



**Toronto Transit Commission
Corporate Emergency Plan**



Corporate Emergency Plan

Plan Number: 590



**Toronto Transit Commission
Corporate Emergency Plan**

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Introduction and Scope



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1.0 Objectives

Internal Large Scale and Municipal emergencies require that extraordinary arrangements and measures be undertaken. This Corporate Emergency Plan establishes a command and control structure based on the current TTC chain of command, with the provision for 24-hour a day coverage. A successful response to a large scale emergency is dependent upon each individual or position identified, adhering to their specific responsibilities as set out in this Plan and most importantly attending their designated posts and reporting through the command structure.

The chain of command in the Corporate Emergency Plan is the same as the organization's chain of command; the command structure in all emergencies should not deviate from the current lines of responsibility. Because of the severity of these emergencies, the Corporate Emergency Plan will be implemented 24 hours per day until the Chief General Manager advises otherwise. All TTC General Managers and managers involved must make provisions for shift coverage for all their employees participating in the emergency.

The Corporate Emergency Plan has been designed to ensure that all departments who may become involved in an internal large scale or municipal emergency are fully aware of their respective roles and responsibilities. The document is not intended as a detailed action plan. It is intended to be a guide for those who have defined roles and responsibilities during a large scale emergency. Supplemental information, such as; contingency planning, specific emergency procedures and detailed protocols are provided separately.

1.1 Types of Emergency

- Routine Emergency** - These emergencies do not require involvement of the Chief General Manager or typically the General Managers. Direction, control and coordination of this type of emergency is adequately managed by an Emergency Response Commander and the Transit Control Centre.
- Large Scale Emergency** - These emergencies are beyond the routine emergency response capabilities of the TTC and require decisions to be made by the Chief General Manager and General Managers, on a 24 hour basis. This type of emergency is large scale, can last several days and spans across the organization. It requires a concerted and sustained effort by many different TTC departments and external agencies. When a large scale emergency occurs, the Corporate Emergency Plan will be invoked and implemented by the Chief General Manager. The emergency may be focussed around one geographical location or it may be general.
- Municipal or External Emergency** - This type of emergency requires the TTC to act as a participant in a large scale Municipal emergency. Representatives from the Toronto Emergency Operations Centre will notify Transit Control that a Municipal Emergency has been declared. The Municipal Emergency Plan will have been implemented. The



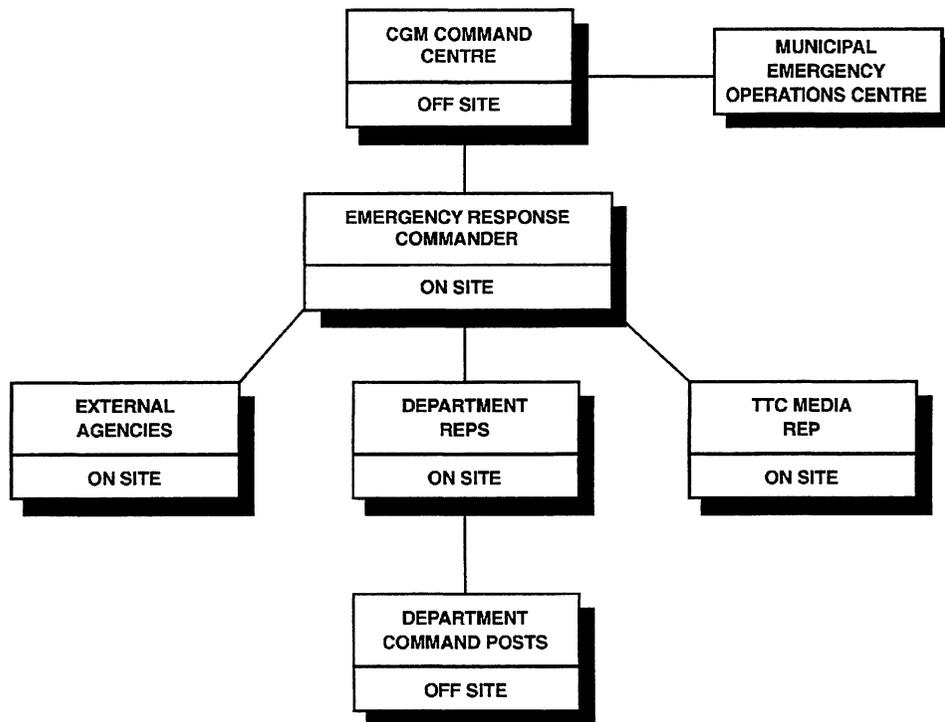
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Assistant Superintendent of Transit Control will then notify the Chief General Manager that an external emergency has occurred. The TTC Corporate Emergency Plan will then be invoked and the CGM Command Centre at 1900 Yonge Street will be activated.

After meeting with the members of the CGM Command Centre, the Chief General Manager, or designate and a representative from Transit Control will then attend the Municipal Emergency Operations Centre at 703 Don Mills Road.

- **Site-Specific** - Requires a site management structure prepared to function 24 hours per day, 12 hour shifts, to provide an effective response and recovery operation. The CGM Command Centre at 1900 Yonge Street is activated; the Command Bus is despatched; Departmental Command Posts are invoked and Department Site Specific Representatives are requested to attend the scene. All communications at the site are channelled through the Emergency Response Commander who will take command of all TTC resources on site and provide efficient use of the site. There may be more than one site in operation during the same emergency.

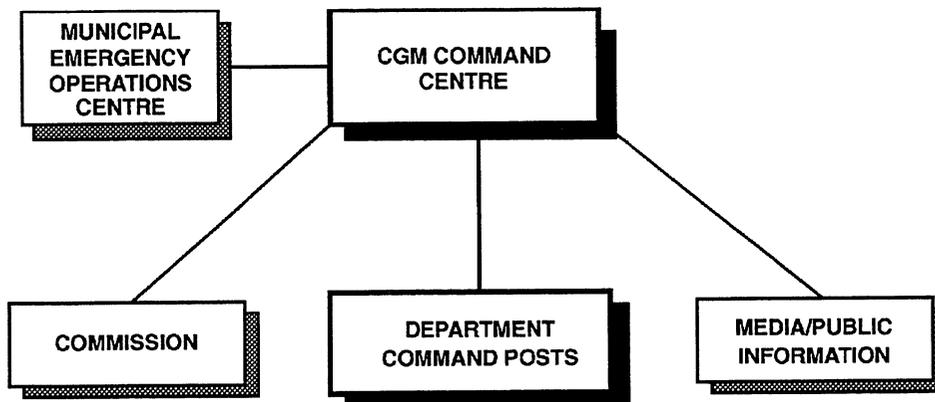
SITE SPECIFIC





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- ❑ **Non-Site Specific** -The structure is the same as the Site Specific, except that there is no site activity. It may include the Toronto Emergency Operations Centre. Management at the site is not required, however, the CGM Command Centre will operate 24 hours a day, in 12 hour shifts.





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Notification Protocols



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Only the Chief General Manager or designate can declare a large scale emergency. The declaration of the emergency and implementation of the Corporate Emergency Plan will then be conveyed by the Chief General Manager to the Chair of the TTC. Similarly, the Chief General Manager will determine when the Corporate Emergency Plan is to be deactivated and normal operations resumed.

- Transit Control will first inform the Chief General Manager that a large scale or municipal emergency has occurred.
- The CGM will then declare officially to Transit Control that the TTC Corporate Emergency Plan must be invoked. If site specific, the CGM will confirm the appointment of the Emergency Response Commander (ERC) and decide where the CGM Command Centre will be located.
- Transit Control will then notify ALL members of the CGM Command Centre and inform them of the nature of the emergency, location of the disaster site and, if site specific, location of the Command Bus and the individual designated as ERC.
- Transit Control must also contact the Safety, Security and Route Supervisor on-call persons, any external agencies, and despatch the Command Bus.

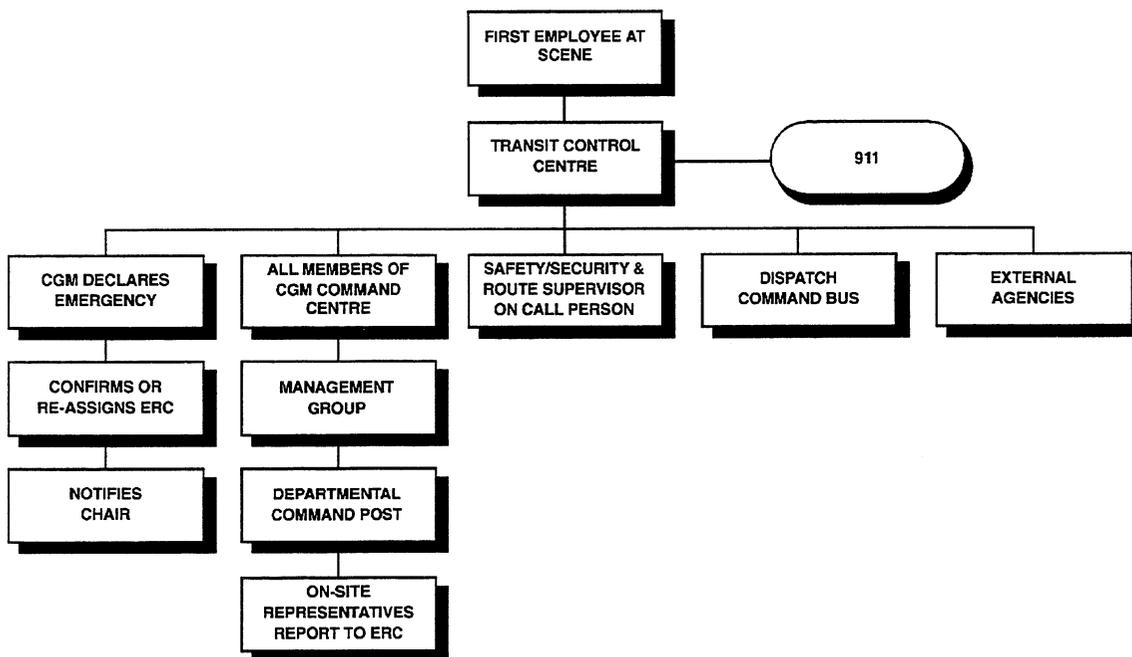
It is the responsibility of the members of the CGM Command Centre to determine which Departmental Command Posts are required and notify their respective management staff, who then must deploy their Departmental Site Specific Representatives and activate their Command Posts. Each TTC General Manager and Manager must keep a copy of an updated emergency telephone listing of their employees to ensure that people can be reached.

In a site specific emergency, the Departmental Site Specific Representatives must convene at the scene in the Command Bus and report to the ERC. The steps for the notification process are shown graphically below.



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TRANSIT CONTROL NOTIFICATION PROCESS





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Command and Control



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3.0 CGM Command Centre

The CGM Command Centre comprises the Chief General Manager, General Managers and the Deputy General Manager - Corporate. Direction and coordination of the overall emergency response is the function of the members of CGM Command Centre. Members must designate an alternate to fulfill their role in the CGM Command Centre for 12-hour shifts, as well as delegate authority to direct daily activities within their branch.

The following are suggested alternates:

MEMBER	ALTERNATE
Chief General Manager	General Manager or Deputy General Manager
General Manager - Executive	Manager
General Manager - Operations	Deputy General Manager or General Superintendent
General Manager - Engineering & Construction	Manager
Deputy General Manager - Corporate	Manager

3.1 Emergency Response Commander

In a site-specific emergency, an Emergency Response Commander will be appointed initially by Transit Control and be confirmed or re-assigned by the CGM. The Emergency Response Commander will take command and control all TTC on-site activities and logistics until relieved, or reassigned by the Chief General Manager.

In the event of a multi-scene emergency, the CGM Command Centre or the Transit Control Centre will appoint additional Emergency Response Commanders to the other emergency sites. The Emergency Response Commander will control all TTC on-site activities. All TTC on-site personnel will follow the ERC's direction and coordinate all activities and communications with them. Some of the detailed functions include:

- Determine if the emergency is beyond normal TTC response capabilities.
- Coordinate with the Emergency Response Agencies' command personnel.
- Develop a site layout in conjunction with the external agencies.
- Arrange the location of the Command Bus.
- Organize Departmental Site Specific Representatives as they become involved.
- Coordinate with Corporate Security personnel and take direction from Toronto



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- Police Services at crime scenes.
- Direct the Safety Department Site Specific Representative to coordinate the accident investigation and the overall safety of the emergency site; including protective clothing and equipment and the actual work activity.
- Direct all requests for resources to the CGM Command Centre, a specific Departmental Command Post or Departmental Site Specific Representative, as appropriate.
- Authorize arrangements for rest areas, hot food, portable washrooms, etc. for workers and passengers at the site.
- Managing the TTC Media Representative for media visits and updates.
- Confer with the CGM Command Centre and Departmental Site Specific Representatives to begin recovery operations and service resumption, following stabilization of the immediate emergency.

Twelve-hour shifts for the Emergency Response Commander will be arranged by the General Manager - Operations and the schedule posted in the CGM Command Centre and the Command Bus. Due to the complexity of the Emergency Response Commander's responsibility, a 30-minute debriefing will be held at the end of each shift, with the replacement ERC. This will facilitate adequate transition and flow of information between shifts. Each Emergency Response Commander's logs must be available at the Command Bus for review by subsequent shifts.

All Emergency Response Commanders involved in a major emergency will participate in a debriefing following the incident.

3.2 Departmental Site Specific Representatives

The Departmental Site Specific Representatives are dedicated to the Emergency Response Commander to perform their normal job function with dispatch. Although the Departmental Site Specific Representatives direct the on-site activities of their respective departments, the Emergency Response Commander controls the overall TTC on-site response to the emergency. All Departmental Site Specific Representatives are required to report to the Emergency Response Commander upon arrival at the emergency site and to cooperate fully with them. Their responsibilities include:

- Coordinate their activities with their Departmental Command Post and the Emergency Response Commander.
- Coordinate departmental workforce and equipment, assigning teams or task forces, as required, to perform specific assignments.
- Provide personnel to the Safety Department Accident Investigation Coordinator to assist in the investigation, as required.
- Frequently briefing the Emergency Response Commander of the situation and status of resources and when hazardous situations or significant events occur.
- Demobilize resources at the termination of the emergency, ensuring an orderly,



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- safe and cost effective movement of personnel and equipment.
- Ensure that activity logs are maintained.
- Prepare follow-up reports and forwarding copies to management and the Safety Department.

3.3 Departmental Command Posts

Certain departments are required to have Department Command Posts established within their areas to provide emergency services as required. Depending on the nature of the emergency, members of the CGM Command Centre will determine which Command Posts will be implemented. At the beginning of the emergency, a listing of all Command Posts will be posted in the Command Bus and in the CGM Command Centre by the Staff Coordinator.

The Departmental Site Specific Representatives will liaise with their Command Posts to provide a coordinated response and recovery operation. The Departmental Site Specific Representatives can be reached by phoning either the Command Post or if Site Specific, the Command Bus.

Departmental Command Posts provide the following requirements:

- Operated by senior management in the department
- Provide labour, equipment and supplies for the emergency site as required
- Staffed 24 hours/day operating 12-hour shifts
- Central department location and phone number



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3.4 Media Representative

The person appointed by the Deputy General Manager - Corporate is responsible for all TTC emergency related media releases and public information. The TTC Media Representative may be at the emergency site or at the CGM Command Centre, depending on the nature of the emergency. The TTC Media Representative will co-ordinate with the Emergency Response Commander and the CGM Command Centre to ensure that accurate and timely information is released to the public and media. This position will also be solely responsible for scheduling periodic, controlled news releases.

In the event a Media Centre is established by a Municipal Control Group or Police, the TTC Media Representative will attend at this location and provide support to the Police Media Relations Officer. In the event of injury, death or criminal act, the sole source of emergency response information relating to the direct and immediate emergency is the Police Media Relations Officer.

3.5 Management Responsibilities

In addition to their normal responsibilities, managers must despatch Departmental Site Specific Representatives to the scene and implement their Departmental Command Posts, as required. Each department manager is responsible for maintaining an emergency telephone list, so that they can contact their employees at any time. The following is a checklist of responsibilities for specific management positions during emergencies.

Corporate Security - Chief Security Officer

- Despatch staff to control access to McBrien Building, on a 24 hour basis.
- Ensure site security, control access and preserve evidence.
- Provide crowd control and protection services, as required.
- Confer with Toronto Police on matters of criminal jurisdiction.

Finance - Chief Financial Officer

- Provide 24 hour staffing for one position at the Message Centre and provide a copy of the shift schedule to the CGM Command Centre Coordinator.
- Provide emergency purchasing power at the scene of a Site Specific emergency.
- Maintain records of all emergency-related expenses for future claims.
- Ensure a supply of cheques and drafts are available off site.



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General Secretary's Office - Assistant General Secretary

- Coordinate administrative support for the CGM Command Centre on a 24 hour schedule.
- Ensure the provision of critical mail delivery service as required.
- Ensure the provision of an inventory on the location of vital TTC records as required.
- Ensure the salvage, restoration and recovery of vital records as required.

Human Resources - Manager

- Establish capability to hire temporary employees in a timely manner.
- Ensure the provision of emergency counselling and debriefing services for employees as required.

Legal & Claims - General Counsel

- Provide 24 hour staffing for one position at the Message Centre and provide a copy of the shift schedule to the CGM Command Centre Coordinator.

Marketing & Public Affairs - Chief Marketing Officer

- Provide 24 hour staffing for lead position at the Message Centre and provide a copy of the shift schedule to the CGM Command Centre Coordinator.
- Ensure that TTC Customer Information Centre is staffed to respond to requests from the public, customers and employees for general information on the emergency and on TTC service resumption.
- Ensure a daily telephone log is kept of all incoming calls.

Information Technology Services - Chief Information Officer

- Ensure that appropriate computer equipment is available at the CGM Command Centre and at the Command Bus.
- Ensure that the telephone systems at the CGM Command Centre, the Transit Control Centre and the Command Bus is maintained.
- Ensure the provision of an inventory of communications equipment and facilities which could be used to augment existing communications systems.
- Make arrangements to acquire additional communications resources during an emergency as required, i.e. cellular phones, laptop computers, etc.
- Ensure that critical computer systems are restored in a timely manner and that manual back-up systems are in place and employed as required.
- Ensure the provision of an up-to-date corporate emergency telephone listing.



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Materials & Procurement - Manager

- Ensure the emergency procurement of material, equipment, services and supplies to the disaster site, as required by the Emergency Response Commander, through the Departmental Site Specific Representative.
- Ensure the emergency storage, handling and distribution of material and equipment as required.

Safety - Manager

- Provide a CGM Command Centre Coordinator.
- Provide a radio equipped Fire Evacuation Technician to the CGM Command Centre to immediately investigate any fire alarm activation and determine if evacuation is necessary.
- Provide a facilitator for post emergency debriefing of all key personnel.

Service Planning - Manager

- Provide 24 hour staffing for one position at the Message Centre and provide a copy of the shift schedule to the CGM Command Centre Coordinator.

Signals, Electrical, Communications - General Superintendent

- Provide an Audio Visual Technician to maintain TVs, VCRs, projections TV, etc. in the CGM Command Centre, on a 24 hour basis.
- Ensure that the Transit Control Centre, the Safety Department and the CGM Command Centre Coordinator are provided with an up-to-date listing of PCB locations.

Transit Control Centre

- Dispatch the Command Bus to the scene.
- In the event of a Municipal emergency, dispatch a Transit Control Operator to the Toronto Emergency Operations Centre at 703 Don Mills Road.
- Dispatch a Transit Control Operator to the CGM Command Centre as Event Recorder. This position will be required to answer operational questions from CGM Command Centre members and to record significant events on a flip chart.



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Facilities



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4.0 CGM Command Centre

The CGM Command Centre is located at 1900 Yonge Street, in the seventh floor Boardroom. The following resources will facilitate the operation of the CGM Command Centre:

CGM Command Centre Coordinator:

A CGM Command Centre Coordinator will be provided by the Safety Department to set up the CGM Command Centre, to be available at all times while the Command Centre is active, to coordinate staffing and equipment availability and finally to close down the Command Centre, when it is deactivated.

Message Centre:

This Message Centre is located in the room adjacent to the CGM Command Centre. The phone number to be issued to external groups for incoming calls is (416) 393-2147. It is equipped with sixteen lines on four telephone sets and a TTC radio base station. Message Centre staff will initiate an activity log for each message received and forward both parts to the appropriate person. It is staffed on a 24 hour basis.

Telephones:

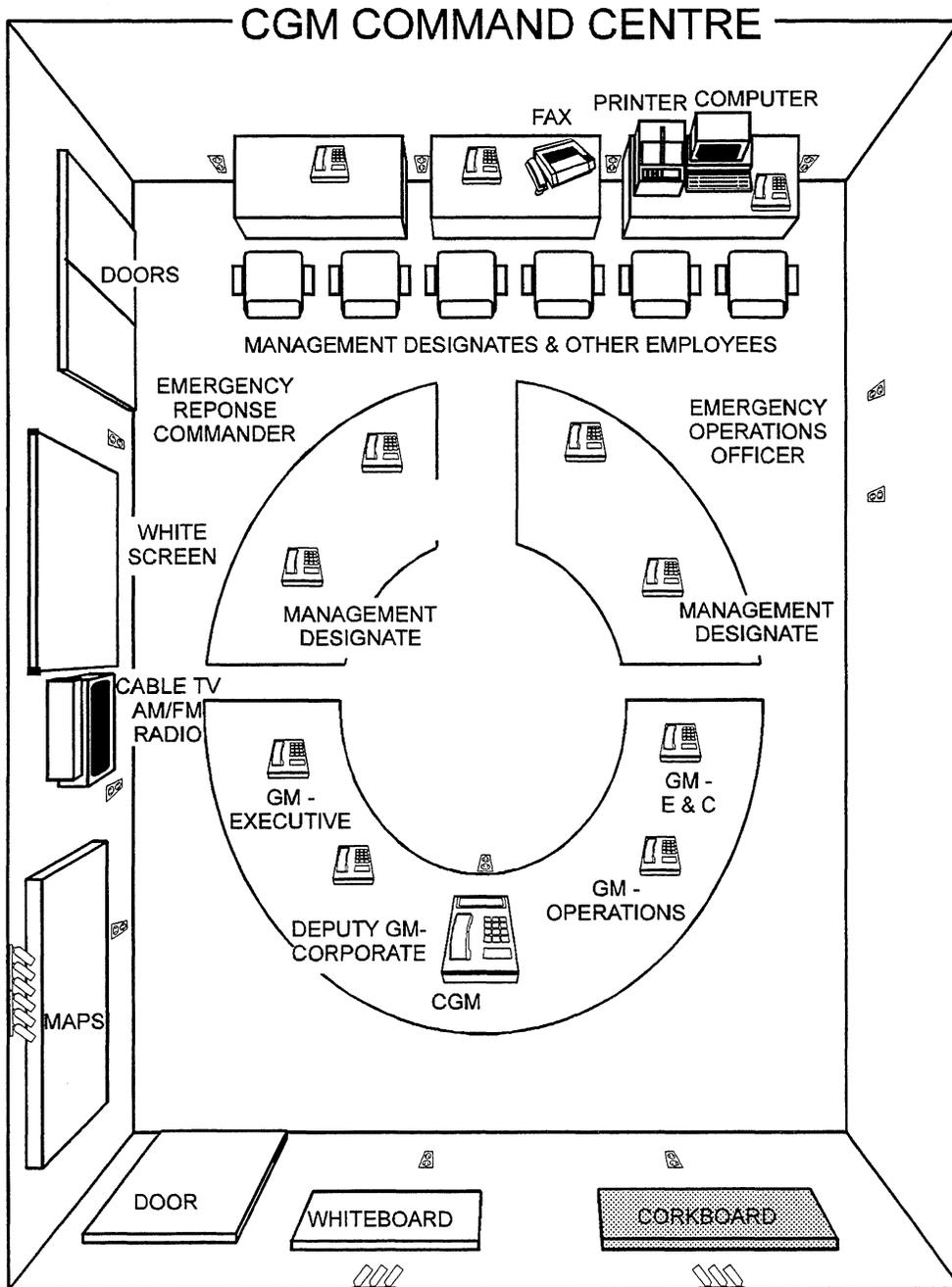
The CGM Command Centre telephone numbers should only be issued to persons require direct access, all others should call the Message Centre. Phones can be "call forwarded" to the Message Centre: push 115, then 2147, then hang up. This feature is useful if a meeting is called. If your phone is busy, or if not answered after three rings, calls will automatically transfer to the Message Centre. The CGM telephone set is equipped with a speaker phone and long distance capabilities.

Activity Logs:

All messages should be recorded in the log books provided and be retained for permanent record and post emergency reference.



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PHONE MESSAGE AREA LOCATED IN EXECUTIVE DINING ROOM
TELEPHONE #393-2147



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Office Vision:

E-mail information can be received through Office Vision; ID: CGM. Messages will be checked, printed and delivered by the Clerical Support staff.

Features and Equipment:

- back-up power source for lighting, electrical outlets and HVAC
- several TV sets, complete with VCRs
- AM-FM Radio
- fax machine
- personal computer with word processing software, mainframe access and a printer
- one TTC base station radio and two portable TTC radios
- back-up power supplies for cellular phones
- copies of the Corporate Emergency Plan, Contingency Plans, TTC phone directory, emergency phone numbers and municipal telephone directories
- up-to-date maps of the city, surrounding areas, various subway system maps, PCB locations maps, lists of emergency equipment and TTC Cab Districts
- office and stationery supplies
- two-part activity logs for recording all messages and any other relevant information
- whiteboards and cork boards
- flip charts, including Event Log
- flashlights

Evacuation Protocol:

If the fire alarm system sounds, the Fire Evacuation Technician stationed within the building will immediately investigate. The CGM Command Centre Coordinator will be in constant radio contact with the Fire Evacuation Technician and will advise the Command Centre immediately if the situation is threatening. The balance of the building population will evacuate normally.



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4.1 Command Bus

The Transit Control Centre will despatch the Command Bus to the scene of a Site Specific emergency, or to Davisville Carhouse to standby during a Non-site Specific emergency.

The Manager of Training is responsible for the Command Bus functionality, equipment and inventory. The verification of emergency equipment and support materials must be checked monthly as well as immediately upon return from an emergency, supplies must be replenished as required.

The Command Bus will be stored indoors at Wilson when not in use and the Superintendent of Wilson Garage is responsible for maintaining the vehicle in a state of good repair. If the Command Bus is disabled for more than 30 minutes, the Superintendent of Transit Control must be advised.

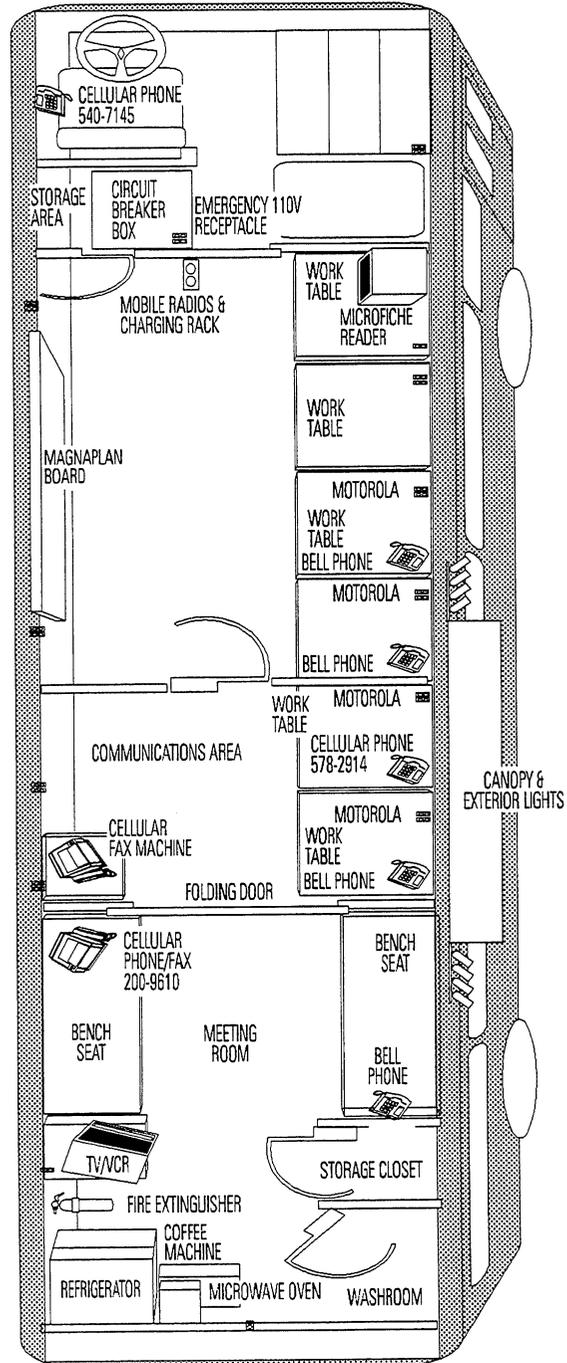
The CGM Command Centre Coordinator will be responsible for ensuring that clerical support staff from the Safety Department are provided on a 24 hour basis at the Command Bus for the Emergency Response Commander and other Departmental Site Specific Representatives.



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The Command Bus has the following:

- six work stations
- two cellular phones and one cellular fax-phone
- four fixed TTC mobile radios
- two portable TTC radios and four spare batteries
- TV with a built-in VCR
- AM-FM radio
- refrigerator, microwave oven and coffee maker
- meeting room
- sixteen 12 volt outlets (cigarette lighter style)
- four Bell phones and seven Bell phone jacks (*Bell Canada must to connect to their line*)
- microfiche reader
- Magna Plan Board and accessories
- washroom
- PC with word processor software and printer (*supplied by ITS*)
- Corporate Emergency Plan, Contingency Plans, TTC phone directory, emergency phone numbers and municipal telephone directories
- list of emergency equipment
- flashlights
- assorted maps and drawings
- portable fire extinguishers
- Stationery supplies





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4.2 Departmental Command Posts

The contact phone number should be kept clear, consideration should be given to temporarily installing a multi-line telephone set, perhaps with call display. Transfer long calls to another number. Have a flip chart close to the phone to record and reference information. Adopt the CGM Command Centre Activity Log process, as described in section 4.0. Information can be sent to the CGM Command Centre using Office Vision, the ID is **CGM**.

4.3 Alternate CGM Command Centre

In the event that evacuation of the 7th floor Boardroom at 1900 Yonge Street is necessary, Davisville Carhouse can accommodate the CGM Command Centre in a degraded mode. The Lunchroom would become the CGM Command Centre and communications would be dependent on cellular phones and portable radios. The Carhouse office could become the Message Centre, but only two telephones are currently available.

If the emergency is Non-site Specific, the Command Bus will be despatched to Davisville Carhouse to supplement the Carhouse facilities, if the alternate CGM Command Centre is established there. The Command Bus may also be utilized to transport members of the CGM Command Centre to Hillcrest, if necessary.



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Emergency Contact Lists



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COMMAND POSTS

Command Post	Principle	Alternate	PAX	Fax	Cellular	Pager	OV ID:
CGM Command Centre Coordinator	K. Skelton <i>G. Pringle</i>	T. Ellis <i>D. Iler</i>	2147	397-2150			CGM
Subway Operations	B. Simpson <i>W. Crosbie</i>	W. Bartram	4426	535-3687	805-4320		SUBOPSCC
Surface Operations	R. Cornacchia	J. Ralston	3094	534-8957	579-7824 805-6179	TTC-2200	SUROPSCC
Command Bus	K. Dean <i>E. Steele</i>	S. Beg, C.Kerr T. Sheridan L. Jordan		200-9610	540-7145 578-2914 200-9610		
Corporate Security	T. Andrews <i>S. Spencer</i>	T. Myers <i>M. Butler</i>	3007	338-0116	931-9712	336-0300	TANDREWS
Engineering & Construction	T. Middlebrook <i>A. Bertolo</i>	C. Wheeler	3973	393-2073			ABERTOLO
Human Resources	L. Findleton	S. Quigley	6810	538-4786	805-4320	TTC-4100	LFINDLET
Legal & Claims	R. Trichur <i>P. Ballantine</i>	L. Morano <i>T. McCallum</i>	3847	338-0125	809-8581	TTC-5100	DHAMMOND
Information Technology Services	J. Davies	E. Krzywonos	3543	488-5773			OP1
Marketing & Public Affairs	B. Brent <i>M. Bolton</i>	R. Muetz <i>- vacant -</i>	3741	338-0128	420-2776	980-1877	MBOLTON
Materials & Procurement	W. McNutt <i>J. Taylor</i>	M. Branco <i>D. McDermott</i>	2361	537-0385			WMCNUTT
Revenue Operations	K. Draudvila	L. Draper	4266	534-8066			KDRAUDVIL
Safety	J. O'Grady <i>M. Langdon</i>	A. Galang <i>D. Bekolay</i>		338-0118	420-0775	TTC-9400	JOGRADY
Transit Control	E. Catney <i>J. Silva</i>	D. Parks <i>R. Gerus</i>	3397	397-8527			
Wheel-Trans Operations	B. Thacker <i>G. Kotsopoulos</i>	T. McPherson <i>P. Langston</i>	4170	338-0139	806-7344	TTC-4003	BTHACKER

Note: these lists will be updated quarterly.

Updated on: October 29, 1998



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DEPARTMENTAL SITE SPECIFIC REPRESENTATIVES

Department	Name	Office	Home	Cellular	Pager
Subway Transportation	John McGuire	3428	905-683-2500		393-7882-1001
	Bryan Tyrrell	3467	1-905-830-1324		393-7882-2204
Plant Maintenance	Ron Sturge	4435	638-2781	540-9452	393-7882-3815
	Victor Guerin	2916	265-5807	578-2916	
Rail & Cars	Ross Nightingale	2974	285-9850		393-7882-3203
	Charlie Lake	3254	289-2149		393-7882-2007
Signals - Electrical - Communications	Mark Reidak	6873 4683	905 426-3671	524-5183	393-7882-1643
	Tony Pereira	4439	630-9712	523-5872	393-7882-1624
Track & Structures	Clyde London	4677	291-6054		393-7882-1702
	Ana Schmidt	4408	905-949-4858		393-7882-1701
Bus Transportation	Jim Ralston	2151	746-4387		393-7882-2200
	Howard Smith	2940	283-4292		393-7882-2404
Streetcars	David Dixon	3374	1-905-778-0614		393-7882-2800
	Joe Sabino	3459	905-470-8045		393-7882-3006
Maintenance Shops	Robert Boutilier	3564	222-7819		393-7882-2899
	Doug Kennedy	3114	242-2252		393-7882-3201
Safety	Ken Rankin	3003	905-896-0073	578-2930	339-6730
	Duncan Harrop	3016	905-427-3408	578-2926	336-3665
Corporate Security	Mike Walker	3007	259-0430	802-0076	339-6664
	Terry Andrews	3060	1-905-430-2487	931-9712	336-0300
Claims	Raman Trichur	3847	905-270-2784		
	Louie Morano	3841	905-568-2365		
Information Technology	Ed Kryzwonos	3540	905-826-7414		
	Steve Thorne	3548	1-905-831-5304		530-8952

Note: This information is updated quarterly.

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Department	Name	Office	Home	Cellular	Pager
Marketing & Public Affairs	Marilyn Bolton	3741	921-2075	420-0776	980-1877
	Bob Brent	3800	905-881-0368	805-4304	589-4308
Materials & Procurement	Bill Heibein	2081	239-5086		
	Bill Gilchrist	4733	905-427-3384		
Engineering	Tom Middlebrook	4152	693-6399	806-0308	393-7882-4511
Sheppard Subway	Bob Plewes	6618	438-6976		393-7882-4522

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