



## **Muddied Waters**

# **Emergency Operations Centre Debrief Report**

*December 2020*







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*Click bottom bar to return to this page*

All photos supplied by the Cariboo Regional District.

Front page: Southwest Quesnel on April 18, 2020

Above: Aerial of Rose Lake - Kallman Ranch on April 23, 2020. Related: [Williams Lake Tribune story](#)



## Consultant

**Tim Conrad, APR** - Author, Analysis, and Graphic Layout  
“‘Impossible’ is not a word in Tim’s dictionary”.



Tim is a seasoned crisis communicator and public engagement professional who excels in difficult and high-pressure work. Having worked in marketing, communications, graphic layout, web, and social media throughout his 22-year career, he has focused on public engagement and crisis communications over the last decade. He is considered one of Canada’s leading crisis and disaster communications experts for remote, rural and small-urban populations.

He has led communications and/or engagement in some of Canada’s largest emergencies, including the COVID-19, 2013’s southern Alberta floods and both record-setting British Columbia wildfire seasons in 2017 and 2018. Tim received the prestigious [Shield of Public Service Award from the Canadian Public Relations Society](#) for his exemplary efforts during and after the 2017 wildfires.

He’s worked in a variety of industries, including natural resources, health care, sport, finance, municipal services and utilities, dental services, construction, pet services, and events; in business, not-for-profit and all three levels of government.

Tim’s education includes [IAP2 Foundations](#) in Public Participation, [Accreditation in Public Relations](#), Incident Command System 300, leadership and supervisory certificates from Northern Lakes College, a finance certificate from the University of Alberta School of Business, and business and public relations diplomas from the NSCC. He has spoken at international to regional conferences across Canada and in the United States.

### Specializations:

- Crisis and disaster communications
- Public engagement and strategic planning processes
- Public education campaigns
- Media and social media campaigns
- Reputation management
- Advocacy

### Contributors:

Kendra Stoner - Research, Data Entry, Survey Development, Analysis







## LEGEND

— 911 Roads

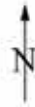
PARCELS

— LAKES & RIVERS

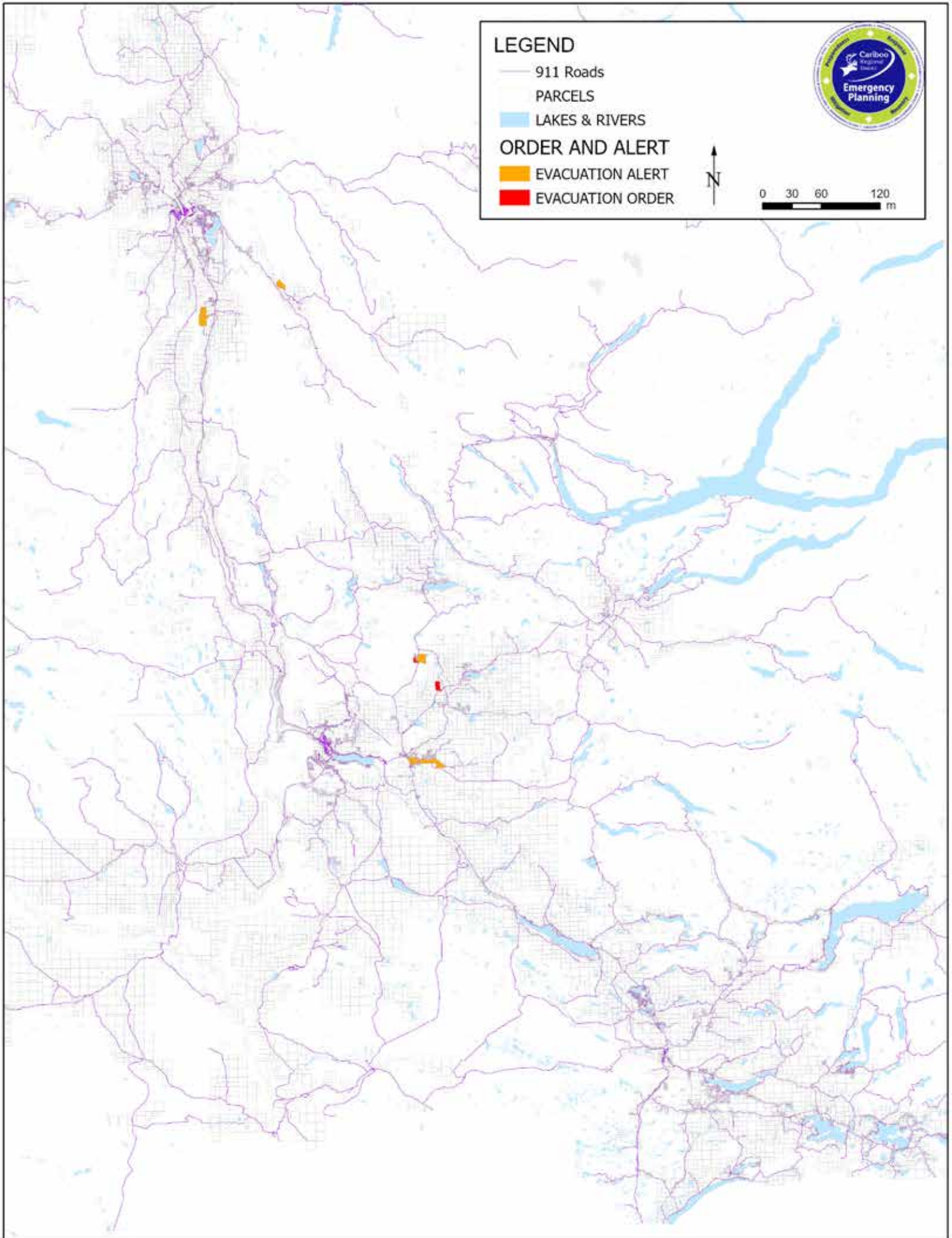
ORDER AND ALERT

— EVACUATION ALERT

— EVACUATION ORDER



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## Executive Summary

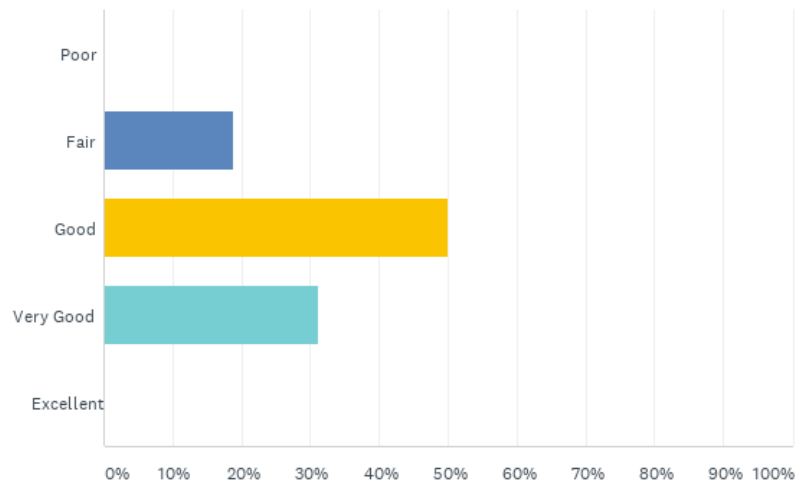
The Emergency Operations Centre of the Cariboo Regional District is easily Canada's busiest, with over 365 days active since the middle of 2017. The centre oversaw a long string of disasters which is unmatched anywhere in Canada, going from wildfires to floods and landslides, wildfires again, more floods and landslides, and floods and landslides yet again with global pandemic as well.

The debrief on this emergency showed how this one was quite different. Yes, COVID-19 certainly provided a whole new challenge, yet it was the reality that landslides – whether slow or fast – highlight the gaps in the current regional and provincial response, sometimes leaving British Columbians in a dire situation without the necessary support to protect their lives, homes and livelihoods.

While the impacts of floods are more obvious, landslides leave much greater uncertainty. Landslides may move structures, roads, or agriculture lands, and render them useless instantly or over time. They trap people and animals, cut off supplies and utilities, and greatly devalue properties which were once “home” or a revenue source.

The spring 2021 freshet is projected to have significant impacts due to record-high water levels and soil saturation in the region. This moisture is now frozen in place, as a La Niña winter is projected to deliver above-average precipitation. The relationships, procedures, processes, information and supports must be ready when March 2021 arrives. Over the next few months, governments must come together and prepare for the imminent impacts on British Columbia residents who will need their help.

### Q15 Please rate your overall experience during your time at the CRD EOC



## Incident Overview

From April 22 to July 9 there were 13 evacuation alerts and 10 orders issued. The Emergency Operations Centre (EOC) was active for over 200 days at the time this report was written. While road closures, which tend to impact more people and create a large emergency response challenge, the homeowner who has seen their home shift from landslide experienced complete devastation. This is exacerbated by a lack of support programs to help the property owner through the recovery process like there is for wildfire or flood.

### Estimated CRD Population under Alerts & Orders



**From: April 16, 2020**

**To: October 21, 2020**

The provincial government also does not have a landslide or flood response plan. This has slowed response and seen creative solutions applied on the fly for each incident. These situations may include hundreds of pregnant cattle trapped by a landslide, families separated with one tending the farm while another parent ensures children make it to school or a road closure which may extend for years with no alternate route for necessary services.

Beyond the many records for rainfall and snow set in 2020, the devastating and widespread wildfires in past years have changed where and how much water moves across vast areas of land. Historical flow patterns have changed, and water levels are remaining high in areas throughout the entire year. Following the 2017 wildfires this pattern developed and it will continue for decades until the land has regrown to hold onto nature's water, precipitation records just add to the impact.

## Objectives and Scope

Services completed between October 19 and December 4, 2020:

- Survey to EOC staff (all staff, including CRD and those who assisted the CRD)
- In-person engagement session
- Analysis of information and data from the above activities as well as the 2020 spring freshet season
- Report with recommendations on actions to take, appendix compiling all information collected and analyzed

## Participation Process

Data was collected through notes provided from EOC staff before the debrief, a debrief meeting on November 6, 2020, and three surveys. A total of 1,071 observations were collected and analyzed.

## Participants

### *Debrief Meeting and/or Survey*

#### **EOC Position**

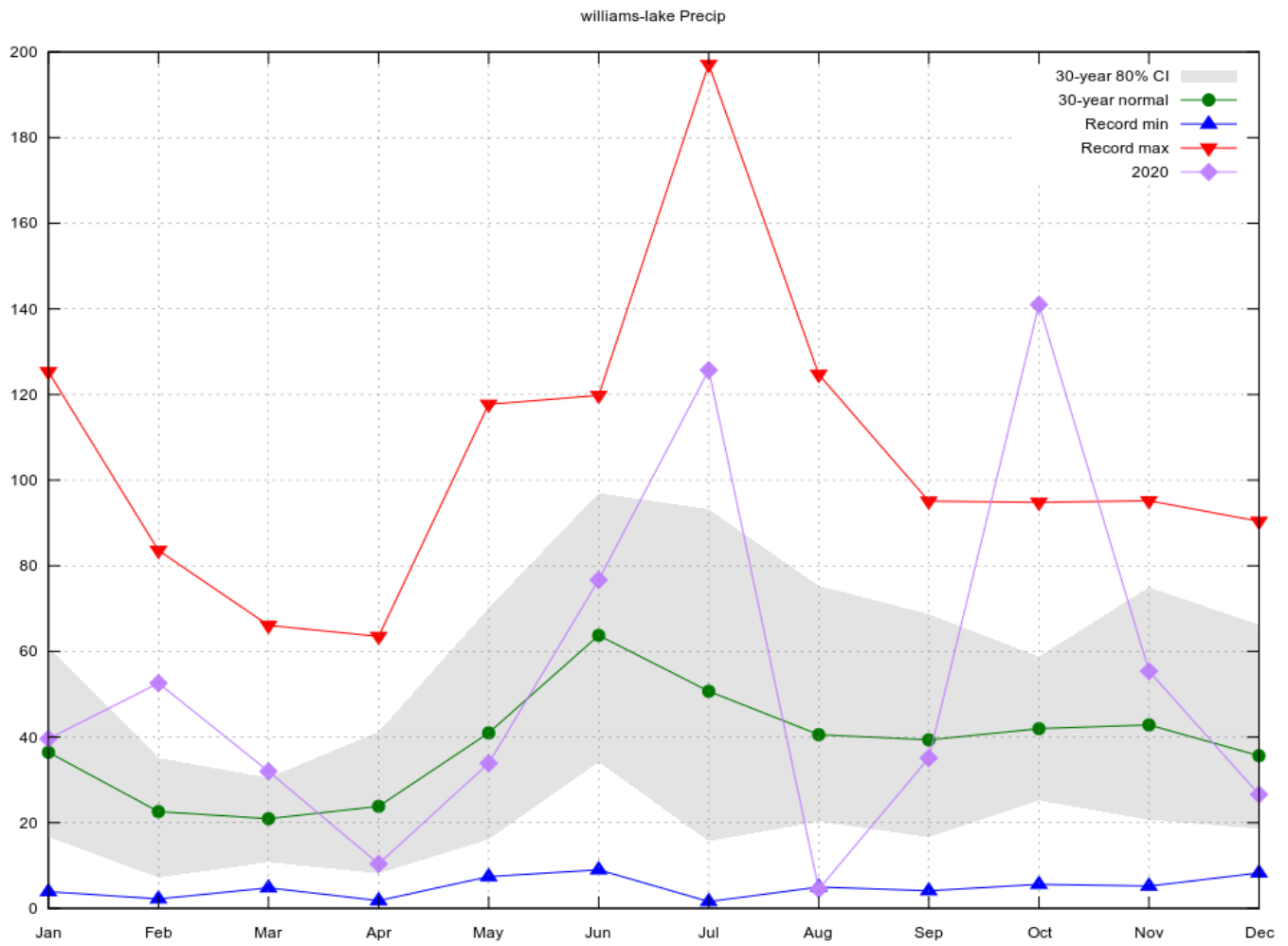
Director  
Director / Risk Officer / Planning Section  
Liaison Officer / Operations Section  
Public Information  
Public Information  
Public Information  
Operations Section  
Operations Section  
Planning Section  
Planning Section  
Planning Section / Director  
Planning Section  
Planning Section / Operations Section  
Planning Section / Operations Section /  
Finance Section  
Planning Section  
Planning Section  
Planning Section  
Planning Section  
Planning Section / Operations Section  
Finance & Administration Section  
Logistics Section  
Logistics Section  
EOC Recovery  
Recovery Manager  
Emergency Support Services Director

#### **Name**

Stuart Larson  
John MacLean  
Lore Schick  
Chris Keam  
Jackie LaFlamme  
Cathy Norman  
Kathy Ferguson  
Cody Braaten  
Nigel Whitehead  
Virgil Hoefels  
Alice Johnston  
Rick Cunningham  
Cheryl McMullin  
  
Genny Hilliard  
Jon Code  
Jessica Kozuki  
Rupal Brahmbhatt  
Jonathan Reitsma  
Mike Walsh  
Kevin Welsh  
Larry Loveng  
Leanne Rivet  
Stephanie Masun  
Wylie Bystedt  
Dave Dickson

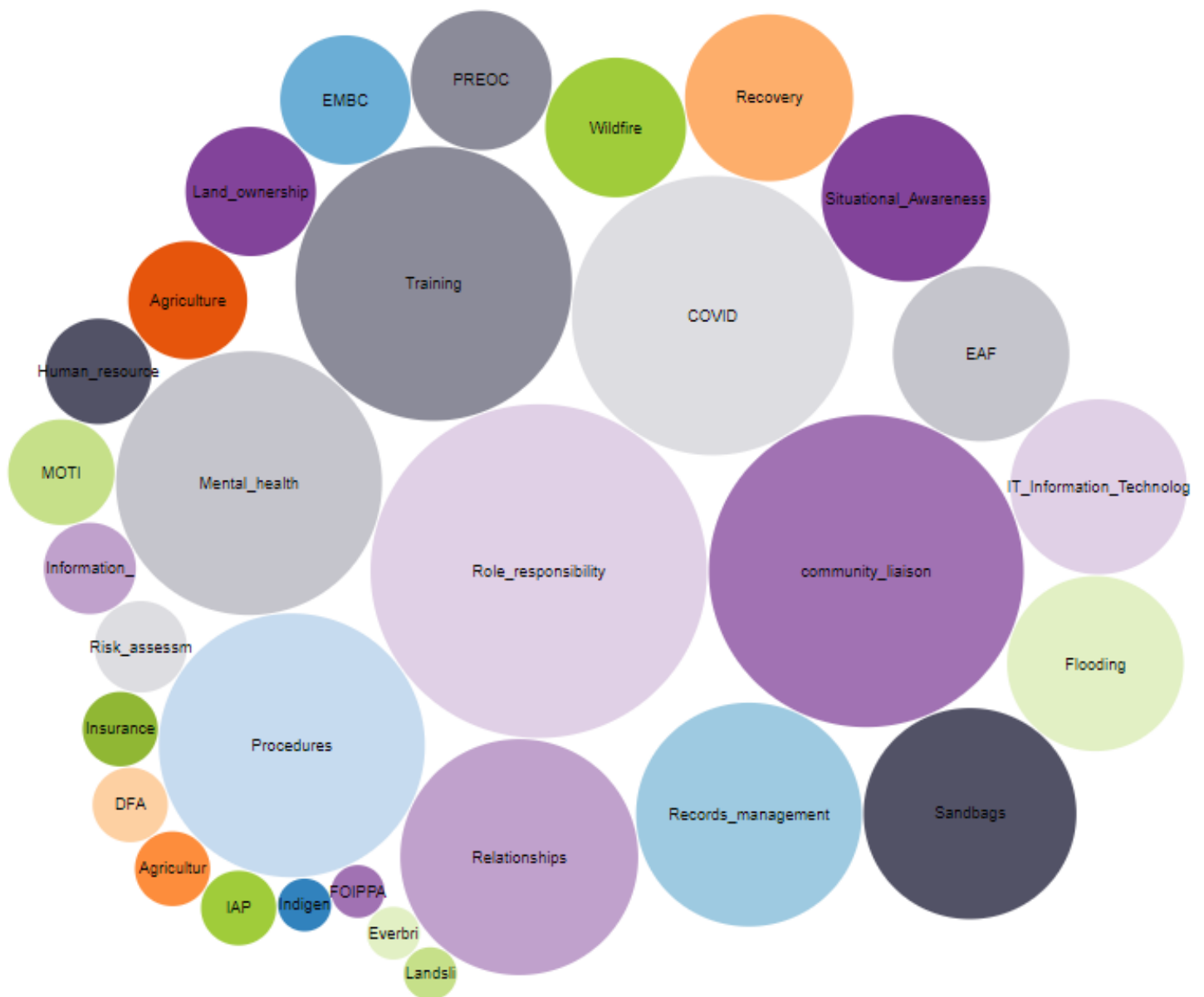
#### **Title**

Manager of Protective Services  
Chief Administrative Officer  
Deputy Corporate Officer/Executive Assistant  
Manager of Communications  
Communications Specialist  
Communications Assistant  
Regional Fire Services Supervisor  
Protective Services Assistant  
Manager of Planning Services  
Chief Building Official  
Corporate Officer  
Senior Bylaw Enforcement Officer  
Development Services Clerk  
  
Planning Clerk  
IT Manager  
IT Support  
GIS Technologist  
Associate Planner  
Emergency Planning Assistant  
Manager of Financial Services  
Manager of Procurement  
Environmental Services Assistant  
Contractor  
Contractor  
Contractor



Bottom chart: Precipitation total with records and 30-year normal. Rolf Campbell ([RolfWeather.ca](http://RolfWeather.ca))





Top topics discussed during debrief - the more a topic was discussed, the larger the circle

13% of quantitative observations involved the provincial government, and many issues involving the provincial government are critical or important to resolve ahead of spring 2021 freshet.







## Recommendations

Recommendations denoted as Critical (C) and Important (I) should be completed at a greater speed ahead of freshet 2021 due to the potentially severe impacts of the coming season.

### Training

Due to some staff not having any experience, or limited experience with large emergencies, further training of Incident Command System (ICS) training is highly recommended. The training will provide an overview of the system, roles and terminology, and with each additional level, it provides more understanding of roles and responsibilities.

|| A basic set of training for employees who may fill roles during emergencies is necessary. (I)  
Incident Command System training as part of basic training for CRD staff.

- Set minimum standard of ICS 100 for any staff that may work in or with the EOC.
- Set minimum standard of ICS 200 for any staff that may hold a role in the EOC.
- Set minimum standard of ICS 300 for any staff who will regularly hold a management role in the EOC.

|| A table-top exercise (I) will provide an opportunity to discover gaps in response before an actual response. The goal of table-tops is to find where there are failures in the system and then correct those failures.

|| Training and documentation to increase interpersonal compassion, which will aid those dealing directly with those impacted by disaster.

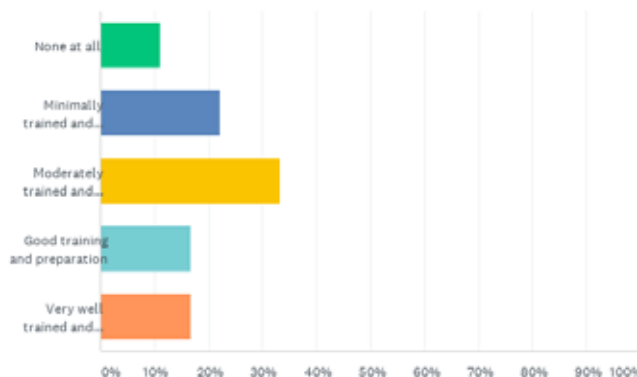
### Agency Support

Agencies crucial to the response did not provide a consistent liaison with appropriate authority who was dedicated to the emergency. This is crucial to effective emergency response.

|| Agency support  
(I) – Identifying agency representatives who will respond to CRD flood and landslide

emergencies ahead of spring freshet and wildfire seasons will be crucial to the response. As part of this, CRD staff should meet with these agency representatives to understand the responsibilities of each group, and how to best reach someone when disaster strikes.

Q2 What level of training and preparation did you feel you had for the role you performance in the CRD EOC?



### Finance

|| EAF (Expense Authorization Form) procedure and training to ensure the proper process is followed. This may require consultation and assistance from PREOC (Provincial Regional Emergency Operations Centre).

|| Request ability to do interim billings to EMBC (Emergency Management British Columbia).

## Communication in the EOC and with agencies

Inconsistent overall communication within the EOC and with agencies created extra work, confusion and slowed responses.

|| EOC roles and responsibilities (C) – Director and Chief roles must ensure there is a consistent approach to their role and leadership demonstrated, especially in the transition to new staff, and the operational cycle includes all steps, especially communication with staff. The ICS model provides guidance which should be followed in the operational cycle process and communication with all staff.

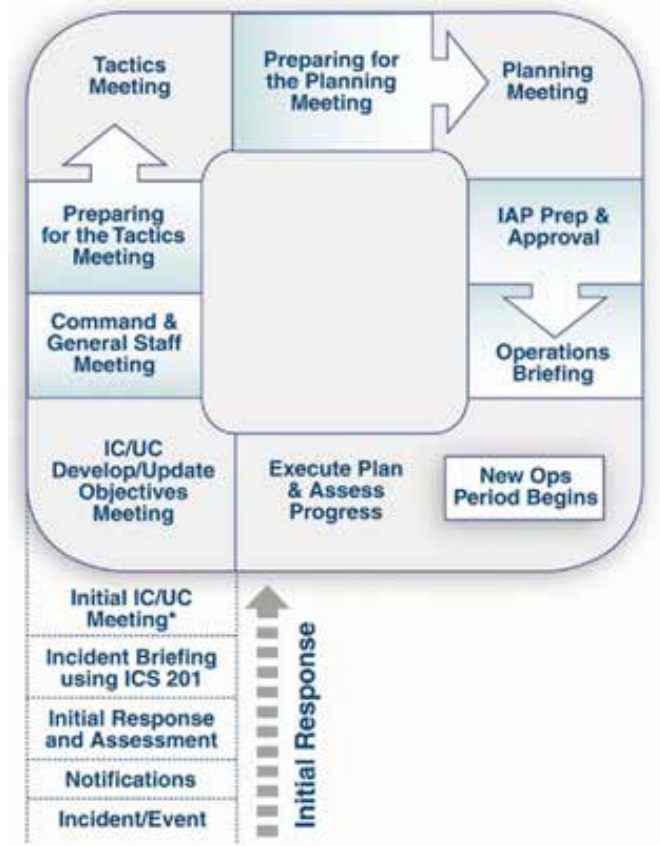
|| Complete learning session with regular EOC staff on what recovery is and who is responsible, the timing of recovery programs, and roles of various agencies.

## Roles & Responsibilities

|| Regular communication from the Director to the management group as well as all EOC staff (C) is crucial to the direction in current and future operations. At a minimum, in each operational cycle, an IC objectives meeting and general staff meeting should take place. Any outstanding tasks must be documented for the next operational cycle, and IAP must be completed by each section for the duration of the incident.

|| Regular communication (C) to board members, partner agencies and the public (through media, board members and social media) should be completed, similar to the Community Updates during the 2017 wildfires. Approved by the Director and created by Information, this provides a consistent foundation of information for stakeholders and builds a reputation in the overall response to the emergency.

|| Build “resident reflections” into each cycle, where leadership hear/share stories of a resident/business/non-government organization and how it is impacted by the ongoing events. This keeps management aware of the impacts outside of the EOC.



## Procedure Development

|| Sandbag deployment procedure (I) – This will include when and where this can be done to be proactively placed ahead of the flooding.

|| Landslide risk assessment process (I) – A defined process outlining the steps to be taken if a landslide is imminent and will impact a road or property.

|| Document EOC activation trigger points for each level. (I)

## Liaison Position

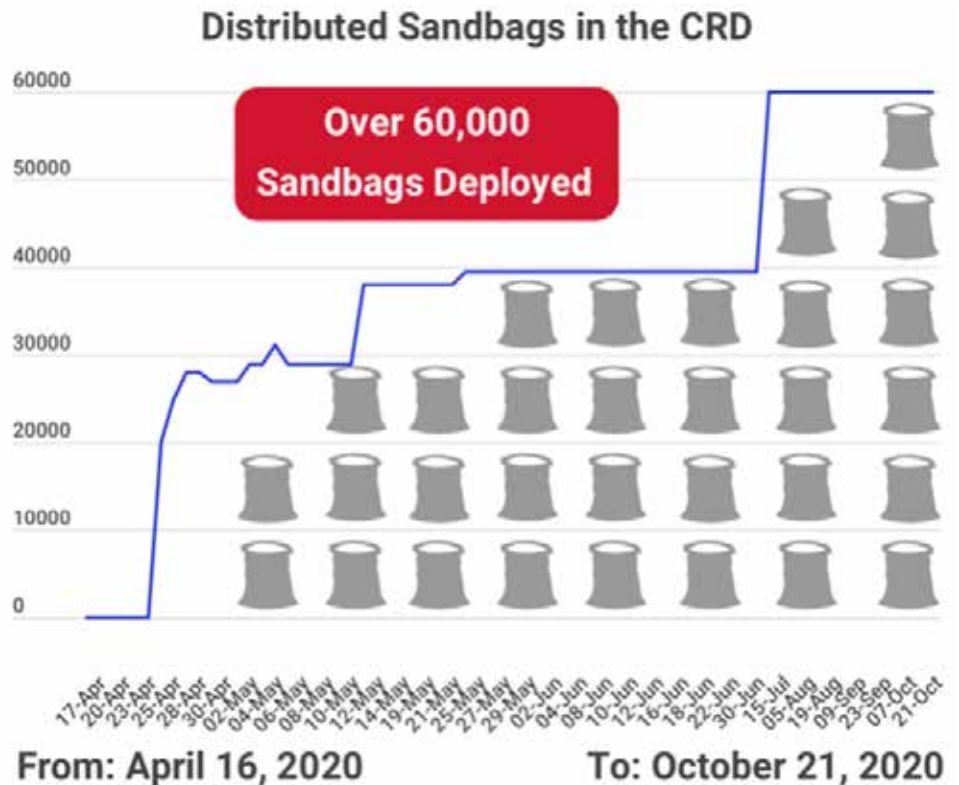
|| Position should be filled immediately and serve as main point of contact for fire departments, search & rescue, utilities and community groups. A ramp-up procedure and role description should also be developed.



## Advocacy to Provincial Government for Proper and Consistent Support

The Cariboo Region is unique in the province in having experienced several major disasters in recent years in addition to the pandemic. The provincial government has been inconsistent in approving funding for human and other resources to respond to recent emergencies, which has not made any emergency end. It has complicated the CRD response which impacts ordinary British Columbians. While it is understandable the province is under financial pressure, this cannot be a problem passed along to those experiencing repeated disasters.

|| Advocacy to ensure a consistent and fair approach to funding (C) from the provincial government. This should involve any means available to the CRD to achieve consistent help for meeting human, equipment and other resource needs to effectively respond to past, current and expected disasters. This will include but is not limited to Disaster Financial Assistance guidance (with a focus on reducing denials), proper liaison support during emergencies (in EOC if possible, consistent and less frequent turnover, local knowledge ideal, rotated to reduce exhaustion, single point of contact), strong support and leadership from PREOC (including guidance on when to reach out to PREOC on behalf of residents), and financial support for the regional district to ensure proper resources are in place during and after emergencies (especially resources the CRD does not have, and backfill of human resources).



|| Request change to the policy which requires ESS status renewal every 72 hours. (I)

|| A provincial flood and landslide plan is needed. (C)

|| Agriculture guidance on building more resilient communities (including financial and business literacy), understanding ever-reduced funding impacts and how the structure of operation may impact funding applications. (I)

|| Request stronger communication on status and turnaround time for EAFs.

|| Develop an infographic showing recovery tasks from past emergencies along with an overlay of current emergencies. This will demonstrate the current challenge of handling recovery from multiple emergencies while also responding to new emergencies. This could be augmented with a map showing impacts over time, which may need to be shown as a time-lapse video.

|| A list of essential services and/or positions.

## Emergency Social Services (ESS)

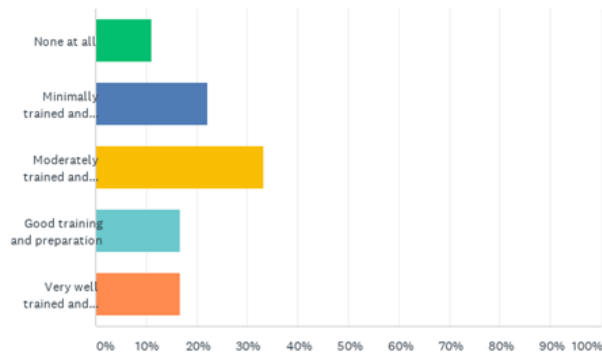
|| Unified dropbox for all files is needed so coordinators can access information while working remotely (they do not typically work in EOC).

|| Training for volunteers on technology with the option to recruit more tech-savvy volunteers.

## Information Technology

|| Customer Relationship Management (CRM) software would greatly assist in organizing incoming issues from the public. Organized well, this data could provide data on developing and ongoing trends, issues and areas of concern. Ideally, it would be used by all sections, information line operators and those responding to social media and email inquiries, which could be automated with this system. (I)

Q2 What level of training and preparation did you feel you had for the role you performance in the CRD EOC?



|| Monitors needed at each station in EOC to allow for dual monitors. This system should be able to be used in a remote setting as well, if necessary.

## Records Management

|| Maintaining online map is crucial for each incident, so a process must be documented and activated immediately at the beginning of each incident.

## Communications

Emergency public education is not available for landfill or flood prevention, preparedness or response for residents from any source. The CRD will need to fill this important gap in information, to mitigate the impact on properties and people.

|| Preparedness & Prevention public education (C)

- Preparedness: Travellers into the region - including preparing for landslides/floods, identifying high-risk areas, and having a plan if trapped by landslide or flood (extra food, water, medications and fuel, plus leaving a second vehicle in a safe location). Provide to Cariboo Chilcotin Tourism for further distribution, as well as posting on CRD web site and social media.
- Prevention: Property owners – including protecting structure (gutters and downspouts, drainage away from buildings, the responsibility to maintain culverts and ditches, checking for proper insurance coverage), having a plan if roads are impacted rapidly, permit process to redirect water, pumping septic tanks and protecting septic fields, planning for livestock and field impacts, the understanding impact of emergency service response if roads impacted, easement flooding, well water impacts, wildlife impacts, and staying informed during an emergency (CRD social media, web site and Everbridge notifications).
- Preparedness/Response: Property owners – including sandbag filling and placement (how to locate, fill, transport and place effectively), understanding how to identify changes in land and laneways, responsibilities of property owners and property owners, community resources (fire departments, neighbours, church and community groups, community liaison).



## || Information improvements

- Create message maps which can help guide the evolution of messaging throughout emergencies.
- Meet annually with communication leads of provincial partners, much like what happens ahead of wildfire season.
- Develop automatic responders through robots for common inquiries received through social media, and consider the application of this on web site.
- Training to assist with interactions with multiple cultures as well as difficult, emotional and challenging callers. This may be backed up by a document which guides staff through potential responses.

## EOC staffing

The CRD has been in a constant cycle of emergencies, preparedness, prevention, and recovery since July 2017. It is impacting staff, has likely contributed to the turnover of staff, and has overwhelmed the ability for the regional district to properly manage emergencies while also maintaining government responsibilities.

|| Consider the addition of three full-time positions for emergency coordination and preparedness who are focused on emergency response and recovery. These staff would serve in the roles of Director, Planning, Operations and Information during emergencies, and outside of emergencies preparedness, procedures & records management, recovery and public education, respectively. These would be new positions at the CRD in addition to the current team structure. (Note: new Manager of Emergency Planning and Community Resilience is approved and hiring to be completed in early 2021). It may be possible for the Information position to be completed as a contract role, however, the other two roles would ideally be full-time staff.



## Continuous Improvement

|| Consider application of six sigma approach to emergency planning stages of risk assessment, planning, rehearsal, implementation, and refinement. With the continuous cycle of incidents, a continuous process of improvement is likely needed to improve operations.

## Pandemic Preparedness

It appears we will be in a pandemic until at least 2022. As a result, all preparedness for future emergencies must adapt to the challenges of meeting the impacts to EOC staffing, operations, businesses and residents.

|| Prepare for a virtual EOC. (C) The current status of COVID-19 projects that the pandemic will potentially result in significant disruptions to a typical EOC in-person environment. How will all roles and functions operate if staff must be at home? What will potential impacts be to response? What additional costs will this add and how will they be funded? What supplies will be needed?

How will ESS services adapt? What happens if businesses which have necessary local resources are closed due to restrictions or bankruptcy? How will staff be checked daily? What will happen if there are mass evacuations? Can evacuees stay with family? How will multiple staff travel or fly together? How can a public meeting be held?

## Conclusion

This region has been impacted by disasters more than any known jurisdiction in Canada in recent years, both in the number of incidents, length of incident and recovery, and complexity of response to a wide variety of emergencies. The recommendations herein are not intended to be a measurement on the overall response, they are to identify gaps in the response. The CRD response to incidents has been commendable, and under increasingly challenging circumstances with each disaster layered on top of others. Be proud of the work you've done. Very, very proud!















## Appendix

22	Precipitation Totals 2019-20
25	Call Centre Log & Other Documents
26	Survey Results
44	Order/Alert Log
48	Meeting Comments

### Photos:

Above: Chezacut Ranch, before on April 20, 2020

Page 16 and 17: Chezacut Ranch, after on April 20, 2020

Page 18: Baker Road - April 20, 2020







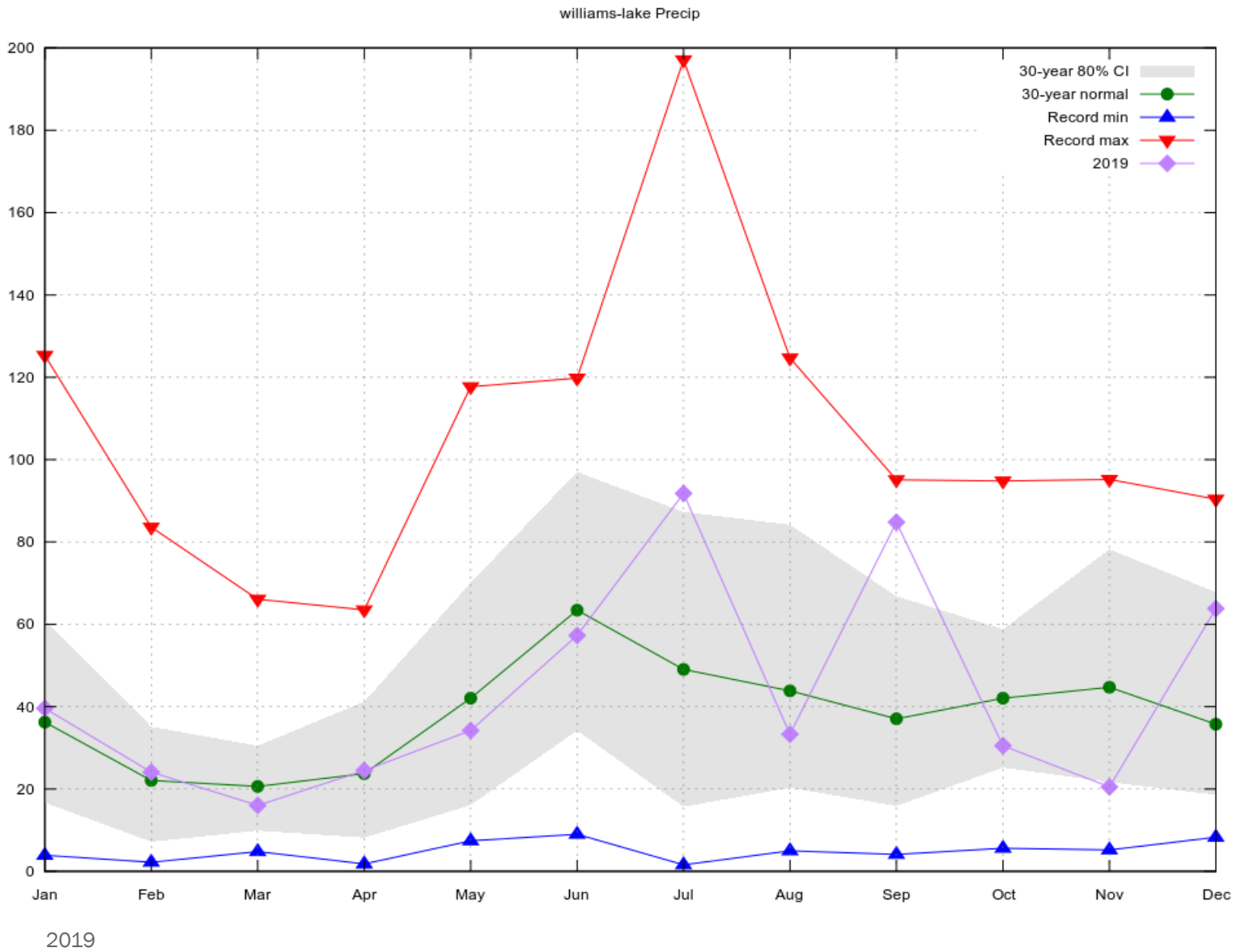


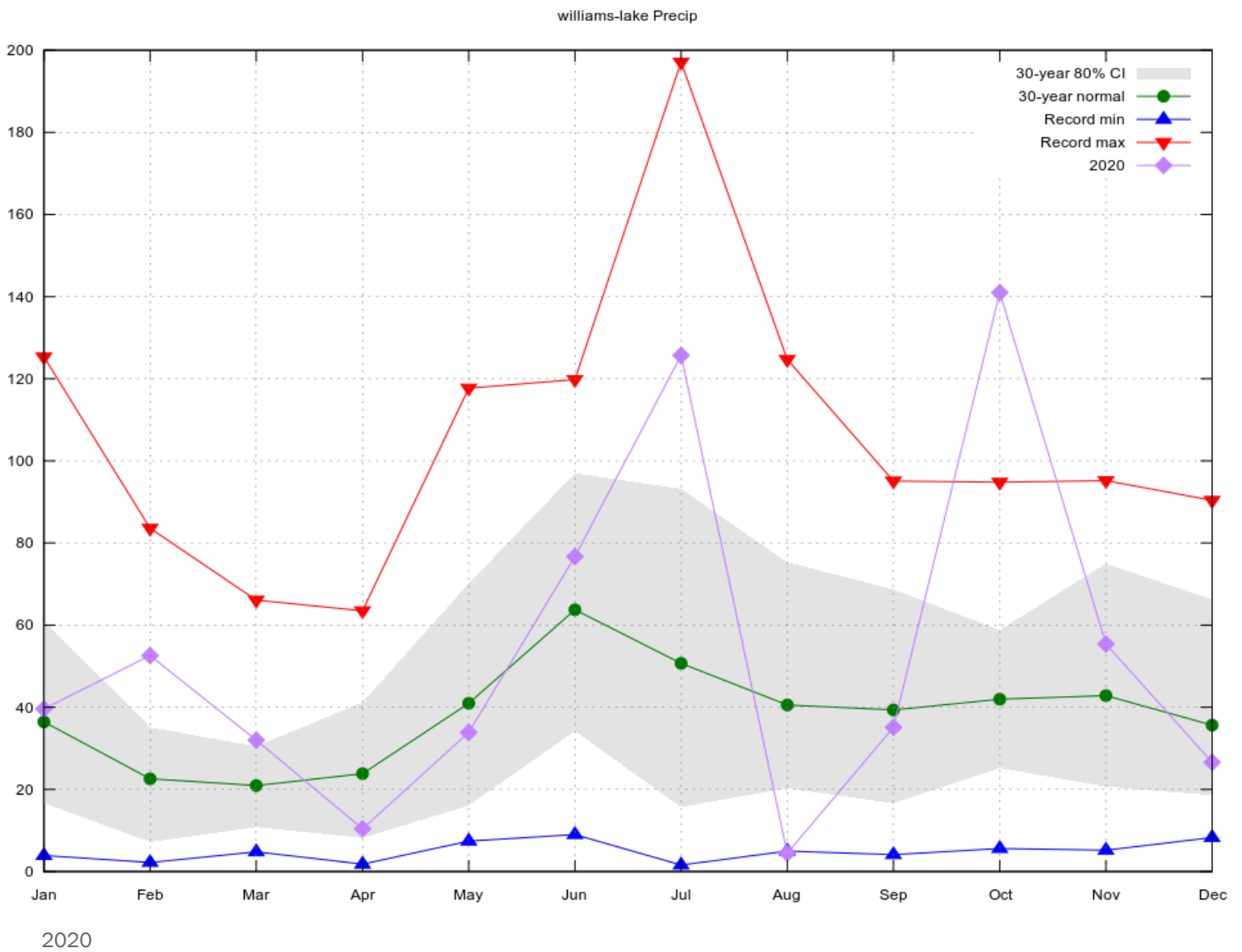




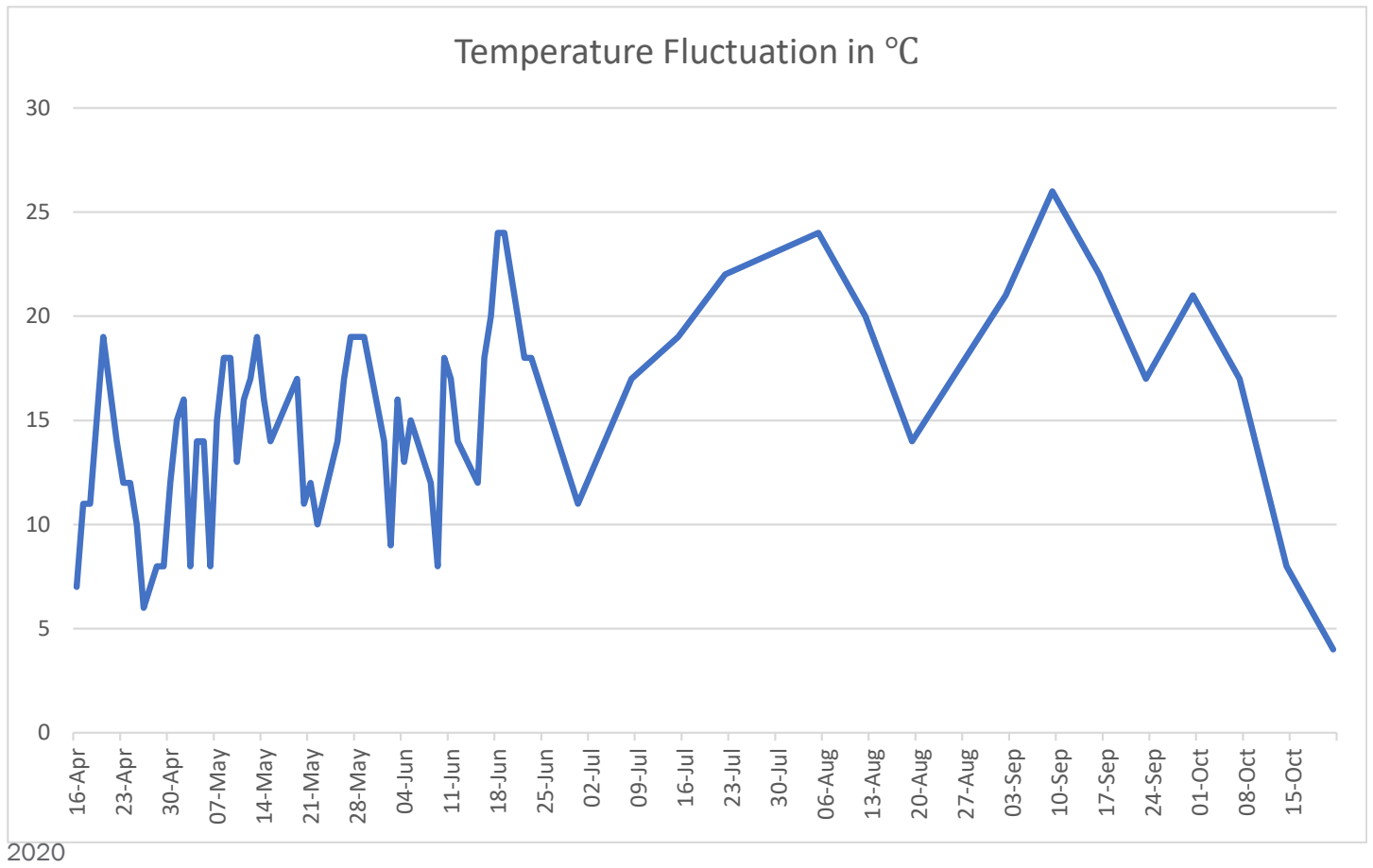
# Weather Impacts

Precipitation total for Williams Lake. Charts on page 22 & 23 created by Rolf Campbell ([RolfWeather.ca](http://RolfWeather.ca))









2020

## Call Centre Log Overview

### 171 calls from April 16 to July 7, 2020

#### **By issue:**

97 Overland flooding  
41 Road, bridge or driveway impacted  
36 Structure impacted  
14 Isolated  
9 Landslide  
9 Agriculture impact  
6 Well impacted  
4 Septic impacted  
Geographic breakdown not available due to tracking data and budget for report.

### 68 calls from October 29 to November 5, 2020

#### **By location:**

31 Williams Lake (16 from within city, 10 from Dog Creek area, remaining from Wildwood, Fox Mountain, Pine Valley)  
10 Quesnel (7 Red Bluff, 3 within city)  
8 Hydraulic - Kersley area  
8 Nazko  
3 150 Mile  
3 Alexis Creek  
Other areas include: Lac La Hache (2), 103 Mile (2), Rose Lake (1), 140 Mile (1), Buckskin Ranch (1), and Choate Creek/Beaver Valley (1)

#### **By issue** (multiple issues listed for some callers):

46 Overland flooding  
16 Road or driveway impacted  
12 Landslide  
8 Basement flooding  
2 Agriculture impact

## Other Documents

Sitreps were analyzed for information however are not included in the report due to the length of the total of all documents and privacy concerns.

Organizational charts were analyzed along with order and alert processes.

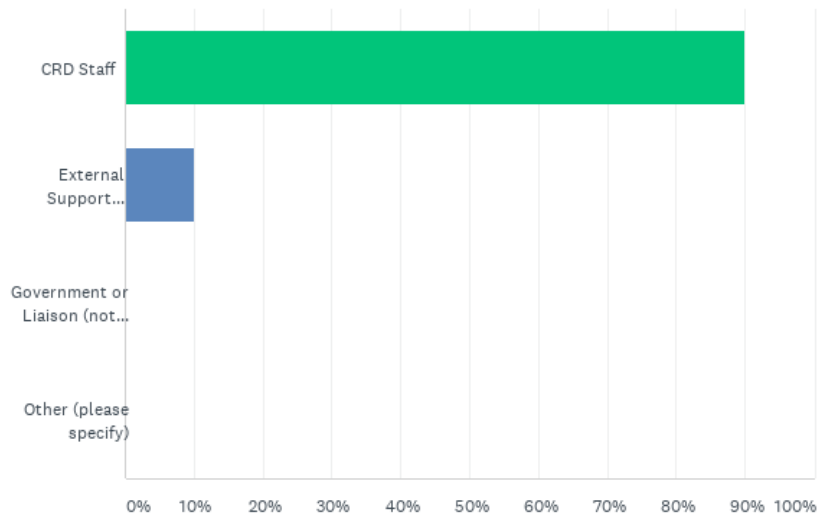


## Survey

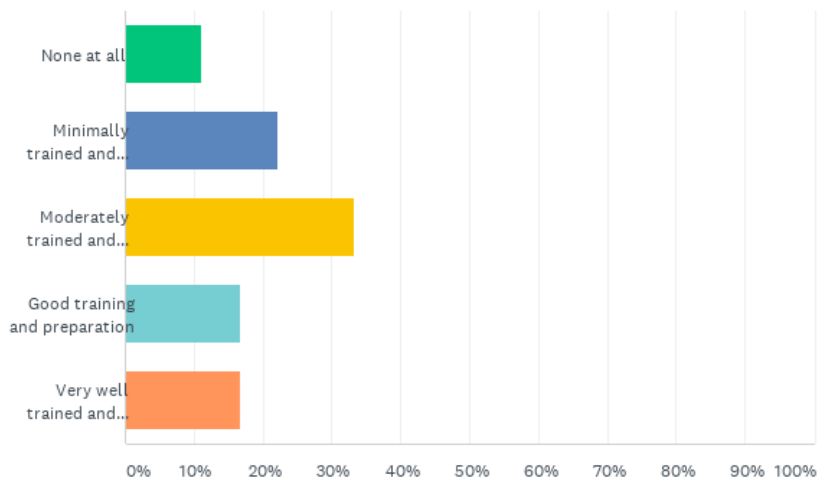
20 of 25 participant surveys completed between November 17 and 25, 2020.

Some information has been summarized or not included to protect the privacy of participants.

### Q1 Please describe your organizational affiliation

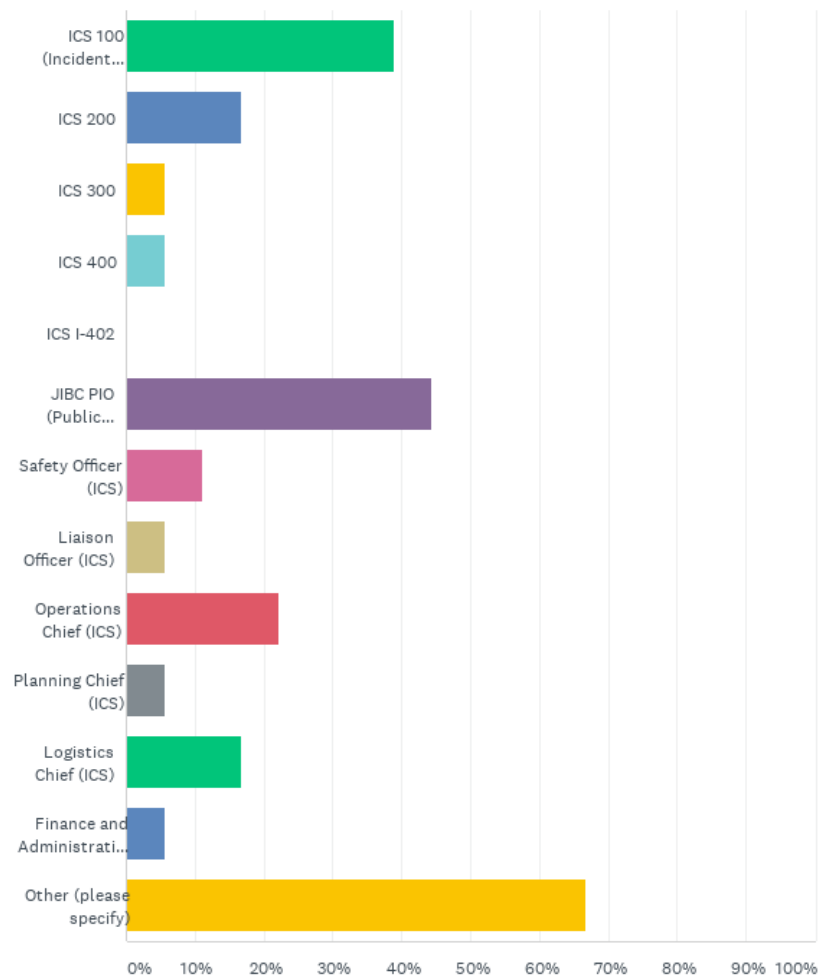


### Q2 What level of training and preparation did you feel you had for the role you performance in the CRD EOC?





Q3 Do you have any of the below ICS-related training? (select all that apply)

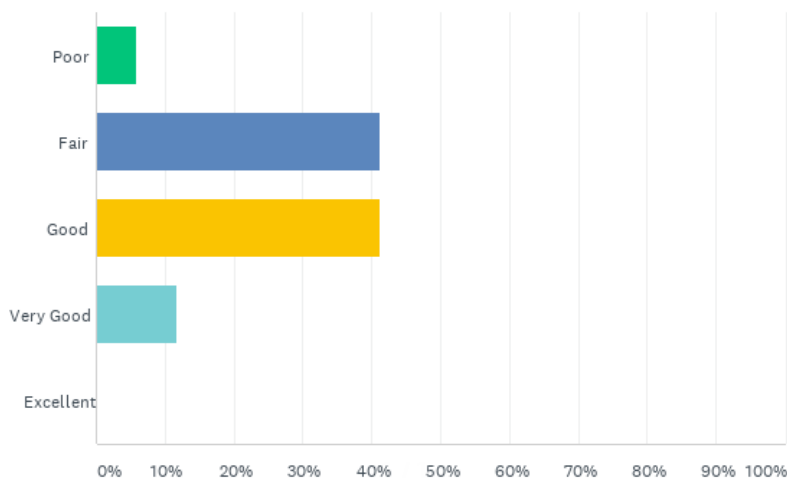


### Q4 Do you want training that is not mentioned above, but would be useful for role(s) during emergencies?

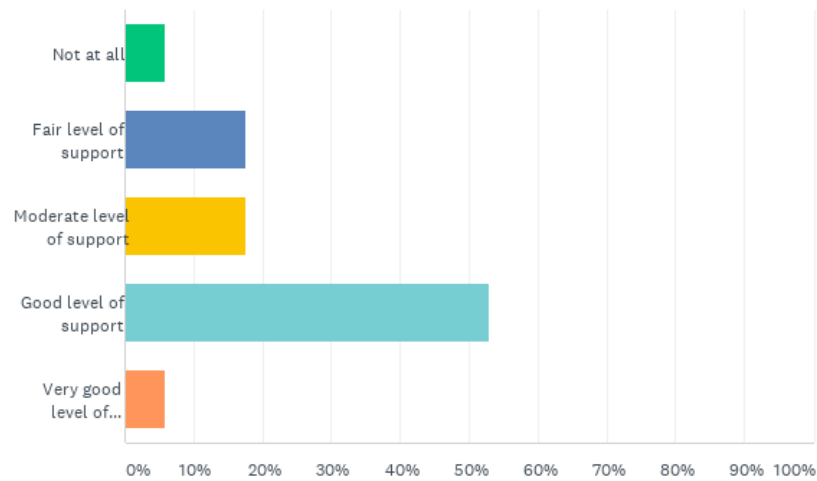
Answered: 15 Skipped: 5

#	RESPONSES
1	crisis communications
2	I would like to take the EOC Planning course, and I am always open to any courses that become available if there are seats available.
3	yes
4	Training in the above would aid in my effectiveness and understanding of the role. Attempts were made to sign up for classes this year but had already filled up.
5	interaction with multiple cultures,
6	I can't answer that, as I don't know what the above training involves.
7	Phone skills for dealing with people in crisis
8	Currently doing JIBC Planning Section course
9	Sure,
10	Any and all training is welcomed
11	No
12	Not sure, maybe a table top exercise specific to the types of emergencies we encounter?
13	Yes. Exercise design.
14	Yes
15	Risk Management

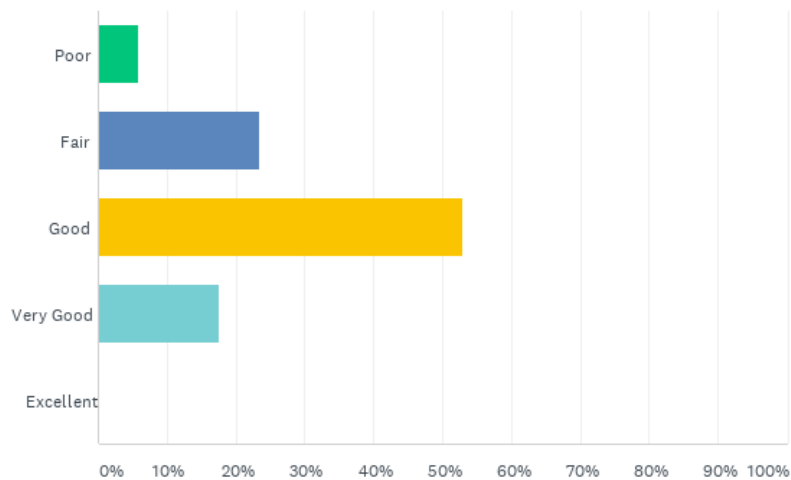
### Q5 Please rate the effectiveness of the processes and protocols that were in place during your time at the CRD EOC



Q6 Do you feel you had adequate support within the CRD EOC to perform the role you were assigned?

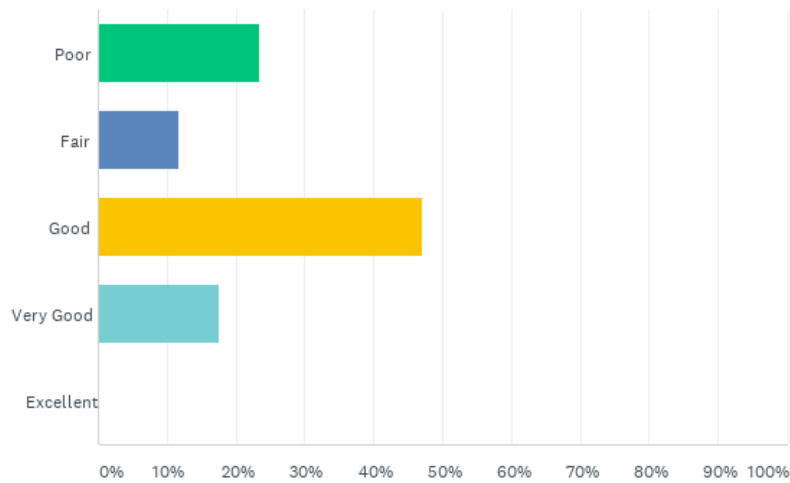


Q7 How would you rate the level of situational awareness and information sharing that occurred within the CRD EOC during your time there?

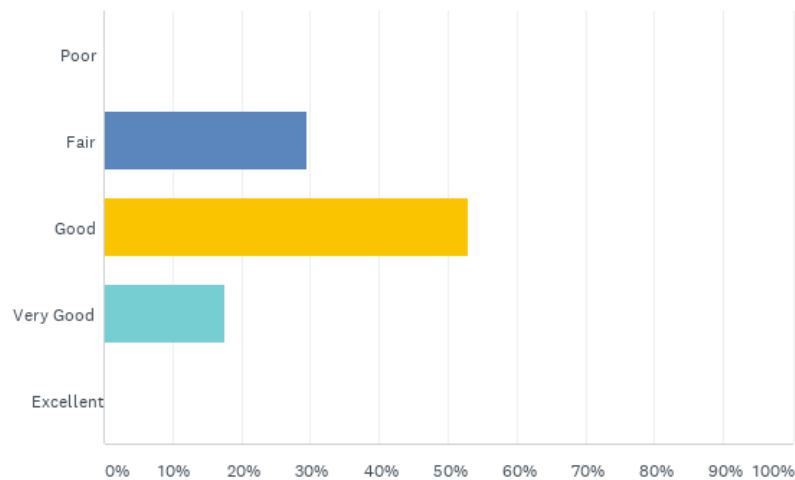




Q8 How well did command/chiefs communicate overall details (priorities, objectives, tactics, status) and expectations of your role to you?



Q9 When you think back about the overall emergency, how did leadership keep you informed of the current situation and expectations?

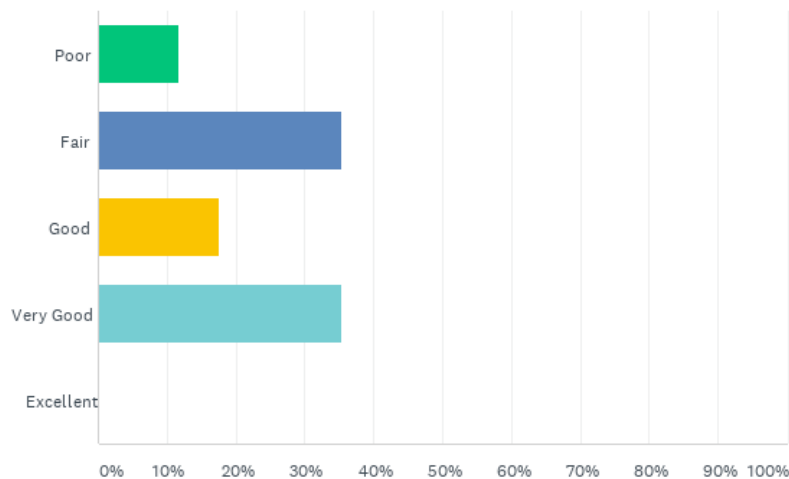


## Q10 Any other comments about situational awareness?

Answered: 6 Skipped: 14

- ArcGIS Online Map that was created during the event was excellent for situational awareness. It would be good to see advance development and planning ahead of the next incident.
- Director briefings were helpful but it was sometimes difficult to fit in the space available which meant I missed out on information that I required. Perhaps a summary should be written and available.
- A weekly summary to staff and media would be useful.
- Transition briefings need improvement.
- Better communication and documentation needed from directors, especially during transitions.
- Information from outside agencies was limited.

## Q11 How would you rate the level of effectiveness of communication between the various EOC sections and liaisons during your time in the CRD EOC?



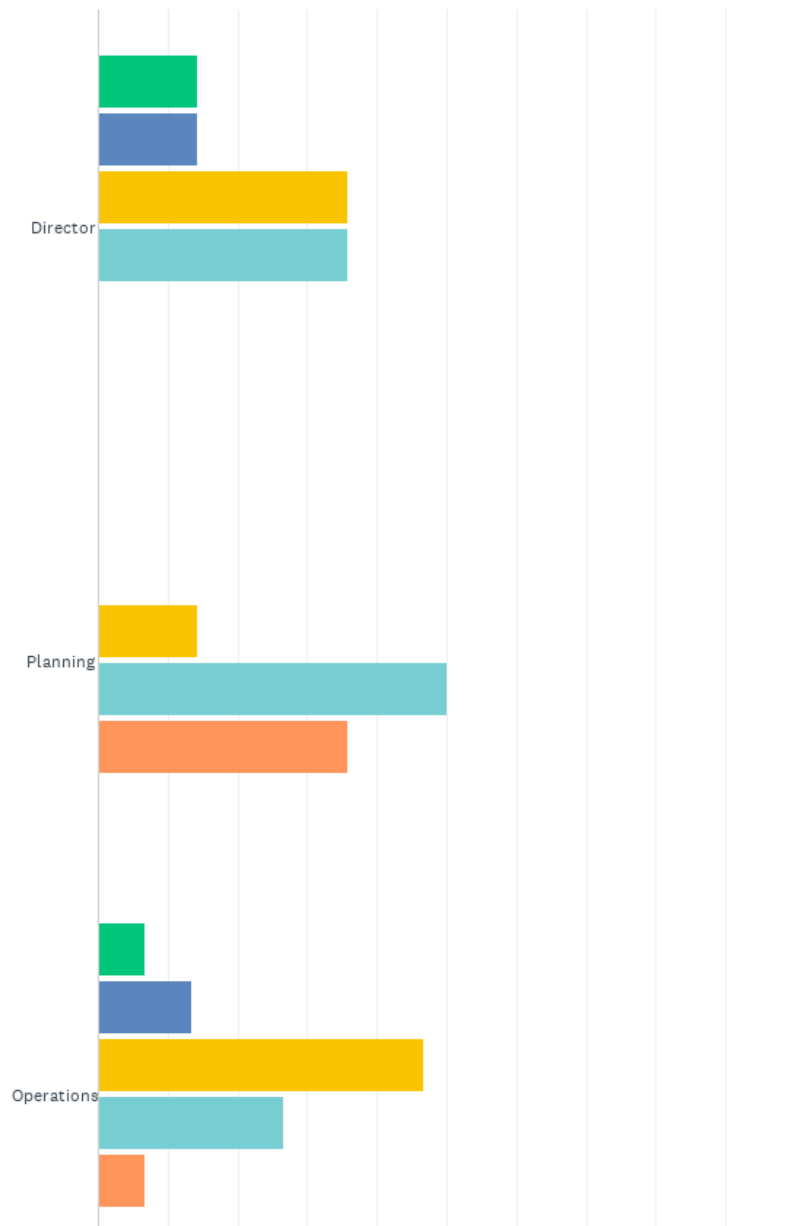
EOC Nov 2020 Staff Survey

## Q12 Any other comments about communication in the EOC?

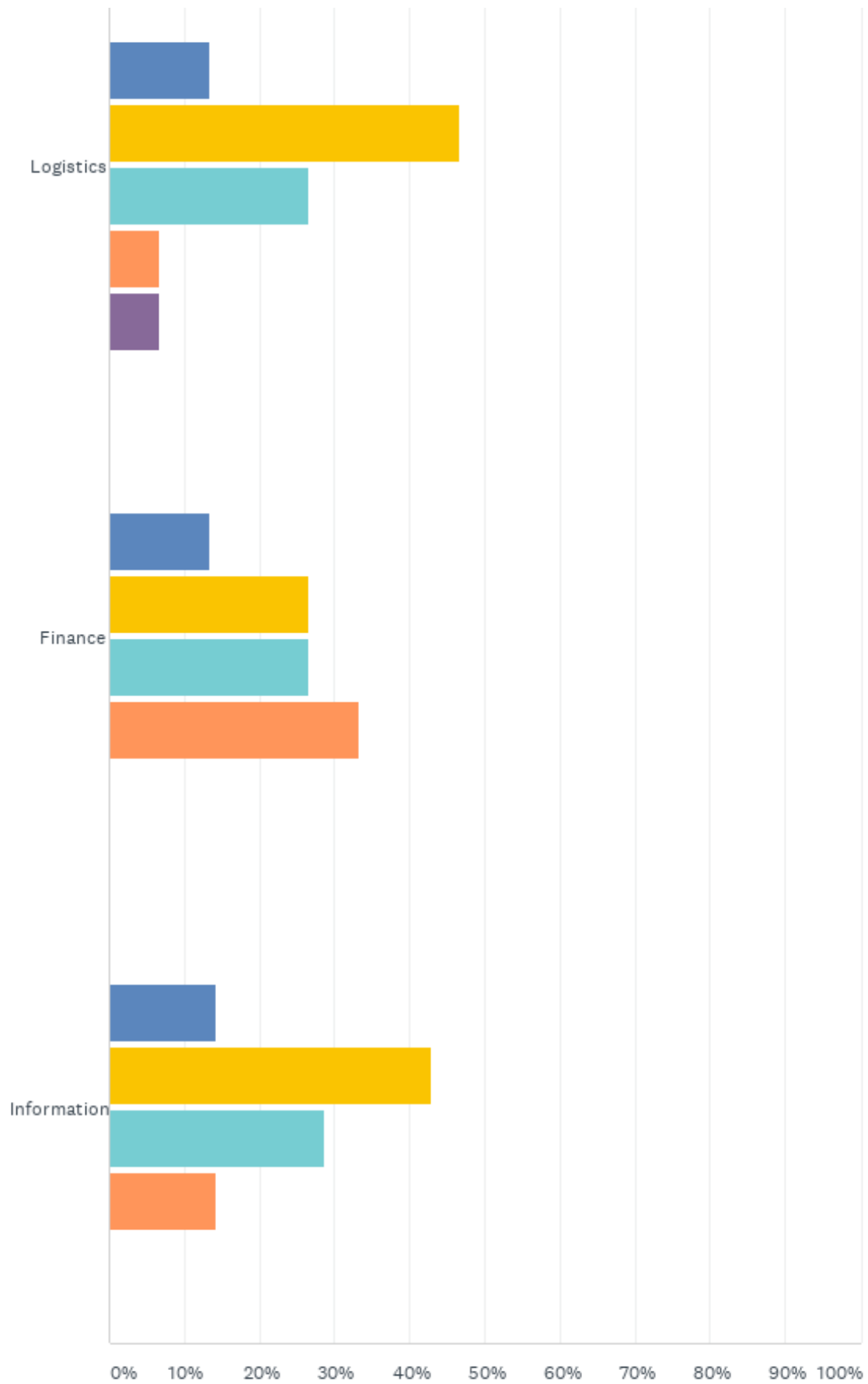
Answered: 7 Skipped: 13

- Workflow and tracking of requests and our responses - we need a way to track all, and training on how to do it. Efficiency and improvement to function needed.
- One call always will be better. Inclusive communication and discussions are very important.
- Communication important. All roles within the EOC need to be updated, verbally or by email, in order to perform their roles efficiently. It sometimes wasn't happening.
- Communication with agency liaisons was severely impacted by COVID-19 remote connection to liaisons, as well as frequent turnover of liaisons, and agency use of non-local liaisons.
- More briefings so everyone is made aware of status.
- Improvement needed.
- Need additional training.

Q13 Please rate the level of leadership that was demonstrated at the CRD EOC during your time there







## Q14 Any other comments about leadership in the EOC?

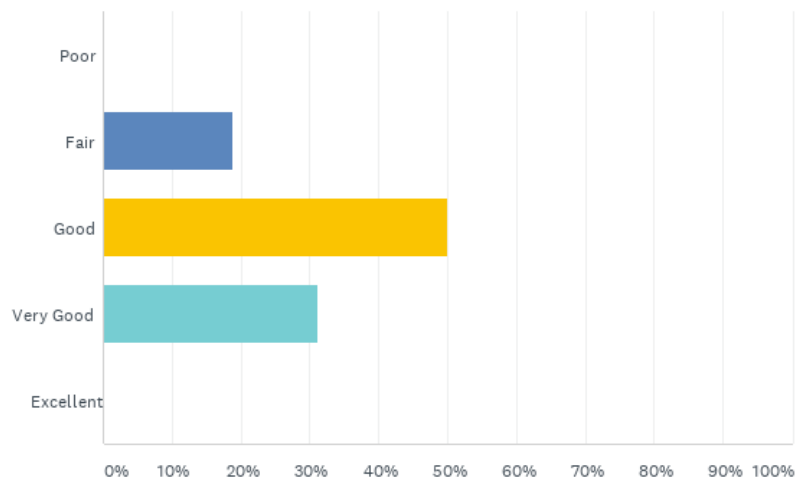
Answered: 3 Skipped: 17

All of our section heads were excellent - extra credit to Nigel and Kevin W as they were new to the CRD EOC and they were excellent additions to the team.

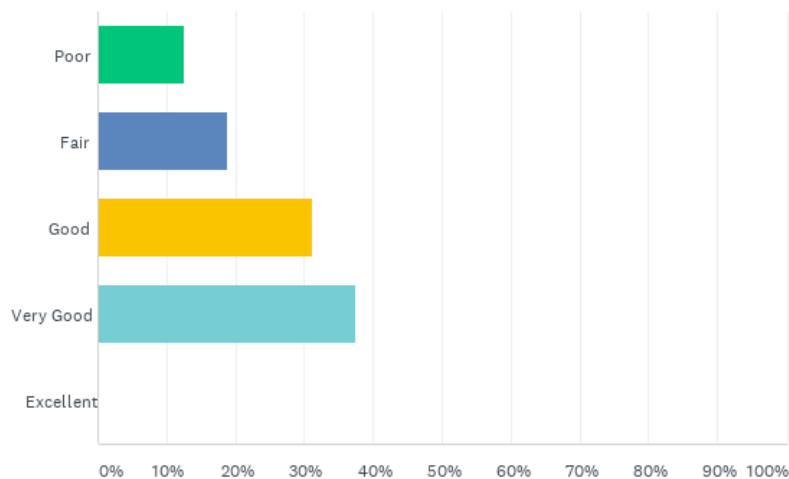
Leadership quality seemed to vary quite a bit depending on who was in the Director role.

Different styles created some confusion.

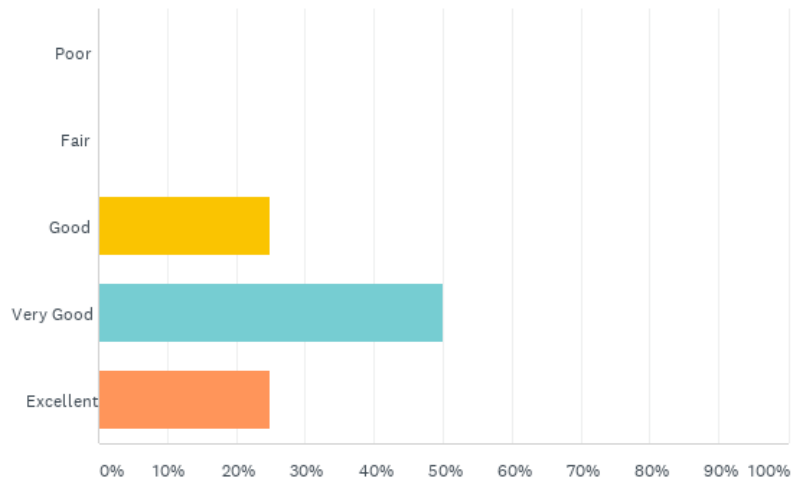
## Q15 Please rate your overall experience during your time at the CRD EOC



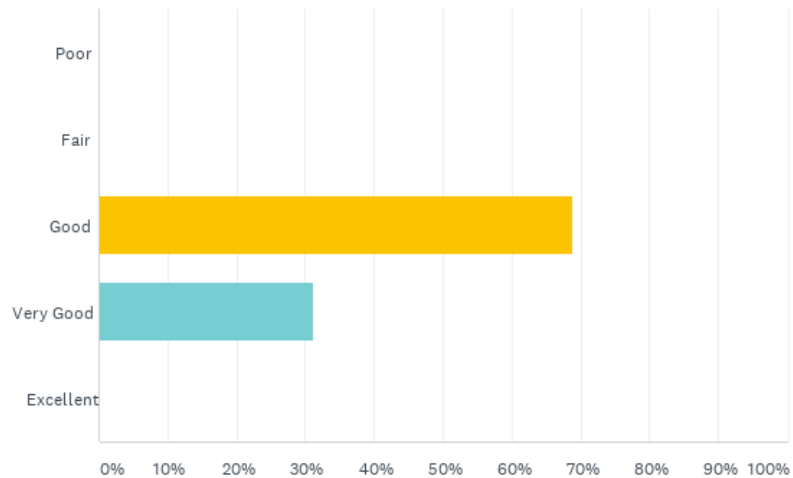
## Q16 Did you feel the role of Director provided appropriate leadership and guidance throughout the incident?



Q17 Did you feel the role of Planning provided appropriate leadership and guidance throughout the incident?

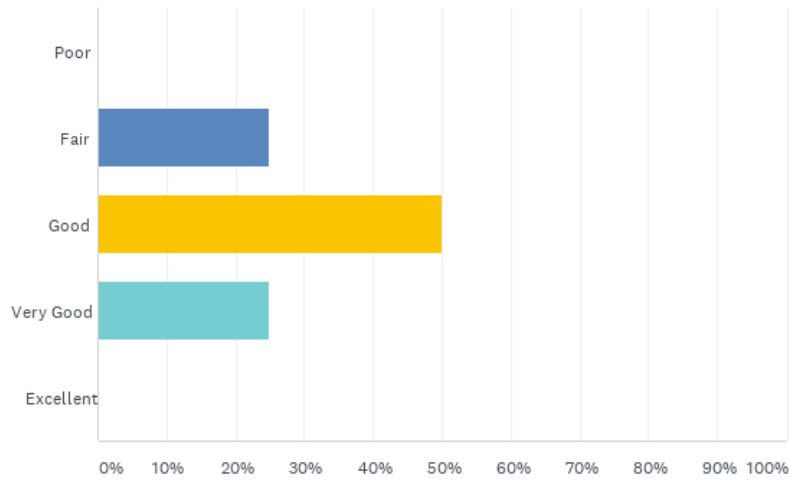


Q18 Did you feel the role of Operations provided appropriate leadership and guidance throughout the incident?

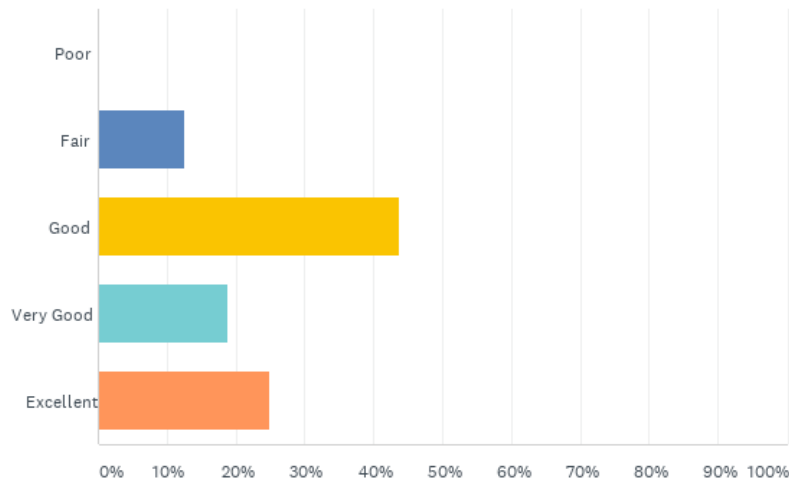




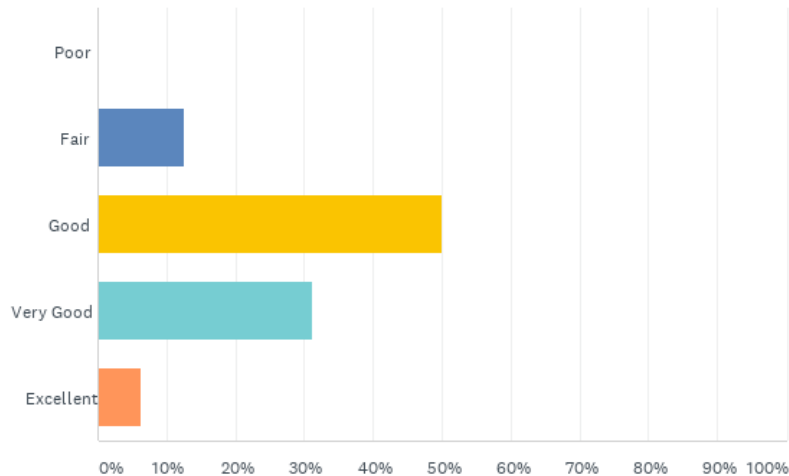
Q19 Did you feel the role of Logistics provided appropriate leadership and guidance throughout the incident?



Q20 Did you feel the role of Finance provided appropriate leadership and guidance throughout the incident?



**Q21 Did you feel the role of Information/Communications provided appropriate leadership and guidance throughout the incident?**



EOC Nov 2020 Staff Survey

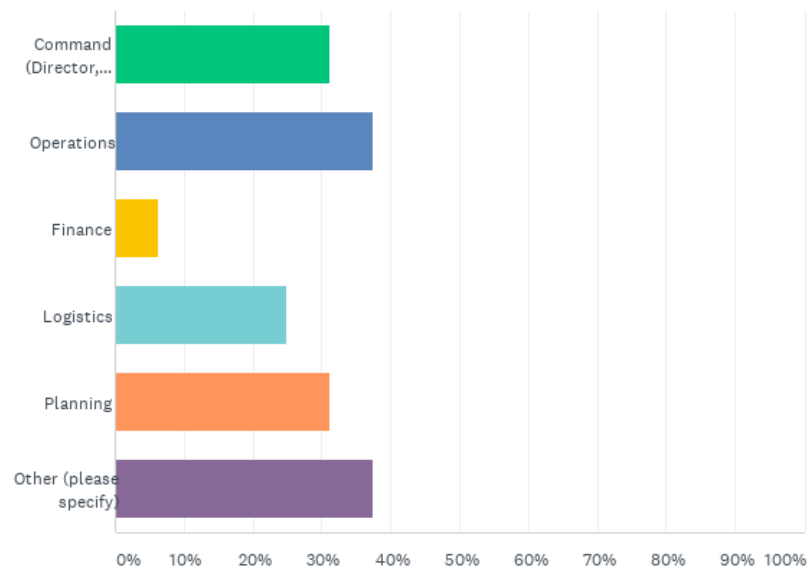
**Q22 Do you have any comments how the roles (Director, Operations, Planning, Logistics, Finance, Information) could be improved?**

Answered: 9 Skipped: 11

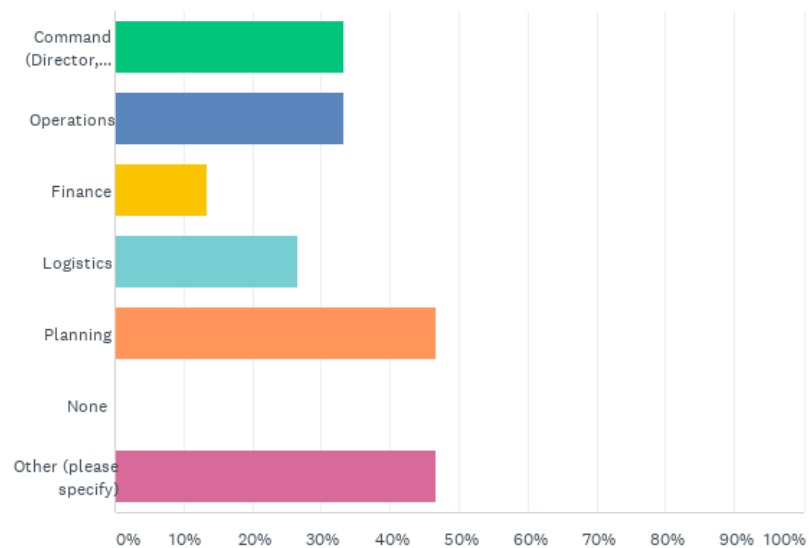
Transition between directors during an event is rough, especially when their styles are different. What can be done?  
It was challenging.  
Procedures for EAFs and resource requests are not clear to everyone, and we don't seem to follow the procedures in the manual.  
Exercises before incidents may help identify problem areas in our response and recovery activities.  
Better communication needed from the director.  
We need better tracking of communication with residents and clear document of what we can and cannot do for them.  
Open conversation about the situation and how it will be tackled along with more communication.  
We need to follow proper process to improve productivity.  
All roles coordinated well.  
Additional training needed.



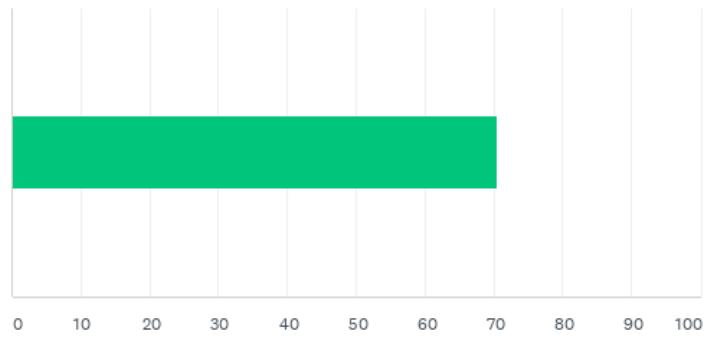
Q23 Which roles did you serve in during the floods? (select all roles you filled)



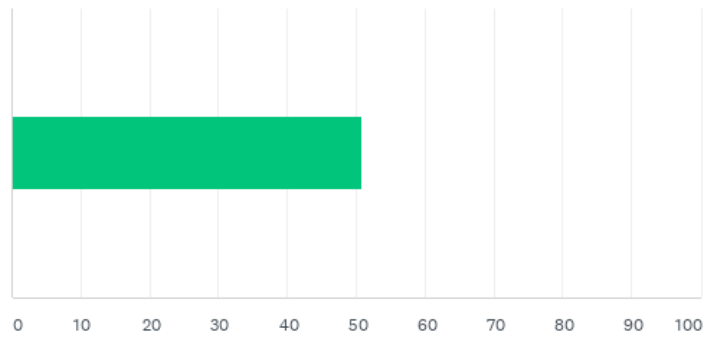
Q24 Which roles would you like to serve in during future emergencies?



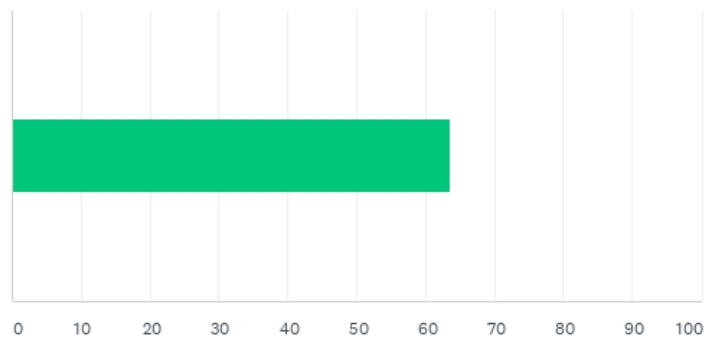
Q25 How would you rate your mental health prior to the floods?



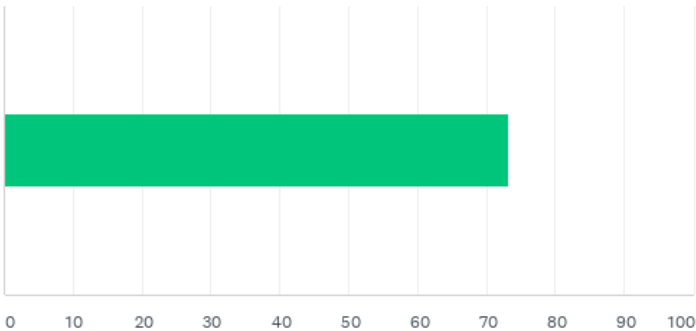
Q26 What impact did the flood response have on your overall mental health?



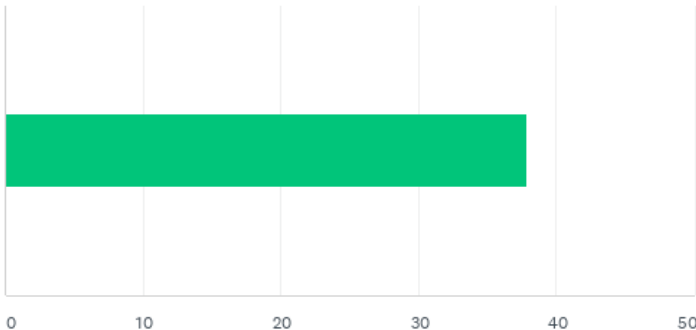
Q27 How would you rate your mental health today?



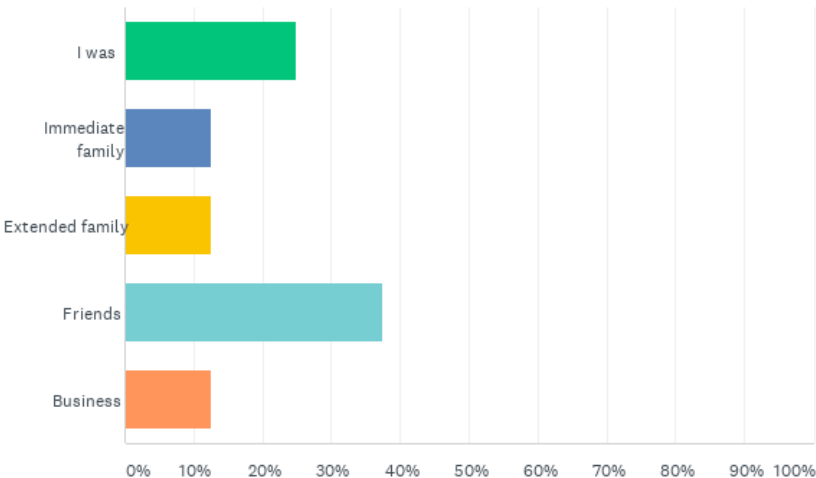
Q28 How do you feel about your future?



Q29 What impact (negative or positive) did the floods have on you socially?



Q30 Were you or anyone you knew impacted directly by the floods/landslides?





### Q31 Any other comments about mental health you would like to add?

Answered: 9 Skipped: 11

EOC actually improved my mental health because of the distraction and keeping busy helping others. COVID has me low again, just like spring. I expect the future will be better.

Very difficult to differentiate flooding stress and COVID-19 stress.

I have a very healthy lifestyle and experience with very stressful work, the EOC is very comfortable.

I had never experienced anything like it before.

Being on call for role is draining and leads to low-level stress waiting for the phone to ring.

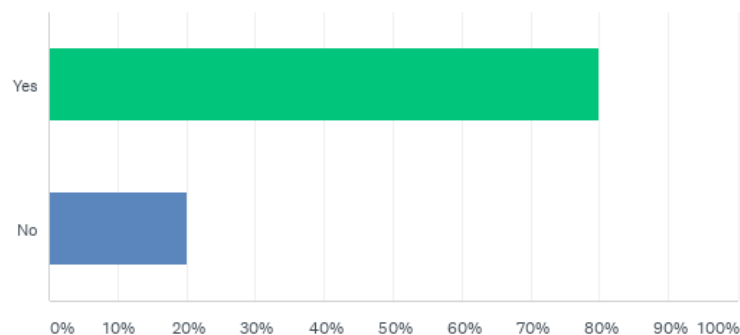
We're getting tired.

Need more support in EOC at times. Some people aren't as busy at times but it is not their position to help yours.

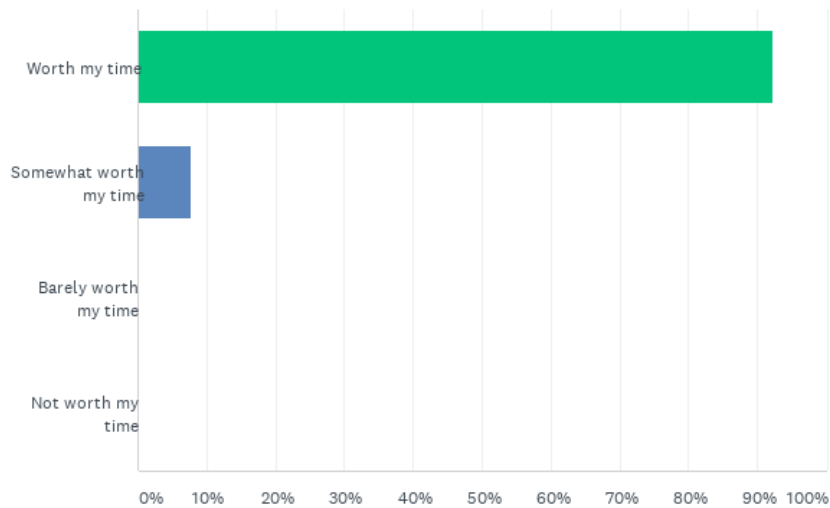
Mental health was lower than normal due to COVID in recent months. This was actually a welcome distraction.

Long activations are leading to burnout.

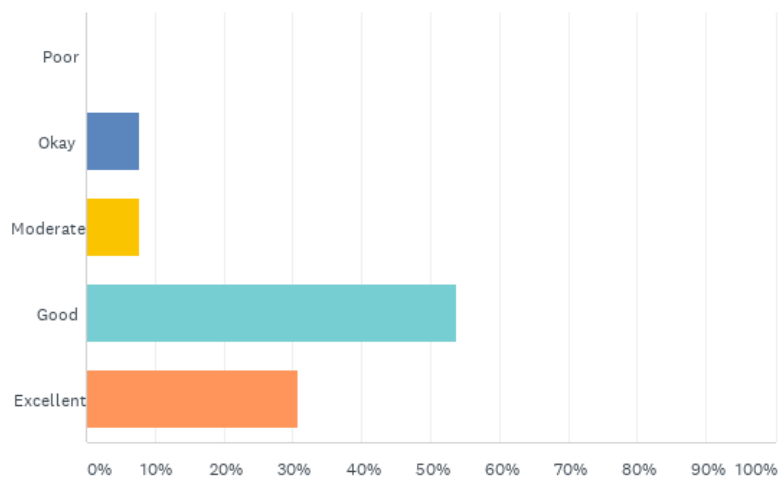
### Q32 Did you attend the Debrief Session on November 6?



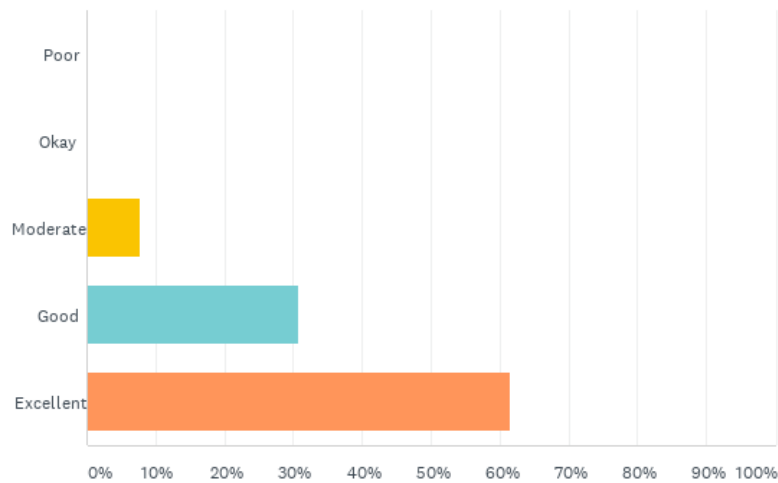
### Q33 Did you find the debrief session...



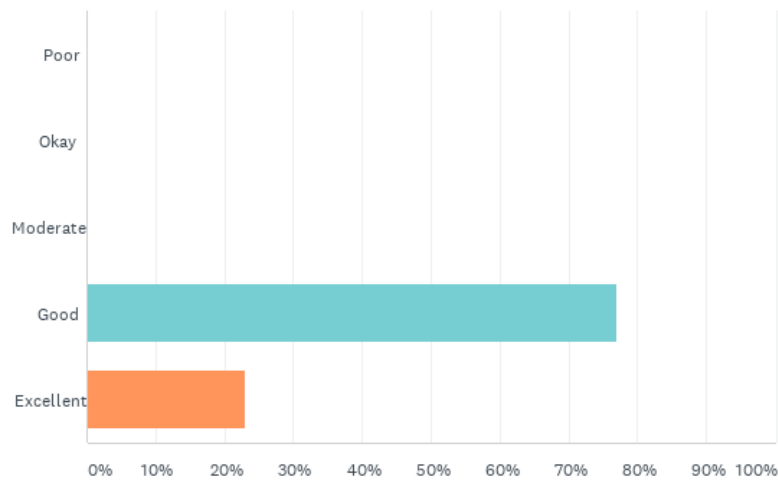
Q34 How would you rate the structure/schedule of the debrief session? (not the time taken, which I know was way over schedule, but the order of the topics covered and the time given to each)



### Q35 How would you rate the facilitator of the debrief session?



### Q36 How would you rate the format of the debrief session for providing an opportunity for you to be heard?



EOC Nov 2020 Staff Survey

### Q37 Final comments

Answered: 5 Skipped: 15

I love the debriefs. I think everyone needs the chance to talk with people who understand the issues that arise in an EOC. I find the debriefs to be cathartic and therapeutic. We should do them more.

Best debrief ever!

Debrief was fantastic! As brought up during the debrief, no impactful changes will be made over the course of the winter going into what will likely be a very rough 2021 flood season.

Will changes be made? Fantastic ideas and suggestions and this debrief and others, only good if changes made.



## Orders/Alerts Tracking

Red - Order, Black - Alert

	<b>Order/Alert</b>	<b>Date &amp; Time Issued</b>	<b>Status</b>	<b>Elec-toral Area</b>	<b>Area (ha)</b>	<b>Estimat-ed People</b>
1	Borland Creek-150 Mile House	April 22, 2020 at 3:30 pm	Order issued for 1 parcel on April 25, 2020 @ 4:30 pm. Alert lifted on remaining parcels on April 29, 2020 @ 4:00 pm.	F	501.65	62
2	Knickerbocker – Wells Road Area	April 23, 2020 at 4:00 pm	1 parcel replaced by Order on April 23, 2020 @ 4:00 pm. Alert area expanded on April 26, 2020 @ 6:00 pm.	B	Incl. in expansion	Incl. in expansion
3	Hawks Creek-Likely Road	April 26, 2020 at 12:30 pm	1 parcel replaced by Order on April 26, 2020 @ 1:30 pm. Alert lifted May 13 at 3:00 pm	F	243	12
4	Knickerbocker-Wells Road Expansion	April 26, 2020 at 6:00 pm	Lifted - May 26, 2020 at 10:00 am	B	1.27	11
5	Bridge Creek – Houseman Road	April 28, 2020 at 3:00 pm	Lifted - June 22, 2020 at 3:00 pm	H	1.95	11
6	Hawks Creek – Horsefly Road	April 29, 2020 at 10:30 am	Lifted - May 13, 2020 at 3:00 pm	F	122.7	13
7	Hawks Creek – Likely Road #2	April 29, 2020 at 3:00 pm	Lifted - May 13, 2020 at 3:00 pm	F	32	1
8	Bridge Creek-Hood Road	April 30, 2020 at 2:30 pm	Active	H	1	2
9	Forglen Road	May 1, 2020 at 4:00 pm	Lifted - May 12, 2020 at 2:00 pm	D	1.05	2
10	Maple Drive Area	May 8, 2020 at 4:30 pm	Amended - May 9, 2020 at 12:00 pm	B	2.48	15.4
11	Maple Drive Area Amendment 1	May 9, 2020 at 12:00 pm	Lifted - June 24, 2020 at 2:00 pm	B	1.66	13.2
12	Quesnel River - Garvin Road	Friday July 3 at 4:30 pm	Lifted - Sept 15, 2020 at 12:00 pm	C		
13	Hawks Creek - Kragbak Road Area	Thursday July 9 at 4:00 pm	Active	D	0.46	2

3	Knickerbocker – Wells Road Area	April 23, 2020 at 4:00 pm	Order rescinded for 1 parcel July 30, 2020 @ 12:00 pm	B	0.57	2
4	Hawks Creek – Horsefly Road	April 24, 2020 at 6:00 pm	Downgraded to Alert on April 29, 2020 @ 10:30 am	F	122.7	13
5	Milburn Lake Road Area	April 24, 2020 at 6:00 pm	Rescinded on May 1, 2020 @ 3:00 pm	B	0.17	2
6	Borland Creek-150 Mile House	April 25, 2020 at 4:30 pm	Rescinded on June 15, 2020 at 3:00 pm	F	0.74	2
7	Milburn Lake Road 2	April 25, 2020 at 4:30 pm	Rescinded on May 1, 2020 @ 3:00 pm	B	0.72	4
9	Hawks Creek - Likely Road	April 26, 2020 at 1:30 pm	Downgraded to Alert on April 29, 2020 @ 3:00 pm	F	32	1
11	Forglen Road	April 26, 2020 at 6:00 pm	Downgraded to Alert on May 1, 2020 at 4:00 pm	D	1.05	2
12	Maple Drive Area	May 8, 2020 at 4:30 pm	Amended May 9, 2020 at 12:00 pm	B	0.4	1
12	Maple Drive Area Amendment 1	May 9, 2020 at 12:00 pm	Active	A	0.82	4
21	Baker Creek Road Area	May 13, 2020 at 5:00 pm	Active	B	1.79	4

### Average people impacted:

Order - 3.5

Alert - 13.2

Photos:

Top: Nazko Road, April 19,  
2020

Bottom: Redstone Chezacut  
Road, April 17, 2020







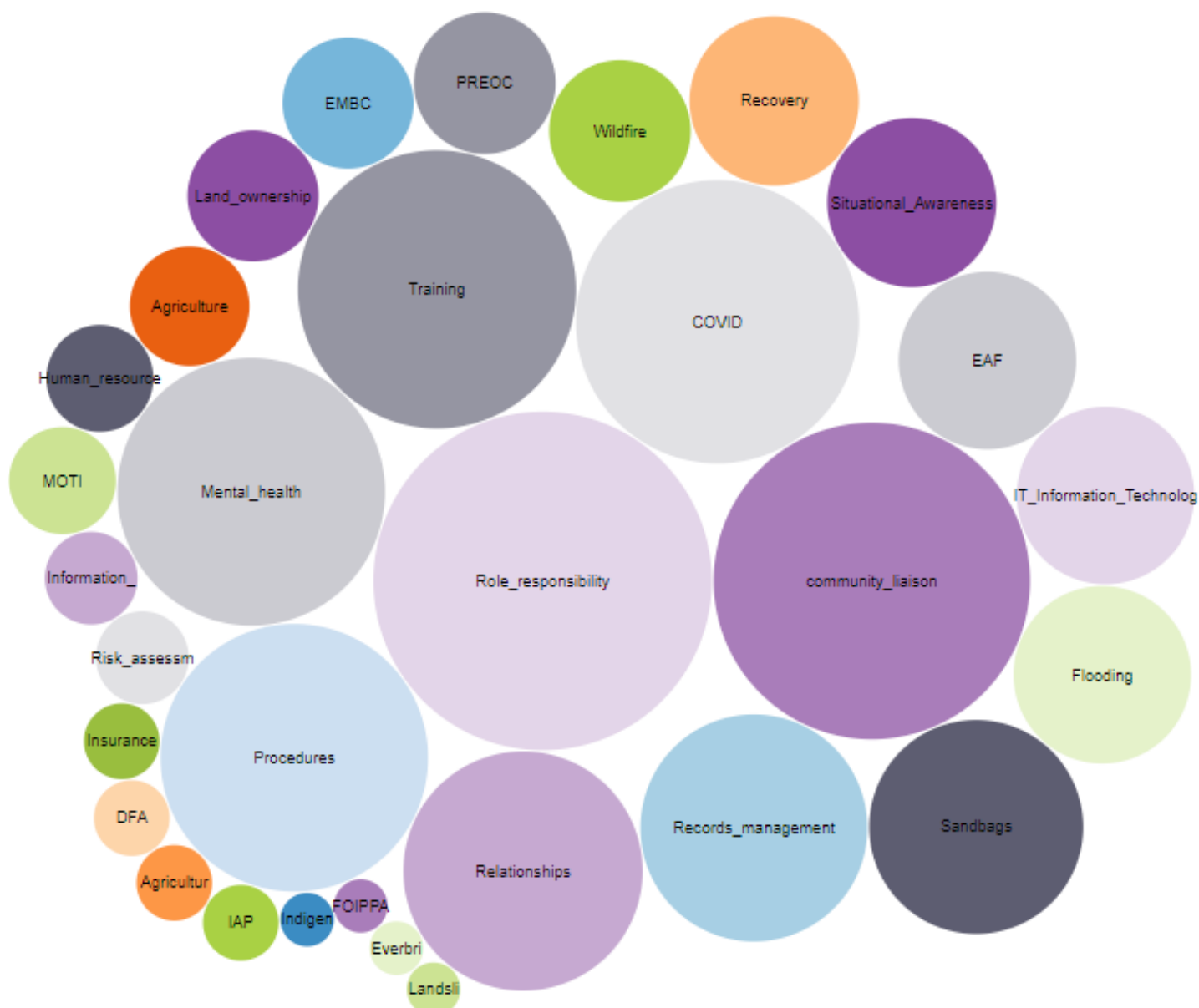
Photos - top and bottom: Rose Lake - Kallman Ranch, April 23, 2020



## Meeting Comments

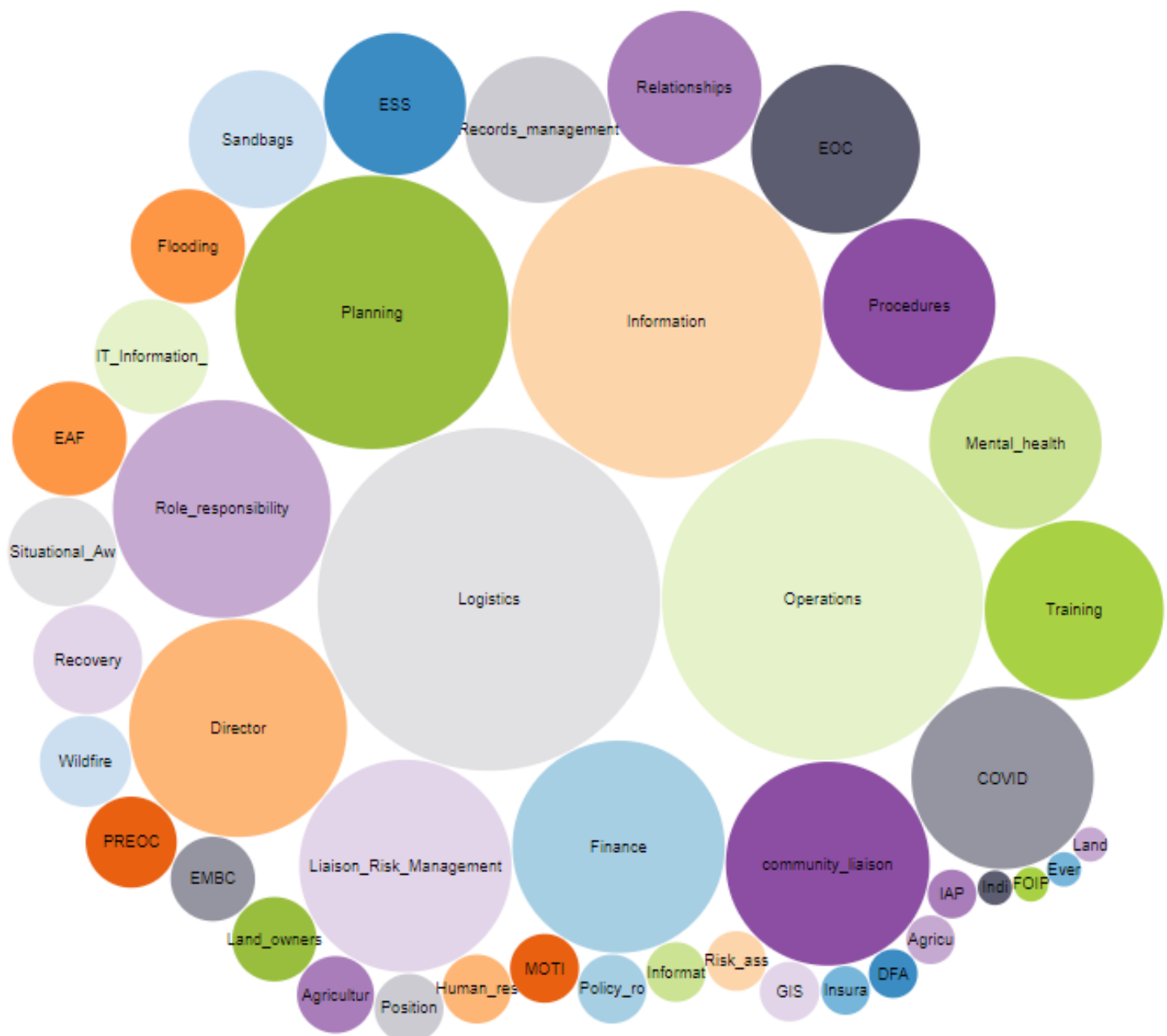
On November 6, 2020, an engagement session was held with staff and consultants who worked in the EOC during the incident. Comments from the meeting were transcribed and organized into categories based on the topic being discussed, as well as all categories the comments were related to. In addition, comments provided by staff prior to the meeting were also added. The graphics below are a visual representation of categories. Comments are stored privately to protect those who provided them.

Below is a chord diagram of all 331 comments by category, showing how they relate to each other.



Top categories when EOC positions removed from categories shown.

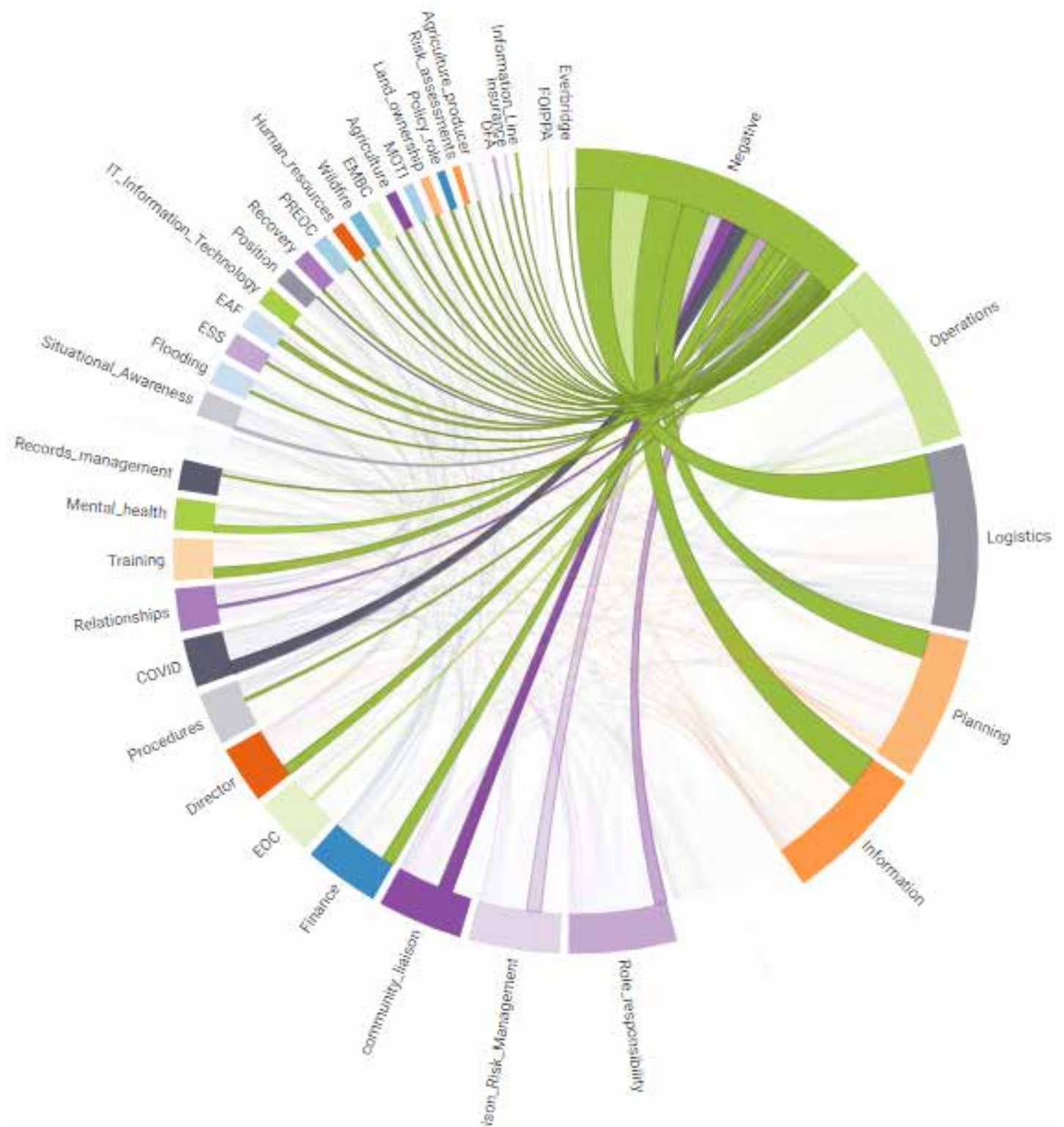
## Comments



Top categories discussed. The larger the size, the more conversation involving those categories.

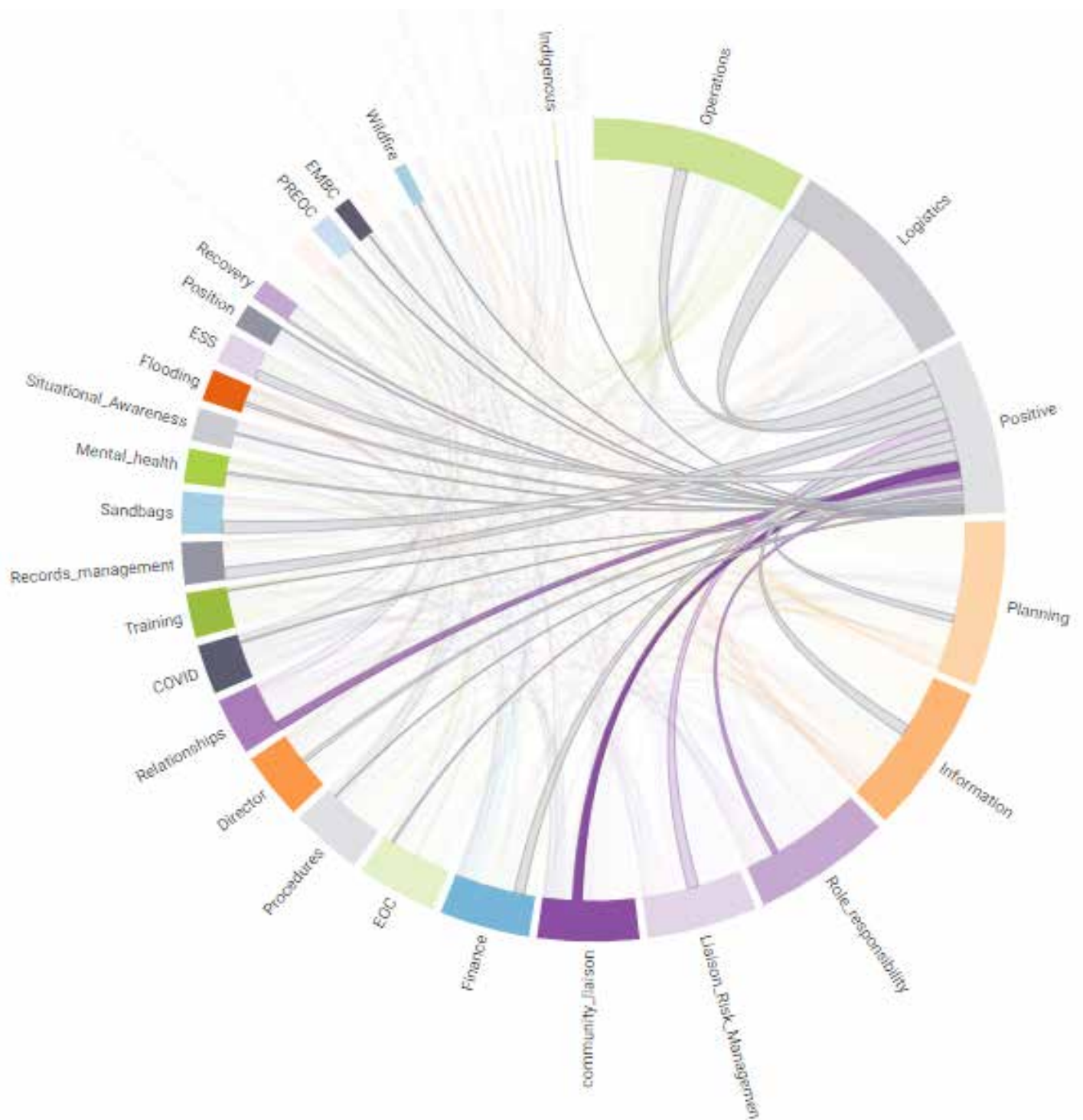


## Comments: What Did Not Go Well



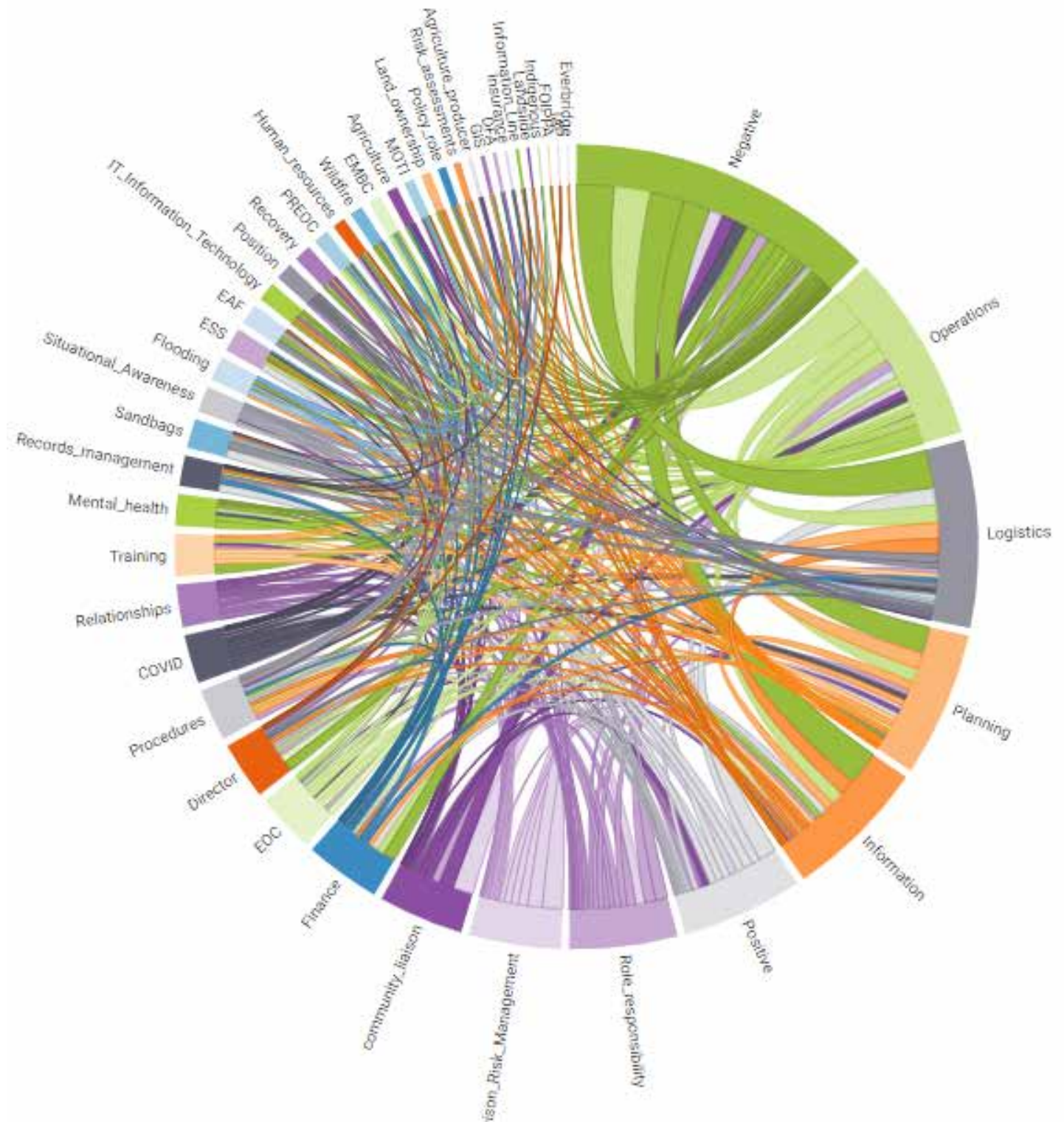
During the session, we explored each topic discussion by looking at it asking “What went well?” and “What didn’t go well?” This is a visual representation by negative or did not go well.

## Comments: What Went Well



Positive comments (what went well) by category.

## All Comments



All comments and how they connect with all categories, including positive and negative comments.





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