



EMERGENCY SERVICES COMMITTEE AGENDA

Emergency Services Committee Meeting
Wednesday, June 21, 2017
Tom Davies Square

COUNCILLOR RENE LAPIERRE, CHAIR

Mark Signoretti, Vice-Chair

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 May 26, 2017 from the Chief of Fire and Paramedic Services, General Manager of Community Safety regarding Paramedic Services - Missed Meals, Shift Overrun & Standbys. **4 - 6**
(FOR INFORMATION ONLY)

(This report was requested by Councillor Lapierre during the March 22, 2017 Special Council meeting for Fire and Paramedic Optimization regarding information on Paramedic missed meals, shift overrun and standby activity.)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated June 6, 2017 from the Chief of Fire and Paramedic Services, General Manager of Community Safety regarding Fire Services Dispatch and Enhancements. **7 - 12**
(RESOLUTION PREPARED)

(This report provides details for a phased-in implementation of Mobile Data Terminals (MDT's) into front line responding fire vehicles. Each progressive phase will provide a multifaceted system to improve initial response, firefighter safety, key performance indicator measurement, post incident analysis, and identifying opportunities for improvement.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

For Information Only

Paramedic Services - Missed Meals, Shift Overrun & Standbys

Presented To: Emergency Services Committee

Presented: Wednesday, Jun 21, 2017

Report Date Friday, May 26, 2017

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters in Paramedic Services.

Report Summary

This report was requested by Councillor Lapierre during the March 22, 2017 Special Council meeting. The request was for a report for information only be brought back to the Emergency Services Committee regarding on how many missed/late meals, shift overrun and standbys that have occurred in the past four (4) years in the Paramedic Service. The analysis has indicated that the increase in missed/late meals, shift overrun and standbys are consistent with the increased call volume over the past four (4) years or is explainable due to system changes in the deployment plan. Since 2003, the Paramedic Service has utilized a proactive approach in piloting system changes within the deployment plan in an ongoing effort to continuously look for new opportunities to improve system performance, capacity and paramedic response while trying to balance employee wellness.

Financial Implications

This report has no financial implications.

Signed By

Report Prepared By

Aaron Archibald
Deputy Chief of EMS Operations
Digitally Signed May 26, 17

Recommended by the Department

Trevor Bain
Chief of Fire and Paramedic Services,
General Manager of Community Safety
Digitally Signed May 31, 17

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed May 31, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 7, 17

Paramedic Services – Missed Meals, Shift Overrun and Standbys

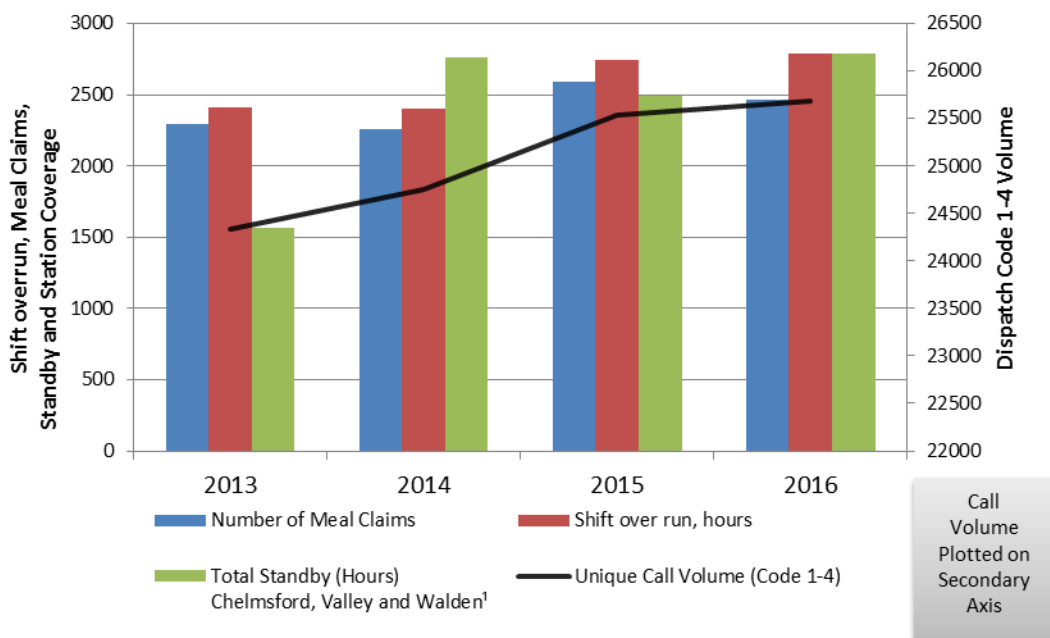
This information report is to provide a response to a question which was asked during the March 22, 2017 Special Council meeting regarding Fire and Paramedic Services. Councillor Lapierre requested a report be brought back to the next Emergency Services Committee on June 21, 2017 regarding Paramedic missed meals, shift overruns and standby activity in the past four (4) years.

Background:

In the provision of Land Ambulance Services in the province of Ontario, Paramedics are required to respond to emergencies at all times during their shift including during their paid meal breaks and extending past their end of shift if they are the closest, most appropriate unit available. To mitigate gaps in Paramedic coverage and to ensure a balanced approach with emergency coverage, the Service implemented an ambulance deployment plan entitled the System Status Plan (SSP) in 2003. The goal of the SSP is to provide direction and guidance to the Ministry of Health and Long Term Care (MOHLTC), Central Ambulance Communications Center (CACC) on the City's expectations when dispatching its Paramedic resources.

Analysis:

The following data has been obtained from the MOHLTC Ambulance Dispatch Reporting System (ADRS). Please note that this data represents a snap shot in time and was obtained in April 18, 2017, and has not been independently validated for complete accuracy and may fluctuate over time as more calls are processed by the MOHLTC.



Meals:

Since 2013 into 2016, Paramedic Services has experienced a 7% increase in call volume, (see the black line in the graph above). Over the same period of time, the Service has experienced an 8% increase in Paramedic missing or having late meals. While there has been an increase in missed and late meals, the Service continues to have a 93% success rate of having Paramedics receive their meal periods on time. For contextual purposes, the current deployment plan has a total of 32,500 meal periods. The Service continues to engage the MOHLTC CACC in an effort to mitigate Paramedics missing their meals.

Shift Overrun:

Similar to the increase in call volume and missed meals since 2013, the Paramedic Service has seen an increase in shift overruns (overtime). As noted in the above graph, shift overrun experienced the largest increase from 2014 into 2015, which is consistent with a corresponding increase in call volume. Yet again, shift overrun remains relatively consistent within the same trending pattern of call volume and missed meals. It must be noted that Paramedic Services several years ago implemented end of shift language in the SSP to help expedite paramedics that are about to go into overtime or are on overtime. However, in April of 2017, the MOHLTC implemented new changes to the Paramedic Documentation Standards that now mandates all patient care documentation shall be completed by Paramedics before they go home. Paramedic Services anticipates that this change to the Documentation Standards will result in an increase in shift overrun as Paramedics cannot leave their shift until all patient care documentation is fully completed.

Standbys:

When an ambulance from a reporting station (Chelmsford, Valley East and Walden) is assigned to a call for service, the MOHLTC CACC will assign the next available ambulance, typically from the City core, to affected area to provide balanced emergency coverage. In 2014, Paramedic Services made a significant deployment change in the SSP to automatically back fill the outlying Paramedic Stations with an available ambulance to help reduce response times in Chelmsford, Valley East and Walden. This proactive measure of balancing emergency coverage by moving available ambulances from the City core has increased the amount of standbys in the outlying areas by 79%. This increase is a reflection of the Services ongoing efforts to continuously look for new opportunities to improve system performance, capacity and paramedic response.

Request for Decision

Fire Services Dispatch and Enhancements

Presented To: Emergency Services Committee

Presented: Wednesday, Jun 21, 2017

Report Date Tuesday, Jun 06, 2017

Type: Managers' Reports

Resolution

WHEREAS the Greater Sudbury Police Service is the City's current fire service dispatch provider;

AND WHEREAS the City wishes to enhance dispatch services to include mobile display terminals and mobile for public safety dispatch solutions;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approves the continued single sourcing of a dispatch services to the Greater Sudbury Police Services Board as outlined in the report entitled "Fire Services Dispatch and Enhancements" from the Chief of Fire and Paramedic Services, General Manager of Community Safety dated June 6, 2017;

AND THAT the General Manager of Community Safety is delegated the authority to execute a dispatch services agreement, any amendments thereto and any agreements relating to the purchase of dispatch services subject to Council's approved budgets.

AND THAT the necessary by-laws be prepared.

Signed By

Report Prepared By

Jesse Oshell
Assistant Deputy Chief
Digitally Signed Jun 6, 17

Recommended by the Department

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

Financial Implications

Liisa Brule
Coordinator of Budgets
Digitally Signed Jun 7, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 7, 17

Relationship to the Strategic Plan / Health Impact Assessment

Implementation of the recommended technological advancements into front line fire vehicles will provide first responders with access to real time data, allowing them to more effectively and safely perform their duties, and better protect the safety of residents and businesses in the community. It will aide in decreasing response times, increasing meaningful information to responding crews, and allow for a safer work environment for all firefighters. The data collected can also be used to identify opportunities for improvement for fire service response and supports the corporate priority of responsive, fiscally prudent and open governance.

Report Summary

Greater Sudbury Police Services provides 911 call taking, Computer Aided Dispatch (CAD), and Harris P25 voice radio and pager communications to Greater Sudbury Fire Services as a single source provider. An annual allocation is forwarded to the Greater Sudbury Police Service as a normative process for these services in the amount of \$190,000. The technology, data security, and staffing levels in the Police Communications Center allow for a seamless model of fire dispatching across the entire geography of Greater Sudbury. Fire Services utilizes dispatch as not only an integral part of the incident response process for public safety but for employee safety during both emergency and non-emergency incidents. Greater Sudbury Police Services and Greater Sudbury Fire Services are currently working towards a service level agreement related to dispatch.

Enhancing the dispatch provided by Greater Sudbury Police Services is an innovative project to install Mobile Data Terminals (MDT) into front line, first responding fire vehicles in order to provide responding firefighters access to the Mobile for Public Safety system (MPS). The MPS system includes real time access to a number of sources:

- Computer Aided Dispatch (CAD) software which is used by local 911 dispatch to assign resources and track all information related to an incident.
- Firehouse Software to access tactical preplans, which includes important information about a structure, such as floor plans, hazardous material, etc
- Occupancy Risk data (C.O.R.E. Tool) which provides a level of risk to the responding firefighters on the particular location to which they are responding.
- GPS location data to identify location and estimate arrival time of additional fire vehicles
- CGS GroupWise email
- Relevant internet access.

This system will allow Fire Services and 911 Dispatch to provide instant updates through an off air cellular link that is secure and rapid. MDT units will provide GPS location data to the CAD software giving users the ability to monitor the exact location of other responding units, their anticipated arrival times and through the future implementation of the Fire Services Mobile Responder plan, the number of first responders available. Further, MDT's will allow real time data entry into Firehouse software when fire crews are performing tactical preplans, fire safety walk-through's, and fire education site visits.

Financial Implications

In 2016, Fire Services acquired eight (8) Mobile Data Terminals funded within the 2016 capital budget and there is an additional \$120,000 in the approved 2017 capital budget to acquire the hardware/software.

In order to provide the necessary funding to implement "Year Two" of the program which includes the purchase and implementation of 19 additional units, staff will prepare a submit a business case for the committee's consideration during the 2018 Budget process. Funding this phase of the program would require additional capital funding of \$128,000 and an increase to the Fire operating budget of \$34,000, for a total increase of \$162,000.

Fire Services Dispatch and Enhancements

Background

Greater Sudbury Police Services provides 911 call taking, Computer Aided Dispatch (CAD), and Harris P25 voice radio and pager communications to Greater Sudbury Fire Services as a single source provider. An annual allocation is forwarded to the Greater Sudbury Police Service as a normative process for these services in the amount of \$190,000. Fire Services utilizes dispatch as not only an integral part of the incident response process for public safety but for employee safety during both emergency and non-emergency incidents. Greater Sudbury Police Services and Greater Sudbury Fire Services are currently working towards a service level agreement related to dispatch that will specifically outline the delivery of these services.

Fire Services staff are recommending continuation of the single sourcing of dispatch services from the Greater Sudbury Police Service as they provide sophisticated and modern CAD technology, data security and privacy sensitivity, maintained minimum staffing levels in the Police Communications Center, and allow for a seamless model of fire dispatching across the entire geography of Greater Sudbury.

Greater Sudbury Police Services (GSPS) currently manages fire dispatch using a state of the art computer aided dispatch (CAD) system provided by Hexagon Safety and Infrastructure. This system uses a sophisticated network of computer hardware and software that also supports Police Service's own Mobile Data Terminal solution, Mobile for Public Safety (MPS). In order to utilize the CAD system and leverage its extensive capabilities, Fire Services will be managing the MDT / MPS project while working with our partners in Police Services who own and manage the CAD. Greater Sudbury Police Services' Information Technology department will be responsible for working with Hexagon Safety and Infrastructure and Fire Services during the implementation of this mobile software into the current police network in order to support the addition of Fire Services MDT / MPS installs.

Fire Services has acquired, through current approved budgets and using the approved CGS purchasing policy, eight Mobile Data Terminals (Panasonic FZ-G1 Tablets) and have installed them in identified fire vehicles for Phase 1 of the project. Each MDT is equipped with cellular data access through the CGS corporate cellular data plan, managed by the CGS Information Technology department, with all usage billed to Fire Services.

Hexagon Safety and Infrastructure, along with Greater Sudbury Police Services and Greater Sudbury Information Technology Departments, will provide the Mobile for Public Safety (MPS) software solution that will allow all functions and features described above to operate on the MDT in a safe and secure mobile environment. Hexagon Safety and

Infrastructure outlines the eleven deliverables to be completed for this portion of the project, which is estimated to require six months from the anticipated start date of July 1, 2017.

Analysis

Year One – Phase One

As outlined by Hexagon, server software and hardware will run the MPS system in each identified fire vehicle. It will be implemented and tested using the current computer aided dispatch environment at Police Services HQ. Fire Services current has funding allocation in approved budgets for phase one of the project.

CGS IT department will prepare the MDT units for use under established department policies and procedures.

Once CGS IT, Police Services IT and Hexagon have completed these tasks and all deliverables for this phase have been accomplished, this phase of the project will be complete.

Hexagon Safety and Infrastructure will provide one full day training session on MPS to eight Fire Services personnel in addition to two and one half days of MPS customization sessions. MPS will be setup to Fire Services custom needs and circumstance based on input from administration and suppression staff.

Eight (8) Mobile Data Terminals (MDT), having the Mobile for Public Safety (MPS) software, will be installed:

Engine 1 – Main Station	Engine 4 – Long Lake	Platoon Chief vehicle
Engine 2 – Minnow Lake	Engine 16 – Val Therese	Assistant Deputy vehicle
Engine 3 – New Sudbury	Engine – Volunteer Station	

The MDT / MPS system will then be tested on the following eight key performance indicators (KPI's);

1. Accurate GPS location data reported in the CAD
2. Incident data transfer between unit and dispatch
3. Ability to self en-route / arrive / clear to each incident
4. Tactical Preplan availability while en-route
5. Accurate Fire apparatus listing and reporting on the mapping layer

6. Off air communication between unit and dispatch
7. Cellular signal strength and availability across response area and CGS geography
8. Reaction and Response time comparisons pre and post MPS installation

These key performance indicators will be measured daily and reported on monthly to Fire Administration to gauge the effectiveness and operational abilities of the system. The generated reports will also be shared with staff in order to develop further training or create new opportunities to utilize the MPS system.

Hexagon will not deem the project complete until Fire Services achieves satisfactory results for the eight KPI's and the Greater Sudbury Police Information Technology department agrees all testing criteria and the eleven deliverables identified by Hexagon have been met.

Year One – Phase Two

Hexagon is including a complimentary 90-day software test license for Hexagon Mobile Responder (MR). MR is a cellular-based notification and responder tool that would be used by volunteer firefighters, and is a prospective substitute for the current paging system. This tool works with the CAD and MPS systems in harmony to provide two way location-based dispatch and incident notification.

There is no requirement to continue the evaluation or purchase the product after the 90 day period nor does it add any subsequent costs or time to the project. Taking advantage of this complimentary license will allow Fire Services to test a new technology for incident notification which will be reported on in a future Mobile Responder Plan report.

Year Two – Phase One

Contingent on success of the system, the budgetary constraints for implementation and maintenance costs, additional units will be installed into front line, first responding fire vehicles in the remaining stations with the highest call volumes.

Year Two – Phase Two

Contingent on success of the system, the budgetary constraints for implementation and maintenance costs, the units will be installed in the remaining stations, first responding vehicles in the volunteer response areas. The MDT / MPS systems will then be tested on

the eight identified key performance indicators (KPI's) and added to the daily and monthly reporting structure.

Conclusion

Continued single sourcing of fire dispatch services through Greater Sudbury Police Services will strengthen our service delivery and aid in providing a high level of satisfaction with all stakeholders.

Additionally, successful completion of the MDT / MPS project will provide Fire Services access to real time data that is placed in the hands of first responders allowing them to more effectively and safely perform their duties, and thus protect the safety of residents and businesses in the community. This project will also allow for the expansion of MDT systems into additional vehicles, such as administration, prevention or training apparatus with integrated key performance indicators for utilization.

The MPS project will allow for greater communication between 911 Fire Dispatch and responders, between different responding vehicles, between volunteer firefighters and the on-route units, and between the on duty Platoon Chief and the entire front line fleet.

These technological advancements will aide in decreasing response times, increasing meaningful information to responding crews and allow for a safer work environment for all firefighters.

The success of this project may lead to future implementation of additional MDT units in other Fire Service vehicles as an expansion to the overall system.



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;

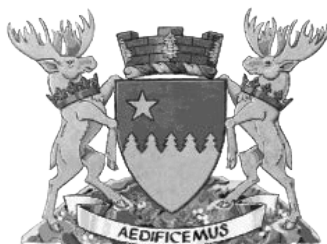
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

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.