

City of Winnipeg Office of Emergency Management

COVID-19 Operations Overview

DRIE Central 2022 Conference
Winnipeg, Manitoba

October 19, 2022

Declaration

I would like to acknowledge that we are in Treaty One Territory, the home and traditional lands of the Anishinaabe (Ojibwe), Ininew (Cree), and Dakota peoples, and in the National Homeland of the Red River Métis. Our drinking water comes from Shoal Lake 40 First Nation, in Treaty Three Territory.

Presentation Overview

- Fall Storm 2019
- COVID-19 EOC Operations
- Operations within Operations

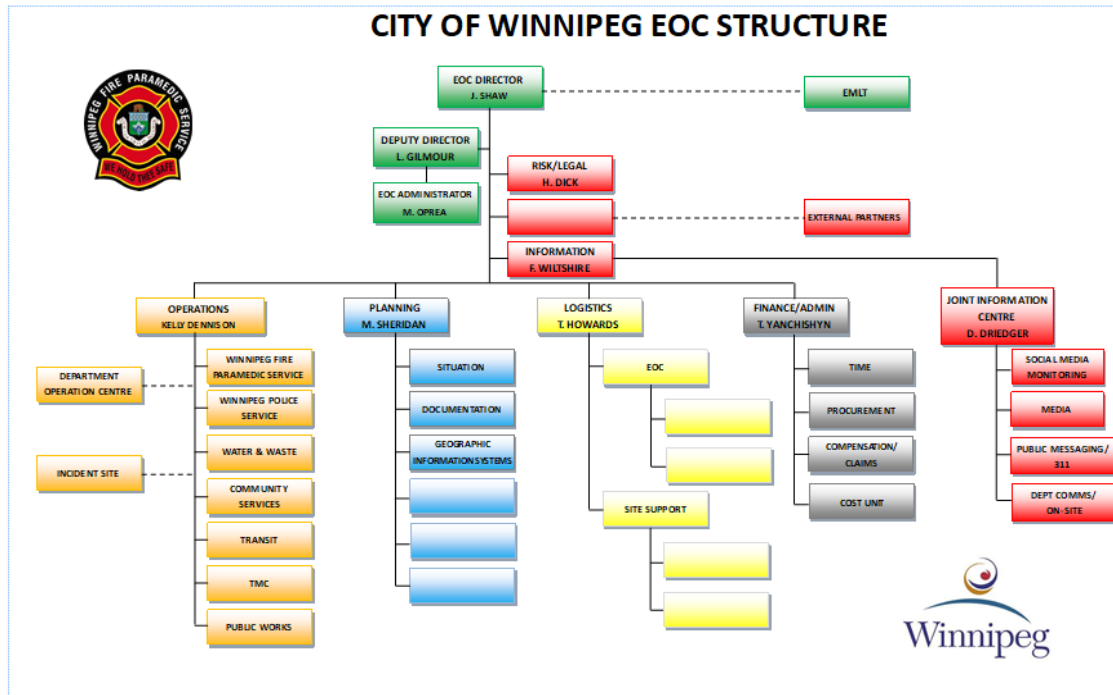
2019 Fall Storm



2019 Fall Storm Numbers

- October 9 – 13: Five days of storm
- EOC activation October 10 – 25: 15 days activated
- Up to 35 cm of snow and 80 km/h wind gusts
- 30,000 residents without power
- 10% of Winnipeg's tree canopy damaged
- EOC – over 1000 hours by City staff
- Response – over 10,000 by City Staff
- 4300 calls to 311 and 2600 calls to WFPS
- 3000 tonnes of storm related debris

2019 Fall Storm EOC Structure



2019 Fall Storm EOC Activation

- October 9 – 13 = Five days of storm
- EOC activation October 10 – 25 = 15 days activated
- Level 1 Activation: October 10
- Level 2 Activation: October 11 – 18
- Level 1 Activation: October 19 – 25
- Activated Incident Management System to organize
- Daily Situation Reports and Operational Briefings
- Scheduled/Organized Operations closed at the end of day and predictably slowed down

2019 Fall Storm Actions

- Situational Awareness
- Multiple City departments together
- Closures of City run programs and facilities
- Public Messaging
- Developed Reception Centre plan
- Mutual Aid with partner cities
- Liaison with partners
- Coordinate Wellness checks

COVID-19 EOC Activation



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winnipeg.ca/COVID-19

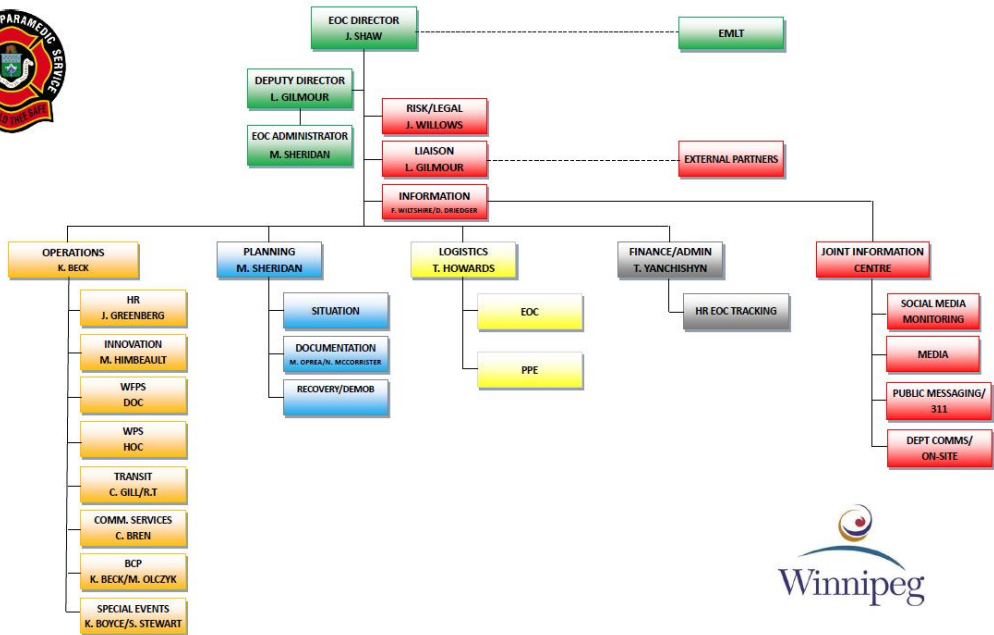
COVID-19 Response Numbers

- Activated from March 5 2020 – June 16 2022 (833 days)
- 100,000+ Virtual Meetings by 1800+ Virtual Employees*
- 123,000 library curbside pick up items
- 17,000 inquiries to 311*
- 70,000+ Emails to EOC*
- 166 Situation Reports
- 157 Activity Summaries
- Mask Distribution:
 - 260,000 disposable non-medical masks
 - 6500 medical masks
 - 7400 cloth masks

**Statistic as of October 2021*

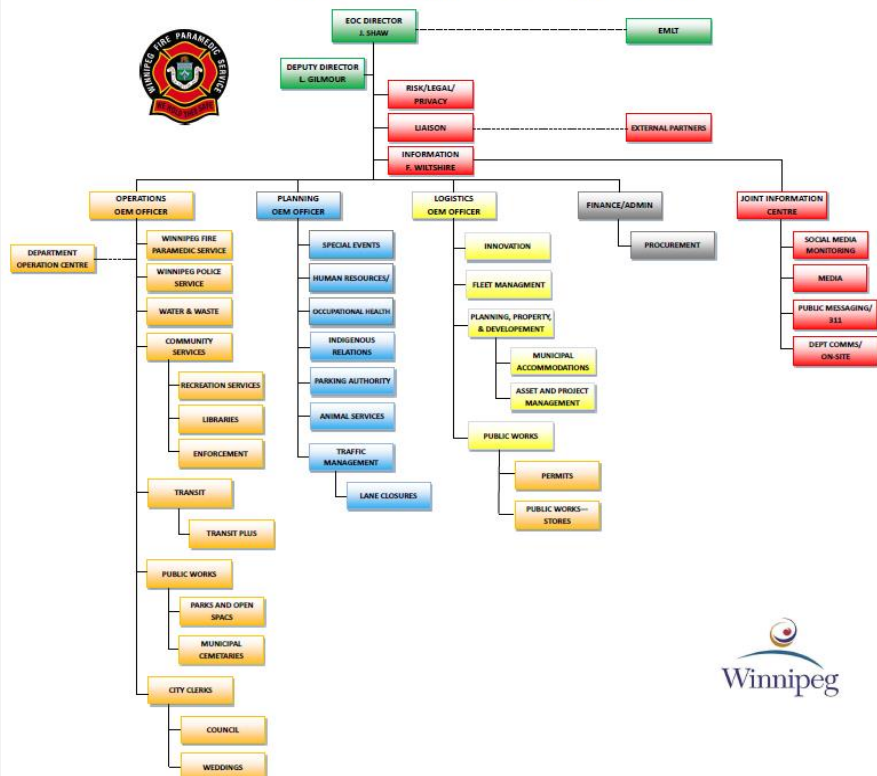
COVID-19 EOC — How it Started

CITY OF WINNIPEG EOC STRUCTURE: COVID-19



COVID-19 EOC — How it Actually Went

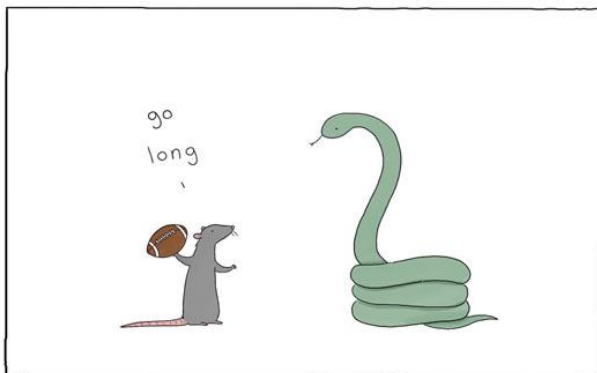
CITY OF WINNIPEG EOC STRUCTURE



COVID-19 Response Actions

- Intelligence Gathering
- Situational Analysis and Reports; Activity Summaries
- PPE Procurement and Distribution
- Enforcement
- Vaccine Support
- Mask Requirements
- Closures and Safe Re-openings (and repeat)
- Provincial Support with Testing and Vaccination Sites
- Special Events
- Coordination and Collaboration

Elongated EOC Responses

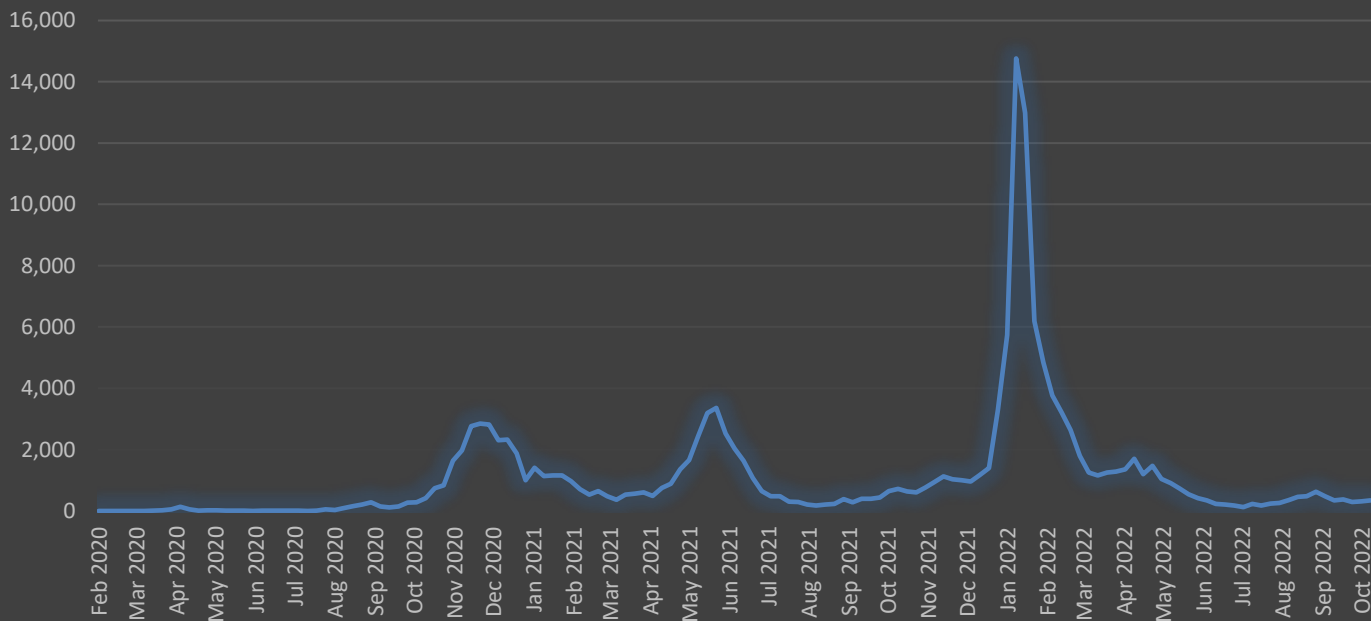


lizclimo.tumblr.com

[Image Source: thumbpress.com/](http://thumbpress.com/)

Flow of the Waves

Daily Cases of COVID-19 reported in Manitoba



Grounding Principles

City of Winnipeg OEM – “Big Four” Ethos

- *Protect the safety and wellness of City employees and Winnipeg residents*
- *Protect Critical Infrastructure*
- *Maintain excellence in internal & external communications*
- *We will look to advanced planning*

Grounding Principles

Protect the Safety and Wellness



Grounding Principles

What is Critical Infrastructure?

- 911 dispatch centres
- Police, Fire & Paramedic services
- Continuity of Government
- 311 and Corporate Communications
- Water treatment operations
- Water and Waste critical operations
- Transit and transportation systems
- Public Works – Streets and critical operations
- Public Works – Traffic Systems
- Information technology – IT

Grounding Principles

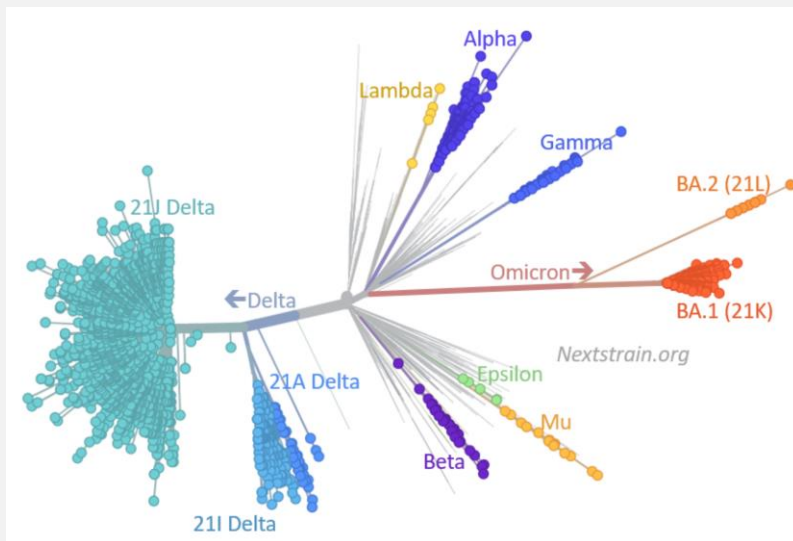
Internal and External Communications

- SitReps
- CityNet
- Winnipeg.ca and Social Media



Grounding Principles

Advanced Planning



Changing Faces

Impacts

- Internal Office of Emergency Management Team
- Great EOC team
- External contacts

Why?

- Retirements/Resignations/Moves
- Changing Positions
- New Employees



[Image Source: powerelectric.com/](http://powerelectric.com/)

Mental Health Matters

- Give people time
- Give people time away (really away)
- Understand there is so much going on at any one point
- Team meetings every morning and end of day
- Constant check-ins on workload – make it okay to give projects away
- Access and awareness of mental health supports in the workplace
- CIPSRT and other seminars
- Fun Fridays and all the memes
- Listen
- Empathy
- **Main Components:** Laughter and Teamwork

When the Response is Personal



[Image Source: memegenerator.net](http://memegenerator.net)

Is it all just a Planning Unit?

- Shift from a Command Structure to an Advanced Planning one but not in the traditional sense
- Intelligence and awareness were critical
- Advanced Planning (predicting and understanding the current state) was essential
- Logistics, Ops and Finance all had important cameos but were supporting actors
- Planning remained a consistent presence throughout
- At times, Planning was close to the only function

Testing Sites, Vaccine Sites and Vaccine Buses Oh My!!

- Base principle: the City would partner to support the Province in COVID response efforts wherever possible and within scope.
- Many requests ...



Testing Sites

- The ask: City facilities to set up testing sites.
- Initially not a lot in the way of requirements to help in determining appropriate sites.
- Using COVID response structure and EM systems – EMCC (departmental reps).
- Lesson learned: as the event went on and more Provincial staff were engaged, the asks and requirements were refined.

Testing Sites: Spring of 2020

- Solution: community facilities closed.
- Accessible and usable with no programming going on. No staff or community impacts.
- St. James-Assiniboia Centennial Pool and Sergeant Tommy Prince Place.



Testing Sites: Summer 2020

- With restrictions lifted, community facilities were allowed to reopen and were needed for delivery of community services.
- Worked on alternate City facility options.



Testing Site Support – Ongoing

- Vacant City facilities.
- 604 St. Mary's Road.
- Facility upgrades /retrofits.
- Short-Term Use Agreements



Testing Site Support – Ongoing

- 1066 Nairn Avenue
- 125 King Edward Street
- 1284 Main Street
- So many more!
- Public Works traffic management plans and barricades.



- Moving Transit stops.
- Sign fabrication.
- WPS and FPS Dispatch.

Vaccine Super Sites

- WSF Soccer North
- 770 Leila Avenue
- City owned, privately run.



Vaccine Super Sites

- Provincial request for a site to flow through a large number of people.
- Accessible, lots of parking, traffic flow, north part of the City, etc.

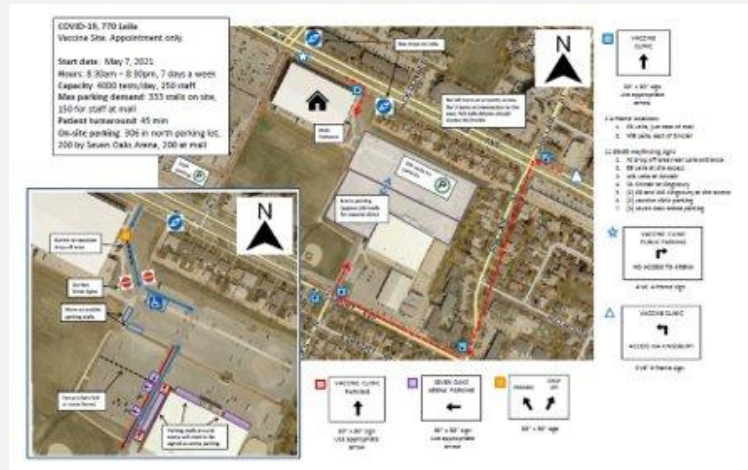


Vaccine Super Sites

- City departments involved:
 - Municipal Accommodations.
 - Legal.
 - Transit.
 - Community Services.
 - FPS, WPS.
 - Public Works.
 - Risk Management.
 - Planning Property and Development.

Vaccine Super Sites

- Extreme heat and massive line ups.
- Traffic concerns.
- Adaptation – pre-scheduled road construction project. Work with PW and need to move project, adjust contracts.



Vaccine Super Sites





Vaccine Super Sites



Mobile Vaccine Clinic

- City departments involved:

- Public Works.
- Parks.
- Parking Authority.
- Water and Waste.
- FPS.
- WPS.
- Others as needed.



Mobile Vaccine Clinic





MOBILE CLINIQUE
CLINIQUE MOBILE



Located on
rural routes
to families

Accept
our services
to families

Manitoba

Moving to Virtual



Moving to Virtual

“Someone will let you in the meeting soon...”

Conference Call BINGO

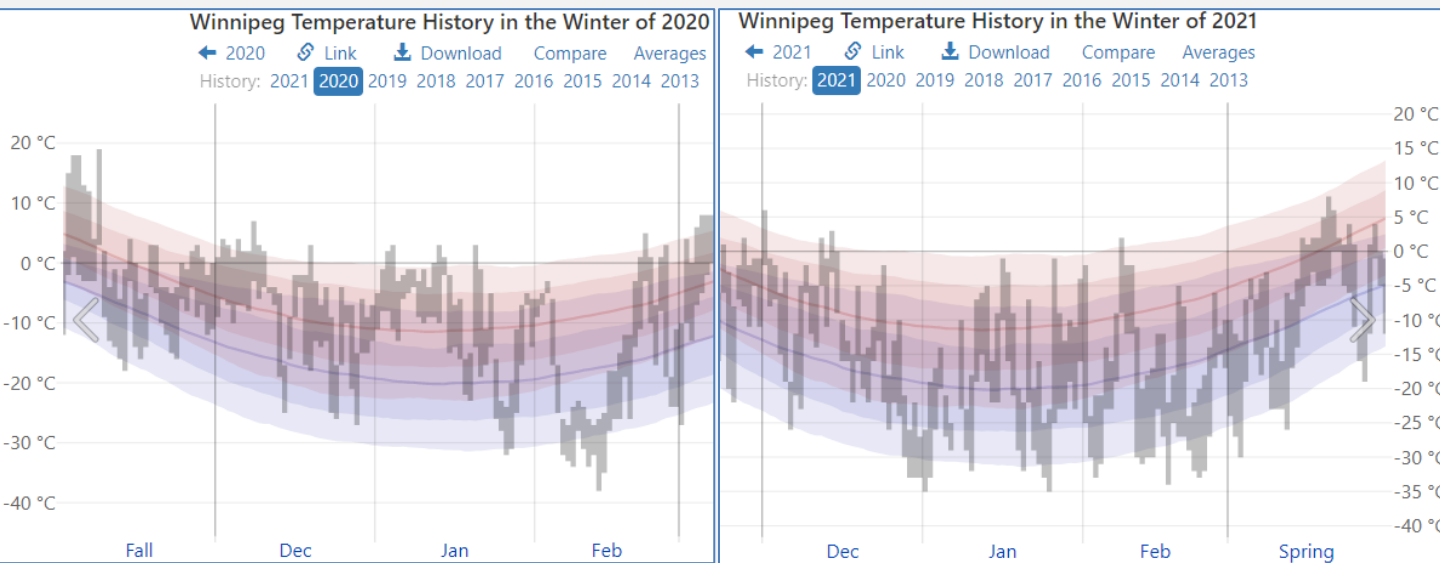
“Hi, who just joined?”	“Can you email that to everyone?”	“ __ you’re on mute”	“Uh, __ , you’re still sharing your screen...”	“Sorry guys, I’ve got to jump to another call”
(sound of someone typing furiously, possibly with a hammer)	“Sorry, I was on mute”	“Win-win”	“Is __ on the call?”	“I think we’re all on the same page”
“Next slide please”	“Can everyone go on mute?”	(super loud echo/feedback)	“Sorry, go ahead”	“Low-hanging fruit”
“Sorry I’m late”	“I have a hard stop at __”	“I’m sorry you cut out there”	“Can we take this offline?”	“Hit the ground running”
“I’ll have to get back to you”	“Can everyone see my screen?”	(crying baby or barking dog)	“I think there’s a lag”	“You cut out, can you repeat that?”

What about our jobs? –

Normalization of an Activation

- At some point, regular EM work has to resume
- While activated, we've passed our first Emergency Management Bylaw, developed and have established the Community Emergency Advisory Committee and refreshed and rebranded Ready Winnipeg into online material
- Rotating through COVID-19 activation roles and regular work
- Knowing when to say “too much”
- Letting go when it is too much

Activations within an Activation: Extreme Cold 2020/2021



Source: weatherspark.com

Activations within an Activation: Heat/Smoke Summers of 2020 and 2021



Source: globalnews.ca

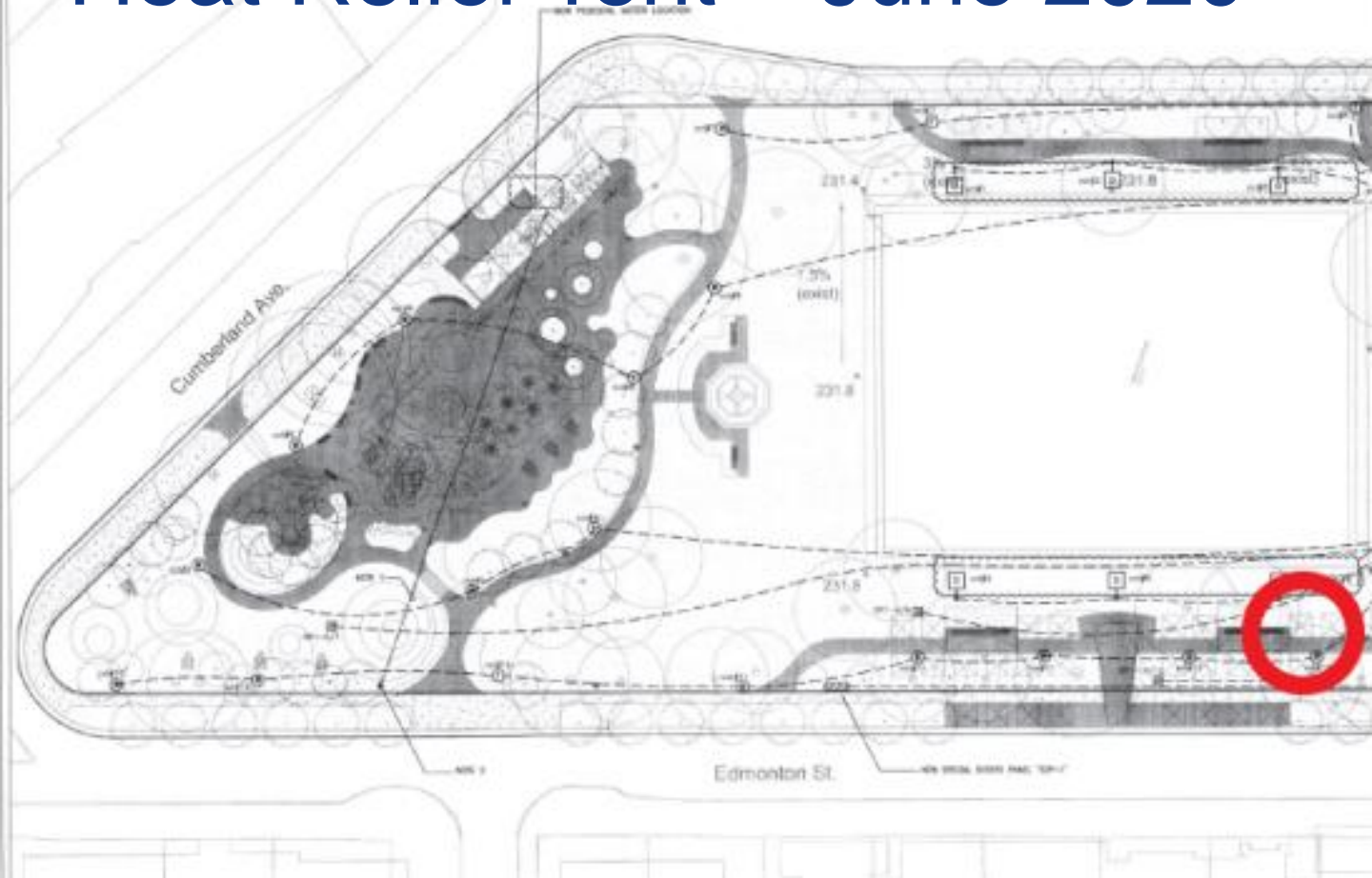
Heat Relief Tent – June 2020

- Due to public health restrictions, normal extreme heat response measures (i.e., opening indoor spaces) could not be used.
- Direction: solve for 'X' ...
- Adaptive EOC response:
 - Explore alternate solutions.
 - Consider: need, vulnerability, logistics, operations, staffing, after hours storage, partnerships.
 - Solution: utilize outdoor space.

Heat Relief Tent – June 2020

- Additional considerations:
 - Based on heat forecast, approvals go live asap.
- Leverage existing emergency management infrastructure, systems and processes.
 - Departmental reps – EMCC members.
 - Public Works, Parks, Community Services.
 - Quick procurement and financial approval mechanisms – bottled water, tent rental, overtime.

Heat Relief Tent – June 2020



Heat Relief Tent – June 2020

- Urgent problem solving 101 ...
- What kind of a problem do 18-inch depth ground anchors represent?
- Health and safety first ...
- Call before you dig.



Activations within an Activation:

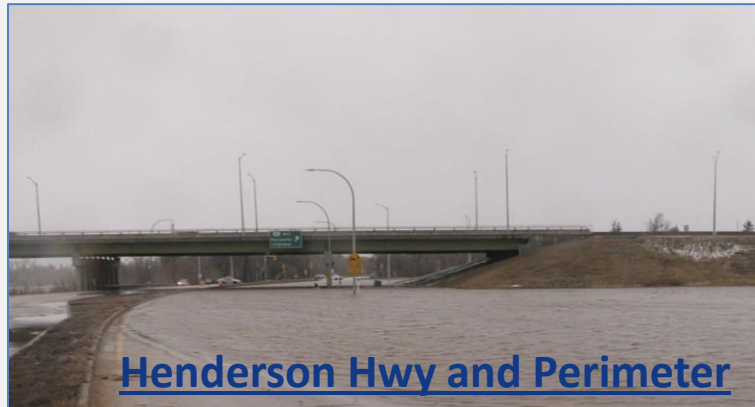
'Snowmageddon' 2022 and Flood Risk



Photo taken April 13, 2022



April 24, 2022 Precipitation Forecast



Henderson Hwy and Perimeter

2022 Spring Flood

- Unique flood season.
- Never ending string of Colorado Lows.
- Red River at James Ave = 6.5 feet (normal).
- March 26, 2022: Red River goes over 6.5 feet James.
- August 1, 2022: Red River stabilizes around 6.5 James Ave.
- 129 days above normal levels.

2022 Spring Flood

- April 23, 2022: Red River goes over 16.0 feet James Ave.
- June 19, 2022: Red River drops below 16.0 James Ave and slowly declines to normal.
- 58 days above 16 feet James Ave normal levels. Never higher than 18.8 ft.
- Strain on flood infrastructure running that long and those levels.

2022 Spring Flood

- The aftermath ...
- Disaster Financial Assistance (DFA).
- Mitigation and Preparedness Program (MPP).



Conclusion: Where are we going?

- After Action Reports
- The future of COVID-19

Thank you!

winnipeg.ca/emergencypreparedness/

EOC@winnipeg.ca