



# CITIG

CANADIAN INTEROPERABILITY TECHNOLOGY INTEREST GROUP  
GROUPE D'INTÉRÊT CANADIEN EN TECHNOLOGIE DE L'INTEROPÉRABILITÉ

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## Operational Planning and Management of Public Safety Events Workshop “Setting the Landscape” Workshop Report

**Workshop Dates:** February 19<sup>th</sup> and 20<sup>th</sup>, 2013, Toronto, ON

**Report Date:** March 25<sup>th</sup>, 2013

[www.citig.ca](http://www.citig.ca)

## Executive Summary

Over 200 delegates attended the workshop and contributed to a series of breakouts designed to shape an initial “roadmap” to enhance operational planning and event management in Canada. An overview of the proposed strategic roadmap is provided at Annex A and reflects a number of recommendations designed to lead to the development of a national and scalable framework for operational planning and event management based on solid principles and practices supported by training and tools that are relevant for all jurisdictions.

Of note the following short term recommendations were endorsed by the workshop delegates to continue the dialogue and to take additional important concrete steps for enhancing operational planning and event management in Canada.

1. Establish leadership (initially through the CACP) to champion Operational Planning and Public Safety Event Management in Canada.
2. Host a national level working group by the end of 2013 to initiate discussions and develop more detailed work plans for the following initiatives:
  - Development of a National Operational Planning and Event Management framework with a view to seeking national endorsement
  - Development and design of Operational Planning and Event Management training program objectives and courses
  - Initial scoping/concept definition for an Operational Planning and Event Management portal
3. Develop an engagement strategy to engage Federal, Provincial Territorial and other key stakeholders to optimize efforts in support of Operational Planning and Event Management related initiatives
4. Conduct an environmental scan of existing practices, tools, and capabilities associated with Operational Planning and Event Management

The balance of this workshop report provides additional background and context related to the development of roadmap and the associated recommendations.

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Annex A – Strategic Roadmap - Enhancing Operational Planning and Event Management in Canada

## **1 WORKSHOP OVERVIEW**

The Canadian Association of Chiefs of Police (CACCP) and the Communications Interoperability Technology Interest Group (CITIG) co-hosted a national Operational Planning and Management of Public Safety Events Workshop in Toronto, ON from 18 – 20 February 2013.

The workshop, the first of its kind in Canada, was designed to bring together Incident Commanders, Operational Planners, Tactical and Public Order Leaders and key stakeholders to begin the process of developing a set of national best practices. The goal of the workshop was to bring leaders together to discuss issues of common interest with a view to creating a national strategy and action plans designed to begin implementing this strategy...

The workshop was attended by in excess of 200 delegates representing the following stakeholders groups:

- Police Incident/Tactical/Public Order Commanders & Leaders
- Operational Planners
- Fire and Emergency Medical Services Leaders
- First Responders
- Emergency Managers
- Government Officials (Federal, Provincial, Territorial, Municipal, and Regional)
- Private Sector Security Executives
- Military
- NGOs
- Researchers and Academics

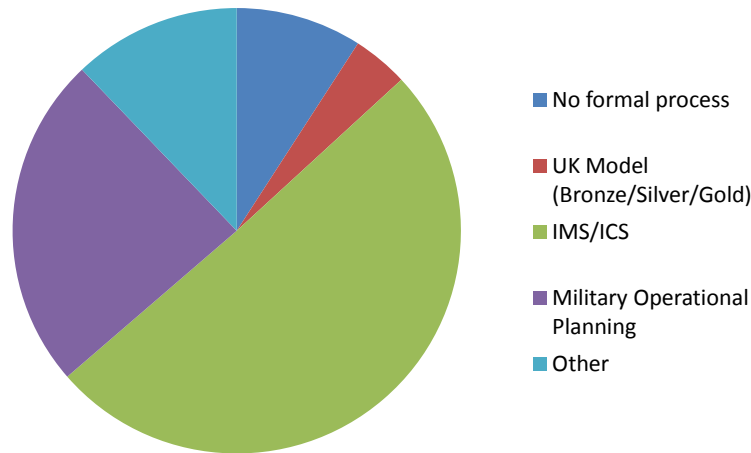
## **2 PRE-EVENT CONSULTATIONS**

Prior to the workshop, delegates were invited to answer three questions associated with the current state of operational planning and event management in Canada.

The first question identified that current operational planning and management process that best describes how organizations plans and manages events. Respondents were asked to select one of several models or processes from a list of five options.

The chart below reflects the breakdown of answers provided by the on-line consultation participants.

## Operational Planning Models



Note that approximately 50% cited IMS/ICS as the primary planning model followed by the use of a military operational planning approach (approximately 25%).

The second question invited respondents to identify good practices for planning and the management of public safety events. The table below highlights a number of practices cited by multiple respondents.

Good and Promising Practices for Operational Planning and Event Management	
<ul style="list-style-type: none"> <li>• Joint preparations and planning</li> <li>• Operation Intersect</li> <li>• SOPs for small and large events</li> <li>• Major Event Security Framework</li> <li>• Media Liaison</li> <li>• Joint training and exercises</li> <li>• Written Plans</li> <li>• All Hazards Planning</li> <li>• Use of ICS/IMS</li> <li>• Co-located command</li> </ul>	<ul style="list-style-type: none"> <li>• Build strong partnerships</li> <li>• Special event planning office</li> <li>• Table tops and exercises</li> <li>• After Action Reviews and Lessons Learned</li> <li>• Demo Units</li> <li>• Research</li> <li>• Use of intelligence and liaison</li> <li>• Tri-service (+) training</li> <li>• Mission Command Concept</li> <li>• Effective Communications</li> <li>• Traffic Incident Management Group</li> </ul>

The final question served to identify challenges and barriers that are hampering operational planning and event management in Canada. Notwithstanding the good and promising practices noted above, the list below reflects some of the more commonly identified challenges and barriers shared through the on-line survey

- Challenges in coordinating efforts across all levels of government
- Complexity of events
- Infrequency of events
- Limited access to training
- Working with various systems (ICS, IMS, Gold/Silver/Bronze)
- Lack of staff
- Leveraging and optimizing technology
- Funding and resources
- Loss of expertise/knowledge
- Overlap of responsibilities
- Accuracy (or lack thereof) of intelligence
- The silo factor
- Limited inclusion of external stakeholders in preplanning
- Managing expectations
- Protestor Tactics
- Lack of Interoperability
- New challenges due to the speed of social media
- Costs
- An unwillingness to change

### 3 KEYNOTE PRESENTERS - STRATEGIC ISSUES

The table below lists a number of dominant strategic issues highlighted by many of the workshop presenters:

What Works?	The Gaps?
<ul style="list-style-type: none"> <li>• Lots of recent experience</li> <li>• Collaboration with Partners- Integrated Response / Planning and Management</li> <li>• Working with the Community</li> <li>• Leveraging our Experience</li> <li>• Technology</li> <li>• Approach: Intelligence Supported and Measured Response</li> <li>• Enforcement of the law vs. Preservation of the Peace</li> <li>• Neutral Security Force</li> <li>• Liaison Teams</li> </ul>	<ul style="list-style-type: none"> <li>• Leveraging Social Media</li> <li>• Communications Accessibility / Interoperability</li> <li>• Real Time Situational Awareness</li> <li>• Equipment / Technology</li> <li>• Training / Processes</li> <li>• Command and Control Models</li> <li>• Working with Event Stakeholders (partners and the public)</li> <li>• Coordination / Integration /Interoperability</li> <li>• Risk Management Models</li> </ul>

### 4 BREAKOUT SESSIONS – AN OVERVIEW

In addition to the pre-event consultations and the strategic issues highlighted during the workshop presentations from a diverse and experienced group of stakeholders, four facilitated and interactive sessions (three breakouts are a Town Hall), were conducted and provided workshop attendees an opportunity to:

- Define the current state of operational, tactical and public order planning in Canada.
- Identify current Operational Planning tools, strategies and best practices in use and available to operational planners for security events from local tactical/public order incidents to multi-agency and multi-jurisdictional major events
- Identify a shared vision for Operational Planning in Canada and ideal future states for Canadian doctrine, tools, strategies and practices
- Identify priority initiatives that support achieving the vision and associated future states

## **5 BREAKOUT 1 - THE CURRENT STATE OF OPERATIONAL PLANNING AND INCIDENT MANAGEMENT – A PRACTITIONERS PERSPECTIVE**

The aim of this first session was to inventory current practices, approaches and tools used by operational planners and incident commanders (Regionally, Nationally and Internationally) with a focus on planned events.

The list below highlights some of the key findings identified by one or more of the four breakout groups:

- We have a long history of doing this well
- We are well on our way moving from ad hoc to standardized approach
- There is a lack of common standards
- Various planning models and approaches are applied across Canada
- There is no national framework or guidelines
- We continue to operate in silos
- There is a lack of shared and accessible practices and lessons learned
- There are no available templates
- There is very limited sharing of past plans
- There is a notable disparity in the approach and detail associated with planning from jurisdiction to jurisdiction
- No templates or shared plans
- No true national culture associated with a robust emergency management continuum exists
- We continue to under appreciate the benefits of preplanning for natural hazards and smaller scale events





Within the scope of this vision, five key components were consistently noted

1. **Strong leadership and a national coordinating body** to support operational planning and event management
2. **A national framework/guideline** for operational planning and event management based on a common model (e.g. ICS, IMS, Bronze/Silver/Gold) and shared principles
3. **Creation and shared access to a national portal/database/repository** with plans, tools, templates, lessons learned, After Action Reviews, best practices (Canadian and international) etc
4. **A national training program** for operational planning and event management applicable to all levels of government and jurisdictions (available at the local/regional level) to support the “portability” of resources based on common training/equivalencies
5. **Optimized use of current and emerging technologies** and practices to include stakeholder and community engagement (innovation)

These key themes were the catalyst to hold five theme based discussions during breakout session 3.

## **7 BREAKOUT 3 - FROM VISION TO ACTION – ENHANCING OPERATIONAL PLANNING AND PUBLIC SAFETY EVENT MANAGEMENT**

The aim of this final breakout session was to identify key recommendations and initiatives to support desired future capabilities and to enhance operational planning and incident management for planned events. Following a back brief on the results of breakouts 1 and 2, participants self organized into five groups and were invited to consider each topic and to identify key recommendations to address needs associated with each theme.

A total of fourteen (14) key recommendations emerged from the theme focused breakouts as summarized below:

### **1. Leadership and National Coordination**

- CITIG to facilitate bringing together a volunteer working group to keep the momentum going (meet by end of 2013)
- Conduct an environmental scan of existing networks and “platforms” and work already under way

### **2. National Framework/Guideline for Operational Planning and Event Management**

- Establish leadership (initially thru the CACP) to champion Operational Planning and Event Management in Canada

- Establish an inclusive Working Group to develop the National Framework with a view to seeking national endorsement
- Develop an engagement strategy to engage F/P/T and broader stakeholders

### 3. National Portal/Database/Repository

- Develop a Working Group to scope out portal functionality
- Identify partnership that help achieve this goal (Police Knowledge Network (PKN), PS/National Emergency Preparedness Directorate (NEPD), and CITIG)
- Develop a Business Plan for a the portal

### 4. National Training Program

- Create a national level working group of operational planners to design program objectives and courses
- Develop and offer national program training in operational planning and event management within a tiered accreditation model
- Develop and offer training that is accessible, affordable, and sustainable

### 5. Optimizing Current and Emerging Technology and Practices

- Conduct a Return on Investment study for technologies
- Develop/build infrastructure to support current and new technologies
- Provide technology expertise to a working group on operational planning and event management

In reviewing the key recommendations, the recurring themes of leadership, inclusive Working Group(s), and broad partner engagement were noted.

## 8 TOWN HALL

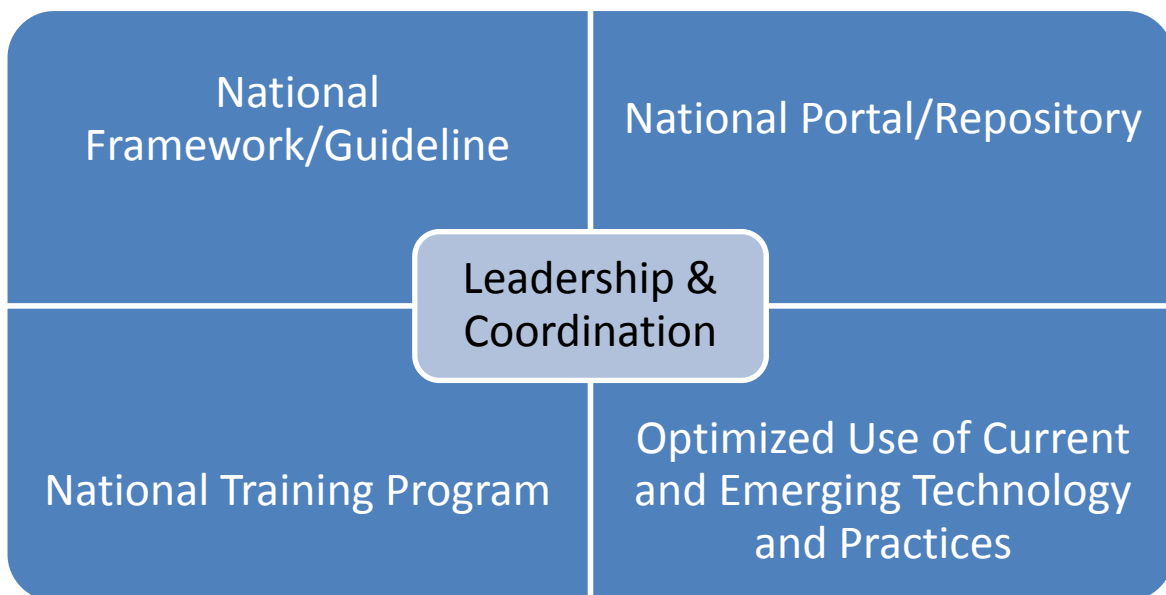
Following the themed breakout session, a full session Town Hall was held to “bring it all together” by engaging the delegates in a structured discussion designed to elicit:

- Agreement on the current state of Operational Planning in Canada
- Additional input and support for key recommendations regarding the proposed desired future capabilities
- Endorsement of suggested Next Steps

Following back briefs on each of the themed breakouts, the workshop delegates were canvassed on the findings and endorsed the stated desired outcome - **a national scalable framework for operational planning and event management based on solid principles and practices supported by training and tools that are relevant for all jurisdictions.**

The graphic below reflects an initial framework that “brings it all together”. The centrepiece is strong leadership and national level coordination. In addition to the requirement for leadership and national level coordination, the model is comprised of four core components:

1. A national framework/guideline for operational planning and event management;
2. A national portal or repository of references, tools and templates;
3. A national training program for operational planners and event staff; and
4. A national approach to optimize current and emerging technologies and practices in support of operational planning and public safety event management



Subsequent to providing broad support for the desired ideal outcome, delegates endorsed the key recommendations associated with the five themes (as detailed in Section 7) and the immediate next steps, notably to:

1. Establish leadership (initially through the CACP) to champion Operational Planning and Event Management in Canada.
2. Host a national level working group by the end of 2013 to initiate discussions and develop more detailed work plans for the following initiatives:
  - Development of a National Operational Planning and Event Management framework with a view to seeking national endorsement
  - Development and design of Operational Planning and Event Management training program objectives and courses

- Initial scoping/concept definition for an Operational Planning and Event Management portal
3. Develop an engagement strategy to engage Federal, Provincial Territorial and other key stakeholders to optimize efforts in support of Operational Planning and Event Management related initiatives
  4. Conduct an environmental scan of existing practices, tools, and capabilities associated with Operational Planning and Event Management

## **9 CLOSING REMARKS**

The organizing committee expressed their appreciation for the support and contributions of all workshop attendees and committed to provide ongoing leadership to champion the framework developed to set the landscape for operational planning and event management in Canada. In particular, the CACP in collaboration with CITIG will strive to hold an initial Working Group session before the end of 2013 to continue the dialogue and to take the next concrete steps for enhancing operational planning and event management in Canada.

### **Annex:**

Annex A – Strategic Roadmap for Enhancing Operational Planning and Public Safety Event Management in Canada

## Operational Planning and Event Management

### Desired Outcome

A national scalable framework for operational planning and event management based on solid principles and practices supported by training and tools that are relevant for all jurisdictions

### Guiding Principles for Operational Planning and Event Management in Canada:

- ▶ Strong leadership and national coordination
- ▶ A national approach to operational planning and event management based on a common model
- ▶ Broad and inclusive stakeholder engagement
- ▶ Shared access to available plans, tools, templates, lessons learned and best practices
- ▶ Supported by a national training program for operational planning and event management applicable to all levels of government and jurisdictions
- ▶ Optimizes the use of current and emerging technologies and practices
- ▶ Aligns with National Strategies such as the Communications Interoperability Strategy for Canada
- ▶ Operationally and Economically Sustainable

## Key Recommendations

Leadership and National Coordination	<ul style="list-style-type: none"> <li>• CITIG to facilitate bringing together a volunteer working group to keep the momentum going (meet by June 2013)</li> <li>• Conduct an environmental scan of existing networks &amp; “platforms” and work already under way</li> </ul>
National Framework/ Guideline	<ul style="list-style-type: none"> <li>• Establish leadership (initially thru the CACP) to champion Operational Planning and Event Management in Canada</li> <li>• Establish an inclusive Working Group to develop the National Framework with a view to seeking national endorsement</li> <li>• Develop an engagement strategy to engage F/P/T and broader stakeholders</li> </ul>
National Portal/ Information Repository	<ul style="list-style-type: none"> <li>• Develop a Working Group to scope out portal functionality</li> <li>• Identify partnership that help achieve this goal (PKN, PS-EMPD, PSPRC, CITIG)</li> <li>• Develop a Business Plan for the creation and sustainment of a Community of Practice (COP) portal</li> </ul>
National Training Program	<ul style="list-style-type: none"> <li>• Create a national level working group of operational planners to design program objectives and courses</li> <li>• Develop and offer national program training in operational planning and event management within a tiered accreditation model</li> <li>• Develop and offer training that is accessible, affordable, and sustainable</li> </ul>
Optimizing Current and Emerging Technology	<ul style="list-style-type: none"> <li>• Conduct a Return on Investment study for technologies</li> <li>• Develop/build infrastructure to support current and new technologies</li> <li>• Provide technology expertise to a working group on operational planning and event management</li> </ul>

## Enhancing Operational Planning and Event Management Short Term Initiatives

1. Establish leadership (initially through the CACP) to champion Operational Planning and Event Management in Canada.

**Lead:** CACP

2. Host a national level working group by the end of 2013 to initiate discussions and develop more detailed work plans for the following initiatives:
  - Development of a National Operational Planning and Event Management framework with a view to seeking national endorsement
  - Development and design of Operational Planning and Event Management training program objectives and courses
  - Initial scoping/concept definition for an Operational Planning and Event Management portal

**Lead:** Tri-services Emergency Management Committee, CITIG

3. Develop an engagement strategy to engage Federal, Provincial Territorial and other key stakeholders to optimize efforts in support of Operational Planning and Event Management related initiatives

**Lead:** Tri-services Emergency Management Committee, CITIG

4. Conduct an environmental scan of existing practices, tools, and capabilities associated with Operational Planning and Event Management

**Lead:** Tri-services Emergency Management Committee, CITIG