

Chemical, Biological, Radiological, Nuclear and Explosives Resilience Action Plan for Canada

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**Chemical, Biological, Radiological,
Nuclear and Explosives
Resilience Action Plan for Canada**

Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) Resilience Action Plan for Canada

The purpose of the *Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) Resilience Strategy for Canada* (hereafter referred to as “The Strategy”) is to provide the policy framework that guides the creation and maintenance of sustainable capabilities, common standards and steers investments in CBRNE policies, programs, equipment, and training in a common direction. This will take place in the context of complex emergencies, across the four components of emergency management:

- Prevention / Mitigation;
- Preparedness;
- Response;
- Recovery.

In order to be effective, efforts to build CBRNE resilience must span all four of these components in a comprehensive, balanced, and ongoing fashion. The Strategy recognizes, however, that taking preventative actions in advance to address CBRNE threats and risks will help to prevent and mitigate the effects of CBRNE events.

Contributors in all provinces, territories, and within the federal government identified needs and gaps in developing CBRNE resilience through national consultations held in 2009 and 2010. These needs, in addition to domestic and international commitments, form the basis for this Action Plan and guide the timelines of specific tasks. This Action Plan is an integral part of the Strategy, and is equally based upon the four

components of emergency management. Terms used in this Action Plan are defined in the glossary to the Strategy.

This Action Plan is based on the five strategic objectives identified in the Strategy as being core to developing CBRNE resilience:

- Provide leadership for coordinated policy and program development;
- Integrate CBRNE into an all-hazards risk management approach;
- Use capability-based planning to inform policy, program and investment decisions;
- Build an effective and interoperable workforce;
- Optimize information and knowledge management.

Under each strategic objective, action items are identified according to broad themes. Action items, specific tasks towards those action items, and corresponding deliverables form the basis to meeting the strategic objectives. Some of the tasks outlined in this Action Plan may already have been partially or fully completed by some jurisdictions. They are restated here in the interests of completeness, and to demonstrate how they relate to meeting the strategic objectives.

Specific timelines are identified according to three phases in recognition that some tasks form the basis for subsequent activity and will incrementally lead to increased resilience year after year. Every year, the Senior Officials Responsible for Emergency Management (SOREM) will review this Action Plan and approve a list of tasks which will receive priority for the next year.

The coordinator for each task is identified for Phase 1 activities. It is recognized that these coordinators must work collaboratively with, and be supported by, other jurisdictions and contributors in order to develop some deliverables.

This Action Plan encourages and guides the development of jurisdiction-specific CBRNE action plans. These jurisdictional action plans will complement this national Action Plan. Public Safety Canada is accountable for the development and maintenance of a federal CBRNE action plan that will support and supplement this Strategy.

While compliance with this Action Plan is voluntary, contributors recognize that their efforts towards implementation of the action items will build sustainable resilience to CBRNE events locally, regionally, and across Canada.

Success will be measured through progress towards completion of the deliverables within the timelines provided herein.

Strategic Objective 1: Provide leadership for coordinated policy and program development

Guide the development and review of policy and allocation of resources by all levels of government and contributors, as well as inform those engaged in scientific research, towards fostering and promoting CBRNE resilience.

Action Items	Tasks	Coordinators ¹	Deliverables	Timelines ²
1. Leadership and Representation Confirm the coordinating leads for all aspects of pre and post CBRNE events at each level of government	Confirm leaders at Federal, Provincial, Territorial, municipal levels and their respective roles, responsibilities and contributions, as well as their relationships with other contributors	Manitoba Emergency Management Organization	Evergreen contact list and relationship diagram shared through virtual centre of expertise (see Action Item 13 under Strategic Objective 5)	Phase 1: 12 months
	Develop, consolidate and validate Concepts of Operation for CBRNE at each level		Concepts of Operation	Phase 2: 1-3 years
2. Inclusiveness Ensure that the leads are adequately networked within their jurisdictions and with relevant contributors as defined in the Strategy	Expand the scope of existing emergency management working groups to encompass CBRNE, or establish integrated multi-disciplinary committees dedicated specifically to CBRNE	All Levels of Government	Integrated multi-disciplinary committee to address CBRNE in each jurisdiction	Phase 1: 12 months
	Develop a toolkit to assist in the organization of multi-disciplinary committees	Nova Scotia Emergency Management Organization	Template of Terms of Reference and Membership List shared through virtual centre of expertise	Phase 1: 12 months
	Network Science and Technology with policy and program development to ensure that policy priorities are implemented by the S&T community		Coordinated S&T development	Phase 2: 1-3 years
3. Sharing and Cooperation Establish a framework and plans for mutual assistance and support across jurisdictions	Develop a plan to coordinate CBRNE response nationally	Public Safety Canada	National CBRNE Response Plan	Phase 1: 12 months
	Identify criteria for engaging additional resources at the domestic and international level	British Columbia Emergency Management Organization	Framework for scaled response is established	Phase 1: 12 months
	Develop mechanisms and procedures to enable mutual assistance and support from different jurisdictions at the domestic and international level		Memorandum of Understanding (MOU) and international agreement templates shared through virtual centre of expertise; MOUs and / or agreements in place between jurisdictions	Phase 3: 3-5 years
4. International Cooperation Identify and promote synergies with the work of Allies and international partners	Active engagement in international fora to inform domestic CBRNE policy and program development	Public Safety Canada; Federal Government	Participation on international committees; Knowledge shared through virtual centre of expertise	Phase 1: 12 months

¹ "Coordinators" refers to those organizations that will coordinate the efforts and responses of contributors on behalf of the SOREM CBRNE Sub-Working Group. It is recognized that these coordinators must work collaboratively with, and be supported by, the other jurisdictions.

² Timelines begin upon approval of the Strategy.

Strategic Objective 2: Integrate CBRNE into an all-hazards risk management approach

Integrate CBRNE into a consistent all-hazards risk management approach, including robust hazard, vulnerability and risk assessment methodologies, to generate a coherent understanding of the risks. This approach will inform risk reduction options in capability-based planning.

Action Items	Tasks	Coordinators	Deliverables	Timelines
5. Methodology Adopt a framework for all-hazards risk management with consistent hazard, risk and vulnerability assessment methodologies for use by all levels of government and contributors	Define leadership, ownership, and participation in the risk management process in each jurisdiction	New Brunswick Emergency Management Organization	Confirmation of roles and responsibilities	Phase 1: 12 months
	Identify and/or develop appropriate assessment methodologies specific to CBRNE		Consistent assessment methodologies identified; Scalable toolkit	Phase 2: 1-3 years
	Establish mechanisms for periodic consolidation and dissemination of findings to decision-makers		Consolidation mechanism	Phase 2: 1-3 years
	Develop a framework and methods for harmonizing disparate assessment data		Harmonization framework	Phase 3: 3-5 years
	Develop a national repository for assessment data		National repository	Phase 3: 3-5 years
6. Emerging Threats and Risks Implement strategies to mitigate emerging threats and risks and inform policy and program decisions	Identify contributory roles and responsibilities for assessing emerging trends, drivers and associated risks		Outline of roles and responsibilities	Phase 2: 1-3 years
	Network forecasting and emerging S&T with policy and program development to ensure that policy priorities are addressed by the S&T community		Coordinated S&T development for emerging environment	Phase 3: 3-5 years

Strategic Objective 3: Use capability-based planning to inform CBRNE policy, program and investment decisions

Recognize and apply the principles of capability-based planning towards a scalable, optimal, and sustainable multi-agency CBRNE capability that respects jurisdictional authorities. Effective planning, integrated concepts of operation and functional interoperability are key outcomes of capability-based planning.

Action Items	Tasks	Coordinators	Deliverables	Timelines
7. Implementation Develop scalable tools to implement capability-based planning for CBRNE across all components of emergency management	Examine existing assets and equipment at the municipal, provincial / territorial, and federal levels	Public Safety Canada	List of current assets and equipment	Phase 1: 12 months
	Develop guidance on capability-based planning	Centre for Security Science / Public Safety Canada	Preliminary capability-based planning toolkit	Phase 1: 12 months
	Develop a list of target capabilities for each level		Target capabilities list	Phase 2: 1-3 years
	Conduct gap analysis at all levels using the principles of capability-based planning		Gap analysis	Phase 2: 1-3 years
	Create and maintain an inventory of capabilities at all levels (including equipment and human resources) using target capabilities		Evergreen inventory of capabilities	Phase 3: 3-5 years
8. Integration Integrate results of capability-based planning into decision-making	Establish mechanisms to disseminate the results of the capability-based planning process to decision-makers		Regular reports to decision-makers at all levels (as security clearance makes possible)	Phase 3: 3-5 years
	Consolidate the results of the capability-based planning analysis to inform national-level decision-making		National roll-up shared (as security clearance makes possible)	Phase 3: 3-5 years

Strategic Objective 4: Build an effective and interoperable workforce

Develop, resource, and sustain a specialized and interoperable workforce that is supported by a modern, dynamic and responsive training infrastructure and technologies, and a priority focus on safety.

Action Items	Tasks	Coordinators	Deliverables	Timelines
9. People Develop and deliver interoperable CBRNE training and education programs tailored to roles, responsibilities, and capability levels based on policies, recognized standards, and best practices	Define core competencies for CBRNE roles, responsibilities and capability levels		List of CBRNE competencies by role	Phase 2: 1-3 years
	Review current CBRNE training delivery and implement most efficient and effective delivery systems		Revised training system	Phase 2: 1-3 years
	Develop a mentoring and technical networking system		Mentoring and technical networking system	Phase 2: 1-3 years
	Establish and / or adopt a training curriculum and standards, and investigate certification, based on capability levels and equipment		Revised training; Common training standards	Phase 3: 3-5 years
	Develop or confirm a training review cycle		Training review cycle	Phase 3: 3-5 years
10. Tools, Equipment and Technology Promote the acquisition, use, and maintenance of interoperable equipment and tools, including recommended new technologies	Establish and / or adopt recognized standards for tools, equipment and technologies		Equipment standards	Phase 3: 3-5 years
	Develop a process to systematically renew tools, equipment and technologies based on capability levels		Renewal procedures linked to capability levels	Phase 3: 3-5 years
	Examine the role and capacity / function of laboratories during CBRNE events		Report with action plan	Phase 3: 3-5 years
11. Procedures Develop and use consistent and interoperable procedures and plans	Develop and adopt common CBRNE terminology to be used within a national incident management system / incident command system	Centre for Security Science / Public Safety Canada	Common lexicon created and shared through virtual centre of expertise	Phase 1: 12 months
	Establish procedures that support standardized competencies for CBRNE roles and responsibilities		Procedures by competency	Phase 2: 1-3 years
	Develop a toolkit to establish a common base for planning		Toolkit developed and shared through virtual centre of expertise	Phase 2: 1-3 years
	Promote the adoption of a national incident management system / incident command system		Jurisdiction-specific incident command system	Phase 3: 3-5 years
	Conduct regular, multi-disciplinary and inter-jurisdictional exercises based on accepted principles of exercise design	Public Safety Canada	CBRNE exercises	Phase 1: 12 months
	Provide a forum for contributing to and sharing lessons learned and best practices		Forum for lessons learned and best practices	Phase 2: 1-3 years

Strategic Objective 5: Optimize use of information and knowledge management

Develop prospective and effective information, knowledge and intelligence management systems and mechanisms.

Action Items	Tasks	Coordinators	Deliverables	Timelines
12. General Information Establish processes for CBRNE information-sharing, including a virtual centre of expertise	Identify the scope, structure, membership, and governance model of a CBRNE virtual centre of expertise	Public Safety Canada	Terms of Reference	Phase 1: 12 months
	Enhance processes to ensure the timely and effective exchange of information, including indicators and early warnings, amongst contributors	Emergency Management Ontario	Information exchange process	Phase 1: 12 months
	Disseminate general CBRNE information, best practices, lessons learned, and international knowledge		Database and information shared through virtual centre of expertise	Phase 2: 1-3 years
	Convene events for exchange of information (ex. activities, best practices, foresight with respect CBRNE threats, etc.)		Conferences and seminars	Phase 2: 1-3 years
	Develop CBRNE awareness products targeted to policy and decision-makers		Awareness products	Phase 3: 3-5 years
13. Specialized Intelligence Establish processes to ensure the timely and effective exchange of intelligence amongst all contributors	Develop standardized intelligence products and appropriate distribution channels		Distribution channels and coordination centres; Intelligence products	Phase 2: 1-3 years
	Promote the development and adoption of a national system for appropriate dissemination of sensitive information		National dissemination system	Phase 3: 3-5 years
14. Expert Reach-Back Develop a mechanism to provide expert reach-back responders	Identify reach-back models to network responders with scientists and experts on an ongoing basis and in real time		Reach-back network	Phase 2: 1-3 years
15. Community Awareness Develop community-level preparedness knowledge and resilience	Identify and implement strategies and plans to educate the public about CBRNE risks, pre-event preparedness, response actions during the event, and recovery considerations post-event		Strategies and plans	Phase 2: 1-3 years
	Create templates to provide consistent messaging for CBRNE emergencies which take into account audience demographics		Fact sheets for journalists; Templates pre-populated with standardized messages shared through virtual centre of expertise	Phase 2: 1-3 years
	Develop integrated CBRNE communications plans among all contributors		CBRNE communications plans	Phase 3: 3-5 years

Strategic Objective 5: Optimize use of information and knowledge management

Develop prospective and effective information, knowledge and intelligence management systems and mechanisms.

Action Items	Tasks	Coordinators	Deliverables	Timelines
15. Community Awareness Develop community-level preparedness knowledge and resilience	Develop public education materials with respect to CBRNE		Brochures, pamphlets and symptoms / response guidelines for the public	Phase 3: 3-5 years
	Build and maintain public confidence with respect to CBRNE		Baseline survey of public opinion	Phase 3: 3-5 years
	Develop and integrate recovery strategies to address the psycho-social implications of a CBRNE event		Research on psychological considerations	Phase 3: 3-5 years