

**Canadian Association of Chiefs of Police  
Dale McAfee, President**

**Emergency Management Committee  
Annual Report August 20, 2012**

**Committee Mandate:**

**To champion integrated emergency management:**

- Through formal relationships between police, fire and emergency medical services (CACP, CAFC, EMSCC)
- In consultation and collaboration with other EM partners and agencies
- By promoting and providing Tri-Services' input in support of the EM Framework for Canada and associated strategies and action plans
- Based on an all hazards approach that addresses all pillars of EM (prevention, mitigation, preparedness, response, and recovery)

**Strategic Priorities:**

- To strengthen and sustain Tri-Service Committee membership to champion emergency management
- To bring together police, fire, EMS agencies of various sizes to address shared priorities related to emergency management
- To be a conduit to recognized sources on EM related research, policy, plans and standards
- To promote interoperability amongst the Tri-Services and in collaboration with other EM partners and committees
- To explore Tri-Service training opportunities and requirements to enhance emergency management capabilities and capacity
- To ensure appropriate engagement with other EM partners and agencies across Canada, to allow for opportunities for synergy across the broader responder community in Canada
- To examine federal, provincial/territorial, and municipal EM legislative and policy issues and to provide informed Tri-Service representation on critical and emerging EM issues
- To communicate a better understanding of the current state of emergency management across Canada
- To collaborate with other EM related committees, such as but not limited to the CACP Aviation Security Committee, Counter-Terrorism and National Security Committee, ICT Committee, Ethics Committee and the Private Sector Liaison Committee

**2012/13 Priorities:**

1. To enhance EM Committee membership and update the terms of reference
2. To develop and execute a Tri-Service EM Committee communications plan (in alignment with the three associations) to highlight the ongoing work and successes of the committee
3. To host a national EM conference with CACP ICT Committee (Spring 2013)
4. To strengthen and formalize EM Committee linkages to the SOREM CBRNE Sub-working group and other EM related Committees
5. To promote and host regional forums to discuss EM trends effecting Tri-Services and share lessons learned
6. To promote and influence research and development of best practices for major event planning and for crowd management

7. To liaise with the CACP ICT Committee in achieving interoperability objectives
8. To promote the effective use of technology in support of Tri-Service EM programs

### **Message/Executive Summary**

The Emergency Management Committee, comprised of representatives from the Canadian Association of Chiefs of Police (CACP), the Canadian Association of Fire Chiefs (CAFC), the Emergency Medical Services Chiefs of Canada (EMS Chiefs of Canada) with support from Public Safety Canada, and the International Association of Emergency Managers (Canada) remains committed to its tri-services perspective presenting a common and united voice on national emergency management issues.

The 2011 - 2012 year saw the Committee continue to move forward in achieving the strategic priorities set in the years prior; strengthening its governance, promoting best practices, exploring training opportunities and collaborating with over CACP committees. With several changes in membership and in the chair's position, the Committee undertook a facilitated strategic planning session in February, 2012, resulting in an updated Committee Mandate, along with refocused strategic priorities and objectives.

### **Committee Highlights and Activities:**

1. Continuing enhancement of communication and collaboration with Public Safety Canada.
2. In the effort to promote standardization and enhanced EM capabilities and capacity, the Committee passed two motions within the past year - #1 supporting and adopting the work on the ICS/IMS Canada national strategy, #2 endorsing the Capabilities Based Planning Initiative, sponsored by the Centre for Security Science (CRTI)
3. Attended in support of the fifth Canadian Public Safety Interoperability Workshop (CITIG 5 in Ottawa, Ontario on December 4 - 7, 2011
4. EM Committee strategic planning session, February 21, 2012.
5. Continuing partnership with Motorola in presenting the 2012 CACP/Motorola Emergency Preparedness Awards by judging the submissions and facilitating the awards process.
6. In collaboration with CITIG, and in seeking to fulfill the priority of promoting and influencing research and development of best practices for major event planning and for crowd management, the committee is planning and hosting an operational planning and management of public safety events workshop in February 2013.

### **Meetings Held:**

- August 20, 2011 – at CACP Annual Conference, Windsor, Ontario
- December 4, 2011 – pre-CITIG Conference Committee Meeting, Ottawa, Ontario

- December 5, 2011 - Bi-Lateral Meeting PSC & CACP: Discussion involved an overview of the advocacy role of the EM Committee with its tri-service perspective, providing a touchstone for bringing forth federal EM policy issues
- February 21, 2012 – pre-ICT Conference committee meetings and strategic planning session, Toronto, Ontario.
- February 22, 2012 – joint ICT – EM committee meeting, Toronto, Ontario
- July 30, 2012 – Committee teleconference re: federal budget cuts to national emergency management programs

### **Targeted Capabilities:**

Chief Kim Ayotte, Special Operations Ottawa Fire Service is the Committee lead on this initiative.

Capabilities-based planning is an approach that was developed out of military research and in cooperation among several nations, notably the United States, Canada, Australia, New Zealand and the United Kingdom. It applies entirely to the civil sector, specifically in preparing for accidental, natural or man-made disasters.

In short, capabilities-based planning answers the following question: Do we have the right mix of training, organizations, plans, people, leadership and management, equipment, and facilities to perform a required emergency task? Capabilities-based planning is, in and of itself, part of a wider series of preparedness activities, which include preparation (of the stakeholders, the population, the responders), communications, planning (response, emergency, infrastructure protection), cooperation between the different partners (the public, private industry, NGOs, national associations, local, provincial and federal authorities), training (through exercises, workshops, simulations), equipment (detection, response, and decontamination), and exercises.

Various tools have been developed to support and guide the capabilities analysis: the Universal Task List (which number about 1600), All Hazards Planning Scenarios (15 in number), the Target Capabilities List (37 in number), and Resource Types (approximately 120 in number). These tools are useful for; hazard analysis, planning, justifying investments and development strategies, preparedness estimate, task-based training, and testing response capabilities through exercises.

As of March 31, 2012 CRTI, PSTP and CPRC were folded into one body now known as the Canadian Safety and Security Program (CSSP): a federally-funded program to strengthen Canada's ability to anticipate, prevent, mitigate, prepare for, respond to, and recover from natural disasters, serious accidents, crime and terrorism through the convergence of science and technology (S&T) with policy, operations and intelligence. On behalf of the Government of Canada, the CSSP is led by Defence Research and Development Canada's Centre for Security Science (DRDC CSS), in partnership with response and emergency management organizations, non-governmental agencies, industry, academia as well as provincial and municipal governments.

The integration of these efforts under one comprehensive program allows investments to be distributed more effectively across the different domains. It also enables DRDC to streamline administrative processes and enhance alignment with Government of Canada priorities.

However, along with the new program came the new federal budget which hit this group very hard in that no CBP projects were accepted for spring funding. It was placed on a waiting list, and is hopeful that the fall budget review will allow for funding some of the CBP projects. It is also expected that there will be a call for proposals this summer from the Centre for Security Science.

Some funding was secured for the IMWG (Incident Management Working Group), and the ICS/IMS Canada National Strategy work. Another working group that is still active is the Explosive Disposal Unit working Group (EDUWG) which in conjunction with CETA (Canadian Explosives Technician Association) has adopted the TCL-C (Targeted Capabilities List-Canada) and our Resource Typing Documents (RT) as core documents in their efforts to establish National EDU Standards.

Estimates are that 85% of work has been completed on the Targeted Capabilities List (TLC-C), Resource Typing, and Consolidated Risk Assessment (CRA). This is the work that the CACP EM Committee endorsed, along with the EMSCC. This year much of the funding from the Centre will be utilized for the upcoming “call for proposals” in future years there will be more of an emphasis on “directed projects”, these will be based on “capability gaps, and formal capability goals, this is where CBP work will be essential.

### **CBRNE Recommended Equipment List (REL) - Participation in a CRTI Proposal:**

Inspector Blair White (Calgary Police Service) is the Committee’s lead on CBRNE (REL)

REL is currently much more than it originally set out to be. The original project goal was that the REL be a paper document printed for distribution. It will reach beyond this to synchronize with the SEL and AEL and will be available online as an e-document complete with active hyperlinks. The hyperlinks will connect the REL, through the US Responder Knowledge Base (RKB), to an extensive number of sources of supplementary information specific to technology described as items on any of the lists. This enhancement to the REL will improve access to the product and increase its ultimate value to Canadian communities and emergency services agencies.

The REL TC followed up on previously reported work of 2010 with a meeting on September 27 and 28, 2011, in Calgary. This meeting focused on review of REL document development that had been begun by project staff during the previous weeks as well as a full TC review of the early draft of the proposed Canadian equipment list. One of the key outputs of that session was a commitment by D Wilson (CAFC) and B Clark (CACP) to assist with a more thorough subject matter review of the early REL list material by representatives from their organizations. That review work session was convened in Calgary in November 2011 with the group achieving much improved accuracy in the

current draft listing of equipment being used by Canadian first responders (police and fire). A similar initiative for EMS first response equipment had been completed earlier in Vancouver by .R Bernklau of ACCT.

A second meeting was held on January 18 and 20, 2012 in Kingston when the Technical Committee (TC) continued its review and approval of considerable REL document development that had been accomplished since the Calgary meeting. The TC also heard about discussions with the US IAB that had taken place in Washington on November 8 and 9, 2011. Those discussions centered on the question of integrating the military style active carbon suits used in many Canadian first response initiatives into the integrated list (The Canadian REL will be overlaid on and synchronized with the base SEL and AEL in order to be available online). The US IAB will not be listing the carbon suits as they are not currently NIOSH approved so the Canadian REL will address them within the narrative content of the document. The US IAB has agreed to fully integrate the new Canadian PPE standard (CSA Z1610) into the consolidated list. As well, Canadian defined Levels of Service are now outlined and represented as CBRNE mission specific sub lists on the base US lists.

With the goal of facilitating improved communication among the national first responder organizations, the REL TC invited several presentations on key related R&D projects.

#### **Emergency Resource Inventory Network (ERIN)**

Presenter John Bureaux explained that the CRTI supported ERIN project (CRTI 08-0192TD) grew out of an understanding that the lack of easily accessible and comprehensive lists of emergency assets results in delays and inefficiencies during crises. ERIN can house a complete, automated directory of targeted capability lists and resource typing references that will permit “owners” to self-update as they acquire additional resources. A central output of ERIN is to provide primary users, responders, planners and decision makers, improved capability to locate and access emergency equipment during a crisis. Bureaux spoke of the current challenge to continuing the ERIN project. PSC is considering a decision not to continue as project lead of ERIN. The industrial partner, AMITA, is looking for additional support for the project so that it can be continued. He asked that REL Partner Organizations consider communicating support for the continuation of the project.

#### **DRDC Suffield’s Counter Terrorism Technology Centre -Test and Evaluation Initiative**

The TC was informed that this initiative grew out of the fact that the Counter Terrorism Unit at Suffield is not funded to conduct Chem/Bio related testing and evaluation (T&E) but is consistently asked by the Chem/Bio community for T&E assistance. The TC was asked to look at a questionnaire that had been sent to representatives in the first response community. TC members voiced a strong opinion that such efforts to seek information from first responders should be consistently addressed to groups that are evenly representative of first responder opinion. In January, the TC heard from Susan Rowsell, Project Lead from DRDC Suffield, who summarized her findings to date and outlined key Chem/Bio T&E needs in Canada:

- Access to T&E information that is meaningful

- Access to experts/networks of experts (centres of expertise in Govt)
- Access to Lessons Learned (international; national, regional)
- Independent third party evaluation of equipment
- Certified T&E facilities
- Central Repository of Information
- Development of Standards for Chem/Bio performance
- Development of guidance documents for T&E

The national organizations represented at the TC table reinforced the message of the importance of a uniform, consistent voice to inform such efforts. They offered any assistance they could to the continuation of this work.

### **CRTI 09-438TA Approval of CBRN Personal Protective Equipment:**

While in Kingston in January, the TC attended a work session of a third R&D project; (CRTI 09-438TA) led by Eva Dickson, Defence Scientist at RMC in Kingston. Dickson's project is aimed at testing PPE used by Canadian first responders against the new CSA Standard for PPE (CSA Z1610). The Kingston work session, attended by the REL TC, sought to gain information from tri-service first responders about which PPE should be tested first against Z1610. This work underscores the importance of earlier CRTI supported work that had developed and established CSA Z1610; this standard being the central output of CRTI project 05-0016.

Attendance at the session was somewhat random with very uneven representation of the tri-services. TC members reiterated their message that a uniform body, which is evenly representative of the first responder tri-service community, is imperative as a source of consistent advice to first responder focused R&D.

### **Going Forward:**

The funding and support for the REL sits in the Centre for Security Science (CSS) currently co-administered by DND and PSC. The Technical Committee has identified some concern about current, budget related discussion in Government on the potential harmonization of all programs based within the CSS. There is strong TC consensus that REL and related R&D efforts must continue in spite of the outcome of these considerations.

The TC is concerned that the Canadian tri-service responder community group is being asked individually and, in a seemingly ad hoc fashion, to support different, siloed government projects. There is strong agreement that there must be consistent dialogue with the national first responder organizations to ensure relevance and consolidated representation relative to R& D initiatives. They have strongly endorsed the need for a coordinating body to consistently represent the broad opinion of the tri-service community in Canada. Given that officials in Government are consistently looking for coordinated, interagency advice, the US model Interagency Board (IAB) was cited for consideration.

Each partner association had been requested to provide a 1 page information sheet about their organization which will be placed in the Acknowledgements section of the REL document. Several remain outstanding.

The next REL meeting had been set for April 26 and 27, 2012 in Halifax. Developments in Capability Based Planning, Rapid Assessment Teams and the evolution of the national All-Hazards Risk Assessment methodologies were to be reviewed with the goal of integrating the REL with these complementary R&D initiatives.

### **2012 CACP/Motorola Awards:**

Now in its fourth year, the CACP/Motorola Award for Excellence in Emergency Preparedness was launched in 2009 and is a prime example of the success of public and private sector partnerships in advancing the goals of emergency preparedness. This program was established to recognize a standard of excellence that exemplifies the combined efforts of law enforcement, fire services, and emergency medical services in preparing their agencies for response to natural or man-made disasters. This award not only highlights preparedness, but also recognizes the efforts being made specifically toward response exercises

EM Committee members of the judging panel included:

- Jane Wilcox, A/Deputy Chief Toronto Police Service
- Stephen Gamble, Fire Chief Township of Langley, BC
- John Neily, President JD Neily Consulting Ltd.
- Lance Valcour, CITIG Executive Director

Submissions were received from the following agencies:

Ambulance New Brunswick

Brandon Emergency Support Team, Brandon, Manitoba

Hamilton, Ontario Police Service

London, Ontario Police Service

Regina Saskatchewan Fire Commission & RCMP

RCMP "D" Division, Manitoba

RCMP "K" Division, Alberta

RCMP "L" Division, PEI

Fire Service, Gatineau, Quebec

Toronto, Ontario Police Service

City of Sherbrooke, Quebec

Wilfred Laurier University & Waterloo Regional Police Service, Waterloo Ontario

### **2012 Emergency Preparedness Program Winners (Provincial Level):**

#### **Ambulance New Brunswick**

Established in 2007, Ambulance New Brunswick's (ANB) challenge was to bring together 39 separate ambulance operators from throughout the province to create a consistent province-wide pre-hospital framework in order to manage extraordinary events. The goal of which is to be able to respond quickly and collaboratively to any emergency. Within

this short time frame of less than five years, Ambulance New Brunswick has brought together a comprehensive and collaborative program.

**2012 Emergency Preparedness Program Winners (Municipal Level):**

**Toronto Police Service – Toronto Operational Response Information System (TORIS) Program**

TORIS is a web-based application that stores detailed site information for the purpose of allowing time-critical decision making during emergencies or large-scale events. By using existing platforms, it was able to do so with incurring additional capital or operating budget costs.

**2012 Emergency Response Exercise Winner:**

**Brandon Emergency Support Team (B.E.S.T) (sponsored by Brandon Police Service) “Exercise Leaving Home”.**

This exercise brought the disability community and the emergency community *together* to experience the impact of a tornado, providing an opportunity to learn and educate at the same time

**CACP Emergency Management Committee Members as of August, 2012:**

A number of membership changes occurred throughout the past year as some members moved onto other positions within their agencies, others retired and new members came on board. The committee also experienced a change in leadership as Jane Wilcox of the Toronto Police Service assumed the chair in September 2011.

Allaire, Pierre	Directeur adjoint (alternate)	Surete du Quebec
Ayotte, Kim	Chief, Special Operations	Ottawa Fire Service
Beaudoin, Serge	Director General EM Policy	Public Safety Canada
Bordeleau, Charles	Chief	Ottawa Police Service
DeHooqe, John	Chief	Ottawa Fire Service (IAFC)
Evans, John	Project Manager	CPRC
Gamble, Stephen	Chief	Township of Langley Fire Service
Jacques, Daniel	Chief Inspector	Surete du Quebec
McGrogan, Andy	Chief	Medicine Hat Police Service

McKay, Duane	Commissioner	CCEMO (Saskatchewan)
Nash, Kelly	Executive Director	EMS Chiefs of Canada
Neily, John	President	JD Neily Consulting
Nolan, Michael	President	EMS Chiefs of Canada
Pothier, Yves	Commander	SPVM
Sampson, Tom	Deputy Chief	EMA Calgary
Saunders, John	President	IAEM Canada – Technical Advisor
Syrette, John	Chief	Anishinabek Police Service
Valcour, Lance	Executive Director	CITIG – Technical Advisor,
White, Blair	Inspector	Calgary Police Service
Wilcox, Jane	A/Deputy Chief	Toronto Police Service (Chair)