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Keeping Canadians Safe

A Technology, Research and Development, and Emergency
Preparedness Situational Analysis of Canadian First
Responders

Final Report

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For the Canadian Police Research Centre

December 2007

CATAAlliance

 **TELUS**®

Message from CATA President John Reid

First Responders play a critical role in protecting our lives and ensuring our safety. The Canadian Advanced Technology Alliance (CATA) applauds the establishment of the Canadian Police Research Centre (CPRC) as a critical step in enhancing the capability of Canada's First Responder ecosystem. Advanced technologies make a keystone contribution to the effectiveness of our First Responders, and CATA is pleased to be working with CPRC on the impact and development of these technologies.

CATA considers "Advanced Security" to involve different aspects of security, including physical, procedural and technological. These different aspects manifest themselves in areas such as cyber-security, border security and critical infrastructure protection. Advanced technology, CATA's raison d'être, is an "enabler" to better assist business and government to identify and address their security requirements.

While protecting our national security is a task for which government has primary responsibility, it cannot do so by itself. But neither can the private sector. Improving our collective security is a joint public sector/private sector venture.

It is for this reason that CATA has expanded its support of the advanced security industry in Canada and the role of technology companies in supporting security initiatives through participation in thought leadership research and public sector/private sector partnerships.

We welcomed the recent announcement by The Honourable Stockwell Day, Minister of Public Safety, that Canada's Government is providing \$10 million to support the Canadian Police Research Centre (CPRC)'s work in policing and public safety science and technology. CATA echoes the Minister comments, "This investment will help to equip police, firefighter and paramedic services with the best knowledge, tools and technologies to keep Canadians safe."

Indeed, confidence in the economy and in our long-term economic growth demands even greater cooperation to ready a comfort zone of optimal national security. Without a "secure economy," businesses will struggle to grow and earn profits and the revenues for governments will be at risk.

John Reid, President
CATAAlliance



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Appendix A – Invitation Template

Executive Summary

In February 2007, the Canadian government announced the Canadian Police Research Centre (CPRC) would be given 10 million dollars over two years and a mandate to establish its base in Regina. As well, the organization is scheduled to transition to operate under the Department of National Defense (DND) and Defense Research and Development Canada (DRDC).

As the CPRC plans for its expanded mandate and new structure, it foresees an opportunity to facilitate communications, information sharing, and cooperation amongst First Responders and Canadian public safety stakeholders. The CPRC, while in the past has been a resource available to the policing community exclusively, believes the development of a new centre could result in a mandate that serves the First Responder community as a whole.

Towards these ends, this study was undertaken, in part, to: improve the level of understanding of the changing patterns in the scale, nature and spatial distribution of Canadian First Responder organizations; gain a better understanding of their use of and application of Information and Communications Technology (ICT); and clarify the significance and role that the Canadian Police Research Centre could provide in working with all Canadian First Responders.

A total of 144 Chiefs (or equivalent) from Fire, Police, Paramedic and Emergency Response Organizations responded to the study. This report provides an overview of the overall aggregate results to the survey, as well as some key comparative results to better understand the issues or needs unique to each First Responder group.

Results Highlights

The following are some key highlights of the survey results:

- **Interoperability** – a key theme emerging from the report is that of a lack of interoperability: between technology, jurisdictions, and on-the-ground chain of command challenges. First Responders identify this as a primary threat to their emergency response abilities
- **Top three risks** – over half of all First Responders identified Natural Disasters, Fire, and Epidemic/Pandemic events as presenting the highest level of concern as possible threats
- **Low satisfaction with emergency preparedness capabilities** – creation of a preparedness plan was the only area scoring 50% plus high satisfaction

levels: lowest satisfaction levels found in critical areas around supply/distribution of materials in community, communications among First Responders and other jurisdictions, and detecting threats and risks

- **Training** – funding for appropriate use of and field testing of equipment and technology was a significant concern: less than half of all respondents agreed there were sufficient funding levels available to them
- **Funding levels** – most respondents are satisfied with the current levels of funding, however the majority see a need for budget increases across the board with respect to all equipment and technology needs
- **Low levels of product performance satisfaction** – twelve product/service lines scored less than 50% high satisfaction levels. Hardware and off-the-shelf software applications receive strongest overall satisfaction levels; communication device compatibility receives lowest satisfaction levels. Personal Protection Equipment also scored very high satisfaction results
- **Use and support of ICT is strong** – desktop and laptop usage high and most organizations have access to broadband and network servers

Need for a Centralized Research Centre

First Responders agreed there was a very strong need for a range of services that could be offered through a centralized research facility.

- The evaluation of products in an operational setting and providing performance reports on products were two of the highest rated categories; with almost 90% of respondents rating these services as either Very Important or Important
- Almost all of the identified services were rated as being either Very Important or Important by half of the respondents – other needed services include access to knowledge and expertise, housing an online community of practice, acting as an information clearinghouse, and providing access to market intelligence and trends
- Almost half of all First Responders indicated an interest in helping to establish the development of product and service standards
- Approximately ¼ of First Responders are already engaged with Industry in R&D collaboration – the same number are also engaged in internal R&D

- First Responders would consider engaging with other First Responder organizations within the scope of R&D projects and collaboration, and openly exchange expertise and research. There is less of an appetite for sharing facilities given already limited space/resources. Argues well for the need for a centralized research centre to augment these needs

Conclusions

The CPRC can be the catalyst for change — the de facto vehicle for the exchange of information and ideas about technology for First Responders. By facilitating communications amongst Canadian public safety stakeholders and by providing opportunities for meaningful research and development, the CPRC can foster much needed advancements in technology improvements for all Canadian First Responders. It's also an opportunity to harness the organization's expertise in science and technology knowledge as a result of research, development of standards, product evaluation, technology transfer and science and technology advocacy.

As well, it's clear that the number one issue facing First Responders is inter-agency interoperability. While the lack of interoperability has been known for some time, the agencies and jurisdictions that should be able to communicate with each other still often cannot. Some good work has been completed. However, there's a need for a more wide-scale and inclusive approach to interoperability work across the Country. The CPRC has already started the process of bringing together the collective wisdom of public safety and communications leaders and experts through the creation of the Canadian Interoperability Technology Interest Group, but more can be done. A unified approach to problem solving by all First Responders for First Responders is sure to pay dividends.

The business community is recommended to take a leadership role in assisting First Responders address the challenges of interoperability and seek ways to reverse the currently low satisfaction levels being expressed with a wide range of products and services. This can be achieved through closer levels of collaboration with First Responders in the early development of their products, and by working with First Responder groups to establish and adopt industry standards and recognized certification programs.

Government, NGOs and special interest groups are reminded of the important role the CPRC plays as the only Canadian organization with a formal broad mandate to undertake such research across the full spectrum of multi-jurisdictional public safety



operational requirements and encouraged to support the vision of a national research facility for Canadian First Responders.

Next Steps

A series of next steps are being pursued, including:

- CPRC will establish its headquarters in Regina
- CPRC will continue the advancement of the Canadian Interoperability Technology Interest Group (CITIG)
- Future research initiatives involving a continuation of this study and two other possible national consultations
- Development of a First Responder-Industry Collaboration and Procurement Portal
- Major Event Security Management Conference tentatively planned for Fall Of 2008
- Continued advocacy and close collaboration between the CPRC and CATA

Greater details on these initiatives, as well as a comprehensive offering of the highlights provided in this Executive Summary, are revealed in the full report immediately following.



Introduction

The Need for a Sector Study of First Responders

In January to March 2006, the Canadian Advanced Technology Alliance (CATA) and the Canadian Police Research Centre (CPRC) conducted a needs assessment of vendors to First Responders¹ in order to gauge vendors' needs for a range of products and services that could be offered from a centralized Canadian research centre. This study clearly demonstrated a need for a centralized location that could: assist in bringing vendors and First Responders together towards the co-development and field testing of products/services; help develop standards for said products/services; and provide a facility that could showcase world-class Canadian innovation to National and International stakeholders.

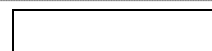
In follow-up to this study, CATA and CPRC engaged with the First Responder community directly in order to ascertain whether there are similar and/or comparable findings as in relation to those of the vendors. Furthermore, this study sought to determine other timely and topical issues within the community relating to the challenges of identifying which technologies/products/services to use and deem reliable, what gaps currently exist with respect to their need, and what training needs are deemed most critical.

While the CPRC has, in the past, been a resource available to the policing community exclusively, the proposed development of a new centre could result in a mandate that serves the First Responder community as a whole.

As such, the CPRC held preliminary discussions with key gatekeepers to the Fire and Paramedic communities and determined there was a shared desire to participate in such a National study.

All three levels of government clearly identify with the need for such a study. The Federal government 2006 Budget promises *\$1.4 billion over two years to protect Canadian families and communities, to secure our borders and to increase our preparedness to address public health threats* and they, along with the provincial and

¹ CATA/CPRC 2006 report titled: *A Needs Analysis of Canada's First Responder Vendor Community*
http://www.cata.ca/Media_and_Events/Press_Releases/cata_pr04100601.html



municipal governments, stand to gain significant intellectual worth generated by the results in this report.

The private sector will also benefit through the competitive business intelligence the report provides, and ultimately gain a strong business portal to the entire First Responder community should a national First Responder research centre be established.

Why CATA and CPRC Collaborated

The various First Responder communities, while very well represented by a breadth and depth of community-specific associations at the regional and national levels, do not have a single 'cross-sectorial' entity that could attempt such a study. The CPRC has long-standing relationships and deep networks into the entire First Responder community and therefore could act as a coordinating body for the study.

CATA has been a long-time advocate for the advanced security sector in Canada: having established its Public Safety and Security Forum² following 9/11 and is recognized as a leading provider of national research initiatives³. CATA provided the tools, consulting, methodology, and analytical expertise, in the design and delivery of this initiative.

National First Responder Study Outcomes

The study aimed to produce the following outcomes:

1. Creation of a comprehensive **national database of First Responders** Organizations containing current demographic and organizational indicators
2. **New intelligence** that identifies First Responders' attitudes and views on areas including:
 - a. budget and spending allocations for technology, products & services

² www.cata.ca/Communities/pssf/

³ <http://www.cata.ca/research/>

- b. technology product/service needs, performance, and standards
 - c. the need/potential for the creation of a centralized research centre; what services and priorities it could offer
3. **A comprehensive report** that provides clear and concise intelligence to the reader, contains actionable recommendations for future engagement, and positively impacts on policy and budget considerations towards the development of a new CPRC research centre

The goal of this research study is to improve the level of understanding of the changing patterns in the scale, nature and spatial distribution of Canadian First Responder organizations.

A particular focus was placed on trying to clarify the significance and role that a newly revisioned Canadian Police Research Centre could provide in working with Canadian First Responders.

The study identifies:

- Organizational data such as approximate number of employees, location, service areas, etc.
- Current and future budget and spending allocations for technology, products & services
- The technology challenges First Responders face in the delivery of emergency management services
- The technology product/service needs First Responders require in the delivery of emergency management services
- The training needs First Responders require in the delivery of emergency management services
- Past trends of reliability in the performance of various products/services as compared to stated vendor specifications
- First Responders' attitudes and perceptions around the formation of a centralized research centre
- First Responders' attitudes and perceptions around the need for the development of product/service standards

- The product/service needs that a centralized Centre of Excellence can provide to First Responder organizations
- The priorities First Responders place on the provision of the products and services that a centralized research centre could provide

Study Supporters

The Canadian Advanced Technology Alliance and the Canadian Police Research Centre offers special thanks and acknowledgement to Corporate Supporter, TELUS, and to the study's Media Supporter, Frontline Security Magazine.

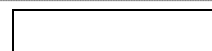


Study Partners

The project team would like to thank the following groups for their continuing support in promoting the existence of this study to their stakeholders.



The study team also wishes to acknowledge and thank Katherine Thompson, a valued CATAResearch affiliate, for her valued contribution to this report.



Approach and Methodology

A core project team consisting of Kevin Wennekes, VP Research, CATA and Steve Palmer, Executive Director of the CPRC, met over the course of October and November 2006 to establish the project's timelines, clarify respective roles and responsibilities regarding the distribution and communication strategies required to engage respondents, and obtain input on the survey's content.

Survey Development

A survey development board from the project partners was established and consisted of a cross-section of First Responder representatives.

Using one-on-one interviews, conference calls, and document review, the Board helped establish a questionnaire that:

- was comprised of closed-ended questions consisting of multiple-choice, ordinal and categorical types; and open-ended questions allowing respondents to provide answers of their own devising
- provided an area where respondents could self-identify themselves in order to receive information, via e-mail, on the progress/outcomes of the Study's recent initiatives
- provided a notice that the information in the survey was being collected under the authority of the Privacy Act and confidentiality was assured
- was offered in English language only (a lack of funding and time were primary obstacles in offering a French language option)
- took approximately 10 minutes to complete

A pilot test of the online survey was completed in early November. The pilot test participants included the survey development Board and representatives from each of the respondent groups; the latter having never seen the questions before. Both groups provided feedback on the content and technical performance of the survey, whereby minor modifications were made and the study made ready for launch.

The survey was officially launched in late November 2006 and closed end of April 2007.

Distribution & Communication Strategy

To launch the survey, a number of communication vehicles were used by the various study partners:

- The study partners issued a news bulletin to their respective stakeholder groups. See **Appendix A** for a copy of the template bulletin provided to the partners for their use, in whole or in part
- A 1/4 advertisement was run in Frontline Security magazine at the launch of the study
- CATA delivered an e-mail notification of the study to over 20,000 individuals in its networks, posted the announcement on its website's home page, and sought to encourage potential respondents to self-identify themselves to the CPRC in order to participate

An interim report⁴ was issued in early April 2007 and circulated to those who had responded to the study with requests they forward the report and online link to the study to their peers in order to create greater awareness and increased, last-minute response to the study.

Confidentiality of Respondents

Any personal information collected in the survey was disaggregated from the research findings. Respondents were invited to self-identify themselves for follow-up purposes but this information was not provided in conjunction with their individual submission nor are they revealed in this report.

About the CPRC

The Canadian Police Research Centre (CPRC) is a partnership among the National Research Council Canada (NRC), Canadian Association of Chiefs of Police, The Canadian Professional Police Association, and the Royal Canadian Mounted Police (RCMP). It is staffed by personnel from the RCMP and the NRC, and is governed by an independent advisory board made up of representatives from police and other related organizations from across Canada.

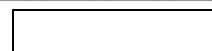
⁴ *Keeping Canadians Safe: Interim Report*, April 2007
http://www.cata.ca/_pvwc8ae40/media_and_events/press_releases/cata_pr04240701.html

The CPRC serves as a single, national focal point for technology research and development efforts in support of Canada's law enforcement community. By promoting innovation and cooperation between the police community, governments, industry, universities, and other research organizations, the CPRC strives to ensure that the best possible resources are made available to police and related organizations in a cost-efficient and timely manner.

In February 2007, the Canadian government announced the CPRC would be given 10 million dollars over two years and establish its base in Regina. As well, the organization is scheduled to transition to operate under the Department of National Defense (DND) and Defense Research and Development Canada (DRDC). The CPRC looks forward to its expanded mandate and new structure.

About CATA

The Canadian Advanced Technology Alliance (CATA) is Canada's leading, most influential and entrepreneurial technology alliance. It is committed to growing the global competitiveness of its members, 80% of which are currently active exporters. The common purpose that unites the membership is CATA's commitment to members' business growth. With offices across the country, we are focused on the provision of business services and government relations programs that conserve and leverage member resources. Because members are action-oriented businesses, CATA responds with action when members need specific services or activities. The "Traditional Champion" of Canadian research and development, CATA's mission is to stimulate "Global Business Growth" through the forces of Canadian innovation and strategic partnership.

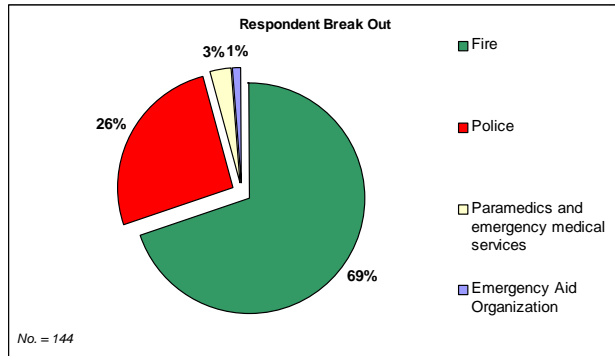


Survey Results

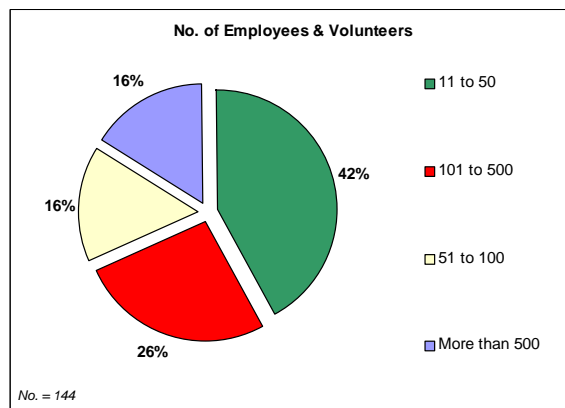
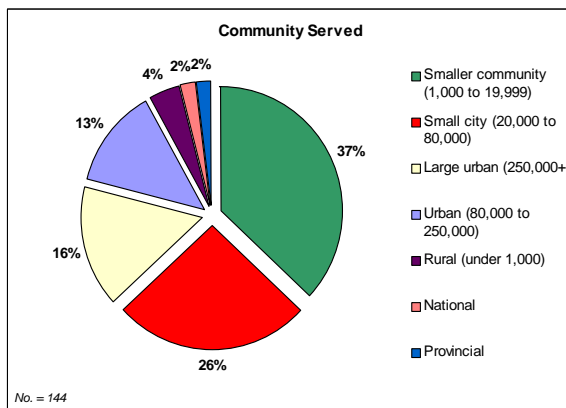
The following section provides an overview of the survey questions and responses.

Demographics

The results are based upon a total of 144 responses received: 69% of respondents from Fire Services, 26% from Police Services, 3% from Paramedics and Emergency Medical Services, 1% from Emergency Aid Organizations. The majority of respondents indicate they:



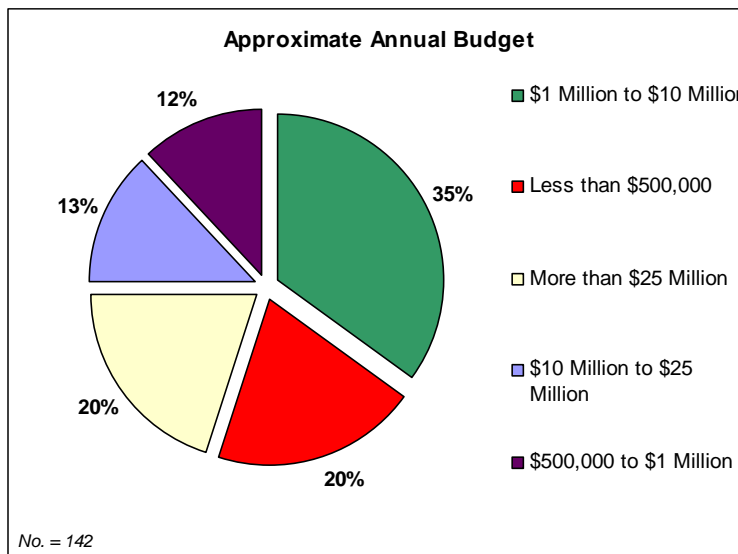
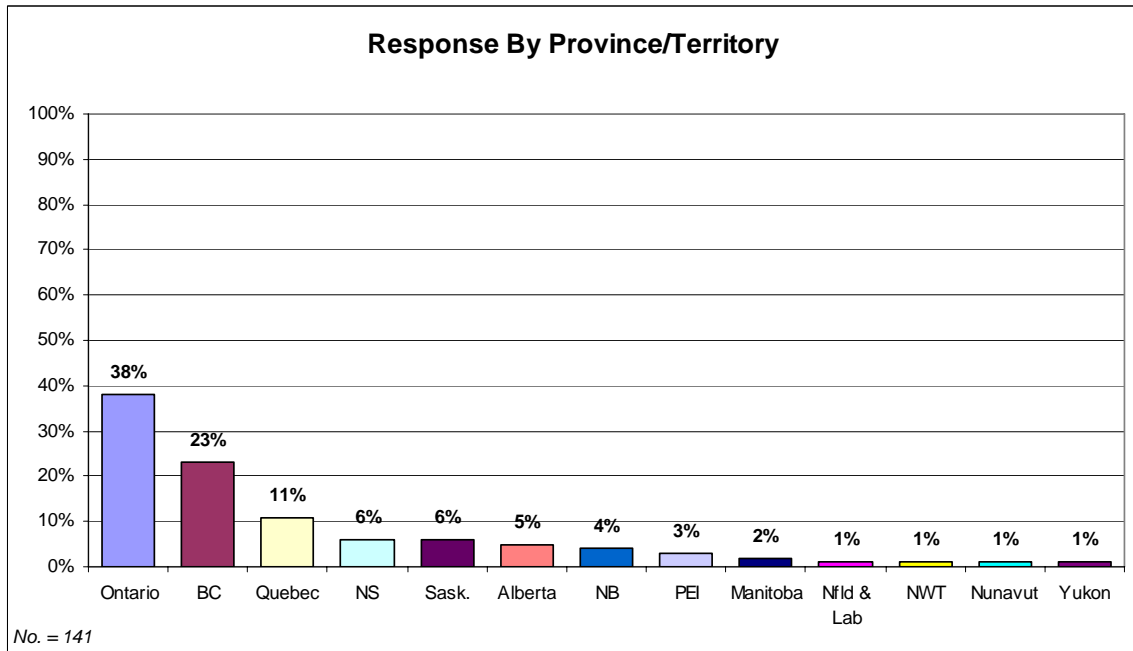
- Serve a region best described as a smaller community (1,000 to 19,999) (37%)
- Have between 11 and 50 combined employees & volunteers working in their Department (42%)
- Have an approximate annual budget of between \$1 to \$10 million dollars (35%)
- Largest provincial response to survey was from Ontario (38%)



The response rate is consistent with the engagement/desire to be engaged, numbers and/or structure of each category of First Responder surveyed. There are far more Fire Services in Canada, as compared to Police Services, given the coverage provided by the RCMP and provincial agencies. Both groups also have strong national

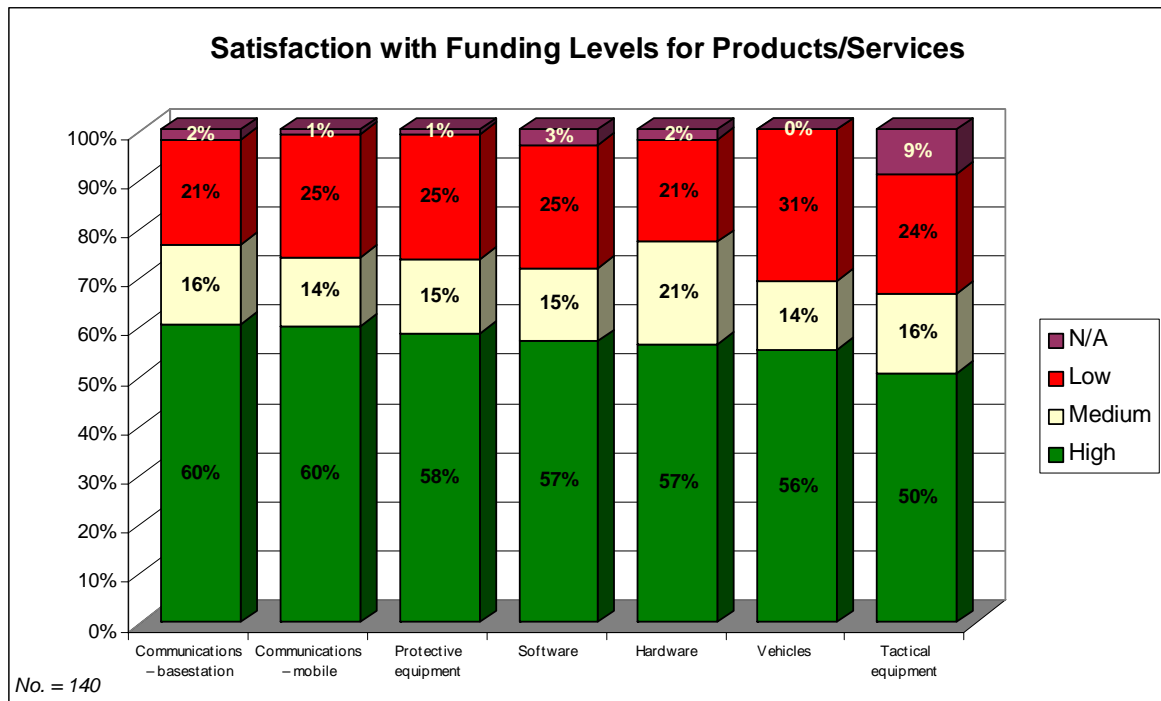
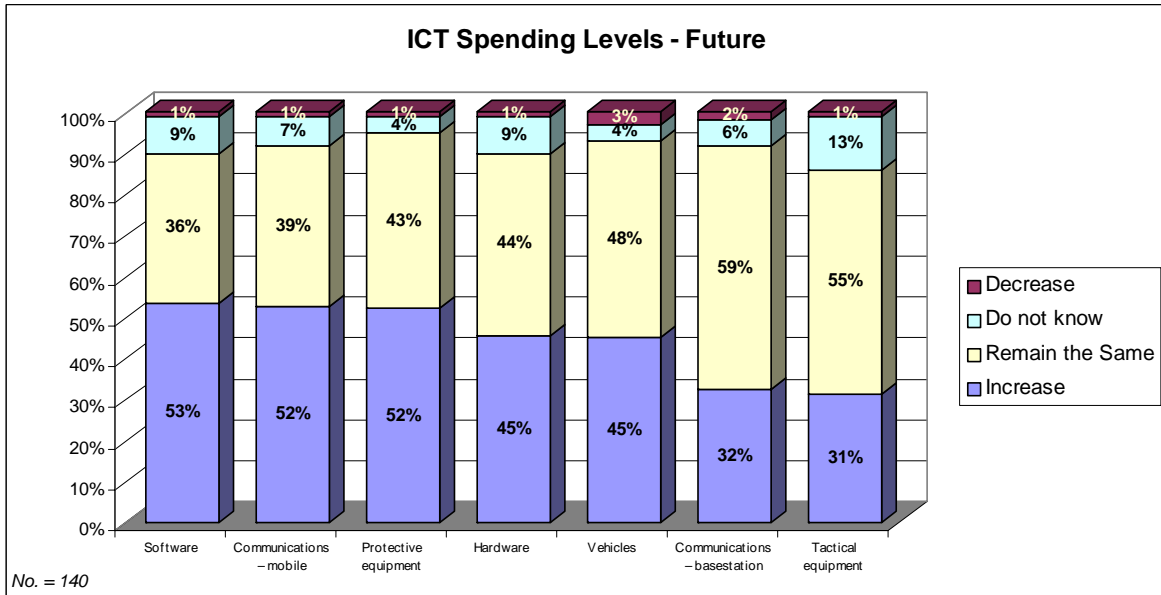
associations and both recognize the need for a cohesive and leveraged approach to technology issues and innovation. Also, needs have traditionally varied by region. As such, the percentage of responses from Fire and Police significantly outnumbers responses from Paramedics, Emergency Medical Services and Emergency Aid Organizations.

While Paramedics, Emergency Medical Services and Emergency Aid Organizations also value the importance of technology, fewer organizations were consulted and responded. Nonetheless, the varied participation of each category of First Responder was not unexpected, and is representative of the sector as a whole.



Technology

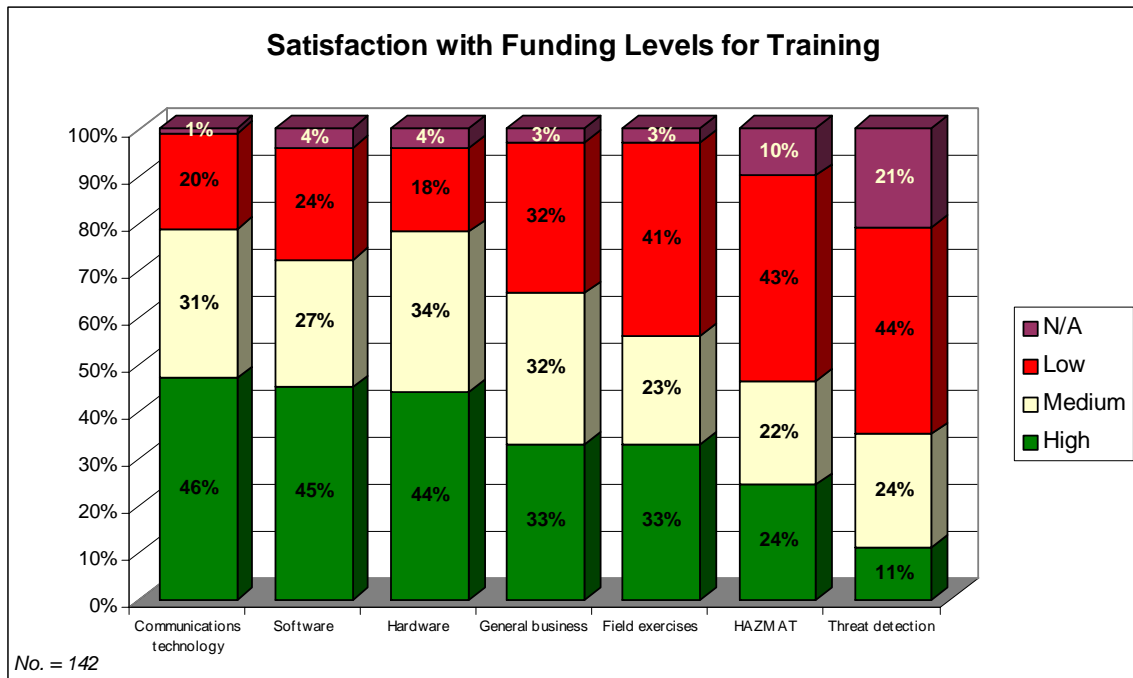
As the chart on the following page reveals, more than half of First Responders identified that spending levels were going to increase in the areas of mobile communications equipment, software applications, and protective equipment. Few respondents identified areas where budgets may decrease.



When asked about their level of satisfaction regarding current available funding levels in the same areas, First Responders were generally highly satisfied. Half of all respondents indicated being either *Very Satisfied* or *Satisfied* (combined for a 'High' rating) with current funding levels across all areas identified. The lowest levels of satisfaction (combined Dissatisfied and Very Dissatisfied ratings) are experienced in the budget amounts provided for vehicle maintenance and tactical equipment, with almost 1/4 of all respondents indicating as much.

Training Funding

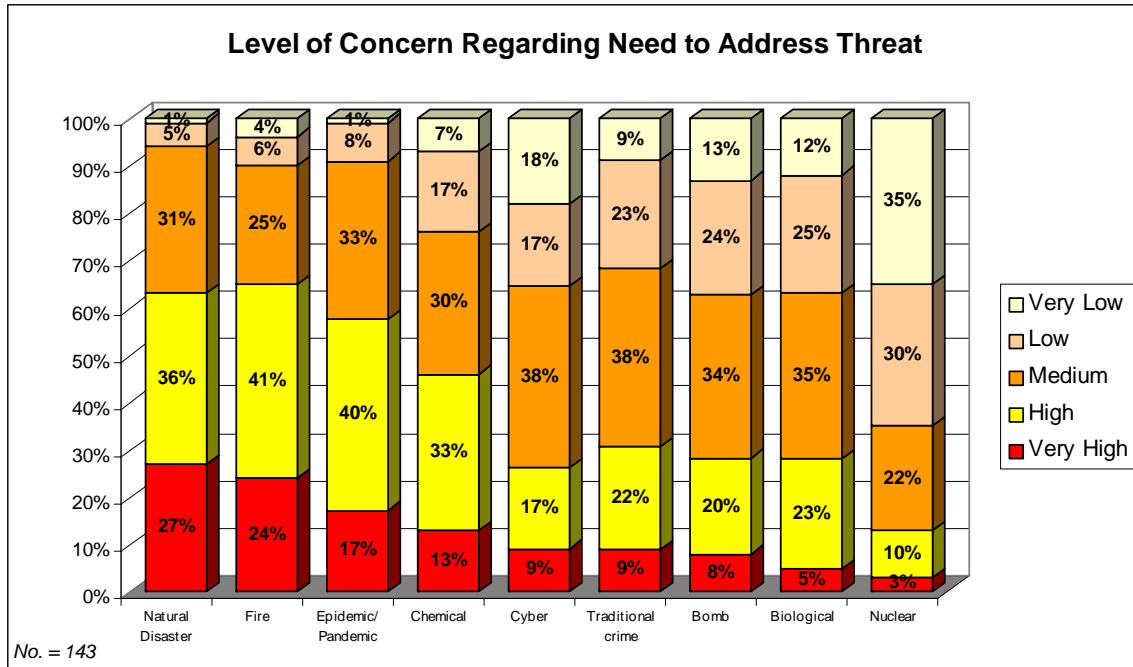
Respondents were asked to rate their satisfaction with the level of funding for training in pre-identified areas. As demonstrated in the chart below:



- Less than half of respondents indicated a high level of satisfaction with the communications technology (two-way radios and cellular phones) training budgets (46%)
- Less than half of respondents indicated a high level of satisfaction with the software training budgets (45%)
- This trend continued in all areas including hardware (44%), general business (33%), field exercises (33%), HAZMAT (24%) and threat detection (11%)

Emergency Preparedness

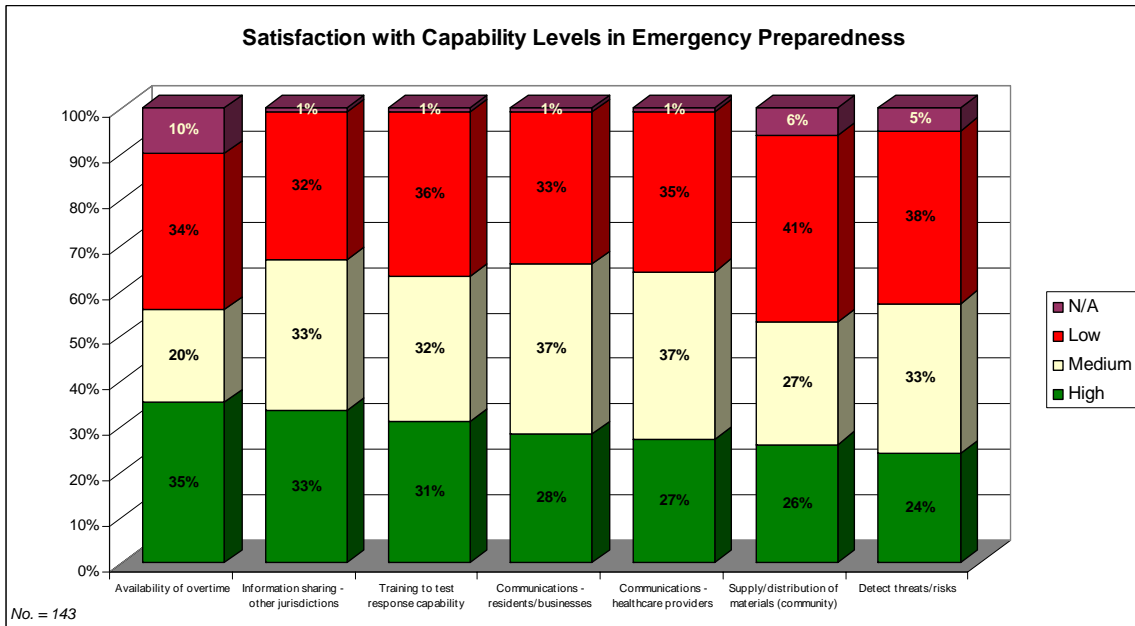
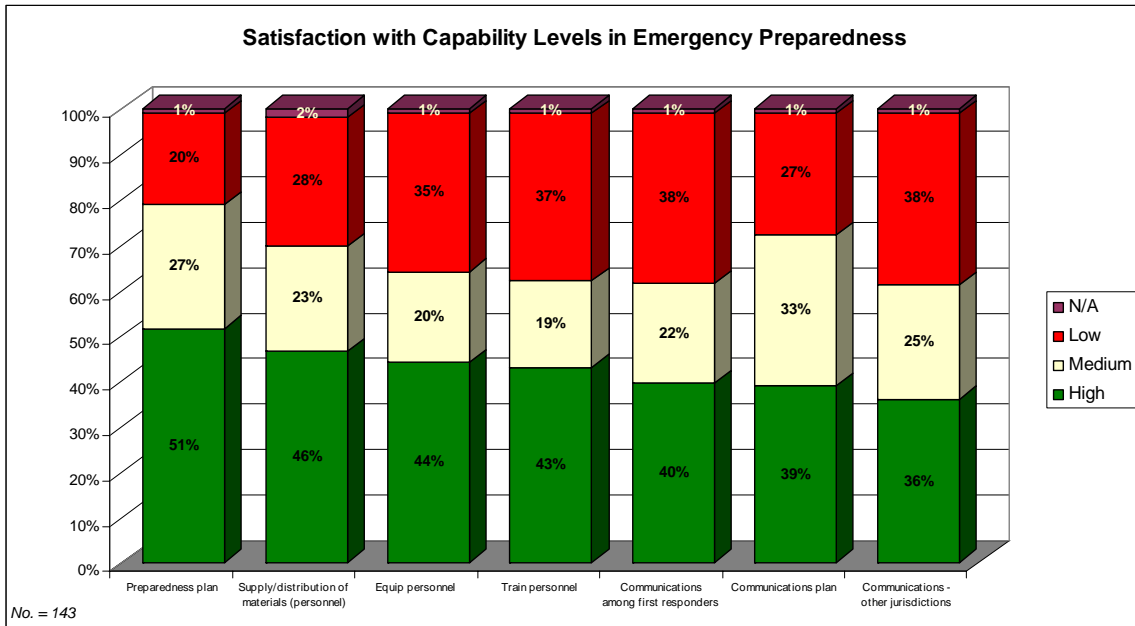
The charts below explore the answers to the question: *In terms of need for emergency preparedness planning, what is your level of concern regarding the actual need to address each of the following possible threats?*



The results reveal:

- The need to address the threat of Fire was the highest rated threat overall (65% combined *Very High* and *High* Ratings) and not surprising given the majority of respondents were from this First Responder group
- The threat of Natural Disasters and Epidemic/Pandemic situations were also identified as major concerns by over half of all respondents. This demonstrates First Responders' uncertainties in this area - threats of widespread disease and lack of preventative response to natural disaster situations pose many unknown factors and greater strategic planning needs
- Nuclear threats are perceived to be quite low among First Responders, with 65% identifying this as a Low or Very low risk situation in terms of their need to address a possible response to such a situation

First Responders were then asked to identify how satisfied they were with a number of aspects relating to their emergency preparedness capability.



The charts above reveal the following:

- *Preparedness Plan* is the only area of capability that scored over 50% high satisfaction rating

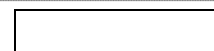
- The results indicated that all three sectors are not fully satisfied with the level of capabilities (comparative results available on page 31)
- Areas with lowest satisfaction ratings included Supply/Distribution of Materials in Community (41%), Communications among First Responders and other jurisdictions (38%) and Detect threats & risks (38%)



First Responder Stakeholders

The following table contains an overview of the organizations identified by First Responders as those they deal with on matters of emergency preparedness and 'homeland security'. The results are provided in order of frequency of their mention and some results have been aggregated into common themes i.e. specific schools or fire/police departments named by region categorized into simply Local Fire or Police Departments, etc.

Federal/ Provincial Government Departments (and branches) Agencies, NGOs	Local/ Municipal Groups	Industrial Alliances, Special Interest Groups, Non-Profit Organizations
<ul style="list-style-type: none"> ▪ Royal Canadian Mounted Police ▪ Provincial Emergency Management Ministries ▪ Provincial police ▪ Public Safety and Emergency Preparedness Canada ▪ Fire and Police Commissioner Offices ▪ Department of National Defence ▪ Canadian Security Intelligence Service ▪ Canadian Coast Guard ▪ Canadian Red Cross ▪ Provincial Health & Social Service Ministries ▪ Salvation Army ▪ Department of Indian and Northern Affairs ▪ Other Federal Departments (Canada Customs, Natural Resources) 	<ul style="list-style-type: none"> ▪ Local Police and Fire Departments ▪ Paramedic/EMS Services ▪ Mayor/Municipal leaders ▪ Emergency management offices ▪ Public works offices ▪ Social services offices ▪ Hospitals ▪ Colleges/universities/ school boards ▪ Search and rescue groups ▪ Transit authorities 	<ul style="list-style-type: none"> ▪ Fire and Police Chief Associations ▪ Utility companies ▪ Local industry ▪ Radio/ Media groups ▪ Oil and Gas Associations ▪ Agriculture/Forestry associations ▪ Chemical companies ▪ CN Rail ▪ Lions Club/Knights of Columbus ▪ Insurance companies ▪ Hazmat Contractors ▪ Victim Services Groups

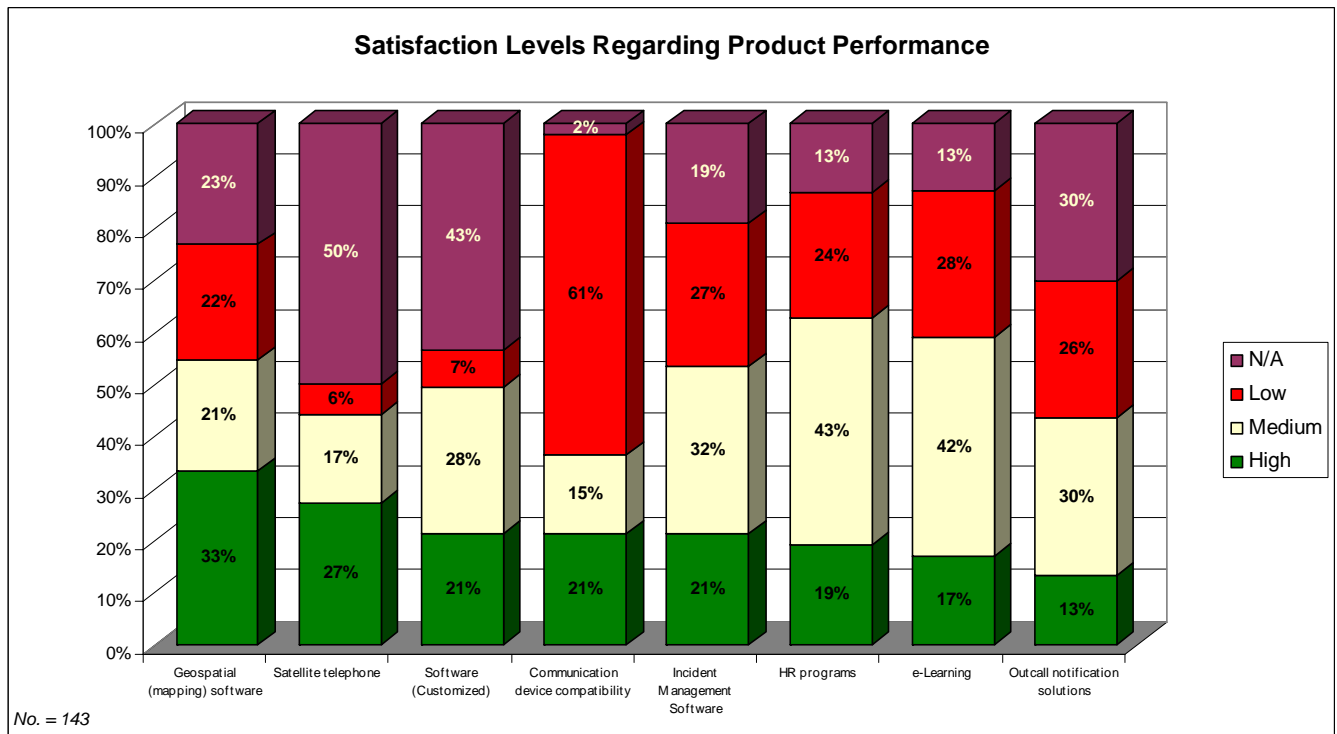
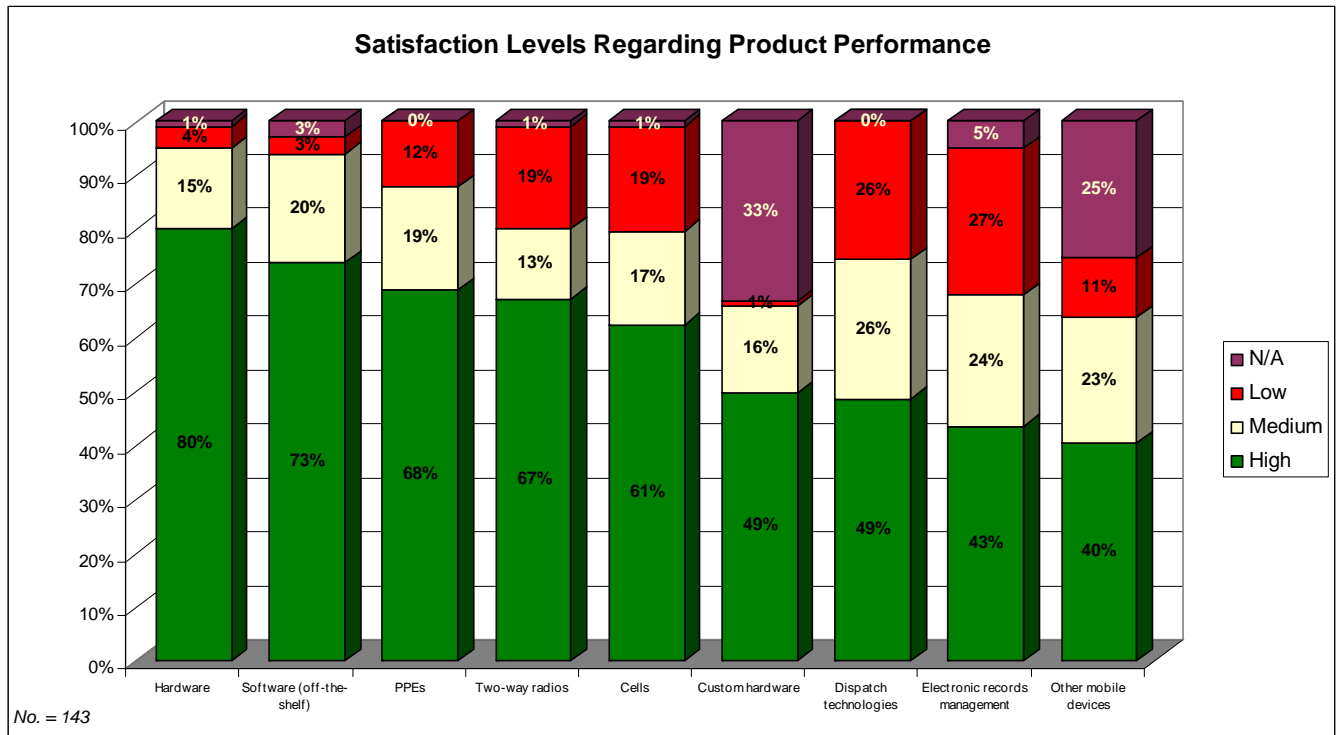


First Responders were asked to describe the primary technology-based challenges they face in the delivery of emergency management services.

- The majority of respondents revealed problems of interoperability of Information Communication Technologies (ICTs) and lack of communications among other First Responder organizations, even among their own departments, were a primary concern. Some examples included:
 - Interoperability: a need for "single solutions" for all emergency services towards ensuring all are equipped with the same technology and there are no "poor agencies" left behind
 - Integration with existing municipal software
 - Integration with other First Responder and national database (e.g. CPIC) software
 - Funding for emergency notification system for residents
 - Field operations: being capable of communication with another agency without having to give an agency specific radio
 - Jurisdictional/chain-of-command conflicts
- The need for wireless devices and remote access to information was critical to most responders – network security issues and remote access were closely linked issues
- Others suggested that there are perhaps too many pieces of equipment such as a laptops, PDAs, mobile phones, and pagers. These respondents suggested that in order to synchronize emergency response efforts, a coordinated mobile communications system must be established
- Some respondents felt emergency response departments are constantly changing technology thus forcing other under-funded departments to adapt to new, more expensive equipment
- There were several respondents who believe their department is not receiving the proper funding to effectively train employees on the use of new and existing technologies
- Lack of sufficient funding from different levels of government was a repeated concern, as was the need for more government intervention on interoperability issues

Information Communications Technology Use & Satisfaction

In this section, we addressed the use and satisfaction levels of ICT products.

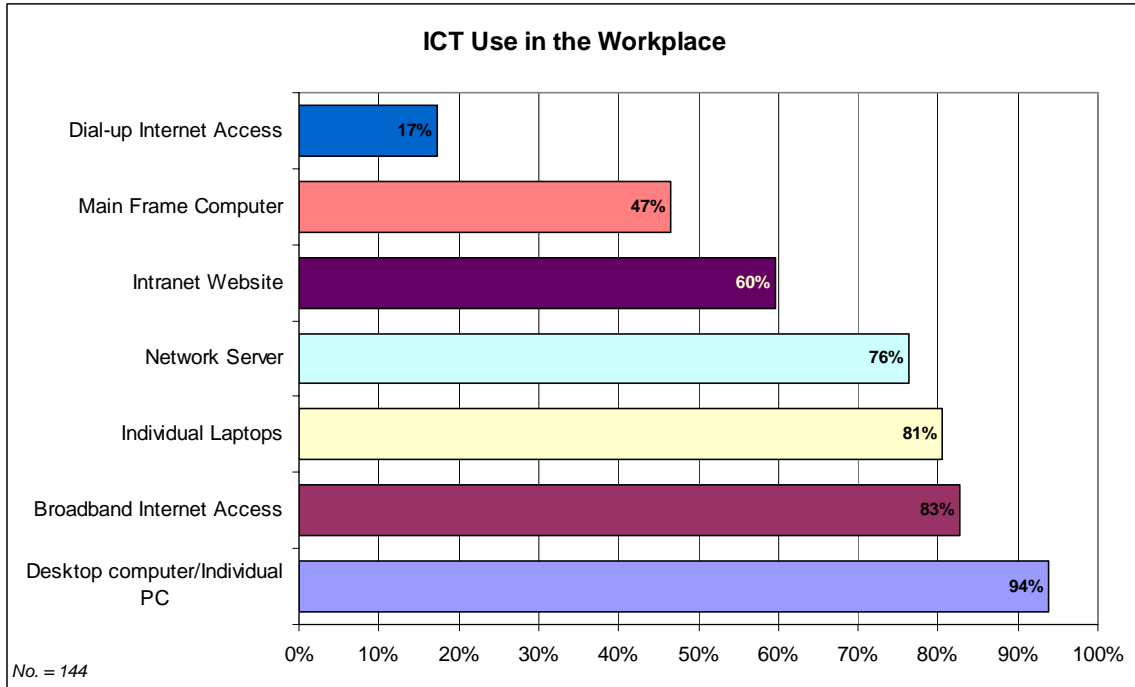


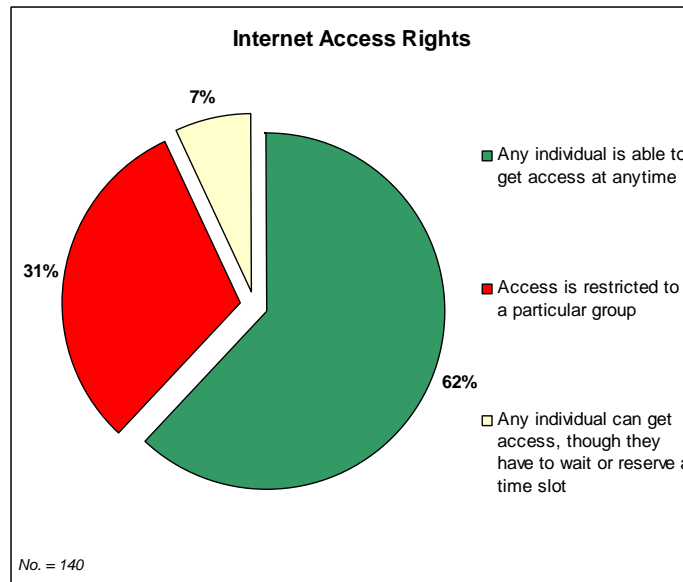
As the charts on the previous page demonstrate:

- Twelve product sectors scored less than 50% High Satisfaction ratings
- The products with the highest performance satisfaction levels (combined Very Satisfied and Satisfied ratings) were hardware (80%), software applications (73%) and personal protection equipment⁵ (68%)
- Reinforcing earlier findings, communication device compatibility was the most critically rated element, with 61% of all respondents providing a combined Dissatisfied/Very Dissatisfied rating
- Outcall notification solutions; online training/e-Learning; HR Programs; and incident management software were also generally perceived to be unsatisfactory performers, receiving the lowest percentage of High Satisfaction ratings as well as relatively strong (24 – 28%) Low Satisfaction results
- The high N/A ratings for customized hardware and software and satellite telephone technology demonstrate a lack of adoption of these technologies; given the overall lack of product satisfaction, vendors may need to make greater inroads at providing customized solutions to First Responders and working with them in their integration into the work environment
- Charts clearly indicate that satisfaction with product performance as a whole could be improved

⁵ Personal Protective Equipment (PPE) were uniquely defined for each First Responder group i.e. for Police included body armour, boots, gloves, service revolvers, etc. and for Fire included SCBA tanks, boots, fire retardant suits, etc.

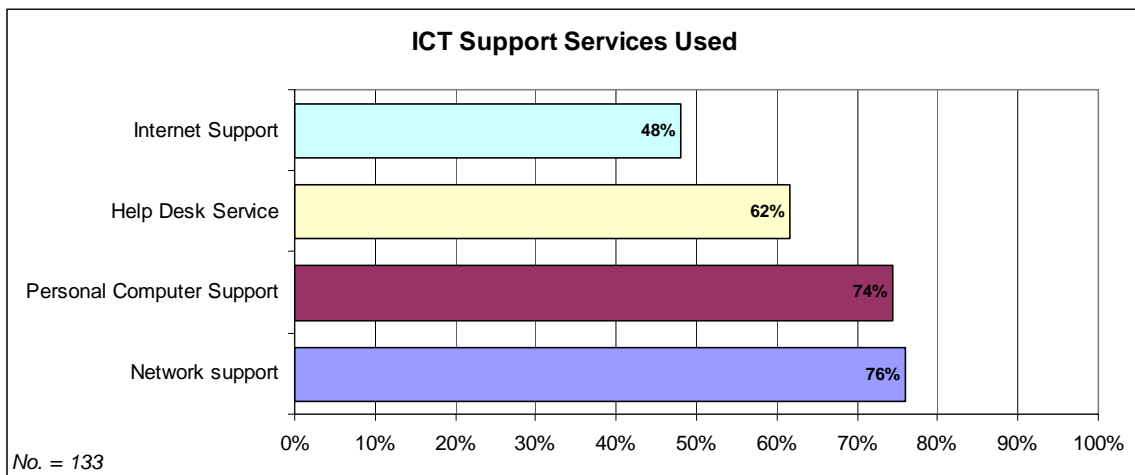
When asking respondents (primarily comprised of Chiefs) about their own use of ICTs in the workplace, and as reflected in the chart below, the vast majority indicated they have use of a personal desktop PC (94%), a laptop (83%), and have broadband internet access (83%). Most workplaces also have a network server (76%) and an intranet website (60%).





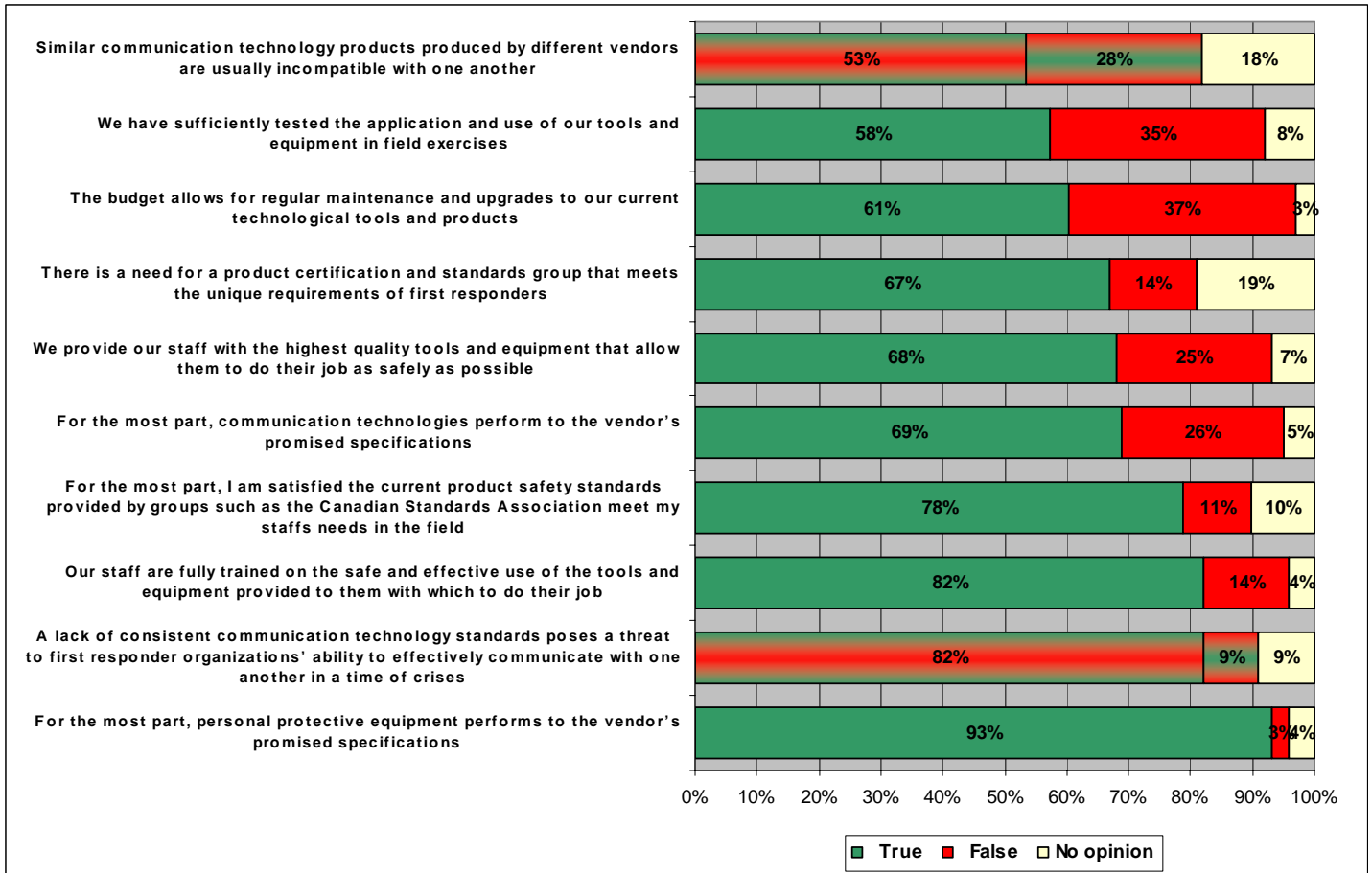
In terms of internet access, close to 2/3 of respondents indicated that any employee can gain unrestricted access at anytime, while the other 1/3 identified access is restricted to certain groups.

For the most part, support services (network, PC, help desk services) were available to assist employees.



Creating a Better Understanding

In this section, respondents were given the opportunity to attach their level of agreement to a variety of statements in order to create a better understanding of how they feel about their jobs, the products they work with, and the training they receive.



As we can see from the above chart:

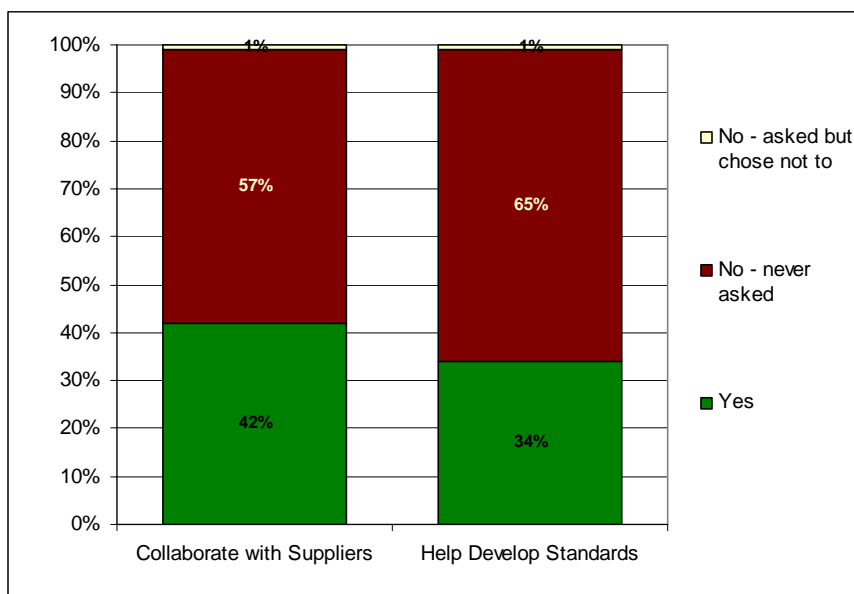
- First Responders provide testament to the current quality of non-technology products and services provided by their vendors, with 93% identifying as True the statement their personal protection equipment operates to the vendors specifications
- First Responders feel they are adequately trained on the safe and effective use of their equipment, with 82% identifying this as True

- Again – the challenge and threat of communications interoperability is highlighted through the False-Positive result realized in the question regarding this issue, with 82% of First Responders believing as True that a lack of consistent communications technology standards poses a threat in their ability to communicate with one another in a time of crisis
- This is further accentuated in the second set of False-Positive data result findings demonstrating that more than half of all respondents feel communications products produced by different vendors are usually incompatible with one another
- Reinforcement of the need for a centralized research centre is found: 2/3 of First Responders identify a need for a product certification and standards group, and only slightly more than half feel their equipment has been sufficiently tested in field exercises

Working with Industry

The respondents were asked:

1. Have you ever directly collaborated with suppliers in the development of their products and/or services i.e. provide input into early development, field testing, etc.?
2. Have you ever directly collaborated in the development of standards for First Responder products and/or services?



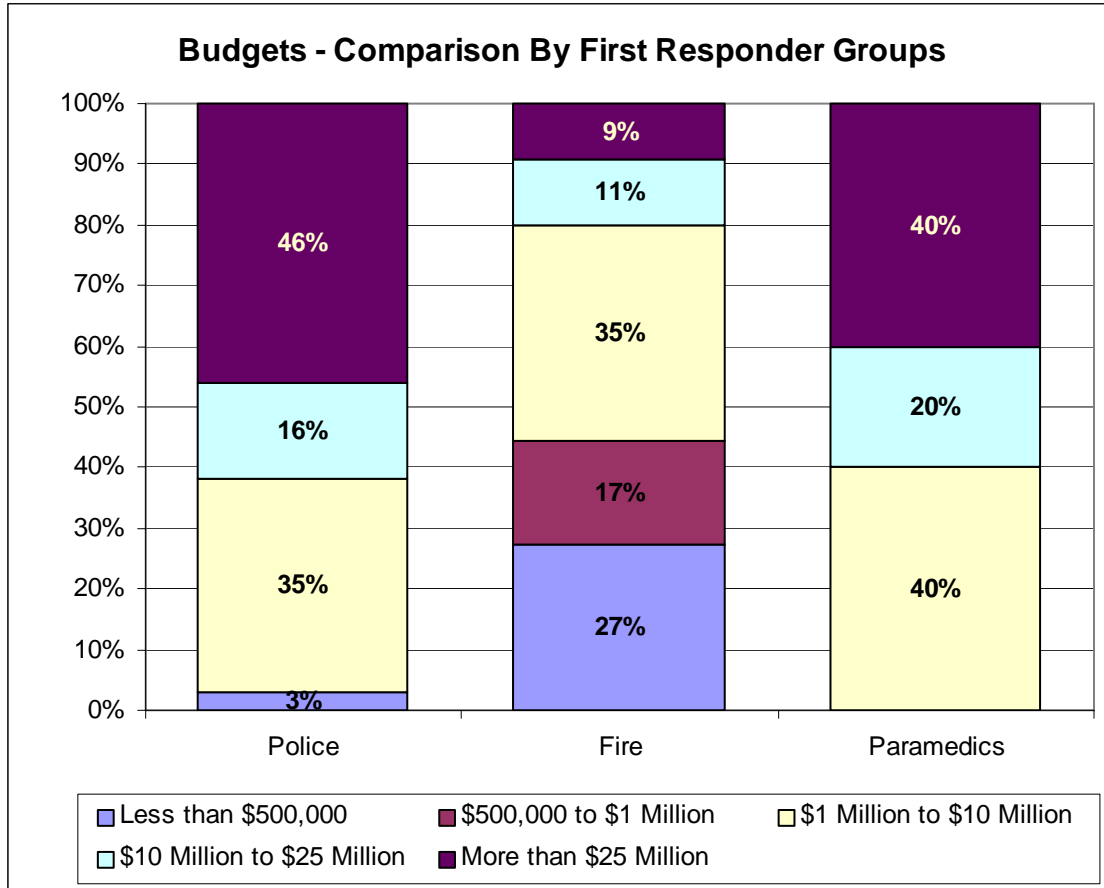
As revealed in the chart on the preceding page, the majority of respondents have not participated as a result of never being asked, yet a respectable 42% indicated they have collaborated with suppliers in a product's development and approximately 1/3 have also helped develop standards.



Comparative Results

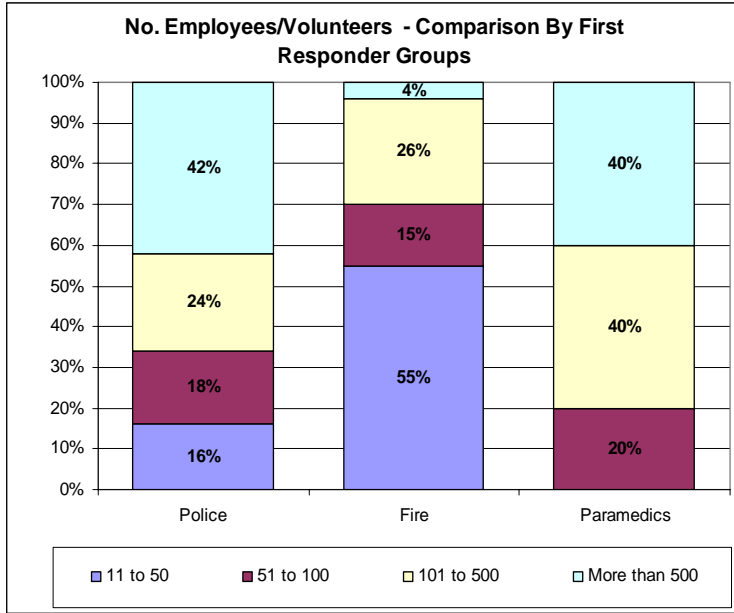
While the results generated a solid understanding of current impressions and concerns/issues related to the future, it was imperative to drill down deeper by examining the results as they relate to each sector.

Budgets

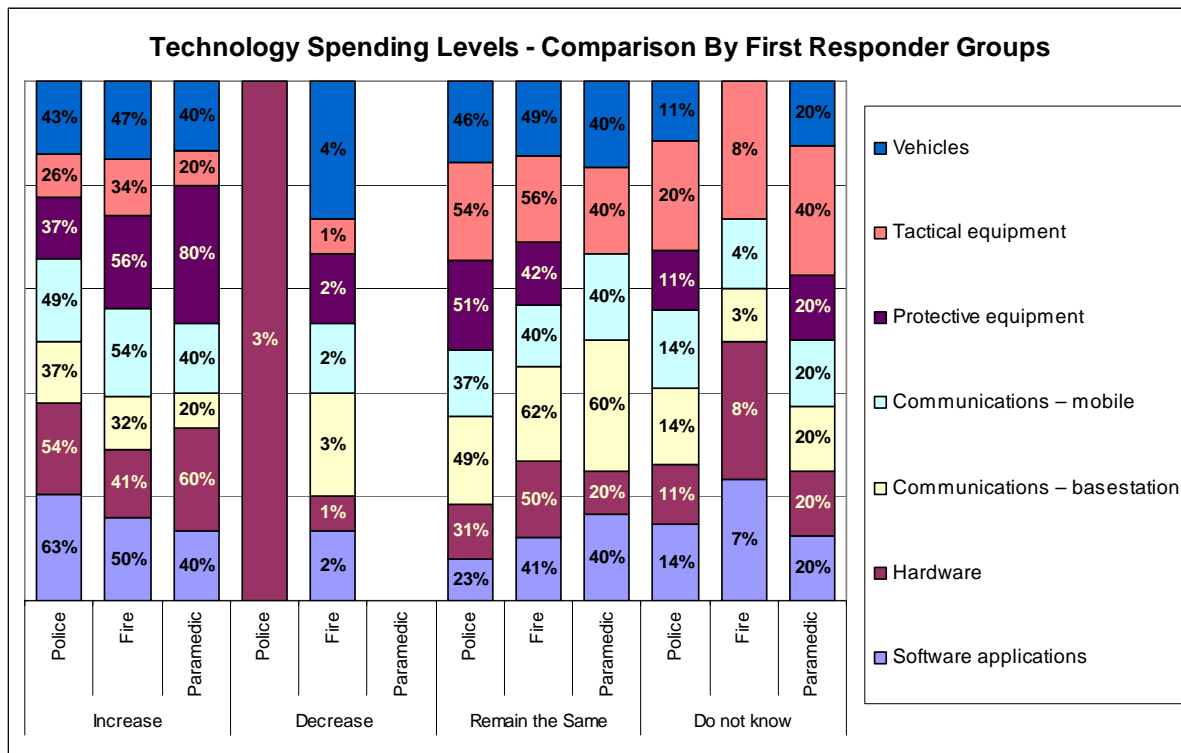


As demonstrated in the chart above, Fire Departments were most likely to be working with smaller budgets – 44% indicated having budgets of less than \$1 Million as compared to only 3% of Police Departments and 0% of Paramedic respondents indicating operating budgets less than \$1 Million.

Conversely, almost half of both Paramedic and Police respondents indicated having budgets of more than \$25 Million as compared to only 9% of Fire respondents.



Similar to the findings around budgets, Fire departments tended to be smaller in size of numbers of employees and volunteers as compared to the Police and Paramedic respondents. More than half of Fire respondents indicated having between 11 to 50 employees and volunteers whereas the vast majority of Police (42%) and Paramedic respondents (40%) identified having more than 500 on hand.

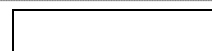


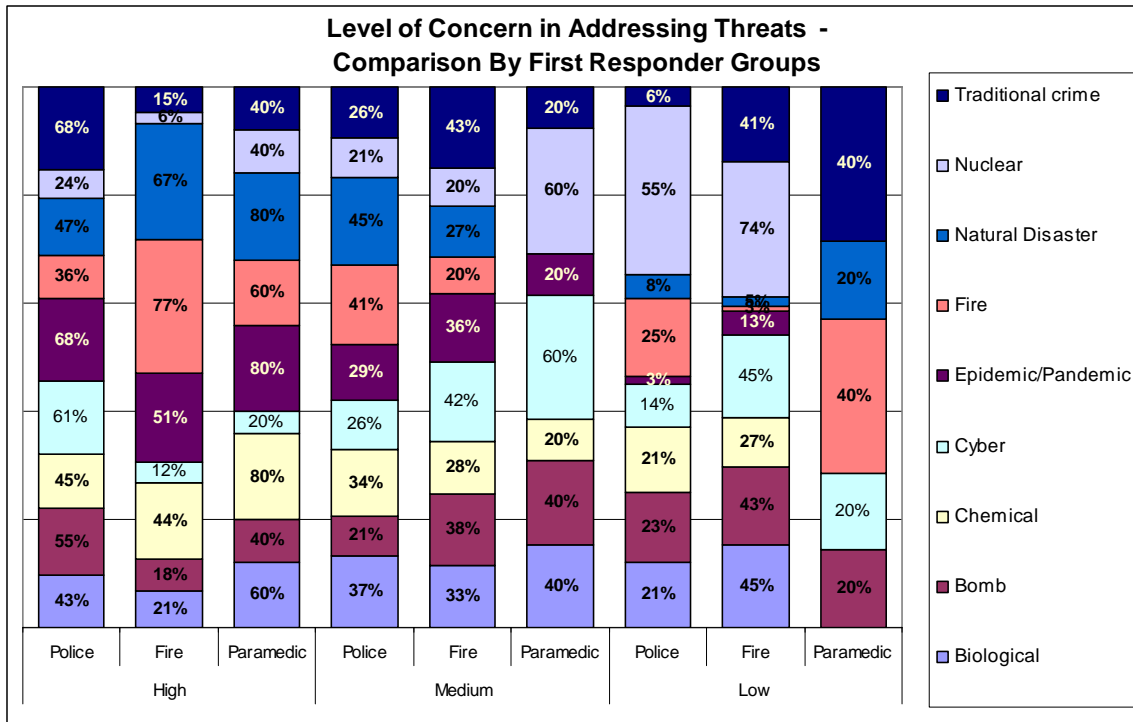
* Chart not to scale

As it relates to Technology Spending levels, the following was noted:

- Police Services reported the largest increase in the purchase of Software applications (63%)

- Both Fire and Paramedic reported largest spending increases for Protective equipment – 56% for Fire and 80% for Paramedic
- In terms of reported decreases in spending, 3% of Police respondents indicated that Hardware will be impacted (and was the only category identified as subject to spending decreases), while 4% of Fire respondents identified Vehicle spending would face cuts in spending. There are no reported areas facing spending decreases according to Paramedic respondents
- Spending levels remained somewhat consistent for all groups

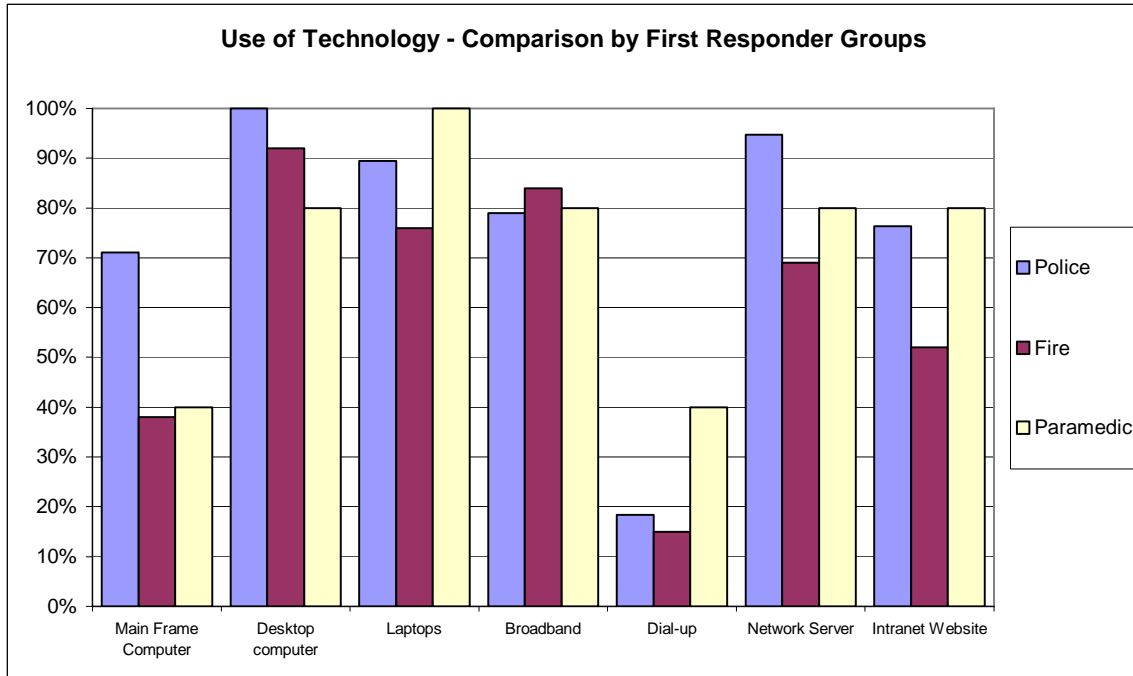




*Chart not to scale

The above chart demonstrates the following:

- Police Services identified Epidemic/Pandemic and Traditional Crime as the most significant levels of concern (68%) while Epidemic/Pandemic, Natural and Chemical Disasters were identified by Paramedics (80% each)
- Fire respondents naturally enough identified Fire threats as posing the highest levels of concern (77%), and Natural Disasters another significant area of concern (67%)
- Nuclear threat posed a low level of concern among Police and Fire respondents, but was identified as a medium level of concern among Paramedics

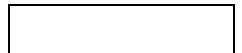


The above results indicate the following:

- 100% usage of Desktop computers in Police sector while Paramedic sector uses Laptop technology
- Low usage of Mainframe Technology with Fire and Paramedic sectors
- Broadband, Desktop and Laptop technologies all scored 75% or above with the three sectors
- Lowest technology usage was Dial-up

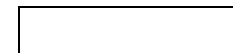
The table below provides the comparative details regarding the First Responders' satisfaction with certain aspects of their emergency preparedness capability.

	High Satisfaction			Medium Satisfaction			Low Satisfaction			N/A		
	Police	Fire	Para	Police	Fire	Para	Police	Fire	Para	Police	Fire	Para
Ability to adequately equip personnel	24%	52%	20%	24%	20%	0%	48%	27%	80%	5%	0%	0%
Ability to manage the supply/distribution of materials to personnel	40%	50%	20%	21%	24%	0%	32%	25%	80%	8%	0%	0%
Ability to manage the supply/distribution of materials to community	24%	27%	40%	24%	29%	0%	35%	42%	60%	18%	2%	0%
Ability to detect threats/risks	40%	18%	0%	22%	38%	20%	35%	37%	80%	3%	6%	0%
Ability to train personnel	42%	44%	20%	16%	21%	0%	40%	33%	80%	3%	1%	0%
Availability of overtime	50%	27%	60%	24%	19%	20%	24%	40%	20%	3%	13%	0%
Communications among First Responders	47%	38%	0%	24%	20%	20%	26%	41%	80%	3%	0%	0%
Communications plan	45%	38%	0%	37%	32%	25%	16%	29%	75%	3%	1%	0%
Communications with healthcare providers	32%	24%	40%	45%	35%	0%	21%	39%	60%	3%	1%	0%
Communications with other jurisdictions	45%	33%	20%	24%	27%	0%	29%	41%	80%	3%	0%	0%
Communications with residents/businesses	39%	22%	40%	26%	42%	20%	29%	35%	40%	5%	0%	0%
Preparedness plan	53%	54%	0%	29%	27%	20%	16%	18%	80%	3%	0%	0%
Training to test response capability	27%	34%	20%	32%	34%	0%	39%	31%	80%	3%	0%	0%
Information sharing with other jurisdictions	44%	31%	0%	26%	36%	20%	26%	32%	80%	3%	1%	0%



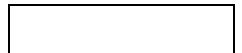
As revealed by the results, the following can be determined:

- Very few areas of Emergency Preparedness scored high levels of satisfaction
- Areas scoring the highest satisfaction levels are as follows:
 - Police - Preparedness Plan (53%)
 - Fire - Preparedness Plan (54%)
 - Paramedic - Availability of Overtime (60%)
- 9 areas of Emergency Preparedness scored an 80% low satisfaction score with the Paramedic sector
- Police indicated that *Ability to adequately equip personnel* was the area of lowest satisfaction (48%) while Ability to manage the supply/distribution of materials to the community was the lowest for Fire Respondents (41%) - both holding the potential for dire outcomes if not addressed



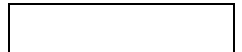
The table below provides the comparative details regarding the First Responders' satisfaction with the products they use.

	High Satisfaction			Medium Satisfaction			Low Satisfaction			N/A		
	Police	Fire	Para	Police	Fire	Para	Police	Fire	Para	Police	Fire	Para
Custom software	46%	12%	20%	35%	24%	40%	8%	8%		11%	55%	40%
Off-the-shelf software	87%	69%	60%	11%	23%	40%	3%	4%			4%	
Hardware	86%	77%	100%	11%	17%		3%	4%			2%	
Custom hardware	73%	44%		16%	16%	20%	0%	1%	20%	11%	39%	60%
Two-way radios	70%	65%	80%	14%	12%	20%	16%	22%		0%	1%	
Satellite telephone	41%	19%	40%	14%	19%	20%	5%	7%		41%	55%	40%
Cellular	84%	53%	60%	11%	21%		6%	24%	40%		2%	
Other mobile devices	75%	28%	50%	11%	28%		8%	11%	25%	6%	32%	25%
Compatibility	22%	22%		22%	13%	20%	53%	63%	80%	3%	2%	
Dispatch technologies	66%	43%	20%	23%	26%	40%	11%	30%	40%			
e-Learning	19%	16%	20%	39%	42%	60%	28%	28%	20%	14%	13%	
PPE	53%	76%	40%	22%	18%		25%	6%	60%			
ERM	59%	38%	40%	11%	30%	20%	29%	25%	40%		7%	
HRM	22%	19%	20%	46%	42%	60%	22%	25%	20%	11%	14%	
Incident Management Software	19%	24%		30%	33%	20%	33%	22%		19%	20%	
Outcall Notification solutions	19%	10%	40%	32%	29%	20%	21%	28%		27%	32%	
Geospatial	45%	30%	20%	14%	23%	20%	31%	17%		11%	29%	



As revealed by the results, the following can be determined:

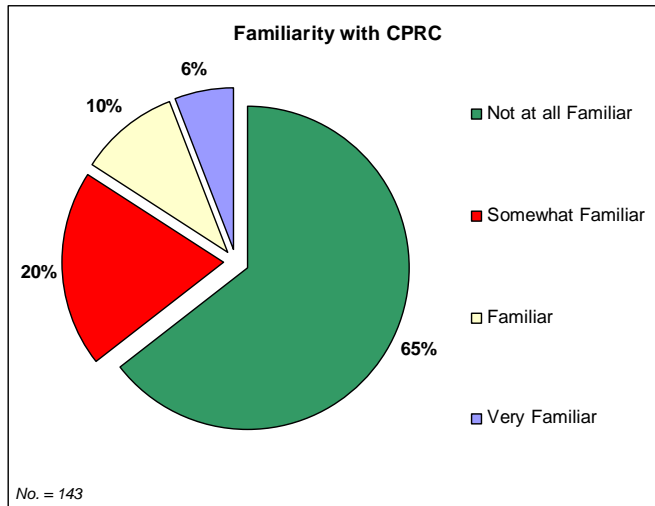
- Both Paramedic and Fire sectors ranked *Hardware* as the area of highest satisfaction (100% & 77% respectively)
- Police ranked *Off-the-Shelf Software* highest with a rating of 87%
- Other technology with high levels of satisfaction were cellular and two-way radios
- All three sectors were in agreement in ranking *Compatibility* as the area of lowest satisfaction



A First Responder Research Centre

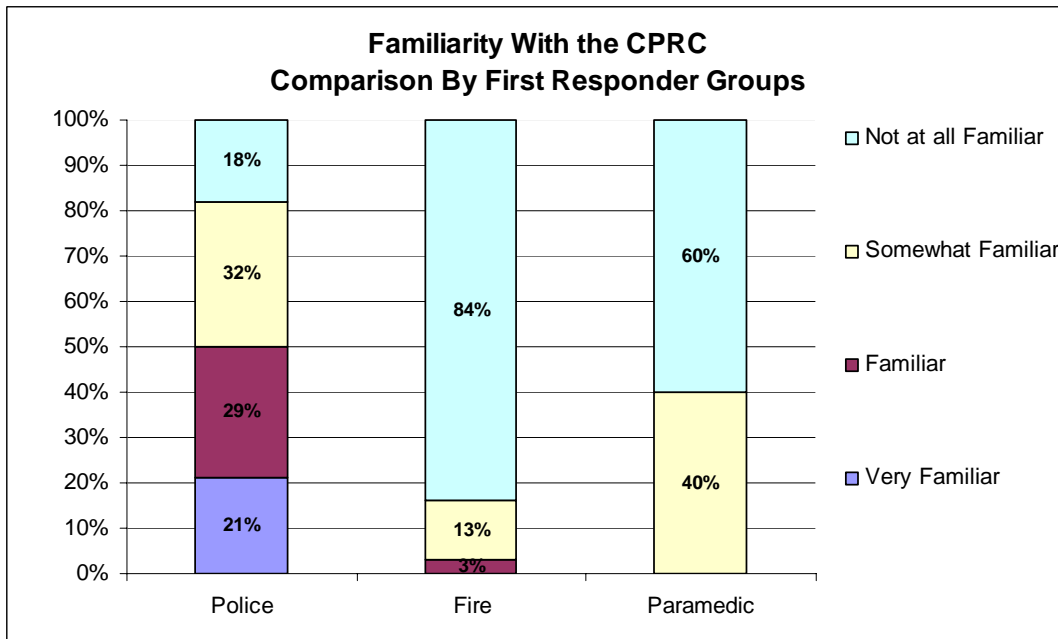
A primary objective of this study was to attempt to determine the need and potential for the creation of a centralized research centre and what services and priorities it could offer.

This section of the report relays these findings, and compares some of the applicable findings to those provided by vendors in the previously mentioned vendor study completed by CATA last year.



As represented in the chart to the left, most respondents were Not at all Familiar with the CPRC (65%).

Comparatively, half of Police respondents were 'Very Familiar' or 'Familiar' with the Centre. Fire respondents were the least familiar with 84% indicating they were 'Not at all familiar' with the CPRC.

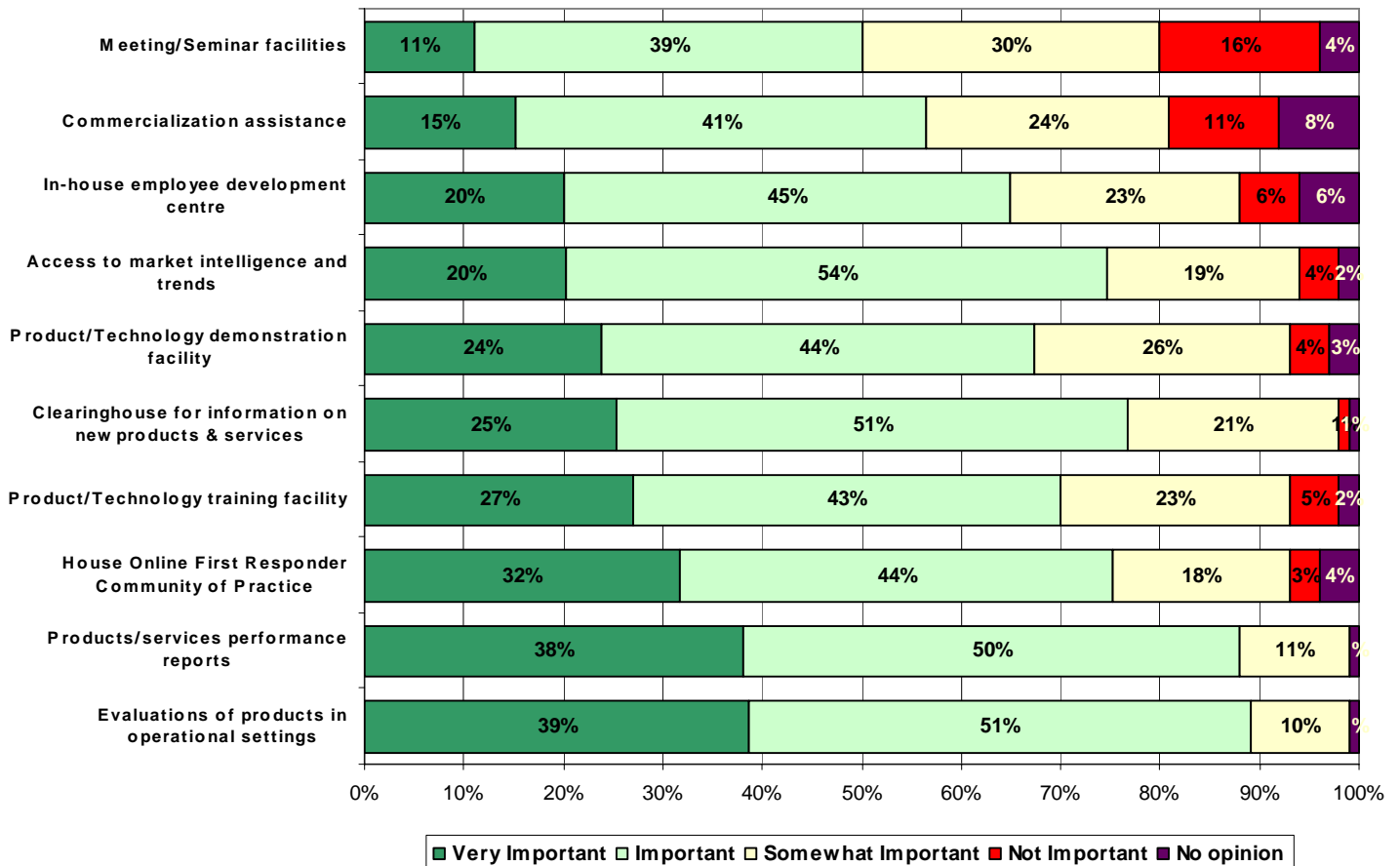


Vendors were also unfamiliar with the CPRC – 52% were 'Not at all familiar' and only 21% combined Very Familiar/Familiar ratings realized.

In creating a new research centre, a number of possible services can potentially be made available. A list of these were provided to respondents and they were asked to rate their level of importance.

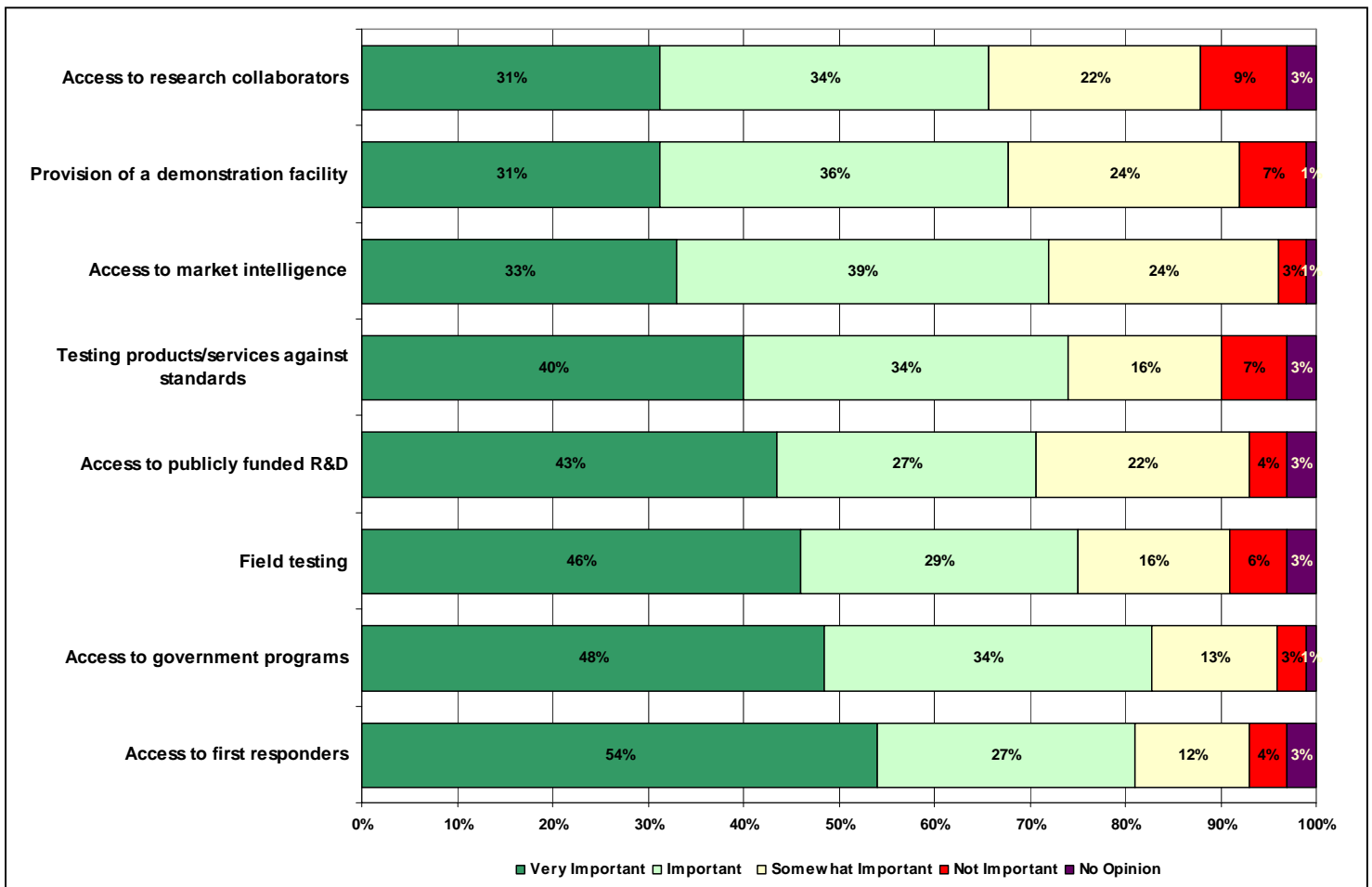
- The evaluation of products in an operational setting and providing performance reports on products were two of the highest rated categories; with almost 90% of respondents rating these services as either Very Important or Important
- Access to knowledge and expertise also received strong ratings overall, with services such as housing an online community of practice, acting as an information clearinghouse, and providing access to market intelligence and trends achieving almost 75% combined Very Important and Important ratings
- While still being rated strongly overall, those services receiving the highest Not Important results include the provision of meeting/seminar facilities (16%) and commercialization assistance (11%)

Importance of Potential Services offered by the Research Centre



For comparative purposes, the chart below **provides the ratings that vendors provided to a similar question in their study**. While the wording may vary, alignment in concepts between the two groups can be found:

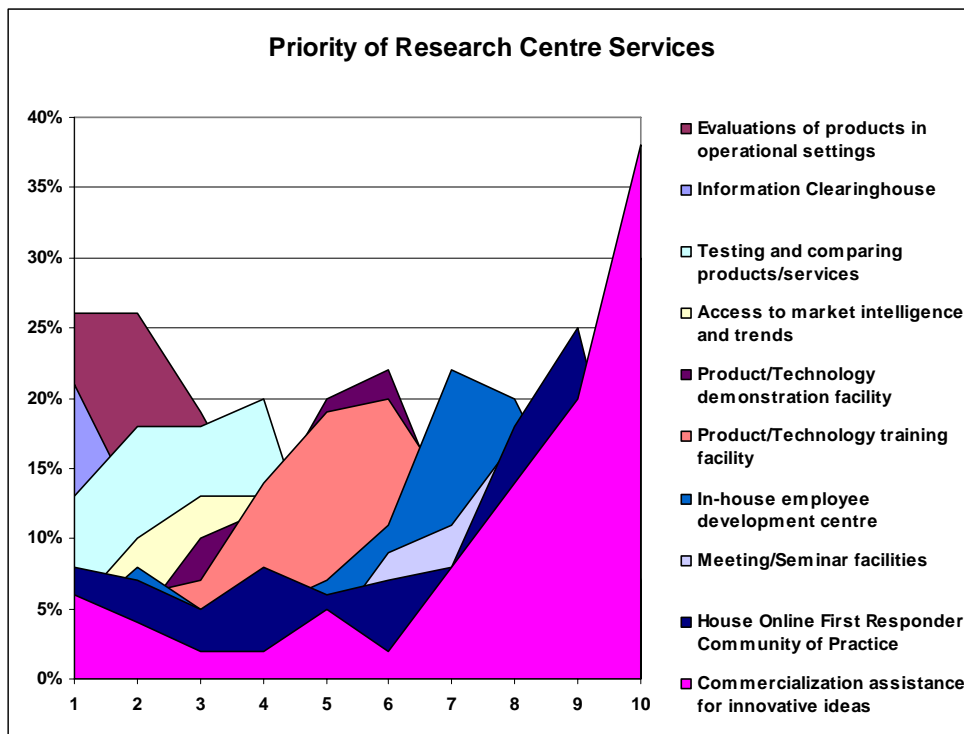
- Vendors identified Access to First Responders as a primary need from a centralized research centre. This was primarily in order to obtain First Responder’s input and assessment in their products’ design and development so as to provide products/services that conform with First Responder needs. First Responders agree that testing and assessment are important services required of a research centre – both groups would benefit from a centre that could facilitate the integration of First Responder knowledge and expertise from the earliest stages of development through to field testing and performance reporting
- Access to market intelligence was rated with similar levels of importance by both the Vendor community and First Responders
- Providing a product testing and demonstration facility was also highly rated by both groups



First Responders were asked to rank the same services as previously identified.

Rank	Service	Weighted Average
1	Evaluations of products in operational settings	7.95
2	Information Clearinghouse	7.04
3	Testing & comparing products/services to provide performance reports	7.00
4	Access to market intelligence and trends	5.78
5	Product/Technology training facility	5.61
6	Product/Technology demonstration facility	5.49
7	House Online First Responder Community of Practice	4.62
8	In-house employee development centre	4.59
9	Meeting/Seminar facilities	3.59
10	Commercialization assistance for innovative ideas	3.14

The area chart below demonstrates the priorities quite clearly – comparing this to a mountainous range whereby the peaks to the left and furthest in the background reflect the most sought after priorities and the ranges nearest to the foreground and highest to the right demonstrate the lowest set.

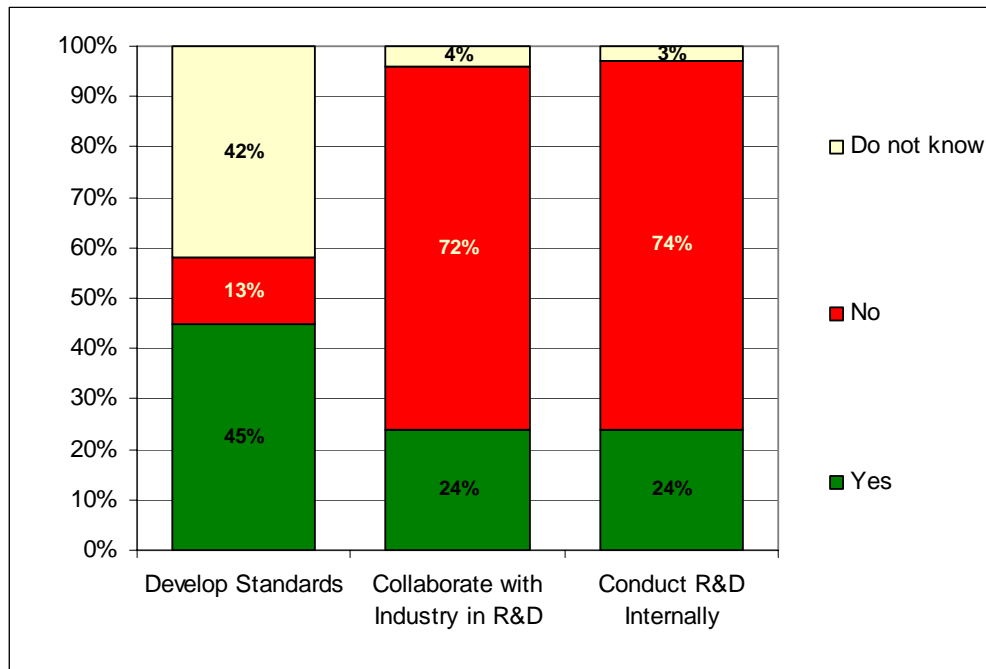


As the chart demonstrates and very much in line with the results rating their importance, product testing and information clearinghouse services were the highest ranked and commercialization and provision of meeting and seminar services were of the lowest ranked.

The one service that seems most impacted in terms of its perceived importance versus its ranked position is that of the provision of an online community of practice. While enjoying relatively high support in Importance ratings (receiving the third highest level of Very Important ratings overall), respondents were most inclined to rank it lower overall when assigning it a priority.

Standards and Product Development

First Responders were then asked a series of questions regarding their interest in engaging with the research centre in the development of product standards, and what existing R&D efforts were underway in collaboration with Industry or being completed internally.



In terms of assisting in the development of product and service standards, almost half of all respondents indicated they would be interested in participating in such an undertaking.

A clear majority of Vendors were interested in assisting in the development of Standards – 71% would participate.

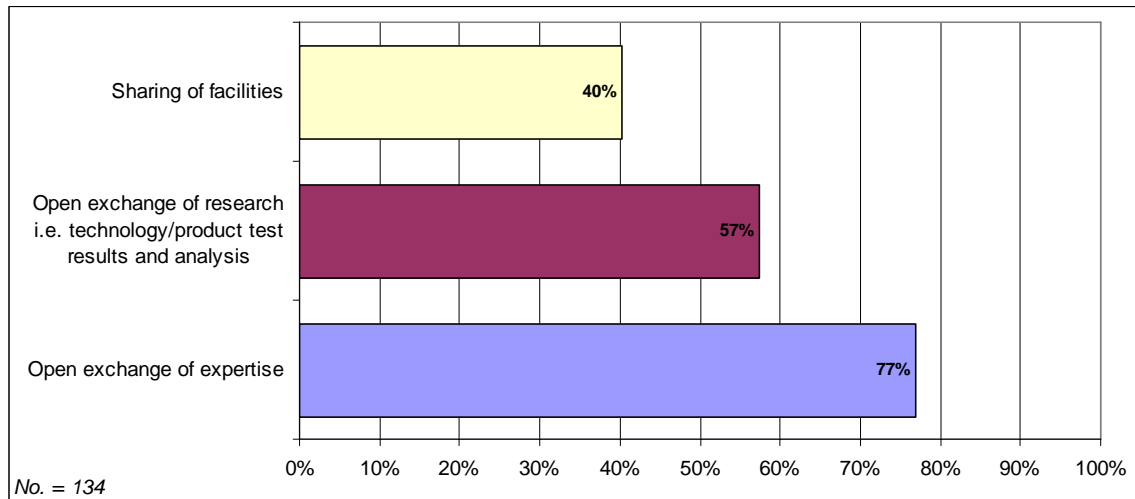
Demonstrating near-identical results, slightly less than ¼ of First Responders indicated they have collaborated with industry in conducting R&D, and a same amount indicate they are conducting internally-driven R&D projects with other partners.

The study then sought to identify what types of R&D projects were being pursued and with whom they were working. While the latter cannot be revealed due to confidentiality reasons, private sector firms included those in the ICT sector, including telcos, software providers, and network providers. Universities, medical research organizations and security product providers were also identified.

In terms of the type of projects being conducted, the following is a short list of some of the more frequent or unique responses:

- Breathing Apparatus
- Lights-LED for Unmarked cars
- Electronic reporting tablets for medical reports
- Training materials for alternative learning styles.
- Wildfire protection
- Personal protection apparel
- Interoperable communication systems
- CCTV - In car cameras
- Contact centre operations
- Wireless surveillance
- Mapping and information gathering tools
- Wireless applications

Finally, respondents were asked to identify in which of a provided set of options they would consider engaging with other First Responder organizations, within the scope of R&D projects and collaboration. As demonstrated in the chart on the following page, the majority would openly exchange expertise and research, but only 40% identified that they would be willing to share their facilities. This is indicative of the already limited availability of space and resources facing First Responders, and argues well for the need for a centralized research centre to provide them.



A final question allowed First Responders to provide an open-ended response regarding any other services they would like to see a research centre provide. While many reiterated the need for already identified services, a number of unique suggestions were provided:

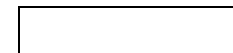
- Consumer site visits (road exhibitions of various products)
- Research areas of joint response/training among First Responders
- Creating standards to be met for interoperability, i.e. demanding that certain agencies take part in joint exercises
- Help overcome/deter "empire protection"
- Current data on existing and emerging emergency trends
- A clearing house of ideas and a way for First Responders to share and test new ideas – described as long overdue
- Assist in the development of new communications for breathing apparatus
- National coordination of training materials - training aids, lesson plans program specific - i.e.: National Incident Management System (USA)

The table below provides the comparative details regarding the level of importance First Responders place on the possible services a research centre could provide them.

	Very Important			Important			Somewhat Important			Not Important			No opinion		
	Police	Fire	Para	Police	Fire	Para	Police	Fire	Para	Police	Fire	Para	Police	Fire	Para
Information Clearinghouse	39%	20%	20%	47%	51%	60%	11%	26%	20%		2%		3%	1%	
Evaluations of products in operational settings	50%	34%	40%	47%	52%	60%		14%					3%		
Testing and comparing products	53%	32%	40%	39%	54%	60%	5%	14%					3%		
Access to market intelligence and trends	26%	15%	60%	58%	54%	40%	13%	22%			6%		3%	2%	
Product/Technology demonstration facility	26%	22%	40%	39%	46%	40%	26%	26%	20%	5%	3%		3%	3%	
Product/Technology training facility	26%	28%	40%	42%	45%	20%	24%	20%	40%	5%	5%		3%	2%	
In-house employee development centre	16%	21%	40%	47%	46%		26%	21%	40%	8%	6%		3%	6%	20%
Meeting/Seminar facilities	11%	10%	40%	34%	43%		24%	34%		24%	12%	40%	8%	1%	20%
Online First Responder Community of Practice	26%	33%	60%	55%	40%	20%	13%	20%	20%	3%	3%		3%	4%	
Commercialization assistance	18%	14%	20%	45%	41%	40%	24%	24%	20%	5%	14%	20%	8%	8%	

The results reveal:

- The sectors believe that the most important benefits of the research centre are Information Clearing House, Evaluations of products in operational setting, Testing and comparing products and Access to market intelligence and trends
- Police and Fire sectors determined that *Evaluation of products in operational setting* was the most important priority , while Paramedics *felt Access to market intelligence and trends* was priority
- 40% of Paramedic sector indicated that Meeting/Seminar facilities were not important



Conclusions

For the CPRC and First Responders

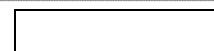
There is a clear opportunity to facilitate communications, information sharing and cooperation amongst First Responders and Canadian public safety stakeholders. One organization can work to satisfy the sector's identified top three needs: information clearinghouse, evaluations of products in operational settings and testing and comparing products. In Fact, the CPRC has been doing exactly that for some time for the Police community. A move toward expanding the CPRC's main client base from Police to encompass public safety providers in general would be most welcome.

The CPRC can be the catalyst for change — the *de facto* vehicle for the exchange of information and ideas about technology for First Responders. By facilitating communications amongst Canadian public safety stakeholders and by providing opportunities for meaningful research and development, the CPRC can foster much needed advancements in technology improvements for all Canadian First Responders. It's also an opportunity to harness the organization's expertise in science and technology knowledge as a result of research, development of standards, product evaluation, technology transfer and science and technology advocacy.

Police and public safety providers are Canada's first line of defence for terrorist attacks, natural disasters, criminal behaviour, and public cries for help through the 9-1-1 systems. The vast majority of these agencies do not have a federal voice. The CPRC can become the vanguard, advocate and proxy voice for police and public safety science and technology within the federal government. It also makes good business sense — driving improvements in Canadian public while maximizing efficient use of resources.

As well, it's clear that the number one issue facing First Responders is inter-agency interoperability. While the lack of interoperability has been known for some time, the agencies and jurisdictions that should be able to communicate with each other still often can't. Some good work has been completed. However, there's a need for a more wide-scale and inclusive approach to interoperability work across the country. The CPRC has already started the process bringing together the collective wisdom of public safety and communications leaders and experts through the creation of the Canadian Interoperability Technology Interest Group, but more can be done. A unified approach to problem solving by all First Responders for First Responders is sure to pay dividends.

The ultimate goal should be to improve the ability of public safety providers to do their job. A focus on cooperation improves the ability of First Responders to work together. Equally important, a cooperative presents a significant opportunity to promote



cost-savings and take advantage of leveraging existing investments and/or resource sharing. The CPRC can deliver results.

For the Business Community

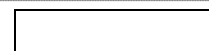
The report identifies key challenges and opportunities for any Canadian business providing or seeking to provide their services to First Responders, and the proposed development of a centralized research facility could provide to be an excellent catalyst for bridging the gap between the business and First Responder communities.

As one of the primary issues facing First Responders is that of interoperability, ICT companies should seek to proactively work with First Responder and government stakeholders to better understand the complexities of the issues and resolve to find ways to work with traditional competitors to attempt to resolve incompatibilities in what is essentially similar technologies; thereby avoiding reported situations where First Responders within the same community cannot speak to one another due to the use of different two-way radio products or communication frequencies.

The results also demonstrate that many products/services being sold to First Responder groups are not meeting with expected performance levels. This may be in part due to a lack of sufficient funding to conduct adequate field testing of the product against specs, or budgetary constraints preventing them from purchasing the best-of-breed offering, but there is evidence that it could also stem from insufficient levels of collaboration and understanding between the vendor community and First Responders in the product or service's initial development. By bringing First Responders and vendors together in the early R&D stages, products and services will undoubtedly improve as a result.

Further to the above, the vendor community should seek to become more involved in the development and adoption of product and service standards for First Responder groups, potentially including the rise of a recognized certification program.

Finally, given the unique operating environment and challenges facing First Responders, vendors should do more to engage with and understand these challenges, and seek to create custom products and services to address their needs as the survey results would seem to indicate that many First Responders identified that customized solutions were not applicable to be rated, while at the same time pointing to the unsatisfactory results of off-the-shelf or currently-used products/services.



For the Government, NGO, and Special Interest Groups

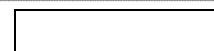
The concerns expressed by First Responders are outside their individual capabilities to address. There is a need for all orders of government to work together to address these concerns. In addition, it is evident that many different stakeholders are consulted or interact with First Responders on a daily basis, and they too must become more proactively involved and advocates for First Responders.

Police services and other public safety First Responders across Canada must be able to access information on S&T advances in products, services, and investigative techniques that will help them do their work efficiently and effectively. CPRC has acted as a central contact point to which First Responders can direct queries relating to their requirements, and through which they can contact other police forces which have had experience dealing with similar needs thus facilitating the identification of goods and services that meet their requirements. Governments and other stakeholders should encourage the First Responders in their jurisdictions to make use of this service as CPRC expands its capabilities to address the three First Responder groups.

There is equally strong support for the proposition that the CPRC should operate as a national public safety research centre broadly defined. At present there is little Canadian capacity to undertake research for public safety organizations other than the CPRC. There is no Canadian organization other than the CPRC with a formal broad mandate to undertake such research across the full spectrum of multi-jurisdictional public safety operational requirements. First Responders, governments and stakeholders should work together with the CPRC to collaborate and coordinate research. To date, CPRC has undertaken and/or supported more than 200 R&D projects that directly addressed the needs of First Responders and has helped to commercialize more than 125 Canadian-developed technologies for both the domestic and international policing market.

As a National Network for Testing and Evaluations in Operational Settings, CPRC will help define needs and undertake field testing on behalf of First Responders and host special programs and demonstrations to work collaboratively nationally and internationally with the research community, First Responders and industry to undertake projects and share best practices.

An Information Clearing House, CPRC can provide an international resource centre with technology foresight capabilities in order to provide access to relevant scientific and technical information to guide developments and to disseminate the results of tests and evaluations to First Responders and decision makers. To date CPRC has disseminated over 200,000 reports to its stakeholders.



As a Commercialization Catalyst, CPRC will assist industry, researchers and First Responders to serve as the cornerstone to create the fifth largest Security Cluster in the World.

Given the critical importance a centralized First Responder could play in securing the well-being and safety of First Responders and every Canadian citizen they protect, the on-going support, advocacy and leadership of government stakeholders at every level will be a critical factor in helping to achieve their aims.

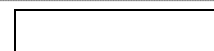
Next Steps

A number of initiatives have been identified as necessary as a result of this study, and through other discussions resulting from it. Some are already underway and others require the support of key industry and government stakeholders, as well as First Responders themselves.

- **Canadian Interoperability Technology Interest Group (CITIG)** – The Canadian Interoperability Technology Interest Group (CITIG) brings together representatives from public safety, industry, academia and government to help shape the direction of research and development activities related to interoperability amongst Canadian public safety providers. It provides a forum where aspects of the five elements of the interoperability continuum governance, standard operating procedures, technology, training & exercise and usage can be understood, designed, tested, negotiated, implemented, trained, exercised, standardized and shared.

Launched in April 2007 by the CPRC in conjunction with the Informatics Committee of the Canadian Association of the Chiefs of Police (CACCP), the CITIG aims to (i) address the challenges faced in finding funding for interoperability research, (ii) encourage economies of scale and a more standardized approach to interoperability across the country; (iii) reduce obstacles in bringing interoperability solutions to life (i.e., procurement by providing an arm's length testing ground); and (iv) provide a unique and effective information-sharing forum for the benefit of the broad public safety community.

All public safety practitioners or industry, academic or government representatives interested in advancing Canadian public safety interoperability are invited to learn more – visit <http://www.cprc.org/citig/>



- **Future research** – while this study provides a solid series of indicators to work with, it is by no means comprehensive nor representative enough to derive a series of set final conclusions from the findings. Other studies are currently being planned that will compliment and augment these results. Three other studies are currently being planned for the near future and for which the support and participation by many groups is still yet required:
 1. **A second iteration of this study** – using the existing study as the benchmark, a revised survey instrument and engagement strategy is being formulated towards the ends of capturing similar and complementary questions, while also drilling down on the issues raised herein. The next study may also seek a broader respondent base to include not just the Chiefs, but those on the front lines as well. Other key First Responder associations will be included in the hopes of also generating a larger representative sampling of the First Responder population, especially among Paramedic organizations.
 2. **Public Safety Stakeholder Roadmap** – seek to better understand the demographics and ‘web of influence’ of key players in emergency response segment of Public Safety at the federal, provincial and municipal levels.
 3. **Interoperability Town Hall** – planned for an inaugural launch in Ottawa in early Spring of 2008, this town hall will bring together key government policy makers, industry and First Responders stakeholders to address the issues of interoperability among First Responders in the areas of governance, technology, standard operating procedures, training and exercises, and usage. Potential of becoming a national consultation vehicle.
- **Creation of a First Responder-Industry Collaboration and Procurement Portal** – envisioned as a centralized online community allowing both First Responders and vendors to better engage one another by offering information and services that would be vital towards developing stronger relationships and understanding between the two groups. Some of the proposed functionality of this portal could include:
 - A searchable online database of known and emerging vendors to Canadian First Responder organizations

- A national proposal tendering and distribution centre – providing First Responders with access to even larger base of suppliers, and granting vendors access to previously unavailable markets/clients
- An information clearinghouse – providing both First Responders and Vendors with current information on the development of new product/service certification and standards, product assessments, collaboration opportunities, research/study results, best practices, etc.
- **Major Event Security Management Conference** – in the preliminary planning stages for delivery in Fall of 2008 in Vancouver, B.C., this Canadian World Summit will seek to bring together the foremost leaders in the world of major event security management. Participants are intended to include global security experts such as Beijing Olympic security organizers, Israeli security consultants, and Canadian experts represented by the RCMP and CSIS.
- **Continued Advocacy** – CATA will continue to be a strong voice and proponent for Canadian First Responders and encourage continued support for the CPRC mandate.

Get Involved

To learn more on these planned initiatives and how to become better involved, please contact the following people.

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Appendix A – Invitation Template

This template is to be provided to our partnering organizations for use, in whole or in part, for the promotion of the survey to their members.

Police Respondents –Chiefs and Executive Team

Fire Respondents –Chiefs and Executive Team

Paramedic Respondents –Supervisors... Executive Team

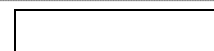
Emergency Aid Organization Respondents – CEO and C-Suite

Subject Line: Participate in First Responder National Consultation



[Salutation],

ORGANIZATION NAME is partnering with the Canadian Police Research Centre (CPRC) and a consortium of national First Responder stakeholders in an unprecedented national study aimed at identifying First Responder technology, emergency preparedness and research needs and challenges



ORGANIZATION NAME is asking you to participate in a comprehensive online survey. The survey will take approximately 20 to 30 minutes to complete and may require the input of others on your executive team. For this reason, there is a 'Save and Return' feature that will enable you to start, save and return to the survey at any time and as many times as needed.

The survey will be available online until April 30.

We strongly encourage you to take part in this initiative as the strength and validity of the potential advocacy and policy positions we derive from the results grows in direct proportion to the number of you who respond.

To access the study, please use the following link: [LINK]

You may also choose to participate in a telephone interview along with or in place of completing the online survey. Contact Steve Palmer at the CPRC to register your interest in the interview option.

Thank you in advance for your participation in this important study. The report is planned for publication in July 2007 and we will forward you a copy when it has been released.

Please feel free to contact us directly with any questions or concerns regarding your participation in this study.

