

Clause embodied in Report No. 12 of the Policy and Finance Committee, as adopted by the Council of the City of Toronto at its meeting held on October 2, 3 and 4, 2001.

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**Activation of Emergency Operations Centre on
September 11, 2001, and City of Toronto Emergency Plan**

(City Council on October 2, 3 and 4, 2001, amended this Clause by adding thereto the following:

“It is further recommended that:

- (1) Mayor Lastman, the Chief of Police, the Fire Chief and the General Manager of Emergency Medical Services, together with the Medical Officer of Health and the Commissioner of Works and Emergency Services, if deemed appropriate, be requested to meet with the Premier and the Prime Minister, with a view to obtaining the necessary funding for the actions outlined in the joint presentation dated October 3, 2001, from the City of Toronto’s Emergency Services, entitled ‘Enhanced Emergency Management for the City of Toronto’, and Mayor Lastman be requested call a special meeting of City Council to discuss the report implementation once the meetings have taken place;*
- (2) the Commissioner of Works and Emergency Services, in consultation with the appropriate City officials, be requested to discuss with the Toronto Police Service, and any other appropriate authority, how to improve security at Toronto City Hall, and to report thereon to the Administration Committee in November 2001; and*
- (3) the Greater Toronto Airports Authority be requested to advise Council on the possibility of having the Royal Canadian Mounted Police (RCMP) handle airport security, and on airport security measures currently in place.”)*

The Policy and Finance Committee reports having:

- (1) concurred with the Recommendation embodied in the following report;**
- (2) requested the Acting Chief Administrative Officer to submit a report to the Policy and Finance Committee on ways to improve emergency responses such as the responses implemented on September 11, 2001; and**
- (3) requested the Commissioner of Works and Emergency Services to review the City’s Emergency Plan in light of what happened in New York and Washington on September 11, 2001.**

The Policy and Finance Committee submits the following report (September 17, 2001) from the Commissioner of Works and Emergency Services:

Purpose:

To provide an overview of the activities of the Emergency Operations Centre on September 11 through 12, to summarize the various initiatives undertaken to improve the City's emergency preparedness over the past three years and to provide a synopsis of the administration of the City of Toronto Emergency Plan.

Financial Implications and Impact Statement:

There are no financial implications arising from this report.

Recommendation:

It is recommended that this report be received and forwarded to City Council and Community Services Committee for information.

Background:

On the morning of Tuesday, September 11, 2001, the United States suffered terrorist attacks in New York City, Washington D.C. and Pittsburgh, Pennsylvania. The Mayor's Office was in contact with the Prime Minister's Office and the Premier's Office. The Mayor and Deputy Mayor then met with senior City staff, the Deputy Chief of Police, the Fire Chief and the General Manager of Emergency Medical Services and held a press conference to reassure the public and to confirm the City's readiness to provide assistance.

In order to focus activities dealing with public concerns in Toronto and to provide a co-ordinated approach to any requests for assistance which might arise, Toronto Police Services requested activation of the Emergency Operations Centre (E.O.C.) as of 1:00 p.m. This involved use of elements of the City's Emergency Plan, but not the declaration of an emergency as provided for under the plan. The aims of the plan are to:

- (1) provide the framework within which extraordinary arrangements and measures can be taken to protect the health, safety, and welfare of the inhabitants of Toronto when faced with a major emergency; and to,
- (2) increase the emergency response capability of the City of Toronto by establishing a plan of action to efficiently and effectively deploy emergency services.

The three City of Toronto emergency services – Emergency Medical Services, Fire Services and Police Services operate on a daily basis with a high degree of co-ordination and shared use of resources, with the assignment of a lead for incident command varying with the nature of the situation. Each had immediately activated their own command structures following the attack.

In this instance given the major and unusual nature of the incident, Toronto Police Services determined that there was the need to activate the E.O.C. as a co-ordination centre and to request a meeting of all 28 members of the City Emergency Planning Committee. Staff representatives of all member organizations as well as the Mayor and Councillor Brad Duguid as Chair of the Community Services Committee were present. A representative of the Province's Emergency Measures Office was also present to monitor the City's activities and to act as a liaison with the Province.

The situation in the United States triggered activation of the Provincial Operations Centre and E.O.Cs. by the Greater Toronto Airport Association, as well by municipalities across the Province. The various E.O.Cs. typically remained in operation until the afternoon of Wednesday September 12.

Comments:

(1) Operation of the E.O.C.:

The following activities were undertaken at the Toronto E.O.C. on September 11 and 12:

providing members with an overview of actions taken by Toronto Police Services to provide heightened visibility of Police presence in the community, and to deal with the traffic management and crowd management in the core caused by some employers allowing employees to leave before noon;

- (a) resolving specific issues facing member organizations;
- (b) sharing information on activities underway at other E.O.Cs.;
- (c) co-ordinating the marshalling of resources should assistance be required;
- (d) developing contingencies for dealing with the accommodation needs of stranded travelers from Pearson International Airport; and,
- (e) co-ordinating public information and media enquiries.

The Acting CAO had two conference calls during Tuesday with other CAOs across the Province and with representatives of the Province. All information from these calls was also shared at the E.O.C.

E.O.C. representatives held a news conference at 5:00 P.M. to re-iterate that there had been no information to suggest that there were any targets in Toronto or Canada, to provide a brief update on activities and to provide telephone numbers for the public seeking to donate blood, or looking for family members. Access Toronto, operated by the Corporate Services Department, had received some 54,000 enquiry calls, mainly from those seeking to provide shelter and assistance, and remained open until 9:30 p.m. to respond to enquiries.

Based on feedback from other locations and levels of government, it became apparent about 6:00 p.m. on September 11th that any requests for assistance would come over the next few days rather than in hours. The E.O.C. was placed on skeleton operation with two Emergency Planning staff of Works and Emergency Services continuing to be available to answer enquiries and to call for a ramping up of the E.O.C., should the need arise. The skeleton operation continued until about 2:00 p.m. on Wednesday when a decision was made to shut down operations.

(2) Actions Undertaken to Date to Improve Preparedness and Response:

Since the formation of the new City of Toronto, City staff, with the support of Council, have undertaken a number of initiatives to improve the City's emergency preparedness and response. Most initiatives have been the subject of previous reports through Community Services Committee and of review through the budget process. For the sake of brevity, the following list provides a brief overview of the major initiatives:

- (a) creation of a new Emergency Plan for the City of Toronto with the latest update occurring in March 2001;
- (b) scheduling regular meetings of the Emergency Planning Committee;
- (c) relocation and expansion of the E.O.C., opening in spring 2001;
- (d) entering into mutual aid assistance agreements with York and Durham, with Peel under review, and creation of a response protocol;
- (e) use of Y2K as an emergency planning and response exercise with activation of the E.O.C. on December 31st, 1999;
- (f) preparation and distribution of 675,000 copies of a pamphlet for residents on steps to be undertaken in various emergency situations;
- (g) creation of an Emergency Preparedness website within the Corporate site.
- (h) creation of an emergency planning unit in Works and Emergency Services to assist in co-ordinating the development of emergency plans across the corporation;
- (i) creation of the second Heavy Urban Search and Rescue (HUSAR) Team in Canada with staff of Fire Services, EMS and Police trained to deal with search and rescue of people trapped by structural collapse;
- (j) creation of a Critical Care Unit within EMS in conjunction with Sunnybrook Hospital;
- (k) incident management training sessions, in conjunction with the Province, for emergency and non-emergency staff;

- (l) inter-agency simulations by some Emergency Planning Committee members;
- (m) creation of back-up locations for 911 and Police dispatch and for Fire and EMS dispatch;
- (n) integrated and upgraded radio communications system for Fire and Police;
- (o) consolidation and automation of Fire Services dispatch and linkage to EMS dispatch system; and,
- (p) review and upgrading of the City's emergency public information services, both during and in the aftermath of emergencies.

Throughout these initiatives, staff have sought to improve linkages with Emergency Measures Ontario and to access all training and funding programs available such as the JEPP funding program used for the training and equipment associated with the HUSAR program. Toronto Fire Services proposed and was granted \$200,000 in JEPP financing in 2000-2001 for the HUSAR program.

(3) Administration and Activation of the Emergency Plan:

The Emergency Plan is a tool to assist responders in their emergency response activities. It must be flexible enough to adapt to a broad spectrum of emergencies. The Emergency Plan is an umbrella document, with each of the organizations and agencies involved having specific plans for activities within their jurisdiction. The following presents a brief overview of administrative framework of the Plan.

(a) Authority:

The plan is provided with legislative authority under the Emergency Plans Act, R.S.O. 1990, c. E-9. and municipal authority under the City of Toronto Municipal Code Chapter 59, Emergency Planning. The Mayor is authorized to declare an emergency, and employees of the municipality are authorized to take action. The administration of the plan rests with the office of the Manager of Emergency Planning in Works and Emergency Services.

(b) Emergency Planning Committee:

The plan sets out the membership, responsibilities, and objectives of the 28 member planning committee. The smaller Municipal Control Group has the authority to make decisions on behalf of the City. The Municipal Support Group is composed of the members of the Planning Committee not on the Municipal Control Group, with each member having the authority to make decisions within their agency's jurisdiction.

(c) Plan Implementation:

The Police Communications Centre usually conducts the notifications necessary to convene the Municipal Control Group, which then decides on the declaration of emergency and follows the prescribed process including notification of the Province. The CAO and the Chief of Toronto Police Services serve as Chief Operations Officers of the Municipal Control Group and as such, act as the co-ordinators of all emergency response and support activities from the E.O.C. to the emergency site(s). A command post would normally be established at each emergency site. In this particular incident on September 11th, the Emergency Planning Office staff of Works and Emergency Services were requested to provide the notification.

(d) Agencies Duties and Responsibilities:

The plan sets out the responsibilities of the members of the Municipal Control Group: the Mayor, the CAO, the Manager of Emergency Planning, heads of the three emergency services, the Medical Officer of Health, the Commissioners of Works and Emergency Services and Community and Neighbourhood Services and members of the Municipal Support Group as required.

Conclusion:

Toronto's E.O.C. was activated on September 11, 2001 as means of co-ordinating the City's activities in providing public information and in organizing potential assistance to the United States. This is consistent with the intent of the City's Emergency Plan even though an emergency was not declared in the City of Toronto. City staff have undertaken a number of initiatives to improve preparedness and response, to both day-to-day emergencies, largely co-ordinated through the three emergency services, and to a major emergency. As is usual after any activation of the E.O.C., a meeting of the Emergency Planning Committee will be scheduled in the next few weeks to review the activities undertaken and see what was learned.

Contact:

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(City Council on October 2, 3 and 4, 2001, had before it, during consideration of the foregoing Clause, the following communication (October 3, 2001) circulated at the request of Mayor Lastman, entitled “Enhanced Emergency Management for The City of Toronto”:

*Enhanced Emergency
Management*

For

The City of Toronto

October 03,2001

*Toronto Enhanced Emergency Management
Highlights*

- *Toronto is Canada’s largest city and is the economic engine of our country’s economy.*
- *Our current level of emergency preparedness is based on the resources made available to date, but there are concerns with the response capabilities of the emergency services.*
- *September 11, 2001 attack on New York City has shown us that our way of life is at risk.*
- *A review by the emergency services has shown that Toronto’s emergency preparedness needs to be improved in terms of planning, training and equipment resources.*
- *Improvements and enhancements include:*
 1. *Intelligence support*
 2. *Expand emergency management*
 3. *Develop our Heavy Urban Search and Rescue team*
 4. *Initiate a Weapons of Mass Destruction response team*
 5. *Add a multi-agency helicopter to the fleet*
 6. *Hire an additional 55 firefighters*
 7. *Harmonize EMS with police and fire radio system*
 8. *Hire 12 additional tactical paramedics*
- *3 year phase in plan.*

<i>Three-year expenditures, Enhanced Emergency Management Programs</i>			
Item	2002*	2003*	2004*
<i>Intelligence Support</i>	5.9	3.8	3.8
<i>Emergency Management</i>	6	3.5	3.5
<i>Heavy Urban Search and Rescue</i>	1	0.7	0.7
<i>Weapons of Mass Destruction</i>	3.2	1.1	1.1
<i>Helicopter</i>	3.15	2.85	2.85
<i>Fire Fighters</i>	3	3.285	3.689
<i>Radio Harmonization</i>	2.2	1	1
<i>Tactical Paramedics</i>	0.8	0.8	0.8
Total \$ millions	25.25	17.035	17.439
<i>* all prices in millions CDN \$</i>			

Table from page 2

Executive Summary

As a result of recent events a review was undertaken by the emergency services to report on the realistic emergency response capabilities in Toronto that can be achieved with the current level of resources.

Toronto is Canada's most populous and diverse city and is the 5th largest municipality in North America. Toronto is home to 25% of the 10 million people who reside in Ontario and forms the hub of a GTA area that is home to 1 in 12 Canadians. As such, our urban centre has a wide variety of risks that pose a threat to the safety of emergency responders and the public.

It's the heart of Canadian Big Business. Executive offices, manufacturing facilities and major pieces of government infrastructure are all based here. Not to mention that 2.5 million people have made this city home. We also host 16 million visitors each year who choose Toronto in part because of its record of cleanliness, safety and points of interest.

New York City is the economic engine for the US economy, but the country's vast infrastructure allowed the US economy to continue. Toronto is the economic engine of Canada. However our infrastructure is not as well protected and our limited ability to recover from such an attack would have a devastating effect on the economy of the entire country.

Prior to September 11, 2001, the emergency services in the City of Toronto were involved in emergency preparedness and response activities. A level of preparedness has already been attained based on the resources available. Since September 11 our review has highlighted ways in which we can enhance our preparedness to a level that is more realistic and operational.

Following a presentation and discussion on October 1, 2001, Chief of Police Julian Fantino, Fire Chief Al Speed and General Manager of EMS Ron Kelusky requested the identification of

the needs of emergency services in order to bring the City up to a level of appropriate emergency preparedness and response.

The numbers included in this package represent a best estimate. They include startup costs and partial annual operating costs.

The enhancements have been broken down into the following projects.

Project Summary

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| 1. Intelligence support | (see Appendix A) |
| 2. Enhanced Emergency Management | (see Appendix B) |
| 3. Heavy Urban Search and Rescue (HUSAR) | (see Appendix C) |
| 4. Weapons of Mass Destruction (WMD) | (see Appendix D) |
| 5. Helicopter | (see Appendix E) |
| 6. Additional 55 firefighters | (see Appendix F) |
| 7. Harmonizing TEMS Radio System | (see Appendix G) |
| 8. 12 Additional Tactical Paramedic | (see Appendix G) |

Three Year Phase In

A phased approach will be necessary. The priority project is the enhancement of the emergency management function. This is the basis for all-hazard planning and will facilitate the special projects listed below (e.g., HUSAR, WMD).

Three-year expenditures, Enhanced Emergency Management Programs

Item	2002*	2003*	2004*
<i>Intelligence Support</i>	5.9	3.8	3.8
<i>Emergency Management</i>	6	3.5	3.5
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<i>WMD</i>	3.2	1.1	1.1
<i>Helicopter</i>	3.15	2.85	2.85
<i>Fire Fighters</i>	3	3.285	3.689
<i>Radio Harmonization</i>	2.2	1	1
<i>Tactical Paramedics</i>	0.8	0.8	0.8
Total \$ millions	25.25	17.035	17.439

** all prices in millions CDN \$*

Enhanced Emergency Management

The majority of risks that face Toronto are dealt with through a generic planning approach following accepted models and planning processes including mitigation, preparedness, response and recovery.

A public education program is a required element of the overall enhancement strategy being proposed here. While there is an expectation on the part of the public that the emergency services are prepared, there is a reciprocal expectation that the public are informed and have taken responsibility for their own personal preparedness. This initiative was started during Y2K planning and can be resurrected to be effective.

Nuclear emergency planning is currently the only planning mandated by legislation. There are great demands on the resources of the City of Toronto made by Emergency Measures Ontario. Nuclear emergency planning requires dedicated staff to meet the demands made by the province. Serious concerns have been expressed by the City's emergency services about the operational viability of the plan as it exists today.

National Fire Protection Association (NFPA) Standard 1600, A Standard on Disaster/Emergency Management and Business Continuity Planning will be used as the best practice standard for City of Toronto emergency management.

Staff development and training of City staff are required elements of the overall enhancement strategy being proposed here.

HUSAR

Heavy Urban Search and Rescue (HUSAR) is defined as: The location of trapped persons in collapsed structures using dogs and sophisticated search equipment; the use of heavy equipment such as cranes to remove debris; the work to breach, shore, remove and lift structural components; the removal and treatment of victims; and the securing of partially or completely collapsed structures. Units are expected to be self sufficient for 72 hours.

Toronto HUSAR, will be a multi-service, multi skilled, and multi-functional task force developed within the framework of existing response agencies. Our unit will have the capability to deal with almost any type of incident either man made or natural. The Unit may be used in part by the local emergency services or as a whole depending on the requirement. Toronto HUSAR will be fully deployable on a 24/7 basis with a muster time of 6 hours.

WMD

The use of chemical, biological or radiological agents as weapons of mass destruction (WMD) by terrorists is a relatively new risk on the emergency management-planning horizon. On September 11, 2001 the use of commercial airliners as weapons has created a return to 'civil defence' mode of emergency management activity.

The safety of responders is paramount. Without emergency responders public safety is a moot consideration. Awareness training and response team equipping are the priority items for this project to move forward.

The full extent of the terrorist campaign against the western world is not yet fully understood, but it is important not to let our guard down or become complacent. Toronto is not immune from the effects of terrorism; rather, Toronto has not yet been selected as the location of a demonstration of the terrorist capabilities.

Public Health and other city Divisions are key stakeholders in emergency preparedness. Recognition must be made of these roles and ongoing support and funding allocated to ensure this occurs.

Funding

Funding sources will be explored at the provincial and federal levels.

APPENDIX A
Intelligence Support

We cannot overlook the threat of domestic terrorism. In light of the recent events in the US, there is no reason to believe that domestic terrorists will not try to capitalize on the disruption to further their causes. We need to increase staffing and funding in Intelligence Support to make us ready to deal with this insidious threat. Any logical attack on terrorism whether it is international or domestic cannot be commenced without the groundwork of intelligence. There are many individuals and groups of individuals that should be monitored and investigated. Intelligence gathering is a lengthy, painstaking endeavor that when successful, produces no measurable results as usually good intelligence work prevents these catastrophic events from occurring. It is difficult to quantify the effect of good intelligence. However, it is devastating to measure the lack of intelligence.

Intelligence Support Program-Toronto Police

<i>Salaries</i>	<i>\$3,070,915.00</i>
<i>Equipment</i>	<i>\$1,950,400.00</i>
<i>Training</i>	<i>\$ 32,500.00</i>
<i>Support/Upgrades</i>	<i>\$ 624,000.00</i>
<i>Vehicles [Leased]</i>	<i>\$ 63,000.00</i>
<i>Vehicles [purch.]</i>	<i>\$ 175,000.00</i>
<i>Annual</i>	<i>\$3,790,415.00</i>
<i>Startup [one time]</i>	<i>\$2,225,400.00</i>

APPENDIX B

Project No. 1 – Enhanced Emergency Management

Salaries

Salary	2,230,000
Overtime	111,500
Sub-Total	2,341,500

Benefits	538,545
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MATERIALS & SUPPLIES

Stationery	12,500
Books & Magazine	0
Photocopying Supplies	25,000
Data Processing Materials	0
Photographic Supplies	2,500
Other Office Supplies	7,500
Utilities – Building	30,000
Supplies - Rec. & Education	0
Supplies - Comp Software & Acc.	10,000
Supplies – Uniforms	0
Supplies – Bedding	0
Supplies – General Hardw.	1,000
Supplies – Medical	0
Supplies – Miscellaneous	1,000
Sub-Total	89,500

EQUIPMENT

Mach. & Equip – Communications	107,400
Mach. & Equip – Janitorial	0
Mach. & Equip – Office	148,000
Mach. & Equip-Rec. & Educational	2,000
Furniture & Furnishings	30,000
Sub-Total	287,400

SERVICES & RENTS

Business Travel	45,000
Training & Development – Internal	0
Contr. Service - Mach. & Equipment	9,000
Contr. Service-Lic. Mobile Equipment	0
Contr. Service – Office Equipment	4,600
Contr. Service – Building	0
Contr. Service-Advertising & Promo.	0
Contr. Service – Laundry	0
Contr. Service – Rent of Office Equip.	0
Contr. Service – Rent of Mach. & Equip.	0
Contr. Service – Rental of Property	0
Contr. Service – Insurance	0
Postage	500
Telephone	94,500
Cellular Phone	43,200
Business Meeting Expense	7,500
Sub-Total	204,300

FACILITY+VEHICLES

<i>Building</i>	2,000,000
<i>Utilities</i>	12,000
<i>Classroom Furniture</i>	37,500
<i>Light Trucks [4]</i>	300,000
<i>Sedans</i>	100,000
<i>5-Ton and 4x4</i>	70,000
<i>Sub-Total</i>	2,519,500

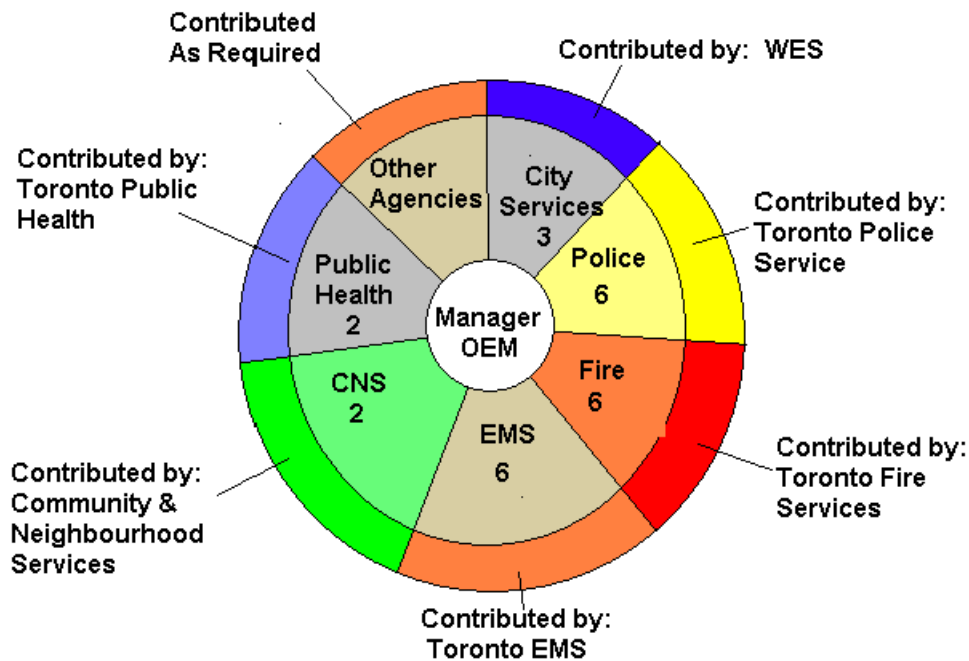
RESERVES

<i>Outside Training (Parking Lot)</i>	25,000
<i>Sub-Total</i>	25,000

TOTAL **6,005,745**

The existing combined complement of emergency management staff in Toronto is 14 personnel. The table proposed below will bring the staffing level to 26 personnel.

*Office of Emergency Management
 Emergency Management Framework*



APPENDIX C

Project No 2. – Heavy Urban Search & Rescue (HUSAR)

UNIT	INITIAL START-UP COSTS	VALUE OF EQUIPMENT CACHE	ANNUAL OPERATION & MAINTENANCE	TOTAL
TORONTO HUSAR	YEAR 1 - \$26,000.00 (2000)	\$26,000.00	0	\$26,000.00
	YEAR 2 - \$175,000.00 (2001)	\$200,000.00	0	\$175,000.00
	YEAR 3 - \$800,000.00 (2002)	\$400,000.00	\$200,000.00	\$1,000,000.00
	YEAR 4 - \$500,000.00 (2003)	\$700,000.00	\$200,000.00	\$700,000.00
	YEAR 5 - \$500,000.00 (2004)	\$900,000.00	\$200,000.00	\$700,000.00
SUBTOTAL	\$2,000,000.00	\$900,000.00	\$600,000.00	\$2,600,000.00
*Note: Shaded areas indicate funding received to date.				

The percentage breakdown of personnel on the 130 person HUSAR team is as follows:

- *Fire Service* 57%
- *Police Service* 14 %
- *EMS* 14%
- *Other* 13%

<i>APPENDIX D</i>						
<i>Project No. 3 – Weapons of Mass Destruction</i>						
<i>Nuclear, Biological and Chemical Response</i>						
<i>Response Team Training</i>	<i>Length of course</i>	<i>Number of staff</i>	<i>Cost of Training</i>	<i>Personal Protective Equipment</i>	<i>Monitoring Equipment</i>	<i>Team Equipment</i>
<i>EMS</i>	<i>120 hours</i>	<i>100</i>	<i>\$871 920.00</i>	<i>\$179 680.00</i>	<i>\$68 865.00</i>	<i>\$229 570.00</i>
<i>TFS</i>	<i>120 hours</i>	<i>100</i>	<i>\$96 600.00</i>	<i>\$179 680.00</i>	<i>\$68 865.00</i>	<i>\$379 570.00</i>
<i>TPS</i>	<i>120 hours</i>	<i>250</i>	<i>\$1 308 600.00</i>	<i>\$539 040.00</i>	<i>\$206 590.00</i>	<i>\$519 570.00</i>
<i>SUBTOTAL</i>			<i>\$2 277 120.00</i>	<i>\$898 400.00</i>	<i>\$344 320.00</i>	<i>\$1 128 710.00</i>
<i>PROGRAM TOTAL</i>						<i>\$4,648,550.00</i>

APPENDIX E
Helicopter

For a 2 year contract on a Bell 412 ‘Gryphon’ rescue helicopter: \$130k/month plus \$945/hr flight time plus fuel [\$400. /hr approx.]. Price includes 24/7/365 work capability, all maintenance and flight crew. Helicopter comes equipped with a ‘nightsun’ search light and rescue winch. Seats 15. An optional Infrared scanner for search and rescue is a one time expense: \$350k.

Aerial Search and Rescue is a proven technology that has a valuable place in an urban environment. Large urban centres around the world use helicopters in diverse ways to follow criminal suspects, search for missing persons, and perform marine search and rescue and to monitor incidents like fires, traffic issues, protests and parades.

This proposal differs from some previous ones in that this one encompasses the needs of all emergency services. The unit described in this report is capable of moving 14 personnel, or 6 litters with injured or 2 litters with advanced life support. With lighting and infrared technology, it is capable of performing search and surveillance operations. It is also capable of lifting over two tons from the lift ring on the bottom of the aircraft. Bell 412’s of this type are also used for fire fighting operations and can perform water bombing when properly equipped.

This proposal addresses the leasing of a helicopter for use. All maintenance and hangaring and provision of trained pilots are the responsibility of Canadian Helicopters. The City would be responsible to provide trained staff to work the back of the aircraft. TFS has personnel qualified to provide this training in house, for the most part.

This proposal provides for a helicopter to be available for multi-agency use at all times. A replacement unit would be provided when the primary unit is down for service or other purposes.

This proposed program provides a service that encompasses the needs of all emergency services. The combined abilities of a unit such as the one profiled in this report far outflank those previously explored.

Search , Rescue and Surveillance Helicopter Proposal

<i>Lease per month</i>	<i>\$130,000</i>	<i>=</i>	<i>\$130,000</i>
<i>Hourly flight</i>	<i>\$945 @ 80hours</i>	<i>=</i>	<i>\$ 75,600</i>
<i>Fuel</i>	<i>\$400 @ 80 hours</i>	<i>=</i>	<i>\$ 32,000</i>
	<i>Monthly</i>	<i>=</i>	<i>\$237,600</i>
	<i>Yearly</i>	<i>=</i>	<i>\$2,851,200</i>

APPENDIX F

Additional Firefighters

In the aftermath of the New York disaster, there has been a demand throughout America to hire an additional 75,000 firefighter positions in the next year to help meet the growing demand for specialized services from the fire and rescue responders around the nation. The recent terrorist attacks on New York City and the Pentagon have highlighted the changing role of fire departments, and focussed significant attention on the resources which are allocated to support them in their mission. Fire Chief John Buckman, President of the International Association of Fire Chiefs, [IAFC] said, "Our firefighter are truly America's 'first responders' and they perform the duties of true 'domestic defenders' because they must deal with incidents that occur on our own soil." If we are preparing for a war overseas, Buckman concludes, "We must not fail to prepare for war here." And that means, "We must staff our nation's Fire Service because that mission will be carried out by America's fire and rescue personnel more than anyone else." As stewards of public safety, the additional 55 firefighters would not only allow us to increase the number of fire apparatus we currently put into service, but allow us to be better equipped to face emergencies now and in the future.

In presentations to the U.S Senate Subcommittee On Investigations, Oakland California's Fire Chief Lamont Ewell recommended that America's 120 largest cities prepare for the inevitable eventuality of a terrorist chemical or biological attack by training and equipping a least 50 emergency response personnel in each city. Hiring 55 firefighters would assist us with the human resources to back fill stations and continue our Heavy Urban Search and Rescue [HUSAR] training that is only partially completed due to lack of resources.

APPENDIX G

Upgrading of TEMS radio system

At the present time TEMS uses a Radio communications system that cannot be linked to the other Emergency Services. This causes difficulty in co-ordinating activities of the three emergency services during multi-agency response. One of the major lessons learned during the recent events in New York City demonstrated this problem dramatically. The cost to upgrade the TEMS radio system will be \$4.2 million dollars. These costs are expected to be borne over three years.

The addition of 12 Tactical Paramedics

The additional Tactical Paramedics will allow TEMS to properly staff for the additional WMD Response Team. The costs for these additional staff will be \$800,000.00.)