
Emergency Management Plan

District of Sooke

2025-2027



Prepared by the
The Corporation of the District of Sooke
British Columbia, Canada
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The following positions and organizations receive a copy of the Plan every time it is amended.

Agency	Position	Print / Electronic	Distribution Date
EMCR Regional Office	EMCR Regional Manager	E	

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Emergency Management Plan for the District of Sooke

1. Emergency Program Overview

1.1 Plan Purpose

The Sooke Emergency Program encompasses the organization, plans, and procedures established within the District to prepare for, respond to, and recover from major emergencies and disasters. The Emergency Management Plan provides a framework for an active, cooperative, and permanent endeavour to address risks from major emergencies by coordinating action by community members, municipal staff, commercial utilities, and the provincial government.

This Emergency Management Plan outlines the mission, objectives, and strategies for the District of Sooke over a three-year period from 2025 to 2027. This all-hazard plan lists the hazards the plan intends to address, establishes the overall authority for conducting emergency management activities, and assigns roles and responsibilities for emergency planning and operations. It also provides an overview of Sooke's emergency response and recovery organization.

1.2 Legal Context for Planning

The Sooke Emergency Program reflects the requirements of the BC *Emergency and Management Act* (EDMA) of 2023, which identifies Sooke Council as a “local authority” responsible for emergency management.

Section 52 of the Act requires Council to prepare an emergency management plan addressing each of the following phases: 1) Mitigation, 2) Preparedness, 3) Response, and 4) Recovery. The act also requires Council to assess risks to the community, prepare business continuity plans for critical infrastructure, and work with local Indigenous communities.

Under the Act, Council may delegate their emergency management functions to others, such as an emergency planning committee, except the powers to declare a state of local emergency or local recovery period.

The Sooke Emergency Management Plan collaborates with the Official Community Plan and other community planning processes to incorporate more fulsome community risk management. It shares influence with such issues as

climate change, food security, public health, hazard mitigation, community resilience and other municipal initiatives.

1.3 Emergency Program Structure

In 2003, Sooke Council adopted bylaw No. 137 to continue the Sooke Emergency Program and charged the Emergency Executive Committee and an Emergency Planning Committee with responsibility for strategic direction and general oversight of the emergency planning function.

Under EDMA Section 19 and current regulations, Council may designate members of the Sooke emergency management organization to act on behalf of the local authority. The current designations are:

Emergency Management Role	Position
Executive Committee	• Mayor • Chief Administrative Officer • Emergency Program Coordinator
Emergency Planning Committee	• Emergency Program Manager • Fire Chief • Manager of Wastewater Services • Director of Planning and Development • Manager of Communications and Community Relations
Emergency Program Coordinator	• Emergency Program Manager
Exercise Powers under a State of Local Emergency	• Emergency Operations Centre Director
Exercise Powers under a Local Recovery Period	• Recovery Operations Centre Director

The Sooke Emergency Program assists Council in continually adapting the emergency program to best meet public safety expectations and legal requirements. Bylaw 137 sets out and authorizes the following:

- The **Emergency Executive Committee** sets policies for emergency management and provides direction to the **Emergency Program Coordinator**. It offers oversight, leadership, and coordination across all phases of emergency management. Additionally, the committee makes recommendations to Council on all emergency management matters within its jurisdiction.
- The **Emergency Planning Committee** oversees all emergency management activities within the District, ensuring they align with the public interest. The committee is responsible for ensuring the

municipality has the necessary capabilities to meet each of the eight program objectives (see Section 3.2). This includes securing adequate personnel, staff time, information, and financial resources to achieve annual objectives. The committee regularly assesses these capabilities and estimates the financial resources required to sustain the program each year.

Additionally, the committee ensures that appropriate actions are taken. Members define the scope of tasks, assign responsibilities to designated individuals, allocate funding and other necessary support, establish realistic timelines, and monitor progress to ensure successful completion.

- The **Emergency Program Coordinator** is responsible for the development and implementation of the Emergency Program as represented by the Emergency Management Plan. The Emergency Program Coordinator ensures an annual review of the Emergency Management Plan and updates when required. The Plan allows minor amendments to be made without Council approval.

Sooke's external partners in emergency management include the following:

- BC Dam Safety Branch
- BC Hydro and Power Authority
- Capital Regional District, Protective Services, Integrated Water Services
- Juan de Fuca Electoral Area, Emergency Program
- Local Government Emergency Program Advisory Commission (LGEPAC)
- RCMP Sooke Detachment
- Regional Emergency Management Partnership (REMP)
- School District 62
- SEAPARC Recreation Centre
- Sooke Emergency Support Services (ESS)
- T'Sou-ke Nation
- Scia-new First Nation
- Ministry of Housing and Municipal Affairs
- Ministry of Emergency Management and Climate Readiness
- Ministry of Transportation and Transit
- Ministry of Health
- British Columbia Wildfire Service
- Royal Canadian Marine Search and Rescue
- West Coast Marine Response Corporation

Program Financing

Council authorizes and sanctions the Sooke Emergency Program through annual budget approvals. The Emergency Program Coordinator is authorized to commit funds to the budget limit through standard procurement procedures.

The Program seeks financial assistance in assessing risks, mitigating hazards, and enhancing preparedness through available sources, such as the Community Emergency Preparedness Fund (CEPF) coordinated by the Union of BC Municipalities.

Response to emergencies and recovery from disasters may require substantial short-term expenditures that fall outside of regular budgeting and procurement practices.

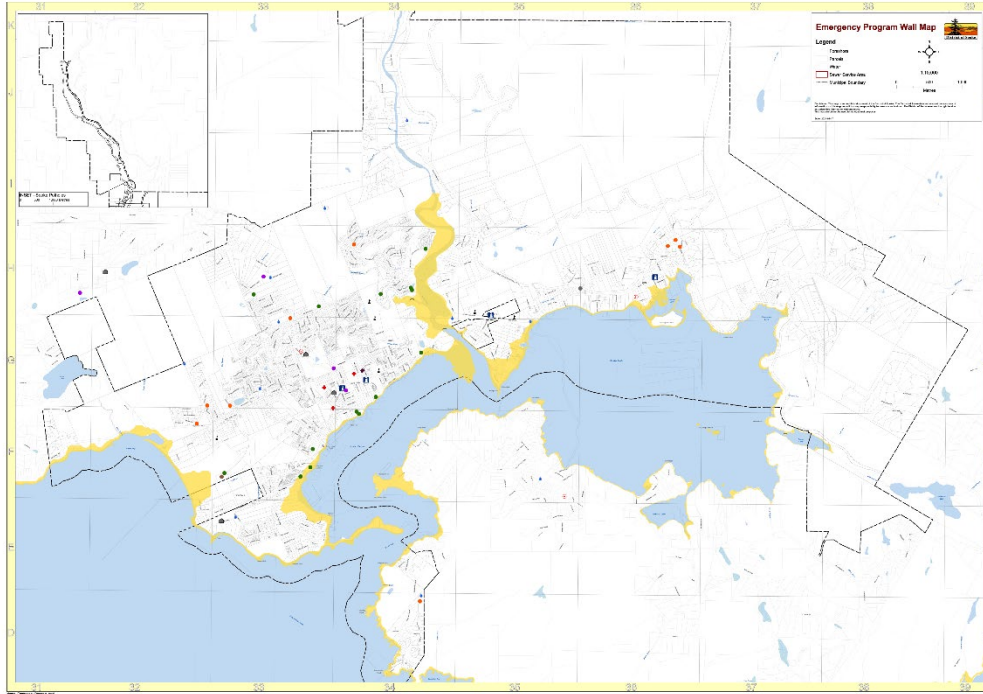
When activated, the Emergency Operations Centre (EOC) Director, the Recovery Operations Centre (ROC) Director, and other specified functions have the authority to commit municipal funds to allocated spending limits in an emergency. Costs beyond these limits will be considered and approved by Council. The EOC and ROC Finance Section Chiefs are responsible for documenting and tracking relevant costs, following procedures set out in the Emergency Response Plan. Some expenses may be eligible for reimbursement from the Province following the submittal of appropriate claims. Contact the Vancouver Island Coastal Provincial Regional Emergency Operations Centre (PREOC) to discuss potential expenditures ahead of EAF submission.

Following a disaster, the provincial government may declare the event eligible for Disaster Financial Assistance (DFA). Once declared, the DFA program may compensate the District of Sooke for eligible costs to repair damaged infrastructure.

1.4 Scope of the Program

The geographic area of the emergency program includes the entirety of the District of Sooke, including all lands, facilities, and infrastructure. For planning purposes, the scope of the program includes businesses, institutions, and federal and provincial lands located within District boundaries. Figure 1 illustrates the jurisdiction of the District of Sooke.

Figure 1. Map of the District of Sooke



The Sooke Emergency Program connects with neighbouring local authorities and First Nations to align emergency programs and plans. These jurisdictions include:

- Juan de Fuca Electoral Area
- District of Metchosin
- T'Sou-ke Nation

Figure 2 summarizes the scope of the Emergency Program.

Figure 2. Scope of the Sooke Emergency Program

Feature	Included in Scope
Geographic	• Municipal boundaries • Provincial lands and infrastructure • Federal lands and infrastructure
Hazard Types	• All hazards
Severity Levels	• All emergency levels
Elements	• Risk Assessment • Mitigation • Preparedness • Emergency Response • Business Continuity • Disaster Recovery
Response Support Levels	• Site response • Site support

Hazard Types – Emergency planning addresses all types of events that might adversely affect the municipal population and structures on a large scale. The approach to response and recovery under the program is consistent for each hazard, specifically by activating an Emergency Operations Centre and/or Recovery Operations Centre, as needed.

The Plan addresses a wide range of emergencies and disasters, such as the following examples:

- Atmospheric hazards
- Earthquake
- Flooding
- Hazardous material release
- Human disease
- Major urban fire
- Mass casualty incident
- Social disturbance
- Storm surge
- Terrorism
- Tsunami
- Utility failure
- Wildland / urban interface fire

Severity Levels – The Sooke Emergency Program acknowledges all incidents of potential severity, defined by the three levels of emergency listed in the BC Emergency Management System (BCEMS). These levels range from daily site response activities where there is no need for site support to major incidents of large magnitude or long duration that may have many response sites or involve multiple government agencies.

Response Support Levels – The scope of this Emergency Program concerns the “site response” and “site support” levels of BCEMS. First responder organizations, such as Sooke Fire Rescue, RCMP, and Engineering are expected to implement response operations using the Incident Command System (ICS) in emergencies.

Out of Scope – Emergency incidents that arise outside of the jurisdiction of the District of Sooke. Routine or day-to-day response by Fire Rescue, RCMP, or Engineering incidents.

Several existing District documents complement and form part of the Sooke Emergency Management Plan, including:

- Community and Infrastructure Risk Assessment (aka Climate Adaptation and Natural Hazard Risk Assessment) (under development)
- Climate Action Plan
- Community Wildfire Resiliency Plan 2023

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- CRD Dam Emergency Plan
 - CRD Tsunami Inundation Mapping
 - Department Emergency Plans (comms)
 - District Financial Plan 2024-2028
 - District of Sooke Risk Matrix 2013
 - Emergency Response & Business Continuity Plan 2013
 - Emergency Support Services Plan
 - Evacuation Plan 2020
 - Fire Master Plan 2022
 - Hazard-Specific Plans
 - Official Community Plan

2. Guiding Principles

In undertaking responsibility for emergency management services within Sooke boundaries, the Emergency Planning Committee has adopted the basic principles summarized below.

Collaboration – Emergency management is a shared responsibility. No single person or agency can manage all aspects alone. We work together as a team—coordinating across municipal departments, community partners, and emergency responders—to strengthen preparedness, response and resilience efforts.

Comprehensive Approach – We take an all-hazard, all-community approach to emergency management, recognizing that preparedness and response efforts must address a wide range of risks. Our work is guided by BC legislation and follows the BC Emergency Management System (BCEMS), ensuring alignment with best practices at the provincial level. Whether through mitigation, preparedness, response, or recovery, we are committed to a well-rounded strategy that prioritizes the safety and resilience of our community.

Public Involvement – A fundamental principle of the Emergency Program is that residents must take an active role in their own preparedness and protection. Through public education and awareness initiatives, the District engages residents in understanding local hazards, mitigating risks on their properties, and preparing for response and recovery. An informed and prepared community strengthens overall emergency resilience.

Regional Partnerships – Emergency management extends beyond municipal boundaries, requiring strong partnerships with neighbouring jurisdictions and organizations. The Emergency Program actively collaborates with regional partners, including the Capital Regional District, the Juan de Fuca Electoral Area, the District of Metchosin, and T’Sou-ke Nation, to enhance preparedness, response capabilities, and mutual aid agreements. The District values cooperative planning as a key component of effective emergency management.

Resource Stewardship - Emergency preparedness requires sustainable funding and responsible resource management. The District of Sooke invests in our Emergency Program, supporting both municipal operations and the dedicated volunteers who support our emergency program. We also seek additional funding through provincial and federal grants to expand our capacity. As stewards of these resources, we ensure they are allocated equitably, used effectively, and transparently reported to our community.

3. Program Objectives and Strategies

3.1 Vision and Mission of the Emergency Program

The District of Sooke is actively engaged in becoming a “disaster resilient community” -- one that provides for the protection of public safety and health, the environment, critical infrastructure and property, and economic stability. While no community is completely safe from hazards, we can minimize our vulnerability by applying the principles of risk management.

The Sooke Emergency Planning Committee has adopted the following mission statement to guide emergency management efforts within the municipality:

Our mission is to build a resilient community through a collaborative emergency management approach that prioritizes risk reduction, preparedness, and the capacity to respond and recover effectively.

This mission highlights our commitment to proactive emergency management, ensuring that Sooke is well-prepared to handle emergencies and disasters.

Emergency Management is a shared responsibility. Local, regional, and provincial agencies with interconnected emergency functions operate cooperatively under this planning structure while retaining full authority within their respective jurisdictions. Through collaboration, we strengthen our collective ability to protect and support the community before, during, and after emergencies.

3.2 Objectives

In establishing and maintaining the Emergency Management Program, the Emergency Planning Committee adopts the following eight objectives.

Objective 1: Get Organized – Emergency management relies on a strong and coordinated framework that includes committed departments, agencies, and individuals. In this objective, Council seeks a permanent, cooperative organization with a clear sense of purpose and direction. This includes the identification and empowerment of specific emergency positions among municipal staff.

Objective 2: Assess Risks – The process of assessing risks guides the entire program and helps set priorities, suggests protective measures, and ensures the greatest effort is devoted to the greatest need.

Objective 3: Mitigate Risks – Mitigation programs are designed to prevent or reduce the consequences of major emergencies to the community, particularly critical infrastructure. Measures could include land use management, construction projects, public education, and insurance incentives. The Sooke Emergency Program plays a role in drawing attention to potential hazards, lobbying for needed changes, and participating in joint mitigation efforts, where appropriate.

Objective 4: Plan for Emergency Response – In essence, planning for response includes developing and updating written emergency response procedures, establishing fixed and mobile incident command posts, pre-planning emergency operations centres, identifying resources, preparing to issue warnings, and planning for evacuation. Primary measures include the development of emergency plans, mutual aid agreements, and resource inventories.

Objective 5: Plan for Business Continuity – This objective requires planning for temporary efforts to continue essential District internal operations and public services during an emergency. To a large degree, business continuity requires the use of municipal back-up or alternate resources and measures over a short term to overcome obstacles to service delivery. Business continuity may focus on essential District services or critical functions, the ones that would lead to significant impact if impaired.

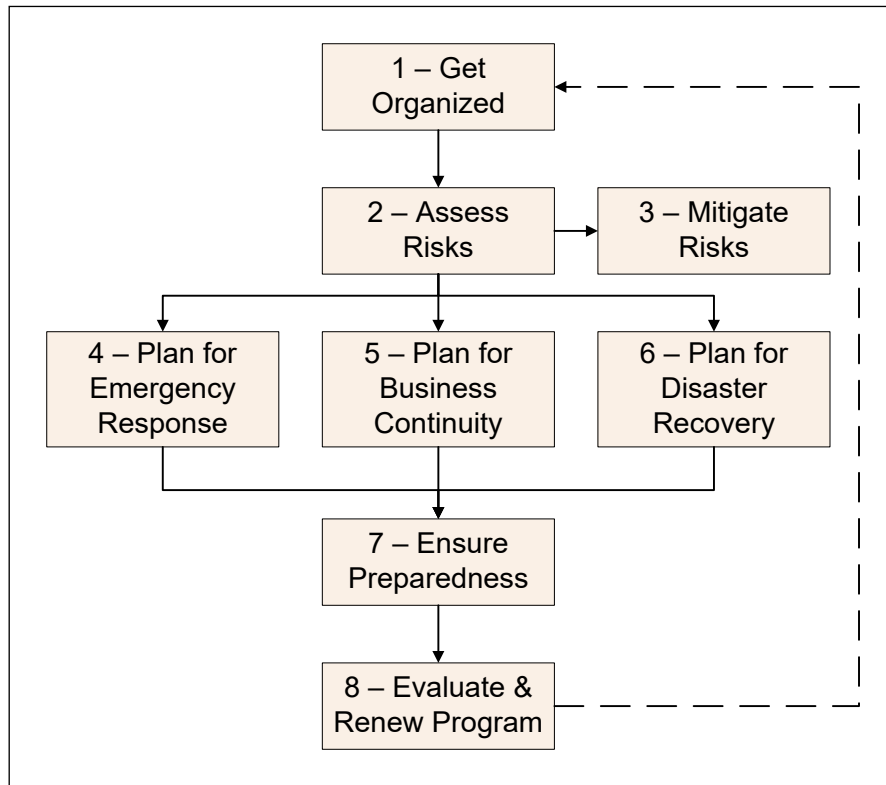
Objective 6: Plan for Disaster Recovery – Disaster recovery addresses the physical restoration and reconstruction of municipal facilities following a disaster, such as repairing or replacing critical infrastructure and services. In addition, recovery involves support for affected persons, including information, food and water, temporary housing, health and safety services, counselling, and financial assistance for those directly affected by a disaster.

Objective 7: Ensure Preparedness – Preparedness actions ensure that individuals and agencies will be ready to react effectively in an adverse situation. Primary measures include setting up response facilities, gathering equipment required to provide site support, training individuals and organizations, exercising site response and EOC group members, and preparing for the coordination of recovery activities.

Objective 8: Evaluate and Renew the Program – Objective 8 calls for a periodic review of the Sooke Emergency Program by measuring the performance of selected actions and the achievement of desired results. Such evaluation may include an annual review with a more comprehensive evaluation every three years.

Figure 3 summarizes these eight objectives of the emergency program and their relative sequence of consideration.

Figure 1. Emergency Management Objectives Flowchart



In general, the objectives of the Emergency Program flow from organization and empowerment, through an understanding of risks, to specific actions that reduce the likelihood and consequences of emergencies or disasters. The objectives guide the practical measures needed to respond to emergencies, to continue District services following an interruption, and to recover from damaging events.

The Sooke Emergency Program may focus on a single objective at any time, although there is a logical order to these steps. It makes sense, for example, to understand community risks (Objective 2) before designing mitigation measures (Objective 3) or planning for emergency response (Objective 4).

Figure 3 indicates this process is never-ending. There will always be a need to revisit each objective, to re-evaluate progress, and to improve services offered through the Emergency Program. Each objective is re-examined at least annually.

3.3 Strategies

The Sooke Emergency Planning Committee has adopted a number of strategies for each objective in the coming three years, as summarized in Figure 4 below.

Figure 2. Emergency Management Strategies, 2025-2027

Objective 1 – Get Organized 1-1 Develop Emergency Management Working Group 1-2 Update Emergency Management Bylaw 1-3 Work with Volunteer Groups 1-4 Engage Indigenous / External Agencies 1-5 Confirm Funding / Resources 1-6 Participate Regionally 1-7 Engage Department Managers and Council 1-8 Anticipate Contract Management	Objective 2 – Assess Risks 2-1 Prepare Community Risk Assessment 2-2 Inform Council, Staff, and Public
Objective 3 – Mitigate Risks 3-1 Document Mitigation Planning Process 3-2 Address Wildfire Risks 3-3 Address Flood Risks 3-4 Select Earthquake Retrofits 3-5 Extreme Weather Mitigation	Objective 4 – Plan for Response 4-1 Update Emergency Response Plan 4-2 Enhance Public Notification System 4-3 Collaborate with EM Partners
Objective 5 – Plan for Business Continuity 5-1 Prepare Business Continuity Plan 5-2 Identify Alternate Resources 5-3 Update Business Continuity Plan 5-4 Work with Local Businesses on BCPs	Objective 6 – Plan for Disaster Recovery 6-1 Recovery Planning 6-2 Inform Community about Recovery Plan 6-3 Engage Council
Objective 7 – Ensure Preparedness 7-1 Educate and Empower 7-2 Equip EOC and Alternate 7-3 Train Site and EOC Responders 7-4 Inform the Public about Preparedness	Objective 8 – Evaluate & Renew Program 8-1 Keep Records 8-2 Prepare Annual EM Report 8-3 Set Priorities for Each Year 8-4 Set Budgets and Resource Requests 8-5 Update Emergency Management Plan

4. Action Plans

With implementation and cost-effectiveness in mind, the Emergency Planning Committee has approved a series of action plans for the coming three years. This section lists the action plans that correspond to strategies listed in Figure 4 above and summarizes specific tasks to clarify the intent of the effort. Where appropriate, this section outlines the scope of the action and any limitations to consider in issuing assignments.

The Emergency Program Coordinator is expected to undertake or coordinate action plans on behalf of Council. For some actions, the Coordinator will facilitate the work of others, including municipal staff, volunteers, or contractors.

Available grants that align with action items have been included where applicable (not an exhaustive list):

- **CEPF** Community Emergency Preparedness Funding, UBCM, with 9 funding streams, BC
- **CHIF** Canada Housing Infrastructure Fund, Federal. CHIF aims to accelerate the construction and upgrading of housing-enabling drinking water, wastewater, stormwater, and solid-waste infrastructure, directly supporting the creation of new homes and increasing densification.
- **CRI** Community Resiliency Investment, BC. Communities are provided funding and support to complete FireSmart initiatives, including priority fuel management activities, on provincial Crown land and on private land.
- **DRIF** Disaster Resilience and Innovation Funding, EMCR.
- **IER** Indigenous Engagement Requirements Funding, EMCR.

Objective 1 — Get Organized

Because much of emergency preparedness depends on action before a major emergency strikes, a strong and energetic organization is essential in meeting Council's legal requirements. Much depends on the coordinated activities of many individuals before emergencies strike. Establishing a viable organization takes time, forethought, and an appreciation of group dynamics.

In addition to the established Emergency Executive and Planning Committees, Emergency Program Coordinator, and Council support, the District benefits from the ongoing commitment of volunteers in the Sooke community. As noted in other communities, it can be challenging to recruit and keep volunteers, especially among Emergency Support Services personnel.

Section 55 of the 2023 Emergency and Disaster Management Act (EDMA) requires Sooke to consult and cooperate with an Indigenous governing body with traditional territory or area or people that may be affected by a hazard within the jurisdiction. This helps us incorporate Indigenous knowledge in risk assessments and emergency management plans.

Further to Objective 1, the Emergency Planning Committee seeks to maintain the provisions needed to address the day-to-day requirements of the Emergency Program through the following strategies and actions over the coming three years.

Objective 1 – Get Organized				
1-1 Develop Emergency Management Working Group	Year	EPC Days	Expenses	Grant
• Develop TOR for working group including priorities	2025	2.0		
• Schedule meetings	2025	0.25		
1-2 Update Emergency Management Bylaw				
• Review existing bylaw	2025	0.25		
• Draft new bylaw to comply with EDMA and ensure consistent language	2025	2.0		
• Consult other local authorities/EMCR	2025	0.5		
• Review draft bylaw with legal and corporate services	2025	0.5		
• Council readings/adoption	2025	0.5		
1-3 Work with Volunteer Groups				
• Document the need for and opportunities for volunteer engagement	2025	2.0		

Objective 1 – Get Organized				
• Explore options for a paid staff position to manage volunteers	2026	0.5		
• Determine budget needs and options	2025	0.5		
• Seek grant money	2026	2.0		
1-4 Engage Indigenous / External Agencies				
• Identify and document agency partners and roles. Document what engagement is needed and with whom	2025	1.0		
• Consult with identified partners and schedule meetings	2025	2.0		
• Identify joint grants available to support mutual objectives	2026	1.0		
• Document priorities for Indigenous partner needs in consultation with REMP and EMCR	2025	1.0		IER
• Participate in Indigenous Engagement Requirements (IER), prepare reports for EMCR	2025	5.0		IER
1-5 Confirm Funding / Resources for the Emergency Program				
• Identify grants to pursue each year, and document what supports those projects would require	2025	1.0		
• Explore options for grant facilitator or shared grant writer, and confirm an appropriate budget	2025	0.5		
• Confirm program staffing and equipment needs for emergency program, including leadership approval	2025	0.5		
• Prepare annual budget for the coming year	2025	2.0		
• Submit annual budget to Council	2025	1.0		
1-6 Participate Regionally				
• Attend regional meetings (LGEPAC, RECAC, REMP)	2025	10.0		
• Attend local network meetings (Metchosin, CRD, Ts'ouke, JDF)	2025	10.0		
1-7 Engage Department Managers and Council				
• Document program objectives and identify department roles to share emergency program responsibility	2025	2.0		
• Meet with departments to discuss roles and strategies and record meetings	2025	5.0		
• Integrate EM standing agenda item	2025	1.0		
1-8 Anticipate Contract Management				

Objective 1 – Get Organized				
• Consult contract review team on requirements and advice	2025	0.5		
• For each contract, confirm scope and identify municipal staff needs	2025	Variable		
• Schedule staffing resources per contract	2025	Variable		
1-9 Develop EM Records Management Plan				
• Create and organize the EM file structure, review SharePoint	2025	2.0		
• Prepare site map for EM file structure (e.g., how to find EM docs, plans, and EOC files)	2025	0.5		
• Explore options for project management software to organize actions	2025	0.5		
• Disseminate info to necessary parties, and update corresponding binders and bins	2025	0.25		

Objective 2 — Assess Risks

Section 47 of EDMA requires the District of Sooke to prepare and maintain a risk assessment with respect to the hazards and vulnerabilities in the area within the jurisdiction.

Understanding risk depends on a knowledge of the infrastructure, buildings, and economic features that may be affected by a disaster. Some residents are more vulnerable to impacts from emergencies due to their cultural or economic status.

To continue efforts supporting Objective 2, the Committee anticipates the following strategies and actions:

Objective 2 – Assess Risks				
2-1 Prepare Community Risk Assessment	Year	EPC Days	Expenses	Grant
Research, identify and describe core elements of community geography, development, infrastructure, demographics, and economy (CONTRACT)	2025	1.0	\$10,000	CEPF
Identify and map risk areas, including hazardous materials, flooding, seismic, steep slopes (LiDAR), storm surge, tsunami, and wildfire. Obtain and review insurance maps (CONTRACT)	2025	0.25	\$15,000	CEPF-DRR, DRIF
Identify, map and categorize vulnerable infrastructure serving the community, including wastewater, firehall, municipal hall, IT, roads, and bridges (CONTRACT)	2025	0.25	\$60,000	
Identify, map and categorize vulnerable populations, addressing age, income, race, gender, and other qualifiers (CONTRACT)	2025	0.25	\$10,000	
Research businesses, institutions, non-profit organizations, and community groups that contribute significantly to community success (CONTRACT)	2025	0.25	\$10,000	
Identify and describe the major hazards threatening the community, including specific areas and mechanisms of potential impact	2025	0.25	\$5,000	
Prepare a consolidated Community Risk Assessment to incorporate the above findings for the public. CONTRACT	2025	0.5	\$10,000	
2-2 Inform Council, Staff and Public				
Report to senior leadership on outcomes of risk assessment as they are obtained	2026	1.0		
Report to Council	2026	0.5		
Develop FAQ's	2026	1.0		

Objective 2 – Assess Risks				
• Update website on Risk Assessment for the public.	2026	0.5		

Objective 3 — Mitigate Risks

Mitigation includes all attempts before disaster strikes to reduce the likelihood of an event or the severity of consequences. Partnerships are important in mitigation because emergencies may affect many organizations. Successful efforts to mitigate risks benefit many stakeholders and may require the participation of residents, neighbouring communities, businesses, insurers, and the province.

Strategies relating to mitigation for the coming three-year period include the following:

Objective 3 – Mitigate Risks				
3-1 Document Mitigation Planning Process	Year	EPC Days	Expenses	Grant
Document general mitigation policies, responsibilities, procedures, and activities (CONTRACT)	2026	0.5	5,000	
Prepare Sooke Mitigation Plan (CONTRACT)	2026	0.5	5,000	CEPF-DRR
3-2 Address Wildfire Risks				
Meet with FireSmart Coordinator to identify support	2025	1.0		CRI
Implement CWRP actions by priority (FireSmart parks, community spaces/infrastructure)	2026	TBD	TBD	CRI
3-3 Address Flood Risks				
Evaluate risk mitigation actions after Community Risk Assessment	2026	1.0		
Install infrastructure to manage rainfall, snow melt drainage (CONTRACT)	2027	1.0	Paul?	DRIF
Install infrastructure to manage steep slope drainage, refer to OCP (CONTRACT)	2027	0.5	Paul?	DRIF
Direct Planning and Development to establish development permit procedures for hazard areas. (CONTRACT)	2026	0.25	Chris?	DRIF
Develop Community Flood Resiliency Plan (CONTRACT)	2027	TBD	Paul?	DRIF
3-4 Select Earthquake Retrofits				
Engineers to conduct seismic assessment of critical infrastructure (CI) (wastewater, firehall, bridges, IT) (CONTRACT)	2027	2.0	Paul?	DRIF
3-5 Extreme Weather Mitigation				
Identify community resources and municipal facilities that could serve mitigation	2025	2.0		
Meet with local organizations to establish relationships	2025	1.0		

Objective 3 – Mitigate Risks				
Develop Memorandums of Understanding (MOU's) for use of facilities, staff, equipment	2026	2.0		
Prepare and maintain a chart for staffing options	2026	0.5		

Objective 4 — Plan for Emergency Response

With a firm understanding of community risks, the Emergency Planning Committee prepares and evaluates a series of policies, procedures, and support information to aid response at the site of an emergency and in the Emergency Operations Centre (EOC).

To help meet this strategy, The District maintains a single, coordinated *Emergency Response Plan (ERP)*. The plan is available for use and consultation during a major emergency or disaster.

Through consistent effort over the last few years, the District has advanced its emergency response planning, including both incident management at the site level and EOC management at the site support level. To continue response planning, the Committee selected the following next steps to support Objective 4.

Objective 4 – Plan for Emergency Response				
4-1 Update Emergency Response Plan (ERP)	Year	EPC Days	Expenses	Grant
• Assess and document what updates are required for the ERP (CONTRACT)	2026	2.0	\$1,000	
• Develop Sooke response policies and principles to align the ERP with Provincial legislation EDMA (CONTRACT)	2026	1.0	\$5,000	
• Develop checklists and function aids (CONTRACT)	2026	5.0	\$3,000	
• Create hazard specific plans (CONTRACT)	2026	5.0	\$2,000	
• Gather EOC forms and adapt them as needed (CONTRACT)	2026	1.0	\$1,000	
• Prepare evacuation FAQ and routes (CONTRACT)	2025	0.5	\$2,000	
• Identify and document necessary internal and external resources and partners	2026	1.0		
• Develop Memorandums of Understanding (MOU's) for essential goods	2026	2.0		
• Communicate ERP to internal departments and EM partners	2026	1.0		
• Identify staff capabilities and training to date	2026	1.0		
• Build an EOC staff roster	2026	0.5		
• Consult Planning and Development to develop Standard Operating Procedure (SOP) for flood events.	2026	1.0		
• Develop SOP for waterways in Sooke.	2026	0.5		
• Develop SOP for Sooke Park closures.	2026	0.5		

	Objective 4 – Plan for Emergency Response			
4-2 Enhance Public Notification System				
Create message templates (Alertable, website, SMS) and communication triggers	2026	0.5		
Confirm and document all communication mechanisms (e.g., door-to-door, flyer, community groups, posters)	2026	1.0		
Establish qualified spokesperson list (with and without EOC)	2026	0.25		
4-3 Collaborate with EM Partners				
Meet with T'Sou-ke Nation for response planning	2026	0.25		
Prepare joint grant applications with T'Sou-ke Nation	2026	2.0		CEPF
Meet with CRD for response planning	2026	0.25		
Meet with EMCR for response planning	2026	0.25		

Objective 5 — Plan for Business Continuity

Under Section 47(3) of EDMA, A local authority must prepare and maintain a business continuity plan, and Section 49 (1) holds that the owner of a critical infrastructure must prepare and maintain a business continuity plan. The Local Authority Emergency Management Regulation requires that Local Authority emergency management plans “establish priorities for restoring essential services provided by the local authority that are interrupted during an emergency or disaster.”

Business continuity refers to all temporary measures needed to allow the ongoing delivery of selected internal functions and external public services that may be interrupted by a loss event. Planning for continuation of services requires understanding the impact of potential losses and developing viable recovery strategies for critical services and operations.

Consider including an asset inventory and dependencies assessment based on data collected during a critical infrastructure assessment. This will act as a guide for establishing priorities for restoring critical infrastructure. At a minimum, include a list of the main critical infrastructure owner/operators, their locations, and contact information.

To support the requirement for ongoing business continuity planning, the Emergency Planning Committee selected the following next steps for Objective 5:

Objective 5 – Plan for Business Continuity				
5-1 Assess Infrastructure Risks	Year	EPC Days	Expenses	Grant
• Review Community Risk Assessment	2026	1.0		
• Document and map critical services (public safety) e.g., water, roads, communications, power in EOC, lift stations	2027	4.0		
• Document what internal and external resources are needed, the threats to those resources	2027	3.0		
5-2 Identify Alternate Resources				
• Identify and document alternate resources by department, service	2027	2.0		
• Identify alternative personnel for all critical services considering other municipalities, regional district, and contractors	2027	1.0		
5-3 Update Business Continuity Plan				
• Meet with departments to discuss and advance business continuity planning (CONTRACT)	2027	0.5	\$4,000	DRIF

	Objective 5 – Plan for Business Continuity			
• Incorporate information from all departments, determine what the gaps and needs are (CONTRACT)	2027	0.5	\$5,000	DRIF
• Make a BCP plan (CONTRACT)	2027	1.0	\$2,000	DRIF
• Share draft for review, update draft to a final document (CONTRACT)	2027	0.5	\$1,000	DRIF
• Schedule bi-annual meetings	2027	0.25		
5-4 Work with Local Businesses on BCP				
• Connect with Community Futures, Sooke Chamber of Commerce, and Sooke Region Tourism Association to determine what supports for businesses exist within the community	2027	1.0		
• Develop a shareable toolkit to support local businesses with BCP	2027	1.0		
• Coordinate with community organizations to share toolkit	2027	0.25		

Objective 6 — Plan for Disaster Recovery

Recovery is defined as a set of actions required to return a community to pre-disaster conditions as quickly as possible.

Objective 6 calls for the Emergency Program Coordinator, the Emergency Planning Committee, municipal administrators, and community partners to plan for two types of recovery:

- 1) Repair and replacement of damaged municipal infrastructure and services, and
- 2) Community recovery following an emergency or disaster.

These actions include steps and processes undertaken to:

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

Next steps in Objective 6 selected by the Committee include the following:

Objective 6 – Plan for Disaster Recovery				
6-1 Recovery Planning	Year	EPC Days	Expenses	Grant
• Identify community and Provincial partners that may be active in recovery (CONTRACT)	2027	0.25	\$1,000	
• Contact EMCR to understand what can be funded in recovery, and gather provincial recovery documents (e.g., post-disaster needs assessment) (CONTRACT)	2027	0.25	\$1,000	
• Review after-action reports for lessons learned (CONTRACT)	2027	0.5	\$2,000	
• Identify what supports may be required by the District and residents in recovery (CONTRACT)	2027	0.5	\$4,000	
• Document available supports for District and residents e.g. mental health support, Disaster Financial Assistance (CONTRACT)	2027	0.5	\$2,000	
• Research interim-housing case studies within BC and Identify possible interim housing types and locations (e.g., hotels, rentals, bare land with access to services) (CONTRACT)	2027	0.5	\$2,000	
• Identify options for donations management (financial and physical), space and personnel needs, trusted service providers (CONTRACT)	2027	0.5	\$2,000	

Objective 6 – Plan for Disaster Recovery				
• Document roles for departments involved in recovery (CONTRACT)	2027	0.25	\$1,000	
• Identify short, medium, and long-term recovery objectives (CONTRACT)	2027	0.25	\$2,000	
• Identify avenues for public communications in recovery, and prepare a communications plan (CONTRACT)	2027	0.5	\$2,000	
• Assemble recovery plan, share with EPC for review, incorporate feedback in final draft (CONTRACT)	2027	1.0	\$4,000	
6-2 Inform Community about Recovery Plan				
• Socialize recovery plan with community groups that could be active in recovery (e.g., schools, care homes, community service providers)	2027	3.0		
• Host recovery training/workshop(s) with identified community partners	2027	2.0		
• Prepare a website page to inform public (e.g., understanding insurance policies, jurisdiction of district vs. individual responsibility)	2027	2.0		
6-3 Engage Council				
• Undertake advanced planning with Council ahead of an event to create recovery guidelines, policies, goals and objectives to ensure alignment.	2027	2.0		

Objective 7 — Ensure Preparedness

Emergency preparedness includes the selection of appropriate personnel, adequate facilities and equipment, effective training, and exercises that test plans and preparedness.

The Committee selected the following steps to address Objective 7:

Objective 7 – Ensure Preparedness				
7-1 Educate and Empower (Public, Staff, Volunteers, and Council)	Year	EPC Days	Expenses	Grant
Support ESS volunteers with development of PowerPoint/handouts for public education presentations “Connect and Prepare”	2026	3.0		
Develop public education guidelines and key messages, share with ESS volunteers	2026	1.0		
Celebrate volunteer and community champions	2026	1.0		
Apply for grant for community education and awareness (could include a paid position for targeted project)	2026	4.0		DRIF
7-2 Equip EOC and Alternate				
Purchase equipment and supplies for EOC primary and secondary sites (screen for video calling)	2025	1.0	\$10,000	CEPF
Outfit EOC at wastewater treatment facility	2027	5.0	\$50,000	CEPF
Relocate generator to safer location	2025	0.5	\$15,000	CEPF
Plan for EOC equipment maintenance and upgrades over time	2027	2.0		
Upgrade EOC software systems	2025	1.0	\$5,000	CEPF
Test secondary EOC locations for comms (Starlink, Shaw)	2027	1.0		
7-3 Train Site and EOC Responders				
Prepare a training and exercises schedule and cycle for site and EOC personnel	2026	2.0		
Develop a training in digital familiarization (Starlink and EOC share drive) and deliver	2026	2.0		CEPF
Conduct Site and EOC training / exercises (CONTRACT)	2026	5.0	\$25,000	CEPF
7-4 Inform the Public about their Preparedness				
Select options for public education	2026	0.5		CEPF

	Objective 7 – Ensure Preparedness			
• Practice with Alertable to advance in-app functionality	2026	0.5		
• Run Alertable sign-up campaign	2026	0.5		
• Deliver an all-hazard preparedness campaign	2026	4.0		DRIF
• Develop education campaign to school age children EM and FireSmart (CONTRACT or part time staff)	2027	2.0	\$25,000	DRIF

Objective 8 — Evaluate & Renew Program

Like other permanent District programs, the Emergency Program must adapt and improve over time. As the Emergency Program Coordinator and Emergency Planning Committee accomplish specific strategies, they select new ones for continual improvement.

Emergency planning isn't a one-time process. It should include a continuous cycle of planning, training, exercising, evaluating and corrective action. This cycle must be regularly repeated to keep the Emergency Management Plan current. Exercises and feedback mechanisms built into the plan enable users to identify elements of the plan that are unclear or do not work.

The Local Authority Emergency Management Regulation requires a periodic review and update of emergency plans.

Evaluating and renewing the program requires written objectives, action plans, records, and an annual assessment of performance and results. The Committee suggests the following additional steps:

Objective 8 – Evaluate and Renew Program				
8-1 Keep Records	Year	EPC Days	Expenses	Grant
Update records quarterly	2025	1.0		
8-2 Prepare Annual EM Report				
Collect measurable metrics and share annually	2025	1.0		
Present annual progress to senior leadership and council	2025	1.0		
8-3 Set Priorities for Coming Year				
Evaluate progress and select priority actions with EM committee	2025	2.0		
Plan what grants to apply for in the coming year	2025	1.0		
8-4 Set Budgets and Resource Requests				
Identify resources needed to meet selected priority actions, while considering municipal limits	2025	2.0		
Consider staff needed for individual or ongoing project management and admin support	2025	0.5		
8-5 Update Emergency Management Plan				

	Objective 8 – Evaluate and Renew Program			
Update action plans annually	2025	2.0		

5. Program Implementation

5.1 Program Costs

The Emergency Program action plans, as summarized in the previous section, allow an estimate of the time and expenses required for each of the eight program objectives. The staff time for the Emergency Program Coordinator and other municipal staff reflects the effort that will likely be needed to accomplish each objective.

Figure 5 summarizes the total estimated budget for the Emergency Program in two categories.

- Annual Requirements summarize the time and expenses likely to be needed each year to support the program.
- One-Time Requirements reports the time and expenses for a series of projects selected by the Committee to continue building the program in the coming three years.

Figure 3. Emergency Program Budget, 2025 - 2027

Staff Time and Expenses by Objective	Annual Requirements		One-Time Requirements	
	Coordinator Days	Expenses	Coordinator Days	Expenses
Objective 1	45.75		12.00	
Objective 2	0.50		5.25	\$ 120,000
Objective 3	3.50		8.75	\$ 10,000
Objective 4	2.75		23.75	\$ 14,000
Objective 5	5.25	\$ 9,000	10.75	\$ 3,000
Objective 6	2.00		12.00	\$ 23,000
Objective 7	24.50	\$ 55,000	11.50	\$ 75,000
Objective 8	10.50			
Total	94.75	\$64,000	84.00	\$ 245,000

All figures represent estimates only and may be altered to better suit program strategies from year to year.

5.2 Plan Implementation

Each of the strategies and action plans of the Emergency Program represents important contributions to the overall management of emergencies. Each deserves due attention, effort, and funding. Time and budget limitations, however, may demand that priorities be assigned to these efforts. Decisions may be needed on how to best implement the proposed actions over time.

To address the immediate requirement for setting priorities among the action plans, the Emergency Planning Committee, in consultation with others, considers the following criteria:

Legal Requirements – Priority emphasis must be placed on actions required by the *BC Emergency and Disaster Management Act* and *Regulations*. These efforts ensure Council continues to meet its legal responsibilities.

Degree of Risk Reduction – The Emergency Planning Committee gives priority to actions considered to be effective in reducing the probability of major emergency or disaster or in reducing the severity of loss.

Cost – Some emergency management efforts may be accomplished with a minimum of resources. No-cost or low-cost projects that yield positive results are favoured over more demanding efforts.

Secondary Benefits – The Emergency Planning Committee emphasizes strategies that provide additional benefits to the community. Informing the public of their responsibility in emergency preparedness, for example, is expected to lessen the potential needs in short-term recovery.

Using these criteria, the Emergency Planning Committee recommends the implementation schedule shown in the following figures.

Figure 6 summarizes the action items that must be repeated annually to maintain the Sooke Emergency Program.

Figure 7 allocates the one-time requirements over the coming three years, with high priority projects assigned to 2025. Spreading the projects over this time period ensures appropriate funding can be arranged to support the effort.

Figure 6. Implementation Schedule for Annual Requirements

Annual Action Plan	EPC Days	Expenses
1-1 Schedule Meetings	0.25	
1-3 Document the need for and opportunities for volunteer engagement	2	
1-3 Determine budget needs and options	0.5	
1-3 Seek grant money	2	
1-4 Identify and document agency partners and roles. Document what engagement is needed and with whom	1	
1-4 Consult with identified partners and schedule meetings	2	
1-4 Identify joint grants available to support mutual objectives	1	
1-4 Document priorities for Indigenous partner needs in consultation with REMP and EMCR	1	
1-4 Participate in Indigenous Engagement Requirements (IER), prepare reports for EMCR	5	
1-5 Identify grants to pursue each year, and document what supports those projects would require	1	
1-6 Explore options for grant facilitator or shared grant writer, and confirm an appropriate budget	0.5	
1-5 Confirm program staffing and equipment needs for emergency program, including leadership approval	0.5	
1-5 Prepare annual budget for the coming year	2	
1-5 Submit annual budget to Council	1	
1-6 Attend regional meetings (LGEPAC, RECAC, REMP)	10	
1-6 Attend local network meetings (Metchosin, CRD, Ts'ouke, JDF)	10	
1-7 Meet with departments to discuss roles and strategies and record meetings	5	
1-7 Integrate EM standing agenda item	1	
1-8 For each contract, confirm scope and identify municipal staff needs	Variable	
1-8 Schedule staffing resources per contract	Variable	
2-2 Update website on Risk Assessment for the public.	0.5	

3-2 Meet with FireSmart Coordinator to identify support	1	
3-2 Implement CWRP actions by priority (FireSmart parks, community spaces/infrastructure)	TBD	TBD
3-3 Evaluate risk mitigation actions after Community Risk Assessment	1	
3-5 Meet with local organizations to establish relationships	1	
3-5 Prepare and maintain a chart for staffing options	0.5	
4-3 Meet with T'Sou-ke Nation for response planning	0.25	
4-3 Prepare joint grant applications with T'Sou-ke Nation	2	
4-3 Meet with CRD for response planning	0.25	
4-3 Meet with EMCR for response planning	0.25	
5-1 Review Community Risk Assessment	1	
5-2 Identify and document alternate resources by department, service	2	
5-2 Identify alternative personnel for all critical services considering other municipalities, regional district, and contractors	1	
5-3 Meet with departments to discuss and advance business continuity planning (CONTRACT)	0.5	\$4,000
5-3 Incorporate information from all departments, determine what the gaps and needs are (CONTRACT)	0.5	\$5,000
5-3 Schedule bi-annual meetings	0.25	
6-2 Host recovery training/workshop(s) with identified community partners	2	
7-1 Celebrate volunteer and community champions	1	
7-1 Apply for grant for community education and awareness (could include a paid position for targeted project)	4	
7-2 Plan for EOC equipment maintenance and upgrades over time	2	
7-2 Upgrade EOC software systems	1	\$5,000
7-3 Prepare a training and exercises schedule and cycle for site and EOC personnel	2	
7-3 Develop a training in digital familiarization (Starlink and EOC share drive) and deliver	2	

7-3 Conduct Site and EOC training / exercises (CONTRACT)	5	\$25,000
7-4 Select options for public education	0.5	
7-4 Practice with Alertable to advance in-app functionality	0.5	
7-4 Run Alertable sign-up campaign	0.5	
7-4 Deliver an all-hazard preparedness campaign	4	
7-4 Develop education campaign to school age children EM and FireSmart (CONTRACT or part time staff)	2	\$25,000
8-1 Update records quarterly	1	
8-2 Collect measurable metrics and share annually	1	
8-2 Present annual progress to senior leadership and council	1	
8-3 Evaluate progress and select priority actions with EM committee	2	
8-3 Plan what grants to apply for in the coming year	1	
8-4 Identify resources needed to meet selected priority actions, while considering municipal limits	2	
8-4 Consider staff needed for individual or ongoing project management and admin support	0.5	
8-5 Update action plans annually	2	
Yearly Total	94.75	\$ 64,000

Figure 7. Implementation Schedule for One Time Requirements, By Year

2025 Action Plan	EPC Days	Expenses
1-1 Develop Terms of Reference for working group including priorities	2	
1-2 Review existing bylaw	0.25	
1-2 Draft new bylaw to comply with EDMA and ensure consistent language	2	
1-2 Consult other local authorities/EMCR	0.5	
1-2 Review draft bylaw with legal and corporate services	0.5	
1-2 Council readings/adoption	0.5	
1-7 Document program objectives and identify department roles to share emergency program responsibility	2	
1-8 Consult contract review team on requirements and advice	0.5	
1-9 Create and organize the EM file structure, review Sharepoint	2	
1-9 Prepare site map for EM file structure (e.g., how to find EM docs, plans, and EOC files)	0.5	
1-9 Explore options for project management software to organize actions	0.5	
1-9 Disseminate info to necessary parties, and update corresponding binders and bins	0.25	
2-1 Research, identify and describe core elements of community geography, development, infrastructure, demographics, and economy (CONTRACT)	1	\$10,000
2-1 Identify and map risk areas, including hazardous materials, flooding, seismic, steep slopes (LiDAR), storm surge, tsunami, and wildfire. Obtain and review insurance maps (CONTRACT)	0.25	\$15,000
2-1 Identify, map and categorize vulnerable infrastructure serving the community, including wastewater, firehall, municipal hall, IT, roads, and bridges (CONTRACT)	0.25	\$60,000
2-1 Identify, map and categorize vulnerable populations, addressing age, income, race, gender, and other qualifiers (CONTRACT)	0.25	\$10,000
2-1 Research businesses, institutions, non-profit organizations, and community groups that contribute significantly to community success (CONTRACT)	0.25	\$10,000
2-1 Identify and describe the major hazards threatening the community, including specific areas and mechanisms of potential impact	0.25	\$5,000

2-1 Prepare a consolidated Community Risk Assessment to incorporate the above findings for the public (CONTRACT)	0.5	\$10,000
3-5 Identify community resources and municipal facilities that could serve mitigation	2	
7-2 Purchase equipment and supplies for EOC primary and secondary sites (screen for video calling)	1	\$10,000
7-2 Relocate generator to safer location	0.5	\$15,000
Yearly Total	17.75	\$ 145,000

2026 Action Plan	EPC Days	Expenses
1-3 Explore options for a paid staff position to manage volunteers	0.5	
2-2 Report to senior leadership on outcomes of risk assessment as they are obtained	1	
2-2 Report to Council	0.5	
2-2 Develop FAQ's	1	
3-1 Document general mitigation policies, responsibilities, procedures, and activities (CONTRACT)	0.5	5,000
3-1 Prepare Sooke Mitigation Plan. CONTRACT	0.5	5,000
3-5 Develop Memorandums of Understanding (MOU's) for use of facilities, staff, equipment	2	
4-1 Assess and document what updates are required for the ERP (CONTRACT)	2	\$1,000
4-1 Develop Sooke response policies and principles to align the ERP with Provincial legislation EDMA (CONTRACT)	1	\$5,000
4-1 Develop checklists and function aids (CONTRACT)	5	\$3,000
4-1 Create hazard specific plans (CONTRACT)	5	\$2,000
4-1 Gather EOC forms and adapt them as needed (CONTRACT)	1	\$1,000
4-1 Prepare evacuation FAQ and routes (CONTRACT)	0.5	\$2,000
4-1 Identify and document necessary internal and external resources and partners	1	
4-1 Develop Memorandums of Understanding (MOU's) for essential goods	2	
4-1 Communicate ERP to internal departments and EM partners	1	
4-1 Identify staff capabilities and training to date	1	
4-1 Build an EOC staff roster	0.5	
4-1 Consult Planning and Development to develop Standard Operating Procedure (SOP) for flood events.	1	

4-1 Develop SOP for waterways in Sooke.	0.5	
4-1 Develop SOP for Sooke Park closures.	0.5	
4.2 Create message templates (Alertable, website, SMS) and communication triggers	0.5	
4-2 Confirm and document all communication mechanisms (e.g., door-to-door, flyer, community groups, posters)	1	
4-2 Establish qualified spokesperson list (with and without EOC)	0.25	
7-1 Support ESS volunteers with development of PowerPoint/handouts for public education presentations "Connect and Prepare"	3	
7-1 Develop public education guidelines and key messages, share with ESS volunteers	1	
Yearly Total	33.75	\$ 24,000

2027 Action Plan	EPC Days	Expenses
3-3 Install infrastructure to manage rainfall, snow melt drainage (CONTRACT)	1	
3-3 Install infrastructure to manage steep slope drainage, refer to OCP (CONTRACT)	0.5	
3-3 Direct Planning and Development to establish development permit procedures for hazard areas. (CONTRACT)	0.25	
3-3 Develop Community Flood Resiliency Plan (CONTRACT)	TBD	
3-4 Engineers to conduct seismic assessment of critical infrastructure (CI) (wastewater, firehall, bridges, IT). CONTRACT	2	
5-1 Document and map critical services (public safety) e.g., water, roads, communications, power in EOC, lift stations	4	
5-1 Document what internal and external resources are needed, the threats to those resources	3	
5-3 Make a BCP plan (CONTRACT)	1	\$2,000
5-3 Share draft for review, update draft to a final document (CONTRACT)	0.5	\$1,000
5-4 Connect with Community Futures, Sooke Chamber of Commerce, and Sooke Region Tourism Association to determine what supports for businesses exist within the community	1	
5-4 Develop a shareable toolkit to support local businesses with BCP	1	
5-4 Coordinate with community organizations to share toolkit	0.25	

6-1 Identify community and Provincial partners that may be active in recovery (CONTRACT)	0.25	\$1,000
6-1 Contact EMCR to understand what can be funded in recovery, and gather provincial recovery documents (e.g., post-disaster needs assessment) (CONTRACT)	0.25	\$1,000
6-1 Review after-action reports for lessons learned (CONTRACT)	0.5	\$2,000
6-1 Identify what supports may be required by the District and residents in recovery (CONTRACT)	0.5	\$4,000
6-1 Document available supports for District and residents e.g. mental health support, Disaster Financial Assistance (CONTRACT)	0.5	\$2,000
6-1 Research interim-housing case studies within BC and Identify possible interim housing types and locations (e.g., hotels, rentals, bare land with access to services) (CONTRACT)	0.5	\$2,000
6-1 Identify options for donations management (financial and physical), space and personnel needs, trusted service providers (CONTRACT)	0.5	\$2,000
6-1 Document roles for departments involved in recovery (CONTRACT)	0.25	\$1,000
6-1 Identify short, medium, and long-term recovery objectives (CONTRACT)	0.25	\$2,000
6-1 Identify avenues for public communications in recovery, and prepare a communications plan (CONTRACT)	0.5	\$2,000
6-1 Assemble recovery plan, share with EPC for review, incorporate feedback in final draft (CONTRACT)	1	\$4,000
6-2 Socialize recovery plan with community groups that could be active in recovery (e.g., schools, care homes, community service providers)	3	
6-2 Prepare a website page to inform public (e.g., understanding insurance policies, jurisdiction of district vs. individual responsibility)	2	
6-3 Undertake advanced planning with Council ahead of an event to create recovery guidelines, policies, goals and objectives to ensure alignment.	2	
7-2 Outfit EOC at wastewater treatment facility	5	\$50,000
7-2 Test secondary EOC locations for comms (Starlink, Shaw)	1	
Yearly Total	32.5	\$ 76,000