

Crisis Communications Plan



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If in immediate crisis, refer to PART 1 for initial response.

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Part 1 – Quick Guide for Immediate Response

Goal

Become primary source of information for CRD residents.

Determining the Level of Crisis - I / II / III

1/ Minor – EOC will not be activated	
<ul style="list-style-type: none">• An incident has occurred, however a threat to public safety or reputation has not yet occurred• One site• One or more agencies involved• Likely to last less than one week	<p>Examples: Localized utility (water, hydro, natural gas, cellular) outage Fire or wildfire impacting a small area Small and controlled HazMat incident Intruder Wildlife on site Angry resident at a site Reputational crisis Motor vehicle incident which may close transportation corridor for hours Violence against a CRD staff member</p> <p>Communications: 1. Internal team only 2. Monitor media and social media 3. Potentially send an internal update to the Board, managers and/or staff</p>

2/ Medium – EOC may be activated

<ul style="list-style-type: none"> • An incident has occurred that likely will impact the organization's reputation or pose a threat to public safety • May be one or multiple sites • May be several agencies involved • May extend beyond one week • Limited evacuations may be required 	<p>Examples:</p> <p>Major scheduled event (conference or sporting event) Regional utility outage or boil water notice Large structural or vehicle fire or wildfire impacting a large area with potential for evacuations Medium and controlled HazMat incident Widespread IT outage which will impact CRD operations for days Motor vehicle incident involving a bus or several casualties Bomb threat or other significant threat to CRD operation or important community resource Plane incident with no impact on populated area or limited impact Ethical incident involving board member or C-suite member Minor flooding or threat of flooding Evacuation alert only</p>
	<p>Communications:</p> <ol style="list-style-type: none"> 1. Internal team, with potential support from external 2. Monitor media and social media. Send media release and update social media and website immediately and as required thereafter 3. Messaging: <ul style="list-style-type: none"> • There is a (potential) threat to the public • List actions you would like public to take • Be empathetic to situation public is in 4. External stakeholders are engaged, and elected officials (and possibly staff) are notified 5. Use Everbridge Emergency Notification System for any evacuations or major changes 6. Activate public information line 7. Appoint primary spokesperson/host for media relations and videos 8. Establish information officer group with external agencies 9. Work directly with Graphic Information Services (GIS) to develop maps 10. Consider use of daily/consistent videos (or at minimum daily text updates via website, email and social media, etc) to relay key information to residents; share audio of video on phone line 11. Consider use of ham radio, roadside signs, flyers at road blocks and information centres to spread information in rural and remote communities

3/ Major- EOC will be activated

- An incident has resulted in or could result in multiple injuries or fatalities and has the potential to threaten the community or the organization on many levels
- Multiple sites
- Regional disaster
- Multiple agencies involved
- Evacuation required
- Declaration of a State of Emergency is required

Examples:

Natural disaster (flood, wildfire, wind event)
 Pandemic or other major health emergency
 Sabotage
 Railway incident
 Uncontrolled HazMat incident including natural gas leaks
 Major vehicle incident(s) which close highway(s) for days or limits egress routes for large populations
 Lack of access to safe drinking water for more than one week
 Serious airplane incident at airport or near populated area
 Mine breach
 Explosion
 Significant loss of life in one incident
 Extended regional utility outage
 Earthquake including aftershocks
 Labour dispute

Communications:

1. Internal team and external support required
2. Monitor media and social media. Send media release and update social media immediately and as required thereafter
3. Messaging:
 - There is a serious threat to public safety
 - Note injuries or fatalities, only if confirmed through CRD or partner agencies
 - Note if there is economic threat to community
4. Be empathetic to situation public is in
5. Appoint primary spokesperson/host for media relations and videos
6. Use Everbridge Emergency Notification System for any evacuations or major changes
7. Elected officials and external stakeholders are engaged through email list
8. Work directly with Graphic Information Services (GIS) to develop maps
9. Establish information officer group with external agencies
10. Use daily videos to relay key information to residents, share audio of video on phone line
11. Consider use of ham radio, roadside signs, flyers at road blocks and information centres to spread information in rural and remote communities

Initial Response Process - I / II / III

1. Manager in charge notified of incident.
 - a. Manager in charge assembles team and resources to deal with initial response – priority to contact crisis lead and communications lead
 - b. Crisis lead notifies C-suite
 - c. Communications lead notified
2. Communications lead assesses internal and external situation
 - a. Gather all information and verify
 - b. Monitor social media, use videos and photos to understand public perception of incident
 - c. Notify additional communications staff and external resources
3. Crisis lead organizes initial meeting of crisis team – may be by phone, web call, or in-person – whichever is quicker
 - a. Assess facts and incident
 - b. Develop operational response plan
 - c. Designate roles – including spokesperson and subject experts
 - d. Identify and contact resources which are or may be required
 - e. Set time for next meeting
 - f. Record discussion, including decisions and roles assigned
4. Crisis lead circulates email of meeting record
5. Communications lead identifies initial response
 - a. Prepares key messages
 - b. Gathers supporting information
 - c. Notification of incident and key messages – Sent to board of directors (all incidents); and staff (2/Medium or 3/Major only)
 - d. 2/Medium and 3/Major only - Identifies and prepares spokesperson and crisis lead (internal stakeholders)
 - e. Notifies public (if necessary) through media release, social media, web site, emergency notification system and email list, simultaneously (external stakeholders) as necessary. Ensure to be clear with geographic areas which are impacted.
 - f. 2/Medium and 3/Major only - Establish call centre if necessary.
 - g. Updates all stakeholders as required
 - h. Notifies crisis lead of new information from partner agencies, social media, media or internal sources
 - i. Records actions including time, date and who completed work
 - j. Evaluates response post-crisis

1 / Minor

Flow chart – establishing role

2 / Medium
































Flow chart – establishing role


















































3 / Major

Flow chart – establishing role

DO NOT COPY

Communication Tactics

Tactic	Tools
Facebook   	Facebook or Hootsuite www.facebook.com/caribooregion and www.facebook.com/CRDEmergencyOperations
Twitter   	Twitter or Hootsuite @cariboord
YouTube  	YouTube or Hootsuite https://www.youtube.com/channel/Uck6Y8zWI_hHJXMgSIJB-9w
Web Site   	Content Management System
Emergency Notification System   	Everbridge • Sends by telephone/cellular, text, email until user responds
Information phone line  	Operators and recorded messages
Intranet   	
Email   	Mail client. Ex. Outlook Mass email. Ex. Mailchimp
Text message   	Device-to-device Mass – Everbridge (see Emergency Notification System)
Telephone   	Landline Cellular including data and text Satellite Facsimile/Fax (limited use)
Media relations   	Media briefings / conferences Media releases Twitter Email via Mailchimp • Newspaper • Radio • Television • Newswire • Podcasts • Webzines • Bloggers

Printed Flyers    	Hand-delivered Mailed Inserted in newspaper or flyer packages Road blocks CRD public-facing facilities
Radio     	Commercial radio station – FM or AM Emergency FM station Ham radio Portable radio
Road Blocks    	Verbal updates Flyers Information packages
Community Information Meeting    	Facilitated updates with short Q & A, located near incident site or refuge location: Open house Trade show Exhibits
Information Centres   	Central location with information provided in print, screens, signage and verbal: Community hall Resiliency centre Evacuation centre
Internet     	Web site – www.cariboord.ca
Newsletter     	Printed Emailed
Presentation     	In person Online
Loudspeaker   	Emergency vehicles driving streets Speaker systems with microphone at static location
Signage    	Bulletin Boards at Information Centres Roadside (directional, digital billboard, billboard) Digital screens (in buildings, see Digital Screens)
Survey   	Internet. Ex. SurveyMonkey Print Telephone
Digital Screens    	Use web-based site to load on screens via web page address: Television, projector Portable digital screens (may be updated remotely)

Part 2 – Guides and Definitions

Guides

Crisis Communications Response Team

The CCRT has primary objectives to:

- Protect people and the environment
- Minimize negative financial impacts, and
- Preserve the CRD's reputation

To achieve these, they will:

1. Assess potential risks to the operation
2. Take actions to prevent high-risk incidents from occurring
3. Take actions to prepare for high-risk incidents that cannot be prevented
4. Maintain current information for crisis team members and their alternates, along with other support agencies
5. Ensure appropriate training is conducted for employees in this plan, emergency management and incident command systems
6. Decide on levels of training
7. Organize and equip an emergency response centre from which a crisis can be managed
8. Effectively manage crisis events as they occur

This team determines the overall response to the crisis.

- Chief Administrative Officer (CAO)
- Corporate Officer
- Chief Financial Officer
- Managers – as determined by CAO

- Staff – as determined by CAO/Communications
- Legal Counsel – optional as determined by CAO
- External agencies – optional as determined by CAO/Communications

Information Section

Roles & Responsibilities

The Information section is responsible for preparing and releasing information about the incident to the news media, EOC personnel, and other appropriate agencies and organizations. The Information section serves as the coordination point for all public information, media relations, and some internal information sources for the EOC. Responsibilities of the Information section are:

Public Information

- Prepares initial information summary as soon as possible at beginning of crisis
- Ensures the public within the affected area receives accurate information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
- Ensures that a Toll-Free Public Information Service (hotline or call centre) is established to provide helpful information and advice to the public.
- Develops accurate messaging content for media briefings, website etc. and distributes public information.

- Coordinates with other agencies on public messaging.

Media Relations

- Serves as the coordination point for all media releases and responds to media inquiries
- Coordinates media releases with officials representing other agencies
- Develops a format for media conferences and briefings in conjunction with the EOC Director
- Maintains a positive relationship with the media representatives, monitoring all broadcasts and written articles for accuracy.
- Arranges a site for media (room or location), internet access, and other assistance as required

Internal Information

- Develops messaging sheets and/or FAQ sheets to ensure consistent and accurate information sharing internally.
- Develops Briefing Notes, Communication Plans and Key Messages
- Maintains an internal web site established for EOC information.
- Liaises with Information Officers established at PREOC, DOCs (Department Operations Centre), MROCs (Ministry Operations Centre), EOCs (Emergency Operations Centre) and other agencies.

Social Media

- Prepares messages and posts to all social media
- Develops daily update videos as required, and posts to Facebook and YouTube

- Develops information update videos as required, and posts to Facebook and YouTube
- Monitors and responds to social media messages and comments when time permits
- Monitors overall tone and comments on social media, and adapts overall communication

Site Communication

- Develops messages for on-site televisions and posts to televisions
- Sends messages to sites without televisions for posting on bulletin boards
- Supports Field Information Officer

Summary of Responsibilities – EOC Activation

- Obtain approval for all messages and media releases from the CAO, Crisis Team or EOC Director
- Serve as the coordination point for all public information, media relations, and some internal information sources for the EOC
- Establish the EOC Information Unit/Section, supervise all staff assigned as Assistant Information Officers and coordinate their activities.
- Activates Emergency Notification System when required, and creates message(s) to be sent
- Ensure the public and media within the affected area receive complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs, and other vital information.
- Establish a Public Information Service (i.e., Call Centre), as necessary, and ensure notification of the service is

publicized for public access to helpful information and advice.

- Develops key messages for elected officials, staff, call centre and all other communication
- Develop and distribute public information materials.
- Provide media relations by coordinating all information to the media from the EOC, responding to media calls, developing formats for press conferences and briefings in conjunction with the EOC Director, maintaining a positive relationship with media representatives, and monitoring all broadcasts and written articles for accuracy.
- Coordinate VIP and visitor tours of the EOC facility, in consultation with the EOC Director and Liaison Officer.
- Maintain a web site established for EOC information.
- Attends EOC management meetings and other meetings as required.
- Liaise with Information Officers established at PREOC, DOCs, MROCs, EOCs and other agencies.

Public Information Officer (PIO)

- For incidents involving more than one information officer, one person will serve as Public Information Officer and be supported by Information Officers (IO)
- The description is based on the EOC role description and may be adjusted based upon the incident.

Reports to: EOC Director or CAO

Information Officer (IO)

- Supports the PIO.
- May have focused areas around organizing information meetings, producing videos, media relations, internal communications, and/or social media.
- Ideally has a background in public relations.

Reports to: Public Information Officer

Field Information Officer (FIO)

- Supports PIO by serving as a local (field-based) PIO near incident and ensuring information is accurate by verifying sources and site-specific information.
- Relays information to/from incident site and PIO.
- Digs for intelligence on potential changes with incident, including with public and responders.
- May establish post at Incident Command, or with another site EOC.

Reports to: Public Information Officer

Community Liaison

- Serves as central point of contact for communications for various CRD communities (ideally, 1-2 trained to represent every community)
- Is a community member for the area they serve as liaison, and is well-connected in the area.
- Is a person who is a good communicator and is able to balance community needs with response efforts.
- Provide community-based information to the PIO, and relays important information to the community from the PIO.
- Takes photo and videos and sends to PIO.
- May have ability to issue permits.

Reports to: Public Information Officer and Operations Section Chief (Permits only)

Call Centre Liaison (CCL)

- Serves as supervisor of Call Centre.
- Arranges call centre through central toll-free line.
- Arranges staffing and scheduling based upon EOC needs.
- Ideally is a CRD staff member who knows CRD systems and staff.
- Sets up menu on phone line, including options for recorded daily update, permits, and reaching an operator.
- Helps draft key messages as needed to answer public calls (to be approved by public information officer).

Reports to: Public Information Officer

Call Centre Staff

- Receives incoming calls from the public and provides information and messaging, as well as answers questions.
- May be any person who has calm and controlled demeanor, and can deal with hostile, sad or angry callers.
- Must be able to operate a computer, search GIS (Graphic Information Services) maps, and communicate clearly.
- Will use computer to search for information for callers, using posted public information and GIS maps.

Reports to: Call Centre Liaison

Messaging

Information vs Messaging

Information is knowledge which is already being shared by another agency, or the public can see and you have confirmed information not based on rumour. Ex. Road is closed due to fire, bridge collapsed due to flood, or strong winds. Confirmed information can and should be shared as quickly as it strategically and tactically makes sense. Generally, this can be done by using existing social media posts from agencies or trusted other sources such as media.

Messaging is strategic and provides important information for the public, staff and agencies from the CRD.

Messaging

Must be clear, concise, and consistent at all times.

Ideal to keep to three key messages which cover:

- Knowledge – acknowledge what is going on
- Action – note what action(s) you are taking
- Empathy – awareness of the impact the crisis is having on people

As well:

- Priorities:
 1. Safety & health of responders
 2. Save lives
 3. Reduce suffering
 4. Protect public health
 5. Protect infrastructure
 6. Protect property

7. Protect environment
 8. Reduce social & economic losses
- Be audience specific – targeting concerns of any audiences impacted by crisis.

Gold standard: 3 messages, 9 seconds to deliver, 27 words total

Provide the public with only accurate and factual information in a professional manner, such as:

- What happened?
- When it happened?
- What is being done to contain/resolve the situation?
- Number of people involved/injured?
- What outside parties have been notified and who is involved?
- What the public can do to help?

It is recommended you answer as many of these questions as early and often as possible.

Note:

- Always tell the truth
- Do not answer questions you are unsure about
- Do not give personal opinion
- Do not respond to rumours
- Do not reveal names
- Do not speak for outside parties

Determined factual information about the incident must go through the Crisis Communication Response Team before the release of any information by the spokesperson.

Example

A school bus has crashed with a truck and which is now spilling an unknown hazardous material. Highway 97 is closed in both directions and the local fire department, RCMP and SAR have responded and have the scene under control. We do not know how many people were involved or if there were any injuries or deaths. Members of the public have posted photos, which show significant damage to the bus and some sort of liquid leaking into a nearby waterway.

Response:

Emergency crews are responding to a highway collision which involves a bus and truck carrying a hazardous material.

We do not have information on how many people were impacted or the extent of injuries.

Emergency crews are focused on those injured and containing the hazardous material. We will provide further information as soon as confirmed.

Media questions:

How many people are involved in the crash? Have any people died?

Answer: We do not know how many people were involved, and have no confirmed deaths at this time.

What are the ages of those involved?

Answer: We will have this information once we confirm details from the scene.

What is the hazardous material, and is it leaking into a waterway?

Answer: We do not have confirmation yet of the material, however we do know it is leaking and spill mitigation efforts are underway on the scene.

Is the priority on the leak or those injured?

Answer: While crews are concerned for both, resources are concentrated on those injured.

Anything else you can tell us?

Answer: We really need people to completely avoid the area and allow emergency crews to easily get to the area. The highway will be closed until further notice.

Choosing a Spokesperson

Consistent, trusted, non-political, and available. This is who the spokesperson should be.

Generally, the PIO will be the lead spokesperson for the CRD. Other spokespersons may be used to represent technical and operational areas, or elected officials may be used where necessary to increase seriousness or spread of information. Especially when media scrums or conferences are held, the number of spokespersons can expand to meet the goal of the event.

Trust is built when a credible person is consistently used as a spokesperson. Credibility is built through physical appearance (looking the part), knowledge on the subject, and consistently using the same spokesperson.

While it is understood that spokespersons shall take time off, limiting the number of spokespersons should be a priority to build credibility.

Choosing a spokesperson shall be the job of the PIO, with input from the CAO and EOC Director, based on the outline above.

Training

Bi-annual media training is recommended for all potential spokespeople. The training should include both practical (on camera) and theoretical training.

Interview Tips

- Be media trained and have your key messages and response statements memorized
- Never say anything “off the record” and be careful providing “background” information
- Never say “no comment,” instead say “when I have better information I will be able to respond.”
- Take time before answering questions, Pauses can be used to your advantage, although be careful if broadcasting live.
- Adhere to 9-second quote rule.
- If you don’t know the answer, admit it. Promise to get back to the journalist on that question.
- Never repeat a negative question. Always counter with positive when possible. Leave “yes” and “no” for only when necessary.
- Correct any erroneous or misleading information without repeating question.
- Keep your cool, no matter what.
- Listen carefully to the interviewer. If you did not understand or hear the full question, ask for them to repeat it.
- Keep eye contact.
- Let the situation dictate your demeanour.
- Don’t speculate on hypothetical questions.
- Don’t use trade speak, acronyms, or technical information. Keep your language simple.
- Don’t ever ask to review an interview or story in advance of publication.

Potential Media Questions

- Can you tell us what happened and why?
- What took officials so long to respond?
- What was the cause of the incident?
- When did this happen?
- How was the incident discovered? By whom? When?
- Did you have any indication there was a problem prior to this?
- Could this have been prevented?
- How many people are impacted?
- What is the estimate of costs for the incident?
- Who is at fault?
- How can you assure residents you have the situation under control?
- Who is responsible for managing the incident?
- When will the situation return to normal?
- Why are you not moving quicker to protect properties/residents?
- Why are more resources not being brought in to support response?
- Should residents be concerned about air/water/land which may be unsafe?
- What plans have you prepared for this type of incident?

Approvals

Approval processes are extremely important in crisis messages.

The EOC Director or CAO shall have final approval on all media releases. From media releases, messaging for social media shall be developed, but not differ from that of the media release.

Prior to posting any messaging, the PIO should have another PIO or competent person review the messaging to ensure accuracy, consistency, grammar and spelling.

Evaluation

Evaluation should be ongoing at all times. This will ensure accurate information is being shared by media, and false information can be countered with correct information.

The CRD uses a media monitoring service Meltwater, which provides real-time reports of media activity using Boolean search. It is an online-based platform.

Additionally, Twitter, YouTube and Facebook all have metrics available to report social media activity on those platforms.

Particular attention should be paid to metrics:

Watch time in videos – Average watch time (total internet) is 0:08. In large disasters, the CRD was able to reach 0:38 average watch time. Viewers will also watch more video if closed captioning is added.

Page views (Facebook) – More engaged people, who are intentionally seeking information.

Shares – Engaged audience who is sharing crisis messaging.

Comments – Generally more comments equals more confusion or questions from residents. A review of comments will determine cause.

Metrics that mean nothing: Reach/views, likes/reactions (although can be helpful in gauging mood)

Post-Crisis Communications

The moment residents sense a return to normal, the post-crisis period begins. This may be before evacuated residents return to their homes.

Information residents need will continue to focus on immediate survival needs, and also on short-term and long-term challenges they will face.

Ensuring they know how to access resources, and what steps they should take upon return to their communities, residences and businesses is important.

Focus areas:

- Health and safety related to food, dangerous site conditions, and mental health.
- Recovery resources available to support residents, businesses, and non-profits.
- Increased focus on returning to normal community activities, encouraging community events and meetings to go ahead whenever possible.
- Debriefing with crisis team and partner agencies.

Post-Crisis Public Consultations

For medium (optional) and major (mandatory) crisis, a community consultation process shall be undertaken beginning no later than one month after the end of the crisis. It shall be announced within 10 days of the crisis ending.

Community consultations may include surveys (online/phone), facilitated community meetings, and online engagement sessions (Ex. Facebook Live).

Consultations may use IAP2 (International Association of Public Participation) foundations, which are available through CRD Communications.

A report shall be developed based upon the consultation, with recommendations to improve overall response to the next crisis.

Refer to [Cariboo-Chilcotin Wildfire 2017 Report](#), and [Appendix](#), Butterfly Effect Communications (March 2018)

Definitions

Purpose of Crisis Communications Plan

The purpose of this manual is to provide a helpful, hands-on guide for Cariboo Regional District (CRD) information officers to use in a crisis or emergency, when communicating with both internal and external audiences.

The CRD will regularly experience crisis, and also is home to one of the most activated emergency operations centres in the province.

Plan Objectives

Inform public, staff, other local governments and elected officials, about the crisis, and provide timely and accurate information to

allow them to make informed decisions or understand the status of the crisis. As well, actions will limit chaos and rumours internally and externally.

Preparedness

Preparation and planning is the best way to diminish or eliminate crisis. Scenarios should be created and practiced to ensure response is adequate.

An inventory of potential crisis should be constantly updated, with briefing notes pre-written, and potentially adding media releases and specific response plans for each crisis.

What is Crisis Communications?

Buckle in, you're about to go for a wild ride to an unknown destination. Crisis can be small and simmering or long and hard-hitting.

As a crisis communicator, you will be leading the response to whatever crisis is presented to you. Crisis is not an effort you should ever handle alone, mainly due to the vast number of challenges that are presented even in the smallest of crisis. You will get tired, and you will need to acknowledge you don't have the answers to every challenge you will be presented. Even if you lean on people only temporarily, you must have a team of people you can rely on to offer you confidential advice and support.

Crisis communications is about gathering, organizing and spreading information which will assist the public and internal stakeholders be aware of important information and understand if and how they will develop their own response.

Crisis communicators must think strategically, and act tactically. There is little time to research or ponder a decision. Your role is to dig and gather intelligence, provide information based upon this intelligence, and advise leaders on how to communicate appropriately and in a timely manner.

Risks

Exhaustion is almost guaranteed in crisis, and it can hit quickly or slowly over time. You and those around you must watch for the signs of fatigue. One of the early signs for communicator fatigue is in writing and speaking. You will find you can't put words together, spell like you normally can, or your memory develops big gaps.

Whenever possible, you should limit hours to 10-hour shifts. While this may not always be possible, you should work toward limiting

average shifts for all team members and rotating extra rest for all team members including yourself.

Knowing when you need extra help, and getting it before you need it is crucial, especially considering there are few other trained and available public relations professionals in the immediate area. In crisis, those that are available normally, may be quickly assigned to the crisis in another role. While using those who are not public relations professionals is always an option, they will also have a steep learning curve.

Legal implications may be considered, however, they should not limit or restrict important communications, as that may increase the opportunity for legal action. In one of the best examples in Canada of high-impact crisis communications, the 2008 Maple Leaf Foods listeria crisis, the CEO noted he kicked the lawyers and accountants out of the room and listened to his communications leader.

Community division exists in every community, when two families have a dispute and don't communicate for years or even generations. This is displayed in the Netflix program "The Ranch" when two neighbouring ranchers had not spoken in decades over a small dispute, which bridged to the next generation. As an example, we have seen cases where one rancher attended meetings and another would send their thoughts with someone else because they wouldn't attend if "they" were there.

This intentional separation breaks down communication within communities and must be considered as a potential issue if there are larger pockets of disconnection between communities. This was also present with those that are permanent residents and others that are summer residents only.

Crisis, Emergency, or Disaster?

To distinguish between them is sometimes difficult as the incident may identify more than one. Of note, the words crisis and emergency, and emergency and disaster are often interchangeable in conversation.

A crisis may only impact reputation, where an emergency or disaster likely impact life safety or property. The incident, length of the incident and size of the incident guides the definition.

Incidents include:

- Health (Ex. Disease outbreak, influenza pandemic)
- Major incident (Ex. HazMat spill, derailment, major road collision)
- Natural disaster (Ex. Storm, wildfire, flood)
- Terrorism, violence or threat (Ex. Shooting, bombing, workplace violence)
- Sabotage (Ex. Financial misappropriation, privacy breach, unethical leadership, poor risk management)
- Economic (Ex. Downturns in economy, technology issue, poor employee relationship)
- Energy (Ex. Loss of power, water or cellular service)

Crisis

An organizational crisis is a specific, unexpected, and nonroutine incident or series of incidents that create high levels of uncertainty and simultaneously present an organization with both opportunities for and threats to its high-priority goals.

There is also proof that some types of crisis can be completely prevented through previous actions.

Crisis types may include natural, confrontation, malevolence, technological or organizational misdeeds.

Natural crises are environmental phenomena such as earthquakes, volcanic eruptions, tornadoes, hurricanes, floods, landslides, tsunamis, storms and droughts.

Technological crises are those caused by human application of science and technology and may include software failures, industrial accidents, hacking of technology, or oil/mine spills.

Confrontation crisis occurs when discontented individuals and/or groups fight businesses, government and various interest groups to win acceptance of their demands and expectations. They include boycotts, picketing, sit-ins, ultimatums to those in authority positions, blockade or occupation of building/road, and resisting or disobeying police.

A crisis of malevolence is when opponents or miscreant individuals use criminal means or other extreme tactics for the purpose of expressing hostility or anger toward, or seeking gain from a company, government or economic system, perhaps with the aim of destabilizing or destroying it. They may include product tampering, kidnapping, malicious rumours, terrorism and espionage.

Organizational misdeeds take place when management takes actions it knows will harm or place stakeholders at risk for harm without adequate precautions. This can include skewed values caused when managers favour short-term economic gain and neglect broader social values and stakeholders other than investors. Deception occurs when management conceals or misrepresents information about itself and its products in dealing

with consumers and others. Management misconduct is caused by both skewed values and deliberately amoral and illegal activity.

Workplace violence occurs when an employee or former employee commits violence against other employees on organizational grounds.

Rumours are when false information about an organization or its products creates a crisis hurting the organization's reputation.

For the purposes of this document, a crisis will also define an emergency and disaster.

Emergency

Any incident(s), human-caused or natural, that requires responsive action to protect life or property.

The incident(s) may last days to weeks. It may or may not be controlled by human intervention.

Often, local emergency services are able to provide appropriate initial response with their resources. For this type of incident, the Emergency Operations Centre may be activated if necessary, especially if local resources are exhausted and more resources are required.

Disaster

A disaster is a sudden, calamitous incident that seriously disrupts the functioning of a community or society and causes human, material, and economic or environmental losses that exceed the community's or society's ability to cope using its own resources.

Though often caused by nature, disasters can have human origins.

It is a prolonged incident, generally over weeks or months, which is unable to be easily controlled with human intervention. For this type of incident, the Emergency Operations Centre would be activated.

Crisis Categories

Creeping: foreshadowed by a series of events that decision makers don't view as part of a pattern.

Slow-burn: some advance warning, but situation has not yet caused any actual damage

Sudden: damage has already occurred and will get worse the longer it takes to respond

What is a Stakeholder?

Anyone who has a stake in what happens to an organization or jurisdiction. Crisis communications is about retaining support of stakeholders during adverse circumstances.

Stakeholders can be internal or external.

Internal: Employees, family members of employees, board of directors, volunteers.

External: Residents, referral sources, influencers in investment community, community leaders, regulators, legislators, emergency service providers, media serving all stakeholders.

Phases of a Crisis

Activation – From the moment you are first aware of a crisis until you are operational, you are in activation mode. You are gathering necessary resources and preparing for your initial communications. This phase may be minutes or weeks. If you are given time, use it to at least prepare a plan, messaging and seek advice.

Operational – Once your resources are gathered, you then activate those resources and begin a coordinated response. This phase may run for days or months, and will often overwhelm your initial resources, so always plan for this phase to get more difficult and require increased resources.

Demobilization – The crisis has now diminished enough to return to normal operations. This phase is one of the most difficult as the public may not believe the crisis has ended and

you will become more exhausted as the end is in sight. You will now need to demobilize crisis resources, assess costs, and your overall response.

Post-crisis – Most crisis will require some communications after demobilization. This may include closing facilities, notification of reduced crisis resources, or reporting on overall crisis response. For large crisis, such as disasters, a community engagement/consultation process will happen in this phase and should begin no later than two months after the crisis ended.

Recovery – Often part of the post-crisis phase, recovery may last weeks to decades dependent on the severity of the crisis. During this phase, regular communication about recovery resources, actions which are being taken to aid recovery, and information about financial and mental assistance should be considered.

Part 3 – Resources

Place Names

Anahim
Alkali

Batnuni
Bella Coola
Bonapart

Canim
Chezacut
Chilanko
Chilako
Chilko

Farwell

Hanceville

Kleena Kleene

Lac la Hache
Lone Butte

Anna-him
Al-ka-lie

Bat-noony
Bell-a Cool-a
Bone-a-part

Can-em
Chez-a-kut
Chill-ang-ko
Chill-ack-o
Chill-ko

Far-well

Hans-vill

Clean-a-clean

Lack-la-hash
Loan-bewt

Nemiah
Nimpo
Nazko
Nechako

Mahood
McLeese

Puntzi
Puntchesakut

Riske

Quesnel

Tautri
Tatelkuz
Tzenzaicut
Tatlayoko

Nem-i-ah
Nim-po
Naz-ko
Ne-cha-ko

Ma-hood
Mick-lease

Punt-zee
Punt-cheza-kut

Risky

Kwa-nell

Tawt-ree
Tattle-kuz
Zen-za-kit
Tat-la-yoko

Flow Charts

Initial Setup I / II / III

Media Release Process

Media Advisory Process

Making an update video

Making an information video

Levels of Crisis

Information Officer Team

Video/Audio Process

Re-entry process

Segments of response

Documents

Signage

News Media

Social Media

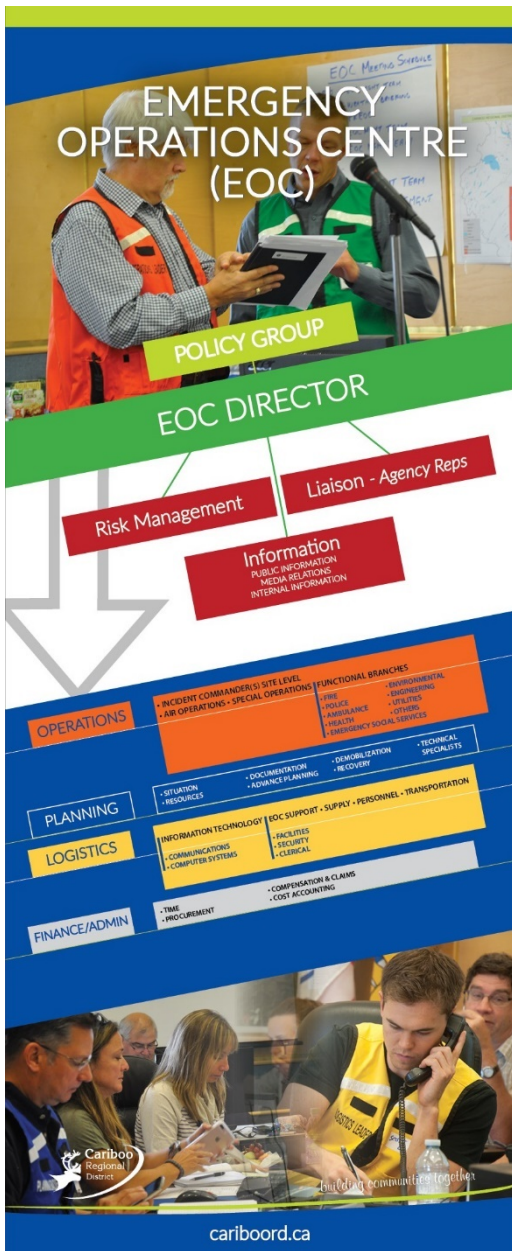
Alert process

Order process

Digital screens

Resources

Justice Institute of BC – Emergency Management Library –
Glossary, Acronyms, <http://www.jibc.ca/library/research-help/web-links/emergency-management>



Supporting Folder and Files

Located in the EOC folder

1. Crisis Comm Guides
2. Crisis Comm Flow Charts
3. Crisis Comm Templates and Samples
4. Crisis Comm Contacts
5. Crisis Comm Coordination
6. Crisis Comm Terms Glossary
7. Crisis Comm Appendix
8. Sample Folder Structure

Audiences

Internal

Board of Directors	CRD
C-Suite	CAO, CFO, CO
Management	Communications, Community Services, Protective Services Procurement, Information Technology, Development Services, Environmental Services, Financial Services, Libraries
Staff – Office-based	
Staff – Field-based	
Region Municipalities	City of Williams Lake City of Quesnel District of 100 Mile House District of Wells
Fire Departments *First Responders ^Auto Extrication	CRD Volunteer Departments 108 Mile Ranch* 150 Mile House* Barlow Creek Bouchie Lake* Deka Lake Forest Grove* Interlakes Kersley Lac La Hache Lone Butte*^ Miocene* Ten Mile West Fraser Wildwood* Municipal Fire Departments 100 Mile House*^ Wells Williams Lake Quesnel* Independent Volunteer Fire Departments

	Big Lake* Canim Lake Chimney/Felker Lake Greeny Lake Likely Hawkins Lake Hixon (border of CRD and RDFFG) Horsefly* McLeese Lake Watch/Green Lake First Nations Departments Anahim Lake Canoe Creek Alkali Lake Canim Lake Dog Creek
Search and Rescue (SAR)	100 Mile Search & Rescue Central Cariboo Search & Rescue^ Quesnel Search & Rescue^ West Chilcotin Search & Rescue North Cariboo Highway Rescue

External

Residents – Near incident geography/impact area	
Residents – Outside incident geography/impact area	
Residents – Evacuated inside region	
Residents – Evacuated outside region	
First Nations	Tsilhqot'in National Government / TNG <ul style="list-style-type: none"> • Tl'etinqox / Anaham Band • ?Esdilagh / Alexandria Indian Band • Tsi Deldel / Alexis Creek First Nation (Redstone) • Xeni Gwet'in / Nemiah • Yunesit'in / Stone Band • Tl'esqox / Toosey Band

	<p>Northern Shuswap Tribal Council / NSTC</p> <ul style="list-style-type: none"> • Tsq'escen' / Canim Lake Band • Stswecem'c/Xgat'tem First Nation / Canoe/ Dog Creek • Xat'sull Soda Creek Indian Band/ Deep Creek • T'exelc Williams Lake Indian Band /Sugarcane • Esketem'c / Alkali Lake <p>Carrier Chilcotin Tribal Council / CCTC</p> <ul style="list-style-type: none"> • Lhoosk'uz Dene Nation / Kluskus • Lhtako Dene First Nation / Red Bluff Band • Ulkatcho First Nation / Anahim Lake • Nazko First Nation / Nazko Band • High Bar First Nation / High Bar First Nation • Whispering Pines/Clinnton Indian Band / WP/CIB
Schools	<p>Pre-school and daycare facilities</p> <p>School District 27 (Cariboo-Chilcotin)</p> <ul style="list-style-type: none"> • 100 Mile House Elementary • 150 Mile Elementary • Alexis Creek Elementary / Secondary • Anahim Lake Elementary – Junior Secondary • Big Lake Elementary • Cataline Elementary • Chilcotin Road Elementary • Dog Creek Elementary – Junior Secondary • Forest Grove Elementary • GROW (Graduation Routes Other Ways) and Skyline • Horse Lake Elementary • Horsefly Elementary – Junior Secondary • Lac La Hache Elementary • Lake City Secondary – Carson Campus • Lake City Secondary – Columneetza Campus • Likely Elementary • Marie Sharpe Elementary • Mile 108 Elementary • Mountview Elementary

	<ul style="list-style-type: none"> • Naghtaneqed Elementary – Junior Secondary • Nesika Elementary • Peter Skene Ogden Secondary • Tatla Lake Elementary – Junior Secondary <p>School District 28 (Quesnel)</p> <ul style="list-style-type: none"> • Barlow Creek Elementary • Bouchie Lake Elementary • Carson Elementary • Dragon Lake Elementary • Kersley Elementary • Lakeview Elementary • Nazko Elementary • Parkland Elementary • Red Bluff Lhtako Elementary • Riverview Elementary • Voyageur Elementary • Wells Elementary • Correlieu Secondary School • Quesnel Junior School • McNaughton Centre <p>Private Schools (incomplete list)</p> <ul style="list-style-type: none"> • Maranatha Christian School (Williams Lake) • Sacred Heart Catholic School (Williams Lake) • Cariboo Adventist Academy (Williams Lake) <p>College</p> <ul style="list-style-type: none"> • College of New Caledonia (Quesnel) <p>University</p> <ul style="list-style-type: none"> • Thompson Rivers University (Williams Lake) • Thompson Rivers University (100 Mile House) • University of Northern BC (Quesnel)
Health Care Facilities	<p>Hospitals</p> <ul style="list-style-type: none"> • 100 Mile House • Quesnel • Williams Lake

	<p>Clinics</p> <ul style="list-style-type: none"> • Alexis Creek • Anahim Lake • Tatla Lake • Wells <p>Support Homes Senior's Homes</p>
Local media	<p>100 Mile House</p> <p>Print</p> <ul style="list-style-type: none"> • 100 Mile Free Press <p>Radio</p> <ul style="list-style-type: none"> • 840 Country 840 • 91.3 CBC Radio One (Kelowna/Kamloops) • 99.7 The GOAT FM <p>Internet</p> <ul style="list-style-type: none"> • MyCaribooNow.com • CaribooRadio.com • PJXM News <p>Williams Lake</p> <p>Print</p> <ul style="list-style-type: none"> • Williams Lake Tribune <p>Radio</p> <ul style="list-style-type: none"> • 570 Cariboo Country • 92.1 CBC Radio One (Kelowna) • 94.3 South Asian • 95.1 Christian (St. John's, NL) • 96.1 Native/Classic Rock • 97.5 The GOAT <p>Internet</p> <ul style="list-style-type: none"> • MyCaribooNow.com • PJXM News • Got News Network <p>Wells</p> <p>Radio</p> <ul style="list-style-type: none"> • 540 CBC Radio One (Prince George)

	<p>Internet</p> <ul style="list-style-type: none"> • MyCaribooNow.com • PJXM News <p>Quesnel</p> <p>Print</p> <ul style="list-style-type: none"> • Quesnel Cariboo Observer <p>Radio</p> <ul style="list-style-type: none"> • 90.9 CBC Radio One (Prince George) • 92.3 Christian (St. John's, NL) • 94.9 The GOAT • 100.3 Cariboo Country • 106.9 CBC Radio Two (Vancouver) <p>Internet</p> <ul style="list-style-type: none"> • MyCaribooNow.com • PJXM News <p>Chilcotin</p> <ul style="list-style-type: none"> • Anahim/Nimpo Lake Messenger • Got News Network (internet)
Provincial media	<p>Recommend they subscribe to Mailchimp list</p> <ul style="list-style-type: none"> • CTV News • CBC News • Global News
National media	Recommend they subscribe to Mailchimp list
Province of British Columbia	<p>Emergency Management BC</p> <p>MLA Cariboo-Chilcotin</p> <p>MLA Cariboo North</p>
Government of Canada	<p>MP Cariboo-Prince George</p> <p>MP Kamloops-Thompson-Cariboo</p>
RCMP	<p>Detachments:</p> <p>100 Mile House</p> <p>Alexis Creek</p> <p>Anahim Lake</p> <p>Quesnel</p> <p>Wells</p> <p>Williams Lake</p>

	Command for Major Incidents: Gold (Strategic) Silver (Tactical) Bronze (Operational – Firearms and Public Order)
Health Authorities	Interior Health Northern Health Coastal Health
Business Groups	Likely & District Chamber of Commerce Quesnel Chamber of Commerce Williams Lake & District Chamber of Commerce South Cariboo Chamber of Commerce (100 Mile House)
Partner Agencies	Canadian Red Cross Salvation Army Canadian Mental Health Association Samaritan's Purse
Others	Community groups Religious organizations Legions Sport organizations

Part 4 – Background

Challenges of Communications in the Cariboo

While most of the population is centred in four municipalities and along the Highway 97 corridor, there is a significant rural and remote population.

Rural is considered unincorporated, and will typically have hydro, and limited access to telephone, internet, cellular and television networks. Those with only one network listed, should be considered remote.

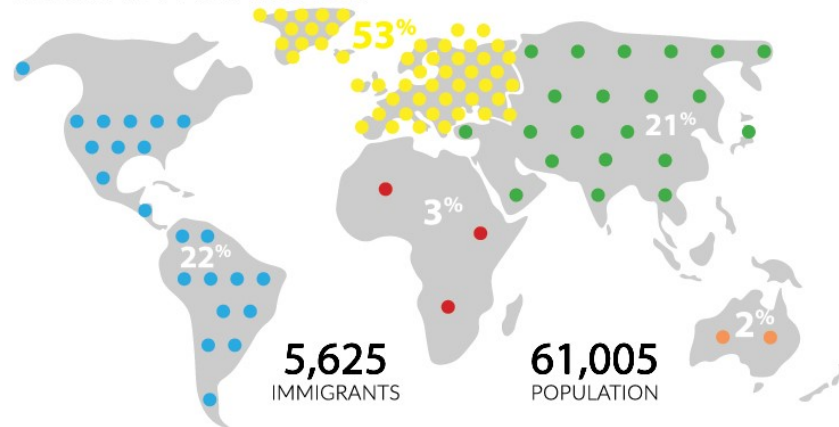
Remote is also unincorporated, but also at distance from stores and supplies, and will not have any access to telephone, internet or cellular, and may have no modern communication or be limited to ham or short-wave radio.



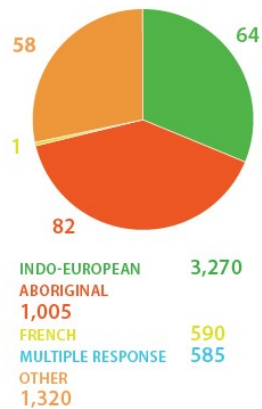
Above: Cellular coverage is limited to Highway 97 corridor (Telus)

CITIZEN DEMOGRAPHICS in Cariboo Regional District

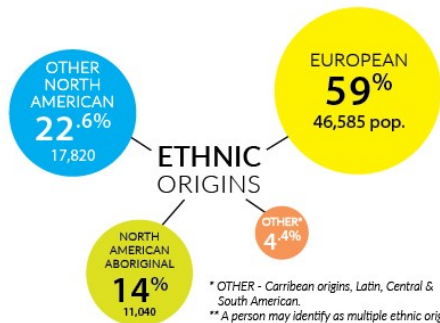
WHERE ARE IMMIGRANTS FROM?



NUMBER OF LANGUAGES (Excluding English)



IMMIGRANT GENERATIONS WITHIN CANADA



First Nations Communications

First Nations communities hold responsibility for their communities under Federal law. Working with First Nations is an important part of crisis communications in the CRD as there are dozens of communities and 17 bands which are part of three governments/councils.

Every community has different customs and processes. You must respect these to properly create an open path to communicate with each band.

Due to the history of the relationship with European settlers and First Nations in the region, along with historic relationships between bands, First Nations communication requires greater time and effort to achieve goals. Often, this comes with greater results as well.

A First Nations liaison must be established for any medium incidents. This liaison is key to communications with First Nations.

Some First Nations will work directly with the CRD on incidents, while others will act more independently.

Remember that First Nations communications must be personal, ideally face-to-face, and must respect their traditions, history and communities.

History

A serious disconnection exists in the Chilcotin region which dates back to 1858, and still has impact on today's communication between communities.

In summary, "it began with the gold rush of 1858, the smallpox epidemic of 1862, and the Chilcotin War of 1864." As noted in Sage Birchwater's Chilcotin Chronicles, "These three

events, which occurred in a span of just six years, worked in tandem to transform the heart and soul and nature of British Columbia."

Events such as this impact connections within and between communities of people, geographic, cultural, and business, which are present today. This reduces the effectiveness of mass communications, which generally uses the same message for all communities when in crisis, often due to urgency. While urgency and crisis often bring communities together, it will never bring together communities fully or quickly.

The Chilcotin War, and years before and after left a divide between white and First Nations communities which has not only created communications challenges, it has resulted in land title changes. These changes have impacted the relationship between the communities and left non-Aboriginal tenure holders in a difficult financial position in the years prior to the 2017 wildfires, and made the wildfires hurt their finances much deeper. The frustration was heard during a five-hour long information meeting held in Nimpo Lake on August 23, 2017, the longest meeting in the disaster.

The first Canadian land title decision happened on June 26, 2015, when the Supreme Court of Canada rendered a historic judgment and declared Aboriginal title to approximately 1,900 SQ KM of the original Williams Title Case Claim area in the Chilcotin. Aboriginal title is a legal term that recognizes interest in the land. It is a collective interest in the land, the right to use and occupy title lands that flow from being the original residents before European settlers arrived.

Ranching, fur trade and the gold rush have a long impact on the region. In the 1950's ranchers employed First Nations,

although they did not live or eat with white people. In the Museum of the Cariboo Chilcotin, photos with First Nations and white people name only “Indian” as the description for First Nations individuals, while white people in the photo are named.

The fur traders had no issue getting along with First Nations. They seemed to have a respect for each other and worked together through that period, with only a few issues.

After the gold rush, there were no wars, but there were disagreements between tribes which were no more than neighbours not getting along. When it comes to disaster, neighbours help. However, there are culturally different practices. For example, in 2017 two reserves stayed behind against government wishes and saved areas with their historical way of fighting fires.

Residential schools had a significant impact on First Nations communities. We acknowledge the legacy of residential schools is one Canadians should learn about and be understanding of the deep negative impact on First Nations and challenges this legacy presents in our relationship with them going forward. Within the Cariboo-Chilcotin, there were multiple residential schools.

It was a part of a “colonization of the land once exclusively the domain of Indigenous societies,” says Birchwater, “The premise of the residential schools across Canada was to teach Indigenous children how to fit into the now-mainstream Euro-Canadian society. More to the point, they were institutions set up to deprogram children from their Indigenous heritage. A popular slogan in residential schools was to ‘kill the Indian in the child.’”

We do not know the full impact of residential schools, however, with many only closing in recent decades, there are many alive who survived. Survival may not be the best term to describe, as they were often tortured into submission to a Euro-Canadian

standard, which ultimately left the person in an empty shell with no knowledge of who they are or where they belong, with a low level of trust of authority. It also left only 1,005 people who speak an Aboriginal language as their mother tongue of the 8,550 living in the CRD.

Today, bands are perceived to have terrible communication both between bands, internally within their band and between bands and local governments. This is not unique to this region, and is similar across Canada. A knowledge challenge may make this worse, as education levels among First Nations are lower than the overall Canadian population. Two examples: 1) There is little opportunity for white people to mingle and get to know First Nations people. 2) A Chief criticizing another Chief is huge deal. Mayor criticizing another Mayor is normal.

Racism still exists in both white and First Nations communities, however, it is much better than it was. Racism today is often related to rights, and what one group of people are perceived to have for rights compared to another. Race is used as the identifier to distinguish the two groups.

Overview

Communications today is tied to many moments in the region’s history. When building communications strategies, understanding historical context is important as barriers may impede important information reaching all communities. Historical impacts may hinder an important message from spreading as it will follow only natural lines of communication. Even in disaster, people will do only what is natural in early stages.

Edited excerpt from the 2017 Cariboo-Chilcotin Wildfires Consultation Report. Sources: Diana French, Historian; Chilcotin Chronicles, Birchwater, Sage, 2017; Cariboo Chilcotin Coast Travel Guide, 2017.

Immigration and Language

While the majority of the CRD is made up of third generation immigrants, 26% are first or second generation immigrants. It may explain why there are a 206 non-English mother tongue languages in the CRD, spoken by 6,185 people.

Most immigrants have come from Germany, which matches ethnic origins of 12,140 residents compared to 17,820 with Canadian origins (non-Aboriginal). In fact, 46,585 residents are from European origins.

53% of new immigrants are from Europe, with the Americas and Asia making up 22% and 21% respectively. Indo-European languages are the mother tongue of 3,270 residents, with Aboriginal, French and Multiple languages being the next three largest categories.

While language is often not thought of as a barrier to communication in disaster, it should be. Considering some people who speak only English were confused and overwhelmed by information, imagine someone who uses English as a second language. Then mix in ethnic differences, and you have a challenging mix of understanding an emergency message. Simply put, with 206 languages, there are at least 206 interpretations of what the message is.

Communications with Remote, Rural and Urban Communities

The CRD is spread across a vast landscape which has developed and undeveloped land stretching 80,629 km².

Remote

By far the most challenging community to communicate with. These residents can be found in the Chilcotin region (including Nazko area), Quesnel Lake region, as well as others. Remote residents may not have telephone, will only have limited satellite internet access, and have no access to broadcast radio or cellular networks. They may rarely come out to populated areas, sometimes being weeks or months between visits. Many of these people live off-the-grid and do so for a reason. They often have little trust in government, due to historic reasons and lack of regular information which is spread using modern communication methods.

Ways to reach remote residents:

Primary:

- Flyers/newsletters/posters at road blocks, community halls, general stores, restaurants, gas stations, and with RCMP patrols.
- Public/community meetings and community information centres at central gathering places (ex. community halls, general stores, restaurants, gas stations).

Secondary:

- VHF radio
- Ham radio

Rural

Residents in these areas generally are in more populated areas, and will often have access to telephone, but will have limited or no access to radio, cellular and internet networks. These residents will have neighbours within a few kilometres and will either visit or work in nearby populated areas. Most of the CRD outside remote areas is considered rural. Residents living outside municipalities, in unincorporated towns and small communities are in this category, including Wells.

Primary:

- Media releases
- Social media posts
- Radio messaging
- Emergency notification system

Secondary:

- Flyers/newsletters/posters at road blocks, community halls, general stores, restaurants, gas stations, and with RCMP patrols.
- Public/community meetings and community information centres at central gathering places (ex. community halls, general stores, restaurants, gas stations).
- Ham radio
- VHF radio

Urban

Residents of Quesnel, Williams Lake, and 100 Mile House are in this category. They have easy access to all modern communication tools, and regularly access them. While they live together with other populations, some residents live very reclusive lives, or are disconnected from society (vulnerable populations).

Primary:

- Media releases
- Social media posts
- Radio messaging
- Emergency notification system

Secondary:

- Public/community meetings and community information centres at central gathering places (ex. community halls, general stores, restaurants, gas stations) including resiliency and evacuation centres.

Ethics

In your work in crisis communications, you should always follow the Canadian Public Relations Society Code of Professional Standards, to which the Cariboo Regional District has a member.

1. A member shall practice public relations according to the highest professional standards.

Members shall conduct their professional lives in a manner that does not conflict with the public interest and the dignity of the individual, with respect for the rights of the public as contained in the Constitution of Canada and the Charter of Rights and Freedoms.

2. A member shall deal fairly and honestly with the communications media and the public.

Members shall neither propose nor act to improperly influence the communications media, government bodies or the legislative process. Improper influence may include conferring gifts, privileges or benefits to influence decisions

3. A member shall practice the highest standards of honesty, accuracy, integrity and truth, and shall not knowingly disseminate false or misleading information.

Members shall not make extravagant claims or unfair comparisons, nor assume credit for ideas and words not their own.

Members shall not engage in professional or personal conduct that will bring discredit to themselves, the Society or the practice of public relations.

4. A member shall deal fairly with past or present employers / clients, fellow practitioners and members of other professions.

Members shall not intentionally damage another practitioner's practice or professional reputation. Members shall understand, respect and abide by the ethical codes of other professions with whose members they may work from time to time.

5. Members shall be prepared to disclose the names of their employers or clients for whom public communications are made and refrain from associating themselves with anyone who would not respect such policy.

Members shall be prepared to disclose publicly the names of their employers or clients on whose behalf public communications is made. Members shall not associate themselves with anyone claiming to represent one interest, or professing to be independent or unbiased, but who actually serves another or an undisclosed interest.

- 6. A member shall protect the confidences of present, former and prospective employers / clients.**

Members shall not use or disclose confidential information obtained from past or present employers / clients without the expressed permission of the employers / clients or an order of a court of law.

- 7. A member shall not represent conflicting or competing interests without the expressed consent of those concerned, given after a full disclosure of the facts.**

Members shall not permit personal or other professional interests to conflict with those of an employer / client without fully disclosing such interests to everyone involved.

- 8. A member shall not guarantee specified results beyond the member's capacity to achieve.**

- 9. Members shall personally accept no fees, commissions, gifts or any other considerations for professional services from anyone except employers or clients for whom the services were specifically performed.**

Sources

Jonathan Bernstein <https://www.bernsteincrisismanage/ment.com/>

Defining Crisis https://www.sagepub.com/sites/default/files/upm-binaries/37705_1.pdf

City of Victoria Crisis Communications Plan

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The Communications Golden Hour, Doug Levy, 2018

About the Author

Tim Conrad, APR
Consultant, Butterfly Effect Communications



“‘Impossible’ is not a word in Tim’s dictionary”.

If you’re looking for lollipops and rainbows, you won’t find them with Tim. With a nearly unreal background including disaster

communications, public consultations, and marketing small businesses, Tim knows his way through hard work and ugly situations.

When discovering and exploring where your organization has issues, you will get honesty from Tim, or what he calls “hard truths”. His strategic advice and solutions will improve your reputation.

His experience has developed him into a reputable “fixer” who can enter an organization in crisis and leave it in a strong position for continued growth.

With experience working across Canada’s provinces and territories, he’s developed into one of Canada’s leading rural

communicators and marketers, having worked in multiple markets with populations under 500,000. His work has gained national attention throughout his career, including appearances on national broadcasts on all three major television networks multiple times.

He’s known for engaging stage presentations about everything from recycling to media relations, social media to mass communications and entrepreneurship. You’ll get more than pretty imagery, learning useful skills from a peer-accredited national public relations professional.

Tim is a caring futurist, who believes strongly in high ethics when practicing communications and marketing. An entrepreneur since he was 12 years old, he is an innovator and leader within the national public relations community, where he serves as Presiding Chair of Professional Development. In 2018, he was honoured to receive the distinguished Shield of Public Service award from the Canadian Public Relations Society.



Started in 2015, Butterfly Effect has worked in four provinces and territories, providing public relations, public consultations, crisis communications, social media, and marketing services with a focus on reputation management. Our goal is to develop strong communities through strategies to engage, educate and expand

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