

**Tuesday, January 24, 2023**

**Mayor Paul Lefebvre, Chair**

4:00 p.m. Closed Session, Committee Room C-12 / Electronic Participation

6:00 p.m. Open Session, Council Chamber / Electronic Participation

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1. **Call to Order**
2. **Roll Call**
3. **Closed Session**

Resolution to move to Closed Session to deal with one (1) Acquisition or Disposition of Land item regarding property on Lloyd Street, Sudbury and one (1) Education and Training item regarding rules applicable to closed meetings in accordance with the *Municipal Act, 2001*, par. 239(2)(c) and sub. 239(3.1).
4. **Recess**
5. **Open Session**
6. **Moment of Silent Reflection**
7. **Roll Call**
8. **Declarations of Pecuniary Interest and the General Nature Thereof**
9. **Matters Arising from the Closed Session**

At this point in the meeting, the Chair of the Closed Session, will rise and report. Council will then consider any resolution(s) emanating from the Closed Session.
10. **Matters Arising from Community and Emergency Services Committee**
  - 10.1 **January 16, 2023**

Council will consider, by way of one resolution, Community and Emergency Services Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to the Chair of the Community and Emergency Services Committee.
11. **Matters Arising from Finance and Administration Committee**
  - 11.1 **January 17, 2023**

Council will consider, by way of one resolution, Finance and Administration Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to the Chair of the Finance and Administration Committee.
12. **Matters Arising from Operations Committee**
  - 12.1 **January 16, 2023**

Council will consider, by way of one resolution, Operations Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to the Chair of the Operations Committee.

**13. Matters Arising from Planning Committee**

**13.1 January 23, 2023**

Council will consider, by way of one resolution, Planning Committee resolutions, which will be posted online following the meeting. Any questions regarding the resolutions should be directed to Councillor Cormier, Chair, Planning Committee.

**14. 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.

**14.1 Adoption of Minutes**

<b>14.1.1</b>	<b>City Council Minutes of August 9, 2022</b>	<b>18</b>
<b>14.1.2</b>	<b>Planning Committee Minutes of September 12, 2022</b>	<b>27</b>
<b>14.1.3</b>	<b>City Council Minutes of September 13, 2022</b>	<b>40</b>
<b>14.1.4</b>	<b>Planning Committee Minutes of September 26, 2022</b>	<b>58</b>
<b>14.1.5</b>	<b>Special City Council Minutes of November 17, 2022</b>	<b>68</b>

**14.2 Routine Management Reports**

<b>14.2.1</b>	<b>Appointment - Board of Management, Downtown Sudbury BIA</b>	<b>70</b>
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This report provides a recommendation to appoint the membership of the Board of Management for the Downtown Sudbury BIA.

**15. Managers' Reports**

<b>15.1</b>	<b>More Homes Built Faster Act, 2022 (Bill 23)</b>	<b>74</b>
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This report provides a summary of the More Homes Built Faster Act, 2022 (formerly – ‘Bill 23’), the implications of the legislation on the City’s current by-laws and processes and seeks direction on next steps for implementation, including proposed amendments to the City’s Official Plan, Zoning By-law and Site Plan Control By-laws.

<b>15.2</b>	<b>Terms of Reference – Museums and Municipal Heritage Advisory Panel</b>	<b>92</b>
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This report provides a recommendation regarding the Terms of Reference for the new Museums and Heritage Advisory Panel.

## **16. Referred & Deferred Matters**

- 16.1 Emergency Services Station Location Study Community Engagement Plan** 96  
This report provides a recommendation regarding the Emergency Services Station Location Study Community Engagement Plan.

- 16.2 Emergency Services Station Location Study** 99  
This report and presentation presents findings from the station location review conducted by Operational Health and Research Limited (ORH) and provides recommendations on the number and location of fire and paramedic response stations and locations across Greater Sudbury. Additionally, the report provides analysis of the recommendations and outlines next steps. The full ORH report is attached and noted in Appendix A.

- 16.3 Health and Safety Performance** 287  
The purpose of this report is to clarify erroneous information published by the Workplace Safety and Insurance Board (WSIB) on their Safety Check website and to provide information to Council on health safety performance, workplace injury data and current proactive health and safety initiatives being implemented across the organization.

## **17. By-laws**

Draft by-laws are available for viewing a week prior to the meeting on the agenda.

Approved by-laws are available on the City's website:

<https://www.greatersudbury.ca/city-hall/by-laws/> after passage.

**The following by-laws will be read and passed:**

- 17.1 By-laws 2023-06 to 2023-11**  
**2023-06**

A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of January 24, 2023

**2023-07**

A By-law of the City of Greater Sudbury to Designate the Property Municipally Located at 140 St. George Street, Sudbury as a Property of Cultural Heritage Value or Interest Under Section 29, Part IV of the Ontario Heritage Act

City Council Resolution #CC2022-231

This by-law designates 140 St. George Street, Sudbury as a property of Cultural Heritage Value or Interest.

**2023-08**



A By-law of the City of Greater Sudbury to Appoint Direct Energy Marketing Limited as a Natural Gas Broker for the City of Greater Sudbury

This by-law appoints Direct Energy Marketing Limited, the successful proponent in procurement CPS22-160, as the City's agent for the supply and delivery of natural gas from the market, to be supplied for use in conjunction with the City's accounts with Enbridge Gas Inc.

#### **2023-09Z**

A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z being the Comprehensive Zoning By-law for the City of Greater Sudbury

Planning Committee Resolution #PL2021-50

This by-law rezones the subject lands in order to align the zoning with the adjacent zone - 1988067 Ontario Limited, 0 Nelson and 422 - 426 Elgin Street, Sudbury.

#### **2023-10Z**

A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z being the Comprehensive Zoning By-law for the City of Greater Sudbury

Planning Committee Resolution #PL2022-02

This by-law rezones the subject lands in order to facilitate the creation of three new rural waterfront lots intended for seasonal residential use and having water access only from the Vermilion River - Brook Collins, 166 Island Road, Whitefish.

#### **2023-11**

A By-law of the City of Greater Sudbury to Authorize the Lease between the City of Greater Sudbury and 1311949 Ontario Inc. o/a Jannatec Technologies with respect to the Communication Tower 55 Levack Drive, Onaping

Planning Committee Resolution #PL2023-06

### **18. Members' Motions**

#### **18.1 Request for Interactive Map of Snow Clearing Activities**

As presented by Councillors Lapierre and McIntosh:

WHEREAS the City of Greater Sudbury continues to practice openness and transparency of municipal services utilizing available technology;

AND WHEREAS Greater Sudbury staff must maintain 3600 lane kilometers as well as 350 km of sidewalks throughout the winter;

AND WHEREAS citizens of Greater Sudbury often ask questions and share concerns regarding snow clearing of City streets during and after winter events;

AND WHEREAS the current policy regarding the clearing of snow on city streets, stipulates after 8 cm of snow has fallen and continues to fall; a general call out for snow clearing includes activating all available city staff, contractors, and up to approximately 80 pieces of equipment

AND WHEREAS other municipalities across Canada have various methods and programs to provide public access to the status of winter operations and service conditions via a web-based map;

AND WHEREAS having such an open platform could assist with providing similar information for residents to understand operational activity and service conditions;

AND WHEREAS having a similar system for residents of Greater Sudbury could provide them with enhanced information, predictability and perhaps reduce the number of calls to 311 during significant winter events;

THEREFORE let it be resolved that City staff prepare a report to be presented to the Finance and Administration Committee before the end of Q3 2023 to summarize the requirements, cost and process to have a “live website” of City Winter Maintenance Operations focused on Service Levels and Service Activity.

## **18.2 Request For Quarterly Report of Council and Committee Attendance**

As presented by Councillor Lapierre

WHEREAS open government includes sharing information with residents in regard to municipal operations as well as the Mayor and Council themselves;

AND WHEREAS an important function and duty of a Member of Council necessary to demonstrate responsible and accountable government involves attending and participating in City Council and Council Committee meetings regularly;

AND WHEREAS attendance by Council Members at those meetings is documented by the Clerk in the minutes of those meetings, but the attendance records are not currently reflected in one consolidated document;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs the City Clerk to provide a quarterly report summary of attendance or partial attendance by Members of Council to all regular, closed, and special meetings of Council and its Committees on a City Council agenda, in a format to be determined by the City Clerk.

**18.3 Request for Traffic Study at the Intersection of Labelle and Noel Streets**

As presented by Councillor Lapierre:

WHEREAS the intersection at Labelle and Noel Streets in Hanmer is designated as an intersection where a yield sign is to be erected facing oncoming traffic travelling in the direction of travel west on Labelle Street;

AND WHEREAS local residents have identified that exiting their driveways is challenging at times because drivers often do not adhere to the yield sign;

AND WHEREAS residents who live in the area of the intersection have requested that the yield sign be replaced with a stop sign;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to undertake a traffic study at the intersection of Labelle and Noel Streets to determine whether a stop sign is warranted and that the results of that study be presented to the Operations Committee during the second quarter of 2023.

**18.4 Request for Report Regarding Business Attraction Development and Retention**

As presented by Councillor Parent:

WHEREAS the City of Greater Sudbury's Strategic Plan 2019-2027 includes Business Attraction, Development and Retention as one of its goals, which speaks to Council's priorities to foster economic activity within the private sector, with a focus on job creation and assessment growth;

AND WHEREAS this goal is advanced by supporting existing businesses, making municipal services efficient and accessible, facilitating partnerships with private industry, and hosting promotional activities to attract targeted sectors;

AND WHEREAS these initiatives make Greater Sudbury an attractive place to do business, signaling to new or existing local companies that we welcome businesses and enable them to thrive and that there is a local government that will support them;

AND WHEREAS the Greater Sudbury Chamber of Commerce outlined eight priorities in their 2022 Municipal Election Platform, seeking support from its municipal leaders to "support post pandemic recovery and create an environment that is conducive to new investment, talent attraction, and opportunity creation";

AND WHEREAS one of the priorities identified by the Greater Sudbury Chamber of Commerce and its members was the reduction of "red tape" at the municipal level, citing its commitment to "working with the business

community and city staff to identify and reduce red tape at the municipal level, with support from all of Council";

AND WHEREAS the government of Ontario created the "Ministry of Red Tape Reduction" because red tape is a significant barrier to economic growth and innovation and less red tape leads to a stronger Ontario;

AND WHEREAS more streamlined processes for entrepreneurs to reduce costs and administrative burdens on Sudbury's business community, and initiatives such as a self-service tool to check the status of building permits to enhance the predictability of approval timelines have been suggested;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs the Chief Administrative Officer to collaborate and engage with the Greater Sudbury Chamber of Commerce to prepare a report to be presented to Council by the end of May 2023 outlining:

- a) A description of the challenges being experienced by their members and the business community as a whole;
- b) An analysis of potential changes to regulations and policies that could resolve or minimize the impact of those challenges;
- c) The role of current municipal initiatives already underway to improve service delivery and access to services;
- d) Processes or initiatives that could be considered to further improve service delivery and access to services, and
- e) Resource implications, if any, associated with implementing potential changes together with an estimate of the timing associated with the work.

- 19. **Addendum**
- 20. **Civic Petitions**
- 21. **Question Period**
- 22. **Adjournment**

le mardi 24 janvier 2023

**Maire Paul Lefebvre, Président**

16 h 00 Séance à huis clos, Salle de réunion C-12 / participation électronique

18 h 00 Séance publique, Salle du Conseil / participation électronique

Les réunions du Conseil de la Ville du Grand Sudbury et de ses comités sont accessibles et sont diffusés publiquement en ligne et à la télévision en temps réel et elles sont enregistrées pour que le public puisse les regarder sur le site Web de la Ville à l'adresse

<https://www.grandsudbury.ca/ordresdujour>.

Sachez que si vous faites une présentation, si vous prenez la parole ou si vous vous présentez sur les lieux d'une réunion pendant qu'elle a lieu, vous, vos commentaires ou votre présentation pourriez être enregistrés et diffusés.

En présentant des renseignements, y compris des renseignements imprimés ou électroniques, au Conseil municipal ou à un de ses comités, vous indiquez que vous avez obtenu le consentement des personnes dont les renseignements personnels sont inclus aux renseignements à communiquer au public.

Vos renseignements sont recueillis aux fins de prise de décisions éclairées et de transparence du Conseil municipal en vertu de diverses lois municipales et divers règlements municipaux, et conformément à la Loi de 2001 sur les municipalités, à la Loi sur l'aménagement du territoire, à la Loi sur l'accès à l'information municipale et la protection de la vie privée et au Règlement de procédure de la Ville du Grand Sudbury.

Pour obtenir plus de renseignements au sujet de l'accessibilité, de la consignation de vos renseignements personnels ou de la diffusion en continu en direct, veuillez communiquer avec le Bureau de la greffière municipale en composant le 3-1-1 ou en envoyant un courriel à l'adresse [clerks@grandsudbury.ca](mailto:clerks@grandsudbury.ca).

1. **Ouverture**
2. **Appel nominal**
3. **Séance à huis clos**  
Résolution de séance à huis clos pour délibérer sur une (1) question d'acquisition ou de cession de terrain concernant la propriété située sur la rue Lloyd, à Sudbury et une (1) question d'un élément en matière d'éducation et de formation concernant les règles applicables aux réunions à huis clos, conformément à la Loi de 2001 sur les municipalités, alinéas 239 (2) c) par. (3.1).
4. **Suspension de la séance**
5. **Séance publique**
6. **Moment de silence**
7. **Appel nominal**
8. **Déclaration d'intérêts pécuniaires et leur nature générales**
9. **Questions découlant de la séance à huis clos**  
À ce point de la réunion, la présidente ou le président de la séance à huis clos fera un compte rendu. Le Conseil municipal considérera alors toute résolution émanant de la séance à huis clos.
10. **Questions découlant de la réunion du comité des Services Communautaires et D'urgence**
  - 10.1 **le 16 janvier 2023**  
Le conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité des services communautaires et d'urgence qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au président du Comité des services communautaires et d'urgence.
11. **Questions découlant de la réunion du comité des finances et de l'administration**
  - 11.1 **le 17 janvier, 2023**  
Le conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité des finances et de l'administration qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au président du Comité des finances et de l'administration.
12. **Questions découlant de la réunion du comité des opérations**
  - 12.1 **le 16 janvier, 2023**  
Le conseil municipal étudiera, par voie d'une résolution, les résolutions du

Comité des opérations qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au président du Comité des opérations.

### **13. Questions découlant de la réunion du comité de la planification**

#### **13.1 le 23 janvier 2023**

Le conseil municipal étudiera, par voie d'une résolution, les résolutions du Comité de planification qui seront affichées après la réunion. Toute question concernant ces résolutions devrait être adressée au Conseiller Cormier, président du Comité de planification.

### **14. Ordre du jour des résolutions**

Par souci de commodité et pour accélérer le déroulement des réunions, les questions d'affaires répétitives ou routinières sont incluses à l'ordre du jour des résolutions, et on vote collectivement pour toutes les questions de ce genre.

À la demande d'un conseiller, on pourra traiter isolément d'une question d'affaires de l'ordre du jour des résolutions par voie de débat ou par vote séparé. Dans le cas d'un vote séparé, la question d'affaires isolée est retirée de l'ordre du jour des résolutions et on ne vote collectivement qu'au sujet des questions à l'ordre du jour des résolutions.

Toutes les questions d'affaires à l'ordre du jour des résolutions sont inscrites séparément au procès-verbal de la réunion.

#### **14.1 Adoption du procès verbaux**

14.1.1	Procès Verbal du 9 août 2022 Conseil municipal	18
14.1.2	Procès Verbal du 12 septembre 2022 Comité de planification	27
14.1.3	Procès Verbal du 13 septembre 2022 Comité de planification	40
14.1.4	Procès Verbal du 26 septembre 2022 Comité de planification	58
14.1.5	Procès Verbal du 17 novembre 2022 Réunion extraordinaire du Conseil municipal	68

#### **14.2 Rapports de gestion courants**

14.2.1	Nominations – Conseil de gestion du Secteur d'aménagement commercial Downtown Sudbury	70
	Dans ce rapport, on formule une recommandation visant à nommer les membres du Conseil de gestion du Secteur d'aménagement commercial Downtown Sudbury.	

### **15. Rapports des gestionnaires**

<b>15.1</b>	<b>Loi de 2022 visant à accélérer la construction de plus de logements (projet de loi 23)</b>	<b>74</b>
	Dans ce rapport, on présente un résumé de la <i>Loi de 2022 visant à accélérer la construction de plus de logements</i> (précédemment le projet de loi 23), ses répercussions sur les règlements et processus actuels de la municipalité et on cherche une orientation par rapport aux prochaines étapes de mise en œuvre, dont les modifications proposées au Plan officiel, au Règlement municipal de zonage et à la réglementation du plan d'implantation.	
<b>15.2</b>	<b>Groupe consultatif sur les musées et le patrimoine</b>	<b>92</b>
	Dans ce rapport, on formule une recommandation concernant le mandat du nouveau Groupe consultatif sur les musées et le patrimoine.	
<b>16.</b>	<b>Questions renvoyées et questions reportées</b>	
<b>16.1</b>	<b>Plan de mobilisation communautaire ayant trait à l'Étude sur l'emplacement des postes de services d'urgence</b>	<b>96</b>
	Dans ce rapport, on formule une recommandation concernant le plan de mobilisation communautaire ayant trait à l'Étude sur l'emplacement des postes de services d'urgence.	
<b>16.2</b>	<b>Étude sur l'emplacement des postes de services d'urgence</b>	<b>99</b>
	Ce rapport et la présentation traitent des conclusions de l'examen sur l'emplacement des postes par Operational Research in Health Limited (ORH) et formulent des recommandations sur le nombre et l'emplacement de postes de pompiers et d'intervention ambulancière paramédicale dans tout le Grand Sudbury. Le rapport analyse les recommandations et indique aussi les prochaines étapes. La version intégrale du rapport est jointe et indiquée à l'annexe A.	
<b>16.3</b>	<b>Performance en matière de santé et sécurité</b>	<b>287</b>
	Le rapport vise à clarifier les renseignements inexacts publiés par la Commission de la sécurité professionnelle et de l'assurance contre les accidents du travail (WSIB) sur son site web Contrôle de sécurité ainsi qu'à transmettre des renseignements au Conseil sur la performance concernant la santé et la sécurité, les données sur les blessures au travail ainsi que les initiatives proactives actuelles en matière de santé et sécurité qui sont présentement mises en place dans l'ensemble de l'organisation.	
<b>17.</b>	<b>Règlements</b>	
	La version provisoire des règlements municipaux sera disponible pour consultation une semaine avant la réunion prévue à l'ordre du jour. Après leur adoption, les règlements approuvés sont affichés sur le site de la municipalité au <a href="https://www.grandsudbury.ca/hotel-de-ville/reglements-municipaux/">https://www.grandsudbury.ca/hotel-de-ville/reglements-municipaux/</a> .	
	<b>Les règlements suivants seront lus et adoptés:</b>	



## **17.1 Règlements 2023-06 à 2023-11**

### **2023-06**

Règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de sa réunion ordinaire tenue le 24 janvier 2023

### **2023-07**

Règlement de la Ville du Grand Sudbury désignant la propriété, connue dans la municipalité comme le 140, rue St. George, à Sudbury, comme un bien ayant une valeur ou un caractère sur le plan du patrimoine culturel aux termes de l'article 29, partie IV de la Loi sur le patrimoine de l'Ontario

Résolution numéro CC2022-231 du Conseil municipal

Ce règlement municipal désigne le 140, rue St. George, à Sudbury, comme propriété de valeur patrimoniale culturelle ou d'intérêt patrimonial culturel.

### **2023-08**

Règlement de la Ville du Grand Sudbury visant à nommer Direct Energy Marketing Limited à titre de courtier en gaz naturel pour la Ville du Grand Sudbury

Ce règlement permet de nommer Direct Energy Marketing Limited, soit le promoteur retenu par suite de l'invitation à soumissionner CPS22-160, à titre de mandataire de la municipalité relativement à l'approvisionnement à la livraison de gaz naturel du marché, pour utilisation en relation avec les comptes de la municipalité auprès d'Enbridge Gas Inc.

### **2023-09Z**

Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury

Résolutions numéro PL2021-50 du Comité de planification

Ce règlement municipal change le zonage des terrains visés afin d'harmoniser le zonage avec la zone adjacente. – 1988067 Ontario Limited, 0, rue Nelson et 422-426, rue Elgin, Sudbury

### **2023-10Z**

Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury

Résolutions numéro PL2022-02 du Comité de planification

Ce règlement change le zonage des terrains visés afin de faciliter la création de trois nouveaux lots riverains ruraux à des fins d'usage résidentiel saisonnier, l'accès à l'eau y étant uniquement possible de la rivière Vermillion.  
– Brook Collins, 166, chemin Island, Whitefish

## **2023-11**

Règlement de la Ville du Grand Sudbury visant à autoriser la location à bail entre la Ville du Grand Sudbury et 1311949 Ontario Inc. (Jannatec Technologies, propriétaire et mandataire) relativement à la tour de communications au 55, promenade Levack, à Onaping.

Résolutions numéro PL2023-06 du Comité de planification

### **18. Motions des membres**

#### **18.1 Demande de carte interactive indiquant les activités de déneigement**

ATTENDU QUE la Ville du Grand Sudbury continue à faire preuve d'ouverture et de transparence par rapport aux services municipaux en se servant de la technologie disponible;

ATTENDU QUE le personnel de la Ville du Grand Sudbury doit entretenir 3 600 km de voie et 350 km de trottoirs tout au long de l'hiver;

ATTENDU QUE les citoyennes et les citoyens du Grand Sudbury posent souvent des questions et soulèvent des motifs de préoccupation concernant le déneigement des rues de la municipalité durant et après les événements hivernaux;

ATTENDU QUE les politiques actuelles sur le déneigement des rues municipales stipulent que si une accumulation de 8 cm de neige est tombée et que la chute de neige se poursuit, un appel général à des fins de déneigement comprend la mise en service de tout le personnel municipal disponible et des entrepreneurs, de même que d'un nombre de pièces d'équipement pouvant aller jusqu'à environ 80;

ATTENDU QUE d'autres municipalités canadiennes ont divers procédés et programmes leur permettant de donner un accès public à la situation des opérations hivernales et aux conditions d'entretien, grâce une carte en ligne;

ATTENDU QU'UNE telle plateforme ouverte pourrait aider à transmettre des renseignements semblables aux résidentes et aux résidents pour comprendre les activités opérationnelles et les conditions d'entretien;

ATTENDU QU'UN système similaire pourrait fournir aux résidentes et aux résidents du Grand Sudbury des informations améliorées de façon prévisible, voire réduire le nombre d'appels au service 311 durant les événements hivernaux d'importance;

PAR CONSÉQUENT, IL EST RÉSOLU QUE le personnel municipal prépare un rapport à présenter au Comité des finances et de l'administration avant la fin du troisième trimestre de 2023 qui résume les exigences, les coûts et le processus concernant un site web « en direct » portant sur les opérations d'entretien hivernal de la municipalité, axé sur les niveaux de service et les activités d'entretien.

**18.2 Demande de rapports trimestriels sur les présences aux réunions du Conseil et des comités**

ATTENDU QUE la notion de gouvernement ouvert comprend l'échange de renseignements avec les résidentes et les résidents au sujet des activités municipales ainsi qu'avec le maire et les membres du Conseil;

ATTENDU QU'UNE fonction importante et un devoir d'un membre du Conseil d'une administration responsable consistent à assister et à participer régulièrement aux réunions du Conseil municipal et de ses comités;

ATTENDU QUE la présence des membres du Conseil à ces réunions est notée par le greffier au procès-verbal, mais que les registres des présences ne sont présentement pas reflétés dans un document consolidé;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury enjoigne au greffier municipal de présenter un résumé trimestriel des présences ou de la participation partielle des membres du Conseil lors de toutes les réunions ordinaires, à huis clos ou extraordinaires du Conseil et de ses comités, dans un ordre du jour du Conseil municipal, selon un format qui sera déterminé par le greffier.

**18.3 Demande d'une étude de la circulation à l'intersection des rues Labelle et Noel**

ATTENDU QUE l'intersection des rues Labelle et Noel à Hanmer est désignée comme un endroit où un panneau de cession de passage sera installé face à la circulation qui vient en sens inverse se déplaçant en direction ouest sur la rue Labelle;

ATTENDU QUE les résidents locaux ont indiqué qu'il leur est parfois difficile de sortir des voies d'accès puisque souvent, les conducteurs ne respectent pas le panneau de cession de passage;

ATTENDU QUE les résidentes et les résidents du secteur de l'intersection ont demandé qu'un anneau de cession de passage soit remplacé par un panneau d'arrêt;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury enjoigne au personnel d'entreprendre une étude de la circulation à l'intersection des rues Labelle et Noel pour déterminer s'il est justifié d'y installer un panneau d'arrêt, et que les conclusions soient présentées au

Comité des opérations durant le deuxième trimestre de 2023.

**18.4 Demande de rapport concernant l'attraction, le développement et le maintien des entreprises**

ATTENDU QUE le plan stratégique 2019-2027 de la Ville du Grand Sudbury comprend un objectif d'attraction, de développement et de maintien des entreprises qui fait état des priorités du Conseil visant à favoriser l'activité économique dans le secteur privé en mettant l'accent sur la création d'emplois et la croissance de l'évaluation foncière;

ATTENDU QUE la promotion de cet objectif se fait en appuyant les entreprises existantes, en rendant les services municipaux efficaces et accessibles, en facilitant les partenariats avec l'entreprise privée et en organisant des activités promotionnelles afin d'attirer les secteurs ciblés;

ATTENDU QUE ces démarches font du Grand Sudbury un endroit attrayant pour y faire des affaires, indiquant aux entreprises locales (nouvelles ou existantes) que nous les accueillons, que nous leur donnons l'occasion de prospérer et que l'administration locale les appuiera;

ATTENDU QUE la Chambre de commerce du Grand Sudbury a énuméré huit priorités dans sa plateforme électorale municipale de 2022 en cherchant le soutien des dirigeants municipaux afin « d'appuyer une reprise postpandémie et créer un environnement propice à de nouveaux investissements, à l'attraction de talents et à la création de possibilités »;

ATTENDU QUE l'une des priorités établies par la Chambre de commerce du Grand Sudbury et ses membres est la réduction des « formalités administratives » au niveau municipal, soulignant sa volonté de « travailler avec le milieu des affaires et le personnel municipal afin de trouver et de réduire ces formalités à cet échelon, avec l'appui du Conseil »;

ATTENDU QUE le gouvernement de l'Ontario a créé le ministère de la Réduction des formalités administratives puisqu'elles constituent un important obstacle à la croissance économique et à l'innovation et que la diminution de ces formalités permet de renforcer l'Ontario;

ATTENDU QUE la rationalisation des processus pour les entrepreneurs afin de réduire les coûts et les fardeaux administratifs du milieu des affaires de Sudbury ainsi que des initiatives comme des outils libre-service permettant de vérifier l'état d'avancement des permis de construire afin d'améliorer la prévisibilité des délais d'approbation ont été suggérées;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury enjoint à l'administrateur en chef de collaborer et d'échanger avec la Chambre de commerce du Grand Sudbury pour préparer un rapport qui sera présenté au Conseil d'ici à la fin de mai 2023 et qui comprend les éléments

suivants :

1. a) une description des défis auxquels ses membres et le milieu des affaires dans son ensemble doivent faire face;
2. b) une analyse des changements potentiels par rapport aux règlements et politiques qui pourraient régler ces défis ou en réduire l'effet;
3. c) le rôle des initiatives municipales en cours pour améliorer la prestation de services et l'accès aux services;
4. d) les processus ou les initiatives envisageables pour améliorer davantage la prestation de services et l'accès aux services;
5. e) l'incidence sur les ressources, s'il y a lieu, associée à la mise en oeuvre de changements potentiels ainsi qu'un calendrier approximatif des démarches.

19. **Addenda**

20. **Pétitions civiques**

21. **Période de questions**

22. **Levée de la séance**

# **Minutes**

## **For the City Council Meeting**

August 9, 2022  
Tom Davies Square

Present (Mayor and Councillors)	Councillor Signoretti, Councillor Vagnini, Councillor Montpellier, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, Mayor Bigger
City Officials	Joanne Kelly, Director of Human Resources and Organizational Development, Hugh Kruzel, Chief of Staff, Kevin Fowke, General Manager of Corporate Services, Steve Jacques, General Manager of Community Development, Ian Wood, Executive Director of Strategic Initiatives, Communications and Citizen Services, Ron Foster, Auditor General, Meredith Armstrong, Director of Economic Development, Kelly Gravelle, Deputy City Solicitor, Eric Labelle, City Solicitor and Clerk, Madison Pacey, Clerk's Services Assistant, Gina Matteau, Clerk's Services Assistant, Erin Foresheew, Clerk's Services Assistant, Franca Bortolussi, Administrative Assistant to the City Solicitor and Clerk, Anyse Vermette, Legislative Compliance Coordinator

### **His Worship Mayor Brian Bigger, In the Chair**

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#### **1. Call to Order**

The meeting commenced at 12:30 p.m.

#### **2. Roll Call**

A roll call was conducted prior to the commencement of moving into closed session.

#### **3. Closed Session**

The following resolution was presented:

##### **CC2022-197**

Moved By Mayor Bigger

Seconded By Councillor Kirwan

THAT the City of Greater Sudbury moves to Closed Session to deal with one (1) Information Supplied in Confidence (Competitive Position/Negotiations) / Position, Plan or Instructions to be Applied to Negotiations item regarding property on Durham Street, Sudbury, one (1) Solicitor-Client Privilege item regarding a contribution agreement and one (1) Information Supplied in Confidence (Competitive Position/Negotiations) regarding City of Greater Sudbury Community Development Corporation in accordance with the Municipal Act, 2001, par. 239(2)(f), (i) and (k).

**CARRIED**

At 12:35 p.m., Council moved into Closed Session.

**4. Recess**

At 12:55 p.m., Council recessed.

**5. Open Session**

At 3:20 p.m., Council commenced the Open Session.

**6. Moment of Silent Reflection**

Those present at the meeting observed a moment of silent reflection.

**7. Roll Call**

A roll call was conducted.

Rules of Procedure

Councillor Vagnini moved that the order of the agenda be altered to deal with item 16.1 Code of Conduct Complaint Report-June 2022, after item 8. Declarations of Pecuniary Interest and the General Nature Thereof.

A Roll Call Vote was held:

YAYS (9): Councillor Signoretti, Councillor Vagnini, Councillor Montpellier, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor McIntosh, Councillor Cormier, and Mayor Blgger.

NAYS (3) :Councillor Jakubo, Councillor Sizer, and Councillor Leduc.

Absent ( Councillor Landry-Altmann)

**CARRIED 9 to 3**

**8. Declarations of Pecuniary Interest and the General Nature Thereof**

Councillor Vagnini declared a conflict of interest in relation to item 16.1 "Code of Conduct Complaint Report-June 2022" as this decision would directly impact him financially.

**9. Code of Conduct Complaint Report – June 2022**

Robert Swayze, Integrity Commissioner for the City of Greater Sudbury, and Micheal Lacy, Attorney for Councillor Vagnini, provided comments and answered questions from Staff and Council.

At 4:02 p.m. Council recessed.

At 4:06 p.m. Council reconvened.

Rules of Procedure

Councillor Cormier presented the following amendment:

**CC2022-205-A1**

Moved By Councillor Cormier

Seconded By Councillor Signoretti

THAT the resolution be amended to replace the wording with the following:

THAT the Council for the City of Greater Sudbury reprimands Councillor Vagnini in relation to the Integrity Commissioner's reports considered at the City Council meeting on August 9, 2022.

YEAS: (5): Councillor Signoretti, Councillor Montpellier, Councillor Cormier, Councillor Landry-Altmann, and Mayor Bigger

NAYS: (7): Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, and Councillor Leduc

Conflict (1): Councillor Vagnini

**DEFEATED (5 to 7)**

A Roll Call Vote was held.

The following resolution was presented:

**CC2022-205**

Moved By Councillor Sizer

Seconded By Councillor Lapierre

THAT the Council for the City of Greater Sudbury approve the sanction recommended by the City's Integrity Commissioner that Councillor Vagnini's remuneration be suspended for a duration of 40 days in accordance with the report from the Integrity Commissioner presented at the Council meeting of August 9, 2022.

YEAS: (9): Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Leduc, Councillor Landry-Altmann, and Mayor Bigger

NAYS: (3): Councillor Signoretti, Councillor Montpellier, and Councillor Cormier

Conflict (1): Councillor Vagnini



**CARRIED (9 to 3)**

**10. Community Delegations**

**10.1 Freshwater Production Studio**

Tammy Frick and Edith Myers provided an electronic presentation regarding the Freshwater Production Studios Initiative.

Rules of Procedure

Councillor Jakubo moved that the members motion " Request for Staff to Review and Analyze the Freshwater Production Studios Project Proposal", be dealt with at this time.

**10.1.1 Request for Staff to Review and Analyze the Freshwater Production Studios Project Proposal**

The following resolution was presented:

**CC2022-207**

Moved By Councillor Jakubo

Seconded By Councillor McIntosh

WHEREAS Greater Sudbury has been identified as a film-friendly hub that has benefited from over \$200 million in economic activity and nearly 4,000 local crew jobs in the film and television sector over the last decade;

AND WHEREAS the *From the Ground Up* community economic development strategic plan objectives identify that the development of a full-service film studio would help advance the overarching goal of 10,000 net new jobs by 2025;

AND WHEREAS a purpose-built film studio has potential for job creation, stimulation of local economic impact, talent attraction, workforce development and increased profile for Greater Sudbury in international markets;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to undertake additional due diligence regarding the Freshwater Production Studios project proposal to:

1. Understand the role municipal governments have played in the creation and/or operation of film studios in other Canadian cities;
2. Prepare an analysis of the Freshwater Production Studios project to further build Council's understanding of the proposal as presented at the August 9, 2022 meeting of Council; and

3. Develop options for participation in the project by the City for Council's consideration.

AND THAT this information is brought back to Council in Q4 2022.

**CARRIED**

## **11. Matters Arising from the Closed Session**

Deputy Mayor Sizer, Chair of the Closed Session, reported that Council met in Closed Session to deal with (1) Information Supplied in Confidence (Competitive Position/Negotiations) / Position, Plan or Instructions to be Applied to Negotiations item regarding property on Durham Street, Sudbury, one (1) Solicitor-Client Privilege item regarding a contribution agreement and one (1) Information Supplied in Confidence (Competitive Position/Negotiations) regarding City of Greater Sudbury Community Development Corporation in accordance with the Municipal Act, 2001, par. 239(2)(f), (i) and (k). The last item was not dealt with and will appear on a future agenda. Direction was given to staff for the second item. No resolutions emanated from this meeting.

## **12. Matters Arising from Finance and Administration Committee**

### **12.1 August 9, 2022**

Councillor Jakubo, as Chair of the Finance and Administration Committee, reported on the matters arising from the Finance and Administration Committee meeting of August 9, 2022.

The resolutions for the August 9, 2022 Finance and Administration Committee meeting can be found at: <https://www.greatersudbury.ca/agendas>

The following resolution was presented:

#### **CC2022-198**

Moved By Councillor Jakubo

Seconded By Councillor McIntosh

THAT the City of Greater Sudbury approves the Finance and Administration Committee resolutions FA2022-44 to FA2022-52 from the meeting of August 9, 2022.

**CARRIED**

## **13. Matters Arising from Operations Committee**

### **13.1 August 8, 2022**

Councillor McIntosh, as Chair of the Operations Committee, reported on the matters arising from the Operations Committee meeting of August 8, 2022.

The resolutions for the August 8, 2022 Operations Committee meeting can be found at: <https://www.greatersudbury.ca/agendas>

The following resolution was presented:

**CC2022-199**

Moved By Councillor McIntosh

Seconded By Councillor Signoretti

THAT the City of Greater Sudbury approves Operations Committee resolutions OP2022-26 to OP2022-34 from the meeting of August 8, 2022.

**CARRIED**

**14. Matters Arising from Planning Committee**

**14.1 August 8, 2022**

Councillor Kirwan, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of August, 8 2022.

The resolutions for the August 8th, 2022 Planning Committee meeting can be found at: <https://www.greatersudbury.ca/agendas>

The following resolution was presented:

**CC2022-200**

Moved By Councillor Kirwan

Seconded By Councillor McCausland

THAT the City of Greater Sudbury approves Planning Committee resolutions PL2022-105 to PL2022-110 and PL2022-112 to PL2022-113 from the meeting of August 8, 2022.

**CARRIED**

**15. Consent Agenda**

The following resolution was presented:

**CC2022-201**

Moved By Mayor Bigger

Seconded By Councillor Landry-Altmann

THAT the City of Greater Sudbury approves Consent Agenda items 14.1.1 and 14.2.1.

**CARRIED**

The following are the Consent Agenda items:

**15.1 Adoption of Minutes**

### **15.1.1 Planning Committee Minutes of May 30, 2022**

The following resolution was presented:

#### **CC2022-202**

Moved By Mayor Bigger

Seconded By Councillor Landry-Altmann

THAT the City of Greater Sudbury adopts Planning Committee meeting minutes of May 30, 2022.

**CARRIED**

## **15.2 Routine Management Reports**

### **15.2.1 2023 Schedule of Meeting Dates – Council and Committees**

#### **CC2022-203**

Moved By Mayor Bigger

Seconded By Councillor Landry-Altmann

THAT the City of Greater Sudbury approves the 2023 schedule of meeting dates for City Council and its Committees, as outlined in the report entitled “2023 Schedule of Meeting Dates – Council and Committees”, from the General Manager of Corporate Services, presented at the City Council meeting on August 9, 2022.

**CARRIED**

## **16. Managers' Reports**

### **16.1 Rural and Northern Immigration Pilot Program Update**

The following resolution was presented:

#### **CC2022-204**

Moved By Mayor Bigger

Seconded By Councillor Leduc

THAT the City of Greater Sudbury advocates for the RNIP program to be made permanent through Immigration, Refugees & Citizenship Canada (IRCC) as an important component of talent attraction and community vibrancy for Greater Sudbury;

AND THAT the City directs staff to prepare a business case for one permanent full-time position focused on workforce development and the Rural & Northern Immigration Pilot program as a demonstration of the municipality's commitment to immigration and workforce capacity in the community, as outlined in the report entitled “Rural and Northern Immigration Pilot Program Update”, presented at the City Council meeting on August 9, 2022.

**CARRIED**

Rules of Procedure

Resolution to proceed past 5 p.m.

A recorded vote was held:

YEAS:(7): McCausland, Jakubo, Sizer, McIntosh, Cormier, Landry-Altmann, Mayor Bigger.

NAYS:(4): Signoretti, Montpellier, Kirwan, Leduc.

ABSENT: Vagnini, Lapierre.

**DEFEATED 7 to 4**

**18. By-laws**

The following resolution was presented:

**CC2022-206**

Moved By Councillor Landry-Altmann

Seconded By Councillor Leduc

THAT the City of Greater Sudbury read and pass By-law 2022-122 to By-law 2022-137.

**CARRIED**

**20. Correspondence for Information Only**

**20.1 Sector Overview for Freshwater Production Studio Opportunity**

Report dated August 9, 2022 from Economic Development regarding Freshwater Production Studios was provided for information only.

**20.2 Reports Requested Update - 2022**

Report dated August 9, 2022 from the CAO's office regarding Reports Requested was provided for information only.

**21. Addendum**

Resolution to deal with Addendum:

**Carried by two thirds Majority**

**Declaration of Pecuniary Interest and the Nature thereof:** none declared.

The following resolution was presented:

**CC2022-208**

Moved By Councillor Kirwan

Seconded By Councillor Landry-Altmann

THAT the City of Greater Sudbury read and pass By-law 2022-138 to 2022-142Z.

**CARRIED**

**The following items were not dealt with at this meeting and will appear on a future agenda:**

**19. Members' Motions**

**19.1 Request for Business Case for Fielding Road Reconstruction**

Rules of Procedure

This item was pulled and dealt with at the Finance and Administration Committee meeting of August 9, 2022.

The resolutions for the August 9, 2022 Finance and Administration Committee meeting can be found at: <https://www.greatersudbury.ca/agendas>

**16. Managers' Reports**

**16.2 Greater Sudbury Event Centre Project Wind Down**

**24. Adjournment**

Automatic Adjournment at 6:27 p.m.

# **Minutes**

## **For the Planning Committee Meeting**

September 12, 2022  
Tom Davies Square

Present (Mayor and Councillors)      Councillor McCausland, Councillor Leduc, Councillor Landry-Altmann, Councillor Kirwan

Absent      Councillor Lapierre

City Officials      Hugh Kruzel, Chief of Staff, Kris Longston, Director of Planning Services, Alex Singbush, Manager of Development Approvals, Ed Landry, Senior Planner, Strategic and Environmental Planning, Robert Webb, Supervisor of Development Engineering, Mauro Manzon, Senior Planner, Brigitte Sobush, Manager of Clerk's Services/Deputy City Clerk, Christine Hodgins, Legislative Compliance Coordinator, Madison Pacey, Clerk's Services Assistant, Erin Foresheew, Clerk's Services Assistant, Anyse Vermette, Legislative Compliance Coordinator

### **Councillor Kirwan, In the Chair**

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#### **1. Call to Order**

The meeting commenced at 1:02 p.m.

#### **2. Roll Call**

A roll call was conducted.

#### **3. Declarations of Pecuniary Interest and the General Nature Thereof**

None declared.

#### **4. Public Hearings**

##### **4.1 5149 Dupuis Drive, Hanmer**

The Planning Committee was adjourned and the Public Hearing was opened to deal with the application:

Julie Rollin, applicant, was present.

Alex Singbush, Manager of Development Approvals, outlined the report.

The applicant provided comments to the Committee and staff.

The Chair asked whether there was anyone else who wished to speak in favour or against this application and hearing none:

The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.

Rules of Procedure

With the concurrence of the Committee, the reading of the resolution was waived.

The following resolution was presented:

**PL2022-125**

Moved By Councillor Landry-Altmann

Seconded By Councillor Leduc

THAT the City of Greater Sudbury approves the application by Donald and Julie Rollin to amend Zoning By-law 2010-100Z for the City of Greater Sudbury in order to extend a temporary use permission in the form of a garden suite for a period of three years in accordance with Section 39.1(4) of the Planning Act on those lands described as PIN 73509-0317, Part 2, Plan 53R-19120, Lot 6, Concession 3, Township of Capreol, as outlined in the report entitled “5149 Dupuis Drive, Hanmer”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 12, 2022.

Rules of Procedure

A Recorded Vote was held:

YEAS: (4): Councillor McCausland, Councillor Leduc, Councillor Landry-Altmann, Councillor Kirwan

Absent:(1): Councillor Lapierre

**CARRIED (4 to 0)**

As no public comment, written or oral, has been received, there was no effect on the Planning Committee’s decision.

**4.2 Falconbridge Road, Sudbury**

The Planning Committee was adjourned and the Public Hearing was opened to deal with the application:

Chris Lamarche, applicant, was present.

Mauro Manzon, Senior Planner, outlined the report.

The applicant provided comments and responded to questions from Committee Members.



The Planning Department responded to questions from the applicant and Committee Members.

The Chair asked whether there was anyone who wished to speak in favour or against this application and hearing none:

The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.

#### Rules of Procedure

With the concurrence of the Committee, the reading of the resolution was waived.

The following resolution was presented:

#### **PL2022-126**

Moved By Councillor Leduc

Seconded By Councillor McCausland

THAT the City of Greater Sudbury approves the application by Chris Lamarche & Ashley Urban to amend Zoning By-law 2010-100Z by changing the zoning classification from “R1-5”, Low Density Residential One to “R3-Special”, Medium Density Residential Special on lands described as PIN 73569-0049 SEQ CHAPTER \h \r 1, Parcel 34555 S.E.S., Parts 4 to 6, Plan 53R-14324 in Lot 10, Concession 5, Township of Neelon, as outlined in the report entitled “Falconbridge Road, Sudbury” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 12, 2022, subject to the following conditions:

1. That prior to the issuance of a building permit, the owner shall grant an environmental easement for operational noise and vibration emissions in favour of CN, to be registered on title to the satisfaction of the Director of Planning Services;
2. That the amending by-law includes the following site-specific provisions:
  - i. The minimum front yard setback shall be 7.6 metres;
  - ii. The minimum lot depth shall be 42 metres;
  - iii. The minimum depth of a privacy yard shall be 4.5 metres;
  - iv. A minimum of one (1) parking space per dwelling unit shall be required for row dwellings;
  - v. The following provisions shall apply to required planting strips:
    - a. All required planting strips shall contain a minimum 1.8 metre-high opaque fence in conjunction with the minimum required landscaped open space area

- b. Notwithstanding the above, the width of the required planting strip adjacent to the driveway access within an interior side yard may be reduced to 1.5 metres provided the planting strip is installed in conjunction with a minimum 1.8 metre-high opaque fence;
- c. Required planting strips adjacent to the interior side lot lines shall extend from the front building line to the rear lot line; and,
- d. Planting strips and privacy yards may include any required drainage swales.

#### Rules of Procedure

A Roll Call Vote was held:

YEAS: (4): Councillor McCausland, Councillor Leduc, Councillor Landry-Altmann, and Councillor Kirwan

Absent (1): Councillor Lapierre

#### **CARRIED (4 to 0)**

Public comment has been received and considered and had no effect on Planning Committee's decision as the application represents good planning.

### **4.3 Errington Avenue, Chelmsford**

The Planning Committee was adjourned and the Public Hearing was opened to deal with the application:

Kevin Jarus, agent for the applicant was present.

Mauro Manzon, Senior Planner, outlined the report.

The Planning Department responded to questions from the Committee Members.

The Agent provided comments and responded to questions from Committee Members.

The Chair asked whether there was anyone else who wished to speak in favour or against this application and hearing none:

The Public Hearing was closed and the Planning Committee resumed in order to discuss and vote on the application.

#### Rules of Procedure

With the concurrence of the Committee, the reading of the resolution was waived.

The following resolution was presented:

**PL2022-127**

Moved By Councillor McCausland

Seconded By Councillor Landry-Altmann

Resolution regarding Zoning By-law Amendment:

THAT the City of Greater Sudbury approves the application by Vytis Lands (Kagawong) Ltd. & Ronald Jacques Chevrier to amend Zoning By-law 2010-100Z by changing the zoning classification from “FD”, Future Development to “R2-2”, Low Density Residential Two and “R3”, Medium Density Residential on lands described as Part of PINs 73348-0734 & 73348-0005, Parts 1, 2 & 3, Plan 53R-20417 in Lot 2, Concession 2, Township of Balfour, as outlined in the report entitled “Errington Avenue, Chelmsford” from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 12, 2022, subject to the following conditions:

1. That the owner provides the Development Approvals Section with a registered survey plan outlining the lands to be rezoned to enable the preparation of an amending zoning by-law;
2. That the draft plan of subdivision be rezoned as follows:
  - i. Lots 1 to 6, 18 to 21, 92, 93, 164 to 168 and 192 to 194 and Block C be zoned as “R3”, Medium Density Residential;
  - ii. Lots 7 to 17, 22 to 91, 94 to 163 and 169 to 191 and Blocks B and D be zoned as “R2-2”, Low Density Residential Two; and,
  - iii. Block A be zoned as “P”, Park
3. Conditional approval shall lapse on September 27, 2024 unless Condition 1 above has been met or an extension has been granted by Council.

Rules of Procedure

A Roll Call Vote was held:

YEAS: (4): Councillor McCausland, Councillor Leduc, Councillor Landry-Altmann, and Councillor Kirwan

Absent (1): Councillor Lapierre

**CARRIED (4 to 0)**

As no public comment, written or oral, has been received, there was no effect on the Planning Committee's decision.

Rules of Procedure

With the concurrence of the Committee, the reading of the resolution was waived.

The following resolution was presented:

**PL2022-128**

Moved By Councillor Leduc

Seconded By Councillor McCausland

Resolution regarding Draft Plan of Subdivision Amendment:

THAT the City of Greater Sudbury's delegated official be directed to amend the conditions of draft approval for the draft plan of subdivision on lands described as Part of PINs 73348-0734 & 73348-0005, Parts 1, 2 & 3, Plan 53R-20417 in Lot 2, Concession 2, Township of Balfour, City of Greater Sudbury, File 780-5/12005, as outlined in the report entitled "Errington Avenue, Chelmsford" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 12, 2022, as follows:

A. That Condition #1 be deleted and replaced with the following:

"1. That this draft approval applies to the draft plan of subdivision of Part of PINs 73348-0005, 73348-0432 & 73348-0579 in Lots 2 & 3, Concession 2, Township of Balfour as shown on a plan of subdivision prepared by Terry Del Bosco, O.L.S., and dated November 28, 2012, as amended by a plan prepared by Terry Del Bosco, O.L.S., and dated July 6, 2022."

B. By deleting Condition #10 and replacing it with the following:

"10. That this draft approval shall lapse on December 12, 2025."

C. By deleting Condition #12 and replacing it with the following:

"12. The owner shall be required to upgrade Errington Avenue from Street 'F' to Mainville Street, to an urban collector standard complete with a sidewalk along the west side. The owner shall contribute towards the improvement on a per lot basis, with the total amount paid prior to half of the subdivision (100 lots) being completed. The contribution per lot will be determined at the time of registration of each phase and it will be adjusted annually based on the CanaData Construction Cost Index."

D. That Clauses b), c) and d) of Condition #14 be deleted;

E. That the following be added to Condition #15:

"The geotechnical engineer will be required to address On-site and Excess Soil Management in accordance with O. Reg. 406/19."

F. That the following be added to Condition #17:

"The lot grading plan shall demonstrate that no fill has been added to the flood plain. A note to the lot grading plan must be added that lots containing flood plain cannot develop within the flood plain."

G. By changing "Union Gas" to "Enbridge" in Condition #22;

H. By deleting Condition #25 and replacing it with the following:

"25. A stormwater management report and associated plans must be submitted by the Owner's Consulting Engineer for approval by the City. The report must address the following requirements:

- The underground storm sewer system within the plan of subdivision must be designed to accommodate and/or convey the minor storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 2-year design storm. The permissible minor storm discharge from the subject development must be limited to the existing pre-development site runoff resulting from a 2-year design storm. Any resulting post development runoff in excess of this permissible discharge rate must be controlled and detained within the plan of subdivision;
- The overland flow system within the plan of subdivision must be designed to accommodate and/or convey the major storm flow, that is, the rainfall runoff resulting from the subject site and any external tributary areas using the City's 100-year design storm or Regional storm event, whichever is greater, without causing damage to proposed and adjacent public and private properties. The permissible major storm discharge from the subject development must be limited to the existing pre-development runoff resulting from a 100-year design storm or Regional storm event, whichever is greater;
- "Enhanced" level must be used for the design of stormwater quality controls as defined by the Ministry of the Environment, Conservation and Parks;
- Stormwater management must follow the recommendations of the Whitson River Subwatershed Study;
- The drainage catchment boundary including external tributary catchments and their respective area must be clearly indicated with any stormwater management plan;
- The final grading of the lands shall be such that the surface water originating on or tributary to the said lands, including roof water from buildings and surface water from paved areas, will be discharged in a manner satisfactory to the General Manager of Growth and Infrastructure;

- Minor storm drainage from the plan of subdivision shall not be drained overland onto adjacent properties; and,

- Existing drainage patterns on adjacent properties shall not be altered unless explicit permission is granted.

The owner shall be responsible for the design and construction of any required stormwater management works to the satisfaction of the General Manager of Growth and Infrastructure as part of the servicing plans for the subdivision and the owner shall dedicate the lands for stormwater management works as a condition of this development.”

I. By deleting Condition #26 and replacing it with the following:

“26. Proposed development adjacent to natural watercourses, and within 15 metres of the watercourse, must be reviewed and approved to the satisfaction of the Conservation Sudbury. A Section 28 application to Conservation Sudbury may be required.”

J. By deleting Condition #27 and replacing it with the following:

“27. Development on Lots 22-36, adjacent to the realigned Whitson River - Tributary III, must be reviewed and approved by Conservation Sudbury. A Flood Plain Study will be required to the satisfaction of Conservation Sudbury in order to assess the impact of the realigned watercourse on the proposed lots, which may include adjusting the rear lot lines of Lots 22-36 to the satisfaction of Conservation Sudbury and the Director of Planning Services. Furthermore, the owner is required to design and construct a realigned channel to the satisfaction of Conservation Sudbury and the Director of Planning Services and in agreement with the findings of the Flood Plain Study.”

K. By deleting the reference to Block C in Condition #28;

L. By deleting Condition #29;

M. By deleting Condition #30;

N. By adding the following to Condition #31:

“31. Canada Post will provide mail delivery service to the townhouse portion (19 units) of the subdivision through centralized Community Mail-Boxes (CMBs). Given the number and the layout of the lots in the subdivision, 10 CMB(s) locations will be necessary as follows:

- a. Side of Lot 27
- b. Side of Lot 37
- c. Side of Lot 53
- d. Side of Lot 105
- e. Side of Lot 186

- f. Side of Lot 181
- g. Side of Lot 65
- h. Side of Lot 163
- i. Side of Lot 128
- j. Side of Lot 119

O. That the reference to Condition #29 be deleted in Condition #32;

P. That the lot references to Drain “A” and Drain “C” be deleted in Condition #35;

Q. By deleting Condition #36;

R. By deleting the reference to Street B in Condition #37;

S. By adding the following as new Condition #40:

“40. The owner must identify the limits of the wetlands on site through wetland mapping by a qualified professional (certified under the Ontario Wetland Evaluation System or otherwise approved by Conservation Sudbury). All development must be directed outside of the wetland. Any development within 30 metres of the wetland, including lot grading and work approved through the subdivision process, will require a direct application to Conservation Sudbury under Section 28 of the Conservation Authorities Act and will be subject to Conservation Sudbury’s Wetland Guidelines and will need to demonstrate that development does not interfere with the hydrology of the wetland.”

T. By adding the following as new Condition #41:

“41. The erosion hazard associated with watercourses that are not designated as municipal drains must be determined using the scientific principles and methods prescribed in the Technical Guide to River and Stream Systems: Erosion Hazard Limit (MNR, 2002). The hazard limit must be shown on the plans. A direct application to Conservation Sudbury under Section 28 of the Conservation Authorities Act is required for any development proposed within 15 metres of the erosion hazard.”

#### Rules of Procedure

A Roll Call Vote was held:

YEAS: (4): Councillor McCausland, Councillor Leduc, Councillor Landry-Altmann, and Councillor Kirwan

Absent (1): Councillor Lapierre

#### **CARRIED (4 to 0)**

As no public comment, written or oral, has been received, there was no effect on the Planning Committee's decision.

## **5. Consent Agenda**

The following resolution was presented:

### **PL2022-129**

Moved By Councillor Landry-Altmann

Seconded By Councillor Leduc

THAT the City of Greater Sudbury approves Consent Agenda item 5.1.1.

### **CARRIED**

The following are the consent items:

## **5.1 Routine Management Reports**

### **5.1.1 Laura Drive, Chelmsford**

#### **PL2022-130**

Moved By Councillor Landry-Altmann

Seconded By Councillor Leduc

THAT the City of Greater Sudbury's delegated official be directed to amend the conditions of draft approval for the draft plan of subdivision on lands described as Part of Parcels 15910A, 29828 and 31001 S.W.S., and Part of Lot 1, Plan 53M-1277 in Lots 1 and 2, Concession 2, Township of Balfour, City of Greater Sudbury, File 780-5/94003, as outlined in the report entitled "Laura Drive, Chelmsford" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 12, 2022, as follows:

a) By amending the draft plan lapsing date in Condition #14 to November 21, 2023.

b) By deleting Condition #24;

c) By adding the following sentence to Condition #25:

"The geotechnical engineer will be required to address On-site and Excess Soil Management in accordance with O. Reg. 406/1."

d) By deleting Condition #27;

e) By adding the following as Condition #38:

"That in accordance with Section 59(4) of the Development Charges Act, a notice of agreement shall be registered on title to ensure that persons who first purchase the subdivided land after registration of the plan of subdivision are informed, at the time the land is transferred, of all development charges related to



development.”

f) By adding the following as Condition #39:

“That prior to the signing of the final plan the owner shall satisfy Canada Post with respect to mail delivery facilities for the site.”

**CARRIED**

## **6. Members' Motions**

### **6.1 Request to Amend Phase Two of the Official Plan Review Regarding Montrose Avenue North**

The following resolution was presented:

#### **PL2022-131**

Moved By Councillor Landry-Altmann

Seconded By Councillor Kirwan

WHEREAS Council passed Resolution CC2015-346 which read, in part, "THAT the City of Greater Sudbury directs staff to incorporate a meandering design of Montrose Avenue to the Maley Drive Extension, such as is illustrated in Appendix "A", into the Transportation Master Plan;

AND WHEREAS on December 13th, 2016, Council passed a further resolution which read "THAT the main motion be further amended and that City Staff be directed to prepare a traffic impact study which will: drill down to inform the detailed design and to include new policies in the Official Plan (during the second phase of the Official Plan Review program) to guide the design and construction of Montrose Avenue North as a complete street, and which maintains and protects the residential character of the neighbourhood including appropriate lane widths, identifies traffic calming measures including meandering, sidewalks, bicycle infrastructure, street trees and street lighting, and which will encourage local traffic use.”

AND WHEREAS in its December 13th, 2021 report to Planning Committee entitled "Phase Two of the Official Plan Review" staff recommended the addition of section 11.2.2.3 Montrose Avenue North which they indicate responds to Council's 2016 resolution, and which read:

#### **“11.2.2.3 Montrose Avenue North**

1. Schedule 7, Transportation Network illustrates the approximate alignment of Montrose Avenue North.

Montrose Avenue North shall be designed and constructed as a complete street which:

- a. includes sidewalks and bike lanes on both sides;
  - b. includes street trees and lighting;
  - c. includes no on-street parking;
  - d. would have one lane of traffic in each direction with a lane width of approximately 3.5m; and,
  - e. includes slight bends that would be 50m in length compared to a direct connection.
2. The City shall ensure public consultation on the detailed design of Montrose Avenue North.”

AND WHEREAS a well-attended public consultation dedicated to the Montrose Avenue North design was held on May 4th, 2022, during which participants expressed that "slight bends" were not sufficient and would not fulfill the direction provided by Council in 2015 and 2016;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to amend section 11.2.2.3 e. to remove the words "slight bends that would be 50m in length" and include language to enhance the meandering design with more pronounced bends to achieve greater reductions in traffic volumes and speeding, non-local traffic (cut through traffic), and potential heavy truck traffic, to be more in line with the direction provided by Council;

AND BE IT FURTHER RESOLVED that section 11.2.2.3 be further amended to include an item "f" which would consider the eventual Woodbine to Montrose to Mayley connection to include appropriate traffic calming measures, traffic signals and pedestrian crosswalk or cross-over.

#### **CARRIED**

#### **7. Addendum**

No Addendum was presented.

#### **8. Civic Petitions**

No Petitions were submitted.

#### **9. Question Period**

No Questions were asked.

#### **10. Adjournment**

Councillor Kirwan moved to adjourn the meeting. Time: 2:40 p.m.

**CARRIED**

# **Minutes**

## **For the City Council Meeting**

September 13, 2022  
Tom Davies Square

Present (Mayor and Councillors)	Councillor Signoretti, Councillor Vagnini, Councillor Montpellier, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, Mayor Bigger
City Officials	Ed Archer, Chief Administrative Officer, Tony Cecutti, General Manager of Growth and Infrastructure, Ian Wood, Executive Director of Strategic Initiatives and Citizen Services, Meredith Armstrong, Director of Economic Development, Kris Longston, Director of Planning Services, David Shelsted, Director of Engineering Services, Eric Labelle, City Solicitor and Clerk, Christine Hodgins, Deputy City Clerk, Erin Foreshow, Clerk's Services Assistant

### **His Worship Mayor Brian Bigger, In the Chair**

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#### **1. Call to Order**

The meeting commenced at 4:00 p.m.

#### **2. Roll Call**

A roll call was conducted prior to the commencement of moving into closed session.

#### **3. \* Closed Session**

At 4:02 p.m., Council moved into Closed Session.

The following resolution was presented:

#### **CC2022-209**

Moved By Mayor Bigger

Seconded By Councillor Cormier

THAT the City of Greater Sudbury move to Closed Session to deal with one (1) Security of Municipal Property item regarding the City's information technology systems and data, one (1) Information Supplied in Confidence (Competitive

Position/Negotiations) / Position, Plan or Instructions to be Applied to Negotiations item regarding property on Durham Street, Sudbury and one (1) Information Supplied in Confidence (Competitive Position/Negotiations) regarding City of Greater Sudbury Community Development Corporation and one addendum to deal with one (1) Acquisition or Disposition of Land regarding a property on John Street, Sudbury in accordance with the Municipal Act, 2001, par. 239(2)(a), (c), (i) and (k).

**CARRIED**

**4. Recess**

At 5:42 p.m., Council recessed.

**5. Open Session**

At 6:23 p.m., Council commenced the Open Session.

**6. Moment of Silent Reflection**

Those present at the meeting observed a moment of silent reflection.

**7. Roll Call**

A roll call was conducted.

**8. Declarations of Pecuniary Interest and the General Nature Thereof**

None declared.

Councillor Leduc moved to re-order the agenda to deal with Civic Petitions before item 9. Matters Arising from the Closed Session.

Rules of procedure:

A Recorded Vote was held:

YEAS:(8):

Councillor Montpellier, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, Councillor Mayor Bigger.

NAYS:(2):

Councillor Signoretti, Councillor Vagnini, Councillor McCausland.

**CARRIED BY TWO-THIRDS MAJORITY.**

**19. Civic Petitions**

Councillor Jakubo submitted a petition to the City Clerk which will be forwarded to the General Manager of Growth and Infrastructure. The petition is regarding a request for traffic calming measures on Sellwood Drive, Sudbury.

Councillor Sizer submitted a petition to the City Clerk which will be forwarded to the General Manager of Growth and Infrastructure. The petition is regarding a request for traffic calming measures on Gary Avenue, Sudbury.

Councillor Leduc submitted 4 petitions to the City Clerk, all of which will be forwarded to the General Manager of Growth and Infrastructure; a petition regarding a request for a four way stop at Attlee and Soloy Drive, Sudbury; a request for a speed hump at Attlee and Soloy Drive; a request for left hand turns at Stonegate Drive and a request from residents to repeal resolution OP2022-21-A1.

#### Rules of Procedure

With the concurrence of the Chair, Councillor Leduc presented two members motions in relation to the Stonegate Drive petition.

The following resolution was presented:

#### **CC2022-210**

Moved By Councillor Leduc

Seconded By Councillor Landry-Altmann

WHEREAS Council, by Resolution CC2022-186 approved Operations Committee resolutions OP2022-20 to OP-2022-24 from the meeting of July 12th, 2022;

AND WHEREAS resolution OP2022-21-A1 read as follows:

"AND THAT the City of Greater Sudbury direct that left hand turns from Stonegate Drive to Beatrice Crescent be prohibited for a one year pilot project:

AND THAT staff be directed to prepare a by-law to amend Traffic and Parking By-law 2010-1 to implement the change;

AND THAT staff prepare a report regarding the outcome of the pilot project to be returned to the Operation Committee in Q4 of 2023."

AND WHEREAS despite consulting with area residents prior to presenting the motion, Councillor Leduc has received numerous complaints from area residents about the ineffectiveness of the prohibition of left hand turns from Stonegate Drive to Beatrice Crescent, as well as the negative impacts to other neighbouring streets;

AND WHEREAS area residents are seeking alternate options for traffic calming measures and are requesting that the no-left hand turn sign be removed immediately;

THEREFORE BE IT RESOLVED that Resolution CC2022-186 be reconsidered.

**CARRIED**

The following resolution was presented:

**CC2022-211**

Moved By Councillor Leduc

Seconded By Councillor Landry-Altmann

WHEREAS despite consulting with area residents prior to presenting the motion to have left hand turns from Stonegate Drive to Beatrice Crescent prohibited, Councillor Leduc has received numerous complaints from area residents about the ineffectiveness of the prohibition, as well as the negative impacts to other neighbouring streets;

AND WHEREAS area residents are seeking alternate options for traffic calming measures and Petitions seeking resolutions to their traffic volumes and speeding have been submitted;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to immediately cease the pilot project and remove the no left hand turn sign from Stonegate Drive to Beatrice Crescent, and to consult with residents of Attlee, Soloy, Stonegate, Beatrice, Manchester, Cumberland and Westmount Avenue for alternate traffic calming measures for the neighbourhood arising from non-local traffic heading to Adanac Ski Hill and report the results of those consultations together with recommendations, to the Operations Committee in the second quarter of 2023 for its consideration.

**CARRIED**

Rules of Procedure

Councillor Signoretti moved to alter the order of the agenda to deal with Members Motions after item 13. Presentations.

**CARRIED BY TWO-THIRDS MAJORITY**

**9. Matters Arising from the Closed Session**

Deputy Mayor Sizer, Chair of the Closed Session, reported that Council met in Closed Session to deal with (1) Security of Municipal Property item regarding the City's information technology systems and data, one (1) Information Supplied in Confidence (Competitive Position/Negotiations) / Position, Plan or Instructions to be Applied to Negotiations item regarding property on Durham Street, Sudbury and one (1) Information Supplied in Confidence (Competitive Position/Negotiations) regarding City of Greater Sudbury Community Development Corporation and one addendum to deal with one (1) Acquisition or Disposition of Land regarding a property on John Street, Sudbury in accordance with the Municipal Act, 2001, par. 239(2)(a), (c), (i) and (k). One item regarding an information supplied in confidence competitive position negotiations regarding City of Greater Sudbury Development Corporation, was not reached, and will be

included on a future agenda. The second matter in question was deferred to a future meeting. No directions or resolutions emanated from this meeting.

**10. Matters Arising from Emergency Services Committee**

**10.1 August 10, 2022**

No resolutions emanated from this meeting. Any questions regarding the meeting should be directed to Councillor Lapierre, Chair, Emergency Services Committee.

**11. Matters Arising from Planning Committee**

**11.1 August 29, 2022**

Councillor Kirwan, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of August 29, 2022.

The resolutions for the August 29, 2022 Planning Committee meeting can be found at: <https://www.greatersudbury.ca/agendas>

The following resolution was presented:

**CC2022-212**

Moved By Councillor Kirwan

Seconded By Councillor McCausland

THAT the City of Greater Sudbury approves Planning Committee resolutions PL2022-115 to PL2022-120 and PL2022-122 to PL2022-124 from the meeting of August 29, 2022.

**CARRIED**

**11.2 September 12, 2022**

Councillor Kirwan, as Chair of the Planning Committee, reported on the matters arising from the Planning Committee meeting of September 12, 2022.

The resolutions for the September 12, 2022 Planning Committee meeting can be found at: <https://www.greatersudbury.ca/agendas>

The following resolution was presented:

**CC2022-213**

Moved By Councillor Kirwan

Seconded By Councillor McCausland

THAT the City of Greater Sudbury approves Planning Committee resolutions PL2022-125 to PL2022-131 from the meeting of September 12, 2022.



**CARRIED**

**12. Consent Agenda**

The following resolution was presented:

**CC2022-214**

Moved By Mayor Bigger

Seconded By Councillor Jakubo

THAT the City of Greater Sudbury approves Consent Agenda items 12.1.1 to 12.2.1.

**CARRIED**

The following are the Consent Agenda items:

**12.1 Adoption of Minutes**

**12.1.1 City Council Minutes of July 12, 2022**

**CC2022-215**

Moved By Mayor Bigger

Seconded By Councillor Jakubo

THAT the City of Greater Sudbury adopts the City Council meeting minutes of July 12, 2022.

**CARRIED**

**12.2 Routine Management Reports**

**12.2.1 Healthy Community Initiative Fund Applications – September 13, 2022**

**CC2022-216**

Moved By Mayor Bigger

Seconded By Councillor Jakubo

THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled “Healthy Community Initiative Fund Applications – September 13, 2022”, from the General Manager of Community Development, presented at the City Council meeting on September 13, 2022;

AND THAT the City of Greater Sudbury directs staff to present a by-law to authorize the grants recommended in the report.

**CARRIED**

### **13. Presentations**

#### **13.1 Greater Sudbury Development Corporation Q2 2022 Update and 2021 Annual Report**

Meredith Armstrong, Director of Economic Development and Lisa Demmer, Chair of the Greater Sudbury Development Corporation, provided an electronic presentation.

### **16. Members' Motions**

#### **16.1 Request for Staff Report With Detailed Capital Upgrades to Achieve Whistle Cessation for Crossings**

The following resolution was presented:

##### **CC2022-217**

Moved By Councillor McCausland

Seconded By Councillor Sizer

WHEREAS the existing railway grade crossings at Maley Drive, Montée Principale and Marier Street have been upgraded to meet current Transport Canada Grade Crossing Standards as it relates to the geometry of the roadway, through recent capital projects;

AND WHEREAS updated records of the improvements are required to be gathered, documented and submitted to the appropriate railway to meet Transport Canada Grade Crossing Regulations for information sharing requirements, and this same information is required for Transport Canada Whistle Cessation applications;

AND WHEREAS while many rail crossings in Greater Sudbury established whistle cessation decades ago, Ward Councillors have received numerous complaints about train whistles interrupting residents' sleep and frustrating their days in the vicinity of the above rail crossings;

AND WHEREAS the residents along the rail lines adjacent to the described grade crossings are also impacted by train whistles due to the requirement of a train to blow the whistle at a significant distances from grade crossing as they approach;

AND WHEREAS the Transport Canada website outlines the process for whistle cessation, and reads that "The Canadian Rail Operating Rules require all trains to whistle whenever they approach a public grade crossing. In some cases, train whistles bother people who live nearby. Municipalities may wish to stop the whistling to provide local residents with relief from the noise."

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury directs staff to complete a detailed safety assessment at each impacted railway grade crossings to determine if the crossings meets the requirements set by Transport Canada for Train Whistle Cessation,

utilizing a combination of internal resources and consultants to be funded from the remaining capital projects budgets for MR 35 and Maley Drive.

AND BE IT FURTHER RESOLVED THAT staff bring a report to the Operations Committee before the end of Q2 2023 with detailed capital upgrades as required to achieve whistle cessation for each crossing as determined through the safety assessments, and recommendations for next steps.

Rules of Procedure

A Recorded Vote was held:

YEAS: (10): Councillor Signoretti, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, and Councillor Landry-Altmann

NAYS: (1): Councillor Montpellier

Absent (1): Councillor Vagnini

**CARRIED (10 to 1)**

**16.2 Request for Resolution to Urge Federal Electoral Boundaries Commission for Ontario to not reduce MPs for Northern Ontario and Withdraw Proposal to Eliminate Federal Riding of Algoma-Manitoulin-Kapuskasing District**

WHEREAS the Federal Electoral Boundaries Commission for Ontario is proposing a redistribution of electoral districts which would see the elimination of the Algoma-Manitoulin-Kapuskasing District and the creation of a Manitoulin-Nickel Belt riding;

AND WHEREAS the elimination of that riding would reduce the number of Northern Ontario seats from ten to nine, weakening the North's voice in parliament;

AND WHEREAS the new riding of Manitoulin-Nickel Belt would incorporate Manitoulin Island, Espanola Blind River and Elliot Lake to the west, the French River region as far east as Noelville and other northern areas, as well as the Greater Sudbury Communities of Capreol, Skead, Kukagami, Hanmer, Val Thérèse, Blezard Valley, Azilda, Chelmsford, Dowling, Onaping and Levack, but the Sudbury riding would be expanded to include the communities of Coniston, Wahnapiatae, Wanup, Garson, and Falconbridge;

AND WHEREAS the communities in and surrounding the City of Greater Sudbury comprise one geopolitical entity, the Federal Electoral Boundaries Commission for Ontario's proposal would fragment, diminish

and reduce access to federal representation for the City and area residents;

AND WHEREAS the Federal Electoral Boundaries Commission for Ontario is seeking public input on its proposed riding boundary changes, yet has scheduled only one in person consultation in Northern Ontario to be held in Timmins.

THEREFORE BE IT RESOLVED that the City of Greater Sudbury urge the Federal Electoral Boundaries Commission for Ontario to not reduce the number of MPs for Northern Ontario, respect the geographical boundaries of Cities and the makeup of the current ridings, and withdraw the proposal to eliminate the federal riding of Algoma-Manitoulin-Kapuskasing District and the expansion of the existing Nickel Belt and Sudbury ridings for the communities in and surrounding the City of Greater Sudbury;

AND BE IT FURTHER RESOLVED that that a copy of this resolution be forwarded to Ms. Paula Puddy, Commission Secretary, Federal Electoral Boundaries Commission for Ontario prior to the September 25th, 2022 deadline, as well as to Viviane Lapointe, MP for Sudbury, Marc Serré, MP for Nickel Belt, and to the Federation of Northern Ontario Municipalities.

With the consent of the mover, the following friendly amendment was made: to add "with a cover letter from the Mayor" in the last paragraph after "And be it further resolved that a copy of this resolution", and that the following is added at the end of the resolution : " and the Association of Municipalities of Ontario (AMO)."

The friendly amendment was accepted by Councillor McIntosh.

The following resolution with the inclusion of the friendly amendment was presented:

**CC2022-218**

Moved By Councillor Jakubo

Seconded By Councillor McIntosh

WHEREAS the Federal Electoral Boundaries Commission for Ontario is proposing a redistribution of electoral districts which would see the elimination of the Algoma-Manitoulin-Kapuskasing District and the creation of a Manitoulin-Nickel Belt riding;

AND WHEREAS the elimination of that riding would reduce the number of Northern Ontario seats from ten to nine, weakening the North's voice in parliament;

AND WHEREAS the new riding of Manitoulin-Nickel Belt would incorporate Manitoulin Island, Espanola Blind River and Elliot Lake to the west, the French River region as far east as Noelville and other northern areas, as well as the Greater Sudbury Communities of Capreol, Skead,

Kukagami, Hanmer, Val Thérèse, Blezard Valley, Azilda, Chelmsford, Dowling, Onaping and Levack, but the Sudbury riding would be expanded to include the communities of Coniston, Wahnapiatae, Wanup, Garson, and Falconbridge;

AND WHEREAS the communities in and surrounding the City of Greater Sudbury comprise one geopolitical entity, the Federal Electoral Boundaries Commission for Ontario's proposal would fragment, diminish and reduce access to federal representation for the City and area residents;

AND WHEREAS the Federal Electoral Boundaries Commission for Ontario is seeking public input on its proposed riding boundary changes, yet has scheduled only one in person consultation in Northern Ontario to be held in Timmins.

THEREFORE BE IT RESOLVED that the City of Greater Sudbury urge the Federal Electoral Boundaries Commission for Ontario to not reduce the number of MPs for Northern Ontario, respect the geographical boundaries of Cities and the makeup of the current ridings, and withdraw the proposal to eliminate the federal riding of Algoma-Manitoulin-Kapuskasing District and the expansion of the existing Nickel Belt and Sudbury ridings for the communities in and surrounding the City of Greater Sudbury;

AND BE IT FURTHER RESOLVED that that a copy of this resolution, with a cover letter from the mayor, be forwarded to Ms. Paula Puddy, Commission Secretary, Federal Electoral Boundaries Commission for Ontario prior to the September 25th, 2022 deadline, as well as to Viviane Lapointe, MP for Sudbury, Marc Serré, MP for Nickel Belt, and to the Federation of Northern Ontario Municipalities, and the Association of Municipalities of Ontario (AMO).

Rules of Procedure

A Recorded Vote was held:

YEAS: (12): Councillor Signoretti, Councillor Montpellier, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, and Mayor Bigger

Conflict (1): Councillor Vagnini

**CARRIED (12 to 0)**

### **16.3 Request for Staff to Prepare and Issue an EOI for a Provider to Operate Warming Centre and an EOI for Possible Site Location**

The following resolution was presented:

## Rules of Procedure

Councillor McIntosh presented a friendly amendment to replace the operative clause with: "Therefore be it resolved that the City of Greater Sudbury direct staff to provide an updated report at the October 4, 2022 meeting of Council on the extreme cold weather alert program along with current shelter capacity trends."

The friendly amendment was accepted by Councillor Leduc.

The resolution with the inclusion of the friendly amendment was presented:

### **CC2022-219**

Moved By Councillor Leduc

Seconded By Mayor Bigger

WHEREAS the City responded to local community needs during the pandemic by funding operations for a 24 hr warming centre for vulnerable citizens in the community;

AND WHEREAS the City partners with community service providers to provide services for people experiencing homelessness;

AND WHEREAS there may be a continued need for warming centre services for people experiencing homelessness during the winter months;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to provide an updated report at the October 4, 2022 meeting of Council on the extreme cold weather alert program along with current shelter capacity trends.

## Rules of Procedure

A Recorded Vote was held:

YEAS: (12): Councillor Signoretti, Councillor Montpellier, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, and Mayor Bigger

NAYS: (1): Councillor Vagnini

### **CARRIED (12 to 1)**

## **16.4 Request for Report About CGS' Health and Safety Performance**

The following resolution was presented:

### **CC2022-220**

Moved By Councillor Signoretti

Seconded By Councillor Cormier

WHEREAS the health and safety of our employees is a top priority;

AND WHEREAS under the Occupational Health and Safety Act, employers have a number of responsibilities to ensure a safe workplace;

AND WHEREAS the Workplace Safety and Insurance Board (WSIB) publishes normalized Medical Aid and Lost Time Injury statistics for Ontario municipalities through the Safety Check web tool;

AND WHEREAS the Safety Check tool suggests that the City of Greater Sudbury's Medical Aid and Lost Time Injury frequencies may be substantially higher than that of other Ontario municipalities;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs that staff present a report to Council in the 4th quarter of 2022 with regard to the City of Greater Sudbury's health and safety performance which will include:

1. Insight on the data that is publicly available by the WSIB Safety Check; and
2. The number and details of reportable incidents as defined in Section 51 of the Occupational Health and Safety Act; and
3. Direct costs associated with the WSIB benefit payments and premiums as a result of injuries to Greater Sudbury employees; and
4. Indirect costs to the corporation that arise from workplace injuries.

**CARRIED**

#### **16.5 Request for All-Way Stop at Intersection of Second Avenue and Greenwood Drive**

The following resolution was presented:

Rules of Procedure

Councillor Leduc requested that his motion be withdrawn.

**CARRIED**

WHEREAS residents in the area of Greenwood Drive and Second Avenue have ongoing safety concerns as a result of traffic and pedestrian volumes as well as speeding, and have requested an all-way-stop sign at that intersection;

AND WHEREAS a Petition from the residents of that area was submitted by Councillor Leduc at the April 26th, 2022 Council meeting requesting traffic calming measures and/or a 3-way stop sign and/or a speed limit reduction;

AND WHEREAS Korpela Playground is situated near the intersection of Second Avenue and Greenwood Drive and an all-way stop would create a safer crossing for all;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct that staff install an all-way stop at the intersection of Greenwood Drive and Second Avenue South and prepare a by-law to amend Traffic and Parking By-law 2010-1 to implement the change.

**16.6 Request for Traffic Study at the Intersection of Riverside and Winchester**

The following resolution was presented:

**CC2022-221**

Moved By Councillor Cormier

Seconded By Councillor McIntosh

WHEREAS local residents have identified the intersection of Riverside Drive and Winchester Avenue as one that could benefit from an all-way stop arising from concerns for the safety of pedestrians and drivers alike;

AND WHEREAS the Kingsmount Bell Park Ward 10 Community Action Network Executive supports this concern and have requested that a study be undertaken by City staff to determine whether an all-way stop would be warranted at that intersection, in accordance with the City's All-Way Stop Policy;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to undertake a traffic study at the intersection of Riverside Drive and Winchester Avenue to determine whether an all-way stop is warranted, and that the results of that study be presented to the Operations Committee during the second quarter of 2023.

**CARRIED**

**16.7 Request to amend user fee By-Law 2022-48 regarding fee for tax receipts**

The following resolution was presented:

**CC2022-222**

Moved By Councillor Lapierre

Seconded By Mayor Bigger

WHEREAS the City of Greater Sudbury continues to make significant investments to increase access to municipal services online such as the Customer Service Portal;

AND WHEREAS the City of Greater Sudbury encourages citizens to utilize online services including making tax payments online through their bank or financial institution as per the "Pay Your Tax Bill" section at [greatersudbury.ca](http://greatersudbury.ca);



AND WHEREAS citizens who pay their property taxes online, through their bank or financial institution, do not receive a receipt that is recognized by the Canada Revenue Agency for use when submitting personal tax returns;

AND WHEREAS user fee By-Law 2021-60, which indicated a cost of \$14.50 to receive a duplicate tax receipt, was revised as part of By-Law 2022-48, now indicating that the fee of \$15 will be applied for all tax receipts including the original;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to revise the user fee By-Law, to re-instate “Duplicate” Tax Receipt, allowing individuals who have paid their property taxes online, upon request, to obtain a proper receipt without additional fees being charged, and that only those requesting a duplicate copy of a tax receipt are charged the additional fee.

**CARRIED**

#### **14. Managers' Reports**

##### **14.1 Greater Sudbury Event Centre Project Update**

Ian wood, Executive Director of Strategic Initiatives, Communications and Citizen Services provided comments and answered questions from Council.

*Council recessed at 8:45 p.m.*

*Council reconvened at 8:55 p.m.*

The following resolution was presented:

##### **CC2022-223**

Moved By Mayor Bigger

Seconded By Councillor Signoretti

THAT the City of Greater Sudbury authorizes the reconsideration of motion CC2021-227, passed at the City Council meeting of July 14, 2021.

Rules of Procedure

An Electronic Recorded Vote was held:

YEAS: (13): Councillor Signoretti, Councillor Vagnini, Councillor Montpellier, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, and Mayor Bigger

**CARRIED (13 to 0)**

The following resolution was presented:

**CC2022-224**

Moved By Councillor Lapierre

Seconded By Councillor McCausland

THAT the City of Greater Sudbury rescinds motion CC2021-227, titled "Greater Sudbury Event Centre Next Steps," from the meeting of City Council on July 14, 2021, and directs staff to prepare the appropriate by-law amendments.

YEAS: (13): Councillor Signoretti, Councillor Vagnini, Councillor Montpellier, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, and Mayor Bigger

**CARRIED (13 to 0)**

Rules of Procedure

An Electronic Recorded Vote was held:

Rules of Procedure

**Proceed past 3 hours:**

Mayor Bigger moved that the meeting proceeds past three hours.

Rules of Procedure

A Recorded Vote was held:

YEAS:(10): Councillor Vagnini, Councillor Montpellier, Councillor McCausland, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, Mayor Bigger.

NAYS:(3): Councillor Signoretti, Councillor Kirwan, Councillor McIntosh.

**CARRIED BY TWO-THIRDS MAJORITY**

The following resolution was presented:

**C2022-225**

Moved By Councillor Kirwan

Seconded By Councillor Leduc

THAT staff be directed to cancel or terminate all contracts and obligations associated with the Greater Sudbury Event Centre Project in an efficient manner, except that cancellation of the following items be paused until July 31, 2023:

a) The Progressive Design Build RFP for Event Centre construction, and

b) The Venue Manager RFP.

Councillor Cormier presented the following amendment:

**C2022-225-A1**

Moved By Councillor Montpellier

Seconded By Councillor Cormier

THAT the resolution be amended to remove the following text:

“, except that cancellation of the following items be paused until July 31, 2023:

1. The progressive Design Build RFP for Event Centre construction, and
2. The Venue Manager RFP.

Rules of Procedure

An Electronic Recorded Vote was held:

YEAS: (10): Councillor Signoretti, Councillor Vagnini, Councillor Montpellier, Councillor McCausland, Councillor Lapierre, Councillor Jakubo, Councillor McIntosh, Councillor Cormier, Councillor Landry-Altmann, and Mayor Bigger

NAYS: (3): Councillor Kirwan, Councillor Sizer, and Councillor Leduc

**CARRIED (10 to 3)**

The resolution as amended was presented:

**CC2022-225**

Moved By Councillor Kirwan

Seconded By Councillor Leduc

As Amended:

THAT staff be directed to cancel or terminate all contracts and obligations associated with the Greater Sudbury Event Centre Project in an efficient manner.

Rules of Procedure

An Electronic Recorded Vote was held:

YEAS: (12): Councillor Signoretti, Councillor Vagnini, Councillor Montpellier, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Landry-Altmann, and Mayor Bigger

NAYS: (1): Councillor Leduc

**CARRIED (12 to 1)**

The following resolution was presented:

**C2022-226**

Moved By Councillor Sizer

Seconded By Councillor Jakubo

THAT staff be directed to produce a background report, by the end of Q2 2023, to update the building condition assessment and operational effectiveness analysis of the Sudbury Community Arena and provide a high-level summary of options for its replacement or renovation, including comparisons of facility size, amenities, and business approach with event centres in other Canadian Hockey League communities.

Rules of Procedure

An Electronic Recorded Vote was held:

YEAS: (13): Councillor Signoretti, Councillor Vagnini, Councillor Montpellier, Councillor McCausland, Councillor Kirwan, Councillor Lapierre, Councillor Jakubo, Councillor Sizer, Councillor McIntosh, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, and Mayor Bigger

**CARRIED (13 to 0)**

Councillor Sizer motioned for an adjournment.

**CARRIED**

**15. By-laws**

The following resolution was presented:

**CC2022-227**

Moved By Councillor Kirwan

Seconded By Councillor McIntosh

THAT the City of Greater Sudbury read and pass By-law 2022-143 to By-law 2022-160Z.

**CARRIED**

**18. Addendum**

Rules of Procedure

Motion to Deal with Addendum:

**CARRIED BY TWO-THIRDS MAJORITY**

**Declarations of Pecuniary Interest:**

None Declared.

**CC2022-228**

Moved By Councillor Leduc

Seconded By Councillor Signoretti

THAT the City of Greater Sudbury read and pass By-law 2022- 161 to By-law 2022-164.

**CARRIED****21. Adjournment**

Automatic adjournment at 9:58 p.m.

**CARRIED**

The following items were not dealt with at this meeting and will appear on a future agenda:

**14. Managers' Reports****14.2 Flour Mill Heritage Designation Recommendation**

THAT the City of Greater Sudbury directs staff to issue Notice of Intent to Designate under the *Ontario Heritage Act* for the Flour Mill Museum located in O'Connor Park, Sudbury (140 St. George Street);

AND THAT the City of Greater Sudbury directs staff to prepare a heritage designation by-law for Council's consideration as outlined in the report entitled "Flour Mill Heritage Designation Recommendation" presented at the City Council meeting on September 13, 2022.

**14.3 2023 Budget Update Report****17. Correspondence for Information Only****17.1 2022 Operating Budget Variance Report****17.2 Election Compliance Audit Committee****17.3 Healthy Community Initiative Fund 2022 Semiannual Report****17.4 1310 Sparks Street Project Update – August 2022****17.5 Alternatives to Sodium Chloride for Safe Winter Management Within the KED Site**

# **Minutes**

## **For the Planning Committee Meeting**

September 26, 2022  
Tom Davies Square

Present (Mayor and Councillors)	Councillor McCausland, Councillor Lapierre, Councillor Leduc, Councillor Landry-Altmann, Councillor Kirwan
City Officials	Alex Singbush, Manager of Development Approvals, Kris Longston, Director of Planning Services, Glen Ferguson, Senior Planner, Mauro Manzon, Senior Planner, Melissa Riou, Senior Planner, Guido Mazza, Director of Building Services/ Chief Building Official, Erin Foresheew, Clerk's Services Assistant, Franca Bortolussi, AA to the City Solicitor and Clerk, Anyse Vermette, Legislative Compliance Coordinator

### **Councillor Kirwan, In the Chair**

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#### **1. Call to Order**

The meeting commenced at 1:03 p.m.

#### **2. Roll Call**

A roll call was conducted.

#### **3. Declarations of Pecuniary Interest and the General Nature Thereof**

None declared.

#### **4. Public Hearings**

##### **4.1 95 Estelle Street, Sudbury**

Rules of Procedure

Motion for Deferral

Councillor Kirwan moved that this item be deferred to October 3, 2022.

*At 1:24 p.m. the Committee recessed.*

*At 1:29 p.m. the Committee reconvened.*

Rules of Procedure

A Roll Call Vote was held:

YEAS: (5): Councillor McCausland, Councillor Lapierre, Councillor Leduc, Councillor Landry-Altmann, and Councillor Kirwan

**CARRIED (5 to 0)**

**DEFERRED**

Councillor Leduc presented the following resolution:

**PL2022-132**

Moved By Councillor Leduc

Seconded By Councillor Landry-Altmann

THAT City Staff work with Communications to send a PSA tomorrow for 95 Estelle Street, Sudbury.

Rules of Procedure

A Recorded Vote was held:

YEAS: (4): Councillor Lapierre, Councillor Leduc, Councillor Landry-Altmann, and Councillor Kirwan

NAYS: (1): Councillor McCausland

**CARRIED (4 to 1)**

Councillor Landry-Altmann presented the following resolution:

**PL2022-133**

Moved By Councillor Leduc

Seconded By Councillor Landry-Altmann

THAT City of Greater Sudbury Staff return in Q2 with suggestions to modernize the public notifications.

Rules of Procedure

A Recorded Vote was held:

YEAS: (4): Councillor Lapierre, Councillor Leduc, Councillor Landry-Altmann, and Councillor Kirwan

NAYS: (1): Councillor McCausland

**CARRIED (4 to 1)**

Councillor Leduc presented a petition at this time as it pertained to item 4.1 95 Estelle Street, Sudbury.

#### **4.2 5310 Deschene Road, Hanmer**

The Planning Committee was adjourned and the Public Hearing was opened to deal with the application:

Morris Fournier, representative for the applicants; Luc and Chantelle Fournier, was present.

Mauro Manzon, Senior Planner, outlined the report.

The Planning Department responded to questions from the Committee members.

The Chair asked whether there was anyone else who wished to speak in favour or against this application and hearing none:

The Public Hearing was closed and the Planning Committee resumed in order to discuss and vote on the application.

#### Rules of Procedure

With the concurrence of the Committee, the reading of the resolution was waived.

The following resolution was presented:

#### **PL2022-134**

Moved By Councillor Lapierre

Seconded By Councillor Leduc

THAT the City of Greater Sudbury approves the application by Luc & Chantal Fournier to amend Zoning By-law 2010-100Z with respect to lands described as PIN 73506-0008, Parcel 53605 S.E.S., Part 1, Plan 53R-16536 in Lot 4, Concession 4, Township of Hanmer in order to extend the use of a garden suite in accordance with Section 39.1(4) of the Planning Act for a temporary period of three (3) years, as outlined in the report entitled "5310 Deschene Road, Hanmer" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 26, 2022.

#### Rules of Procedure

A Roll Call Vote was held:

YEAS: (5): Councillor McCausland, Councillor Lapierre, Councillor Leduc, Councillor Landry-Altmann, and Councillor Kirwan

#### **CARRIED (5 to 0)**

As no public comment, written or oral, has been received, there was no effect on the Planning Committee's decision.

### **4.3 389 Cote Boulevard, Hanmer**

The Planning Committee was adjourned and the Public Hearing was opened to deal with the application:

Kevin Jarus, Tulloch Engineering, agent for the applicant was present.



Glen Ferguson, Senior Planner, outlined the report.

The agent for the applicant provided comments to the Committee Members.

The Chair asked whether there was anyone else who wished to speak in favour or against the application and hearing none:

The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.

#### Rules of Procedure

With the concurrence of the Committee, the reading of the resolution was waived.

#### Rules of Procedure:

With the consent of the Mover, the following friendly amendment was made: to add "a maximum of" after "THAT" and to add " up to" before "a total of 30 residential units" in section 1(a).

The following resolution was presented:

#### **PL2022-135**

Moved By Councillor Lapierre

Seconded By Councillor McCausland

THAT the City of Greater Sudbury approves the application by Paul Charbonneau to amend Bylaw 2010100Z being the Zoning By-law for the City of Greater Sudbury by changing the zoning classification on the subject lands from "RU", Rural to "R3(S)", Medium Density Residential Special on those lands described as PIN 73508-0257, Parcel 45987, Part 1, Plan 53R-8820, Part of Lot 11, Concession 2, Township of Capreol, as outlined in the report entitled "389 Cote Boulevard, Hanmer" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting of September 26, 2022, subject to the following condition:

1. That the amending zoning by-law include the following site-specific provisions:
  - a. That a maximum of three multiple dwellings having a maximum building height of two-storeys each and up to a total of 30 residential dwelling units along with private home daycares be the only permitted uses on the lands;
  - b. That a front yard setback of 9 metres be required;
  - c. That a rear yard setback of 6.5 metres be required; and,
  - d. That a minimum court of 8.7 metres between two multiple dwellings located in the rear of the lands be required

Rules of Procedure

A Roll Call Vote was held:

YEAS: (5): Councillor McCausland, Councillor Lapierre, Councillor Leduc, Councillor Landry-Altmann, and Councillor Kirwan

**CARRIED (5 to 0)**

Public comment has been received and considered and had no effect on the Planning Committee's decision as the application represents good planning.

**4.4 2726 Whippoorwill Avenue, Sudbury**

The Planning Committee was adjourned and the Public Hearing was opened to deal with the application.

Dave Dorland, agent for the application, and owner Armand Charbonneau were present.

Glen Ferguson, Senior Planner, outlined the report.

The Planning Department responded to questions from the Committee members.

The Chair asked whether there was anyone else who wished to speak in favour or against this application and hearing none:

The Public Hearing concerning this matter was closed and the Planning Committee resumed in order to discuss and vote on the application.

*At 2:38 p.m. the Committee recessed.*

*At 2:45 p.m. the Committee reconvened.*

Rules of Procedure

With concurrence of the Committee, the reading of the resolution was waived.

The following resolution was presented:

**PL2022-136**

Moved By Councillor McCausland

Seconded By Councillor Kirwan

THAT the City of Greater Sudbury approves the application by Armand Charbonneau & Stephanie Malik to amend Bylaw 2010-100Z being the Zoning By-law for the City of Greater Sudbury by changing the zoning classification on the subject lands from "H46C7(8)", Holding – Resort Commercial Special and "RU(19)", Rural Special to an amended "H46C7(8)", Holding – Resort Commercial Special on those lands described as PINs 73479-0540 & 73479-0550, Part 1, Plan 53R-20262,

Parts 1 & 2, Plan 53R-10088, Lot 10, Concession 5, Township of Dill, as outlined in the report entitled "2726 Whippoorwill Avenue, Sudbury" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting of September 26, 2022, subject to the following condition:

1. That prior to the enactment of an amending zoning by-law the owner shall apply for a revision to their active building permit application to the satisfaction of the Chief Building Official;
2. That the amending zoning by-law contain the following site-specific provisions:
  - a. That a multiple dwelling containing a maximum of four residential dwelling units be added as a permitted land use within the existing building situated on the lands;
  - b. That a refuse storage area be permitted in the westerly corner side yard abutting Whippoorwill Avenue; and,
  - c. That the existing "H46" holding provision be amended to permit a multiple dwelling containing four residential dwelling units on the lands prior to the removal of the holding provision.
3. That conditional approval shall lapse on October 4, 2024 unless Condition #1 above has been met or an extension has been granted by Council.

Rules of Procedure

A Roll Call Vote was held:

YEAS: (5): Councillor McCausland, Councillor Lapierre, Councillor Leduc, Councillor Landry-Altmann, and Councillor Kirwan

**CARRIED (5 to 0)**

Public comment has been received and considered and had no effect on Planning Committee's decision as the application represents good planning.

## **5. Consent Agenda**

The following resolution was presented:

**PL2022-137**

Moved By Councillor Leduc

Seconded By Councillor Lapierre

THAT the City of Greater Sudbury approves Consent Agenda items 8.1.1 to 8.1.4.

**CARRIED**

The following are the Consent Agenda items:

## **5.1 Routine Management Reports**

### **5.1.1 5000 Desmarais Road, Hanmer**

#### **PL2022-138**

Moved By Councillor Leduc

Seconded By Councillor Lapierre

THAT the City of Greater Sudbury approves the request by Boisvert Property Management Inc. to allow Consent Applications B0059/2022, B0060/2022 and B0061/2022 on those lands described as PIN 73504-3028, Parcel 18511, Part of Lot 6, Concession 3, Township of Hanmer, to proceed by way of the consent process, as outlined in the report entitled "5000 Desmarais Road, Hanmer" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting of September 26, 2022.

**CARRIED**

### **5.1.2 3160 Highway 144, Chelmsford**

#### **PL2022-139**

Moved By Councillor Leduc

Seconded By Councillor Lapierre

THAT the City of Greater Sudbury approves the extension of rezoning application File # 751-5/17-003 by Denis Gratton Construction Limited on lands described as Part of PIN 73350-0625, Part of Parcel 7583 S.W.S., Part 1, Plan 53R-20596 in Lot 4, Concession 3, Township of Balfour, as outlined in the report entitled "3160 Highway 144, Chelmsford", from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 26, 2022, for a period of two (2) years to August 14, 2024.

**CARRIED**

### **5.1.3 234 and 240 Fielding Road, Lively**

#### **PL2022-140**

Moved By Councillor Leduc

Seconded By Councillor Lapierre

THAT the City of Greater Sudbury approves the extension of rezoning application File # 751-8/20-002 by Rintala Construction Company Limited & Industrial Holdings (Sudbury) Inc. on lands described as Part of PINs 73372-0231 & 73372-0232, Part of Parts

1 & 2, Plan 53R-19603 in Lot 3, Concession 5, Township of Waters, as outlined in the report entitled “234 & 240 Fielding Road, Lively”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 26, 2022, for a period of one (1) year to July 6, 2023.

**CARRIED**

**5.1.4 120 Radisson Avenue, Chelmsford**

**PL2022-141**

Moved By Councillor Leduc

Seconded By Councillor Lapierre

THAT the City of Greater Sudbury approves the application by Ronald Belanger to extend the conditional approval of rezoning application File # 751-5/16-1 on lands described as PINs 73347-0509, 73347-0774, 73347-0776, 73347-0911, 73347-1631, Lots 6 to 9, Plan M-956, Parts 1, 2, 5, & 6, Plan 53R-19705, Lot 11, Concession 3, Township of Rayside, for a period of two (2) years to June 14, 2024, as outlined in the report entitled “120 Radisson Avenue, Chelmsford”, from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 26, 2022, and be amended as follows:

- a. Deleting Condition a) and replacing it with the following:
  - a. That the amending by-law for the M2(S), Light Industrial Special zoning include the following site-specific provisions:
    - To permit a corner side yard setback of 3.75 metres where 9.0 metres is required for the existing storage building having a maximum gross floor area of 468 square metres;
    - To permit a building separation of 2.25 metres where 3.0 metres is required;
    - Notwithstanding Section 4.28(b) of the By-law respecting the screening of outdoor storage, opaque fencing with a minimum height of 2.2 m shall be required within 3.0 to 9.0 m of the entire easterly lot line, within 3.0 to 9.0 m of the southerly lot line from the westerly lot line extending to the east to the

southeast corner of Part 1, Plan 53R-19705, within 3.0 to 9.0 m of the westerly lot line from a point 45 metres south of the northerly lot line extending to the south to the southerly lot line, and excepting the sight triangle at the intersection of Municipal Road 15 and Radisson Avenue, where an opaque fence surrounding all outdoor storage is required; and

**CARRIED**

## **6. Managers' Reports**

### **6.1 Downtown Master Plan Update**

The following resolution was presented:

#### **PL2022-142**

Moved By Councillor Lapierre

Seconded By Councillor McCausland

THAT The City of Greater Sudbury directs staff to submit a business case to update the Downtown Master Plan for consideration as part of the 2023 Budget Process, as outlined in the report entitled "Downtown Master Plan Update" by the General Manager of Growth and Infrastructure, presented at the Planning Committee Meeting on September 26, 2022.

**CARRIED**

### **6.2 Development Charge Transfer of Credits**

The following resolution was presented:

#### **PL2022-143**

Moved By Councillor Leduc

Seconded By Councillor McCausland

THAT the City of Greater Sudbury authorizes the General Manager of Growth and Infrastructure to amend the Front Ending /Development Charge Credit Agreement with 1721169 Ontario Inc. as outlined in the report entitled, "Development Charge Transfer of Credits" from the General Manager of Growth and Infrastructure, presented at the Planning Committee meeting on September 26, 2022.

**CARRIED**

## **7. Members' Motions**

No Motions were presented.

## **8. Correspondence for Information Only**

**8.1 Affordable Housing Update**

For Information Only.

**9. Addendum**

No Addendum was presented.

**10. Civic Petitions**

Councillor Leduc submitted a petition to the Clerk relating to 95 Estelle Street, Sudbury, during Public Hearing 4.1

**11. Question Period**

No Questions were asked.

**12. Adjournment**

Councillor Kirwan moved to adjourn the meeting. Time 3:35 p.m.

**CARRIED**

# **Minutes**

## **For the Special City Council Meeting**

November 17, 2022  
Tom Davies Square

Present (Mayor and Councillors)	Councillor Signoretti, Councillor Montpellier, Councillor Fortin, Councillor Parent, Councillor Lapierre, Councillor Labbee, Councillor Sizer, Councillor Cormier, Councillor Leduc, Councillor Landry-Altmann, Mayor Lefebvre
Absent	Councillor Vagnini, Councillor McIntosh
City Officials	Ed Archer, Chief Administrative Officer, Kevin Fowke, General Manager of Corporate Services, Tony Cecutti, General Manager of Growth and Infrastructure, Steve Jacques, General Manager of Community Development, Joseph Nicholls, General Manager of Community Safety, Marie Litalien, Director of Communications & Community Engagements, Ian Wood, Executive Director of Strategic Initiatives and Citizen Services, Meredith Armstrong, Director of Economic Development, Eric Labelle, City Solicitor and Clerk, Danielle Derochie, Legislative Compliance Coordinator, Christine Hodgins, Legislative Compliance Coordinator

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### **1. INAUGURAL CEREMONY**

#### **Procession**

Preceded by the Greater Sudbury Police Band Pipe Major, the Members of Council entered the Council Chamber.

#### **Opening and Introduction**

The Master of Ceremonies, Eric Labelle, opened the meeting at 6:14 p.m.

The National Anthem was sung by Tessa Balaz.

Elder Arthur Petahtegoose, Atikameksheng Anishnawbek offered opening remarks and an opening song was performed by the group Shadaki Drum, Atikameksheng Anishnawbek.

#### **Declaration of Office and Oaths of of Allegiance**



The Mayor and Members of Council were introduced, by Ward, to the Honourable Justice Karen Lische who administered the Declaration of Office and Oaths of Allegiance to the Council Members.

**His Worship Mayor Paul Lefebvre, In the Chair**

**Inaugural Address**

The Master of Ceremonies called upon Mayor Paul Lefebvre to deliver his Inaugural Address.

**Closing of Ceremony**

A closing song was performed by the group Shidaki Drum, Atikameksheng Anishnawbek and the Master of Ceremonies closed the ceremony at 6:57 p.m.

## Appointment - Board of Management, Downtown Sudbury BIA

Presented To:	City Council
Meeting Date:	January 24, 2023
Type:	Routine Management Reports
Prepared by:	Brigitte Sobush Clerk's Services
Recommended by:	General Manager of Corporate Services

## Report Summary

This report provides a recommendation to appoint the membership of the Board of Management for the Downtown Sudbury BIA.

## Resolution

THAT Council for the City of Greater Sudbury directs staff to prepare a by-law to temporarily amend the membership of the Board of Management from nine (9) non-direct Council appointees to ten (10) non-direct Council appointees for the term of Council ending on November 14, 2026;

AND THAT the City of Greater Sudbury appoints the following ten non-direct Council appointees to the Board of Management of the Downtown Sudbury Business Improvement Area for the term ending November 14, 2026 or until their successors are appointed, as outlined in the report entitled "Appointment - Board of Management, Downtown Sudbury BIA", from the General Manager of Corporate Services, presented at the City Council meeting on January 24, 2023: 1. Tessa Balaz 2. Erin Danyliw 3. Bobbi Deisinger 4. Dan Guillemette 5. Jeff MacIntyre 6. Kendra MacIsaac 7. Geoff McCausland 8. Chris Tammi 9. Wendy Watson 10. Dario Zulich

## Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to operational matters and has no direct connection to the Community Energy & Emissions Plan.

## Financial Implications

There are no financial implications associated with this report.

## **Background**

Chapter 32 of the Municipal Code of the former City of Greater Sudbury established a Central Business District Improvement Area for the downtown of the former City of Sudbury, known as Downtown Sudbury (formerly known as the Sudbury Metro Centre).

Downtown Sudbury is governed by a Board of Management that is entrusted with the improvement, beautification and maintenance of municipally-owned lands, buildings and structures for the promotion of the area as a business or shopping area.

### **Composition of the Board**

The Downtown Sudbury Board of Management consists of:

1. A maximum of two and no less than one direct Council appointee(s).
2. Nine non-direct Council appointees. These persons are appointed by Council after a vote of the Membership of the Downtown Business Improvement Area. Non-direct Council appointees must be an area member or owner, operator, partner, officer, director or employee of an area member.

### **Notification and Election Procedures**

The notification procedures for the selection of non-direct Council appointees of the Board of Management were circulated to area members in accordance with the applicable by-law. A total of ten nominations were received to fill the nine positions available, all of which were verified to ensure that they met the requirements to let their name stand. Under the bylaw for the BIA, process would dictate that an election be conducted to select nine persons from the ten persons nominated.

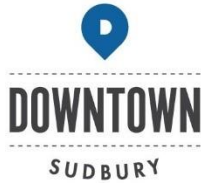
The Board has requested that the number of non-direct Council appointees in the by-law be temporarily amended from nine to ten for the current term of Council and that all ten persons nominated be appointed to the Board of Management.

Attached is a letter from Downtown Sudbury recommending that Council appoint the following ten persons:

1. Tessa Balaz
2. Erin Danyliw
3. Bobbi Deisinger
4. Dan Guillemette
5. Jeff MacIntyre
6. Kendra MacIsaac
7. Geoff McCausland
8. Chris Tammi

9. Wendy Watson

10. Dario Zulich



**DOWNTOWN SUDBURY**  
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January 5, 2023

City of Greater Sudbury  
Via email

**ATTENTION: E. LABELLE**

Dear Eric:

**RE: DOWNTOWN SUDBURY BIA – BOARD OF DIRECTORS ELECTION**

Good afternoon Eric:

As previously discussed, the Board met this morning and passed the following resolution specific to the recent election for the Board of Directors for Downtown Sudbury BIA for the 2023-2026 term:

**22-224**

**WHEREAS** the election for the Board of Directors for the 4 year term 2023-2026 was recently held as per BIA By-Law;

**BE IT RESOLVED THAT** the Board recommends to City Council the appointment of the following Directors:

1. Erin Danyliw - Copy Copy, Durham St.
2. Bobbi Deisinger - All About Massage, Durham St.
3. Dan Guillemette - Centreline Architecture, Elgin St.
4. Jeff MacIntyre - Marketing Hounds, Larch St.
5. Kendra MacIsaac - YMCA Durham, Elm St.
6. Geoff McCausland - Sudbury Symphony Orchestra, Larch St.
7. Chris Tammi - 1000057157 Ontario Ltd., Larch St.
8. Wendy Watson - GSU, Shaughnessy St.
9. Dario Zulich - Sudbury Wolves Sports & Entertainment, Elgin St.
10. Tessa Balaz - YES Theater/STC

**AND FURTHER THAT**, to accommodate the interest that has resulted from the election, City Council be requested to approve a By-Law amendment to temporarily change the number of Non-Direct Council Appointees from nine (9) to ten (10) for this term.

**CARRIED**

The above, together with Council Appointees Cormier and Labbee would constitute the 12 person Board of Directors for the four year term 2023-2026.

Please confirm when this will go before Council for formal appointment.

Thank you for your help with this.

Maureen Luoma  
Downtown Sudbury

## More Homes Built Faster Act, 2022 (Bill 23)

Presented To:	City Council
Meeting Date:	January 24, 2023
Type:	Managers' Reports
Prepared by:	Ed Landry Planning Services
Recommended by:	General Manager of Growth and Infrastructure

## Report Summary

This report provides a summary of the More Homes Built Faster Act, 2022 (formerly – ‘Bill 23’), the implications of the legislation on the City’s current by-laws and processes and seeks direction on next steps for implementation, including proposed amendments to the City’s Official Plan, Zoning By-law and Site Plan Control By-laws.

## Resolutions

### Resolution 1:

THAT The City of Greater Sudbury directs staff to commence public consultation on draft Official Plan and Zoning By-law amendments to implement *the More Homes Built Faster Act, 2022* and return at a Public Hearing under the Planning Act, as described in the report entitled “More Homes Built Faster Act, 2022 (Bill 23)” from the General Manager, Growth and Infrastructure, presented at the January 24, 2023, Council Meeting.

### Resolution 2:

THAT The City of Greater Sudbury directs staff to return to Planning Committee with proposed amendments to the City’s Site Plan Control By-law to implement the *More Homes Built Faster Act, 2022* by the end of Q2, 2023, as described in the report entitled “More Homes Built Faster Act, 2022 (Bill 23)” from the General Manager, Growth and Infrastructure, presented at the January 24, 2023, Council Meeting.

### Resolution 3:

THAT The City of Greater Sudbury directs staff to return to Planning Committee no later than Q3, 2023, with recommendations regarding implications of the *More Homes Built Faster Act* on the properties listed on the City’s Heritage Register, as described in the report entitled “More Homes Built Faster Act, 2022 (Bill 23)” from the General Manager, Growth and Infrastructure, presented at the January 24, 2023, Council Meeting.

### Resolution 4:

THAT The City of Greater Sudbury directs staff to return no later than Q3, 2023 with recommendations regarding a parkland dedication by-law, as described in the report entitled “More Homes Built Faster Act, 2022 (Bill 23)” from the General Manager, Growth and Infrastructure, presented at the January 24, 2023, Council Meeting.

## Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

The changes brought in by the More Homes Built Faster Act are consistent with Council's goal of improving access to for all citizens, to safe, affordable, attainable and suitable housing options.

The changes most align with the compact, complete communities goal of the CEEP. Specifically, the Act will have the effect of promoting infill developments and facilitating the creation of a range of dwelling types across the housing continuum.

## Financial Implications

The More Homes Built Faster Act calls for several changes to planning policies, development financing and the Conservation Authorities Act with the goal of building 1.5M new homes in the Province in the next 10 years. While the full effects of the legislation are still unknown, there will be financial implications which shift the growth-related costs associated with new housing developments from the developer to existing taxpayers. This impact is estimated to be approximately \$7.5M over the next several years, depending on regulations still to be released.

Greater Sudbury had already made some of the changes the Act contemplates, and our current planning policies have taken some of the directions anticipated by the new legislation, so the impact on our municipality is less than some others but still carries the cost in terms of lost fees from developers for the growth-related capital costs of development; things like traffic signalization, additional roadway lanes, studies and plan development costs.

## Background

### Housing Supply, Demand and Current Policy Framework in Greater Sudbury

One of the goals of the *More Homes Built Faster Act* is the facilitation of housing creation to meet the Province's target of creating 1.5 million homes in Ontario over the next 10 years as part of the Provincial [Housing Supply Action Plan](#). Therefore, it is important to understand Greater Sudbury's role in achieving the Province's target, the current supply of land in the City approved for residential development and the steps that the City has already taken to address housing creation in Greater Sudbury.

### *Housing Supply and Demand*

The City maintains Population, Household and Employment Projections and updates them every five years following the release of new Census information. Work is currently underway to update these projections with 2021 Census information, however, preliminary estimates indicate that the City will require approximately 3,800 new residential units of various types (single detached, townhouse, apartments, etc.) and levels of affordability over the next 10 years.

From a housing supply side, the City regularly approves new housing development in the form of draft approved subdivisions, site plans and building permits. It is estimated that there are approximately 6,300 residential units that have been approved by the City through draft approved subdivisions and site plans that have yet to be constructed. This number is conservative as it does not include residential "as of right" permissions that have recently been increased through the City's policy work.

From a housing creation perspective, the City has issued, on average, building permits for 380 new [residential units annually](#) over the last five years, with 2020 to 2022 seeing well over 400 units created per year.

Based on the above, there is a sufficient supply of existing residential development approvals to meet the projected demand over the next ten years. Additionally, new housing creation over the past number of years has been strong and should this trend continue, the City should have no issues meeting the anticipated need of 3,800 new residential units over the next 10 years.

### ***Housing Policy Framework***

The City of Greater Sudbury is committed to promoting an appropriate range of housing types and densities, including affordable housing, to maintain and enhance a healthy and complete community. In addition to approving new housing developments, the City also actively engages in the facilitation of housing creation through its land use planning policy work and has developed an [Affordable Housing Strategy](#) that includes a number of initiatives to achieve this goal.

Financial incentives for housing creation are available through Community Improvement Plans (CIP), primarily the [Strategic Core Areas CIP](#) and the [Affordable Housing CIP](#). The City recently increased the incentives for housing creation in the Strategic Core Areas CIP and a review of the Affordable housing CIP is scheduled for 2023.

The City is also actively increasing the potential supply of housing through Official Plan and Zoning policy changes intended to create more housing permissions or “as of right zoning” in strategic locations or of a certain built form (secondary units). Examples of this include the City’s Nodes and Corridors strategy and recent policy changes along [Lasalle Boulevard](#) in addition to the City facilitating the creation of second units through policy over the last several years.

In 2019, the City adopted a new [Development Charges By-law](#) that provides for development charge (DC) reductions and exemptions on secondary units, affordable housing units, units within the strategic core areas and multi-residential units in the City’s Nodes and Corridors areas. The by-law also includes a development charge deferral program.

In 2022, the City successfully applied to the [Province’s Streamline Development Approvals Fund](#) (SDAF) and received \$1,750,000 to complete a [number of projects](#) that streamline housing development including the development and implementation of an electronic permitting system (LMIS). Further, staff undertake regular outreach meetings with development stakeholders and through the Development Liaison Advisory Committee (DLAC) to promote policy changes and receive feedback on City processes.

In summary, the City has taken many steps over the past few years to facilitate the creation of new housing in general and affordable housing in particular. Many of these previous steps align with the new regulations in the *More Homes Built Faster Act*. Additionally, the City’s current supply of approved housing developments and properties with “as of right” zoning, along with housing creation trends over the last five years, demonstrate that Greater Sudbury is well positioned to meet its projected needs and share of the Province’s housing target over the next 10 years.

### **More Homes Built Faster Act, 2022 (Bill 23)**

Introduced for first reading on October 25, 2022, the [More Homes Built Faster Act, 2022](#) (the “Act”) received Royal Assent on November 28, 2022. The Act is seen as the second step toward implementing the findings of the Province’s [Housing Affordability Task Force](#). The government had indicated that it would use the balance of the task force report as a long-term road map for upcoming statutory, policy and regulatory changes. The Act introduces various amendments to multiple statutes including: City of Toronto Act, 2006; Municipal Act, 2001; Planning Act; Development Charges Act, 1997; Conservation Authorities Act; Ontario Heritage Act.

Bill 23 is a continuation of housing related legislation that the Province has introduced over the past couple of years. The City had previously amended its land use planning documents related to Bill 108, Bill 109 and Bill 13. Specifically, pursuant to Bill 108, the [City amended](#) its official plan and zoning by-law to allow for tertiary



residential units, and to conform with new provincial requirements and restrictions around parking for such units. Regarding Bill 109, amendments were made to introduce complete application requirements for site plan control applications. Regarding Bill 13, the [City introduced policy](#) which would enable the delegation of power to pass by-laws to staff to remove holding “H” symbols (holding by-laws); authorize the temporary use of land, buildings or structures (temporary use by-laws); and to pass housekeeping by-laws for the purpose of making clerical or other changes to assist in the interpretation of the zoning by-law.

Most of the changes brought in with the *More Homes Built Faster Act, 2022* came into effect on November 28, 2022. These changes include: new thresholds around designating and including properties on the City’s heritage register; limiting third-party appeals on Planning Act applications; exempting residential development of 10 residential units or less from site plan control; reducing the parkland dedication requirements and rates related to residential development; removing public meeting requirements for draft plans of subdivision; requiring that no official plan have policies that prohibit secondary and tertiary units on “parcels of urban residential land” (i.e. fully-serviced lands); and more.

Changes to come into effect on January 1, 2023, include: restricting the Conservation Authority from appealing Planning Act decisions, refocusing the mandate of the Conservation Authority as a commenting agency regarding natural hazards.

Changes to come into effect at a date to be proclaimed by the Lieutenant Governor include: new development-charge and parkland dedication exemptions related to affordable and attainable housing.

The City of Greater Sudbury is not affected by some changes to the legislation, including removing certain planning approvals from upper-tier municipalities, and changes affecting Protected Major Transit Station Areas. It is anticipated that the City’s relationship with the Conservation Authority will remain largely unchanged from a development approval standpoint. In a number of cases, the City has already made changes that align with the new legislation, including allowing tertiary units and exempting secondary tertiary units and exempting secondary units and affordable housing projects from development charges.

Estimated development charges revenue loss due to new exemptions, discounts and ineligible costs total approximately \$7.5 million over the next several years. The main drivers of the estimated revenue loss are:

1. Approved DC rates phase-in for first 4 years (20% to 5% reduction) on next DC by-law in 2024. This phase-in applies to all DC rates (residential, industrial, and non-industrial).
2. Studies are ineligible capital costs on next DC background study & by-law.
3. Potential for land purchases to be ineligible capital costs on next DC background study & by-law.

These are the main drivers understood at this point in the evolution of this new legislation and does not include impact from changes that cannot currently be estimated, for example rental unit development discounts and non-profit housing exemptions. These estimates will be subject to any further changes described in subsequent regulations, as well as the new DC background study and by-law to be passed in 2024. The decrease in development charges revenue will need to be offset by increased funding by existing taxpayers and ratepayers.

While the City is well positioned to respond to much of the new legislation, amendments to the Official Plan, zoning by-law, site plan control by-law and development charges by-law will be required. Process changes will also be required along with updates to the City’s Heritage Register. The following tables outline the changes required by the *More Homes Built Faster Act, 2022*, and their level of impact on the City of Greater Sudbury policies and procedures, along with recommendations on next steps for the City to take to bring documents and processes into conformity with the Act.

## Summary and Next Steps

The *More Homes Built Faster Act* received Royal Assent on November 28, 2022. Many of the changes brought in by the Act came into effect upon passage with further details to be outlined in upcoming regulations, which have yet to be published as of the preparation of this report. The legislation will require the City to amend several by-laws and processes, which are outlined in this report. In the interim, where there is conflict between the City's by-laws and the new legislation, the Act will prevail.

PLANNING ACT			
Issue	Proposed changes	In effect date	Staff Analysis and Comment
<b>Inclusionary Zoning/Affordable and Attainable Housing</b>	Exempt affordable housing (generally defined as being priced at no greater than 80% of the average price/rent in the year a unit is rented or sold) and inclusionary zoning units from DC, CBCs and parkland dedication	Nov. 28, 2022	<p>Minor Impact.</p> <p>The City has already taken the step of exempting secondary and tertiary units from development charges.</p> <p>The City does not have Protected Major Transit Station Areas and therefore inclusionary zoning requirements of the Planning Act do not apply.</p> <p>The City does not have community benefit charge policy in place.</p> <p>See further below for more information on Development Charges Act changes.</p>
<b>Subdivision approvals</b>	Public meetings no longer will be required for applications for approval of a draft plan of subdivision	Nov. 28, 2022	<p>Moderate Impact.</p> <p>The Planning Act contains provisions that allow municipalities to provide notice of the required public meetings for Official Plan and Zoning By-law amendments in a different manner than those prescribed in the Act and its regulations, provided that an alternative method is contained in the municipality's Official Plan. These provisions are found in Section 19.11 of the City's Official Plan.</p> <p>Bill 108, the More Homes, More Choices Act, passed in 2019, amended the Planning Act to limit the right of appeal of a plan of subdivision to the Province, the municipality, the applicant and utility companies.</p> <p>The More Homes Built Faster Act deleted ss51(20) of the Planning Act which required municipalities to hold at least one public meeting. The City's Official Plan currently requires a Public Meeting prior to the approval of a draft plan of subdivision.</p>

			<p>Recommendation:</p> <p>Staff recommend that the Official Plan be amended to remove the requirement for a public hearing on plan of subdivision applications pursuant to the changes to the Planning Act.</p> <p>Rationale:</p> <p>The policy framework for future subdivisions is found in the City's Official Plan, and the specific permissions are outlined in the City's Zoning By-law. Both frameworks followed a robust public engagement process. Furthermore, lands currently zoned Future Development would have to be rezoned prior to the subdivision process. A subsequent public meeting for a draft subdivision approval may be seen as a duplication in process.</p> <p>Under the above process, draft plans of subdivision would proceed to Planning Committee for a decision by way of a managers report instead of a public hearing. All other facets of the approval process would remain the same.</p>
<b>Third-party appeals eliminated – minor variances and consents</b>	No one other than the applicant, the municipality, certain public bodies, and the Minister will be allowed to appeal minor variance or consent decisions.	Nov. 28, 2022	<p>Minor Impact.</p> <p>Notices of decision related to Minor Variances and Consent Applications have been amended accordingly as of November 28, 2022.</p> <p>No further changes required at this time.</p>
	Existing third-party appeals where no hearing date has been set. as of October 25, will be dismissed. The scheduling of a case management conference or mediation will not be sufficient to prevent an appeal from being dismissed		<p>There are currently no appeals affected by this change.</p>

<b>Gentle Density/Intensification</b>	As of right zoning to permit up to three residential units per lot (two in the main building and one in an accessory building), with no minimum unit sizes	Nov. 28, 2022	<p>Minor Impact.</p> <p>The City amended its official plan and zoning by-law to allow second units as of right in most areas of the community in 2016. The City introduced tertiary unit policies in 2020, following new provincial requirements under Bill 108. The City therefore already goes beyond the new changes brought in by the More Homes Built Faster Act, which restricts municipalities from prohibiting such uses in fully-serviced areas of municipalities. The major change between the Act and what is currently permitted under the City's current policies is the ability to have 3 units in a building and none in accessory units, where as the City currently permits one additional unit in the primary dwelling and an additional (or third) unit in an accessory building.</p> <p>Next step:</p> <p>Official Plan and Zoning By-law will need to be amended to be in compliance with the Act. The policy question to be researched is whether secondary and tertiary units should be permitted as of right in partially serviced and/or privately serviced areas.</p>
	New units built under this permission would be exempt from DC/CBC and parkland requirements, and no more than one additional parking space can be required		<p>No Impact.</p> <p>The City currently exempts secondary and tertiary units from development charges. No changes required.</p> <p>An additional change requires that no one than more parking spot may be required for secondary or tertiary units. This is consistent with existing zoning by-law provisions.</p>
<b>Site plan control</b>	Developments of up to 10 residential units will be exempted from site plan control	Nov. 28, 2022	<p>Moderate Impact.</p> <p>Recommendation:</p>

			<p>That staff return no later than the end of Q2, 2023 with proposed amendments to the Site Plan Control By-law and associated guides to bring them into compliance with the Act.</p> <p>The City will also need to amend the Official Plan to remove the reference to site plan control provisions for waterfront development as the new legislation will no longer allow municipalities to use this tool in residential applications of less than 10 units.</p>
	Architectural details and landscape design aesthetics will be removed from the scope of site plan control	Nov 28 2022	<p>Moderate Impact.</p> <p>Prior to the passing of the Act, the City had the ability to require landscape design as part of site plan approval. This ability has now been removed.</p> <p>Recommendation:</p> <p>That the City strengthen the existing landscaping provisions in the Zoning By-law so that they can be enforced through the building permit process, including:</p> <p>Amend the zoning bylaw to add the following:</p> <ol style="list-style-type: none"> <li>1. Add a definition for Opaque Fence. Opaque Fence – a fence constructed of a durable solid material, and does not include fabric attached to or slats woven through chain-link fencing</li> <li>2. Add to section 4.15.1 General Landscaped Open Space Requirements - Where landscaped open space is required along a public road it shall include, at minimum, a continuous row of trees planted 6 m apart on centre and/or groupings of an equivalent number of trees. Deciduous trees shall have a minimum planted caliper of 70 mm measured at 150 mm above the ground and coniferous trees shall have a minimum planted height of 1.6 m.</li> </ol>

			<p>3. Revise section 4.15.5 b) to read “A continuous hedgerow or evergreens, bushes or shrubs. Hedgerow species must be planted with a minimum of 1.0 m in height and spaced apart at a maximum of 600 mm on centre.</p>
<b>Attainable and Affordable Housing</b>	Introduce a category of “attainable housing” which will be defined in future regulations	TBD	<p>Uncertain Impact.</p> <p>The term “attainable” is to be defined and regularly set by the Province at a later date. Staff will continue to monitor as regulations are released.</p>
	An upper limit of 5% of the total number of units in a development that can be required to be affordable as part of inclusionary zoning, and a maximum period of 25 years over which the units would be required to remain affordable (this is a proposed regulation change, not in the legislation itself)	TBD (regulation not yet in force)	<p>No impact as the City does not have inclusionary zoning policies in place.</p> <p>Staff will continue to monitor</p>
<b>Parkland</b>	The maximum amount of land that can be conveyed or paid in lieu is capped at 10% of the land or its value for sites under 5 ha, and 15 % for sites greater than 5 ha	Nov. 28, 2022	<p>No Impact.</p> <p>For residential development, the City typically requests up to 5% of parkland or cash-in-lieu, pursuant to the Planning Act. Given the current supply of parks in the community, the City has mainly been requesting the cash-in-lieu of parkland.</p>
	Maximum alternative dedication rate reduced to 1 ha/600 units for land and 1 ha/1000 units for cash in lieu	Nov. 28, 2022	<p>Minor Impact.</p> <p>The City’s Official Plan establishes an alternative dedication rate, which is rarely used, for higher density development. For residential development greater than 36 units per hectare, the City calculates the rate at 1 hectare per 500 dwelling units.</p> <p>Recommendation:</p>

			Staff recommends removing the parkland conveyance policies from the Official Plan and placing them within a parkland dedication by-law. Any future changes to the Act can be more easily integrated by amending a by-law, compared to amending the Official Plan.
	Parkland rates frozen as of the date that a zoning by-law or site plan application is filed. Freeze remains in effect for two years following approval. If no building permits are pulled in that time, the rate in place at the time the building permit is pulled would apply	Nov. 28, 2022	<p>Minor Impact.</p> <p>The mechanics of calculating parkland rates would be within purview of new proposed parkland dedication by-law. Further changes may also include new complete application provisions in the City's Official Plan to determine parkland contributions at the time of application as well as changes to early consultation guides and application forms (SPART process).</p>
	Encumbered parkland/strata parks, as well as privately owned publicly accessible spaces (POPS) to be eligible for parkland credits	TBD	<p>Minor Impact.</p> <p>This occurs when a publicly accessible green space, for example, is included in a private development. The space provided would be credited towards parkland credits. This rarely happens in Greater Sudbury.</p>
	Landowners can identify land they intend to provide for parkland, with the municipality able to appeal to the Tribunal if there is a disagreement	TBD	<p>Minor Impact.</p> <p>Staff is currently working on Subdivision Parkland Guidelines which will help provide expectations and standards regarding parkland development in Greater Sudbury.</p> <p>Further to this, the Parks, Open Space and Leisure Master Plan also outlines what is acceptable and expected in terms of parkland (e.g., corner lots, unencumbered, CPTED, visibility, etc.)</p>
	Parks plans to be required prior to the passing of any future parkland dedication by-law (would not apply to by-laws already passed)	Nov. 28, 2022	<p>Minor Impact.</p> <p>As noted above, the Parks, Open Space and Leisure Master Plan established standards regarding the provision of parks in the community.</p>



			<p>Recommendation</p> <p>Staff will base a new Parkland Dedication by-law on the standards set out in Parks, Open Space and Leisure Master Plan.</p>
	Parkland dedication will apply to new units only (i.e., no dedication can be imposed for existing units)	Nov. 28, 2022	<p>Minor Impact.</p> <p>The potential scenarios contemplated by this change include situations where parkland dedication is requested when a provisional consent is granted to transfer properties that have merged on title, or when existing development is converted to a condominium.</p> <p>Staff will address these issues in the proposed parkland dedication by-law and clarified in guide and application forms where applicable.</p>
	Municipalities will be required to spend or allocate 60% of parkland reserve funds at the start of each year	Nov. 28, 2022	<p>Neutral Impact</p> <p>The parkland reserve fund is approximately \$900K. This figure is reported every year through the budget process.</p> <p>The budget process continues to provide Council with the opportunity to prioritize capital projects related to, for example, the playground revitalization strategy or parkland gaps.</p>
<b>Rental Replacement</b>	Minister to be given the authority to enact regulations related to the replacement of rental housing when it is proposed to be demolished or converted as part of a proposed development	Nov. 28, 2022	<p>Minor Impact.</p> <p>The Official Plan currently contains policies (Section 17.2.8) that regulate the conversion of rental units into condominium ownership. Staff will continue to monitor the development of any additional Provincial regulations.</p>

### DEVELOPMENT CHARGES ACT, 1997

Issue	Proposed changes	In force date	Staff Recommendation
	Five-year phase-in of DC rate increases, beginning with a 20% reduction in the first year, with the reduction decreasing by 5% each year until year five when the full new rate applies. Applies to DC by-laws passed after January 1, 2022	Nov. 28, 2022	<p>Future high impact.</p> <p>Does not apply to the current DC by-law since it was passed prior to January 1, 2022. Would apply to a new DC by-law that is scheduled to come into effect in 2024. This decrease in DC revenue will need to be offset by an increased funding by existing taxpayers and ratepayers for the growth portion of capital projects.</p>
	Historical service level for DC-eligible capital costs (except transit) extended from 10 to 15 years	Nov. 28, 2022	<p>Future Impact.</p> <p>Include in the next DC background study. Does not apply to the current DC by-law.</p> <p>Financial impact will be determined when completing next DC background study. It is anticipated it will reduce the DC calculated rates for these areas which will result in lower DC revenues that will need to be offset by increased funding from existing taxpayers and ratepayers.</p>
	DC by-laws will expire every 10 years, instead of every five years. By-laws can still be updated any time	Nov. 28, 2022	<p>Future Impact.</p> <p>Does not apply to the current by-law which expires June 30, 2024. A new DC background study and update to the DC by-law is scheduled to be completed in 2024.</p>
	Cap the interest paid on phased DCs for rental housing and institutional development to prime plus 1%	Nov. 28, 2022	<p>No impact.</p> <p>Based on Council direction, the City currently charges 0% interest on DC instalments.</p>
	Exemptions for existing rental residential buildings and a range of residential units in existing and new houses	Nov. 28, 2022	<p>Minor Impact.</p> <p>Staff now implementing the exemption as of effective date</p>
	Exemptions for non-profit housing	Nov. 28, 2022	<p>High Impact</p> <p>Staff now implementing the exemption as of effective date and total financial impact each year would depend on quantity of non-profit housing units that meet the definition in DC Act.</p>

			<p>This decrease in DC revenue will need to be offset by an increase in costs to be funded by existing taxpayers and ratepayers.</p>
	<p>Discounted DC rates for purpose built rental housing development (defined as 4 or more residential units) based on number of bedrooms proposed.</p> <p>The reductions are: 25% for 3 or more bedrooms; 20% reduction for 2 bedrooms; 15% reduction for all units below 2 bedrooms.</p>	Nov. 28, 2022	<p>High Impact.</p> <p>Total financial impact each year would depend on quantity of rental housing units along with proposed number of bedrooms.</p> <p>This decrease in DC revenue will need to be offset by an increase in costs to be funded by existing taxpayers and ratepayers.</p>
	<p>Exemptions for affordable and attainable housing</p> <p>Prescribes developments and criteria related to attainable residential units.</p>	TBD	<p>Future Impact.</p> <p>Staff to implement the exemption once in effect. Implementation depends on the Minister developing a definition of “attainable residential unit” as well as bulletins to establish eligibility (including market rents and purchase prices) and (possibly) standard forms of agreement to assist with administration. Until the definition of “attainable” is developed the financial implications are unknown.</p>
	<p>New regulation authority to set services for which land costs would not be an eligible capital cost recoverable through DCs</p>	TBD	<p>Future (potentially high) Impact.</p> <p>To be included in next DC background study should it be in effect. If land costs for growth related capital costs are determined to be ineligible capital costs – it will result in lower DC rates and lower DC revenue to be collected.</p> <p>This decrease in DC revenue will need to be offset by an increase in costs to be funded by existing taxpayers and ratepayers.</p>
	<p>Rules for front ending agreements as they relate to affordable and attainable residential units</p>	TBD	<p>Future Impact.</p> <p>Staff to implement rules once in effect.</p>
	<p>Exclude the cost of studies (including background studies) from recovery through DCs.</p>	Nov. 28, 2022	<p>Future High Impact.</p>

			<p>Include in the City's next DC background study. Does not apply retroactively, so the City can continue to collect DCs for studies under the current by-law.</p> <p>On the next DC by-law, this change will result in lower DC rates which means lower DC revenue.</p> <p>This decrease in DC revenue will need to be offset by an increase in costs to be funded by existing taxpayers and ratepayers.</p>
	Exclude the cost of housing services from recovery through DCs	Nov. 28, 2022	<p>No Impact.</p> <p>The City does not currently recover the costs of housing services through DCs.</p>
	Spend at least 60% of DC reserves for priority services (i.e., water, wastewater and roads)	2023	<p>No Impact.</p> <p>DC funds collected for water, wastewater and roads are spent every year.</p> <p>Additional services may be prescribed by regulation. Staff will continue to monitor.</p>

ONTARIO HERITAGE ACT			
Issue	Proposed changes	In force date	Staff Recommendation
	Municipalities will not be permitted to issue a notice of intention to designate a property under Part IV of the Ontario Heritage Act unless the property is already on the heritage register when the current 90-day requirement for Planning Act applications is triggered	TBD	<p>Minor Impact.</p> <p>Council has been diligent in identifying properties with cultural heritage value or interest and listing them on the heritage register or designating under Part IV of the Ontario Heritage Act. As long as this process is continued, no impact is anticipated.</p>
	Heritage registers to be reviewed and a decision made whether listed properties are to be designated, and if not, removed from the register. Listed properties can only remain on the heritage register for two years.	TBD	<p>Moderate Impact.</p> <p>There are only seven properties currently listed on the heritage register. Staff are reviewing properties listed on the municipal heritage register and preparing to consult</p>

			with the Museums and Heritage Advisory Panel before coming to Council with a recommendation for next steps. Additional rules will be included in the regulations, which have not been released yet.
	A process is proposed which will allow Heritage Conservation District Plans to be amended or repealed	TBD	No Impact.  The City currently does not have Heritage Conservation Districts.
	Criteria for Heritage Conservation District Plans can be established for regulation	TBD	No Impact.  See above.

#### ONTARIO LAND TRIBUNAL ACT, 2021

Issue	Proposed changes	In force date	Staff Recommendation
<b>Ontario Land Tribunal procedures</b>	The Tribunal will have increased powers to order costs against a party which loses a hearing at the Tribunal	All OLT Act changes not yet in force – date TBD	OLT matters are not within the City's purview and are provided for information only.
	The Tribunal is being given increased power to dismiss appeals for undue delay		
	The Attorney General will have the power to make regulations setting service standards with respect to timing of scheduling hearings and making decisions		
	Regulations can also be made to establish priorities for the scheduling of certain matters		

#### NEW HOMES CONSTRUCTION ACT, 2017

<b>Consumer protection</b>	Proposed increases to penalties under the New Homes Construction Licensing Act, 2017 of up to \$50,000	Nov 28	This matter is not within the City's purview and is provided for information only.

## CONSERVATION AUTHORITIES ACT

Issue	Proposed changes	In force date	Staff Recommendation
<b>Conservation Authorities</b>	Permits will not be required within regulated areas (including wetlands) for activity that is part of a development authorized under the Planning Act for prescribed municipalities, as determined in a future regulation	<b>TBD</b>	<p>Minor Impact.</p> <p>Conservation Authority comments will still be addressed through the development review process under the Planning Act.</p> <p>Financial impact may result from NDCA requesting additional funding from property tax levy to offset decrease in permit revenues.</p>
	A single regulation is proposed for all 36 Authorities in the province	<b>TBD</b>	This is an operational matter for the Conservation Authority
	Clear limits are proposed on what Authorities are permitted to comment on as part of the planning approvals process, which will keep their focus on natural hazards and flooding	<b>January 1, 2023</b>	<p>No Impact.</p> <p>Conservation Sudbury currently focuses solely on their core mandate which is natural hazards and flooding. No operational changes are anticipated with respect to Planning Act approvals.</p>



## **Terms of Reference – Museums and Municipal Heritage Advisory Panel**

Presented To:	City Council
Meeting Date:	January 24, 2023
Type:	Managers' Reports
Prepared by:	Ian Wood Strategic Initiatives, Communications and Citizen Services
Recommended by:	Chief Administrative Officer

## **Report Summary**

This report provides a recommendation regarding the Terms of Reference for the new Museums and Heritage Advisory Panel.

## **Resolution**

THAT the City of Greater Sudbury approves the Terms of Reference for the new Museums and Heritage Advisory Panel, as outlined in the report entitled “Terms of Reference – Museums and Municipal Heritage Advisory Panel” from the Chief Administrative Officer, presented at the City Council meeting on January 24, 2023;

AND THAT staff be directed to proceed with recruitment of potential members for review and appointment for the balance of the 2022-2026 Term.

## **Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)**

This report refers to the Goal 7 – Strengthen Community Vibrancy in CGS Strategic Plan 2019-2027. It is an operational matter and has no relationship to the Community Energy and Emissions Plan.

## **Financial Implications**

This report has no financial implications. Operating costs and resources for the proposed advisory panel will be covered within existing budgets.

## **Background**

One November 30, 2022, Council received a recommended terms of reference for a new advisory panel to work with staff to oversee operations and strategic planning for Greater Sudbury Museums. Council directed staff, through Resolution CC2022-291 to expand the mandate of the proposed advisory panel and return with a revised terms of reference in January 2023.



The text of Resolution CC 2022-291, reads as follows:

*That the City of Greater Sudbury approves the establishment of a combined Museums/Heritage Advisory Panel and directs staff to develop a draft Terms of Reference for this new advisory panel, including considerations for heritage designation, museums programming and cultural heritage representation, and heritage tourism opportunities, and*

*FURTHER, that the draft Terms of Reference be presented to Council for approval by the end of January 2023.*

At the same meeting, Council passed Resolution 2022-293, appointing Councillors Landry-Altmann, Vagnini, Labbée and Fortin to the Museums and Heritage Advisory Panel for the term ending November 14, 2026.

Museums and Planning Services staff reviewed the direction and discussed options with Clerks Services. Staff are recommending that Council approve a relatively simple Terms of Reference, similar to other advisory panels, and then work with the panel members to adapt processes and support to match member's expectations.

## **Conclusion**

The proposed draft terms of reference, as attached, are recommended to Council for approval.

## **Resources Cited**

Council Report on Museums Revitalization Plan, November 30, 2022 – <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=48026>

Draft Terms of Reference for Museums Only Advisory Panel, Presented to Council on November 30, 2022 – <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=48028>

## **Draft Terms of Reference**

### **Greater Sudbury Museums and Heritage Advisory Panel**

#### **Mandate:**

- Provide advice and assist with the creation of short and long-term plans with goals and objectives relevant to museums' programming and cultural heritage representation, heritage tourism opportunities and heritage designation.
- Provide advice on municipal, provincial and federal policies and procedures pertaining to the museums' operations and activities; and
- Advise and assist Council on matters related to Parts IV and V of the Ontario Heritage Act, R.S.O 1990 c.0.18

#### **Primary Objectives:**

The Greater Sudbury Museums Advisory and Heritage Panel will provide advice and assist on:

- formulating the museums' statement of purpose and strategic plan;
- creating written policy specific to museums operating standards and recommended programs;
- fulfilling the mission of the museums;
- ensuring proper care and maintenance of the collection, museums and heritage programs;
- developing working relationships with relevant groups;
- matters related to the conservation of property of cultural heritage value or interest and/or heritage conservation districts under Parts IV and V of the Ontario Heritage Act; and
- preserving and developing Heritage Resources in the City as per the City of Greater Sudbury Official Plan

#### **Staff Support:**

Staff from the Museums Section will coordinate the activities of the advisory panel, with staff support, as required, from Planning Services and from Tourism and Culture.

#### **Membership:**

The Advisory Panel will be composed of people residing within the City of Greater Sudbury who demonstrate a strong commitment to the terms of reference. A diverse cross section of people should be chosen in order to bring the Panel relevant technical and professional expertise as well as strong advocacy, communication and organizational skills.

A minimum of nine (9) and maximum of eleven (11) members comprised of a broad representation of the culture and heritage sector, ideally including representation from:

- The Indigenous community
- The Francophone community

- People that demonstrate interest in local history, culture, geography or anthropology
- Private, not-for-profit, education and public sectors
- Youth (18 years – 30 years)
- Member(s) of Council

**Time Commitment:**

The Museums and Heritage Advisory Panel will meet quarterly, with additional meetings scheduled as required.

**Term:**

To coincide with the term of Council

## **Emergency Services Station Location Study Community Engagement Plan**

Presented To:	City Council
Meeting Date:	January 24, 2023
Type:	Referred & Deferred Matters
Prepared by:	Ian Wood CAO's Office
Recommended by:	Chief Administrative Officer

## **Report Summary**

This report provides a recommendation regarding the Emergency Services Station Location Study Community Engagement Plan.

## **Resolution**

THAT the City of Greater Sudbury City Council approves the plan approach as outlined in the report entitled “Emergency Services Station Location Study Community Engagement Plan” from the Chief Administrative Officer, presented at the City Council meeting on January 24, 2023;

AND THAT staff be directed to undertake the engagement activities outlined in the plan and report back to City Council with results by the end of the second quarter of 2023.

## **Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)**

This report refers to operational matters.

## **Financial Implications**

There are no financial implications to this report. Staff anticipate implementation of this engagement approach will require 300-350 hours of staff time (for engagement preparation and open house sessions), and will cost approximately \$5,000 for printing, advertising, translation and other associated costs. All costs associated with implementing the proposed engagement plan will be funded by existing operating budgets.

## **Background**

At the December 13, 2022, City Council meeting, staff and representatives from Operational Research in Health Limited (ORH) presented the Emergency Services Station Location Study Community Engagement Plan report. The report was deferred. Council directed staff to return with an engagement plan at the January 24, 2023, meeting of Council.

One of the fundamental tenets of effective community engagement is to define the public's role in any engagement process. A municipal best practice is to use the International Association for Public Participation's (IAP2) *Spectrum of Public Participation*. While work to finalize the corporation's community engagement strategy remains underway and will be complete in 2023, the IAP2 *Spectrum of Public Participation* is an accepted practice that will be part of the corporation's strategy.

Any engagement process about emergency services station locations should be designed to better inform residents about the consolidation recommendations in the Emergency Services Station Location Study. This would place the plan under the "Inform" stage of the IAP2 Spectrum, with a public participation goal "to provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions".

## Analysis

### Engagement Plan

This engagement process will include online and in-person opportunities. Staff will return to City Council with the results of the engagement efforts at the conclusion of the process, in order to better inform Council's final decision on the Emergency Services Station Location Study report.

The goals of the engagement plan are to:

- help residents better understand current service standards and the anticipated impact of the study's recommendations.
- ensure residents have an accessible way to ask questions and express concerns, and that questions, concerns and associated responses are recorded for Council's review.
- provide accurate, data-driven information to clarify the significant amount of disinformation circulating among some segments of the community.

Some of the subjects that will be addressed within the engagement sessions include:

- Building condition assessments and risks of unanticipated infrastructure failure
- Anticipated costs of bringing current halls to a state of good repair
- Operational challenges that need to be addressed
- How the Fire Underwriters Survey (FUS) scoring works and is used by insurance companies
- Outline on the status of volunteer recruitment efforts
- CGS Property Tax Area Rating for Fire Services

#### Drop-in Open House Sessions:

In-person open house sessions will be held at stations affected by the consolidation recommendations. Residents will be able to drop in during the specified time(s) to ask questions and learn more about the proposed plan. Information handouts and display boards will be used to provide information on the subjects outlined above, and printed feedback forms will be available for residents to share specific concerns or ask questions.

Based on the recommendation in the ORH report, drop-in sessions are recommended to take place at the following locations:

- Falconbridge
- Val Caron
- Hanmer
- Beaver Lake
- Wahnapiatae
- Coniston
- Copper Cliff

- Minnow Lake – location TBD
- Waters – combined open house to cover Lively and Waters
- Skead – this station is not currently in operation so this session will be held at the Skead Community Centre
- Vermilion Lake – this station is not currently in operation so this session will be held at the Dowling Leisure Centre

#### Online Engagement:

For those who prefer to engage online, information handouts and display boards from the open house sessions will be shared on the City's engagement portal, Over to You, with an opportunity for residents to share feedback.

Although in-person engagement is geared toward residents of a specific area, online engagement will be available to all residents of Greater Sudbury, as cost implications affect the entire community.

#### Community Safety Staff Engagement:

Engagement opportunities for staff, including paramedics and full-time and volunteer/part-time firefighters, will take place throughout the engagement period to provide clarity on the ORH report and other information and to address any questions employees may have.

#### Other Opportunities to Provide Feedback:

Printed feedback forms will be available at some City facilities. 311 will also take feedback over the phone for those who cannot access in-person or online options.

#### Promotion:

A variety of paid and in-kind tactics will be used to ensure residents are aware of engagement opportunities. These include Public Service Announcements, social media, posters, community-specific network distribution, the City of Greater Sudbury website, Bell Park billboard and other. Media partners will have the opportunity to schedule a station tour with staff or attend a pre-scheduled public session.

### **Next Steps**

The engagement plan will launch by the end of February to allow staff sufficient time to develop communication materials, finalize a schedule and properly promote the engagement opportunities. Due to the number of station open house sessions, an engagement report and staff recommendations to the concerns expressed by residents is expected by the end of Q2 2023.

### **Appendices**

Appendix A – IAP2 Public Participation Spectrum

### **Resources Cited**

Emergency Services Station Location Study report: <https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=48209>

International Association for Public Participation (IAP2) Canada website: <https://iap2canada.ca>

## Emergency Services Station Location Study

Presented To:	City Council
Meeting Date:	December 13, 2022
Type:	Presentations
Prepared by:	Joseph Nicholls Community Safety
Recommended by:	General Manager of Community Safety

## Report Summary

This report and presentation presents findings from the station location review conducted by Operational Health and Research Limited (ORH) and provides recommendations on the number and location of fire and paramedic response stations and locations across Greater Sudbury. Additionally, the report provides analysis of the recommendations and outlines next steps. The full ORH report is attached and noted in Appendix A.

## Resolutions

### Resolution 1:

THAT the City of Greater Sudbury directs staff to develop a financing plan for consideration as part of the 2024-2029 capital budget and forecast to support station consolidation options as described in the Station Location Review conducted by Operational Research in Health (ORH) Limited that includes, among other details, analysis of lease financing for plan elements involving new construction, as outlined in the report entitled “Emergency Services Station Location Study”, from the General Manager of Community Safety, presented at the City Council meeting on December 13, 2022.

### Resolution 2:

THAT the City of Greater Sudbury approves that the following station consolidation choices be made permanent:

- a) Skead station into Garson, which has been in effect since early 2022, and
- b) Vermilion station into Dowling, which has been in effect since mid-2018;

AND THAT the Skead and Vermilion buildings and land be declared surplus and prepared for sale, as outlined in the report entitled “Emergency Services Station Location Study”, from the General Manager of Community Safety, presented at the City Council meeting on December 13, 2022.

## Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

The information in this report aligns with the strategic priorities of completing a Community Safety Revitalization review to address the long-term fiscal and operational sustainability of the facilities under Asset

## **Financial Implications**

The ORH station location review was approved by Council and funding was provided by the Province's Audit and Accountability Fund in the amount of approximately \$198,000. If approved as presented, annual operating savings from consolidating the Skead and Vermilion stations is approximately \$50,000 per year. These savings would be applied to offset increased operating costs for the remaining stations, largely related to increased energy costs.

The disposition of the Skead and Vermilion stations would be subject to a public bid process and the proceeds would be treated in accordance with the City's policy for the disposition of public land.

If approved as presented, existing approved funding of \$538,000 is available for architectural services that would support new station construction requirements.

## **Executive Summary**

In the 2019-2027 Council Strategic Plan, City Council outlined priorities that included a review to address the fiscal and operational sustainability of the City's 24 fire and paramedic response stations throughout the community. The review's objective is to determine the ideal number and location of fire and paramedic response stations needed to achieve sustainable asset management and timely emergency response while maintaining or improving the current service level.

To deliver this review, Council approved the engagement of Operational Research in Health (ORH) Limited to produce a station location review for fire and paramedic stations that determined the ideal number and location of emergency service stations. ORH is a leader in their field having undertaken similar reviews with various fire and paramedic services around the world and in Ontario including Guelph, York Region, Muskoka and Simcoe County.

The review found nine out of the 24 fire and paramedic stations are ideally located to provide emergency response to the areas they serve. Four fire and paramedic stations have the potential to be relocated to provide an overall improved response. The remaining 11 fire and paramedic stations could be consolidated with minimal impact to response. These options are further summarized later in this report.

Except for the recommendation to consolidate Azilda and Chelmsford stations, staff support ORH recommendations. The building conditions of Azilda and Chelmsford stations are satisfactory; consolidating them would increase response times in Azilda. Staff believe the benefits of consolidating these two stations as described in the ORH report, while worthwhile, do not outweigh the risks.

The review also found the existing paramedic stations are generally ideally located in the community, noting the Capreol fire and paramedic stations could be consolidated to reduce our building footprint with minimal impact to response.

Since 2014, \$1.8 million has been invested in maintenance of fire and paramedic stations. Approximately \$1 million has been taken from capital budget, operating budget, and reserves to manage unplanned repairs. These buildings do not fully meet operating requirements.

Staff recognize, based on expressed community priorities and known capital investment needs, sustaining 24 fire and paramedic stations is neither practical nor required. The ORH report describes how the Corporation



can reduce its asset footprint without impairing service or staffing levels required for meeting Council's service level expectations.

## **Staffing**

There are no staffing impacts resulting from this report. Consolidating stations will not result in any positions being eliminated. Staff reporting to stations that are recommended for consolidation would report to the next closest location and remain active with the service. Existing, ongoing recruitment efforts are not affected by the recommendations in this report and will continue.

While not the focus of this report, low staffing numbers at several fire stations continues to be a factor we must consider as part of overall response models. Staff acknowledge the connection some people have with their fire and paramedic stations and the important role they've historically played. Firefighters and paramedics are essential for the City's emergency response services and are a valued part of the community. To ensure a financially sustainable future for our emergency services and ensure it is supported with facilities that meet all of its operating requirements, changes are needed.

## **Background**

The Community Safety Department maintains 24 fire and paramedic stations. These stations house the staff, vehicles and equipment to enable fire suppression, prevention, safety education, rescue and emergency medical response services. Generally, these buildings are expected to provide at least 50 years of service, assuming appropriate maintenance expenditures are made.

Most of the stations are in the latter stages of their expected 50-year life cycle. Two stations are under 30 years of age, 13 are between 30 and 50 years, and nine exceed 50 years. The average age of the combined 24 stations is 48 years.

The operating budget does include funding for regular maintenance of the stations although this upkeep has not been able to keep pace with the rate of deterioration. This challenge was identified in the [Auditor General's Value-for-Money](#) report, presented in 2017.

Station location and consolidations will combine staffing to create a larger pool of firefighters able to respond from a central location. Consolidating stations creates an opportunity to draw from larger population areas, putting more people into stations and available to respond.

## **Unfunded Capital Requirements**

Since the first Building Condition Assessment report in 2014, expenditures have increased from \$17.1 million to \$35.5 million in 2018 and could exceed \$43 million in 2021, based on a 10-year outlook.

Since 2014, with other community priorities and capital investment needs, there has been \$1.8 million invested in fire and paramedic stations. In the same timeframe, nearly \$1 million has been taken from the holding account and operating budgets to manage unplanned asset failures. This is only anticipated to grow with an unknown amount of unplanned capital needed to manage future asset failure.

## **Summary of ORH Analysis and Modelling Outcomes:**

A summary of the outcomes in the ORH report can be found below. The full report can be found in Appendix A.

## **Full-time / Career Fire Stations**

Analysis across the full-time staffed stations determined New Sudbury (Leon Street), Long Lake and Val Thérèse would remain at their current sites.

The other stations were generally close to ideal locations with the following notes:

- Minnow Lake Station is in the least ideal location of all 24 stations and would be best located in the area of the Kingsway and Falconbridge Road.
- Van Horne Station would be ideally located 500 metres north. With no available property, this is not a viable option.

Staff are supportive of the recommendation to relocate Minnow Lake. This relocation has the potential to benefit response times for both fire and paramedic services.

The full recommendations on full-time stations are outlined beginning on page 29 of Appendix A.

## **Part-time / Volunteer Fire Stations**

In analysis of the volunteer staffed stations, the report determined Capreol, Levack, Dowling, Whitefish and Chelmsford should remain at their current sites.

Other findings include several stations could be consolidated without compromising overall response or changing staffing levels. These include:

- Consolidate Skead and Falconbridge into ideal site for Garson
- Consolidate Val Caron and Hanmer at current site in Val Thérèse
- Consolidate Vermilion Lake into Dowling
- Consolidate Beaver Lake into Whitefish
- Consolidate Wahnapiatae and Coniston at ideal site
- Consolidate Waters, Lively and Copper Cliff at Anderson Drive
- Consolidate Azilda at Chelmsford

Overall, staff supports the recommendations outlined with the following exceptions:

- While consolidating Azilda and Chelmsford may result in a time increase to the first apparatus arriving on scene, the overall response improves with more staffing resources available. As both Azilda and Chelmsford maintain stable staffing levels at this time, there is limited operational benefit to this consolidation.
- Vermilion Station has not been in operation since summer 2018, with the remaining staff member reporting to Dowling Station, therefore the recommended approach has already been achieved with no negative consequences to response times.
- Skead Station has not been in operation since early 2022 following structural damage. Staff have since been reporting to Garson Station, therefore the recommended approach has been achieved with no negative consequences to response times.

The full recommendations on volunteer stations are outlined beginning on page 31 of Appendix A.

## **Paramedic Stations**

The recommendations outlined in the review of paramedic response stations determined most of the current

resources are already appropriately deployed.

One opportunity for improvement was noted in Capreol. Consolidation of the paramedic station and the existing fire station would reduce operating costs without impacting staff and response times. It would maintain service levels in the community.

Where renovations and/or new stations are considered to improve fire response, consideration will be made to ensure adequate and appropriate space is made for paramedics to support overall emergency response in the community. The full recommendations on paramedic stations are outlined beginning on page 45 of Appendix A.

## **Next Steps**

Subject to Council's consideration of the recommendations in this report, staff will proceed with further analysis and develop financing plans. Staff will secure an architect that will identify the specifications required for new builds and renovations required for remaining stations and produce construction cost estimates. A cost analysis and financing plan will be developed and presented in the second quarter of 2023 as part of the preparatory work for the 2024-2029 capital budget and forecast.

## **Conclusion**

The ORH report mitigates the risk associated with continuing to operate existing stations beyond their expected useful life. Ensuring emergency service buildings meet operating requirements allows staff to focus on response efforts, improves the work environment for staff, and maximizes the usefulness of limited municipal funds. The plan described here presents no staffing implications and does not impair service levels.

## **Additional Supporting Documents**

Comprehensive Fire Service Review, IBI Group – March 3, 2014

<https://www.greatersudbury.ca/live/emergency-services/fire-services/pdfs/ibi-group-comprehensive-fire-services-review/>

Auditor's Value for Money Report – Fire Services – presented to Audit Committee June 20, 2017

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=8454>

Update on Station Revitalization Project – presented to the Finance and Administration Committee October 22, 2019

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=1935>

Asset Management Status Report – presented to the Finance and Administration Committee October 22, 2019 (see Table No. A2: Facility Condition Index on page 19)

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=1933>

Asset Management Status Report – presented to the Finance and Administration Committee December 8, 2020 (see Table 2 on page 7 and Table A4 on page 27)

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=38504>

Non-Competitive Purchase – Community Safety Department Station Location Study – presented to the Finance and Administration Committee January 19, 2021

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=38136>

Community Safety Building Condition Assessment Presentation – presented to the Finance and Administration Committee July 7, 2022

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=228>

Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure

<https://www.ontariocanada.com/registry/view.do?postingId=37568&language=en>

ORH/CGS/1

February 2, 2022



Emergency Service Planning



## City of Greater Sudbury Station Location Review

Final Report

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ORH is the trading name of Operational Research in Health Limited, a company registered in England with company number 2676859.

ORH's quality management system is ISO 9001:2015 certified: recognition of ORH's dedication to maintaining high quality services for its clients.



ORH's information security management system is ISO 27001:2017 certified: evidence of ORH's commitment to implementing international best practice with regard to data security.



This document is intended to be printed double-sided. As a result, some of the pages in the document are intentionally left blank.

## Disclaimer

The information in this report is presented in good faith using the information available to ORH at the time of preparation. It is provided on the basis that the authors of the report are not liable to any person or organization for any damage or loss which may occur in relation to taking, or not taking, action in respect of any information or advice within the document.

## Accreditations

Other than data provided by City of Greater Sudbury, this report also contains data from the following sources:

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# 1 INTRODUCTION

## Report Overview

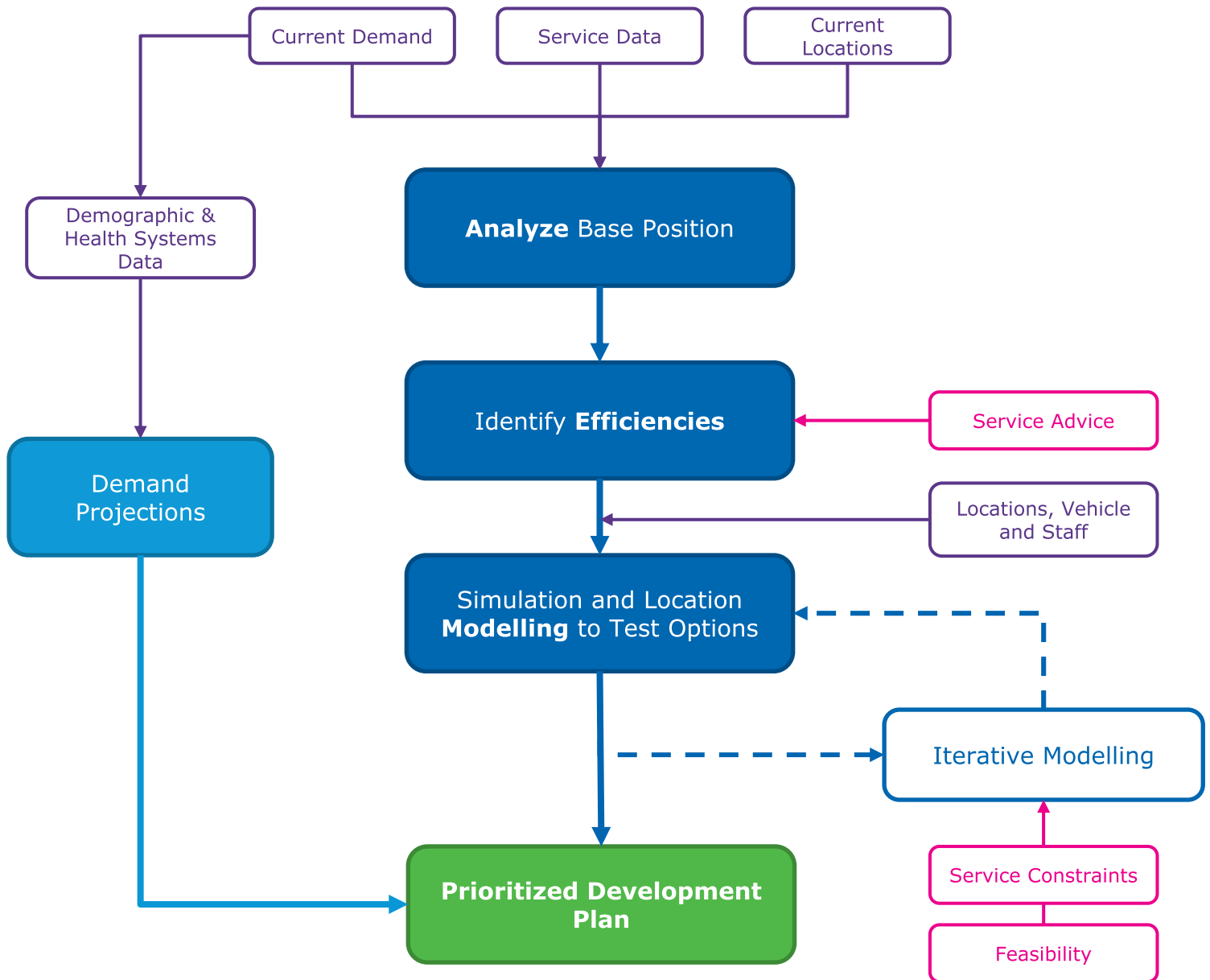
- 1.1 The City of Greater Sudbury (CGS) engaged Operational Research in Health Limited (ORH) to deliver a comprehensive Station Location Review, taking account of requirements of both Greater Sudbury Fire Services (GSFS) and Greater Sudbury Paramedic Services (GSPS). The main objective was to determine the ideal number and distribution of emergency service stations.
- 1.2 This is the Final Report for the review and encompasses a ten-year time period from 2022 to 2032.
- 1.3 The scope of the work for this review included:
  - Analyzing the current service profile
  - Producing demand projections for the next ten years
  - Identifying the ideal locations using a 'blank canvas' approach and then refining to develop feasible options
  - Identifying the number and type of paramedic services vehicles to be deployed at each location in order to achieve the most effective response times through simulation modelling
  - Developing a phased plan of recommendations for the next ten years
- 1.4 A description of current and historical GSFS operations is provided in Section 2, followed by GSFS-specific modelling outcomes in Section 4. A similar analysis of GSPS operations is presented in Section 5, with GSPS-specific projection and modelling outcomes given in Section 6.
- 1.5 The combined key recommendations for both GSFS and GSPS are summarized in Section 6. A glossary of terms is provided in Appendix **G**.

## Background and Scope

### **ORH**

- 1.6 ORH helps emergency services around the world to identify the ideal use of resources to respond in the most effective and efficient way.
- 1.7 We have set the benchmark for emergency service planning, with a proven approach combining rigorous scientific analysis with experienced, insightful consultancy. Our expert team uses sophisticated modelling techniques to identify opportunities for improvement and uncover hidden capacity.

**Figure 1-1: ORH Methodology**



Simulating future scenarios ensures that solutions are objective, evidence-based and quantified.

- 1.8 ORH has been continuously active in undertaking emergency services reviews across the world over more than 30 years. The process of applying our modelling and analysis techniques to varied jurisdictions has given ORH unrivalled international emergency services consultancy experience. It has also ensured that our approach is flexible and can encompass the wide range of factors encountered in working with clients and their stakeholders.

## Methodology

- 1.9 ORH's approach to strategic planning is centred on consultancy, extensive data analysis, and uses a suite of modelling packages developed in-house:
- **Analysis** of demand, performance and resource use to enable the model of the service area to be populated and validated, and to inform an appraisal of potential options for change.
  - Identifying and **modelling** options that aim to improve the effectiveness, efficiency and equity of service provision.
  - Delivering sustainable solutions in a timely manner through a tried and tested **consultancy** process with a range of stakeholders.
- 1.10 The specific methodology for this review (see Figure **1-1**) encompassed the following tasks:
- (a) Data Review: collecting and checking technical data (see Appendix **A1a** for an overview of the data collected)
  - (b) Data Analysis: ensuring correct interpretation of technical data and providing a full review of operations (see Appendix **A1b** for a full analysis framework)
  - (c) Demand Projections: producing population-based projections which incorporate any known infrastructure changes
  - (d) Model Setup: creating and customizing simulation and location models (see Appendix **A1c** for the benefits of modelling)
  - (e) Scenario Modelling: evaluating potential station configurations and performance impacts for the future (see Appendix **A1d** for ORH's general modelling approach)
  - (f) Phasing: providing a feasible phasing of recommendations
- 1.11 ORH's unique simulation and location models (see Appendix **A2**) help our clients to understand the complex relationships between demand, performance and resources.



- 1.12 OGRE is a powerful model that can be used to assess the configuration of existing station locations and identify how this could be improved currently and in the future. It uses a sophisticated genetic algorithm to assess millions of options, quickly identifying ideal solutions. The modelling criteria were carefully agreed with CGS to ensure that solutions met their needs. Options generated by OGRE are fully evaluated in FireSim or AmbSim to check that ideal solutions deliver service improvements.
- 1.13 FireSim and AmbSim are sophisticated models that simulate operational service delivery. Once validated, they can provide evidence-based answers to a wide range of 'what if' questions. The models can assess the impact of changes to a number of factors, such as station locations and resource deployments, dispatch protocols and resource use, or changes to demand levels. They report operational performance in terms of response times, resource workload and utilization.
- 1.14 FireSim and AmbSim use the actual geographical distributions of demand and resources together with a wide range of other operational parameters, and incorporates travel times between locations (for example, station, scene, hospital). These elements are not reflected accurately in alternative probabilistic or algorithmic approaches. Once loaded with appropriate data that reflects current operations, the models can be considered a 'virtual replica' of GSFS or GSPS operations.
- 1.15 Travel times between points on the road network are a key input to ORH's models. These times are initially assigned based on road types that differentiate achievable speeds in 'average' traffic conditions and are then calibrated to reflect actual GSFS/GSPS journey times from Automatic Vehicle Location data. ORH uses sophisticated HERE travel time data and RouteFinder routing software for analyzing travel times. This provides a comprehensive and customizable resource for determining journey times and distances.



## 2 FIRE SERVICE HISTORICAL ANALYSIS

ORH analyzed five years of historical data to build a quantitative profile of GSFS and generate inputs for the modelling phase of the study.

There has been variation in demand during this period, associated with underlying trends, operational changes and the COVID-19 pandemic. Alarm Ringing and Fires were the most frequent demand types, however medical demand represents a growing focus in the city core, particularly for Van Horne station.

There are several components that form the response to demand, and ORH analyzed each of these in turn. The assembly time for career units is, as expected, much quicker than for volunteer units and, when combined with shorter distances to travel to calls, means that that response times in the city core are significantly quicker than elsewhere in Greater Sudbury.

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### Data Collection

- 2.1 GSFS provided ORH with five years (January 1, 2016 to December 31, 2020) of call and response data, which included all mobilizations to calls in Greater Sudbury and any calls in other jurisdictions to which at least one GSFS unit was mobilized. ORH consulted with GSFS on a few minor issues and cleansed the data where appropriate.
- 2.2 In addition, GSFS provided ORH with relevant information for:
  - **Historical Data:** Overviews of historic demand and performance data, plus information on station changes during the sample period.
  - **Geographical Data:** Including station locations and boundaries for fire beats. AVL data was not available for fire responses, however the GSPS data provided a suitable proxy for variation in speeds by road type.
  - **Vehicle Availability Data:** No data is available in terms of the number of firefighters and/or units available by time of day. Agreed to work on assumption that career vehicles are 100% available and GSFS provided summaries of historical volunteer response.
- 2.3 ORH used this data to build a quantitative understanding of GSFS operations. This included analyzing incident demand, vehicle workload and response performance.
- 2.4 In analyzing GSFS data, ORH applied the following definitions and assumptions:

## Figure 2-1: Demand Profile by Category

Jan 2016 to Dec 2020

Category	2016	2017	2018	2019	2020	5-Year Average	5-Year Total
Fire	795	760	848	755	927	817	4,085
Non-Fire	656	808	840	800	598	740	3,702
Medical	583	648	685	842	608	673	3,366
Alarm Ringing	1,139	1,173	1,131	1,095	975	1,103	5,513
Vehicle Collision	662	855	956	659	474	721	3,606
<b>Total</b>	<b>3,835</b>	<b>4,244</b>	<b>4,460</b>	<b>4,151</b>	<b>3,582</b>	<b>4,054</b>	<b>20,272</b>



- **Demand** = Any call to which at least one GSFS unit arrived at the scene during the five-year sample
- **Units** = Focus on responses from engines and pumpers
- **Availability** = The average number of volunteer responders per call (by station)
- **Workload** = Number of responses by unit
- **Response Time** = The analysis provides a breakdown of various call components; modelling focused on the crew response time (combination of assembly time and travel time to scene)
- **Exclusions:** For measures of response time, any records where this was less than 30 seconds or greater than 30 minutes was excluded (based on GSFS methodology). The analysis focused on the first responding engine or pumper (unless otherwise specified) and included all response codes.

2.5 The majority of the analysis is based on the full five-year sample, but occasionally is based on 2019 only (individual appendices specify whether the data is for 2019 or the entire sample).

## Data Analysis

### *Demand*

2.6 There were 20,272 calls in Greater Sudbury from January 1, 2016 to December 31, 2020 (this five-year sample period is used in all following analysis). The daily demand typically varied between 5 and 20 calls on any given day (see Appendix **B1a**).

2.7 GSFS specified that five demand types should be used for categorizing demand (see Figure **2-1**):

- Fire = 20% of all demand
- Non Fire (Assist Other Agency, Hazards, Leaks and Rescues) = 18%
- Medical = 17%
- Alarm Ringing = 27%
- Vehicle Collision = 18%

2.8 There is clear seasonality in Fire demand, which peaks during the summer months in all five years of the sample, however the pattern is less clear for other demand types (see Appendix **B1b**). For Fires, the daily demand peaks at 4 to 5 per day, which in relative terms is much greater than the winter months (1 to 2 per day), however this is only a small difference in absolute measure.



- 2.9 Demand has fluctuated across the sample period, increasing between 2016 and 2018 before declining in the next two years (see Appendix **B1c**). The following points are noted:
- **Fires** were relatively stable between 2016 and 2019 but increased in 2020; there is insufficient evidence to determine if this is a significant trend.
  - **Non Fires** decreased in 2020, having been at a consistent level in the previous three years; the fall is associated with the COVID-19 pandemic.
  - **Medical** demand increased each year from 2016 to 2019, before a decrease in 2020 (due to the pandemic).
  - **Alarm Ringing** demand also decreased in 2020, however this was a continuation of the trend from previous years.
  - **Vehicle Collisions** decreased in 2019 and 2020 as a result of changes to the operational procedure for supporting police response.
- 2.10 The hourly profile of demand reveals a peak for all demand between 15:00 and 18:00 (see Appendix **B2a**). Fires are highest between 20:00 and 22:00, while vehicle collisions have a morning and evening peak.
- 2.11 On average there are fewer calls on weekends than on weekdays, except for late at night (21:00 to 02:00, see Appendix **B2b**); weekdays are busier than weekends during the morning (07:00 to 11:00) and the afternoon (14:00 to 18:00).
- 2.12 The call data included coordinates for the locations of demand, which ORH used to analyze the geographical pattern of demand in Greater Sudbury. Demand is heavily focused in the city core, with nearly three-quarters of demand occurring Fire District 1 (see Appendix **B3a**).
- 2.13 ORH mapped the geographical pattern for each demand type (see Appendices **B3b** to **B3f**). The following points are noted:
- **Alarm Ringing** demand is more concentrated in the city core than Fires, which reflects the building profile.
  - **Medical** demand is almost exclusively in the city core and the Valley area.
  - **Vehicle Collisions** are distributed across the road network in Greater Sudbury, highlighting key roads.

### ***Volunteer Availability***

- 2.14 GSFS provided ORH with annual summaries for the average number of volunteer firefighters:

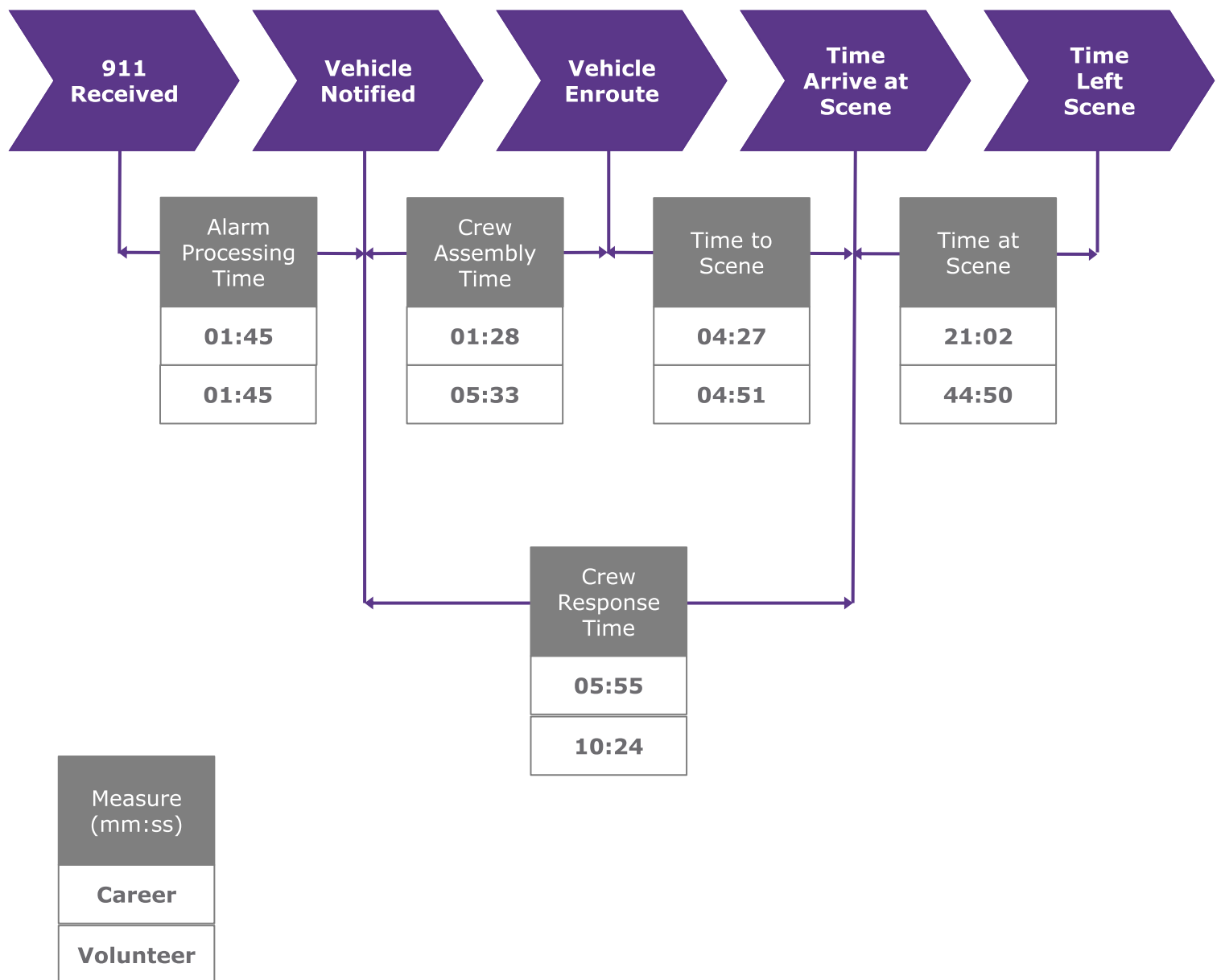


- Assigned to each station during the year
  - Responding to demand by station and by fire beat
  - Standing by at station by fire beat
- 2.15 The ideal for data collection would be a log of the number of firefighters available by station for every hour of the day, for all days of a year. Without this information, ORH's analysis focused on the average number of volunteer responders per call as a proxy for availability of staff.
- 2.16 There is an expectation that four firefighters should respond on an engine unit. Based on the 2020 data, there are several stations where this is regularly not achievable (see Appendix **B4a**):
- Beaver Lake (average of 1 firefighter per response)
  - Skead (1)
  - Falconbridge (2)
  - Val Caron (2)
  - Levack (3)
  - Dowling (3)
- 2.17 There was no volunteer capability from Vermillion Lake in 2020, and this station was excluded from the modelling on this basis.
- 2.18 Between 2016 and 2020, most stations have seen an increase in the average number of volunteer firefighters responding to demand (see Appendix **B4b**). GSFS has reported that the total number has remained similar to 2020, even with variable recruitment and retirement during 2021. It was therefore appropriate to use the 2020 averages in the data presentation and modelling.

### ***Workload***

- 2.19 Station 1 (Van Horne) is by far the busiest station in GSFS; its units provided 10,649 responses across the five-year sample, equivalent to 35% of all GSFS responses, and more than the other three city core stations combined (see Appendix **B5**). The number of responses by Station 4 (Long Lake) doubled between 2016 and 2018, otherwise the response profile is similar by year across the other GSFS stations.
- 2.20 The response locations for the individual career engine units generally align to the fire beats, however Stations 3 and 4 (Leon and Long Lake) will often respond into Fire Beat 1 (see Appendix **B6a**). For volunteer units, response locations are typically tightly clustered around their home stations (see Appendix **B6b**). However, where 'twinning' takes place, it is noticeable that some stations will often respond into neighbouring fire beats, for example, at

**Figure 2-2: Call Components (2019)**



Stations 6 and 7 (Waters and Lively) and Stations 23 and 24 (Coniston and Wahnapiatae). In the Valley East area, the career engine at Val Therese (Station 16) is the most frequent responding unit in Hanmer (Station 17) and Val Caron (Station 15) fire beats, as well as in Val Therese, even though there are volunteer units at all three stations.

- 2.21 ORH analyzed the number of responses by individual engine/pumper units into each of the fire beats across Greater Sudbury. For most stations, most responses are in their home fire beats (see Appendix **B6c**). The most notable outlier is Station 16 (Val Therese), where less than one-third of responses are to calls in its own fire beat as it provides cover to the other stations in the Valley.
- 2.22 The proportion of workload by demand category is similar for all career engines, with two exceptions (see Appendix **B7a**):
- E1 (Van Horne) is the only engine for which medical demand represents the largest proportion of its workload.
  - E16 (Val Therese) has a much higher proportion of vehicle collisions than the other career units, reflecting the large area that it covers.
- 2.23 There is more variation in the workload profile for volunteer engines/pumpers, however this is mainly due to the low demand numbers (see Appendix **B7b**). For example, at Copper Cliff 55.6% of responses are to fires and only 5.6% to non-fires, whereas at Levack the corresponding figures are 33.3% for fires and 33.3% for non-fires. Compared to career units, volunteers typically respond to a higher proportion of fires than other demand types.
- 2.24 Just over two-thirds of demand is responded to by a single engine unit (see Appendix **B8a**). Fires and alarm ringing demand are more likely to have had multiple units responding than other demand types. For Fires, 20% of demand received three or more units (see Appendix **B8b**).

### **Response**

- 2.25 The response to an emergency call includes several components from the time that the 911 call is received to the vehicle returning to the station. For this study of GSFS, the focus was generally on crew response time (see Figure **2-2**), however the individual time components are all discussed in this section.
- 2.26 **Alarm Processing Time** is measured from 911 call received to when the vehicle is notified; this is independent of vehicle or crew type. The average time during the sample was 1m47s, with little variation by year or demand type (see Appendix **B9**).
- 2.27 **Assembly Time** measures the time taken for the vehicle to go enroute after it has been notified. As expected, there are stark differences in the times between career and volunteer units.





- 2.28 For career units, the average assembly time is 1m30s, with little variation by year or by demand type (see Appendix **B10a**). Assembly times for medical demand tends to be 5 to 10 seconds quicker than other demand types. All career units have longer assembly times at night than during the daytime, and this is particularly notable for unit E4 at Long Lake Station (see Appendix **B10b**).
- 2.29 For volunteer units, the average assembly time is 5m21s, with little variation by year or by demand type (see Appendix **B10c**). Vehicle collisions tend to have quicker assembly times than other demand types, but this is not significant.
- 2.30 **Travel Time to Scene** is measured from vehicle enroute to vehicle arrived at scene. Across the five-year sample there is little change to these times, with an average of 4m36s, however there are some differences by demand type (see Appendix **B11a**):
- Fires have the longest time to scene (5m14s), a product of their geographic profile and a greater proportion of volunteer responses.
  - Medical demand times (3m28s) are substantially quicker than all other demand types, due to their concentration in the city core.
- 2.31 There is little variation in travel time by year or by hour, which suggests that the typical pattern of traffic conditions does not significantly affect travel times to demand (see Appendix **B11b**).
- 2.32 **Crew Response Time** is measured from vehicle notified to vehicle arrived at scene and is effectively a sum of assembly time and travel time to scene. There are no formal reporting standards for crew response in GSFS, so the study has focused on average (mean) response times and the 90<sup>th</sup> percentile, that is the time within which 90% of responses are completed. The highlight figures are as follows:
- Career Units: Average = 5m59s; 90<sup>th</sup> percentile = 9m29s
  - Volunteer Units: Average = 10m30s; 90<sup>th</sup> percentile = 16m02s
- 2.33 As with the individual call components, there is little variation by year. The profile by demand type tends to follow the patterns for assembly time and travel time, so the quickest crew response times are therefore for career units to medical demand; this is true for both the average and the 90<sup>th</sup> percentile measures (see Appendices **B12a** and **B12b**).
- 2.34 In addition to the 90<sup>th</sup> percentile and average measures, ORH analyzed the entire distribution of crew response times by demand type, with an additional separation for career units into career fire beats (see Appendix **B12c**). Medical demand stands out as the quickest response times for career units, followed by vehicle collisions. The aim of the model validation process (see below) is to match the entire response time distribution.

## Figure 2-3: Response Time by District

Jan 2019 to Dec 2019

### Average Crew Response Time by Category

District	Category					Overall
	Fire	Non-Fire	Medical	Alarm Ringing	Vehicle Collision	
1	06:15	06:05	04:34	06:14	05:29	05:42
2	11:10	10:38	-	10:06	09:55	10:23
3	11:09	10:55	-	10:01	10:39	10:38
4	08:56	08:24	07:11	08:17	07:08	08:02
5	09:32	09:47	-	09:21	09:22	09:26

Note: Average CRP dashed out where there were fewer than 10 responded incidents.

### Crew Response Time 90th %ile by Category

District	Category					Overall
	Fire	Non-Fire	Medical	Alarm Ringing	Vehicle Collision	
1	10:02	09:41	06:26	10:05	08:19	09:06
2	15:42	18:57	-	15:19	14:18	16:07
3	16:37	14:46	-	12:35	14:16	14:33
4	14:32	12:55	12:16	11:38	10:53	12:47
5	13:35	13:19	-	13:54	13:51	13:41

Note: 90p CRP dashed out where there were fewer than 10 responded incidents.

- 2.35 ORH also analyzed crew response time by geography, mapping the profile across GSFS (see Appendix **B12d**) and by fire district (see Figure **2-3**). As expected, response times are quickest in the urban centres and closest to fire station locations.
- 2.36 **Time at Scene** is measured from the time the vehicle arrived to time it left the scene of the demand. As with all other measures, there is little variation by year, however time at scene does vary according to crew and demand type:
- On average, career units (22m42s) spend substantially less time at scene on average than volunteer units (40m48s); this is the case for all demand types.
  - For career units (see Appendix **B13a**), fires (30 to 40 minutes on average by year) and vehicle collisions (30 to 36 minutes) have the longest times at scene. Medical and alarm ringing demand require less time at scene (15 to 18 minutes).
  - There is more variation for volunteer units because of the lower demand volumes (see Appendix **B13b**). Non-fire demand has similar times to fires and vehicle collisions.



### 3 FIRE SERVICE MODELLING OUTCOMES

ORH populated its fire models with inputs derived from the historical analysis and travel times were calibrated against actual journeys. With a close alignment between modelled and analyzed positions, the next step was to set an appropriate base position from which to evaluate potential options.

ORH undertook an iterative series of modelling runs to consider the following:

- The ideal configuration of stations in the city core
- The potential for consolidating volunteer stations
- Evaluating the priority order for potential changes and the impacts by step for career and volunteer areas

Following consultation with GSFS and taking account of emerging results from the modelling of paramedic services, ORH produced a series of potential changes to the station locations. If all steps are implemented this would reduce the number of fire stations from 23 to 13; headquarters in Azilda would remain as a paramedic book-on location.

The proposed set of changes would lead to an improvement in the 90<sup>th</sup> percentile times across Greater Sudbury, both in career and volunteer areas. This is possible by relocating stations to ideal locations and by enhancing volunteer numbers at key stations through strategic consolidations.

#### Model Validation and Base Position

- 3.1 As described in Section 1, model validation is the process whereby the model is calibrated against known performance and unit workload. There are several stages involved in preparing a validated model. A detailed level of understanding around the way the department functions is required (gained through data analysis and consultation), and this is combined with a sophisticated travel time calibration process.

#### **Validation Outcomes**

- 3.2 The objective of the model validation was to check that the modelled outputs matched the analyzed figures as closely as possible.
- 3.3 The cumulative response profiles are very similar for actual and modelled responses for all demand (see Appendix **C1a**); the average and 90<sup>th</sup> percentile response times by fire district and across GSFS are also closely correlated (see Appendix **C1b**).



- 3.4 In addition to response times, the validation process was concerned with matching the workload of vehicles. For GSFS units there is a close match between the modelled and analyzed utilization, measured as the proportion of time that units are responding to demand (see Appendix **C1c**).
- 3.5 The model validation shows that there is a good match in terms of the distribution of response times by demand type and the workload of vehicles. The model could therefore be used with confidence to explore the effects of changes in controllable (for example, new station locations or vehicle deployments) and uncontrollable (for example, increased population) factors.

### ***Base Position***

- 3.6 The modelled base position was set against the demand profile from 2019 as this was deemed the most representative. This includes the reduction in vehicle collisions following the policy change but does not reflect changes to demand numbers associated with the pandemic.
- 3.7 From a deployment perspective, the modelled base position did not include any units located at Station 13 (Vermillion Lake) because of the low levels of volunteer crewing.

## **Career Stations**

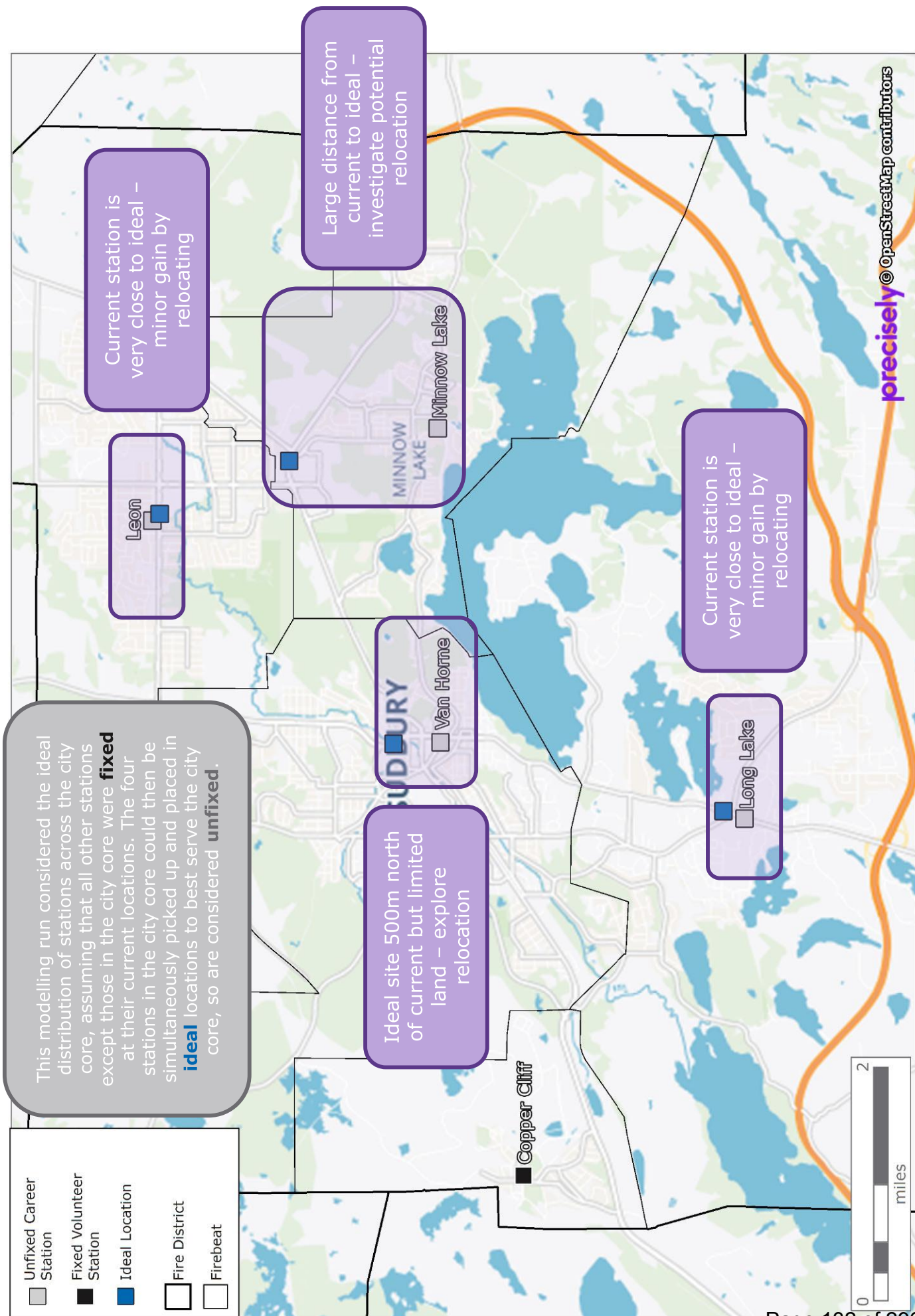
### ***Approach***

- 3.8 As described in Section 1, ORH's modelling process involved a combination of location modelling (to identify the ideal sites) and simulation modelling to fully appraise the potential impacts on response times.
- 3.9 For finding the ideal locations of fire stations, ORH ran modelling options to minimize 1<sup>st</sup> response time against:
- Demand (excluding medical and alarm ringing)
  - All Properties
  - High Risk Properties (as specified by GSFS)
- 3.10 Following discussion with GSFS, it was agreed to focus on demand for locating stations as this was based on historical evidence of response locations and initial outputs matched expectations given professional knowledge. This was undertaken using all demand and before repeating with medical and alarm ringing excluded; the outcomes were very similar in both scenarios.

### ***Ideal City Core Distribution of Stations***

- 3.11 The first series of location modelling runs considered the ideal distribution of stations across the city core, assuming that all other stations except those in

**Figure 3-1: Career Modelling in City Core**





the city core were fixed at their current locations. In these runs, ORH's models assess millions of options before narrowing in on a preferred configuration. This takes the approach that all four stations could be simultaneously picked up and then placed in ideal locations to best serve the city core.

3.12 With four locations, the ideal sites are generally close to current stations (see Figure **3-1**):

- **Van Horne**: the ideal site is at Paris and Lloyd, 500m north of the current location. There would be challenges in finding available land in this area.
- **Minnow Lake**: the ideal site is 2km north of the current location, close to the junction of Kingsway and Falconbridge Rd. ORH therefore examined alternative options for locating this station (see below).
- **Leon** and **Long Lake**: the current stations are very close to the ideal sites, so there would be limited gain in relocating the stations.

3.13 Adopting this configuration, with all four stations relocated to the ideal sites, would improve 90<sup>th</sup> percentile response times by 48 seconds across career areas (see Appendix **C2**).

#### ***Ideal Locations for Career Stations***

3.14 ORH used then used location modelling to determine the ideal location for each of the five current GSFS career stations independently from one another. In this case, each run assumed that all other GSFS stations were fixed in their current locations. For example, with Stations 2, 3, and 16, plus all volunteer stations, at their existing sites, where would be the ideal site for Station 1?

3.15 For the four stations in the city core, the ideal sites are very similar to the locations identified in the city core location modelling run described above. The ideal site for Station 16 (Val Therese) is 1km north of the current site at the bend in Old Highway 69.

3.16 Having identified the ideal locations, ORH then used simulation modelling to determine the impacts on response times (see Appendix **C3**). The modelled improvements to 90<sup>th</sup> percentile response times for the local fire beat, and across all career areas, are as follows:

- Station 1 (Van Horne): 42 seconds in Fire Beat 1; 22 seconds overall
- Station 2 (Minnow Lake): 6 seconds in Fire Beat 2; 20 seconds overall
- Station 3 (Leon): 6 seconds in Fire Beat 3; 1 seconds overall
- Station 4 (Long Lake): 6 seconds in Fire Beat 4; 1 second overall
- Station 16 (Val Therese): 6 seconds in Fire Beat 16; no change overall



- 3.17 Although there might not be funding or appetite for relocating all the career stations, the modelling outcomes provide a useful guide in considering potential future investment in emergency service stations.

### ***Minnow Lake Station***

- 3.18 Minnow Lake station is the only career station where the ideal site is a significant distance from the current station location, and this is also apparent in the ideal configuration of all career stations in the city core. As such, ORH undertook additional modelling runs to evaluate the potential for relocating the station.
- 3.19 In addition to modelling the relocation to the ideal site, ORH simulated the effects of moving the engine unit out of Minnow Lake to Van Horne station (see Appendix **C4**). This would have a detrimental impact on response times in the local area and GSFS-wide. While some of the increase to response times can be offset by having an additional engine at Van Horne, there is still a decline across the career response area.

### **Volunteer Stations**

- 3.20 To demonstrate the potential value of each volunteer station, from a response time perspective, ORH modelled individually closing each station. This removes the response capability from the volunteer station, without enhancing volunteer numbers at other stations.
- 3.21 The intention here was to compare the relative impacts that each closure would have on response times, rather than making any recommendations to close stations. These outputs were used to understand the relative value of existing volunteer stations and to inform priorities for GSFS.
- 3.22 In practice, if GSFS opted to close a volunteer station, this would be driven by the aim to consolidate staff – the firefighters would then be able to respond as part of the neighbouring station's response complement. The combined options described below take account of such changes, and how future volunteer numbers may affect response.

### **Combined Options**

- 3.23 Following consultation with GSFS, and taking account of emerging results from the modelling of paramedic services, ORH produced a series of potential changes to the station locations (see Appendix **C5a** and Figure **3-2**), including the following:
- Relocating Minnow Lake to the ideal site
  - Consolidating Skead and Falconbridge into the ideal site for Garson

**Figure 3-2: Fire Modelling: Step Changes**

**90th Percentile Impacts (Individual Changes)**

Step	Description	Impact of Step Change	
		Across <b>Volunteer</b> Areas	Across <b>Career</b> Areas
1	Relocate Minnow Lake to the ideal location	-00:04	-00:13
2	Consolidate Skead and Falconbridge into ideal site for Garson	-00:06	00:00
3	Consolidate Val Caron and Hanmer at current site for Val Therese	-00:02	-00:01
4	Consolidate Vermillion Lake into Dowling	00:00	00:00
5	Consolidate Beaver Lake into Whitefish	00:00	00:00
6	Consolidate Wahnapiatae and Coniston at ideal site	00:04	00:00
7	Consolidate Waters, Lively and Copper Cliff at Anderson Drive	00:06	00:00
8	Consolidate Azilda at Chelmsford	00:11	00:00

- Consolidating Val Caron and Hanmer at the current site for Val Therese
  - Further consolidations, for individual stations or pairs of stations
- 3.24 Although the modelling for career stations has shown that there are potential response time improvements by relocating Van Horne station, there are no identifiable properties at the ideal sites to build a new Main Station. This option has therefore been excluded from the final modelling runs presented here.
- 3.25 If all steps are implemented this would reduce the number of stations from 23 to 13.
- 3.26 The proposed set of changes would lead to an improvement in the 90<sup>th</sup> percentile times across Greater Sudbury (see Appendix **C5b**). This is possible by relocating stations to ideal locations and by enhancing volunteer numbers at key stations through strategic consolidations.
- 3.27 Although the overall impact is positive, there are some fire beats that would be adversely affected, for example, Azilda and Falconbridge where the volunteers are consolidated at a nearby station. The set of potential changes includes ideal locations for Minnow Lake, Van Horne, Garson and Wahnapiatae; if these sites are not available in practice, then the positive effects would be reduced.
- 3.28 The consolidation of Val Caron and Hanmer at the current site for Val Therese provides a small improvement to response times, which at first may appear counterintuitive. In evaluating this outcome, it is first important to note that the majority of first responses into the Val Caron and Hanmer fire beats are currently from Val Therese (see Appendices **B6a**, **B6b** and **B6b**). This is because the shorter assembly time for career units (1.5 minutes compared to 5.5 minutes) means that Val Therese can often reach an incident in these fire beats ahead of the volunteer units.
- 3.29 For example, if an incident occurs near Hanmer, the first responding unit on scene is typically from Val Therese, even though it must travel further, therefore the response time is unaffected by the proposed change (see Appendix **C5c**).
- 3.30 Furthermore, by consolidating the volunteer units at one location, this provides greater resilience in terms of the availability of volunteer firefighters to respond. Volunteers who live in Val Caron and Hanmer may need to travel to Val Therese to ride an engine, but there would now be a larger pool of volunteers to draw from at Val Therese.
- 3.31 Given the latest information from GSFS on volunteer firefighters, average numbers are similar in 2021 to 2020. With the proposed consolidations, the expected profile would have increased availability across the busies volunteer stations, therefore providing a more robust response (see Appendix **C5d**).



## 4 PARAMEDIC SERVICES HISTORICAL ANALYSIS

During the five-year sample period (January 1, 2016 to December 31, 2020) GSPS responded to an average of 73 calls per day. Demand increased steadily throughout the sample, by an average of 3.1% per year, except for 2020 which was at similar levels to 2019 due to the impacts of COVID-19.

Across the five-year sample GSPS were meeting their response time performance plan approved by the Council. Between 2016 and 2019 there were slight increases in time at scene and time at hospital, increasing again slightly in 2020 likely due to COVID-19.

GSPS plan to deploy 288 vehicle hours per day, or 2,016 vehicle hours per week. Based on analyzed responses, around 60% of responses by GSPS crews involved an ACP-staffed vehicle.

Overall utilization for GSPS ambulances was 29.5%, increasing to 38.8% when including time spent on P8 standby moves. This varies throughout the day, mirroring the peaks and troughs in demand. This also varies considerably by station and for day vs night.

### Data Collection

- 4.1 GSPS provided ORH with five years (January 1, 2016 to December 31, 2020) of call and response data, which included all mobilizations to calls undertaken by GSPS vehicles. In a similar manner to the fire data, ORH used this data (see Appendix **A1a** for more detail) to build a quantitative understanding of GSPS operations.
- 4.2 The data fed into five main areas of data analysis:
  - **Demand** = any call to which at least one unit has arrived at the scene (received a 'response') for the five-year sample
  - **Response Performance** = measures the percentage of demand that receives a response within the target time frame (for example, 6, 8 or 10 minutes)
  - **Call Components** = measures each 'component' of the call cycle separately (for example, time on scene and time at scene)
  - **Resourcing** = the planned and actual vehicle deployments
  - **Utilization** = the proportion of a vehicle's planned shift time that is spent responding and dealing with patient care + on Priority 8 standby moves (measured from time mobilized to posting clear)

**Figure 4-1: Average Daily Demand by Area and Year**

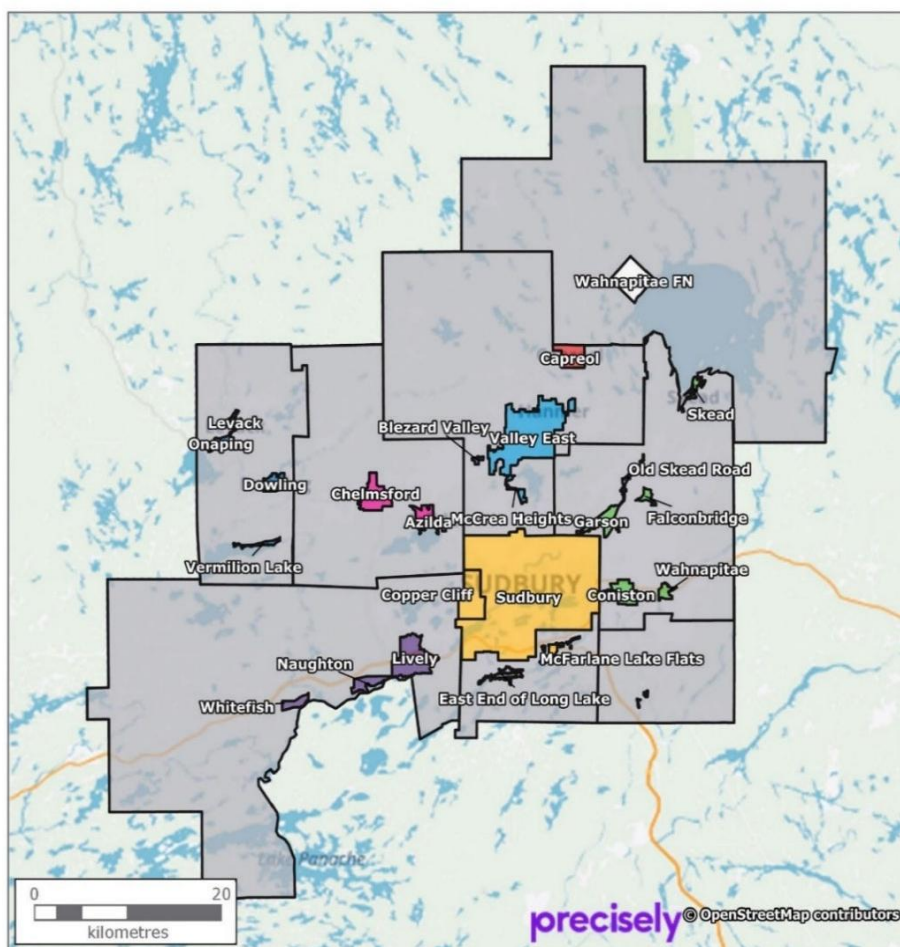
Jan 2016 to Dec 2020

Area	Average Daily Demand by Year (P1 to P4)					% of Total Demand	Avg Annual % Change (excl 2020)
	2016	2017	2018	2019	2020		
Sudbury	48.2	51.8	52.4	54.0	53.6	71.3%	3.8%
Rural	5.4	4.9	5.2	4.9	4.9	6.9%	-3.2%
Valley East	4.4	4.5	4.8	4.9	4.5	6.3%	3.7%
Rayside-Balfour	3.5	3.7	3.7	4.1	3.9	5.2%	5.5%
Nickel Centre	2.4	2.5	2.6	2.5	2.7	3.5%	0.8%
Walden	1.8	1.8	1.9	2.0	2.1	2.6%	3.3%
Onaping Falls	1.1	1.1	1.3	1.3	1.2	1.6%	7.3%
Capreol	1.1	1.0	1.2	1.0	1.0	1.5%	-2.5%
Out of Area	0.7	0.7	0.8	0.6	0.8	1.0%	-5.7%
<b>Total</b>	<b>68.9</b>	<b>72.1</b>	<b>74.0</b>	<b>75.5</b>	<b>74.8</b>	<b>100.0%</b>	<b>3.1%</b>
Annual % Change	-	4.7%	2.6%	2.0%	-1.0%		

Out of Area = demand responded to by GSPS outside the geographical boundary of Greater Sudbury.

Areas sorted from highest to lowest demand in 2020. Rural area includes demand at Airport.

'Rural' is defined according to the Hemson population boundaries used for demand projections





## Data Analysis

### *Demand*

- 4.3 During this the 5-year sample period, GSPS responded to an average of 73 calls per day. Priority 1 to Priority 4<sup>1</sup> (P1 to P4) demand increased steadily throughout the sample period (see Appendix **D1a**), except for 2020 which was at similar levels to 2019 due to the early stages of COVID-19.
- 4.4 P3 and P4 demand categories drove the overall increases, accounting for 63% and 23% of all demand respectively. P1 and P2 demand remained at very low, stable levels throughout the sample. While overall 2020 demand did not surpass 2019 levels, this was almost entirely due to initial COVID-19 lockdowns in April and May; by the second half of the year demand by month was generally higher than the same month for the previous year.
- 4.5 The core Sudbury area accounted for the highest proportion of the total demand (around 71%), and Capreol the lowest (2.5%). Demand increased by an average of 3.1% per year, excluding 2020 (see Figure **4-1**). Some areas saw a decreasing annual change within their own area, though this is mainly due to these areas having small volumes of demand (and therefore more sensitive to small fluctuations in demand) rather than a true decreasing trend.
- 4.6 A more detailed geographical distribution of P4 demand is mapped in Appendix **D1b**.
- 4.7 The priority of call in ORH's analysis is based on dispatch priority, the information known to Central Ambulance Communications Centre (CACC) staff and the assigned paramedic crew at the point they are assigned to the call. Each call is also assigned a return priority; the priority of the patient when they are ready to be transported from the scene of the demand onward to hospital. While 63% of demand is initially assigned a P4 dispatch priority, only 9% are assigned a P4 return priority (see Appendix **D1c**). The demand that is not assigned a return priority are typically those that do not get transported to hospital.
- 4.8 Almost all demand in Greater Sudbury is transported to a singular location: Health Sciences North.

### *Response Performance*

- 4.9 Mandated reporting of response performance to the Ministry of Health (MoH) calculates City-wide performance from the time the first vehicle is notified until the first vehicle arrival on scene. Targets are set by Canadian Triage Acuity Scale (CTAS) code but not by priority code; calls are not assigned a CTAS code until the first paramedic arrives on scene.

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<sup>1</sup> See definitions in Glossary in Appendix **G**

## Figure 4-2: Analyzed Response Performance

Jan 2016 to Dec 2020

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	55.2%	83.7%	94.3%
Valley East	43.7%	72.8%	90.6%
Rural	20.2%	21.9%	37.6%
Rayside-Balfour	46.7%	71.2%	85.6%
Nickel Centre	35.8%	35.0%	51.9%
Walden	69.7%	79.6%	86.6%
Onaping Falls	8.9%	55.2%	67.0%
Capreol	69.7%	85.9%	92.6%
<b>Overall</b>	<b>50.8%</b>	<b>74.9%</b>	<b>86.7%</b>

Note: Areas sorted from highest to lowest demand

Performance is only calculated using paramedic data, so may not directly align with GSPS-reported figures which include community performance (fire, police, public access defibrillators, etc). This figure shows performance for P4 incidents, across all CTAS codes.

## Figure 4-3: Analyzed Average Call Component Times (hh:mm:ss)

Jan 2016 to Dec 2020

Call Component	Measured Between	Dispatch Priority: P1	Dispatch Priority: P2	Dispatch Priority: P3		Dispatch Priority: P4	
				Return Priority: P3	Return Priority: Other	Return Priority: P4	Return Priority: Other
Call Time to Vehicle Activation	T0 - T2	07:45:21	18:23:29	00:14:56	00:06:06	00:03:08	00:02:17
Mobilisation Time	T2 - T3	00:02:14	00:03:20	00:01:33	00:01:21	00:01:11	00:01:07
Travel Time to Scene	T3 - T4	00:06:00	00:10:59	00:09:35	00:08:09	00:06:03	00:05:32
Time At Scene	T4 - T5	00:17:31	00:18:59	00:18:11	00:16:26	00:20:02	00:18:34
Travel Time to Hospital	T5 - T6	00:13:25	00:21:15	00:15:01	00:12:21	00:10:35	00:13:00
Time at Hospital	T6 - T7	00:13:59	00:19:03	00:27:04	00:24:05	00:31:33	00:26:11
Arrival to Patient Transfer	T6 - PTOC	00:13:11	00:17:29	00:20:07	00:17:41	00:22:07	00:19:30
Patient Transfer to Clear	PTOC - T7	00:00:44	00:01:17	00:06:30	00:06:09	00:09:14	00:06:41
Occupied Time	T3 - T7/T13	00:44:47	01:09:16	01:10:10	00:47:04	01:09:04	00:49:27
Average Daily Demand		6.5	3.5	4.3	12.7	6.3	39.8

- 4.10 Across the five-year sample, GSPS were meeting their CTAS performance targets except for Sudden Cardiac Arrest (SCA) patients (see Appendix **D2a**). The performance plan is reported for Greater Sudbury as a whole, though ORH has split this out by area in the appendix. Performance is only calculated using paramedic data, so may not directly align with GSPS-reported figures which include community performance (fire, police, public access defibrillators, etc).
- 4.11 ORH also measures 6-, 8- and 10-minute response performance for P4 demand (see Figure **4-2**) as this is what is known at the point of dispatch and is how the CACC staff decide how to prioritize calls; ORH therefore needs to set up the model based on priority rather than CTAS to reflect this. As with the CTAS performance, there is significant variation by area.
- 4.12 CTAS performance has been relatively stable over the last five years (see Appendix **D2b**), with some CTAS codes increasing slightly (CTAS 1, 2 and 5) and some decreasing slightly (CTAS 3 and 4). SCA appears to fluctuate significantly, though this is mainly due to the low volumes of calls in this category.

### ***Call Components***

- 4.13 ORH calculates each component of the call cycle separately and analyzes these to understand how they may vary (see Figure **4-3**). Average occupied time<sup>2</sup> for P4 calls (dispatched and returned as P4) was around 70 minutes, with time at hospital accounting for 31 minutes of this on average. Those calls that were dispatched as P4 but not returned as P4 ('Return: Other') include calls that did not end up being transported to hospital, hence the overall average occupied time being around 20 minutes lower.
- 4.14 There is a similar profile for the P3 call components. P1 and P2 calls tended to spend less time at hospital than P3 and P4 calls.
- 4.15 Between 2016 and 2019 there were increases in time at scene (from 17m54s to 18m48s) and time at hospital (from 24m01s to 28m14s) for P4 incidents. In 2020 time at scene increased further (to 20m00s), as did time at hospital (to 30m30s) though these changes are likely related specifically to COVID-19 (see Appendix **D3**).

### ***Resources and Resource Use***

- 4.16 GSPS plan to deploy 288 vehicle hours per day, or 2,016 vehicle hours per week (see Appendix **D4a**).
- 4.17 Each of the five outer stations (Capreol, Chelmsford, Levack, Val Therese and Waters) deploy a single vehicle 24 hours per day 7 days per week; Capreol and Levack are Paramedic Response Units (PRUs) rather than ambulances, but all

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<sup>2</sup> The time spent on calls from the point of mobilisation to becoming clear and ready for the next call (or ready to return to base).

**Figure 4-4: Resourcing and Utilization Summary**

Station	Skill Level / Vehicle Type		Average Daily Vehicle Hours		Utilization (P1 to P4 + P8)	
			Planned	Actual	Day (07:00 to 19:00)	Night (19:00 to 07:00)
HQ	ACP/PCP	Amb	168	168.3	49.6%	40.5%
Chelmsford	ACP	Amb	24	23.5	23.2%	16.5%
Val Therese	ACP	Amb	24	24.0	24.7%	17.4%
Lively (Waters)	ACP	Amb	24	24.0	16.4%	9.7%
Levack	ACP	PRU	24	23.8	12.3%	9.1%
Capreol	ACP	PRU	24	24.0	13.0%	10.4%
Overall		Amb	240	239.8	42.0%	31.7%
Overall		PRU	48	47.7	12.6%	9.7%
Overall			288	287.5	37.5%	27.7%

are Advanced Care Paramedics (ACPs). From the Headquarters in Azilda ('main base'), there is a maximum of nine vehicles deployed between 14:00 and 17:00 and a minimum of five vehicles between 02:00 and 05:00; these are a mix of ACP-staffed and Primary Care Paramedic (PCP)-staffed ambulances.

- 4.18 Based on analyzed responses, around 60% of responses by GSPS crews involved an ACP-staffed vehicle (see Appendix **D4b**).
- 4.19 In evaluating the current use of resources, it is of interest to measure how well front-line resources are utilized. Utilization here is defined as the proportion of a vehicle's planned shift time that is spent responding and dealing with patient care (measured from time mobilized to posting clear). This therefore excludes time spent on rest breaks, returning to base (except when including P8 moves), and other duties such as completing paperwork.
- 4.20 Overall utilization for GSPS ambulances was 29.5%, increasing to 38.8% when including time spent on P8 standby moves. This varies throughout the day, mirroring the peaks and troughs in demand (see Appendix **D4c**). This also varies considerably by station and for day vs night (see Figure **4-4**).
- 4.21 There was an average of 85.2 standby moves<sup>3</sup> initiated per day, resulting in 60.5 per day being completed (arriving at the intended coverage location) and 24.8 being cancelled (see Appendix **D4d-i**). When completed, these moves take an average of approximately 14 minutes, compared to an average of approximately 8 minutes when cancelled.
- 4.22 For completed moves, this has been further broken down by station, mobilizing area and arriving area in Appendix **D4d-ii** (for the top 5 most frequent combinations per station).

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<sup>3</sup> Standby moves are journeys made for coverage purposes, either between stations or from a hospital (after completing a call) to a station. This includes vehicles leaving HQ at the start of their shift and returning at the end of their shift.

**Figure 5-1: 2021 Base Position Response Performance**

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	58.1%	83.6%	94.2%
Valley East	37.7%	74.4%	90.7%
Rural	8.5%	21.6%	38.1%
Rayside-Balfour	44.5%	68.2%	84.0%
Nickel Centre	21.8%	35.1%	54.3%
Walden	49.5%	75.3%	84.2%
Onaping Falls	41.2%	56.9%	68.4%
Capreol	82.4%	87.2%	91.9%
<b>Overall</b>	<b>50.8%</b>	<b>75.2%</b>	<b>87.1%</b>

**Note:** Areas sorted from highest to lowest demand

Performance is only calculated using paramedic data, so may not directly align with GSPS-reported figures which include community performance (fire, police, public access defibrillators, etc). This figure shows performance for P4 incidents, across all CTAS codes.

## 5 PARAMEDIC SERVICES MODELLING OUTCOMES

As for the fire service modelling, ORH populated its paramedic services models with inputs derived from the historical analysis and travel times were calibrated against actual journeys. With a close alignment between modelled and analyzed positions, the models could therefore be used to examine the impacts of a variety of 'what if' modelling scenarios.

The modelling first focused on options for current resources with current demand, including identifying ideal locations through a 'blank canvas' approach and testing moving current resources to the identified ideal locations. The modelling found that current resources are already deployed at the most ideal locations; that is, there were no significant improvements observed in overall performance when moving resources.

Options with future demand and additional resources were then evaluated, including:

- The impact of demand projections in 2031 in a 'Status Quo' position
- Identifying the ideal locations for prioritizing potential new resources (based on overall improvement vs area improvements)
- Testing the impact of removing non-urgent transfers

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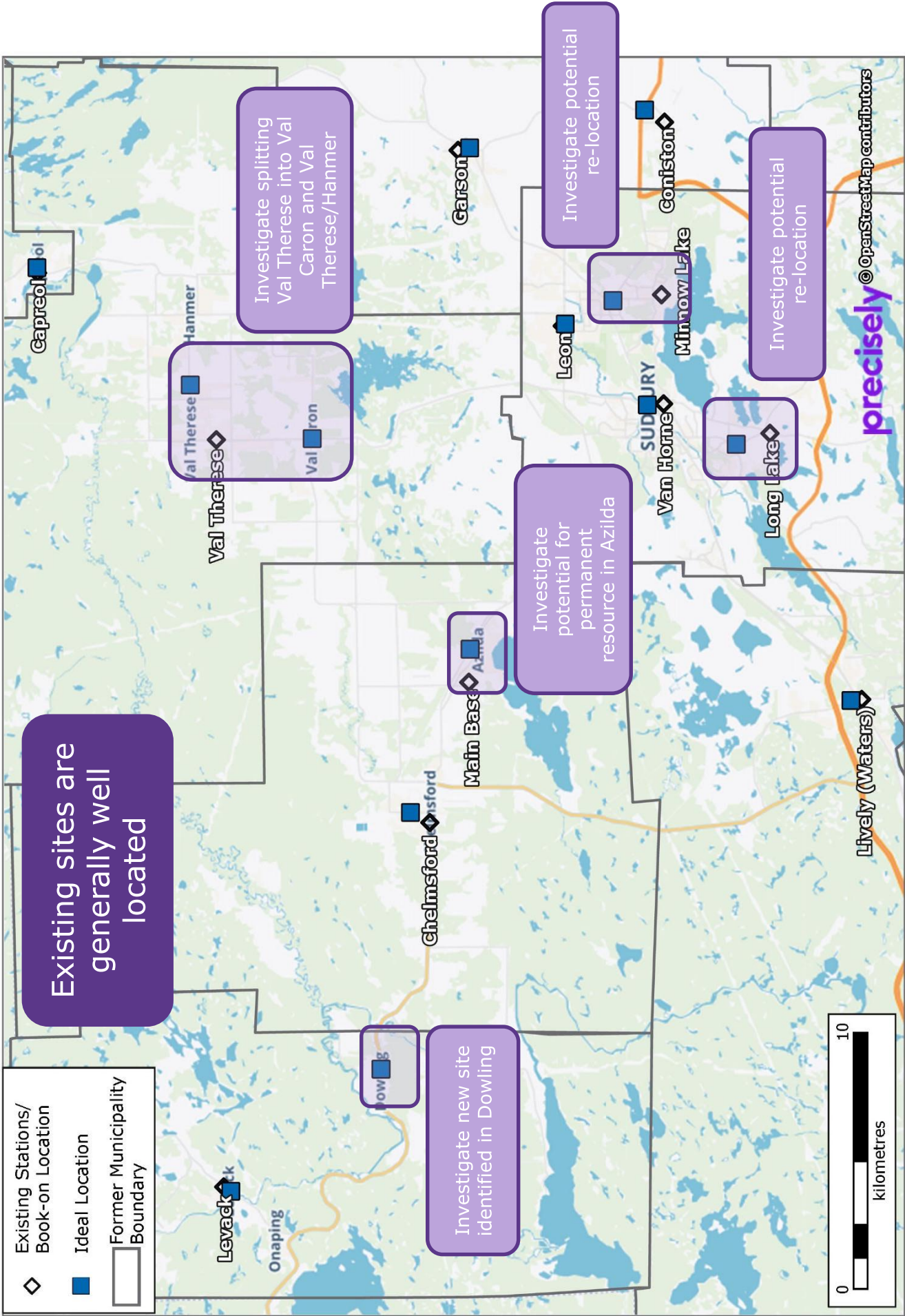
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### Model Validation and Base Position

- 5.1 A virtual replica of GSPS operations was created within AmbSim by populating inputs using parameters derived from the analysis presented in Section 4. In addition to this data, ORH developed a detailed travel time model of the Region using commercially available data calibrated against information on actual journey times.
- 5.2 The model was validated by comparing a wide range of outputs from the model, such as response performance, vehicle workload (utilization) and hospital workload, to the corresponding analyzed figures for these factors based on actual data (see examples in Appendices **E1a** and **E1b**). The comparison of outputs, including others not listed here, showed that the model replicated historical operations accurately and therefore was appropriate to use for different 'what if' modelling scenarios.
- 5.3 The model was initially set up to reflect GSPS operations during 2019 to provide a robust and up-to-date sample for model validation; however, it was then possible to switch to a more up-to-date Base Position for 2021.



Figure 5-2: 14 Location Blank Canvas Approach





- 5.4 In line with projections, demand was uplifted slightly in the model and the vehicle shift pattern was updated to reflect the planned resource levels. No other model parameters were changed as it was assumed that these would remain at analyzed levels.
- 5.5 In the Base Position, overall P4 8-minute response performance, when measured from time assigned, was 75.2% (see Figure **5-1**).

## **Current Demand and Current Resources**

### ***Location Modelling***

- 5.6 ORH's location model was used to assess the configuration of existing station locations. The model uses a genetic algorithm that evaluates large numbers of potential configurations, resulting in an ideal solution.
- 5.7 The location criteria used in all cases was to minimize the mean response time to P4 demand. All P4 demand was used as modelling against only SCA and CTAS1 demand (the highest priority calls) would not provide enough demand. Only travel time to demand is accounted for in the location modelling process; the exact impact of changing resource deployments within a changed station configuration is fully evaluated by simulation modelling.
- 5.8 A series of blank canvas location runs were modelled (for 8 through 14 sites), which indicated that existing stations were generally well located; that is, many of the ideal sites were found close to existing stations. Blank canvas modelling identifies ideal locations and takes no account of current station locations or other constraints.
- 5.9 The results of the blank canvas runs were broadly nested (see Appendices **E2a** to **E2d**), that is, the ideal 14 included the ideal 13, which included the ideal 12, and so on. A further 15<sup>th</sup> site was later identified at Whitefish.
- 5.10 The sites found in the 14-site configuration (see Figure **5-2**) were taken forward for testing within AmbSim and several options were identified for further investigation:
- Investigate the potential re-location of Minnow Lake and Long Lake (see Appendix **E3a** for full results)
  - Investigate splitting Val Therese into two sites: at Val Caron and Val Therese/Hanmer (see Appendix **E3b**)
  - Investigate a new site identified in Dowling (see Appendix **E3c**)
  - Investigate the potential for a permanent resource in Azilda (see Appendix **E3d**).

**Figure 5-3: Testing Changes to Resourcing**

Scenario	P4 Performance		
	6-Minute	8-Minute	10-Minute
Base Position - Overall Performance	50.8%	75.2%	87.1%

***Difference from Base Position:***

Move to Optimal Minnow Lake and Long Lake	0.6%	0.1%	0.0%
Move Core Resource to Val Caron + Move Val Therese to VT/Hanmer	0.0%	-1.0%	-0.4%
Move Core Resource to Levack + Move Levack PRU to Dowling	-2.7%	-2.6%	-1.7%
Keep Core Resource at Azilda	-3.3%	-2.8%	-1.7%
Move Capreol to Fire Station	-0.2%	-0.1%	-0.1%

- 5.11 In each of these scenarios no additional resources were added so, with the exception of re-locating Minnow Lake and Long Lake, each involved moving a resource from the Core out to the relevant area. For example, in the third scenario a core resource is moved to Levack and the Levack PRU is moved to Dowling.
- 5.12 The modelling therefore found that current resources are already deployed at the most ideal locations; that is, there were no significant improvements observed in overall performance when moving resources (see Figure **5-3**). Some local area improvements were noted (for example, improvements to Onaping Falls and Rayside-Balfour in the third scenario) but with a net degradation in overall performance due to the reduction of cover in the Core. Small improvements were observed when moving to the ideal Minnow Lake and Long Lake locations, so this would be worthwhile given the improvements found in the fire service modelling.
- 5.13 Based on the outcomes of the fire service modelling, AmbSim was also used to test the impact of moving Capreol resources to the fire station (see Appendix **E3e**). This resulted in minimal overall change to response performance, though 6-minute response performance in Capreol would fall from 82.4% to 72.7%; even with this degradation, the Capreol area still has the highest 6-minute performance when compared to the other areas.

#### ***Moving Main Base to Lasalle/Notre Dame***

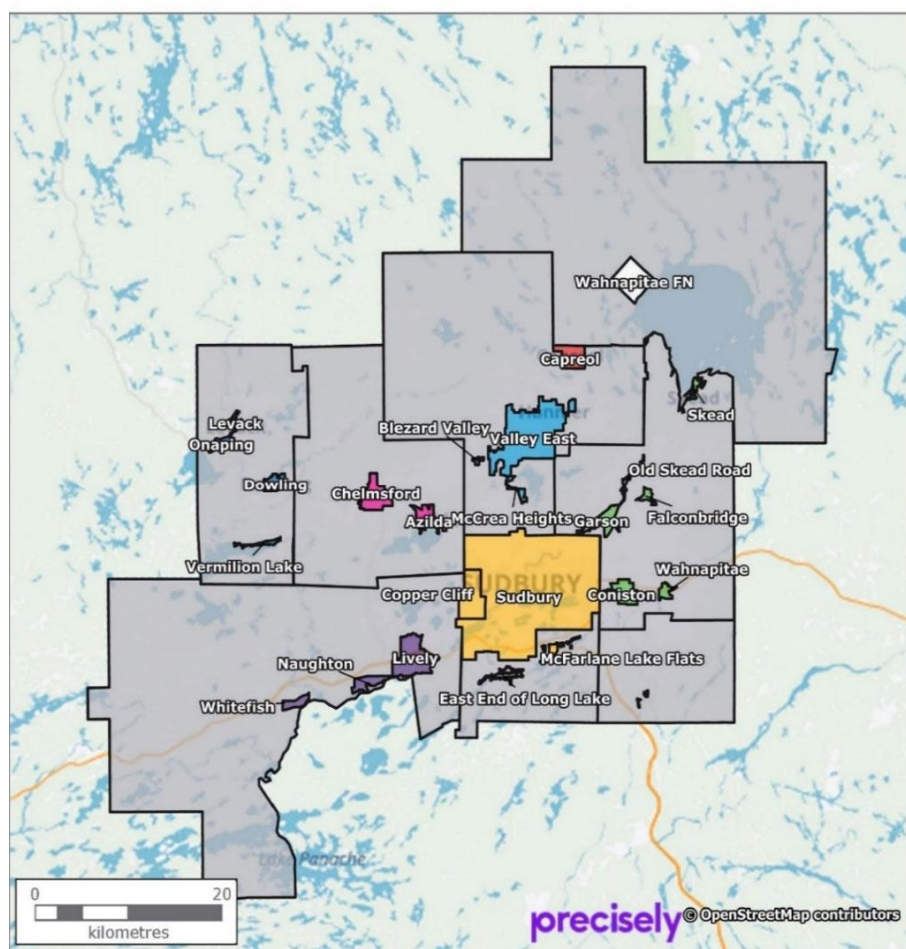
- 5.14 At present, all of the vehicles in the core start (book-on) and end their shift at the main base in Azilda. At the start of their shift, these vehicles travel to the most appropriate core location ready to respond to calls. ORH was asked to test the impact of moving the book-on location for the core GSPS vehicles from Azilda to a site at the junction of Lasalle Boulevard and Notre Dame Avenue.
- 5.15 This is not a scenario that GSPS currently plans to take forward, but was modelled purely to provide an indication of the potential impacts. For both Sudbury and Nickel Centre, 6-, 8-, and 10-minute P4 performance would improve slightly, leading to a small overall increase (see Appendix **E3f**). Rayside-Balfour performance decreases as, with vehicles starting their shift in Azilda, some natural coverage is provided if a call comes in around shift start times; this is lost if vehicles start their shift at Lasalle/Notre Dame.
- 5.16 On average, a total of approximately 7.5 hours are lost per day travelling between the main base in Azilda and the core area sites (accounting for travel time at the start and end of each vehicle's shift). This would be reduced to approximately 3.5 hours between Lasalle/Notre Dame and the core area sites.

#### ***Medical Tiered Response Impacts***

- 5.17 The career fire stations, as well as the Capreol and Levack volunteer stations, have medical tiered response arrangements with GSPS to automatically respond to medical calls if the call involves the absence of breathing or airway

**Figure 5-4: Hemson Population Projections**

<b>Hemson Forecast Total Population</b>		
City of Greater Sudbury by Former Local Municipality		
	<b>2016</b>	<b>2031</b>
Capreol	3,010	3,080
Nickel Centre	13,540	14,000
Onaping Falls	3,970	4,000
Rayside-Balfour	11,820	11,990
<i>Rural</i>	<i>20,010</i>	<i>20,130</i>
Sudbury	86,870	88,880
Valley East	21,040	21,840
Walden	5,870	6,480
<b>City of Greater Sudbury</b>	<b>166,130</b>	<b>170,400</b>



obstruction, the absence of pulse, or an unconscious patient (excluding seizures). A fire response may also be requested if the primary paramedic response is significantly delayed for calls involving chest pain or shortness of breath, uncontrolled bleeding or seizures.

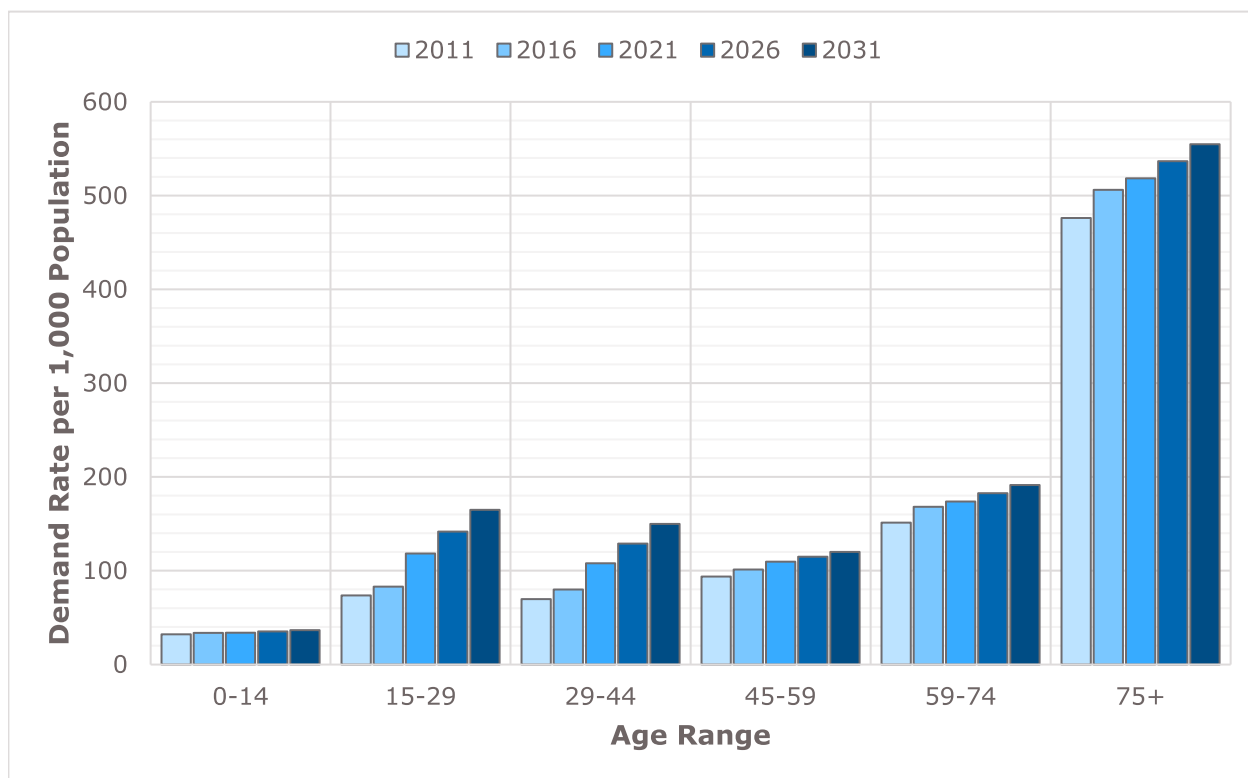
- 5.18 ORH was asked to model the impact on response performance improvements if fire service responses were included to these tiered calls for the differing options around Minnow Lake locations. The P4 6-minute response performance improvements were as follows (~3 calls per week responded to by Minnow Lake fire station):
- 0.2% with Minnow Lake fire and paramedics at current site
  - 0.6% with Minnow Lake fire at ideal site (paramedics at current site)
  - 1.0% with Minnow Lake fire and paramedics at ideal site
- 5.19 ORH also tested the impact of introducing medical tiered responses for three of the volunteer fire stations. The P4 10-minute response performance improvement within each volunteer station catchment were as follows: (~0.2 calls per week responded to by each volunteer fire station):
- 0.4% for Dowling
  - 0.5% for Wahnapiatae
  - 0.6% for Whitefish

## **Demand Projections**

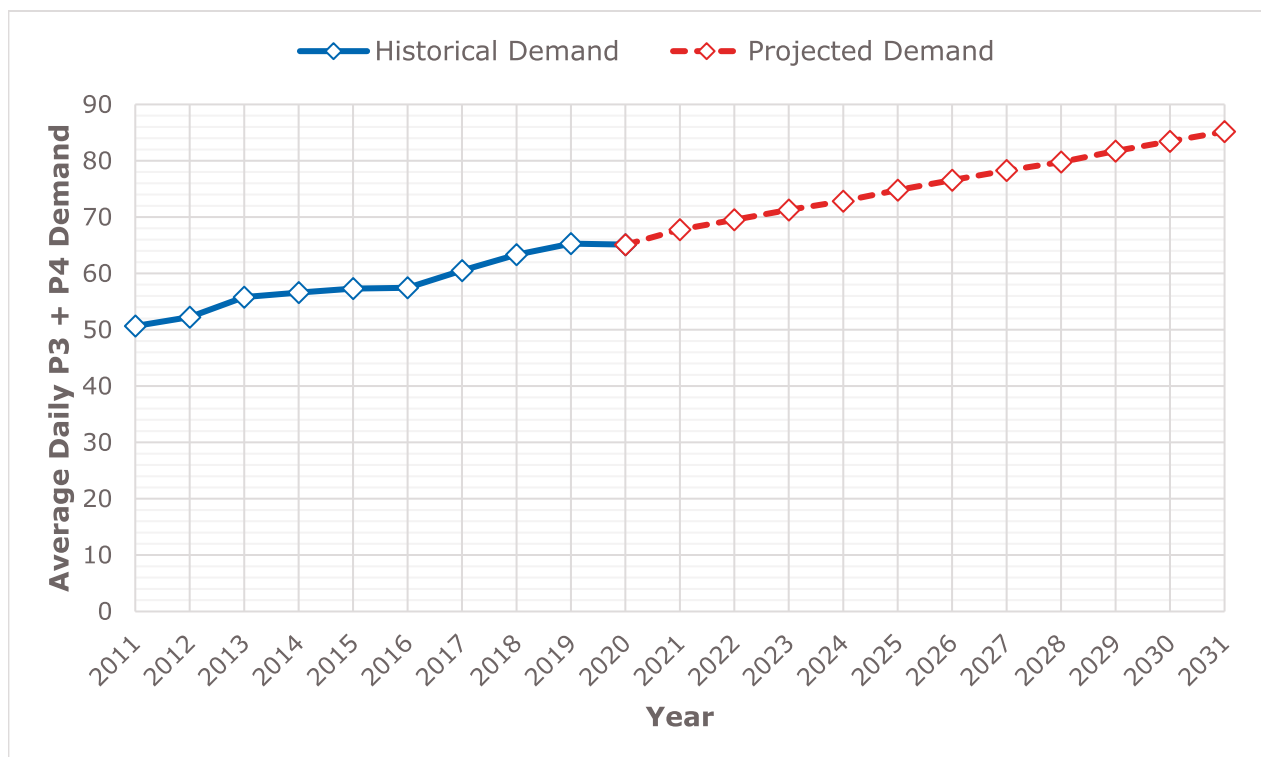
### ***Methodology***

- 5.20 ORH estimated demand in yearly intervals from 2021 to 2031 to inform the demand levels for the ten-year plan.
- 5.21 The approach used is based on the underlying hypothesis is that demand is strongly related to the population age profile; the older a person is, the more likely they are to make multiple requests for paramedic assistance. This method also takes account of the fact that there is an underlying trend for increasing demand in all age groups (which can be observed historically) due to unquantifiable factors such as the overall level of health provision, public expectation, etc, which, it is assumed, will continue into the foreseeable future.
- 5.22 An overview of the approach taken is provided in Appendix **E4a**.

**Figure 5-5: Demand Rates per 1000 Population**



**Figure 5-6: Overall Population Projection**



### ***Population***

- 5.23 Population data by year, age and area for each year from 2011 to 2031 inclusive was required in order to calculate the demand projections. This data was provided by Hemson and was split into the geographical areas shown in Figure **4-1**.
- 5.24 Population in 2016 was around 166,000 across Greater Sudbury (see Figure **5-4**); Sudbury accounted for the highest proportion of the total population (52.3%), and Onaping Falls the lowest (2.4%). By 2031, total population is expected to increase to around 170,000, with an average annual increase of 0.2%.
- 5.25 There is a consistent age profile across all areas of Greater Sudbury (see Appendix **E4b**), with the 45-59 age group accounting for the highest proportion of population in 2016. Comparing the 2016 and 2031 profiles, there is a clear shift into the 59-74 and 75+ age groups in all areas.

### ***Demand***

- 5.26 Demand data by year, age and area was also required in order to calculate the demand projections for each year from 2011 to 2020 inclusive.
- 5.27 There is a clear correlation between age and demand, with the older age groups generating the most demand. In 2020, demand generated by those aged 75 years or older accounted for 32.4% of all P3 and P4 demand (compared to this age group accounting for 8.7% of the total population).
- 5.28 As a result, demand rates per 1,000 population are substantially higher for the '75+' age group than for other age groups. Demand rates have been increasing over the past ten years in all age groups and are therefore predicted to continue increasing to 2031 (see Figure **5-5**).
- 5.29 P3 and P4 demand in Greater Sudbury is expected to increase by 2.4% per year between 2021 and 2031, from 65.1 demand per day to 85.2 demand per day (see Figure **5-6**); this is similar to the increase observed between 2011 and 2031 of 2.9% per year. All areas are projected to increase.
- 5.30 The compounding impact of ageing population and increasing demand rates leads to demand increasing at a higher rate than population. Although there was a slight dip in the number of calls GSPS responded to in 2020 due to COVID-19, this is not expected to impact the onward projections.

**Figure 5-7: 2031 'Status Quo' Response Performance**

**2031 'Status Quo' Performance**

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	55.0%	79.8%	91.4%
Valley East	36.0%	70.8%	87.3%
Rural	8.4%	21.1%	36.6%
Rayside-Balfour	41.9%	64.7%	81.2%
Walden	44.4%	67.3%	75.9%
Nickel Centre	16.9%	26.7%	44.7%
Capreol	79.6%	83.3%	89.0%
Onaping Falls	39.8%	54.8%	65.9%
<b>Overall</b>	<b>47.9%</b>	<b>71.3%</b>	<b>83.6%</b>

**Difference from 2021 Base Position**

P4 Performance		
6-Minute	8-Minute	10-Minute
-3.1%	-3.8%	-2.8%
-1.7%	-3.6%	-3.4%
-0.1%	-0.5%	-1.5%
-2.6%	-3.5%	-2.9%
-5.1%	-8.0%	-8.3%
-4.9%	-8.4%	-9.5%
-2.7%	-3.9%	-2.9%
-1.4%	-2.1%	-2.5%
<b>-3.0%</b>	<b>-3.9%</b>	<b>-3.5%</b>

**Note:** Areas sorted from highest to lowest demand



## Future Demand and Additional Resources

### *Status Quo Trajectory*

- 5.31 To provide meaningful context for future resource recommendations, it was important to create a 'Status Quo' position through to 2031. The demand projections of a 2.4% average increase per annum were applied to the Base Position, and no other operational changes were made.
- 5.32 By 2031, overall P4 6-minute response performance is expected to decrease by 3.0% (see Figure **5-7**), while 8-minute and 10-minute performance is expected to decrease by 3.9% and 3.5% respectively. The biggest performance impacts were observed for Sudbury, Walden and Nickel Centre; as core resources in Sudbury get busier, vehicles in Walden and Nickel Centre are more likely to be pulled into this area.
- 5.33 Modelling yearly intervals between 2021 and 2031 showed similar reductions in performance year-on-year (see Appendix **E5**).

### *Ideal Locations for New Resources*

- 5.34 ORH investigated the ideal locations for new resources over the next ten years, as these would be required to offset the projected demand increases and negative impacts on response performance outlined in the previous sub-section.
- 5.35 Firstly, ORH looked to prioritize new resources with a focus on making sub-area performance improvements; that is, aiming to improve equity of performance between the areas of Greater Sudbury. In this way, new resources should be prioritized as follows:
- (a) Adding an ambulance in the core
  - (b) Adding an ambulance at the ideal Val Caron site and moving Val Therese resources to the ideal Val Therese/Hanmer site
  - (c) Converting the Levack PRU to an ambulance and adding a PRU at Dowling
  - (d) Adding an ambulance (day only) to Lively (Waters)
- 5.36 The impact on performance for 2031 is given in Figure **5-8**. When compared to the 2021 base position improvements can be seen in all areas, particularly for 6-minute response performance in Onaping Falls, Rayside-Balfour and Valley East. Overall P4 6-minute response performance improves by 6.4%.
- 5.37 A range of variations to the scenario described above were also modelled (see Appendix **E6**). For example, testing the impact on performance if, instead of adding any new resources in Valley East, the PRU at Capreol was converted to an ambulance.

**Figure 5-8: 2031 with New Resources Response Performance**  
(Focus on Area Improvements)

**2031 with New Resources**

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	62.4%	86.4%	95.5%
Valley East	66.1%	83.8%	93.7%
Rural	12.3%	28.2%	46.1%
Rayside-Balfour	54.6%	77.9%	90.5%
Walden	54.9%	82.5%	90.8%
Nickel Centre	27.5%	44.0%	63.4%
Capreol	82.4%	87.8%	92.4%
Onaping Falls	60.3%	75.4%	86.0%
<b>Overall</b>	<b>57.2%</b>	<b>79.8%</b>	<b>90.1%</b>

**Difference from 2021 Base Position**

P4 Performance		
6-Minute	8-Minute	10-Minute
4.3%	2.8%	1.3%
28.4%	9.3%	3.0%
3.9%	6.6%	8.1%
10.1%	9.7%	6.4%
5.4%	7.1%	6.6%
5.7%	8.8%	9.2%
0.1%	0.6%	0.5%
19.1%	18.5%	17.7%
<b>6.4%</b>	<b>4.6%</b>	<b>3.0%</b>

**Note:** Areas sorted from highest to lowest demand

**Figure 5-9: 2031 with New Resources Response Performance**  
(Focus on Overall Improvements)

**2031 with New Resources**

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	67.7%	90.0%	96.9%
Valley East	67.0%	84.6%	94.3%
Rural	10.5%	25.4%	44.0%
Rayside-Balfour	45.0%	68.7%	84.4%
Walden	46.5%	70.8%	80.1%
Nickel Centre	39.0%	61.2%	79.8%
Capreol	82.7%	88.2%	92.7%
Onaping Falls	40.8%	56.1%	67.3%
<b>Overall</b>	<b>59.9%</b>	<b>81.1%</b>	<b>90.3%</b>

**Difference from 2021 Base Position**

P4 Performance		
6-Minute	8-Minute	10-Minute
9.6%	6.4%	2.7%
29.3%	10.2%	3.6%
2.0%	3.8%	5.9%
0.5%	0.6%	0.4%
-3.0%	-4.5%	-4.2%
17.2%	26.1%	25.6%
0.3%	1.0%	0.9%
-0.4%	-0.8%	-1.0%
<b>9.0%</b>	<b>5.9%</b>	<b>3.2%</b>

**Note:** Areas sorted from highest to lowest demand

Walden performance falls due to increasing demand and the fact that no additional resources have been added in this area.

- 5.38 ORH also looked at how resources should be prioritized with a focus on overall performance improvements only; that is, where can resources be added to give the biggest overall performance improvement, regardless of individual area impacts. In this case, the new resources should be prioritized as follows:
- (a) Adding an ambulance in the core
  - (b) Adding an ambulance at the ideal Val Caron site and moving Val Therese resources to the ideal Val Therese/Hanmer site
  - (c) Adding a second ambulance in the core
  - (d) Adding a third ambulance in the core
- 5.39 The impact on performance for 2031 is given in Figure **5-9**. When compared to the 2021 base position, overall P4 6-minute response performance improves by 9.0%. Significant improvements can be seen in Nickel Centre, Sudbury and Valley East, but there is little improvement in the other areas. Walden performance falls due to increasing demand and the fact that no additional resources have been added in this area.

#### ***Removing Non-Urgent Transfers***

- 5.40 In 2019, GSPS undertook an average of 7.9 non-urgent transfers per day; approximately 10% of all demand. In the future, GSPS may look for alternative means of transport for these patients rather than utilizing the emergency fleet.
- 5.41 ORH therefore tested the performance impact of removing this demand from the emergency fleet, creating increased availability to respond to emergency demand. This was modelled against the 2031 Status Quo Trajectory scenario. Overall P4 6-minute response performance improved by 1.1%, with the largest impacts observed in Nickel Centre and Sudbury (see Appendix **E7**). This is equivalent to approximately 240 incidents per year that were not previously receiving a response within six minutes but would under this scenario.

**Figure 6-1: Development Plan**

Modelling Order	Description
1	Relocate Minnow Lake to the ideal location (both fire and paramedic services)
2	Consolidate Skead and Falconbridge into ideal site for Garson
3	Consolidate Val Caron and Hanmer at current site for Val Therese
4	Relocate the paramedic unit in Capreol to the current fire station
5	Consolidate Vermilion Lake into Dowling
6	Consolidate Beaver Lake into Whitefish
7	Consolidate Wahnapiatae and Coniston at ideal site (both fire and paramedic services)
8	Consolidate Waters, Lively and Copper Cliff at Anderson Drive (both fire and paramedic services)
9	Consolidate Azilda at Chelmsford (keep paramedic services book on at current site)

The modelling order for the development plan is based on the priorities purely from a modelling perspective (highest positive impact to greatest negative impact, in terms of response times)

Implementation Phase Order	Description
1	Relocate the paramedic unit in Capreol to the current fire station
	Consolidate Vermilion Lake into Dowling
	Consolidate Beaver Lake into Whitefish
2	Relocate Minnow Lake to the ideal location (both fire and paramedic services)
	Consolidate Skead and Falconbridge into ideal site for Garson
3	Consolidate Val Caron and Hanmer at current site for Val Therese
	Consolidate Waters, Lively and Copper Cliff at Anderson Drive (both fire and paramedic services)
4	Consolidate Wahnapiatae and Coniston at ideal site (both fire and paramedic services)
	Consolidate Azilda at Chelmsford (keep paramedic services book on at current site)

The implementation phase order for the development plan takes account of feasibility and investment costs, in addition to the modelled impacts on response times

## 6 RECOMMENDATIONS

### *Key Messages*

- 6.1 Based on both the GSFS and GSPS outcomes, the following key messages can be summarized:
- Existing paramedic stations are generally well located, particularly for current resources.
  - However, fire station locations are currently not appropriately balanced in the community, and many lack the desired number of available staff.
  - Minnow Lake (career fire + paramedic site) could be relocated to improve performance. Although the modelling for career stations has shown that there are potential response time improvements by relocating Van Horne station, there are no identifiable properties at the ideal sites to build a new Main Station. This option has therefore been excluded from the final position.
  - Some volunteer fire stations could be consolidated to avoid known capital renewal needs without compromising response times: Vermilion Lake, Beaver Lake, Skead, Falconbridge, Val Caron, Hanmer and Copper Cliff.
  - Future changes to fire incident numbers and population growth in the community do not support these stations being sufficiently staffed moving forward. Consolidating stations would provide a more reliable and robust staffing model for GSFS in the future.
  - Further consolidations could take place subject to changes to the fire station configuration: Waters, Lively and Copper Cliff at a new site on Anderson Drive; Wahnapiatae and Coniston at the ideal site; and Azilda at Chelmsford (paramedic services would remain at Azilda).
  - Where new or renovated stations are recommended (due to relocations) there is opportunity to modernize and improve the functionality of these sites, including for paramedic services.
  - No other significant response time improvements can be achieved simply by relocating existing resources, for either fire or paramedic services, without also making some other investment/enhancement in the service.

### *Development Plan*

- 6.2 To assist CGS with the implementation of the recommendations, ORH has created a development plan indicating the priorities from a modelling perspective (highest positive impact to greatest negative impact, in terms of response times) alongside a suggested implementation order, that takes account of feasibility and investment costs (see Figure **6-1**).



6.3 The implementation phase order is as follows:

- Phase 1: relocate the paramedic unit in Capreol to the current fire station, consolidate Vermillion Lake fire station into Dowling, and consolidate Beaver Lake fire station into Whitefish
- Phase 2: relocate Minnow Lake to the ideal site (both fire and paramedic services), and consolidate Skead and Falconbridge fire stations into ideal Garson site
- Phase 3: consolidate Val Caron and Hanmer fire stations into Val Therese, and consolidate Waters, Lively and Copper Cliff fire stations at Anderson Drive (paramedic services at Waters and Lively would also be consolidated at this new site)
- Phase 4: consolidate Wahnapiatae and Coniston paramedic and fire stations at the ideal site, and consolidate Azilda fire station into Chelmsford (paramedic services would remain at Azilda)

6.4 The final set of recommended locations is mapped in Appendix **F1**.

#### ***Site Search Maps for Ideal Locations***

6.5 In projecting the station changes required for the next ten years, there will be uncertainty in the exact locations for new station sites. This will depend on available land and other planning and logistical considerations which will have to be assessed nearer the year scheduled for the change.

6.6 'Site search' maps were therefore generated for each of the recommended sites mentioned above (see Appendix **F2**). The resulting maps are based on the calculated demand coverage for hundreds of alternative locations in the area around the existing stations, with interpolation used for areas between each point. For example, if we know the coverage score for two points that are 250m apart on the same road, we can calculate the coverage from the midpoint of these two locations as the average score.

6.7 The colours on the map represent the suitability of moving the station to each point, with the best locations shown in red. Around the ideal locations, good siting areas are shown in red, and 'poor' areas (in a relative sense compared with ideal) in dark blue, with a graduation between good and poor.

6.8 Site search maps have not been provided for sites that are recommended to stay at their existing location but can be provided separately if required.





# Appendices

A	Methodology
B	Fire Service Historical Analysis
C	Fire Service Modelling Outcomes
D	Paramedic Services Historical Analysis
E	Paramedic Service Modelling Outcomes
F	Recommendations
G	Glossary



# **A Methodology**

## **A1 Methodology**

**A1a** Data Overview

**A1b** Analysis Framework

**A1c** Benefits of Modelling

**A1d** Modelling Approach

## **A2 Model Overview**

**A2a** Optimization

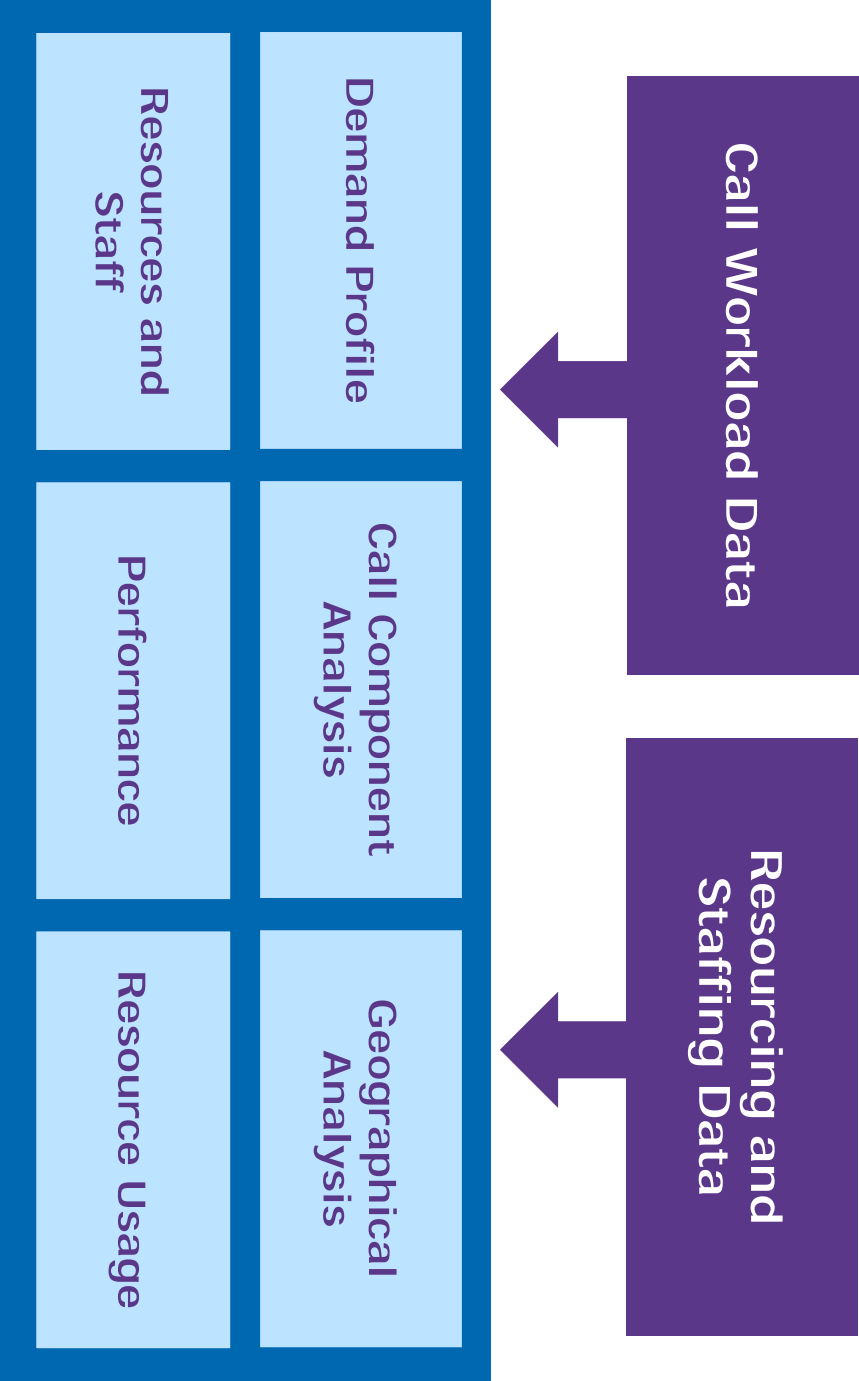
**A2b** Simulation

**Data Overview****Fire data Collection**

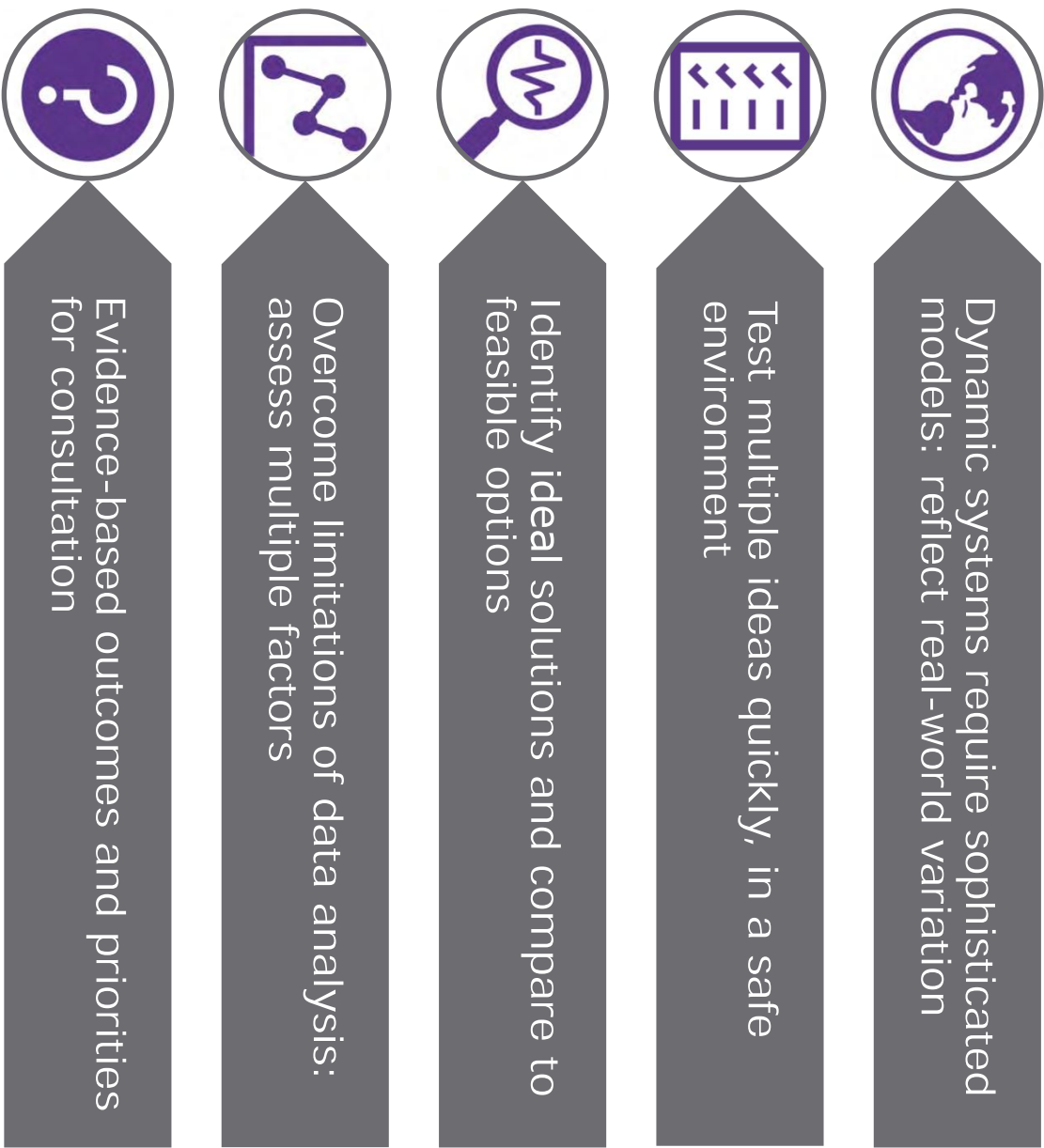
Area	Notes
Workload Data	CGS supplied complete call data for January 1, 2016 to December 31, 2020
Historical Data	Overviews of historic call and performance data plus information on station changes during the sample
Geographical Data	Station locations Service boundaries for fire beats AVL data was not available for fire responses, however the paramedic services data provided a suitable proxy for variation in speeds by road type
Vehicle Availability Data	Not available: Agreed to work on assumption that career vehicles are 100% available; ORH to analyze volunteer response capability

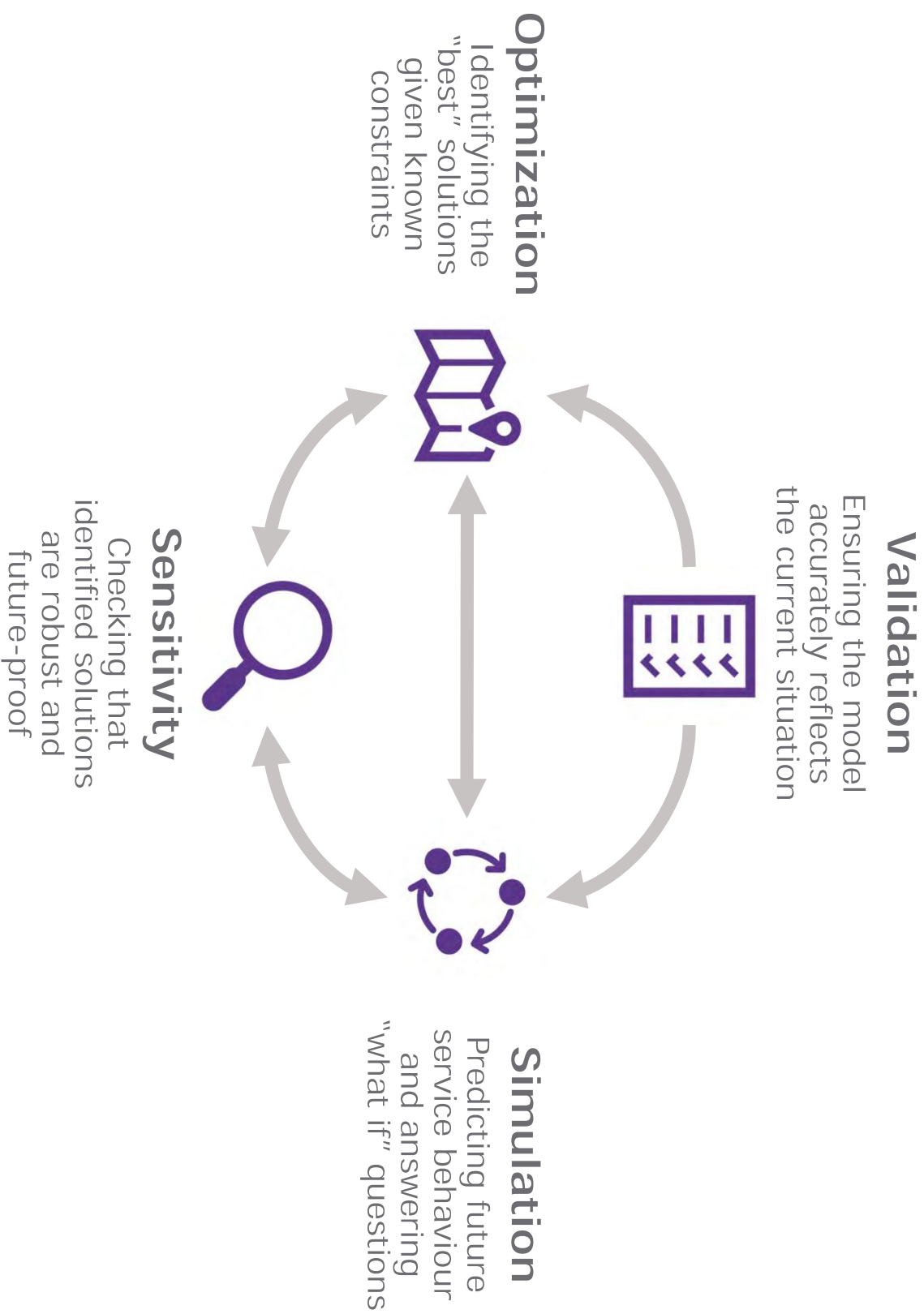
**Paramedic Data Collection**

Area	Notes
Workload Data	Complete incident call (from ADRS) was supplied for January 2016 to March 2021, inclusive.
Historical Data	Monthly call and performance reports Operational changes reflected in the System Status Plans Historical call data from 2011 to 2020 (with location, age group, and gender) to support the creation of demand projections
Population Data	Hemson population projections by age and area
Geographical Data	Station, response post, and hospital locations Automatic Vehicle Location (AVL) data to calibrate a travel time network Service boundaries
Resource Data	Planned and actual vehicle deployments Vehicle downtime data was not available, which is not unusual; this was not critical to the review. Vehicle numbers and types Meal break arrangements Resource dispatch model End-of-shift procedures Staff establishments Staff abstractions
Hospital Data	Additional information on hospital specialties and divert protocols is not applicable here as the overwhelming majority of patients are transported to a single location: Sudbury Health Sciences North ED



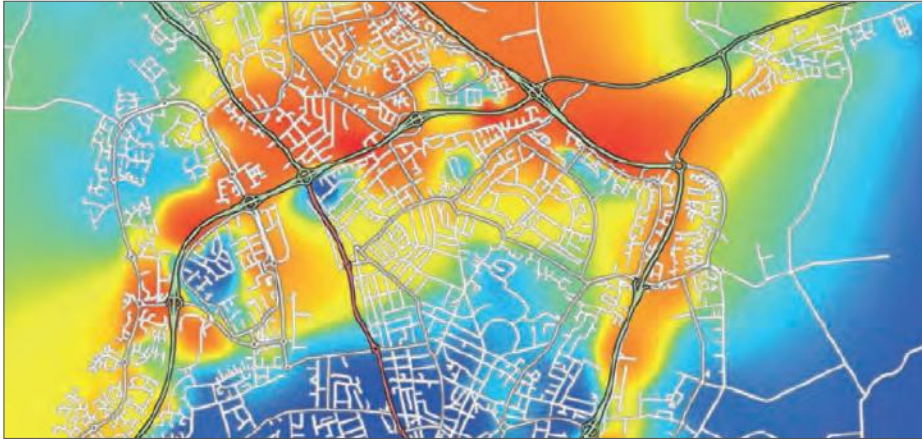
**Benefits of Modelling**





# Optimization

## ORH Approach



### KEY BENEFITS

- Proven approach successfully applied for hundreds of emergency services
- Identify optimal sites for stations and standby points
- Highlight the best locations within a local area
- Take account of specific targets, objectives or operational constraints
- Practical support for implementation

## Optimizing response locations for emergency services

### THE CHALLENGE

Identifying and evaluating optimal locations for stations and resources is a highly complex procedure. For an example scenario where an emergency service wants to place 20 resources across 15 stations, there are over 1.4 billion potential combinations to consider. If the service is not restricted to existing locations, the numbers become astronomical. Some of the questions that emergency services need to answer include:

- Where is the optimal site to relocate an old station, merge existing stations or build an additional station?



*ORH determined optimum locations for new and existing fire stations using accurate modelling tools, and helped us to identify the most efficient use of our resources.*

Assistant Chief Officer,  
UK Fire & Rescue Service

- How many locations are required to meet response standards?
- Where should stations be located to meet future demand?
- What is the optimal balance between stations and standby points?

### ORH'S APPROACH

ORH's unique and powerful program, OGRE, optimizes the locations of sites, quickly determining which options best achieve the objectives. In order to do this it uses a sophisticated genetic algorithm to assess configurations.

ORH designed OGRE to answer a range of optimization questions, taking account of issues that are specific to each emergency service. The bespoke optimization process addresses the following:

- **Response standards:** minimize average response times or maximize the number of incidents within specific timeframes?
- **Risk factors:** assess coverage to incident locations or apply a risk-based approach that can include multiple factors?

- **Resources:** the types of vehicle that contribute to coverage, and whether multiple responders are required?
- **Restrictions:** are there any fixed current locations, and can new sites be located anywhere within the area?

To deliver solutions, ORH's experienced consultants work closely with clients to specify their requirements, understand the constraints and iteratively develop outcomes. Using simulation modelling, we fully test all potential options to quantify the impacts on response times and vehicle workload.

The outcomes from the process include:

- Service-wide maps to identify optimal sites and compare to current response locations.
- Detailed impacts on response performance and vehicle workload.
- Site-search maps that highlight the best options for potential sites within the local area.



# Simulation

## ORH Approach



### KEY BENEFITS

- Produces evidence-based solutions to a range of planning questions
- Supports management decision-making when presenting a case for change
- Provides a risk-free environment to quickly test many different options
- Quantifies the impacts on performance of potential changes to service delivery

## Answering complex planning questions using simulation modelling

### THE CHALLENGE

All emergency services must make difficult decisions about how to deploy resources to provide the best response to the public, factoring in financial pressures, time constraints and other competing issues. Before implementing changes to operations, emergency services should take an evidence-based approach in order to understand the potential impacts on response performance and workload. ORH's market-leading simulation

models enable ambulance, fire and police services to make informed decisions in a risk-free environment.

### ORH'S APPROACH

ORH's models replicate the key characteristics of an emergency service, and predict future behaviour and performance under a variety of different scenarios. We analyze service data in detail to understand current behaviour and provide inputs for the model in terms of demand, resources and response strategies.

The model is also supplied with detailed travel time data, calibrated against actual journeys. Vehicles within the model respond to incident demand according to proximity and dispatch protocols.

We have designed each of our models to examine the different operational practices across all emergency services, for example:

- **Ambulance:** clinical specialities at medical facilities and changes to vehicle and skill mix.

- **Fire:** specialist appliances and multi-vehicle dispatch strategies.
- **Police:** mobile patrols and the balance of emergency and non-emergency incidents.

ORH's experienced consultants use the simulation models to address a wide range of 'what if?' planning questions, including:

- How will future demand changes affect performance?
- Where are the best locations for adding or removing resources?
- What impacts do new response or dispatch protocols have on vehicle workload?

Crucially, the models can assess questions individually or in combination to give a full picture of the impacts on response performance and utilization. Detailed outputs include performance by time of day, maps of response times and the breakdown of workload by incident type.



*ORH modelled the deployment of ambulance operational resources to assist the organization in achieving contracted response times. ORH's work also informed property investment decisions for ambulance depots over the next eight years. The approach was robust and relevant to our specific circumstances.*

Chief Executive Officer,  
Australian Ambulance Service

## **B Fire Service Historical Analysis**

### **B1 Demand**

**B1a** Demand by Date

**B1b** Demand by Month

**B1c** Demand by Category

### **B2 Demand Profile**

**B2a** Demand by Hour

**B2b** Demand by Weekend/Weekday

### **B3 Demand Maps** (B3b to B3f follow format of B3a)

**B3a** Overall Demand

B3a-i CGS-wide

B3a-ii Sudbury

**B3b** Fire Demand

**B3c** Non Fire Demand

**B3d** Medical Demand

**B3e** Alarm Ringing Demand

**B3f** Vehicle Collision Demand

### **B4 Volunteer Firefighter Availability by Station**

**B4a** Volunteer Firefighters by Station

**B4b** Volunteer Availability by Year

### **B5 Workload by Station**

### **B6 Unit Workload**

**B6a** Unit Workload – Career

**B6b** Unit Workload – Volunteer

**B6c** Unit Workload by Firebeat

### **B7 Workload by Category**

**B7a** Workload by Category – Career

**B7b** Workload by Category – Volunteer

## **B Fire Service Historical Analysis**

### **B8 Units Arriving at Scene**

**B8a** Units Arriving by Category

**B8b** Units Arriving at Fire Incidents

### **B9 Alarm Processing Time**

### **B10 Assembly Time**

**B10a** By Category by Year – Career Units

**B10b** By Category by Hour – Volunteer Units

**B10c** By Category by Year – Volunteer Units

### **B11 Travel Time to Scene**

**B11a** By Category by Year

**B11b** By Hour by Year

### **B12 Crew Response Time**

**B12a** Average Crew Response Time

B12a-i Career Units

B12a-ii Volunteer Units

**B12b** 90<sup>th</sup> Percentile Response Time

B12b-i Career

B12b-ii Volunteer

**B12c** Crew Response Distribution

B12c-i Cumulative Distribution – Career

B12c-ii Cumulative Dist. - Career units into Career Fire Beats

B12c-iii Cumulative Distribution – Volunteer

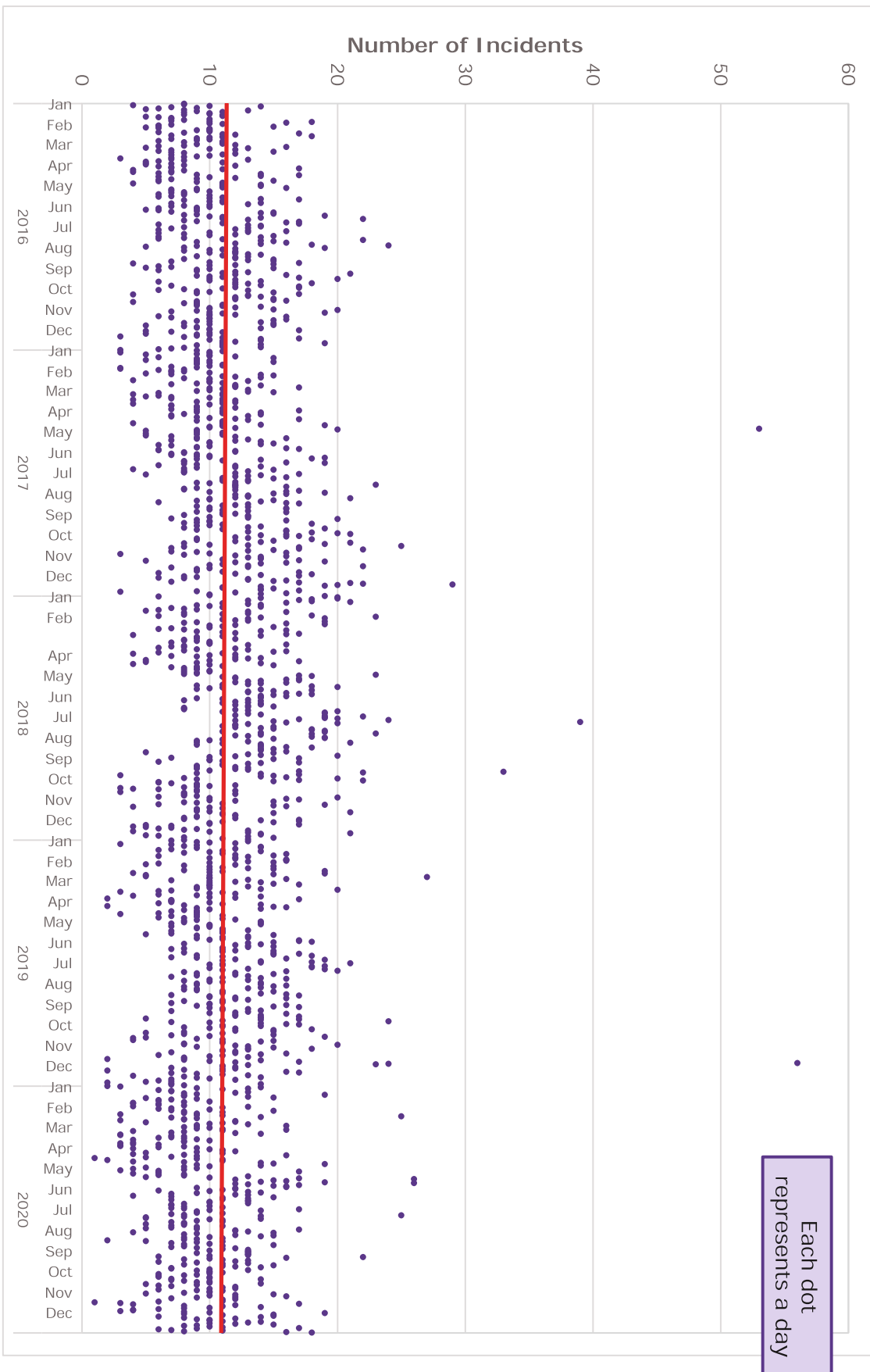
**B12d** Average Crew Response Time

### **B13 Time at Scene**

**B13a** By Category by Year – Career

**B13b** By Category by Year - Volunteer

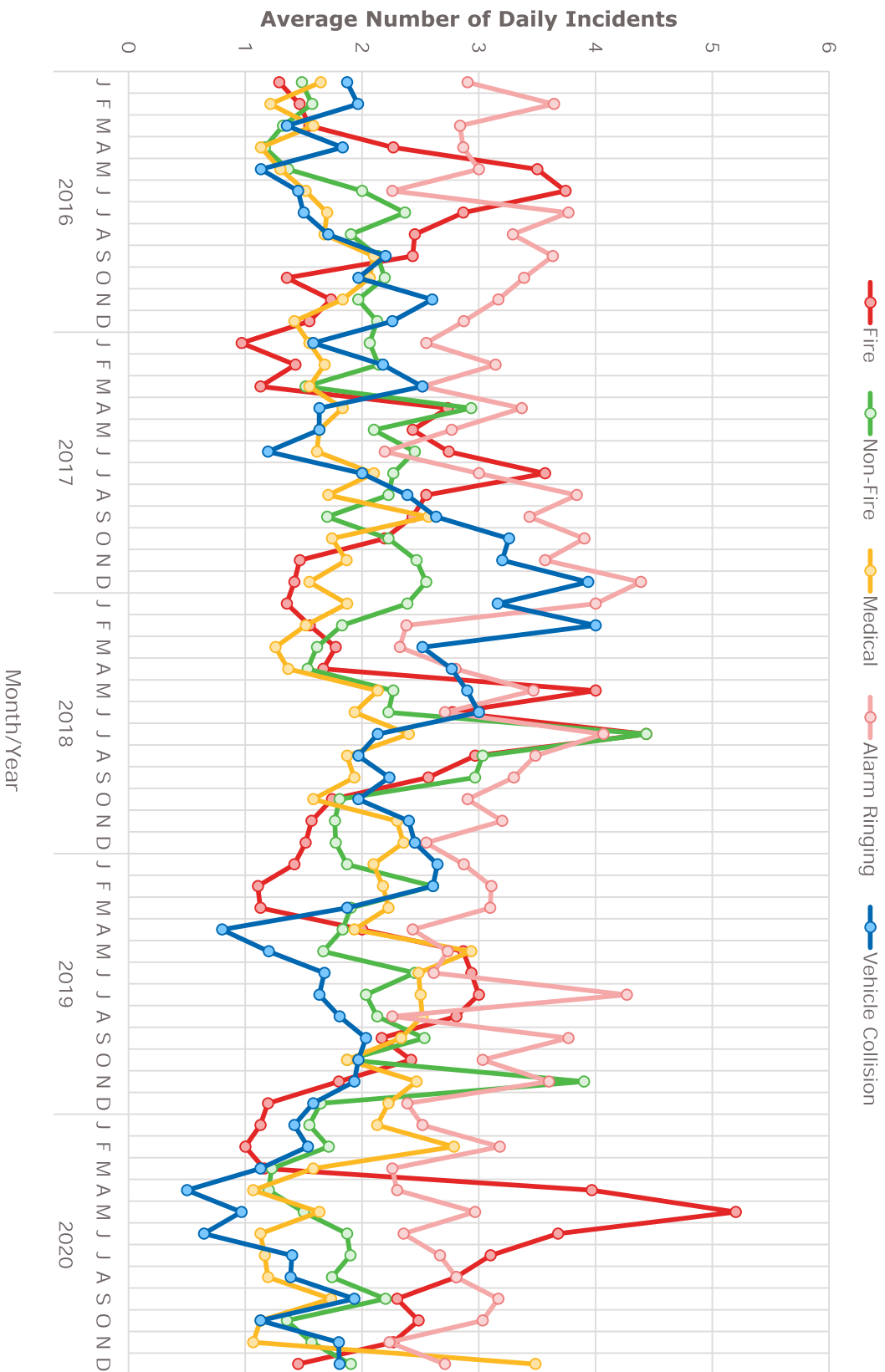
City of Greater Sudbury Fire  
Incident Demand by Date  
January 2016 - December 2020



City of Greater Sudbury Fire

Incident Demand by Month

January 2016 - December 2020

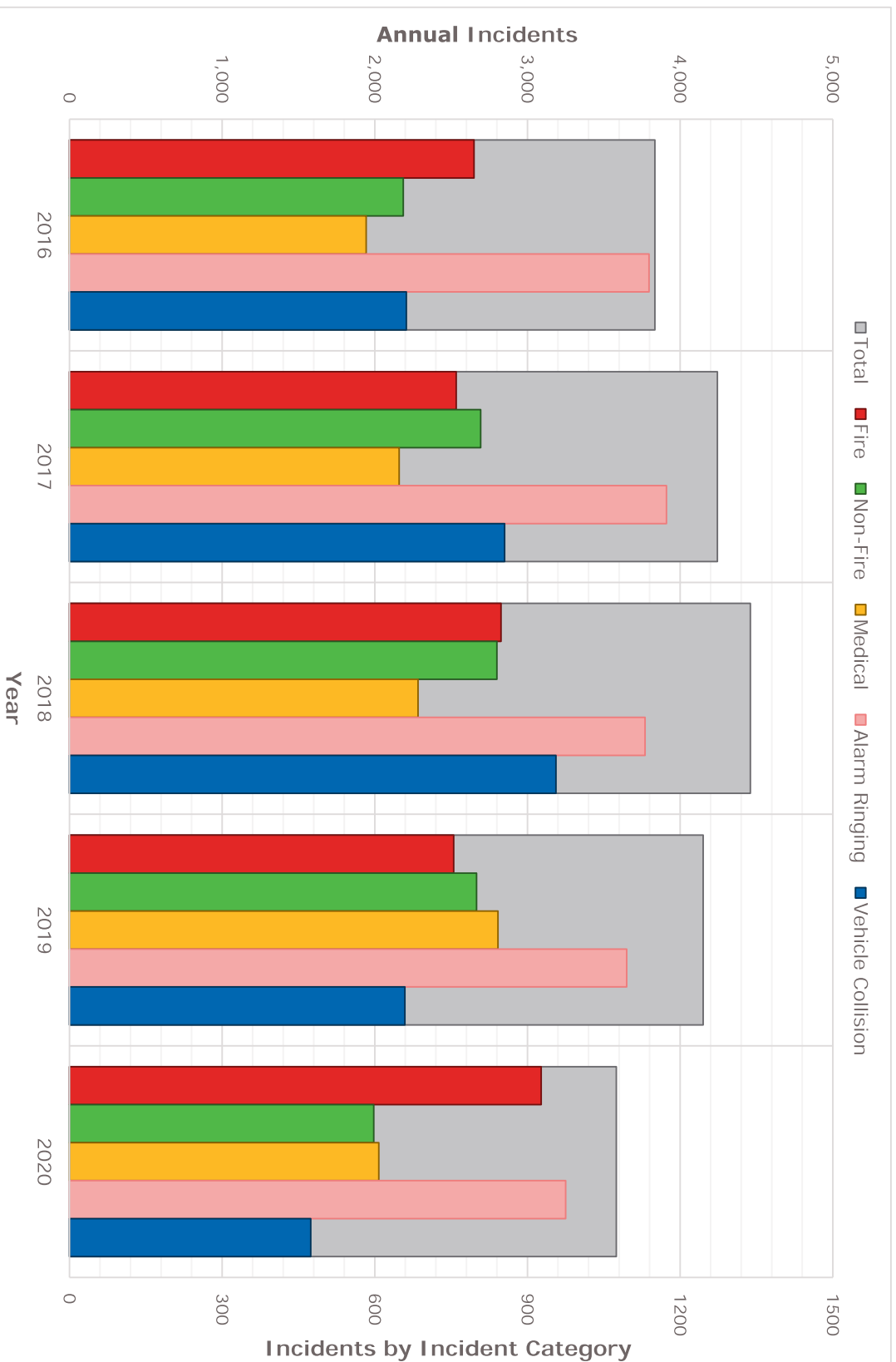




City of Greater Sudbury Fire

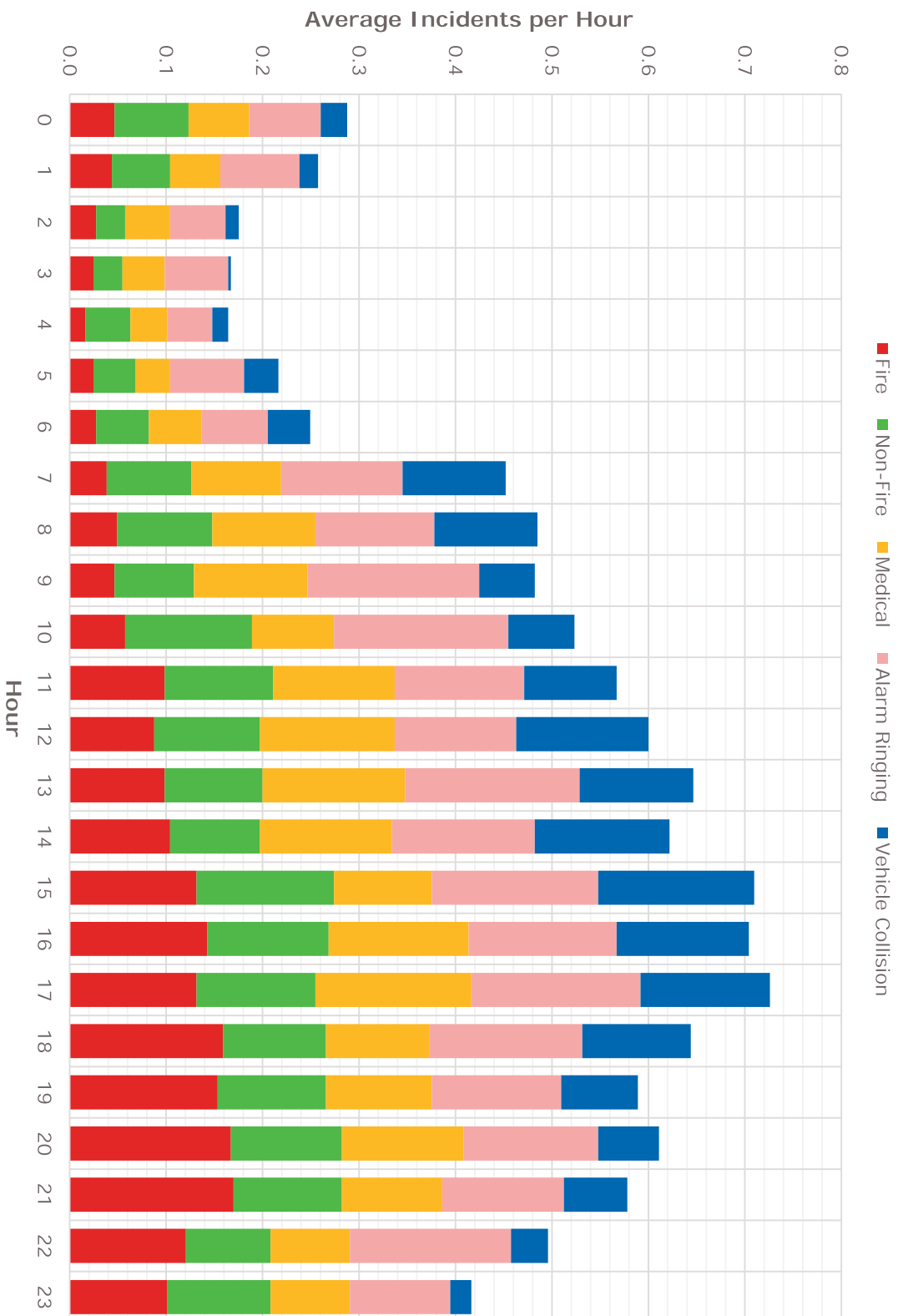
Incident Demand by Year and Category

January 2016 - December 2020



# Incident Demand Profile by Hour

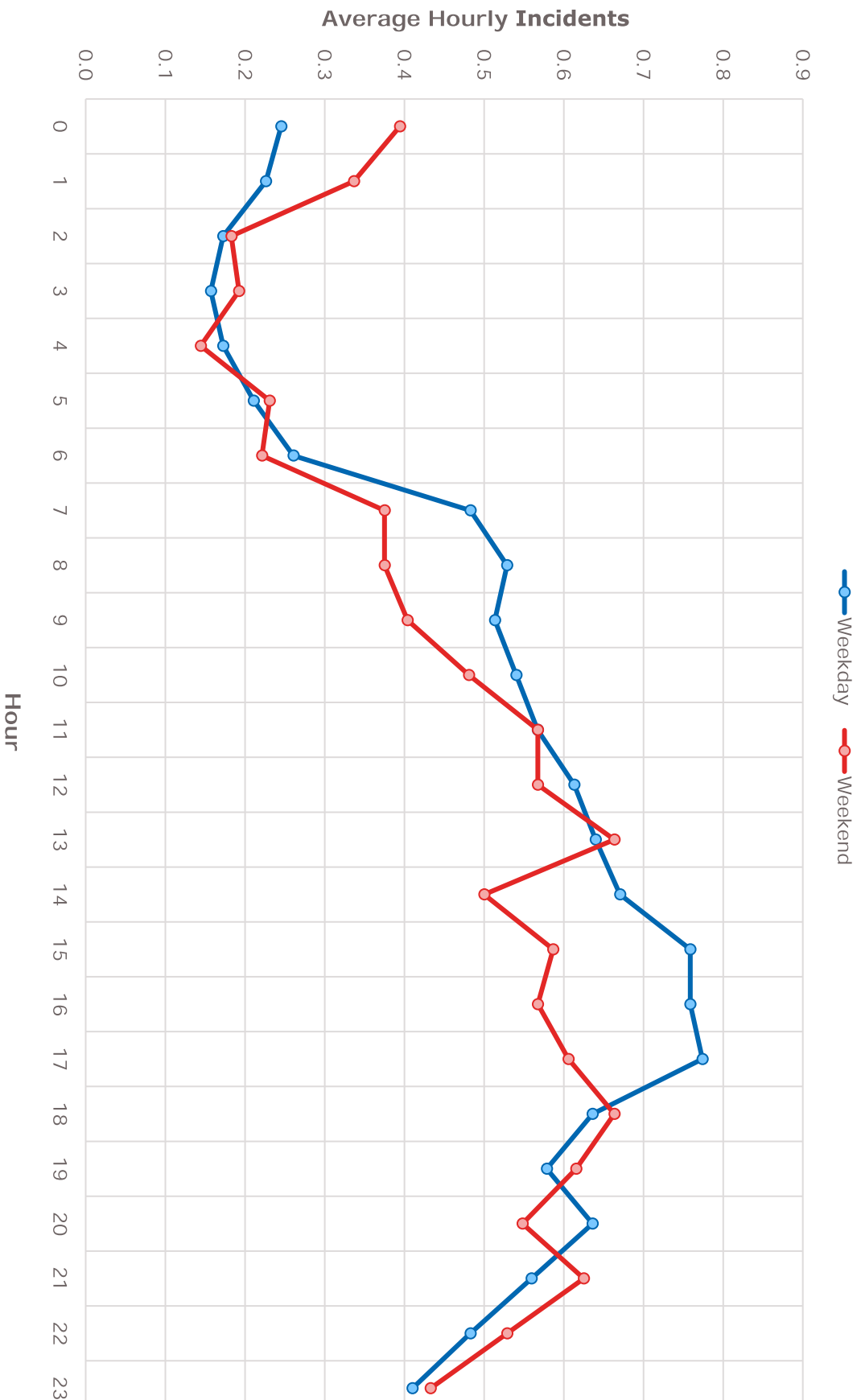
January 2016 - December 2020





Weekend vs Weekday Incident Demand Profile

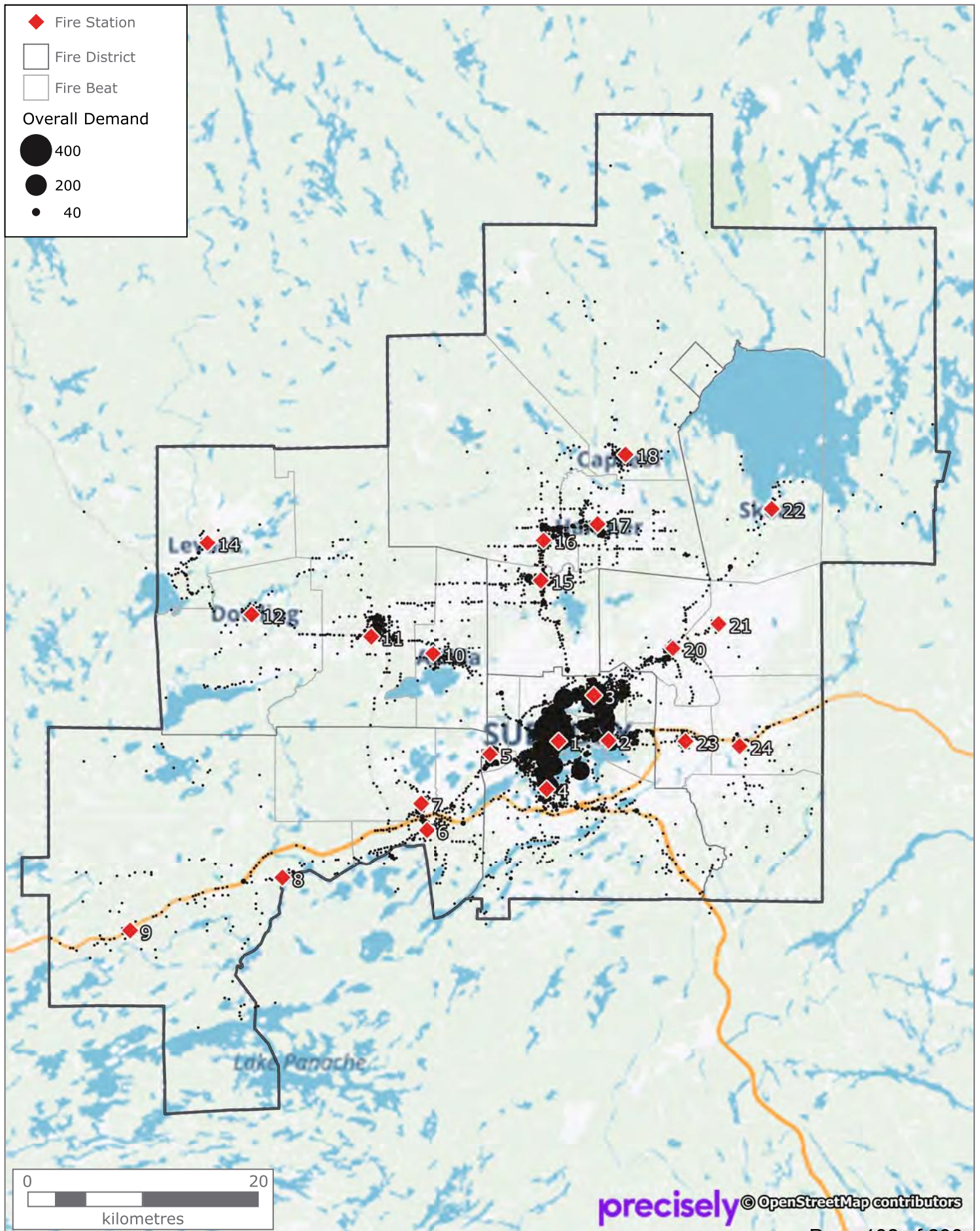
January 2016 - December 2020



# Overall Demand - Greater Sudbury

January 2016 to December 2020

B3a-i

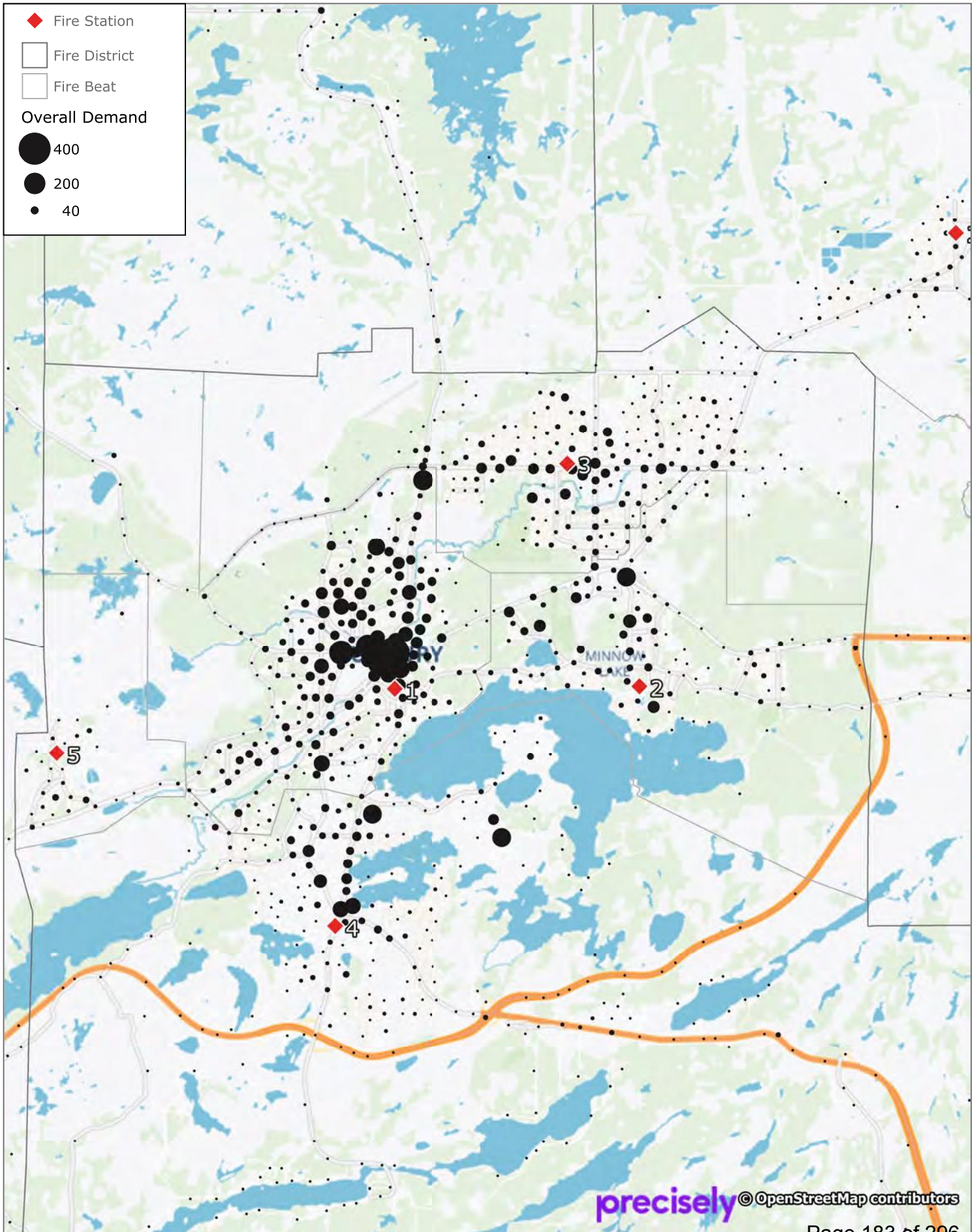




# Overall Demand - City Core

January 2016 to December 2020

B3a-ii

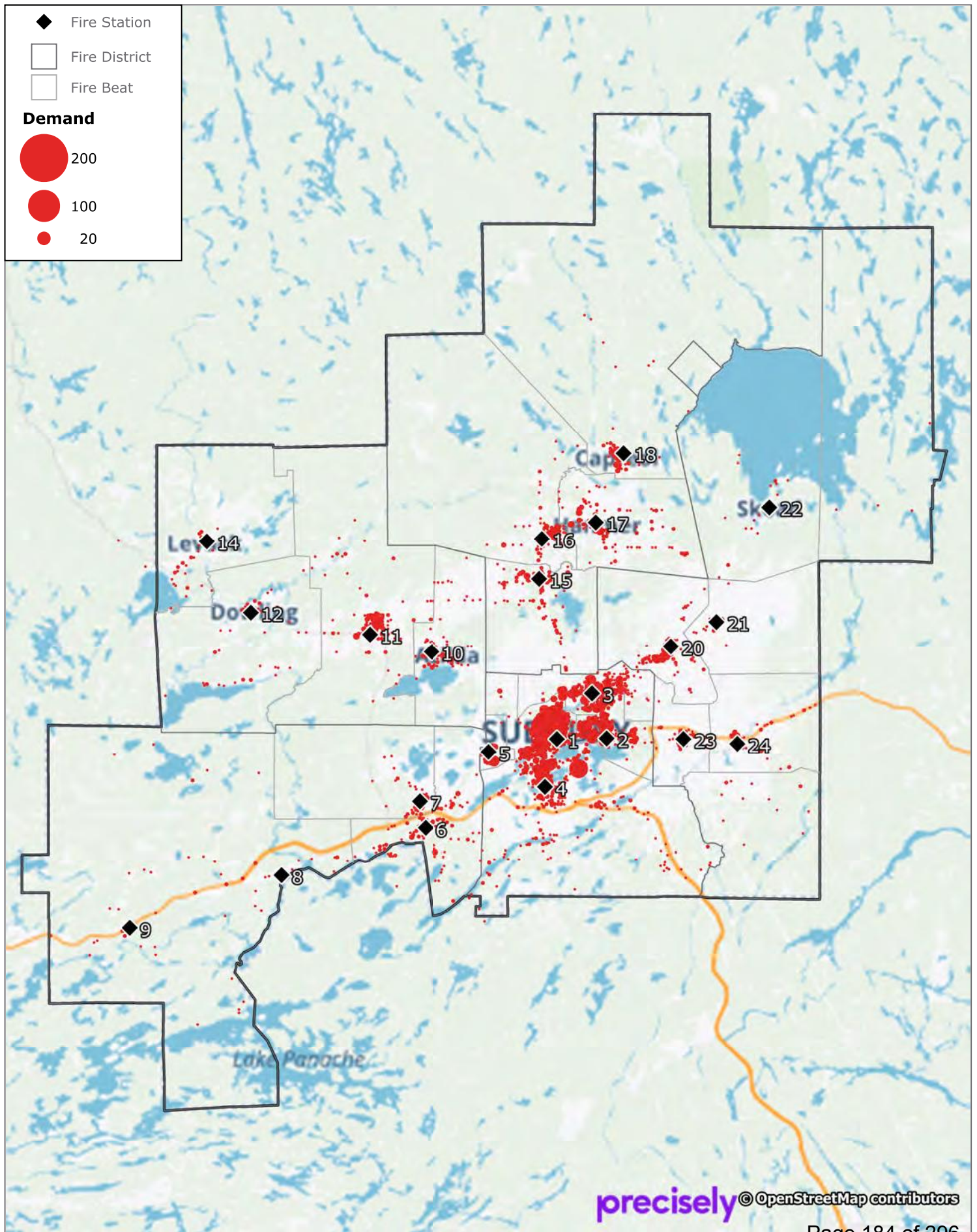




# Fire Demand - Greater Sudbury

January 2016 to December 2020

B3b-i

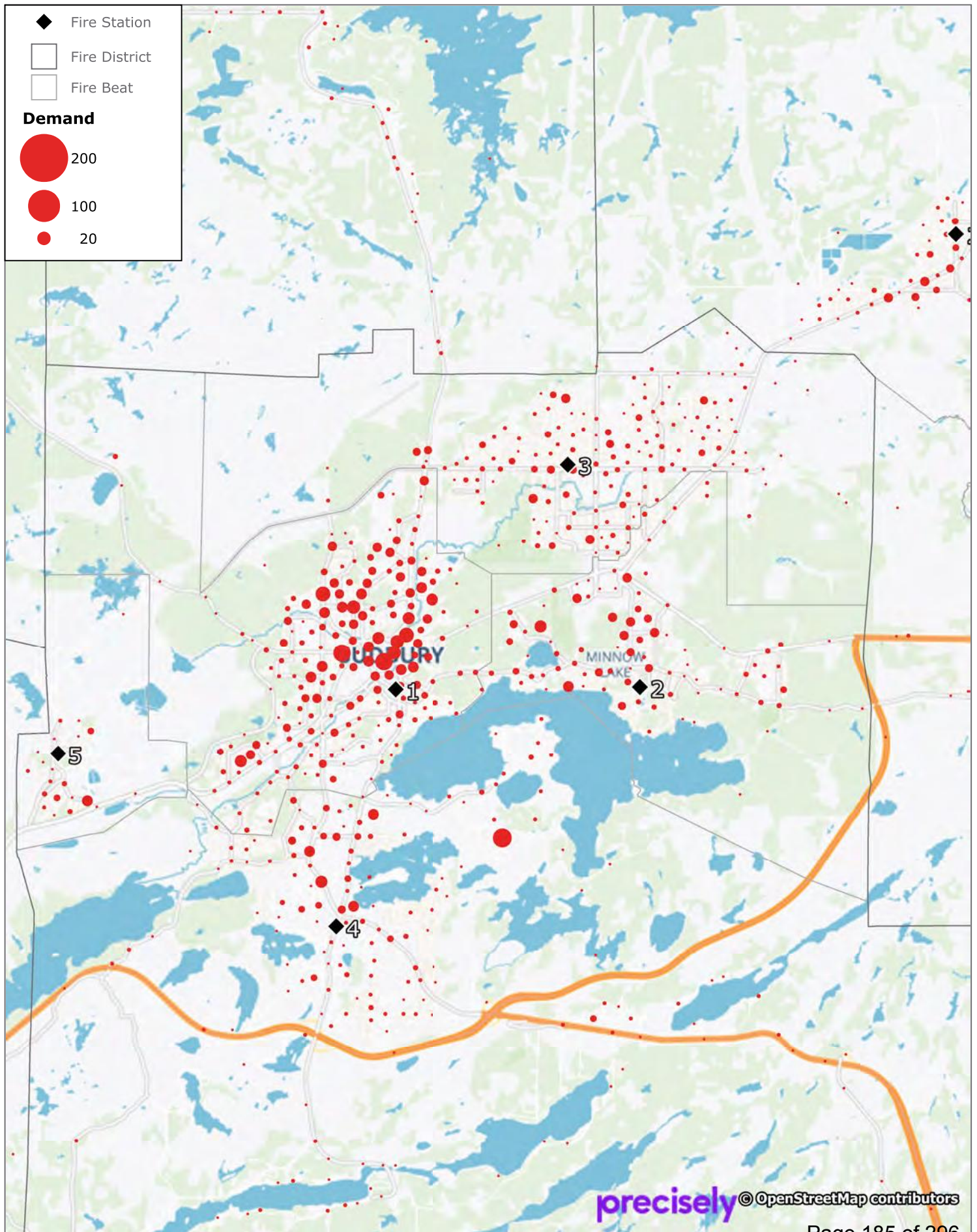




# Fire Demand - City Core

January 2016 to December 2020

B3b-ii

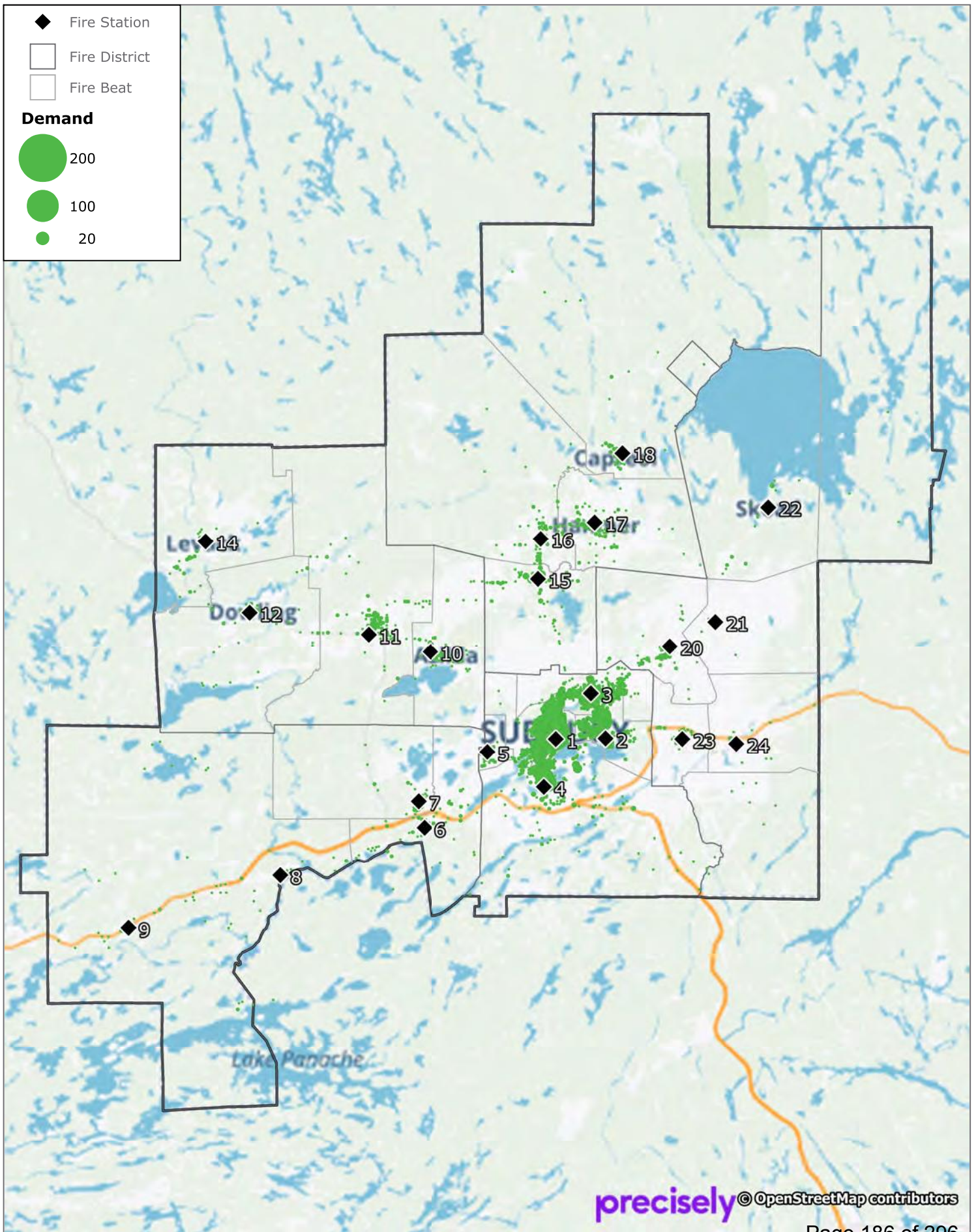




# Non-Fire Demand - Greater Sudbury

January 2016 to December 2020

B3c-i

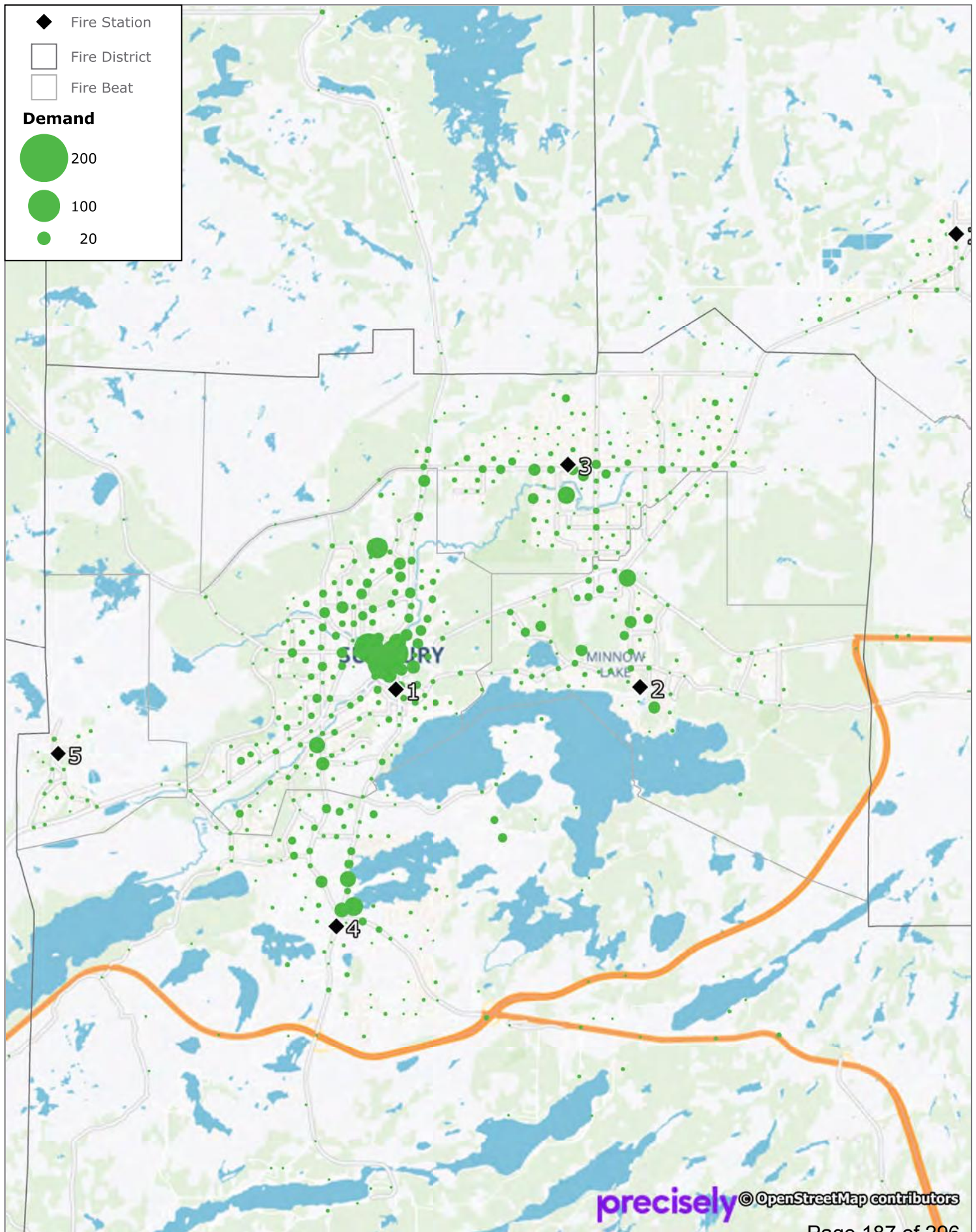




# Non-Fire Demand - City Core

January 2016 to December 2020

B3c-ii

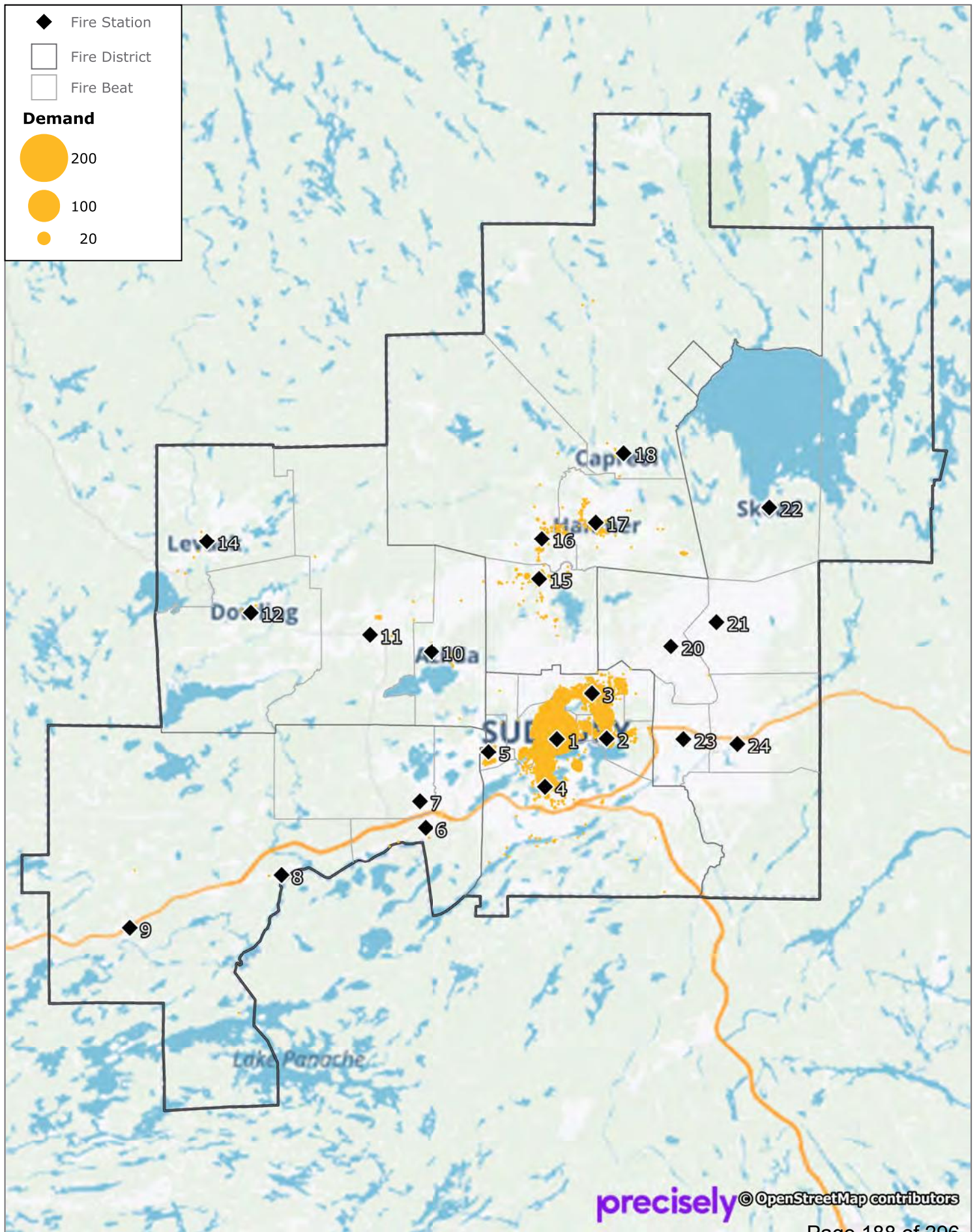




# Medical Demand - Greater Sudbury

January 2016 to December 2020

B3d-i

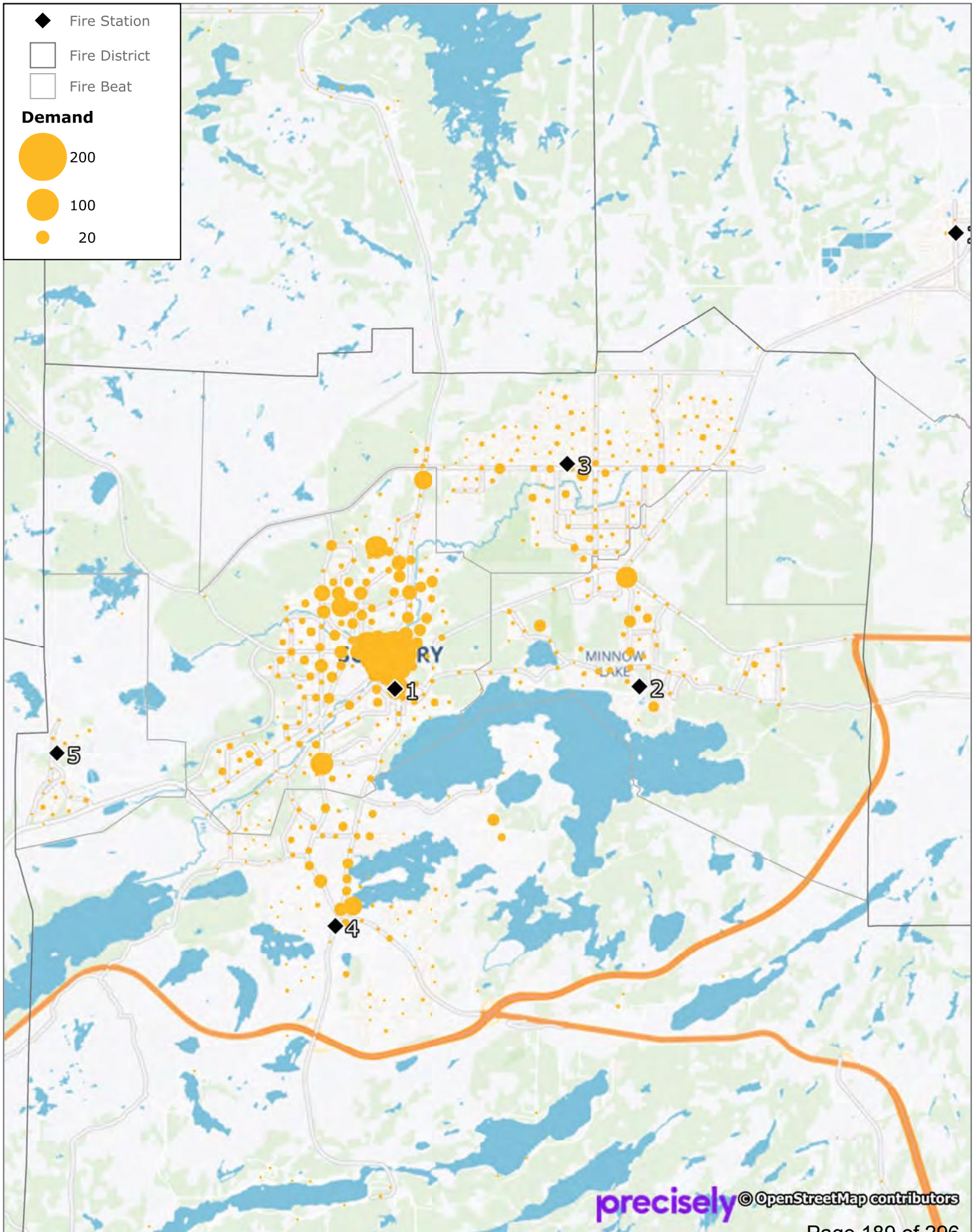




# Medical Demand - City Core

January 2016 to December 2020

B3d-ii

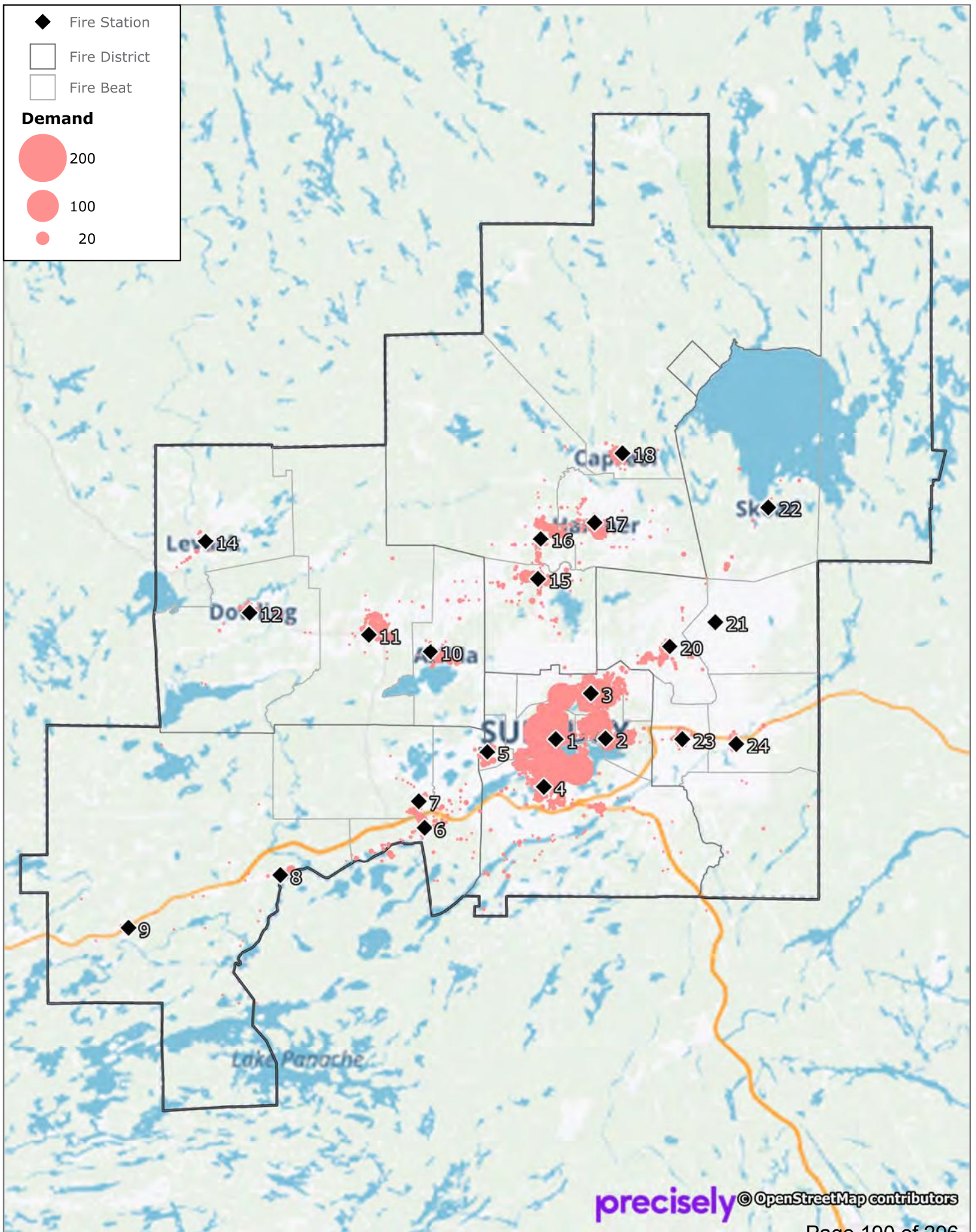




# Alarm Ringing Demand - Greater Sudbury

January 2016 to December 2020

B3e-i

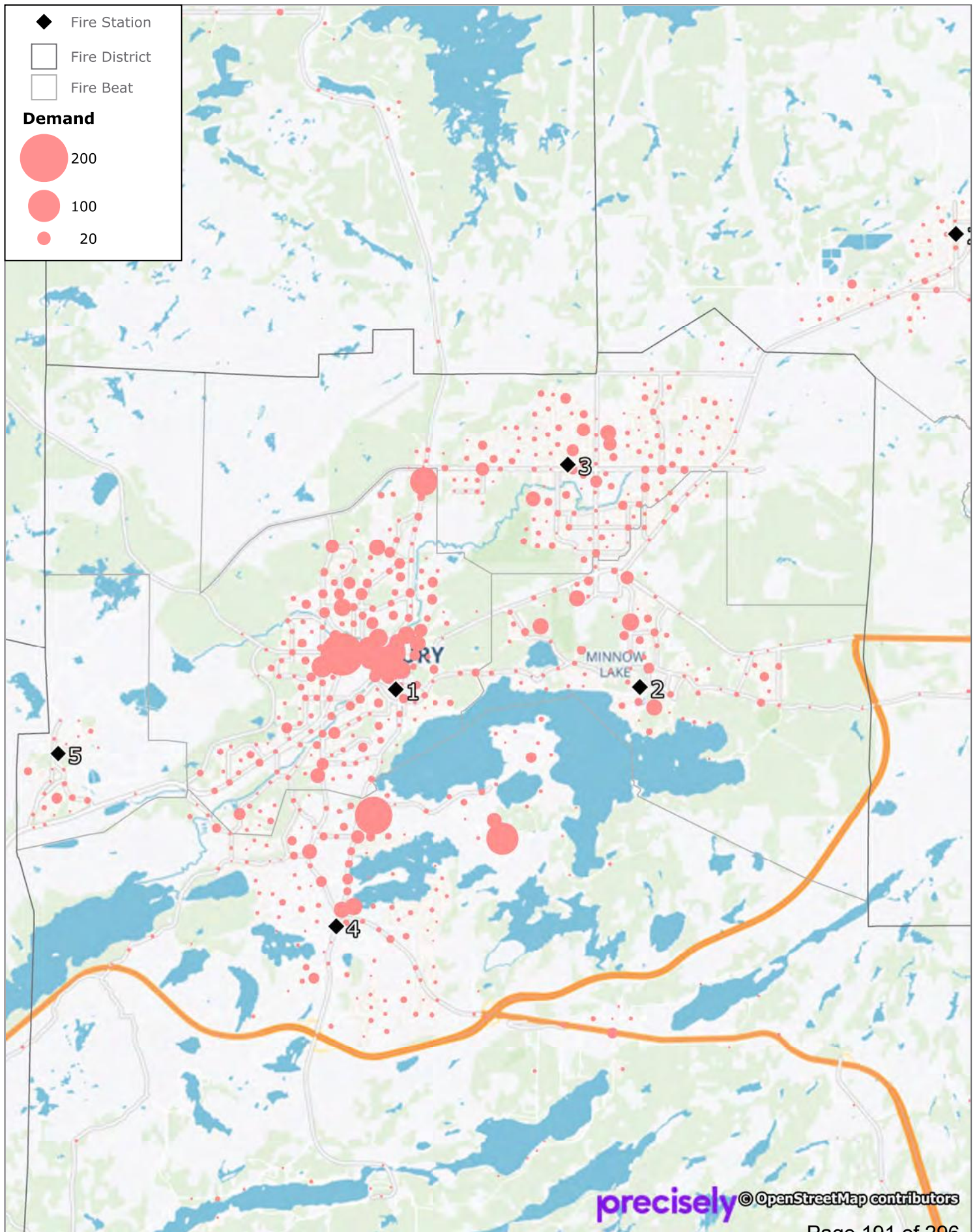




# Alarm Ringing Demand - City Core

January 2016 to December 2020

B3e-ii

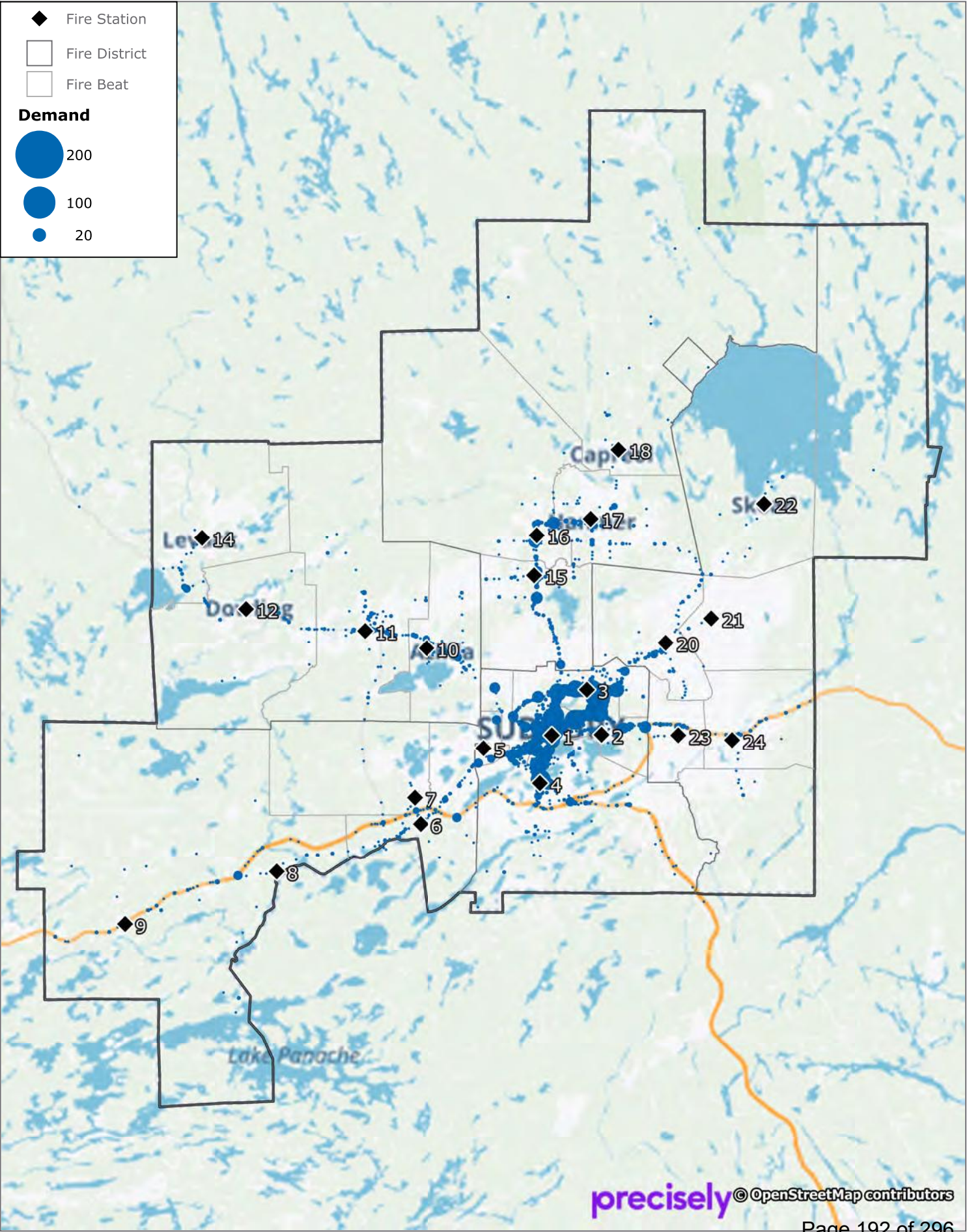




Motor Vehicle Collision Demand - Greater Sudbury

B3f-i

January 2016 to December 2020

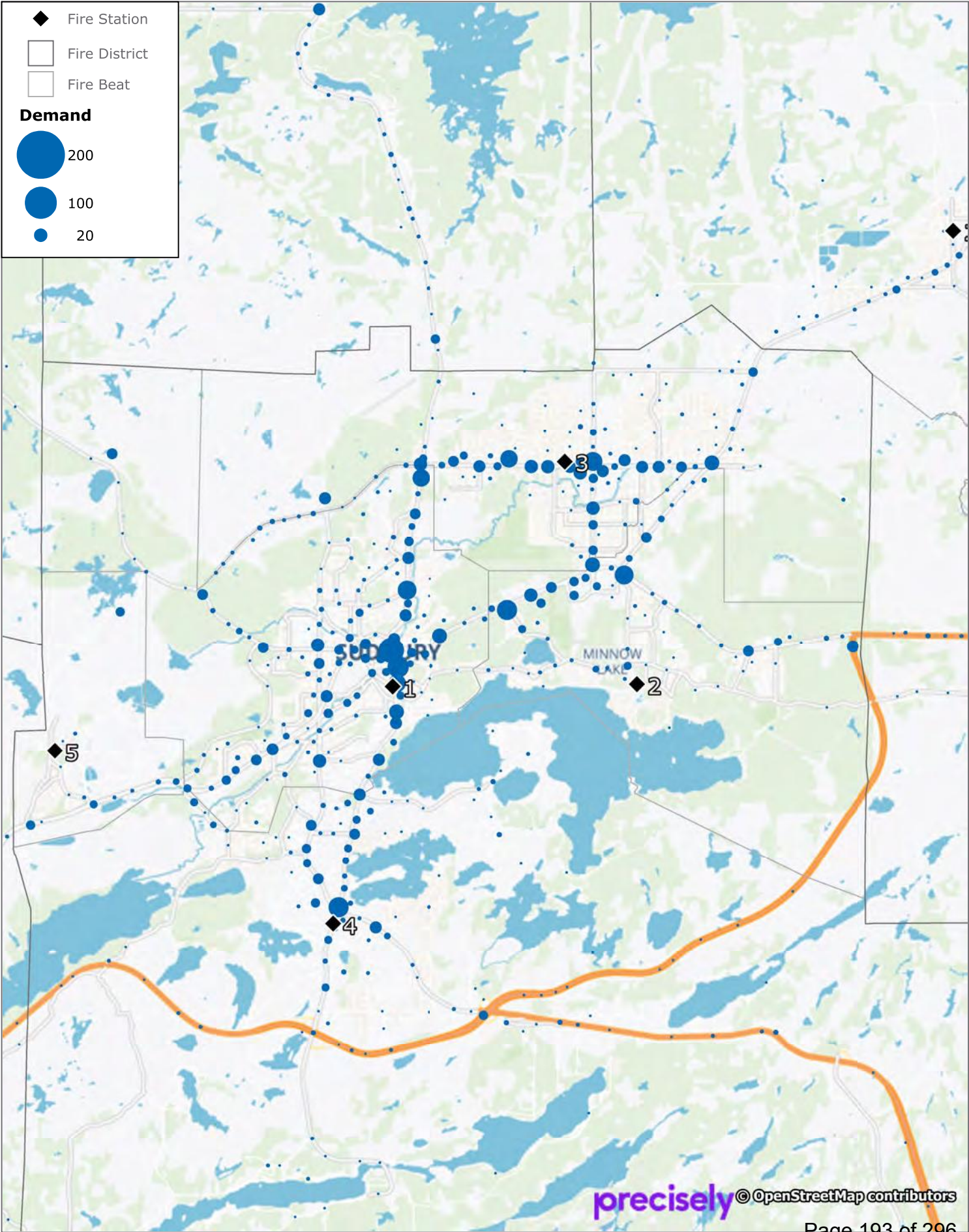




Motor Vehicle Collision Demand - City Core

B3f-ii

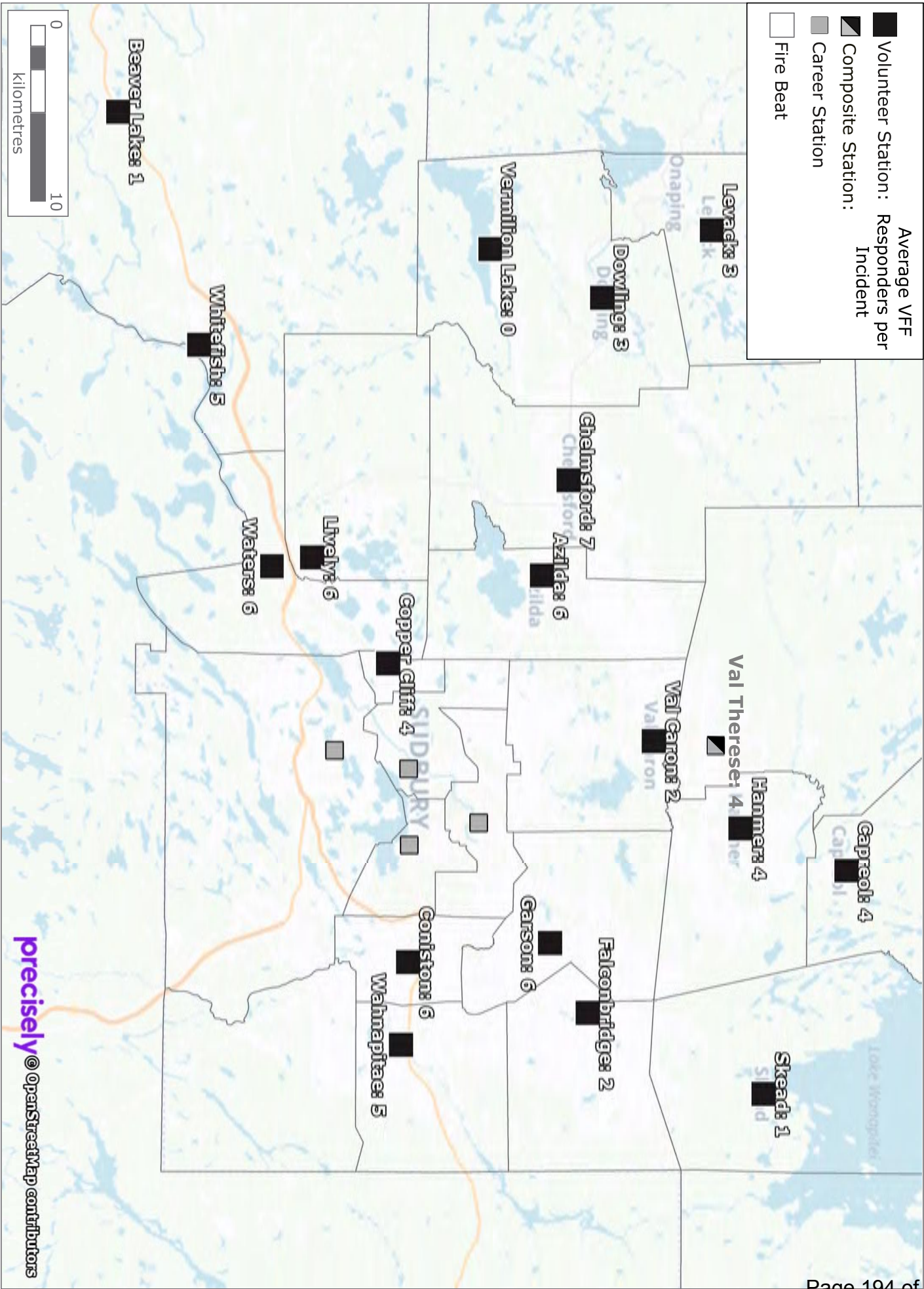
January 2016 to December 2020





Volunteer Firefighters by Station

2020 Assigned/Average Responding Firefighters



## City of Greater Sudbury Fire

**Volunteer Availability by Year**

Station		Year				
		2016	2017	2018	2019	2020
5	Copper Cliff	2.3	2.7	3.5	3.7	3.8
6	Waters	3.3	3.4	4.4	6.0	6.4
7	Lively	3.8	3.4	3.9	6.1	6.1
8	Whitefish	3.0	3.5	4.0	4.3	4.9
9	Beaver Lake	1.4	1.3	1.4	1.6	1.4
10	Azilda	3.9	4.1	4.8	5.9	6.0
11	Chelmsford	6.1	6.0	6.5	7.2	6.9
12	Dowling	2.3	2.3	2.4	2.6	3.2
14	Levack	2.7	2.8	3.1	2.8	3.2
15	Val Caron	1.1	1.2	1.7	1.6	2.0
16	Val Therese	2.6	3.1	3.3	3.9	3.7
17	Hanmer	2.5	3.6	4.4	5.3	4.2
18	Capreol	4.0	4.9	4.9	4.7	4.4
20	Garson	2.6	2.9	3.8	5.2	5.8
21	Falconbridge	1.8	1.4	2.1	2.2	2.4
22	Skead	0.0	1.0	1.0	1.0	1.0
23	Coniston	1.8	2.9	2.7	2.9	5.6
24	Wahnapitae	2.4	3.8	4.1	4.5	4.6
<i>Unknown</i>		<i>3.1</i>	<i>2.5</i>	<i>2.2</i>	<i>1.7</i>	<i>1.2</i>

Note: This data represents ALL staff that were paid for the call, irrespective of whether they attended the call or not, whether they were at the scene or at a station standby. Due to data limitations, it is not possible to separate volunteer behaviour accurately.



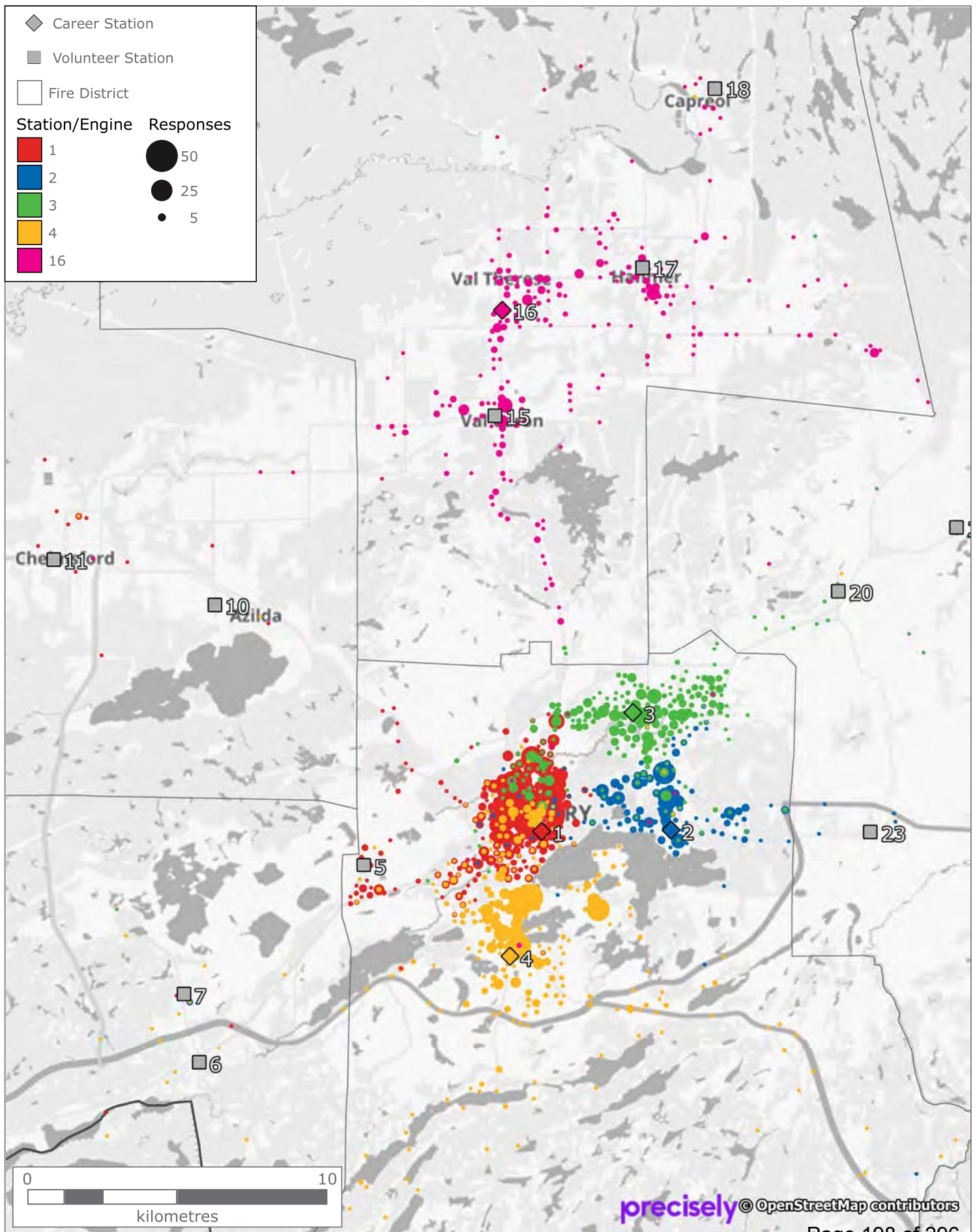


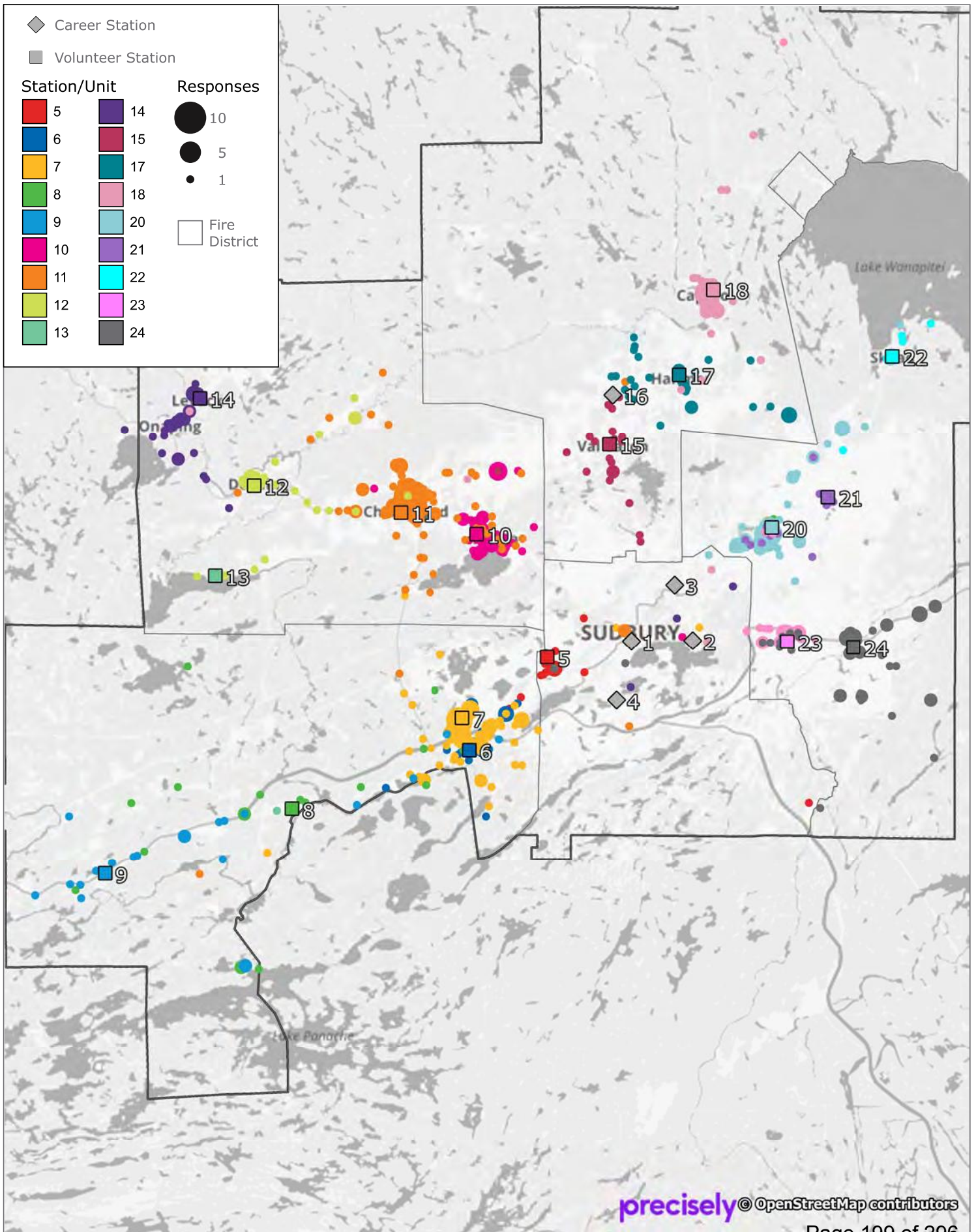
## City of Greater Sudbury Fire

**Station Workload**

January 2016 - December 2020

Station		2016	2017	2018	2019	2020
1	Van Horne	2,337	2,070	2,143	2,146	1,953
3	Leon	688	707	715	648	615
4	Long Lake	393	760	785	759	604
2	Minnow Lake	457	520	588	469	424
16	Val Therese	505	475	556	509	399
11	Chelmsford	294	260	299	311	263
20	Garson	188	160	227	166	201
7	Lively	106	109	129	143	150
6	Waters	209	203	217	142	129
10	Azilda	201	183	192	146	114
12	Dowling	155	116	110	93	78
18	Capreol	100	102	91	86	64
17	Hanmer	69	74	76	74	59
8	Whitefish	101	105	124	69	58
23	Coniston	68	74	93	56	58
24	Wahnapitae	61	91	63	85	54
14	Levack	86	64	59	50	50
21	Falconbridge	46	32	63	37	50
15	Val Caron	37	28	34	32	32
9	Beaver Lake	33	30	34	24	21
5	Copper Cliff	15	9	25	25	17
22	Skead	20	11	6	6	7
13	Vermillion Lake	18	7	8	1	1









## City of Greater Sudbury Fire

## Unit Workload by Fire Beat

January 2016 - December 2020

Unit / Firebeat		Firebeat of Call Location																									
		F1	F2	F3	F4	F5	F6	F7	F8	F10	F11	F12	F14	F15	F16	F17	F18	F20	F21	F22	F23	F24	F25	F26			
E1	Van Horne	6,630	177	174	644	236	25	6	4	27	43	12	10	14	4	2	8	10	0	1	3	2	0	0			
E2	Minnow Lake	349	1,641	317	77	4	1	7	3	3	1	0	2	5	0	0	2	10	1	0	24	12	2	0			
E3	Leon	604	231	2,307	21	5	4	3	2	6	0	0	2	58	11	27	4	58	6	15	3	0	0	0			
E4	Long Lake	680	9	18	2,379	34	46	18	15	3	2	0	0	3	2	0	2	3	1	0	0	1	0	0			
P5	Copper Cliff	2	0	0	2	68	6	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
E6	Waters	11	2	4	6	1	329	105	50	0	3	0	0	0	1	0	0	2	2	0	1	0	1	0			
P7	Lively	3	1	1	4	0	206	185	16	0	4	1	1	0	0	0	0	2	0	0	2	1	0	0			
E8	Whitefish	7	2	2	6	0	28	5	180	4	0	0	0	0	1	0	0	2	2	0	0	1	0	0			
P9	Beaver Lake	2	0	1	6	0	7	3	91	2	0	0	0	0	0	0	0	1	1	0	0	1	0	0			
E10	Azilda	10	2	2	3	1	1	0	2	328	162	4	0	4	1	1	0	0	0	0	0	1	0	0			
E11	Chelmsford	11	1	1	2	1	1	2	1	77	595	51	8	2	2	1	0	0	0	0	0	0	0	0			
E12	Dowling	0	2	2	2	2	1	0	1	1	26	163	72	0	0	0	0	1	0	0	1	0	0	0			
P13	Vermillion Lake	0	0	0	1	1	0	0	1	1	3	21	7	0	0	0	0	0	0	0	0	0	0	0			
P14	Levack	4	2	1	1	8	0	0	1	0	6	9	189	0	0	0	0	1	0	0	4	0	0	0			
P15	Val Caron	1	0	2	1	0	0	0	0	11	1	0	0	81	17	9	0	1	0	0	0	0	0	0			
E16	Val Therese	19	4	16	23	0	0	1	1	15	4	0	1	605	619	585	47	3	1	2	0	0	0	1			
P17	Hammer	0	0	1	1	0	0	1	0	0	0	0	0	12	46	101	33	0	0	0	0	0	0	1			
E18	Capreol	2	3	1	0	0	0	0	0	0	1	0	1	0	3	13	199	1	0	2	0	0	0	1			
E20	Garson	7	6	5	2	0	1	0	2	0	0	0	1	0	1	6	0	424	30	64	4	4	0	0			
P21	Falconbridge	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	62	46	13	1	0	1	0			
P22	Skead	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	32	0	0	0	0			
P23	Coniston	2	2	2	2	6	0	0	2	0	0	0	0	2	1	0	2	8	0	0	161	37	5	0			
E24	Wahnapiatae	6	2	2	4	2	0	1	1	1	0	1	0	0	1	0	0	1	0	0	27	136	33	6			

## City of Greater Sudbury Fire

**Workload by Category - Career Units**

January 2019 - December 2019

Unit	Station		Fire	Non-Fire	Medical	Alarm Ringing	Vehicle Collision
E1	1	Van Horne	16.4%	16.5%	29.1%	27.2%	10.8%
E2	2	Minnow Lake	24.1%	16.8%	14.2%	30.4%	14.4%
E3	3	Leon	19.8%	20.4%	12.4%	31.5%	15.9%
E4	4	Long Lake	20.9%	14.4%	16.7%	37.1%	10.9%
E16	16	Val Therese	22.4%	14.3%	14.0%	25.4%	23.9%
<b>Avg. Daily Responses</b>			<b>2.3</b>	<b>1.7</b>	<b>2.1</b>	<b>3.7</b>	<b>1.2</b>

## City of Greater Sudbury Fire

**Workload by Category - Volunteer Units**

January 2019 - December 2019

Unit	Station		Fire	Non-Fire	Medical	Alarm Ringing	Vehicle Collision
P5	5	Copper Cliff	55.6%	5.6%	0.0%	22.2%	16.7%
E6	6	Waters	32.5%	15.7%	0.0%	21.7%	30.1%
P7	7	Lively	27.2%	20.4%	0.0%	34.0%	18.4%
E8	8	Naughton	13.9%	38.9%	0.0%	16.7%	30.6%
P9	9	Whitefish	13.0%	34.8%	0.0%	13.0%	39.1%
E10	10	Azilda	35.1%	18.1%	0.0%	29.8%	17.0%
E11	11	Chelmsford	29.7%	20.0%	0.0%	24.2%	26.1%
E12	12	Dowling	40.4%	23.4%	0.0%	17.0%	19.1%
P13	13	Vermillion Lake	0.0%	0.0%	0.0%	100.0%	0.0%
P14	14	Levack	33.3%	33.3%	5.6%	8.3%	19.4%
P15	15	Val Caron	41.7%	0.0%	0.0%	33.3%	25.0%
SU16	16	Val Therese	48.1%	3.7%	0.0%	31.5%	16.7%
P17	17	Hanmer	60.0%	5.0%	0.0%	30.0%	5.0%
E18	18	Capreol	37.5%	18.8%	10.4%	20.8%	12.5%
E20	20	Garson	43.0%	21.5%	0.0%	24.7%	10.8%
P21	21	Falconbridge	78.9%	5.3%	0.0%	10.5%	5.3%
P22	22	Skead	50.0%	16.7%	0.0%	16.7%	16.7%
P23	23	Coniston	41.0%	12.8%	0.0%	17.9%	28.2%
E24	24	Wahnapitae	45.5%	14.5%	0.0%	16.4%	23.6%
<b>Avg. Daily Responses</b>			<b>2.1</b>	<b>0.9</b>	<b>0.2</b>	<b>1.2</b>	<b>1.2</b>

City of Greater Sudbury Fire

## Arriving Units by Category

January 2016 - December 2020

## Composition by Category

Category	Unit Types										
	E	EEL	ES	EE	EELPC	EL	L	P	EP	Other	Total
Fire	1,961	184	87	97	252	103	42	77	49	1,310	4,162
Non-fire	2,910	18	172	48	13	22	79	68	46	462	3,838
Medical	3,277	3	4	13	1	2	78	14	0	113	3,505
Alarm Ringing	3,235	671	140	183	192	274	105	112	82	640	5,634
Vehicle Collision	2,752	2	177	117	0	7	36	33	50	479	3,653
Total	14,135	878	580	458	458	408	340	304	227	3,004	20,792
Proportion	68.0%	4.2%	2.8%	2.2%	2.2%	2.0%	1.6%	1.5%	1.1%	14.4%	100.0%

E = Engine  
 L = Ladder  
 P = Pumper  
 PC = Platoon Chief  
 S = Support



City of Greater Sudbury Fire

### Number of Units arriving at Fire Incidents

January 2016 - December 2020

Units Arriving *	Incident Count	% of Incidents
1	2,574	62.4%
2	712	17.3%
3	642	15.6%
4	157	3.8%
5	32	0.8%
6	6	0.1%
7	1	0.0%

\* Units = Engines, Pumpers and Ladder Units

Note: includes career and volunteer units

City of Greater Sudbury Fire

## Call Processing Time by Dispatch

January 2016 - December 2020

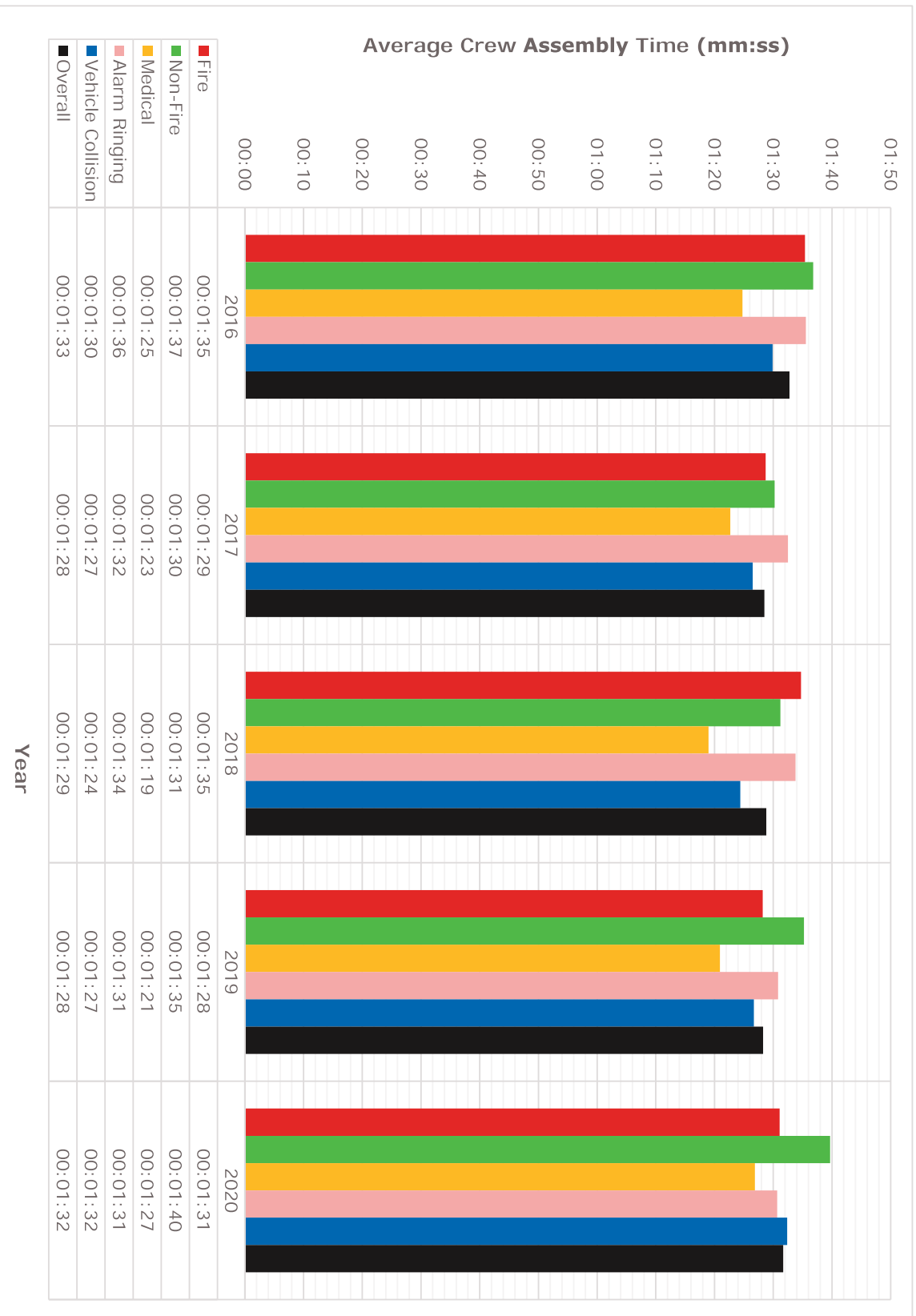
Category	2016	2017	2018	2019	2020
Fire	00:02:09	00:02:02	00:01:59	00:02:00	00:01:57
Non-Fire	00:02:02	00:02:00	00:02:12	00:02:05	00:02:03
Medical	00:01:24	00:01:29	00:01:29	00:01:36	00:01:45
Alarm Ringing	00:01:39	00:01:47	00:01:37	00:01:37	00:01:41
Vehicle Collision	00:01:42	00:01:38	00:01:40	00:01:32	00:01:40
<b>Overall</b>	<b>00:01:47</b>	<b>00:01:47</b>	<b>00:01:47</b>	<b>00:01:45</b>	<b>00:01:49</b>

# B10a

City of Greater Sudbury Fire

## Assembly Time by Category by Year: Career Units

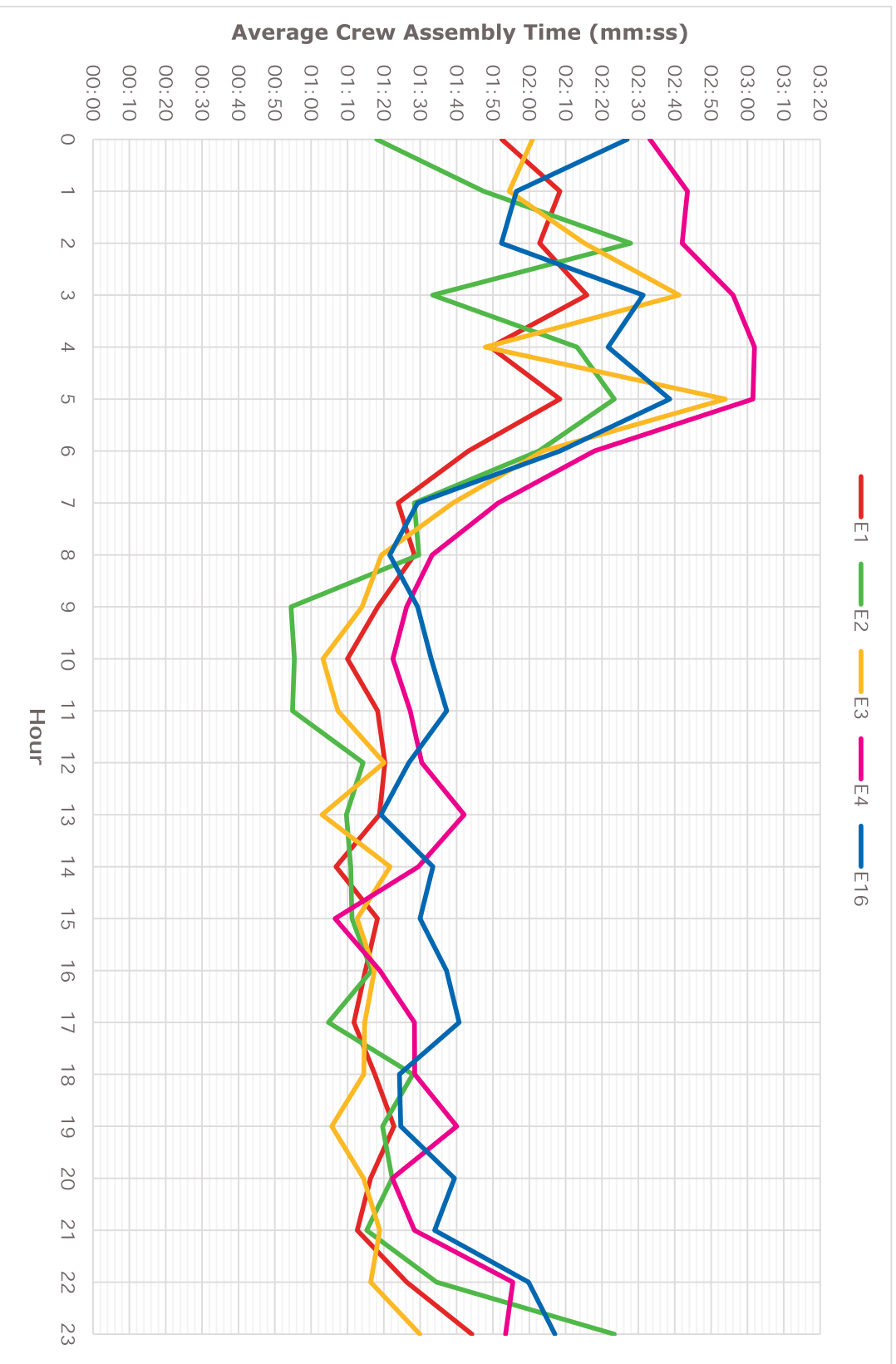
January 2016 - December 2020



City of Greater Sudbury Fire

Assembly Time by Category by Hour: Career Units

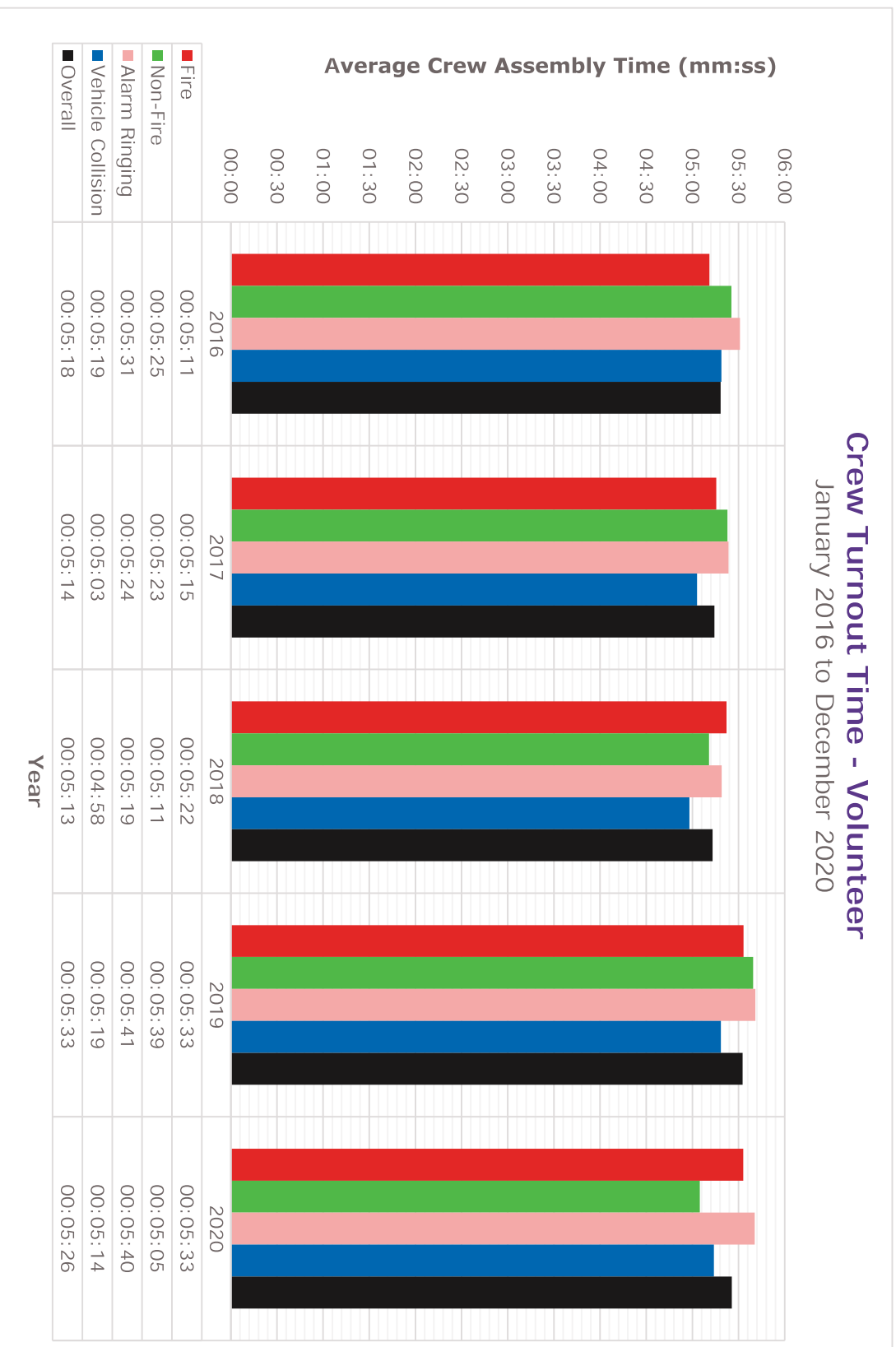
January 2019 - December 2020



## City of Greater Sudbury Fire

## Assembly Time by Category by Year: Volunteer Units

January 2016 - December 2020

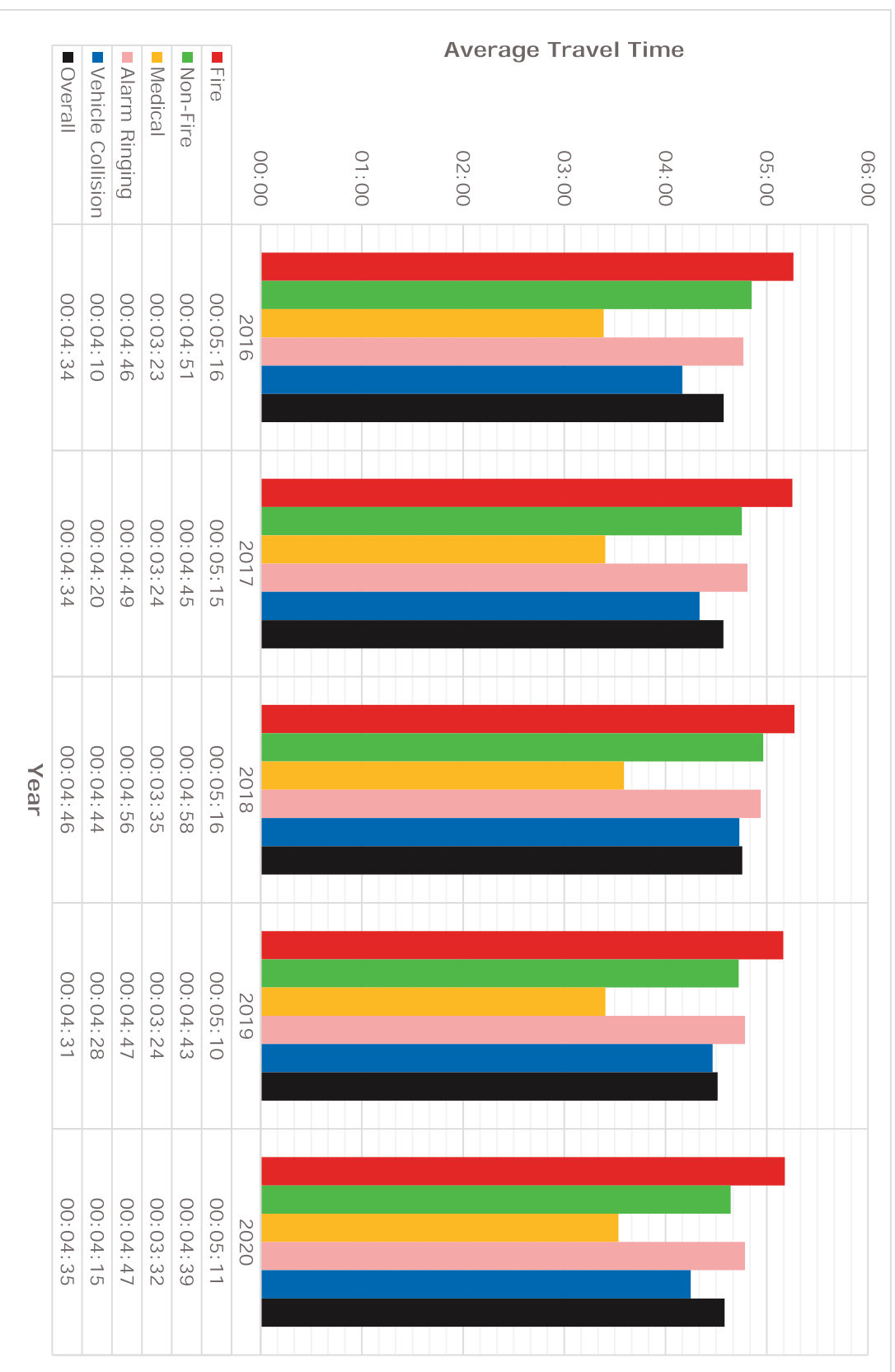


# B11a

City of Greater Sudbury Fire

## Time to Scene by Category and Year: Career and Volunteer

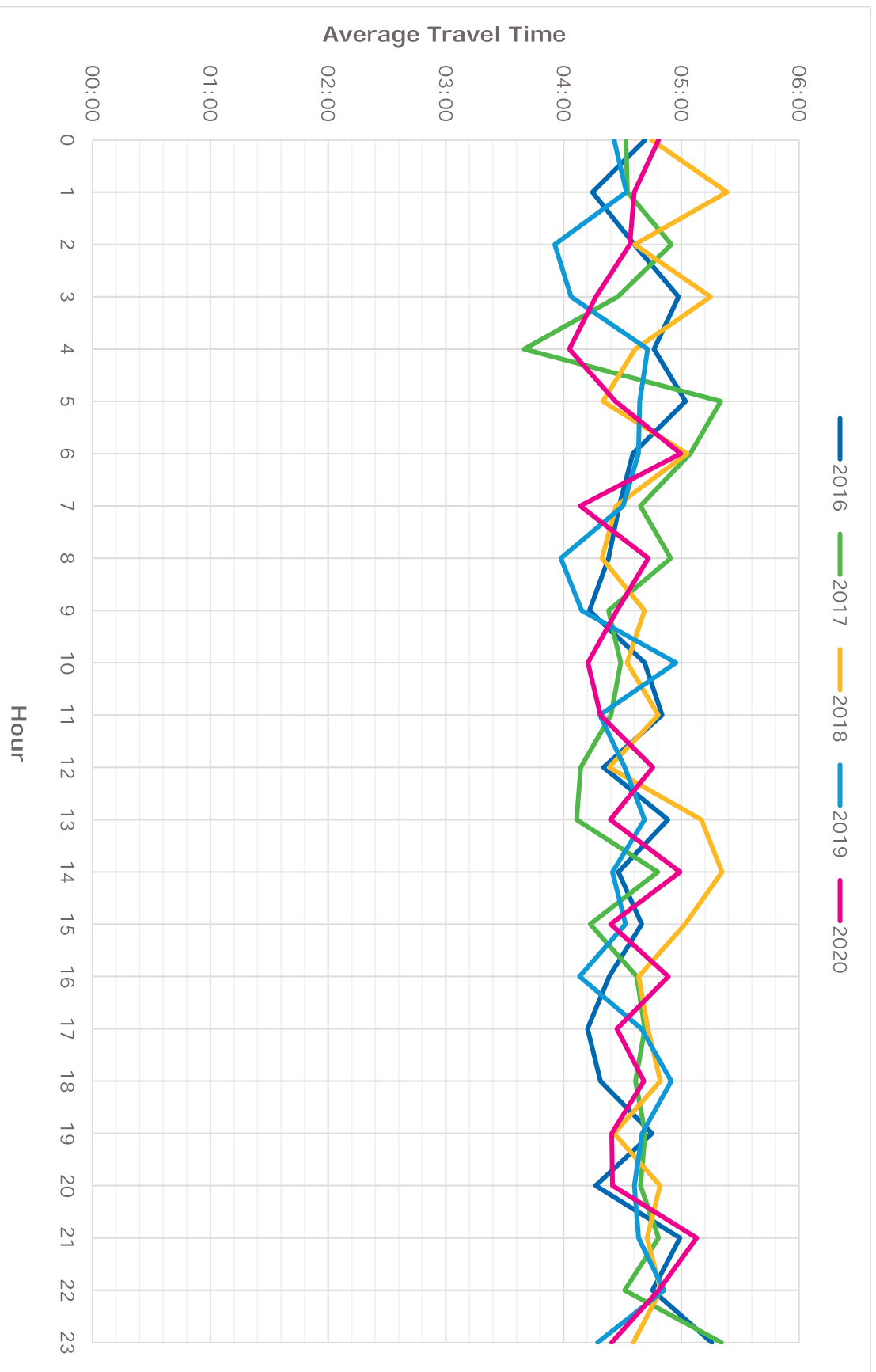
January 2016 - December 2020



City of Greater Sudbury Fire

Time to Scene by Hour and Year: Career and Volunteer

January 2016 - December 2020

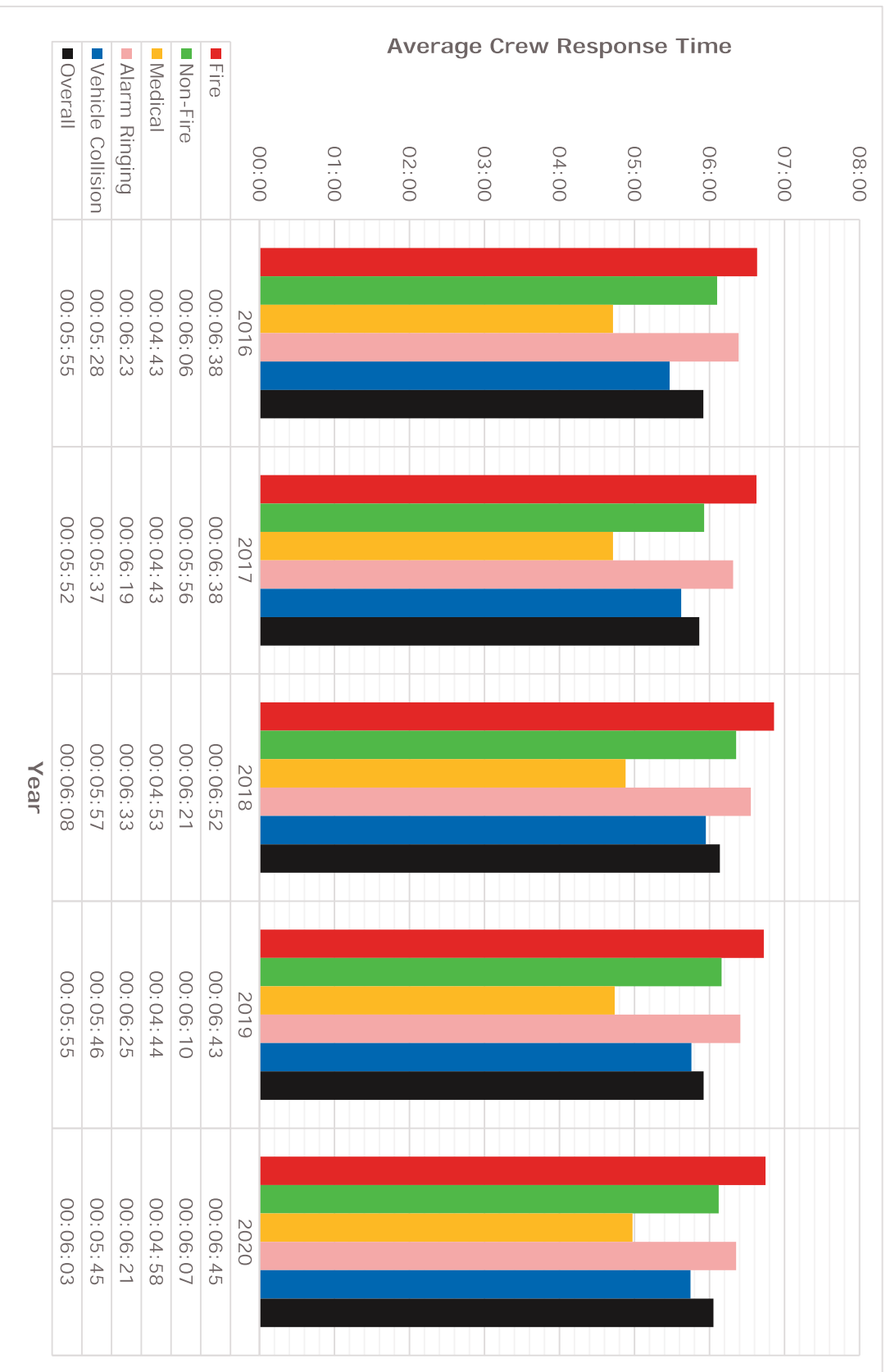


# B12a-i

City of Greater Sudbury Fire

## Average Crew Response Time: Career

January 2016 - December 2020



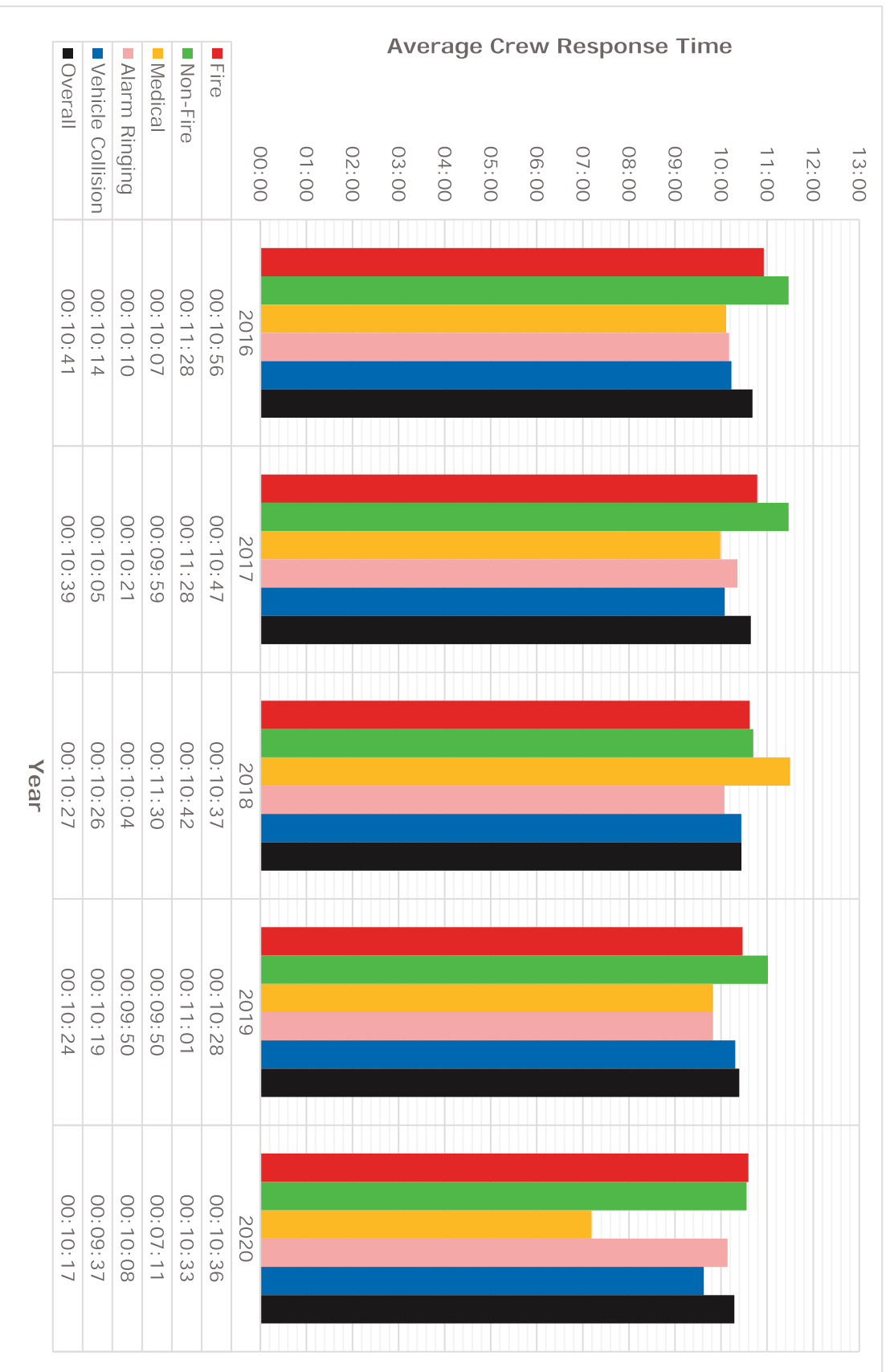


# B12a-ii

City of Greater Sudbury Fire

**Average Crew Response Time: Volunteer**

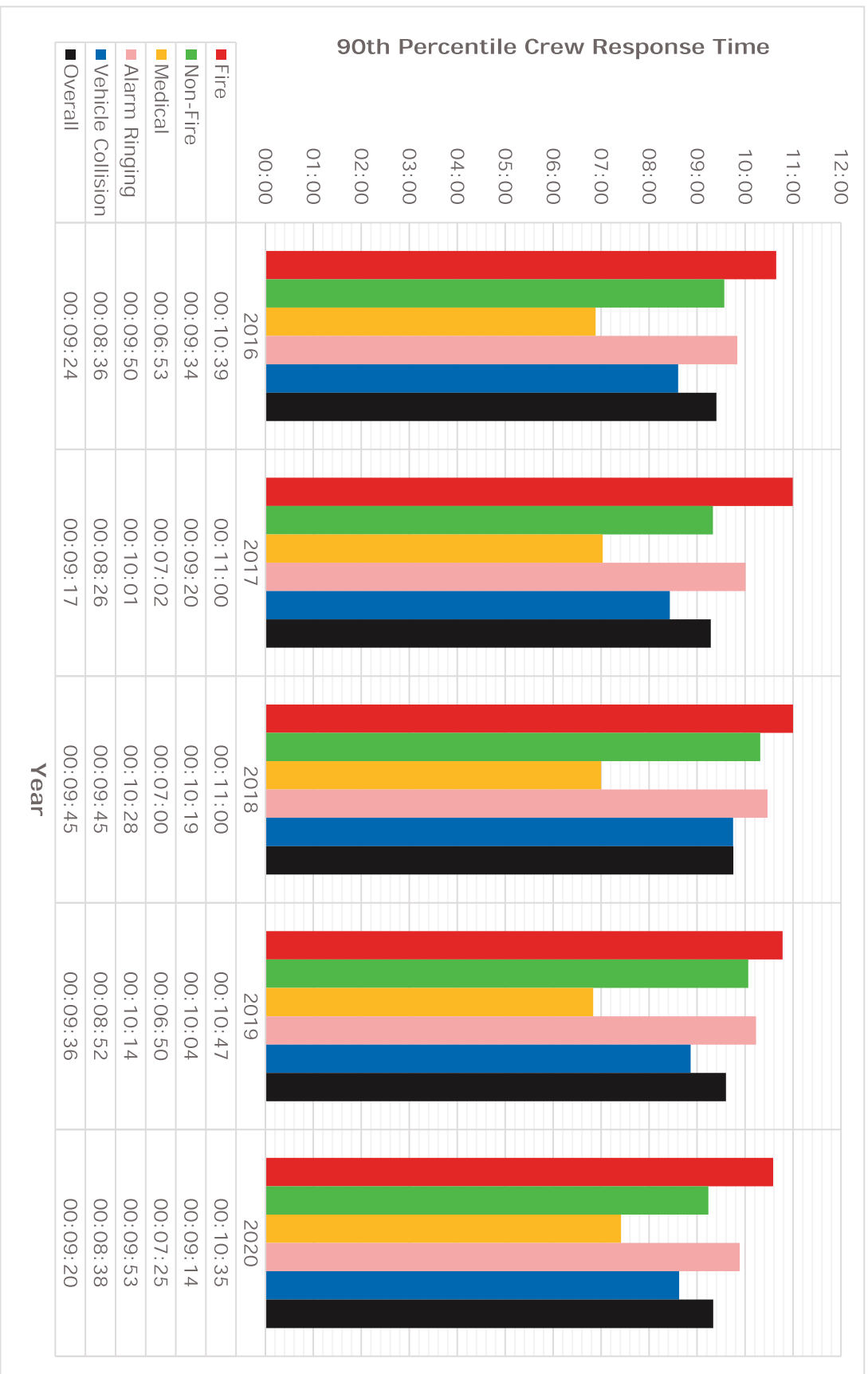
January 2016 - December 2020



## City of Greater Sudbury Fire

## 90th Percentile Crew Response Time: Career

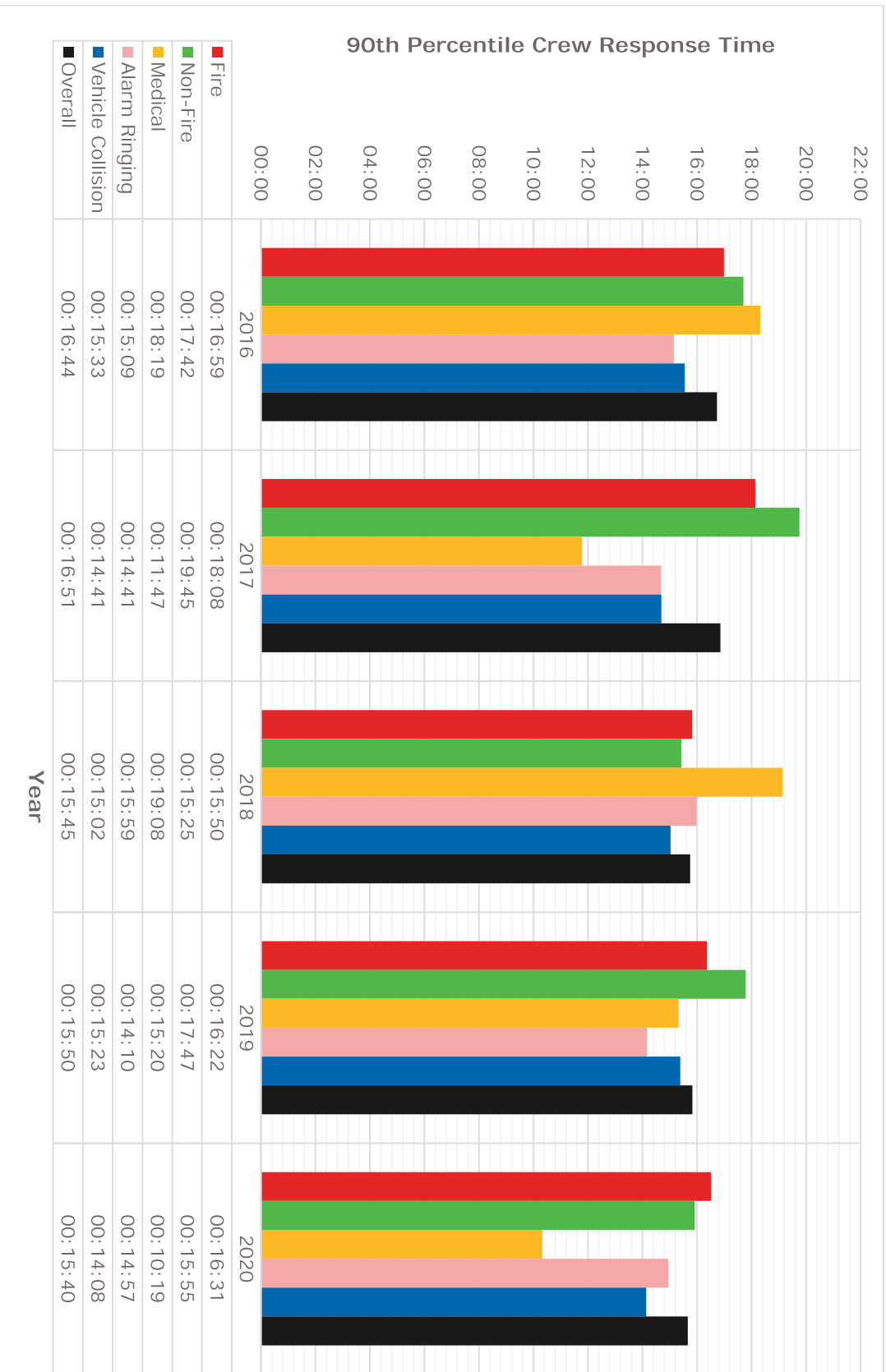
January 2016 - December 2020



## City of Greater Sudbury Fire

## 90th Percentile Crew Response Time: Volunteer

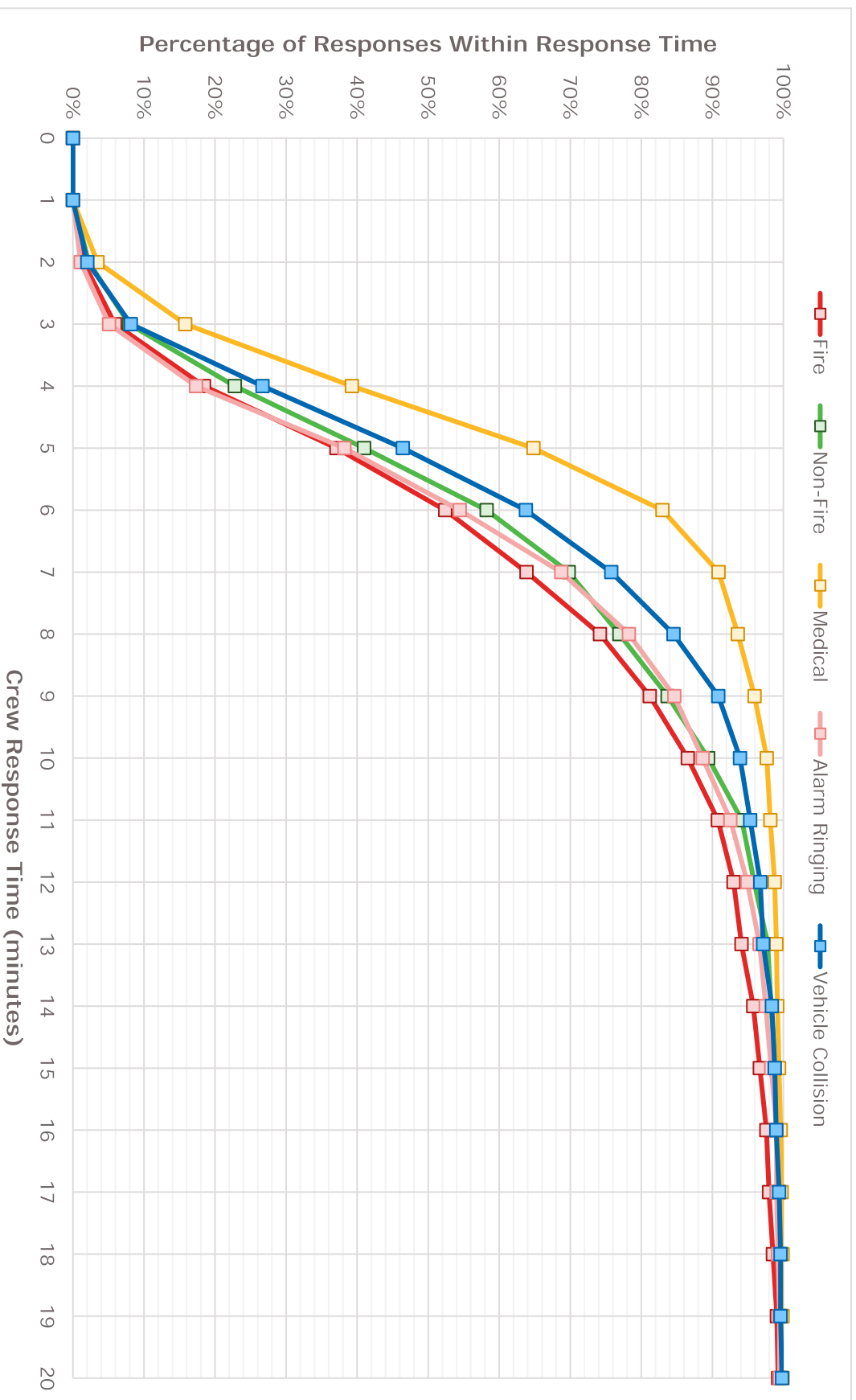
January 2016 - December 2020



City of Greater Sudbury Fire

Crew Response Time Cumulative Distribution: Career Units

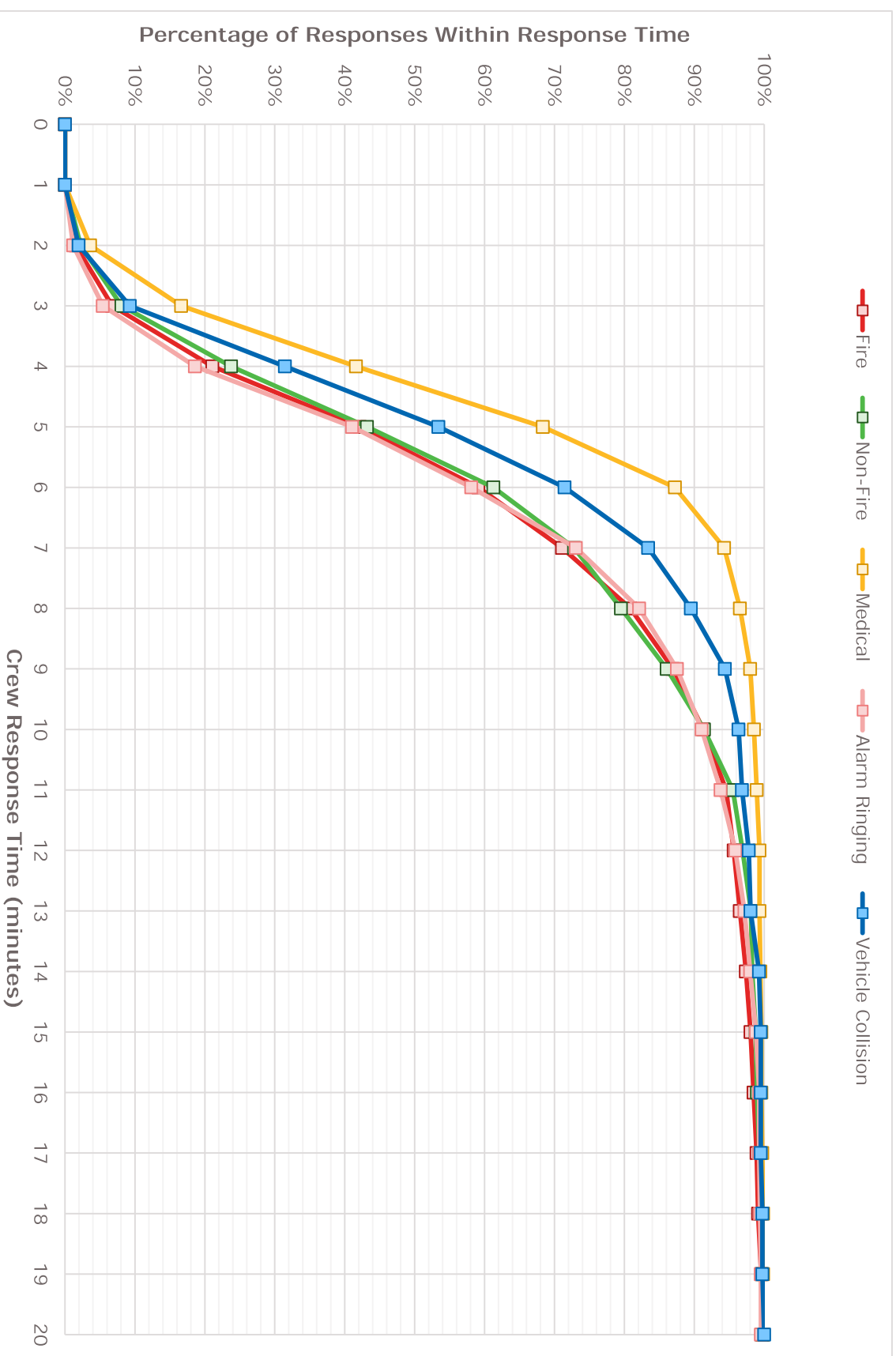
January 2019 - December 2019



City of Greater Sudbury Fire

Crew Response Time Cumulative Distribution: Career Units into Career Fire Beats

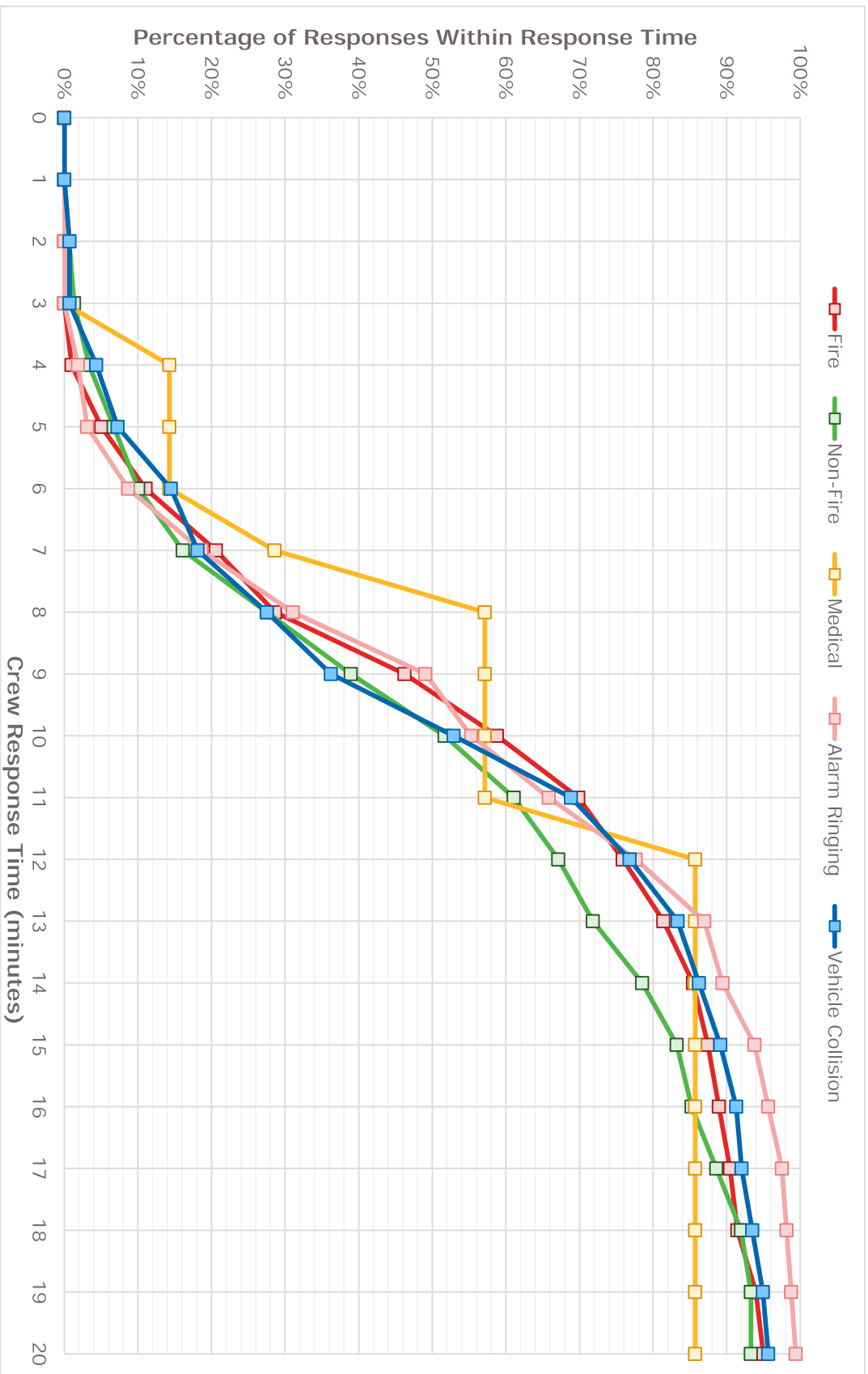
January 2019 - December 2019

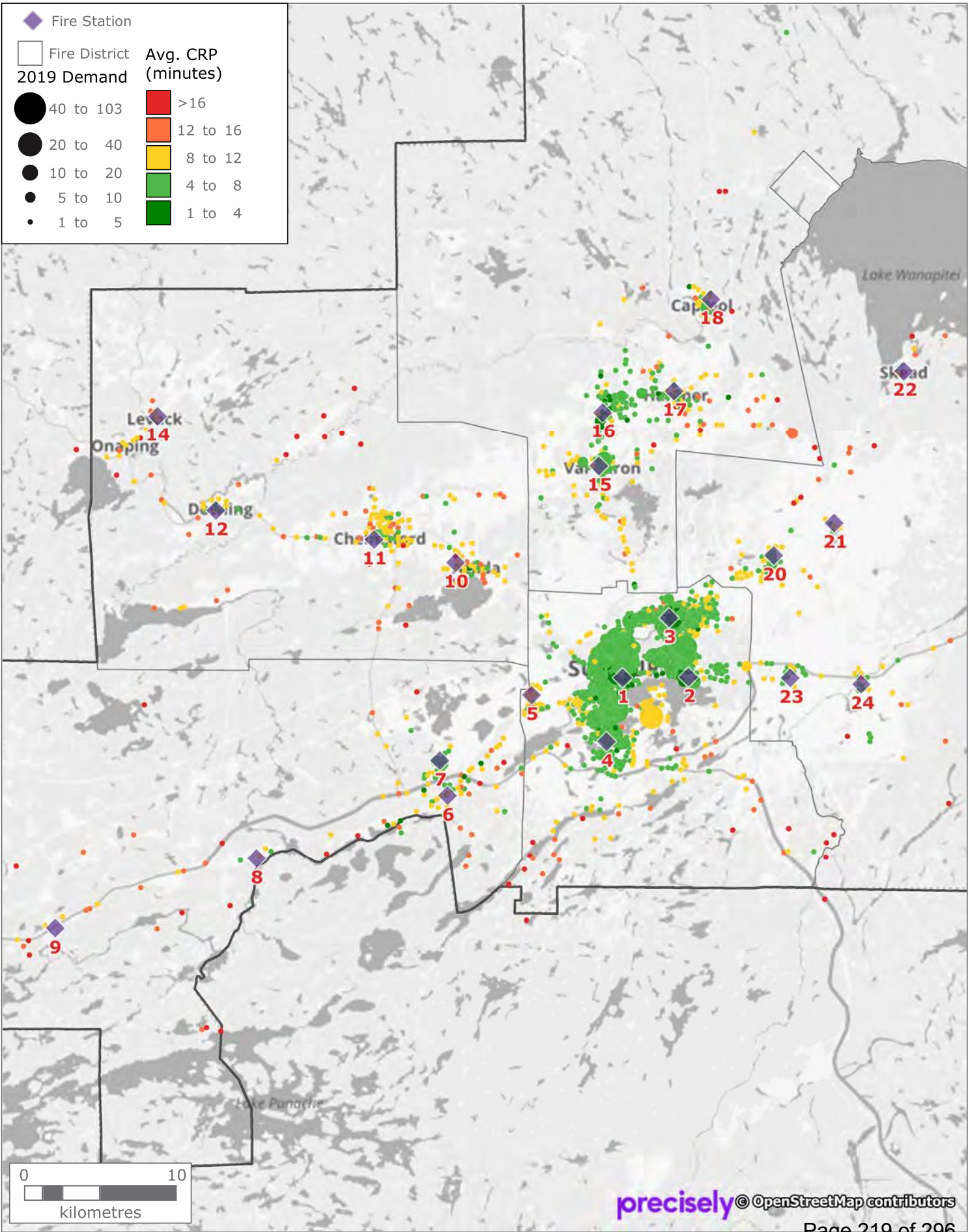


City of Greater Sudbury Fire

Crew Response Time Cumulative Distribution: Volunteer

January 2019 - December 2019

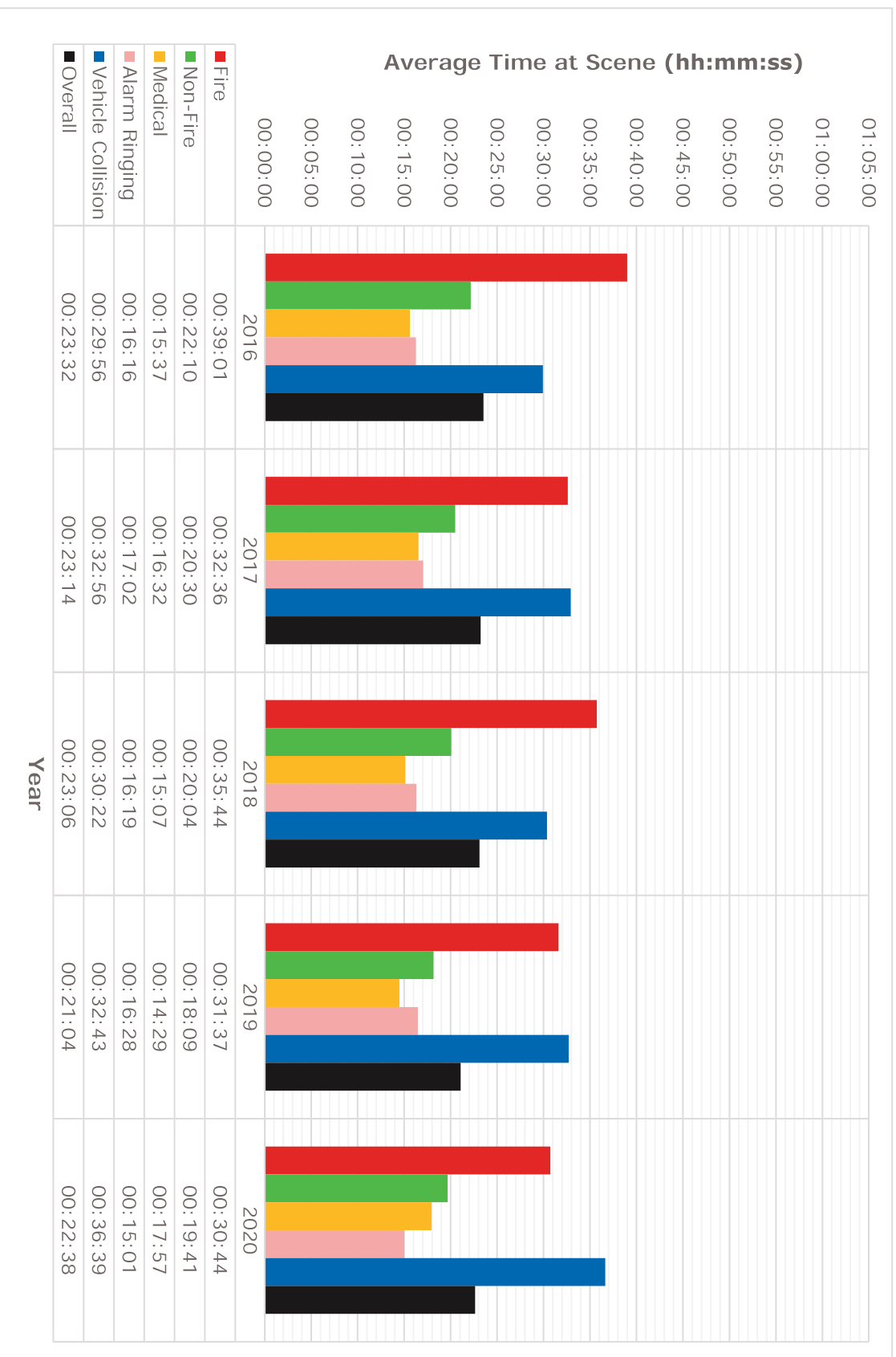




## City of Greater Sudbury Fire

## Time at Scene by Category by Year: Career

January 2016 - December 2020

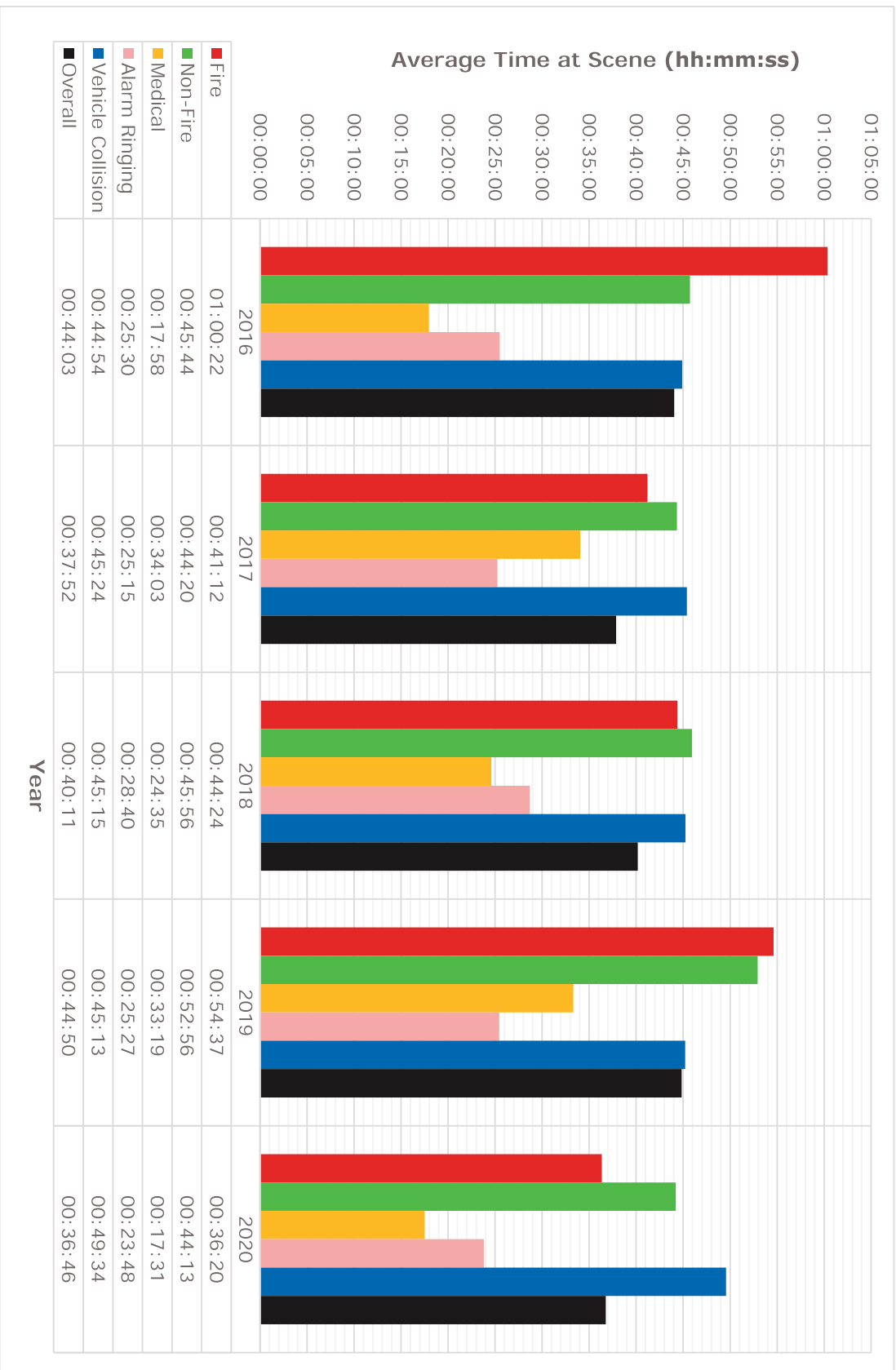




## City of Greater Sudbury Fire

## Time at Scene by Category by Year: Volunteer

January 2016 - December 2020





## **C Fire Service Outcomes**

### **C1 Model Validation**

**C1a** First Response Distribution

**C1b** Mean First Response by District

**C1c** Station Utilization

### **C2 Career Stations – Ideal 4 Locations**

### **C3 Move Career Stations**

**C3a** Van Horne

**C3b** Minnow Lake

**C3c** Leon

**C3d** Long Lake

**C3e** Val Therese

### **C4 Close Minnow Lake Station – Move Resource to Van Horne**

### **C5 Fire Modelling Options**

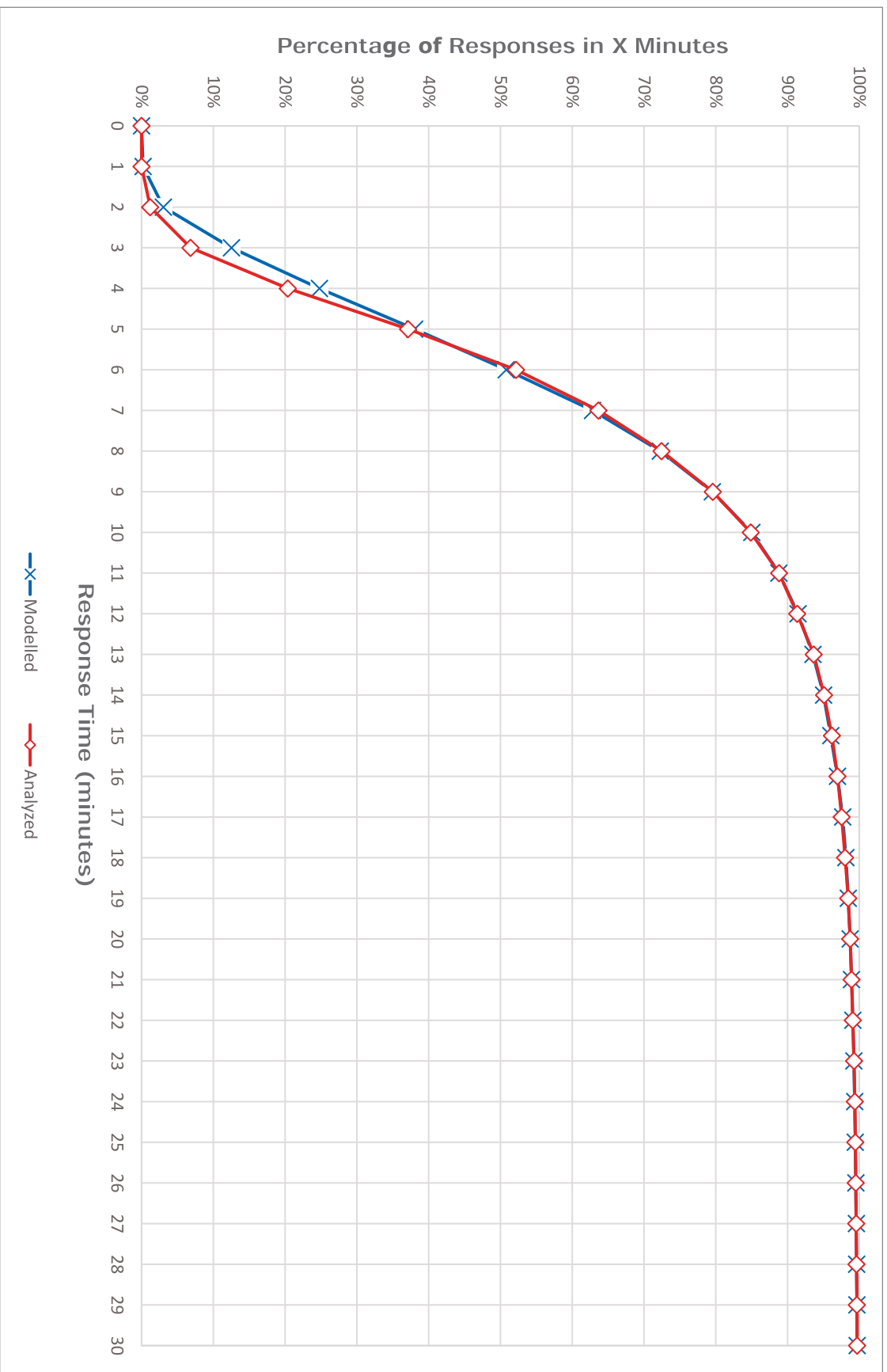
**C5a** Fire Modelling Options Map

**C5b** Modelling Results

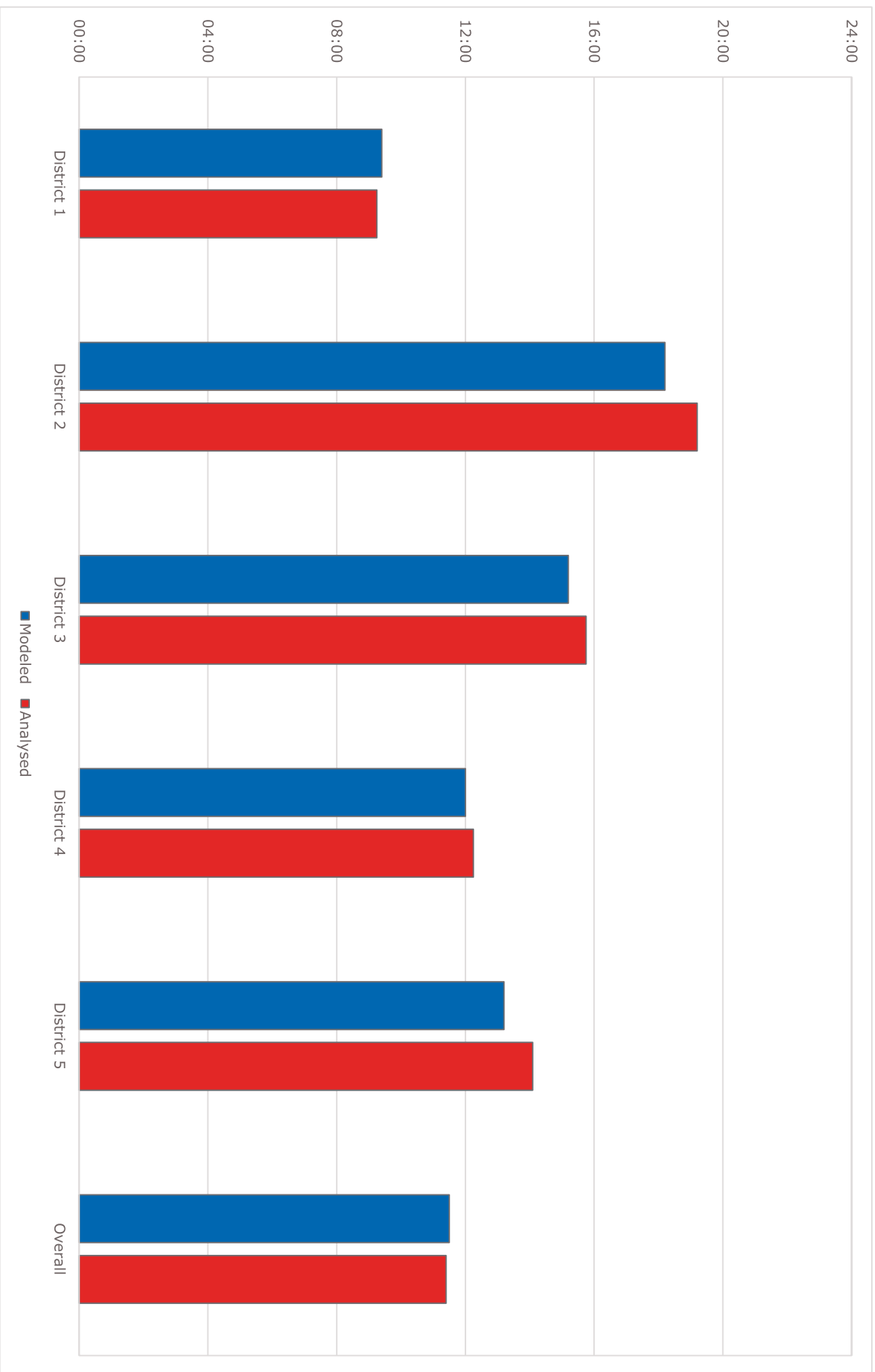
**C5c** Consolidating Val Caron and Hanmer at Val Therese

**C5d** Volunteer Firefighters by Station

Fire Model Validation: First Response Distribution



Fire Model Validation: 90th Percentile Response Time by District



## City of Greater Sudbury Fire

**Fire Model Validation: Station Utilization and Workload**

January 2016 - December 2020

Station	Utilization			Annual Workload		
	Modelled	Analyzed	Difference	Modelled	Analyzed	Difference
1 (Main Station)	5.4%	4.9%	0.5%	2093	2179	-86
2 (Minnow Lake)	2.5%	2.8%	-0.3%	443	480	-37
3 (New Sudbury)	4.4%	3.4%	1.0%	774	650	124
4 (Long Lake)	4.5%	4.0%	0.5%	800	763	37
5 (Copper Cliff)	0.2%	0.2%	0.0%	22	20	2
6 (Waters)	0.8%	0.8%	0.0%	82	87	-5
7 (Lively)	0.8%	0.9%	0.0%	83	104	-21
8 (Whitefish)	0.4%	0.4%	0.0%	40	39	1
9 (Beaver Lake)	0.3%	0.2%	0.0%	23	23	0
10 (Azilda)	1.0%	1.1%	0.0%	99	103	-4
11 (Chelmsford)	1.6%	1.8%	-0.2%	154	170	-16
12 (Dowling)	0.6%	0.7%	-0.1%	60	49	11
14 (Levack)	0.5%	0.8%	-0.3%	47	43	4
15 (Val Caron)	0.3%	0.3%	0.0%	30	25	5
16 (Val Therese)	2.2%	3.2%	-1.0%	376	416	-40
17 (Hanmer)	0.3%	0.5%	-0.2%	31	43	-12
18 (Capreol)	0.5%	0.5%	0.1%	51	49	2
20 (Garson)	1.0%	1.1%	-0.1%	96	97	-1
21 (Falconbridge)	0.3%	0.3%	0.0%	25	19	6
22 (Skead)	0.1%	0.2%	-0.1%	12	8	4
23 (Coniston)	0.5%	0.6%	-0.1%	53	44	9
24 (Wahnapiatae)	0.5%	0.8%	-0.3%	48	60	-12
<b>Overall</b>	<b>1.5%</b>	<b>1.5%</b>	<b>0.0%</b>	<b>5440</b>	<b>5472</b>	<b>-32</b>

City of Greater Sudbury Fire

**Model Results: Career - Ideal Locations in City Core**

90th Percentile Response Time

**Base**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:12	07:06	08:18	08:30	08:00	08:12
Minnow Lake	08:24	09:00	07:06	09:42	08:00	08:36	08:30
New Sudbury	09:54	10:00	08:00	10:12	08:36	09:30	09:30
Long Lake	16:00	16:06	12:12	16:30	13:30	15:24	15:24
Val Therese	10:18	10:30	06:48	09:12	08:06	09:00	09:18
<b>Career Overall</b>	<b>10:00</b>	<b>10:10</b>	<b>08:11</b>	<b>10:21</b>	<b>09:22</b>	<b>09:45</b>	<b>09:50</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	07:18	07:12	06:12	07:36	07:36	07:12	07:18
Minnow Lake	08:48	09:36	07:36	10:06	06:18	08:36	08:36
New Sudbury	08:18	08:12	06:30	08:42	06:36	07:42	07:42
Long Lake	15:54	15:54	11:36	16:24	12:48	15:00	15:00
Val Therese	10:18	10:32	06:48	09:12	08:00	09:00	09:18
<b>Career Overall</b>	<b>09:22</b>	<b>09:24</b>	<b>07:27</b>	<b>09:47</b>	<b>08:16</b>	<b>08:59</b>	<b>09:02</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	-00:48	-01:00	-00:54	-00:42	-00:54	-00:48	-00:54
Minnow Lake	00:24	00:36	00:30	00:24	-01:42	00:00	00:06
New Sudbury	-01:36	-01:48	-01:30	-01:30	-02:00	-01:48	-01:48
Long Lake	-00:06	-00:12	-00:36	-00:06	-00:42	-00:24	-00:24
Val Therese	00:00	00:02	00:00	00:00	-00:06	00:00	00:00
<b>Career Overall</b>	<b>-00:38</b>	<b>-00:45</b>	<b>-00:45</b>	<b>-00:34</b>	<b>-01:06</b>	<b>-00:46</b>	<b>-00:48</b>

City of Greater Sudbury Fire

**Model Results: Career - Move Van Horne to Ideal Location**

90th Percentile Response Time

**Base**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:12	07:06	08:18	08:30	08:00	08:12
Minnow Lake	08:24	09:00	07:06	09:42	08:00	08:36	08:30
New Sudbury	09:54	10:00	08:00	10:12	08:36	09:30	09:30
Long Lake	16:00	16:06	12:12	16:30	13:30	15:24	15:24
Val Therese	10:18	10:30	06:48	09:12	08:06	09:00	09:18
<b>Career Overall</b>	<b>10:00</b>	<b>10:10</b>	<b>08:11</b>	<b>10:21</b>	<b>09:22</b>	<b>09:45</b>	<b>09:50</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	07:18	07:12	06:48	07:42	08:06	07:18	07:30
Minnow Lake	08:18	09:00	07:06	09:42	08:00	08:30	08:30
New Sudbury	09:36	09:48	07:48	10:12	08:18	09:18	09:18
Long Lake	16:00	16:06	12:12	16:30	13:36	15:24	15:24
Val Therese	10:26	10:36	06:48	09:12	07:54	09:00	09:24
<b>Career Overall</b>	<b>09:33</b>	<b>09:39</b>	<b>08:00</b>	<b>10:03</b>	<b>09:08</b>	<b>09:21</b>	<b>09:28</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	-00:48	-01:00	-00:18	-00:36	-00:24	-00:42	-00:42
Minnow Lake	-00:06	00:00	00:00	00:00	00:00	-00:06	00:00
New Sudbury	-00:18	-00:12	-00:12	00:00	-00:18	-00:12	-00:12
Long Lake	00:00	00:00	00:00	00:00	00:06	00:00	00:00
Val Therese	00:08	00:06	00:00	00:00	-00:12	00:00	00:06
<b>Career Overall</b>	<b>-00:27</b>	<b>-00:31</b>	<b>-00:11</b>	<b>-00:18</b>	<b>-00:14</b>	<b>-00:23</b>	<b>-00:22</b>



City of Greater Sudbury Fire

**Model Results: Career - Move Minnow Lake to Ideal Location**

90th Percentile Response Time

**Base**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:12	07:06	08:18	08:30	08:00	08:12
Minnow Lake	08:24	09:00	07:06	09:42	08:00	08:36	08:30
New Sudbury	09:54	10:00	08:00	10:12	08:36	09:30	09:30
Long Lake	16:00	16:06	12:12	16:30	13:30	15:24	15:24
Val Therese	10:18	10:30	06:48	09:12	08:06	09:00	09:18
<b>Career Overall</b>	<b>10:00</b>	<b>10:10</b>	<b>08:11</b>	<b>10:21</b>	<b>09:22</b>	<b>09:45</b>	<b>09:50</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:06	06:48	08:12	08:00	07:48	08:06
Minnow Lake	08:30	09:36	07:30	09:54	06:00	08:24	08:24
New Sudbury	08:42	08:30	06:42	09:00	07:06	08:12	08:12
Long Lake	15:42	16:00	11:42	16:30	12:50	15:12	15:06
Val Therese	10:24	10:32	06:48	09:12	08:00	09:00	09:18
<b>Career Overall</b>	<b>09:46</b>	<b>09:55</b>	<b>07:47</b>	<b>10:07</b>	<b>08:31</b>	<b>09:22</b>	<b>09:30</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	00:00	-00:06	-00:18	-00:06	-00:30	-00:12	-00:06
Minnow Lake	00:06	00:36	00:24	00:12	-02:00	-00:12	-00:06
New Sudbury	-01:12	-01:30	-01:18	-01:12	-01:30	-01:18	-01:18
Long Lake	-00:18	-00:06	-00:30	00:00	-00:40	-00:12	-00:18
Val Therese	00:06	00:02	00:00	00:00	-00:06	00:00	00:00
<b>Career Overall</b>	<b>-00:14</b>	<b>-00:15</b>	<b>-00:25</b>	<b>-00:14</b>	<b>-00:51</b>	<b>-00:23</b>	<b>-00:20</b>

City of Greater Sudbury Fire

**Model Results: Career - Move Leon to Ideal Location**

90th Percentile Response Time

**Base**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:12	07:06	08:18	08:30	08:00	08:12
Minnow Lake	08:24	09:00	07:06	09:42	08:00	08:36	08:30
New Sudbury	09:54	10:00	08:00	10:12	08:36	09:30	09:30
Long Lake	16:00	16:06	12:12	16:30	13:30	15:24	15:24
Val Therese	10:18	10:30	06:48	09:12	08:06	09:00	09:18
<b>Career Overall</b>	<b>10:00</b>	<b>10:10</b>	<b>08:11</b>	<b>10:21</b>	<b>09:22</b>	<b>09:45</b>	<b>09:50</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:12	07:00	08:18	08:30	07:54	08:12
Minnow Lake	08:24	09:00	07:06	09:42	08:00	08:30	08:30
New Sudbury	09:36	09:48	07:48	09:54	08:30	09:18	09:24
Long Lake	16:00	16:06	12:06	16:30	13:30	15:24	15:24
Val Therese	10:18	10:30	06:48	09:12	08:00	09:00	09:18
<b>Career Overall</b>	<b>09:57</b>	<b>10:08</b>	<b>08:05</b>	<b>10:18</b>	<b>09:21</b>	<b>09:39</b>	<b>09:49</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	00:00	00:00	-00:06	00:00	00:00	-00:06	00:00
Minnow Lake	00:00	00:00	00:00	00:00	00:00	-00:06	00:00
New Sudbury	-00:18	-00:12	-00:12	-00:18	-00:06	-00:12	-00:06
Long Lake	00:00	00:00	-00:06	00:00	00:00	00:00	00:00
Val Therese	00:00	00:00	00:00	00:00	-00:06	00:00	00:00
<b>Career Overall</b>	<b>-00:03</b>	<b>-00:02</b>	<b>-00:06</b>	<b>-00:03</b>	<b>-00:01</b>	<b>-00:06</b>	<b>-00:01</b>

City of Greater Sudbury Fire

**Model Results: Career - Move Long Lake to Ideal Location**

90th Percentile Response Time

**Base**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:12	07:06	08:18	08:30	08:00	08:12
Minnow Lake	08:24	09:00	07:06	09:42	08:00	08:36	08:30
New Sudbury	09:54	10:00	08:00	10:12	08:36	09:30	09:30
Long Lake	16:00	16:06	12:12	16:30	13:30	15:24	15:24
Val Therese	10:18	10:30	06:48	09:12	08:06	09:00	09:18
<b>Career Overall</b>	<b>10:00</b>	<b>10:10</b>	<b>08:11</b>	<b>10:21</b>	<b>09:22</b>	<b>09:45</b>	<b>09:50</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:06	06:54	08:16	08:24	07:54	08:12
Minnow Lake	08:24	09:00	07:06	09:42	08:00	08:36	08:30
New Sudbury	09:54	10:00	08:00	10:12	08:36	09:30	09:30
Long Lake	16:06	16:00	12:06	16:24	13:24	15:24	15:18
Val Therese	10:18	10:30	06:48	09:12	08:06	09:00	09:18
<b>Career Overall</b>	<b>10:01</b>	<b>10:06</b>	<b>08:04</b>	<b>10:18</b>	<b>09:18</b>	<b>09:42</b>	<b>09:49</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	00:00	-00:06	-00:12	-00:02	-00:06	-00:06	00:00
Minnow Lake	00:00	00:00	00:00	00:00	00:00	00:00	00:00
New Sudbury	00:00	00:00	00:00	00:00	00:00	00:00	00:00
Long Lake	00:06	-00:06	-00:06	-00:06	-00:06	00:00	-00:06
Val Therese	00:00	00:00	00:00	00:00	00:00	00:00	00:00
<b>Career Overall</b>	<b>00:01</b>	<b>-00:04</b>	<b>-00:07</b>	<b>-00:02</b>	<b>-00:04</b>	<b>-00:03</b>	<b>-00:01</b>

City of Greater Sudbury Fire

**Model Results: Career - Move Val Therese to Ideal Location**

90th Percentile Response Time

**Base**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:12	07:06	08:18	08:30	08:00	08:12
Minnow Lake	08:24	09:00	07:06	09:42	08:00	08:36	08:30
New Sudbury	09:54	10:00	08:00	10:12	08:36	09:30	09:30
Long Lake	16:00	16:06	12:12	16:30	13:30	15:24	15:24
Val Therese	10:18	10:30	06:48	09:12	08:06	09:00	09:18
<b>Career Overall</b>	<b>10:00</b>	<b>10:10</b>	<b>08:11</b>	<b>10:21</b>	<b>09:22</b>	<b>09:45</b>	<b>09:50</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:12	07:06	08:18	08:30	08:00	08:12
Minnow Lake	08:24	09:00	07:06	09:42	08:01	08:36	08:30
New Sudbury	09:54	10:06	08:00	10:14	08:36	09:30	09:30
Long Lake	16:00	16:06	12:12	16:30	13:32	15:24	15:24
Val Therese	09:42	11:06	05:54	08:30	08:00	08:36	09:12
<b>Career Overall</b>	<b>09:59</b>	<b>10:12</b>	<b>08:09</b>	<b>10:19</b>	<b>09:23</b>	<b>09:43</b>	<b>09:50</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	00:00	00:00	00:00	00:00	00:00	00:00	00:00
Minnow Lake	00:00	00:00	00:00	00:00	00:01	00:00	00:00
New Sudbury	00:00	00:06	00:00	00:02	00:00	00:00	00:00
Long Lake	00:00	00:00	00:00	00:00	00:02	00:00	00:00
Val Therese	-00:36	00:36	-00:54	-00:42	-00:06	-00:24	-00:06
<b>Career Overall</b>	<b>-00:02</b>	<b>00:03</b>	<b>-00:02</b>	<b>-00:01</b>	<b>00:00</b>	<b>-00:01</b>	<b>-00:00</b>

City of Greater Sudbury Fire

**Model Results: Closing Minnow Lake Station (Move Resource to Van Horne)**

90th Percentile Response Time

**Base**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:06	08:12	07:06	08:18	08:30	08:00	08:12
Minnow Lake	08:24	09:00	07:06	09:42	08:00	08:36	08:30
New Sudbury	09:54	10:00	08:00	10:12	08:36	09:30	09:30
Long Lake	16:00	16:06	12:12	16:30	13:30	15:24	15:24
Val Therese	10:18	10:30	06:48	09:12	08:06	09:00	09:18
<b>Career Overall</b>	<b>10:00</b>	<b>10:10</b>	<b>08:11</b>	<b>10:21</b>	<b>09:22</b>	<b>09:45</b>	<b>09:50</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	08:00	08:00	06:24	08:06	07:36	07:36	07:54
Minnow Lake	11:06	12:06	09:30	12:30	09:00	11:12	10:54
New Sudbury	10:30	10:48	08:36	10:42	09:36	10:12	10:18
Long Lake	15:42	16:00	11:48	16:30	12:48	15:12	15:06
Val Therese	10:30	10:30	06:48	09:12	08:06	09:00	09:24
<b>Career Overall</b>	<b>10:19</b>	<b>10:32</b>	<b>08:09</b>	<b>10:39</b>	<b>09:05</b>	<b>09:56</b>	<b>10:03</b>

**Model**

Fire Beat	Fires	Non Fires	Medical	Alarms Ringing	Vehicle Collision	Overall	Fire + Non Fire + Vehicle Collision
Van Horne	-00:06	-00:12	-00:42	-00:12	-00:54	-00:24	-00:18
Minnow Lake	02:42	03:06	02:24	02:48	01:00	02:36	02:24
New Sudbury	00:36	00:48	00:36	00:30	01:00	00:42	00:48
Long Lake	-00:18	-00:06	-00:24	00:00	-00:42	-00:12	-00:18
Val Therese	00:12	00:00	00:00	00:00	00:00	00:00	00:06
<b>Career Overall</b>	<b>00:19</b>	<b>00:23</b>	<b>-00:02</b>	<b>00:19</b>	<b>-00:17</b>	<b>00:11</b>	<b>00:13</b>



## City of Greater Sudbury Fire

**Results by Fire Beat - Fire, Non Fire & Vehicle Collision Incidents**

90th Percentile Response Time

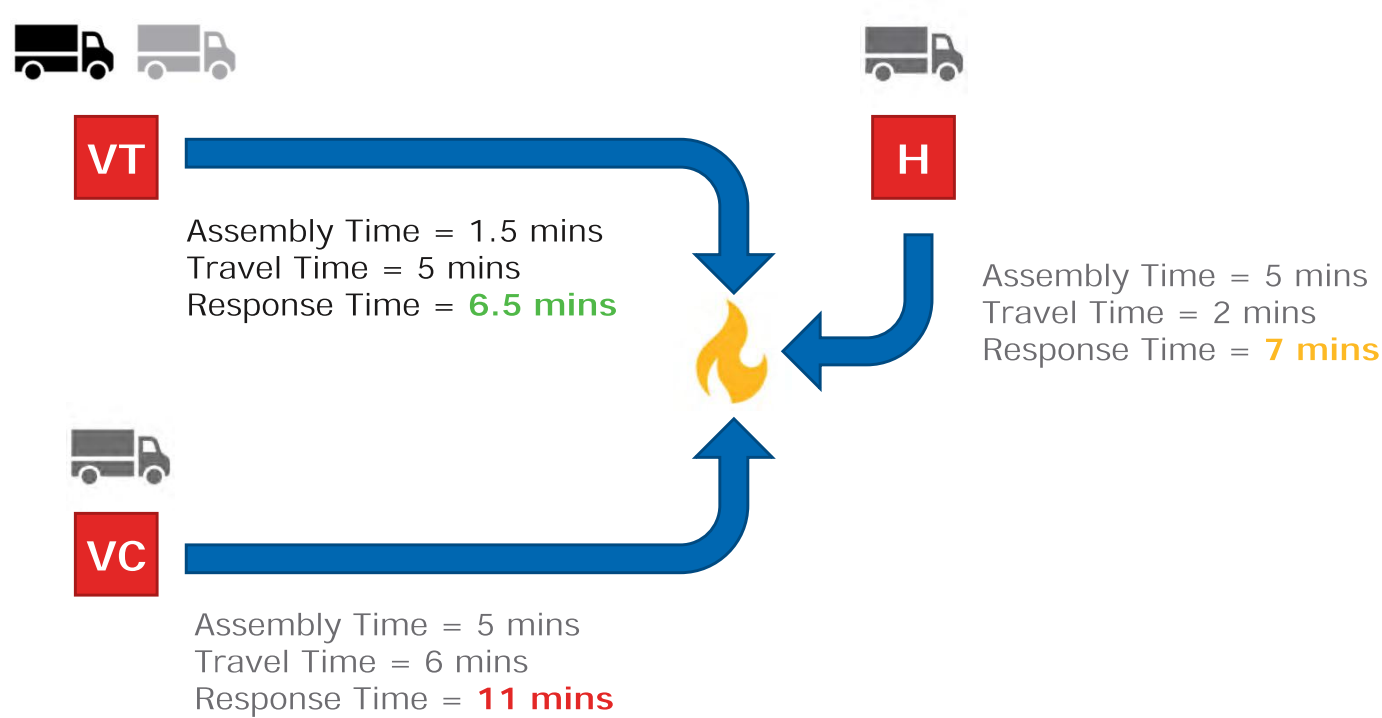
Fire Beat	Fire Beat Name	Base	Final Scenario	Difference
F1	Van Horne	08:12	08:06	-00:06
F2	Minnow Lake	08:30	08:48	00:18
F3	New Sudbury	09:30	08:36	-00:54
F4	Long Lake	15:24	15:06	-00:18
F16	Val Therese	09:18	08:48	-00:30
<b>Career Overall</b>		<b>09:50</b>	<b>09:36</b>	<b>-00:15</b>
F5	Copper Cliff	13:06	13:42	00:36
F6	Waters	16:48	17:18	00:30
F7	Lively	12:35	13:00	00:25
F8	Beaver Lake/Whitefish	27:30	27:24	-00:06
F10	Azilda	14:48	18:00	03:12
F11	Chelmsford	15:12	14:18	-00:54
F12	Dowling	22:54	22:36	-00:18
F14	Levack	13:48	13:48	00:00
F15	Val Caron	10:12	10:06	-00:06
F17	Hanmer	13:48	13:30	-00:18
F18	Capreol	27:42	27:41	-00:01
F20	Garson	11:30	10:24	-01:06
F21	Falconbridge	13:48	14:40	00:52
F22	Skead	21:12	21:03	-00:09
F23	Coniston	10:30	10:36	00:06
F24	Wahnapiatae	12:30	12:48	00:18
F25	-	22:06	23:06	01:00
F26	-	34:18	33:06	-01:12
<b>Volunteer Overall</b>		<b>15:11</b>	<b>15:16</b>	<b>00:05</b>
<b>Overall</b>		<b>12:12</b>	<b>12:02</b>	<b>-00:10</b>



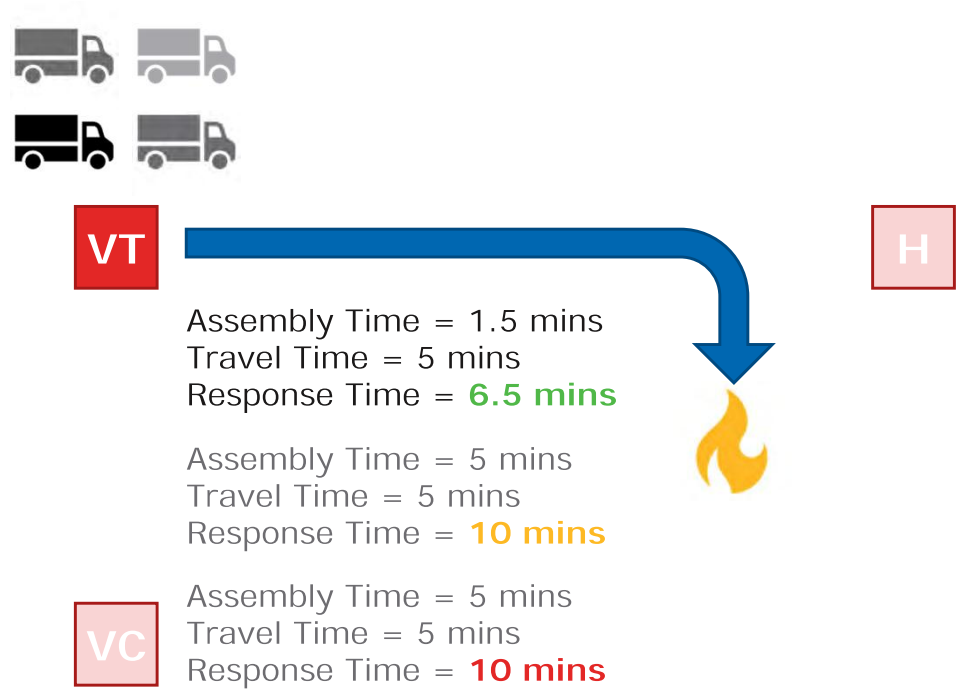
Consolidating Val Caron and Hanmer at the current site for Val Therese

C5c

Current



Proposed



Key:

Career Engine

Volunteer Engine

Volunteer Support Unit

Open Station

Consolidated Station

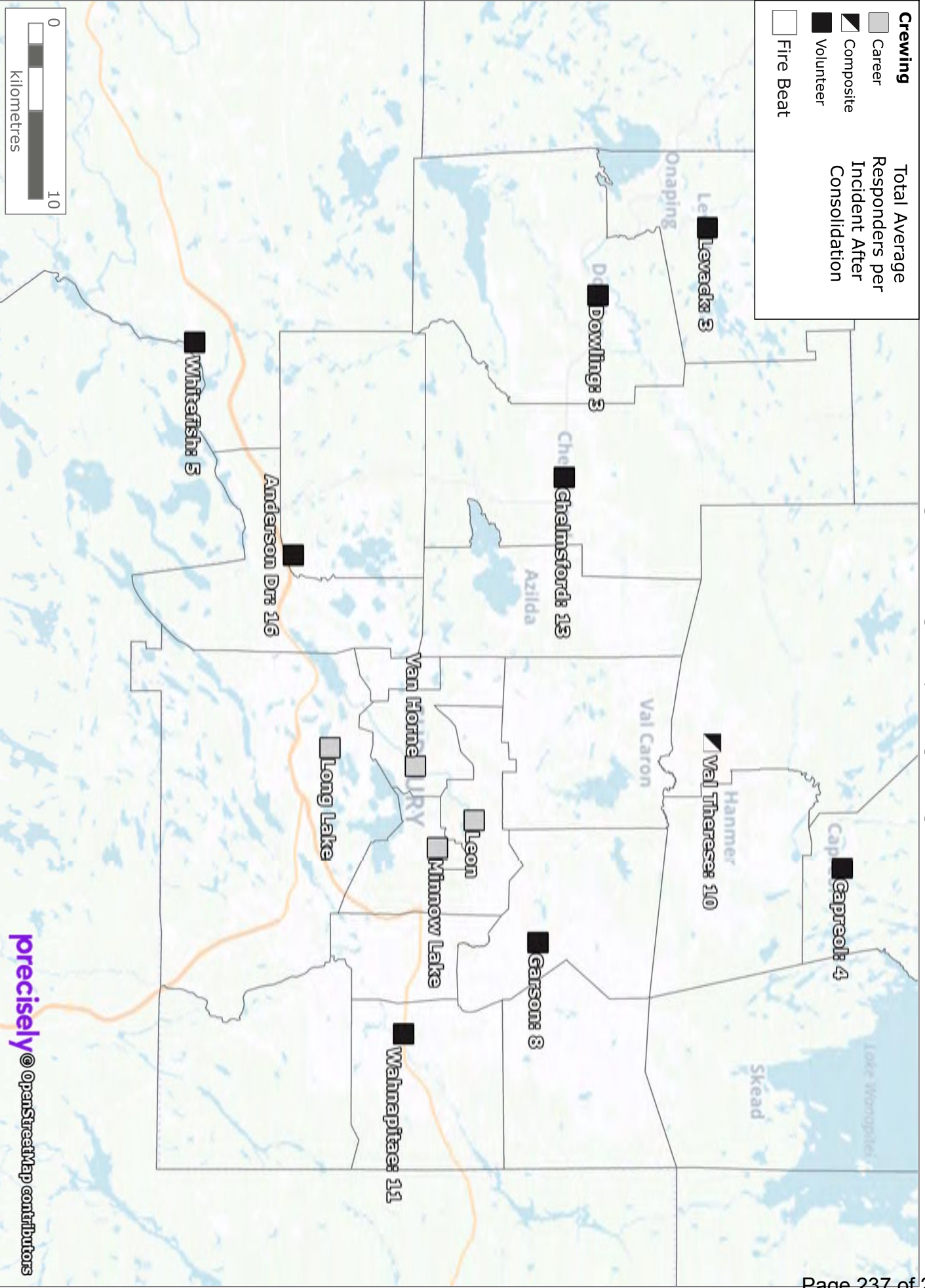
Incident Location

Journey from station to incident



Total Average Responders per Incident After Consolidation

2020 Assigned/Average Responding Firefighters





## **D Paramedic Services Historical Analysis**

### **D1 Demand**

**D1a** Historical Demand by Month

**D1b** P4 Demand Distribution

D1b-i Greater Sudbury

D1b-ii Core

**D1c** Dispatch vs Return Priority

### **D2 Performance**

**D2a** CTAS Response Performance by Area

**D2b** CTAS Response Performance by Year

### **D3 Call Components by Year**

### **D4 Resources and Resource Use**

**D4a** Planned vs Actual Resourcing

**D4b** Responses with ACPs

**D4c** Utilization by Hour

D4c-i Overall

D4c-ii By Station

**D4d** Standby Moves

D4d-i Summary by Station

D4d-ii Completed Moves Mobilizing and Arriving Areas

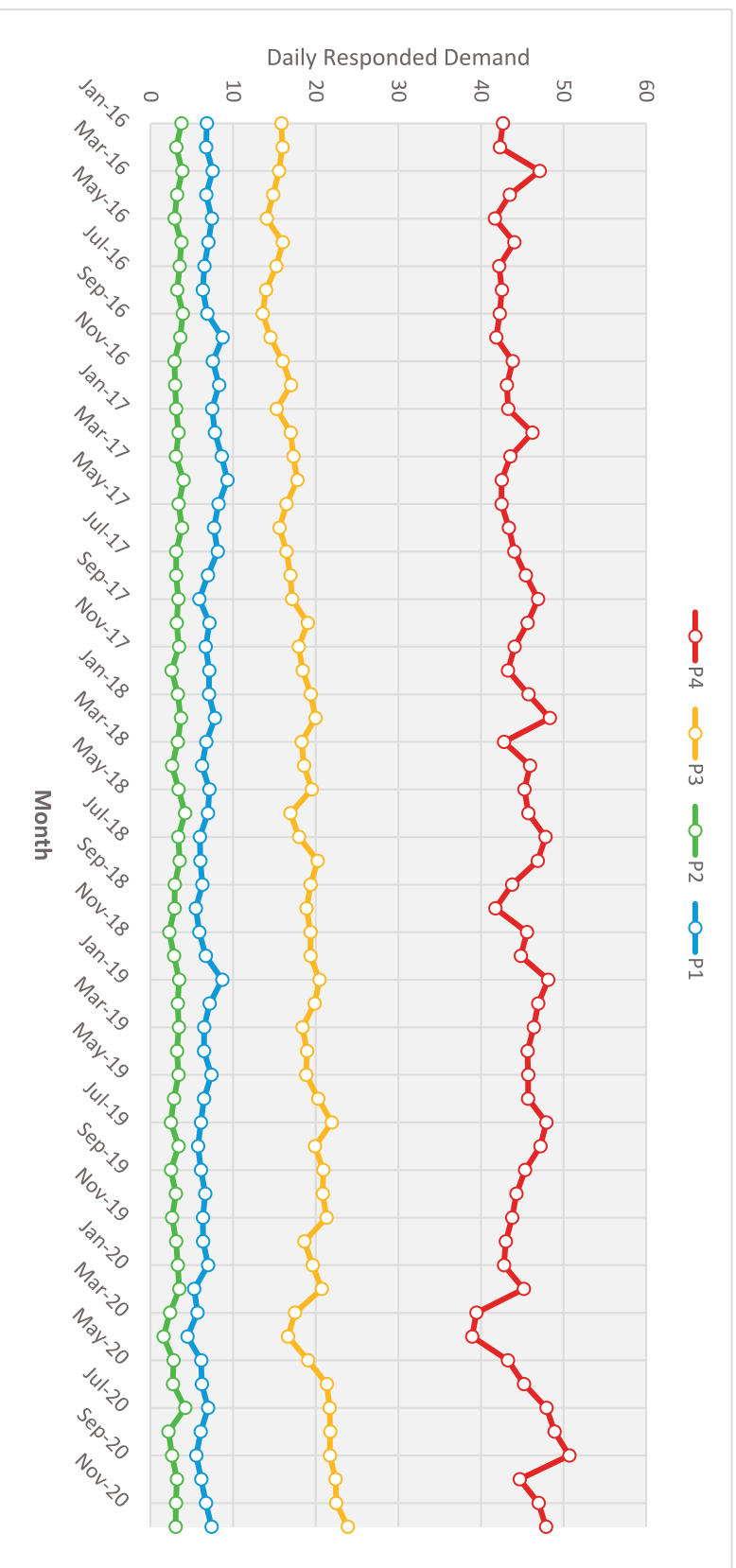
# D1a

City of Greater Sudbury EMS

## Historical Demand by Month

**Average Daily Responded Demand (P1 to P4)**

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Overall
2016	69.0	68.1	74.0	68.2	66.1	70.8	67.5	66.0	66.6	68.6	70.3	71.4	<b>68.9</b>
2017	69.1	74.4	72.5	73.6	70.5	70.4	71.7	72.4	73.3	75.0	72.1	71.3	<b>72.2</b>
2018	75.5	79.8	71.1	73.3	75.3	73.8	75.1	76.6	72.3	69.0	73.1	73.7	<b>74.0</b>
2019	80.7	77.2	74.7	74.2	75.3	75.3	78.4	76.2	74.8	74.8	74.0	71.1	<b>75.6</b>
2020	72.6	74.7	65.0	61.6	71.2	75.4	80.8	78.9	80.5	76.4	79.2	82.2	<b>74.9</b>

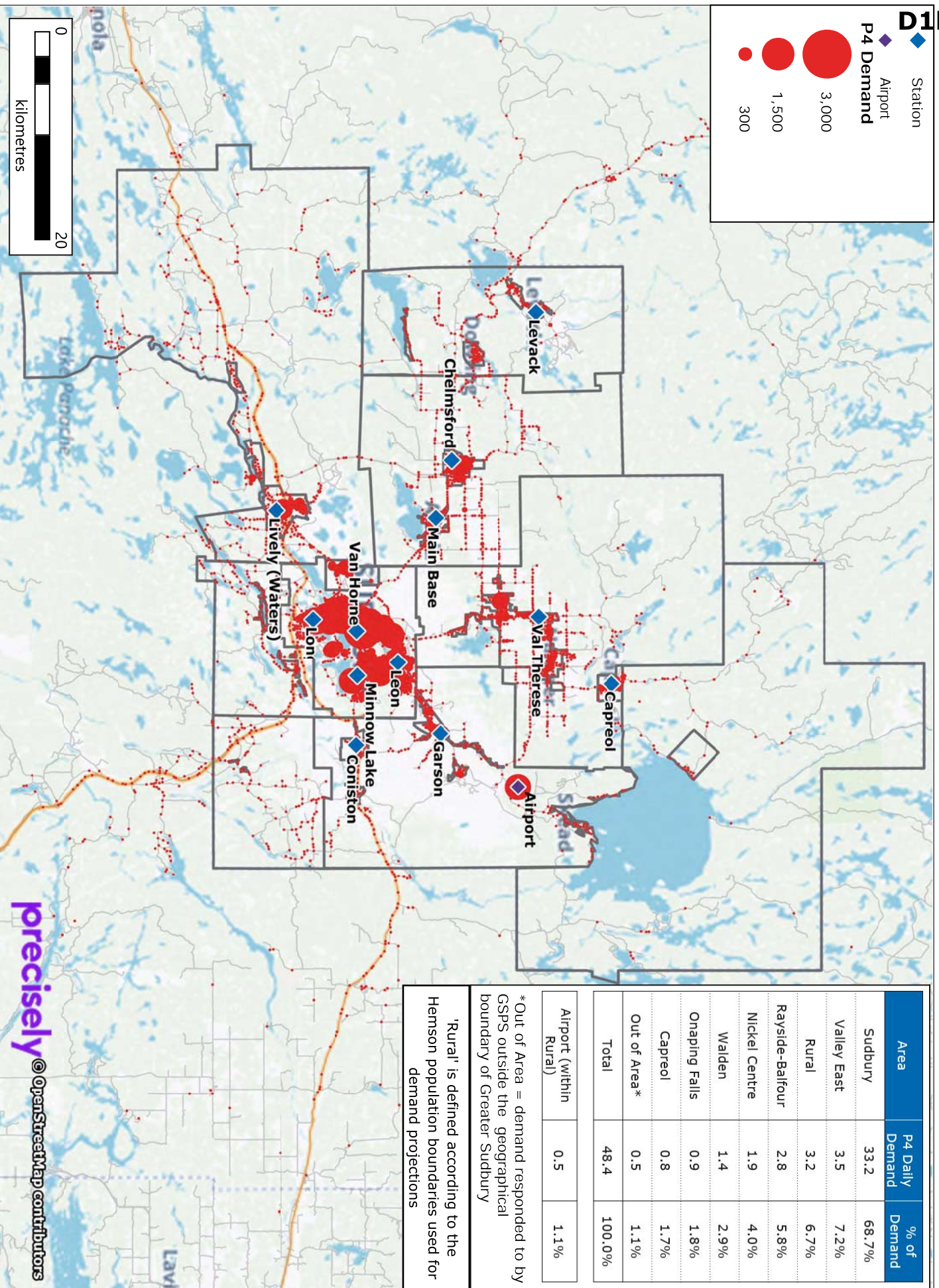




## P4 Demand Distribution

City of Greater Sudbury - January 2016 to December 2020

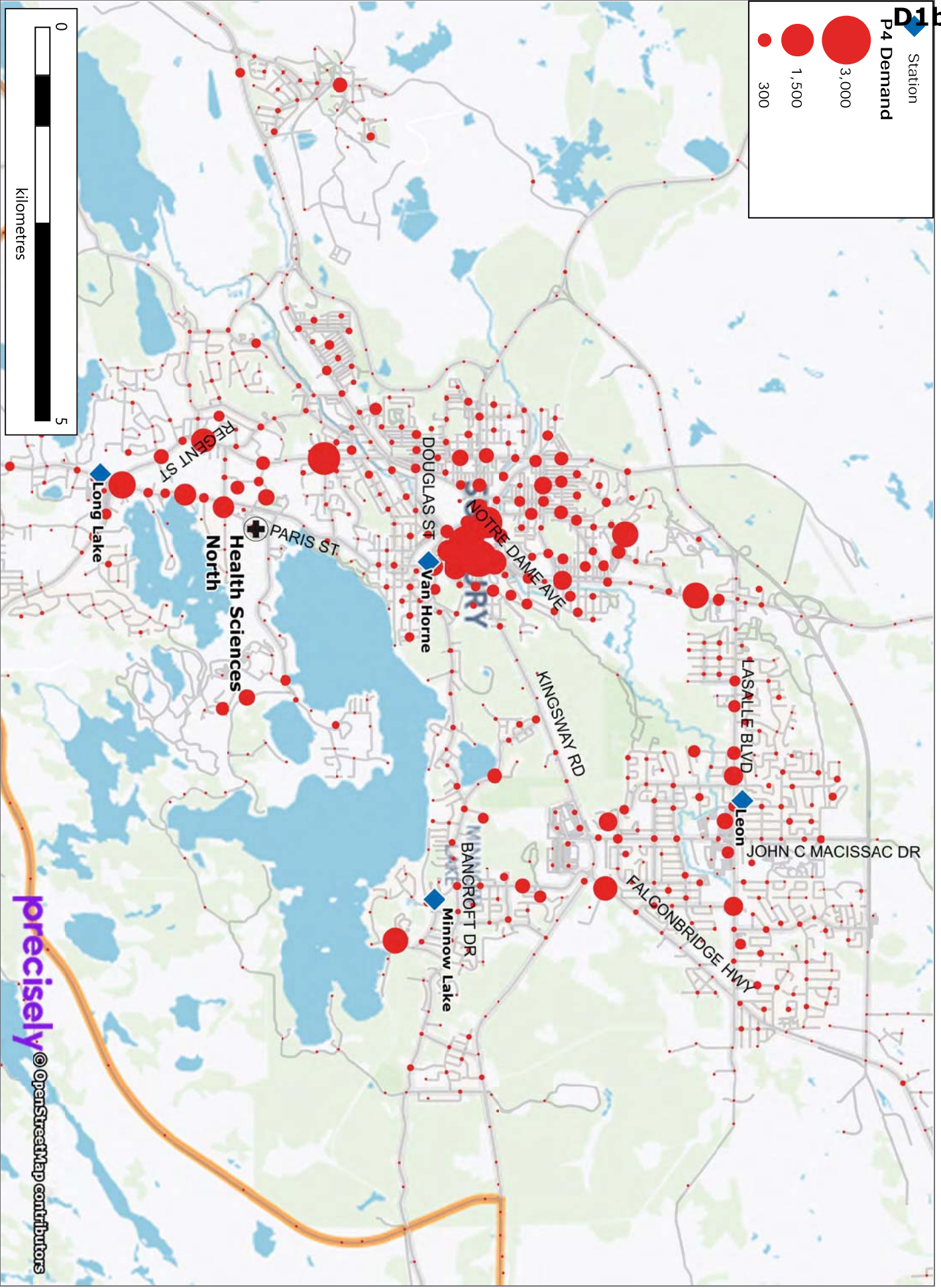
**D1b-i**





# **P4 Demand Distribution** City of Greater Sudbury - Sudbury Core

**D1b-ii**



City of Greater Sudbury EMS

**Dispatch vs Return Priority**

January 2016 - December 2020

***Daily Demand***

Dispatch Priority	Return Priority					Overall
	P1	P2	P3	P4	Unknown	
P1	4.8	0.0	0.1	0.0	1.6	6.5
P2	1.1	2.0	0.2	0.1	0.2	3.5
P3	7.3	0.0	4.3	0.4	5.0	17.0
P4	10.6	0.0	14.8	6.3	14.3	46.1
<b>Overall</b>	<b>23.8</b>	<b>2.1</b>	<b>19.3</b>	<b>6.8</b>	<b>21.1</b>	<b>73.1</b>

***Proportion by Dispatch Priority***

Dispatch Priority	Return Priority					Overall
	P1	P2	P3	P4	Unknown	
P1	73.7%	0.7%	1.0%	0.3%	24.4%	100%
P2	30.3%	56.7%	5.3%	2.8%	5.0%	100%
P3	43.0%	0.2%	25.2%	2.2%	29.5%	100%
P4	23.0%	0.0%	32.1%	13.7%	31.1%	100%
<b>Overall</b>	<b>32.5%</b>	<b>2.8%</b>	<b>26.4%</b>	<b>9.3%</b>	<b>28.8%</b>	<b>100%</b>

## D2a

City of Greater Sudbury EMS

## Response Performance by CTAS

January 2016 - December 2020

**Average Daily Demand – P4**

Category	Area									Overall
	Capreol	Nickel Centre	Onaping Falls	Rayside-Balfour	Sudbury	Valley East	Walden	Rural	Out of Area	
SCA (CTAS0)	0.0	0.0	0.0	0.0	0.5	0.1	0.0	0.1	0.0	0.8
CTAS 1	0.0	0.0	0.0	0.0	0.6	0.1	0.0	0.1	0.0	0.9
CTAS 2	0.2	0.5	0.2	0.7	6.5	0.9	0.3	0.8	0.1	10.2
CTAS 3	0.5	1.0	0.5	1.5	16.5	1.8	0.8	1.7	0.3	24.6
CTAS 4	0.2	0.5	0.2	0.8	11.1	1.0	0.5	0.8	0.1	15.2
CTAS 5	0.1	0.2	0.1	0.3	5.0	0.3	0.1	0.3	0.0	6.4
Sub-Total	1.0	2.3	1.1	3.3	40.3	4.1	1.7	3.7	0.6	58.1
Unknown	0.1	0.3	0.1	0.5	11.7	0.5	0.2	1.4	0.1	14.9
Total	1.1	2.5	1.2	3.8	52.0	4.6	2.0	5.1	0.7	73.0

### Response Performance (Time Notify to Arrive Scene) – P4

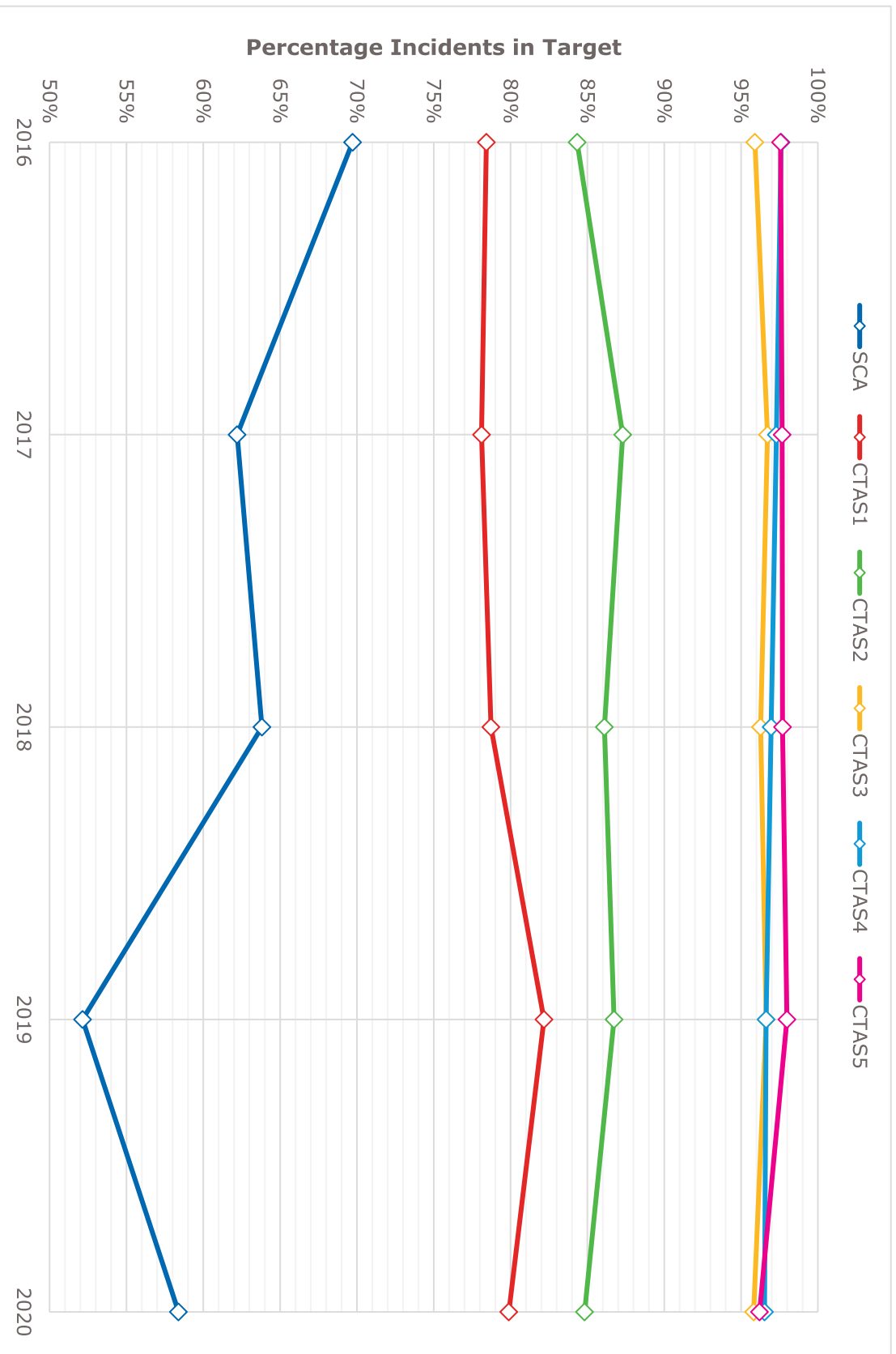
Response Performance (Time Notify to Arrive Scene) – P4												Within Target
Category	Target Minute	Target %	Area								Overall	
			Capreol	Nickel Centre	Onaping Falls	Rayside-Balfour	Sudbury	Valley East	Walden	Rural		Out of Area
SCA	6	70%	67%	21%	75%	69%	72%	51%	60%	11%	0%	61%
CTAS1	8	80%	94%	25%	53%	77%	91%	79%	81%	17%	13%	80%
CTAS2	10	85%	94%	51%	68%	86%	95%	91%	85%	39%	23%	86%
CTAS3	15	85%	98%	91%	92%	98%	99%	98%	96%	71%	50%	96%
CTAS4	15	85%	97%	91%	91%	97%	99%	98%	96%	74%	54%	97%
CTAS5	15	85%	100%	93%	98%	96%	100%	98%	97%	78%	55%	97%

Note: Performance is only calculated using paramedic data, so may not directly align with GSPS-reported figures which include community performance (fire, police, public access defibrillators, etc).



# Response Performance by CTAS

January 2016 - December 2020





City of Greater Sudbury EMS

**Call Components by Year: Priority 4 Calls**

January 2016 - December 2020

Call Component	Measurement	Year					Overall
		2016	2017	2018	2019	2020	
Call Time to Vehicle Activation	T0 - T2	0:02:37	0:02:22	0:02:19	0:02:20	0:02:21	0:02:24
Mobilisation Time	T2 - T3	0:01:10	0:01:07	0:01:09	0:01:07	0:01:07	0:01:08
Travel Time to Scene	T3 - T4	0:05:37	0:05:29	0:05:34	0:05:34	0:05:45	0:05:36
Time At Scene	T4 - T5	0:17:54	0:18:23	0:18:42	0:18:48	0:20:00	0:18:46
Travel Time to Hospitals	T5 -T6	0:12:39	0:12:28	0:12:42	0:12:35	0:12:12	0:12:32
Time at Hospital	T6 - T7	0:24:01	0:26:55	0:27:23	0:28:14	0:30:03	0:27:15
Arrival to Patient Transfer	T6 - PTOC	0:19:14	0:20:31	0:18:46	0:20:35	0:21:09	0:20:01
Patient Transfer to Clear	PTOC - T7	0:04:45	0:06:21	0:08:30	0:07:37	0:08:49	0:07:09
Occupied Time	T3 - T7/T13	0:50:56	0:52:36	0:52:37	0:51:52	0:52:37	0:52:08

**Increase from 2016****Decrease from 2016**

## City of Greater Sudbury EMS

## Planned vs Actual Resourcing Levels

2017 - 2020

## Planned Resource Levels (Daily)

Station	Skill Level / Vehicle Type	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
HQ	ACP/PCP	Amb	6	6	5	5	5	5.5	6.5	7	7	8	8	8	8	9	9	9	8.5	7.5	7	7	6	6	6	168
Chelmsford	ACP	Amb	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24
Val Therese	ACP	Amb	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24
Lively (Waters)	ACP	Amb	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24
Levack	ACP	PRU	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24
Capreol	ACP	PRU	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24

## Actual Resource Levels (Daily)

Station	Skill Level / Vehicle Type	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
HQ	ACP	Amb	4.7	4.7	4.0	3.7	3.7	4.1	4.5	4.5	4.5	4.5	4.5	4.5	4.5	5.1	5.5	5.5	5.1	4.7	4.7	4.7	4.7	4.7	4.7	110.3
	PCP	Amb	1.4	1.4	1.3	1.3	1.3	1.4	2	2.8	3.2	3.4	3.4	3.4	3.4	3.5	3.6	3.5	3.4	2.8	2	1.6	1.4	1.4	1.4	58.0
Chelmsford	ACP	Amb	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24
Val Therese	ACP	Amb	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24
Lively (Waters)	ACP	Amb	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24
Levack	ACP	PRU	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24
Capreol	ACP	PRU	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	24

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
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HQ Planned vs Actual Difference	0.1	0.1	0.4	0.0	0.0	0.0	0.0	0.3	0.7	-0.1	-0.1	-0.1	-0.1	-0.1	-0.1	-0.3	0.0	0.0	0.0	0.1	-0.3	-0.6	0.1	0.1	0.1	0.3
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HQ ACP:PCP Ratio	3.4	3.4	3.1	2.9	2.9	2.8	2.2	1.6	1.4	1.3	1.3	1.3	1.3	1.3	1.3	1.5	1.5	1.5	1.5	1.7	2.3	2.9	3.4	3.4	3.4	1.9
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Note: Skill Level refers to highest skill on the vehicle, and ACP:PCP Ratios refer to ACP crew : PCP crew (where an ACP crew could be made up of an ACP + PCP). ACP:PCP Ratio should be read as, for example, 3.4 ACP crews : 1 PCP crew at midnight.

**Incidents with ACP Responses**

January 2016 - December 2020

Responding Station for Incident	Incidents with at least 1 ACP Crew on Scene		Incidents with No ACP Crew on Scene		Total Incidents (Average Daily)
	Average Daily Incidents	% of Total Incidents	Average Daily Incidents	% of Total Incidents	
Main Base (LEL Centre)	2.1	59.4%	1.4	40.6%	3.5
Coniston	0.2	26.0%	0.5	74.0%	0.6
Leon Fire Hall	10.1	71.8%	4.0	28.2%	14.0
Long Lake Fire Hall	2.7	42.7%	3.6	57.3%	6.3
Minnow Lake Fire Hall	1.6	44.2%	2.0	55.8%	3.6
Nickel Centre Fire Hall	1.2	27.8%	3.0	72.2%	4.2
Van Horne Fire Hall	13.5	44.9%	16.5	55.1%	30.0
Capreol Base	1.8	96.1%	0.1	3.9%	1.9
Chelmsford Base	4.3	99.6%	0.0	0.4%	4.3
Levack Base	1.2	88.6%	0.2	11.4%	1.4
Lively (Waters) Base	3.1	99.5%	0.0	0.5%	3.1
Valley East Base	4.8	99.6%	0.0	0.4%	4.8
<b>Total</b>	<b>46.6</b>	<b>59.8%</b>	<b>31.4</b>	<b>40.2%</b>	<b>78.0</b>

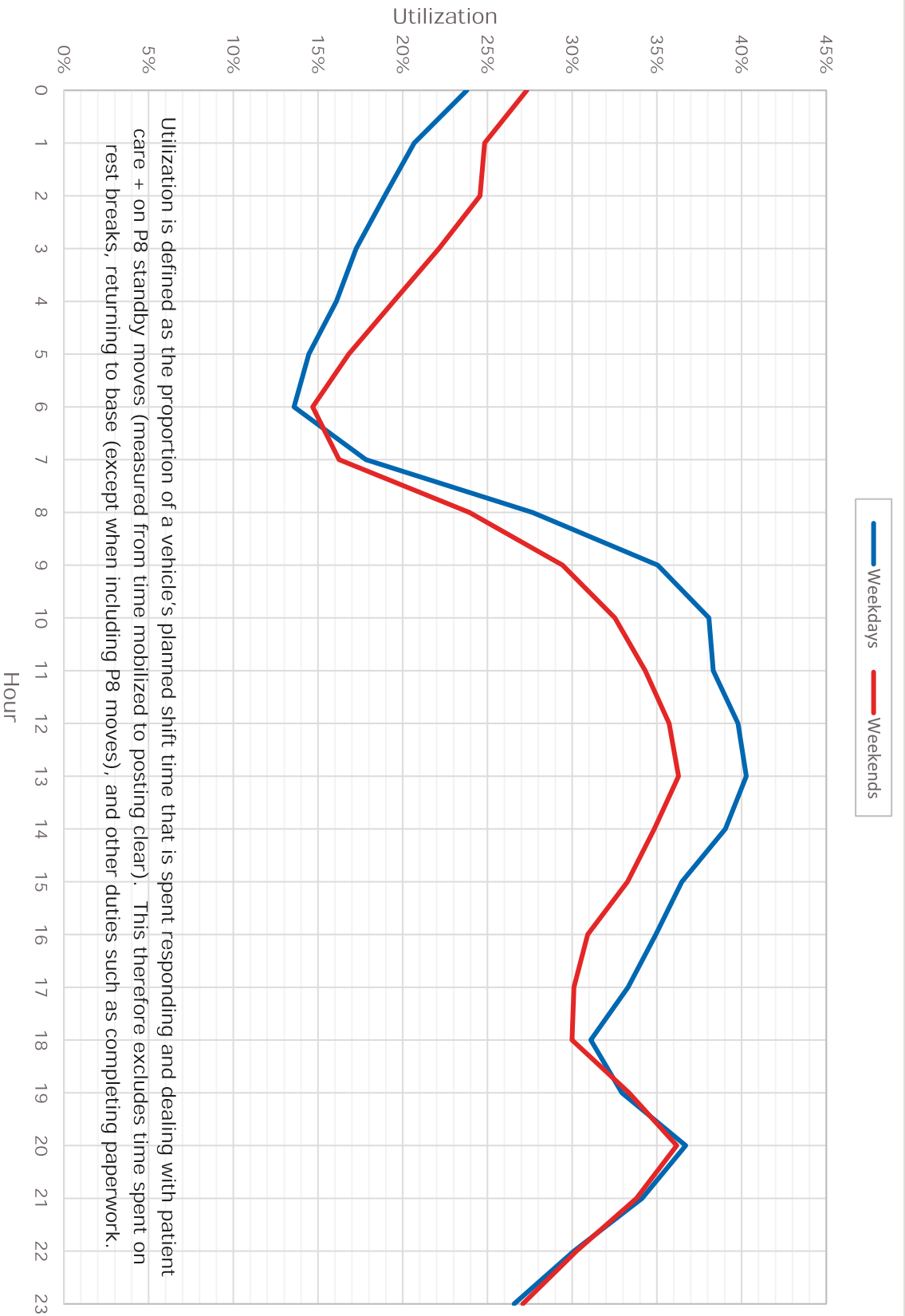
**Note:** this does not reflect the proportion of incidents that required an ACP on scene, simply whether one attended or not. The proportion of incidents with a mandatory requirement for an ACP on scene is far lower than 60%.

# D4c-i

City of Greater Sudbury EMS

## Ambulance Utilization (P1 to P4)

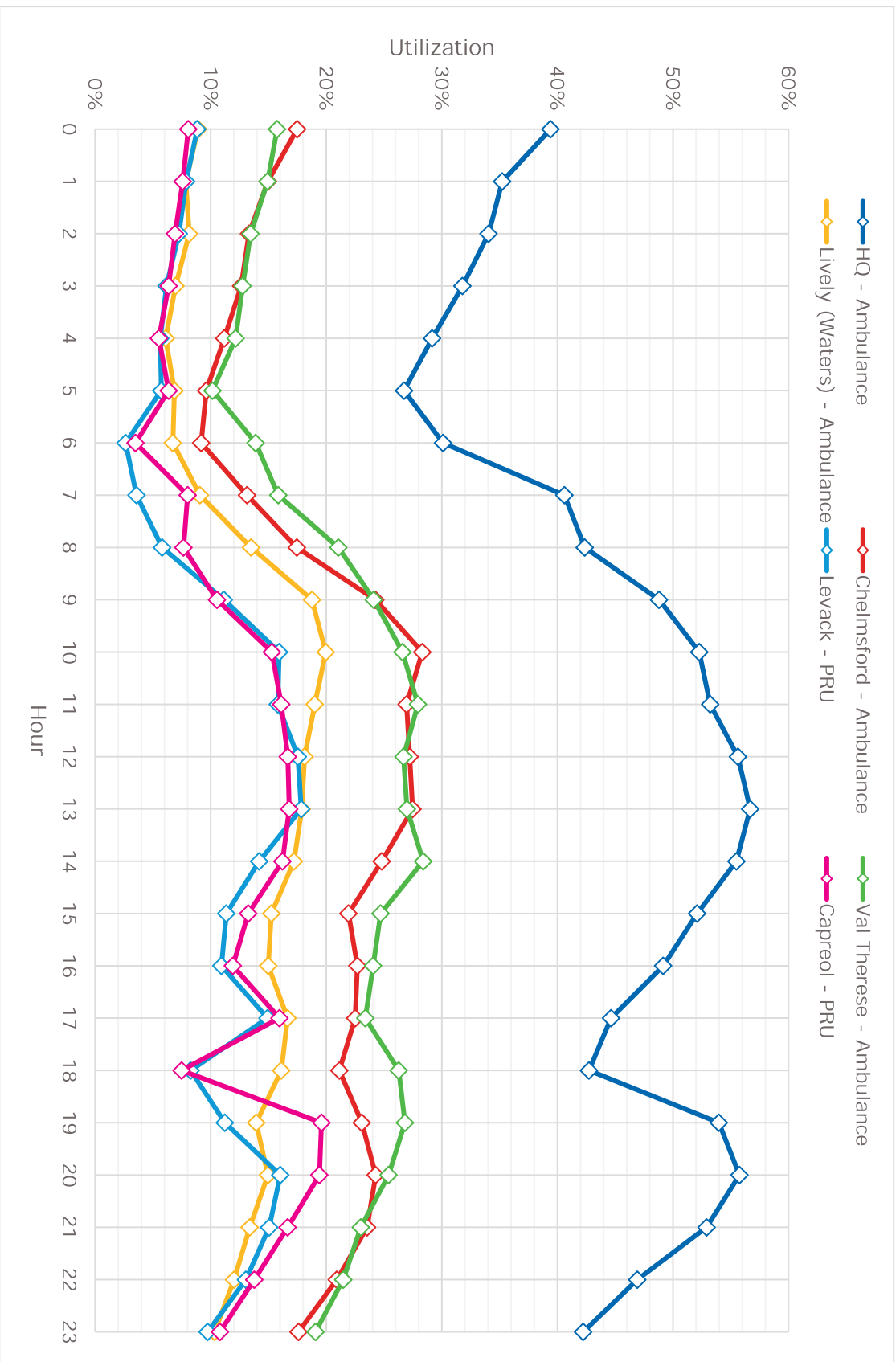
January 2016 - December 2020



City of Greater Sudbury EMS

Utilization by Station (P1 to P4 + P8)

January 2016 - December 2020



## D4d-i

City of Greater Sudbury EMS

### Standby Moves

January 2016 - December 2020

Responding Station	Moves Initiated	Moves Completed	Moves Cancelled	Moves Cancelled: Avg Travel Time	Moves Completed: Avg Travel Time
Main Base (LEL Centre)	59.9	42.9	17.0	07:56	13:19
Coniston	0.5	0.3	0.2	10:19	16:59
Leon Fire Hall	4.5	3.0	1.4	07:49	16:21
Long Lake Fire Hall	2.7	1.9	0.8	09:52	15:38
Minnow Lake Fire Hall	1.5	1.0	0.6	09:05	17:26
Nickel Centre Fire Hall	2.4	1.6	0.8	10:20	19:47
Van Horne Fire Hall	8.6	5.7	2.9	08:26	13:40
Capreol Base	2.6	2.0	0.5	14:31	11:17
Chelmsford Base	0.2	0.1	0.1	05:32	11:44
Levack Base	2.1	1.8	0.4	16:26	11:55
Lively (Waters) Base	0.1	0.1	0.1	05:15	09:42
Valley East Base	0.1	0.1	0.1	04:57	10:24
<b>Overall</b>	<b>85.2</b>	<b>60.5</b>	<b>24.8</b>	<b>08:25</b>	<b>13:43</b>

**Note:** Travel time is calculated from mobilization time to time arrive at scene. For cancelled moves, there is no time arrive at scene (as they are cancelled before arriving) so the cancel time is used instead.



**Completed Standby Moves – Mobilizing and Arriving Areas (Top 5 Combinations per Station)**

January 2016 – December 2020

Responding Station	From Area (Mobilizing)	To Area (Arriving)	% of Station's Completed Standby Moves	Average Travel Time
Capreol Base	Capreol Valley East Rural (Unknown) Capreol	Valley East Valley East Valley East Valley East Capreol	74%	12:13
			12%	06:48
			6%	09:38
			6%	10:25
			0%	02:59
Chelmsford Base	Rayside-Balfour Rayside-Balfour Sudbury Rayside-Balfour Sudbury	Sudbury Rayside-Balfour Sudbury Rural Rayside-Balfour	28%	18:04
			22%	04:57
			15%	04:00
			11%	13:58
			6%	24:57
Coniston	Sudbury Sudbury Nickel Centre Valley East Nickel Centre	Sudbury Nickel Centre Sudbury Nickel Centre Nickel Centre	31%	08:25
			23%	21:15
			13%	15:50
			4%	33:48
			3%	13:33
Leon Fire Hall	Sudbury Nickel Centre Sudbury Valley East Sudbury	Sudbury Sudbury Valley East Sudbury Rayside-Balfour	50%	14:41
			15%	12:56
			7%	20:38
			6%	20:03
			5%	24:56
Levack Base	Onaping Falls (Unknown) Rural Rayside-Balfour ZOOA	Onaping Falls Onaping Falls Onaping Falls Onaping Falls Onaping Falls	81%	12:08
			6%	11:29
			6%	07:51
			5%	11:32
			1%	22:27
Lively Base	Walden Walden Sudbury Walden Sudbury	Sudbury Walden Sudbury Rural Walden	26%	10:09
			21%	04:02
			17%	06:07
			12%	14:45
			10%	17:26
Long Lake Fire Hall	Sudbury Sudbury Sudbury Walden Sudbury	Sudbury Walden Rayside-Balfour Sudbury Valley East	42%	10:20
			19%	16:07
			11%	26:15
			5%	14:28
			4%	25:15
Main Base (LEL Centre)	Sudbury Valley East Sudbury (Unknown) Rayside-Balfour	Sudbury Sudbury Nickel Centre Sudbury Sudbury	64%	10:26
			8%	21:38
			6%	21:08
			6%	11:08
			3%	21:26
Minnow Lake Fire Hall	Sudbury Sudbury Sudbury Rayside-Balfour Sudbury	Sudbury Rayside-Balfour Valley East Sudbury Walden	58%	12:55
			8%	29:45
			6%	26:46
			5%	27:18
			5%	21:45
Nickel Centre Fire Hall	Sudbury Nickel Centre Valley East Nickel Centre Sudbury	Nickel Centre Valley East Nickel Centre Sudbury Sudbury	33%	18:53
			24%	24:24
			9%	23:39
			6%	13:59
			5%	09:18
Valley East Base	Valley East Valley East Sudbury Valley East Sudbury	Sudbury Valley East Sudbury Rural Valley East	34%	13:05
			32%	05:01
			12%	04:30
			7%	16:37
			5%	24:06
Van Horne Fire Hall	Sudbury Sudbury Rayside-Balfour Valley East Nickel Centre	Sudbury Rayside-Balfour Sudbury Sudbury Sudbury	52%	08:38
			7%	23:19
			6%	19:29
			6%	20:20
			6%	17:47



## **E Paramedic Service Outcomes**

### **E1 Model Validation**

**E1a** Performance

**E1b** Utilization

### **E2 Blank Canvas Optimization**

**E2a** 8 and 9 Ideal Sites

**E2b** 10 and 11 Ideal Sites

**E2c** 12 and 13 Ideal Sites

**E2d** 14 and 15 Ideal Sites

### **E3 Outcomes for Current Resources**

**E3a** Move to Ideal Minnow Lake and Long Lake

**E3b** Move Core Resource to Valley East with Two Sites

**E3c** Move Core Resource to Levack and Levack PRU to Dowling

**E3d** Keep Core Resource at Azilda

**E3e** Move Capreol to Fire Station

**E3f** Move Main Base to Lasalle/Notre Dame

### **E4 Demand Projections**

**E4a** Projection Methodology

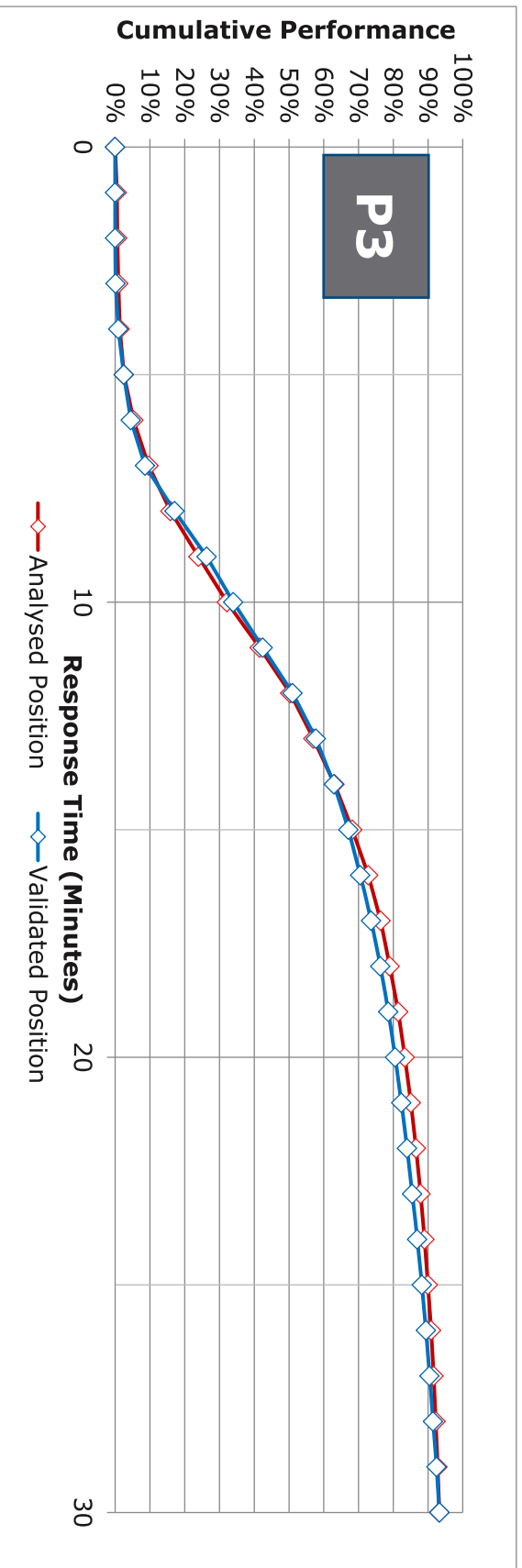
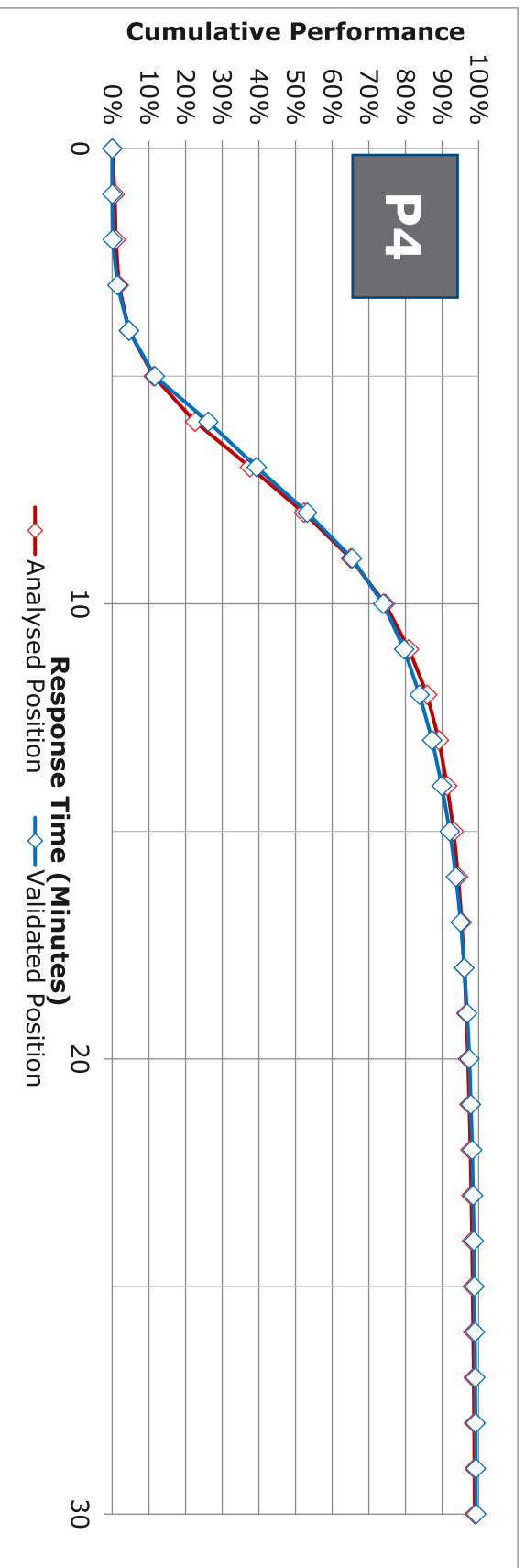
**E4b** Population Profiles

### **E5 Status Quo Trajectory**

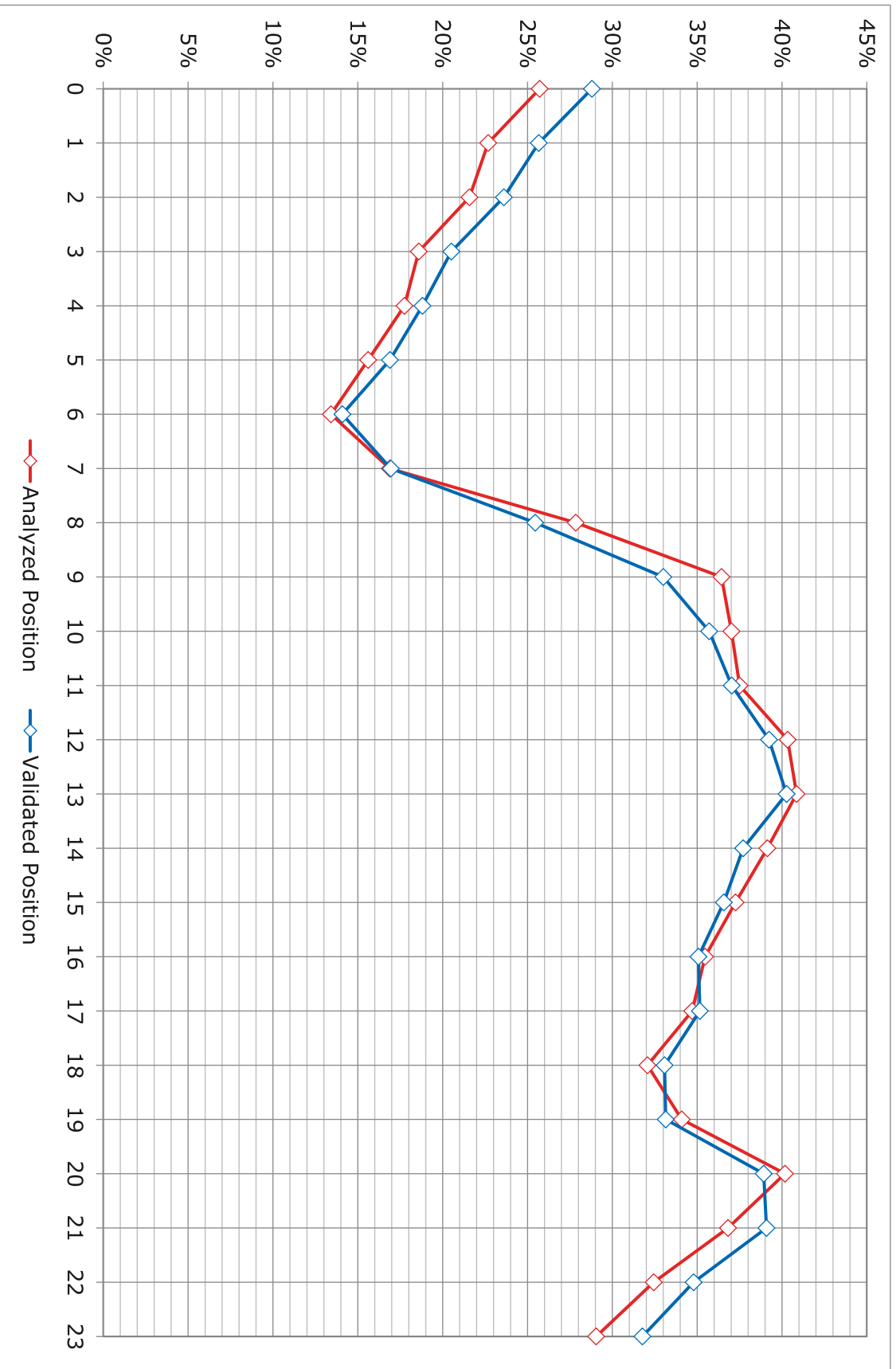
### **E6 Ideal Locations for New Resources – Alternative Scenarios**

### **E7 Removing Non-Urgent Transfers**

AmbSim Validation - Performance



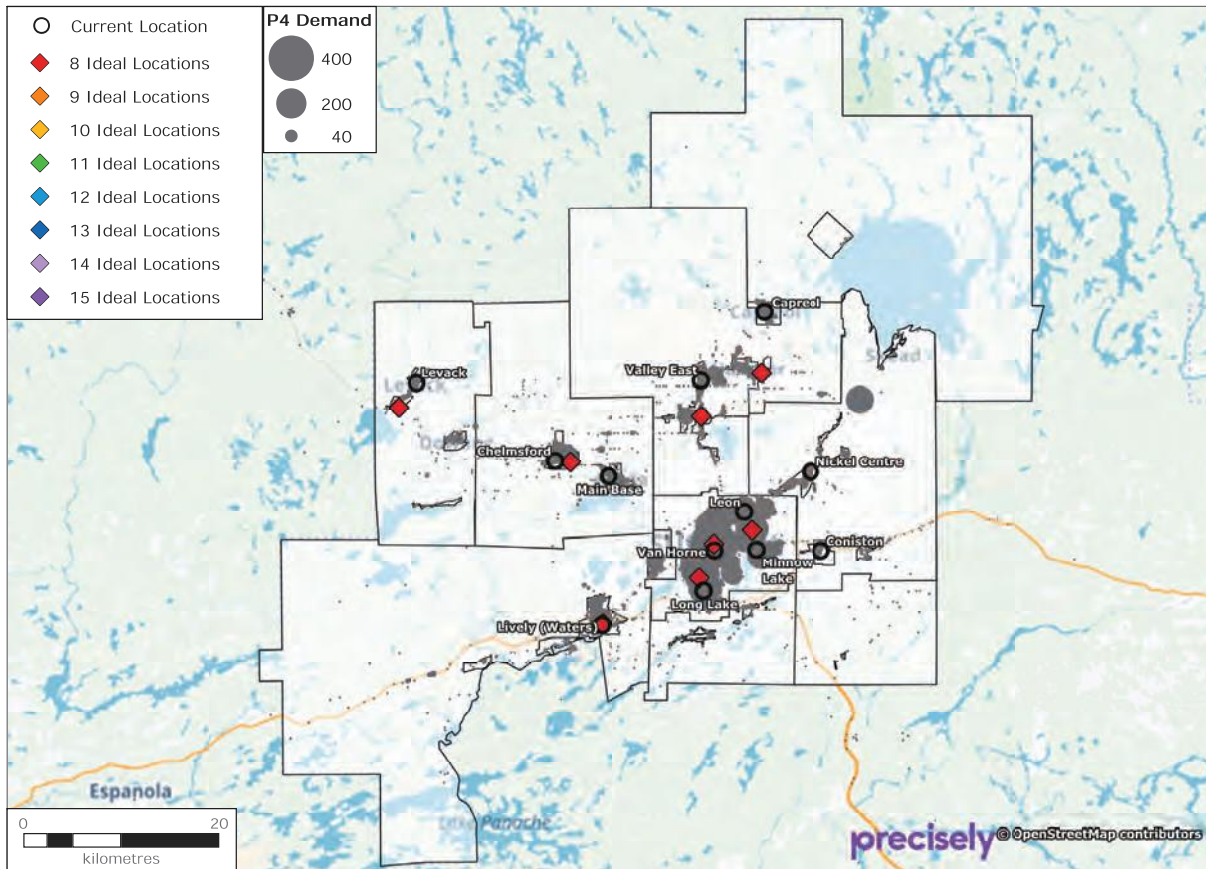
AmbSim Validation - Ambulance Utilization



## Optimization Results - Minimizing Average Response Time to P4 Incidents - 8 Locations

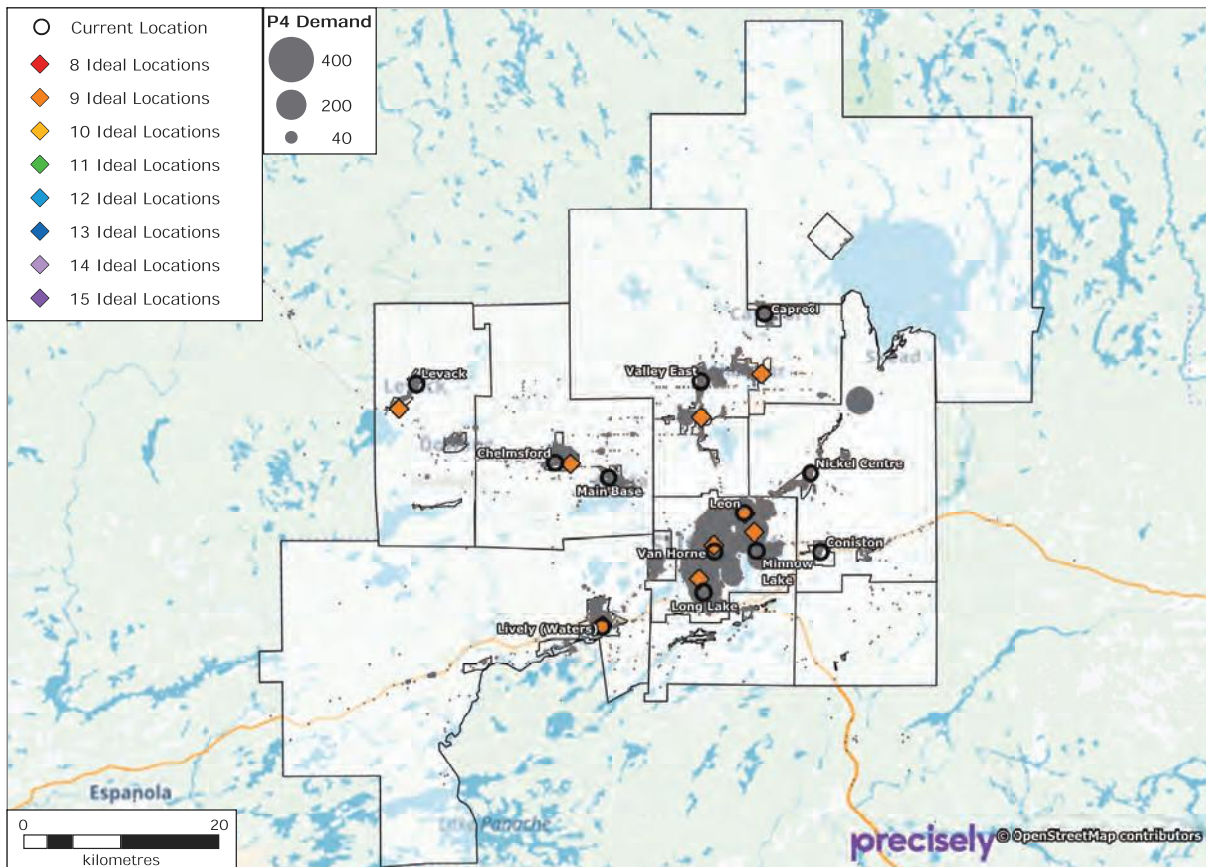
2019 Demand

E2a



## Optimization Results - Minimizing Average Response Time to P4 Incidents - 9 Locations

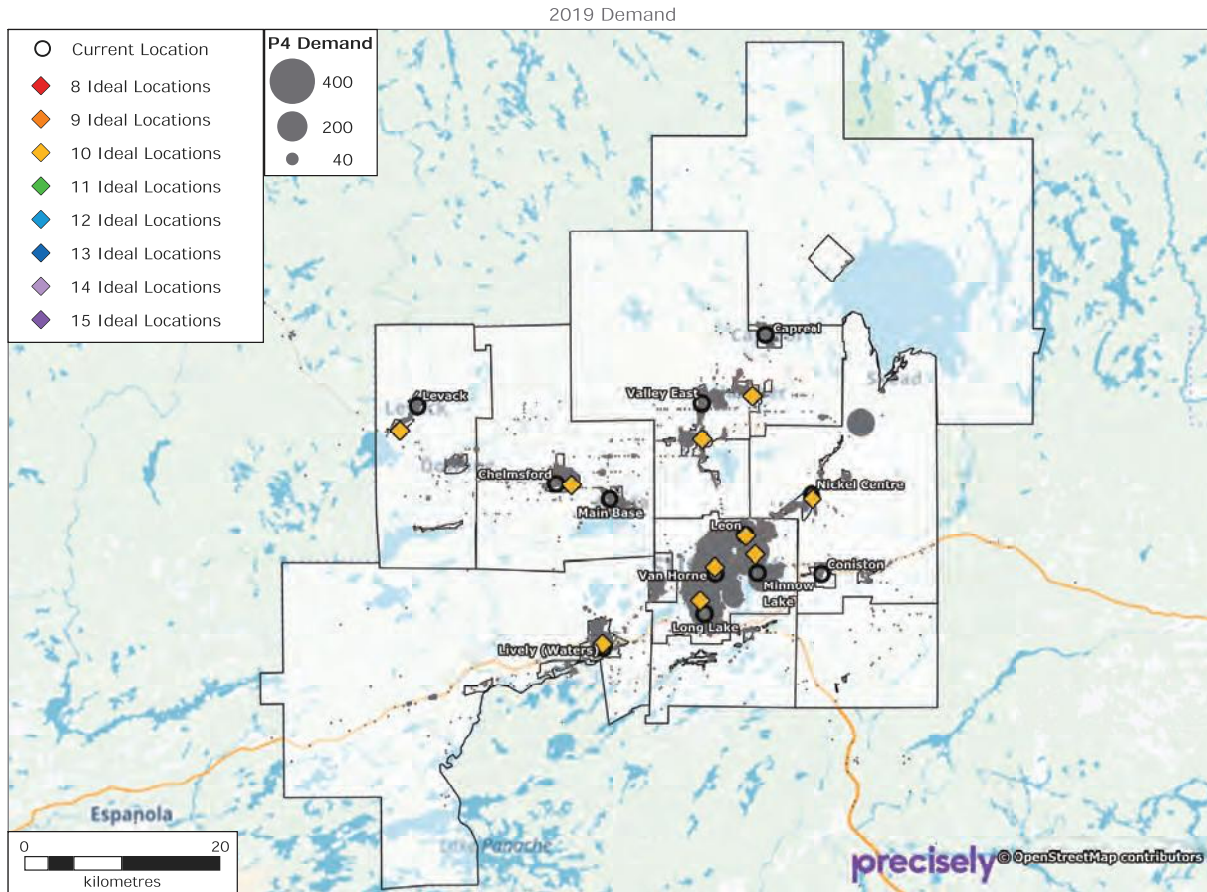
2019 Demand



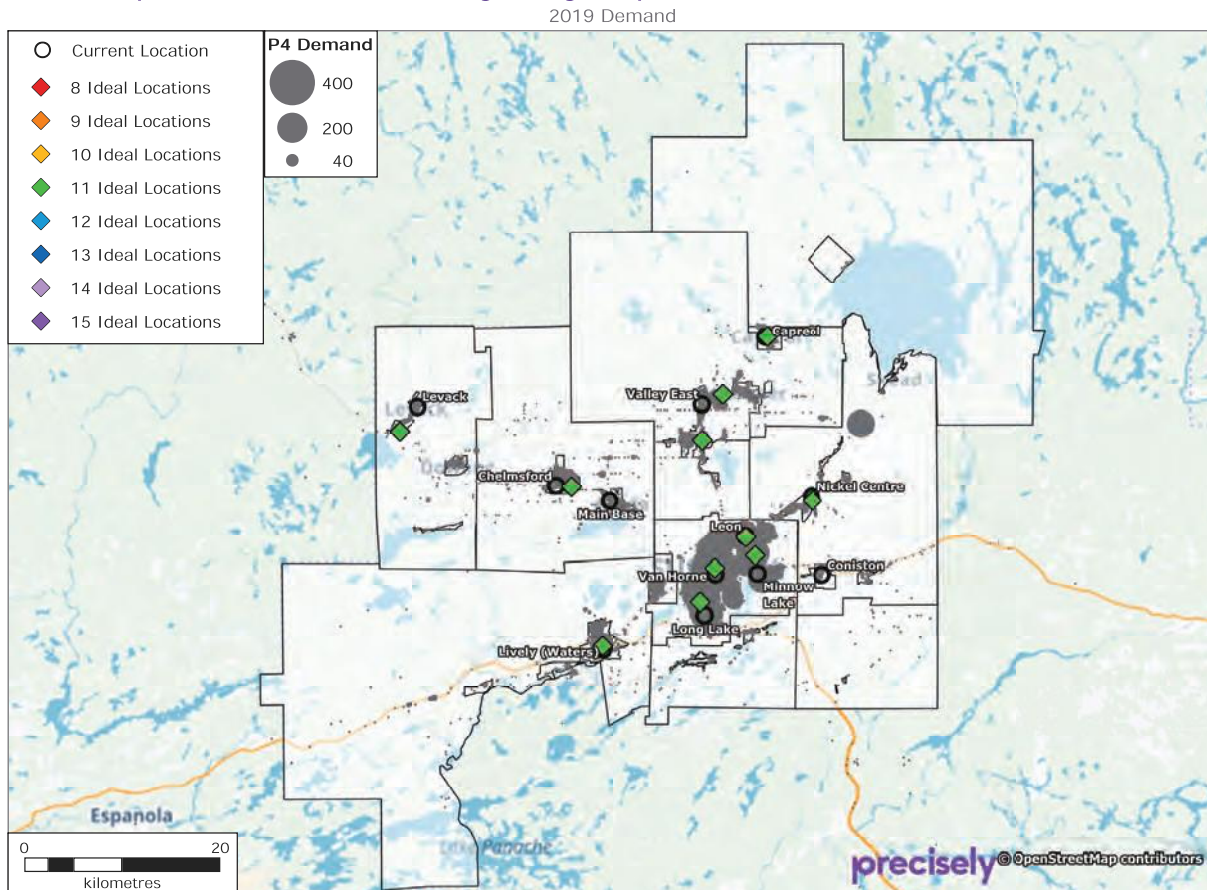


# Optimization Results - Minimizing Average Response Time to P4 Incidents - 10 Locations

E2b



# Optimization Results - Minimizing Average Response Time to P4 Incidents - 11 Locations

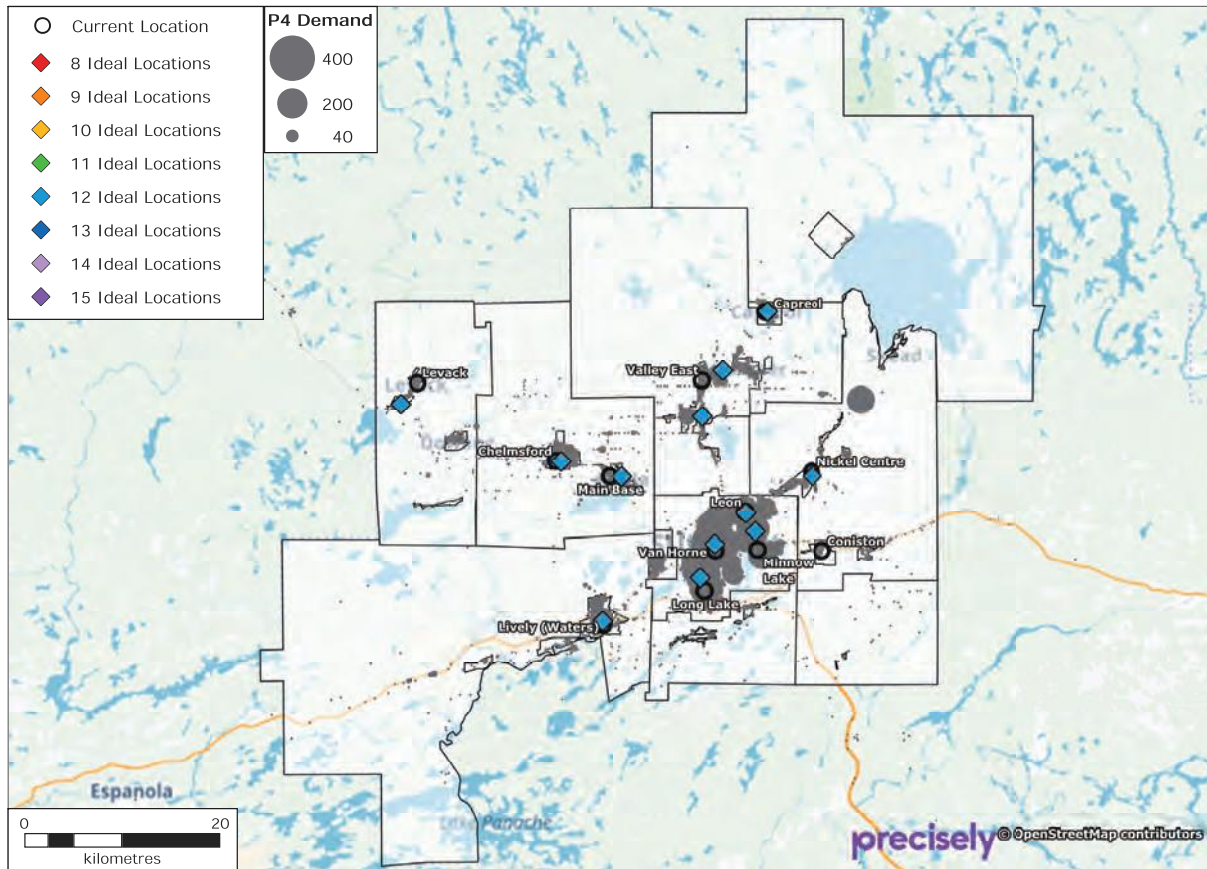




# Optimization Results - Minimizing Average Response Time to P4 Incidents - 12 Locations

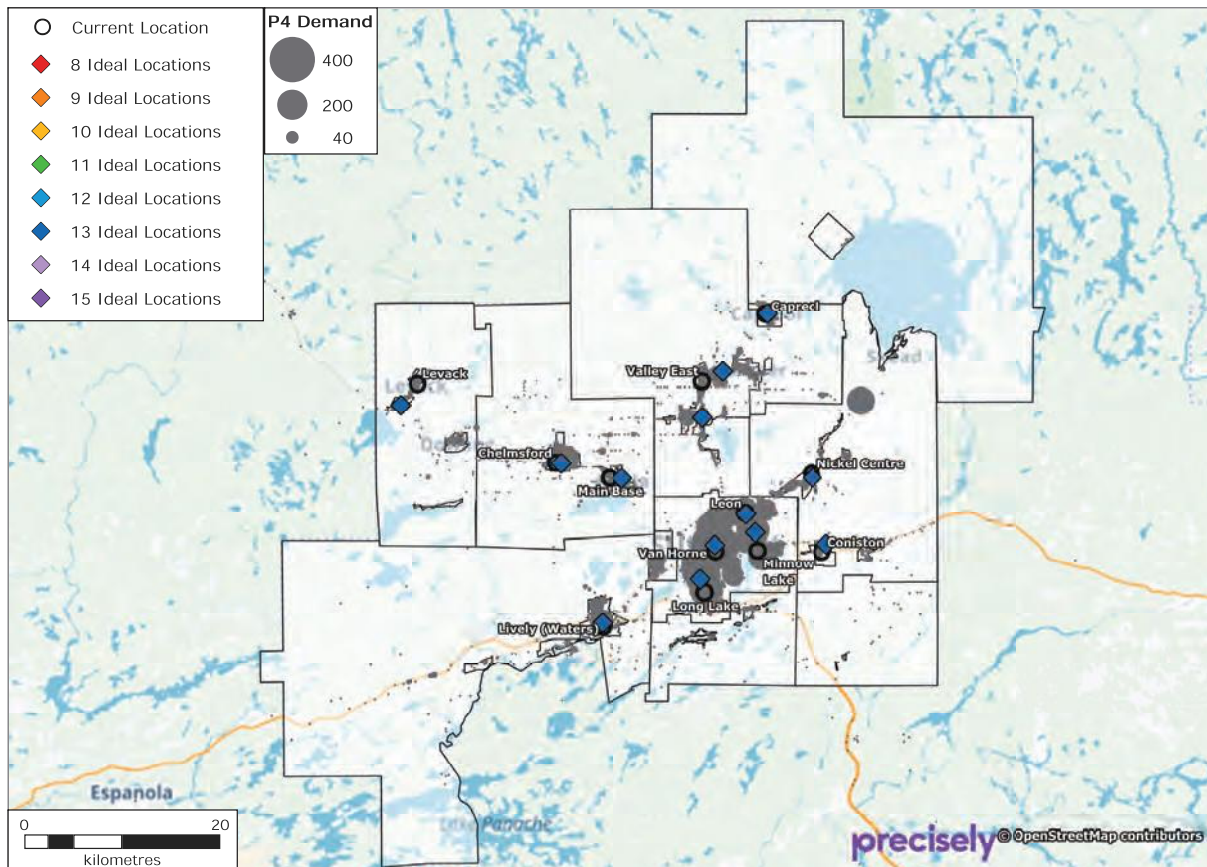
E2c

2019 Demand



# Optimization Results - Minimizing Average Response Time to P4 Incidents - 13 Locations

2019 Demand

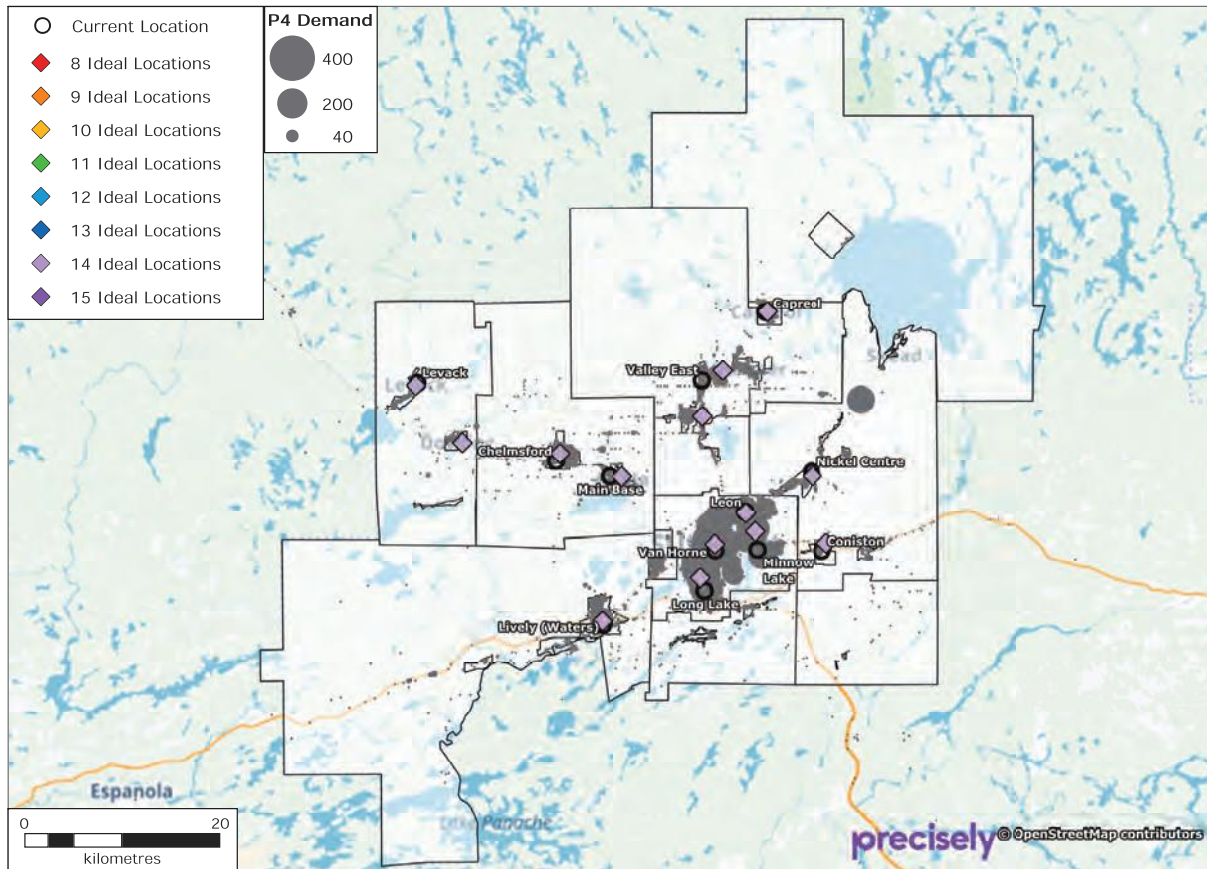




# Optimization Results - Minimizing Average Response Time to P4 Incidents - 14 Locations

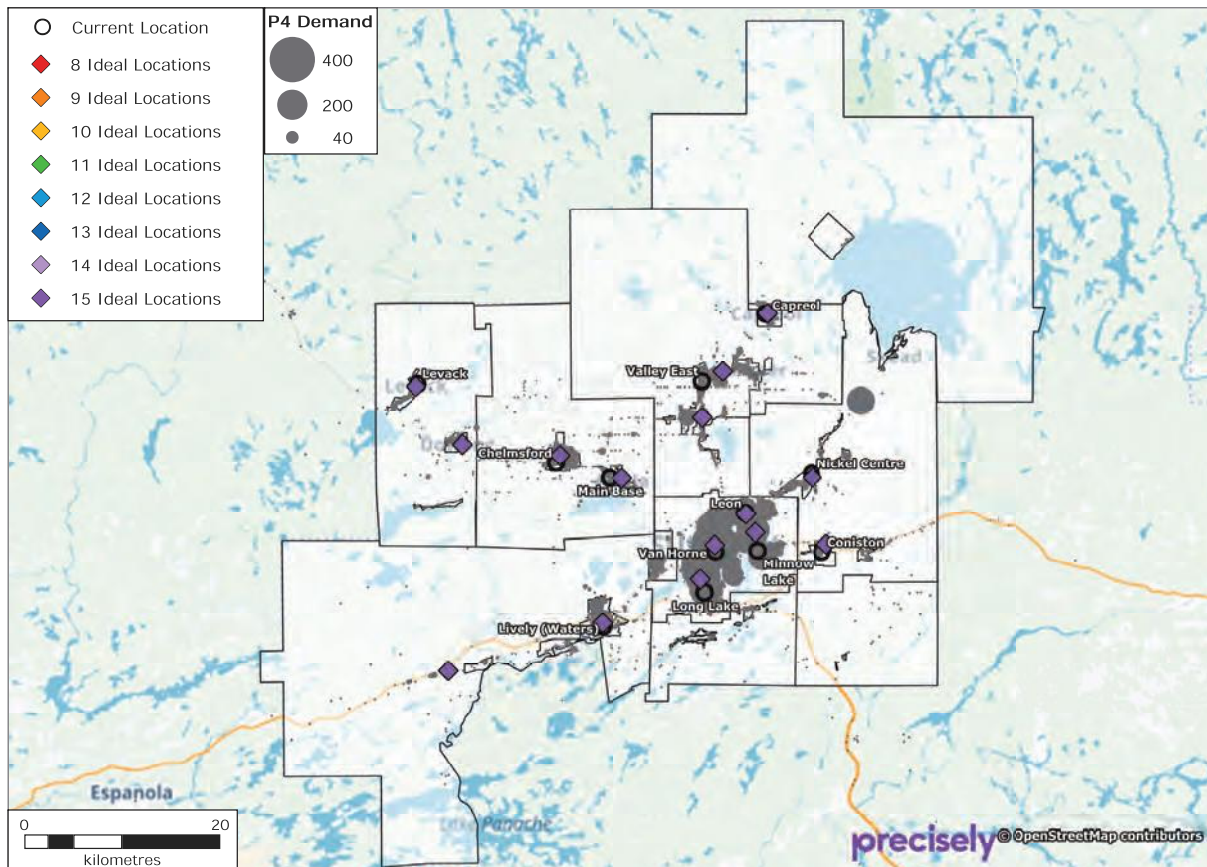
E2d

2019 Demand



# Optimization Results - Minimizing Average Response Time to P4 Incidents - 15 Locations

2019 Demand



## City of Greater Sudbury EMS

## Performance Results - Move to Ideal Minnow Lake and Long Lake

## Model Results

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	58.9%	83.7%	94.1%
Valley East	37.8%	74.6%	90.9%
Rural	8.4%	21.6%	37.8%
Rayside-Balfour	44.6%	68.2%	84.0%
Nickel Centre	22.1%	35.8%	55.4%
Walden	49.5%	75.6%	84.4%
Onaping Falls	41.0%	56.5%	68.1%
Capreol	82.3%	87.2%	91.8%
<b>Overall</b>	<b>51.4%</b>	<b>75.3%</b>	<b>87.1%</b>

## Difference from 2021 Base Position

P4 Performance		
6-Minute	8-Minute	10-Minute
0.8%	0.1%	0.0%
0.1%	0.2%	0.2%
-0.1%	0.0%	-0.3%
0.1%	0.0%	0.0%
0.2%	0.7%	1.2%
0.0%	0.2%	0.2%
-0.2%	-0.4%	-0.3%
0.0%	-0.1%	0.0%
0.6%	0.1%	0.0%

**Note:** Areas sorted from highest to lowest demand

## City of Greater Sudbury EMS

**Performance Results - Move Core Resource to Valley East with Two Sites***Model Results*

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	58.1%	83.5%	94.1%
Valley East	38.3%	61.7%	83.7%
Rural	9.4%	22.9%	39.1%
Rayside-Balfour	44.1%	67.8%	83.8%
Nickel Centre	22.0%	35.2%	54.2%
Walden	49.6%	75.5%	84.3%
Onaping Falls	41.1%	56.6%	68.0%
Capreol	81.1%	85.0%	90.4%
<b>Overall</b>	<b>50.9%</b>	<b>74.2%</b>	<b>86.7%</b>

*Difference from 2021 Base Position*

P4 Performance		
6-Minute	8-Minute	10-Minute
0.0%	-0.1%	0.0%
0.6%	-12.8%	-7.0%
0.9%	1.3%	1.0%
-0.4%	-0.4%	-0.2%
0.2%	0.1%	0.0%
0.1%	0.2%	0.1%
-0.1%	-0.3%	-0.3%
-1.3%	-2.3%	-1.5%
<b>0.0%</b>	<b>-1.0%</b>	<b>-0.4%</b>

**Note:** Areas sorted from highest to lowest demand

## City of Greater Sudbury EMS

**Performance Results - Move Core Resource to Levack and Levack PRU to Dowling****Model Results**

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	53.2%	78.9%	91.1%
Valley East	36.5%	72.0%	88.5%
Rural	10.3%	23.8%	39.9%
Rayside-Balfour	54.1%	77.3%	90.1%
Nickel Centre	14.7%	23.8%	41.5%
Walden	48.6%	73.9%	82.6%
Onaping Falls	61.4%	76.2%	86.5%
Capreol	81.6%	85.8%	90.8%
<b>Overall</b>	<b>48.1%</b>	<b>72.5%</b>	<b>85.3%</b>

**Difference from 2021 Base Position**

P4 Performance		
6-Minute	8-Minute	10-Minute
-4.9%	-4.7%	-3.1%
-1.2%	-2.4%	-2.2%
1.8%	2.2%	1.8%
9.6%	9.2%	6.1%
-7.1%	-11.4%	-12.7%
-0.9%	-1.4%	-1.6%
20.2%	19.3%	18.1%
-0.7%	-1.4%	-1.0%
-2.7%	-2.6%	-1.7%

**Note:** Areas sorted from highest to lowest demand

Performance Results - Keep Core Resource at Azilda

Model Results

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	53.5%	79.4%	91.4%
Valley East	36.7%	72.4%	88.9%
Rural	8.4%	22.3%	38.8%
Rayside-Balfour	49.2%	76.4%	91.5%
Nickel Centre	15.2%	24.4%	42.1%
Walden	48.9%	74.3%	83.1%
Onaping Falls	41.7%	57.3%	68.9%
Capreol	81.5%	85.7%	90.9%
Overall	47.6%	72.4%	85.4%

Difference from 2021 Base Position

P4 Performance		
6-Minute	8-Minute	10-Minute
-4.6%	-4.2%	-2.8%
-1.0%	-2.1%	-1.8%
-0.1%	0.7%	0.7%
4.7%	8.2%	7.5%
-6.6%	-10.7%	-12.1%
-0.6%	-1.0%	-1.2%
0.5%	0.4%	0.6%
-0.8%	-1.5%	-1.0%
-3.3%	-2.8%	-1.7%

Note: Areas sorted from highest to lowest demand

## City of Greater Sudbury EMS

**Performance Results - Move Capreol to Fire Station****Model Results**

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	58.2%	83.6%	94.2%
Valley East	37.6%	73.8%	89.6%
Rural	8.5%	21.6%	37.7%
Rayside-Balfour	44.6%	68.1%	84.0%
Nickel Centre	21.9%	35.0%	54.1%
Walden	49.5%	75.4%	84.4%
Onaping Falls	41.0%	56.5%	68.1%
Capreol	72.7%	86.2%	93.4%
<b>Overall</b>	<b>50.7%</b>	<b>75.1%</b>	<b>87.0%</b>

**Difference from 2021 Base Position**

P4 Performance		
6-Minute	8-Minute	10-Minute
0.1%	0.0%	0.0%
-0.1%	-0.6%	-1.2%
0.0%	0.0%	-0.4%
0.0%	0.0%	0.0%
0.1%	-0.1%	-0.1%
0.0%	0.1%	0.2%
-0.2%	-0.4%	-0.3%
-9.6%	-1.0%	1.5%
-0.2%	-0.1%	-0.1%

**Note:** Areas sorted from highest to lowest demand

## City of Greater Sudbury EMS

**Performance Results - Moving Main Base to Lasalle/Notre Dame***Model Results*

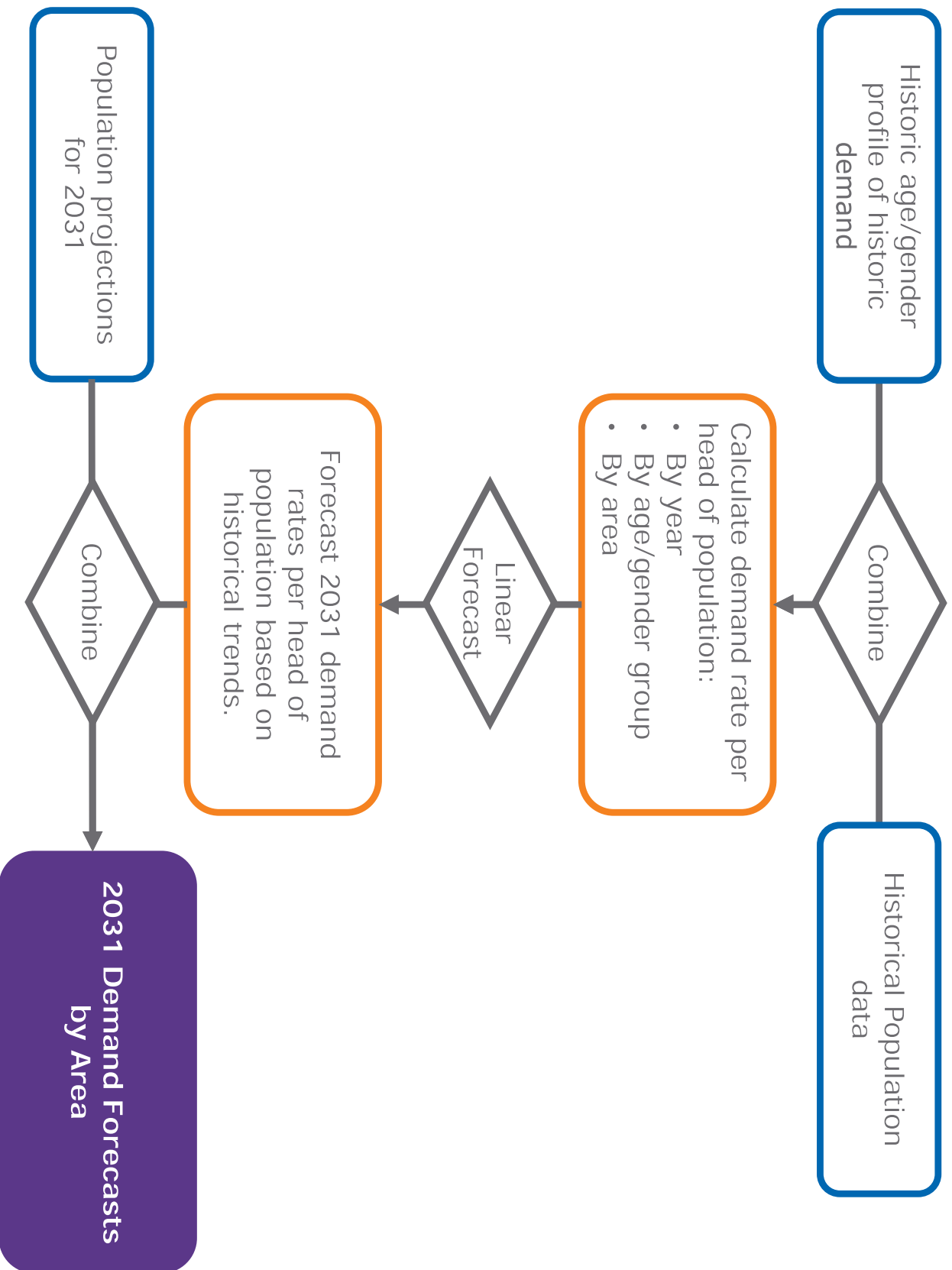
Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	59.0%	84.2%	94.4%
Valley East	38.0%	74.7%	90.9%
Rural	7.9%	20.9%	37.6%
Rayside-Balfour	41.2%	63.7%	80.3%
Nickel Centre	23.3%	37.1%	56.5%
Walden	49.3%	75.1%	84.0%
Onaping Falls	41.1%	56.6%	67.8%
Capreol	82.3%	87.3%	91.9%
<b>Overall</b>	<b>51.3%</b>	<b>75.4%</b>	<b>87.1%</b>

*Difference from 2021 Base Position*

P4 Performance		
6-Minute	8-Minute	10-Minute
0.9%	0.6%	0.2%
0.3%	0.2%	0.2%
-0.6%	-0.8%	-0.5%
-3.3%	-4.4%	-3.7%
1.5%	2.0%	2.3%
-0.2%	-0.2%	-0.3%
-0.1%	-0.3%	-0.5%
-0.1%	0.1%	0.1%
<b>0.5%</b>	<b>0.2%</b>	<b>0.0%</b>

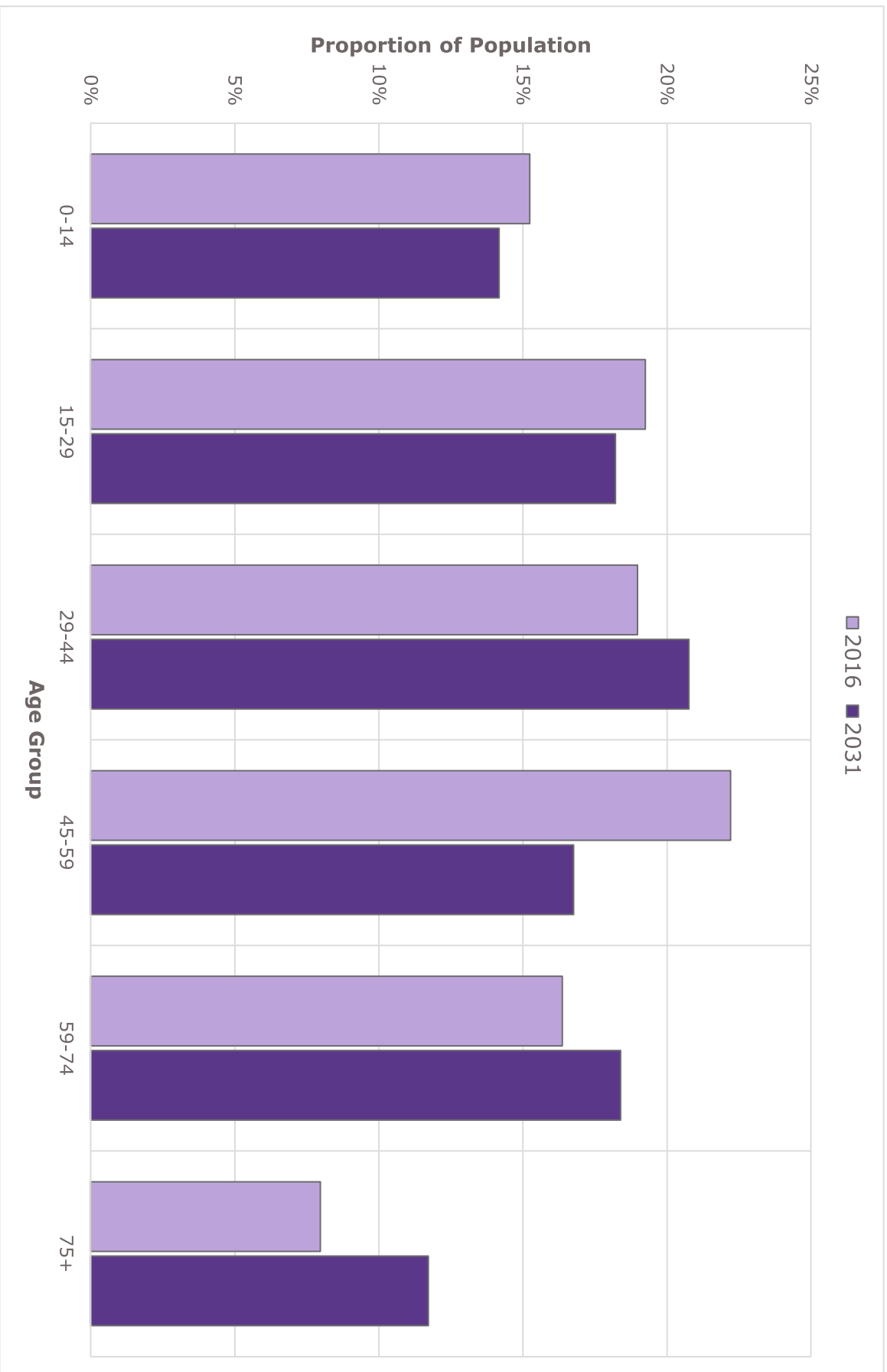
**Note:** Areas sorted from highest to lowest demand

## Population Based Projection Method

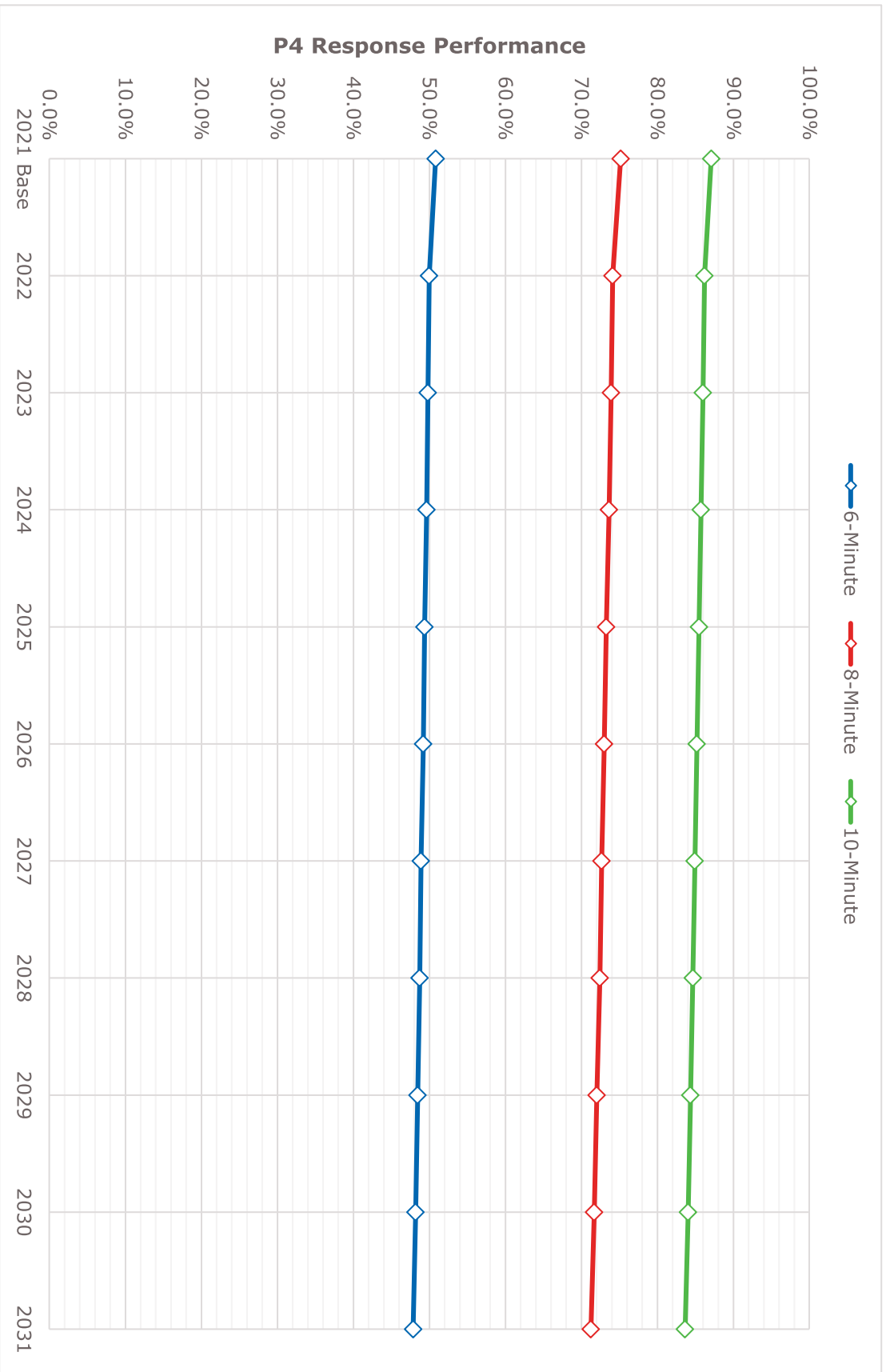




City of Greater Sudbury EMS  
Population Profile - 2016 vs 2031



City of Greater Sudbury EMS  
**Status Quo Annual Performance Change**  
2021 to 2031



**Ideal Locations for New Resources – Alternative Scenarios**

Scenario	Area	P4 Performance		
		6-Minute	8-Minute	10-Minute
2031 with New Resources (Focus on Area Improvements)	Capreol	82.4%	87.8%	92.4%
	Rural	12.3%	28.2%	46.1%
	Valley East	66.1%	83.8%	93.7%
	Walden	54.9%	82.5%	90.8%
	Overall	57.2%	79.8%	90.1%

P4 Performance			
6-Minute	8-Minute	10-Minute	
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-

No new resources in Valley East, convert Capreol PRU to Ambulance	Capreol	66.2%	74.6%	81.4%
	Valley East	37.8%	74.2%	90.2%
	Overall	54.4%	78.3%	89.2%
Add resource at Val Therese (without splitting into two ideal sites)	Valley East	41.7%	80.9%	95.6%
	Overall	55.3%	79.2%	89.9%
	Valley East	50.7%	77.3%	91.5%
Use Val Caron/Hammer Fire Stations instead of ideal site	Overall	56.1%	79.3%	89.9%
	Rural	14.4%	30.3%	48.4%
	Walden	48.9%	74.7%	84.0%
Whitefish 12/7 Ambulance instead of Lively (Waters)	Overall	56.9%	79.3%	89.7%
	Rural	16.3%	32.7%	50.6%
	Walden	49.9%	75.3%	85.6%
Whitefish 24/7 PRU instead of Lively (Waters)	Overall	57.0%	79.4%	89.8%

-16.2%	-13.2%	-11.0%
-28.3%	-9.6%	-3.5%
-2.8%	-1.5%	-0.9%
-24.5%	-2.9%	1.9%
-2.0%	-0.6%	-0.2%
-15.5%	-6.5%	-2.2%
-1.1%	-0.5%	-0.2%
2.0%	2.2%	2.3%
-6.0%	-7.8%	-6.8%
-0.3%	-0.4%	-0.4%
4.0%	4.6%	4.5%
-5.0%	-7.2%	-5.2%
-0.2%	-0.4%	-0.3%

*Difference from 2031 with New Resources*



Performance Results - Removing Non-Urgent Transfer in 2031

Category	Transfer	Non-Transfer
P1	4.6	1.6
P2	3.3	0.0
P3	1.0	17.7
P4	0.7	46.2
Overall	9.6	65.5

Demand Removed in Model Run

Model Results

Area	P4 Performance		
	6-Minute	8-Minute	10-Minute
Sudbury	56.3%	81.3%	92.5%
Valley East	36.4%	72.0%	88.5%
Rural	8.2%	21.1%	36.8%
Rayside-Balfour	42.5%	65.7%	81.9%
Walden	45.1%	68.6%	77.1%
Nickel Centre	18.4%	29.3%	47.7%
Capreol	80.0%	83.8%	89.5%
Onaping Falls	40.2%	55.3%	66.6%
Overall	49.0%	72.6%	84.8%

Note: Areas sorted from highest to lowest demand

Overall Number of Additional Annual Incidents In Target	242	305	249
---	-----	-----	-----

Difference from 2031 Status Quo

P4 Performance		
6-Minute	8-Minute	10-Minute
1.4%	1.5%	1.1%
0.4%	1.2%	1.2%
-0.2%	-0.1%	0.2%
0.6%	1.0%	0.8%
0.7%	1.2%	1.2%
1.4%	2.6%	3.0%
0.3%	0.4%	0.5%
0.4%	0.6%	0.7%
1.1%	1.4%	1.1%



## **F Recommendations**

### **F1 Recommended Locations**

### **F2 Site Search Maps**

**F2a** Minnow Lake

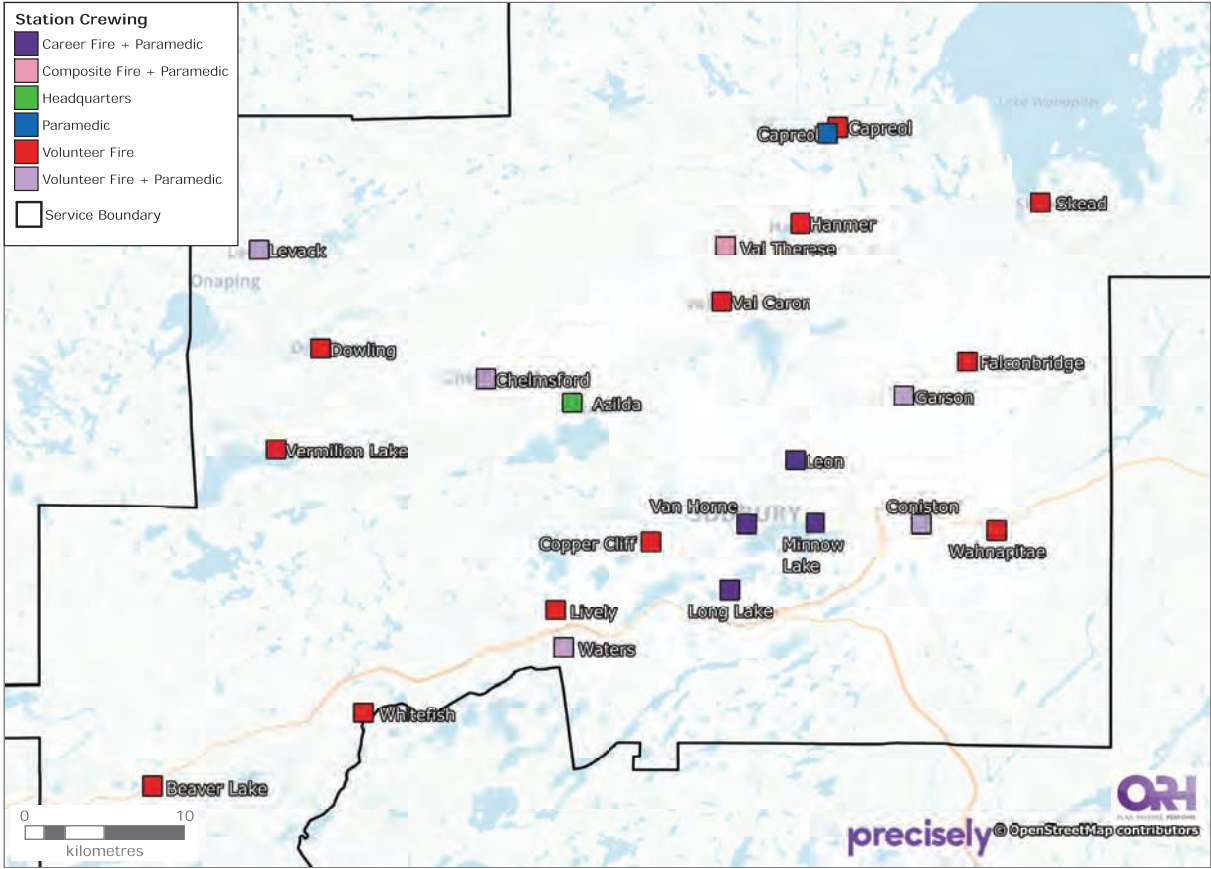
**F2b** Van Horne

**F2c** Garson

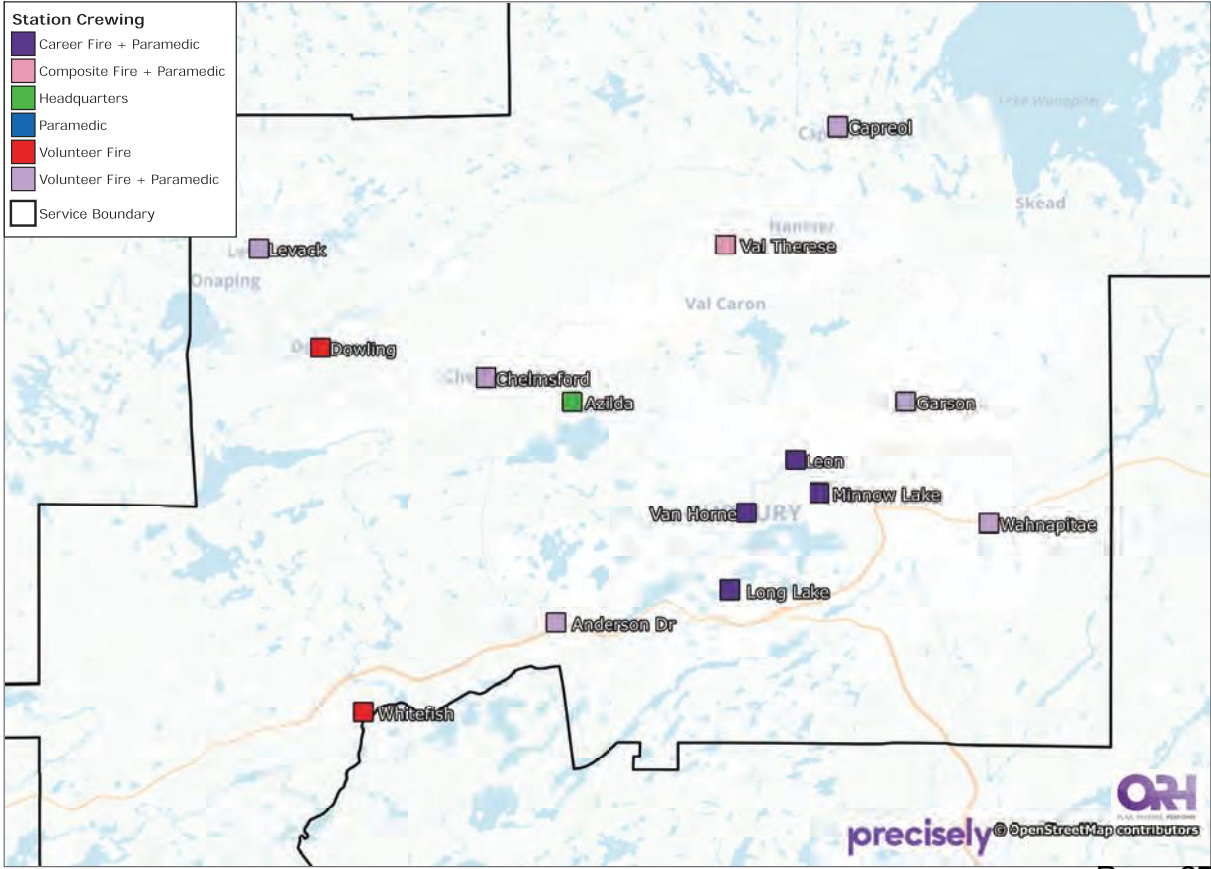
**F2d** Anderson Drive

**F2e** Wahnapiatae

Paramedic and Fire Stations in Greater Sudbury  
Current Configuration



Paramedic and Fire Stations in Greater Sudbury  
Proposed Configuration

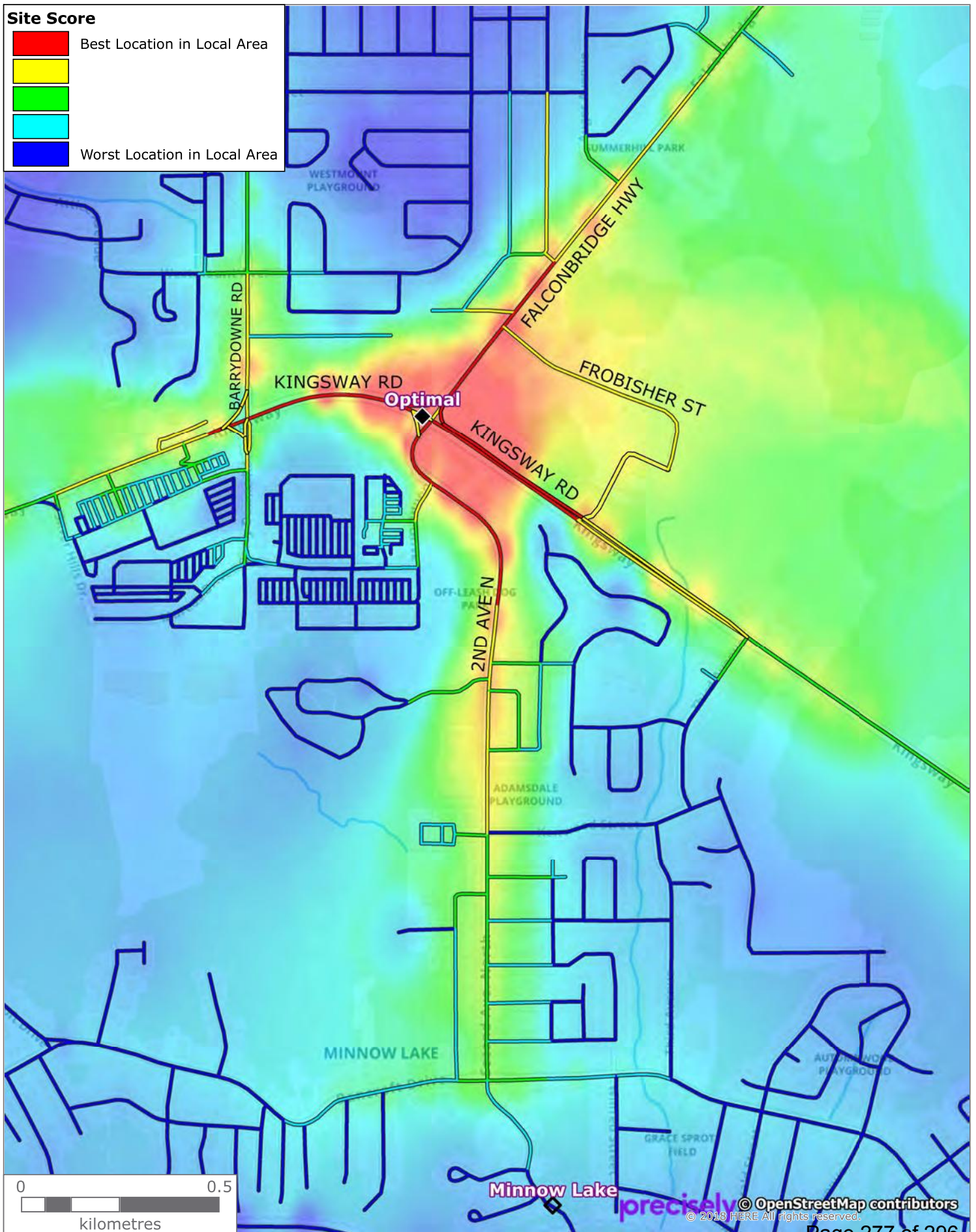




# Site Search Map for Minnow Lake Optimal Location

F2a

City of Greater Sudbury










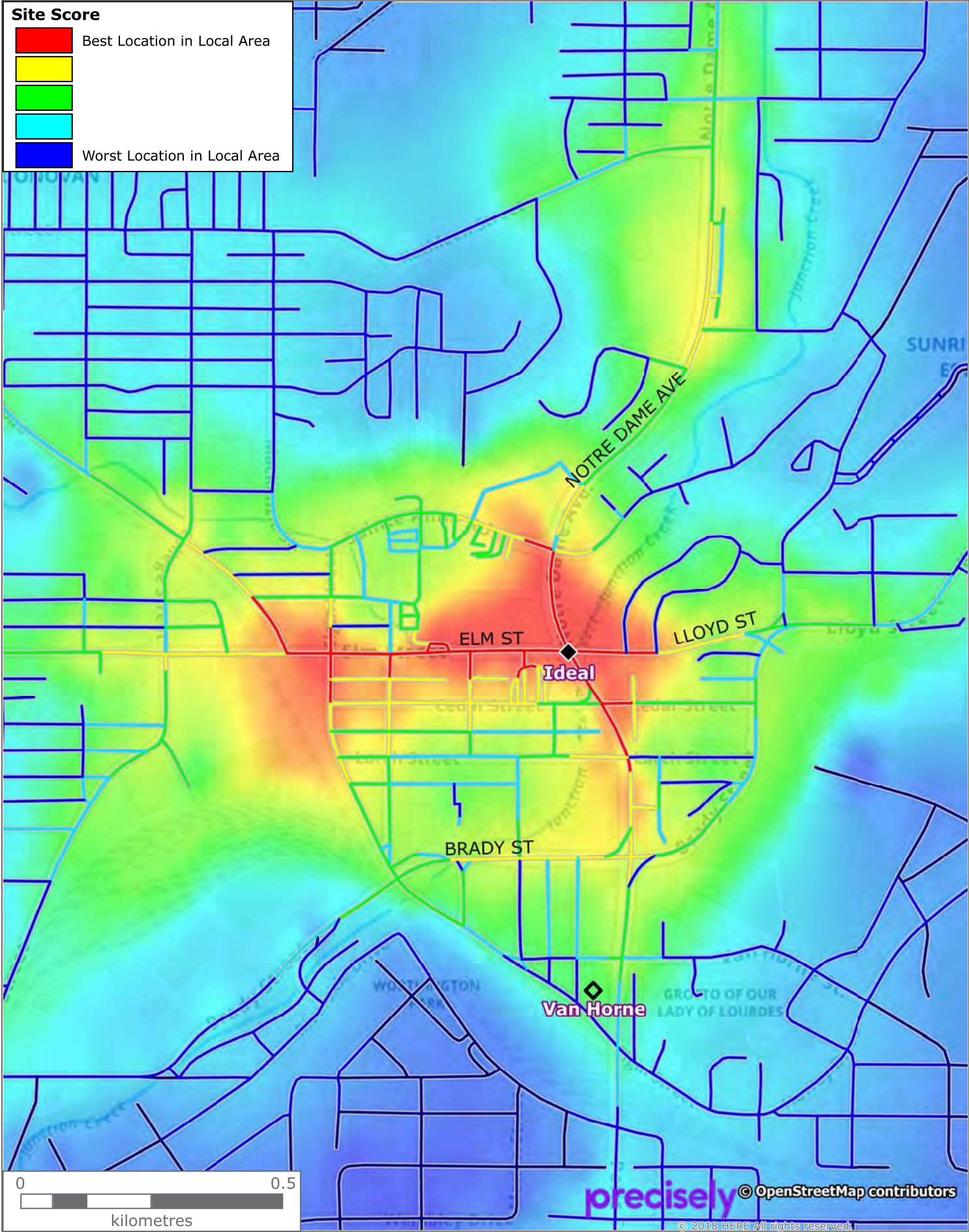
Site Search for Van Horne Ideal Location

City of Greater Sudbury

F2b

**Site Score**

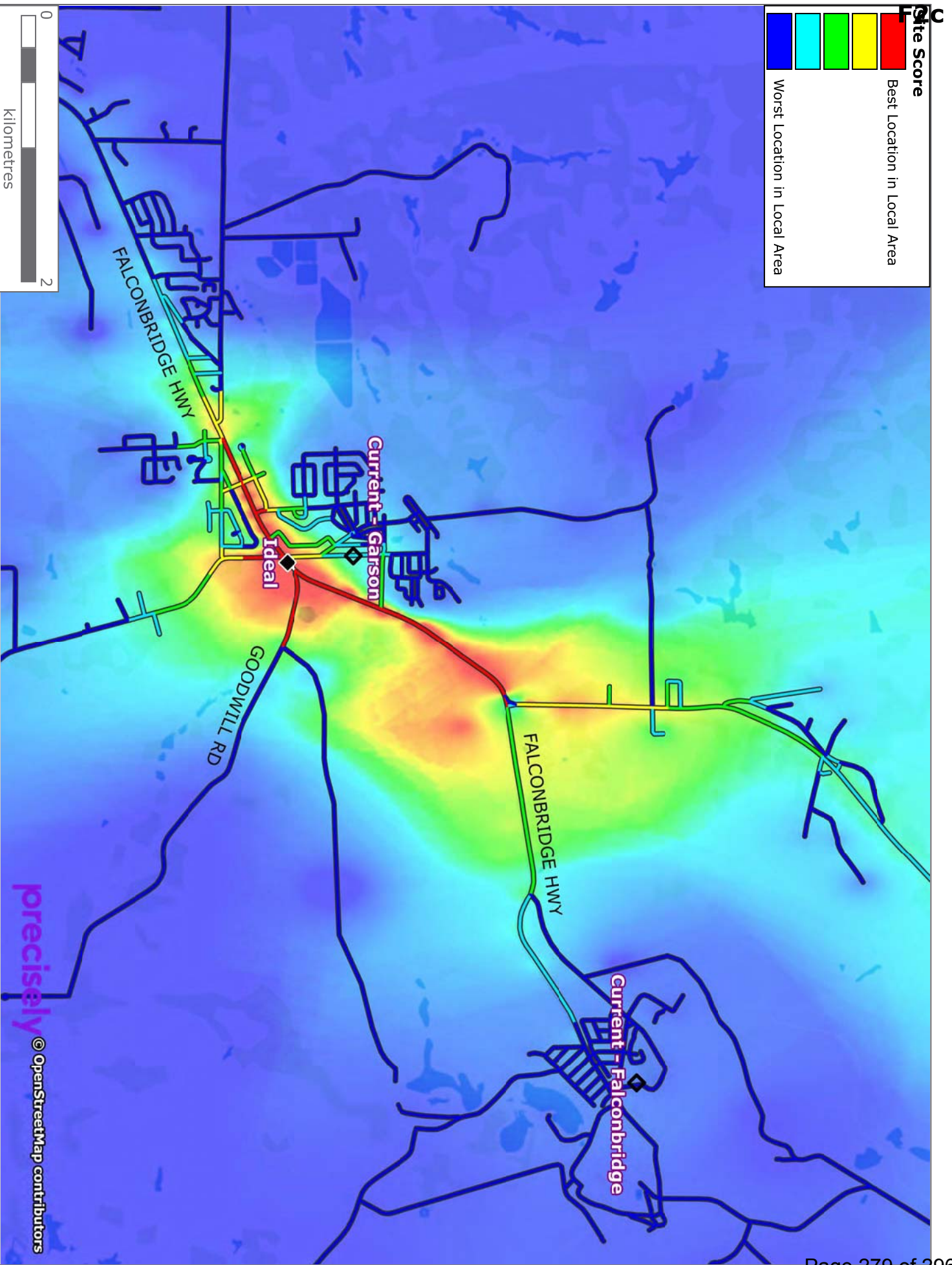
	Best Location in Local Area
	
	
	
	Worst Location in Local Area





# Site Search for Garson and Falconbridge Ideal Location

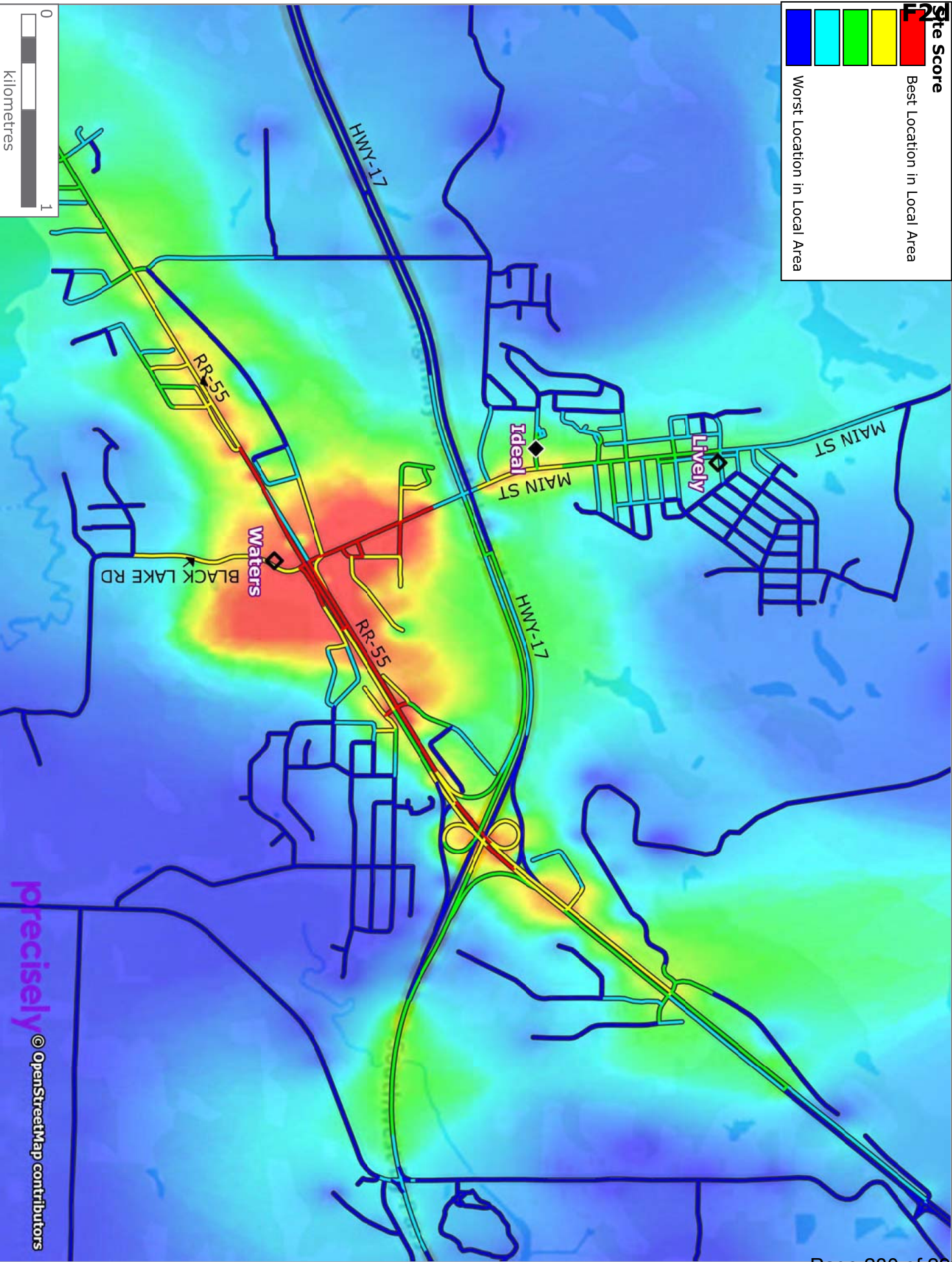
City of Greater Sudbury





# Site Search for Lively and Waters Ideal Location

City of Greater Sudbury

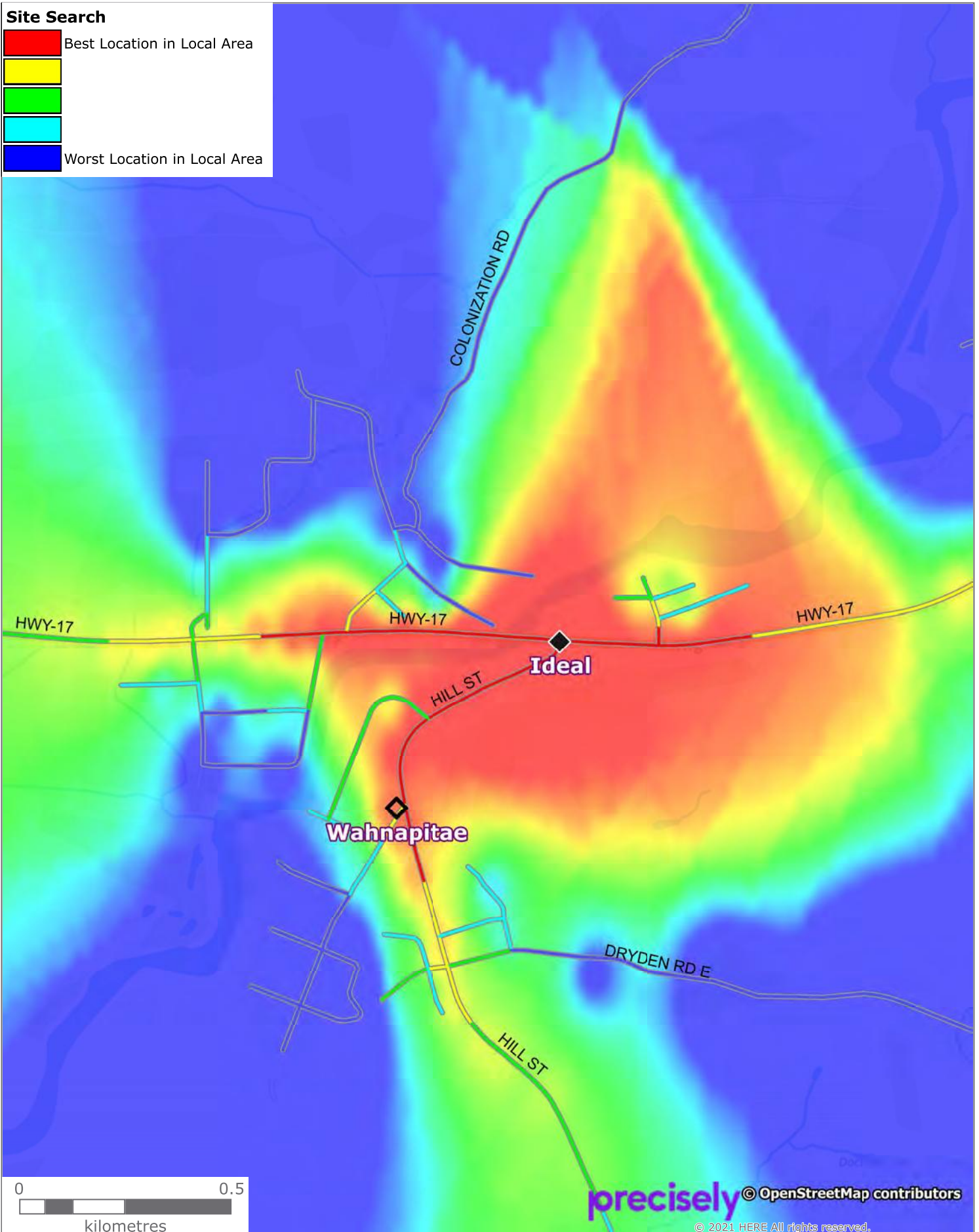


# Site Search Map for Wahnapiitae Station Ideal Location

City of Greater Sudbury

F2e

## Site Search





## **G    Glossary**



## Glossary

Term	Definition
Activation Time	Time from T1 Call Received to T2 Unit Notified
Assembly Time	Time taken for the vehicle to go enroute after it has been notified
Availability	The average number of volunteer responses per incident by station
AVL	Automatic Vehicle Location
CACC	Central Ambulance Communications Centre
CTAS	Canadian Triage and Acuity Scale
	1 (Resuscitation): Conditions that are threats to life or limb (or imminent risk of deterioration) requiring immediate aggressive interventions
	2 (Emergent): Conditions that are a potential threat to life, limb or function requiring rapid medical intervention or delegated acts
	3 (Urgent): Conditions that could potentially progress to a serious problem requiring emergency intervention
	4 (Less Urgent): Conditions that are related to patient age, distress, or potential for deterioration or complications which would benefit from intervention or reassurance
	5 (Non Urgent): Conditions that may be acute but non-urgent as well as conditions which may be part of a chronic problem with or without evidence of deterioration
GSFS	Greater Sudbury Fire Services
GSPS	Greater Sudbury Paramedic Services
Demand	Any call to which at least one vehicle has arrived at the scene
Mobilization	A unit being mobilized to an incident (may be more than one unit mobilization for an incident and may not reach scene)
Mobilization Time	Time from T2 Unit Notified to T3 Unit Mobile
MoH	Ministry of Health
Occupied Time	Time from T2 Unit Notified to Unit Clear
Location Modelling	Using a sophisticated, geographically based genetic algorithm to evaluate multiple configurations of locations and identify best options.
Non Fire Incidents	Incidents with the following categories: Assist Other Agencies, Hazards and Leaks and Rescues
ORH	Operational Research in Health Ltd
Priority 1 to 4	P1 (Deferrable): can be delayed without physical harm to patient
	P2 (Scheduled): non-emergency calls with a time element (e.g. scheduled transfers)
	P3 (Prompt): not life threatening or not in immediate danger
	P4 (Urgent): life threatening or in immediate danger (life, limb or function threatened).
Response	A unit arriving at the scene of an incident (there may be more than one unit response at an incident)

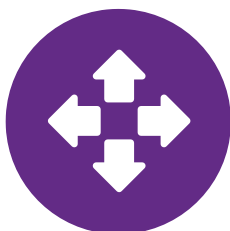


## Glossary

Term	Definition	
Response Time	1	Time from T2 Unit Notified of the first notified unit to T4 Arrive Scene of the first arrived unit. BCPS uses this measurement of response time.
	2	Time from T0 Call Answer to T4 Arrive Scene of the first arrived unit. ORH also monitors this measurement of response time for modelling purposes.
Simulation Modelling	Using a discrete event simulation model, which replicates the key characteristics of an emergency service, to predict future behaviour under a variety of difference scenarios.	
Standby (Priority 8)	Moving a crew from one station to another station to maintain coverage	
Time Events (Paramedic Services)	T0	Time Call Answered
	T1	Time Available for Dispatch
	T2	First Unit Notified
	T3	First Unit Mobilized
	T4	First Unit Arrived at Scene
Utilization	The combined occupied time of all units divided by the combined total deployed unit hours (shift start to shift end)	



Emergency  
Service  
Planning



Optimising  
Locations



Software  
Solutions

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## Health and Safety Performance

Presented To:	City Council
Meeting Date:	November 8, 2022
Type:	Correspondence for Information Only
Prepared by:	Christine Fink Human Resources and Organizational Development
Recommended by:	General Manager of Corporate Services

## Report Summary

The purpose of this report is to clarify erroneous information published by the Workplace Safety and Insurance Board (WSIB) on their Safety Check website and to provide information to Council on health safety performance, workplace injury data and current proactive health and safety initiatives being implemented across the organization.

## Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to operational matters and has no direct connection to the Community Energy and Emissions Plan.

## Financial Implications

There are no financial implications associated with this report.

## Background

The WSIB Safety Check website (<https://www.wsib.ca/en/businesses/health-and-safety/safety-check>) provides the public with an opportunity to review the safety records of businesses across Ontario. This website provides the opportunity to see the number and types of injuries and to compare different companies within the same industry. Unfortunately, some of the information published on the Safety Check website up until September 23, 2022, was inaccurate and demonstrated an inflated measurement of the Lost Time Injury Rate for the City of Greater Sudbury (CGS).

CGS operates under two separate Firm numbers with the WSIB. One of our Firm numbers is specific to Pioneer Manor while the second firm number includes all other CGS Departments, including Police Services. What makes CGS unique is that Pioneer Manor is a Schedule 1 employer whereas the rest of CGS is a Schedule 2 employer. Schedule 2 businesses do not report insurable earnings to the WSIB due to the nature of their payment schedule and as a result, the WSIB does not have information relating to the hours worked for Schedule 2 workforces. This is very important as the calculation for Lost Time Injury Frequency

(LTIF) (or Injury Rate as used by the WSIB), requires this information, based on the formula used to measure LTIF:

$$\text{LTIF} = (\# \text{ of Lost Time Incidents} / \text{hours worked}) \times 200,000$$

As CGS does not report hours worked to WSIB, the published LTIF was significantly higher than what the actual LTIF is. The cause of this is the significantly lower-than-accurate number used for total hours in the formula.

Once the inaccuracy in the data was brought to the attention of the WSIB, they investigated further and as of September 23, 2022, the website has been updated to reflect that an Injury Rate “cannot be calculated as Schedule 2 businesses do not report insurable earnings”. All other information that was previously available on the Safety Check website, remains available and unchanged.

CGS is part of the Municipal Benchmarking Network of Canada (MBNC). This network includes sixteen (16) municipalities from across Canada (majority within Ontario). The LTIF is one of many service performance measures that CGS routinely benchmarks with this network of municipalities.

The LTIF for CGS has been consistently among the lowest in this network as can be seen in the table below:

HMRS108 Lost Time Incident- Frequency					
Publicly Reportable:	No				
Primary Board:	No				
Primary Support:					
Municipality	2020 Result	2019 Results	2018 Results	2017 Results	2016 Results
Municipality A	4.82	5.57	5.20	4.97	3.82
Municipality B	10.41	5.05	6.45	4.82	4.20
Municipality C	3.12	3.40	3.74	2.51	4.28
Municipality D	5.34	6.14	6.35	5.46	4.10
Municipality E	3.60	3.32	2.99	2.76	2.51
Municipality F					
Municipality G	3.68	4.27	3.36	3.51	3.48
Municipality H	5.09	5.84	3.84	4.95	3.52
<b>Sudbury (Greater)</b>	<b>3.38</b>	<b>3.75</b>	<b>3.22</b>	<b>2.85</b>	<b>2.24</b>
Municipality I	7.36	10.15	7.14	7.62	6.70
Municipality J	5.77	5.11	4.98	4.27	3.83
Municipality K					
Municipality L	6.28	4.45	5.81	5.50	6.47
Municipality M	3.96	3.62	3.75	4.10	3.73
Municipality N	8.24	7.95	7.43	7.32	6.49
Municipality O	6.82	4.49	3.61	3.80	3.14
Median of Municipal Results	5.22	4.77	4.41	4.55	3.83
Average of Municipal Results	5.56	5.22	4.41	4.55	3.83
Standard Deviation of Municipal Results	2.10	1.90	1.55	1.55	1.41

MBNC data has not yet been published for 2021 however the CGS LTIF for 2021 remained consistent with recent years at 3.5.

It is important to identify that a significant increase in the number of lost time injuries has occurred to date in 2022. Between January 1 and August 31, 2022, there have been 239 lost time injuries reported, whereas the average annual number of lost time injuries has been 82 when looking at the preceding 4 years. The increase in lost time injuries is a direct result of COVID-19 related occupational illnesses that have occurred at Pioneer Manor due to the multiple outbreaks along with some additional exposures occurring in Paramedic Services. The following chart will outline the number of occupational COVID-19 related exposures reported for CGS since the onset of the Pandemic:

Year	# Occupational Exposure COVID Claims
2020	4
2021	15
2022 (Jan 1 to August 31)	186

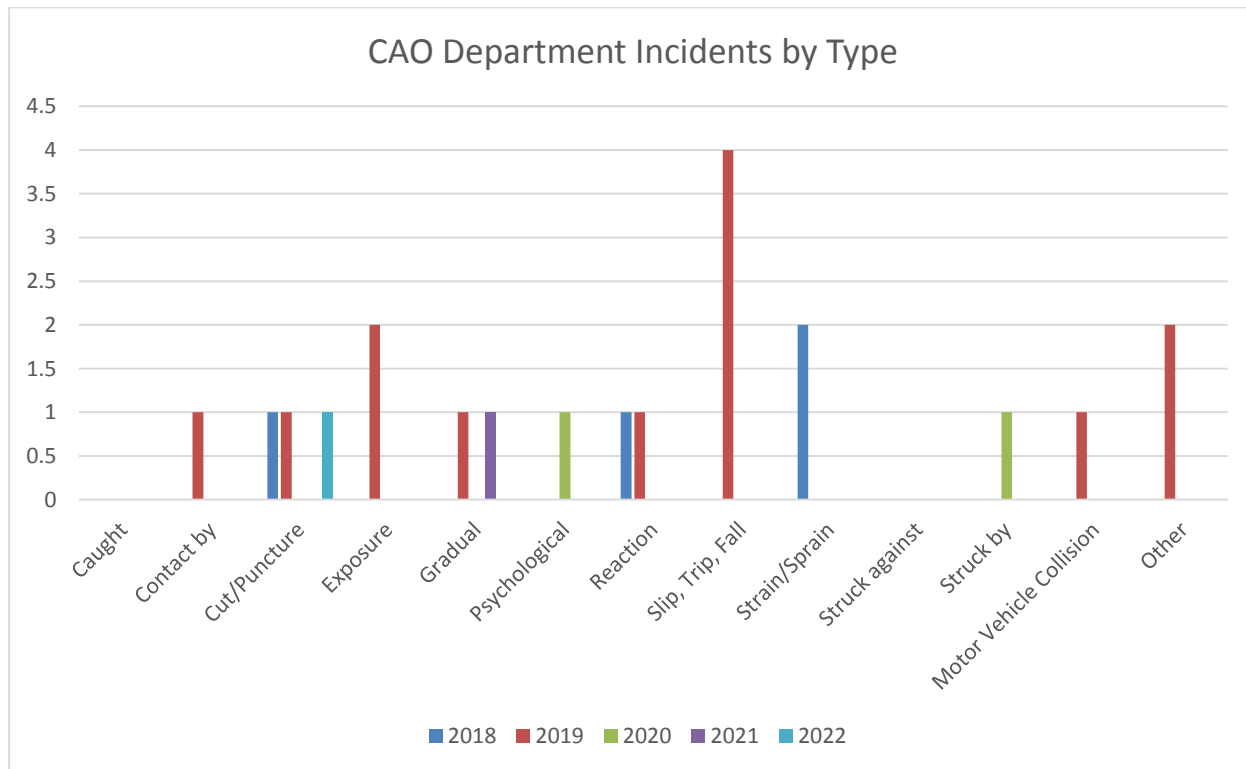
As of August 31, 2022, the LTIF for the City of Greater Sudbury for the calendar year is as follows:

2022 Lost Time Injuries (Jan 1 to August 31)		
	Total claims	COVID claims excluded from the total claims
Lost time incidents	186	53
LTIF	11.1	3.2

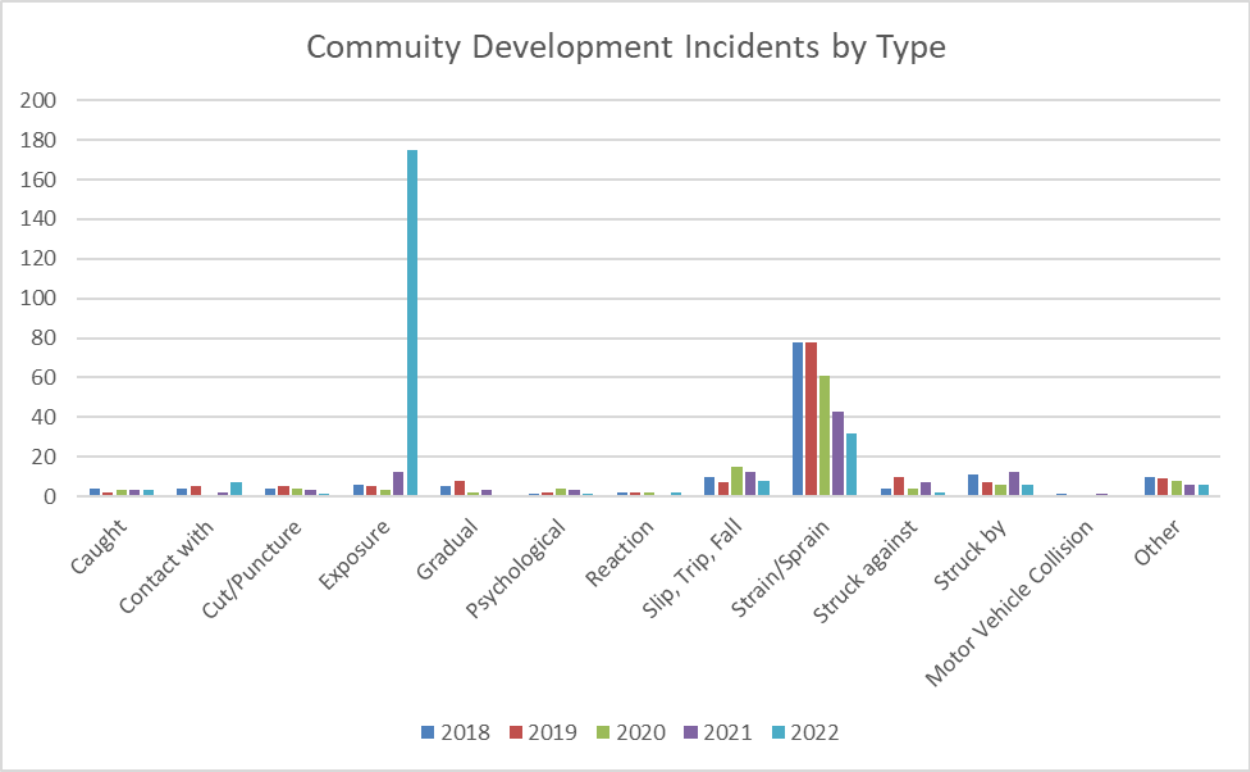
### Details of Incidents

Incidents that require health care services or lost time are required to be reported to the WSIB. Each Department within CGS has a unique work and workplace characteristics. This means that different hazards and risks lead to different mitigation strategies, policies and standard operating procedures and where an incident occurs, different types of incidents or injuries.

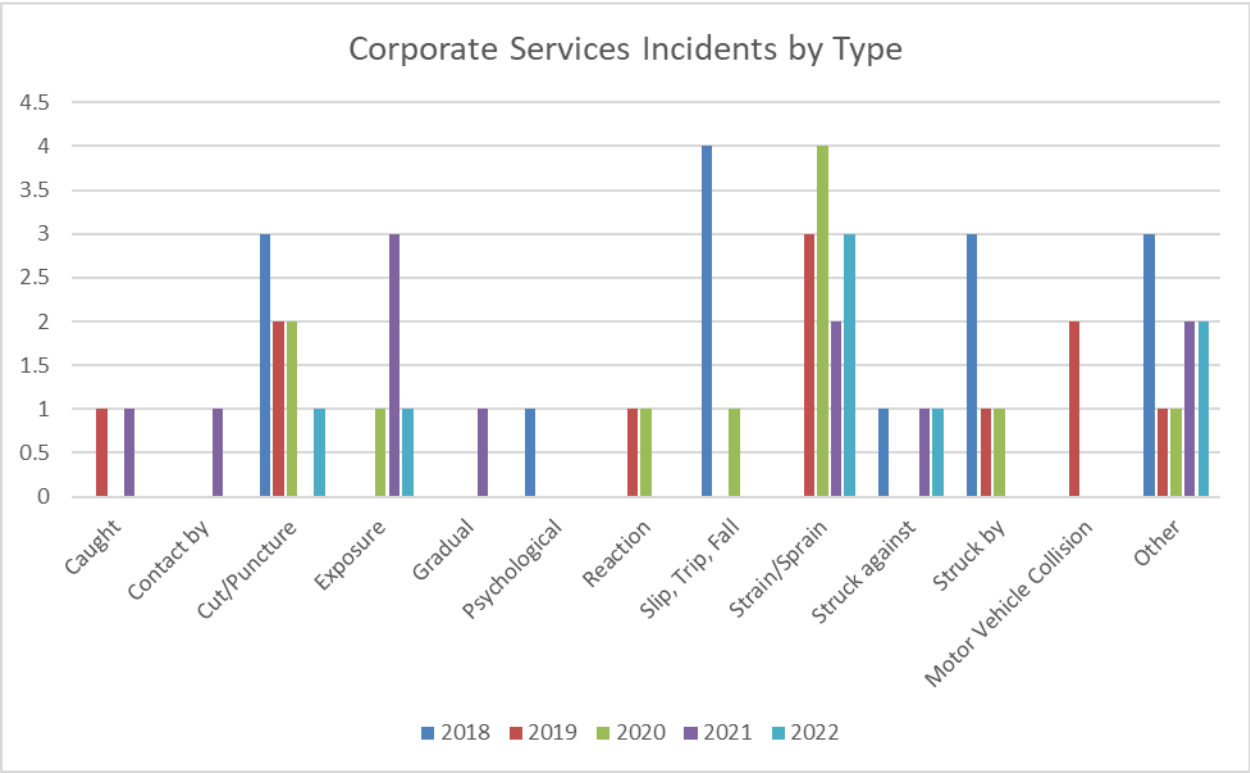
The CAO Department consistent of the Mayor's office, Communications and Community Engagement, Strategic Initiatives and Economic Development. There are few incidents and injuries reported in this area.



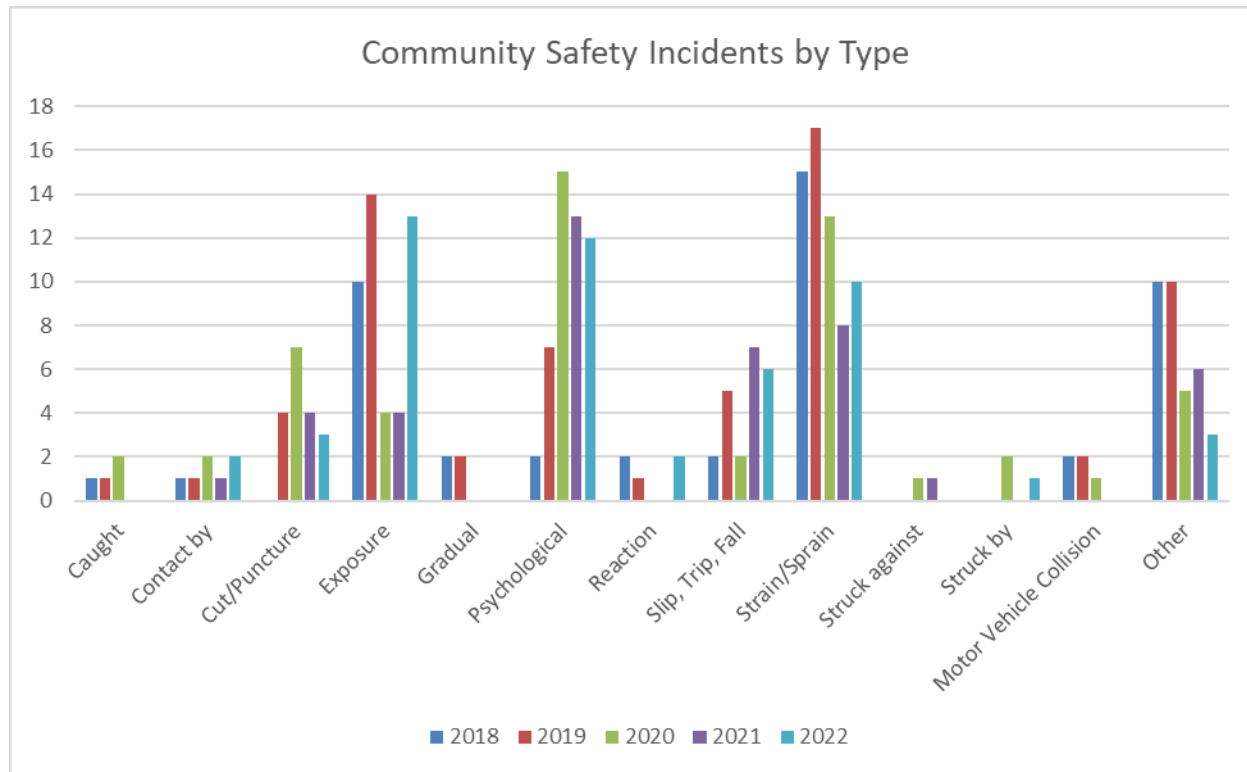
Community Development includes Housing Services, Housing Operations, Leisure Services, Transit, Social Services, Children & Citizen Services as well as Pioneer Manor. The impact of the COVID-19 outbreaks at Pioneer Manor can be seen in the chart below with the significant increase in occupational exposure incidents in 2022. Historically within Community Development, strains and sprains were the most significant type of health care and lost time incidents experienced. The chart below identifies that there has been a steady decline in these types of incidents over the last 5 years.



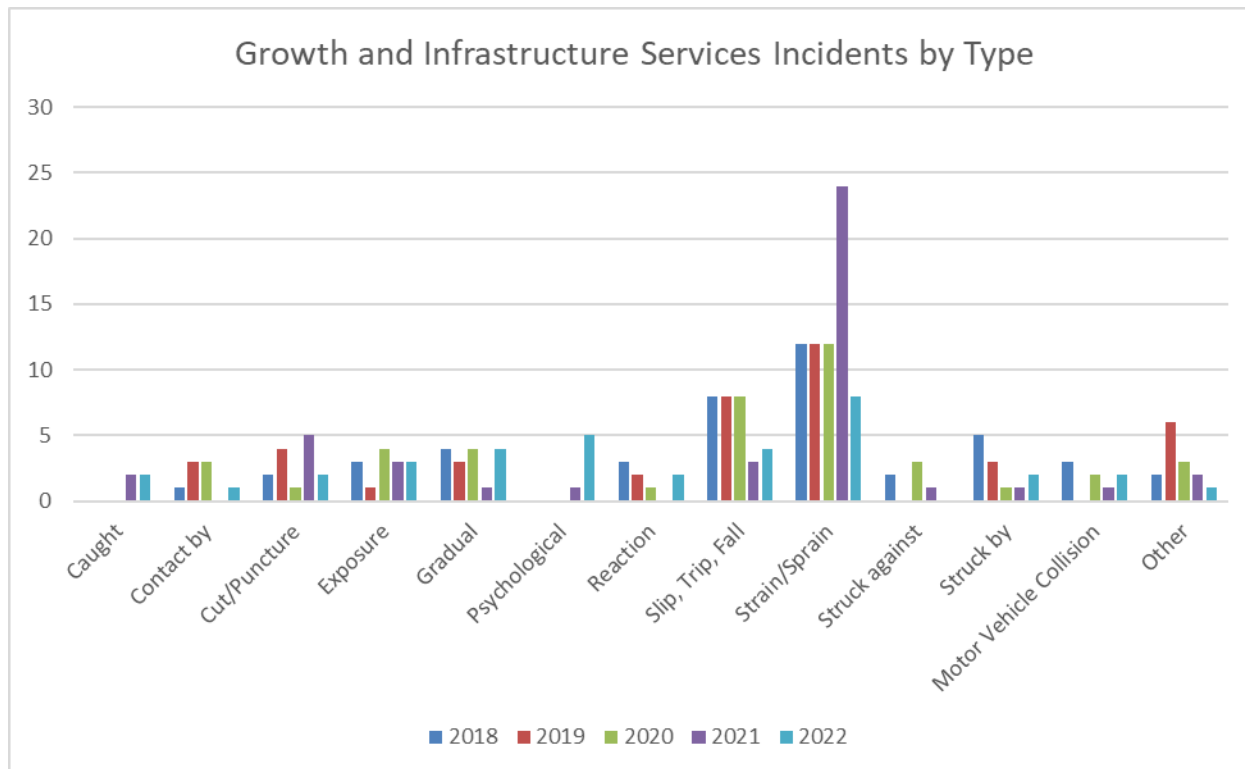
Corporate Services consists of Human Resources and Organizational Development, Information Technology, Finance, Assets and Fleet, Legal and Clerk's Services, and Security and By-law. The most common type of health care or lost time incident in Corporate Services are strains and sprains as outlined below:



Community Safety Consists of Fire Services (Career and Volunteer), Paramedic Services and Emergency Services. In Community Safety the number of psychological claims has increased and maintained an elevated level since 2020. The next highest measures for this Department are strains and sprains. A spike in exposures can be noted for 2022 YTD because of the COVID-19 exposure claims.



Growth and Infrastructure Department consists of Building Services, Engineering and Construction Services, Environmental Services, Infrastructure Capital, Linear Infrastructure, Planning and Water/Wastewater. The most common type of incidents are strains and sprains. In 2022 a spike in psychological claims is noted which were as a direct result of the fatal incident in May 2022.



### Critical Injuries and Fatal Incident

Critical injuries are defined as follows under Ontario Regulation 420/221 of the Occupational Health and Safety Act:

“critically injured” means an injury of a serious nature that,

- places life in jeopardy,
- produces unconsciousness,
- results in substantial loss of blood,
- involves the fracture of a leg or arm but not a finger or toe,
- involves the amputation of a leg, arm, hand or foot but not a finger or toe,
- consists of burns to a major portion of the body, or
- causes the loss of sight in an eye.

To date in 2022 we have experienced four critical injuries and one workplace fatality.

Two critical injuries were as a result of a slip, trip and fall in the following areas:

- Community Safety
- Community Development

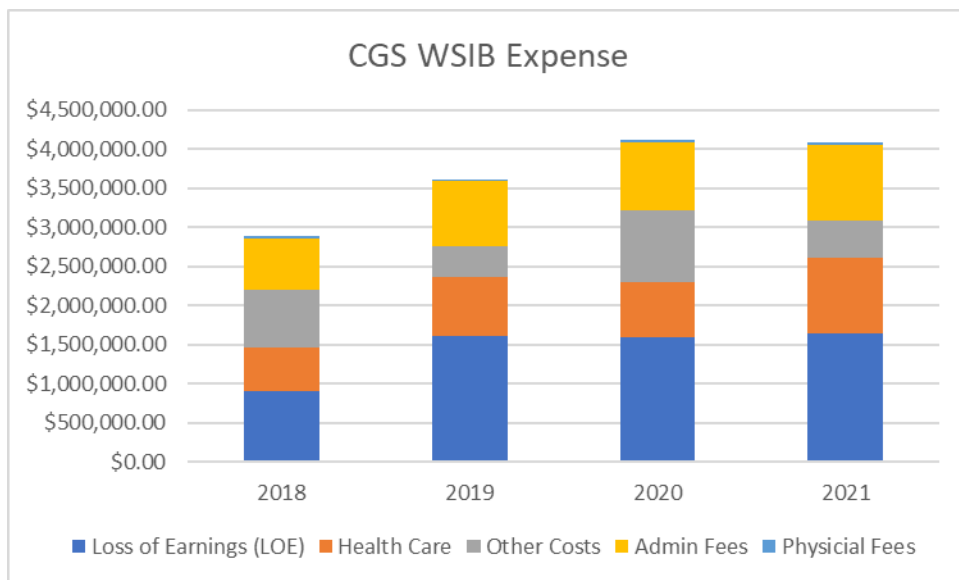
Two critical injuries were as a result of the loss of consciousness determined to be as a result of a medical condition and did not require any further follow-up activity by the operating area or the Ministry of Labour, Immigration, Training and Skills Development (MLITSD).

One fatality occurred on May 6, 2022 involving an employee working in Growth and Infrastructure Services. That incident remains under investigation.

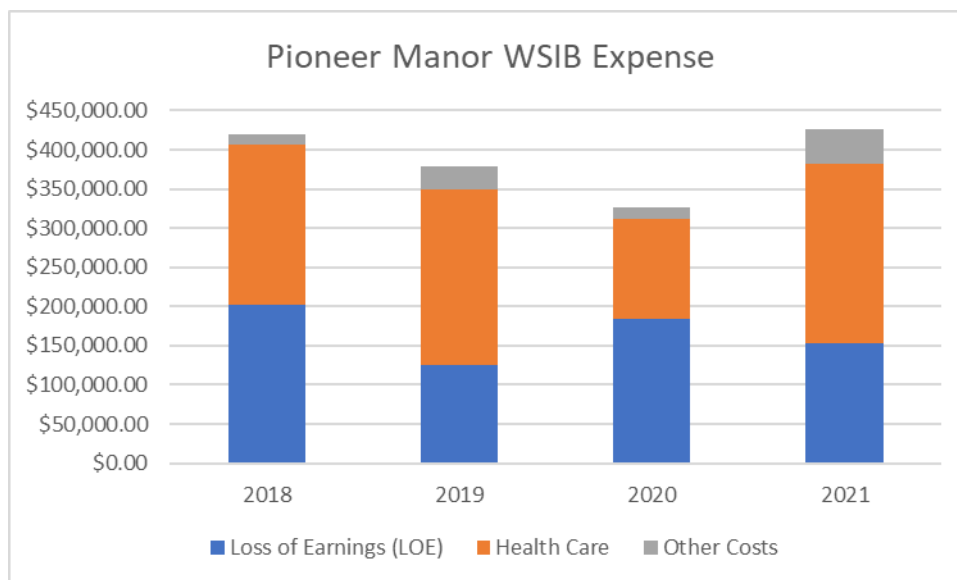
### Direct Costs

The cost of WSIB claims has been increasing each year. The graph below shows the WSIB costs year over year for CGS (Schedule 2) and Pioneer Manor (Schedule 1). Please note that costs for 2022 are not yet available.





*\*Other includes Retirement pensions, survivor benefits, vocational rehab and non-economic loss (NEL) awards.*



*\*Other includes Retirement pensions, survivor benefits, vocational rehab and non-economic loss (NEL) awards*

The introduction of presumptive legislation for PTSD for first responders and designated workers in 2016 (retroactive to claims as of January 1, 1998) has contributed to the rise in WSIB costs. The complexity of these diagnoses and the extended period away from work when accessing appropriate support and treatment contributes to the increase in cost. In addition, presumptive legislation passed in 2018 (retroactive to January 1, 1960) for several cancers for Firefighters has also resulted in additional WSIB costs.

#### Indirect Costs:

Occupational injuries and illnesses impact the organization in a multitude of ways. Indirect costs of these incidents include lost opportunities for the injured employee, the employer, the co-workers and the community. It is not possible to put an exact price on all costs of occupational incidents including lost opportunities or productivity losses.

We can estimate the cost of the impact of replacing workers who are unable to return to the full requirements

of their position, often termed to be an employee on modified duties or modified worker. The Workplace Safety and Insurance Act (WSIA) requires employers to provide employees injured in the workplace with safe and suitable modified duties, otherwise risk a potential fine for a failure to accommodate. Although some of these employees can perform some or most of their occupational duties, for the purpose of this analysis we will be assuming that another worker is replacing their regular work responsibilities in full. By reviewing the number of employees requiring modified duties annually since 2018, along with the average length of modified duties and average salary, it is estimated that occupational injuries have indirect costs of approximately \$650,000 per year. The costs are higher due to the need to replace modified workers most of the time.

### Summary of Key Health and Safety Initiatives

All levels of Management at CGS are responsible and committed to the health and safety of employees.

The organization remains committed to take every precaution necessary for the protection of employees from physical and psychological injury as well as occupational disease. These commitments are upheld by:

- Ensuring our Health and Safety Policies and related Programs comply with the Occupational Health and Safety Act, applicable regulations, and industry standards.
- Promoting a healthy and safe work environment by appointing competent supervision, ensuring workers receive the proper training, personal protective equipment, and tools to perform their jobs in a safe manner.

Active participation by all levels of CGS Employees, every day, in every job, is essential for achieving the safety excellence for which we strive.

The Organizational Development, Safety and Wellness Section assists with ongoing improvements to the health and safety program and provides advice and acts as a resource to prevent physical and psychological injuries across all CGS Departments.

### **Policies and Safe Operating Procedures**

To align with the updated Health and Safety Commitment Policy, an overarching Health and Safety Policy was developed to support and enhance the workplace culture dedicated to ensuring a healthy and safe work environment. The policy outlines the health and safety expectations, requirements, and responsibilities for all CGS employees.

COVID policies continue to be updated in accordance with recommendations from Public Health Ontario and Sudbury and District.

Safe Operating Procedures continue to be developed and/or enhanced by each operating area to ensure employees have a set of safe work practices and step-by-step instructions that are required in the workplace to control identified hazards and help ensure employee safety.

### **Training**

Formal and informal training continues to be a focus for the to ensure effective and ongoing delivery of health and safety training, as well as messaging and education through “toolbox talks”, work safe bulletins, and focused efforts on Ministry of Labour, Immigration, Training and Skills Development (MLITSD) blitzes as preventative measures.

In-person training has been limited in the past couple of years due to the pandemic, however required operational safety training continued to occur. In addition, over twelve new Health and Safety Training modules were updated and rolled out this year including both online and virtual training modules.

### **Hazard Identification and Risk Assessment (HIRA) Workshops**

A new CGS wide Hazard Identification and Risk Assessment (HIRA) policy and process has been developed to further enhance the identification of risks and address gaps and hazards proactively. All CGS leaders will be participating in a Hazard Identification and Risk Assessment Workshop throughout the last quarter of

2022 to introduce them to this process. The process then requires that all CGS staff who supervise others lead a HIRA session with their employees to re-assess key hazards and risks and allow for feedback and comments on the mitigation steps that are in place. These assessments will be summarized and reviewed by ELT. ELT will oversee the collection of these assessments and consider which hazards and risks require additional resourcing and attention.

### **System Improvements**

Software management systems are currently being explored to assist in the timely and effective distribution of documents across the organization focusing on those for workplace inspections, equipment and tool inspections and hazard identification and reporting.

### **Workplace Violence**

The Workplace Violence, Harassment and Discrimination Policy has been updated. Training to Supervisors has focused on this area to improve response and ensure there is a supportive environment.

The Threat Assessment Team remains active and available to assist with assessing and responding to threats that have been received by CGS Employees.

### **Psychological Health and Safety**

A Disconnecting from Work Policy was implemented in April 2022 to encourage employees to balance their work and personal lives and to provide clarity on a set of work-life balance principles and support from the organization.

A Request for Proposal (RFP) has recently been posted for bids for Employee Assistance Program (EAP) services to continue providing CGS Employees with access to professional assistance via telephone 24 hours per day, 7 days per week. This program also provides Employees with a variety of resources and access to local service providers. Since August 2021 CGS Employees have had access to an online Cognitive Behavioural Intervention program through EAP services. This training provides additional guided programs on anxiety, chronic pain, depression, mindfulness, sleep, and substance use. Personalized resources are also available on physical health conditions including smoking, diabetes and coronary artery disease.

The Community Safety Peer Support Network (PSN) had demonstrated its value since 2016 and was integral to the response to the May 6, 2022, workplace fatality. An RFP will be posted in the last quarter of 2022 to allow this PSN to expand and include members from across the organization. This will involve services of a psychologist and team of trained professionals who will also review the wellness services and provide recommendations for additional initiatives.

In October 2021 National Service Dog (NSD) Neely was introduced to the Community Safety Department. NSD Nelly is a service dog who is participating in ongoing training to provide both reactive and proactive support to Emergency, Paramedic and Fire Services. She visits employees at the beginning and end of shifts, will visit specific stations as needed and will spend time with any employee who requires her support.

LifeSpeak is a wellbeing platform that was introduced in December 2021 and is available to all CGS Employees 24 hours per day, 7 days per week. This platform provides CGS employees with access to expert advice on topics that matter from mental health and physical conditions to stress management and caregiving. Videos, action plans, podcasts and blogs are all available on desktop and phone apps.

To raise the profile of mental wellbeing for all employees, wellness messages continue to be included in the CAO's bi-weekly messages and all Supervisors receive weekly wellness emails with a key message to help relay to their employees with a different wellness focus.

Various Wellness Committees have been established to help improve the culture of wellness. These committees relay helpful information and coordinate activities specific to their areas of work. A committee has existed in Paramedic Services for a number of years. Committees have recently been established in Water/Wastewater, Distribution and Collection and Social Services/Children's Services with more

committees currently being coordinated in other areas.

A Cognitive Demands Analysis (CDA) project has commenced to help to determine the CGS positions that require the greatest cognitive demands and stress and thus help to identify mental health risks and allow us to work towards mitigating the identified risks.

With the prolonged COVID-19 pandemic and the change in the way work functions since the onset of the pandemic, several studies have identified that leaders in organizations are experiencing burnout at rates higher than even before. Additional proactive measures have been approved, including additional education to help create a culture that fosters greater awareness and support for mental health and to help identify employees who may be struggling and ways to connect them with available resources.

## **Resources Cited**

Motion from September 13, 2022, Council Meeting: <https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=47499>

WSIB Safety Check: <https://safetycheck.onlineservices.wsib.on.ca/safetycheck/?lang=en>

Occupational Health and Safety Act and Regulations: <https://www.ontario.ca/laws/statute/90o01>  
And <https://www.ontario.ca/laws/regulation/r21420>