



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, May 4, 2015
Tom Davies Square

COUNCILLOR RENE LAPIERRE, CHAIR

Fern Cormier, Vice-Chair

6:00 p.m. or 30 minutes after the conclusion of the Operations Committee Meeting, whichever is earlier COMMUNITY SERVICES COMMITTEE MEETING
COUNCIL CHAMBER

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

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

PRESENTATIONS

1. Update on Volunteer Firefighters (ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Trevor Bain, Chief of Fire and Paramedic Services

(This presentation will provide a basic overview of the current Volunteer Firefighter staffing, call volume and recruitment efforts.)

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 April 22, 2015 from the Chief of Fire and Paramedic Services regarding Emergency Services Department Tactical Plan Update. (FOR INFORMATION ONLY)

4 - 30

(In August 2014, the City of Greater Sudbury adopted the Emergency Services Department Strategic Plan (2014-2020) from the Chief of Fire and Paramedic Services and supported the work underway by the Department as outlined in the document entitled Emergency Services Tactical Plan (2014-2017).

This report will provide the Community Services Committee with an update on the status of the work underway within the Department's Tactical Plan.)

REGULAR AGENDA

MANAGERS' REPORTS

R-1. Report dated April 14, 2015 from the Acting General Manager of Growth & Development regarding Update on Film By-law Development. (RECOMMENDATION PREPARED)

31 - 44

(This report will provide Community Services Committee with an update on the approach and process being used to develop a film policy that will streamline film business in order to attract investment in the sector.)

- R-2. Report dated April 21, 2015 from the Chief of Fire and Paramedic Services regarding Standardization of Paramedic Services Cardiac Monitor Defibrillator. **45 - 48**

(RECOMMENDATION PREPARED)

(This reports seeks Council authorization to continue with a standardized inventory of cardiac monitors-defibrillators.)

- R-3. Report dated April 14, 2015 from the Acting General Manager of Community Development regarding Naming of Bell Park Gazebo Concert Series. **49 - 50**

(RECOMMENDATION PREPARED)

(This report requests City Council's approval to name the Bell Park Gazebo Concert Series program after Mr. Peter Schneider.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

ADJOURNMENT

BRIGITTE SOBUSH, DEPUTY CITY CLERK

For Information Only

Emergency Services Department Tactical Plan Update

Presented To:	Community Services Committee
Presented:	Monday, May 04, 2015
Report Date	Wednesday, Apr 22, 2015
Type:	Correspondence for Information Only

Recommendation

For Information Only

Health Impact Assessment

This report and attached “Projects & Programs Action Report 2014 – 2015” document, summarize the current actions outlined in the Emergency Services Tactical Plan, which strongly aligns to the City’s Healthy Community Strategy. Emergency Services is intimately involved on a daily basis with community and citizens’ wellbeing from both a broad public safety perspective and a patient-centric perspective. Components of the Tactical Plan also seek to balance socioeconomic needs with Emergency Services capabilities.

Information

THAT the City of Greater Sudbury receives the “Emergency Services Projects & Programs Action Report 2014 – 2015”, dated March 22, 2015 from the Chief of Fire and Paramedic Services.

Background

The Emergency Services Department is comprised of 650 Members from Fire, Paramedic, Emergency Management, and Strategic & Business Services that are dedicated professionals who serve our community 24/7, 365 days per year. The Department had undertaken an initial strategic, high-level review of the City’s emergency services needs and capabilities. Overall, this review provided 38 recommendations having either an immediate tactical or long-term approach to improving the delivery of services.

Even as this work continues, it was time to evolve with the development of a Strategic Plan that provided a roadmap that we would use every year, every month, and every day to guide us forward on our journey to fulfill our vision of a highly effective Service that the public has confidence in.

Signed By

Report Prepared By

Trevor Bain
Chief of Fire and Paramedic Services
Digitally Signed Apr 22, 15

Health Impact Review

Trevor Bain
Chief of Fire and Paramedic Services
Digitally Signed Apr 22, 15

Recommended by the Department

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

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Apr 22, 15

In August 2014, the City of Greater Sudbury adopted the Emergency Services Department Strategic Plan (2014-2020) from the Chief of Fire and Paramedic Services, and supported the work underway by the Department as outlined in the document entitled “Emergency Services Tactical Plan (2014-2017)”.

This report will provide the Community Services Committee/Council with an update on the status of the work underway within the Department’s “Tactical Plan (2014-2017)”. The Department responds 24/7, 365 days per year to emergency events, and there are competing operational requirements that need to be addressed by senior leadership in parallel with the strategic work undertakings.

The prioritization of the strategic work assignments is based on the following drivers related to legislative/regulatory, health and safety, Council direction, and fiscal sustainability. Attached is an update on the status of the Department’s “Action Plan 2014-2015” that has been aligned to individual Divisions/Sections’ work plans.

The Department will be providing the Community Services Committee with progress reports on the activities of the “Action Plan 2014-2015” throughout the year.

Emergency Services

Projects & Programs

Action Report

2014 – 2015

Emergency Services Program/Project Action Report 2015

Version:

Tim P. Beadman

General Manager of Health,
Social, and Emergency Services



Trevor F. Bain

Chief
Fire and Paramedic Services



Emergency Services Program/Project Action Report 2015

Table of Contents

Priority A1 - Community Education & Prevention	5
Program A1a Fire Prevention Education	5
Program A1b Community Paramedicine Program	5
Priority A2 - Employee Wellness	7
Program A2a Critical Stress Management.....	7
Priority A3 - Health & Safety.....	8
Program A3a Back Care	8
Program A3b Driver Safety	8
Priority A4 – Community Risk Management.....	9
Program A4a Care Occupancies, Care Treatment and Retirement Home Fire Assessment	9
Priority B2 – Shared-services Model	10
Program B2a Operational Support Services.....	10
Priority C1 - Human Capital Management.....	10
Program C1a Leadership Development.....	10
Program C1d Unified Command Structure – Fire Service Operations.....	11
Program C1e Improving Retention	12
Program C1f Enhancing Training Quality	12
Priority C2 - Financial Sustainability	14
Program C2a Maximizing Asset Lifespan	14
Priority C3 - Resource Optimization	14
Program C3a Fire Optimization – Apparatus, Station & Equipment, Placement and Service Level Types	14
Program C3b Comprehensive Review of Medical Tiered Response Protocol ..	15
Priority C5 - Technological Innovation	16
Program C5b Optimized Fire Prevention Inspection and Enforcement.....	16
Program C5c Real-time Operational Information	16
Program C5d Fire Records Management System	17
Program C5e New Radio Infrastructure	17
Priority D1 - Performance Management.....	18
Program D1a Key Performance Indicators	18
Program D1b Best Practice Fire Dispatch Review.....	19

Emergency Services Program/Project Action Report 2015

Priority D2 – Member Service Excellence Recognition.....	19
Program D2a Awards & Celebrations	19
Priority D3 – Quality Management	20
Program D3a Quality Care Committee.....	20
Priority D5 – Regulatory Compliance and Governance	20
Program D5a MOHLTC Land Ambulance Certification	20
Program D5b Revise Fire Services Governance.....	21
Priority E1 – Consolidation of 9-1-1 Dispatch	21
Program E1a Integrated Dispatch	21
Priority E4 - Community & Corporate Emergency Preparedness	22
Program E4a Incident Management System.....	22

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Priority A1 - Community Education & Prevention								
Program A1a Fire Prevention Education	In accordance with the Fire Protection and Prevention Act, 1997, the City of Greater Sudbury is required to provide Fire Prevention components that would include public education, fire safety inspections (enforcement) and investigations.							
Action	The Department will continue its planned activities outlined in report "Update Ontario Fire Marshal (OFM) Review of Fire Protection (Prevention) Services in the City of Greater Sudbury" dated January 8, 2014 and presented to the Community Services Committee meeting of January 20, 2014.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete		10	40					
Notable Accomplishments	*See Appendix A — Fire Prevention Suggested Going Forward work Plan Update April 2015							
Notable Challenges								

Program A1b Community Paramedicine Program	There is growing evidence that a fully integrated Community Paramedicine program can be used to address identified needs within vulnerable and aging populations to reduce ambulance call volume, emergency department visits, and hospital and/or long term care admissions, thereby extending the ability to live longer independently in their homes with appropriate community support. This would result in improved quality of life and may result in future cost avoidance for Paramedic Services and the health care system as a whole.							
Action	Explore the opportunity to advance a Community Paramedicine program with associated funding and local health care partners that recognizes Paramedics as an additional mobile health care resource that works closely with other health care professionals in order to improve access to the "right care" at the "right time" and in the "right place".							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	10	25	50					
Notable Accomplishments	<u>Care Transition Community Paramedic (CTCP) Pilot</u> <ul style="list-style-type: none"> \$300K in grant funding secured for CTCP Pilot Program is a partnership with HSN, and CCAC Three Advanced Care Paramedics (ACP) successfully underwent additional seven weeks of training for Pilot Community Paramedic began providing medical care for patients at home on January 12, 2015 Sixty three patients currently receiving at home medical service, resulting in 148 at home visits as of March 8th 							

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

	<ul style="list-style-type: none"> Funding model amended to run until Oct 31, 2015 <p><u>Health Promotions Community Paramedic Pilot</u></p> <ul style="list-style-type: none"> \$105K in grant funding secured for this Pilot Program is leveraging partnerships with numerous healthcare and educational institutions Staffed by one Primary Care Paramedic (PCP) Involved on several research projects including: <ul style="list-style-type: none"> Community Health Assessment Program (CHAP-EMS) through Emergency Medical Services with McMaster University Community Paramedic Remote Patient Monitoring with Queen's University Field Paramedic Referral to Community Care Access Centre (CCAC) beginning mid-May CPR Blitzes – taught 192 persons “Hands-only CPR” in 2014 EMS assessments/wellness checks at local shelters Funding model amended to run until Oct 31, 2015
<i>Notable Challenges</i>	<p><u>Care Transition Community Paramedic (CTCP) Pilot</u></p> <ul style="list-style-type: none"> Administrative process time consuming to identify program candidates Internal/external communication strategy to raise awareness regarding program objectives <p><u>Health Promotions Community Paramedic Pilot</u></p> <ul style="list-style-type: none"> Authority into entering into the Agreements Planning and development for various components taking more time than anticipated

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Priority A2 - Employee Wellness								
Program A2a Critical Stress Management	Studies show that first responders practicing healthier, more balanced emotional well being will not only respond better to life events and relationships but it can also help with safe practices and physical demands of their careers. The combination of first responders' education in emotional wellbeing and safety, coupled with strong leadership dedicated to making these issues a priority will produce stronger organizations and healthier members.							
Action	This wellness initiative will focus on prevention, recognition, and intervention strategies related to critical stress while reducing frequency and duration of any stress related absence associated with Post Traumatic Stress Disorder (PTSD) and cumulative stress. Further focus will include: continue collaborations with subject matter experts and with similar organizations, capitalize on our Employee Assistance Program (EAP) services, resources, education and training for Paramedics and Firefighters to support overall health promotion.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete		0	10					
Notable Accomplishments	<ul style="list-style-type: none"> Traumatic Mental Stress Steering Committee includes membership from Paramedic Services, Fire Services, and Human Resources Developed Terms of Reference for the Steering Committee Engaged Acclaim Ability Management Inc. to assist in developing resiliency testing as part of a pre-employment screening Collected some best industry processes to manage acute mental stress 							
Notable Challenges	<ul style="list-style-type: none"> There is currently no evidence-based program in the paramedic services sector to leverage Program development will proceed slower due to requirement to validate components to ensure we are not causing more harm 							

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Priority A3 - Health & Safety								
Program A3a Back Care	<p>Paramedics and Firefighters have one of the most diverse and unpredictable working environments and often work in situations that are far from ideal. This places huge demands on them both mentally and physically. Back injuries and lower back strain are of specific concern as they are the most common injury.</p> <p>The goal of the Back Care Program is to introduce comprehensive strategies to address ergonomic challenges as well as overall back-care health.</p>							
Action	<p>The Back Care Program will focus on three key areas to improve employee wellness while reducing the frequency and duration of lost time injuries associated with back injuries.</p> <ol style="list-style-type: none"> 1. Find alternative powered solutions to reduce the accumulative effects of lifting, while improving patient safety. 2. Improve the awareness of Health and Safety (working safely). 							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	5	25	75					
Notable Accomplishments	<ul style="list-style-type: none"> Guidelines for the Prevention of Back Care Injuries in Paramedics was a program developed jointly by Greater Sudbury Paramedic Services and the Occupational Health Clinics for Ontario Workers (OHCOW) and delivered to all Paramedics in January 2014 Secured funding and purchased power stretcher and load system for entire fleet to reduce repetitive strain type injuries Body Mechanics – hands-on review of safe and proper lifting techniques utilizing stretcher/back board/power stretcher/stair chair. Delivered Fall 2014 by CGS Health and Safety facilitators Trained CGS Fleet Services Technicians installing load system and power stretchers March 2, 2015 (cost saving of approximately \$20,000 with in-house installation of power cot load system by Fleet Services) Emergency First Response training has included modules regarding back care while lifting 							
Notable Challenges	<ul style="list-style-type: none"> The uncontrolled environments that emergency service workers operate within place them at risk for muscle-skeletal injury 							
Program A3b Driver Safety	<p>Emergency responders are required to drive large unique emergency vehicles in extreme road conditions while navigating through congested traffic in all weather conditions. Hence, they require a higher driver skill set than the average person. This advanced skill set requires specialized training to ensure both personal and public safety.</p>							
Action	<p>The Department will expand the Driver Improvement Program to encompass Fire Services personnel.</p>							

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	20	25	35					
Notable Accomplishments	<ul style="list-style-type: none"> Paramedic services has implemented a multi-phase emergency vehicle advanced driver safety program for all Paramedic personnel 							
Notable Challenges	<ul style="list-style-type: none"> Operational budget constraints combined with current constraints within existing collective bargaining agreements limit training time for Fire and Paramedic Services 							

Priority A4 – Community Risk Management								
Program A4a <i>Care Occupancies, Care Treatment and Retirement Home Fire Assessment</i>	In January 2014, legislated changes to the Fire Code came into effect; whereby, Ontario Regulation 150/13 made under the Fire Protection and Prevention Act, 1997 outlines new provision for annual inspections of all Care Occupancies, Care and Treatment Occupancies and Retirement Homes.							
Action	Implement the Office of the Ontario Fire Marshal directive that outlines the requirement that the Fire Chief must ensure a fire inspection is completed annually in all Care Occupancies, Care and Treatment, and Retirement Homes in accordance with OFM TG-01-2012 Fire Safety Inspections and Enforcement and PFGS 04-40D-03 inspections upon request or complaint.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	75	100						
Notable Accomplishments	<ul style="list-style-type: none"> 100% regulatory compliant with 2014 requirements Fire pre-planning was undertaken by existing Fire Suppression staff which exceeded current regulatory requirements 							
Notable Challenges	<ul style="list-style-type: none"> Over 60 vulnerable occupancies require annual inspection, this taxes existing resources and prevents traditional Prevention activities 							

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Priority B2 – Shared-services Model								
Program B2a Operational Support Services	Investigate feasibility of consolidating Fire and Paramedic Operations support. Project scope should include a review of alternative jurisdictional delivery models, including potential benefits, disadvantages, costs, implementation challenges, risk, and plan.							
Action	Over the next two years, the Department will be actively involved in the planning process toward the feasibility of consolidating Fire and Paramedic Operations Support functions.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	5	5	5					
Notable Accomplishments	<ul style="list-style-type: none"> Have developed a strong understanding of the current Departmental capabilities and potential barriers 							
Notable Challenges	<ul style="list-style-type: none"> Given the current fiscal challenge the objectives of Emergency Services integration requires further dialogue and guidance from Council. 							

Priority C1 - Human Capital Management								
Program C1a Leadership Development	Enhancing leadership skills is a foundational element to enhancing overall team performance. Cultivation of leadership skills can be accelerated by creating a structured program focused on core leadership competencies.							
Action	Implement and maintain a leader competency review process that supports the development of leadership programs tailored to individual needs.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	50	50	55					
Notable Accomplishments	<ul style="list-style-type: none"> Employee survey complete Analysis complete Training Curriculum identified (Ontario Police College – Frontline Supervisor, Coach Officer, Emotional Intelligence) Pilot group has completed first Coach Officer course 							
Notable Challenges	<ul style="list-style-type: none"> Funding for comprehensive training cannot be absorbed within the Emergency Services budget within one fiscal year The Project is behind schedule due to funding challenges 							

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

<i>Program C1d Unified Command Structure – Fire Service Operations</i>	Fire Services Operations continues to evolve toward a more seamless service delivery model. Legacy command structures may no longer support the desired seamless delivery model as per the business principle of “One City-One Service”.							
<i>Action</i>	The Department will undertake a review of Fire Services Operations command structure, its accountabilities, and create efficiencies under the lens of strengthening the administrative role of operations in the delivering of Fire Suppression services.							
<i>Timeframe</i>	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<i>Percent Complete</i>		10	25					
<i>Notable Accomplishments</i>	<ul style="list-style-type: none"> Operational Deputy Chiefs are working toward a East – West command structure to rebalance Fire Services approach to public safety. The Fire Service will utilize a proactive risk-management approach. We have implemented a singular command structure for City-wide Fire Operations – under the 24/7 direction of the Platoon Chief 							
<i>Notable Challenges</i>	<ul style="list-style-type: none"> There are some potential past practice/CBA barriers to overcome. Optics/perceptions of costs/taxation (area rating) needs to be addressed. 							

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Program C1e Improving Retention		Fully developing the skill set of a member of the service involves significant investment and time. Turnover of the Volunteer Firefighter workforce significantly increases cost and can potentially affect the quality of service delivery.							
Action		In consultation with the Volunteer – Christian Labour Association of Canada (CLAC Local 920), the Department will undertake a review of the volunteer recruitment practices in order to strengthen strategies that support the: reduction of turnover, identify best practices that assist with the attraction of highly qualified candidates, streamline selection, and focus on the retention of highly qualified candidates.							
Timeframe		2014		2015				2016	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	Phase1	80	100						
	Phase2		0	5					
Notable Accomplishments		<ul style="list-style-type: none"> Implemented “Live Fire Training” for Volunteer FF at the same competency of full-time FF (Phase 1) 2015 Q1 on a go-forward basis will be joint training between Volunteer and full-time Firefighters (Phase 2) 							
Notable Challenges		<ul style="list-style-type: none"> Time, money, geography, and the limitations within Fire Service CBA preclude a more extensive training regimen. 							

Program C1f Enhancing Training Quality		Personnel must be fully qualified and competent to meet the evolving needs of the community, regulation, and by-laws. In addition, there is recognition that training must be respectful of the needs of the Members' chosen profession.							
Action		To address these needs, the Department will undertake a review of Firefighter and Paramedic training programs under the lens of strengthening the quality, content, and method of delivery while recognizing and considering the professional competencies requirement under the applicable by-laws and legislation.							
Timeframe		2014		2015				2016	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete			20	40					
Notable Accomplishments		<ul style="list-style-type: none"> Over the past three years, the Service has been focusing on delivering high quality recognized programs that have been well received by staff, they include International Basic Trauma Life Support, Neonatal Resuscitation Program (CGS is the only Land Paramedic Service to deliver this certificate course in Ontario), Advanced Airway Program leveraging Health Sciences North's Simulation Lab, and Designated Ebola Response Team Utilization of new corporate learning management system (Absorb™ LMS For Business) which offers enhanced online training delivery and 							

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

	<p>reporting</p> <ul style="list-style-type: none">• Extensive Emergency First Responder training was implemented to improve medical intervention skills for all full-time Firefighters• Fire Prevention Officers have attended several courses to maintain and improve their competencies as well as ensure maximum value delivery to the community (Fire College, Legal Process Course, Courtroom procedures, First Aid/CPR).
<i>Notable Challenges</i>	<ul style="list-style-type: none">• Delivering training to a geographically dispersed, highly mobile workforce continues to be a major barrier• Minimizing impact on Paramedic staff who do not have predictable time on shift to undertake training – who are already undertake training on their typical 'days off'• Training occurring during regular duties hours remains s challenge due to the requirements participants are required to respond to emergencies thus interrupting training event• Training hours and hence opportunities for Volunteer Firefighter is limited, proving difficult to meet training standards

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Priority C2 - Financial Sustainability									
Program C2a Maximizing Asset Lifespan		The Emergency Services Department is responsible for over \$92 million in capital assets which primarily consist of facilities, fleet, and equipment. Maximizing the value delivered and lifespan of the equipment through preventative maintenance is essential.							
Action		<ul style="list-style-type: none">• The Fire Service fleet is being transitioned to the new City's Corporate Fleet Centre.• A Fleet Preventive Maintenance program will form part of the Department's implementation of a Records Management System.• To initiate the blending of the Department's (Fire & Paramedic) support services for the optimization of resources, logistical coordination, and supply chain management.							
Timeframe		2014		2015				2016	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	Phase1		65	100					
	Phase2			10					
Notable Accomplishments		<ul style="list-style-type: none">• Implementing Maintenance Care improve the effectiveness and efficiency of tracking equipment and related repairs• Transition to central Fleet Services as the primary prevention and maintenance program is now completed							
Notable Challenges		<ul style="list-style-type: none">• Fire Services adoption of Fleet Services processes was not initially included in the scope – new actions are required (Phase 2)							

Priority C3 - Resource Optimization								
Program C3a Fire Optimization – Apparatus, Station & Equipment, Placement and Service Level Types		Fire Services Division will require an increase of \$1.4 million to its Capital envelope to sustain the existing service levels within the current response recommends (Computer Aid Dispatch), apparatus, and service level types within the existing 26 Emergency Services stations.						
Action		<ul style="list-style-type: none"> Apply the (2014) Office of the Ontario Fire Marshal proposed Integrated Risk Management Tool in relation to the IBI Group's Preferred Fire Station Arrangement for a total of 18 Fire Stations (down from the existing 24 stations). The Department will investigate the requirements for additional specialty Fire Services (hazmat operations level, confined space, trench, high angle, etc.) through the application of a sustainable business case model using the new Integrated Risk Management Tool. Undertake a review of the Fire Services deployment models through the lens of maintaining or improving current service levels, providing seamless response, and fully optimizing the utilization of resources. 						

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

	<ul style="list-style-type: none"> Implement a Technical Advisory Group that will validate the assignment of current service levels, equipment, stations and apparatus, assignment through an optimization process under the lens of community risks and the City's By-law 2014-84, a By-law of the City of Greater Sudbury to Establish and Regulate the City of Greater Sudbury Fire Services. 							
<i>Timeframe</i>	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<i>Percent Complete</i>			5					
<i>Notable Accomplishments</i>	<ul style="list-style-type: none"> Resource standardization of both fleet and equipment for all stations has commenced and remains a priority. 							
<i>Notable Challenges</i>	<ul style="list-style-type: none"> Workload of existing resources 							

<i>Program C3b Comprehensive Review of Medical Tiered Response Protocol</i>	Emergency Services currently has in place a Medical Tiered Response Protocol which sets guidelines by which Fire Services will be activated to assist Paramedics in the provision of emergency patient care.							
<i>Action</i>	To ensure quality patient care, the Department is conducting a comprehensive review of the medical tiered response system which includes a review of the response protocol, call volume, education and training requirements. This will enhance the Quality Assurance program under supervision of the Department's medical director.							
<i>Timeframe</i>	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<i>Percent Complete</i>								
<i>Notable Accomplishments</i>								
<i>Notable Challenges</i>								

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Priority C5 - Technological Innovation								
Program C5b Optimized Fire Prevention Inspection and Enforcement	The Fire Prevention Section provides both inspection and enforcement services related to the Fire Protection and Prevention Act. Implement proven technology that maximizes the productivity and efficiency of this Section.							
Action	To streamline inspection scheduling through a technology-based program that will support real-time inspection scheduling and route optimization, while seeking to maximize on-site inspection time of limited Fire Prevention resources and reduce operating cost related to fuel and vehicle maintenance.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete								
Notable Accomplishments								
Notable Challenges								
Program C5c Real-time Operational Information	Fire Services employs 335 Volunteer Firefighters. Currently, when a service request is dispatched there is no timely method to determine if sufficient volunteer members from the nearest station are available to respond before additional stations are alerted. This can cause delays in response. In addition, the accuracy and reliability of dispatch data is a key requirement to support regulatory reporting and operational situational awareness.							
Action	<ul style="list-style-type: none"> To address this concern, the Department will implement a program that leverages new technology that can provide two-way information so that dispatchers and responding station captains can more readily track Volunteer Firefighter response availability and hence improve the overall response. We will develop and implement a formal process by which to ensure the accuracy and reliability of Fire Services related data contained within the Computer Aided Dispatch System. 							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	10	25	25					
Notable Accomplishments	<ul style="list-style-type: none"> Send-word Now product configured and tested without integration with computer dispatch system. 							
Notable Challenges	<ul style="list-style-type: none"> Project delayed due to technical upgrade requirement of Computer Aided Dispatch System – beyond the control of the project, upgrade scheduled for Q3 							

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Program C5d Fire Records Management System	The current information technology tools used by Fire Services do not have sufficient capability to support regulatory reporting requirements or to support Fire Prevention processes dependent on best-practice records management.							
Action	Implement a Fire Records Management System, while ensuring interoperability with existing systems in use within the Corporation.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	5	10	15					
Notable Accomplishments	<ul style="list-style-type: none"> • Agreements are in place • Project manager actively engaged • Comprehensive project implementation plan has been developed 							
Notable Challenges	<ul style="list-style-type: none"> • Workload of existing subject-matter experts 							
Program C5e New Radio Infrastructure	In the spring of 2013, the City of Greater Sudbury began an upgrade to its current Police/Fire 800 MHz Harris EDACS radio system to a P25 compliant 800 MHz radio system while maintaining the operational and radio coverage characteristics of the existing system.							
Action	Continue with the full implementation of the 9-1-1 P25 Radio System in accordance with the implementation plan.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	50	95	95					
Notable Accomplishments	<ul style="list-style-type: none"> • All EDACS radio equipment has been replaced 							
Notable Challenges	<ul style="list-style-type: none"> • Paging radio coverage remains in a challenge in some areas due to topology and other radio frequency limitations. Vendor has completed a reception coverage study and is planning the necessary remediation 							

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Priority D1 - Performance Management								
Program D1a Key Performance Indicators	Opportunity identification requires the ongoing measurement of a limited set of business metrics which provide key insights into the Department's operational performance. These metrics must be readily available and trends quickly discernible by all personnel throughout the Department.							
Action	<p>The Department will continue with its implementation of a minimal set of performance indicators that allows for tracking of operational inefficiencies effecting quality of service delivery and expose trends that enable proactive intervention in the following areas:</p> <ul style="list-style-type: none"> • Paramedic Services – Operations • Fire Services – Operations • Fire Services – Prevention Section • Fire and Paramedic Training Sections • Paramedic Support Services 							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	25	30	30					
Notable Accomplishments	<ul style="list-style-type: none"> • Developed clear definitions for Response Time Standards that have been adopted by the MOHLTC • Set of Paramedic Operations Key Performance Indicators have been developed and are provided monthly • A review of the current deployment plan is being undertaken as a result of increasing call volumes within the community and at the airport. The review will identify and make recommendations to address service gaps • Records management system implementation is underway which includes advanced analytical capabilities 							
Notable Challenges	<ul style="list-style-type: none"> • MOHLTC dispatch data remains a challenge in terms of accuracy and timeliness (unreliable database) • Collation and analyses of information for key performance indicator reporting continues to be very labour intensive • Legacy information systems inhibit the ability to collect and automate analysis of information needed for many key performance indicators • Multiple 911 dispatch data sources and disparate processes remains a major barrier to development of key performance indicators 							

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Program D1b Best Practice Fire Dispatch Review	<p>The Greater Sudbury Police Service is responsible for managing 9-1-1 calls on behalf of the City of Greater Sudbury and delivery of emergency dispatch for the City's Police and Fire Services.</p> <p>In January 2013, the City had undertaken a review, from a Fire dispatch perspective, of how well the City's emergency dispatch system is working relative to industry standards and best practices which resulted in recommended enhancements.</p>							
Action	Consult with respective senior management of Police and Emergency Services to make adjustments as they carry out the 12 recommended actions outlined in the 'Suggested Going Forward Work Plan' dated November 26, 2013.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	20	20	20					
Notable Accomplishments	<ul style="list-style-type: none"> Fire Service management has recently re-established communication with Fire-Comm management working in collaboration to address the recommended enhancements 							
Notable Challenges	<ul style="list-style-type: none"> Limitation with third-party technology and their timelines for upgrades that affect both Police and Fire Services 							

Priority D2 – Member Service Excellence Recognition

Program D2a Awards & Celebrations	<p>The City's "Be WISE and Recognize" program is designed to reinforce the WISE Values, which support CGS' mission to provide excellent access to quality municipal services and leadership in the social, environmental and economic development. The WISE Values are comprised of: Workplace Quality, Innovation, Service Excellence and Efficiency.</p> <p>In addition, Emergency Services personnel receive awards granted by both the Province and Federal authorities. Service recognition awards are an integral component of Emergency Services traditions.</p>							
Action	Emergency Services will undertake an Annual Member Awards and Presentation Night.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete		100						
Notable Accomplishments	<ul style="list-style-type: none"> Annual recognition event was held and well attended by Emergency Services staff, Mayor and members of Council. 							
Notable Challenges								

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Priority D3 – Quality Management								
Program D3a Quality Care Committee	Emergency Services is committed to a culture of continuous quality improvement with a focus on overall system processes and performance rather than the individual while promoting the need for objective data and analysis to continually improve. Continuous improvement involves all areas of the organization and key stakeholders in order to maximize the opportunity for Service improvement.							
Action	Emergency Services will develop and implement a Paramedic Services Quality Care Committee (QCC) to include membership from all areas of the organization including; Paramedics, operations, quality improvement staff, training, base hospital, 9-1-1 communication personnel, and members of the Services' senior leadership team.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	50	60	65					
Notable Accomplishments	<ul style="list-style-type: none">• Implementation of Quality Care Committee with representation from Paramedics, Training, Quality Assurance Staff, Base Hospital, Management all focused on improving quality of clinical care• Over 20 quality improvement projects identified and prioritized• Currently developing a Cardiac Arrest Data Registry to measure success of various quality improvement projects• Sepsis Alert Project currently under developed							
Notable Challenges	<ul style="list-style-type: none">• Ongoing difficulty moving initiatives forward due to workload and conflicting inter-agency priorities• Patient-care landscape is evolving faster than our ability to adapt new systems (driven by aging population responses within the region)							
Priority D5 – Regulatory Compliance and Governance								
Program D5a MOHLTC Land Ambulance Certification	In accordance to the Ambulance Act of Ontario, all service providers must participate in the MOHLTC Land Ambulance Certification Review Program every three years. The Land Ambulance Service Review Team evaluates the compliance to the requirements of all legislation, regulations and standards established under the Ambulance Act. The review focuses on quality of patient care and maintenance of public safety to ensure compliance. The current licence to operate expires September 11, 2016.							
Action	Emergency Services will undertake re-certification following a standardized process. The process will include internal reviews, audits, and periodic system checks to ensure ongoing maintenance and compliance with legislation.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete			5					

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

<i>Notable Accomplishments</i>	<ul style="list-style-type: none"> Project Manager identified Work plan has been developed and communicated to section Managers
<i>Notable Challenges</i>	<ul style="list-style-type: none"> Ministry will be on-site September 9 & 10, 2015; final MOHLTC Land Ambulance Certification Team audit tools not yet available

<i>Program D5b Revise Fire Services Governance</i>	Fire Services uses Policies, Standards, and Operating Procedures to ensure effective governance and delivery of services – aligned to the regulating By-law. These governance tools require updating to reflect the current practices and training requirements.							
<i>Action</i>	The Emergency Services Department, Fire Service Division will undertake a comprehensive review of all Policies, Standards, and Operating Procedures to ensure both alignment to the current regulating By-law, as well as ensure all training material, methods, and curriculum meet the approved practices.							
<i>Timeframe</i>	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<i>Percent Complete</i>	5	10	20					
<i>Notable Accomplishments</i>	<ul style="list-style-type: none"> All Fire Services Operational policies reviewed and aligned to the current E & R Bylaw Development of emergency response standards underway Operational Procedure committee being formed which includes members from all Sections of the Fire Service – this is intended to accelerate review of all procedures 							
<i>Notable Challenges</i>	<ul style="list-style-type: none"> Resource availability 							

Priority E1 – Consolidation of 9-1-1 Dispatch

<i>Program E1a Integrated Dispatch</i>	Currently, the Ministry of Health and Long Term Care (MOHLTC) is responsible for dispatch of land-based ambulance services. Their dispatch protocols are generally optimized from a provincial perspective which does not allow for optimization at the community level.							
<i>Action</i>	Develop the business case to integrate the current MOHLTC dispatch with the City of Greater Sudbury Police and Fire Service dispatch; for Council's consideration and submission to Ontario MOHLTC							
<i>Timeframe</i>	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<i>Percent Complete</i>		0	5					
<i>Notable Accomplishments</i>	<ul style="list-style-type: none"> RFP in process for the selection of a consultant to commence work as directed by Council, August 2014. 							
<i>Notable Challenges</i>								

Emergency Services Program/Project Action Report 2015

SUMMARY & STATUS OF PROGRAMS

Priority E4 - Community & Corporate Emergency Preparedness								
Program E4a Incident Management System	Consistent with internationally recommended practices, Ontario has developed an Incident Management System (IMS) that provides standardized organizational structures, functions, processes and terminology for use at all levels of emergency response in Ontario.							
Action	Ensure the opportunity for use of Ontario's Incident Management System (IMS) by City services, where such services are expected to respond to emergency management activities.							
Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	0	5	5					
Notable Accomplishments	<ul style="list-style-type: none"> • Council endorses the Ontario Incident Management System (IMS) as the established system for incident management in CGS (2010). • Development of the Joint Emergency Services Operational Advisory Group (JESOAG) to improve interagency response (2014). • IMS 200 and/or 300 training completed to date: approximately 30 staff from Emergency Management, Police Services, Paramedic Services, Fire Services, and Infrastructure Services since 2014. 							
Notable Challenges	<ul style="list-style-type: none"> • Pending JESOAG Steering Committee direction. • Limited number of internal educators to deliver training programs required for IMS implementation to minimize or subsidize costs 							

FIRE PREVENTION SUGGESTED GOING FORWARD WORK PLAN
SEPTEMBER 2012, JANUARY 2014, UPDATED APRIL 2015

#	OFM RECOMMENDATION	ACTION	STATUS
1	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services completes a risk assessment utilizing the OFM Fire Risk Sub-Model to assist with the development and update of public education, fire safety inspection and investigation programs and services. Council then resubmits its Annual Compliance Declaration to the OFM.	An initial fire risk report was created using the former OFM risk assessment tool. The OFM has since initiated a new IRM tool that the City of Greater Sudbury Fire Service (CGSFS) is partnering with on an ongoing basis.	Complete
2	The Council of Greater Sudbury revises the Establishing and Regulating By-Law that defines core services and the level of fire protection services specific to fire prevention based on the completed risk assessment.	This will be an ongoing risk assessment process that will be embedded in the CGSFS records management system.	Complete
3	The Council of Greater Sudbury designates sufficient staff to ensure the enforcement of municipal By-laws on a 24-hour basis including municipal fire related By-laws.	Since the writing of the initial report the CGSFS has taken on additional responsibilities of now enforcing mandatory use of carbon monoxide alarms. CGSFS continues to enforce other fire related by-laws such as fireworks and open-air burning. CGSFS continues to work in cooperation with By-law Services.	Complete
4	The Council of Greater Sudbury ensures a policy is developed and implemented to provide written delegation to the Chief Fire Prevention Officer as Chief Fire Official where referenced in the Ontario Fire Code for sections requiring "approved".	Complete	Complete
5	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops, approves, implements and reviews on an annual schedule all fire prevention operating guidelines. Furthermore, all fire prevention staff is trained to the established operating guidelines.	Since the writing of the initial report, the Fire Prevention Section continues to attend courses offered by the OFM. Guidelines and policies are being written in parallel to the implementation of the new records management system.	Ongoing
6	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services utilizes the OFM Fire Risk Sub-Model for prioritizing building stock to develop a routine fire safety inspection program to target extreme and high risk occupancies. The sub-model requires over and above the current Fire Prevention Officers' work load.	As item #1, the OFM has initiated an IRM tool that the fire service has embedded in the new records management system.	Ongoing
7	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops and implements an operational guideline to ensure all fire prevention staff utilizes a method to ensure consistent municipal fire prevention files. The OFM is changing the reports Fire Prevention will be using. The Section will attend a seminar on the new technical guidelines in November.	CGSFS has adopted all OFM reporting formats and further embraced the utilization of the OFM's Inspection Enforcement Guideline. As reported above, operational guidelines are being embedded in the records management system.	Completed
8*	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services conducts a review of all property files to ascertain all outstanding fire code violations or fire hazards including the provision of an approved fire safety plan to ensure the building is compliant with the Ontario Fire Code. An operational guideline is to be developed to assist in choosing the most appropriate enforcement options pursuant to FPPA and <i>Provincial Offences Act</i> .	Fire Prevention had initially 1,700 outstanding files that required follow up to achieve code compliance. Fire Prevention now has approximately 1,500 remaining that are being addressed amid existing full work plans that since the writing of the initial report the fire code changed that now requires the annual inspection of all vulnerable occupancies within the CGS.	Ongoing (estimated completion date Q4 2017)

#	OFM RECOMMENDATION	ACTION	STATUS
9	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services considers integration and deployment options of fire prevention staff for all areas in the delivery of fire prevention services to improve efficiencies, reduce travel time and increase inspections. The Ward system has been implemented.	Deployment of inspection staff is dependent on mandatory inspections required by the fire code, as of January 2014, fifty (50) vulnerable occupancies were added as annual mandatory inspections. Remaining inspections are now based on the IRM tool with an emphasis on those building classifications most likely to be a fire risk to both occupants and firefighters.	Ongoing
10	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services reviews and revises Policy Fire-OP-206 G-PINP - Fire Company Inspection/Pre-Incident Plan into two separate operational guidelines for suppression staff. Develops a guideline for the purpose of pre-planning of high and extreme risk occupancies and other guidelines for the inspection of low risk occupancies. The OP is to be ready by summer 2013. It will be done in conjunction with the Platoon Chiefs and the Operation Procedure Committee.	This recommendation has been implemented and was carried out in collaboration with the mandatory inspections of all CGS vulnerable occupancies. Pre-incident planning will continue to be a regular function of suppression services.	Completed
11 *	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services provides additional resources to conduct fire prevention inspections for all areas of Greater Sudbury in accordance with the risk assessment.	The Integrated IRM tool will provide accurate metrics that will clarify time intervals for routine inspections by building classification. Pending further analysis, only vulnerable occupancies currently require annual inspections.	Update Q1 2016
12	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services considers the merits of a formal partnership with media campaign stakeholders to maintain the public education and media program.	CGSFS maintains the 5 Chiefs CTV media efforts in conjunction with other area Chiefs. CGSFS has initiated a new public safety announcement in partnership with CTV. (video to be shown at the May 4 th Community .Services Committee.)	Ongoing
13	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops an evaluation process for public education activities and programs for specific occupancies and demographics in accordance with the risk assessment. Target the beginning of the school year. The evaluation will include a questionnaire for participants, and a separate evaluation form for the person who invited the activity, to ensure we are delivering the points required.	Fire Prevention has a public education workplan that addresses the CGS educational systems. Public education activities will be aligned with the IRM tool to ensure delivery of public education throughout the CGS.	Ongoing
14	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops operational guidelines for public education and addresses interaction between Sections for the transfer of information.	CGSFS records management system currently being beta tested for all CGSFS will ensure all public education has applicable operational guidelines.	Ongoing
15	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops and implements a smoke alarm operational guideline and program to all areas of the municipality.	As above, with the vast geography CGSFS will carry out this recommendation with a dynamic prime-time smoke alarm public safety announcement and further utilize social media platforms to reach other target groups.	Ongoing
16	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops an operational guideline to provide the transfer of relevant fire scene assessment and investigation information to the Fire Prevention Section for the purposes of updating the risk assessment and relevant programs and activities.	This recommendation will be accomplished with the full implementation of the new records management system.	Q3 2015

17	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services adheres to the <i>Occupational Health and Safety Act (OHSA)</i> for all staff conducting fire scene assessments and investigations. <i>A list is being created for a "field kit" and an "office kit." A review of pertinent OHSA guidelines will be conducted.</i>	Appropriate personal protective equipment (PPE) has been distributed with required training delivered.	Complete
18	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services reports all fire incidents to the Office of the Fire Marshal that meets the criteria as stated in the Fire Marshal's <i>Directive 2011-01: OFM Notification of Fires and Explosions.</i>	Completed	Completed
19	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops a formal indoctrination process and training program to ensure all fire prevention staff are trained as required to perform their municipal and legislative responsibilities and duties.	Completed	Completed
20	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops and provides Fire Prevention staff with the required equipment for the performance of their duties.	Completed	Completed
21	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops an operating guideline to identify the duties and training requirements for Fire Suppression captains when conducting an inspection for compliance with the <i>Ontario Fire Code</i> . An OP for low and medium risk occupancies could be out in Q2 2012. The OP would be expanded on and the updates would be ongoing.	Training has been delivered to all Platoon Chiefs and several Captains.	Q1 2016
22	The Council of Greater Sudbury considers a formal collaboration between the City of Greater Sudbury Fire Services and Building Services to clarify roles and responsibilities of municipal staff for the purpose of plan reviews to ensure a timely and effective delivery of services.	Completed	Completed
23	The Council of Greater Sudbury in consultation with their Legal Services develops a policy pertaining to the retention and purging of Fire Services Division records.	Completed	Completed
24	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services consolidates paper and electronic resources into a records management system accessible to all Sections of the Fire Division.	Ongoing	Q4 2015
25	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services provides access to Citrix database to all Fire Prevention staff.	Ongoing	Q4 2015

Request for Decision

Update on Film By-law Development

Presented To: Community Services Committee

Presented: Monday, May 04, 2015

Report Date Tuesday, Apr 14, 2015

Type: Managers' Reports

Recommendation

THAT the City of Greater Sudbury directs staff to develop and amend appropriate by-laws in order to streamline regulation of filming on municipal property; and

THAT staff be directed to update existing processes and policies that may affect filming on private property in order to ensure expedited turnaround times and a more responsive service to the industry.

Background

Since 2010 Greater Sudbury has seen significant growth in the film industry. During an average year, the city welcomes feature films, television series, commercial segments and student film projects. Film industry projects generally have a large economic impact over a condensed period of time, with the average feature film shooting for six weeks and hiring and training upwards of 50 crew members from northern Ontario. Estimates of direct local spending from film and television total more than \$31 million since 2012.

The City of Greater Sudbury supports the film industry by offering a number of services. An Economic Development staff person acts as Film Liaison to assist with identifying locations and other resources for filming and to refer production companies to the appropriate departmental contacts for specific permits based on the production's needs and municipal requirements. At the present time, the City also provides assistance with these common film production needs:

- Road occupancy permits, for example when vehicles are parked on the side of a road with no traffic interruption
- Facilitating with hiring on-set Paid Duty Police Officers to implement traffic control plans if the regular flow of traffic is being altered
- Developing parking plans if municipal lots or meters are being used for film vehicles
- Use of municipal facilities that are either regularly rented by the public (e.g.: community halls and

Signed By

Report Prepared By

Emily Trottier
Business Development Officer
Digitally Signed Apr 14, 15

Division Review

Ian Wood
Director of Economic Development
Digitally Signed Apr 14, 15

Recommended by the Department

Paul Baskcomb
General Manager of Growth & Development
Digitally Signed Apr 21, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Apr 21, 15

arenas) or facilities that are not typically rented by the public (e.g.: Tom Davies Square, parks, fire halls and ski hill)

- Modifying municipal infrastructure (e.g.: removal of signage if Greater Sudbury is being portrayed as another city)
- Applying for by-law exemptions (e.g.: noise, parking, etc.)
- Managing risk and developing safety plans for stunts and special effects occurring on or near City property

In addition, municipal funding supports the activities of Cultural Industries Ontario North (CION). CION is a not-for-profit organization with a pan-northern mandate to support and promote the film and television industries through the activities previously offered by Music & Film in Motion. CION works with the CGS municipal Film Liaison to refer services accordingly in order to maximize availability and use of local services.

While the community has been accommodating and welcoming to film productions overall, by their very nature filming activities sometimes pose inconveniences to residents and neighbouring businesses – regardless of whether the filming takes place on public or private property. Proper and timely notification has proven critical to ensure that everyone who may be affected by filming is aware of parking, traffic, noise or unexpected activities, sometimes at odd hours. The film industry as a whole generally operates on a fast-paced basis with often-changing priorities, so efficient turnaround times are essential on all fronts so that notification can take place.

To respond to this emerging industry, City Council adopted a film policy in 2005 (By-law 2005-118, attached for reference). As noted above, the volume of film production in Sudbury has increased since 2005 and the current policy and by-law no longer reflect the way staff and the community have adapted to accommodate the needs of the film industry.

For example, the current CGS Road Occupancy Permit template does not offer adequate space to capture additional details specific to the filming activity, such as special effects or traffic control points that may be required by the production and that have the potential to disrupt regular business of citizens. This means that supplementary information is almost always required separately from the film production, and this extra step in the process can delay staff response time. The current noise by-law exemption is another case for streamlining: film productions work within tight timelines, often making decisions within days, which makes it difficult for these clients to abide by the 30-day processing time generally required for a noise by-law exemption.

Based on these examples and others, it is recommended that the current film policy and by-law be revisited in order to create a permitting process that is streamlined and better able to accommodate the industry's expectations for turnaround times.

This report outlines a recommendation to streamline regulation of film and television productions on municipal property, while at the same time expediting permits most frequently requested by production companies when filming on private property (such as by-law exemptions and Road Occupancy Permits).

Industry scan

In 2010 a "Special Events Internal Team" was formed to facilitate interdepartmental communication and policies, in particular when a project, such as filming, requires collaboration among department and agency representatives (e.g.: Nickel District Conservation Authority, Greater Sudbury Police Services and the Sudbury District Health Unit). Staff from the Legal Department and Economic Development have initiated individual and group meetings to discuss the implications of filming on existing regulations and the potential

for streamlining these processes.

An environmental scan was conducted to collect information about municipal film policies and by-laws in other cities. It is worth noting that although there are some standard approaches for specific requirements, some cities opt to regulate municipal property only, whereas other cities require a production to obtain a permit to film on private property as well as municipal property.

The table below represents the permitting approach adopted by a selection of Ontario municipalities:

Municipality	Permit Required to Film on Municipal Property	Permit Required to Film on Private Property
Sarnia	Yes (if public use will be impacted)	No
Clarington	Yes	Yes
Oshawa	Yes	Yes
Peterborough	Yes	Yes, if it impacts on the rights of others who are not home owners
Hamilton	Yes	Yes
Newmarket	Yes	Yes
St. Catharines	Yes	Yes
Markham	Yes	No
Mississauga	Yes	No
Bradford West Gwillimbury	Yes	No
Burlington	Yes, for specific properties available for filming	No
Regional Municipality of Waterloo	Yes	No
Toronto	Yes	No

Recommendation

Based on the current context for filming in Greater Sudbury and the models used by other cities, staff are recommending the development of a film policy and associated by-laws that streamline regulation of filming on municipal property. In order to remain responsive to the industry, it is also recommended that there be direction to expedite those permits most frequently requested by production companies when filming on private property as well:

- Under this direction, the CGS film policy and associated by-laws would be drafted and amended to reflect permitting when the filming activities take place on municipal property.
- Staff would also look for opportunities to standardize existing processes to ensure efficient permitting of film productions on CGS property.
- Standard insurance requirements and security deposits would be included for filming on City property, in addition to the introduction of case-specific risk management activities or insurance where required, and
- A public notification requirement would be included depending on the impact of the filming activities

on the neighbourhood.

Although City staff would not necessarily be made aware of film-related activities or issues that take place on private property, potential neighbourhood concerns could be addressed under existing regulations (such as noise by-laws, open air burning permit, etc.), and associated permitting could be expedited to respond better to the industry:

- Council's direction to staff to develop an expedited permitting process specific to film productions would enable streamlining of permits or grant by-law exemptions for related activities, whether they occur on City-owned or private property, thus allowing for a more responsive service to this growing industry.
- This expediting is in recognition of the film industry's expectation of turnaround times. Such an effort also acknowledges the significant investment the film & television sector has made in this community over the past decade. The City could risk losing this important economic impact of the film and television industry (local spending and job creation) if the conditions are not favourable for filming activities.
- This streamlined service should also have regard for existing staffing resources required to process each location-specific permit.

In addition, if the filming were to be situated on property that is not City-owned, staff would also provide a referral service to direct the film representatives to the relevant contact person, for example, at CION, Nickel District Conservation Authority (NDCA) or the Ontario Provincial Police.

Additional Information

Should Council wish to follow the lead of municipalities like Hamilton and regulate all filming activities, regardless of whether they take place on private or City-owned property, staff have outlined some of the implications of this alternative approach below.

- This all-encompassing approach would require the creation of a film policy and by-law to govern all filming within CGS boundaries (with the exception of minor scale productions and some other exclusions that would be considered by City Council in a draft by-law).
- This option would put pressure on the ability to deliver services within the existing staff complement and may require additional resources and coordination across multiple departments in order to complete each step. It represents significant staff time to develop the streamlined system as well as to address the ongoing work created by the resulting increase in volume of permits to be enforced.
- Should Council chose to regulate filming on both municipal and private property, Council may wish to exclude small scale film productions that take place entirely on private property with little to no impact on the public; this way they are not required to adhere to this wholesale CGS permitting and regulation process.
- This approach would, however, enable CGS staff to better track all film activity that takes place, identify frequently used locations and monitor growth within the local industry. The City would act as a main point of contact for permitting inquiries.

Conclusion

The goal of developing an updated film policy and associated by-laws is to streamline the permit requirements and create a process that enables efficient communication among departments for efficient turnaround times as required by the film industry.

Once staff receives direction, staff will work with the Special Events Internal Team to develop a draft film policy and associated by-law which will be presented for Council's review at an upcoming meeting of the Community Services Committee.

BY-LAW 2005-118

**A BY-LAW OF THE CITY OF GREATER SUDBURY
TO ADOPT A FILM POLICY**


WHEREAS the Council of the City of Greater Sudbury wishes to adopt a Film Policy;

**NOW THEREFORE THE COUNCIL OF THE CITY OF GREATER SUDBURY
HEREBY ENACTS AS FOLLOWS:**

1. The Film Policy attached hereto as Schedule "A" and forming part of this By-law is hereby adopted.
2. This By-law shall come into force and take effect immediately upon the final passing of same.

READ A FIRST AND SECOND TIME IN OPEN COUNCIL this 12th day of May, 2005.




Mayor


Clerk

**READ A THIRD TIME AND FINALLY ENACTED AND PASSED IN OPEN
COUNCIL** this 12th day of May, 2005.



Mayor


Clerk

2005-118

SCHEDULE "A"
TO BY-LAW 2005-118
OF THE CITY OF GREATER SUDBURY
FILM POLICY

Page 1 of 8

The City of Greater Sudbury recognizes the important economic and social benefits of film, television and video production in our community. More so, the community recognizes the short and long-term impact that the growth of this sector will have on Greater Sudbury. As such, the City of Greater Sudbury will — with the assistance of Music and Film in Motion — continue to liaise with provincial and federal government agencies in support of film production and incentives in the area.

A partnership between Music and Film in Motion and the City of Greater Sudbury has been established to provide local support to the film and television industry considering locations work in the area. The partnership seeks to further film development in Greater Sudbury and will, wherever possible, assist in the provision of services and resources in keeping with industry standards.

The rights, safety and privacy of the citizens and businesses are very important to our community and therefore the City of Greater Sudbury requires all film, television, and video production to be reported and coordinated with Music and Film in Motion and the City of Greater Sudbury.

Purpose

The Greater Sudbury Film Policy has been developed to provide guidelines for a coordinated approach to film and television production in the area and on streets and properties falling under the jurisdiction of the City of Greater Sudbury. It is intended to attract, encourage and facilitate film and video projects in the City of Greater Sudbury.

Filming Guidelines

1. Key Contacts

Music and Film in Motion and the Development Officer - Culture, of the City of Greater Sudbury, Growth and Development Department, will facilitate the permit application and notification processes. The production company should contact Music and Film in Motion or the City of Greater Sudbury as early in the location identification process as possible, in order to better serve and facilitate the project, including the application process.

Should assistance be required, the Development Officer - Culture, of the City of Greater Sudbury and Music and Film in Motion will guide the production company through the permit/approval process.

Music and Film in Motion will act as the agent and main point of contact for productions interested in filming in the City of Greater Sudbury, and will support the production by providing the following (but not limited to) services:

- Location scouting and management, particularly of non-city owned properties and locales

SCHEDULE "A"
TO BY-LAW 2005-118
OF THE CITY OF GREATER SUDBURY
FILM POLICY

Page 2 of 8

- Access to contacts and resources as required (crew, cast, equipment, ancillary services like catering, hospitality, etc.)
- On-set problem solving as required.

Music and Film in Motion is an independent not-for-profit corporation.

The Development Officer - Culture, of the City of Greater Sudbury will serve to protect the production company from unnecessary delays and provide quick and accurate solutions to ensure that the production unfolds smoothly.

Specific duties of the Development Officer - Culture may include:

- Assist the production company, businesses and residents affected by production as required
- Ensure compliance with necessary agreements, permits, procedures, policies and by-laws
- Provide estimates of required fees and costs. While no fee is required for filming permit applications, fees and costs may apply, depending on the City services required for the filming activity.

Contact:

Music and Film in Motion
45 Durham Street, Suite 105
Sudbury, ON P3E 3M2
Phone: 705.674.9954
Fax: 705.674.9990
Email: info@musicandfilminmotion.com
www.thinknorth.ca

City of Greater Sudbury
Growth and Development Department
Development Officer - Culture
P0 Box 5000 Stn A, 200 Brady Street
Sudbury, ON P3A 5P3
Phone: 1.800.708.2505
Email: film@sudburv.ca

2. Permit Application

Permits are required for location filming (save for current affairs and newscasts) on the streets or property under the jurisdiction of the City of Greater Sudbury. Permit applications by the production company will be accepted by the Development Officer - Culture of the City of Greater Sudbury and channeled through the necessary City departments for review. The General Manager of the Growth and Development Department, or designate, has the authority to issue filming permits.

SCHEDULE "A"
TO BY-LAW 2005-118
OF THE CITY OF GREATER SUDBURY
FILM POLICY

Page 3 of 8

To avoid unnecessary delays, the City of Greater Sudbury should be notified as early as possible. Advance notice of 10 days is recommended.

3. Notification

- **Community/Residents/Businesses:** The production company will notify affected residents, occupants and businesses at least five business days in advance of filming. Duration, location of filming, special effects, full or partial lane closures, sidewalk usage and street parking restrictions will be communicated to areas affected by filming activity. Notification will include the name of the production manager, title of the production, and a key contact. A copy of any notification letters will be provided to the City of Greater Sudbury. The City of Greater Sudbury will assist the production company in securing the addresses of those individuals and businesses affected.
- **Council:** Council will be notified by the General Manager of the Growth and Development Department, or designate, of any film activity five business days prior to filming, whenever possible. Council will be notified immediately of any exception to the policy. The notification will include (whenever possible) the name of the production company, title, genre, content synopsis, director, production manager, location manager and principal cast.
- **Traffic, Police, Fire, Emergency, and Property Services:** Depending on the nature and requirements of the production, the applicant may require the approval from the above-mentioned departments. The Development Officer - Culture will facilitate this review. In the event that City of Greater Sudbury by-laws require public notification through local media, the production company will absorb said costs.

4. Consideration to the Citizens of Greater Sudbury

Residents and area business operators should not experience undue conditions resulting from the production. This includes, but is not limited to, spillover lighting, vehicle exhaust and noise, which may negatively impact the ability to conduct business or enjoy property.

- The production company shall adhere to the City of Greater Sudbury Noise By-Law
- Lighting should be oriented away from neighbouring residences

SCHEDULE "A"
TO BY-LAW 2005-118
OF THE CITY OF GREATER SUDBURY
FILM POLICY

Page 4 of 8

- Filming will not proceed between 11:00 p.m. and 7:00 a.m. without appropriate notification to residents
- All generators used in public areas will be equipped with silencing mechanisms as required

Necessary exceptions to the above specifications will require approval from Council.

5. Quality of Place

The production company is responsible to ensure that company staff operates in a safe and professional manner throughout the course of their duties.

The production company shall ensure the minimum effect on the quality of place and safety of residents and/or businesses in the filming area, including access to property and vehicular, pedestrian and special needs access to adjacent properties.

Production crews are responsible to clean the location at the end of the shoot day with minimum noise and disruption. Upon shoot completion, the production company shall return the location to its original condition. Materials and debris are not to be washed into area catch basins. The production company shall arrange for the proper disposal of all waste and recyclable materials. Private waste disposal and recycling companies are listed in the Yellow Pages under "Rubbish Removal" and "Recycling".

Production crews shall adhere to the City of Greater Sudbury Smoking By-Law.

Removal, trimming and/or cutting vegetation or trees is prohibited unless approved by the City of Greater Sudbury.

In the event of any damage to public or private property, the production company or applicant will be responsible for all fees associated with restoration.

6. Traffic Disruption

Traffic and pedestrian control will be undertaken in consultation with and under the supervision of City of Greater Sudbury Police Services and Traffic Services.

SCHEDULE "A"
TO BY-LAW 2005-118
OF THE CITY OF GREATER SUDBURY
FILM POLICY

Page 5 of 8

- Approvals are required when pedestrian or vehicular traffic will be affected. No interference with pedestrian or vehicular traffic is to occur without being noted on the permit.
- Every opportunity must be allowed to ensure access to vehicle or pedestrian traffic, or people with disabilities.
- Production vehicles shall comply with existing traffic regulations.
- Save for roads closed for filming, all moving vehicles shall adhere to posted speed limits and regulations unless otherwise directed by a supervising Police Officer.
- Traffic stoppages due to filming shall be limited to a maximum 3 - 5 minutes unless otherwise specified in the permit. Stoppages will occur under the supervision of a Police Officer.

The production company will arrange for Police Officers as required, and shall cover, alter, remove and/or reinstall traffic or street signs as necessary and in concurrence with Traffic Services. All costs incurred are the expense of the production company.

Traffic matters involving Provincial Highways under Ontario Provincial Police (OPP) jurisdiction should be referred to the OPP for consultation.

7. Parking

Production vehicles shall adhere to parking regulations of the City of Greater Sudbury and shall not block fire hydrants, including sprinkler and standpipe connections, impede emergency vehicle access, or park within 9 metres of an intersecting street. The production company shall also comply with any other requirements as specified on permits issued from the requisite department of the City of Greater Sudbury.

As a general rule, production vehicles shall not block bus stops, pedestrian crossovers, signalized intersections, driveways, accesses/egresses/ingresses, ramps, parking lot entrances and accessible parking for persons with disabilities. Exceptions must be identified on the permit.

8. Special Effects

Use of guns, gunfire, explosives, bombs/mock ups, flash power, detonators, flammable liquids or materials, and stunt work requires approval of the Police Services and Fire Services. Police Officers and Emergency Medical Services personnel are required when detonating pyrotechnic effects or filming dangerous situations. All costs associated with complying with the above including cleanup are at the expense of the production company or applicant.

SCHEDULE "A"
TO BY-LAW 2005-118
OF THE CITY OF GREATER SUDBURY
FILM POLICY

Page 6 of 8

9. Indemnification

An indemnity clause will form part of the permit application process.

The production company or applicant shall indemnify and save harmless the City of Greater Sudbury from and against all claims, actions, damages, injuries, costs, expenses or losses whatsoever, which may arise or be brought against the City of Greater Sudbury as a result of or in connection with the use of said location(s) by the applicant, its employees, contractors, agents or representatives. Specifically, the City of Greater Sudbury will not be responsible for any liability arising from these activities with respect to advertising, copyright or trademark infringements.

10. Insurance

The applicant shall provide and maintain - at its own expense including deductibles - the following:

- i) A comprehensive general liability insurance in the amount of not less than \$2,000,000 (two million dollars) inclusive limit for any occurrence required. Additional insurance may be required depending on other specific activities, in which case the amount will be determined by the Risk Management Team of the City of Greater Sudbury. An insurance company registered to do business in the Province of Ontario must provide liability coverage.
- ii) Automobile third-party liability insurance in the amount of not less than \$1,000,000 (one million dollars) inclusive limit covering all vehicles used in connection with the filmmaking activities required.
- iii) On all policies, the City of Greater Sudbury must be named as an additional insured and a cross-liability clause must be included.
- iv) A thirty day notification prior to the cancellation of policy must be included.
- v) The City of Greater Sudbury Special Events Certificate shall be completed for insurance verification.
- vi) User Group insurance may be available for purchase.

SCHEDULE "A"
TO BY-LAW 2005-118
OF THE CITY OF GREATER SUDBURY
FILM POLICY

Page 7 of 8

11. Safety

- All electrical work and equipment shall be inspected and/or approved by the Electrical Safety Authority's Electrical Inspection as per the Ontario Electrical Safety Code.
- Interior signage (including exit and fire) shall not be covered unless expressly agreed upon by the property manager.
- The production company must adhere to the Ontario Ministry of Labour *Safety Guidelines for the Film & Television Industry* in Ontario and the Ontario Ministry of Transportation *Manual of Uniform Traffic Control Devices for Temporary Work Sites*.

The above information can be obtained from respective ministries, Music and Film in Motion, and the City of Greater Sudbury, Growth and Development Department.

12. Local Sourcing

The production company will make every effort to utilize local businesses and services throughout the course of production activity, including 'pre' and 'post' production work. Music and Film in Motion is a source of information for local services.

13. Acknowledgment

The City of Greater Sudbury wishes to enhance its ability to attract commercial, video and film production and promote the City and asks for:

- A letter confirming that the City of Greater Sudbury will receive a screen credit on the final film/video
- An economic impact statement outlining the dollars spent by the production company in Greater Sudbury
- Any stills/clips/etc. filmed in Greater Sudbury may be utilized by the City of Greater Sudbury for promotional activities

14. Expenses and Permit Fees

All out-of-pocket expenses and fees related to the use of city roads, properties, parks or equipment is the responsibility of the production company. The company shall be provided with an estimate of these costs prior to permitting and/or film activity. Once filming begins, the company shall be informed immediately of any changes to these arrangements.

SCHEDULE "A"
TO BY-LAW 2005-118
OF THE CITY OF GREATER SUDBURY
FILM POLICY

Page 8 of 8

15. Security Deposit

The applicant may be required to provide a cash payment or letter of credit as deemed necessary. The deposit shall be returned when all conditions, including cleanup, have been paid.

16. Disclaimer

The City of Greater Sudbury reserves the right to refuse to allow filming or issuance of a permit to a production company or individual that does not comply and/or satisfy the criteria outlined in these guidelines or for any reason. Decisions will be made on an individual basis.

Request for Decision

Standardization of Paramedic Services Cardiac Monitor Defibrillator

Presented To: Community Services Committee

Presented: Monday, May 04, 2015

Report Date Tuesday, Apr 21, 2015

Type: Managers' Reports

Recommendation

THAT the City of Greater Sudbury authorizes the Paramedic Services Division to continue to maintain a standardized Cardiac Monitor-Defibrillator through purchases with Zoll Medical Canada Inc., Mississauga, ON., including consumables for the next five years; consisting of one three-year term, and two one-year optional extensions.

Finance Implications

Expenditures are funded within existing budgets.

Health Impact Assessment

The standardization of cardiac monitor defibrillators in accordance with this report has the ability to improve patient outcomes as a direct result of the clinical technologies described in this report, while also reducing repetitive strain type injuries for our Paramedics due to the improved portability (decreased size/reduced weight).

Background

EXECUTIVE SUMMARY

The Paramedic Services Division seeks Council authorization to continue with a standardized inventory of cardiac monitor defibrillators through purchases with Zoll Medical Canada Inc. over the next five (5) years. The Zoll Cardiac Monitor defibrillator is a mission critical diagnostic and therapeutic device used by Paramedics to diagnose, treat, and monitor patients suffering from various medical conditions.

Standardized equipment is important to the overall effectiveness and efficiency of the operation with benefits that include: ensures consistent application of established training requirements; standard defibrillator mounting solutions on the Stryker Power Cot stretcher; continued compatibility with existing automated defibrillators in use by the Fire Services Division; and, the City's Public Access Defibrillator (PAD) program.

Signed By

Report Prepared By

Joseph Nicholls
Deputy Chief of Emergency Services
Digitally Signed Apr 21, 15

Health Impact Review

Joseph Nicholls
Deputy Chief of Emergency Services
Digitally Signed Apr 21, 15

Division Review

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

Recommended by the Department

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

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Apr 29, 15

BACKGROUND

The Paramedic Services Division has maintained standardized inventory of Zoll monitor-defibrillators for the past 15 years and has recently been migrating to their newest generation X-Series platform. It is important to maintain a single vendor for the purchase of cardiac monitor-defibrillator units due to the significant infrastructure required to support the product and the in-depth training of Paramedics on their operation. There are three monitor defibrillator manufacturers in North America with units specifically designed for the Paramedic environment, they are Zoll Medical, Physio Control, and Phillips Healthcare. Zoll Medical is a leader in defibrillator design, manufacture and distribution and one of the largest manufacturers of cardiac monitor defibrillators in North America.

Cardiac monitor-defibrillators are highly technical medical devices that can assess the electrical activity within cardiac muscle. They can determine the type and strength of cardiac electrical waveform and conduction, and display it to the Paramedic for analysis and treatment. In cases when a patient is suffering a cardiac arrest resulting in a heart rhythm which is irregular and unable to support effective circulation of oxygen throughout the body the defibrillator can then be used to deliver either automatic or manual electrical shocks to therapeutically correct the abnormal electrical rhythm and restore proper circulation.

The Zoll cardiac monitor-defibrillators used by Sudbury Paramedics include many advanced features: 12-lead ECG analysis, automatic or manual defibrillation; cardiac pacing (assisting a heart which is beating abnormally slow); non-invasive blood pressure monitoring; blood oxygen saturation monitoring; end-tidal carbon dioxide monitoring; and carbon monoxide blood saturation monitoring.

The Service has a significant infrastructure in place to support the Zoll product line including, Wi-Fi hot spot networks in our vehicles and HSN Emergency Department to expedite transmission of the monitor-defibrillator information to the patients electronic ambulance chart or directly to the hospital emergency department or intensive care areas. In addition, the service maintains a large inventory of Zoll batteries, battery chargers, and defibrillator pads, as well as certified secure mounting solutions on our ambulance power cots for the Zoll monitor-defibrillator.

There are a number of consumable supplies and operating accessories which must be used in conjunction with cardiac monitor-defibrillators. These include defibrillator pads; ECG recording paper; internal data cards; ECG patient cables; batteries; oxygen and carbon monoxide sensor cables (adult and pediatric); neonatal sensors; blood pressure cuffs; and carbon dioxide sensors and cables, batteries and battery chargers. All of the 'hard' reusable supplies and accessories are proprietary to Zoll Medical Canada Inc. and must be purchased from Zoll Medical Canada Inc. for both compatibility and warranty purposes.

Some additional key features unique to the Zoll X Series monitor-defibrillator are:

ST Elevation Myocardial Infarction (STEMI) – The Zoll X Series utilizes 12-lead interpretive algorithm software that has a positive predictive value (PPV) of 98%. This accuracy is imperative in evaluating 12-lead ECG's used by Paramedics to identify patients requiring coronary catheterization interventions to reduce mortality and morbidity in patients who are positive for STEMI.

Size and weight – Paramedics are required to bring a defibrillator into every call, along with other medical kits and stretcher weight is always a concern. The Zoll X Series small size (half the size of other competitors in the industry) and weighing in at 6 kilograms places this unit in a class of its own. Despite the small overall size the X Series maintains a full colour display monitor as large as its competitors.

Durability – Originally developed to survive the extreme conditions of the battlefield, the Zoll X Series holds an industry-best "ingress protection" (IP55) rating. Certifying it is well protected from the potential hazards like water, dust, and body fluids the equipment is exposed to daily in the field.

CPR Assistance – Real CPR Help™ is a proprietary ZOLL technology which allows Paramedics to

visualize and receive real-time feedback on their CPR performance, including compression depth, rate, and perfusion. Real-time audiovisual feedback is independently associated with an increased likelihood of both survival to hospital discharge and favorable functional neurological outcome, along with achievement of the AHA guideline recommended metrics for CPR quality “Clinical Summary” 2014.

ZOLL’s technology is the only integrated CPR feedback solution available on the market. These include:

1. Interruption Timer,
2. CPR Timer,
3. Full Release Display,
4. Perfusion Indicator,
5. Prompts on chest compression depth.

Benefits of Standardized Monitor Defibrillators

The following are the key advantages and benefits of monitor-defibrillator standardization:

- Simplified training required for Paramedics as they only need to learn about one type of operating technology; ensuring consistency, therefore reducing user error.
- Standard “certified” monitor-defibrillator stretcher mounting solution, improving Paramedic and patient safety.
- Greater control of inventory logistical operations in terms of managing standard practices for deploying equipment, pre-shift operational checks, restocking, cleaning and disinfection practices.
- Standard monitor-defibrillator compartment layout allowing accessory equipment to be located in a standardized manner across the entire inventory. This allows Paramedics to easily locate emergency supplies and equipment when treating a patient under stressful conditions.
- Allows the City and vendor to better manage warranties, technical support, software integration and usable supplies across the entire inventory.
- Standardized preventative maintenance program.
- Eliminate a need for different vendor parts to maintain defibrillators (batteries and chargers), and saves on storage space for these parts.
- Technicians have received specific training on Zoll defibrillators; this improves maintenance quality while decreasing down time. One set of special tools, manuals, schematics used for diagnostics as well as adjustments and repairs. Faster and more efficient repairs due to technician knowledge, understanding, training, and experience with a single defibrillator technology.
- Ability to interchange parts between units to maintain serviceability.
- Compatibility of defibrillator pads with those currently used by Fire Services and the City’s Public Access Defibrillator Program.
- Single style battery and battery charger technology used at all Stations.

After Sales Service

The Paramedic Services Division's experience with Zoll has been very positive, progressive and productive. We have been using Zoll products for the past 15 years and Zoll has consistently demonstrated strong after sales service through timely commitment to problem resolution and solid technical support.

Recommendation

The City of Greater Sudbury Paramedic Services Division requests we continue with a standard monitor-defibrillator inventory for the next five (5) years. During this period the service will continue to monitor the market, ensuring we are maintaining value for money with our purchases. In the event there is a special requirement for a non-standard defibrillator or where provincial certification standards change or emerging technological advancements present themselves, a public procurement document may be issued.

Request for Decision

Naming of Bell Park Gazebo Concert Series

Presented To:	Community Services Committee
Presented:	Monday, May 04, 2015
Report Date	Tuesday, Apr 14, 2015
Type:	Managers' Reports

Recommendation

WHEREAS the Bell Park Gazebo Concert Series program has provided citizens with summer outdoor concerts on the shores of beautiful Ramsey Lake for 19 years free of charge;

AND WHEREAS Mr. Peter Schneider, a prominent Sudbury musician and educator who passed away in September 2014 was responsible for introducing and organizing the Bell Park Gazebo Concert Series program for 16 years;

AND WHEREAS a naming request has been received to name the Bell Park Gazebo Concert Series program after Mr. Peter Schneider;

AND WHEREAS there are no current policies/by-laws governing the naming of a program on behalf of an individual;

AND WHEREAS the naming of a program does not fall under the Corporate Sponsorship policy, the Parks Services Memorial Donation program, or the Building, Property and Park Naming policy;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approves the naming of the Bell Park Gazebo Concert Series program after Mr. Peter Schneider.

Finance Implications

No financial implications at this time.

Health Impact Assessment

The existing program has been reviewed and the proposed changes will not impact the existing service levels due to the fact that the request is being made to name a program and there is no current policy in place that would be impacted.

Signed By

Report Prepared By

Cindy Dent
Manager of Recreation
Digitally Signed Apr 14, 15

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Apr 14, 15

Recommended by the Department

Ron Henderson
Acting General Manager of Citizen and Leisure Services
Digitally Signed Apr 14, 15

Recommended by the C.A.O.

Kevin Fowke
Acting Chief Administrative Officer
Digitally Signed Apr 21, 15

Background

Mr. Peter Schneider began his career as a teacher at various area schools, becoming superintendent while earning his music certification in Toronto during the summer. He taught for 33 years before retiring. Peter had also been a dedicated volunteer to the Sudbury arts and culture scene, providing a wide variety of musical enjoyment to residents for most of his adult life. He is best known for originating and organizing the Bell Park Gazebo Concert series during the first 16 years of its existence. Peter dedicated countless hours, securing sponsorships for the series, recruiting musicians, setting the series line up and emceeing each Sunday evening concert. This concert series has entertained thousands of Greater Sudbury residents over the past 19 years with free Sunday evening performances in a natural setting right in the heart of our city. The series continues to provide a venue for aspiring musicians to showcase their talents.

Peter also served on the original Board of Directors for the Parkside Centre and is one of the original founders of the Sudbury Blueberry Festival. His involvement in groups such as the Schneider Stringtet, the Swing Fever Big Band and the South End Dixie Stompers are only a few of the groups who benefitted from Peter's musical talents.

In 2012, Peter received the Northeastern Ontario Recreation Association Volunteer Award of Distinction for his many years of service to Greater Sudbury. This year, Peter also received the Joan Mantle Music Trust Community Award (posthumous). Peter Schneider leaves a lasting legacy for music and music education throughout our community.

Mr. Peter Schneider, a prominent Sudbury musician and educator, who played in orchestras, big bands and country and western groups, passed away in September of 2014.

A request has been received to name the Bell Park Gazebo Concert Series program after Mr. Peter Schneider.

CONCLUSION

There are no current policies/by-laws governing the naming of a program on behalf of an individual. In addition, the naming of a program is outside of the current Corporate Sponsorship policy, the Parks Services Memorial Donation program, and the Building, Property and Parks Naming policy. A resolution has been prepared requesting approval regarding the naming of the Bell Park Gazebo Concert Series program after Mr. Peter Schneider.



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;

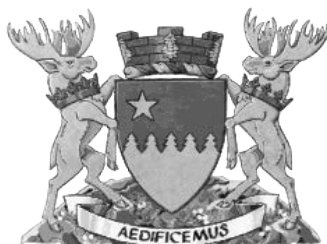
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

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.