

We respectfully acknowledge that we live and work on the traditional and unceded territories of the $S\underline{k}w\underline{x}wu7mesh$ (Squamish), sali(lwatal) (Tsleil-Waututh) and $x^wma\theta k^wayam$ (Musqueam) Nations. North Shore Emergency Management is committed to Reconciliation with these Nations, who have lived on these lands since time immemorial.



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DIRECTOR'S MESSAGE

As I reflect on the past year, I am struck by the momentum that continues to build within North Shore Emergency Management (NSEM), as we continue to strengthen our role as a leader in emergency management.

NSEM has embraced innovation, strengthened collaboration with municipal and community partners, as well as Squamish Nation and Tsleil-Waututh Nation, and has remained agile in an ever-changing landscape of disasters.

Our work has been guided by a clear commitment to building a resilient North Shore, and this report highlights some of the important initiatives that span the four pillars of emergency management—mitigation, preparedness, response, and recovery. Notable achievements include:

- Partnering with the Squamish Ocean Canoe Family and Paddles Across Canada to develop an innovative and comprehensive approach to cultural safety training that is unique to the land and waters known as the North Shore.
- Completing the North Shore Extreme Heat Resilience Project, which focused on understanding the effects of extreme heat across the North Shore and building resilience to future frequency and intensity of extreme heat due to climate change.
- Leading the North Shore Wildfire Evacuation EOC Exercise, which brought together staff from the three North Shore municipalities and two Nations to simulate an EOC response to evacuating a portion of the North Shore.
- Activating the North Shore EOC in response to the October 2024 Atmospheric River event. Beyond supporting response activities, NSEM provided Emergency Support Services to displaced residents and led municipal recovery efforts that are expected to continue into 2025.

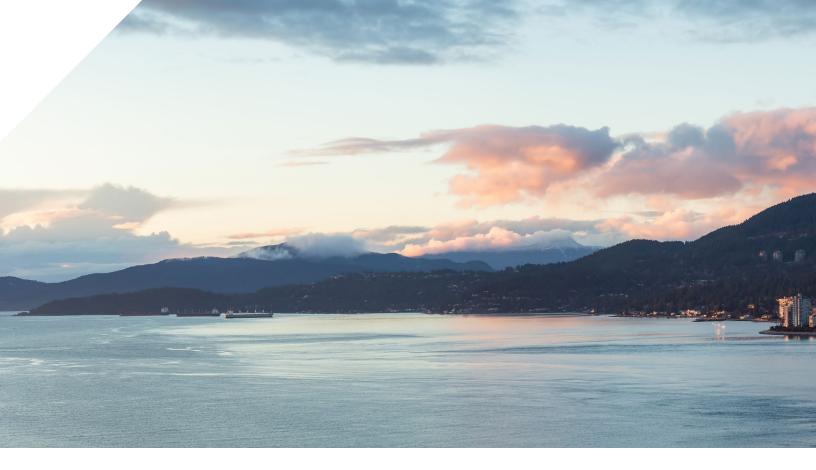


Emily Dicken, PhDDirector
North Shore Emergency Management

While every milestone reflects the dedication of our team and the importance of the work we do, some of our most impactful moments are found not in plans or exercises, but in the real-world responses—when our team of staff and volunteers has stepped up to support residents during emergencies. These experiences remind us that behind every number is a person, a family, and a community navigating the path to recovery. It's a powerful reminder that emergency management is, at its core, about people and community.

It is a privilege to lead a team dedicated to safeguarding and supporting communities on the North Shore. Looking ahead, I am filled with optimism. The progress we've made lays a strong foundation for what is to come, and I'm confident that NSEM will continue to grow as a model of resilience, adaptability, and service.

Thank you for taking the time to explore our 2025 Annual Report. I invite you to reflect on our journey—and to join us as we continue building a resilient North Shore.



RESPONSIBILITIES

North Shore Emergency Management (NSEM) is the emergency management department for the District of North Vancouver, City of North Vancouver, and District of West Vancouver. Established in 1978, NSEM is responsible for emergency planning and preparedness, response and recovery activities, partner engagement, volunteer management and other activities based on the *Emergency and Disaster Management Act* and reinforced by bylaw.

The following is an overview of NSEM's responsibilities:

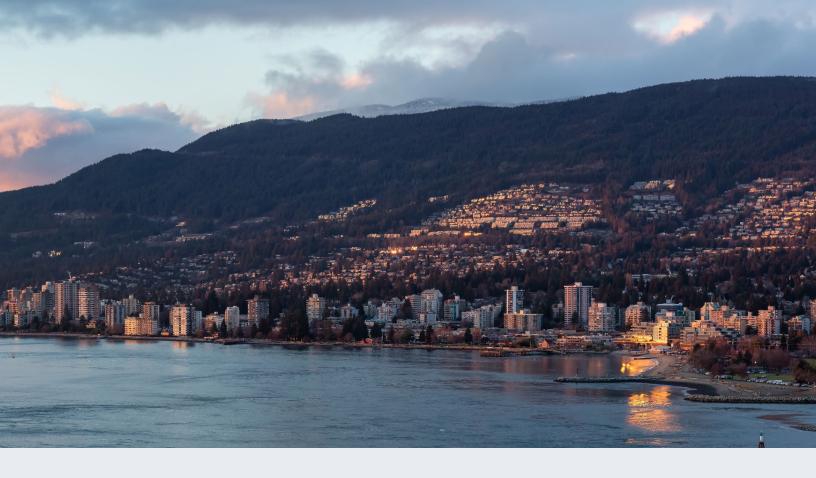
- Support the three municipalities and residents to prepare for and respond to hazards and emergencies on the North Shore
- Implement, develop and/or share annual and ongoing training, exercises, education, research and plans, to meet the extensive needs of the North Shore community
- Assess emergencies and administer Emergency Support Services (ESS) when incidents occur
- Work with partner agencies to effectively coordinate and support emergency response and recovery
- Develop procedures, plans, operational guidelines, cooperative agreements and technical documents that promote cultural safety and ensure effective coordinated action in an emergency



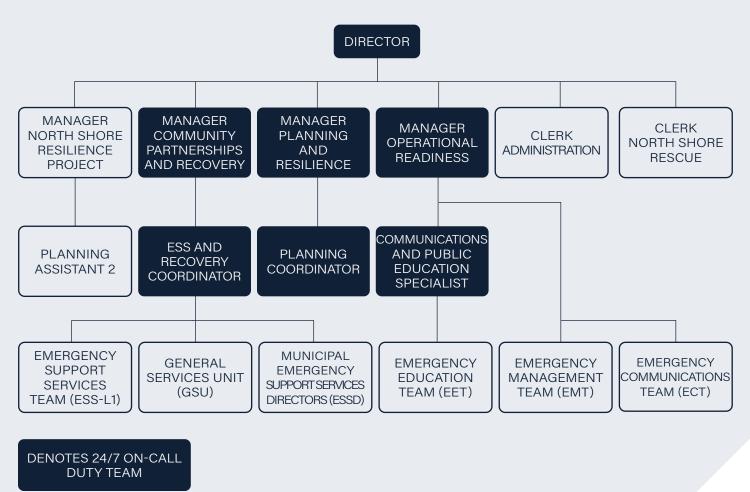








ORGANIZATIONAL STRUCTURE



NSEM INTERNS





Left to right: Taylor Legere, Sabrina Qistina and Amalie Elkiaer

Amalie Arvad Rostgaard

In 2024, NSEM welcomed, on a temporary basis, two interns and two planning assistants to the team. In doing so, NSEM was able to both increase team capacity and bridge the connection between academia and practical application.

Two interns joined NSEM from the Emergency and Risk Management program offered at the University College Copenhagen (Denmark). Amalie Elkiaer interned from February to June and primarily focused on notification and evacuation planning. Amalie Arvad Rostgaard interned from August to December and focused on rapid damage assessment.

Planning assistants Sabrina Qistina and Taylor Legere supported NSEM's work around the North Shore Resilience Strategy. Sabrina focused on lived experiences with Emergency Support Services, and Taylor focused on creating a baseline resilience assessment.

As Taylor shared, "I was excited to work with NSEM because I am interested in local level climate and disaster resilience and how it can be amplified when communities work together, such as NSEM's approach to working with all five communities on the North Shore."

The field of emergency management is constantly evolving. Having interns and new talent contributed positively to the team and our work, bringing fresh, innovative perspectives, knowledge and enthusiasm.

North Shore Emergency Management would like to express its gratitude to the Pacific Institute for Climate Solutions (PICS) for the grant funding that made Taylor's internship opportunity possible.





VOLUNTEERS

Public Safety Lifeline Volunteers (PSLV) are a key component to NSEM's emergency preparedness and response activities. Volunteers bring many different skills and see participation in our teams as an opportunity to contribute to public safety in the community. NSEM supports six volunteer teams:

EMT10 MEMBERS

Emergency Management Team (EMT) volunteers are part of an on-call rotation and provide valuable tactical oversight and response support coordination for all types and sizes of emergencies, including supporting operations in the Emergency Operations Centre (EOC), when activated.

ESS31 MEMBERS

Emergency Support Services (ESS) volunteers provide immediate support to evacuees including food, clothing, shelter, and other services. Financial support to pay for response costs is provided by the Ministry of Emergency Management and Climate Readiness (EMCR).

ESSD 7 MEMBERS

Municipal Emergency Support Services Directors (ESSD) meet regularly for training events and exercises. They are responsible for a range of ESS tasks before, during, and after an emergency, including identifying support needs, preparing facilities, and coordinating with various organizations. In an Emergency Operations Centre (EOC), ESSDs generally fill the role of the ESS branch coordinator.

EET21 MEMBERS

Emergency Education Team (EET) volunteers attend public outreach events throughout the year, promoting personal emergency preparedness. Those who are comfortable with public speaking provide online and in-person presentations to a variety of groups across the North Shore.

GSU/AUX 31 MEMBERS

General Services Unit (GSU) & Auxiliary (AUX) volunteers help with supporting the Emergency Operations Centre and emergency response logistics.

ECT18 MEMBERS

Emergency Communications Team (ECT) volunteers are licensed in amateur radio and assist during emergencies to provide backup communications. Their skills can be used to support response agencies, ESS and EMT in their communications needs. Outside of emergency events, the ECT is responsible for testing and maintaining operational readiness and radio maintenance.

CHALLENGE COIN

Challenge coins are typically used in emergency and response-based organizations to award individuals serving the organization in a way that is deemed worthy of special recognition.

In 2024, North Shore Emergency Management began to award challenge coins to recognize individuals who go above and beyond the regular expectations of a staff member, volunteer or partner of NSEM, and whose actions both advance NSEM's mission and reflect our values of integrity, innovation, responsibility and respect.

Staff and volunteers are encouraged to submit nominations to recognize their peers for circumstances such as extraordinary work, support or advocacy of NSEM, innovative problem solving, and long service.











Kids Design the Ads special feature in the North Shore News

PUBLIC EDUCATION & COMMUNITY ENGAGEMENT

EMERGENCY PREPAREDNESS PRESENTATIONS

North Shore Emergency Management continues to find opportunities to collaborate with our North Shore partners and agencies to share seasonal preparedness information and resources. In-person and online presentations are available to a broad audience, including families, older adults, youth, strata or neighbourhood associations, and businesses.

In 2024, NSEM participated in over 40 presentations or public booth events:

- Community association meetings
- Community centre pop-up events
- Hot Summer Nights (with Fire and Rescue)
- Municipal library-hosted presentations
- Neighbourhood block parties
- North Vancouver Block Watch presentations to captains and co-captains
- North Vancouver RCMP Police Week
- The Shipyards' 5th Birthday Celebration
- Tsleil-Waututh Emergency Preparedness event
- West Vancouver Emergency Services Open House

MUNICIPAL STAFF PREPAREDNESS PRESENTATIONS

NSEM provides presentations to staff of all three municipalities (and the public) during Emergency Preparedness Week (May) and ShakeOut Week (October). In addition, NSEM participates in municipal events during the North American Occupational Health and Safety Week.

WEBSITE

The NSEM website is a trusted source of information, providing residents and visitors to the North Shore with information on the top North Shore hazards, including how to prepare by making a plan and gathering emergency supplies. New features include a real-time emergency web page and a translation feature for the most commonly spoken languages on the North Shore.

SOCIAL MEDIA

Information, including critical real-time emergency updates, is shared through social media platforms (@northshoreemo).





PARTNERSHIPS & ENGAGEMENT

North Shore Emergency Management works with partner agencies across the North Shore, Metro region, province and beyond, to effectively coordinate and support emergency response and recovery. A selection of external governance groups, committees and working groups are listed below, in alphabetical order.

- BC Association of Emergency Managers
- BC Earthquake Alliance and Shakeout BC Committee
- Canadian Disaster Animal Response Team
- Community Advisory Panel, in partnership with chemical industry in Maplewood
- IPREM Regional Disaster Communications Strategy
 Project Advisory Team
- IPREM Regional Exercise Program
- Lower Mainland Emergency Support Services
 Working Group
- Metro Vancouver Regional Planning Advisory Committee - Social Issues Sub-Committee
- North Shore Community Committee on Substance Use
- North Shore Community Resources Society
- North Shore Emergency Support Services Directors
 Working Group
- North Shore Information Officers' Working Group

- North Shore Operational Readiness Working Group
- North Shore Responder Working Group
- Provincial Disaster Response Transportation
 Working Group
- Provincial Emergency Preparedness Educators Network
- Provincial Emergency Radio Communications Service
- Provincial Public Alerting Sub-Committee
- Regional Emergency Planning Committee
- Regional Emergency Social Services Director Committee
- Saint John Ambulance, Red Cross, Tzu Chi Foundation, Salvation Army, BC Psychosocial Support Team

INTERFACE WILDFIRE CALLS PARTNERSHIPS

During wildfire season, NSEM facilitates a weekly wildfire coordination call for municipalities and select partners. The calls are used to share situational awareness about the current wildfire risk, provide updates on deployments, debrief about any wildfires, share best practices, and build partnerships across organizations.

PLANNING & RESILIENCE

As the field of practice evolves, it has become clear that to be effective, emergency planning must be situated within broader collaborative strategies. NSEM continues to demonstrate innovative leadership in its planning activities by:

- initiating planning processes that include the people required to achieve planning outcomes, such as department leads, staff, community leaders, caregivers, and people with specific needs.
- appropriately prioritizing the means by which planning outcomes are maintained, revised and exercised.
- ensuring wise practices gathered from emergency management initiatives started in one municipality are shared across neighbouring municipalities, and collaborating with municipal staff to further common areas of strategic interest.

NORTH SHORE RESILIENCE STRATEGY

NSEM has partnered with the three North Shore municipalities, Skwxwú7mesh Úxwumixw (Squamish Nation) and səlilwətał (Tsleil-Waututh) Nation to develop a resilience strategy to build community

resilience to multiple hazards. To further understand the state of resilience and how to prioritize future resilience work, engagements (e.g., municipal staff interviews; municipal and Nations' staff surveys; review of existing municipal plans, policies, and strategies that touch on resilience; group engagement sessions) were completed from May 2024 to November 2024.

As part of this process, some of the key priorities identified included the following: Accessibility, Business Continuity, Catastrophic Planning, Climate Resilient Infrastructure and Facilities, Extreme Temperatures, Funding and Decision Making, Multi-hazard approaches to all four phases of emergency management, Public Education, Relationship Building, and Staff Resilience. These priorities will be addressed through resilience planning sessions through North Shore Emergency Management Governance Tables in conjunction with Indigenous Engagement Requirements within the *Emergency and Disaster Management Act* (EDMA). The North Shore Resilience Strategy will be launched in fall/winter 2025.

EXTREME HEAT MAPPING

In partnership with Tsleil-Waututh Nation and Squamish Nation and on behalf of the three North Shore municipalities, NSEM has completed the North Shore Extreme Heat Resilience Project. This project focused on understanding the effects of extreme heat across the North Shore and building resilience to future frequency and intensity of extreme heat due to climate change.



EMERGENCY OPERATIONS CENTRE EXERCISES & TRAINING

EXERCISE WARM WELCOME

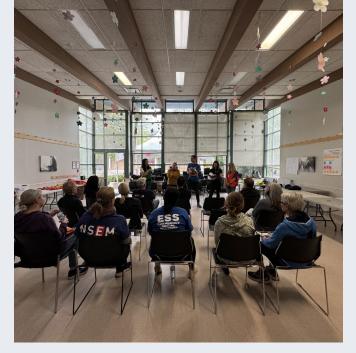
Emergency Support Services, or ESS, is a provincial program that provides short-term assistance to British Columbians impacted by disasters. Assistance includes shelter, food, clothing, emotional support and family reunification.

On the North Shore, NSEM administers ESS on behalf of the District of North Vancouver, City of North Vancouver, and District of West Vancouver.

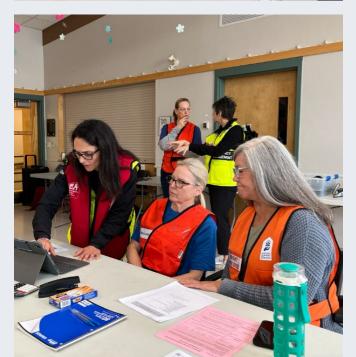
In September, NSEM staff and volunteers, along with municipal staff, came together for Exercise Warm Welcome. The exercise was designed to simulate a major apartment fire that displaced hundreds of residents who would require ESS.

The exercise included the initial notification requesting NSEM's support, dispatching NSEM staff and volunteers—either to the incident site or reception centre location—setting up the reception centre, receiving and supporting evacuees (actors in this case) at the reception centre, and hosting a town hall. This was followed by a debrief, sharing of learnings and a presentation by First Nations Health Authority on using a trauma-informed approach when assisting evacuees.

This exercise was designed to bring staff and volunteers together to practice working together to best support the needs of individuals who have been impacted by emergencies or disasters. When delivering Emergency Support Services, it is crucial to always consider how the services provided impact those who have been displaced.







EOC TRAINING

In 2024, NSEM used OpsReady to deliver online Emergency Operations Centre (EOC) training to municipal staff, NSEM volunteers and select partners. NSEM currently offers self-paced online training courses in EOC Basics, Operations, Planning, Logistics, Finance and Leadership. There were 173 passed courses, split between over 100 staff, volunteers and partners.

ECT TRAINING

The Emergency Communications Team (ECT) meets regularly for training, presentations and field trips. They also regularly test radios with the Southwest Provincial Regional Emergency Operation Centre (PREOC). Testing includes Mobile Satellite (MSAT) testing with conference bridging, intermunicipal emergency radio system (IMERS) testing, packet radio testing, HF and VHF radio tests, and testing NSEM's three repeaters to ensure connectivity.

OPERATION JUBILEE

In April, NSEM participated in Operation Jubilee, a full-scale exercise led by the District of North Vancouver Fire and Rescue Services. The simulated wildland fire incident was designed to improve wildland fire strategic and operational functions as it relates to multi-agency interoperability, communication, incident command systems, firefighting and structural protection, as well as water and air evacuation operations.

WILDFIRE RESILIENCE AND TRAINING SUMMIT 2024

In April, NSEM attended the Wildfire Resiliency and Training Summit, which brought together wildfire practitioners from across BC, and beyond. Practitioners explored how to make BC homes, communities, and the landscape more wildfire resilient.

NORTH SHORE WILDFIRE EVACUATION EOC EXERCISE

In June, NSEM organized the North Shore Wildfire Evacuation EOC Exercise, which brought together over 60 staff members from all three North Shore Municipalities and two Nations to participate in a wildfire exercise that spanned multiple jurisdictions and required community evacuations.

BUILDING RESILIENT COMMUNITIES CONFERENCE 2024

In November, NSEM attended the Building Resilient Communities Conference, which provided an opportunity to connect and collaborate with provincial ministries, local governments, First Nations, organizations, agencies and businesses who are committed to building resilience into their communities.

NESST CONFERENCE 2024

NSEM was able to send 2 staff and 2 volunteers to the Network of Emergency Support Services Teams Conference, which is an annual event where Emergency Support Services volunteers from across British Columbia gather to share knowledge, network, train, and receive recognition for their work supporting evacuees during emergencies.





EMERGENCY RESPONSE

NSEM staff and volunteers responded to a range of events, including house fires, structure fires, extreme weather events and mutual aid support.



WARMING CENTRES

NSEM staff and volunteers supported municipal resources to provide warming centres. NSEM staff also supported municipal staff and other agencies on coordination calls.



COOLING CENTRES

NSEM staff and municipal staff coordinated the opening of multiple public cooling spaces trimunicipally. During the summer, they were well visited and utilized.

Information on public warming and cooling centres/ spaces can be found on the NSEM website, nsem.ca.

21 TOTAL RESPONSES

- 9 District of North Vancouver
- 6 City of North Vancouver
- 2 District of West Vancouver
- 3 Tri-Municipal
- Mutual Aid





EMERGENCY SUPPORT SERVICES

2024 was one of NSEM's busiest years. NSEM staff and volunteers responded to a range of events including house fires, apartment fires, and extreme weather that resulted in Emergency Support Services (ESS) being offered to displaced members of the community. In some cases, longer-term support, by way of community navigation services and resources, was needed to support the recovery of displaced residents. NSEM staff continue to liaise with the Ministry of Emergency Management and Climate Readiness to advocate for policy changes to support recovery efforts.



MUTUAL AID COQUITLAM

On March 7, 2024, the City of Coquitlam reached out to NSEM to request mutual aid by way of Emergency Support Services. NSEM supported 41 evacuees who received services on the North Shore for a two-week period, before returning to their home municipality.

ATMOSPHERIC RIVER EVENT

From October 18 – 20, 2024, an atmospheric river event impacting the North Shore required a tri-municipal response. NSEM activated the North Shore Emergency Operations Centre and a reception centre for evacuated and impacted residents. Overall, NSEM supported 37 displaced residents and connected them to Emergency Support Services. Many were displaced long term and required 1.5 months of support to fully recover.

INTERNATIONAL PLAZA APARTMENT FIRE

On November 11, 2024, NSEM responded to a structure fire at International Plaza, setting up a reception centre to provide 59 displaced residents with Emergency Support Services. In some cases, longer-term support was required.

WINDSTORM AND BC HIGHWAY 99 CLOSURE

On December 14, 2024, NSEM supported municipal coordination of an extreme wind event. NSEM also set up a reception centre and overnight group lodging facility to support 33 individuals who were impacted by the closure of BC Highway 99 (e.g., commuters to the North Shore). NSEM provided longer-term mutual aid support to residents of Lions Bay impacted by the landslide. Six residents were permanently displaced and required community navigation.

SMALLER STRUCTURAL FIRES

NSEM responded to a number of smaller events, which required Emergency Support Services. NSEM helped those impacted connect to community supports and housing resources.



PADDLE AND CANOE JOURNEY

PADDLE CARVING LAYS THE FOUNDATION FOR CULTURALLY SAFE EMERGENCY MANAGEMENT ON THE NORTH SHORE

North Shore Emergency Management has partnered with the three North Shore municipalities, səlilwətał (Tsleil-Waututh) Nation and Skwxwú7mesh (Squamish) Nation to develop a strategy to build community resilience to multiple hazards that are expected to intensify due to climate change. A key component of community resilience and emergency management—and a requirement under the *Emergency and Disaster Management Act*—is ensuring cultural safety through respectful engagement and relationship building between municipal and Nations staff.

Over the course of 2024, NSEM partnered with the Squamish Ocean Canoe Family and Paddles Across Canada (a program by the International Sustainability Education Foundation) to develop an innovative and comprehensive approach to cultural safety training that is unique to the land and waters known as the North Shore.

The training, led by Skwxwú7mesh and səlilwətał Knowledge Keepers, was centred around paddles and canoe culture, which embody preparedness, resilience, collaboration, and safety. Guided by master carvers, training participants carved their own cedar paddle while learning about the culture, history, and resilience of Indigenous Peoples and forming stronger working relationships.



"In fire, we are often focused on fixing the problem in the moment. This experience taught me to situate my practice not just within one incident, but within a continuum of incidents and the trauma brought on by colonization."

For many, this training provided the first opportunity to sit down with First Nations of the land they work on, over a meal and truth telling. By sitting with the Family and learning about First Nations' lived experiences with colonization and residential schools, participants experienced a learning experience of "holding heaviness without being paralyzed."

During dedicated periods of reflection, participants spoke to the transformative power of this experience, which allowed openness, vulnerability and connection, and in a way they never experienced in a municipal setting. As one participant shared, "This experience was real learning, and 100 times more effective than a 1-hour PowerPoint training on cultural safety."

The learning was especially beneficial for participants in uniform. As one participant shared, "In fire, we are often focused on fixing the problem in the moment. This experience taught me to situate my practice not just within one incident, but within a continuum of incidents and the trauma brought on by colonization."

Participants described feeling proud to display their paddles in their office, which sparked conversations and sharing with team members and colleagues. A ripple effect of this experience included participants sharing their learnings with their children, partners, parents, family members, and neighbours.





The learning journey culminated in a Paddles Across the North Shore event, where all participants came together to use their paddles to travel the ancestral waters of the Tsleil-Waututh Nation in ocean-going canoes. While paddling as one, participants were gifted with sacred teachings, a traditional welcome to the territory (landing ceremony), and a feast with First Nations' partners. As one participant shared:

"Pulling together in the canoe instilled that everyone needs to work alongside one another and pull harder to keep us steady when waters get rough, demonstrating how balance strengthens disaster risk governance and collaboration through the shared participation and determination of all partners."

Another participant captured the essence of this work by sharing the following analogy: "You feel such a profound power when the paddles hit the water at the same time; when the team pulls in unison and the canoes move through the water. This is a wonderful analogy: as emergency management professionals from various organizations, we work in fast-paced environments, and it is imperative we work as one team, just like we did in the canoe."

NSEM is grateful to the Squamish Ocean Canoe Family and the International Sustainability Education Foundation for this transformative experience.

THE EMERGENCY AND DISASTER MANAGEMENT ACT

The Emergency and Disaster Management Act (EDMA) came into force on November 8, 2023. The Ministry of Emergency Management and Climate Readiness (EMCR) developed EDMA in consultation and cooperation with First Nations as required by the Declaration on the Rights on Indigenous Peoples Act. Under the EDMA, new requirements were introduced to incorporate cultural safety practices and mitigate intersectional disadvantage in emergency management.

COMMUNITY EMERGENCY PREPAREDNESS FUND

In 2024, NSEM received Union of British Columbia Municipalities Indigenous Cultural Safety and Cultural Humility Training grant aimed to enhance cultural safety and humility in the delivery of local emergency management programs and services. Activities could include cultural safety and humility training, adapting emergency management tools to be inclusive of Indigenous Peoples, and activities related to partnering with, or providing assistance to, Indigenous communities during emergency mitigation, preparedness, response, and recovery.

BUDGET COMMENTARY

NSEM is funded on a per capita basis by the three municipalities. In addition to municipal funding, a significant amount of time, effort and expertise is contributed by our public safety lifeline volunteer network.

The three municipalities continued to provide budget for special projects including:

- Emergency Support Services
- Emergency Operations Centre and Readiness
- Training and Exercise Planning
- Public Education

NSEM receives support services from the District of North Vancouver (Human Resources, Technology and Accounting), and the City of North Vancouver (building maintenance and vehicle maintenance) and pays directly for these services from the annual budget.

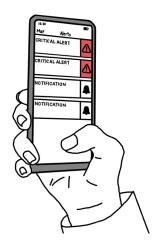
2024 BUDGET	
Tri Municipal Support (calculated per capita)	
District of North Vancouver (46%)	\$643,926
City of North Vancouver (31%)	\$432,261
District of West Vancouver (23%)	\$334,466
Total Operating Budget	\$1,339,654
Special Projects	
Equally shared (\$/municipality)	\$23,666
Total Special Projects Budget	\$71,000
Total Municipal Contributions	\$1,410,654





PUBLIC EDUCATION



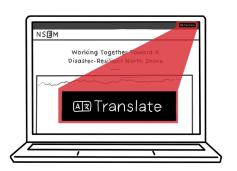


41,795 total subscribers for Alertable

NSEM website available in

10 common languages

spoken on the North Shore



TRAINING



municipal staff and Public Safety Lifeline Volunteers (PSLVs) received

cultural safety and humility training

Municipal staff completed

150+ enrolments

across 6 distinct online self-paced EOC training courses

TASK RESPONSE



NSEM responded to

20+ task responses

NSEM supported

210+ evacuees

Public Safety Lifeline Volunteers (PSLV) put in

1,600+ hours on task

