



# COMMUNITY SERVICES COMMITTEE AGENDA

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Community Services Committee Meeting  
**Monday, November 16, 2015**  
Tom Davies Square

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**COUNCILLOR RENE LAPIERRE, CHAIR**

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**Fern Cormier, Vice-Chair**

6:00 p.m. COMMUNITY SERVICES COMMITTEE MEETING  
COMMITTEE ROOM C-11

Council and Committee Meetings are accessible. For more information regarding accessibility, please call 3-1-1 or email [clerks@greatersudbury.ca](mailto:clerks@greatersudbury.ca).

## **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

## **PRESENTATIONS**

1. Report dated October 8, 2015 from the Acting General Manager of Citizen and Leisure Services regarding 2015 Community Trails Maintenance Program. **5 - 7**  
**(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**

- Pamela Cranston, Manager of Parks Services

(This report/presentation will provide an opportunity for the section to update Council on the 2015 trails maintenance program completed throughout the summer related to the one time allocation in the amount of \$162,300 for materials and supplies.)

2. Report dated October 28, 2015 from the General Manager of Citizen and Leisure Services regarding Early Learning/ Child Care Community Update. **8 - 11**  
**(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**

- Tyler Campbell, Manager of Children's Services
- Tracy Saarikoski, Executive Director of Teddy Bear Daycare
- Sherry Fournier, Executive Director, Child and Community Services

(Tracy Saarikoski, Sherry Fournier, and Tyler Campbell will present an overview of the Children Services Sector and the role of Children Services.)

## **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.)

## **ROUTINE MANAGEMENT REPORTS**

- C-1. Report dated October 28, 2015 from the General Manager of Citizen and Leisure Services regarding Provincial Child Care Mitigation Fund Update. **12 - 13**  
**(FOR INFORMATION ONLY)**

(Staff are providing an update on the current status of the Mitigation Funds, provided by the Ministry of Education to Children Services to help mitigate the effects of the Child Care funding formula changes announced in 2013)

## **REGULAR AGENDA**

## **REFERRED & DEFERRED MATTERS**

- R-1. Report dated October 6, 2015 from the General Manager of Citizen and Leisure Services regarding Blezard Valley Ball Field. **14 - 15**  
**(RECOMMENDATION PREPARED)**

(Council, at the July 6, 2015 Community Services Standing Committee meeting, requested a report to review options and cost estimates regarding relocating the ball field located at Blezard Valley Park.)

## **MANAGERS' REPORTS**

- R-2. Report dated October 21, 2015 from the General Manager of Citizen and Leisure Services regarding Adamsdale Playground Enhancements/Morel Family. **16 - 24**  
**(RECOMMENDATION PREPARED)**

(This report provides information on the Morel family's interest to contribute significant capital funds to enhance the Adamsdale Playground under the Parks Memorial Donation program)

- R-3. Report dated October 21, 2015 from the General Manager of Health, Social and Emergency Services regarding Paramedic Services 2016 Budget Enhancements. **25 - 29**  
**(RECOMMENDATION PREPARED)**

(Paramedic Services is requesting permanent funding to increase two (2) full time equivalent Paramedic positions and one (1) full time equivalent Emergency Vehicle Technician.

- R-4. Report dated October 21, 2015 from the General Manager of Health, Social and Emergency Services regarding Fire Services 2016 Budget Enhancements. **30 - 36**  
**(RECOMMENDATION PREPARED)**

(Budget enhancement to permanently increase Fire Services staffing with the addition of two additional full-time Training Officer positions and one additional permanent full-time Assistant Deputy Chief position.)

## **ADDENDUM**

## **CIVIC PETITIONS**

## **QUESTION PERIOD AND ANNOUNCEMENTS**

## **NOTICES OF MOTION**

## **ADJOURNMENT**

## For Information Only

### 2015 Community Trails Maintenance Program

Presented To:	Community Services Committee
Presented:	Monday, Nov 16, 2015
Report Date	Thursday, Oct 08, 2015
Type:	Presentations

#### Recommendation

For Information Only

#### Finance Implications

As part of the 2015 budget, Council approved a one-time allocation of \$162,300 for maintenance and upgrades to existing community trails.

## Health Impact Assessment

As part of the Parks, Open Space & Leisure Master Plan Review completed in 2014, walking and hiking for leisure were cited through the online survey as the most popular leisure activities undertaken by residents of the City of Greater Sudbury.

## Background

The City works in partnership with the Rainbow Routes Association and local community groups in the development of trails across the City of Greater Sudbury. There are approximately 173 kilometers of municipal off-road nature and paved trails in Greater Sudbury available for walking, cycling, inline skating and cross country skiing. The Parks, Open Space & Leisure Master Plan Review completed in 2014 identified walking and hiking for leisure as the most popular leisure activities undertaken by Greater Sudbury residents.

As part of the 2015 operational budget, Council approved a one-time allocation of \$162,300 for maintenance and upgrades to existing community trails. In May, Parks Services completed an analysis of all trails in order to determine priority maintenance and upgrades required. A work plan was established which included an estimated cost breakdown for trails maintenance budget allocation. The trail maintenance and upgrades included trail leveling and top dressing, resetting/replacing culverts, repairs to boardwalks, stairs, replacing floating walkways, repairing or replacing bridges along with general parking lot upgrades.

#### Signed By

##### Report Prepared By

Pam Cranston  
Manager of Parks Services  
*Digitally Signed Oct 8, 15*

##### Health Impact Review

Real Carre  
Director of Leisure Services  
*Digitally Signed Oct 8, 15*

##### Division Review

Real Carre  
Director of Leisure Services  
*Digitally Signed Oct 8, 15*

##### Recommended by the Department

Ron Henderson  
General Manager of Citizen and Leisure Services  
*Digitally Signed Oct 9, 15*

##### Recommended by the C.A.O.

Kevin Fowke  
Acting Chief Administrative Officer  
*Digitally Signed Nov 8, 15*

The following is a breakdown of the trails included in the 2015 maintenance and upgrades along with a summary of work completed.

#### **Ward 1**

Fisher Wavy Trail, Kelly Lake/Martindale - top dressing/general leveling

Copper Cliff Trail - top dressing/general leveling and reset culverts where required

Robinson Lake Trail - top dressing/general leveling and boardwalk repair as required

#### **Ward 2**

Meatbird Trail - top dressing/general leveling and bridge repair as required

Kelly Lake Trail - boardwalk repair parallel to Hwy 17 bypass

Hillfield Trail - top dressing/general leveling and repairs as required

#### **Ward 3**

AY Jackson Trail - top dressing/general leveling and stairs/bridge repairs as required

#### **Ward 4**

Selkirk Trail - top dressing/general leveling and small bridge repair

Nolin Creek Trail - top dressing/general leveling

#### **Ward 5/Ward 6**

Langdon Park Trail - extend parking lot entrance/culvert, top dressing wood chips

Howard's Nature Trail - top dressing/general leveling

#### **Ward 7**

Garson Park Trail - top dressing/general leveling and small bridge repair as required

Capreol Trail - top dressing/general leveling

#### **Ward 8**

Lasalle Boulevard to Maley Drive Trail - top dressing/general leveling above high water, culvert replacement, install 6" blast rock to areas of bank erosion

Barrydowne to Fielding Trail - top dressing/general leveling

#### **Ward 9**

Jean Tellier Trail - top dressing/general leveling and repair small culverts as required

Mallard's Landing Trail - top dressing/general leveling and repairs to boardwalk, outlook tower and stairs as required

#### **Ward 10**

Bethel Lake Trail - top dressing/general leveling and replace boardwalk

Lilly Creek Boardwalk - decking repairs as required

#### **Ward 11**

Arthur to Attlee - top dressing/general leveling

Oak Forest/Blueberry Hill Trail - top dressing/general leveling

Lake Laurentian Conservation Area to Moonlight Beach Trail - top dressing/general leveling and bridges reset as required

## **Ward 12**

Rotary Park Trail - top dressing/general leveling and replace floating walkway

Junction Creek Waterway Park - secure creek bank in areas of erosion near Hnatyshyn Park

## For Information Only

### Early Learning/ Child Care Community Update

Presented To:	Community Services Committee
Presented:	Monday, Nov 16, 2015
Report Date	Wednesday, Oct 28, 2015
Type:	Presentations

### Recommendation

For Information Only

## Summary

This information report gives a broad overview of the children's services system in Greater Sudbury and the role of Children Services section as the System Manager.

## Children Services System- System manager roles

Consolidated Municipal Service Managers (CMSMs) have been appointed by the Province "to act as system managers to plan and deliver community-based early years programs and services governed and funded by the Ministry of Education".(Ontario's Early Years Policy Framework). Funding for all approved programs and services is either cost-shared with, or wholly funded by the Ministry of Education. As the System Manager, the Children Services section provides the following services, in collaboration with child care agencies and other children services partners:

### Signed By

#### Report Prepared By

Tyler Campbell  
Manager of Children Services  
*Digitally Signed Oct 28, 15*

#### Health Impact Review

Kate Barber  
Policy & Community Developer Child Care  
*Digitally Signed Oct 28, 15*

#### Division Review

Tyler Campbell  
Manager of Children Services  
*Digitally Signed Oct 28, 15*

#### Recommended by the Department

Ron Henderson  
General Manager of Citizen and Leisure Services  
*Digitally Signed Oct 28, 15*

#### Recommended by the C.A.O.

Kevin Fowke  
Acting Chief Administrative Officer  
*Digitally Signed Nov 8, 15*

## We provide leadership and funding for the Licensed Child Care System

Licensed Child Care is provided as an early learning and education service for children from 0 to 12 years, and as an employment support for families.

Licensed child care centres and family homes are operated by community agencies and independent providers. They are funded mostly through parent fees (paid by families, or through child care subsidies)



with support from Operating Grants from the City, as well as some fundraising activities.

Children Services works with the child care operators to ensure that adequate levels of service are available to meet the needs of the community. Children Services provides funding for approved spaces through the General Operating Grant, promotes program quality improvement, and provides operators with a centralized waiting list and registry service for parents requiring care. In 2015, the total projected General Operating Grant is approximately \$5.5 million.

**The Licensed Child Care System includes:**

17 Agencies (including 3 for profit providers)

72 individual sites (55 located in schools)

1 Home child care agency (licensed for up to 25 homes)

1798 spaces for children 0 – 3.8 years

60 sites offering school age programs (before and after school and school holidays)

765 employees work in Licensed Child Care (May 2014)

302 Registered ECEs work in Licensed Child Care (May 2014)

**We deliver Child Care Subsidy**

Child Care Subsidy is a program of the City of Greater Sudbury that helps families reduce their child care costs in licensed child care programs. Subsidy is administered by the City of Greater Sudbury, and may cover all, or part, of eligible families' child care costs. The amount of subsidy provided is determined by an income test. Families where the parents are working or going to school, or where the child or parent has an identified need (medical, social or special needs) and who require child care are eligible to apply. In addition Children Services supports the Early Development and School Readiness (EDSR) program for the preschool age children of Ontario Works/ODSP clients.

Children Services assesses families, administers the subsidies and maintains ongoing case management for child care subsidy. The approximate projected expenditure for child care subsidy in 2015 is \$8.0 million.

**Child Care Subsidy Program Stats 2014**

1966 families served (77% single parent families)

2663 children served

71% of clients working full/part time

17% of clients attending school

**We provide leadership and funding for the Family Support/ Best Start Hub System**

Children Services provides approximately \$1,000,000 in Family Support funding to wholly or partially fund 15 Best Start Hub sites. This funding represents less than 50% of the total budget spent on Best Start Hubs

in the community. The additional funding comes from Ontario Early Years funding and other provincial and federal programs.

Children Services works with the operators to ensure adequate levels of responsive services are available in each neighbourhood. Children Services provides base funding, promotes program quality improvement, and coordinates a shared calendar and website.

### **Best Start Hub statistics**

Five non profit agencies provide 15 Best Start Hubs sites, all in schools

2,577 unique adults served, 2014

23,039 adult visits, 2014

3,237 unique children served, 2014

31,918 child visits, 2014

Types of Best Start Hubs:

1 Aboriginal, 4 Francophone, 1 French Immersion and 9 Anglophone

### **Types of Services (2014):**

Family Centered / Drop-In / Playgroups- adults served: 12,890

Family Centered / Drop-In / Playgroups- children served: 17,085

Referrals & Screening- children served: 834

Infant Programs- adults served 2,893

Infant Programs- children served 3,309

School Readiness / Early Learning- adults served: 1,047

School Readiness / Early Learning-children served: 1,614

Parent Discussion/workshops- adults served: 908

## **We manage and fund Special Needs/ Inclusion Services in Child Care**

Children Services provides funding to two different agencies to provide inclusion services for children with special needs who require licensed child care. Child and Community Resources' Inclusion Program provides training, accommodation and support to assist children with social, behavioural and physical needs. The Children's Treatment Centre, Health Sciences North's SPOT program provides specialized onsite rehabilitation services in child care for identified children with physical disabilities. In 2015, the approximate projected expenditure in Special Needs Resourcing is \$1.6 million.

### **Leadership Model**

Child and Community Resources has recently developed a Leadership Team Model which supports child care agencies by building their capacity to provide inclusive care for all children.

### **Enhanced Staffing**

Child and Community Resources uses CGS funding to support enhanced staffing, when required, for child care centres to successfully include some children with special needs.

## **We deliver and coordinate Quality Assurance/Improvement**

Children Services employs two full time quality coordinators to ensure the Municipality is purchasing quality programming for children in the community. They also offer mentoring to agencies along with support and training for staff.

### **Program Quality Services Statistics**

2 Quality Coordinators

Approximately 264 Quality Consultations (2014)

Approximately 1248 hours of on-site /field consultations and support (2014)

## **We lead community planning and engagement**

Children Services provides leadership and support to the Integration and Planning Network for Sudbury Families (currently known at Best Start Network) and other planning committees and initiatives. Support for this planning network is provided by the Province in the amount of \$28,000.

## For Information Only

### Provincial Child Care Mitigation Fund Update

Presented To:	Community Services Committee
Presented:	Monday, Nov 16, 2015
Report Date	Wednesday, Oct 28, 2015
Type:	Routine Management Reports

### Recommendation

For Information Only

#### Signed By

**Report Prepared By**

Tyler Campbell  
Manager of Children Services  
*Digitally Signed Oct 28, 15*

**Health Impact Review**

Kate Barber  
Policy & Community Developer Child Care  
*Digitally Signed Oct 28, 15*

**Division Review**

Tyler Campbell  
Manager of Children Services  
*Digitally Signed Oct 28, 15*

**Recommended by the Department**

Ron Henderson  
General Manager of Citizen and Leisure Services  
*Digitally Signed Oct 28, 15*

**Recommended by the C.A.O.**

Kevin Fowke  
Acting Chief Administrative Officer  
*Digitally Signed Nov 8, 15*

## Provincial Child Care Mitigation Fund Update

### Summary

During the budget process for 2015, Council had asked staff for an update on the Provincial Child Care Mitigation fund and what it has been used for thus far, along with the current balance.

### Background

A new child care funding model was announced by the Ministry of Education in 2012, which took effect in the 2013 financial year. The impact for Greater Sudbury was an immediate reduction of approximately \$2,000,000. However, despite the reduction, the City was still seen as being overfunded by the Ministry's new formula by \$2,640,094 as of 2015, thus creating a future funding risk.

As part of the adjustment process to a new funding formula the Ministry of Education provided those Municipalities that had a reduction in funding with mitigation funds, to allow them to adjust local policies to the new formula. Greater Sudbury received \$6,676,180 in mitigation funds at that time and brought policy changes to Council in order to mitigate the impact of the changes. Two policies of significance were passed during that 2013 fiscal year including; the limiting of subsidy to children up to ten year olds along with a reduction in the Early Development School Readiness program to part time enrollment. Both policy changes involved "grand parenting" of existing children in the system and therefore the mitigation fund was used in 2013 to deal with these changes. Mitigation funds have also been used in 2015 to fund costs associated with the closure of Junior Citizens.

### Fund Balances – Mitigation Reserve

Ministry of Education funding – received February 2013	\$6,676,181.00
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**Interest Earned:	2013	117,222.22	
	2014	150,842.30	
To August	2015	<u>46,598.17</u>	314,662.69

2013 Policy Changes	(476,849.00)
2015 JCDC Closure - Projected	(112,990.00)

Fund Balance 2015 - Projected	\$6,401,004.69
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\*\*Note: As per P6M recommendations, future interest will be used to offset City's mandated cost sharing with province thus producing levy savings.

### Next Steps

Children Services is continuing to work with Ministry representatives to monitor the future risk of \$2,640,094 that has been identified. As per the system review plan that was presented to the Community Services Committee in 2014, mitigation funds will be used to transition the child care system, should the future risk be removed by the Ministry in future years. Thus far, there is no committed time frame to remove these dollars.

## Request for Decision

### Bleazard Valley Ball Field

Presented To:	Community Services Committee
Presented:	Monday, Nov 16, 2015
Report Date	Tuesday, Oct 06, 2015
Type:	Referred & Deferred Matters

### Recommendation

WHEREAS Council approved a 2015 Capital budget allocation in the amount of \$80,000 to relocate the ball field located at Bleazard Valley Park;

AND WHEREAS Council at the July 6, 2015 Community Services Standing Committee requested a report to review options and cost estimates to relocate the field to Centennial Arena Park or to relocate the field at Bleazard Valley Park;

AND WHEREAS options and costs have been included for Council's consideration including retrofitting the field at the current location;

THEREFORE, BE IT RESOLVED THAT the City of Greater Sudbury approves option \_\_\_\_ regarding the baseball field located at Bleazard Valley Park.

### Finance Implications

Council approved a Capital allocation of \$80,000 as part of the 2015 Capital program. The allocation was to address issues related to the existing ball field located at Bleazard Valley Park.

### Health Impact Assessment

The proposed changes of location will not impact the existing service levels due to the options identified to further retrofit or relocate the existing ball field.

### Background

Back in 2010 the Royal Meadows subdivision was approved for construction in Bleazard Valley. The new subdivision development is abutting the existing Bleazard playground. The subdivision was recently completed and the home owner residing next to the park has expressed concerns related to the location of the existing ball field. The ball field backstop abutts the home owner's property and there have been

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##### Report Prepared By

Real Carre  
Director of Leisure Services  
*Digitally Signed Oct 6, 15*

##### Health Impact Review

Real Carre  
Director of Leisure Services  
*Digitally Signed Oct 6, 15*

##### Division Review

Real Carre  
Director of Leisure Services  
*Digitally Signed Oct 6, 15*

##### Recommended by the Department

Ron Henderson  
General Manager of Citizen and Leisure Services  
*Digitally Signed Oct 6, 15*

##### Recommended by the C.A.O.

Kevin Fowke  
Acting Chief Administrative Officer  
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concerns related to the foul balls landing on the owner's property. The department has considered a number of options in the last few years to attempt to resolve the issues which included relocating adult users to other fields and allow minor baseball exclusive access to the existing field. In addition, the department has installed additional meshing along the backstop with the objective of eliminating the problems. The retrofit has assisted in reducing the concerns expressed by the home owner.

In 2015, Council approved a Capital allocation of \$80,000 to relocate the Blezard Valley ball field within the existing Blezard Valley Park in order to eliminate future issues related to the abutting home owner. The department has requested cost estimates to relocate the ball field within Blezard Valley Park, relocating the field to Centennial Arena Park and to review options for further security/retrofit measures at the existing location. The following is a summary of the cost breakdown.

a) Retrofit to existing ball field

The retrofit would include:

- Baseline fence retrofit – removal of approximately 50 feet of the first baseline fencing adjacent to property owner and install fence posts to support additional protective netting to bring the netting height up to same level as existing backstop.
- Backstop retrofit - removal of existing backstop, installation of stronger support posts and re-installation of backstop/netting.

Estimated cost: \$10,000

b) Relocate ball field to Centennial Arena site

The following is a cost estimate to relocate the field located at Blezard Valley Park to Centennial Arena. The option would increase the number of fields at Centennial Arena from two fields to three ball fields.

Estimated cost: \$400,500

c) Relocate (reconfigure) ball field at Blezard Valley Park

The option includes repositioning the existing field by relocating the field away from the existing abutting home owner.

Estimated cost: \$66,000

**Conclusion:**

As requested, options and cost estimates to the Blezard Valley ball field have been prepared for Council's consideration.

## Request for Decision

### Adamsdale Playground Enhancements/Morel Family

Presented To:	Community Services Committee
Presented:	Monday, Nov 16, 2015
Report Date	Wednesday, Oct 21, 2015
Type:	Managers' Reports

### Recommendation

WHEREAS the Morel family has expressed interest in providing capital funding through the Morel Family Foundation towards the enhancements of the Adamsdale Playground;

AND WHEREAS a formal letter from the Morel Family Foundation has been received, which outlines the details of the financial commitment and major capital enhancement projects to the Adamsdale Playground;

AND WHEREAS the financial commitment towards the playground enhancements fall under the Parks Services Donation and Memorial Program;

AND WHEREAS when there is a significant financial contribution towards a municipal facility or property in excess of 35% or a sizable donation of the total capital contribution, the request for naming be brought forward for the approval of the Council of the City of Greater Sudbury outside of the Buildings, Property and Park Naming Policy;

THEREFORE BE IT RESOLVED THAT in recognition of the memorial donation, that the Adamsdale Playground be renamed the Morel Family Foundation Park and that the applicable By-law be passed to recognize the name change.

#### Signed By

##### **Report Prepared By**

Cindy Dent  
Manager of Recreation  
*Digitally Signed Oct 21, 15*

##### **Health Impact Review**

Real Carre  
Director of Leisure Services  
*Digitally Signed Oct 21, 15*

##### **Division Review**

Real Carre  
Director of Leisure Services  
*Digitally Signed Oct 21, 15*

##### **Recommended by the Department**

Ron Henderson  
General Manager of Citizen and Leisure Services  
*Digitally Signed Oct 21, 15*

##### **Recommended by the C.A.O.**

Kevin Fowke  
Acting Chief Administrative Officer  
*Digitally Signed Nov 8, 15*

### Finance Implications

If approved, the Morel family has identified a splash pad as the priority capital project. The capital project will be funded by the Morel Family Foundation and is tentatively scheduled to be completed in 2016. The estimated operating cost of \$10,000 will be included as part of the 2016 operational budget. The operational costs associated with building additional new facilities will be disclosed to Council and included in future Leisure Services operational budgets.



# Health Impact Assessment

As part of the 2014 Parks, Open Space and Leisure Master Plan review under action plan for municipal playground sites that are to remain in the active inventory, it is recommended that the City of Greater Sudbury continue to place a high priority on the maintenance and replacement of play equipment with consideration to accessibility regulations.

## Background

Mr. Raymond Morel, a successful entrepreneur, passed away in December 2013. Mr. Morel was preceded in death by his childhood sweetheart, Barb, and was a beloved and devoted father to their two sons Kelly and Cory. The Morel Group has formed a number of foundations in support of key sponsorships, along with funding and assistance to many community programs. The Barb Morel Foundation was also created to provide students of higher learning institutions with an opportunity to maximize their full potential as both scholars and humanitarians, not only for the benefit of their school, but also for their community and family.

Mrs. Morel was a successful business executive. The Morel Group message is about care and compassion for those struggling, whether it's food, education or activities that make their life a little brighter.

In early 2015, the Morel family contacted the City of Greater Sudbury, Leisure Services Department to inquire about an opportunity to provide funding through the family foundation in order to enhance a local park or playground. In reviewing various sponsorship and site options, it was determined that Adamsdale Playground was the appropriate location. The playground is located near the former family residence and was the local playground frequented by the family. Both Kelly and Cory learned to skate on the outdoor rink and Mrs. Morel played baseball at the Adamsdale Playground ball field. Mr. and Mrs. Morel are also laid to rest at the Second Avenue Cemetery which is located across the street from the playground.

The Morel family is committed to major park enhancements, including the purchase and installation of a splash pad, revitalization of the outdoor rink including resurfacing, lighting retrofit and replacement of fencing located at each end of the rink. In addition, the family is interested in enhancements to the existing soccer fields the construction of a basketball court, along with general building related improvements. The family is also interested in hosting an annual summer celebration for the local community at the playground.

The Morel family is forwarding a letter outlining the details of the financial commitment which will include confirmation that all capital costs will be funded through the foundation. The ongoing maintenance costs for new facilities such as the splash pad, basketball court, etc will be included in future Leisure Services operational budgets once the new facilities have been completed.

In view of the long term commitment to the playground enhancement, the Morel family is requesting Council's approval to rename the Adamsdale Playground to the Morel Family Foundation Park.

## SCHEDULE A TO BY-LAW 2012-256

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## BUILDING, PROPERTY AND PARK NAMING POLICY

**Policy**

The naming and re-naming of interior spaces, portions or elements of municipal buildings, properties, parks are important for public awareness, promotion and recognition. All honourific naming and re-naming will respect the need for public consultation and follow appropriate legislative approvals. Honourific naming requests must come from a recognized community or service group or organization, rather than from individuals or affiliated groups or organizations.

**Purpose**

The purpose of this policy is to ensure consistency and fairness in the naming and re-naming of interior spaces, portions or elements of municipal buildings, properties and parks. The goal is to provide an evaluation framework and approval process that is reflective of the name being proposed.

**Scope**

This policy applies to Honourific Naming and New Park Development. Names of municipal facilities will not be named after elected officials currently in office. The details of this policy refer to the honourific naming and re-naming of municipal assets which reflect the achievements and contributions from an individual or organization. The significance of their contribution(s) is based on a graduated structure – Neighbourhood or Community **SEE DEFINITIONS\***. This structure determines the type of facility to be named and the type of supporting documentation required from the applicant.

When there is a large financial support that exceeds 35% or a sizable donation of the total capital contributions towards new or redeveloped facilities and properties it can also result in the naming of a municipal facility or property. When there is a substantial financial contribution towards a municipal facility or property in excess of 35% or a sizable donation of the total capital contributions, the request for naming may be brought forward for the approval of the Council of the City of Greater Sudbury outside of the Building, Property and Park Naming Policy.

**TYPES OF SITUATIONS APPLICABLE TO NAMING****1. Honourific Naming**

Requested by a community group/organization to recognize a group or an individual's outstanding accomplishments, involvement or work in the local community.

**2. New Park Development**

New neighbourhood parks created as part of the subdivision development process, names are based on geographical association. No public consultation is required and City staff will select an appropriate name for Council's consideration, unless there is a request for a component within the park to be named, in which case the guidelines for honourific naming apply.

**Policy Guidelines**

Naming Principles and Priorities will be used in conjunction with the graduated system in order to consider a honourific name:

- Names shall assist in emergency response situations by: avoiding duplication, using similar sounding names.
- Names that place the element of the building, property or park in geographical context, so as to assist the citizens in locating the named element – this may reflect such things as significant ecological or natural resource features.
- Names reflect the purpose or use of the element within the building, property or park.
- Names convey a sense of place and community and celebrate the distinguishing characteristics of the neighbourhood or community.
- Names are understandable, recognizable and explainable to citizens and respect the values in regards to history, heritage and culture of the neighbourhood or community.
- Names reflect an individual or organization's significant contributions to public life in general.
- Names reflect an individual or organization with such extraordinary prominence and lasting distinction that no other individuals, families or organizations can come forward and suggest alternatives.

**DEFINITIONS**

**Element:** A component within a park or facility, being walkways, meeting rooms, dressing rooms, corridors, gazebos, squares, fountains and other such features.

<b>GRADUATED STRUCTURE</b>		
<b>MUNICIPAL BOUNDARIES</b>	<b>TYPES OF FACILITIES TO BE NAMED</b>	<b>SUPPORTING DOCUMENTATION</b>
<b>Neighbourhood</b> = area that provides services and amenities in a specific locality within Greater Sudbury to a small group of citizens.	Accessory use of a public building  Neighbourhood Park (meets the recreational needs of its immediate neighbourhood)	Acknowledgements reflect the contributions made by an individual or organization in regards to a specific neighbourhood.
<b>Community</b> = area that provides services and amenities to an area or district of Greater Sudbury that may encompass several neighbourhoods and benefit a large group of citizens.	Indoor building features  Community Parks (provides the space and supportive facilities needed for active recreation)	Acknowledgements reflect the contributions made by an individual or organization in regards to the community and may be recognized throughout the City of Greater Sudbury.

**PROCEDURE - APPLICATION AND APPROVAL PROCESS FOR HONOURIFIC NAMING****Step 1**

Applicant shall submit a request – Application Form, for naming to the City Clerk, along with a permission letter obtained from the organization, individual or family member for the proposed name.

A deposit of \$900.00 (price to vary according to costs of advertisement) will be submitted with the application form.

The application form will then be forwarded to the appropriate department that will lead the process.

The lead staff will forward the application form to the Mayor, all members of Council and the appropriate applicable City departments. Comments on the suitability of the application will be gathered from City departments.

The lead staff will work with the applicant to ensure that the following documentation is included:

- Background information outlining the rationale for consideration of the request;
- Biographical information;
- Documentation including but not limited to media clipping (s) as well as petitions and letters from organizations and individuals providing substantial support for the request – support is based on the graduated structure (Neighbourhood or Community);
- Lead staff to review that the contributions from an organization or individual are well documented;
- All discussions of naming and re-naming of municipal buildings, properties or parks and their elements will be considered initially by the appropriate Committee of Council (e.g. Community Services or Operations);
- The Committee will review the application form, comments from City Departments and documentation from the applicant to complete the Checklist. The graduated structure (neighbourhood, community) selected and information provided to the Committee will determine if the Naming Priorities and Principles satisfy the naming request;
- Lead staff and applicant will determine whether or not a special event is planned to coincide with a formal naming ceremony;
- All costs of establishing the naming option e.g., advertising, signage, event, etc., will be made known to the applicant. Funds from the applicant must be confirmed in order to proceed.

Step 2

- The applicant will work with the lead staff person for ensuring that community consultation is met in accordance with City of Greater Sudbury approved guidelines;
- All requests for naming will be advertised in the local media. Citizens will be provided with a period of 30 days within which to comment, as well, the advertisement will contain information about the day of the public meeting;
- All promotion will be done in both English and French;
- News release will be issued;
- PDF Flyer will be created with the information relating to the naming and sent to City Council, CGS Senior Management, Community Action Networks, key stakeholders, Tom Davies Square, CSC, Libraries and the facility where possible;
- Information will be posted on the City's website and other social media formats by which the municipality's Corporate Communications team delivers information (i.e. Facebook);
- Comments on the matter will be sent to the appropriate lead staff;
- Comments must be received by 4:30 p.m. from the 30 days of the notice being issued to residents and then passed along to the lead staff person; and,
- The lead staff person reviews the written comments which are recorded– Total Written Comments Received.

The process to provide notice on the naming process may change to reflect any new Notice By-law that deals with this matter.

- 14 days after the notice has been advertised in the local media, a public meeting will occur to review the name request in more detail.
- Meeting shall occur in the community and as close to the space or element of the building, property or park as possible;
- Lead staff person will facilitate the meeting. The applicant will be in attendance to review the name request and respond to inquiries in more detail;
- The date and time of the meeting will be scheduled so as to allow for the greatest number of the public to be in attendance; and,
- The lead staff person gathers only written comments at the meeting and records it accordingly – Total Written Comments Received.

**Step 3**

The City administration will bring forward a report for Council containing background information pertinent to one or more suggested names.

The report to Council shall include but not be limited to the following:

- Options for consideration;
- Application form;
- Comments from City Staff;
- Rationale for approval according to the naming principles and priorities;
- Background and biographical information;
- Documentation supporting the request in relation to the graduated structure selected;
- Comments received from the notice with the public;
- Recommendation from the Committee of Council;
- Whether or not a ceremony is required; and,
- All associated expenses with respect to signs, ceremonies, etc. will be paid for by the applicant.

Final decision on naming will be made by Council. Council retains the right to change any name at any time without notice.

SCHEDULE A TO BY-LAW 2011-152

Page 1 of 2

## **Parks Services Donation and Memorial Program**

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### **Policy Statement**

Donations to the City of Greater Sudbury Parks Services Section will be accepted through the Parks Services Donation and Memorial Program.

### **Purpose**

The purpose of the Parks Services Donation and Memorial Program is to provide an opportunity for the public to make donations towards park enhancements and memorial gifts.

### **Scope**

The Parks Services Donation and Memorial Program is administered and managed by the Leisure Services Division, Parks Services Section. All costs associated with the purchase and installation of park enhancements or memorial gifts are the responsibility of donors on a cost-recovery basis.

### **Policy Details**

Members of the public are invited to make a donation through the Parks Services Donation and Memorial Program to commemorate a special person, a momentous occasion or simply donate as a philanthropic gesture to beautify a community park.

Donations towards the purchase of park enhancements or memorial gifts can include:

- Park Benches
- Trees (hardwoods and conifers)
- Bike Racks
- Picnic Tables
- Sun Shelters
- π Sports equipment (basketball standards, tennis nets, soccer goals, etc.)
- π Playground Structures
- π Other options can be discussed with Parks Services

**Gifting:** Items purchased by donors for Greater Sudbury parks will be accepted by Parks Services (exceptions: trees, benches). Donors must consult with Park Services before making any purchases in order to ensure adherence to safety standards.

**Location:** Items will be situated in available areas based on current inventory at specific sites. Parks Services will provide interested donors with options for consideration.

**Cost:** Every park in Greater Sudbury has a predetermined style and aesthetic plan that conforms to the usage of the space. The range of costs for specific items will be provided to donors based on location and installations fees (if installation is required). Donations towards the purchase of park enhancements or memorial gifts will be quoted using a cost-recovery formula.

## SCHEDULE A TO BY-LAW 2011-152

Page 2 of 2

**Installation:** Parks Services will be responsible for all Installations. The City of Greater Sudbury maintains ownership of all park enhancements and memorial gifts purchased through donations. Park enhancements and memorial gifts will be available for public use and not the exclusive use of donors.

**Maintenance/ Replacement:** Parks Services will maintain park enhancements and memorial gifts in the same manner as similar items within parks. Tree replacements will be issued at no charge to donors within five years of the original planting or a subsequent replanting date, if required.

**Plaques:** Recognition or commemorative plaques will be installed at the request of donors.

**Tax Receipts:** Donations greater than \$10.00 paid to the City of Greater Sudbury Parks Services Division will receive a tax receipt. Tax receipts will also be issued for gifted items where supporting documentation of the purchase price, such as an invoice, is provided.

### Procedure

**Applications:** Application forms for the Parks Services Donation and Memorial Program will be available on the City of Greater Sudbury website and at all Citizen Service Centre locations.

**Tax Receipts:** Official tax receipts will be mailed to donors by Financial Services after payment is received by the Parks Services Division.



## Request for Decision

### Paramedic Services 2016 Budget Enhancements

Presented To:	Community Services Committee
Presented:	Monday, Nov 16, 2015
Report Date	Wednesday, Oct 21, 2015
Type:	Managers' Reports

#### Recommendation

THAT the City of Greater Sudbury considers permanently increasing the Paramedic Services staffing by two (2) additional full time Paramedic positions and one (1) Emergency Vehicle Technician and directs staff to prepare a budget option for consideration during the 2016 budget deliberations.

#### Finance Implications

If approved, a budget option for funding of \$270,858 will be prepared for consideration of the Finance and Administration Committee during 2016 budget deliberations.

## Health Impact Assessment

Implementing this request will not have a negative impact; rather, this request for increased staffing utilizing the health impact assessment will better equalize call distribution for Paramedics and improve employee morale. Further, increasing staffing on weekends will increase the available Paramedic resources to respond to calls and possibly lower the associated effects of Occupational Stress Injury (PTSD).

## Executive Summary

The Chief of Fire and Paramedic Services is recommending this enhancement to improve Paramedic staffing by a total of 16 hours of dayshift vehicle deployment on Saturday, Sunday and statutory holidays to meet service demands through a standardized deployment across the entire week. Once approved, this request will convert a single ambulance currently staffed 5 days week 12 hours a day (Monday to Friday) to an ambulance that is staffed 7 days a week 12 hours a day. The additional 4 hours will move a second weekend vehicle from 8 hours to 12 hours.

In addition, Paramedic Services requires one (1) additional Equipment Vehicle Technician (EVT) to provide

#### Signed By

##### **Report Prepared By**

Aaron Archibald  
Deputy Chief of EMS Operations  
*Digitally Signed Oct 21, 15*

##### **Health Impact Review**

Trevor Bain  
Chief of Fire and Paramedic Services  
*Digitally Signed Oct 21, 15*

##### **Division Review**

Trevor Bain  
Chief of Fire and Paramedic Services  
*Digitally Signed Oct 21, 15*

##### **Recommended by the Department**

Tim P. Beadman  
General Manager of Health, Social and  
Emergency Services  
*Digitally Signed Oct 22, 15*

##### **Recommended by the C.A.O.**

Kevin Fowke  
Acting Chief Administrative Officer  
*Digitally Signed Nov 8, 15*

logistical support for Paramedic Operations while reducing the dependence on part time staff to cover a full time schedule rotation.

## **Background**

Sudbury Paramedic Services has not increased frontline staffing prior to 2007, even though the Service has experienced a sustained increase in service requests by 21% from 2008 into 2014.

Prior to 2010, the breakdown of workload for Sudbury Paramedics was a split of 70% emergency and 30% inter-facility calls. This call ratio no longer holds true, currently the ratio is broken down to 90% emergency and 10% inter-facility (non-emergency patient transfers) calls.

Historically, requests for service were lower on weekends due to less inter-facility transfers that were a reflection of the work that is traditionally elective in nature and carried out during the business week. The current deployment model of having fewer ambulances on weekends reflected a time when we had lower emergency call volumes and inter-facility calls on weekends.

Call volume data from 2014 in Appendix (a) demonstrates that the Service has a relative equal distribution of call volume 7 days a week supporting the need for additional staffing on weekends.

EVT's are vital to the logistical support of Paramedic Services ensuring all vehicles and medical equipment are cleaned, sanitized, inspected and restocked in accordance with provincial legislation, regulations, standards and Service policy. They shuttle paramedic vehicles to and from the Lorne Street Depot for preventative maintenance and repairs several times each shift. This has resulted in an increase of travel time for vehicle shuttling by 50%. EVT's manage a significant inventory of medical equipment including ambulance stretchers, immobilization equipment, cardiac defibrillators, CPAP units, and laptops in addition to a significant inventory of drugs and disposable medical supplies.

EVT's carryout regulatory requirements, determined by the Ministry of Health and Long Term Care, such as preventative maintenance, stocking, cleaning and repairs on stretchers and oxygen equipment; in addition, EVT's deliver emergency equipment replacements to the field as well as deploy the Emergency Support Unit, Argo and Mobile Command Unit to calls to support emergency operations.

The addition of one (1) full time EVT covering an existing 80 hours will reduce the dependence on part time staff and improve staffing performance consistency in the Logistics Section.

### **Aging Demographic**

One of the key business drivers for call growth in Paramedic Services is the aging population. In June 2013, Paramedic Services presented information to Council which included service request volumes, deployed Paramedic hours, system bottlenecks and their associated costs, as well as the impact of an aging population and future challenges. To recap, the majority of patients treated and/or transported by the Paramedic Service are over the age of 60 and according to the Public Health Agency of Canada, the aging demographic will continue to influence public health in the future. Furthermore, people 85 years old and over represent Canada's fastest growing age group (Public Health Agency of Canada, 2014).

Given the aging demographic, the Paramedic Service is projecting a further service increase of 14% in overall service request volume over the next eight years with patients over the age 65. It should be noted that people aged 85 years and over make up the fastest growing age group in Canada (Appendix, b). This age group increases Paramedic workload (longer time with patients as well as longer patient record documentation times).

## Health Sciences North

Since 2008, Sudbury Paramedic Services has experienced more than 100% growth in patients requiring transportation either from or to the Sudbury Airport due to regional consolidation of care at Health Sciences North (HSN). With the addition of increased staffing on weekends, the Paramedic Service will be able to better distribute workload amongst staff and available ambulances to meet the need of emergency calls and the patients requiring transportation into HSN for treatment. There is still significant airport volume on weekends to justify the request for increasing Paramedic staffing.

In addition, call volume is also due to HSN being a regional referral hospital that sees patients being transferred from approximately 24 community hospitals within North Eastern Ontario. Further exasperating our challenges in late 2013, changes by Ornge Air Ambulance Service has resulted in an increase of 32% in the call volume of patients requiring transportation by Paramedic Services from the Sudbury Airport to HSN.

It is important to note that Paramedic Services has continued to transition our business model away from a focus on non-urgent work to emergency work in the past five (5) years through the following actions to better align services to meet the evolving needs of our community and to be fiscally responsible.

Listed below are actions taken by Paramedic Services in the past couple of years to be more efficient as a cost avoidance strategy.

- In December 2008, an Ambulance Offload Delay (AOD) nurse program was implemented in partnership with HSN in order to offset the lost ambulance response capacity. The AOD nursing staff at HSN are to take over responsibility for incoming ambulance patients to free up resources. This has resulted in a reduction in off-load times at HSN.
- In 2013, the operational deployment plan (System Status Plan) was adjusted to redeploy existing resources to further optimize call response. This change saw better distribution of workload, and a 26% reduction in shift overrun (overtime).
- Partnership with North East Local Health Integration Network (NE-LHIN) and HSN on a fully funded inter-facility non-urgent transfer vehicle with a mandate of expediting the discharging of patients waiting to go home.
- Another deployment plan review was undertaken in 2015 which restructured our deployment model by converted Paramedic Response Units (single Paramedic non-transport unit) into ambulances to better align call demand through transport capability within the community.

In closing, Paramedic Services is recommending that the City of Greater Sudbury consider permanently increasing Paramedic Services staffing by two (2) additional full time Paramedic positions and one (1) Emergency Vehicle Technician and direct staff to prepare a budget option for consideration during the 2016 budget deliberations. This request will standardize the paramedic deployment 7 days week and improve the logistics support for Paramedic Services.

## References

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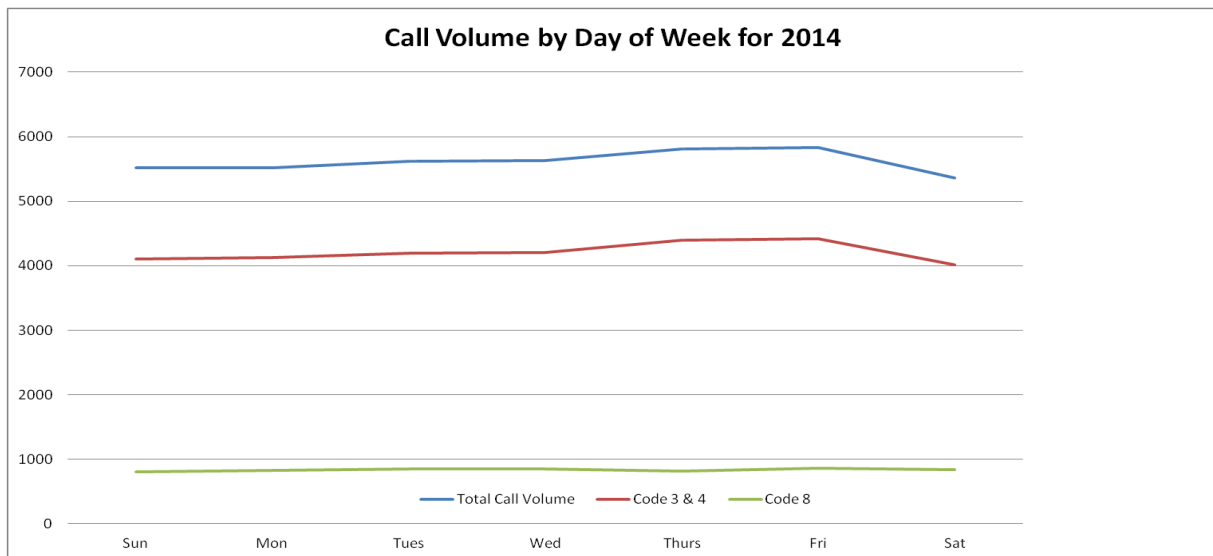
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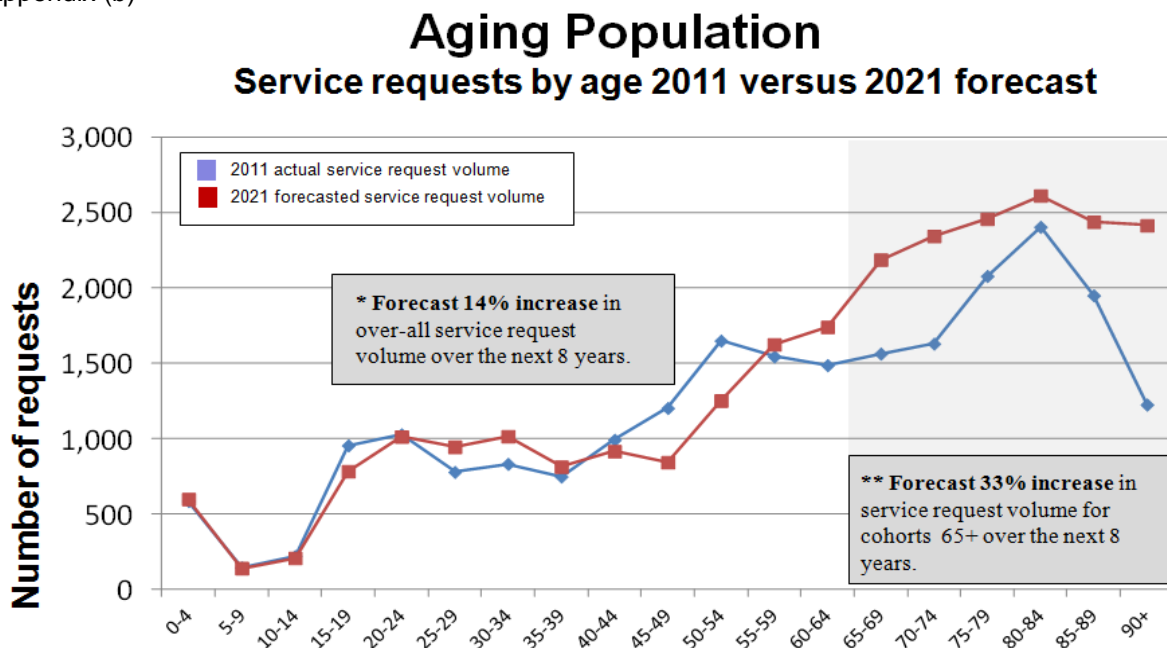
## Appendix

### Appendix (a)



Note: Appendix (a) Shows that calls emergency calls on weekends are consistent during weekdays. Data source: iMedic

### Appendix (b)



\* Sudbury Paramedic age cohort compared with the last Canadian Census taken in 2011.

## Request for Decision

### Fire Services 2016 Budget Enhancements

Presented To:	Community Services Committee
Presented:	Monday, Nov 16, 2015
Report Date	Wednesday, Oct 21, 2015
Type:	Managers' Reports

### Recommendation

THAT the City of Greater Sudbury considers permanently increasing Fire Services staffing by two (2) additional full time Training Officers, and one (1) Assistant Deputy Chief, and directs staff to prepare budget options for consideration during the 2016 budget deliberations.

### Finance Implications

If approved, budget options for additional funding of \$105,063 for 2 permanent training officers and \$111,402 for an assistant deputy chief position will be prepared for consideration of the Finance and Administration Committee during the 2016 budget deliberations.

## Health Impact Assessment

This recommendation has been reviewed using the Health Impact Assessment Tool and the results are as follows:

The addition of two (2) full time Training Officers will enhance the one city one service delivery model as per the approved Emergency Services Strategic Plan. Training is the basis for all safe and effective response performed by the Fire Service, and the additional two training officers will significantly improve the level and consistency of training throughout the department. This measureable improvement in training will also enhance citizen safety by ensuring rapid and consistent emergency response throughout the City by all Fire Service personnel in a seamless manner.

The addition of the Assistant Deputy Chief will serve to ensure consistent and thorough employee development and support in the areas of PTSD, mental health and overall employee health and wellness. With a membership of over 400 firefighters, the Assistant Deputy Chief full time equivalency will be able to address members' health needs in a more timely and consistent fashion.

### Signed By

**Report Prepared By**

Darrel McAloney  
Deputy Fire Chief  
*Digitally Signed Oct 21, 15*

**Health Impact Review**

Trevor Bain  
Chief of Fire and Paramedic Services  
*Digitally Signed Oct 21, 15*

**Division Review**

Trevor Bain  
Chief of Fire and Paramedic Services  
*Digitally Signed Oct 21, 15*

**Recommended by the Department**

Tim P. Beadman  
General Manager of Health, Social and  
Emergency Services  
*Digitally Signed Oct 22, 15*

**Recommended by the C.A.O.**

Kevin Fowke  
Acting Chief Administrative Officer  
*Digitally Signed Nov 8, 15*

## **Executive Summary**

At the February 4, 2013 Community Services Committee meeting, Fire Services was given direction to enter into a two year trial, using existing budget, for two additional Training Officers. This would bring the total Training Officer complement to four. The trial is ending in May 2016, and has been found to be successful. The enhancement will secure the gains achieved by the trial and enable further measureable alignment with the priorities set out in the Strategic Plan.

In 2015, Fire Services leveraged the vacancies of two part time District Chief positions, and replaced them with one full time Assistant Deputy Chief (ADC). This change has been very successful, with the current ADC streamlining both Fire Services Information Technology and fire communications. The recommended new position is required to continue to increase efficiency, primarily in the areas of employee development, health and wellness, PTSD, attendance management, and succession planning.

## **Background – Two (2) Additional Training Officers**

On February 4, 2013, as a result of the Comprehensive Fire Services Review by the IBI Group, the fire service presented to the Community Services Committee a Request for Decision to address the reported shortage of staffing in the Training Division.

The Resolution was as follows:

THAT the City of Greater Sudbury endorse the Chief of Emergency Services – Pilot Project Proposal to Improve Effectiveness and Efficiency of Fire Services Training Section for the addition of two full time Training Officers for a two-year period to be funded within the Department's existing budget allocation;

AND THAT the Chief Fire Training Officer report annually to the Community Services Committee on the results of the key performance factors designed to measure the impact of enhanced training resources that support all firefighters (volunteer/career);

AND THAT, at the end of the two-year period, if the pilot project is deemed to be successful, a report will be brought to Committee/Council regarding the permanent funding of these Training Officer positions.

As a result of the approval of this resolution, and the subsequent negotiations with the Sudbury Professional Fire Fighters Association (SPFFA), Fire Services entered into the pilot program in June of 2014. The stated goal of the pilot program was to address the inconsistencies in training for both career and volunteer firefighters. Additionally, the pilot was to enhance Fire Services training to align with the stated priorities identified in the Strategic Plan: Value for Money, One City-One Service, and One Team.

The Chief Training Officer has monitored the program during its operation, and has identified several key performance indicators which speak to the impact of the pilot;

### **Attendance at Volunteer Training Nights**

Prior to the pilot project, there were insufficient Training Officers to attend Training nights in the four Volunteer Districts on a scheduled basis, and as such, doing so would have incurred overtime. Prior to the pilot project, Training Officers attended less than 10% of Volunteer training nights. Having a Training Officer assigned to each District has allowed each to oversee their District, and ensure consistent training across Greater Sudbury Fire Services. A consistent and familiar presence of a full time Training Officer has greatly enhanced communication and cooperation between the Career and Volunteer staff. In 2014, Training Officers attended over 95% of the Volunteer training nights with minimal overtime. For 2015, we are tracking close to the same percentage for attendance.

## **Live Fire Program**

Prior to the pilot project, Live Fire training was not regularly offered as it was not possible to deliver it to all Fire Service personnel with only two Training Officers. As a result of the availability of four Training Officers, Greater Sudbury Fire Services developed a mandatory Live Fire Program in 2014 in an effort to enhance the safety of firefighters and the service to the public. In 2014, 98 Career firefighters and 261 Volunteer firefighters attended live fire training. For 2015, a new, more inclusive Live Fire Training Program has been developed. The program is designed to have Volunteer and Career firefighters train in a composite response. This reflects the Optimized Tiered Response Procedure the Fire Administration implemented in 2014.

## **Morale of Training Division Employees**

Although there have been many additional projects that the Training Division has taken on, having the additional two Training Officers has allowed each to take on different roles, and specialize in different training topics. This has allowed the Training Officers to flex their schedule based on the type of training being delivered, and reduce employee burnout due to work overload.

## **40-Hour Volunteer Recruit**

The Volunteer Recruit Program was significantly improved in 2014 as more components were able to be included due to the added Training Officers. The program was increased to 40 hours and was based on the Job Performance Requirements (JPR) from National Fire Protection Association 1001 - Standard for Fire Fighter Professional Qualifications – Fire Fighter I. As such, volunteer firefighters are now trained to better align with the training of the career members of the fire service.

## **Fire Administration Assessment**

Further analysis of the Pilot Program by Fire Services Administration has found additional departmental improvements due to the increase in the Training Division staffing. With the Career segment of the service operating with four platoons, and the Volunteer segment having four districts, it is natural to have a single Training Officer assigned both to a single platoon, and a single district. This aligns each Training Officer with a single Platoon Chief, who also administers a single district and single platoon. The resultant relationships have proven to be very powerful, enhancing the Training Division, Career suppression, and Volunteer suppression in each district.

The Chief Training Officer has the responsibility for not only managing the Training Division, but also to oversee employee development (both Career and Volunteer), oversee Operating Procedures and implement and administer a Continuous Improvement Plan for the entire Greater Sudbury Fire Service. Fire Administration is currently separating out some of the duties in these following four categories: fire, medical, HAZMat, and technical rescue and assigning them to the four Training Officers as a natural separation of duties.

With the natural separation of Fire Services responses into the four noted segments, there exists an opportunity to align the four Training Officers, one each to the identified segment. With the additional oversight provided by the Platoon Chief aligned to each Training Officer, this structure would provide natural champions for the noted evolutions. This would ensure due diligence for the implementation and maintenance of the programs from a health and safety perspective, and an industry best-practice from a continuous improvement perspective. This serves to align the ongoing training of all Career and Volunteer GSFS employees fully with the three stated goals of the Strategic Plan: Value for Money, One City-One Service, and One Team.



## Background

On March 3, 2014, the IBI Group presented the Comprehensive Fire Services Review which contained a series of recommendations for departmental improvement. As a result, the Greater Sudbury Fire and Paramedic Services developed a Strategic Plan and a Tactical Plan aimed at achieving the suggested improvements in a measureable and timely fashion. The Strategic Plan identifies Value for Money, One City-One Service, and One Team as the three primary business principles for the future of the Service.

As part of an ongoing optimization plan, the Fire Service has assessed barriers to these principles and identified the current District Chief structure as satisfying none of them.

In early 2015, as a result of two District Chief vacancies, Fire Services initiated a pilot program replacing the two vacancies with a single, full time, Assistant Deputy Chief (ADC). This position was designed to address two significant challenges facing the Service; internal IT, and radio and pager communications. The Division has recently implemented a long awaited Records Management System (RMS), and is in the final stages of a radio system upgrade with Police Services handling dispatch of Volunteers and radio communications for all responding personnel. The hiring process specifically identified the talents needed for the identified challenges, and considered fire services experience as secondary. The ADC hired as a result has proven the success of this strategy, and improved the implementation of the two identified challenges. In addition, this position also satisfies the above noted business principles in that the ADC now offers value for money, and is an integral member of the one team approach to offering services across the City, to all members of the Fire Service.

The Greater Sudbury Fire Service has identified further challenges in internal operations which do not align with the primary business principles in the Strategic Plan. Currently, employee development is done in an inconsistent fashion in the career and volunteer areas. Also, PTSD, mental health and overall employee health and wellness are difficult to apply throughout the Division with our current structure. This results in employee disengagement and labour relations issues throughout the Department, a high turnover rate in the Volunteer areas, and attendance management issues in the Career area. The Division also currently has an inconsistent series of processes in place for promotion, advancement and succession planning. This has consequences for employee health and safety, Division liability, and general incident response. These noted deficiencies must be addressed to optimize the Division in keeping with the priorities identified in the Strategic Plan.

The Division currently operates with four managerial positions for approximately 129 Career and 310 Volunteer employees operating out of 24 stations. This translates to a ratio of one (1) manager for approximately 146 employees.

As a result of the success of the current Assistant Deputy Chief trial, and the identified challenges, the Fire Service is recommending the creation of a second permanent full time ADC position.

In closing, Fire Services recommends that the City of Greater Sudbury consider permanently increasing Fire Services staffing by two (2) additional full time Training Officers and one Assistant Deputy Chief, and direct staff to prepare a budget option for consideration during the 2016 budget deliberations.

## Request for Decision

### Emergency Services Department, Fire Services Division, Training Officers Staffing Proposal Pilot Project

Presented To: Community Services  
Committee

Presented: Monday, Feb 04, 2013

Report Date Thursday, Jan 24, 2013

Type: Referred & Deferred  
Matters

### Recommendation

THAT the Community Services Committee endorse the Chief of Emergency Services – Pilot Project Proposal to Improve Effectiveness and Efficiency of Fire Services Training Section for the addition of two full time Training Officers for a two year period to be funded within the Department's existing budget allocation; and,

THAT the Chief Fire Training Officer will report annually to the Community Services Committee on the results of key performance factors designed to measure the impact of enhanced training resources that support all firefighters (volunteer/career); and,

THAT at the end of the two-year period, if the pilot project is deemed to be successful, a report will be brought to Committee/Council regarding the permanent funding of these Training Officer positions.

#### Signed By

**Report Prepared By**

Danny Stack  
Fire Chief  
*Digitally Signed Jan 24, 13*

**Recommended by the Department**

Tim Beadman  
Chief of Emergency Services  
*Digitally Signed Jan 24, 13*

**Recommended by the C.A.O.**

Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Jan 27, 13*

### Finance Implications

If approved, the two Training Officers for the pilot project will be funded from the allocation of the four mandatory training days for fire fighters over a two-year period.

At the end of the pilot project, if it is deemed to be successful, a report will be brought to Council outlining the permanent funding for these two Training Officers. If the pilot project does not prove to be successful, Fire Services will reduce its complement by two employees and continue with the mandatory training days.

#### Update:

At its Community Services Committee meeting of December 03, 2012, the Committee endorsed the Chief of Emergency Services' pilot project staffing proposal. The proposal called for the addition of two full-time Training Officers for the Fire Training Section for a two-year period to be funded within the Department's existing budget allocation. At its Council meeting of December 11, 2012, the Request for Decision report that authorized this pilot project proposal was withdrawn and deferred back to the Community Services

Committee for further clarification.

## Background

At its Community Services meeting of February 27, 2012, the Chief of Emergency Services outlined the results of a strategic (high level) review of the City's emergency services needs and capabilities. As a result, an Information Report and document entitled 'Suggested Going Forward Work Plan' dated February 14, 2012 was submitted and presented to Committee/Council.

This strategic review contained 38 recommendations having the potential to improve delivery of the City's emergency services or to make service delivery more cost-effective.

**Recommendation #2** which was recommended by the IBI Group (January 16, 2012) outlined the need for the Chief of Emergency Services and Fire Chief to jointly resolve current staffing shortages in Fire Fleet, Fire Training and Fire Prevention Sections.

This report outlines the strategy developed by Emergency Services Senior Administration which has the support of the Chief Administrative Officer, Director of Human Resources, and seeks the cooperation of IAFF Local 527 to support a Pilot Project proposal to resolve the current staffing shortages in the Fire Training Section.

Fire Training's mandate is to develop, coordinate and deliver programs aligned to firefighters (career and volunteer) with knowledge and skills necessary to safely operate fire services equipment, perform firefighting and respond to emergencies involving medical aid, rescue and hazardous materials operations.

It is noted that with all past firefighter deaths in Ontario, a lack of documented, coordinated and consistent training for both volunteer and career firefighters has been found to be a major contributor to these tragedies. In recent years, serious injuries and deaths of fire service personnel have occurred in the communities of Listowel, Meaford, Point Edward and Nipissing. In all cases, the training of the fire service overall is a matter of great concern to the Ministry of Labour and other regulators. It cannot be overlooked that in all cases, municipal council as the employer regardless of career or volunteer members, is responsible for ensuring an effective and efficient training program is provided to meet the needs of all fire service personnel commensurate with the levels of fire protection as determined by the municipality.

The Fire Training Section has undergone a high turnover rate of both leadership and training officer positions; ten individuals in the past ten years. One of the main reasons for this turnover rate can be attributed to the challenges of providing training to a large group of firefighters with limited staff resources. A review identified the current principal challenge is a need for at least two additional training staff, clerical support, and a Records Management System of which the latter two have been addressed.

The current staffing complement of a Chief Training Officer and two Training Officers cannot sustain the responsibilities of the Fire Services requisite training program as defined by the needs of 108 career firefighters and approximately 340 volunteer firefighters operating out of 24 stations over 3,627 square kilometers – even with the assistance of Fire Captains who participate in the delivery of in-service firefighter training.

Given the current fiscal economic realities, and rising costs of emergency services (Police, EMS, and Fire), administration took the view that seeking two additional Fire Training Officer positions on the municipal levy was a worst case scenario. Securing a partnership with the IAFF Local 527 was viewed as an important opportunity for exploring what efficiencies (within the existing language in the current collective agreement) could support a mutual goal of increasing fire training resources without increasing the cost to the taxpayer.

The current collective agreement with the IAFF Local 527 contains a provision at Article 21.01 which permits the Employer to schedule up to four, ten-hour mandatory training days on days off at straight time. In recent collective agreement negotiations, the IAFF wanted to remove the mandatory training days and CGS resisted. We are prepared to exchange the addition of two trainers for a two-year trial period using the monies set aside for these mandatory days. While both parties can see the benefits of added training officers, if the trial proves unsuccessful, we would return those resources to the training budget and CGS's mandatory training right remains in the CBA. This partnership will be accomplished through targeted flexibility in existing career stations deployment levels during periods of time associated with the mandatory career firefighters' training days outlined in the collective agreement.

Given the complexity of this strategy, there needs to be a clear understanding as to what can be accomplished, and how these additional training resources would improve the overall training requirements for the delivering of Fire Services to the community. Understanding that both parties (labour/management) were entering new territory; it was felt that a pilot project concept would be beneficial and provide an opportunity to measure the challenges, benefits, successes and accomplishments within a two-year time period.

If approved,

- Administration and IAFF Local 527 will establish the targeted flexibility in existing career stations deployment levels during periods of time associated with the mandatory career firefighters' training days outlined in the collective agreement.
- The training currently being performed by third parties to the Employment relationship between IAFF Local 527 and CGS will continue (e.g. OEM training, volunteer orientation and training etc., etc.). There is ample work for the two additional trainers and there is no intent to move training duties that, in the current practice are not performed by Training Officers.
- The Fire Training Section will develop key performance factors designed to measure the impact of enhance training resources that support all firefighters (volunteer/career), and report annually to Community Services Committee on its results.
- Prior to implementation, the Chief Fire Training Officer will target Fire stations hosting training sessions to communicate Fire Training Section's one to three year work plan (including elements of pilot project; its key performance factors) for all firefighters.
- Given that the 2013 fire training program is well underway; and the work required prior to; the implementation of the pilot project would begin in the third or fourth quarter of 2013.
- This opportunity will not only enhance career/volunteer firefighters' training experiences through measurable matrix throughout the pilot project; but, stay within the Emergency Services Department's operating budget.
- In the third quarter of the second year of the pilot project, Emergency Services will undertake a third party review of its Fire Training Section to determine if the pilot project is deemed to be successful. Further, this review will seek to determine that all relevant standard operating guidelines are linked with all facets of training to ensure all fire personnel have received training applicable to their roles and responsibilities. By ensuring that all personnel have received and are signed off as having received and performed training as required, success for a specific task is achieved.
- Upon the cessation of the pilot project, the Department's staffing level will be adjusted to reflect its approved full-time staffing complement, unless prior approval has been given by Council.



# 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;

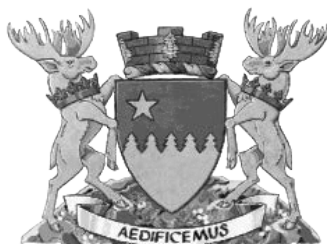
**AND WHEREAS** the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

**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.