief upon arrival at the EOC. Obtain EOC Support Branch position vest and forms.
- ❑ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ❑ Determine resource requirements.
- ❑ Activate Facilities Unit, Security and/or Clerical Unit, if required.
- ❑ Participate in any facility/safety orientations as required.
- ❑ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ❑ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

EOC Support Branch Responsibilities

- Ensure that facilities are provided for the response effort and are returned to their original state when no longer needed.
- Provide staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to support the emergency event.
- Ensure food and refreshments are provided to EOC staff.
- Ensure security measures are taken to secure EOC facilities from access by unauthorized people.

IF NOTHING ELSE... READ THIS

TRANSPORTATION UNIT COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Planning Section Chief. Determine if any immediate transportation resources are required by the site.
- ☐ Gather information and assess the transportation requirements of the emergency.
- ☐ **Contribute to Logistics Section objectives for the EOC Action Plan.** Provide a Transportation Unit Status Report ([EOC 500](#)) to the Logistics Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Routinely coordinate with Planning Situation Unit to determine the status of transportation routes in and around RMOW.
- ☐ Routinely coordinate with the Public Works/Engineering Branch Coordinator to determine progress of transportation route recovery operations.
- ☐ Develop a Transportation Plan in support of the EOC Action Plan. Identify routes of ingress and egress; thus facilitating the movement of response personnel, the affected population, and movement of resources and materials.
- ☐ Maintain inventory of available RMOW transportation resources.
- ☐ Identify and source potential transportation resources. Establish contact with local transportation agencies (e.g., Whistler Transit, Greyhound, School District #48, etc.) to determine the availability of equipment and transportation resources for use in evacuations and other operations as needed.
- ☐ Coordinate transportation activities and needs with Supply and Personnel Units, Operational Branches, Information and Liaison Officers.
- ☐ Coordinate the delivery of transportation resources to the site.
- ☐ Keep the Logistics Section Chief informed of significant issues affecting the Transportation Unit.
- ☐ Coordinate return of all transportation resources, no longer required.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director Chief upon arrival at the EOC. Obtain EOC Transportation Unit Coordinator position vest and forms.
- ☐ Determine resource requirements and communicate to Logistics EOC Support Branch.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Participate in any facility/safety orientations as required.
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance Section.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

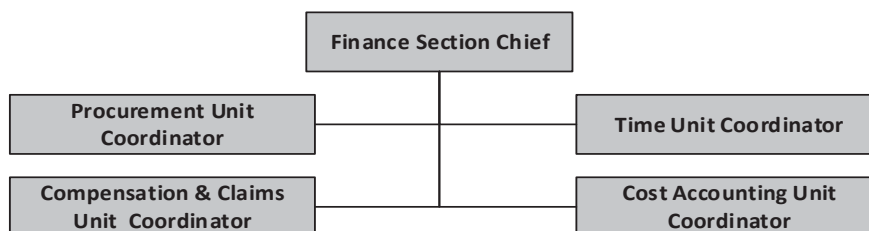
Transportation Unit Responsibilities

- In coordination with the Public Works/Engineering Branch Coordinator, Planning's Situation Unit, and Logistics Supply Unit, develop a Transportation Plan to support the EOC Action Plan (EOC 502)
- Arrange for the acquisition or use of required transportation resources.
- Coordinate air transportation needs with Air Operations Branch.
- Supervise the Transportation Unit.

*** IF NOTHING ELSE... READ THIS ***

4.5 Finance Section

The Finance/Admin Section is responsible for all EOC financial activities. For more in-depth information on the roles and responsibilities of the Finance Section see the [CEMP](#).



Suggested Municipal representatives:

- Financial Services
- Human Resources – Personnel Tracking; Compensation & Claims

List of Finance Section Staff with Brief Description of Role

Finance Section Chief	The Finance/Administration Section Chief is a member of the EOC Management Staff and General Staff. The Finance / Administration Section Chief provides overall administrative and financial services to sites and the EOC, including financial and cost analysis, billing, accounting, filing, and invoice preparation.
Time Unit Coordinator	The Time Unit Coordinator tracks, records, and reports all on-duty time for personnel, including hired and contracted individuals working during the emergency.
Purchasing Unit Coordinator	The Purchasing Unit Coordinator provides administrative services pertaining to all matters involving purchase, hire, contract, rental and leases of resources through the EOC.
Compensation & Claims Unit Coordinator	The Compensation and Claims Unit Coordinator oversees the investigation of injuries and claims arising from damage to property and/or equipment. Responsible for maintaining a file of injuries and illnesses associated with the event or disaster including results of investigations.
Cost Accounting Unit Coordinator	The Cost Accounting Unit Coordinator collects all cost data, performs cost effectiveness analyses, develops cost estimates, and makes cost-saving recommendations.

FINANCE SECTION CHIEF

QUICK ACTION CHECKLIST

- ☐ Obtain a preliminary briefing from the EOC Director. Determine the scope of the emergency and assess the potential financial implications for the RMOW.
- ☐ **Participate in EOC Action Plan Meetings.** Collect Unit Status Reports ([EOC 500](#)) from each activated Finance Unit at least 45 minutes prior to the scheduled EOC Action Plan meeting. Use this information to prepare the Finance Section Status Report ([EOC 401FIN](#)). Focus on objectives for the next operational period. Provide the Planning Section Chief with the Finance Section Status Report at least 30 minutes prior to the EOC Action Plan Meeting.
- ☐ Attend the EOC Action Plan Meeting and provide a brief summary of what has happened or changed since the last briefing. Provide cost estimates to the EOC Action Planning process as necessary.
- ☐ Following the approval of the EOC Action Plan communicate the EOC Action Plan to each Unit Coordinator. Work closely with each Finance Unit Coordinator to ensure that action items assigned to the Finance Section, as defined in the current EOC Action Plan are implemented.
- ☐ Determine the requirements for paying, documenting, and recovering funds for personnel, supplies, and materials to support the Operations section in the pursuit of the EOC Action Plan objectives.
- ☐ Consult with EOC Director to establish spending limits and expenditure authorization procedures ([EOC 530](#)).
- ☐ Meet with Section Chiefs and review financial procedures, levels of purchasing authority/expenditure authorization process ([EOC 530](#)).
- ☐ Maintain financial records for response and recovery throughout the event. Calculate daily expenditure totals ([EOC 532](#)) and calculate event expenditure totals ([EOC 534](#)). Keep the EOC Director, Management Team, and Elected Officials aware of the current fiscal situation.
- ☐ Ensure the Time Unit collects and process on-duty time for all EOC personnel, including volunteers and agency representatives. Ensure uninterrupted payroll for all RMOW employees.
- ☐ Ensure that Cost Accounting Unit maintains all financial records throughout the event and processes travel expenses and invoices in a timely manner.
- ☐ In coordination with the Logistics and Operations Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
- ☐ Coordinate with Logistics' Supply Unit and Operations Section on all matters involving the purchase, hire, contract, rental and leases of resources.
- ☐ Ensure that the Compensation and Claims Unit processes all WCB compensation claims, resulting from the emergency.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director Chief upon arrival at the EOC. Obtain the Finance Section Chief position vest and file box.
- ☐ Based on the situation, activate units within the Finance section as needed: Time; Procurement; Compensation & Claims; Cost Accounting.
- ☐ Set-up Planning workstation and determine resource needs and communicate to Logistics.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Establish contact with the PREOC Finance Section.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Finance Section Responsibilities

- Establish financial records and controls to manage all costs associated with a response to and recovery from an emergency.
- Ensure appropriate funding of all incurred expenditures.
- Provide treasury, accounting, payroll, claims compensation, financial reporting and audit services in support of emergency operations.
- Establish spending limits and expenditure authorization requirements ([EOC 530](#)) for the EOC and emergency site operations based on EOC policy and in consultation with EOC Director.
- Communicate finance procedures to EOC personnel.
- Ensure that all recovery documentation and Disaster Financial Assistance paperwork is accurately maintained and submitted to EMBC/PREOC.

*** IF NOTHING ELSE... READ THIS ***

Use this form to chronologically record details of notable actions, decisions or enquiries taken during your shift. Include a basic reference from which to extract information for handovers and inclusion in any after-action report.

Position Log

Incident/ Event Name:		Section/ Function:		Position:	
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Use this form to record the contact information of agencies/people you contact during your EOC shift. This ensures contact information is documented and available when required as well as providing the person replacing you with the necessary contact information to effectively preform the role.

CONTACT LOG			
Event:		Time:	
Date:			
Operational Period:		EMBC Task #:	
Position:			
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	

Branch/Unit Coordinators should use this form to provide thier respective Section Chiefs with a status update 45 minutes prior to each Action Plan Meeting. Focus on Branch/Unit priorities for the next operational period.

EOC BRANCH/UNIT STATUS REPORT		
Section:	Branch/Unit:	Name:
Operational Period:	EMBC Task #:	Date:
Priorities:		
Summary of Action Taken:		
Resource Status:		
Outstanding Issues:		

EOC 500



FINANCE SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:

Task #:

Date: (mm/dd/yyyy)

Time: (24 hr)

Operational Period #:

1. CURRENT SITUATION What is occurring now within your area of responsibility?

--

2. OUTSTANDING ISSUES/CHALLENGES What issues within the current operational period still need to be resolved?

--

3. ANTICIPATED PRIORITIES/ACTIVITIES What will the priorities be for the next operational period?

--

4. DISTRIBUTION LIST

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

EOC 401FIN

2014

Use this form to request EMBC/PREOC's approval to pay for a resource or emergency response cost that the RMOW has obtained and paid for directly. EAF's are required for resources not typically covered by the Province or for large expense items.

EXPENDITURE AUTHORIZATION FORM #: _____

Event/Incident Name:		Task #:
Date: _____ <small>(yyyy/mm/dd)</small>	Time: _____ <small>(24 hr)</small>	Operational Period #:
Requesting Jurisdiction/Agency:		
Authorized EOC Representative: _____ <small>(print name)</small>		EOC Function:
Contact #:	EOC Fax #:	E-mail Address:

1. EXPENDITURE

Description of Expenditure (Refer to Resource Request Form# _____ for additional information):

Amount requested for expenditure:

2. APPROVAL BY EOC DIRECTOR

Name: _____ <small>(print name)</small>	Signature: _____
Date: _____ <small>(yyyy/mm/dd)</small>	Time: _____ <small>(24 hr)</small>
<input type="checkbox"/> Faxed to PREOC at: _____ <small>(24 hr)</small> (Include copy of Resource Request Form with fax)	

3. TO BE COMPLETED BY PREOC

<input type="checkbox"/> Expenditure approved, but not to exceed: \$ _____	Name: _____ <small>(print name)</small>
<input type="checkbox"/> Expenditure NOT approved	Signature : _____
	Date: _____ <small>(yyyy/mm/dd)</small>
	Time: _____ <small>(24 hr)</small>

4. DOCUMENTATION DISTRIBUTION

- ☐ EOC Director
- ☐ EOC Operations Chief
- ☐ EOC Planning Chief
- ☐ EOC Logistics Chief
- ☐ EOC Finance Chief
- ☐ EOC Requesting Section Chief:

PREOC (Completed by PREOC)

- ☐ PREOC Director
- ☐ PREOC Operations Chief
- ☐ PREOC Planning Chief
- ☐ PREOC Logistics Chief
- ☐ PREOC Finance Chief
- ☐ Other:

This form is used by the Finance Section Cost Accounting Unit to maintain a daily cost report of emergency related expenditures for the RMOW.



EOC DAILY EXPENDITURES

Event:	EMBC Task #:
Prepared by:	Date:

Time	Payee	Inv. #	Wages	Travel	Supplies/ Materials	Food	Misc.	Total
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$

Approved by: _____

Distribution:

☐
☐
☐

EOC Director
 PREOC
 Other: _____

This form is used by the Finance Section Cost Accounting Unit to maintain a cumulative total cost report of emergency related expenditures for the entire emergency event. An updated copy of this report should be provided to the Finance Section Chief, Situation Unit, and EOC Director prior to the end of each operational period.

EOC 534
2014

TIME UNIT COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Finance Section Chief.
- ☐ **Contribute to Finance Section objectives for the EOC Action Plan.** Provide a Time Unit Status Report ([EOC 500](#)) to the Finance Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Time Unit in the approved EOC Action Plan. Keep Logistics Section Chief informed of your progress.
- ☐ Initiate, gather, or update time reports (use RMOW's regular payroll system if available) from all personnel, including volunteers assigned to each shift; ensure that time records are accurate and prepared according to policy ([EOC 503](#)).
- ☐ Obtain completed personnel Check-in Lists ([EOC 511](#)) from Logistics' Personnel Unit for EOC and site. They must include all EOC Personnel as well as personnel assigned to the Site level.
- ☐ Provide instructions for all Section Chiefs to ensure that time sheets and travel expense claims are completed properly and signed by each staff / volunteer prior to submission.
- ☐ Establish a file for each employee or volunteer within the first operational period to maintain a fiscal record for as long as the employee / volunteer is assigned to the response.
- ☐ Note: Overtime must be paid NOT BANKED to be eligible for reimbursement form the Province.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director Chief upon arrival at the EOC. Obtain Time Unit Coordinator vest and forms.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Determine resource requirements and communicate to Logistics.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Time Unit Coordinator Responsibilities

- Track, record and report all on-duty time for RMOW personnel, and for hired and contracted personnel working during the event or disaster.
- Ensure that hired and contracted personnel time records travel expense claims and other related forms are prepared and submitted to RMOW payroll office.

*** IF NOTHING ELSE... READ THIS ***

PROCUREMENT UNIT COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Finance Section Chief.
- ☐ **Contribute to Finance Section objectives for the EOC Action Plan.** Provide a Procurement Unit Status Report ([EOC 500](#)) to the Finance Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Procurement Unit in the approved EOC Action Plan. Keep Logistics Section Chief informed of your progress.
- ☐ Review RMOW procurement and purchasing procedures.
- ☐ Provide sufficient copies of Expenditure Authorization Form ([EOC 530](#)) and distribute emergency Purchase Order Numbers and Expenditure Charge Numbers to EOC Management Team.
- ☐ In consultation with the Logistics Supply Unit, prepare and sign contracts as needed; obtain concurrence from the Finance / Administration Section Chief.
- ☐ Ensure that all EOC personnel know financial processes.
- ☐ Ensure that all contracts identify the scope of work and specific site locations.
- ☐ Negotiate rental and lease rates that have not yet been established, or purchase price with vendors as required.
- ☐ Identify and report vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during disasters.
- ☐ Finalize all agreements and contracts, as required.
- ☐ Verify costs data with pre-established vendor contracts and /or agreements.
- ☐ In coordination with the Logistics and Operations Sections, ensure that the Procurement Unit processes Expenditure Authorization Forms ([EOC 530](#)) and Purchase Orders, and develops contracts in a timely manner.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director Chief upon arrival at the EOC. Obtain Procurement Unit Coordinator vest and forms.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Determine resource requirements and communicate to Logistics.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Time Unit Coordinator Responsibilities

- Track, record and report all on-duty time for RMOW personnel, and for hired and contracted personnel working during the event or disaster.\
- Coordinate vendor contracts not previously addressed by existing approved vendor lists.
- Coordinate with Logistics' Supply Unit and Operations Section on all matters involving the purchase, hire, contract, rental and leases of resources.

*** IF NOTHING ELSE... READ THIS ***

COMPENSATION & CLAIMS UNIT COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Finance Section Chief.
- ☐ **Contribute to Finance Section objectives for the EOC Action Plan.** Provide a Compensation & Claims Unit Status Report ([EOC 500](#)) to the Finance Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Compensation & Claims in the approved EOC Action Plan. Keep Logistics Section Chief informed of your progress.
- ☐ Maintain a chronological log of injuries and illnesses, and reported property damage as a result of the emergency and emergency response.
- ☐ Ensure all injury and damage claims are investigated as soon as possible.
- ☐ Prepare appropriate forms for all verifiable injury claims and forward them to WorkSafeBC within the required timeframe.
- ☐ Record all claims of public property loss or damage, and explore options for loss control and mitigation of hazards.
- ☐ Forward summary of claim estimates to Cost Unit for processing.
- ☐ Coordinate with the Risk Management Officer regarding the loss control and mitigation of hazards.
- ☐ Forward copies of equipment or property damage claims to Planning's Recovery Unit, Finance / Administration Cost Accounting Unit and Risk Management Officer.
- ☐ Prior to unit demobilization, ensure that all expenditures and financial claims have been processed and documented.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director Chief upon arrival at the EOC. Obtain Compensation and Claims Unit Coordinator vest and forms.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Determine resource requirements and communicate to Logistics.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Compensation and Claims Unit Responsibilities

- Oversee the investigation of injuries and property / equipment damage claims arising out of the emergency.
- Complete all forms required by WorkSafeBC.
- Maintain a file of injuries and illnesses associated with the emergency including results of investigations.
- Liaise and consult with the Risk Management Officer on all injury claims.
- Liaise with RMOW Unions on matters pertaining to employee's claims.

*** IF NOTHING ELSE... READ THIS ***

COST ACCOUNTING UNIT COORDINATOR

QUICK ACTION CHECKLIST

- ☐ Obtain a briefing from the Finance Section Chief.
- ☐ **Contribute to Finance Section objectives for the EOC Action Plan.** Provide a Cost Accounting Unit Status Report ([EOC 500](#)) to the Finance Section Chief 45 minutes prior to the next EOC Action Planning meeting. Include priorities for the coming operational period.
- ☐ Implement any objectives, actions or tasks assigned to the Cost Accounting Unit in the approved EOC Action Plan. Keep Logistics Section Chief informed of your progress.
- ☐ Ensure an EMBC task number has been obtained for the incident.
- ☐ Meet with Planning's Documentation Unit Coordinator and review EOC position logs, journals, all status reports and EOC Action Plans to determine additional cost recovery items that may have been overlooked.
- ☐ Ensure all EOC personnel know financial processes and that each Section is documenting cost recovery information from the onset of the event or disaster; collect required cost recovery documentation daily.
- ☐ Advise EOC staff of Disaster Financial Assistance procedures.
- ☐ Obtain information from Planning's Resource Unit and Logistics' Supply Unit regarding equipment use times. Compute costs for use of equipment owned, rented, donated or obtained through aid.
- ☐ Process travel expenses and direct payments requested by other Finance / Administration Units.
- ☐ Prepare Disaster Financial Assistance documentation necessary to recover all allowable emergency response and funds and financial assistance from EMBC.
- ☐ Contact and assist Incident Commander(s) and Operational Branch Coordinators in obtaining their response agencies cumulative cost totals for the event or disaster on a daily basis.
- ☐ Prepare and maintain a cost report for the Finance/Administration Section Chief, EOC Director and Planning's Situation Unit. The report should provide cumulative analyses, summaries, and total emergency-related expenditures for RMOW. Calculate daily expenditure totals ([EOC 532](#)) and calculate event expenditure totals ([EOC 534](#)). Keep the Finance Section Chief aware of the current fiscal situation.
- ☐ Organize and prepare financial records for final audit.

Administrative Checklist

- ☐ Sign into EOC ([EOC 511](#) & [EOC 512](#)).
- ☐ Check in with the EOC Director Chief upon arrival at the EOC. Obtain the Cost Accounting Unit Coordinator vest and forms.
- ☐ Establish a Position Log ([EOC 414](#)) & Contact Log ([EOC 410](#)).
- ☐ Determine resource requirements and communicate to Logistics.
- ☐ Participate in any facility/safety orientations as required.
- ☐ Before you leave: Brief person replacing you; complete forms and give to planning, leave a contact number.

Cost Accounting Unit Responsibilities

- Ensure accurate, timely recording of accounting transactions and maintenance of financial records and systems to manage all costs associated with the emergency response and recovery.
- Ensure financial controls are in place to protect RMOW assets.
- Prepare and coordinate disaster financial assistance documents and claims with EMBC and/or PREOC.
- Prepare and maintain detailed records and reports documenting Finance/Administration work, systems and procedures for audit.
- Prepare a wide variety of cost reports, financial information, statements and returns for the EOC Sections, EOC Management Team and Policy Group; other institutions and levels of government as required.

*** IF NOTHING ELSE... READ THIS ***

5. EOC ACTIVITIES

This section provides checklists and information sheets for key activities and actions conducted at the EOC. The checklists and function aids are designed to help guide staff through the various EOC processes such as EOC Action Plans, Declaring a Local State of Emergency, etc.

5.2 List of Activity Checklists and Information Sheets

Guide to Preparing EOC Action Plans and Conducting EOC Action Plan Meetings	The Guide to Preparing EOC Action Plans and Conducting EOC Action Plan Meetings was developed to guide the EOC Director, Planning Section Chief, or delegate through the EOC Action Planning Process. This checklist should be used, and the process followed, each time an EOC Action Plan is developed.
RMOW Emergency Declaration Process Flowchart	The RMOW Emergency Declaration Process Flowchart was developed to guide the EOC Director, or delegate, through the process of declaring a local state of emergency including determining if a declaration is necessary, preparing the required documents, retrieving the appropriate approvals from the Policy Group, delegating authority, and implementing the declaration.
Resource Request Information Sheet	The Resource Request Information Sheet provides detailed information on how the EOC will manage, acquire, and track resources. The intended users are Logistic and Planning Section staff.
Documenting Risk Management Issues Information Sheet	The Documenting Risk Management Issues Information Sheet details the type of information that should be collected, recorded, and securely stored by the Municipality during an EOC activation. The information may be required to support a defense against potential claims that may arise from the emergency. The intended user is the Risk Management Officer.
EOC Documentation Information Sheet	The EOC Documentation Information Sheet lists the types of documentation that must be collected by the EOC during an emergency. The documentation may be used to develop after-action reports, improve emergency plans, and may be required post-emergency for inquiries and investigations. The intended user is the Documentation Unit Coordinator.
EOC Event Status Board	The EOC Event Status Board is used by the Planning Situation Unit to display situation information as it becomes available. The purpose of the Status Board is to keep all EOC parties up-to-date on the emergency situation.

Guide to Preparing EOC Action Plans and Conducting EOC Action Plan Meetings

The purpose of this checklist is to provide the EOC Director, Planning Section Chief, or delegate preparing the EOC Action Plan, with a list of activities to complete when preparing the EOC Action Plan.

Scheduled Time of EOC Action Plan Meeting

Time of Next Operational Period

Notify EOC Management Team, of the scheduled EOC Action Plan Meeting - Direct EOC Management Team to prepare Section Status Reports (EOC 401XXX).

- | | |
|---|---|
| <input type="checkbox"/> Liaison Officer | <input type="checkbox"/> Risk Management Officer |
| <input type="checkbox"/> Information Officer | <input type="checkbox"/> Operations Section Chief |
| <input type="checkbox"/> Planning Section Chief | <input type="checkbox"/> Logistics Section Chief |
| <input type="checkbox"/> Finance Section Chief | |

Collect Section Status Reports (EOC 401XXX) from EOC Management Team 30 minutes prior to the EOC Action Plan Meeting.

- | | |
|---|---|
| <input type="checkbox"/> Liaison Officer | <input type="checkbox"/> Risk Management Officer |
| <input type="checkbox"/> Information Officer | <input type="checkbox"/> Operations Section Chief |
| <input type="checkbox"/> Planning Section Chief | <input type="checkbox"/> Logistics Section Chief |
| <input type="checkbox"/> Finance Section Chief | |

Planning Section Chief and EOC Director develop an EOC Action Plan (use form EOC 502) using the priorities, issues and challenges provided in the Section Status Reports (EOC 401XXX) collected from the EOC Management Team. * The EOC Action Plan should identify objectives that the EOC Management Team should address during the next operational period. Consider the checklist below when developing objectives.

Objectives should:

- ☐ be of high importance and measurable
- ☐ consider BCERMS goals
- ☐ specify the actions/tasks that must be performed to meet the objective
- ☐ be described from a support and coordination perspective. Actions/tasks completed at the site level should not be listed
- ☐ actions/tasks should be assigned to a position or section
- ☐ be accomplished in the next operational period

BCERMS RESPONSES GOALS

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

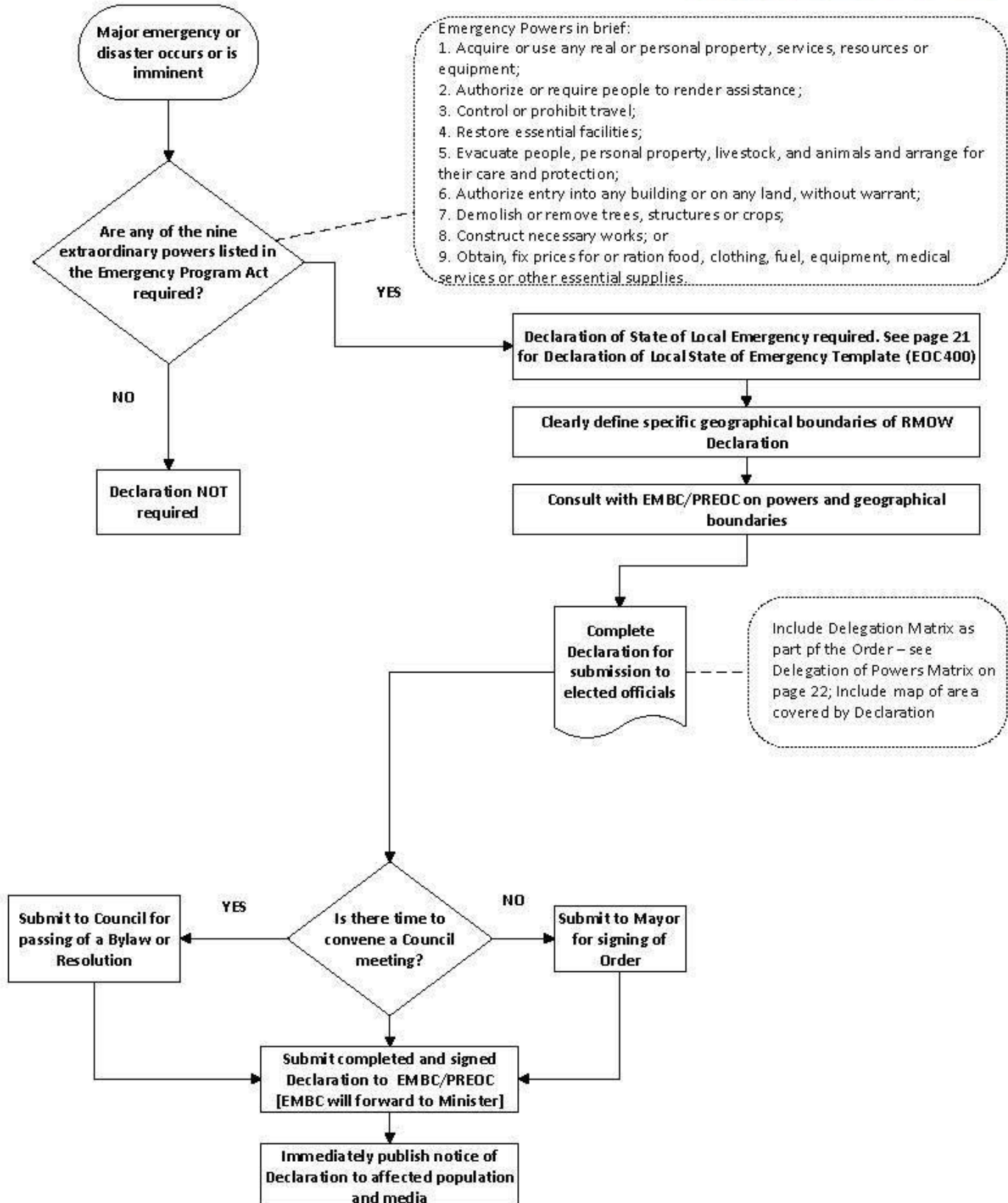
Direct Documentation Unit to Prepare for the EOC Action Plan Meeting.

- ☐ Distribute the EOC Action Plan Meeting Agenda (EOC 401) to EOC Management team prior to meeting.
 - ☐ Make copies of the EOC Action Plan for distribution to EOC Management Team in the meeting.
 - ☐ Identify minute taker for EOC Action Plan meeting.
-

Host the EOC Action Plan Meeting. Follow the EOC Action Plan Meeting Agenda (EOC 401).

- ☐ Identify a meeting chair - EOC Director, Planning Section Chief, or delegate.
- ☐ Ask each Officer and Section Chief provide a brief update.
- ☐ Meeting Chair circulates and reviews the EOC Action Plan including the objectives and associated actions and tasks.
- ☐ EOC Director or Planning Chief briefly answer questions related to EOC Action Plan.
- ☐ EOC Director Approves the EOC Action Plan.

DECLARING A LOCAL STATE OF EMERGENCY FLOWCHART



Resource Request Information Sheet

 Logistics
Section

Objective	To obtain and coordinate material goods, equipment, and personnel required to assist response objectives.
Responsible Position	EOC Logistics Section Chief will advise others on proper procedures.
Using Local Resources First	Under BCERMS, the local authority is responsible for using local resources to fill their needs to the greatest extent possible, including any mutual aid that may be available.
Requesting Resources from the PREOC	<p>Use Resource Request Form 514 and procedures to ensure the PREOC devotes due attention to request and critical requests are not lost.</p> <p>The RMOW EOC is responsible for ensuring that each Resource Request Form includes the justification for the request, as well as all other pertinent information and signatures.</p>
Resource Tracking	<p>The EOC Planning Section tracks resources coordinated through the EOC.</p> <p>Resource tracking should allow the EOC Director to determine the current status of all resource requests, the EOC sections assigned responsibility for action, and the details of any action planned or taken.</p>
Critical Resources	The EOC Director can designate a specific resource as a "critical resource" if it is in demand by multiple sites or agencies and there is a limited number of such resources available. All requests for "critical resources" must be approved by the EOC Director.
Resource Costs	<p>Some Resource Requests to the PREOC will have financial implications for the RMOW. In other words, the PREOC may arrange for the resources, but the RMOW will be expected to pay the supplier. The EOC will track costs.</p> <p>For Resource Requests with financial impacts, the EOC should ensure the EMBC Task Number and the Expenditure Authorization Form Number are noted on the Resource Request Form and on all invoices.</p>

Documenting Risk Management Issues

**Risk Mgmt
Officer**

Objective	To guide the collection of evidence and other information that can be used to support a defence against potential claims arising from the emergency.
Responsible Position	EOC Risk Management Officer, working with the Documentation Unit, if activated.
Roles and Responsibilities	<p>The Risk Management Officer provides risk management services to the municipality in the following areas, among other duties:</p> <ul style="list-style-type: none"> • Identify and document risk and liability issues, keeping the EOC Director informed. • Gather and organize evidence that may assist the EOC or other agent of the municipality in legal defence. • Identify potential claimants and the scope of their needs and concerns. • Monitor and report to the EOC Director observations on the public perception of specific issues.
Victim Information	<ul style="list-style-type: none"> • Interviews with potential claimants • Maps of damaged areas • Names and contact information for all potential claimants • Number of persons placed on evacuation alert – by date • Number of persons evacuated – by date • Number evacuees returned – by Date • Number and description of dwellings, non-profit structures, businesses affected • Number of injuries and fatalities • Number of private properties affected • Photographs of property damage, dated • Sum of losses attributable to incident • Types of land jurisdictions affected
Incident Command Post (ICP) Information	<ul style="list-style-type: none"> • Action plans – by operational period • Cause of incident • Chronology • Contact information for Incident Commanders, Ops Chiefs, Crews • Emergency analyses • Hazard reduction operations – by date • ICP organization charts • Incident behaviour – by date • Incident briefing minutes • Incident objectives – by date • Information fact sheets • Interviews with Incident Commanders, Ops Chiefs, Crews • Logs and notebooks from Incident Commanders, Ops Chiefs, Crews • Maps showing progress of hazard • Photographs, including aerial • Resource requests • Resource tracking reports • Sit reps

Documenting Risk Management Issues

Risk Mgmt
Officer

Emergency Operations Centre (EOC) Information	<ul style="list-style-type: none"> • 911 telephone records • Call center records • Contact information for EOC Director, Management Staff, Section Chiefs • Damage assessment, photos • EOC action plans – by operational period • EOC analyses of incident • EOC organization charts • Evacuation Alerts, Orders, All Clears • Expenditure Authorization Forms • Incident objectives – by date • Interviews with EOC Director, Management Staff, Section Chiefs • Logs and notebooks from EOC Director, Management Staff, Section Chiefs • Maps showing progress of hazard • Media articles • Media briefing minutes • Recovery Plan • Re-Entry Plan • Resource requests • Sit reps
Provincial Regional Emergency Operations Centre (PREOC) Information	<ul style="list-style-type: none"> • Evacuation Alerts, Orders, All Clears • Media articles collected • EMBC incident reports • Sit reps • Summary of regional events during the emergency • Resource status reports
Information from Other Sources	<ul style="list-style-type: none"> • Interviews of observers • Records of support activities by agencies • Weather records – by date

EOC Documentation

**Planning
Section**

Depending on the type of incident, collect and archive the following information:

From EOC Director, Management Staff

- ☐ Media Reports
- ☐ Media Releases
- ☐ Flipcharts
- ☐ Declaration of Local Emergency
- ☐ Policies
- ☐ Records of Decisions

From Operations Section

- ☐ Resource Requests
- ☐ ESS Situation Reports
- ☐ Site Situation Reports
- ☐ Evacuation Alerts, Orders, All Clear

From Planning Section

- ☐ Situation Reports
- ☐ EOC Action Plans
- ☐ Maps Showing:
 - Evacuated Areas
 - Damage Assessment
 - Response Action
 - Hazard Progression Over Time
- ☐ EOC Organization Charts
- ☐ Damage Assessment Reports
- ☐ Minutes from all EOC meetings
- ☐ Reports from Technical Specialists

From Logistics Section

- ☐ Communications Plan
- ☐ EOC Shift Schedules
- ☐ EOC Facility Diagram
- ☐ Resource Requests
- ☐ Contact Lists
- ☐ Resource Status Lists
- ☐ Equipment / vehicle use records
- ☐ Radio Messages

From Finance / Admin Section

- ☐ Timesheets
- ☐ Contracts
- ☐ Claims, complaints, suggestions
- ☐ Payment records
- ☐ Any Accident Reports
- ☐ EOC expenditure records

From all EOC members

- ☐ Position Logs
- ☐ Internal Messages
- ☐ Any Electronic Files
- ☐ Photographs

In addition, collect copies of all records from Incident Command Posts

Collect EOC Documents

- ☐ Meet with the EOC Director to confirm what materials should be maintained.
- ☐ Remind EOC members to mark every document with the date and time, and EMBC Task Number.
- ☐ Collect records from each active EOC function daily.

Organize and Secure Documents

- ☐ Collect, organize and file all completed event or disaster related documents.
- ☐ Arrange for dedicated filing cabinets, ones that can be locked and are fire resistant. Prepare file folders to reflect contents.

Sample EOC Event Status Board Display

This display board is used by the Planning Situation Unit to display situation information as it becomes available. The purpose of the Status Board is to keep all EOC parties up-to-date on the emergency situation.

EOC EVENT STATUS BOARD					Open / Closed
Incident #	Date / Time (YY/MM/DD)	Incident Details	Action Taken (Including resources deployed)		

6. EOC FORMS AND TEMPLATES

BCERMS mandates the use of a common set of forms for use in the EOC. This section of Annex 2 provides prepared BCERMS forms and templates for EOC functions which are all numbered. All EOC activities require some form of documentation and record keeping. The forms requiring completion are dependent on the position, the agencies involved, and the scope and impact of the emergency event.

It is extremely important to accurately document actions taken during emergencies. There must be documented record of all policy and EOC decisions and direction. Resource requests must be logged and tracked to ensure the response provided is recorded. BCERMS requires all positions to keep a position log during events. This will assist tracking and monitoring the effectiveness of the response and EOC Action Plans. Documentation is also important for tracking expenditures for cost accounting and for requesting provincial and federal assistance.

6.2 Numerical Listing of EOC Forms and Templates and Description of Purpose

EOC 400	Sample Declaration of Local State of Emergency	The Sample Declaration of Local State of Emergency is a template for use by the EOC staff to develop a Declaration of Local State of Emergency Order. The template includes areas to record the required emergency-specific information including the nature of the emergency, the geographical boundaries within which the declaration will apply, the date of local declaration and the signature of the head of local authority [Mayor or delegate]. The template includes a delegation matrix so the Mayor or delegate can authorize others to exercise the emergency powers or his or her behalf.
EOC 401	EOC Action Plan Meeting Agenda Template	The EOC Action Plan Meeting Agenda is a template agenda for use by the EOC Director, Planning Section Chief, or delegate that is heading to EOC Action Plan Meeting. The form serves as a written record of the EOC Action Plan Meeting.
EOC 401XXX	Section Status Reports	Management and General Staff have individualized Section Status Reports. The purpose of the reports are to summarize their current situation, identify priorities for the next operational period, and list any current challenges or resource needs. Section Status Reports are collected, by the EOC Director, Planning Section Chief, or delegate 30 minutes prior to the EOC Action Plan meeting, for use in the development of the EOC Action Plan.
EOC 410	Contact Log	All EOC staff will keep a Contact Log during their shift. The purpose of the log/form is to record the contact information of people or agencies contacted during the shift. The Contact Log provides a standardized place to record contact information for quick access, and provides subsequent staff performing the role with the required contacts.
EOC 414	Position Log	All EOC staff will keep a Position Log during their shift. The purpose of the log/form is to chronologically record the actions, decisions and/or enquiries taken by each EOC staff person. Position Logs may be used by others in the role or to gather information post-emergency for development of the after-action report, or for inquiries and investigations.
EOC 415	Damage Assessment	The Damage Assessment form is used by the Planning Section to record and calculate cost estimates of the damage caused by the emergency. Damage Assessments help the EOC and Policy Group understand the scope of emergency. Damage Assessments are typically completed near the end of each operational period or at the request of the EOC Director.
EOC 418	ESS Local Situation Report	The ESS Local Situation Report serves as a snapshot of the current ESS situation and is completed by the ESS Branch Coordinator. The intended audience is the ESS Branch at the PREOC but the information may be used by the Planning Section and EOC Director when preparing the EOC Action Plan. ESS Local Situation Reports should be completed near the end of each operational period or at the request of the Operations Section Chief, EOC Director, or PREOC.
EOC 422	Spokesperson Media Statement	The Spokesperson Media Statement is used by the Information Officer to develop an urgent public media release immediately following the emergency.

EOC 422.5	Message Development Worksheet	The Message Development Worksheet is used by the Information Officer to develop key messages in preparation for media interview regarding the emergency event.
EOC 423	Media Tracking Sheet	The Media Tracking Sheet is used by the Information Officer to track all media enquiries received by the RMOW regarding the emergency event.
EOC 424	Media Conference Attendance Record	The Media Conference Attendance Record is used by the Information Officer to record attendance at all media conferences hosted by the RMOW regarding the emergency.
EOC 500	Branch/Unit Status Report	The Branch/Unit Status Report form is used by Branch and Unit Coordinators to provide a current status update and objectives for the respective Branch or Unit for the next Operational Period. Generally, Branch/Unit Status reports are provided to the respective Section Chief 45 minutes prior to the EOC Action Plan meeting or at the request of Section Chiefs or the EOC Director.
EOC 501	Situation Report	The EOC Situation Report serves as a snapshot of the current situation in the EOC. Situation Reports are completed by the Planning Section. Collecting situation data may involve many sources including Branch, Unit and Section status reports, Major Incident Reports, etc. Situation Reports should be completed near the end of each operational period or at the request of the EOC Director.
EOC 502	EOC Action Plan	The EOC Action Plan form is a template for use by the EOC Director, Planning Section Chief, or delegate to develop the EOC Action Plan. The EOC Action Plan summarizes the response objectives, and the associated actions and tasks for the next operational period.
EOC 503	EOC Shift Schedule	The EOC Shift Schedule form is used by the Logistics Section Personnel Unit Coordinator to develop EOC Shift Schedules.
EOC 507	Transportation Plan	The Transportation Plan form is used by the Logistics Section Transportation Unit Coordinator to develop a Transportation Plan to facilitate the movement of response personnel, affected population, resources, and materials in support the EOC Action Plan.
EOC 508	EOC Staff Food & Lodging Plan	The EOC Staff Food & Lodging Plan form is used by the Logistics Section Support Branch Coordinator to arrange for food and lodging services for EOC staff.
EOC 511	EOC Check In/Check Out	Personnel arriving at the EOC will sign-in on the EOC Check-In/Check-Out form. The purpose of the form is to track all persons that enter and exit the EOC to ensure both staff safety and EOC security. The sign in form may also be used by the Personnel Unit for subsequent assignments and the Time Unit to confirm EOC timesheets.
EOC 512	EMBC Task Form	Personnel arriving at the EOC will sign-in on the EMBC Task Form. The purpose of the form is to ensure that all staff and volunteers attending the EOC covered for WorkSafeBC and liability while working in the EOC or at the emergency site.
EOC 514	Request for Resources or Assistance	The Request for Resources or Assistance form is used to acquire material goods, equipment, or personnel required to meet response objectives. The purpose of the form is to record information detailing the resource requirements, the justification for the request, as well as all other pertinent information and signatures. If the Logistics Section cannot source the resource locally, the resource request will be submitted to the PREOC.
EOC 515	Resource Planning Worksheet	This Resource Planning Worksheet is used by the Logistics Section Supply Unit to track Resource Requests (RR) and the acquisition and allocation of supplies that are not available through mutual aid or regular agency channels. The form details the progress and status of RR's for each OP.
EOC 516	Resource Planning By Type	This Resource Planning By Type form is used by the Planning Section Resource Unit Coordinator to track and display the status of each specific type of resource deployed to the site. The Resource Unit Coordinator coordinates with the Logistics Section Supply Unit to keep this information accurate.

EOC 517	Resource Planning By Location	This Resource Planning By Type form is used by the Planning Section Resource Unit Coordinator to track and display the location of resources deployed to the site. The Resource Unit Coordinator coordinates with the Logistics Section Supply Unit to keep this information accurate.
EOC 523	Facility/Equipment Inventory	The Facility/Equipment Inventory form is used by the EOC Support Branch Coordinator to maintain an inventory list for the EOC facilities, supplies, and materials.
EOC 530	Expenditure Authorization Form	An Expenditure Authorization Form (EAF) is a specific type of resource request form used to track the Province's commitment to reimburse the local authority for the cost of resources that the local authority has obtained and paid for directly.
EOC 532	Daily Expenditures	The Daily Expenditures form is used by the Finance Section Cost Accounting Unit to maintain a daily cost report of emergency related expenditures for the RMOW. The form should be provided to the Finance Section Chief, Situation Unit, and EOC Director prior to the end of each operational period.
EOC 534	Total Cost Estimate Report	The Total Cost Estimate Report form is used by the Finance Section Cost Accounting Unit to maintain a cumulative total cost report of emergency related expenditures for the entire emergency event. An updated copy of this report should be provided to the Finance Section Chief, Situation Unit, and EOC Director prior to the end of each operational period.
EOC 550	Major Incident Report	The Major Incident Report is used by EOC staff, typically the EOC Director or Operations Section Chief or Branch Coordinators, to capture and share situational information as it becomes known. The report may summarize the initial emergency situation from the IC to the EOC or an update of a significant development at the site. The Major Incident Report will also include anticipated actions of site responders and/or support required by the site.



THE RESORT MUNICIPALITY OF WHISTLER

4325 Blackcomb Way
Whistler, BC Canada V0N 1B4
www.whistler.ca

TEL 604 932 5535
TF 1 866 932 5535
FAX 604 935 8109

This Order template can be used to declare a Local State of Emergency. Declaring a Local State of Emergency enables the RMOW to exercise the emergency powers listed in the 'Emergency Program Act'. The template includes areas to record the required emergency-specific information and the Mayor [or designate's], signature. The second page of the template includes a delegation matrix for the the Mayor, or designate, to authorize others to exercise the emergency powers or his or her behalf.

Declaration of State of Local Emergency ORDER

WHEREAS _____ in the Resort Municipality of Whistler;
type of hazard

AND WHEREAS

explanation of ongoing or imminent threat to life or property

AND WHEREAS this _____ emergency requires prompt
type of hazard
coordination of action or special regulation of persons or property to protect the health,
safety or welfare of people or to limit damage to property;

NOW THEREFORE:

IT IS HEREBY ORDERED pursuant to Section 12 (1) of the *Emergency Program Act*
(RS, 1996, Chap 111) that a state of local emergency exists in the Resort Municipality of
Whistler due to _____ and
type of hazard

short consequence statement

IT IS FURTHER ORDERED THAT the Resort Municipality of Whistler, its employees,
servants and agents are empowered pursuant to Section 13 (1) of the *Emergency
Program Act* to do all acts and implement all procedures that are considered necessary to
prevent or to alleviate the effects of the emergency. Council authorizes the persons and/
or agencies, as listed in the Delegation of Emergency Powers Matrix on page 2, to
exercise the extraordinary powers granted under the *Emergency Program Act* on thier
behalf.

ORDERED by the _____ this date _____ to
head of local authority
remain in force for seven days until this date _____ at midnight unless cancelled
by order of the Resort Municipality of Whistler or the Minister responsible.

(Head of local authority)



Using the matrix below, the Mayor [or designate] may authorize, in writing, the selected persons or agencies approved to use the emergency powers assumed by the RMOW under a declared state of local emergency. This must be attached to the Order. ***Remember:** The RMOW is responsible for the use of the emergency powers by any person or agency authorized to act on thier behalf.

Delegation of Emergency Powers Matrix

Emergency Powers	Delegated To:			
Acquire or use any land or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster.				
Authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster.				
Control or prohibit travel to or from any area of British Columbia.				
Provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in any part of British Columbia.				
Cause the evacuation of persons and the removal of livestock, animals and personal property from any area of British Columbia that is or may be affected by an emergency or a disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property.				
Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered by the minister to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster.				
Cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered by the minister to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster.				
Construct works considered by the minister to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster.				
Procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any part of British Columbia for the duration of the state of local emergency.				

Reference: Emergency Program Act Section 10

EOC ACTION PLAN MEETING AGENDA TEMPLATE

The EOC Director, Planning Section Chief, or delegate should use this agenda template to Chair the EOC Action Plan Meeting. **For more detailed information on the EOC Action Planning process refer to the Guide To Preparing the EOC Action Plan and Conducting the EOC Action Plan Meeting.**

EVENT INFORMATION	
Event/Incident:	Task #:
Date:	Times of Next Operational Period:
Meeting Chair:	Minute Taker:

AGENDA ITEMS

1. EOC MANAGEMENT TEAM STATUS UPDATES

***Instructions:** Each Officer and Section Chief will provide a brief [one minute or less] summary of what has happened or changed since the last briefing. Only new information should be presented and no repetition between sections. Those without new information should 'pass.' Minute taker should record information on this form for documentation purposes. ***Remember this meeting should be no longer than 15 minutes.**

Section	Update
Risk Management Officer	
Liaison Officer	
Information Officer	
Operations Section Chief	
Planning Section Chief	
Logistics Section Chief	
Finance Section Chief	

2. PRESENT EOC ACTION PLAN

Meeting chair or delegate presents the EOC Action Plan.

- Circulate EOC Action Plan.
- Briefly review EOC Action Plan, including the objectives and associated actions and tasks.
- Briefly answer questions regarding EOC Action Plan.

3. APPROVE EOC ACTION PLAN

EOC Director must approve EOC Action Plan.

***Remember:** EOC Director must communicate EOC response objectives, as listed in the EOC Action Plan, to positions and agencies not in attendance at the EOC Action Plan Meeting.

EOC ACTION PLAN

This template should be used by the EOC Director, Planning Section Chief, or delegate to develop the EOC Action Plan. The EOC Action Plan summarizes the response objectives, and the associated actions and tasks for the next operational period. Objectives should consider BCERMS goals, see below.

Event Information	
Event/Incident:	Task #:
Date Prepared:	For Next Operational Period:
Prepared By:	Position:

EOC Director Approval of EOC Action Plan	
<i>*Instructions: Review, sign and forward to Documentation for copying and distribution at the EOC Action Plan Meeting.</i>	
Print name:	Signature:
Date:	Time:

EOC Distribution List		
<input type="checkbox"/> EOC Director	<input type="checkbox"/> Operations Section Chief	<input type="checkbox"/> EOC Display Board (post)
<input type="checkbox"/> EOC Deputy Director	<input type="checkbox"/> Planning Section Chief	Additional staff assigned a task:
<input type="checkbox"/> Liaison Officer	<input type="checkbox"/> Logistics Section Chief	<input type="checkbox"/> _____
<input type="checkbox"/> Information Officer	<input type="checkbox"/> Finance Section Chief	<input type="checkbox"/> _____
<input type="checkbox"/> Risk Management Officer	<input type="checkbox"/> Documentation Unit (Original copy)	<input type="checkbox"/> _____

**British Columbia Emergency
Response Management System**

BCERMS
RESPONSES GOALS

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

EOC ACTION PLAN CONTINUED

OBJECTIVES

***Instructions:** List objectives (in priority order) which identify what will need to be completed in the next EOC operational period. There is no limit to the number or objectives - use additional pages as required. **Use active verbs:** acquire, advise, complete, confirm, consult, contact, declare, determine, develop, establish, ensure, gather, identify, issue, notify, obtain, prepare, request, support.

Objective # __:

Objective # __:	
Actions/tasks to complete this objective:	Section Responsible:
1.	
2.	
3.	
4.	
5.	

Objective # __:

Objective # __:	
Actions/tasks to complete this objective:	Section Responsible:
1.	
2.	
3.	
4.	
5.	

LIAISON OFFICER SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:

Task #:

Date: (yyyy/mm/dd)

Time: (24 hr)

Operational Period #:

1. CURRENT SITUATION *What is occurring now within your area of responsibility?*
2. OUTSTANDING ISSUES/CHALLENGES *What issues within the current operational period still need to be resolved?*
3. ANTICIPATED PRIORITIES/ACTIVITIES *What will the priorities be for the next operational period?*
4. DISTRIBUTION LIST

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

RISK MANAGEMENT OFFICER SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:
Task #:
Date: (yyyy/mm/dd)

Time: (24 hr)

Operational Period #:
1. CURRENT SITUATION *What is occurring now within your area of responsibility?*
2. OUTSTANDING ISSUES/CHALLENGES *What issues within the current operational period still need to be resolved?*
3. ANTICIPATED PRIORITIES/ACTIVITIES *What will the priorities be for the next operational period?*
4. DISTRIBUTION LIST

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
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- ☐ Original status reports are clipped together and filed in documentation box

INFORMATION OFFICER SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:
Task #:
Date: (yyyy/mm/dd)

Time: (24 hr)

Operational Period #:
1. CURRENT SITUATION *What is occurring now within your area of responsibility?*
2. OUTSTANDING ISSUES/CHALLENGES *What issues within the current operational period still need to be resolved?*
3. ANTICIPATED PRIORITIES/ACTIVITIES *What will the priorities be for the next operational period?*
4. DISTRIBUTION LIST

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

OPERATIONS SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:**Task #:****Date:** (mm/dd/yyyy)**Time:** (24 hr)**Operational Period #:****1. CURRENT SITUATION** *What is occurring now within your area of responsibility?***2. OUTSTANDING ISSUES/CHALLENGES** *What issues within the current operational period still need to be resolved?***3. ANTICIPATED PRIORITIES/ACTIVITIES** *What will the priorities be for the next operational period?***4. DISTRIBUTION LIST**

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

PLANNING SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:**Task #:****Date:** (mm/dd/yyyy)**Time:** (24 hr)**Operational Period #:****1. CURRENT SITUATION** *What is occurring now within your area of responsibility?***2. OUTSTANDING ISSUES/CHALLENGES** *What issues within the current operational period still need to be resolved?***3. ANTICIPATED PRIORITIES/ACTIVITIES** *What will the priorities be for the next operational period?***4. DISTRIBUTION LIST**

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

LOGISTICS SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:**Task #:****Date:** (yyyy/mm/dd)**Time:** (24 hr)**Operational Period #:****1. CURRENT SITUATION** *What is occurring now within your area of responsibility?***2. OUTSTANDING ISSUES/CHALLENGES** *What issues within the current operational period still need to be resolved?***3. ANTICIPATED PRIORITIES/ACTIVITIES** *What will the priorities be for the next operational period?***4. DISTRIBUTION LIST**

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box



FINANCE SECTION STATUS REPORT

Use this form to provide a brief summary of what has happened or changed since your last status update. Identify priorities for the next operational period - these priorities will be used to establish objectives for inclusion in the EOC Action Plan for the next operational period.

Event/Incident Name:

Task #:

Date: (yyyy/mm/dd)

Time: (24 hr)

Operational Period #:

1. CURRENT SITUATION *What is occurring now within your area of responsibility?*

2. OUTSTANDING ISSUES/CHALLENGES *What issues within the current operational period still need to be resolved?*

3. ANTICIPATED PRIORITIES/ACTIVITIES *What will the priorities be for the next operational period?*

4. DISTRIBUTION LIST

- ☐ After briefing, all status reports are collected by Planning Chief and given to Documentation
- ☐ Documentation photocopies **2 sets of all status reports and gives:**
- ☐ One set of photocopied status reports to Planning
 - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports are clipped together and filed in documentation box

Use this form to record the contact information of agencies/people you contact during your EOC shift. This ensures contact information is documented and available when required as well as providing the person replacing you with the necessary contact information to effectively perform the role.

CONTACT LOG			
Event:		Time:	
Operational Period:		EMBC Task #:	
		Date:	
		Position:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	
Agency:		Agency:	
Contact Name:		Contact Name:	
Title:		Title:	
Business Phone:		Business Phone:	
Cell Phone:		Cell Phone:	
Pager:		Pager:	
After Hours Phone:		After Hours Phone:	
Fax:		Fax:	
Email:		Email:	
Location:		Location:	

Use this form to chronologically record details of notable actions, decisions or enquiries taken during your shift. Include a basic reference from which to extract information for handovers and inclusion in any after-action report.

Position Log

Incident/ Event Name:		Section/ Function:		Position:	
--------------------------	--	-----------------------	--	-----------	--

[illegible]Page

Use this form to record and calculate a current cost estimate of the damage caused by the emergency. Damage Assessments are typically completed by the Planning Section near the end of each operational period or at the request of the EOC Director.



Emergency
Operations Centre

Damage Assessment				
Public Property	Event:	Time:		Date:
	Operational Period From:		EMBC Task #:	Position:
	To:			
		No.	Est. Value	Comments
	Municipal Facilities Damaged		\$	
	Municipal Facilities Destroyed		\$	
	Public Facilities Damaged		\$	
	Public Facilities Destroyed		\$	
	Provincial Facilities Damaged		\$	
	Provincial Facilities Destroyed		\$	
	Federal Facilities Damaged		\$	
	Federal Facilities Destroyed		\$	
	Roads Damaged		\$	
	Roads Destroyed		\$	
	Bridges Damaged		\$	
	Bridges Destroyed		\$	
	Railroads Damaged		\$	
	Railroads Destroyed		\$	
	Water Supply Damaged		\$	
	Sewers Damaged		\$	
Total Public Damage:			\$	
Private Property	Residential Buildings Damaged		\$	
	Residential Buildings Destroyed		\$	
	Businesses Damaged		\$	
	Businesses Destroyed		\$	
	Agriculture Damaged		\$	
	Agriculture Destroyed		\$	
	Total Private Damage:			\$
Priority Repairs / Restoration:				
Prepared By:			Date and Time:	

The ESS Local Situation Report serves as a snapshot of the current ESS situation including the types of services being provided, number of registered evacuees, financial estimates of services, and priority needs and future outlook. The ESS SitRep is completed by the ESS Branch Coordinator and the intended audience is the PREOC.

Emergency Social Services Local Situation Report



FROM: EOC – ESS BRANCH COORDINATOR

TO: PREOC – ESS BRANCH COORDINATOR EMBC Task #:

Community Name:	Date:	Time:
Community Contact:	Position:	
Phone Number: () -	Fax Number: () -	

Response Outlook: ☐ Improving ☐ Unchanged ☐ Deteriorating

Reporting Period: From: To:
Current ESS Reception Centre

& Group Lodging Status:

Reception Centre / Group Lodging Name	Address or Location	Total # Reg'd to Date

Total number of evacuees registered to date	
Number of Evacuees in group lodging (current number)	
Number of Evacuees in commercial accommodation (current number)	

Number of ESS workers activated this reporting period (total):	
<input type="checkbox"/> Volunteers	
<input type="checkbox"/> Community Staff	
<input type="checkbox"/> Local Authority Staff	

Estimated cost of referrals (food, clothing, lodging) this reporting period	\$
Estimated cost of on-site ESS operations this reporting period	\$

Current ESS Priority Needs

(Personnel / Supplies / Information)

Resource Request Attached: ☐ **Yes** or ☐ **No**

Future Outlook / Planned Actions:

Comments:

Signed off by:

Name

Position

PREOC Use Only

Check One: This Report was

Received by fax from community ☐

Created at PREOC via phone call to community contact ☐

Completed at PREOC by:

Name

Position



Use this form to develop an urgent public media release immediately following the emergency.

Spokesperson Media Statement

Event: _____

Date: _____ Time: _____

My name is: _____

My position is: _____

This is the information I can give you so far:

At _____ on _____ a(n) _____, occurred at _____ in _____.

Information on number injured and fatalities is (not) known at this time.

Emergency response procedures to protect the public, responders and the environment are underway. The _____ has been (select).

The cause of the _____ is under investigation and no estimate of damage is available at this time. As information becomes available, news releases will be issued.

Any further inquiries should be directed to:

_____, _____ at _____

_____, () - _____

Prepared By: _____

Authorized By: _____

Use this form to help develop key messages in preparation for a media interview regarding the emergency.

Message Development Worksheet

Event Name: _____

Message Number: _____ Date/Time: _____

Step 1: Decide on the three key message topics:

1. _____
2. _____
3. _____

Step 2: Consider the following:

Audience:	Purpose of Message:	Method of Delivery:
<input type="checkbox"/> Demographics (age, language, culture)	<input type="checkbox"/> Call to action/public direction	<input type="checkbox"/> Through spokesperson/in-person
<input type="checkbox"/> Relationship to event	<input type="checkbox"/> Clarify event status	<input type="checkbox"/> Web release
<input type="checkbox"/> Level of concern	<input type="checkbox"/> Give facts and/or provide update	<input type="checkbox"/> Call centre/frontline personnel
	<input type="checkbox"/> Address rumours	<input type="checkbox"/> Radio
	<input type="checkbox"/> Satisfy media requests	<input type="checkbox"/> Print media release
		<input type="checkbox"/> Other: _____

Step 3: Consider the six emergency message components:

1. Expression of empathy: _____
2. Clarify Facts
 - Who: _____
 - What: _____
 - Where: _____
 - When: _____
 - Why: _____
 - How: _____
3. What we are doing: _____
4. Potentially questions: _____
5. Statement of commitment: _____
6. For more info: _____

Step 4: Develop complete key message for each of the three message topics

Topic 1:

Complete
Message:

Supporting
Facts:

Topic 2:

Complete
Message:

Supporting
Facts:

Topic 3:

Complete
Message:

Supporting
Facts:

Step 5: Check your message for the following and revise as needed

- | | | |
|---|---|--|
| <input type="checkbox"/> Positive action steps | <input type="checkbox"/> Tested for clarity | <input type="checkbox"/> Humour avoided |
| <input type="checkbox"/> Honest open tone | <input type="checkbox"/> Jargon avoided | <input type="checkbox"/> Judgmental phrases avoided |
| <input type="checkbox"/> Speaking only on behalf of your organization | <input type="checkbox"/> Simple words, short sentences used | <input type="checkbox"/> Speculation and assumptions avoided |
| <input type="checkbox"/> Information is confirmed | <input type="checkbox"/> Aware of difficult ?s | <input type="checkbox"/> Negativity avoided |

Use this form to track all media enquiries received by the RMOW in regards to the emergency.
 Notify the Information Officer of any unusual requests for information and of all major critical or unfavourable media comments.

Media Enquiry Tracking Sheet

Event Name: _____ **Date:** _____

Call Status Action taken or required – By whom?								
Request/ Questions								
Callback Number(s)								
Reporters Name								
Media Outlet								
Time								

Media Conference Attendance Record

Event:	Date:
Location:	Time:

Name (Please Print)	Title	Media Outlet / Agency	Signature

Branch/Unit Coordinators should use this form to provide thier respective Section Chiefs with a status update 45 minutes prior to each Action Plan Meeting. Focus on Branch/Unit priorities for the next operational period.

EOC BRANCH/UNIT STATUS REPORT		
Section:	Branch/Unit:	Name:
Operational Period:	EMBC Task #:	Date:
Priorities:		
Summary of Action Taken:		
Resource Status:		
Outstanding Issues:		

EOC 500

This form is used to complete an EOC Situation Report which serves as a snapshot of the current situation in the EOC. Situation Reports should be completed near the end of each operational period or at the request of the EOC Director.

EOC SITUATION REPORT

Community/Local Authority _____

Date and Time: _____

EMBC Task Number: _____

Prepared by: ☐ Community/Local Authority
☐ PREOC Operational Area Coordinator

Approved by: _____

EOC Contact: Name: _____ Agency: _____ Phone #: () - _____ Fax #: () - _____ E-mail: _____	Report Type: <input type="checkbox"/> Initial <input type="checkbox"/> Update # _____ <input type="checkbox"/> Final Situation Forecast: <input type="checkbox"/> Improving <input type="checkbox"/> Unchanged <input type="checkbox"/> Deteriorating
--	---

Highlights (Situational Overview-Key Points):

Current Priority Needs: (Resources/Information/Support)

Resource Request Attached: ☐ Yes or ☐ No

People Impacted (Estimated/Confirmed):

# Evacuated	# Injured	# Homeless*	# Missing	# Dead	# Hospitalized

Livestock Impacted: (Estimated/Confirmed)

Animal Type	# Dead	# Evacuated	# Disposed

General Situation /Status:

Transportation	Comments:		
	Routes Closed	Partial Blockages	Reopened Times
Municipal Roads			
Provincial Roads			
DRR (Disaster Response Routes)			
Bridges			
Tunnels			
Transit System			
Rail (Fed.)			
Rail (Prov.)			
Critical Transportation Issues:			

Utilities	Customers Without Service		Comments
	#	%	
Water		%	
Sewers		%	
Hydro		%	
Gas		%	
Telephone		%	
Cable		%	
Critical Utilities Issues:			

Communication Methods:			
Types	<input type="checkbox"/> Telephone	<input type="checkbox"/> Email	<input type="checkbox"/> Call Centre
Functioning:	<input type="checkbox"/> Cellular	<input type="checkbox"/> Fax	# of calls received/hr:
	<input type="checkbox"/> Radio	<input type="checkbox"/> Amateur radio	
	<input type="checkbox"/> Satellite	<input type="checkbox"/> Other:	

Anticipated communication problems:

Damage Assessment Report: ☐ Attached
☐ Not Attached

Current Response Information:

	Resources	Assigned	Available	Out of Service	Reserved	Critical Need
1.	Police:					
	Police staff					
	Police vehicles					
	Search and Rescue:					
	SAR members					
2.	Fire:					
	Structural fire-fighters					
	Structural fire apparatus					
	Wildland fire-fighters					
	Wildland fire apparatus					
	Aircraft					
	Engineering/Public Works Staff					
	Vehicles					
	Equipment					
	BCAS Paramedics					
	Ambulances					
3.	ESS Volunteers					
	Public Information Officers					
	Call Takers					
4.	Military					
	Military crews					
5.	Other:					
6.						
7.						
8.						

Current ESS Reception Centre/Group Lodging Information:

Name of RC/GL Activated	Address/ Location	Facility Capacity	Total # Reg.	Total # still req. help	Comments:
Totals:					

Current Health Information:

Hospitals Status Facilities/Location	Operational Status Y/N			# in Hosp.	# Beds Avail.	Comments
	Commun i-ation	Power	Water			
	(select)	(select)	(select)			
	(select)	(select)	(select)			
	(select)	(select)	(select)			
	(select)	(select)	(select)			

Community Health Status

Public Health	
Mental Health	
Continuing Care	

Request for National Emergency Services Stock Pile (CCU and/or 200 bed hospital):Yes ☐ or No ☐**Details:****Weather Conditions:**

Temp:	Precip:	Wind:	Air Quality	Tidal Information	Forecast
C°	mm	km/hr			

Future Outlook/Planned Actions:

Other Comments:



EOC ACTION PLAN

This template should be used by the EOC Director, Planning Section Chief, or delegate to develop the EOC Action Plan. The EOC Action Plan summarizes the response objectives, and the associated actions and tasks for the next operational period.

Event Information	
Event/Incident:	Task #:
Date Prepared:	For Next Operational Period:
Prepared By:	Position:

EOC Director Approval of EOC Action Plan	
<i>*Instructions: Review, sign and forward to Documentation for copying and distribution at the EOC Action Plan Meeting.</i>	
Print name:	Signature:
Date:	Time:

EOC Distribution List		
<input type="checkbox"/> EOC Director	<input type="checkbox"/> Operations Section Chief	<input type="checkbox"/> EOC Display Board (post)
<input type="checkbox"/> EOC Deputy Director	<input type="checkbox"/> Planning Section Chief	Additional staff assigned a task:
<input type="checkbox"/> Liaison Officer	<input type="checkbox"/> Logistics Section Chief	<input type="checkbox"/> _____
<input type="checkbox"/> Information Officer	<input type="checkbox"/> Finance Section Chief	<input type="checkbox"/> _____
<input type="checkbox"/> Risk Management Officer	<input type="checkbox"/> Documentation Unit (Original copy)	<input type="checkbox"/> _____

EOC ACTION PLAN

OBJECTIVES

***Instructions:** List objectives (in priority order) which identify what will need to be completed in the next EOC operational period. There is no limit to the number or objectives - use additional pages as required. **Use active verbs:** acquire, advise, complete, confirm, consult, contact, declare, determine, develop, establish, ensure, gather, identify, issue, notify, obtain, prepare, request, support.

Objective # __:

Objective # __:	
Actions/tasks to complete this objective:	Section Responsible:
1.	
2.	
3.	
4.	
5.	

Objective # __:

Objective # __:	
Actions/tasks to complete this objective:	Section Responsible:
1.	
2.	
3.	
4.	
5.	

Incident/Event name: _____ Date: _____

Operational Period: _____ Task #: _____ Prepared by: _____

From: (24 hr) (24 hr) To: _____ *Personnel Unit, Logistics*

	Print Name (Last, First)	EOC Assignment (Section/Position)	Municipality or Agency	Hours Worked	
				From	To
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					
20.					

The purpose of this form is for the Transportation Unit Coordinator to develop a Transportation Plan to facilitate the movement of response personnel, affected population, resources, and materials in support the EOC Action Plan.

Transportation Plan

Event:	EMBC Task #:			Date:			Operational Period:						From To:					
Allocation	Call Sign	Depart	Return	Call Sign	Depart	Return	Call Sign	Depart	Return	Call Sign	Depart	Return	Call Sign	Depart	Return			
Time																		
Agency / Requesting																		
# of People or Equipment																		
Pick-up Point																		
Drop-off Point																		
Estimated Travel Time																		
Foot																		
Private Vehicle																		
Rental Vehicle																		
Bus																		
Taxi																		
Helicopter																		
Fixed Wing																		
Rail Car																		
Boat																		
Other																		
Prepared by (Logistics): _____																		

This form is used by the used by the Logistics Section Support Branch Coordinator to arrange for food and lodging services for EOC staff.



Emergency
Operations Centre

EOC Staff Food & Lodging

Event:			Date:
Operational Period	From:	To:	EMBC Task #: Prepared by:

Food

	Time:	Menu	Supplier	Delivered or Picked Up	Qty
B					
L					
D					
S					

Legend: B = Breakfast
L = Lunch
D = Dinner
S = Snack

Lodging

Lodging Location	# of Staff	# of Rooms	Date From:	Date To:

Comments:

[illegible]

Form 512 EMBC Task Form

Emergency
Operations Centre

EMBC Task Registration Form

Event	Community: Resort Municipality of Whistler
Region:	EMBC Task #:

[illegible]

I certify the people checked off above participated in this task:

Logistics/Personnel Unit Coordinator Signature: _____

Dated: _____

Use this form to request resources from EMBC/PREOC. Ensure that the request includes the justification for the request, as well as all other pertinent information and signatures.

REQUEST FOR RESOURCES OR ASSISTANCE	
Event:	Request #:
EMBC Task #:	Date: Time:
Precedence Level: <input type="checkbox"/> Emergency <input type="checkbox"/> Priority <input type="checkbox"/> Routine	<input type="checkbox"/> Critical Resource Status <input type="checkbox"/> Requires EOC Director's Approval
Staff/Agency Requesting:	
Contact Person's Name and Position:	
Telephone or Contact #:	() -
Brief description of problem or task to be accomplished:	
Specific Resource Requested & Number Required:	
Potential Substitute:	
Capacity (Size, Voltage, etc.):	
Supporting Equipment, Fuel, Water, Etc.:	
Personnel Required to Operate/Support:	
Transportation Required:	
How Long is Resource Needed:	
Where to Deliver or Report:	
Specific Resource Requested & Number Required:	
Potential Substitute:	
Capacity (Size, Voltage, etc.):	
Supporting Equipment, Fuel, Water, Etc.:	
Personnel Required to Operate/Support:	
Transportation Required:	
How Long is Resource Needed:	
Where to Deliver or Report:	
Report to Whom (Name, Title, Agency):	
Resource Request completed by (Name and Position):	

Resource Request Approved by (EOC Operations Chief): _____ (Name and Signature) Date and Time:	Resource Request Approved by (EOC Director): _____ (Name and Signature) Date and Time:
Distribution List: <input type="checkbox"/> Planning Section <input type="checkbox"/> Logistics Section	<input type="checkbox"/> Finance and Administration Section <input type="checkbox"/> EOC Director <input type="checkbox"/> Other
Response to Resource Request (Completed by Logistics – Supply Unit) Resource Available: <input type="checkbox"/> Yes <input type="checkbox"/> No # of Resources Deployed: Request filled by: _____ Time of Deployment (Name and Signature) Estimated Time of Arrival:	

Resource Planning Worksheet – Supply Unit

EOC515
2014

Resource Status by Type EOC 516

This form is used by the Planning Section Resource Unit Coordinator to track and display the status of each specific type of resource deployed to the site. The Resource Unit Coordinator should work closely with the Logistics Section Supply Unit to keep this information accurate.

Resource Status (By Type)					
Event:			EMBC Task #:		
Operational Period:	From: To:		Date:		
Type of Resource	Sites / Location Deployed	Critical Resource Status Y / N	Total # of Resources Deployed / In Use	Total # of Resources Still Available	Availability as of Date / Time

Type of Resource	Sites / Location Deployed	Critical Resource Status Y / N	Total # of Resources Deployed / In Use	Total # of Resources Still Available	Availability as of Date / Time

Distributed to:

☐ EOC Director
☐ Operations Section
☐ Planning Section

☐ Logistics Section
☐ Finance / Administration Section
☐ PREOC
☐ Other: _____

This form is used by the Planning Section Resource Unit Coordinator to track and display the location of resources deployed to the site. The Resource Unit Coordinator coordinates with the Logistics Section Supply Unit to keep this information accurate.

Resource Status By Location					
Event:			EMBC Task #:		
Operation Period:	From: To:		Date:		
Site / Location	Types of Resource	Critical Resource Status	Total # of Resources Deployed/ In Use	Comments	Resource Ret'd as of Date / Time

Distributed to:

☐

EOC Director

☐

Operations Section

☐

Planning Section

☐

Logistics Section

☐

Finance / Administration Section

☐

PREOC

☐

Other _____



The form is used by the EOC Support Branch Coordinator to maintain an inventory list of the EOC facilities, supplies, materials, and equipment.

Facility / Equipment Inventory for the EOC									
Event:		EMBC Task #:			Date:				
Control/ Inventory #	# of Items	Item Description	Owner	Issued to	Qty	Time	Comments		
								Issued:	
								Returned:	
								Issued:	
								Returned:	
								Issued:	
								Returned:	
								Issued:	
								Returned:	
								Issued:	
								Returned:	

Use this form to request EMBC/PREOC's approval to pay for a resource or emergency response cost that the RMOW has obtained and paid for directly. EAF's are required for resources not typically covered by the Province or for large expense items.

EXPENDITURE AUTHORIZATION FORM #: _____

Event/Incident Name:		Task #:
Date: _____ <small>(yyyy/mm/dd)</small>	Time: _____ <small>(24 hr)</small>	Operational Period #:
Requesting Jurisdiction/Agency:		
Authorized EOC Representative: _____ <small>(print name)</small>		EOC Function:
Contact #:	EOC Fax #:	E-mail Address:

1. EXPENDITURE

Description of Expenditure (Refer to Resource Request Form# _____ for additional information):

Amount requested for expenditure:

2. APPROVAL BY EOC DIRECTOR

Name: _____ <small>(print name)</small>	Signature: _____
Date: _____ <small>(yyyy/mm/dd)</small>	Time: _____ <small>(24 hr)</small>
<input type="checkbox"/> Faxed to PREOC at: _____ <small>(24 hr)</small> (Include copy of Resource Request Form with fax)	

3. TO BE COMPLETED BY PREOC

<input type="checkbox"/> Expenditure approved, but not to exceed: \$ _____	Name: _____ <small>(print name)</small>
<input type="checkbox"/> Expenditure NOT approved	Signature : _____ Date: _____ <small>(yyyy/mm/dd)</small>
	Time: _____ <small>(24 hr)</small>

4. DOCUMENTATION DISTRIBUTION

- ☐ EOC Director
- ☐ EOC Operations Chief
- ☐ EOC Planning Chief
- ☐ EOC Logistics Chief
- ☐ EOC Finance Chief
- ☐ EOC Requesting Section Chief:

PREOC (Completed by PREOC)

- ☐ PREOC Director
- ☐ PREOC Operations Chief
- ☐ PREOC Planning Chief
- ☐ PREOC Logistics Chief
- ☐ PREOC Finance Chief
- ☐ Other:

This form is used by the Finance Section Cost Accounting Unit to maintain a daily cost report of emergency related expenditures for the RMOW.



EOC DAILY EXPENDITURES

Event:	EMBC Task #:
Prepared by:	Date:

Time	Payee	Inv. #	Wages	Travel	Supplies/ Materials	Food	Misc.	Total
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
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			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$
			\$	\$	\$	\$	\$	\$

Approved by: _____

Distribution:

☐
☐
☐

EOC Director

PREOC

Other: _____

This form is used by the Finance Section Cost Accounting Unit to maintain a cumulative total cost report of emergency related expenditures for the entire emergency event. An updated copy of this report should be provided to the Finance Section Chief, Situation Unit, and EOC Director prior to the end of each operational period.

[illegible]

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The purpose of this form is to capture and share situational awareness information as it becomes known

Event Name:		Task #:	
Date: <i>(yyyy/mm/dd)</i>	Time: <i>(24 hr)</i>	Operational Period #:	
Source of Information: <i>(Name/agency/position)</i> <i>(print)</i>		Contact #: Info Verified: <input type="checkbox"/> Yes <input type="checkbox"/> No	

Incident Type/Name:			
Incident Location: (Address/Intersection/ Municipality)			
Incident Command Post Established?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Not Known
ICP Location:			

Summary of Incident <small>(What happened?)</small>	

Who is Responding? (Involved agencies & actions)

Who/What is Affected?			Damage: (Buildings, bridges ,roads, utilities, duration of rupture etc.)
People	Conf	Est	
Fatalities			
Injuries			
Evacuees			
Homes evacuated			

<input type="checkbox"/>	Initial Report	or	<input type="checkbox"/>	Incident Update #
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Incident Progress: ☐ Assistance required ☐ Under control ☐ Resolved ☐ Closed ☐ Not Known ☐ _____

Incident Status: ☐ Deteriorating ☐ Static ☐ Improving ☐ Not Known ☐ _____

FORM PREPARED BY

Print Name: (please print) Section: ☐ OPS or ☐ _____ Position: _____
Date: (mm/dd/yyyy) Time: (24 hr) _____

EOC DISTRIBUTION LIST

<input type="checkbox"/> EOC Director	<input type="checkbox"/> Planning Section	<input type="checkbox"/> Information officer
<input type="checkbox"/> Operations Section	<input type="checkbox"/> Documentation Unit (<i>original</i>)	<input type="checkbox"/> Other:



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 4, 2014
FROM: Chief Administrators Office
SUBJECT: GATEWAY LOOP ENHANCEMENT OPTIONS – ADDITIONAL ENGAGEMENT

REPORT: 14-133
FILE: A0590

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation be endorsed.

RECOMMENDATION

That Council direct staff to schedule a community engagement session in order to solicit additional stakeholder community input on the range of potential enhancement options currently under consideration for the Gateway Loop area.

PURPOSE OF REPORT

The purpose of this report to gain Council's support for hosting a community engagement in support of staff's ongoing work on the Gateway Loop Enhancement Options Assessment project.

DISCUSSION

In October of 2013, The *Economic Partnership Initiative: Summary of Key Findings Report* recommended that the RMOW assess potential improvements to the Village Gate bus and taxi loop. As directed by the EPI work, the overall purpose of the project was to enhance and evolve the Whistler Village guest experience and support ongoing business success. The aim of the project remains to ensure that this key area of the Village effectively supports the needs of newly arriving visitors, improves the functionality of this area for all users, and contributes to the overall sense of arrival to the Resort.

This Gateway Loop project is an important initiative in its own merits, however it should also be understood as one of four current, interrelated projects each dealing in some manner with wayfinding issues, improving 'sense of arrival', neighbourhood identity, and the guest experience in Whistler Village pedestrian realm. These related projects are the Whistler Village Portals and Gateways project, the Master Wayfinding & Arrival Experience project and the Cultural Connector project.

With respect to the Gateway Loop project, in April of 2014, an internal cross-departmental staff advisory team was assembled, technical transportation engineering support was secured and the project was formally initiated. Founded upon updated on-site field investigations, a review of past related work, and a preliminary assessment of potential site configurations, staff hosted a day-long stakeholder engagement session to solicit community and user input on the current site challenges, opportunities for potential improvements and priorities for any ongoing investigations and site design concepts. Attendees at this session included representatives from Tourism Whistler, the Visitor Centre, Council, taxi operators, Whistler Transit, Pacific Coach, Greyhound, the Whistler Chamber of Commerce, Whistler Connections, the Hotel Association of Whistler as well as staff representatives from both REX and IS divisions.

Building on the input compiled during the stakeholder session and informed by parallel work on related projects, the internal staff team worked through a variety of configurations and layouts to explore a wide breadth of potential site concepts – each intended to deliver improvements on key desired site criteria.

Staff have evolved a series of site concepts in parallel to ensure that good options are considered at a range of intervention scales, and cost levels. At this point in the process, staff have produced three distinct options for ongoing discussion and stakeholder feedback. The range of options includes low, medium and higher intervention site concepts, as well as an assessment of potential associated shelter options – with shelter options varied in both extent (i.e. area of coverage), and scale (size, architectural ambition etc...).

Prior to providing a full summary of site options to Council for consideration and direction, staff would like to take the three current options to the public and back to key stakeholders to solicit additional feedback and commentary. After receiving, compiling and integrating this additional community input, staff will summarize the input, update the concepts and present a detailed report to Council with a staff recommendation. It is expected that the summary report would be presented to Council early in the new year (2015).

WHISTLER 2020 ANALYSIS

The proposed recommendation has the potential to move the community toward the following identified Whistler2020 Descriptions of Success:

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Finance	Resort community partners work together to identify shared spending priorities, share resources, and leverage funds and financing opportunities	The proposed stakeholder and larger public engagement session provides a meaningful forum to identify priorities, consider options and outcomes that will be used to inform ongoing infrastructure and financial planning.
Partnership	Partners work together to achieve mutual benefit Partners participate in policy making and other decisions at various levels of government where relevant	

Staff have not identified any Whistler2020 Descriptions of Success that the proposed recommendation would be expected to move the community away from.

OTHER POLICY CONSIDERATIONS

The current recommendation is consistent with the recommendations of the EPI: Summary of Key Findings Report, the Whistler Resort Transportation Study, and the Whistler Inter-Modal Transportation Study. The recommendation is also consistent with a number of the strategies included within the RMOW Corporate Plan's and in particular the commitment to, 'Expand community outreach and engagement to support municipal decision making'.

BUDGET CONSIDERATIONS

The anticipated costs of the public engagement session will be covered within existing project budgets. No incremental costs are expected.

COMMUNITY ENGAGEMENT AND CONSULTATION

In addition to the engagement outlined in the 'Discussion' section above, the purpose of this report is to seek additional community engagement and consultation on this project. In addition to the material related to the potential Gateway loop enhancement, at the proposed engagement session, staff intend to share relevant updates from three related projects: Master Wayfinding and Arrival Experience Strategy, Portals & Gateways and updates from the Cultural Connector planning project.

SUMMARY

The Gateway Loop Enhancement Options Assessment project is proceeding as planned, and has recently formalized a range of preliminary configurations. Staff are currently seeking Council's direction to proceed with an additional community and stakeholder engagement session in order to solicit further input, commentary and prioritization from the public prior to bringing the detailed summary of site options to Council with staff's recommendation, scheduled for early in the new year.

Respectfully submitted,

Ted Battiston
MANAGER OF SPECIAL PROJECTS
for
Mike Furey
CHIEF ADMINISTRATORS OFFICE



REPORT | ADMINISTRATIVE REPORT TO COUNCIL

PRESENTED: November 4, 2014

REPORT: 14-134

FROM: Corporate and Community Life

FILE: 4700

SUBJECT: VEHICLE FOR HIRE AMENDMENT BYLAW NO. 2067, 2014

COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Corporate and Community Life be endorsed.

RECOMMENDATION

That Council consider giving first, second and third reading to Vehicle for Hire Amendment Bylaw No. 2067, 2014.

REFERENCES

None.

PURPOSE OF REPORT

The purpose of Vehicle for Hire Amendment Bylaw No. 2067, 2014 (the “proposed Bylaw”) is to clarify the chauffeur’s permit application process and include reasons that a chauffeur’s permit can be denied by the RCMP.

DISCUSSION

In 2002, the Vehicle for Hire Bylaw was adopted. The bylaw introduced the requirement for taxi drivers to obtain a Chauffeur’s Permit in order to operate a taxi in Whistler. Under the authority of Section 36 of the *Motor Vehicle Act* (MVA), the Chief of Police of the municipality may set out conditions that an application for a chauffeur’s permit may be denied. These terms and conditions were listed on the application form but not in the bylaw.

Also, within the last couple years the Immediate Roadside Prohibition program was introduced which dealt with driving while intoxicated or under the influence of drugs.

The proposed Bylaw lists the reasons a permit may be denied by the RCMP. They are as follows:

- Incomplete or missing information on the application form
- Failure to provide details of past criminal record
- Application is not signed by company official
- Applicant has more than 5 hazardous moving violations in the past five (5) years
- Applicant failed to qualify for or has been refused a chauffeur’s / taxi permit in any jurisdiction, within the last five (5) years
- Applicant has any criminal traffic convictions or immediate roadside prohibitions within the last five (5) years
- Applicant has convictions of sexually related offences within the last five (5) years
- Applicant has convictions for crimes of violence within the last five (5) years

The MVA states that if the Chief of Police refuses to issue a chauffeur's permit the applicant may appeal to the Council of the municipality but it does not define how the appeal process should be conducted.

In the past the RMOW has used the Show Cause Hearing procedure for business licence refusals and for reviewing contravention of building code issues. Staff are recommending that the Show Cause Hearing process be used for any appeals to Council regarding the refusal of a chauffeur's permit.

WHISTLER 2020 ANALYSIS

W2020 Strategy	TOWARD Descriptions of success that resolution moves us toward	Comments
Transportation	Whistler's transportation system is safe and enjoyable	Chauffeur permits ensure that our taxi drivers meet a set standard
Visitor Experience	Community members and organizations work collectively to ensure exceptional experiences that exceed visitor expectations	Our guests are assured that we have screened our taxi drivers

W2020 Strategy	AWAY FROM Descriptions of success that resolution moves away from	Mitigation Strategies and Comments
	None	

OTHER POLICY CONSIDERATIONS

This bylaw amendment is consistent with the powers to regulate businesses as set out in Section 8(6) of the *Community Charter* and the authority to issue or refuse chauffeur permits under Section 36 of the *Motor Vehicle Act*.

BUDGET CONSIDERATIONS

There are no budget impacts.

COMMUNITY ENGAGEMENT AND CONSULTATION

Taxi companies operating in Whistler will be notified of the changes to the bylaw and the appeal process.

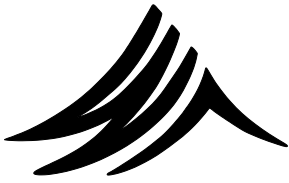
SUMMARY

The proposed amendment to the Vehicle for Hire Bylaw formalize and clarify the Chauffeur permit review and appeal process.

November 4, 2014

Respectfully submitted,

Sandra Smith
SUPERVISOR OF BYLAW SERVICES
for
Norm McPhail
GENERAL MANAGER
CORPORATE AND COMMUNITY SERVICES



MINUTES

REGULAR MEETING OF THE TRANSIT MANAGEMENT ADVISORY COMMITTEE (TMAC) FRIDAY, APRIL 25, 2014, STARTING AT 12:30 PM

In the Piccolo Room
4325 Blackcomb Way, Whistler, BC V0N 1B4

PRESENT:

Jack Crompton, RMOW Councillor – TMAC Chair
Bill Murray, Citizen-at-Large
Scott Pass, Citizen-at-Large – *by phone*
Johann van Schaik, BC Transit – Senior Regional Transit Manager, South Coast
Steve Antil, Whistler Transit Ltd. – Service Delivery Manager, *alternate*
Emma DalSanto, RMOW – TDM Coordinator & Recording Secretary

GUESTS:

Matthew Boyd, BC Transit – Senior Planner
Rory Kulmala, BC Transit – Manager, Fixed Asset Construction

REGRETS:

Joe Paul, RMOW – General Manager Infrastructure Services
Juan Carlos Gomez, Whistler Transit Ltd, Manager

ADOPTION OF AGENDA

Moved by Jack Crompton
Seconded by Scott Pass

That the Transit Management Advisory Committee (TMAC) adopts the TMAC agenda of April 25, 2014 as circulated with the addition of one item:

- *Whistler Transit Facility Rental Update.*

CARRIED

ADOPTION OF MINUTES

Moved by Scott Pass
Seconded by Bill Murray

That the Transit Management Advisory Committee (TMAC) adopt the minutes of January 16, 2014 TMAC meeting as circulated.

CARRIED

PRESENTATIONS/DELEGATIONS

Real-Time Data BC Transit Pilot Project

Rory Kulmala, Manager, Fixed Asset Construction, BC Transit updated TMAC on BC Transit's overall technology program, the process for developing standards for technology on buses and the Kelowna Automatic Vehicle Location (AVL) Pilot Project. BC Transit has hired INIT as the lead consultant to implement the Kelowna AVL Pilot Project. AVL is a vehicle tracking system that uses Global Positioning Satellites (GPS). AVL can be used for automatic announcements on buses, real-time monitoring of the positions of vehicles that can be used in Computer Aided Dispatch as well as NextBus information for the public.

The Kelowna AVL Pilot Project has started. It is expected that on-street NextBus information will be available on 25 buses in the Kelowna fleet that serve the UBC Okanagan route in the fall. The pilot program is testing how much manipulation of the GPS/AVL data is needed to create useful NextBus information. Because vehicles are interlined between routes for system and scheduling efficiency, the bus GPS/AVL data needs to be matched with its schedule route as well as next route. It is expected that it will take at least a year from the launch date to monitor and process the learnings before the next BC community will be selected for AVL.

It was also noted that the BC Privacy Commissioner has given BC Transit permission to operate the cameras on the buses under conditions which protect passenger privacy.

Action1:

BC Transit will provide the Transit Management Advisory Committee (TMAC) the data specifications to make the AVL/GPS data Open Source.

TMAC thanked Rory Kulmala for the presentation. Rory Kulmala left the meeting at 12:50pm.

Whistler Transit Facility Rental Update

Bill Murray declared a conflict and left the room at 12:50pm.

BC Transit gave TMAC a verbal update on the existing rental agreement with PCL as well as two other lease/rental requests that BC Transit is currently reviewing.

*Moved by Jack Crompton
Seconded by Scott Pass*

That the Transit Management Advisory Committee (TMAC) requests that BC Transit report back to the Committee before the next TMAC meeting providing the scope and scale to make office space available for rent at the Whistler Transit Facility.

CARRIED

Bill Murray returned to the meeting at 1:05pm.

2014 BC Transit Workshop Review

BC Transit held its annual workshop in Kelowna from April 14-16, 2014. The program and presentations can be found on www.bctransit.com/workshop. Emma DalSanto, Joe Paul, Steve Anitl, Juan Carlos Gomez, Scott Pass and Johann van Schaik attended. Highlights include:

- Introduced a provincial funding goal of 30% from the Farebox (passengers)
- Introduced the concept of replacing transfers with a daypass priced at two times a cash fare
- For Custom Transit, eligibility and registration continues to be an issue
- 25 CNG vehicles have been delivered to Nanaimo. 25 CNG vehicles are scheduled to be delivered to Kamloops in 2015.
- Introduced the concept of modernizing the service agreements required to provide transit in a community with the goal to simplify and create one agreement between BC Transit and the Local Partner and a second agreement between BC Transit and the Operating Company.
- Introduced the concept of moving from an individual bus lease fee towards a standard vehicle lease fee with the goal of providing local partners with predictable budgets and enabling fleet movements around the province without budget implications. Local partners felt that they needed more information related financial implications of this proposal.
- Schedule and Planning session key "Rules"
 - Don't screw up the morning commuters
 - Don't inconvenience exiting customers for new customers
 - Clockface headways are important when there is less ridership such as mid-day, late night, Saturdays and Sundays in typical communities
- Customer Service and Marketing session discussed ways to deal with Transit's perception challenges – Transit is: difficult to use, not easy to understand, not cool, not reliable and inconvenient.
- Charles Montgomery was a keynote speaker. His presentation to SFU earlier this year can be found at:
<http://www.youtube.com/watch?v=-zoAbylcpFw>

Whistler Transit System Update

Matthew Boyd, Senior Planner, BC Transit presented the following:
Transit Future Plan underway in Sea to Sky

- Transit Future Bus in corridor in March/April (566 visitors)
- 332 Surveys collected
- Stakeholder's Workshops scheduled for May 2014
- TMAC suggested a few more stakeholders for the Whistler session

Winter 2013/2014

- Implemented all recommended changes from 2013 Winter report
- Service expansions and adjustments were well received
- Next steps – improve service to/from Emerald & Function during off-peak periods and Early Winter

2014/2015 AOA

2014/2015 Annual Operating Agreement (AOA) includes:

- full year of the 2,000 service hour expansion including associated passenger revenue forecasts as previously recommended by TMAC

- 25 vehicle diesel fleet as the Hydrogen Fuel Cell Pilot Project ended March 31, 2014

Fare Revenue
Opportunities

Whistler Blackcomb has approached the RMOW to explore options to reduce the cost of the Staff Housing Route during the winter.

- TMAC supports this initiative

Action 2:

TMAC requests that Whistler Transit System Fare Structure be reviewed at a future meeting with an eye towards new products, programs and policies.

@WhistlerTransit
Twitter Pilot Program
Update

For the spring/summer/fall service change, the @WhistlerTransit Twitter account tested the effectiveness of a promoted Tweet. The pilot project team felt the promoted tweet was more effective than a contest. The pilot project final report will be presented the next TMAC meeting.

OTHER BUSINESS

Updates

Subaru IRONMAN Canada July 27, 2014

- Road Closures will be the same as last year therefore the Transit Plan will be the same as 2013.
- The alternative routes will be operated in 2014

Action 3:

BC Transit will update the Transit Map for the day of IRONMAN Canada with the three Alternative Routes.

Action 4:

Whistler Transit Ltd and RMOW staff will continue working with IRONMAN Canada organizers to finalize the transit schedule with the goal to post all information in June.

Village Shuttle Counts

- Manual Counts on the Village Shuttles were done in Summer 2013 and Winter 2014
- Staff are reviewing the counts with an eye to repeat the counts in 2014/2015

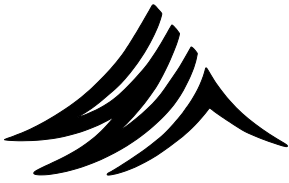
ADJOURNMENT

Moved by Jack Crompton

That Transit Management Advisory Committee (TMAC) adjourns the April 25, 2014 TMAC meeting at 3:01 p.m.

CARRIED

CHAIR: Jack Crompton



WHISTLER

File 584

MINUTES

REGULAR MEETING OF THE TRANSIT MANAGEMENT ADVISORY COMMITTEE (TMAC) MONDAY JULY 14, 2014, STARTING AT 12:00 PM

In the Piccolo Room
4325 Blackcomb Way, Whistler, BC V0N 1B4

PRESENT:

Jack Crompton, RMOW Councillor – TMAC Chair
Bill Murray, Citizen-at-Large
Scott Pass, Citizen-at-Large
Johann van Schaik, BC Transit – Senior Regional Transit Manager– *by phone*
Juan Carlos Gomez, Whistler Transit Ltd, Manager
Emma DalSanto, RMOW – TDM Coordinator & Recording Secretary

GUESTS:

Matthew Boyd, BC Transit – Senior Planner
Steve Antil, Whistler Transit Ltd. – Service Delivery Manager, *alternate*

REGRETS:

Joe Paul, RMOW – General Manager Infrastructure Services

ADOPTION OF AGENDA

Moved by Bill Murray
Seconded by Scott Pass

That the Transit Management Advisory Committee (TMAC) adopts the TMAC agenda of July 14, 2014 as circulated.

CARRIED

ADOPTION OF MINUTES

Moved by Scott Pass
Seconded by Jack Crompton

That the Transit Management Advisory Committee (TMAC) defers adopting the minutes of April 25, 2014 TMAC meeting.

CARRIED

PRESENTATIONS/DELEGATIONS

TMAC Membership	Effective January 24, 2014, Juan Carlos Gomez has been appointed Manager Whistler Transit Ltd. and as such becomes the official Whistler Transit Ltd. representative on the Transit Management Advisory Committee. He replaces Trevor Webb who has accepted the position Vice President Transit for Pacific Western Transportation, the parent company of Whistler Transit Ltd.
Winter Pictures	BC Transit arranged to have photos taken in Whistler to be used for Riders Guides and for the Sea to Sky Transit Future Plan. BC Transit and the RMOW jointly own all the photographs.

Action1:

RMOW staff continue to take photographs of the transit system and events in Whistler seasonally and share them with BC Transit.

Transit Future Plan	Matthew Boyd, Senior Planner – BC Transit presented the general results of phase one of the Sea to Sky Transit Future Plan which were circulated with the agenda package as well as the next steps and updated timeline. Next steps include developing the Vision, Goals and Ridership targets for 2040 as well as draft transit network, performance guidelines and service standards and short term implementation priorities.
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Summary of the TMAC discussion are listed below:

- Should the target date be 2040 or 2020 to match the Whistler2020 documents?
- What were the main issues raised for Whistler?
 - The hard change from full winter to spring/summer/fall schedule
 - Survey respondents wanted more equity of service north (especially Emerald and Rainbow) of the village compared to south of the village
 - More service to Spring Creek year round. Link Spring Creek to Bayshores on local roads
 - Fares and linking transit to ski passes
- Frequency (of buses) vs. travel time on bus vs. coverage of the community
 - What is the definition of “**convenient**” when talking about transit?
 - TMAC members had different definitions.
 - TMAC had an in-depth discussion on how to gauge Whistler Transit users preferences of frequency vs travel time based on providing them with comprehensive information and specific examples that will enable a meaningful response and prioritization of preferences.
 - It was suggested that a survey be done of transit users.
- Options for increasing ridership such as tying a transit pass to a ski pass.
- The sample vision statement presented is too broad. BC Transit

should consider four vision statements and ridership goals/target, one for each community and one for the region.

Action 2:

TMAC is requesting that there be a workshop or survey focused on Frequency of Service vs Express Service focusing on Emerald, Alpine, Tamarisk, Spring Creek, Function, and Cheakamus neighbourhoods. People need to fully understand the trade-offs.

*Moved by Jack Crompton
Seconded by Scott Pass*

THAT *TMAC receive a presentation regarding the U-Pass including cost and ridership implications.*

CARRIED

@WhistlerTransit Twitter
Pilot Program Final
Report

Johann van Schaik joined the meeting by phone at 1:00pm. After it was established that everyone had reviewed the report circulated with the agenda, Johann outlined the reasoning behind the report's recommendation to keep the @WhistlerTransit account and expand Whistler Transit Ltd office hours from 8-4:30am Monday to Friday to 7am to 5:30pm seven days per week.

TMAC raised the following concerns:

- The Twitter account was envisioned as an operational tool but was implemented through the BC Transit marketing department and therefore has more of a Promotions and Marketing feel.
- Most of the content is promotional and not necessarily operational.
- Whistler Transit Ltd. is contractually bound to have its office open Monday to Friday 8am to 4:30pm.

Action 3:

That RMOW and BC Transit staff explore the contractual obligation of the operating company to have office hours from 8AM to 4:30pm Monday to Friday and what it would take to change the hours to have the office staffed on Saturday and Sunday instead of Tuesday and Wednesday.

*Moved by Scott Pass
Seconded by Bill Murray*

THAT *TMAC conditionally endorses the @WhistlerTransit "full" Twitter option as outlined the @WhistlerTransit Twitter Pilot Project Briefing Note circulated as part of the agenda package for the July 14, 2014 TMAC meeting, based on the increased office hours that will result. The additional hours will supplement the operator's existing office hours and will thereby enable Whistler Transit office hours from 7am - 5:30pm 7-days a week for the winter 2014/2015 schedule period at an additional cost of \$21,000 to the system that will be cost shared with BC Transit according the established formula. However, TMAC is concerned about the overall effectiveness of the Twitter Pilot Project and as such requests that BC Transit review the current*

program structure and provide recommendations for program improvements based on Twitter strategies for public transit systems in other communities. Note that winter is defined as November 15, 2014 through April 19, 2015.

CARRIED

- Special Group Trips BC Transit was approached by a contractor of the Pemberton Music Festival a couple of weeks ago to provide shuttle service between Pemberton and Whistler using BC Transit vehicles. BC Transit worked with staff from Whistler Transit Ltd, the RMOW and SLRD to see if we could meet the request. It was determined that there wasn't enough time or resources to meet the needs of the request without jeopardizing the existing transit system.
- Johann van Schaik left the meeting at 1:59pm.
- Whistler Transit System Update BC Transit, RMOW and Whistler Transit Ltd staff will be meeting in Victoria on August 5 for a winter 2014/2015 workshop.
- Winter 2014/2015 schedule is based on winter 2013/2014
 - Winter 2014/2015 is defined as Dec 1, 2014 through April 6, 2015
 - Early Winter and Late Winter service will be part of the discussions
 - Day time service is proposed to be removed from Tamarisk once the signal is installed
 - Improved service levels to Emerald and Function during off-peak periods will be explored
 - Consider having the last bus on each route go to every stop on that route
- Gondola Transit Exchange Bus Bays For winter 2013/2014, the posts/bays in Gondola Transit Exchange were re-labeled from a numeric system (1-7) to an alphabet system (A-G). From a mapping perspective, this is logical. From a usability perspective out in the field, it has not worked as well as predicted due to the high number of non-English speaking passengers. Drivers have troubles directing passengers to the correct bus stop.
- Action 4:**
Whistler Transit Ltd is to do an on-line survey of current and laid-off drivers regarding the preference for numbers vs letters by the end of September. BC Transit and RMOW staff will work with Whistler Transit Ltd staff to come up with a clear survey question and method. The results will be shared with TMAC.
- Revenue Opportunities
- Whistler Blackcomb and RMOW staff have developed two options to reduce the cost of the Staff Housing Route during the winter.
 1. a \$1.00 ticket only available on the Staff Housing Route vs
 2. free transit only on the Staff Housing route from 8PM to 8AM (the hours when the Blackcomb Gondola is not operating.) during a select portion of the winter
 - Vendors has approached the RMOW with concept of having a 3-4 transit pass

- RMOW staff presented the option of selling the monthly pass at a discounted rate for the last 7-8 calendar days of the month from Municipal Hall only for \$25 in spring/summer/fall and \$35 in winter.

Action 5:

TMAC requests that the concept of a one-week pass be presented when discussing the U-Pass.

OTHER BUSINESS

Updates

- Bus Bays in the Village are almost complete. There are deficiencies that need to be resolved which will require the Village Gate Boulevard and Northlands Boulevard bus shelters to be closed for two weeks
- Lost Lake Road will be repaired late July or early August
- Traffic signal at Highway 99 and Alta Lake Road is scheduled to be installed before August 6, 2014

Next Meeting

The next TMAC meeting will be scheduled for the day after the Sea to Sky BC Transit Future Plan Workshop preferably in the third week of September.

ADJOURNMENT

Moved by Jack Crompton

That Transit Management Advisory Committee (TMAC) adjourns the July 14, 2014 TMAC meeting at 2:50 p.m.

CARRIED

CHAIR: Jack Crompton

RESORT MUNICIPALITY OF WHISTLER
VEHICLE FOR HIRE AMENDMENT BYLAW NO. 2067, 2014
A Bylaw to amend Vehicle for Hire Bylaw No. 1494, 2002

WHEREAS the Council of the Resort Municipality of Whistler has adopted Vehicle for Hire Bylaw No. 1494, 2002; and

WHEREAS the Council of the Resort Municipality of Whistler deems it necessary and expedient to amend Vehicle for Hire Bylaw No. 1494, 2002;

NOW THEREFORE, the Council of the Resort Municipality of Whistler in open meeting assembled, ENACTS AS FOLLOWS:

1. This Bylaw may be cited as “Vehicle for Hire Amendment Bylaw No. 2067, 2014.”

2. Vehicle for Hire Bylaw No. 1494, 2002 is amended by :

Deleting section 4 (d) and replacing it with the following:

4 (d) The Chief of Police has the right to refuse to issue a chauffeurs permit for the following reasons:

- i) Incomplete or missing information on the application form
- ii) Failure to state details of past criminal record
- iii) Application has not been signed by the taxi company official
- iv) Applicant has more than five (5) hazardous moving violations in the past five (5) years
- v) Applicant failed to qualify for or has been refused a chauffeur's/taxi permit in any jurisdiction, within the last five (5) years
- vi) Applicant has any criminal traffic convictions or immediate roadside prohibitions within the last five (5) years
- vii) Applicant has had convictions of sexually related offences within the last five (5) years
- viii) Applicant has convictions for crimes of violence within the last five (5) years

3. Deleting section 4 (e) and replacing it with the following:

4. (e) if the Chief of Police refuses to issue a Chauffeur's Permit, the applicant may appeal the decision by requesting a *Show Cause Hearing* before Council.

4. Adding schedule “A” Application For Chauffeur's/Taxi Permit to form part of this bylaw

Vehicle for Hire Amendment Bylaw No. 2067, 2014

GIVEN FIRST, SECOND AND THIRD READING This ____ day of _____, ____.

ADOPTED THIS ____ day of _____, 2014

Nancy Wilhelm-Morden, Mayor

Shannon Story, Corporate Officer

"I HEREBY CERTIFY that this is a true copy
of "Vehicle for Hire Amendment Bylaw No.
2067, 2014 " "

Shannon Story, Corporate Officer



Schedule "A" Vehicle for Hire Amendment Bylaw No. 2067, 2014
APPLICATION FOR CHAUFFEUR'S / TAXI PERMIT

Resort Municipality of Whistler
4325 Blackcomb Way, Whistler, BC V0N 1B4

I hereby submit an application for a Chauffeur's / Taxi Permit, pursuant to the Resort Municipality of Whistler Bylaw No. 1494, 2002, supported by the following information:

Please Print Clearly.

Surname	Given Name	Middle Name
---------	------------	-------------

Address	City	Province	Postal Code
---------	------	----------	-------------

Phone Number	BC Driver's License Number
--------------	----------------------------

Date of Birth	Place of Birth
---------------	----------------

Name of Next of Kin	Relationship
---------------------	--------------

Address of Next of Kin	Phone Number
------------------------	--------------

Signature of Applicant	Date
------------------------	------

Is this your first application for a Chauffeur / Taxi Permit?	YES	NO
Have you ever been denied a Chauffeur / Taxi Permit?	YES	NO
Are you eligible to work in Canada:	YES	NO *Proof may be required.

How long have you been driving in Canada: _____

**(If less than 5 years in BC, driving abstract required from previous jurisdiction.)*

Name, Title and Signature of Authorized Company Representative
--

Company Name	Company Phone Number
--------------	----------------------

***** FOR POLICE USE ONLY*****

RCMP File Number: _____

Approved / Not Approved

Signature _____

For NCO i/c Sea to Sky Detachment - Whistler

Date

CONDITIONS FOR A CHAUFFEUR'S / TAXI PERMIT

The RCMP has the right to refuse an application or deny issuing a chauffeur's / taxi permit for the following reasons:

- Incomplete or missing information.
- Failure to provide details of past criminal record.*
- Application is not signed by company official.
- Applicant has more than 5 hazardous moving violations in the past five (5) years.
- Applicant failed to qualify for or has been refused a chauffeur's / taxi permit in any jurisdiction, within the last five (5) years.
- Applicant has any criminal traffic convictions or immediate roadside prohibitions within the last five (5) years.
- Applicant has convictions of sexually related offences within the last five (5) years.
- Applicant has convictions for crimes of violence within the last five (5) years.

*Please provide details of criminal record:

All other criminal code offences or charges will be reviewed on an individual basis and a decision will be made based on the type of record / charge. Of paramount concern is the potential effect to the safety of the public.

Any pattern identified through local indices checks related to drinking or violence may be cause for refusal of a chauffeur's / taxi permit.

Once a permit has been issued, it may be suspended or cancelled upon proof that the permit holder is unfit to hold such permit.

The applicant may appeal to RMOW Council regarding refusals, suspensions or cancellations.

Chauffeur / Taxi permits must be picked up in person by the applicant.

TO BE SUBMITTED WITH APPLICATION:

- One passport sized color photo, taken within the past six (6) months.
- Valid BC Driver's Licence and one (1) secondary piece of identification.
- Applicable fees. (Renewal fee will apply if renewed within month of expiry date.).
- Completed RCMP criminal record check Form 3584, available at the RCMP.

By signing below, I agree to and understand the conditions as above:

Signed

Date

RESORT MUNICIPALITY OF WHISTLER

MUNICIPAL TICKET INFORMATION SYSTEM AMENDMENT BYLAW NO. 2054, 2014

**A BYLAW TO AMEND MUNICIPAL TICKET INFORMATION SYSTEM
BYLAW NO. 1719, 2005**

WHEREAS the Council has adopted Municipal Ticket Information System Bylaw No. 1719, 2005; and

WHEREAS the Council deems it necessary and expedient to amend the Municipal Ticket Information System, Bylaw No. 1719, 2005;

NOW THEREFORE, the Council of the Resort Municipality of Whistler, in open meeting assembled, enacts as follows:

1. This Bylaw may be cited as “Municipal Ticket Information System Amendment Bylaw No. 2054, 2014”.
2. Municipal Ticket Information System Bylaw No. 1719, 2005, is amended by deleting Schedule A and replacing it with Schedule “A” attached to this bylaw
3. Municipal Ticket Information System Bylaw No. 1719, 2005, is amended by deleting Schedule B6 and replacing it with Schedule “B6” attached to this bylaw.

GIVEN FIRST, SECOND, and THIRD READINGS this 21st day of October, 2014.

ADOPTED by Council this 21st day of October, 2014.

Nancy Wilhelm-Morden, Mayor

Shannon Story, Corporate Officer

I HEREBY CERTIFY that this is a true copy of
“Municipal Ticket Information System Amendment
Bylaw No. 2054, 2014”.

Shannon Story
Corporate Officer

SCHEDULE “A”

(SCHEDULE A TO BYLAW NO. 1719, 2005)

DESIGNATED BYLAWS**DESIGNATED BYLAW ENFORCEMENT OFFICER**

“Building and Plumbing Regulation Bylaw No. 1617, 2002” as amended

Building Inspector
Senior Building Inspector
Plumbing Inspector
Supervisor of Bylaw Services
Bylaw Enforcement Officer

“Whistler Animal Control Bylaw No. 1555, 2001” as amended

Animal Control Officer
Supervisor of Bylaw Services
Bylaw Enforcement Officer
Conservation Officer Service

“Business License Bylaw No. 567, 1987” as amended

Supervisor of Bylaw Services
Bylaw Enforcement Officer
Business License Inspector

“Sign Bylaw No. 558, 1987”

Supervisor of Bylaw Services
Bylaw Enforcement Officer

“Noise Control Bylaw No. 1660, 2004” as amended

Supervisor of Bylaw Services
Bylaw Enforcement Officer
Royal Canadian Mounted Police Officer

“Fire Protection and Fireworks Bylaw No. 2046, 2014”

Fire Chief
Assistant Fire Chief
Firefighter/Inspector
Supervisor of Bylaw Services
Bylaw Enforcement Officer
Royal Canadian Mounted Police Officer

“Parks Bylaw No. 1526, 2002” as amended

Supervisor of Bylaw Services
Bylaw Enforcement Officer
Animal Control Officer

“Garbage Disposal and Wildlife Attractants Bylaw No. 1445, 1999”

Supervisor of Bylaw Services
Bylaw Enforcement Officer
Conservation Officer Service
Royal Canadian Mounted Police Officer

“Property Maintenance Bylaw No. 810, 1990” as amended	Supervisor of Bylaw Services Bylaw Enforcement Officer
“Water Use Regulation Bylaw No. 1538, 2001” as amended	Supervisor of Bylaw Services Bylaw Enforcement Officer
“Skateboard and Bicycle Bylaw No. 933, 1992” as amended	Supervisor of Bylaw Services Bylaw Enforcement Officer Royal Canadian Mounted Police Officer
“Business Regulation Bylaw No. 739, 1989” as amended	Supervisor of Bylaw Services Bylaw Enforcement Officer
“Nuisance Bylaw No. 305, 1983” as amended	Supervisor of Bylaw Services Bylaw Enforcement Officer Royal Canadian Mounted Police Officer
“Smoking Regulation Bylaw No. 1884, 2008”	Supervisor of Bylaw Services Bylaw Enforcement Officer Royal Canadian Mounted Police Officer
“Zoning and Parking Bylaw No. 303, 1983” as amended	Supervisor of Bylaw Services Bylaw Enforcement Officer Royal Canadian Mounted Police Officer
“Firearms Regulation Bylaw No. 874, 1991” as amended	Supervisor of Bylaw Services Bylaw Enforcement Officer Conservation Officer Service Royal Canadian Mounted Police Officer
“Pesticide Use Regulation Bylaw No. 1822, 2007	Supervisor of Bylaw Services Bylaw Enforcement Officer
“Environmental Protection Bylaw No. 200, 2012” as amended	Supervisor of Bylaw Services Bylaw Enforcement Officer Conservation Officer Service

SCHEDULE “B6”

(SCHEDULE 6 TO BYLAW NO. 1719, 2005)

SCHEDULE B6**“BYLAW NO. 2054, 2014”**

“Fire Protection and Fireworks Bylaw No. 2046, 2014”	Section	Fine
Impede or hinder a member	5.1	\$500.00
Refuse entry	5.2	\$500.00
Unauthorized entry	5.3	\$300.00
Disobey traffic control directions	5.4	\$150.00
Make false representations	5.5	\$300.00
Drive over equipment	5.6	\$150.00
Open air burning contrary to bylaw	6.1	\$300.00
Discard burning substances	6.2	\$300.00
Unauthorized barbeque	6.4	\$300.00
Campfire contrary to bylaw	6.5	\$300.00
Burning in a Hazardous Condition	6.8	\$500.00
Enter into closed park	6.10	\$300.00
Construction contrary to regulations	6.12	\$500.00
Accumulate combustibles	6.20	\$150.00
Fail to secure damaged building	6.22	\$300.00
Fail to secure vacant premises	6.25	\$300.00
Fireworks contrary to bylaw	7.1	\$500.00
Fireworks contrary to permit	7.6	\$500.00

Activate fire alarm	8.1	\$150.00
Fail to designate contact person	8.2	\$150.00
Fail to update contact information	8.5	\$150.00
Fail to prepare Safety Plan	9.1(a)	\$150.00
Fail to update Safety Plan	9.1(c)	\$150.00
Fail to locate Safety Plan	9.1(d)	\$150.00
Fail to prepare Pre-Fire Plan	9.3(a)	\$150.00
Fail to update Pre-Fire Plan	9.3(c)	\$150.00
Fail to locate Pre-Fire Plan	9.3(d)	\$150.00
Improper addressing	9.5	\$150.00
Fail to post site plan in multi-residential complex	9.6	\$300.00
Fail to clear service connections	10.1	\$150.00
Fail to clear and maintain hydrant	10.2	\$150.00
Improper use of hydrant	10.5	\$150.00
Tamper with fire hydrant	10.6	\$150.00
Open fire hydrant	10.7	\$150.00
Obstruct entry	11.2	\$500.00
Fail to provide information	11.3	\$150.00
Provide false information	11.4	\$150.00
Failure to comply with order	12.1	\$150.00

**RESORT MUNICIPALITY OF WHISTLER
ZONING AND PARKING AMENDMENT BYLAW NO. 2063, 2014**

A BYLAW TO AMEND THE WHISTLER ZONING AND PARKING BYLAW NO.303, 1983

WHEREAS Council may, in a zoning bylaw pursuant to Sections 903, 904 and 906 of the *Local Government Act*, R.S.B.C. 1996, c.323, divide all or part of the area of the Municipality into zones, name each zone and establish the boundaries of the zone, regulate the use of land, buildings and structures within the zones, and require the provision of parking spaces and loading spaces for uses, buildings and structures;

NOW THEREFORE the Municipal Council of the Resort Municipality of Whistler, in open meeting assembled, ENACTS AS FOLLOWS:

1. This Bylaw may be cited for all purposes as "Zoning Amendment Bylaw (CL5 Zone – Commercial Local Five) No. 2063, 2014"
2. Zoning and Parking Bylaw No. 303, 1983 is amended by:
 - (a) adding "CL5" to Section 7 under the heading, "C Zones" and adding under the heading, "Commercial Zones", the following:

"Commercial Local Five (Bylaw No. 2063, 2014)".
 - (b) amending Schedule "A" Zoning Map by changing the zoning designation of all of the lands contained in the parcel as shown in heavy black outline on the plan annexed to this Bylaw as Schedule "1" to CL5 (Commercial Local Five).
 - (c) adding to Section 8 in numerical order the Zoning District Schedule "CL5" as annexed to this Bylaw as Schedule "2".
 - (d) by amending Section 23, Schedule "A", "Legend of Zones", by adding under the heading, "Commercial Zones" the following:

"Local Five CL5".
3. If any section or phrase of this bylaw is for any reason held to be invalid by a decision of any court of competent jurisdiction, the decision shall not affect the validity of the remaining portions of this Bylaw.

Given first and second readings this 2nd day of September, 2014.

Pursuant to Section 890 of the *Local Government Act*, a Public Hearing was held this 7th day of October, 2014.

Given third reading this 7th day of October, 2014.

Approved by the Minister of Transportation this 20th day of October, 2014.

Adopted by the Council this ____ day of _____, ____.

Zoning Amendment Bylaw (CL5 Zone – Commercial Local Five) No. 2063, 2014

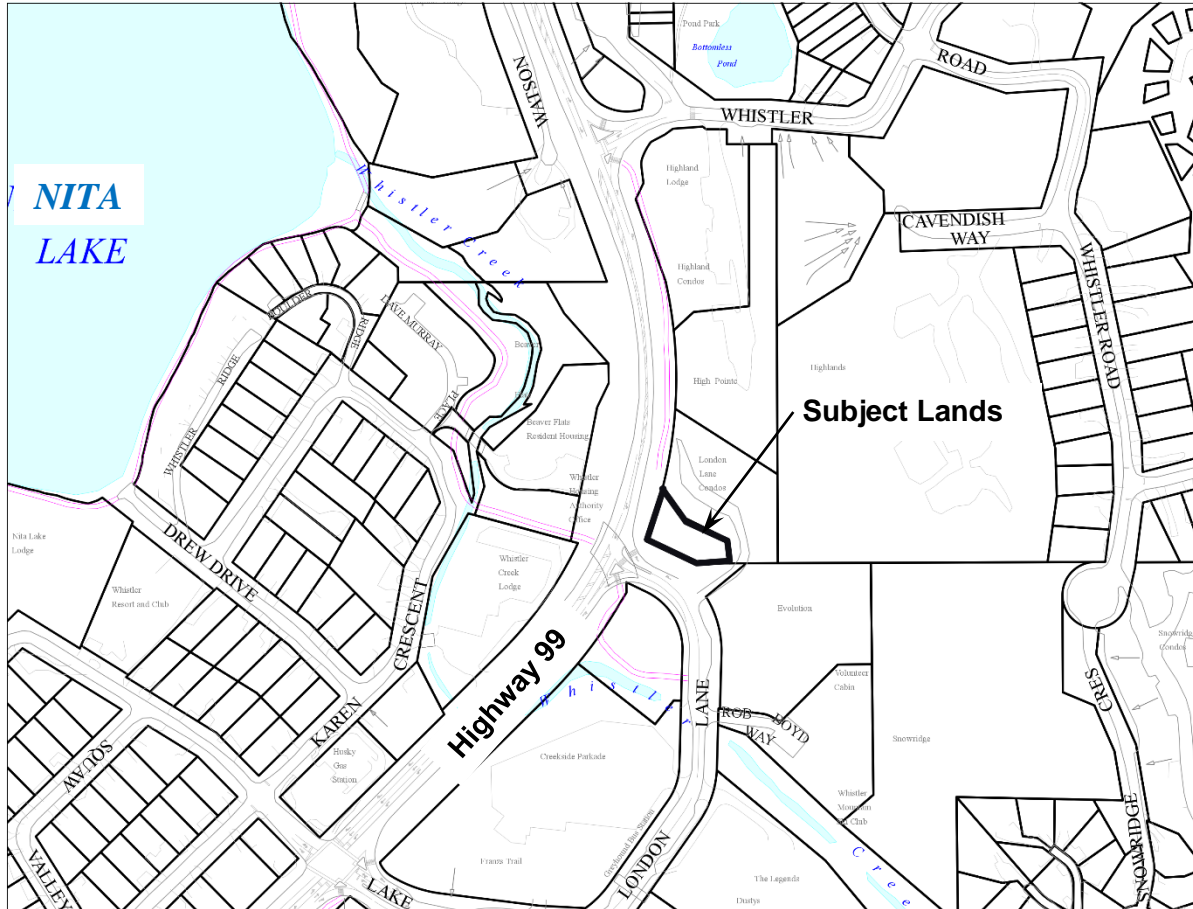
Nancy Wilhelm-Morden,
Mayor

Laurie-Anne Schimek
Acting Corporate Officer

I HEREBY CERTIFY that this is a true
copy of "Zoning Amendment Bylaw (CL5
Zone – Commercial Local Five) No.
2063, 2014"

Laurie-Anne Schimek
Acting Corporate Officer

SCHEDULE 1
2010 London Lane to be zoned CL5 (Commercial Local One)



SCHEDULE 2

CL5 Zone (Commercial Local Five) (Bylaw No. 2063, 2014)

Intent

The intent of this zone is to provide for commercial uses on a small site adjacent to a residential area.

- 13 In the CL5 Zone:

Permitted Uses

- 13.1 The following uses are permitted, and all other uses are prohibited:

- (a) auxiliary buildings and auxiliary uses including vehicle parking;
- (b) auxiliary residential dwelling unit;
- (c) laundromat and dry cleaning establishment;
- (d) personal services;
- (e) restaurant;
- (f) retail; and
- (g) sporting goods rental and repair, excluding the rental or repair of watercraft including kayaks, canoes and paddleboards.

Density

- 13.2 The maximum permitted floor space ratio is 0.25.

Height

- 13.3 The maximum permitted height of a building is 5 metres.

Site Area and Frontage

- 13.4 The minimum permitted parcel area is 1,350 square metres. The minimum permitted parcel frontage is 25 metres.

Site Coverage

- 13.5 No regulations.

Setbacks

13.6.1 The minimum permitted front setback is 7.6 metres.

13.6.2 The minimum permitted side setback is 3.5 metres.

13.6.3 The minimum permitted rear setback is 3 metres.

Off-Street Parking and Loading

13.7 Off-street parking and loading spaces shall be provided and maintained in accordance with the regulations contained in Section 6 of this Bylaw.

Other Regulations

13.8.1 The maximum permitted gross floor area for restaurant use is 90 square metres.

13.8.2 One auxiliary residential dwelling unit is permitted per commercial building.

13.8.3 The maximum permitted gross floor area of an auxiliary residential dwelling unit is 50 square metres and no portion of the first storey of a building, except for the entrance to the residential portion, is to be used for residential purposes.

13.8.4 An auxiliary residential dwelling unit shall contain a maximum of 2 bedrooms.

13.8.5 The placing of more than one principal building on a parcel is not permitted.

13.8.6 Outdoor storage and display of merchandise is not permitted visible from Highway 99.

RESORT MUNICIPALITY OF WHISTLER

“FIVE-YEAR FINANCIAL PLAN 2014-2018 AMENDMENT BYLAW NO. 2068, 2014”

TO AMEND “FIVE-YEAR FINANCIAL PLAN 2014 - 2018 BYLAW NO. 2050, 2014”

WHEREAS the Council must have a financial plan pursuant to Section 165 of the *Community Charter*;

AND WHEREAS the Council deems it necessary and appropriate to amend the five-year financial plan for the years 2014 to 2018;

NOW THEREFORE, the Municipal Council of the Resort Municipality of Whistler ENACTS AS FOLLOWS:

1. This Bylaw may be cited for all purposes as the “Five-Year Financial Plan 2014-2018, Amendment Bylaw No. 2068, 2014”.
2. That Council adopt the Five-Year Financial Plan for the years 2014 – 2018 inclusive, for each year of the plan, as set out in Schedules A and B attached hereto and forming a part of this Bylaw as follows:

Schedule A – Consolidated Operating Summary

Schedule B – Consolidated Capital Summary

GIVEN FIRST, SECOND, and THIRD READINGS this 21st day of October, 2014.

ADOPTED by Council this ____ day of _____, ____.

Nancy Wilhelm-Morden
Mayor

Shannon Story
Corporate Officer

I HEREBY CERTIFY that this is a true copy
of “Five-Year Financial Plan 2014 – 2018,
Amendment Bylaw No. 2068, 2014”.

Shannon Story
Corporate Officer

**RESORT MUNICIPALITY OF WHISTLER
FIVE-YEAR FINANCIAL PLAN 2014 - 2018**

**BYLAW 2068, 2014
SCHEDULE A**

	2014	2015	2016	2017	2018
REVENUE					
General Fund					
Property Taxes	34,126,213	34,825,800	35,574,555	36,232,684	36,975,454
Other Property Tax	1,121,573	1,123,026	1,124,588	1,125,928	1,125,928
Government Grants	790,544	790,544	790,544	790,544	790,544
Fees and Charges	9,516,221	9,601,637	9,830,053	10,022,008	10,129,179
Investment Income	1,456,061	1,379,712	1,502,670	1,563,196	1,692,056
RMI Grant	9,373,190	7,530,255	7,605,558	7,681,613	7,758,429
2% MRDT	3,765,128	3,802,779	3,840,807	3,879,215	3,918,007
Works and Service Charges	224,283	224,283	224,283	224,283	224,283
Water Fund					
Parcel Taxes	3,727,264	3,754,199	3,779,448	3,808,647	3,834,639
Fees and Charges	2,702,130	2,720,771	2,738,184	2,748,121	2,765,979
Works and Service Charges	21,288	21,288	21,288	21,288	21,288
Sewer Fund					
Parcel Taxes	3,885,005	3,920,076	3,957,340	3,997,608	4,038,306
Fees and Charges	3,467,924	3,499,761	3,533,623	3,570,262	3,607,284
Works and Service Charges	32,863	32,863	32,863	32,863	32,863
Solid Waste Fund					
Parcel Taxes	-	-	-	-	-
Fees and Charges	4,020,482	4,073,935	4,098,412	4,101,372	4,104,332
	78,230,167	77,300,928	78,654,214	79,799,631	81,018,569
EXPENDITURE					
General Fund					
Payroll and Goods & Services	43,978,947	44,497,690	45,263,339	46,135,099	46,912,365
Debt Interest & Principal	637,654	710,365	705,971	701,226	696,657
Residents & Partners	3,091,216	3,119,727	3,148,571	3,177,752	3,207,276
Contingency	530,359	537,201	546,226	556,404	565,393
Water Fund					
Payroll and Goods & Services	2,207,522	2,252,479	2,294,441	2,336,754	2,378,497
Debt Interest & Principal	-	-	-	-	-
Sewer Fund					
Payroll and Goods & Services	2,963,034	3,030,083	3,100,483	3,178,597	3,256,543
Debt Interest & Principal	1,403,786	1,403,786	1,403,786	1,403,786	1,403,786
Solid Waste Fund					
Payroll and Goods & Services	3,886,409	3,939,861	3,964,339	3,989,973	3,991,856
Debt Interest & Principal	838,861	838,861	838,861	647,311	510,490
	59,537,787	60,330,052	61,266,016	62,126,903	62,922,861

**RESORT MUNICIPALITY OF WHISTLER
FIVE-YEAR FINANCIAL PLAN 2014 - 2018**

**BYLAW 2068, 2014
SCHEDULE A Cont'd**

	2014	2015	2016	2017	2018
TRANSFERS TO (FROM)					
OTHER FUNDS / RESERVES					
Interest Paid to Reserves	1,441,233	1,383,167	1,387,646	1,469,465	1,569,586
Recreation Works Charges Reserve	118,040	118,040	118,040	118,040	118,040
Transportation Works Charges Reserve	90,480	90,480	90,480	90,480	90,480
Employee Housing Charges Reserve	15,763	15,763	15,763	15,763	15,763
RMI Reserve	4,249,538	2,431,603	2,506,906	2,582,961	2,659,777
2% MRDT Reserve	582,009	591,150	600,334	609,560	618,829
General Capital Reserve	5,065,617	4,980,617	4,950,617	4,916,656	4,907,776
Parking Reserve	-	-	-	-	-
Parkland and ESA Reserve	-	-	-	-	-
Vehicle Replacement Reserve	411,173	667,791	1,090,000	1,089,989	1,199,170
Library	-	-	-	-	-
General Operating Surplus (Deficit)	(0)	0	0	(0)	0
General Operating Reserve	778,842	753,223	689,068	846,057	981,845
Water Works Charges Reserve	21,288	21,288	21,288	21,288	21,288
Water Capital Reserve	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Water Operating Reserve	957,734	957,902	958,183	954,582	956,273
Water Operating Surplus (Deficit)	-	0	0	(0)	(0)
Sewer Works Charges Reserve	32,863	32,863	32,863	32,863	32,863
Sewer Capital Reserve	1,900,262	1,900,262	1,900,262	1,900,262	1,900,262
Sewer Operating Reserve	377,541	376,728	376,751	374,762	373,757
Sewer Operating Surplus (Deficit)	(0)	0	(0)	0	0
Solid Waste Capital Reserve	150,000	150,000	150,000	150,000	150,000
Solid Waste Operating Reserve	-	-	-	-	-
Solid Waste Surplus (Deficit)	(0)	0	(0)	0	0
	18,692,380	16,970,876	17,388,198	17,672,728	18,095,708
REVENUE LESS EXPENDITURE AND TRANSFERS	0	0	0	0	0

**RESORT MUNICIPALITY OF WHISTLER
FIVE-YEAR FINANCIAL PLAN 2014 - 2018**

**BYLAW 2068, 2014
SCHEDULE B**

	2014	2015	2016	2017	2018
REVENUE					
General Fund					
Government Grants	621,159	70,820	52,820	52,820	52,820
Contribution from Developers	15,000	-	-	-	-
Equipment disposal proceeds	34,500	163,830	140,000	142,929	146,638
Debt Proceeds	1,769,500	-	-	-	-
Other Contributions	113,654	62,388	13,114	2,336	3,114
Water Fund					
Government Grants	178,000	-	-	-	-
Sewer Fund					
Government Grants	305,088	843,912	-	-	-
Solid Waste Fund					
Government Grants	-	-	-	-	-
	3,036,901	1,140,950	205,934	198,085	202,572
EXPENDITURE					
General Fund					
Non-capital Expenditure	3,764,941	650,000	505,000	470,000	470,000
Infrastructure Maintenance	3,230,750	2,084,380	1,102,250	4,594,600	1,273,280
Capital Expenditure	11,577,507	8,300,703	4,266,183	6,216,126	6,065,843
Water Fund					
Non-capital Expenditure	297,404	601,500	509,500	306,500	299,500
Infrastructure Maintenance	650,000	511,000	662,000	463,000	574,000
Capital Expenditure	1,120,000	7,866,800	3,655,467	698,000	198,000
Sewer Fund					
Non-capital Expenditure	342,500	11,300	17,800	261,400	268,100
Infrastructure Maintenance	200,000	200,000	200,000	200,000	200,000
Capital Expenditure	752,500	2,132,000	336,666	765,000	270,000
Solid Waste Fund					
Non-capital Expenditure	20,000	-	-	-	-
Infrastructure Maintenance	400,000	150,000	150,000	150,000	150,000
Capital Expenditure	385,000	-	700,000	-	700,000
All Funds					
Depreciation	9,794,504	10,066,204	10,432,194	10,611,360	10,764,943
	32,535,106	32,573,887	22,537,060	24,735,986	21,233,666

**RESORT MUNICIPALITY OF WHISTLER
FIVE-YEAR FINANCIAL PLAN 2014 - 2018**

**BYLAW 2068, 2014
SCHEDULE B Cont'd**

	2014	2015	2016	2017	2017
TRANSFERS (TO) FROM OTHER FUNDS (RESERVES)					
RMI Reserve	6,852,887	4,728,800	2,520,000	2,575,000	2,700,000
2% MRDT Reserve	1,034,301	786,000	730,300	863,900	849,800
General Capital Reserve	3,349,701	1,422,364	1,212,051	1,825,684	1,310,684
Recreation Works Charges	(386,959)	36,000	36,000	22,500	24,000
Parking Reserve	(218,076)	-	-	-	-
Parkland Reserve	-	-	-	-	-
Vehicle Replacement Reserve	1,424,203	1,940,709	347,752	1,753,533	1,754,642
Library Reserve	73,952	43,612	56,886	42,664	56,886
General Operating Reserve	2,035,750	1,219,410	547,885	1,449,060	590,900
WVLC Surplus	-	-	-	-	-
Transportation Works Charges	1,853,625	561,150	216,625	2,550,300	319,640
Water Capital Reserve	1,575,000	8,182,800	4,122,467	966,000	577,000
Water Operating Reserve	314,404	796,500	704,500	501,500	494,500
Water Works and Service Charges	-	-	-	-	-
Sewer Capital Reserve	772,412	1,488,088	536,666	965,000	470,000
Sewer Operating Reserve	217,500	11,300	17,800	261,400	268,100
Sewer Works and Service Charges	-	-	-	-	-
Solid Waste Capital Reserve	785,000	150,000	850,000	150,000	850,000
Solid Waste Operating Reserve	20,000	-	-	-	-
	19,703,701	21,366,733	11,898,931	13,926,541	10,266,151
ADD BACK NON CASH ITEMS					
Depreciation	9,794,504	10,066,204	10,432,194	10,611,360	10,764,943
REVENUE AND TRANSFERS LESS EXPENDITURE	0	0	0	0	0

From: Gary Pringle/Alison Hunter [<mailto:gphunt@telus.net>]

Sent: Tuesday, October 28, 2014 6:31 PM

To: Mayor's Office

Subject: Songs of war and Peace

Dear Mayor and Council,

I am writing to encourage you to attend our upcoming concert - Songs of War & Peace - on Monday, November 10th at 7:30 pm at Millennium Place. This concert is being presented by Whistler's community choirs; the Whistler Singers and the Whistler Children's Chorus along with members of the Whistler Community Band. From songs that soldiers sang in both World Wars to the recently commissioned piece by Bryan Adams to commemorate the 100 year anniversary of the Princess Patricia Canadian Light Infantry to songs of peace, this evening will remind all of the responsibility of every person in promoting peace as well as honouring those who have died. Tickets are available at Millennium Place and there will be a donation jar for the Canadian Hero Fund. Please do join us for an evening of celebration and remembrance.

Thank-you for your attention.

Sincerely,

Alison Hunter
Music Director
Whistler Children's Chorus
Whistler Singers
604.932.2979
8506 Buckhorn Drive
Whistler V0N 1B8
whistlersingers@gmail.com / whistlerchorus@gmail.com

Whistler Singers & Whistler Children's Chorus
present

Songs of War & Peace

November 10th
7:30 pm





Union of BC Municipalities
Suite 60 10551 Shellbridge Way
Richmond, BC, Canada V6X 2W9

Phone: 604.270.8226
Email: ubcm@ubcm.ca

October 17, 2014

Mayor Nancy Wilhelm-Morden
Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, B.C. V0N 1B4

Dear Mayor Wilhelm-Morden and Council:

I am writing on behalf of the UBCM Executive to thank the Resort Municipality of Whistler for acting as the Host Community for our 2014 Convention. We are presently completing a formal evaluation of the Convention, but early indications point to a high level of satisfaction from our membership.

In particular, we would like to thank you for being such excellent hosts of the Welcome Reception – the organization and hands-on effort of your team made for a seamless event. We sincerely appreciate you taking the time to bring greetings from Whistler at the Opening Ceremony and for your consistent presence throughout the week at several convention sessions and events.

Once again, thank you for helping to make the 2014 UBCM Convention a success. We look forward to working with you in the future.

Yours truly,

A handwritten signature in black ink, reading "Sav Dhaliwal". The signature is written in a cursive, flowing style.

Councillor Sav Dhaliwal
President

From: Minister, CSCD CSCD:EX <CSCD.minister@gov.bc.ca>
Sent: Thursday, October 23, 2014 3:04 PM
To: info
Subject: Update to provincial commitments made at Convention

Ref: 156664

Her Worship Mayor Nancy Wilhelm-Morden
and Members of Council
Resort Municipality of Whistler
4325 Blackcomb Way
Whistler, BC V0N 1B4

Dear Mayor Wilhelm-Morden and Councillors:

I am writing to extend my appreciation to all local governments who participated in the 2014 UBCM Convention in Whistler, BC, and to provide you with an update on some of the significant initiatives to which the Province of British Columbia committed during the convention.

First and foremost, I was pleased to announce that based upon what we heard from communities around the province, the Province intended to expedite the launch of the Small Communities Fund as part of the New Building Canada Plan. Under this fund, more than \$327 million cost-shared between the federal, provincial and local governments will be invested in supporting critical infrastructure of communities with populations under 100,000 over the next 10 years.

I committed that the fund would be launched and open for applications by the end of October. I am pleased to inform you that on October 16, 2014, the program guide was launched on the Province's website (www.gov.bc.ca/SmallCommunitiesFund) and that as of October 22, 2014, the formal applications are now available for eligible applicants. Applicants will have until February 18, 2015, to submit their applications. This will represent the first of at least two intakes we are envisioning under this program. As I highlighted in my speech at the convention, my Ministry is asking local governments to place a high priority on addressing critical infrastructure issues in areas such as drinking water, wastewater and solid waste management – particularly those projects associated with achieving provincial or federal regulations or standards.

I also confirmed that the Province would establish a new asset management planning grant fund that would be available to support local governments. Administered by UBCM, this fund is targeted at the development and enhancement of asset management practices that support cost-effective planning for their public infrastructure, including water systems and local roads, to be ready to make the most of economic opportunities that lie ahead for British Columbia. Leading-edge asset management will help local governments move toward more sustainable service delivery models, ensuring that local taxpayers get value for their infrastructure investments. It also represents a fundamental element of the assessment criteria that will be applied in review of projects under both the New Building Canada Fund and the Gas Tax Agreement. I will have more to say in the near future on how local governments can access these new supports.

I also announced that the Province would seek approval of the Legislative Assembly to appoint a Special Committee this fall to make recommendations to inform the establishment of expense limits for the 2018 local government elections. On October 9, 2014, a motion was introduced in the House to establish this Committee. The Committee will

make recommendations for principles regarding the relationship between expense limits for candidate and elector organizations, and for third party advertising, by November 27, 2014.

In addition, the Committee will make recommendations on the actual expense limit amounts by June 12, 2015. In carrying out its work, the Committee will be guided by the Province's decision to adopt an expense limits model with a flat amount for jurisdictions with fewer than 10,000 people and a per capita formula for those with more than 10,000. The Committee will no doubt wish to consult with key stakeholders, including with UBCM. I want to acknowledge UBCM's valuable contributions to date, beginning with the Local Government Elections Task Force in 2009/2010.

I also know that the UBCM convention provided members with the opportunity to engage in robust debate about a number of issues associated with public sector compensation levels as well as the need to seek ongoing improvement to the local government finance system. Recent reports such as Ernst and Young's report on public sector compensation stemming from the Province's Core Review process and Taxpayer Accountability Principles and UBCM's own Strong Fiscal Futures underscore the importance of engaging on these issues in a collaborative and constructive way. These issues and the ensuing discussions remind us that we all serve one taxpayer and that we have a shared duty to ensure that we deliver effective, responsive services to citizens.

I believe that these issues can best be managed through a collaborative approach. Going forward, I have asked UBCM to work with me to schedule a series of meetings with UBCM Executive to discuss these issues. In addition, while my duties as Minister and MLA require that I be present in Victoria during the sitting of the Legislature (which sits through to November 27th under the current legislative calendar, and will sit again in the spring), I would also welcome the opportunity to participate in area association proceedings over the coming year.

Through more structure and regular dialogue, I believe our organizations can make significant progress on addressing some of the opportunities raised during the UBCM convention, and also establish a more collaborative and practical working relationship moving into the future.

Once again, I thank all of you who participated in the Convention. Please note that I will be following up shortly with the delegations I met with directly on their specific items of interest. I thank you all for your ongoing dedication to your communities, and look forward to working with you both collectively and individually in the future.

Sincerely,

Coralee Oakes
Minister of Community, Sport and Cultural Development

pc: Ms. Rebecca F. Denlinger, Deputy Minister



October 15, 2014

Dear Mayor and Council:

I am writing to invite you to participate in a meeting with officials from the Ministry of Transportation and Infrastructure over the next few weeks regarding ***B.C. on the Move: A 10-Year Transportation Plan***.

On October 7, 2014, the Honourable Todd Stone, Minister of Transportation and Infrastructure, announced that the Government of B.C. will be developing ***B.C. on the Move: A 10-Year Transportation Plan***. This new plan will build on our transportation successes over the last 10 years by identifying short, medium and longer-term priorities and projects to enhance the transportation network across B.C. British Columbians are being invited to share their ideas for consideration as future improvements to our transportation network are being developed and prioritized. Please see the attached news release regarding the announcement. A Discussion Guide is now available to read online or download at <http://engage.gov.bc.ca/transportationplan/>.

Beginning in mid-October, Ministry of Transportation and Infrastructure officials will be travelling to communities across the province to discuss transportation priorities with First Nations, local governments, transportation authorities and other community and business leaders. Our intention is to meet with all local governments by November 7, 2014.

These meetings are intended to generate informal and constructive discussions about transportation issues of importance to your community and to the region. The input from these discussions will be considered as the 10-year Transportation Plan is developed. To prepare for these discussions, I encourage you to read the Discussion Guide and to identify your top two or three transportation priorities.

This is an opportunity to ensure your priorities get heard and understood by Ministry officials. If you would be interested in attending, please provide the name of your representative to Lisa Santos at transportationplan@gov.bc.ca or by telephone at **1-844-855-4850**. We will be in touch very shortly to discuss details of the meeting location, date and time. Please note that there will be no reimbursement for any travel expenses incurred for this meeting.

The input received during these meetings will be key to shaping discussions as we prioritize transportation issues across the province as part of ***B.C. on the Move***, government's 10-year transportation plan, and we look forward to hearing about what is important to your community.

Sincerely,

Kirsten Pedersen
Executive Project Director
B.C. on the Move
Ministry of Transportation and Infrastructure

NEWS RELEASE

For Immediate Release
2014TRAN0079-001483
October 7, 2014

Ministry of Transportation and Infrastructure

Province to seek input on transportation priorities

VICTORIA – The Government of B.C. is developing “B.C. on the Move”, its new 10-year provincial transportation plan, and invites British Columbians to share their ideas as it prioritizes future improvements in our transportation network.

For some, a priority may be improvements to rural roads for safer travel between communities. Others may favour expanded cycling networks in their area or improvements to a regional airport. This is an opportunity for all British Columbians to join in the conversation and let government know about their most pressing transportation needs.

A Discussion Guide is now available to read online or download at <http://engage.gov.bc.ca/transportationplan>. It includes an overview of B.C.’s transportation network, an outline of accomplishments and highlights of strategies moving forward.

More information will be available online when public engagement opens on Tuesday, Oct. 14, 2014. The public can submit feedback online from Oct. 14 through to Dec. 12, 2014, at 4 p.m.

The input gathered from this provincewide engagement will be considered along with technical information and input from key stakeholders. These stakeholder meetings started in early September, as Parliamentary Secretary Jordan Sturdy met with over 70 groups on Vancouver Island, including local governments and First Nations, to hear first-hand the transportation needs of Island communities.

“B.C. on the Move”, the new 10-year transportation plan, will be ready in the new year and will set out a series of short, medium and longer-term priorities for government.

These priorities will focus on growing the economy, moving goods and people safely and reliably, connecting and strengthening communities, and maximizing collaboration and investment with partners including First Nations, the federal government, local governments, and the private sector.

B.C.’s most recent transportation plan, “Opening Up B.C.”, was developed in 2003. The primary goals of that plan have been accomplished. Since 2001, over \$16 billion in transportation infrastructure has been invested to improve the quality of life for B.C. families and strengthen the provincial economy.

Quotes:

Transportation and Infrastructure Minister Todd Stone –

“I look forward to hearing from British Columbians as we develop our new 10-year

transportation plan. Through this engagement and our meetings with key stakeholders, we can build a new transportation plan that will benefit our province well into the future; one that reflects the transportation priorities of the people of B.C.”

Learn More:

To read the Discussion Guide, visit <http://engage.gov.bc.ca/transportationplan>

Media Contact:

Government Communications and Public
Engagement
Ministry of Transportation and Infrastructure
250 356-8241

Connect with the Province of B.C. at: www.gov.bc.ca/connect