

**Canadian Association of Chiefs of Police  
William Blair, President**

**Emergency Management Committee  
Annual Report August 20, 2011**

**Committee Mandate:**

**To champion integrated emergency management:**

- Through formal relationships between police, fire and emergency medical services, under the CACP umbrella
- Based on the pillars of prevention, mitigation, preparedness, response, and recovery
- To foster integration at the municipal, regional, provincial/ territorial, national, and international levels
- By promoting and advocating the ongoing development and delivery of an operationalized and integrated national framework for emergency management

**Strategic Priorities:**

- To bring together police, fire, paramedic and emergency management services of various sizes to address the challenges of emergency management
- To foster integration at the municipal, regional, provincial/ territorial, national, and international levels
- To ensure appropriate engagement with other similar committees across Canada, to allow for opportunities for synergy across the broader first responder community in Canada
- To examine associated federal and provincial policy issues and provide united law enforcement representation on crucial issues

**2010/11 Objectives:**

- To strengthen the governance of the committee to champion emergency management
- To support consolidated research efforts to gain and communicate a better understanding of the current state of emergency management across Canada
- To promote best practices in the sharing of intelligence and information
- To promote standardization
- To explore training opportunities and requirements to enhance emergency management capabilities and capacity
- To collaborate with other CACP Committees, such as the Aviation Security Committee, National Security, Counter-Terrorism Committee, Informatics Committee, Ethics Committee and the Public Sector Liaison Committee

## **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 Senior Officials Responsible for Emergency Management (SOREM) remains committed to its tri-services perspective presenting a common and united voice on national emergency management issues.

The 2010-2011 year has seen the committee continue to move forward in achieving the strategic priorities set in the year prior. Advancements have been made in fostering the relationship with Public Safety Canada (PSC). Just as this committee benefits from representation from SOREM, we are pleased to announce that a senior executive member of PSC has also recently joined us in membership.

The highlight of the year was the very successful Emergency Services Management Conference planned and hosted by the committee in Montreal, Quebec in April 2011. Over 200 delegates from across Canada attended.

## **Committee Highlights and Activities:**

1. Continuing support of the Tri-Service “Call to Action” for allocating a portion of the 700 MHz spectrum to mission critical public safety data. First responders and public safety providers must have the right tools to protect and save lives.
2. Continuing enhancement of communication and collaboration with Public Safety Canada
3. Attended in support of the fourth Canadian Public Safety Interoperability Workshop (CITIG 4) in Victoria, BC on December 5 - 8, 2010
4. Planned and hosted the first Emergency Services Management Conference in Montreal, Quebec
5. Assumed membership status on the Domestic Group on Emergency Management (DGEM)
6. Continuing partnership with Motorola in presenting the 2011 CACP/Motorola Emergency Preparedness Awards by judging the submissions and facilitating the awards process

## **Meetings Held:**

- August 21, 2010 – CACP Committee Meeting, Edmonton, Alberta
- September 30, 2010 – Bi-Lateral Meeting PSC & CACP:  
Discussion involved the theme of ensuring that emergency management continues to remain a national priority that supports implementation at local levels. The

CACP EM committee seeks a commitment from PSC to engage with us in resolving EM challenges experienced across the country.

- December 5, 2010 – pre-CITIG Conference Committee Meeting, Vancouver, BC
- April 17, 2011 – CACP EM Committee Meeting, Montreal, Quebec
- August 20, 2011 – CACP EM Committee Meeting, Windsor, Ontario

### **DEGM (Domestic Group on Emergency Management) – Meeting, June 2, 2011 Ottawa**

Attendees from the committee and organizations represented:

- Chief John DeHooge – CAFC
- Chief Mike Nolan - EMS Chiefs of Canada
- DC Charles Bordeleau – CACP EM Committee
- Allison Stuart – CCEMO

In spring 2011, the CACP Emergency Management Committee assumed membership in the **Domestic Group on Emergency Management [DGEM]**, a forum to enhance dialogue between the Government of Canada and key emergency management stakeholders. Whereas the CACP EM Committee focuses on first responder concerns, DGEM does encompass a broader spectrum of organizations with similar emergency management interests and concerns.

### **2011 Conference – Emergency Services Management in Canada: The Way Forward**

Planning for the Emergency Services Management Conference began in the fall of 2010 and proved to be a great opportunity for working cooperatively amongst the three associations. The purpose behind the conference was to propel forward the committee's work in achieving its mandate and strategic priorities.

The conference presented a national opportunity to bring together interested EM parties to address some of the challenges affecting multi-agencies and multi-jurisdictions, while showcasing best practices and information sharing. Conference themes were chosen specifically for that purpose.

Engagement by representatives from Public Safety Canada had been a major component of the conference, until the federal election call precluded their public participation and necessitated several contingency measures with respect to speakers and topic matter. The teamwork and commitment shown by the committee who rose to the challenge, succeeded in presenting a most valuable learning experience.

Some of the conference topics included:

- Emergencies in Quebec, and how that province deals with diverse stakeholders
- Response to International Disasters – how Canada can leverage lessons learned
- Addressing the challenges of Leadership & Governance
- Role of civil society and private industry in working with government and EM officials to reduce risk
- Interoperability and international exercises – sharing intelligence

Over 200 delegates representing Police, Fire Services, EMS, and EM organizations from across the country attended, proving the conference to be a financial success in addition to its subject matter success. The conference was also featured in the inaugural edition of 911: A Magazine for First Responders, published by Naylor Canada for the CACP.

### **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.

The approach involves planning, prioritizing and choosing, within an economic framework, and despite some uncertainties, response capabilities that are flexible and interchangeable, in the face of a vast palette of threats and risks. This all-risk approach maximizes the efficiency of existing systems, uses existing processes and procedures to their full capacity, smoothes over the uncertainties inherent in an all-risk approach, identifies priorities, and maximizes informed economic decision-making.

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  
Testing response capabilities through exercises

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?

The Chemical, Biological, Radiological-Nuclear, and Explosives (CBRNE) Research and Technology Initiative (CRTI) led by the Defence and Research Development Canada's (DRDC), initiated a project in 2007 which started reviewing the Target Capabilities List (TCL-C) and editing it for Canadian content. The project also included editing the Resource Typing (RT) documents and the development of a Consolidated Risk Assessment (CRA) process.

The project is now in year four and has made some significant progress:

- 2011 - Started with Full Spectrum Scenario in Windsor/Essex
- EMO completing Resource Typing for Provincial Functions, utilizing core draft RT documents from CRTI
- Law Enforcement RT to be completed by December 2011
- continuing work in Windsor/Essex, expanding to Sarnia/Niagara to complete the Central Gateway
- Consolidated Risk Assessment (CRA) process; 6 completed to date

East Coast

- 3 year 1.2 million dollar project with the Province of Nova Scotia to develop CBP through the office of the "Risk Manager"
- Outreach projects to NFLD/Labrador, PEI, and NB.

Alberta

- EMA in discussions with CRTI to conduct a Province Wide CBP project

West Coast/North

- CRA in Victoria B.C (January)
- Lower Mainland/greater Vancouver, ongoing work to conduct CRA in this area
- Yukon adopting CBP through their EMO office in conjunction with Nova Scotia, outreach to NWT and Inuvik
- Currently 28 "In SITU" projects across Canada to develop CBP in various regions, areas, and agencies

Current active profession based working groups:

- Incident Management Working Group (IMWG) project developing ICS/IMS national program
- Medical Receivers Working Group (MRWG) still under development for review of TCL-C and other CRTI/CBP documents
- Latest addition, Enterprise Risk Management (ERM) working group under development

- Police, Fire, and EMS working groups still intact, may be brought back together for final review of TCL-C
- Fatality Management, Animal Emergency, and SAR still active.

Capabilities based planning is taking off at the provincial level in several areas across Canada, the smaller provinces seem to be able to introduce CBP into their programs with greater ease than the larger centres and provinces.

Emergency Services Associations endorsement:

- EMSCC has endorsed CRTI and Capabilities based planning
- CAFC has been reviewing the TCL-C and RT documents and a decision is pending
- CACP Emergency Management committee is considering endorsement as the first step toward achieving CACP endorsement

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

Supt. Barry Clark (Calgary Police Service) is the Committee's lead on CBRNE

The project began in May 2010 with representatives of the Chiefs Associations attending a meeting of the US Interagency Board in Boston. During this meeting the project team confirmed that the US Interagency Board would fully support the work about to be undertaken in Canada by providing access to their REL and its underlying computer software. As a result of the meeting, an international MOU was established which outlines the parameters for collaboration.

A project kick off meeting was held in Ottawa in November 2010. This purpose of this meeting was to gather the project partners together and establish a common understanding of the project and the work that was to follow.

The third project meeting was held in New Westminster, BC, February 2011. This meeting focused on building the introductory document content (Background and Scope). The discussion that followed addressed the Risk Assessment component of the document and how this will relate logically and strategically to capabilities and community levels of service.

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.

### **2011 CACP/Motorola Awards:**

Now in its third 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:

- Fire Chief Stephen Gamble, Township of Langley, BC
- Deputy Chief Charles Bordeleau, Ottawa Police Service
- Executive Director Kelly Nash, EMS Chiefs of Canada
- Director John Neily, Conference Board of Canada

Submissions were received from the following agencies:

- Calgary Emergency Management Agency (EMSCC)
- City of Pitt Meadows and District of Maple Ridge, BC (CAFC)
- Dept. de Police Ville de Laval, Laval Quebec (CACP)
- McMaster University, Hamilton Ontario (sponsored by HPS) (CACP)
- New Westminster Police Service, New Westminster BC (CACP)
- RCMP – K Division, Alberta (CACP)
- Wilfred Laurier University Special Constable Service, Waterloo Ontario (CACP)
- Vancouver Police Department, Vancouver BC (CACP)

### **2011 Emergency Preparedness Program Winners:**

City of Pitt Meadows and District of Maple Ridge BC (joint award)

These municipal organizations have developed a unique joint emergency program; the outcome of which entailed a comprehensive evacuation plan integrating multiple jurisdictions, organizations, evacuation routes, GIS components, etc. This was a very rich submission fulfilling all criteria for the award.

### **2011 Emergency Response Exercise Winner:**

City of Calgary, Calgary Emergency Management Agency (CEMA)

## Recovery Operations Centre Exercise – “ICE CAPADES”

CEMA conducted a very comprehensive exercise geared not only on emergency response actions but also on testing and exercising their Recovery Operations Centre (ROC). Unique to Calgary, the ROC is a new post disaster-response coordination body focusing on long term community recovery. This centre engages senior municipal leadership in developing strategic plans for long term recovery after an emergency.

The “Ice Capades” exercise included an extensive debrief and post action report facilitating key learning pieces, identifying gaps between an EOC activation and long term strategic planning for recovery.

### **CACP Emergency Management Committee Members as of August, 2011:**

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 actively sought and achieved participation by a member of Public Safety Canada, further strengthening the relationship with that federal body.

Ayotte, Kim	Chief, Special Operations	Ottawa Fire Service
Beaudoin, Serge	Director General EM Policy	Public Safety Canada
Bordeleau, Charles	Deputy Chief	Ottawa Police Service
Clark, Barry	Superintendent	Calgary Police Service
DeHooqe, John	Chief	Ottawa Fire Service (IAFC)
Desroches, Denis	Asst. Director	SPVM
Farrar, Dave	Superintendent	Ontario Provincial Police
Gamble, Stephen	Chief	Township of Langley Fire Service
Jacques, Daniel	Chief Inspector	Surete du Quebec
McGrogan, Andy	Chief	Medicine Hat Police Service
McGuire, Jeff	S/Superintendent (Chair)	Toronto Police Service
Nash, Kelly	Exec. Director	EMSCC
Neily, John	Director	Conference Board of Canada
Nolan, Michael	President	EMS Chiefs of Canada

Sampson, Tom	Deputy Chief	EMA Calgary
Sanderson, Michael	Executive Director,	B.C. Ambulance Service
Stuart, Allison	ADM (SOREM)	Province of Ontario
Syrette, John	Chief	Anishinabek Police Service
Valcour, Lance	CPRC – Technical Advisor	Inspector Ottawa Police (Retired)
Warden, Donald	Executive Director	CAFC