

## Critical Incident Management: A National Conversation

Building Trust Through Collaboration and Innovation

March 27-29, 2023  
Ottawa, Ontario

## Gestion des incidents critiques : Une conversation nationale

Instaurer la confiance par la collaboration et l'innovation

Du 27 au 29 mars 2023  
Ottawa (Ontario)



### Description

Critical incidents take place across Canada and around the world daily and carry the potential for significant trauma to a wide circle of people. They happen in remote communities, small towns, and big cities. Although every incident is unique, they often require a multi agency response and unified command structures. They pose significant challenges to responding agencies to provide appropriate assistance efficiently and effectively to victims, survivors, families and first responders.

This conference will reflect on the work that has been done and is currently being undertaken by governments, police services, first responders, victim serving agencies, community stakeholders, and private industry to prepare for and respond to critical incidents. The presenters will share promising practices, lessons learned, predictable challenges and practical solutions.

This conference will highlight the importance of partnerships and preplanning and coordinated response strategies that must be in place to ensure a timely and effective response and recovery in the aftermath of such tragedies.

This event will bring together police and partner critical incident leaders and victim advocates from across Canada for a national conversation about both past incidents as well as what is needed to better prepare for the future.

### Key Objectives

- Hear keynote addresses and case studies from critical incidents across Canada and internationally;
- Engage with a wide range of leaders, including police board and community members, about the impacts of major events on their communities;
- Identify the essential elements of a strategic approach to building an effective victim-centred community response to critical incidents;
- Explore how technology and advanced information management processes has, and potentially will, impact critical incident management. These include, but are not limited to:
  - Emergency Alerting;
  - Public Safety Broadband;
  - NG 9-1-1;
  - Situational Awareness tools, including drones and video capture/sharing tools, and capabilities; and,
- Share your critical incident challenges and seek input from other experts in the room.

**Key Audience**

- Police Leaders and Critical Incident Management Practitioners
- First Responder Agencies (police, fire, paramedics, etc.)
- Government departments, policy and operational personnel
- Military and Coast Guard
- Police Service Board Members
- Public Safety and Emergency Management Partners from all levels
- Community Leaders
- Victims, Victim Serving Agencies/ Advocates
- Private Sector and Technology Partners

TIME	MONDAY, MARCH 27 <sup>TH</sup> , 2023
17:00-19:00	<b>Onsite Registration</b> ( <i>French Corridor</i> )

TIME	TUESDAY, MARCH 28 <sup>TH</sup> , 2023
07:00	<b>Onsite Registration</b> ( <i>French Corridor</i> )
07:00-08:30	<b>Breakfast</b> ( <i>Laurier Room</i> )
07:00-18:30	<b>Exhibit Show</b> ( <i>Laurier Room</i> )
08:30-17:20	<b>Plenary Sessions</b> ( <i>Ballroom</i> )
08:30-08:45	<b>Opening Remarks</b> <ul style="list-style-type: none"> <li>• Deputy Commissioner Bryan Larkin, O.O.M., RCMP; Past President, Canadian Association of Chiefs of Police</li> <li>• Superintendent Andrew Chan, Vancouver Police Department; Co-chair, CACP Emergency Management Committee</li> </ul>
08:45-09:15	<b>Trust and Confidence: Preparing and Responding to the Needs of Victims in Mass Casualty Tragedies and Terrorism Incidents</b> <p><b>Description</b> In this session, Susheel will highlight through both his personal experience as a victim of terrorism and professional experience working in mass casualty tragedies, the organizational benefits and importance of incorporating and planning to address the needs of victims in mass casualty events.</p> <p><b>Presenter</b></p> <ul style="list-style-type: none"> <li>• Susheel Gupta, Senior Strategic Operations Advisor, National Security, RCMP; Director, Air India Victims' Families Association</li> </ul>

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	<p><b>Moderator</b>            Superintendent Andrew Chan, Vancouver Police Department; Co-chair, CACP Emergency Management Committee</p>
09:15- 10:30	<p><b>The Victim Centered Approach – A Bridge to Strengthening Public trust, Enhancing Community Partnerships and Member Support</b></p> <p><b>Description</b>            The panel will speak to the benefits of implementing a victim-centred approach (VCA) in your response to mass victimization and, mass casualty tragedies. They will also share their personal and professional experience in responding to these tragedies. Speakers will highlight lessons learned in supporting victims’ families, survivors, responders and the community-at-large. In addition, they will discuss how this approach will benefit not only victims, survivors and families, but it will also assist in supporting police agencies in other areas such as public trust, first responder wellness and resiliency, and investigative excellence.</p> <ul style="list-style-type: none"> <li>• Overview of the needs and issues impacting victims, survivors, first responders and all those impacted by terrorism, mass violence and mass casualty tragedies. (Circles of Impact)</li> <li>• The benefits to your organization in understanding trauma, in preparing for and responding to incidents of terrorism and mass violence and the importance of a collaborative approach.</li> <li>• How we communicate and understand and assist victims and survivors can foster a relationship of trust and confidence, which supports investigative excellence.</li> <li>• Benefits of the victim-centred approach and the importance of pre-planning, coordination and victim-centered protocols that appropriately address the immediate, medium, and long-term needs of all those impacted.</li> </ul> <p><b>Presenters</b></p> <ul style="list-style-type: none"> <li>• Sue O’Sullivan, O.O.M., Chair, CACP National Working Group (NWG) Supporting Victims of Terrorism and Mass Violence; Chair, International Network Supporting Victims of Terrorism and Mass Violence (INVICTM)</li> <li>• Maria McDonald, Deputy Director, Victim Support Strategy Lead, Investigation &amp; Support Bureau, Ontario Provincial Police</li> <li>• Sergeant Shauna Marshall, Ontario Provincial Police</li> <li>• Susheel Gupta, Senior Strategic Operations Advisor, National Security, RCMP; Director, Air India Victims’ Families Association</li> </ul> <p><b>Moderator</b></p>

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	Sue O’Sullivan, O.O.M., Chair, CACP National Working Group (NWG) Supporting Victims of Terrorism and Mass Violence; Chair, International Network Supporting Victims of Terrorism and Mass Violence (INVICTM)
10:30-11:00	<b>Network Break</b> ( <i>Laurier Room</i> )
11:00-11:15	<p><b>Best Practices in Railway Critical Incidents</b></p> <p><b>Presenter</b></p> <ul style="list-style-type: none"> <li>Inspector Chris McBryan, Great Lakes Division, CN Police</li> </ul> <p><b>Moderator</b> Inspector (Ret.) Lance Valcour, O.O.M</p>
11:15-12:15	<p><b>Critical Incident Management: Future of training and mentoring</b></p> <p><b>Description</b> Every critical incident commander, if being truly honest with themselves, has at least one decision they would love a chance to make over again.</p> <p>Most of these “mistakes” are clearly identified during the debrief, highlighted in the after-action report, enshrined in future versions of an agencies operational planning templates and, ideally captured to enhance future training, at the local, provincial or, ideally, national levels.</p> <p>This session will highlight both the current and future states of critical incident management training nationally and in Ontario. We will look to the audience to help fill in the gaps on what’s happening elsewhere across the country, either formally or via private sector trainers – often by retired critical incident managers.</p> <p>We will also explore potential recommendations for the CACP regarding how to improve standard operating practices, training and mentorship across Canada.</p> <p><b>Presenters</b></p> <ul style="list-style-type: none"> <li>Mike Maloney, Instructor and Coordinator, Advanced Police Training, Critical Incident Command Program, Canadian Police College</li> <li>Chris Newton, M.O.M., Chief Instructor, Ontario Police College, Public Safety Division, Ministry of the Solicitor General</li> </ul> <p><b>Facilitator</b> Inspector (Ret.) Lance Valcour, O.O.M.</p>

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12:15- 13:15	<b>Lunch</b> ( <i>Laurier Room</i> )
13:15-14:45	<p><b>Decision Making During Critical Incidents – Coordinated and Aligned, or Contradictory and Confounded?</b></p> <p><b>Description</b>  The past few years in Canada have highlighted numerous incidents where information about and from critical incidents needed to be shared in a timely fashion with a wide range of stakeholders, including the public and victims.</p> <p>Critical incidents often require complex decisions, and decisions require information to be effective and safe. Thousands of these happen daily across Canada. Some events are very complex, and many of these decisions may not be the responsibility of police, or of any first responders, even in security or criminally violent events.</p> <p>Multiple organizations and their leaders can and do make decisions and take actions during these incidents, not just police services. These decisions can be mutually supporting or contradictory and confound operations. However, these decisions will be made and they will be based on the information available to decision makers.</p> <p>Who needs to make critical decisions during events? What decisions must be supported with information? How will this kind of information sharing and alignment take place? Who gets to see what and what information must be restricted? When do they get to see it? Who is accountable if there is a privacy or security related breach? Who is ultimately accountable for decisions made during critical incidents?</p> <p>This facilitated “fireside chat” style session, featuring senior police, security and elected officials, will explore how governments at all levels, critical infrastructure providers and security, intelligence and law enforcement align and execute their missions during critical incidents.</p> <p><b>Presenters</b></p> <ul style="list-style-type: none"> <li>• Andrew Easton, Provincial Security Advisor/Assistant Deputy Minister, Security and Emergencies Division, New Brunswick Justice and Public Safety</li> <li>• Deputy Chief Constable Dan Culbertson, Abbotsford Police Department</li> <li>• Rob Simonds, Chief Administrative Officer (CAO), Municipality of the County of Colchester</li> <li>• Superintendent (Ret.) Guy Slater, M.O.M., M.A.</li> </ul> <p><b>Facilitator</b>  Chris Davis, Lansdowne Security &amp; Emergency Management</p>
14:45- 15:15	<b>Network Break</b> ( <i>Laurier Room</i> )

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15:15-16:00	<p><b>Interagency Cooperation: Building Bridges While Opening Bridges</b></p> <p><b>Description</b>            In February 2022, the Freedom Convoy protestors blocked truck traffic from using North America's busiest international crossing, which is responsible for nearly a quarter of Canada's trade by land.</p> <p>Subsequent to their initial assessment, the Windsor Police Service (WPS) reached out to the Ontario Provincial Police (OPP) seeking their support, including additional resources.</p> <p>The OPP took over as the lead agency responding to the Ambassador Bridge blockade on February 9<sup>th</sup>, working collaboratively with WPS and other partner agencies to address the economic impact, growing crowds and risk to public safety of the blockade.</p> <p>The presenters will discuss the importance of communication, relationships, partnerships within the community, the local Crown Attorneys, Police Associations, the Emergency Operations Centre and the Interworking with community leaders in Windsor in assisting with the blockade.</p> <p>Discussions on lessons learned from the Ambassador Bridge Blockade:</p> <ul style="list-style-type: none"> <li>• the overview of the situation</li> <li>• the ask for help, when and why</li> <li>• seamless transition</li> <li>• numerous challenges requires multiple perspectives</li> <li>• willingness not only to learn but to teach</li> <li>• importance of relationships</li> </ul> <p><b>Presenters</b></p> <ul style="list-style-type: none"> <li>• Superintendent Dana Earley, Ontario Provincial Police</li> <li>• Acting Deputy Chief Jason Crowley, Windsor Police Service</li> </ul> <p><b>Facilitator</b>            Chris Davis, Lansdowne Security &amp; Emergency Management</p>
16:00-16:45	<p><b>Ottawa Freedom Occupation 2022: Unified Command and the Major Critical Incident Command Team - Decision Making Processes, Communications and Command Structure</b></p> <p><b>Description</b>            On January 28, 2022 over 3000 trucks and 15,000 protestors converged on Downtown Ottawa to protest Government Anti-Mandate pandemic restrictions. Protesters</p>

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engaged in what became a protracted occupation in downtown Ottawa. On February 6<sup>th</sup> Ottawa declared a city-wide state of emergency. On February 11<sup>th</sup> Ontario declared a province-wide state of emergency. On February 14<sup>th</sup> the Emergencies Act was invoked.

Over 20 Public Order teams from across Canada were deployed to Ottawa with over 800 individual POU members involved. Over 2000 additional support police members were deployed to the operation. This was the largest unified police operation deployed to a non-preplanned incident in Canadian History (need to fact check, but I believe this is correct).

In this panel discussion we will dissect the inner workings of the operation that led to the end of the occupation and that restored peace back to Ottawa. We will hear first-hand from the integrated (unified) command team that was led by the Ottawa Police Service, Ontario Provincial Police, and RCMP.

**Presenters**

Unified Major Critical Incident Command Team from:

- Superintendent Rob Bernier, M.O.M., Ottawa Police Service (*virtual*)
- Superintendent Phil Lue, Royal Canadian Mounted Police (*virtual*)
- Inspector (Ret.) Dave Springer, Ontario Provincial Police

**Moderator**

Chris Davis, Lansdowne Security and Emergency Management

**16:45-17:15****Roundtable discussion on lessons learned and recommendations flowing from the Ontario responses to the “Trucker’s Convoy”****Description**

Having now heard from police leaders responsible for both the Windsor and Ottawa responses to the truckers convoys, what lessons have been learned? What changes have been made to operations in Ontario? What recommendations would they make to the CACP for possible implementation across Canada?

Join us for a facilitated conversation with some of the speakers in the previous two sessions and take advantage of the opportunity to share your ideas with speakers, delegates and CACP Headquarters staff.

**Panelists**

- Superintendent Dana Earley, Ontario Provincial Police
- Acting Deputy Chief Jason Crowley, Windsor Police Service
- Superintendent Rob Bernier, M.O.M., Ottawa Police Service (*virtual*)
- Inspector (Ret.) Dave Springer, Ontario Provincial Police

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		<b>Facilitator</b>	Chris Davis, Lansdowne Security & Emergency Management
17:15		<b>Closing Remarks</b>	<ul style="list-style-type: none"> <li>Chris Davis, Lansdowne Security and Emergency Management</li> </ul>
17:15- 18:30		<b>Networking Reception</b>	<i>(Laurier Room)</i>

TIME		WEDNESDAY, MARCH 29 <sup>TH</sup> , 2023	
07:00-13:00		<b>Exhibit Show</b>	<i>(Laurier Room)</i>
07:00-08:15		<b>Breakfast</b>	<i>(Laurier Room)</i>
08:15-15:30		<b>Plenary Sessions</b>	<i>(Ballroom)</i>
08:15-08:25		<b>Opening Remarks</b>	<ul style="list-style-type: none"> <li>Chris Davis, Lansdowne Security and Emergency Management</li> </ul>
08:25-09:45		<b>The Future of Public Safety Alerting in Canada</b>	<p><b>Description</b></p> <p>Emergency alerting takes many forms and has played a significant role in numerous major events across Canada and around the world over the past few decades.</p> <p>Flowing from the Australian Royal Commission into the horrific wildfires in the State of Victoria in 2009, led to a national Emergency Alert capability that many see as a world leader. Canada’s “Alert Ready” was created by Federal, Provincial and Territorial governments with little input from the first responder community.</p> <p>Results of Alert Ready have been mixed, leading to the Canadian Association of Chiefs of Police to pass Resolution 2021-06: “REVIEW OF THE COMMUNICATIONS INTEROPERABILITY STRATEGY FOR CANADA: PRIORITIZING THE NATIONAL PUBLIC ALERTING SYSTEM” (see <a href="https://cacp.ca/resolution.html?asst_id=2747">https://cacp.ca/resolution.html?asst_id=2747</a>).</p> <p>The main focus of that resolution was a national level review of the Communications Interoperability Strategy for Canada (CISC) with a specific focus on alerting. The CISC defines interoperability as the ability of emergency personnel to communicate between jurisdictions, disciplines, and levels of government, using a variety of systems, as needed and as authorized.</p>



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Perhaps due to its origins within the world of computer systems, interoperability is often understood mostly within technological systems, overlooking the other lanes of the interoperability continuum. These lanes are where the challenges are the greatest. We have the technology – that’s the easy part, but we continue to struggle with governance, SOPS, training & exercises, and usage. This can be at a localized incident, major event or natural disaster. While the scope of these events are very different, the capability requirement, getting the right information to the right people at the right time, remains constant.

This session will briefly look back at the history of emergency alerting in Canada but its real starting point will be an honest assessment of the “current state” of this capability in Canada. Why are there so many separate and non-interoperable alerting systems in use across the country? Why are various governments, cities, educational institutions and industry partners using their own systems? Should there be a national level capability, similar to our counterparts in Australia and elsewhere internationally?

Our speakers will then look into the future and, with audience participation, hope to paint a picture of the future of emergency alerting in Canada.

**Presenters**

- Cheryl McNeil (Ret.), Toronto Police Service; Coordinator, CACP Emergency Management Committee; OACP Emergency Preparedness Committee
- Inspector Todd Pittman, Ontario Provincial Police
- Karen Collins, Manager, Emergency Planning Unit, Operations Division, Vancouver Police Department; CACP Emergency Management Committee

**Facilitator**

Inspector (Ret.) Lance Valcour, O.O.M.

**09:45-10:00****Enabling Officer Safety Through Shared Real-Time Situational Awareness****Description**

- ATAK as a critical enabler
- Assess, Decide, and Act Faster
- Officer Safety in a critical incident through:
  - Knowing where every officer is in real time
  - Sharing key information and imagery in real time
  - Coordination of actions faster and more efficiently

**Presenter**

<b>TIME</b> <span style="float: right;"><b>WEDNESDAY, MARCH 29<sup>TH</sup>, 2023</b></span>	
	<ul style="list-style-type: none"> <li>• Rick Bowes, CD MA MBA, Strategic Advisor – Digitization and Counter-Threat Products</li> </ul>
<b>10:00-10:30</b>	<b>Network Break</b> <i>(French Corridor)</i>
<b>10:30-12:00</b>	<p><b>Preparing and Planning a Canadian Victim Response Framework for Terrorism, Mass Violence and Mass Casualty Events (the CACP National Working Group (NWG))</b></p> <p><b>Description</b></p> <p>This session will highlight the work of the CACP National Working Group – Supporting Victims of Terrorism, Mass Violence and Mass Casualty tragedies.</p> <p>The working group was established in January 2018 in recognition of the need for, and value of, developing a victim-centred response to terrorism, mass violence, and mass casualty tragedies.</p> <p>Strategic and operational preparedness, responses, recovery plans, strategies and decision making will be effective only if victim support, investigation, and crisis management roles and responsibilities have been clearly defined and linked to ensure seamless interplay between all participants.</p> <p>Successful responses for victims of mass casualty events require that relationships, structures, and protocols have been jointly developed, practiced and evaluated to identify what is working well and to address gaps that could hinder effective response.</p> <p>This session will assist police organizations in building and imbedding a flexible victim-centred response within the incident command and major case management framework. It will include an overview of the Toronto Police Service Victim Management and Family Liaison Program and the Ontario Provincial Police Service’s Victim Centred Mass Casualty Response.</p> <ul style="list-style-type: none"> <li>• Overview of the CACP NWG – including Recommendations to the Nova Scotia Commission of Inquiry and Findings and Recommendations of the CACP National Workshop: Preparing and Managing a Canadian Victim Centered Response Framework for Mass Casualty Events</li> <li>• Overview of the Toronto Police Services Victim Management Response – highlights how Critical Incident Commanders, Emergency Managers and Victim Management Specialists must work together to preplan for and respond to a mass victimization incident.</li> <li>• Overview of the OPP’s Victim Centred Mass Casualty Response</li> </ul> <p><b>Presenters</b></p>

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	<ul style="list-style-type: none"> <li>• Maria McDonald, Deputy Director, Victim Support Strategy Lead, Investigation &amp; Support Bureau, Ontario Provincial Police</li> <li>• Constable Danielle Bottineau, Emergency Management/Public Order, Co-ordinator, Victim Management Response, Toronto Police Service</li> <li>• Moira Hennebury, Manager, Emergency Preparedness, Sunnybrook Health Sciences Centre</li> <li>• Sergeant Shauna Marshall, Ontario Provincial Police</li> </ul> <p><b>Facilitator</b> Sue O’Sullivan, O.O.M., Chair, CACP National Working Group (NWG) Supporting Victims of Terrorism and Mass Violence; Chair, International Network Supporting Victims of Terrorism and Mass Violence (INVICTM)</p>
12:00-13:00	<b>Lunch</b> ( <i>Laurier Room</i> )
13:00-14:00	<p><b>Cyber Events: Critical Incidents without borders!</b></p> <p><b>Description</b> Some targeted cyber events may only affect a single entity while sophisticated attackers may affect major critical infrastructure. Some attacks can have limited community impacts due to good incident response/business continuity programs. In the early phases of an attack, a major telecommunications outage and a major cyber event may be indistinguishable. Events like these can cause widespread supply chain impacts: purchasing groceries, banking, navigation, ability to communicate in daily life and work, even emergency telecommunications.</p> <p>Imagine a major public disorder event where individuals, or even foreign states, focus their attacks on critical infrastructure of the community(ies) involved... Irrespective of cyber circumstance, complex public safety and security impacts can occur. A determining factor can be the resilience of the organization, business continuity plans and knowing how to engage Government agencies and law enforcement agencies. Food delivery to long term care facilities, communications to emergency services and repair of critical infrastructure are just three examples.</p> <p>When major cyber incidents happen, the physical impacts and second and third order effects can grow within a startlingly short period of time. Critical incident management mandates often intersect during these cyber events. Local, provincial and national law enforcement, security intelligence, government cyber response teams and emergency management officials can converge. This session will cover the roles of law enforcement in responding to major cyber incidents and how it is crucial that outreach between law enforcement and various sectors be established beforehand to facilitate a smooth response. This session will provide delegates at various levels of policing with increased knowledge and tools to support their response to critical cyber events.</p>

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- Jeff Morris, Head, Strategy and Partnerships, National Cybercrime Coordination Centre (NC3)
- Nadine Vaillancourt, Royal Canadian Mounted Police, Federal Policing Criminal Operations, Cybercrime
- Jean-Pierre Sturgeon, A/Manager, Critical Infrastructure Partnerships, Canadian Centre for Cyber Security

**Facilitator**

Inspector (Ret.) Lance Valcour, O.O.M.

**14:00-15:00****Technology and information management during critical incidents: It's not about the gadgets!****Description**

The use of technology during critical incidents has grown exponentially over the past decade. Police services, even smaller agencies, are now leveraging tools such as drones, body cameras and real-time streaming.

However, managing this massive amount of data can be a challenge from a technological perspective (storage, privacy, connectivity, access controls, etc.). Even more challenging though is the “human factors” aspects for a critical incident commander to synthesize all this information and making timely and defensible decisions – decisions that others will analyze, review and assess for years to come.

As the old saying goes: “What did you know? When did you know it? What did you do about it?” is now less about a commander’s memory and more about what the information management systems recorded.

At the same time, demands from governance bodies, our communities and those directly impacted by incidents for timely and relevant information is creating an even greater demand on incident managers, agency leaders and government officials.

This session, with experts from large, medium and small services, will highlight a number of use cases and identify both the challenges and opportunities that advanced technology and information management processes bring to the world of critical incident management.

**Presenters**

- Inspector Sheldon Scott, Calgary Police Service
- Inspector Scott Semple, Major Critical Incident Commander, Ontario Provincial Police

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	<ul style="list-style-type: none"> <li>• Inspector (Ret.) Monique Rollin, Monique Rollin Consulting Solutions Inc.</li> <li>• Chief Martin Gaudet, Fredericton Police Service</li> </ul> <p><b>Facilitator</b> Inspector (Ret.) Lance Valcour, O.O.M.</p>
15:00-15:30	<p><b>Next Steps and Recommendations</b></p> <p><b>Description</b> Over the past two days, our expert speakers and highly experienced delegates have led and participated in a wide range of critical incident management related conversations. The CACP team, supported by our lead facilitator, Chris Davis, and his team from Lansdowne, have been tracking these discussions and noting key themes and recommendations.</p> <p>As stated by CACP President Chief Danny Smyth and Superintendent Andrew Chan during their opening comments, the fact that we are all here having a “national conversation” is wonderful. However, it’s critical that we turn these conversations into meaningful next steps. Those next steps must include solid, evidence based, recommendations for CACP leaders to consider and, ultimately, act on with our strategic partners.</p> <p>This session is designed to highlight the key themes and recommendations that have been identified. Chris will then facilitate a final discussion with delegates to validate these themes and recommendations and, ideally, prioritize them for consideration by various CACP Committees and the CACP Board of Directors.</p> <p><b>Facilitator</b> Chris Davis, Lansdowne Security and Emergency Management</p>
15:30	<p><b>Closing Remarks</b></p> <ul style="list-style-type: none"> <li>• Superintendent Andrew Chan, Vancouver Police Department; Co-chair, CACP Emergency Management Committee</li> <li>• Sue O’Sullivan, O.O.M., Chair, CACP National Working Group (NWG) Supporting Victims of Terrorism and Mass Violence; Chair, International Network Supporting Victims of Terrorism and Mass Violence (INVICTM)</li> <li>• Chief Danny Smyth, Winnipeg Police Service; President, Canadian Association of Chiefs of Police</li> </ul>