



EMERGENCY SERVICES COMMITTEE AGENDA

Emergency Services Committee Meeting
Wednesday, October 25, 2017
Tom Davies Square

COUNCILLOR RENE LAPIERRE, CHAIR

Mark Signoretti, Vice-Chair

MEETING CANCELLED

4:00 p.m. EMERGENCY SERVICES COMMITTEE MEETING
COMMITTEE ROOM C-11

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DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

CONSENT AGENDA

(For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.)

CORRESPONDENCE FOR INFORMATION ONLY

- C-1. Report dated October 6, 2017 from the Chief of Fire and Paramedic Services, General Manager of Community Safety regarding Emergency Services Department Update. **4 - 10**
(FOR INFORMATION ONLY)

(This report provides a summary of the Emergency Services Department statistics from July 1, 2017 to September 15, 2017 and a briefing on current and upcoming activities.)

- C-2. Report dated October 6, 2017 from the Chief of Fire and Paramedic Services, General Manager of Community Safety regarding Fire Services – Illness and Absences. **11 - 15**
(FOR INFORMATION ONLY)

(This report for information only was prepared following the August 21, 2017 Emergency Services Committee meeting, where staff were directed to provide a report at the October 2017 meeting outlining illness and absences for full-time Firefighters. This report provides information regarding full-time Firefighter non-occupational and occupational absences.)

MOTIONS

- M-1. Creation of Emergency Services Chief's Seniors Fund

As presented by Councillor Lapierre:

WHEREAS according to the Statistics Canada census results in 2016, the current population of Greater Sudbury is an estimated 161,000 people;

AND WHEREAS according to the World Health Organization, World Report on Ageing and Health, the number of people 60 years of age and older will exceed 30% of Canada's total population, which will outnumber all children under 14 years by 2050;

AND WHEREAS the Council Strategic Plan indicates that the City of Greater Sudbury will strive to make the community even greater and further enhance the quality of life by creating programs and services designed to improve the health and well-being of youth, families and seniors;

AND WHEREAS Paramedic Services respond to over 30,000 calls for service per year, and 57% of the patients who call for Paramedic Services are over the age of 60;

AND WHEREAS the Greater Sudbury Police Service created the Board's Chief's Youth Initiative Fund, which has a mandate to support initiatives of the Greater

Sudbury Police Service or the community that benefit youth; initiatives benefiting children and/or youth and/or their families; initiatives addressing violence prevention or repetition or causes of violence; initiatives reducing the need for policing intervention or those that strengthen police-community relationships;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs the General Manager of Community Safety to develop a similar fund to support initiatives geared to seniors within the City of Greater Sudbury, called Emergency Services Chief's Seniors Fund, establishing a mandate applicable to the City of Greater Sudbury Emergency Services, terms of reference and financial options, to be brought back to the Emergency Service Committee in first quarter of 2018 for its consideration.

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

For Information Only

Emergency Services Department Update

Presented To: Emergency Services Committee

Presented: Wednesday, Oct 25, 2017

Report Date: Friday, Oct 06, 2017

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report for information was prepared to provide the Emergency Services Committee with statistical information regarding number of calls for Fire and Paramedic Services along with good news stories and an update on Emergency Management. Report prepared by: Jesse Oshell, Assistant Deputy Fire Chief; Paul Kadwell, Acting Deputy Chief Paramedic Services; and Latoya McGaw, Emergency Management Officer.

Financial Implications

This report has no financial implications.

Signed By

Division Review

Michael MacIsaac
Executive Deputy Chief of Fire and
Paramedic Services, Community Safety
Digitally Signed Oct 6, 17

Financial Implications

Liisa Brule
Coordinator of Budgets
Digitally Signed Oct 10, 17

Recommended by the Department

Trevor Bain
Chief of Fire and Paramedic Services,
General Manager of Community Safety
Digitally Signed Oct 6, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Oct 11, 17

Calls for Service for the Period of July 1, 2017 to September 15, 2017

Fire Calls for Service (July 1 – September 15, 2017)

- Fires – 65
- Alarms – 265
- Vehicle Collisions – 169
- Open Air Burning – 109
- Medical Assistance – 188
- Other Incidents – 276
- Total Calls – 1072

Fire Services Major Incidents

- Carleton St, Sudbury
 - July estimated loss \$400,000
 - 21 personnel & six apparatus
- Bruyere St, Sudbury
 - July estimated loss \$300,000
 - 17 personnel & five apparatus
- Dupuis, Hanmer
 - July estimated loss \$175,000
 - 30 personnel & ten apparatus
- Second Ave, Lively
 - August estimated loss \$130,000
 - 22 personnel & seven apparatus
- Total of 65 fire incidents with an estimated combined loss of \$1,721,500

Paramedic Services Calls (July 1 – September 19, 2017)

Patient Care Reports

- Code 1 non-emergency calls – 243
- Code 2 scheduled transfers – 499
- Code 3 prompt emergency calls – 1164
- Code 4 urgent emergency calls – 3978
- Total Patient Care Records – 5884

*data retrieved from iMedic ePcr on September 19, 2017

Breakdown of care provided

- Basic Life Support provided – 84%
- Advanced Care provided – 16%

Paramedic Services is currently unable to provide accurate Response Time Standard (RTS) data following recent changes to the Documentation Standards by the Ministry of Health and Long Term Care. The change has led to how RTS data is captured within the electronic patient care record (ePcr) and the Service is concerned with its validity.

Work is ongoing with the ePcr vendor on validating the data to ensure it is accurate before it is released. Additionally, the Department is working on the implementation of a business intelligence (BI) program in an effort to streamline and standardize the Department's business analytic capabilities. It is hoped to have the BI program operational in the fourth quarter of this year.

Good News Items

Fire Services

Volunteer Firefighter Recruitment by the Numbers

One class of 30 recruits available (increase of five over previous years due to additional training officer staffing)

- **161** Applications
- **53** Applications scored that targeted stations determined to be those of greatest need based on the Volunteer Station Staffing policy.
- **50** Applicants successfully passed the interview.
- **35** Applicants successfully pass physical fitness testing.
- **30** Applicants are offered employment.
- **3** Applicants withdrew immediately before training began.
- **1** Applicant did not respond and the offer was withdrawn.
- **26** Probationary volunteer Firefighters hired and trained in 2 weekend classes in August:
 - Copper Cliff – 1 ○ Dowling – 3 ○ Val Caron – 2 ○ Falconbridge – 1
 - Waters – 3 ○ Levack – 1 ○ Val Therese – 4 ○ Skead – 1
 - Lively – 2 ○ Hanmer – 3 ○ Wahnapiatae – 1
 - Whitefish – 3 ○ Capreol – 1

Prevention Division

Fire Prevention week begins on October 8. Some events scheduled for the community include:

Opening Ceremonies for Fire Prevention Week is at St Etienne School Dowling, Tuesday, October 10 at 9:30 am. There will be Presentations with the inflatable Fire Prevention training house and Sparky mascot. Also, there is a tentative event in the evening in the Dowling neighborhood where Fire Prevention will accompany the fire crews from Dowling, Station 12. Fire Services will sound the siren and the families would then execute their Home Escape Plan (Every Second Counts: Plan 2 ways out!). Families would come out and meet Firefighters at their predestinated meeting place near the road. Families will then ask questions and discuss the importance of what they just did.

Presentations will also occur at St James School in Lively where volunteer stations Waters, Station 6 and Lively, Station 7 will attend. Also, throughout the week there will

be presentations at Northeastern Elementary School in Garson, Atikameksheng Anishnawbek First Nations community, and Ecole Publique Foyer Jeunesse in Hanmer.



Training Division

Fire Services is presently completing the training for our Technical Rope Rescue program using current industry best-practices with state-of-the-art equipment. Although these are of low-frequency occurrences, they are of high risk and as such Fire Services relies heavily on training to ensure that the Division is fully prepared to respond to such calls both safely and effectively. The implementation of this training is essential in aligning our response capabilities as a Fire Service with the risks that exist in our community.

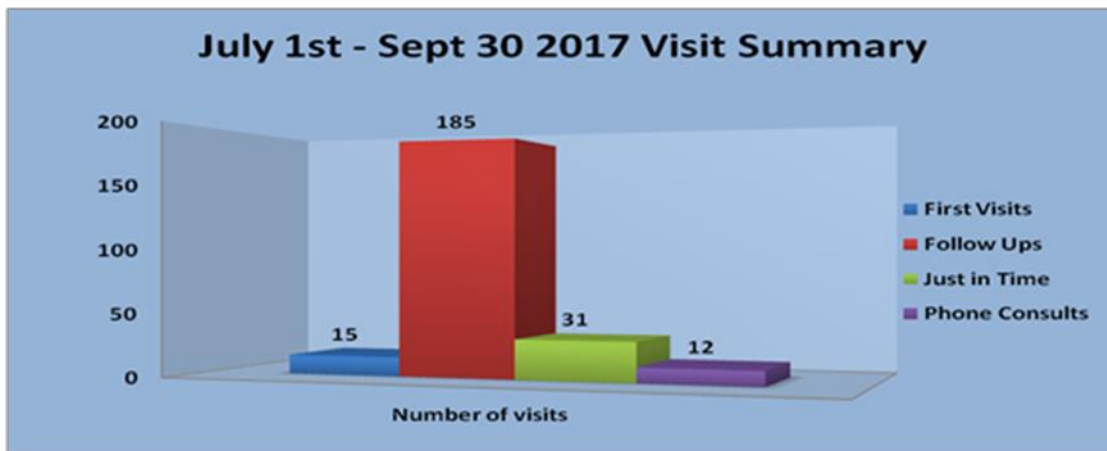


Paramedic Services

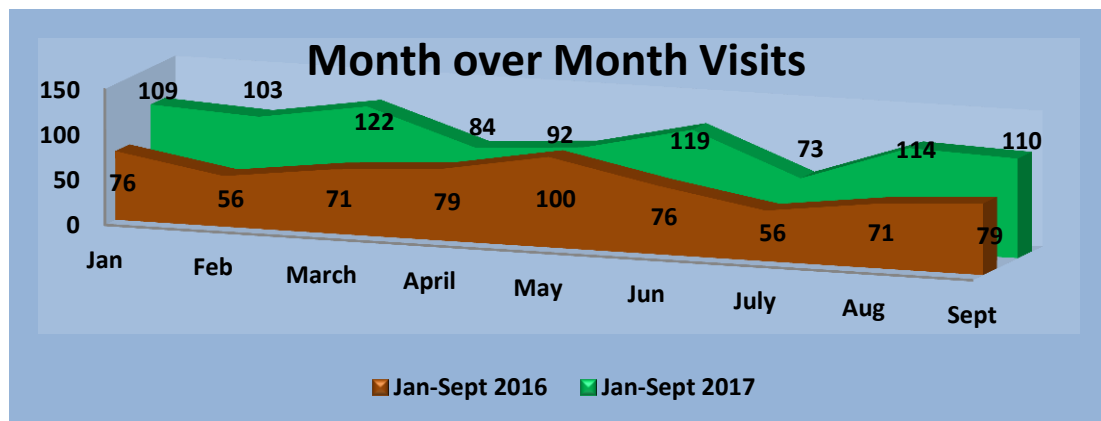
Community Paramedic Program

The Care Transitions Community Paramedic (CP) Program has been active since January 12, 2015 and has seen 415 patients since inception. Currently the program has:

- 144 current active patients that have received 641 scheduled home visits to date in 2017.
- The graph below is a snapshot of Community Paramedic activity in Q3.



- 116 total Just in Time (JIT) visits have been performed to date in 2017, these are when the patient contacts the CTCP outside of their scheduled appointment due to new symptoms or an exacerbation of a medical condition. Once contacted the paramedic will see that patient immediately before they visit any more of their scheduled appointments for the day.
- 27 patients have graduated the CTCP program to date in 2017.
- The CP program averages over 100 visits to patients in a normal month with steady growth from year to year.



- 24% completion rate on patient satisfaction surveys.
- Received survey results indicating that 100% would recommend the program with 100% being satisfied with the service.

Health Promotions Community Paramedic Program

The Health Promotions Community Program (HPCP) is also involved in the Paramedic Referral process. Paramedic Referrals are completed by Paramedics who see safety concerns with a patient's home situation during a 911 response, noting that they have unmet needs that require home care services. The Paramedic Referral is sent with patient verbal consent to NE LHIN Home and Community Care (NE LHIN HACC) to schedule a home assessment with a care coordinator. The HPCP follows up with all of these clients to ensure they do not fall through service gaps. HPCP also follows up with patients that refuse or are unable to consent to a referral to NE LHIN HACC to more fully

explain what the referral to this agency means in an attempt to ensure our patients are fully informed and may accept these services that will enable independent living in their homes. The end goal is to decrease 911 calls by ensuring at risk populations are set up to succeed with appropriate supportive links for independent living.

Community Health Concern Reports are available for field Paramedics to report any other personal/public safety concerns where NE LHIN HACC is not the most appropriate referral. The HPCP manages these concerns and will work to link the situation/individual with the appropriate community agency to rectify the safety concern. At times, if the concern is at elevated risk the HPCP will present the case to Community Mobilization Sudbury (CMS) – Rapid Mobilization Table (RMT) for an immediate group response.

Paramedic Services is a member of the Sudbury Road Safety Committee (SRSC). SRSC works to promote safe driving awareness campaigns for the citizens of Greater Sudbury. Our Health Promotion Community Paramedic sits on this committee representing Paramedic Services and provides a Paramedic perspective with road safety concerns. Other members of this committee include the OPP, GSPS, SDHU, City Traffic Division, Fire, MTO, City Growth and Infrastructure Department and Sudbury Cyclists union.

Paramedic Ride

On September 15th to September 19th, seven Greater Sudbury Paramedics participated in the Paramedic Ride.

The Paramedic Ride is a not-for-profit organization dedicated to strengthening the Paramedic community. The purpose of the ride is to raise funds in support of the Canadian Paramedic Memorial Foundation. The foundation is constructing a monument in the Nation's Capital, – Ottawa, Ontario. The monument is intended to commemorate those Paramedics who have lost their lives in the line-of-duty. This important monument will be a place where family, friends and colleagues can remember their loved ones and honour the dedication and sacrifice of all Canadian Paramedics who have lost their lives.



The 2017 Ontario Paramedic Ride Route travelled over 450 km starting in Toronto passing through Port Hope, Kingston and Brockville arriving four days later in Ottawa. Riders from Ontario were joined with riders from Quebec and travelled together to Parliament Hill. Two members of the Sudbury Paramedic Honour Guard also participated in the closing ceremonies, along with other Paramedic Honour Guards from across the province and Gatineau, Quebec.

Kronos-TeleStaff

Kronos-TeleStaff is an automated scheduling solution to achieve our scheduling and workforce management goals. Kronos-TeleStaff optimizes the scheduling, communications, and deployment of public safety personnel. This program uses unique scheduling rules and adheres to policies, minimizing compliance risk. This software improves productivity with automated position, shift and vacation bidding allowing time for the Platoon Superintendent to focus on critical field supervision. This program is able to contact employees by phone, text or email, to expedite scheduling and deployment. Employees are contacted in the right order, and all communications are automatically documented.

The first phase of this project began in mid-summer of 2017 and is anticipated to be completed by March of 2018.

Emergency Management Update

Greater Sudbury's Emergency Management hosted its first Basic Emergency Management training course for 2017. Basic Emergency Management (BEM) is a two-day provincial certification course taught by the City of Greater Sudbury's (CGS) Emergency Management Office. BEM provides an overview of emergency management in Ontario and introduces the basic concepts of emergency management including the systems and process for preventing, mitigating, preparing for, responding to and recovering from emergencies and disasters.

Being the hub of the North, the course was attended by individuals from various northern communities such as Chapleau, Powassan, and Kapuskasing. Various community partners such Sudbury & District and Health Unit and Health Sciences North were also in attendance.

The recently completed online curriculum was demonstrated during this session, where participants provided valuable and positive feedback. This feedback will be shared with the Office of the Fire Marshall and Emergency Management in hopes that this will influence future course delivery.

Eighteen participants attended the course. The next Basic Emergency Management course is scheduled for November 23rd & 24th, 2017.

For Information Only

Fire Services – Illness and Absences

Presented To: Emergency Services Committee

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Report Summary

This report for information was prepared following the August 21, 2017, Emergency Services Committee meeting, where staff was directed to provide a report at the October 2017 meeting outlining a comparison of call volume from 2013 through to 2016 against: short and long-term lost time, the average use of sick days and WSIB lost time for full-time Firefighters.

Financial Implications

This report has no financial implications.

Signed By

Report Prepared By

Jesse Oshell
Assistant Deputy Chief
Digitally Signed Oct 6, 17

Manager Review

Darrel McAloney
Deputy Fire Chief
Digitally Signed Oct 6, 17

Division Review

Michael MacIsaac
Executive Deputy Chief of Fire and Paramedic Services, Community Safety
Digitally Signed Oct 6, 17

Financial Implications

Liisa Brule
Coordinator of Budgets
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Recommended by the Department

Trevor Bain
Chief of Fire and Paramedic Services,
General Manager of Community Safety
Digitally Signed Oct 6, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Oct 11, 17

Fire Services – Illnesses and Absences (Full Time)

This report for information was prepared following the August 21, 2017, Emergency Services Committee meeting, where staff was directed to provide a report at the October 2017 meeting outlining a comparison of calls against: short and long-term lost time, the average use of sick days and WSIB lost time for full time firefighters. Additionally, the report will also include a comparison of Leaves of Absence and minimum staffing requirements against overtime.

Background

Greater Sudbury Fire Services is responsible for the delivery of Fire Protection and Prevention as defined by the Establishing and Regulating by-law (2014-84). The Fire Service provides both full time and volunteer levels of protection spread across 24 fire stations throughout the municipality. There are currently 127 full time staff, including 108 suppression firefighters, 2 training officers, 4 platoon chiefs, 8 fire prevention staff, 2 mechanical division staff, and 3 office clerk positions.

Sick Leave / Leave of Absence /Annual Vacation and Statutory Holidays

The collective agreement between City of Greater Sudbury and Sudbury Professional Fire Fighters Association IAFF Local 527, Article 11:01 Sick Leave of Absence states, "Each employee shall accumulate sick leave credits at the rate of one-and-a-half days for each calendar month of service with the Greater Sudbury Fire Department, such credits to be cumulative with no maximum." A sick leave day is one that an employee can utilize to maintain their regular earnings during days of absence for temporary non-occupational illness or injury. Sick leave may also be utilized for maintenance of personal health care, for compassionate family reasons or for emergency leave. Sick leave shall be deducted from the employee's banked accumulated credit as it is taken. Further outlined in the collective agreement, Article 13 Annual Vacation and Statutory Holidays and Article 14 Leaves of Absence (Pregnancy / Parental Leave) are days that are accrued under the terms outlined for each provision. Employees are entitled to their allotment as defined and mutually agreed upon. There are, on average, four firefighters off per day using Annual Vacation day, Sick Leave, or Leave of Absence.

WSIB (Occupational Injury or Illness)

A 'lost time' claim is created when an employee suffers a work-related injury/disease which results in: being off work past the day of injury, loss of wages or earnings, or a permanent disability or impairment. WSIB leave is maintained until such time as a review

of clinical information that determines when an employee is fit to return to their pre-injury work or suitable work is available. Under the direction of a physician and the employer, employees may have the opportunity to return to work in a modified position based on their clinical assessment. Modified work does not put an employee back in a suppression position for minimum staffing rather it places them in a supporting role.

Minimum Staffing Requirement

The collective agreement between City of Greater Sudbury and Sudbury Professional Fire Fighters Association IAFF Local 527, Article 8.02 Staffing states, "The parties agree that the Employer shall maintain a minimum of twenty-two (22) full time firefighters on each of the four platoons at all times. On duty suppression personnel shall only be assigned to in-service emergency vehicles, or be in training (within the confines of the geographical response area and available to respond) at all times." Once less than twenty-two (22) full time firefighters are not on the platoon due to Annual Vacation, Sick Leave, WSIB, or Leave of Absence, additional full time staff must be called in on overtime. In order to minimize overtime requirements and based on a three (3) firefighter average per shift off for Annual Vacation, a complement of twenty-seven (27) firefighters per platoon is optimal to cover the absenteeism due to Annual Vacation, Sick Leave, WSIB, or Leave of Absence. The following chart (figure 1) is a visual representation of the calls for service from 2013 to 2016 and compares that data with sick leave and WSIB days lost. (Zero WSIB days lost in 2014).

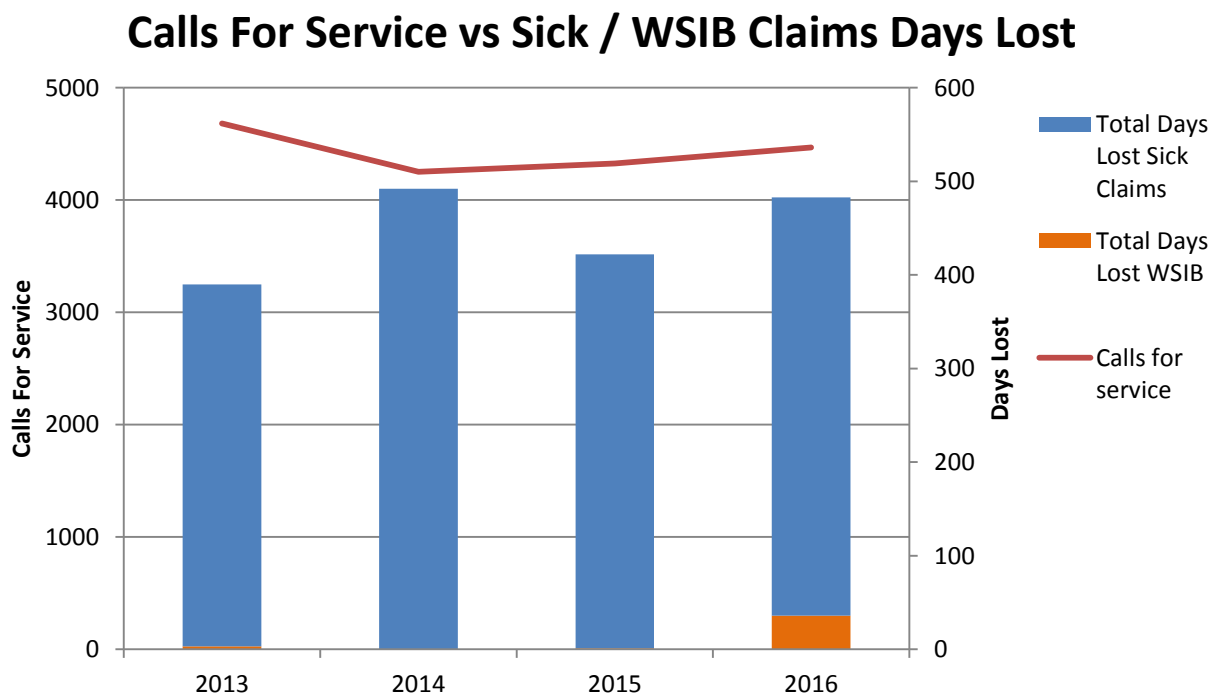


Figure 1

The four year average annual sick leave taken is 436 days which is approximately four days per firefighter per year and an average of one firefighter off on sick leave per day. Over the same period, calls for service average is 4432. Calls for service include all incidents that occurred in all stations as full time fire staff have the possibility of responding to any location at any time.

The following chart (figure 2) is a visual representation of full time firefighter staffing and comparing days absent, which includes Annual Vacation, Sick Leave, WSIB, or Leave of Absence to overtime costs (budgeted and actual).

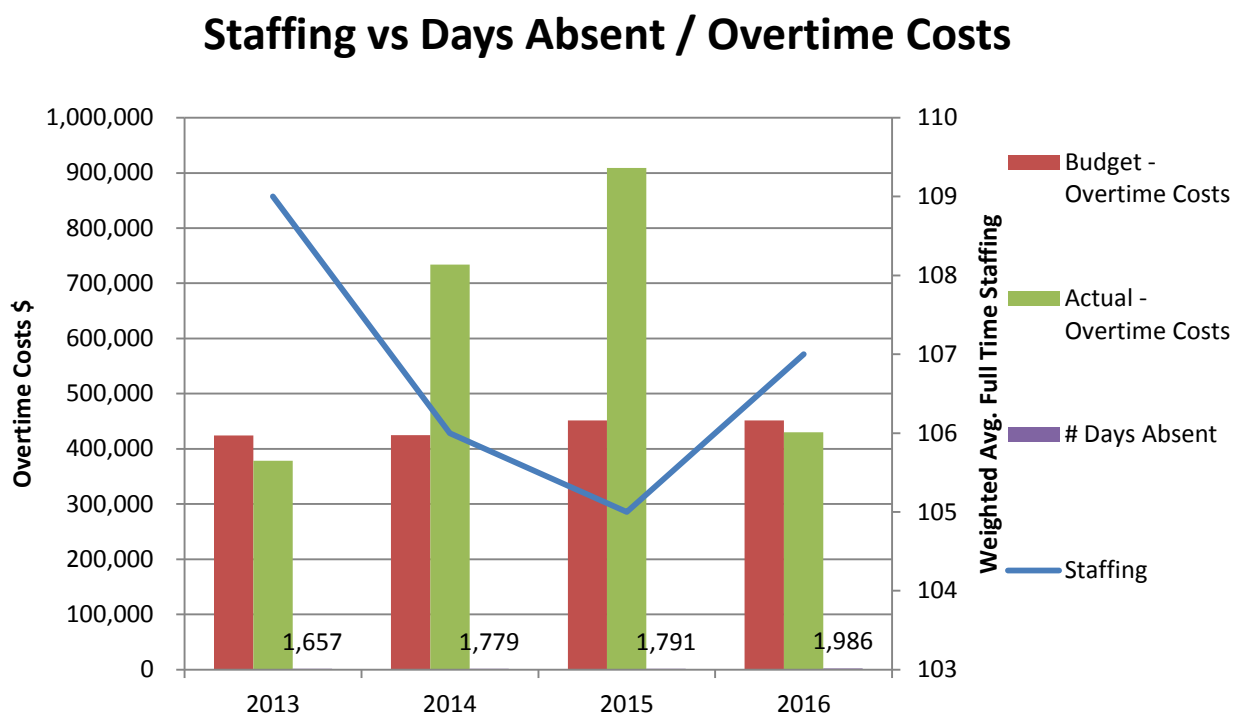


Figure 2

The above chart demonstrates a direct correlation between full time suppression firefighter staffing (minimum per platoon staffing) and the overtime costs generated. When there is a complement of less than 27 firefighters per platoon, which is less than 108 full time suppression firefighters, overtime costs are incurred to maintain the collective agreement minimum staffing levels of 22 suppression firefighters per platoon.

Staffing Adjustments

In 2014 through 2015 a pilot project and agreement between the City of Greater Sudbury and Sudbury Professional Fire Fighters Association IAFF Local 527, occurred in which two (2) additional training officers were put into place. These positions were taken from the full time suppression firefighters platoon system, effectively changing the

average staffing to 105 suppression firefighters and four training officers which also in turn reduced three of the four platoons to 26 firefighters, and one platoon remained at 27.

In 2015, the additional training officer pilot project was discontinued and a full time firefighter recruitment occurred. At the end of 2015 staffing was back to 108 suppression firefighters and only two training officers which in turn returned the four platoons to 27 firefighters.

Conclusion

Calls for service remain, on average, at 4432 per year and do not show any direct relationship with Sick Leave or WSIB lost time days. Recognition of post traumatic stress disorder as a very serious issue for emergency service employees and the implementation of programs such as the Peer Support Network (PSN) and Road to Mental Readiness training (R2MR), have had positive impacts on the mental health and wellbeing of the employees. Further there is an attendance management program in place for full time firefighters that aids in managing the use of Sick Leave.

The use of Sick Leave, Leave of Absence, or Annual Vacation days has little effect on overtime costs when staffing levels of 108 full time suppression firefighters are maintained. When levels fall below this threshold overtime costs increase directly related to the number of suppression firefighters required to meet the minimum complement of 22 on shift.

The balance of maintaining 27 suppression firefighters when using the average of 3 firefighters off on Annual Vacation and 1 firefighter on Sick Leave per day allows one additional firefighter buffer before the minimum of 22 is reached and overtime is required.



City of Greater Sudbury Charter

WHEREAS Municipalities are governed by the Ontario Municipal Act, 2001;

AND WHEREAS the City of Greater Sudbury has established Vision, Mission and Values that give direction to staff and City Councillors;

AND WHEREAS City Council and its associated boards are guided by a Code of Ethics, as outlined in Appendix B of the City of Greater Sudbury's Procedure Bylaw, most recently updated in 2011;

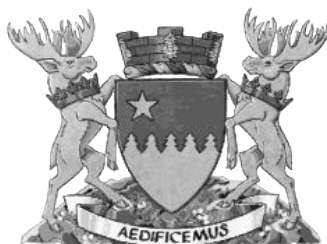
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

THEREFORE BE IT RESOLVED THAT Council for the City of Greater Sudbury approves, adopts and signs the following City of Greater Sudbury Charter to complement these guiding principles:

As Members of Council, we hereby acknowledge the privilege to be elected to the City of Greater Sudbury Council for the 2014-2018 term of office. During this time, we pledge to always represent the citizens and to work together always in the interest of the City of Greater Sudbury.

Accordingly, we commit to:

- Perform our roles, as defined in the Ontario Municipal Act (2001), the City's bylaws and City policies;
- Act with transparency, openness, accountability and dedication to our citizens, consistent with the City's Vision, Mission and Values and the City official motto;
- Follow the Code of Ethical Conduct for Members of Council, and all City policies that apply to Members of Council;
- Act today in the interest of tomorrow, by being responsible stewards of the City, including its finances, assets, services, public places, and the natural environment;
- Manage the resources in our trust efficiently, prudently, responsibly and to the best of our ability;
- Build a climate of trust, openness and transparency that sets a standard for all the City's goals and objectives;
- Always act with respect for all Council and for all persons who come before us;
- Ensure citizen engagement is encouraged and promoted;
- Advocate for economic development, encouraging innovation, productivity and job creation;
- Inspire cultural growth by promoting sports, film, the arts, music, theatre and architectural excellence;
- Respect our historical and natural heritage by protecting and preserving important buildings, landmarks, landscapes, lakes and water bodies;
- Promote unity through diversity as a characteristic of Greater Sudbury citizenship;
- Become civic and regional leaders by encouraging the sharing of ideas, knowledge and experience;
- Work towards achieving the best possible quality of life and standard of living for all Greater Sudbury residents;



Charte de la Ville du Grand Sudbury

ATTENDU QUE les municipalités sont régies par la Loi de 2001 sur les municipalités (Ontario);

ATTENDU QUE la Ville du Grand Sudbury a élaboré une vision, une mission et des valeurs qui guident le personnel et les conseillers municipaux;

ATTENDU QUE le Conseil municipal et ses conseils sont guidés par un code d'éthique, comme l'indique l'annexe B du Règlement de procédure de la Ville du Grand Sudbury dont la dernière version date de 2011;

ATTENDU QUE la devise officielle de la Ville du Grand Sudbury, « Ensemble, bâtissons notre avenir », a été choisie afin de célébrer la diversité de notre municipalité ainsi que d'inspirer un effort collectif et l'inclusion;

QU'IL SOIT RÉSOLU QUE le Conseil de la Ville du Grand Sudbury approuve et adopte la charte suivante de la Ville du Grand Sudbury, qui sert de complément à ces principes directeurs, et qu'il y appose sa signature:

À titre de membres du Conseil, nous reconnaissons par la présente le privilège d'être élus au Conseil du Grand Sudbury pour le mandat de 2014-2018. Durant cette période, nous promettons de toujours représenter les citoyens et de travailler ensemble, sans cesse dans l'intérêt de la Ville du Grand Sudbury.

Par conséquent, nous nous engageons à :

- assumer nos rôles tels qu'ils sont définis dans la Loi de 2001 sur les municipalités, les règlements et les politiques de la Ville;
- faire preuve de transparence, d'ouverture, de responsabilité et de dévouement envers les citoyens, conformément à la vision, à la mission et aux valeurs ainsi qu'à la devise officielle de la municipalité;
- suivre le Code d'éthique des membres du Conseil et toutes les politiques de la municipalité qui s'appliquent à eux;
- agir aujourd'hui pour demain en étant des intendants responsables de la municipalité, y compris de ses finances, biens, services, endroits publics et du milieu naturel;
- gérer les ressources qui nous sont confiées de façon efficiente, prudente, responsable et de notre mieux;
- créer un climat de confiance, d'ouverture et de transparence qui établit une norme pour tous les objectifs de la municipalité;
- agir sans cesse en respectant tous les membres du Conseil et les gens se présentant devant eux;
- veiller à ce qu'on encourage et favorise l'engagement des citoyens;
- plaider pour le développement économique, à encourager l'innovation, la productivité et la création d'emplois;
- être une source d'inspiration pour la croissance culturelle en faisant la promotion de l'excellence dans les domaines du sport, du cinéma, des arts, de la musique, du théâtre et de l'architecture;
- respecter notre patrimoine historique et naturel en protégeant et en préservant les édifices, les lieux d'intérêt, les paysages, les lacs et les plans d'eau d'importance;
- favoriser l'unité par la diversité en tant que caractéristique de la citoyenneté au Grand Sudbury;
- devenir des chefs de file municipaux et régionaux en favorisant les échanges d'idées, de connaissances et concernant l'expérience;
- viser l'atteinte de la meilleure qualité et du meilleur niveau de vie possible pour tous les résidents du Grand Sudbury.