



**CANADIAN TRI SERVICE EMERGENCY MANAGEMENT COMMITTEE  
SASKATCHEWAN ROOM, WESTIN HOTEL  
OTTAWA, ONTARIO  
SATURDAY, AUGUST 13, 2016**

**IN ATTENDANCE:**

CACP Co-Chair Donald Campbell, A/S. Superintendent Toronto Police Service  
CACP Mark Ford, A/Superintendent Ottawa Police Service  
CACP Ray Robitaille, Superintendent Calgary Police Service  
CACP (Retired) A/Comm. RCMP John Neily  
CACP Bill CACP Neadles, Superintendent Toronto Police Service  
CACP Ross White, Chief Superintendent RCMP  
CAFC Co-Chair John DeHooge (Retired) Chief Ottawa Fire Service  
CCFMFC Gordon Anderson, Fire Commissioner British Columbia  
CBoC Dr. Satyamoorthy Kabilan, Director National Security & Strategic Foresight  
CCEMO David McCormack, Director, Emergency Services Fire and Emergency Services – NL  
DRDC CSSP Colin Murray, Past Director  
DRDC Alain Goudreau, Acting Director, Knowledge & Technology: Transition Innovation  
IAEM Canada, John Saunders, Past President  
PCC Co-Chair Bikram Chawla, Commander Toronto Paramedic Services  
PCC COP Pierre Poirier, Chief of Security & EM City of Ottawa  
PCC Mark Podgers, CEMC Frontenac PS  
PCC Gerry Schriemer, Chief Operating Officer Chief of EMS M.D. Ambulance Care Ltd.  
Prairie EMS (Alberta) Guardian Ambulance (Alberta)

Coordinator: Cheryl McNeil, Toronto Police Service

**REGRETS:**

LE COP Greg Kratzig, RCMP  
CACP Angie Howe, Chief Superintendent OPP  
CACP Serge Morin, Inspecteur Ville de Quebec  
CRHNet Ernie MacGillivray, President  
IAEM Canada Rebecca Wade, President  
JTF Central Mike Dube, EMO Liaison



PRESENTER	TOPIC	FOLLOWUP
<p style="text-align: center;"><b>All</b></p>	<p>Opening, welcome comments &amp; introduction of new members:</p> <ul style="list-style-type: none"> <li>• John DeHooge replaces Kim Ayotte as CAFC Co-Chair</li> <li>• David McCormack, replaces Duane McKay as CCEMO &amp; SOREM Co-Chair</li> <li>• Alain Goudreau, replaces Colin Murray at DRDC while Colin transfers to DHS in Washington for the next year</li> <li>• Gerry Schriemer joins the CTSEMC, representing PCC</li> </ul>	
<p style="text-align: center;"><b>Sue O’Sullivan Federal Ombudsman for Victims of Crime</b></p>	<ul style="list-style-type: none"> <li>• An update on proposal to develop coordinated victim response to mass victimization/terrorism, embedded in incident command structure through the creation of specialized victim response staff</li> <li>• Update on the development of an International Framework for Dialogue and Information Sharing - Meeting the needs of Victims of Terrorism</li> <li>• Recent terrorist attacks in Europe, the USA and around the world have had a devastating impact on the victims. Governments and support organisations alike are struggling to provide an effective response which ensures that the specific needs of victims of terrorism are met immediately after an attack and in medium and longer term.</li> <li>• Recently, key practitioners from many victim serving organizations have been informally/formally connecting and sharing expertise lessons learned, research, initiatives and good practices.</li> <li>• Key gaps in relation to meeting the needs of victims have been identified: <ul style="list-style-type: none"> <li>▪ A common foundation exists amongst victims, regardless of the source of precipitating</li> </ul> </li> </ul>	<p style="text-align: center;">Presentation documents provided with minutes</p>



	<p>event(s)</p> <ul style="list-style-type: none"><li>▪ Responses will be measured by the way victims and families are treated; the earlier that victim services bodies can become engaged, the more positive outcomes result</li><li>▪ Responders are strongly encouraged to engage in the preparedness/planning stages for victims/witnesses &amp; families, with a short/medium/long-term perspective:<ul style="list-style-type: none"><li>▪ Strategy development, research &amp; operationalizing planning, sharing best practices, storing lessons learned</li><li>▪ FBI &amp; UK Family Liaison Model provide benchmarks of victims specialists</li><li>▪ Frameworks are available to responders to leverage existing victims resources</li></ul></li><li>• Further discussion of responders themselves as victims (PTS Injuries), cultural changes required for 1<sup>st</sup> Responders to admit to the impacts of trauma</li></ul>	
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	<p>in Montréal, Québec. This year's theme, "Understanding the Risks", is taken from the first of four Priorities for Action under the Sendai Framework for DRR.</p> <ul style="list-style-type: none"> <li>○ Canada will be hosting the 5th United Nations Regional Platform for DRR in the Americas in Spring 2017.</li> <li>○ 1000 participants from 55 countries and territories in the Americas, and from regional and global organizations active in DRR.</li> </ul> <p>●National Disaster Mitigation Program – expanding from flood focused only</p> <p>●Public Safety Broadband Network:</p> <ul style="list-style-type: none"> <li>○ At the May 6 meeting of F/P/T Ministers responsible for emergency management, a commitment was made to accelerate engagement on the development of a PSBN. <ul style="list-style-type: none"> <li>○ Several PSBN related projects and pilots are ongoing at different locations across Canada, including: Calgary Police Service Pilot in partnership with Motorola Solutions/Ericsson; Simon Fraser University pilot in British Columbia; PSBN test bed at the University of Regina in Saskatchewan; and</li> <li>○ Research underway at the federally-operated Communications Interoperability Research, Test and Evaluation Centre.</li> <li>○ The Montreal Model was never approved by the Minister. A shared network allowing for cost-sharing between all public safety users and commercial providers, may best meet PSBN objectives for guaranteed services levels in a cost effective manner</li> </ul> </li> </ul> <p>●Public Alerting</p> <ul style="list-style-type: none"> <li>○ Recommendation has been made to include the tri-services at the WPAS table</li> <li>○ NPAS information session + Pelmorex Governance Council meeting, September 20-21<sup>st</sup>, 2016</li> <li>○ Training &amp; data 'core' to all of the recommendations received during public comment period, gaps in capacity and recognition of necessity for WPA have been acknowledged</li> </ul>	
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● Search and Rescue & Heavy Urban Search and Rescue

PSC is leading a review of a National SAR Program for Canada including:

- a renewed governance and policy framework; and
- potential options to align light, medium and heavy urban search and rescue
- research still underway, determination of governance will precede the coordination & funding

- ❖ Broad stakeholder consultation taking place to inform the SAR review and on updated National SAR Program, including Provincial and Territorial governments, municipalities, Tri -Services; volunteer sector, etc.
- ❖ Consultations with SAR stakeholder groups and committees to occur over the coming months. Consultation will also be taking place on October 12-16, 2016 - SARscene – Edmonton, AB.
- ❖ Stakeholders will be provided with a discussion paper on Search and Rescue and asked to provide feedback to the PS.
- ❖ For more information or to be included in the stakeholder consultation, contact: [ps.sarmodernization-rsmodernisation.sp@canada.ca](mailto:ps.sarmodernization-rsmodernisation.sp@canada.ca)

● Post-Traumatic Stress Injuries:

PSC & key partners are developing a coordinated national action plan (PTSI) for first responders, in support of safe, strong, resilient communities.

- Research and Data Collection
- Prevention, Education and Awareness
- Diagnosis, Care and Long-Term Support

On behalf of T/S, Toronto Paramedic Services, Bik Chawla expressed gratitude for this work, PTSI presents itself on a daily basis

- ANNEX A – FPT Communiqué
- ANNEX B



<p><b>John DeHooge, Co-Chair SSN &amp; Kurtis Clifford, Director, Strategic Coordination and Partnerships, PSC</b></p>	<p><b>Safety Sector Network:</b></p> <ul style="list-style-type: none"> <li>• Overview of the <i>National Strategy for Critical Infrastructure and Action Plan for Critical Infrastructure</i></li> <li>• Presentation of governance structures</li> <li>• Foster awareness about CI Safety Sector Network</li> <li>• Membership in Safety Sector Network is exclusively composed of the tri-services community, specifically the presidents and executive directors of the following: <ul style="list-style-type: none"> <li>• Canadian Association of Chiefs of Police</li> <li>• Canadian Association of Fire Chiefs</li> <li>• Paramedic Chiefs of Canada</li> <li>• Purpose of the Safety Sector Network is to promote info sharing on the relevant federal initiatives underway and to seek input from first responders on areas of focus, and seek feedback on these key initiatives</li> </ul> </li> </ul> <p><b>Value of Safety Sector Network Meetings:</b></p> <ul style="list-style-type: none"> <li>• Opportunity to set priorities / direction for Public Safety Canada’s work in support of the Safety Sector.</li> <li>• Early engagement in federal government work.</li> <li>• Access to the broader critical infrastructure sector community.</li> <li>• Opportunity to call for RRAP assessments by Public Safety Canada, which will help strengthen awareness of critical infrastructure within each jurisdiction.</li> <li>• <b>Present Endeavors (Available to Municipal Levels):</b></li> <li>• National Critical Infrastructure Interdependency Model – in partnership with DRDC, assists in identifying gaps</li> <li>• RRAPs – (Regional Resilience Assessment Program) offers gap analyses for organizations in the</li> </ul>	<p>Power point presentation will accompany minutes</p> <p>John DeHooge offered further reflection on the SSN, its current positioning, along with a desire to avoid duplication/replication of efforts, and a possible future nexus to the CTSEMC.</p> <p>Further discussion to follow amongst co-chairs</p>
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	<p>safety sector</p> <ul style="list-style-type: none"> <li>• <b>Next Steps</b></li> <li>• Revitalization of the Network (Next meeting early October)</li> <li>• Socialize the <i>Fundamentals of Cyber Security for Canada's CI Community</i> document</li> <li>• <a href="http://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/2016-fndmntls-cybr-scrty-cmmnty/index-en.aspx">http://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/2016-fndmntls-cybr-scrty-cmmnty/index-en.aspx</a></li> <li>• Leverage relationship with EM</li> <li>• Cyber Review</li> </ul>	
<p><b>Dr. S. Kabilan (Kabi)</b> <b>Conference Board of Canada</b></p>	<p><b>Facilitated Table Top Session: Spontaneous Volunteers in Emergencies</b></p> <ul style="list-style-type: none"> <li>• Challenges presented by three types: <ul style="list-style-type: none"> <li>○ Traditional – liability, extra draw upon resources</li> <li>○ Professional – safety, equipment draws, financial, long-term sustainability suffers</li> <li>○ Digital – speed, flow, veracity of information (crowd communication sources) “The digital volunteer may not be anywhere near a disaster but can &amp; will bring a major impact”</li> </ul> </li> <li>• Discussion of differing risk characteristics i.e. urban vs rural settings, managing volunteers: screening, credentials, etc. Main point, as is the usual case: pre-planning is key to successfully involving volunteers in any kind of emergency response.</li> <li>• This was a very engaging and enlightening session in which every participant contributed their experiences, resource challenges, opportunities, best practices – identifying gaps and recommendations to close those gaps</li> <li>• Spontaneous Volunteers Briefing - <a href="http://www.conferenceboard.ca/e-">http://www.conferenceboard.ca/e-</a></li> </ul>	<p>Dave McCormack will disseminate amongst the membership, a short survey on credentialing for volunteers in the next few weeks</p> <p>Organization specific (paramedics &amp; police spontaneous volunteers policy frameworks will be shared amongst committee – Bik Chawla, Ray Robitaille A summary document</p>





	<a href="https://library/abstract.aspx?did=7875&amp;utm_source=twitter&amp;utm_medium=social&amp;utm_campaign=kbtweet">library/abstract.aspx?did=7875&amp;utm_source=twitter&amp;utm_medium=social&amp;utm_campaign=kbtweet</a>	<p>of the session will be composed by Dr. S. Kabilan</p> <p><b>For future meetings:</b> Such sessions form a portion of each meeting of the committee on a topic that is current and relevant to future growth and the evolution of the committee.</p>
<p><b>Mark Macy</b> President ERP</p>	<p><b>Update on Evolution of Emergency Response Portal</b></p> <ul style="list-style-type: none"> <li>An overview of enhancements and national pace of implementation over the past 12 months</li> </ul>	<p>Q&amp;A sheet will accompany minutes</p>
<p><b>Colin Murray</b> Knowledge &amp; Technology-Community Safety\Technologie et savoir: securite communautaire Centre for Security Science</p>	<p><b>Centre for Security Science Research Updates</b></p> <ul style="list-style-type: none"> <li>Background and update on the CSSP - Alain Goudreau</li> <li>Sample of project highlights - Phil Dawe</li> <li>International forum to Advance First Responder Innovation (IAFRI) – Colin Murray</li> </ul>	<p>Power Point presentations will accompany minutes</p>



<p><b>Gerry Doucette</b>          Police and Law Enforcement Portfolio Knowledge &amp; Technology-Community Safety \ Technologie et savoir: securite communautaire Centre for Security Science/ Centre pour la Science de securite          Defence Research and Development Canada/R&amp;D pour la defense</p>	<p><b>Canadian Next Generation First Responder Initiative</b></p> <ul style="list-style-type: none"> <li>• U.S. and international ‘next generation’ work on science and technology (S&amp;T) supports for first responders from police, fire and emergency medical</li> <li>• (CSSP) role in Canadian Next Generation First Responder (CNG-1R) initiative for practitioners, partners, subject matter experts and stakeholders</li> <li>• Next steps for CNG-1R foundation work and engagement and enlist Tri-Services Committee support to identify where CSSP needs to focus its research efforts.             <ul style="list-style-type: none"> <li>○ Engage with the Canadian First Responder communities and partners like DHS to develop and validate operational requirements</li> <li>○ Leverage work that is already underway in the first responder research domain and collaborate with existing and new partners on key investments.</li> <li>○ Develop an agile innovation approach that builds on successes in capability development. Consider partnerships for first responder innovation.</li> <li>○ Focus DRDC CSS investment on high impact future capability areas, e.g.:                 <ul style="list-style-type: none"> <li>○ Wireless technologies;</li> <li>○ Location-based technologies;</li> <li>○ Threat and hazard detection and protection; and</li> <li>○ Integrated situational awareness.</li> </ul> </li> </ul> </li> </ul>	<p>Power Point presentation will accompany minutes</p> <p><b>The “ASK”:</b>          Initial reaction to which capabilities to tackle first (October 2016 workshop)</p> <p>Are there further opportunities / forums for CSS and the Tri-Services community to collaborate?</p>
	<p><b>End of Day 1</b></p>	



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SUNDAY, AUGUST 14, 2016**

PRESENTER:	TOPIC:	FOLLOWUP:
<b>John DeHooge</b>	<b>Recap/review of Saturday's meeting items:</b> <ul style="list-style-type: none"> <li>• Question arose of purpose and potential value of commercial presentations</li> </ul>	
<b>Bik Chawla PCC Co-Chair</b>	<b>Paramedics Chiefs of Canada Webinar: Alberta Wild Fires</b> <ul style="list-style-type: none"> <li>• Re-play of web conference held on May 6, 2016 as the fire disaster was still unfolding. Presented was information as it was known at that point in time, along with the status of plans, resource deployments, EOC, etc.</li> </ul>	
<b>Ian Lawson RCMP K Division</b>	<b>RCMP Role in Alberta Wild Fires</b> <ul style="list-style-type: none"> <li>• Operating under conditions not experienced in decades</li> <li>• Over 80,000 impacted: schools, hospitals</li> <li>• Fire had split the City in two: Two traffic fatalities</li> </ul> <b>Lessons Learned:</b> <ul style="list-style-type: none"> <li>• Ensure business continuity plans up to date – tabletop exercises</li> <li>• Engage local/provincial gov't early &amp; often</li> <li>• Know your role – CO vs CROPS vs OIC Detachment</li> <li>• Communication – timely, informative &amp; accurate, critical internally &amp; externally</li> <li>• Language is key *</li> <li>• Take care of ALL of your people - Recognition &amp; Support</li> </ul>	Power point & media file attached to minutes
<b>Kevin Logue Ottawa Police Service</b>	<b>Intersect Situational Awareness Network (ISAN) Project Development:</b> <ul style="list-style-type: none"> <li>• Partnership with Canadian Security Science Program (CSSP) - with assistance of ESRI Canada and INTERSECT partners.</li> <li>• Enhance all-hazard situational awareness in the National Capital Region (NCR) by</li> </ul>	Power point presentation attached to minutes



	<p>establishing a common display of relevant information shared by INTERSECT partners</p> <ul style="list-style-type: none"> <li>• Sharing of UNCLASSIFIED but SENSITIVE situational awareness information.</li> <li>• “confirmed” and “trusted” source of information – reliable and permissions based.</li> <li>• Enhanced Mobile and GIS capabilities within a secure technology platform.</li> </ul>	
<p><b>Brendon Dodd</b> CITIG CACP Chair</p>	<ul style="list-style-type: none"> <li>• Role of CITIG to assess strategic priorities T/S chiefs need to be aware of:</li> <li>• Four current major issues: <ul style="list-style-type: none"> <li>○ NG-911 – endorsing the work of the TPS at CRTC hearings Jan. 2017, Tri-Services will have standing. SOREM has determined at this point, it will not be accountable for NG-911</li> <li>○ Public Safety Broadband</li> <li>○ CCIMS – Information Management Strategy (next step – seeking traction at F/P/T &amp; Justice</li> <li>○ Spectrum governance, CITIG has returned to the Interoperability working group at SOREM</li> </ul> </li> <li>• CITIG commits to greater information sharing between the CACP ICT and CTSEMC. CITIG 10 set for November 27<sup>th</sup>-30<sup>th</sup> Vancouver, focus: NG-911 and broadband</li> </ul>	<p>NG-911, what can CTSEMC do to assist?</p>
<p><b>John Neily</b> (in absentia)</p>	<p><b>CACP Motorola Award Review:</b></p> <ul style="list-style-type: none"> <li>• Award has been in existence since 2009, the annual nomination period begins in May of each year</li> <li>• Willing to lead a small group to review the current structure, intention, language, etc. of the award to ensure that it is keeping up with the times and is evolving with the broader communities that are targeted in the collection process. Motorola will need to be involved and this would need to be done with the awareness of the Chief’s organizations. The award is unique and Motorola invests significant resources to support it</li> </ul>	<p>Award Review working group members: John Neily (lead) John Saunders Colin Murray</p>
<p><b>ALL</b></p>	<p><b>Committee Roundtable – Theme: Where do go from here?</b></p> <p><i>Reflections of John Neily (via email 2016.08.14):</i></p> <ul style="list-style-type: none"> <li>• <i>This committee is now likely as strong as it has ever been and represented by the</i></li> </ul>	



*right folks for being willing to shoulder into an important role.*

- *This committee, in its mandate broadly, is not unique and therefore I believe we should work hard to find that “niche” for this group that will add value to the tri-service communities in Canada but also be mindful of you have to eat an elephant one bite at a time.*
- *In that regard – is there an appetite to review the mandate to ensure that it is reflective of the intention and requirements / expectations of the committee membership but also the three core services?*

Group Observations:

- There are linkages and shared issues pertinent to other bodies. There is strength in a unified voice amongst all three Associations but the ‘silo’ factor amongst the three organizations still exists. Using the Safety Sector Network meetings as an example, the resulting information sharing becomes stalled.
- Encourage consistency amongst the Associations, to undertake more strategic positioning, and formalize governance (including a meeting schedule) amongst them. Current challenge seems to not be enough direction from the presidents and ED’s, resulting in inconsistent messaging and an appearance of being fractured at the federal level.

Demonstrating the effectiveness of CTSEMC?

- Acknowledging logistical and financial challenges, meeting frequency should be increased, one annual gathering is insufficient
- Clarification of purpose required: to advise and inform the Association presidents (based upon evidence)? Or has authority been delegated to speak on behalf of the (CACP) Chiefs?



- Advocate to have the annual CTSEMC meeting rotate among the tri-services AGM's
- It is acknowledged that the opportunity exists to influence the strategic discussion at the F/P/T tables
- Challenges in maintaining relevance, if lacking a "one thing" as a committee to champion:
  - Comprehending the gaps and shared issues amongst the tri-services, acknowledging the differences in legislative requirements amongst the three, example: national mutual aid
    - [A draft questionnaire about mutual aid requirements will be forthcoming to the CTSEMC membership via Dave McCormack](#)
  - Presentations with a purpose: What to do with the information? Should there be focus upon developing recommendations to the presidents? resulting from meeting presentations:
    - Mutual Aid
    - Victims' Response
    - NG -911
  - Framing future meetings around national themes?
    - Command and decision making centres
    - Etc.?
  - Could there be an opportunity to collectively host a conference amongst this membership?
  - The CCEMO membership meets on a monthly basis, every second meeting features an exercise component, (particularly amongst Atlantic provinces and states partners)



	<ul style="list-style-type: none"> <li>• Revisiting the mandate and terms of reference, re-evaluate the relationship with CITIG, PSC Safety Sector and other related tri-services committee's?</li> <li>• Conference Board of Canada offers a number of webinars available free of charge:             <ul style="list-style-type: none"> <li>○ The future of wild land fires</li> <li>○ Volunteers</li> <li>○ Active Shooters</li> </ul> </li> <li>• DRR roundtable and CRH-net symposium will be hosted this year in Montreal, November 21-25<sup>th</sup>.</li> <li>• Co-Chairs will meet amongst themselves in near future to review the committee terms and processes, with a mind to identifying priority issues for presidents and EDs, refocusing efforts into a renewed direction forward. Date to be confirmed</li> </ul>	
	<p><b>End of Day Two</b></p>	