



2020

Council & Government Submission

CITY OF CALGARY
RECEIVED
IN COUNCIL CHAMBER
NOV 22 2021
ITEM: 4.3 C2021-1436
DISTRIBUTION
CITY CLERK'S DEPARTMENT

Dean Hopkins

CFD Data & Information Amendment 1

4/23/2020

AIM

The aim of this submission is twofold:

First, it is mainly directed towards Calgary city council hoping that the content of this document will generate enough discussion, momentum and concern within council about the present standing of our Calgary Fire Department (CFD) and generate a debate about instigating an immediate increase in financial support of further staffing levels and operational requirements.

Second, it is directed towards both Provincial and Federal governing bodies. As a direct result of the COVID-19 situation, the inadequate foresight to disaster planning by municipalities is evident; especially in regard to the possible future dwindling numbers of emergency responders (mainly fire fighters due to possible rising self-isolation requirements). At the moment Calgary has a stable level of fire fighters but the longer this epidemic continues that level of staffing could possibly dramatically change. This document will give an overall picture of the present situation in Calgary and it should also give you an insight to how other Fire Departments and government agencies may be struggling with staffing issues. Attached, at Annex C, to this document is a recommendation on how to possibly resolve any staffing level issues in the future due to a prolonged emergency situation. The goal is to generate discussion in all levels of government. However I am hoping this situation is already being addressed by both provincial and federal governing bodies.

REASON

I gave a submission to Calgary city council in November 2019 and warned council about the implications of not adequately supporting our emergency services, specifically when it came to staffing requirements.

My recommendations were not taken seriously and budgets were cut. So as a result I have taken a proactive stance to gather information while watching Canada's present health situation unfold. CEMA is responsible for emergency management exercises and large-scale disaster exercises in collaboration with our other emergency responders. Personally, I believe more funding should have been provided at all levels of government for this organization to have developed even larger scale exercises within our city. It seems that our emergency responders and municipalities across Canada are now getting the disaster management training they require. I look forward to one day reading the post emergency pandemic report. This is why I have assembled this document for Council, Provincial and Federal government to consider and debate. If the scenario that I am about to describe is happening in our city, then I can guarantee its happening in cities throughout this country of ours.

I am a very concerned citizen and I have the foresight of recognizing potential disastrous situations develop and unfold when it comes to the safety of a city and its communities. I have

and always will follow the saying "Prior Preparation and Planning Prevents a Piss Poor Performance" (The 7 Ps). This phrase I have drawn upon many times during a past 30 year active military career. I believe that some council members have lost focus on one of your main responsibilities being that of the protection and safety of its citizens. Through lack of vision, financial support and foresight by council in regards to community fire and safety expansion over the past few years, and with the Provincial government making cuts to emergency responders it has resulted in me conducting my own research and creating this submission to get this message across to all involved.

I am willing to stand up and be a voice for all those in our city, our province and our country that agree and support my concerns. With the COVID-19 pandemic situation unfolding at a rapid pace, again Provincial and Federal governing bodies have overlooked a possible major situation within our cities. I've watched closely as multiple fire departments in cities across our country have their ambitions to grow, expand and develop into a world leading authority in firefighting taken away due to lack of financial funding and lack of good Municipal leadership. In multiple provinces, I've seen all their hard work slowly devalued. This is very sad and disappointing. It is creating a concerning situation.

This report is an independent citizen's assessment by an independent body, i.e. myself, about the way the CFD has had to conduct some of its tasks because of the lack of financial budget. All the facts and information in this document is actually available to the public it just takes time to research and dig a little. The material references are listed at the end of this document. I will reiterate, that again, if this is happening in our city then it's happening to some degree in other cities as well.

CONSEQUENCES

The impression given to the general public is that everything is fine within our emergency responders' network and that everything is totally under control. My apologies but I haven't been getting a rosy feeling about that statement for quite some time. After this document is made public I do believe that a lot more citizens will be seriously considering contacting their councilors for an explanation. It feels that Municipal council, Provincial and Federal Governments have placed a dollar value upon the safety of property and the lives of their citizens as well as our emergency responders. Ethically, because of the person that I am and having the experiences I have had, I cannot sit by and wait for the next potential major disaster to occur, without attempting to generate some kind of debate not only in council but also within the pillars of power at the legislature and in Parliament. There needs to be some dynamic financial support to all cities' emergency responders by Municipal, Provincial and Federal governing bodies. Coming together in a united leadership approach is now what needs to happen.

If after COVID-19 it is proved that the cities and governments did not provide an adequate effective emergency service to its population; the cost of compensation that could follow would be astronomical. Millions if not billions of dollars in damages for compensation claims could be made by insurance companies, through either loss of life or loss of property. Our country's, province's and city's finances just cannot take this possible financial burden or the backlash in

negative public opinion. Public support would be devastating and irreparable. It has happened before and it could happen again.

SUBMISSION TO CALGARY COUNCIL

The contents of this paper outlines how lack of funding affects the way our CFD conducts its daily operations within the stringent boundaries of a reduced budget. It will give you all an idea of what procedures and actions could be implemented to make a significant change and improve service for Calgarians and firefighters.

There are fourteen parts to this document in an attempt to give insight to what has and is happening due to lack of financial funding:

- 1. OVERVIEW**
- 2. FIRE DEPARTMENT CALLS**
- 3. OPERATIONAL BUDGET V's STAFF**
- 4. STAFFING LEVELS**
- 5. RESPONSE TIMINGS**
- 6. TOPIC FOR DISCUSSION**
- 7. SPEED TIME & DISTANCE SURVEY**
- 8. CIVILIAN DEATHS AND INJURIES**
- 9. IMPACT STATEMENTS**
- 10. OUT DATED SHIFT SYSTEM**
- 11. PAY**
- 12. REQUESTS OF COUNCIL**
- 13. SUMMARY**
- 14. CONCLUSION**

1. OVERVIEW

The largest fire in Calgary's history occurred on May 30, 2002. It was the Erlton Fire, and happened near where the Repsol Centre is today. The total loss was nearly \$70 million in damages (dollars are not adjusted for inflation to



today's cost) with several city blocks burned to the ground. One can't plan a service based on incidents like Erlton but they do occur.



Please note that after that fire, the city and others were sued for \$30 million for negligence, you can all check my data it is correct. Several fire fighters worked on that file, to substantiate and defend what the CFD did that day. Public service can be a thankless business.

2. FIRE DEPARTMENT CALLS

Our Firefighters respond to a large number of fire calls, call volumes are largely made up of medical calls (the majority) and a varied variety of responses thereafter – bells (alarm systems going off), hazardous material calls, carbon monoxide calls, grass fires, water rescue, motor vehicle collisions, and of course, structure fires. Our fire fighters are a jack of all trades. They carry stretchers out to ambulances; drive ambulances to hospitals; provide basic life support; cut people out of cars; provide protection at traffic accidents with their rigs (so all emergency services staff can work safely on-scene); they dive into bodies of water to rescue citizens or in tragic circumstances recover bodies; and fight structural fires. The working stress of a firefighter can be excessive if not managed correctly. Work life balance and the welfare of our firefighter should also be one of the major concerns to council because once a staff member is broken they are very hard to fix. By working closely with the CFD management team situations that arise can hopefully be resolved quickly with good communication and support from both sides.

TYPES OF CALLS	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
FIRE	2,163	1,956	1,860	1,877	1,920	1,843	1,620	1,277	1,344	1,342	1,256
RUPTURE	28	23	14	26	33	32	78	131	121	108	150
EXPLOSION											
INVESTIGATION	5,092	4,818	4,622	4,438	4,526	4,746	5,173	4,582	4,937	4,814	4,567
FALSE ALARM	7,857	8,167	8,412	8,328	8,630	8,527	8,398	8,790	9,292	9,651	11,774
MEDICAL ASSIST	21,153	21,753	23,392	26,134	27,966	29,086	29,680	29,879	33,777	35,470	34,636
HAZARDOUS CONDITIONS	6,817	7,181	7,965	8,033	8,023	9,852	7,821	7,214	6,864	6,692	5,799
PUBLIC SERVICE ASSISTANCE	3,364	3,168	3,544	3,441	3,894	4,691	3,873	4,301	5,728	4,833	4,042
SEVERE WEATHER	44	44	189	62	119	793	185	173	85	80	87
RESCUES	474	444	522	579	711	584	693	680	616	571	584
TOTALS	46,692	47,544	50,520	52,918	55,804	60,154	57,521	57,027	62,764	63,561	62,904

In a ten year period multiple units from our fire departments have deployed to 617,409 incidents. You can imagine the effect this has had on both equipment and staff during that period.

The point of researching and producing all this data is to draw your attention to the fact that the wear and tear on our cities fire equipment, staffing and facilities are substantial considering the CFD's workload. Without equipment upgrades and a steady flow of staffing through recruiting into the fire department's ranks, their deployment effectiveness is substantially reduced in times of crisis.

History Lesson:

Medical calls are mostly attended to by fire engines. Engines are staffed by a captain, senior firefighter and two other firefighters. In stations that run a lot of medical calls, it was resulting in a lot of wear and tear on those engines, maintenance wise and these trucks are still running so many medical calls the added problem was and is they aren't available for fire calls. Just taking that into consideration, funding for the equipment's life cycle is critical. The failure to address this issue can be catastrophic to the equipment and become very expensive bill to the city should our fire department need to replace a number of units.

There have for several years been secondary engines in stations Downtown at #1 and #2, in Forest Lawn at #12 and Temple at #22 with the idea of splitting the calls between the two trucks. Those trucks were also meant to cover other stations in the event of training or long calls when the other engine wasn't available i.e. breakdowns. Four Medical Response units (MRU's) were commissioned, these were to be staffed by just two members, instead of four and these units were to be located in those stations.

The MRU's were to be staffed by a Lieutenant and a fire fighter to respond to medical calls exclusively. The idea was that the call volume of two engines in those stations would be dramatically reduced. These MRUs were used specifically for medical calls only. The MRUs were effective at relieving call demand in the highest risk and busiest districts within the City which was their intended purpose. The four MRUs have now been withdrawn from service putting the work load they alleviated back onto larger vehicles, the only reason I can ascertain for this move is again due to lack of available staffing.

The focus of this chapter is equipment constantly requires upgrading, maintaining and eventually replacing. These items are not self-sustainable as some people may think, the situation with lifecycle issues in 2020 needs to be addressed by council. A list of requirements by the CFD that need to be addressed are indicated at Annex B to this document.

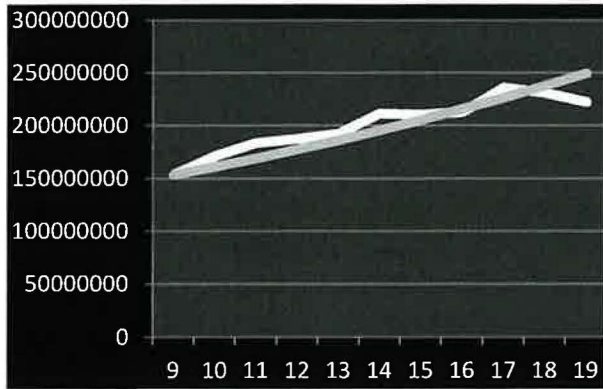
3. OPERATIONAL BUDGET V's STAFF

Regarding our cities growth and new communities the real issue is not capital costs to build a fire station, buy an engine and to purchase equipment. Yet many new stations remain unfunded in the capital budget. I know developers say they would pay for the capital costs. The real issue is operating funds to open and run the station. Funding staffing levels is where council should always look to provide additional money and it will not be the last time you will see this mentioned. The tax funded budget, as you know, is the means to staff a station and supply an adequate influx of new recruits.

Basic staffing: 4 shifts, 4 staff per shift, one engine is \$3.5 million a year in operating costs per year for as long as that station remains operational.

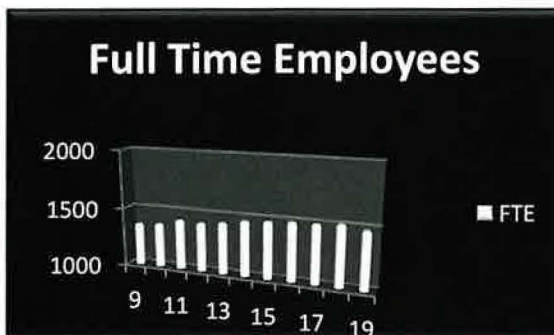
The graph below gives you an overview of the CFD budget levels these past ten years. As you all can see our fire departments budget has been traveling above and below a stable budget increase operations line. For our CFD to sustain its operations annually and grow with our city's communities the annual budget has had to either stay constant with this line or rise above it. You will note that the last two years their budget has taken a distinctive nose dive. Any cuts to an emergency service will affect operations and effectiveness this is a fact. For the city to be within any area of reconciliation with this trend to what the actual budget growth should actually be, our CFD would need an Impact budget injection of an additional \$27,305,670 to put them back on track for 2021's to just draw level with the stable budget increase operations line. Now please just hold that thought while reading the rest of this document.

a. Operation budget 2009 to 2019 stable budget increase operations line



YEAR	STAFF	ADDITIONAL STAFF
2009	1,356	Start Point
2010	1,369	13
2011	1,402	33
2012	1,401	-1
2013	1,431	30
2014	1,464	33
2015	1,477	13
2016	1,498	21
2017	1,492	-6
2018	1,509	17
2019	1,474	-35
TOTAL STAFF INCREASE IN TEN YEARS		118

Please note that Staffing numbers changed after 2014 as CEMA became its own business unit outside the CFD so the numbers of CEMA employees recruited and the CFD staff recruited would be split, however, I did not have access to this information.



So in my opinion, throughout a ten year period, the CEMA and the CFD has only increased its full time staff by just 118 personnel. Yes, they have recruited more but with retirements and discharges, or other reasons the present standing is that the numbers do not lie. I find that sustainable number beyond disappointing. Recruitment and retention is the life source of any successful organization. Looking at those figures and the data gathered from documents issued to the public over the past ten years, there seems to be a major failure with regards to

manpower recruitment or there hasn't been enough financial support from past municipal governments to escalate the required growth needed to adequately sustain the operational readiness of the fire department in our expanding city. (I do have substantial work experience in the field of recruitment, training, development and retention).

4. RECRUITMENT

In retrospect to our fire departments current lack of staffing levels, historically past municipal governments should have been funding at least 40 new recruits a year to keep pace with the expanding development of our city and increasing potential emergency situations. Our fire department is now under staffed in my opinion at present by at least 150 firefighters. I will explain in more detail how I arrived at this number later. You may state this year that council has gone some way to rectify the staffing issues by providing funding for recruiting and training 20 new fire fighters. At the moment we have 30 fire fighters in recruit training but 10 of those are to cover retirements and resignations funding was not required for those additional 10 firefighters. I'm sorry to say that those numbers are way short of acceptable for Calgarians, especially now during this COVID-19 pandemic crisis. Over 100 firefighters are now self-isolating; the manpower situation was stretched before this crisis so please contemplate how challenging the situation really is currently for senior management.

How do I come to these findings? Trust me, it's not merely an assumption, it has taken me a long time to research all this information. The CFD are starting to stand down apparatuses in stations and Saturday, March 21, Engine 47 was booked down (taken out of service) and then again on Tuesday, March 24, so that the staff from these crews are able to back fill engines on other units and shifts. Standing down any apparatus is unacceptable to the general public's safety but what are the CFD to do when there has been a historical lack of adequate staffing levels for far too long. This type of thing is happening now, how long do you think the CFD are going to be able to sustain constant operational stable levels of readiness long term during this pandemic? My educated guess would be within three months or less something is going to snap if a contingency plan is not implemented soon. I know council does not have a backup plan yet but will rely upon your Chief to pull the rabbit out of his hat at some point. I would definitely say there is a major staffing problem. I have a recommendation to put before the Municipal, Provincial and Federal governments in the form of a strategic contingency plan. Please refer to Annex C in this document.

I know it's unrealistic to recruit 100 fire fighters and fund them immediately at short notice. The funds are just unavailable to sustain that amount of rapid influx of recruitment from municipal government funding, so I'm lead to believe. Maybe with discussion at Parliament, the Legislative Assembly and at Council there could be a temporary solution to see us all safely through this pandemic. Even with the recommendation submitted as Annex C to this document, council should be proactive in the approach in finding funds for another 2020 recruitment intake of at least another 30 recruits in an attempt to give the CFD the additional boost in staffing levels when they now desperately require it. As a topic of conversation, committing to future 40 recruits per year for the next 4 years would definitely be a good starting point.

5. RESPONSE TIMINGS

The concept of an effective response force, which council set a target of 11 minutes for two engines, 1 aerial and 1 rescue unit to arrive on scene 90% of the time to structure fires. That means 8 fire fighters would arrive by engines, 2 by aerial and 2 by rescue unit. For many years our fire department has been trying to play catch up and achieve a 7/11 response time and every year sees the CFD fail in achieving that 90%. Other cities staff their equipment differently, I will explain later.

On July 26, 2019, Chief Dongworth was quoted in the Calgary Herald saying "The current performance of our service is about 13 minutes 90% of the time. Even for our Fire Department to be successful on this front, a department needs to rely on many stations to deliver the necessary resources. For instance if there was a structure fire in Tuscany, units would be deployed from stations 21, 34 and 42. It points to a very critical issue about population growth. In the case of a serious structure fire involving several properties, response is critical from several stations, not just one that is built with an engine in it and many growth communities don't even have that and will not in the foreseeable future. I know temporary stations are begging to be implemented but again this is all down to budget support."

Please now have a look below at 10 years of data in connection with the deployment times of our fire service. Please try to keep an open mind, when considering what was just stated above in the first paragraph. I will explain why most of this data that you now see could be totally irrelevant and why the subject of response times is open for possible debate and it's not the fault of our fire service.

Over the last ten years all response time data that have been distributed publicly have not been in my opinion totally transparent, the documents that have been issued to the public have been slightly misleading but that's only my personal opinion. Response times that are recorded have been stated from the time the Unit receives the call, to the time they have arrived at the incident location. This is only a presumption but when the mention of response time is talked about, the general public assumes the time starts when they have made the call to 911 services. To get a better overall idea of the total response times everything should be taken into account and that includes the call time.

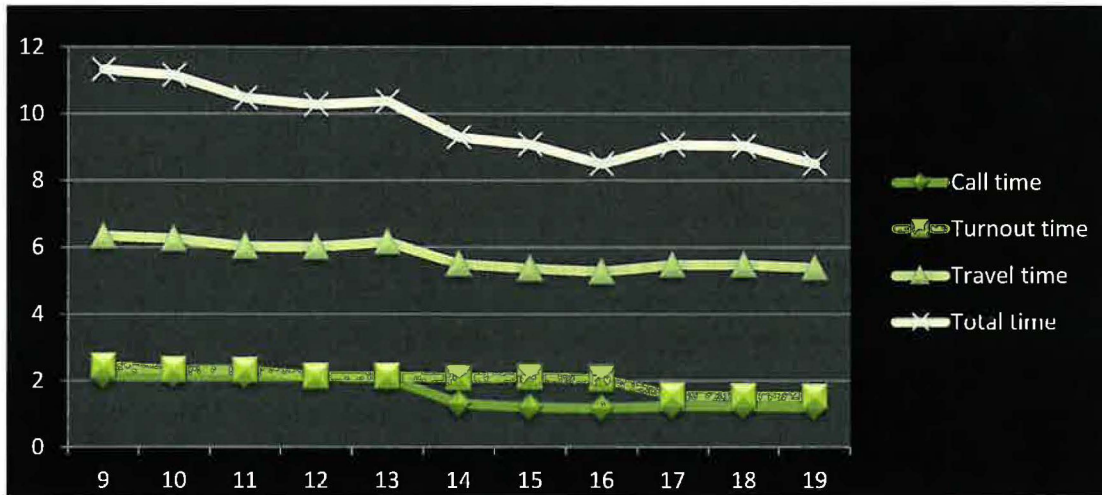
Below is all the data formatted into a table from the last 10 years. The period for call time has been added, you will see it paints a different picture. Some government departments may say that the data has been manipulated. I can tell you all now I have not manipulated any of this data; all the figures and times below were extracted from documentation issued at some point by our fire department over the past ten years. The references to all information used within the production of this document is on page 20.



FIRST IN UNIT TOTAL RESPONSE TIME (90%) FIRE & RESCUE INCIDENTS

YEAR	CALL TIME	TURNOUT TIME	TRAVEL TIME	TOTAL TIME
2009	2:16	2:43	6:33	11:32
2010	2:18	2:32	6:25	11:15
2011	2:15	2:31	6:02	10:48
2012	2:13	2:13	6:01	10:27
2013	2:08	2:13	6:16	10:37
2014	1:31	2:08	5:50	9:29
2015	1:20	2:11	5:36	9:07
2016	1:17	2:05	5:27	8:49
2017	1:24	1:55	5:47	9:06
2018	1:23	1:53	5:47	9:03
2019	1:20	1:51	5:38	8:49

Graph showing all timings for Fire & Rescue.



FIRST IN UNIT TOTAL RESPONSE TIME (90%) EMERGENCY MEDICAL INCIDENTS

YEAR	CALL TIME	TURNOUT TIME	TRAVEL TIME	TOTAL TIME
2009	2:00	2:12	5:34	9:46
2010	1:47	2:11	5:41	9:39
2011	1:41	2:10	5:29	9:20
2012	1:19	2:23	5:32	9:14
2013	1:11	2:03	5:37	8:51
2014	1:06	2:02	5:36	8:44
2015	0:55	2:06	5:29	8:30
2016	0:35	2:03	5:22	8:00
2017	0:37	1:53	5:31	8:01
2018	0:30	1:52	5:30	7:52
2019	0:32	1:50	5:19	7:41

None of the above data has been manipulated.

The data above gives the impression that everything looks like our Fire Department has been achieving respectable reductions in response times. I'm sorry to inform you that it has been a near impossible task for our fire department to hit realistic target objectives without some manipulation of manpower, equipment and resources. Yes, on paper if you deduct the call times the situation looks slightly brighter but you have to be realistic and council is creating a false sense of security and everything is fine even with the reduction of \$13,786,000 over the past two years to their budget. You may think that all is well because the CFD are managing to still achieve adequate response time reductions, and yes, our fire department has done an amazing job at all levels working with reduced funds and I compliment all of them involved on their achievements. But at what cost I ask myself.

6. TOPIC FOR DISCUSSION

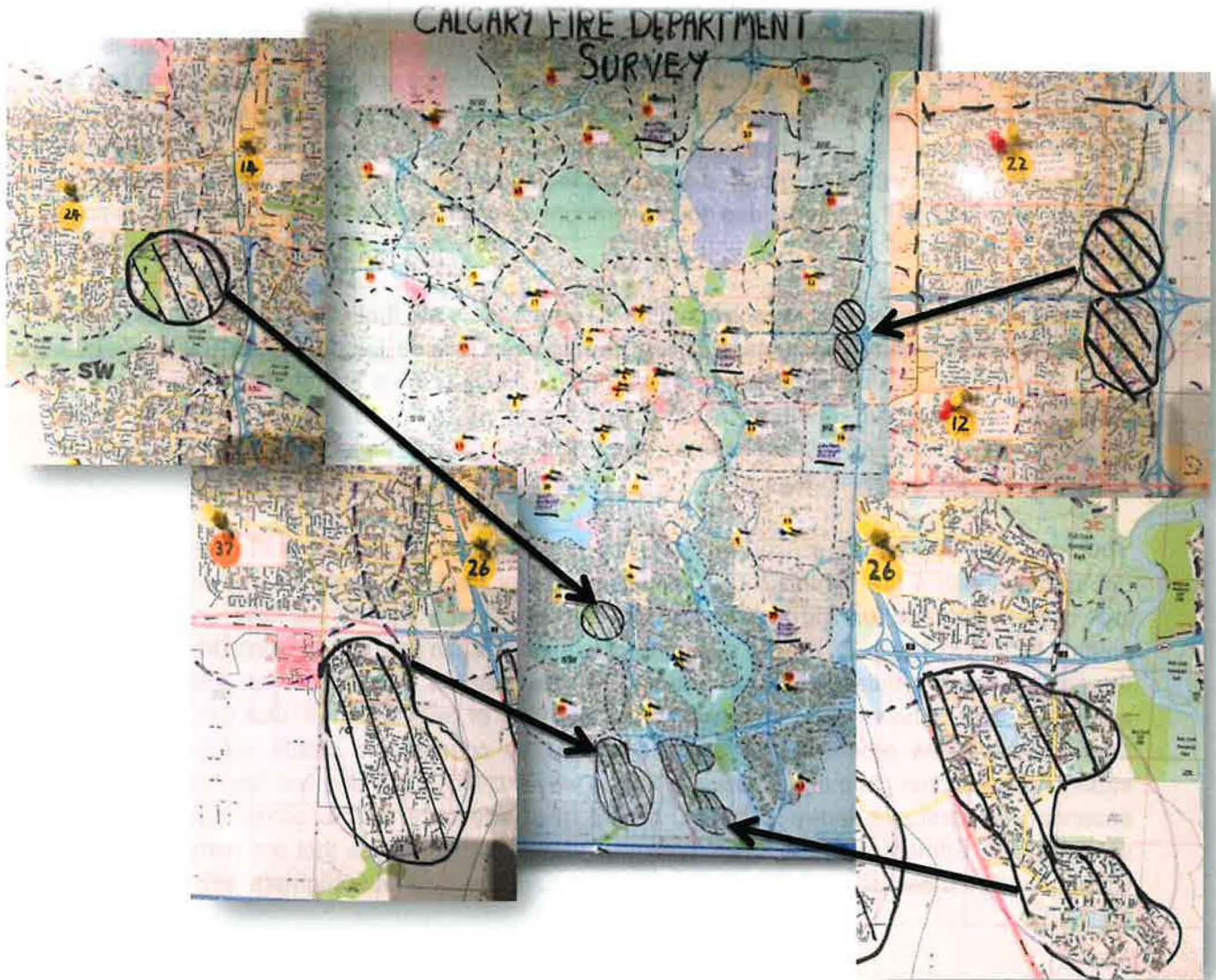
Secondary Apparatus: As a result of my survey these past months, I would like to bring some factual information to your attention. Hopefully this will generate yet more conversation between you and your colleagues in council. For some time now secondary apparatuses (aerials and rescues units) have been used on less serious calls in replacement of engines. What is the problem with that? You may ask yourself as it seems an obvious solution. This approach has its draw backs in that our city currently staffs the vast majority of its secondary apparatuses with only two members - a Firefighter and a Lieutenant. The only two secondary trucks that are consistently staffed with 4 members are the two technical rescue units that we have located at stations #10 and #11. This is due to the amount of staff required at any technical rescue incident.

The National Fire Protection Association (NFPA) standards state that all secondary apparatuses should be staffed with 4 firefighters. These apparatuses include Ladder trucks (called Aerials since they're only staffed with 2) and Rescue units. Having more firefighters arrive on scene faster can have a huge difference on the outcome of a fire or rescue. Reaction times operational effectiveness will be dramatically improved should we eventually aim to staff all apparatuses with four firefighters.

You may ask yourselves at council why our fire department doesn't staff their secondary apparatuses with 4 fire fighters? The answer is simple; I will say again it's due to a historical lack of recruiting and funding to address this situation. Over the years we have only increased staffing by 118 in 10 years, maybe adding additional staff each year to recruiting drives will have the desired result required and then one day we may see our city have 4 firefighters for every apparatus. This is how I come to establish the shortage of over 150 staff. Our CFD has had to adapt to situations presented to them each year by council and create solutions through strategic operational planning initiatives. That is why our city is running two fire fighters on our secondary apparatuses today. The CFD do not have adequate staff to achieve the standards set by NFPA. Edmonton, Vancouver, Toronto, Ottawa all these cities that are comparable with Calgary and all these cities staff their secondary apparatuses with 4 firefighters. **WE DO NOT.**

7. SPEED TIME AND DISTANCE SURVEY

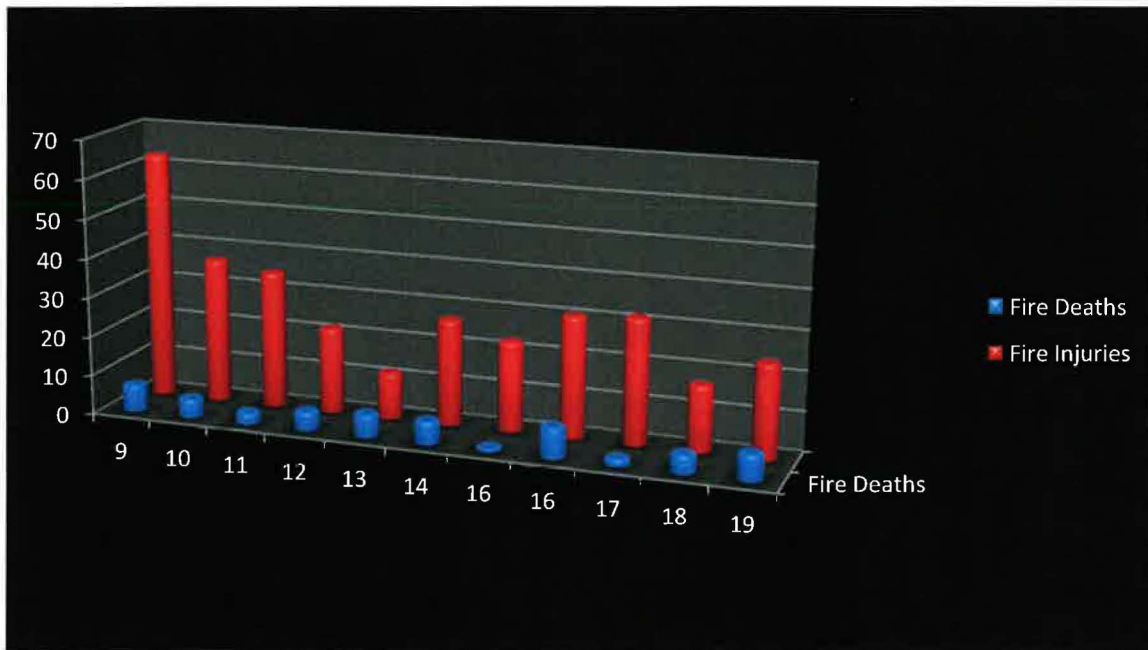
From November 2019 to February 2020 this year I conducted an equipment and staffing level survey of all fire halls in our city in the attempt to identify any short falls, I also drove to numerous locations around our city to check the actual travel times from fire halls to specific communities. (Double checking all my data with a sat nav, indicated below are the results of that survey.) I also factored in possible call time – a turnout time factor – and a travel time and also other obstacles such as rail crossings. The indicated areas below are outside the 7/11 deployment parameters of our fire hall locations. Plus the blue pins, which you may not quite be able to see, are the present locations of all our deployed aerals. The shaded areas are outside a seven minute time of travel, none of these locations have aerals located in stations nearby. If these areas are located within your Wards you should have some concerns, and yes, we are short of aerals in our city as well. Silverado, Canyon Meadows, Legacy, Pineridge, Abbydale. There are other areas but the CFD have them covered if they manage to obtain additional funding for the temporary fire halls in West Mcleod, Livingston, Belvedere, and South Shepard.



8. CIVILIAN DEATHS AND INJURIES

YEAR	INJURIES	DEATHS
2009	63	7
2010	37	5
2011	35	3
2012	22	5
2013	12	6
2014	27	6
2015	23	1
2016	31	8
2017	32	2
2018	17	5
2019	24	7

In a ten year period there have been 55 deaths related to fire and 323 injuries. Did you ever really take into consideration when cutting the budget to the CFD over the past two years how those actions could affect the families of those tragic casualties? Did you just look at them as statistics? Those statistics still impact the lives of not only the victims but also of their families.



Deaths and injuries have an everlasting effect on families, friends, and victims; the memories never ever go away and it is fact that when they hear of inadequate support for emergency responders it sets their healing process back years.

9. IMPACT STATEMENTS

I will be only focusing on structural fires as examples.

Nov 2019

The Calgary Firefighters Association says they are at a critical breaking point.

"Citizen safety and firefighter safety is absolutely at risk," said Mike Henson, president of the Calgary Firefighters Association.

The association said a recent two-alarm fire in the southeast Calgary neighbourhood of Legacy is an example of how resources are strained.

"The problem was in that call, there was not an engine available in that area, the first engine was in excess of 12.5 minutes away," said Henson.

If you look at some of the deadliest structure fires in Calgary's history you will find these two examples amongst them that



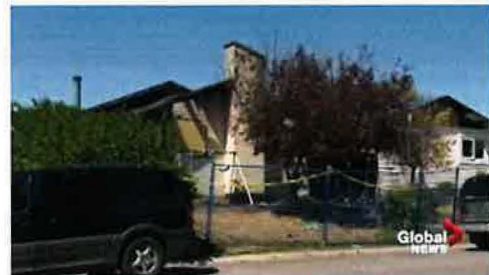
I'm going to mention.

May 7, 2016:

Five adult men are found dead following a fire in the 100 block of Falchurch Crescent N.E.



The bodies of the men were recovered from a home Saturday morning following a fire, according to police. When fire crews were called to the home around 1:30 a.m. Saturday, they found a fully involved house fire which was spreading to a neighbouring property.



RELATIVE VICTIM IMPACT STATEMENTS

We see the news, the pictures, and the story of victims but we never see how it actually affects the

Colleen Mantei 23



Tiffany Cox 19



Jonathan St Pierre 19



families and what they actually have to endure which makes us all, including council, slightly removed from a situation. This is just one story out of many where relatives have lost family members to fire in our city.

Jan. 26, 2009:

This was the statement you would have seen in the news: Three young adults die from severe smoke inhalation and one is injured in a basement blaze at 515 33rd St. N.W. in Parkdale. Four people were pulled unconscious from the fire. Tiffany Cox, 19, Colleen Mantei, 23, and Jonathan St. Pierre, 19, later all died in hospital.

Please go to Annex A of this document for the full story.

ON GOING FIRE INCIDENTS IN CALGARY

Incidents with fire are never going to go away.

January 5

As first engine on scene stated they arrived at the Cranston location smoke and flames were bellowing out of the property.



January 20

Call came at 1:30 p.m. Taradale Drive NE fire in upper floor bedroom black smoke was observed by the engine upon arrival.

January 25

Tuscany 2:30 p.m. Heavy smoke was observed emerging from a two story single home upon arrival. Crews knocked down the door and one person made their escape.



January 28

8:30 p.m. duplex fire in basement laundry room on 12th Ave



February 1

16th Ave Apartment building fire 1 a.m.

February 2

Garage fire McDougall Road Bridgeland 3 p.m. fully engulfed structure.



March 4th

10:30 a.m. notice the amount of engines on scene that is two fire halls responding, could be even three.



March 4th 11:40 p.m.

These are two homes before the first engine arrived on site.

In our ever expanding city with its constant growing community, incidents like



these stated above will continue to happen.

Attempting to play catch up with increasing population growth isn't how this situation is to be resolved. Support for our Calgary Fire Department financially by increasing their Budget now, not later, is the ethical way to tackle some of the issues facing the department. The city needs to get ahead of the situation as the larger our city grows the more workload our emergency responders have to cope with.

10. OUT DATED SHIFT SYSTEM.

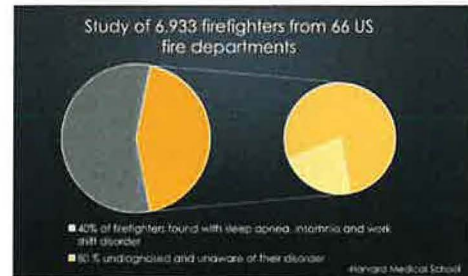
This is also one of the areas for major discussion that needs to happen. Both the city and the fire department need to collaborate on this situation, in my personal opinion. I can actually empathize with our fire fighters.



For throughout many of my years of service I was deployed around the world on combat operations and had to endure multiple shift systems which resulted in sleep deprivation. I have looked at our cities fire department shift situation and cannot understand why management have not yet moved to a different system because the one they have been using is detrimental and effects health through sleep deprivation. Let me explain:

The system our city's fire department currently uses and has been for many years is firefighters work a 2days/2nights, 4 days off pattern with four platoons. Day shifts run from 07:30-17:30 and nights are the reverse. I find from my research that for many years this system was a common shift across Canada and the United States, but now it seems that more and more departments are moving to a 24-hour shift rotation. There are numerous patterns that are available, but the most appealing one that I see our fire fighters adopting and that I would support is a 24hr on/48hr off, 24hr on/96hr off pattern. The main reason being that chronic sleep deprivation can be escalated by the system presently used. Just 2 nights in a row of racing to incidents throughout our city can put a body into chronic sleep deprivation which has been linked to increases in cancer and even suicide. I had a soldier shoot himself in the head on a combat deployment in 1986, caused by the stresses of constant sleep deprivation. Let me tell you it's not nice to walk into the aftermath of that situation.

You would think that with the current system they use that there would be ample opportunity to sleep and recover between night shifts, but



this isn't always the case. In most situations fire fighters have families and responsibilities to take care of during the day and don't get the opportunity to sleep sufficiently to recover. With just two nights in their home in their own bed the body has time to recover and it will keep them out of chronic sleep deprivation and will be a major improvement in their physical and mental health. Also their work life balance will definitely improve.

There are cost savings as well, here are a few factors. Moving to 24-hour shifts means less overall shift changes. Currently, there are 2 shift changes every 24 hours as opposed to one. This means less commuting as well as potentially less staff booking off for illness and finally less potential overtime been paid out.

One less shift change during the day opens up new times for training also. There is currently a huge issue with training requirements this year, all training is at the Training Academy and it finishes around 16:30 this allows crews enough time to return to their stations to switch out with the incoming crew. With a 24 hour shift, training can run later without the interruption in time. Just to give you all an idea, most Fire Departments in Ontario use a 24-hour shift. It is

ubiquitous in the US. Also, both Airdrie and Cochrane run 24-hour shifts as well. Most fire departments that have tried this system for 6 months have adopted it.



This shift system is not a new concept and has actually been considered for many years by the Fire Union Executive team. In my experience as a leader, when something new is presented to any governing body there is always active

resistance towards it initially. I'm not sure if you are aware but there have actually been a number of polls over the years asking fire fighters if they were interested in a 24 hour shift system and the result was a resounding yes. So why haven't they adopted it? I'm not pointing any fingers but it seems that specific departments throughout the years, mainly at executive level, were more interested in pay raises rather than looking after the welfare of their firefighters. Maybe now is the time to propose this shift system to their executive team once more and ensure that it is implemented. Health, wellness and a good work life balance means much more to employees than being over worked to have a few more dollars in the bank. Even with the COVID 19 situation running the 24 hours shift system just makes more sense as it will reduce cross contamination levels on a less frequent basis because of longer shift periods.

There are a lot of things that need to be considered by council with regards to our fire service and if any additional funding could come from council it would be best used on recruiting a larger staffing level. I see 2020 as the ideal opportunity to re-negotiate a permanent 24 hour shift system as well as a pay increase as stated below under Pay for our fire fighters. A 24 hour system will open up further training opportunities and improve firefighters quality of life. Sometimes it just takes the right person to pitch the concept.

11. PAY

Just to back up and inform the general public about what our CFD has done to appease council these past years. The Salaries in our CFD, if you did not realize, have been frozen for the management exempt staff and the executive level for five long years. Now for those who are unaware, management is a relentless job and incorporates a multitude of tasks resulting in the increase of stress levels beyond the imaginable when dealing with people's lives and give them the pay increase they all deserve for the kind of work they do. Every day they leave their homes to possibly put their lives on the line for the citizens of our city. In this time of crisis, when the stresses of management will be of epic proportion I would recommend to council that a salary increase is well over due and should be now tabled. We cannot expect our fire department to continue freezing their pay for yet another year then another year, this is totally unacceptable.

Rescue Boat temporarily taken out of Service

Because of the budget cuts by our municipal leadership and concerns within the CFD, one boat was browned out and taken out of service. A lot of citizens in our city will probably have missed this; with the summer months heading our way and individuals and families heading onto the water, just remember "water rescue coverage in northwest Calgary is significantly delayed at this time. There is also a lack of available firefighters and trained aquatic personnel in this area.



The City of **Calgary** said in a statement the fire department made the decision to book off its **Boat 21** and **Rescue 21** because it is "proactively working to reduce overtime costs to operate within budget which was cut by the council."

12. REQUESTS OF COUNCIL

As stated, the aim of this document is to generate conversation not only at Municipal level but at Provincial, and Federal levels as well. Hopefully the general public is now more aware of what the CFD is facing. In my opinion, there are four things that need discussing at the Municipal level and one major issue at Provincial and Federal levels. They are:

- a. The COVID-19 crises has brought this absence of recruitment to light, if all of our secondary apparatuses had been staffed with 4 fire fighters there would be no need for this conversation. However, they are not manned by 4 fire fighters, they only have 2. Booking down apparatuses to ease up more staffing when there are shortages isn't ideal yet it's currently the only option Calgary has. The COVID-19 situation could go on for months. How can you support a rapid recruitment drive to improve the future staffing situation within the CFD?

- b. The current work shift system is unsustainable for months on end due to dwindling manpower because of self-isolation procedures. Implementing the new shift system proposed with the CFD union is the way to ease some of the pressure that has been developing for some years. As previously noted, it will mean less travelling is done by fire fighters changing shifts, more time spent with families, more time in their own bed getting quality sleep and more time for training throughout their 24 hour shift. The city needs to develop a line of communication to get this topic aired as soon as possible. Fire fighters contracts will need adjustments to transfer to the new shift system but that is just administration. This just makes good sense!
- c. The Pay situation needs now to be addressed after the fire department has bent over backwards to assist council these past five years.
- d. Find attached, as Annex B, to this document the "Fire & Emergency Response" document including financial details of additional budget requirements needed to keep our fire department on track and moving. Refer to pages 221 and 222; I am hoping that some of the issues mentioned in this annex have been addressed by council. If they have, then I apologize for going over old territory. If they haven't been addressed, then I hope there will be debate on these items.
- e. Find attached, as Annex C, Emergency Action Plan Operation Fireball for instigating MACP (Military Aid to the Civil Powers) in support of fire departments manpower across Canada during the COVID-19 crisis. Both provincial and federal governing bodies should address this unseen situation.

13. SUMMARY

Right now Calgary's population is growing 22,000 people have moved to Calgary based upon the 2017, 2018, and 2019 net migration civic census results. In a very good economic year 22,000 people will move to Calgary in just one year, this is fact. I am aware as a concerned Canadian and Calgary citizen that once this crisis has elapsed, whenever that may be, and when the economy turns (and it will), this city will grow at an alarming pace and our CFD will not be able to catch up with our expanding communities. There is no possibility that our CFD will gain the budget to recover from previous budget reductions to accommodate the new growth that will come.

In 2018, 12 area structure plans were approved by council to begin development. Administration went to council with approximately 8 of those plans recommended to begin development, by the time council meeting concluded that number increased to 14 communities. For too long now, our city council has classed everything else in the city's budget as a priority and if cuts are necessary the perceived and fair thing to do is make cuts across the board. I'm sorry but this mentality has been and is wrong.

14. CONCLUSION

The present COVID-19 situation may go on for a sustained period of time and contingency plans need to be put in place to counteract possible reducing staff numbers within our emergency services, failure to do so is both irresponsible and a product of bad governance.

The legacy fire in 2019 is not a rare occurrence as you and most citizens may think. The spread of fire from an initial structure to others, especially those where homes are very close together, is common and has happened frequently over the last 20 years. More and more of our communities are being developed and designed with housing situated closer together and this makes the possibility of a multiple structure fire even more likely in the future. Our city cannot afford to stand down engines or apparatuses.

I will reiterate in this closing statement that each of you as municipal, provincial and federal representatives of this city, province and country have a social contract with us, the citizens of Canada, to protect our lives and our property; this is the number one function of you - our government. The RCMP, FD and PS are the primary means to protect the citizens of our cities. I believe we should never be making cuts to any emergency responders, and that cuts to their budget at any time is wrong.

In a city's corporation that spends \$4 billion a year in operating funds and another billion or so on capital (as of 2019), surely there are better areas where budgets cuts could be made, public safety just isn't and should not be one of them.

Calgary's city council: Councilors Gondeck, Ward 3; Chu, Ward 4; Chahal, Ward 5; Davison, Ward 6; Farkas, Ward 11; Colley Urquhart, Ward 13; Demong, Ward 14; Sutherland, Ward 1; have over the past months stated on social media and publicly that the number one priority of council is the safety of the people in our city. Now is the time to see if you all practice what you preach. Make a difference to how our CFD does their business presently. You all talk the talk now let's just see who walks the walk.

I would like to thank all governing bodies for accepting this submission for discussion and debate. I hope that it has been informative and manages to generate much needed discussion or debate within all levels of government. I hope you can approach the whole situation with a new perspective in that the decisions you make will definitely save and improve the lives of our firefighters and people in your communities.

Within municipal leadership, if I was to offer you all a little parting advice from my 30 years of leadership experience, it would be to attempt to develop better working relationships with your fellow councillors. Become a proactive council not a reactive one, which seems to be the trend at the moment. Come together on this one major issue as a united leadership group, it will do wonders for council credibility.

You cannot please everyone and yet you cannot be prepared to sacrifice the safety of your citizens in your wards or your communities. The people voted you to be their voice, their leader, do the right thing. You cannot put a dollar amount on someone's life.

To our provincial and federal governing bodies I hope you find Annex C to this document interesting reading. Let's hope you all have everything under control in these forthcoming months.

Information Recourses:

- Calgary Fire Department 2011-2021 Sustainability Plan
- Calgary Fire Department Annual Report 2013 – 14 – 17 – 18
- Calgary Fire Department Yearly Review 2015 - 2016
- Calgary Fire Department 2019 – 2021 Strategic Out look
- Calgary Fire Department Medical Response Business Model
- Community Risk Assessment – Standards of Cover, Executive Summery
- Calgary Fire Department Strategic Services
- Information gathering Social Media Searches
- Individual Fire Hall response survey
- The National Fire Protection Association (NFPA) standards
- Retires Calgary EMS employees
- Retired Calgary fire fighters
- Retired City administrative staff
- Zero Based Review

Distributions:

Prime Minister:	Justin Trudeau	
Leader of the Opposition:	Andrew Scheer	
MP Nose Hill Calgary:	Michelle Rampel-Garner	
Premier of Alberta:	Jason Kenney	
MLA	Josephine Pon	
Calgary Mayor:	Naheed Nenshi	
City Councilors:	Ward Sutherland	Ward 1
	Joe Magliocca	Ward 2
	Jyoti Gondek	Ward 3
	Sean Chu	Ward 4
	George Chahal	Ward 5
	Jeff Davison	Ward 6
	Druh Farrall	Ward 7
	Evan Woolley	Ward 8
	Carra Gain-Carlo	Ward 9
	Ray Jones	Ward 10
	Jeromy Farkas	Ward 11
	Shane Keating	Ward 12
	Diane Colley-Urquhart	Ward 13
	Peter Demong	Ward 14
Calgary Fire Department:	Steve Dongworth	Fire Chef
Calgary Fire Fighters		

Association:

Mike Henson

President

Availability for public digital distribution

Annexes:

- A. Impact statement Fire Fighter 2003
- B. Fire & Emergency Response Document
- C. COVID REACTION FORCE (MACP)

Dean Hopkins

A Concerned Canadian and Calgary Citizen

I look forward to your response in regards to the issue of this submission document from all levels of government.



Dean Hopkins

A Concerned Canadian and Calgary Citizen

Annex A

Date 6 Apr 2020

Victim impact statement:

This is their story:

The only survivor, Tammy Adacsi, 34, who was a guest at a house was the one who attempted to call the emergency services. She attempted to call twice but was unsuccessful. The 911 call centre did call her back in an attempt to get a location of the fire. The acting property manager who lived in the upstairs suite reported he could hear Tiffany yelling something and her dog was barking but he had not responded to the situation.



Jonathan arrived home to hear his girlfriend Tiffany screaming down in the basement. He immediately ran down into the basement and when he opened the basement door, the air rushed in and ignited the fire. He was confronted with plumes of black highly toxic smoke which hit him square in the face.



The girl sleeping on the couch had put a heater on as she was cold; this was a coil electric heater. She fell asleep but the heater was positioned too close to the couch and some plastic bags, the bags melted and the couch started to smolder producing this black smoke. There was a smoke alarm in the basement but it had no batteries in it, so the three girls sleeping in the basement had no idea of what was unfolding that evening as they slept. At some point Tiffany woke up as her dog was barking and then saw all the smoke; this is when she started to scream for help. She came out of her bedroom at the same time when Jonathan opened the basement door. The couch burst into flames setting the girl who was sleeping on fire, both Jonathan and Tiffany tried frantically to put the flames out on the girl with their bare hands, the girl managed to escape up the stairs and exit the building. Jonathan and Tiffany looked for the other girl but the smoke was now too thick, and also realising that they couldn't get out of the main stairwell they both managed to crawl back into Tiffany's bedroom to get out through the basement windows. Tiffany smashed the window with her fists and now more air was rushing into the basement. Both Tiffany and Jonathan tried desperately to push the bars on the windows open without any success, the bars were bolted shut, Tiffany's forearms were substantially bruised from trying to pull the bars open with Jonathan. There was no exit and the basement now full of toxic black smoke, both Tiffany and Jonathan collapsed unable to breathe and overcome by the smoke they both laid lifeless below the basement window.

The fire department once on scene reacted very quickly to extract the three lifeless occupants from the basement property. Having to crawl on their knees in the dark until they found both Jonathan St Pierre 19, Tiffany Cox 19 and their roommate Colleen Mantei 23. The fire fighters found Colleen on the kitchen floor, all were extracted from the property by the fire fighters.

Desperate attempts were made by both the EMS and fire fighters to revive the occupants without success. All four residents were then rushed to hospital. The Families were contacted and all arrived at the hospital.

All three that were extracted by the Calgary fire fighters later died of their injuries.

FATAL FIRE CONTINUES TO HAUNT FAMILY:

Brianne (Tiffany's sister):

I will never forget the day I received a call from my mother, about Tiffany being in the hospital. It was a typical evening for me, before I received the call. I ate dinner, took a bath, and went to bed. I got a call at about five o'clock in the morning, and it was my mom telling me that Tiffany was in a house fire and that we had to go to the hospital, immediately.



At first, I had no reaction to the call; I was really calm. I thought, oh you know, they got her out, she'll be fine, we'll get there and things will be okay. This stuff doesn't happen to our family.

Once at the hospital, I could see there were no physical burns on Tiffany's face, just some scratches on her arms. I felt because her body looked okay, that she really would be fine, I felt like from there on I needed to be closer with her, spend more time with her, make some changes in my life, and I promised God that if he made Tiffany okay that I would do those things.

It was five days before we had to let Tiffany go. After Tiffany's death I never had a "normal" day. Sometimes I could sleep, other times not. I would eat and smoke as usual, but I had undertaken the new habit of drinking excessively. I took nine months off of work at Rexall Drugstore, where I work as a cosmetician, because I could not function.

I had a lot of regret, anger, hurt and frustration. I couldn't talk to anybody. So I decided to drink my pain away. That's basically how I dealt with it. I would think about the fights Tiffany and I had in the past, wishing I could take them back and wondered if my sister knew that I was sorry for not being closer with her.

Mrs.Halliday (Tiffany's Mum):

On the morning of Jan 26th 2009, at around 6:20am, Cochrane RCMP and victim services came to my door and asked me if I was Tiffany's mother, they told me I needed to go to the Foothills Hospital and IDENTIFY my daughter. They would have come sooner but were not sure where we lived; Tiffany's last name was Cox. I did not know if she was dead or alive, or what even happened, no one could even tell me! We got to the hospital, and I identified my baby, 19 yrs. old laying in a transport bed, seizing right in front of me, they were airlifting her to Edmonton for hyperbaric treatment at Misericordia Hospital. We have no chamber in our own city for someone on life support should they need it. I was not allowed to go with my daughter so we had to drive.

We got to the hospital and the chamber was under repair, more time lost! From the 26th to the 29th of Jan 2009, myself her grandparents, aunts, uncles, sisters, cousins, and friends, came to read to her, play music for her, touch her and cry over her lifeless body! On Jan 29th at 5pm, doctors called us all together and told us there was nothing more they could do, the pain and hysteria coming from her sisters and my family have scarred me for life. I ran out of the room and down the hall and locked myself in a bathroom, I was on the floor as I could no longer stand, mourning, crying and out of my mind. I came out and we set a time of 11 p.m. to remove her from life support, my



decision to make. 7pm the same night, Jan 29th, 3 doctors stopped me in a stairwell with my 22 yr old daughter and asked me if I would harvest her organs, I abruptly said no and left!

My daughter and I talked and we decided that is what Tiffany would want so we decided to donate her organs to save a young girl who needed a heart and lungs which the doctors had also mentioned. She was surrounded by us all, I sat in a chair with my head on her heart listening to it beat as the Chaplin blessed her body. Tiffany did not pass until 10:05 AM, Jan 30th 2009. Leaving your baby behind to be basically butchered is horrifying. Her tragic death has destroyed me and her whole family. My girls have since struggled with addictions and all of us with suicide, 2 attempts by 2 of her 3 sisters. A long battle and lots of meds for mental health kept me alive to continue to fight for all 3 of the young people who died in this fire. I live with PTSD, Toxic Stress which wreaks havoc on my body, no energy, lost all my passions in life, struggle with food, and crippling anxiety. The cuts these past years to the city of Calgary firefighters has triggered so much pain, anxiety and anger in my heart and soul.

The cuts and lack of staff will cost lives; it's only a matter of time. I just do not want any other families to experience what I have had to endure for so many years. Please reconsider these drastic cuts to the CFD. These brave men and women have a job to do, and that's to save lives. Give them the funding and the manpower to do their jobs safely and efficiently. It is the right thing to do.

Fire officials determined that a space heater placed too close to a couch started the blaze. They said the basement suite's only smoke detector was not working and that the two basement windows were barred. Both these issues caused a very tragic situation.

The decisions you all make, do affect the lives of the people in your communities. When the proposed budget cuts were planned back in November, Tiffany's mum, Mrs.Halliday, sent a heart wrenching plea at the end of July 2019 to the Mayor pleading with him not to make cuts to the CFD, the anguish and memories had come flooding back. I will not go into the content of the email as it was written during an emotional response to the whole situation. In August a sympathetic reply came back:

Reply to an email sent to the Mayor last year 2019

Citizen Liaison

Yvonne Borges

The Mayor and Council appreciate that the recently announced budget reductions cause concern for many Calgarians. It is the goal of Administration to return with the proposed reductions avoiding as much impact to SERVICE as possible and causing LEAST harm to citizens. Given the portion of the city budget, the departments with the largest contribution were bylaws and public safety (Fire, Police, etc.) and Transit.

Chief Dongworth of the CFD has said "Despite these challenges, I wanted to ensure Calgarians that we will continue to provide a lean, light and effective fire service, staffed with exceptional public servants with a world class commitment to public safety."

The words from that email paint a picture right there, when our chief in the statement above said "our fire department will continue to provide a lean, light and effective service". That statement doesn't in any way now resemble his comments last year before the proposed budget reductions. The words he would use back then were "We have a Dynamic Response to all incidents". Council, it seems, has over the years devaluated the effectiveness of our Fire Department from an emergency responder that had a dynamic response mentality and were admired throughout Canada as the leading authority on fire response, to now having a lean, light effective response attitude. The comment that said, "Avoiding as much impact to SERVICE as possible and causing LEAST HARM...". Zero impact and no harm would have been a better approach.

Fires are happening every week and are never going to go away. Here are some more examples. There has been 117 fire calls in our city this year in just a 3 month time span.

Impact Statement Fire Fighter 2003

This may give council a little insight to what some of our fire fighters have to experience and endure throughout the period of their careers. Though this incident did not happen in Canada it should give you an idea of what lack of funding and support to the fire service could ultimately result in.

This incident happened in the UK in 2003. It could have happened anywhere as a direct result of government failures to support their emergency services.

A Sergeant Major deployed in the north of England. His unit was warned off about the pending strike action and they received their orders. The equipment they were to use was out dated and did not compare in any way to the current fire equipment of the time. The pump units were manufactured twenty-five years earlier, so they were off to a losing battle straight away.

They were trained using this equipment for a number of weeks prior to the strike action and then they were deployed to their areas of responsibility (AOR) which were quite vast. The Sergeant Major's role was to control and be District Chief of three pumps and 15 men. The incident he and his men attended was well into his tour of duty.

They were called to a house fire just on the limit of their AOR; the vehicles they had were slow and top heavy so the response time was slower than usual.

All pumps arrived on the site at the same time late that evening, they had additional units that were to meet them on site including respirator teams but they didn't arrive until they had been there a good ten minutes. On arrival at the two story structure, the ground floor was already

engulfed by fire; later reports noted the fire had started on that floor due to an unguarded coal fire and in a spot where the mother had been drying laundry.

Flames were bellowing out of the windows, they had only been on site a short time and knew a mother and her children on the second floor were trapped. They didn't know how many children at the time, but later found that they were hearing the screams of a mother, two girls 8 and 5 and an infant boy of 8 months.

"We tried desperately to get to the upper floor of the home but it was hopeless, we smashed the windows and with three pumps going poured water through the windows into the building. We had no fire retardant clothing just our standard military uniforms so entering a burning building was not possible. I had to hold back two of my men wanting to do just that. The screams of the family were horrendous and could be heard for what seemed like forever. Me and my men were shouting for the woman to get to a window and that is when the gas line blew, the explosion ripped through the house blowing out the remainder of the windows and doors. It was at that point we knew it was now going to be a body recovery situation. Eight of my men were too emotionally distraught to continue through the night, the gas was shut off eventually and it took the rest of the evening to suppress the fire although more pumps eventually arrived.

By the early hours of the morning the fire was out and just smoking remnants remained. Prior to the EMS arriving, my job was to make sure the property was secure and that there was no further danger prior to EMS entering the structure. Me and one of my sergeants entered the house for the first time. The second floor was still intact and the stair case was just about sound. It wasn't long before I came across the mother; her body burnt beyond recognition slumped down against the children's bedroom door with her hand fused to the metal handle. The smell of burnt flesh is something you will never ever forget, it's something I'd experienced in Bosnia many years before. I knew exactly what was coming prior to entering the children's bedroom. I told the Sergeant to stay with the mother. The door was ajar about six inches but was jammed from the inside. After he had removed the mother's charred hand from the door he pushed it open only to see a comforter had been placed at the base. He guessed the eight year old must have placed it there to stop the smoke, but sadly that stopped the mother from being able to get to her children.

Entering the bedroom I saw the two children and infant, it was obvious they had taken refuge in their closet with their eight month old baby brother and while huddled around him and wrapped in each other's embrace they had all burned to death."

This is just one of many memories of death that he would never forget. The ambulance team came and he assisted in helping them extract the bodies, separating the two girls was quite difficult but the arms of the five year old came away from her body which released her sister, the remains were placed into two body bags and the baby boy was kept with his little sister.

If only the government had supported their fire services. That evening the government failed and nothing much was said about that family - life just went on. Now when he sees or hears a fire unit responding to an emergency he is always taken back to those horrifying screams and the sight of a desperate mother trying to get her children to safety.

Annex B
Dated 6 Apr 2020

Fire & Emergency Response Document



Recommended Capital Investment
to Support Service Delivery

For Council Approval

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 413020: Replace Emergency Units

New Budget Request of \$12,319 thousand for the lifecycle of Calgary Fire's fleet to lifecycle vehicles before the maintenance costs rise above acceptable levels or service levels are affected.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: This request requires \$386 thousand one-time funding of operating costs in 2019, \$472 thousand one-time funding of operating costs in 2020, \$540 thousand one-time funding of operating costs in 2021 and \$714 thousand one-time funding of operating costs in 2022.

Activity 413040: Fire Equipment Lifecycle

New Budget Request of \$19,884 thousand for life cycling of personal protective equipment, fire and training equipment such as medical, extrication and other specialized equipment.

Funding from Capital Reserves (\$12,000 thousand) and Lifecycle Maintenance & Upgrade Reserve (\$7,884 thousand)

Operating Impact of Capital: None

Activity 480500: CFD Technology Lifecycle

New Budget Request of \$7,549 thousand for the life cycling of Calgary Fire's information technology assets including fire station alerting systems, mobile computer aided design systems, radio communications and post-event records management.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None

Activity 480503: Motorola Upgrade

New Budget Request of \$777 thousand for a multi-business unit Motorola upgrade. This is the maintenance cost to maintain the operational integrity of the Motorola Calgary Municipal Radio Network.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None

Project(s)

Activity 411588: West Macleod Emerg Resp Stn

New Budget Request of \$2,000 thousand for the temporary West Macleod Station is required to provide fire and emergency response services in the area.

Funding from Developer & Other Contributions

Operating Impact of Capital: This request requires \$3,400 thousand base funding of operating costs starting in 2021.

Activity 480501: ICFP Dwtm Core FireStn Repl

New Budget Request of \$27,503 thousand to replace downtown station 1 due to aging infrastructure and significant maintenance required to maintain acceptable service levels.

Phase 1 of the project is the construction of two 2-bay stations.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None

Activity 480502: Facilities Privacy Renos

New Budget Request of \$3,000 thousand to upgrade facilities to provide service, as well as address health, safety, code compliance, operational need, physical integrity and general efficiency issues.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None

Activity 480504: CFD Fleet 2019-2022

New Budget Request of \$7,700 thousand for apparatus for new stations. As part of our ongoing commitment to Calgarians this request is based on growth stations and ERF (Emergency Response Force)

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None

Annex B
Dated 6 Apr 2020

Fire & Emergency Response Document



**Recommended Capital Investment
to Support Service Delivery**

For Council Approval

Activity 480505: Livingston Emerg Resp Stn

New Budget Request of \$2,000 thousand for a temporary Livingston Station is required to provide fire and emergency response services area.

Funding from Developer & Other Contributions

Operating Impact of Capital: This request requires \$3,400 thousand base funding of operating costs starting in 2020

Activity 480506: Belvedere Emerg Resp Stn

New Budget Request of \$2,000 thousand for the temporary Belvedere Station is required to provide fire and emergency response services in the area.

Funding from Developer & Other Contributions

Operating Impact of Capital: This request requires \$3,400 thousand base funding of operating costs starting in 2021.

Activity 480507: SouthShepard Emerg Resp Stn

New Budget Request of \$2,000 thousand for a temporary South Shepard Station is required to provide fire and emergency response services in the area.

Funding from Developer & Other Contributions

Operating Impact of Capital: This request requires \$3,400 thousand base funding of operating costs starting in 2021.

Notes

New Budget Requests that incorporate Actively Developing and New Communities:

Activity 411588: West Macleod Emerg Resp Stn

Activity 480505: Livingston Emerg Resp Stn

Activity 480506: Belvedere Emerg Resp Stn

Activity 480507: SouthShepard Emerg Resp Stn

ANNEX C
Dated 6 Apr 2020

COVID REACTION FORCE

MILITARY AID TO THE CIVIL POWERS (MACP)

INTRODUCTION

The concept of utilizing military assistance in times of national emergency is nothing new to me; I have personally been involved in four such operations while employed in the military. I deployed as a fire fighter, a prison guard, in emergency flood mitigation and rescue, also in a number of counter terrorism duties in direct support of the police and security for environmental quarantine during the mad cow disease that ravished the UK in the 1980s. All these duties and tasks are well in the remit of our military forces they can provide much more. Military medical units can support hospitals giving nursing staff and doctors a well needed recovery break. Military units can be tasked to set up food kitchens and deliver meals to the vulnerable in their time of need taking over charitable food kitchens such as drop in centres. They are the ideal organization to conduct security tasks throughout cities.

The government needs to now look at developing the COVID-19 Reaction Force (CRF) to assist cities across Canada in sustaining their population and citizens during this crises. Note both regular and reservist units would need to be mobilized. Reservist units have good knowledge of the city that they are based in and in retrospect should be deployed upon tasks in their own cities.

AIM

The aim of this document is to generate discussion at Municipal, Provincial and Federal levels in order to further develop this concept of CRF under MACP deployment operations in support of the civil provincial powers and the civil communities.

REASON

The maintenance of public order is the RCMP and City police services the military would not be expected to be involved in this task. Here are some recommendations for military support:

1. **Cities fire service:** This would be a long term deployment strategy under the umbrella of military aid to the civil powers (MACP). This strategy will give governing bodies direct manpower support to dwindling emergency services across Canada in every province Fire Services. It will boost the deployment efficiency of emergency services in cities hit heavily by the COVID-19 crisis.

After conducting an extensive evaluation of Calgary's Fire Department deployable operational status these past five months, should this pandemic situation continue to escalate, the present shift system the city runs and with the present staffing levels within our fire departments due to possible self-isolation situations could result in the failure of cities to confidently manage fire emergency situations. If this is happening in Calgary then other cities throughout our country could be facing the same situation as well long term. Our Municipal, Provincial and Federal Governing bodies need to be proactive about the safety of all Canadians.

CONCEPT OF OPERATIONS

The military is a federal controlled asset so this document needs to be generated at the top of the government food chain. The Municipalities must request MACP from the Provincial government if they require it and the Premier then needs to approach the federal government for emergency manpower influx to support fire response manpower. Once this has happened the government would then need to task the military to develop an operational deployment plan. It would be



in direct support of city fire services across Canada with manpower influx in every province throughout Canada. The military department heads would instigate and build on the concept of what is detailed within this document. All Military staff when on duty would be directly under the command of the station fire captain or incident commander on the ground. Military types are the best option for this task, fit, disciplined and adaptable also self-contained logistically. A unit could also be tasked to feed all fire fighters and military staff in their Area of responsibility (AOR) should that task be required to be completed.

TRAINING

Once a MACP operational deployment strategy is instigated by the federal government, the Provincial governments of each province will need to be held responsible for developing their multi city fire department training team. One per major city, its direct responsibility is to instigate a four week training program located within military barracks. They will be responsible for the training and development of all the skills and drills of military personnel on secondary apparatuses they would be expected to operate, drive and work upon throughout their operational deployment roll. The training teams will work closely with their respective Regimental Training officers to further develop their training programs to achieve specific training objectives.

EQUIPMENT

Each training team should be expected to provide adequate equipment for each training unit, 4 members per aerial, there would be 4 secondary apparatuses needed for training, two for driver training and two for team training. All teams should also be trained with respirator equipment. All provinces will be expected to provide adequate PPE for each military member of staff manning equipment in their province.

STAFFING

I will use Calgary just as an example but this situation could be integrated into any city depending upon their specific requirements. At present all cities would be expected to man their Engines and Rescues. MACP would be used to support secondary apparatuses such as ladders. For a city the size of Calgary it is estimated that a Regiment of around 650 personnel could adequately cope with the task of manning all aerials with 4 personnel to each rig. In Calgary we have eleven aerials.

Regiment Operational Deployment Structure

The company formations would need to be self-contained in possible vacant commercial facilities with easy access to all city locations. The command elements of the regiment would need to be co-located with district chiefs on a shift rotational basis as military liaison officers and CFD HQ. Five formations would be required, four that would be directly involved with fire deployment on the shift rotational basis and the fifth would be logistical support i.e. feeding.

Responsibilities:

Regimental Head Quarters (RHQ) would be responsible for running a kitchen facility and providing all meals for fire fighters and military staff at the 11 locations in which military staff are located. Unless tasked otherwise.

Shift composition:

Each company would cover a shift of manning 11 apparatuses with four staff. All staff would be responsible for arriving on site in a timely manner prior to their shift by means of military transportation in preparation for the briefing by the station captain.

Unit Staffing:

1 x Senior or junior non-commissioned officer (NCOs)
1 x Driver
2 x other ranks (OR's)
1 x vehicle required



X 11 stations with
aerials

Other shift Posts:

5 x Liaison Officers (LO's) and 5 x Districts

5 x LO's Drivers and 5 x vehicles

1 x Company Commander FHQ

1 x Company commander's driver 1 x vehicle required

Company Quartermasters Department

Task of this department during the shift would be the collection and delivery of all meals from RHQ kitchen location. All fire hall staff, fire fighters and military would be fed together in this manner.

By running this shift system in support of the CFD it would ease up around 88 fire fighter staff positions to the command element of the CFD for other locations.

2. **Medical Support:** Hospitals and care facilities for seniors could soon become overwhelmed with the growing COVID 19 situation. Casualties are still on the increase. Using trained military personnel to staff facilities and possible field hospitals when required when the weather improves; also military medically trained nurses and doctors can offer assistance to COVID testing areas. Setting up COVID quarantined locations outside the city limits should not be ruled out should the situation be prolonged, I would see this being used as a last option should hospitals run out of beds further down the line. In the interim military medical staff can booster present civilian counter parts within our city hospitals. Medics could also be deployed to fire halls.



3. **Security Support:** The military could be deployed in direct support to border security agencies in low level security tasking, or as prison security guards external to the location of inmates.



4. **Transportation Logistics:** Deploying logistical military units to transport goods from food distribution centers to stores is also an option.

5. **Medical facilities:** As far as the lack of beds go in Hospitals, cruise ships at ports on both the east and west coasts can be retrofitted at ports and transformed into Hospital ships, this happened during the Falkland's war 1982 and again is nothing new. The US has already implemented this logistical procedure.



FOOD DISTRIBUTION

Many people in our city may be worried and wondering about what they are going to do for food and meals if this present situation continues for the next 6 to 12 months. Never say never. I've worked all over the world in a variety of harsh post war and conflict environments and have been directly involved in food distribution to refugees and a starving population in Ethiopia during the famine of 1984. My approach to any pending emergency situation is always plan for the worst case scenario, ALWAYS!

Municipal governments should already be looking to address this situation with the aid of provincial and federal government assistance. Plans should already be underway for any sustained long period of isolation. I would definitely be recommending military aid to the civil communities (MACC) beyond a three month period. This would mean our regular military and reservist units become mobilized in setting up food distribution centres in our 14 wards. Beyond a 6 months period, when personal finances have run out for low income families, who may live pay check to pay check and now rely on government subsidies, I can also see monthly family food coupon books being introduced. This would allow those families access to additional free food items and food stores could then be given tax credits for accepting the government food coupons from these families in need.

It happened during the Second World War, we could be looking at this being implemented again. This is the way I approach possible emergency situations, I am sure you all as our governing body have its finger on the pulse, but only time will tell. Personally I don't get that feeling at the moment more is the pity!

DEPLOYMENT

Each military Regiment that is detailed to undertake this operational deployment status should not expect the tour of duty to exceed a period of 8 weeks.

SUMMARY

All the tasks that have been stated in this document are transferable skills to our military personnel. In times of emergencies throughout the world Canada has over the years stepped up to the plate and deployed out a fine military force of men and women both regular and reservists to rescue, provide medical assistance and conduct security situations. Charity begins at home now and Canada is our home – Those at all levels of government need to look at utilizing our military expertise in supporting our cities. The task ahead will not be an easy one for you all. This is NOT a cost cutting exercise. It's just a way to get the job done.

CONCLUSION

Having a proactive approach and a "What if" attitude for the safety of all Canadian citizens is the number one focus of any government. I hope this document has been of assistance to all governing bodies. I hope that plans to assist our cities hospitals, fire departments, logistical transport agencies, border agencies and prison officers with a manpower influx have already

started to be developed. If for some odd reason this has not yet happened and a strategic action plan along these lines has not been thought of, my advice to all in a government leadership role would be to make it happen sooner rather than later.