



# Community and Emergency Services Committee Agenda

Monday, April 22, 2024

Tom Davies Square

Councillor Lapierre, Chair

4:30 p.m. Open Session Council Chamber / Electronic Participation

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1. **Call to Order**
2. **Roll Call**
3. **Declarations of Pecuniary Interest and the General Nature Thereof**
4. **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.

#### **4.1 Routine Management Reports**

##### **4.1.1 Healthy Community Initiative Fund Applications – April 22, 2024**

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This report provides a recommendation regarding Healthy Community Initiative (HCI) funding requests. By-law 2018-129 requires Council's approval for all eligible HCI Capital fund requests exceeding \$10,000 and Grant requests exceeding \$1,000.

#### **5. Managers' Reports**

##### **5.1 Fire Services Equipment Standardization**

10

This report provides recommendations to enter into two single source contracts, both with a contract term of five years, plus a five-year extension option (ten-year total) with Dependable Emergency Vehicles for the purchase of fire tankers, and with Hurst Jaws of Life for the purchase of auto extrication equipment.

#### **6. Referred & Deferred Matters**

##### **6.1 Request for Report on Lively Ski Hill Capital Projects**

As presented by Councillor Lapierre:

WHEREAS part the 2024/2025 budget included a capital project for the repurposing of ski hill lift equipment to be installed at the Lively Ski Hill;

AND WHEREAS funding for Lively Ski Hill chalet improvements were

previously included in the 2023 capital budget;

AND WHEREAS the City of Greater Sudbury Core Services Review (2020) suggests ski hills are a unique and discretionary services offered by the City of Greater Sudbury;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to suspend all capital work on these projects, other than essential health and safety items, and present a report by April 2024 to the Community and Emergency Services Committee providing information on the following:

- further details on the Lively Ski Hill capital projects including updated project estimates;
- alternatives to continuing with the projects as originally contemplated;
- utilization and operating costs of City of Greater Sudbury operated ski hills;
- recommended utilization targets for ski hills.

## **7. Members' Motions**

### **7.1 Request for Report Regarding Accessible Parking Improvements at Arenas**

As presented by Councillors Parent and Lapierre:

WHEREAS the City of Greater Sudbury is committed to and will continue to work towards making its facilities, programs and services accessible to all citizens;

AND WHEREAS access to recreation is a vital part in creating a sense of community for residents of the City of Greater Sudbury and one way to achieve successful access to recreation is to improve and increase the number of accessible parking at recreational facilities;

AND WHEREAS the City of Greater Sudbury is in the process of coordinating Barrier-free Accessibility Assessments on most of its facilities, including arenas, which would review the number of parking stalls, types of accessible parking spaces required, signage and pathways of travel;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury direct staff to present a report to the Community and Emergency Services Committee prior to the 2025 budget review discussions, which would include the accessible parking improvements required at arenas and the costs to make the necessary improvements.

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

### **8.1 Association of Municipalities of Ontario Health Transformation Task Force**

This report provides information regarding increasing challenges related to

provincial human health resources in paramedic services and the work of the Association of Municipalities of Ontario (AMO) Health Transformation Task Force together with the Ontario Association of Paramedic Chiefs to address these staffing issues.

8.2	<b>Healthy Community Initiative Fund 2023 Annual Report</b>	18
	This report provides information regarding the financial particulars of each Ward’s Healthy Community Initiative Fund allocation for the period of January 1, 2023, to December 31, 2023, in accordance with By-law 2018-129.	
8.3	<b>Paramedic Services 2023 Response Times</b>	33
	This report provides an update on the City of Greater Sudbury Paramedic Services’ Response Time Standard Plan.	
9.	<b>Addendum</b>	
10.	<b>Civic Petitions</b>	
11.	<b>Question Period</b>	
12.	<b>Adjournment</b>	

## Healthy Community Initiative Fund Applications – April 22, 2024

Presented To:	Community and Emergency Services Committee
Meeting Date:	April 22, 2024
Type:	Routine Management Reports
Prepared by:	Steph Mathieu Leisure Services
Recommended by:	General Manager of Community Development

## Report Summary

This report provides a recommendation regarding Healthy Community Initiative (HCI) funding requests. By-law 2018-129 requires Council's approval for all eligible HCI Capital fund requests exceeding \$10,000 and Grant requests exceeding \$1,000.

## Resolution

THAT the City of Greater Sudbury approves the Healthy Community Initiative Fund requests, as outlined in the report entitled "Healthy Community Initiative Fund Applications – April 22, 2024", from the General Manager of Community Development, presented at the Community and Emergency Services Committee meeting on April 22, 2024;

AND THAT the City of Greater Sudbury approves the application for a multi-ward grant above the established thresholds in By-law 2018-129 for \$2,000 per ward for wards 5, 8, 11 and 12 relating to New Sudbury Days;

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

## Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to the goal: Create a Healthier Community as identified in the Strategic Plan, as it aligns with the Population Health Priorities of Building Resiliency, Investing in Families, Creating Play Opportunities, Promoting Mental Health Awareness, Achieving Compassionate City Designation, and Implementing an Age-Friendly Strategy. The information in this report has no relationship to the Community Energy & Emissions Plan.

## Financial Implications

The Healthy Community Initiative (HCI) Fund is allocated within prescribed budgets. Approval of HCI capital projects includes approval of operating costs to be provided in the base budget in subsequent budget years

to the operating department.

## **Background**

By-law 2018-129 requires Council's approval for all Grant requests that meet HCI funding criteria and exceed \$1,000, result in an applicant receiving a cumulative total grant of more than \$1,000 in any calendar year or result in an event or initiative receiving a grant of more than \$1,000 due to applications by multiple participants. Council approval is required for all Capital requests that meet HCI funding criteria and exceed \$10,000. Eligible applications for Grant requests of \$1,000 or less and eligible Capital requests of \$10,000 or less that have an impact on the City's annual operating budget of less than \$5,000 may be approved by the General Manager (GM) of Community Development.

## **HCI Fund Applications and Financial Summary**

Attachment 1 – Healthy Community Initiative Fund – Applications, lists HCI Fund requests by Ward as recommended by the GM of Community Development for approval by Council. All projects listed in Attachment 1 have been evaluated against By-law 2018-129 and its related criteria and have been verified to ensure sufficient funds are available within each Ward's funding allocation.

Attachment 2 – Healthy Community Initiative Fund – Application Outcomes, provides a list of HCI Fund applications that were approved or denied by the GM of Community Development since the last report presented at the Community and Emergency Services Committee meeting on March 25, 2024.

Attachment 3 – Healthy Community Initiative Fund Financials, includes the recommended approvals contained in this report as well as a summary of HCI Fund allocation balances up to March 20, 2024. The amounts may be adjusted due to reimbursement of under-spent funds from completed and reconciled projects/initiatives.

## **Next Steps**

Upon Council approval, applicants will receive written notification confirming their approved funding and the intended use of funds, and grant recipients will also receive a Post-project Final Report form. This form is to be completed by the applicant and returned following completion of their initiative for reconciliation by Financial Services.

Grant recipients will receive funding via electronic fund transfer or by cheque (where applicable) for the approved amount, whereas a capital funded project will be managed by the City of Greater Sudbury, working closely with the applicant.

HCI funded capital projects will be prioritized based on Leisure Services' (or other assigned operating department's) annual workplans and initiated within 24 months of approval in accordance with the HCI policy.

Should an HCI fund request not be approved, the applicant will be notified of same.

## **Resources Cited**

Healthy Community Initiative Fund, By-law 2018-219

<https://www.greatersudbury.ca/city-hall/grants-and-funding/hci-fund/application-process/hci-fund-policy/>

## Healthy Community Initiative (HCI) Fund Applications for Council Approval – April 22, 2024

### Capital Funds

Ward	Recipient/ Project/ Location	Purpose for Funds	Estimated Operating Costs per year	Amount Requested	Amount Recommended for Approval by the GM
	No items to report				

### Grants

Ward	Recipient/Initiative	Purpose for Funds	Amount Requested	Amount Recommended for Approval by the GM
All	Independent Living Sudbury Manitoulin / AccessAbility Week Events	To assist with costs of advertising of AccessAbility Week events	\$6,000 (\$500/ward)	\$6,000 (\$500/ward)
3	Café Heritage / Rayside Balfour Days	To assist with performance fees and the cost of Children's Festival	\$3,000	\$3,000
4	Sudbury Better Beginnings Better Futures / Family Summer Festival	Assist with costs related to food, refreshments, and entertainment	\$3,000	\$3,000
4	Azilda Community Action Network / Family Fun Day	Assist with costs related to facility and equipment rental, advertising and promotion, printing, prizes, food and beverages, and fees for entertainment	\$2,500	\$2,500
5, 8, 11, 12	New Sudbury Days / New Sudbury Days Event 2024	Assist with costs related to advertising, promotion, and expenses for sub-events	\$8,000 (\$2,000/ward)	\$8,000* (\$2,000/ward) Councillors of each ward indicated endorse the request beyond the established thresholds in By-law 2018-129 of \$1,000 per ward to \$2,000 per ward for this multi-ward event
9	Coniston Community Garden / Weeding Watering Wednesdays	Assist with costs related to food and refreshments for weekly programming	\$1,100	\$1,100
9	Coniston Community Garden / Jammin with Seniors	Assist with costs related to supplies for making jam	\$950	\$950
9	Coniston Community Garden / Beet Pickling Workshop	Assist with costs related to supplies for pickling beets	\$850	\$850

**Healthy Community Initiative (HCI) Fund****Applications Approved/Denied by the General Manager of Community Development**

For the period of February 23, 2024 to March 20, 2024

**Successful Applications****Capital**

Ward	Group / Project	Estimated Operating Costs per year	Amount Requested	Amount Approved
	No items to report			

**Grants**

Ward	Group / Project	Amount Requested	Amount Approved
4	Azilda Community Action Network / Community Polar Plunge	\$500	\$500
4	Miners for Cancer / Allan Epps Memorial Softball Tournament	\$500	\$500

**Unsuccessful Applications**

Ward	Group / Project	Amount Requested	Reason(s) for Denial
	No items to report		



## Healthy Community Initiative (HCI) Fund Financials for the Period Ending March 20, 2024

### Schedule 1.1 - Capital (2024 Funds)

Ward	2024 Allocation	Uncommitted Funds from 2023 (carry forward)	Adjustments from Completed Projects	Approved by General Manager 2024	Approved by Council 2024	Proposed for Approval by Council	Uncommitted Fund Balance After Resolution	Pending Requests
1	\$ 29,217	\$ 41,266					\$ 70,483	
2	\$ 29,217	\$ 83,989					\$ 113,206	
3	\$ 29,217	\$ 39,554					\$ 68,771	\$ 50,000
4	\$ 29,217	\$ 105,318					\$ 134,535	\$ 50,000
5	\$ 29,217	\$ 60,638					\$ 89,855	
6	\$ 29,217	\$ 146,010					\$ 175,227	
7	\$ 29,217	\$ 97,307					\$ 126,524	
8	\$ 29,217	\$ 2,788					\$ 32,005	\$ 2,000
9	\$ 29,217	\$ 26,526					\$ 55,743	\$ 5,000
10	\$ 29,217	\$ 75,286					\$ 104,503	
11	\$ 29,217	\$ 60,403					\$ 89,620	
12	\$ 29,217	\$ 84,012					\$ 113,229	

### Schedule 1.2 - Grants (2024 Funds)

Ward	2024 Allocation		Adjustments from Underspent Initiatives	Approved by General Manager 2024	Approved by Council 2024	Proposed for Approval by Council	Uncommitted Fund Balance After Resolution	Pending Funding Requests
1	\$ 12,500					\$ 500	\$ 12,000	
2	\$ 12,500			\$ 3,000		\$ 500	\$ 9,000	
3	\$ 12,500				\$ 2,500	\$ 3,500	\$ 6,500	\$ 9,100
4	\$ 12,500			\$ 1,000	\$ 3,000	\$ 6,000	\$ 2,500	\$ 6,000
5	\$ 12,500					\$ 2,500	\$ 10,000	
6	\$ 12,500				\$ 4,500	\$ 500	\$ 7,500	
7	\$ 12,500			\$ 750		\$ 500	\$ 11,250	
8	\$ 12,500					\$ 2,500	\$ 10,000	
9	\$ 12,500					\$ 3,400	\$ 9,100	\$ 3,000
10	\$ 12,500					\$ 500	\$ 12,000	
11	\$ 12,500					\$ 2,500	\$ 10,000	
12	\$ 12,500					\$ 2,500	\$ 10,000	

\* There were no contributions to the HCI Reserve Fund in 2024 as the maximum threshold of \$24,000 was achieved in 2021.

## Fire Services Equipment Standardization

Presented To:	Community and Emergency Services Committee
Meeting Date:	April 22, 2024
Type:	Managers' Reports
Prepared by:	Nathan Melin Community Safety
Recommended by:	General Manager of Community Safety

## Report Summary

This report provides recommendations to enter into two single source contracts, both with a contract term of five years, plus a five-year extension option (ten-year total) with Dependable Emergency Vehicles for the purchase of fire tankers, and with Hurst Jaws of Life for the purchase of auto extrication equipment.

## Resolutions

### Resolution 1:

THAT the City of Greater Sudbury authorizes the General Manager of Community Safety to enter into a single source contract with Dependable Emergency Vehicles of Brampton Ontario for a contract term of five (5) years, plus a five (5) year extension option (ten (10) year total) for the purchase of fire tankers, as outlined in the report entitled "Fire Services Equipment Standardization" from the General Manager of Community Safety, presented at the Community and Emergency Services Committee meeting on April 22, 2024.

### Resolution 2:

THAT the City of Greater Sudbury authorizes the General Manager of Community Safety to enter into a single source contract with Hurst Jaws of Life of Shelby, North Carolina for a contract term of five (5) years, plus a five (5) year extension option (ten (10) year total) for the purchase of auto extrication equipment, as outlined in the report entitled "Fire Services Equipment Standardization" from the General Manager of Community Safety, presented at the Community and Emergency Services Committee meeting on April 22, 2024.

## Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

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

## Financial Implications

If approved, the purchase of the fire tankers and auto extrication equipment will be funded on an annual basis through the 2024-2027 approved capital budgets.

In addition, future capital budgets will request the funding required.

## **Background**

In order for Fire Services to provide a reliable and effective service delivery to the citizens of Greater Sudbury, strategic replacement of the tanker fleet is required. This replacement will ensure the FUS (Fire Underwriters Survey) rating remains at predictable norms which give stability to the insurance underwriters who provide coverage for personal, commercial, and industrial customers in Greater Sudbury. This replacement shall also ensure Fire Services provides reliable fire protection with functional apparatus which meet the industry standards and best practices under the National Fire Protection Association (NFPA), and follow the Council directed Establishing and Regulating By-law.

New tanker apparatus provide the latest safety features in order to protect the workers and motoring public while in operation. Updated warning systems (lighting and sirens) and engineering safety technologies create a safe emergency response for both the workers and the public when attending to emergency incidents. Inclusion of tank baffles, pressure relief systems, and stable weight distribution designs reduce risk from shifting water, providing greater safety margins while the apparatus is in operation.

New battery operated edraulics auto extrication equipment will replace existing gasoline operated hydraulic auto extrication equipment that has reached or surpassed their service life. The replacement of all hydraulics with edraulics will eliminate emissions associated with operating auto extrication equipment. Battery operated edraulics are more efficient and effective as an independent tool by allowing the operator to move freely around the vehicle without the need for tethered hydraulic lines and providing an expedited emergency response.

The proposed single source agreements are expected to generate financial advantages to the City in the form of price escalation certainty. The agreements will include fixed-price escalation clauses for a defined period, providing the City with a clear forecast of future expenses associated with these critical assets. This certainty facilitates more accurate budgeting and financial planning, protecting the City from unexpected market fluctuations that could otherwise impact the cost of maintaining and operating our fleet of fire tankers and auto extrication tools.

Comprehensive maintenance agreements embedded within the single source contracts will ensure that both fire tankers and auto extrication equipment are maintained to the highest standards, ensuring reliability and longevity. These agreements are expected to result in lower maintenance costs over the lifecycle of the equipment, attributable to pre-negotiated rates for parts, labor, and regular service checks.

## **Tankers – Single Source**

Greater Sudbury Fire Services operates a fleet of nine tanker apparatus as part of a total fleet of seventy-three emergency response vehicles. Tanker apparatus is an essential component of fire suppression as it provides large quantities of water for suppression activities in rural areas of the community that do not have access to fire hydrants or a permanent source of water. Multiple tankers are often required to shuttle and provide water to other fire apparatus (fire engine) to engage in suppression activities. Tankers have the ability to draft water from remote locations (lakes, rivers, wells), which allow for reduced response time, as the tanker does not always need to locate a City maintained water source or fire hydrant.

Tanker apparatus replacement follows the specifications outlined by the NFPA and FUS. These are industry best practice guidelines which recommend a life span of no longer than 20 years for front line apparatus. Over the period of 2019-2020, Greater Sudbury Fire Services purchased four identical International HV607 Tanker apparatus from Dependable Emergency Vehicles which is a Canadian owned company located in Brampton Ontario.

In May 2020, Fire Services entered into a five-year agreement with Dependable Emergency Vehicles for the purchase of tankers. Dependable Emergency Vehicles was the successful recipient providing the lowest cost

for fire tankers during the previous tender process. Within our current fleet of nine tankers, we have recently acquired four from Dependable Emergency Vehicles with a fifth tanker currently in production. Additionally, agreements are in place for the purchase of three tankers from the same supplier (one tanker currently in production). We are now seeking Council's approval to procure the remaining two tankers through a continued single purchase agreement with Dependable, completing the standardization of our tanker fleet in 2027.

The total cost for the purchase of one International cab and chassis HV607 Tanker was \$494,242 in 2023, including all taxes and charges. Council approved the purchase of one tanker per year from 2024-2027 through the capital budget.

Greater Sudbury Fire Services experience with Dependable Emergency Vehicles has been very positive, with no concerns related to the apparatus quality or workmanship. Dependable Emergency Vehicles has consistently demonstrated strong after sales service through a commitment to problem resolution and solid technical support and innovation. Dependable Emergency Vehicles has developed a reputation in the fire service sector for quality manufacturing and workmanship. Fire Services purchases of the International HV607 Tankers from Dependable Emergency Vehicles provides the benefit of fleet standardization.

### **Auto Extrication Equipment – Single Source**

Greater Sudbury Fire Services uses auto extrication equipment to assist with motor vehicle collisions (MVC) when patients are trapped and require assistance to be removed from the vehicle in an emergency. The auto extrication equipment is an essential piece of equipment required to free patients from vehicle collisions. The manufacturer's instructions state the useful life of auto extrication equipment is 15 years.

Fire Services provides auto extrication services for motor vehicle collisions as per the level of service approved by Council. Fourteen of the twenty-two stations are equipped with auto extrication equipment and able to respond to motor vehicle collisions to stabilize the vehicle and extricate the patient. Five of the current sets of auto extrication equipment are gasoline operated hydraulic and need to be replaced with more efficient and effective edraulic sets of auto extrication equipment.

The total cost for the purchase of two sets of auto extrication tools (cutter, spreader, ram) was \$132,888 in 2024. Council approved the purchase of two set of auto extrication tools per year from 2024-2027 through the capital budget. We are now seeking Council's approval to procure the eight sets of tools through a single purchase agreement with Hurst Jaws of Life, completing the standardized of our auto extrication equipment fleet in 2027.

While opting for single sourcing inherently limits our engagement in the competitive bidding process, both Dependable Emergency Vehicles and Hurst Jaws of Life were the successful bidders in previous open competitive procurement processes for tankers and auto extrication equipment, respectively. Greater Sudbury Fire Services experience with Hurst Jaws of Life has also been positive with no concerns related to the equipment quality or workmanship. Hurst Jaws of Life has consistently demonstrated strong after sales service through a commitment to problem resolution and solid technical support and innovation. Hurst Jaws of Life is the only Hurst dealer whose sales territory for Hurst rescue equipment includes the provinces of Labrador, New Brunswick, Newfoundland, Nova Scotia, Ontario, Prince Edward Island and Quebec.

### **Advantages of Single Source**

Standardization from Dependable Emergency Vehicles and Hurst Jaws of Life ensures:

- Consistency in apparatus and equipment design and operation, significantly reduces the training hours required for firefighters to achieve proficiency in operating the tanker or auto extrication equipment. This uniformity is crucial for maintaining high readiness and effectiveness in emergency response scenarios, directly impacting operational efficiency and personnel safety.
- Efficiencies in inventory management, reduces the complexity of maintaining multiple product specific

inventories and associated costs.

- Standardization of equipment provides more efficient maintenance operation, reducing downtime and ensuring higher availability of critical equipment for emergency responses as technicians who maintain the apparatus and equipment have strong familiarity and understanding of the standardized apparatus or rescue equipment. This reduces the amount of maintenance training required by the technicians as well.
- Reduced costs resulting from a single infrastructure to maintain/support a single brand of auto extrication equipment, this includes batteries and battery charges in vehicles and stations, and compatible ancillary parts needed to configure the equipment for specific functions (e.g. chains, clevis, straps, etc.).

In the context of emergency services, the benefits of equipment standardization, reduced training times, lower maintenance costs from reduced inventory needs, operational flexibility and reliability, and vendor responsiveness are the most important considerations in vehicle and equipment procurements.

## **Conclusion**

In conclusion, while single sourcing deviates from the conventional competitive bid process, the strategic benefits of this approach (primarily in terms of operational excellence, cost efficiency, and risk mitigation) support its adoption.

## **Recommendation**

Staff recommend the City of Greater Sudbury Fire Services maintains a standard tanker apparatus fleet and auto extrication equipment by standardizing our purchases through a single source purchase contract with Dependable Emergency Vehicles and Hurst Jaws of Life.

With Council approval, it is permissive for non-competitive purchases under Part 22, Section 1(b)(i) of the Purchasing By-Law.

## Association of Municipalities of Ontario Health Transformation Task Force

Presented To:	Community and Emergency Services Committee
Meeting Date:	April 22, 2024
Type:	Correspondence for Information Only
Prepared by:	Melissa Roney Community Safety
Recommended by:	General Manager of Community Safety

## Report Summary

This report provides information regarding increasing challenges related to provincial human health resources in paramedic services and the work of the Association of Municipalities of Ontario (AMO) Health Transformation Task Force together with the Ontario Association of Paramedic Chiefs to address these staffing issues.

## 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 not financial implication associated with this report.

## Background

AMO has heard from members and partner organizations across the province that it is becoming increasingly challenging to attract and retain an adequate health care workforce in municipal health services as well as the broader health sector. Resolving health human resources issues would be a significant step towards improving access to health services in communities across the province including right here in Greater Sudbury. AMO is advocating for a provincial sector-wide health human resources strategy with a goal of producing a robust workforce to improve access to health services across the province.

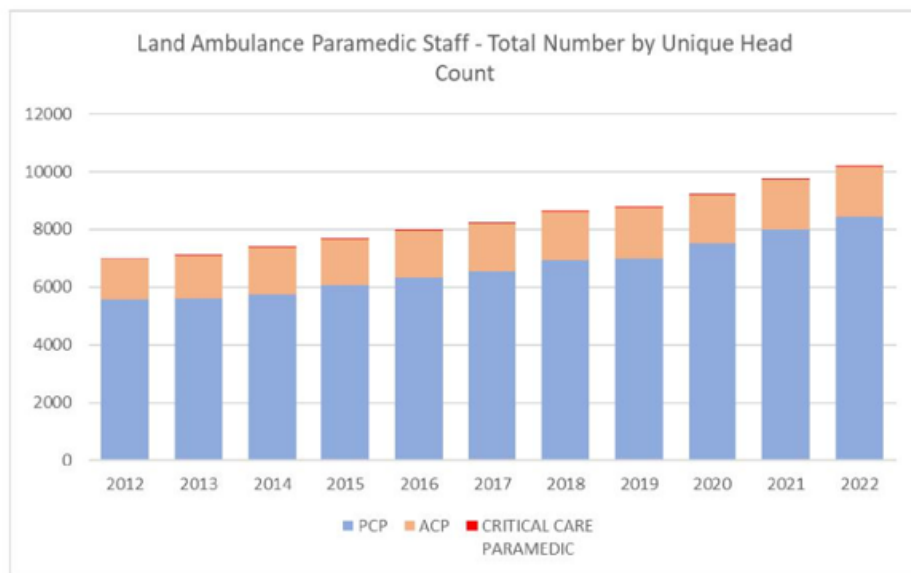
Paramedicine is not immune to these growing health human resource challenges. The Ontario Association of Paramedic Chiefs (OAPC), the leading authority for paramedicine design and delivery in Ontario, has identified human health resources as one of their top three strategic priorities in 2024 in response to staffing pressures seen around the province. OAPC has completed a historical and projected growth analysis as part of their strategy deployment. These results can be found below.

## Historical and Projected Growth

As seen in Figure 1 the average annual growth of land ambulance paramedic staff is 3.8% while cumulative

growth is 45% (3,160 paramedics). In 2024, the province will need 400 new paramedics in addition to what is required to replace the loss due to attrition.

Figure 1. Historical Growth



OAPC – HHR AMO Health Transformation Task Force Report 2023

## College Educational Capacity

Paramedic Programs are offered in 19 colleges throughout Ontario. The Ministry of Colleges and Universities reports their attrition rate in the paramedic program ranges from 37-91%. In response to provincial paramedic shortages the province announced funding of 300 new paramedic program seats this past August, however this will take 2-3 years to see results. In addition, the Ministry of Health/Ministry of Colleges and Universities launched the Learn and Stay Program. This program provides tuition reimbursement in six northern based community colleges and private business colleges, including the three colleges located in Greater Sudbury, with an expectation that graduates remain working in the north for up to 2 years.

## Certifications

Graduates from both the Primary and Advanced Care Paramedic Programs become eligible to work following successful completion of the provincial certification exam. The A-EMCA written exam is a proxy for the number of new graduates annually. Annual values can be found in Figure 2.

Figure 2. New Paramedic Certifications



OAPC – HHR AMO Health Transformation Task Force Report 2023

On average, 775 paramedic program graduates attempted the provincial exam annually and were successful 87% of the time.

## Paramedic Development & Requirement Mismatch

Paramedic service growth, attrition, occupational stress injuries, and the shortfall of new graduates are all contributing factors resulting in a staffing supply and demand mismatch. A provincial scan completed by OAPC anticipates the need of 1,100-1,200 new paramedics annually as demonstrated in Figure 3. Annual growth will require approximately 350 new paramedics annually in addition to the 840 paramedics required to replace staff who retire or are predicted to make career changes and leave the profession.

The colleges anticipate providing approximately 670-700 new paramedics annually for the next 2 years resulting in a shortfall of 300-400 paramedics each year.

Figure 3. Provincial Staffing Shortfalls and Planning

<b>Current Staffing Shortfalls and Planning</b>	
2023 – <b>Needed 1,388</b> - <b>Hired 997</b> – <b>Short 391</b> 2024 – <b>Anticipate need for 1,414 New Hires</b>	
<b>Northern Zone</b> (78% of Services Reporting)  <b>2023 Need – 205</b> <b>2023 Actual – 99</b>  <b>2024 Plan – 200</b>	<b>Eastern Zone</b> (100% of Services Reporting)  <b>2023 Need – 271</b> <b>2023 Actual – 216</b>  <b>2024 Plan – 257</b>
<b>Southwest Zone</b> (89% of Services Reporting)  <b>2023 Need – 436</b> <b>2023 Actual – 316</b>  <b>2024 Plan – 351</b>	<b>Central Zone</b> (82% of Services Reporting)  <b>2023 Need – 476</b> <b>2023 Actual – 366</b>  <b>2024 Plan – 606</b>

OAPC – HHR AMO Health Transformation Task Force Report 2023

Staffing shortfalls result in significant service delivery impacts. For example, services are forced to down staff, reduce their level of care, convert on site reporting stations to on call, and resort to a high reliance on overtime to address these scheduling challenges. These impacts lead to increased sick time, mental health illnesses, increase in response times, occasional reliance for operational support from neighbouring municipalities and an inability to respond to surges in emergency call volumes. In addition to the operational impacts, some paramedic services in the province are forced to divert staff from specialty programs such as Community Paramedicine which is demonstrating to be a highly cost effective community health program supporting our aging population and reducing 911 call volume.

In response to these pressures, together with stakeholders AMO's Health Transformation Task Force has identified the following themes that should guide the development of a provincial, sector-wide human health resources strategy of which municipalities should support or be a part of:

- Compensation – support and funding for health care settings.
- Mental Health and Well-Being – support for mental health should be available for all health care workers.
- Diversity, Equity and Inclusion – to meet the needs of Ontario's diverse population, there should be



measures undertaken to attract and retain a diverse and inclusive workforce.

- Immigration – remove barriers for workers trained outside of the province to practice in Ontario.
- Education and Training – extend training and education programs.
- Human Resources Planning Tools – supports for the health care sector including toolkits to support service and capacity planning.
- Return to Work Incentives – attract workers who have left the sector to return through campaigns and incentives.

## **Local Recruitment and Employee Retention Initiatives**

Greater Sudbury Paramedic Services staffing remains stable however we are proactively engaging in employee retention and recruitment initiatives which include:

- Collaborating with Ministry of Labour, Immigration, Training and Skills Development – workforce planning for Sudbury & Manitoulin to shape policies and programs to ensure a skilled, adaptable and competitive workforce will meet the needs of our Paramedic Service. Such initiatives they support us with include working with high schools and post-secondary institutions to increase awareness regarding paramedicine as a career pathway, and connecting with the lead of the rural northern immigration pilot to assess any international talent that may have a health related background and assess interest in a career as a paramedic.
- Conduct bi-annual recruitments to address growth that we project in our Community Paramedic Section.
- Attend job fairs both in the north and south to promote our service.
- Support paramedic training by supporting college student preceptorship. We participate in the training of approximately thirty students per year. These student often seek employment with our service following graduation.
- Support innovation – paramedics are interested in training and working to the level of Advanced Care. We are one of only two ACP services in the northeast. Our Tactical and Community Paramedic Programs also attract paramedic graduates.
- Promote and support professional development - our service offers career advancement through promotions, leadership roles and specialized assignments. In addition we offer specialized training programs with most training being financially supported.
- Maintain competitive remuneration for our paramedics.

## Healthy Community Initiative Fund 2023 Annual Report

Presented To:	Community and Emergency Services Committee
Meeting Date:	April 22, 2024
Type:	Correspondence for Information Only
Prepared by:	Steph Mathieu Leisure Services
Recommended by:	General Manager of Community Development

### Report Summary

This report provides information regarding the financial particulars of each Ward's Healthy Community Initiative Fund allocation for the period of January 1, 2023, to December 31, 2023, in accordance with By-law 2018-129.

### Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to the Create a Healthier and More Vibrant Community priority area as identified in the Strategic Plan, advancing the Population Health Agenda and investing in infrastructure to support community recreation with a focus on quality of life.

### Financial Implications

There are no financial implications associated with this report.

### Background

By-law 2018-129 requires Council be provided with semiannual reports identifying the financial particulars of the Healthy Community Initiative (HCI) Fund allocations by ward.

A total of \$600,000 was allocated to the HCI Fund in the 2023 Budget. There were no funds transferred from the 2023 allocation to the HCI Reserve Fund as it had achieved its maximum level of \$24,000 in accordance with HCI Fund Policy under By-law 2018-129. The remaining funds were divided between the capital projects stream and the grants stream; 75% and 25%, respectively. A total of \$99,394.00 was deducted from the capital stream and committed towards the Playground Revitalization initiative. The remaining grant and capital balances were then evenly distributed between the 12 Wards.

Attachment 1 - Healthy Community Initiative Fund – 2023 Annual Report provides detailed information relating to carryforward and year-to-date fund balances, fund allocations, donation revenues, as well as specifics of expenditures and of unexpended commitments for the period of January 1, 2023, to December 31, 2023. Ward fund balances in this report may differ from those identified in the routine HCI funding requests for Council approval reports presented throughout the year.

The legend within each of the ward specific reports reflects the eligible expenditure categories as well as the Population Health Priorities as outlined in the HCI Fund Policy (By-law 2018-129).

## 2023 Fund Outcome Measures

Funds allocated through the capital stream support City-owned assets and funds allocated through the grant stream support community-led initiatives such as events and programs.

### Capital Stream

A total of 15 HCI capital funding applications were approved in 2023 for a combined value of \$381,415. Of these approvals, 50% of applicants donated dollars toward the costs of the projects. The other 50% were funded entirely by HCI. Approved funds were allocated as follows:

- 47% toward facility upgrades
- 20% toward outdoor rinks/courts
- 20% toward community gardens
- 7% toward new infrastructure (shed, picnic tables)
- 7% toward parks, trails, and community beautification

### Grant Stream

A total of 34 HCI grant requests were approved in 2023 for a combined value of \$58,950. Of these grant approvals, 27 were provided to unique applicants. 30% of approved funds went to organizations with multiple applications. The grants were allocated as follows:

- 59% toward events
- 21% toward programs/small initiatives
- 12% toward volunteer appreciation
- 9% toward fundraising initiatives

## Outstanding HCI Capital Applications

Previously approved HCI Capital Projects that are beyond the 24-month period will be prioritized and incorporated with staff workplans. Projects are expected to be completed within original project budgets and contingencies. Some previous HCI approvals are dependent on applicants securing additional third-party funding. These projects will only advance once applicants have secured all project funding required.

## Next Steps

A 2024 semiannual report of ward specific HCI Fund financials will be presented for Council's information in fall 2024.

## Resources Cited

Healthy Community Initiative Fund Policy Revision June 2018, By-law 2018-129

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=24310.pdf>

**Healthy Community Initiative Fund (HCI) Summary****For the period ending December 31, 2023**

By Ward	Funding Sources							Committed Funds / Projects in Progress	Total Uncommitted Funds	Notes
	Uncommitted 2022 Funds (Carry Forward)	Prior Year(s) Committed / Projects in Progress (Carry Forward)	2023 Fund Allocation*	Donation Revenue 2023	Total of Funding Sources	Total Funds Spent in 2023	Fund Balance			
Reserve	24,000	-	-	-	<b>24,000</b>	-	<b>24,000</b>	-	<b>24,000</b>	1
Ward 1	72,578	17,917	41,717	-	<b>132,212</b>	56,899	<b>75,313</b>	34,046	<b>41,266</b>	2,3
Ward 2	56,074	107,670	41,717	-	<b>205,461</b>	4,000	<b>201,461</b>	117,472	<b>83,989</b>	
Ward 3	20,337	38,110	41,717	-	<b>100,164</b>	22,149	<b>78,015</b>	38,461	<b>39,554</b>	
Ward 4	75,101	53,002	41,717	-	<b>169,820</b>	12,264	<b>157,556</b>	52,238	<b>105,318</b>	
Ward 5	33,715	29,346	41,717	1,106	<b>105,884</b>	14,140	<b>91,744</b>	31,106	<b>60,638</b>	4
Ward 6	128,187	26,303	41,717	1,106	<b>197,313</b>	1,500	<b>195,813</b>	49,803	<b>146,010</b>	
Ward 7	69,340	23,191	41,717	-	<b>134,248</b>	15,097	<b>119,151</b>	21,845	<b>97,307</b>	
Ward 8	52,858	2,760	41,717	-	<b>97,335</b>	9,147	<b>88,188</b>	85,400	<b>2,788</b>	5,6
Ward 9	1,143	68,850	41,717	-	<b>111,710</b>	20,786	<b>90,924</b>	64,398	<b>26,526</b>	7
Ward 10	147,497	19,874	41,717	-	<b>209,088</b>	5,302	<b>203,786</b>	128,500	<b>75,286</b>	8
Ward 11	30,351	70,912	41,717	-	<b>142,980</b>	52,588	<b>90,392</b>	29,989	<b>60,403</b>	9
Ward 12	54,444	62,355	41,717	10,000	<b>168,516</b>	29,985	<b>138,531</b>	54,520	<b>84,012</b>	10
<b>Total</b>	<b>765,625</b>	<b>520,290</b>	<b>500,606</b>	<b>12,212</b>	<b>1,798,733</b>	<b>243,858</b>	<b>1,554,875</b>	<b>707,779</b>	<b>847,096</b>	

**Notes:**

- 1 In accordance with By-law 2018-129, no contribution was made from the 2023 allocation to an HCI Reserve Fund to cap the Reserve at \$24,000.
- 2 Deficit of \$20,503 from Delki Outdoor Rink Resurfacing (2023-W1-06) deducted from total uncommitted funds for Ward 1
- 3 Deficit of \$5,275.84 from Robinson Outdoor Rink Cement Pad (2021-W1-01) deducted from total uncommitted funds for Ward 1
- 4 Surplus of \$1,714.82 from Fridge & Electrical Work Ryan Heights Field House (2022-W5-12) added to total uncommitted funds for Ward 5
- 5 Deficit of \$2,549.58 from Picnic Tables at Place Hurtubise (2021-W8-01) deducted from total uncommitted funds for Ward 8
- 6 Deficit of \$2,237.68 from Picnic Tables at Twin Forks (2021-W8-04) deducted from total uncommitted funds for Ward 8
- 7 Surplus of \$1,800 from Coniston Community Garden Shed (2023-W9-06) added to total uncommitted funds for Ward 9
- 8 Surplus of \$13,321.38 from Nepahwin Water Bottle Refill Station/Fountain (2021-W10-02) added to total uncommitted funds for Ward 10
- 9 Surplus of \$4.56 from Multi-use Shack at Adanac (2022-W11-04) added to total uncommitted funds for Ward 11
- 10 Surplus of \$3,254.67 from Ridgecrest Adult Exercise Equipment (2017-W12-C01) added to total uncommitted funds for Ward 12

HCI Fund: Ward 1  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HC//Population Health Priority
Capital								
26-Jan-23	Fisher Wavy	Robinson Outdoor Rink Cement Pad (2021-W1-01)	Ward-wide	CC2022-121	7,916.93	2	3	b,e,f,j
24-Oct-23	Beamish Construction Ltd	Delki Dozzi Outdoor Rink (2023-W1-06)	Ward-wide	CC2023-144	39,887.33		3	b,e,f,j
24-Oct-23	Beamish Construction Ltd	Delki Dozzi Outdoor Rink (2023-W1-06)	Ward-wide	CC2023-144	1,569.25		3	b,e,f,j
01-Aug-23	Lopes Limited	Robinson Outdoor Rink Cement Pad (2021-W1-01)	Ward-wide	CC2022-121	5,275.84		3	b,e,f,j
Total Capital					54,649.35			
Grant								
30-May-23	Robinson Bocce Association	Volunteer Appreciation Luncheon	Ward-wide	GM	500.00		1	d,f,l,j
15-Jun-23	Delki Dozzi Bocce Association	Bocce Tournament Prizes	Ward-wide	GM	500.00		1	f,i
15-Jun-23	Sudbury Performance Group	Volunteer Recruitment Event	Ward-wide	GM	1,000.00		1	b,e
03-Nov-23	Réseau ACCESS Network Sudbury	Bundle Up in Red	Ward-wide	GM	250.00		1	d,e
Total Grants					2,250.00			
Total for January - December, 2023					56,899.35			
					Total Spent on Grants	2,250.00		
					Maximum Grant Allocation	12,500.00		

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (effective July 2018)	
	1. Grants: event support 2. Grants: other programs or initiatives 3. Capital expenditures to purchase, build or replace municipally-owned assets	1. Human Health & Well-Being 2. Environmental Sustainability 3. Economic Vitality 4. Civic Engagement/Social Capital	a. Indigenous Youth b. Resiliency c. Families d. Mental Health e. Compassionate City	f. Play Opportunities g. Housing h. Holistic Health i. Age Friendly Strategy j. Healthy Streets

Donation Revenues
-

Commitments / Projects in Progress					
15-Sep-22	Robinson Bocce Association	Benches at Robinson Bocce (2022-W1-03)	Ward-wide	GM	10,000.00
11-Jul-23	Delki Dozzi Neighbourhood Association	Delki Outdoor Rink Resurfacing (2023-W1-06)	Ward-wide	CC2023-144	24,046.42
					34,046.42

Notes:

1 Deficit of \$20,503 from Delki Outdoor Rink Resurfacing (2023-W1-06) deducted from total uncommitted funds for Ward 1

2 Deficit of \$5,275.84 from Robinson Outdoor Rink Cement Pad (2021-W1-01) deducted from total uncommitted funds for Ward 1

HCI Fund: Ward 2  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
Capital								
					Total Capital	-		
Grant								
24-Jan-23	No One Eats Alone (2022 Funds)	No One Eats Alone 2022 Event (2022-W2-03)	Ward-wide	By-law 2023-12	3,000.00	1	1	b,c,d,e
17-Feb-23	Beaver Lake Sports & Cultural Club	Winter Carnival	Ward-wide	GM	1,000.00		1	b,c,e,f
					Total Grant	4,000.00		
Total for January - December, 2023					4,000.00			
					Total Spent on Grants	1,000.00		
					Maximum Grant Allocation	12,500.00		

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (effective July 2018)	
			a. Indigenous Youth	f. Play Opportunities
	1. Grants: event support	1. Human Health & Well-Being	b. Resiliency	g. Housing
	2. Grants: other programs or initiatives	2. Environmental Sustainability	c. Families	h. Holistic Health
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	d. Mental Health	i. Age Friendly Strategy
		4. Civic Engagement/Social Capital	e. Compassionate City	j. Healthy Streets

Donation Revenues
-

Commitments / Projects in Progress						
24-Apr-18	Donovan Elm West Community Action Network	Therapeutic / Leisure Pool at Lionel E. Lalonde Centre (2018-MW-07)	Multi-ward	CC2018-108	10,000.00	
25-Sep-18	Anderson Farm Museum Heritage Society	Pavilion (2018-W2-07/2019-W2-01)	Ward-wide	CC2018-256 & CC2019-197	47,195.00	
18-May-22	Walden Cross Country	Parking Lot Improvements (2022-W2-01)	Ward-wide	GM	1,000.00	
09-Aug-22	Beaver Lake Fire & Services Inc.	Beaver Lake Welcome Centre Repairs (2022-W2-02)	Ward-wide	CC2022-198	46,475.00	
01-Dec-23	Masters Swimming Sudbury	Pool Entrance Stairs at R.G. Dow Pool (2023-W2-03)	Ward-wide	GM	9,802.00	
20-Feb-24	No One Eats Alone (2023 Funds)	No One Eats Alone 2023 Event (2023-W2-04)	Ward-wide	By-law 2024-40	3,000.00	
					117,472.00	

Notes:  
1 \$3,000 2022 No One Eats Alone funds committed to 2022; not counted toward 2023 total grant allowance



HCI Fund: Ward 3  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
Capital								
25-May-23	Jessica & Michael Draper	Levack Community Garden (2022-W3-07)	Ward-wide	GM	3,000.00		3	b,c,e,h,i,j
17-Dec-23	WSP E&I Canada Limited	Geotech Levack Pump Park (2023-W3-10)	Ward-wide	GM	6,649.15		3	f
Total Capital					9,649.15			
Grant								
14-Apr-23	Onaping Falls Hamper Fund	Provide Christmas hampers to families in need in Onaping Falls	Ward-wide	GM	1,000.00		2	c
30-Apr-23	Onaping Falls Snowmobile Club	Volunteer Breakfast	Ward-wide	GM	500.00		1	b,e,f
10-May-23	Onaping Falls Recreation Committee Inc.	Onaping Falls 2023 Winter Carnival	Ward-wide	By-law 2023-76	2,500.00		1	c,e,f
25-May-23	Onaping Falls Community Action Network	Offer Program: Chairs for RioEncore Theatre	Ward-wide	GM	1,000.00		2	b,e,f
15-Jun-23	Café Heritage	Rayside Balfour Heritage Days	Ward-wide	By-law 2023-95	3,000.00		1	c,d,e
15-Jun-23	Onaping Falls Recreation Committee Inc.	A.Y. Jackson Lookout Program	Ward-wide	By-law 2023-95	2,500.00		2	c,d,e,f,i
15-Jun-23	Onaping Falls Recreation Committee Inc.	Summer Fest 2023	Ward-wide	By-law 2023-95	2,000.00		1	c,d,e,f,i
Total Grant					12,500.00			
Total for January - December, 2023					22,149.15			

Total Spent on Grants	12,500.00
Maximum Grant Allocation	12,500.00

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (effective July 2018)	
			a. Indigenous Youth	f. Play Opportunities
	1. Grants: event support	1. Human Health & Well-Being	b. Resiliency	g. Housing
	2. Grants: other programs or initiatives	2. Environmental Sustainability	c. Families	h. Holistic Health
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	d. Mental Health	i. Age Friendly Strategy
		4. Civic Engagement/Social Capital	e. Compassionate City	i. Healthy Streets

Donation Revenues
-

Commitments / Projects in Progress					
24-Apr-18	Donovan Elm West Community Action Network	Therapeutic / Leisure Pool at Lionel E. Lalonde Centre (2018-MW-07)	Multi-ward	CC2018-108	25,000.00
18-May-22	Onaping Falls Curling Club	Install new fire alarm panel at Onaping Falls Curling Club (City-owned facility) (2022-W3-03)	Ward-wide	GM	2,409.72
25-May-22	Onaping Falls Community Action Network	Levack Community Garden (2022-W3-07)	Ward-wide	GM	7,000.00
31-May-22	Onaping Falls Recreation Committee Inc.	Russell Beaudry Outdoor Rink Improvements (2021-W3-04)	Ward-wide	CC2022-121	700.00
15-Aug-23	Levack Community Action Network	Geotech Levack Pump Park (2023-W3-10)	Ward-wide	GM	3,350.85
					38,460.57

Notes:

HCI Fund: Ward 4  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
Capital								
02-Mar-23	Northwest Lumber	Whitewater Community Garden (2022-W4-07)	Ward-wide	CC2022-235	2,885.20		3	c,e,i
27-Jun-23	Gilles Brosseau	Whitewater Community Garden (2022-W4-07)	Ward-wide	CC2022-235	596.40		3	c,e,i
04-Jul-23	Canadian Tire	Whitewater Community Garden (2022-W4-07)	Ward-wide	CC2022-235	174.65		3	c,e,i
21-Nov-23	Azilda Community Action Network	Whitewater Community Garden (2022-W4-07)	Ward-wide	CC2022-235	107.78		3	c,e,i
Total Capital					3,764.03			
Grant								
14-Apr-23	Miners for Cancer	Softball Tournament		GM	500.00		2	b,c,f
15-Jun-23	Café Heritage	We're in Good Hands		By-law 2023-95	3,000.00		1	b,c,e
15-Jun-23	Café Heritage	We're in Good Hands - Unused Funds Returned		By-law 2023-95	(2,500.00)		1	b,c,e
15-Jun-23	Café Heritage	Summer Concerts		By-law 2023-95	3,000.00		1	b,c,e
07-Jul-23	Better Beginnings Better Futures	Family Summer Festival		By-law 2023-114	2,500.00		1	a,b,c,e,f
09-Sep-23	Azilda Community Action Network	Halloween Haunt Skating Party		GM	1,000.00		1	b,c,e
03-Nov-23	Azilda Community Pickerel Hatchery	Family Day Fishing Derby 2024		GM	500.00		1	b,c,e
03-Nov-23	Northbound Sno Drifters	Volunteer Appreciation Breakfast		GM	500.00		1	b,c,e
Total Grant					8,500.00			
Total for January - December, 2023					12,264.03			
					Total Spent on Grants	8,500.00		
					Maximum Grant Allocation	12,500.00		

**Legend:**

**Eligible Expenditure Categories**  
1. Grants: event support  
2. Grants: other programs or initiatives  
3. Capital expenditures to purchase, build or replace municipally-owned assets

**HCI Priorities**  
1. Human Health & Well-Being  
2. Environmental Sustainability  
3. Economic Vitality  
4. Civic Engagement/Social Capital

**Population Health Priorities (effective July 2018)**  
a. Indigenous Youth  
b. Resiliency  
c. Families  
d. Mental Health  
e. Compassionate Citv  
f. Play Opportunities  
g. Housing  
h. Holistic Health  
i. Age Friendly Strategy  
i. Healthv Streets

Donation Revenues	
-	

Commitments / Projects in Progress					
20-Mar-18	Azilda Community Action Network	Tree in Seniors / Library Park (2017-W4-CO1A)	Ward-wide	GM	1,000.00
24-Apr-18	Donovan Elm West Community Action Network	Therapeutic / Leisure Pool at Lionel E. Lalonde Centre (2018-MW-07)	Multi-ward	CC2018-108	25,000.00
31-Dec-18	Azilda Community Action Network	Arena Parkette (2017-W4-CO1B)	Ward-wide	CC2018-285	5,137.44
1-Oct-19	Sudbury Shared Harvest	Edible Forest Garden sign at Donavan Elm West (2019-W4-03)	Ward-wide	GM	1,195.00
8-Nov-22	Azilda Community Action Network	Receptacle Installation for Hydro Pole Decorations (2022-W4-01)	Ward-wide	CC2022-235	10,170.00
8-Nov-22	Azilda Community Action Network	Whitewater Community Garden (2022-W4-07)	Ward-wide	CC2022-235	6,735.97
16-Jan-24	Café Heritage (2023 Funds)	Winter Wonderland 2023 Event (2023-W4-12)	Ward-wide	By-law 2024-04	3,000.00
					52,238.41



HCI Fund: Ward 5  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
Capital								
31-Aug-23	Bisschops Industries	Fridge, freezer and electrical work for Ryan Heights field house (2022-W5-12)	Ward-wide	GM	385.18		3	e,h
05-Sep-23	The Brick	Fridge, freezer and electrical work for Ryan Heights field house (2022-W5-12)	Ward-wide	GM	1,300.00		3	e,h
27-Oct-23	Classic Displays	Hydro Pole Decorations and Receptacle Installation (2022-W5-14)	Ward-wide	CC2022-235	760.00		3	e
31-Dec-23	Maki Construction	Equipment for Volunteer Group at LaSalle Cemetery (2022-W5-08)	Ward-wide	CC2022-159	3,980.00		3	e
Total Capital					6,425.18			
Grant								
14-Jul-23	Valley East Community Action Network	Canada Day Event	Ward-wide	By-law 2023-114	2,233.53		1	b,e,f
14-Jul-23	Valley East Community Action Network	Canada Day Event - Unused Funds Returned	Ward-wide	By-law 2023-114	(18.44)		1	b,e,f
14-Jul-23	New Sudbury Days Organizing Committee	New Sudbury Days	Ward-wide	By-law 2023-114	2,000.00		1	b,e,f
14-Aug-23	Myths and Mirrors Community Arts	Summer Youth Arts Program Event	Ward-wide	GM	500.00		1	b,e,f
21-Aug-23	Carol Richard Park Community Association	Community BBQ	Ward-wide	By-law 2023-123	3,000.00		1	b,e,f
Total Grant					7,715.09			
Total for January - December, 2023					14,140.27			
					Total Spent on Grants	7,715.09		
					Maximum Grant Allocation	12,500.00		
Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (effective July 2018)					
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth		f. Play Opportunities			
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency		g. Housing			
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families		h. Holistic Health			
		4. Civic Engagement/Social Capital	d. Mental Health		i. Age Friendly Strategy			
			e. Compassionate City		j. Healthy Streets			
Donation Revenues								
9/5/2023	Valley East CAN	Hydro Pole Decorations and Receptacle Installation (2022-W5-14)			1,105.99			
					1,105.99			
Commitments / Projects in Progress								
6/28/2022	Le Club Amical du Nouveau Sudbury	Equipment for Volunteer Group at LaSalle Cemetery (2022-W5-08)	Ward-wide	CC2022-159	10,563.00			
11/8/2022	Valley East CAN	Hydro Pole Decorations and Receptacle Installation (2022-W5-14)	Ward-wide	CC2022-235	14,043.35			
8/15/2023	ReThink Green	Installation of waterline and educational signage at Flourmill Community Farm		GM	6,500.00			
					31,106.35			

Notes:

## HCI Fund: Ward 6

**For the period ending December 31, 2023**

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
<b>Capital</b>								
						Total Capital	-	
<b>Grant</b>								
24-Jan-23	Four Lakes Community Association (2022 Funds)	Snowshoe Scavenger Hunt 2023 (2022-W6-03)	Ward-wide	By-law 2023-12	1,500.00	1	1	b,c,e,i,f
						Total Grant	1,500.00	
<b>Total for January - December, 2023</b>					<b>1,500.00</b>			

	Total Spent on Grants	-
	<b>Maximum Grant Allocation</b>	<b>12,500.00</b>

Legend:		Eligible Expenditure Categories		HCI Priorities		Population Health Priorities (effective July 2018)	
		1. Grants: event support		1. Human Health & Well-Being		a. Indigenous Youth	f. Play Opportunities
		2. Grants: other programs or initiatives		2. Environmental Sustainability		b. Resiliency	g. Housing
		3. Capital expenditures to purchase, build or replace municipally-owned assets		3. Economic Vitality		c. Families	h. Holistic Health
				4. Civic Engagement/Social Capital		d. Mental Health	i. Age Friendly Strategy
						e. Compassionate City	j. Healthy Streets

Donation Revenues			
9/5/2023	Valley East CAN	Hydro Pole Decorations and Receptacle Installation (2022-W5-14)	1,105.99
			<b>1,105.99</b>

Commitments / Projects in Progress					
24-Apr-18	Donovan Elm West Community Action Network	Therapeutic / Leisure Pool at Lionel E. Lalonde Centre (2018-MW-07)	Multi-ward	CC2018-108	10,000.00
08-Nov-22	Valley East CAN	Hydro Pole Decorations and Receptacle Installation (2022-W6-04)	Ward-wide	CC2022-235	14,803.35
11-Dec-23	Valley East Lion's Club	Replace HVAC System 4611 St. Joseph St. Hanmer (2023-W6-02)	Ward-wide	CC2024-2	25,000.00
					49,803.35

**Notes:**

1 \$1,500 Snowshoe Scavenger Hunt funds committed to 2022; not counted toward 2023 total grant allowance

HCI Fund: Ward 7  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
Capital								
09-Mar-23	WSP	Lighting and Geo-technical Survey for Multi-use Pad (2021-W7-01)	Ward-wide	CC2021-178	826.80		3	c,f
23-Nov-23	Acer	Lighting and Geo-technical Survey for Multi-use Pad (2021-W7-01)	Ward-wide	CC2021-178	2,010.00		3	c,f
23-Nov-23	Acer	Lighting and Geo-technical Survey for Multi-use Pad (2021-W7-01)	Ward-wide	CC2021-178	4,290.00		3	c,f
23-Nov-23	Acer	Lighting and Geo-technical Survey for Multi-use Pad (2021-W7-01)	Ward-wide	CC2021-178	4,220.00		3	c,f
				Total Capital	11,346.80			
Grant								
10-Mar-23	Lake Wahnapiatae Home & Campers Association	2023 Water Safety Program	Ward-wide	GM	750.00		2	e,f
21-Aug-23	Royal Canadian Legion Branch 179	Capreol Days	Ward-wide	By-law 2023-123	2,000.00		1	b
14-Nov-23	Capreol Community Action Network	Capreol Santa Claus Parade	Ward-wide	GM	1,000.00		1	b,f
				Total Grant	3,750.00			
Total for January - December, 2023					15,096.80			
					Total Spent on Grants	3,750.00		
					Maximum Grant Allocation	12,500.00		
Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (effective July 2018)					
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth		f. Play Opportunities			
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency		g. Housing			
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families		h. Holistic Health			
		4. Civic Engagement/Social Capital	d. Mental Health		i. Age Friendly Strategy			
			e. Compassionate City		i. Healthy Streets			
Donation Revenues								
-								
Commitments / Projects in Progress								
12-Oct-21	Penman Playground Association	Lighting and Geo-technical Survey for Multi-use Pad (2021-W7-01)	Ward-wide	CC2021-178	11,844.67			
11-Dec-23	St. John's Cemetery Improvement Group	Equipment for St. John's Cemetery (2023-W7-02)	Ward-wide	CC2024-2	10,000.00			
					21,844.67			

Notes:

HCI Fund: Ward 8  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
Capital								
04-Jul-23	Costco	Westmount Community Garden Shed and Greenhouse (2021-W8-02)	Ward-wide	GM	2,299.99		3	b
02-Nov-23	Henderson Recreation	Picnic Tables at Place Hurtubise Playground (2021-W8-01)	Ward-wide	GM	2,549.58	1	3	i
02-Nov-23	Henderson Recreation	Picnic Tables at Twin Forks Playground (2021-W8-04)	Ward-wide	CC2022-121	2,297.68	2	3	i
Total Capital					7,147.25			
Grant								
14-Jul-23	New Sudbury Days Organizing Committee	New Sudbury Days	Ward-wide	By-law 2023-114	2,000.00		1	b,f
Total Grant					2,000.00			
Total for January - December, 2023					9,147.25			
					Total Spent on Grants	2,000.00		
					Maximum Grant Allocation	12,500.00		

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (effective July 2018)	
			a. Indigenous Youth	f. Play Opportunities
	1. Grants: event support	1. Human Health & Well-Being	b. Resiliency	g. Housing
	2. Grants: other programs or initiatives	2. Environmental Sustainability	c. Families	h. Holistic Health
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	d. Mental Health	i. Age Friendly Strategy
		4. Civic Engagement/Social Capital	e. Compassionate City	j. Healthy Streets

Donation Revenues
-

Commitments / Projects in Progress					
14-Jul-21	Sudbury 4-H Club	Westmount Community Garden Shed and Greenhouse (2021-W8-02)	Ward-wide	GM	400.01
24-Oct-23	Westmount Neighbourhood Association	Westmount Outdoor Rink Resurfacing (2023-W8-01)	Ward-wide	CC2023-253	75,000.00
10-Oct-23	Ward 8 Community Action Network	Twin Forks Greenhouse Fencing (2023-W8-02)	Ward-wide	GM	10,000.00
					85,400.01

Notes:  
1 Deficit of \$2,549.58 from Picnic Tables at Place Hurtubise (2021-W8-01) deducted from total uncommitted funds for Ward 8  
2 Deficit of \$2,237.68 from Picnic Tables at Twin Forks (2021-W8-04) deducted from total uncommitted funds for Ward 8

HCI Fund: Ward 9  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
Capital								
16-Feb-23	Tait Power	South End Dog Park Upgrades (2021-W9-03)	Ward-wide	CC2022-183	5,400.00		3	c,e,i,j
29-Jun-23	Tait Power	South End Dog Park Upgrades (2021-W9-03)	Ward-wide	CC2022-183	5,202.12		3	c,e,i,j
16-Nov-23	FAKT Commercial	Coniston Community Garden Shed (2023-W9-06)	Ward-wide	GM	3,200.00		3	b,e,h
23-Nov-23	CRCS Recreation	South End Dog Park Upgrades (2021-W9-03)	Ward-wide	CC2022-183	3,524.00		3	c,e,i,j
30-Nov-23	Azilda Greenhouses	Replacement of Accessible Beds at Coniston Community Garden (2023-W9-02)	Ward-wide	GM	825.98		3	b,e,h
				Total Capital	18,152.10			
Grant								
01-Apr-23	Coniston Community Garden	Weeding Watering Wednesdays	Ward-wide	GM	850.00		2	b,e,i,h
13-Jun-23	Coniston Community Garden	Jammin with Seniors	Ward-wide	By-law 2023-95	850.00		2	b,e,i,h
17-May-23	Coniston Community Action Network	Canada Day	Ward-wide	GM	1,000.00		1	b,c,e
17-May-23	Coniston Community Action Network	Canada Day - Unused Funds Returned	Ward-wide	GM	(66.28)		1	b,c,e
				Total Grant	2,633.72			
Total for January - December, 2023					20,785.82			
					Total Spent on Grants	2,633.72		
					Maximum Grant Allocation	12,500.00		
Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (effective July 2018)					
	1. Grants: event support	1. Human Health & Well-Being	a. Indigenous Youth		f. Play Opportunities			
	2. Grants: other programs or initiatives	2. Environmental Sustainability	b. Resiliency		g. Housing			
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	c. Families		h. Holistic Health			
		4. Civic Engagement/Social Capital	d. Mental Health		i. Age Friendly Strategy			
			e. Compassionate City		j. Healthy Streets			
Donation Revenues								
-								
Commitments / Projects in Progress								
12-Jul-22	York K9 Club	South End Dog Park Upgrades (2021-W9-03)	Ward-wide	CC2022-183	7,723.88			
08-Nov-22	Wanup Community Builders	Wanup Green Space Development Phase I (2022-W9-04)	Ward-wide	CC2022-235	47,000.00			
17-Apr-23	Wahnapiatae Community Centre	Picnic Table on Parkland Beside Boat Launch (2023-W9-01)	Ward-wide	GM	5,000.00			
17-Apr-23	Coniston Community Action Network	Replacement of Accessible Beds at Coniston Community Garden (2023-W9-02)	Ward-wide	GM	4,674.02			
					64,397.90			

Notes:



HCI Fund: Ward 10  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
Capital								
15-Feb-23	CMMS Lab & Materials	Nepahwin Water Bottle Refill Station/Fountain (2021-W10-02)	Ward-wide	CC2021-194	52.24		3	c,f,j
				Total Capital	52.24			
Grant								
06-Mar-23	Sudbury Performance Group (2022 Funds)	Her Northern Voice 2023 (2022-W10-03)	Ward-wide	By-law 2022-188	3,000.00	1	1	b,e
04-May-23	Fierté Sudbury Pride	Pride Week	Ward-wide	GM	1,000.00		1	a,b,e,j
18-May-23	Magical Paws Pet Therapy	Woof Fest	Ward-wide	GM	500.00		1	c,e,h
14-Aug-23	Myths and Mirrors Community Arts	Summer Youth Arts Program Event	Ward-wide	GM	500.00		1	a,b,e,f
03-Nov-23	Réseau ACCESS Network Sudbury	Bundle up in Red Campaign	Ward-wide	GM	250.00		1	d,e
				Total Grant	5,250.00			
Total for January - December, 2023					5,302.24			
					Total Spent on Grants	2,250.00		
					Maximum Grant Allocation	12,500.00		

<b>Legend:</b>	<b>Eligible Expenditure Categories</b>	<b>HCI Priorities</b>	<b>Population Health Priorities (effective July 2018)</b>	
	1. Grants: event support 2. Grants: other programs or initiatives 3. Capital expenditures to purchase, build or replace municipally-owned assets	1. Human Health & Well-Being 2. Environmental Sustainability 3. Economic Vitality 4. Civic Engagement/Social Capital	a. Indigenous Youth b. Resiliency c. Families d. Mental Health e. Compassionate City	f. Play Opportunities g. Housing h. Holistic Health i. Age Friendly Strategy j. Healthy Streets

<b>Donation Revenues</b>	-
	-

<b>Commitments / Projects in Progress</b>					
11-Jul-17	York K9 Club	South End Dog Park (formerly Riverdale Dog Park) Donation (2017-W10-C01)	Ward-wide	CC2017-217	3,500.00
26-Sep-23	Lo-Ellen Park Community Association	Lo-Ellen Outdoor Rink Resurfacing (2023-W10-05)	Ward-wide	CC2023-225	100,000.00
Jan	Sudbury Rowing Club	Accessible Path at Northern Water Sports Centre (2023-W10-07)	Ward-wide	CC2024-2	25,000.00
					<b>128,500.00</b>

**Notes:**  
1 \$3,000 Her Northern Voice funds committed to 2022; not counted toward 2023 total grant allowance

HCI Fund: Ward 11  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
Capital								
03-Mar-23	Legend Equipment Sales	Ridgemont / Minnow Lake Lions Community Garden Shed & 4 Beds (2022-W11-05)	Ward-wide	GM	5,199.00		3	b,c,e,h
15-Jun-23	Prosperi Co. Ltd.	Multi-use Shack at Adanac (2022-W11-04)	Ward-wide	CC2022-235	39,995.44		3	c,f
02-Jun-23	Home Hardware	Ridgemont / Minnow Lake Lions Community Garden Shed & 4 Beds (2022-W11-05)	Ward-wide	GM	169.51		3	b,c,e,h
13-Jul-23	Evans	Ridgemont / Minnow Lake Lions Community Garden Shed & 4 Beds (2022-W11-05)	Ward-wide	GM	1,483.70		3	b,c,e,h
13-Jul-23	Evans	Ridgemont / Minnow Lake Lions Community Garden Shed & 4 Beds (2022-W11-05)	Ward-wide	GM	104.72		3	b,c,e,h
03-Oct-23	Home Hardware	Korpela Park enhancements (Phase II) (Seating Area) (2021-W11-01)	Ward-wide	GM	215.82		3	b,c,e,h
31-Aug-23	Brown's Concrete	Korpela Park enhancements (Phase II) (Seating Area) (2021-W11-01)	Ward-wide		668.36		3	b,c,e,h
02-Nov-23	Home Hardware	Ridgemont / Minnow Lake Lions Community Garden Shed & 4 Beds (2022-W11-05)	Ward-wide	GM	80.93		3	b,c,e,h
Total Capital					47,917.48			
Grant								
14-Jul-23	New Sudbury Days Organizing Committee	New Sudbury Days	Ward-wide	By-law 2023-114	2,000.00		1	b,f
08-Sep-23	Westmount Grandparents' Day	Westmount Grandparents' Day, Councillor-led Event	Ward-wide	By-law 2023-123	2,420.55		1	b,f
03-Nov-23	Réseau ACCESS Network Sudbury	Bundle up in Red Campaign	Ward-wide	GM	250.00		1	d,e
Total Grant					4,670.55			
Total for January - December, 2023					52,588.03			

Total Spent on Grants					4,670.55
Maximum Grant Allocation					12,500.00

Legend:	Eligible Expenditure Categories	HCI Priorities	Population Health Priorities (effective July 2018)	
			a. Indigenous Youth	f. Play Opportunities
	1. Grants: event support	1. Human Health & Well-Being	b. Resiliency	g. Housing
	2. Grants: other programs or initiatives	2. Environmental Sustainability	c. Families	h. Holistic Health
	3. Capital expenditures to purchase, build or replace municipally-owned assets	3. Economic Vitality	d. Mental Health	i. Age Friendly Strategy
		4. Civic Engagement/Social Capital	e. Compassionate City	j. Healthy Streets

Donation Revenues					

Commitments / Projects in Progress					
24-Apr-18	Donovan Elm West Community Action Network	Therapeutic / Leisure Pool at Lionel E. Lalonde Centre (2018-MW-07)	Multi-ward	CC2018-108	10,000.00
08-May-18	The Sudbury Art Club	Carmichael Community Centre Upgrades (Phase II) (2018-W11-01)	Ward-wide	CC2018-123	5,000.00
11-Dec-18	Bayridge Neighbourhood Association	Korpela Park Enhancements (Phase II) (2018-W11-02)	Ward-wide	CC2018-194 & 2018-285	3,761.51
15-Nov-21	Bayridge Neighbourhood Association	Korpela Park Enhancements (Phase II) (Seating Area) (2021-W11-01)	Ward-wide	GM	1,265.82
16-Dec-22	Minnow Lake Lions	Ridgemont / Minnow Lake Lions Community Garden Shed & 4 Beds (2022-W11-05)		GM	2,962.14
16-Jan-24	Lonsdale Neighbourhood Association	Lonsdale Field House Canteen Upgrades (2023-W11-01)	Ward-wide	GM	7,000.00
					29,989.47

HCI Fund: Ward 12  
For the period ending December 31, 2023

Date	Payee/Community Group	Description (including event or project)	Benefitting Group/Organization	By-Law/ Resolution/ General Manager (GM)	Amount (\$)	Notes	Eligible Expenditure Category	HCI/Population Health Priority
<b>Capital</b>								
18-May-23	Nexgen	Bear-proof garbage receptacle at Ridgecrest Park (2021-W12-01)		GM	3,644.46	1	3	c,i,j
07-Sep-23	Dixon Electric	Purchase and Installation of Lighting Equipment for O'Connor Pickleball Court (2023-W12-01)		CC2023-144	16,581.76		3	b,f,i
21-Dec-23	Tait Power	Purchase and Installation of Lighting Equipment for O'Connor Pickleball Court (2023-W12-01)		CC2023-144	7,508.47		3	b,f,i
					<b>Total Capital</b>		<b>27,734.69</b>	
<b>Grant</b>								
14-Jul-23	New Sudbury Days Organizing Committee	New Sudbury Days	Ward-wide	By-law 2023-114	2,000.00		1	b,f
03-Nov-23	Réseau ACCESS Network Sudbury	Bundle up in Red Campaign	Ward-wide	GM	250.00		1	d,e
					<b>Total Grant</b>		<b>2,250.00</b>	
					<b>Total for January - December, 2023</b>		<b>29,984.69</b>	
					Total Spent on Grants		2,250.00	
					<b>Maximum Grant Allocation</b>		<b>12,500.00</b>	

<b>Legend:</b>	<b>Eligible Expenditure Categories</b>	<b>HCI Priorities</b>	<b>Population Health Priorities (effective July 2018)</b>	
			a. Indigenous Youth	f. Play Opportunities
			b. Resiliency	g. Housing
			c. Families	h. Holistic Health
			d. Mental Health	i. Age Friendly Strategy
			e. Compassionate City	j. Healthy Streets

<b>Donation/Grant Revenues</b>					
	Greater Sudbury Pickleball Association	Purchase and installation of lighting equipment for O'Connor Pickleball Court (2023-W12-01)			10,000.00
					<b>10,000.00</b>

<b>Commitments / Projects in Progress</b>					
09-Jul-19	Le Centre Victoria pour femmes	Percy Park Community Garden (2019-W12-03)	Ward-wide	GM	5,000.00
20-Mar-20	Ridgecrest Accessible Park Neighbourhood Association	Celebration of equipment installation at Ridgecrest Park (reallocate \$100 donation from adult exercise equipment project) (2020-W12-02)	Ward-wide	GM	500.00
11-Jan-22	Flour Mill Community Action Network	Flour Mill Silo Refurbishment and Illuminating Project (2021-W12-04)	Ward-wide	CC2021-334	50,000.00
11-Jul-23	Greater Sudbury Pickleball Association	Purchase and Installation of Lighting Equipment for O'Connor Pickleball Court (2023-W12-01)	Ward-wide	CC2023-144	(980.23)
					<b>54,519.77</b>

**Notes:**  
1 Deficit of \$44.46 from Bear-proof garbage receptacle at Ridgecrest Park (2021-W12-01) deducted from total uncommitted funds for Ward 12



## Paramedic Services 2023 Response Times

Presented To:	Community and Emergency Services Committee
Meeting Date:	April 22, 2024
Type:	Correspondence for Information Only
Prepared by:	Paul Kadwell Community Safety
Recommended by:	General Manager of Community Safety

## Report Summary

This report provides an update on the City of Greater Sudbury Paramedic Services' Response Time Standard Plan.

## 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

This report provides an update to the Community and Emergency Services Committee on the Paramedic Services Response Time actuals for 2023 that were submitted in March to the Ministry of Health and Long-Term Care, as per legislation. Our current Response Time Standard (RTS) plan was established in 2013 and approved by Council in accordance with the Ambulance Act of Ontario, Standard 257/00. The RTS plan provides the level of service by establishing and maintaining performance targets in a manner that best meets the needs of the community. The RTS plan has not changed since 2013.

## Response Time Standard Framework

City Council is responsible to establish response time targets for our municipality and report annually to the Ministry of Health and Long-Term Care (MOHLTC) on our compliance with the established response time plan as set out in Regulation 257/00 under the Ambulance Act. This Regulation allows for municipal input when creating the response standards and permits for medically relevant differences among call types.

Key aspects of the regulations include:

- Multiple response time targets based on medically relevant categories
- Variable percentile performances

- Targets of time and percentile performance that can be maintained or changed at the discretion of Council

## Reportable Call Criteria

The response time framework is based on the following:

1. The percentage of times that a person equipped to provide any type of defibrillation has arrived on-scene to provide defibrillation to sudden cardiac arrest patients within six minutes of the time notice is received (a bystander, emergency responder, or paramedic with a defibrillator will stop the clock).
2. The percentage of times that an ambulance crew has arrived on-scene to provide ambulance services to sudden cardiac arrest patients or other patients categorized as CTAS 1 within eight minutes of the time notice is received respecting such services.
3. The percentage of times that an ambulance crew has arrived on-scene to provide ambulance services to patients categorized as CTAS 2, 3, 4 and 5 within the response time targets set by the upper-tier municipality or delivery agent under its response time plan.

## Canadian Triage Acuity Scale (CTAS)

The response time standards utilize the Canadian Triage Acuity Scale (CTAS) as shown in Figure 1. CTAS is a medically proven triage tool currently utilized by all hospitals and paramedics in Ontario. CTAS is based on a five-level scale with Level 1 (resuscitation) representing the most critically ill patients and Level 5 (non-urgent) representing the least ill group of patients. CTAS scores are based on an assessment of the patient's condition by the paramedic after arrival at the scene.

### Patient Severity Categories

Level of Acuity	Type of Call
Sudden Cardiac Arrest (SCA)	Patient has no vital signs
CTAS 1	Critically ill or have potential for rapid deterioration
CTAS 2	Potential to life, limb, or function, requiring rapid medical intervention, controlled acts
CTAS 3	May progress to serious problem. Associated with significant discomfort or affecting ability to function
CTAS 4	Conditions that would benefit from intervention or reassurance
CTAS 5	Non urgent, chronic, without evidence of deterioration

Figure 1

Timelines for submission and reporting:

- October 31st of each year, report to the MOHLTC the response time standards, as approved by Council, for the upcoming year.
- By March 31st of each year, file the previous year's response time actuals with the MOHLTC.
- Between April and June of each reporting year, the municipal response time plan and results achieved will be posted on the MOHLTC website for public viewing.

## Response Times Targets

The response time standards for sudden cardiac arrest and CTAS 1 calls have a fixed time set by the Province of six and eight minutes respectively. These fixed times are based on the most current medical evidence for these calls. The City is to determine and report on only the percentile of time either a defibrillator (EMS, Fire, or public access defibrillator) for sudden cardiac arrest calls or a paramedic for all CTAS 1 calls has arrived at the patient for each of these categories.

For CTAS 2 to CTAS 5 patients, the City is to set both the response time target and the percentile in which these response time targets are to be met. Paramedic Services submitted the following response time targets in October 2023 (Figure 2), for 2024. Paramedic Services has not changed the RTS plan since the MOHLTC implemented legislative changes in 2013.

Level of Acuity	Time	Percentage
Sudden Cardiac Arrest	6 minutes (set by MOHLTC)	70%
CTAS 1	8 minutes (set by MOHLTC)	80%
CTAS 2	10 minutes (set by CGS)	85%
CTAS 3	15 minutes (set by CGS)	85%
CTAS 4	15 minutes (set by CGS)	85%
CTAS 5	15 minutes (set by CGS)	85%

Figure 2

## Evaluating Response Times

A top priority for the Paramedic Service is to provide the best prehospital clinical care to the residents and visitors of the City of Greater Sudbury in the most effective and efficient methods possible.

Paramedic Services continues to evaluate response times, these include:

- Continue to review performance and opportunities to improve RTS for all SCAs and CTAS calls
- Review call volume trends
- Review adjustments to deployment strategies to meet evolving demands
- Evaluate current staffing patterns and staffing levels
- Evaluate the number of EMS resources
- Continue to review medical tiered response protocol with Fire Services
- Non-Urgent Transportation

## Analysis

### Call Volume:

In 2023, there were 32,423 calls for service, this represents a 3.0% decrease from 2022. The Community Paramedic (CP) program identified that they assisted with reducing approximately 2,200 or (7%), 911 and avoidable ED visits, contributing to the decrease in the number of calls for service.

### Performance:

In 2023, 154 calls or 0.5 percent of the 32,423 calls were for SCAs. A defibrillator was on scene 93 times

within six minutes. To achieve the seventieth percentile target for SCA RTS in 2023, we needed to arrive 108 times. Factors that contributed to meeting our SCA RTS target included areas that were geographically unattainable, lack of paramedic resource availability. The SCAs are a small number of calls in this response category, but a minimal number of calls over 6 minutes has a significant impact on the final result.

In 2023 there 597 CTAS 1 calls, and to achieve our 80% RTS plan, we needed to arrive 478 times within 8 minutes. This RTS target was missed by 36 calls, achieving 74%. For CTAS 2 there were 4,743 calls. To achieve our 85% RTS plan we needed to arrive 4,032 times within 10 minutes. We missed our RTS target by 179 calls, achieving 82%. It was identified that call location, increase call volume and lack of paramedic resource availability were the contributing challenges to achieve these RTS percentages, but CTAS 3, 4 and 5 RTS were achieved.

As per legislation, Paramedic Services submitted RTS 2023 actuals in March 2024. Comparison of RTS actuals from previous years are identified in Figure 3.

Level of Acuity	Types of Call	Approved RTS%	% RTS 2019	% RTS 2020	% RTS 2021	% RTS 2022	%RTS 2023
Sudden Cardiac Arrest	Patient has no vital signs	70%	58%	60%	63%	60%	60%
CTAS 1	Critically ill or have potential for rapid deterioration	80%	76%	80%	81%	76%	74%
CTAS 2	Potential to life, limb, or function, requiring rapid medical intervention, controlled acts	85%	88%	86%	85%	82%	82%
CTAS 3	May progress to serious problem. Associated with significant discomfort or affecting ability to function	85%	97%	96%	96%	95%	95%
CTAS 4	Conditions that would benefit from intervention or reassurance	85%	97%	97%	97%	95%	95%
CTAS 5	Non urgent, chronic, without evidence of deterioration	85%	98%	97%	98%	96%	94%

Figure 3

### Evolving Demands:

Paramedic Services data indicates that in 2023 Sudbury Paramedic Services spent approximately 5,560 hours at the hospital on Ambulance Offload Delays (AODs). This equates to 15 hours every single day of the year of lost time for emergency resources. During times when we are experiencing resource depletion and high call volume, it impacts Balanced Emergency Coverage (BEC), contributing to our challenge to meet our RTS percentage targets. To help mitigate AOD's, the Province's Ministry of Health and Long Term Care (MOHLTC) has provided 100% grant funding (\$550,000 in 2023/2024) to the Designated Offload Nurse Program (DOLNP). This program is dedicated to caring for patients coming to the hospital by ambulance that otherwise would be on an AOD. The current staffing model consist of both an offload nurse and two paramedics, seven days a week over a 24 hour period. The DOLNP continues to be evaluated to identify opportunities to improve the program.

## **Medical Tiered Response:**

A Medical Tiered Response protocol is currently in place with Fire Services for Sudden Cardiac Arrest and some CTAS 1 and 2 type calls. In 2023, there were 154 SCAs achieving 60% of the SCAs. Paramedic Services arrived 80 times on scene within six minutes and Fire Services arrived 10 times on scene within six minutes. In three occurrences an Automatic External Defibrillator/ Public Access Defibrillator (AED/PAD) arrived on scene three times within six minutes.

## **Non-Urgent Transportation:**

The transport of non-urgent medically stable patients is usually, between hospitals and other health care facilities or a patient's residence, or from the airport to Health Sciences North (HSN) and they generally do not require an ambulance fully staffed by paramedics. Sudbury Paramedic resources when used for non-urgent transportation, impact ambulance availability. In 2023 non-urgent activity accounted for 2,403 calls or 7.4% of our total call volume. To alleviate the pressure of non-urgent activity, in 2021 Paramedic Services submitted a proposal to the Ministry of Health to fund 100% for a dedicated non-urgent ambulance. We anticipate the new transfer vehicle will go live by mid-April 2024. In December 2023 the Ministry confirmed \$978,000 one-time funding for the period 2024 to 2026 to implement a non-urgent transportation unit.

## **Service Levels:**

Staffing levels were increased on July 1, 2023, as Council approved the addition of 10 full-time paramedics to staff two 12-hour ambulances seven days a week. The two additional ambulances helped to manage pressures on our Service caused by increasing AODs, as well as helping to maintain sufficient available ambulances. Call location and multiple calls for service at the same time continue to have an impact on RTS performance.

## **Future of Dispatching:**

The Ministry operated Central Ambulance Communication Centre (CACC) - Sudbury is currently using the Dispatch Priority Card Index as a tool for patient triaging. This tool determines the priority for each call, deploying a paramedic crew to respond based on a four-code scale, Code 4 being the most urgent life-threatening emergency requiring the fastest 'lights and sirens' response.

In 2027, Central Ambulance Communication Centre - Sudbury is scheduled to implement a new system called the Medical Priority Dispatch System (MPDS). This system is an internationally used patient triage system. It will change how calls are prioritized based on their urgency, provide better information to responding paramedics, and improve response for true emergencies. The MPDS is anticipated to have a substantially positive impact on response time performance and will ensure patients receive a paramedic response based on their condition. With the implementation of MPDS in the near future, there is no plan to change the RTS percentages for 2024.

## **Conclusion**

The implementation of the two 12-hour ambulances in July of 2023 and the non-urgent transfer vehicle in April of 2024 will contribute to achieving the current RTS plan, address increasing AODs and the emergency resource depletion.

Sudbury Paramedic Services remains committed to the continual analysis of the RTS performance and continues to seek opportunities to meet our response time performance in all categories within our plan.

Our current RTS plan was established in 2013 and approved by Council in accordance with the Ambulance Act of Ontario, Standard 257/00. The RTS plan has not changed since 2013 and will continue to be followed in 2025.