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 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.

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

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.
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.

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<tr>
<td>5. Methodology</td>
<td>Define leadership, ownership, and participation in the risk management process in each jurisdiction</td>
<td>New Brunswick Emergency Management Organization</td>
<td>Confirmation of roles and responsibilities</td>
<td>Phase 1: 12 months</td>
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<tr>
<td></td>
<td>Identify and/or develop appropriate assessment methodologies specific to CBRNE</td>
<td></td>
<td>Consistent assessment methodologies identified; Scalable toolkit</td>
<td>Phase 2: 1-3 years</td>
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<tr>
<td></td>
<td>Establish mechanisms for periodic consolidation and dissemination of findings to decision-makers</td>
<td></td>
<td>Consolidation mechanism</td>
<td>Phase 2: 1-3 years</td>
</tr>
<tr>
<td></td>
<td>Develop a framework and methods for harmonizing disparate assessment data</td>
<td></td>
<td>Harmonization framework</td>
<td>Phase 3: 3-5 years</td>
</tr>
<tr>
<td></td>
<td>Develop a national repository for assessment data</td>
<td></td>
<td>National repository</td>
<td>Phase 3: 3-5 years</td>
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6. Emerging Threats and Risks
Implement strategies to mitigate emerging threats and risks and inform policy and program decisions

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<tr>
<td></td>
<td>Identify contributory roles and responsibilities for assessing emerging trends, drivers and associated risks</td>
<td></td>
<td>Outline of roles and responsibilities</td>
<td>Phase 2: 1-3 years</td>
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<tr>
<td></td>
<td>Network forecasting and emerging S&amp;T with policy and program development to ensure that policy priorities are addressed by the S&amp;T community</td>
<td></td>
<td>Coordinated S&amp;T development for emerging environment</td>
<td>Phase 3: 3-5 years</td>
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### 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.

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

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

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

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<tr>
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</table>
| **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.

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<tr>
<td>15. Community Awareness</td>
<td>Develop public education materials with respect to CBRNE</td>
<td></td>
<td>Brochures, pamphlets and symptoms / response guidelines for the public</td>
<td>Phase 3: 3-5 years</td>
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<tr>
<td></td>
<td>Build and maintain public confidence with respect to CBRNE</td>
<td></td>
<td>Baseline survey of public opinion</td>
<td>Phase 3: 3-5 years</td>
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<tr>
<td></td>
<td>Develop and integrate recovery strategies to address the psycho-social implications of a CBRNE event</td>
<td></td>
<td>Research on psychological considerations</td>
<td>Phase 3: 3-5 years</td>
</tr>
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