



Community and Emergency Services Committee Agenda

Monday, July 8, 2024

Tom Davies Square

Councillor Lapierre, Chair

9:00 a.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 – June 17, 2024** 4

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.

- 4.1.2 **Healthy Community Initiative Fund Applications – July 8, 2024** 9

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 **Transit Fare Box Non-Competitive Purchase** 14

This report provides a recommendation for a non-competitive purchase of sixty (60) fareboxes and associated technology. With approved funding through the Investing in Canada Infrastructure Program (ICIP), the municipal portion of the project, which is 26.67% is fully funded, and further reduced by cost avoidance and savings.

6. **Members' Motions**

7. **Correspondence for Information Only**

7.1	Emergency Management Update – June 2024	19
	This report provides an update regarding the recent business activities within the Emergency Management Section of the Community Safety Department.	
7.2	Paramedic Services Update – June 2024	23
	This report provides information regarding the recent business activities, relevant statistics and good news stories within the Paramedic Services Division, Community Safety Department.	
7.3	Pioneer Manor 2024 1st Quarter Report	29
	This report provides information regarding a quarterly update with respect to operational issues, activities, and accomplishments in support of resident safety goals, objectives, and good news stories for Pioneer Manor.	
7.4	Fire Services Update – July 2024	37
	This report provides an update regarding the recent business activities and relevant statistics within the Fire Services Division, Community Safety Department.	
7.5	Information on Lively Ski Hill Capital Projects	42
	This report provides information regarding the Lively Ski Hill capital projects approved through previous capital budgets. The report also includes information on utilization and operating costs of municipal ski hills, recommended utilization targets for ski hills and alternatives to continuing with capital projects as originally contemplated.	
8.	Addendum	
9.	Civic Petitions	
10.	Question Period	
11.	Adjournment	

Healthy Community Initiative Fund Applications – June 17, 2024

Presented To:	Community and Emergency Services Committee
Meeting Date:	July 8, 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 – June 17, 2024”, from the General Manager of Community Development, presented at the Community and Emergency Services Committee meeting on July 8, 2024;

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 May 21, 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 May 10, 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 – June 17, 2024**

Capital Funds

Ward	Recipient/ Project/ Location	Purpose for Funds	Estimated Operating Costs per year	Amount Requested	Amount Recommended for Approval by the GM
4	Whitewater Park Stage	Assist organization in soliciting community support and sponsorships toward a stage at Whitewater Park	\$500	\$25,000	\$25,000

Grants

Ward	Recipient/Initiative	Purpose for Funds	Amount Requested	Amount Recommended for Approval by the GM
3	Rayside Balfour Youth Action Network / Family Festival	Assist with costs related to entertainment	\$3,000	\$3,000
5, 10, 12	Myths & Mirrors / Making with Myths	Assist with artist fees for free art workshops	\$1,500 (\$500/ward)	\$1,500 (\$500/ward)
10	Sudbury Performance Group / Her Northern Voice	Assist with rental of William Bell Gazebo, Grace Hartman Amphitheatre and Bell Park digital billboard	\$3,000	\$3,000

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

For the period of April 11, 2024 to May 10, 2024

Successful Applications

Capital

Ward	Group / Project	Estimated Operating Costs per year	Amount Requested	Amount Approved
4	Azilda Lions Club / Purchase and install furnace at 3964 Municipal Road 15	No change from current	\$5,989	\$5,989

Grants

Ward	Group / Project	Amount Requested	Amount Approved
4	Northbound Sno Drifters / Volunteer Appreciation Dinner	\$500	\$500
9	Coniston Community Action Network / Canada Day Event	\$1,000	\$1,000
11	Birkdale Community Garden / Grow a Row Program	\$900	\$900

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 May 10, 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			\$ 50,000		\$ 18,771	
4	\$ 29,217	\$ 105,318		\$ 5,989		\$ 25,000	\$ 103,546	\$ 25,000
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		\$ 2,000			\$ 30,005	
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	\$ 1,000
3	\$ 12,500		\$ 1,000	\$ 8,500	\$ 3,000	\$ -	
4	\$ 12,500		\$ 1,500	\$ 9,000		\$ 2,000	
5	\$ 12,500			\$ 2,500	\$ 500	\$ 9,500	
6	\$ 12,500			\$ 5,000		\$ 7,500	
7	\$ 12,500		\$ 750	\$ 500		\$ 11,250	
8	\$ 12,500			\$ 2,500		\$ 10,000	
9	\$ 12,500		\$ 1,000	\$ 7,600		\$ 3,900	
10	\$ 12,500			\$ 500	\$ 3,500	\$ 8,500	\$ 2,500
11	\$ 12,500		\$ 900	\$ 2,500		\$ 9,100	
12	\$ 12,500			\$ 2,500	\$ 500	\$ 9,500	

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

Healthy Community Initiative Fund Applications – July 8, 2024

Presented To:	Community and Emergency Services Committee
Meeting Date:	July 8, 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 – July 8, 2024”, from the General Manager of Community Development, presented at the Community and Emergency Services Committee meeting on July 8, 2024;

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 and More Vibrant Community as identified in the Strategic Plan, as it aligns with the Population Health Agenda items 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 June 17, 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 June 5, 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 – July 8, 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
5	Carol Richard Park Community Association / Community BBQ	Assist with costs related to food, refreshments, inflatables, children’s activities, and advertising	\$3,000	\$3,000
7	Capreol Events Committee / Capreol Days Kids Zone	To assist with costs related to Kids Zone	\$3,000	\$3,000

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

For the period of May 10, 2024 to June 5, 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
1	Robinson Bocce Association / Volunteer Appreciation Luncheon	\$500	\$500
1	Delki Dozzi Bocce Association / Bocce Tournament Prizes	\$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 June 5, 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	\$ 141				\$ 70,624	
2	\$ 29,217	\$ 83,989					\$ 113,206	
3	\$ 29,217	\$ 39,554			\$ 50,000		\$ 18,771	
4	\$ 29,217	\$ 105,318		\$ 5,989	\$ 25,000		\$ 103,546	\$ 25,000
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		\$ 2,000			\$ 30,005	
9	\$ 29,217	\$ 26,526					\$ 55,743	\$ 5,000
10	\$ 29,217	\$ 75,286	\$ 141				\$ 104,644	
11	\$ 29,217	\$ 60,403	\$ 141				\$ 89,760	
12	\$ 29,217	\$ 84,012	\$ 141				\$ 113,369	

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		\$ 1,000	\$ 500		\$ 11,000	
2	\$ 12,500		\$ 3,000	\$ 500		\$ 9,000	\$ 1,000
3	\$ 12,500		\$ 1,000	\$ 11,500		\$ -	
4	\$ 12,500		\$ 1,500	\$ 9,000		\$ 2,000	
5	\$ 12,500			\$ 3,000	\$ 3,000	\$ 6,500	
6	\$ 12,500			\$ 5,000		\$ 7,500	
7	\$ 12,500		\$ 750	\$ 500	\$ 3,000	\$ 8,250	
8	\$ 12,500			\$ 2,500		\$ 10,000	
9	\$ 12,500		\$ 1,000	\$ 7,600		\$ 3,900	
10	\$ 12,500			\$ 4,000		\$ 8,500	\$ 2,500
11	\$ 12,500		\$ 900	\$ 2,500		\$ 9,100	
12	\$ 12,500			\$ 3,000		\$ 9,500	

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

Note: Ward 1, 10, 11, 12 adjustment: surplus of \$140.67 from Bundle Up in Red Campaign 2023

Transit Fare Box Non-Competitive Purchase

Presented To:	Community and Emergency Services Committee
Meeting Date:	July 8, 2024
Type:	Managers' Reports
Prepared by:	Brendan Adair Transit
Recommended by:	General Manager of Community Development

Report Summary

This report provides a recommendation for a non-competitive purchase of sixty (60) fareboxes and associated technology. With approved funding through the Investing in Canada Infrastructure Program (ICIP), the municipal portion of the project, which is 26.67% is fully funded, and further reduced by cost avoidance and savings.

Resolution

THAT the City of Greater Sudbury approves a non-competitive purchase agreement with Garival for the purchase of sixty fareboxes and necessary components and technology as outlined in the report entitled "Transit Fare Box Non-Competitive Purchase" from the General Manager of Community Development, presented at the Community and Emergency Services Committee meeting on July 8, 2024.

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

This report describes work recommended to implement the Transit Action Plan and continue efforts to expand ridership through innovative and responsive system improvements, which is an initiative specifically identified in Council's Strategic Plan as one of the actions to support the Asset Management and Service Excellence objective, and specifically goal 1.5 "Demonstrate Innovation and Cost Effective Service Delivery".

Within the Low-Carbon Transportation Strategy Sector of the Community Energy & Emissions Plan, this report aligns with Goal 7, to enhance transit services to enhance transit mode share to 25% by 2050.

Financial Implications

The budget to purchase fareboxes and associated technology is support by funding through Investing in Canada Infrastructure Program (ICIP) Public Transit Stream. Within this project, the City of Greater Sudbury has budgeted \$4,987,500 for a number of Transit Technology Projects.

The total project cost for this Transit Farebox Project is \$2,164,500; 73.33% of project costs is supported by Federal and Provincial governments; the remaining 26.67% municipal portion of \$577,272 is funded and

balanced, supported by Provincial Gas Tax allocation.

Background

The Transit Action Plan (TAP) was presented to Council on February 12, 2019; in addition to immediate route structure changes implemented in August 2019, resolution CC2019-45 directed staff to conduct the planning required to undertake the supporting infrastructure improvements and service level changes presented in the Future Expansion Options. Within the list of opportunities for transit system improvements is the introduction of smart card technology for fare payment. Where the pandemic negatively impacted available resources for necessary planning activities to proceed, the project was delayed until 2023.

Following the approval of the TAP, the City of Greater Sudbury applied for funding support through the Public Transit Stream of the Investing in Canada Infrastructure Program (ICIP). Across five approved projects of i) Bus Replacement, ii) Shelter Upgrade and Implementation of Various Technological Improvements, iii) Traffic Signal Priority, iv) Major Mobility Hub Design and Construction and v) Bus Rapid Transit Corridor Design and Construction, the Investing in Canada Infrastructure Program (ICIP) provides federal and provincial funds over an eight-year period, ending March 31, 2028. With 27 per cent of the costs covered by the municipality and use of Provincial Gas Tax Funding, there is almost \$100 million being invested in local public transit infrastructure.

With approved funding through ICIP Public Transit Stream, the City of Greater Sudbury has budgeted \$4,987,500 for the Shelter Upgrade and Transit Technology Projects. Within the ICIP approved project plan, which anticipates the implementation of various technological improvements that will improve rider experience and overall ease of access to transit services, GOVA transit will be upgrading their farebox system to increase, and improve, payment options for customers. As noted below, a total of 73.33% of project costs are supported by Federal and Provincial governments. The remaining municipal portion is funded and balanced, supported by Provincial Gas Tax allocation.

Investing in Canada Infrastructure Program- ICIP-SUD-02		
Funding Source	Total Funding Amount	Portion
Federal	\$1,995,000	40%
Provincial	\$1,662,333.74	33.33%
Municipal	\$1,330,166.26	26.67%
Total	\$4,987,500	

Electronic Farebox/Smart Card Technology

As part of a Long-Term Investment Plan, the TAP recommended the implementation of smart card technology. As noted in the TAP, benefits of using smart cards are summarized as follows:

- Eliminating the need to print and distribute tickets, passes and transfers, thereby reducing fare collection costs
- Reduces incidents of fare evasion
- Reduced boarding times
- Tracking of smart card use through embedded serial numbers (improved data)
- Flexibility in fare pricing
- Ease of implementing fare changes

While acknowledging the ongoing reliance on coin and bank notes for payment by customers, coupled with the opportunity to improve transit fare technology and fare payment options, Transit is leveraging Investing in Canada Infrastructure Program (ICIP) funding opportunities to improve the farebox system across the entire fleet, thus positively impacting rider experience and new customer engagement.

The farebox system on each bus is responsible for collecting payment from the riders, issuing tickets/receipts following payment, and storing ridership data based on inputs (bus passes, time of day information etc.). The

current farebox system is at the end of its useful life, lacks modern payment methods, requires extensive maintenance, and is no longer supported by the vendor Genfare (GFI) at a service-level capacity.

The City of Greater Sudbury has used the current fareboxes for approximately 15 years. Manufactured by Genfare, with Canadian distribution by GFI, the Odyssey Farebox accepts cash (bank note and coin) and ride card (cardboard magnetic strip) payment on all conventional buses. In addition to fare collection and reporting, fareboxes are connected to, and compatible with, a vault collection system, a garage data system, an on-board Automatic Vehicle Location (AVL) system, destination sign and stop call out systems. Each unit hosts an Operator Control Unit (OCU) that allows Bus Operators to sign in/out of work assignments, control destination signs and ensure proper data collection for ridership.

The Odyssey farebox is at end of life, considered obsolete and no longer manufactured by GFI. With improvements in transit and open payment technology, the model has been replaced by one that adds fare payment options of smart card, open loop tap and pay, smart phone payment, while still maintaining coin and bank note validation. Where increased payment options will provide for more efficient loading of buses (supports OTP) and significant increase for rider experience, farebox system upgrades will also improve the transfer process, moving from magnetic cardboard/paper to a printed QR code. Moving to a QR code transfer removes any requirement to insert the transfer into the farebox, thus significantly improves rider experience and ensures the proper collection of ridership data.

In consideration for capital costs to enhance the farebox system, remaining with the current farebox vendor will provide opportunities for cost avoidance, with costs otherwise incurred in a variety of areas with another farebox vendor. As illustrated in Figure 1, cost savings and avoidance will be achieved through receipt of credits for retired fareboxes, avoiding replacement of two (2) currency vaults (and necessary facility modification), and maintaining the current garage/depot data system and associated building infrastructure. Further, implementation costs are reduced through avoidance of fees related to staff training on a new system, when considering the function and design are very similar to the current farebox system and there will be continued integration with CAD/AVL/Destination Sign/Call Out systems. Most critical is that, while increased payment options are provided with the recommended upgraded system, there is integration between current and new fareboxes, which provide ability for customers to transition seamlessly to a new system. Specifically, for a time period defined by Transit, customers will be able to use previously purchased passes/ride cards with the new fareboxes, thus providing a seamless transition for customers.

As listed in the below charts, without forecasting cost savings related to the minimal impact a transition will have on customers, the recommendation for a single source purchase will provide for an immediate ROI to the City of Greater Sudbury, through an estimated 22% cost avoidance. With a net cost of approximately \$1,678,250, after receiving the Provincial and Federal ICIP funding, the municipal portion of this project is approximately \$447,589.

Alternatives to a farebox replacement were considered, toward proceeding solely with the implementation of a smart card/payment technology system. In consideration for costs of installing a reader only system, and leaving outdated farebox for separate replacement to support bank note/coin collection, the overall cost of approximately \$770,000 was not considered a viable option, when considering requirements to replace fare collection systems. Further, anticipating two separate fare collection systems, the collection and maintenance of ridership data was raised as an issue that could impact the quality of ridership data. Alternative to the installation of a physical system, staff considering the implementation of only mobile technology. With similar issues as a new system, this was also not recommended when considering a user fee of 10% of all digital transit payments.

In alignment with Transfer Payment Agreement in place for ICIP funding, the City of Greater Sudbury submitted a Procurement Exemption Request for a non competitive purchase of fareboxes and necessary technology. Under the Investing in Canada Infrastructure Program, contracts must be awarded in a way that is fair, transparent, competitive and consistent with value-for-money principles, or in a manner otherwise acceptable to Canada, and if applicable, in accordance with international trade agreements. In a very limited number of circumstances, the Province and Canada may consider exemptions to the above. For the costs associated with the contract in question to be eligible, any exemptions must be granted before contract

award. On March 21, 2024, the City of Greater Sudbury received confirmation from the Minister of Housing, Infrastructure and Communities that the request for the City of Greater Sudbury to award a non-competitive contract, for a total value up to \$2,164,500, was granted.

Information Technology Support

Given the cost and scope of this project, Information Technology will perform an extensive review to ensure compliance with existing architecture and feature related requirements. Information Technology assistance to Transit technology projects was previously approved by IT Governance; as the scope of this farebox sub-project proceeds further through testing and implementation, it will be brought back to IT Governance to ensure awareness and established monitoring.

Conclusion

Directly aligning with key City of Greater Sudbury strategy listed within the Strategic Plan and Community Energy and Emissions Plan (CEEP), the upgrade of existing fareboxes with smart card technology, is a project that promotes the continued growth of transit in the community. With approved funding of ICIP, coupled with Federal and Provincial government approval for a non competitive procurement; with identified cost avoidances, the project is accountable to a funded capital budget and ensures value for money. Through the TAP, this project that has been reviewed with Council on a variety of occasions; it is noted that the project aligns with the goal of improving Transit in the City of Greater Sudbury. Where the recommendation is to upgrade a farebox system with the current vendor, the identified savings illustrate accountability to City of Greater Sudbury legislation and transparency that reflect Staff's commitment to public trust.

In receipt of support from Council, Transit staff will immediately launch project steps that will see procurement of fareboxes and associated technology, directly by a comprehensive communication and engagement plan that ensures appropriate education and onboarding of customers, to promote transition of customers toward increased use of smart card/payment fare payment. Project outputs will include successful launch of the technology, also monitoring for increased use of new fare payment technology, and reduced processing of coin/bank note fare payments.

Figure 1.1 – Farebox Cost and Cost Avoidance Cost

Description	Quantity	Unit Cost	Total
Fast Fare Farebox	60	\$24,680	\$1,480,800
Open Loop Smart Card Reader	60	\$2,750	\$165,000
Implementation Fee	1	\$225,000	\$225,000
Network Manager	1	\$119,000	\$119,000
Administrative Point of Sale Unit	1	\$19,800	\$19,800
Retail Point of Sale Unit	2	3200	\$6,400
Smart Cards	30,000	\$4.95	\$148,500
Total			\$2,164,500

Cost Avoidance/Savings

Description	Quantity	Unit Cost	Total
Farebox Credit	60	(\$1,000.00)	(\$60,000)
Vault System Replacement and Capital	2	(\$80,000.00)	(\$160,000)
Transit Depot Data System	1	(\$110,000.00)	(\$110,000)
Coin Validator Exchange	1	(\$20,000.00)	(\$20,000)
Spare Part Credit	1	(\$5,000.00)	(\$5,000)

Employee Training	150	(\$75.00)	(\$11,250)
Reduced Farebox Maintenance	1	(\$120,000.00)	(\$120,000)
Reduced Impact on Customers			\$0
		Savings	(\$486,250)
		Net Cost	\$1,678,250

Resources Cited

Greater Sudbury Transit Action Plan- Better Routes. Better Schedules. Better Service
February 12, 2019

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=3959>

Emergency Management Update – June 2024

Presented To:	Community and Emergency Services Committee
Meeting Date:	July 8, 2024
Type:	Correspondence for Information Only
Prepared by:	Shannon Dowling Community Safety
Recommended by:	General Manager of Community Safety

Report Summary

This report provides an update regarding the recent business activities within the Emergency Management Section of the Community Safety Department.

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 Emergency Management Section provides leadership, guidance, and public education to ensure the safety of residents during emergencies. This Section is governed by the Emergency Management and Civil Protection Act (EMCPA). Emergency Management Ontario (EMO) and the Greater Sudbury Emergency Management Advisory Panel (GSEMAP) provide further direction and advice to the Emergency Management Section. This section offers 24/7 support with a primary focus on the safety of our citizens through the effective management of community risks and emergencies.

Supporting Emergency Preparedness in Greater Sudbury, Compliance Results for 2023

Each year, municipalities are required to submit a compliance package to Emergency Management Ontario to ensure municipalities are meeting the requirements of their emergency management program, in accordance with the Emergency Management and Civil Protection Act (EMCPA).

On April 15, 2024, Mayor Paul Lefebvre and the Emergency Management Section received notification that documentation submitted by the Community Emergency Management Coordinator has achieved compliance for the 2023 reporting year. Annual compliance is reached when a municipality satisfies 13 program elements required under the EMCPA including:

- Complete a municipal Hazard and Identification Risk Assessment (HIRA)
- Municipal critical infrastructure list;
- Municipal emergency plan;
- Program By-law;
- Annual Review;
- Annual training;
- Annual exercise;
- Public education program;
- An Emergency Operations Center;
- A Community Emergency Management Coordinator;
- An Emergency Management Program Committee;
- A Municipal Emergency Control Group (MECG) and;
- An Emergency Information Officer.

The City continues to incorporate best practices into all aspects of our Emergency Management program with the overall goal of building a disaster-resilient community.

Stronger Together Host Community Plan

In advance of the annual flood and wildland fire seasons, Emergency Management Ontario aims to secure the necessary spaces for evacuations of First Nations communities across the province, displaced due to the threat of wildland fires.

The Sudbury Stronger Together Host Community Plan is supported by 40 local community partners including 16 local Indigenous service agencies and aims to enhance host teams, resources, and operational plans. Should a First Nations community request Greater Sudbury act as a host community through the Provincial Emergency Operations Centre (PEOC), the Stronger Together Host Community Plan would be activated, and partners would be engaged. Costs for hosting operations is funded through an agreement between the City and Indigenous Services Canada.

Hosting evacuations is a complex endeavor that further challenges our community's emergency, health, and social resources. The decision to act as a host community will always consider the current conditions, availability of resources and circumstances that exist at the time to best inform the decision.

Alternatively, the province may also choose to host a First Nations community in a municipality with a contracted third-party operator. With the province and third-party operator overseeing daily operations, the municipality would remain in a support role providing emergency and healthcare services.

Community Evacuation Plan Review

In 2023, more than 15 million hectares burned from wildland fires across Canada between April and October resulting in more than 235,000 people in 200 communities being evacuated. The record-breaking year prompted many municipalities across the country to revisit and update local evacuation plans.

The Emergency Management and Civil Protection Act, RSO, 1990 requires every municipality to have an emergency plan that includes procedures related to evacuations.

Most evacuations are routine operations overseen by first responders with a limited number of those displaced for a limited time frame. The Emergency Management Section administers the City's Personal Disaster Assistance fund and coordinates these types of evacuations, in collaboration with the Canadian Red Cross.

Larger scale evacuations require a more coordinated approach, often with several City Departments, community agencies, and may involve other levels of government for support. Larger evacuations require a partial or full activation of the Community Control Group.

The Community Evacuation Plan review includes:

- A review of the criteria of each evacuation level.
- Facility reviews of the six existing Evacuation Centres used for group lodging, last reviewed between 2017 and 2019.
- Identification of Reception Centres used to support evacuation efforts and information sharing.
- The development of an Emergency Social Services Plan to support standard and specialized services for those displaced as a result of a community emergency.
- The development of a public framework supported by the Emergency Public Information Plan.

The Evacuation Plan review is a collaboration between several City Departments and various community partners. It is being developed using best practices and learning from the recent lived experiences of other municipalities and provinces.

Emergency Preparedness Week Supports Public Education

From May 5 to 11 Emergency Preparedness (EP) Week was celebrated in Greater Sudbury and across Canada. This year's theme was 'Plan for every season' and reflects the unique challenges residents in Ontario face on a seasonal basis and supports the importance of being prepared for an emergency year-round.

Several initiatives took place to mark the week, complementing year-round public education goals that included:

- Inspiring residents to engage in overall emergency preparedness with their family, friends, co-workers.
- Informing residents on the essential components of a 72-hour emergency kit.
- Increasing signups of the Sudbury Alerts system, encourage updating profiles/information, and educate residents on the importance and efficiency of the system.

The annual Sudbury Alerts community-wide test exercise is conducted during EP Week to support community emergency preparedness and encourage subscriptions. Notification was sent to 79,500 individual contacts in the system. There were 150 new subscribers during the campaign for a total of 11,650 subscribed to date. These subscriptions combined with the 69,000 publicly listed contacts from existing white and yellow pages, bringing the total number of contacts to over 81,000.

Community Emergency Exercises

Q1 Hazardous Materials Notification Test – May 7 (rescheduled from March 26 due to resource availability)
Hazardous materials notification protocols were tested among internal partners.

Exercise Heatwave – May 7, 8, 9

Emergency Management Ontario conducted an emergency exercise simulating a province-wide heat emergency. The Community Emergency Management Coordinator (CEMC) participated in the exercise observer program.

Sudbury Alerts Community Test - May 10

The annual community wide test of the Sudbury Alerts notification system was conducted.

Pioneer Manor Emergency Exercise – May 22

Annual tabletop exercise testing standard operating procedures related to pandemic planning and preparedness.

Resources Cited

Emergency Management Update - June 2022 – Host Community and Stronger Together Host Community Planning and Framework

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=46675>

Emergency Management Update – August 2022 – Stronger Together Host Community Planning and Framework Update

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=47824>

Canada's top 10 weather stories of 2023 – Government of Canada

<https://www.canada.ca/en/environment-climate-change/services/top-ten-weather-stories/2023.html#toc2>

Paramedic Services Update – June 2024

Presented To: Community and
Emergency Services
Committee

Meeting Date: July 8, 2024

Type: Correspondence for
Information Only

Prepared by: Paul Kadwell
Community Safety

Recommended by: General Manager of
Community Safety

Report Summary

This report provides information regarding the recent business activities, relevant statistics and good news stories within the Paramedic Services Division, Community Safety Department.

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 the Community and Emergency Services Committee with an update on activities, relevant statistics, recent performance measures within the Paramedic Services Division of the Community Safety Department and good news stories.

Paramedic Services is responsible for the delivery of a performance-based service that complies with legislative and regulatory requirements, ensuring safe and quality pre-hospital emergency medical care and transportation for those individuals suffering injury or illness. A performance-based paramedic service focuses on clinical excellence, response time performance, patient outcomes, patient satisfaction, continuous quality improvement and a healthy work environment conducive to professional growth.

Paramedic Operations

Staffing

The Association of Municipalities of Ontario (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. Paramedicine is not immune to these growing human resource challenges. A provincial scan completed by Ontario Ambulance Paramedic Chiefs (OAPC) indicating that there will need to be 1,100-1,200 new paramedics annually.

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

Currently, Greater Sudbury Paramedic Services staffing remains stable, however we are proactively engaging in employee retention and recruitment initiatives to address the anticipated provincial shortfall of paramedics. Historically, we have conducted two hires throughout the year and recruit approximately 20-25 regular part-time paramedics each year.

During the 2024 spring hiring process, we were able to recruit and train eleven new paramedics. All new recruits undergo extensive orientation training for four weeks, before being placed with a mentor for fourteen shifts. Working with a mentor is an important component of our onboarding process for new staff. The mentor is trained to provide ongoing support to the new paramedic as they continue to gain experience in providing patient care and driving to become familiar with our operational processes.

Service Review 2024

The Ambulance Act states that no person shall operate an ambulance service unless the person holds a certificate issued by the certifying authority, the Ministry of Health and Long-Term Care (MOHLTC), Emergency Health Services Branch. The Act further stipulates that a person shall be issued a certificate by the certifying authority only if the person has successfully completed the certification process prescribed by the Regulations.

The purpose of the Service Review is to ensure ambulance services are operated in a manner consistent with the Land Ambulance Certification Standards and in compliance with the legislation. Services are required to successfully complete the prescribed Ambulance Service Review certification process once every three years in order to maintain their certification to operate the service.

Greater Sudbury Paramedic Services has been in operation since December 3, 2000. The current certificate to operate expires on September 11, 2025. On August 27 and 28, 2024, the Ministry of Health will be conducting our Land Ambulance Certification review. During the review, we are required to meet all of the legislative quality requirements in the following areas:

- Level of Service
- Employee Qualifications
- Staffing
- Documentation
- Training
- Service Review Program
- Patient Care
- Vehicles
- Patient Care Equipment
- Policy and Procedures
- Operations

Paramedic Services Performance Measures Defined

Paramedic Calls for Service

A measure of calls received by Paramedic Services by the Central Ambulance Communications Centre (CACC) to respond to emergencies.

Paramedic Unit Responses

The total number of vehicles dispatched by the CACC to service emergencies. This number will typically be higher than calls for service as some calls necessitate the use of multiple ambulances, Paramedic Response Units, or Platoon Superintendent Units.

Paramedic Patients Transported

The total number of patients transported on both an emergency and non-emergency basis.

Requests for Service	Jan 1 – March 31, 2024	Jan 1 – March 31, 2023	Year over Year
EMS Calls for Service	9,102	8,411	+ 691 Increase of 8.22%
EMS Unit Response	10,616	9,815	+ 801 Increase of 8.16%
EMS Patients Transported	7,856	7,643	+ 213 Increase of 2.78%

Reported number of clinical events:

Cardiac	Jan 1 - March 31, 2024	Jan 1 - March 31, 2023	Year over Year
Number of calls with at least 1-12 Lead Acquired	1428	1385	+3.1% or 43 calls
Total Cardiac related	414	396	+4.5% or 18 calls
Number of STEMI**	21	28	-25% or 7 calls

** A STEMI is a specific type of heart attack, which paramedics can diagnose in the pre-hospital setting

Neurological	Jan 1 - March 31, 2024	Jan 1 - March 31, 2023	Year over Year
Total Neuro-related	744	643	+16% or 101 calls
Number of Acute Stroke ** (FAST positive, timeline criteria met)	64	57	+12% or 7 calls

** An Acute Stroke Patient qualifies for specific time-sensitive treatments from the hospital to reduce and reverse damage caused by stroke.

Sepsis	Jan 1 - March 31, 2024	Jan 1 - March 31, 2023	Year over Year
Number of Identified Sepsis cases **	48	46	+4% or 2 calls

**A Suspected Sepsis Patient meets a specific criteria (qSOFA) used to identify patients at risk of death due to systemic infection.

Cardiac Arrest Medical and Trauma	Jan 1 - March 31, 2024	Jan 1 - March 31, 2023	Year over Year
Total Cardiac Arrest Responses, Medical and Traumatic	107	100	+7% or 7 calls
Total Treated Cardiac Arrest Medical and Traumatic	44	48	-8% or 4 calls
Number of Medical Arrest with Return of Spontaneous Circulation at any time while in Paramedic Care	9	14	-36% or 5 calls

***A traumatic cardiac arrest happens because of an injury, while a medical cardiac arrest happens because of a health problem.*

Logistics Section

The Logistics Section is responsible for cleaning, sanitizing, inspecting and restocking all vehicles and medical equipment to make sure it meets legislative requirements. Emergency Vehicle Technicians manage our inventory of stretchers, medical equipment, medication and medical supplies. As well, they support operations by delivering specialized transport vehicles for remote response.

In the summer of 2023, a new vehicle wash system was installed in the Logistics Section for the daily cleaning of ambulances. This fully automated system replaced an older and outdated system. This new system can automatically clean the exterior of an ambulance in less than 5 minutes, compared to the older system that took 10-15 minutes, that also required some manual cleaning.

The ambulance production timelines (order to delivery) have increased significantly, from 4 to 6 months pre-Covid, to the current 20 to 24 months. As a result we have to keep frontline ambulances longer than planned. Fleet Services continue to collaborate with our logistics staff to maintain our fleet well beyond the normal life expectancy, which has resulted in increased repair costs and down time for frontline ambulances.

New Zoll defibrillators were purchased and successfully deployed in the first quarter, replacing the old units that had reached the end of their life cycle. These new units have advanced features that will allow paramedics to continue delivering the highest standard of prehospital care to the residents of the City of Greater Sudbury. The new Zoll defibrillators are also equipped with a case review tool which provides feedback that can be used for continuous quality improvement. Successful collaboration between the logistics, training, and frontline operations sections was essential in the effective completion of this project.

Training

Paramedic Training Officers (PTOs) continue to address training needs and deliver real-time training and support to staff where needed. PTOs also continue to complete field assessments of frontline paramedics to ensure excellent prehospital care is being delivered.

The Operative IQ program for the tracking and management of narcotics was implemented at the beginning of April. Our PTOs worked in collaboration with the Logistics Section to develop and implement this initiative and provided the training to all frontline staff. This electronic tracking program streamlines our current methods, allowing for real time identification and review of any narcotics administered by frontline Advanced Care Paramedics. It also tracks expiration dates and available stock, allowing for precise ordering, eliminating overstock, while maintaining required quantities.

The PTOs recently completed the delivery of the spring training sessions with front line paramedics, covering the following topics:

- Service updates, including the upcoming Ambulance Service Review, speed enforcement cameras, professional responsibilities, Electronic Patient Care Records platform, transfer vehicle, helicopter utilization, and Community Paramedicine updates.
- New Zoll Monitor
- Review of the new Operative IQ narcotics tracking and management.
- Ferno PowerTraxx stair chair equipment review.
- Introduction to prehospital administration of Suboxone by Base Hospital.
- How To Talk to People Who Use Drugs, presented by Health Sciences North Addictions Services.
- Hazmat Awareness, presented by Sudbury Fire Services

Future 2024 training initiatives that are being discussed include but are not limited to the following:

- Fall training sessions for all frontline paramedics with topics including customer service, electric vehicle safety, restraining patients safely, and changes to standards of practice.
- De-escalation training for all frontline paramedics.

Transfer of Medically Stable Patients (TMSP)

Funding was received from the Ministry of Health to conduct a two-year trial aimed at reducing the number of medically stable patients transported by paramedics. Certain patients are unable to ambulate and require the use of a stretcher to be transported either to and from medical appointments, or when they are discharged from the hospital. These patients are medically stable, meaning they do not require medical services during transport, but simply need a way to be transported safely.

Currently, transport of these patients is done in part by ambulances when they are not assigned to an emergency call. This TMSP vehicle will reduce the number of non-emergency transfers done by ambulances, allowing ambulances to remain available for 911 calls. This will also help to decrease the wait time for patients requiring safe transport, as it will not be dependent on when an ambulance is available, but rather will be prebooked through a coordinator.

Hiring is in progress for the TMSP vehicle which will be staffed by transfer attendants, not paramedics. There will be three full-time positions and three part-time positions, as well as a scheduling co-ordinator. Hours of operation will be from 07:00-19:00 on Mondays to Fridays and 07:00 to 17:00 on Saturdays and Sundays. We anticipate the TMSP service to commence at the beginning of June, 2024.

Tactical Paramedic Program

Greater Sudbury Paramedic Services' Tactical Paramedic Program has been in place since January 7, 2021. To date, the team has participated in approximately 200 activations with the Greater Sudbury Police Emergency Response Unit (ERU) and continues to evolve and learn with each event.

The Greater Sudbury Paramedic Services' Tactical Paramedics Program is currently in the process of recruiting new team members. The selection and training will commence within the second quarter of 2024 and ready to be deployed within the third quarter of 2024. New members will be provided with the same training as the current members. The specialized training concentrates on trauma care and allows to be on site immediately if ever a member of the ERU or public are injured during an activation. Immediate trauma care is key to increase the chance of survival when life-threatening traumatic injuries occur.

Every May and September, all Tactical Paramedics participate with Greater Sudbury Police ERU in their bi-annual training. This collaborative training helps maintain skills by being placed in stressful situations/scenarios such as multiple casualties, low light, distracting injuries, officer down, and many other situations.

Our Tactical Paramedics are now part of the Greater Sudbury Police Service's Public Order Unit. When the Public Order Unit is activated, the Greater Sudbury Police ERU and Tactical Paramedics are included in

these activations. The team attends yearly training with the Public Order Team to maintain their skills in case of deployment.

Currently, two members are certified by the International Board of Specialty Certification. To achieve this level of certification they are trained in; advanced cardiac life support, international and pre-hospital trauma life support, tactical combat, and emergency casualty care (TP-C). In the fall of 2023, the remaining Tactical Paramedics completed a 16-hour didactic course to prepare them for the final exam. Once this exam is successfully completed, each member will have their TP-C certification.

The team completed a two-day course on cold-winter training and survival (February 2024). This course includes mapping and GPS navigation, which provides new skills when deployed for a missing person or when attending an injured citizen in a remote area.

One of the Tactical Paramedic members is trained in K-9 Tactical Combat Casualty Care and has provided an introductory course to the rest of the team members to support our Greater Sudbury Police Services canine.

The Tactical Paramedic Team will continue to actively participate in training and are eager to further expand their scope of practice by learning new techniques and equipment, in collaboration with the Greater Sudbury Police ERU.

Paramedic Recognition

The work as a paramedic is never routine, but there are times that a particular event during a shift can make it very rewarding. Recognizing good work is great for morale and importantly gives credit where credit is due. Paramedic Services has implemented two recognition programs, Cardiac Save and Newborn Delivery, to recognize our paramedics' efforts that will have a positive and lasting impact on them and the lives of others.

Cardiac Arrest "Save" Pin

Individuals suffering from a cardiac arrest are unresponsive and not breathing. Without immediate action, death can occur within minutes. When paramedics treat and transport a pre-hospital cardiac arrest patient, they are rarely advised of the patient outcome because of the Personal Health Information Protection Act (PHIPA). PHIPA governs the way personal health information may be disclosed within the health sector. Occasionally, Paramedic Services are contacted by a cardiac arrest survivor to advise the paramedics of their outcome. CGS Paramedic Services recognizes the positive impact on paramedics when they are advised that a pre-hospital cardiac arrest patient made a full recovery. For this reason, a formalized recognition program has been implemented within CGS Paramedic Services to recognize paramedics for a pre-hospital cardiac arrest save. Paramedics who are recognized for their life-saving work will be awarded with a "Save" lapel pin, acting as reminder that their actions have impacted the lives of others. In 2023, eight paramedics were presented with a "Save" pin.

Newborn Delivery "Stork" Pin

This recognition program has been developed to recognize paramedics that have actively participated in a newborn delivery. The paramedics must be the individuals delivering the baby to be eligible to receive a Newborn Delivery Stork pin. If a midwife or family member has delivered the newborn, this would not constitute a paramedic to receive a Newborn Delivery Stork pin. On March 26, 2024, paramedics Kasandra Tancorre and Vincent Roy delivered a newborn. Both paramedics were recognized for assisting the delivery of the newborn and were presented with a Stork Pin.

Pioneer Manor 2024 1st Quarter Report

Presented To:	Community and Emergency Services Committee
Meeting Date:	July 8, 2024
Type:	Correspondence for Information Only
Prepared by:	Aaron Archibald Pioneer Manor
Recommended by:	General Manager of Community Development

Report Summary

This report provides information regarding a quarterly update with respect to operational issues, activities, and accomplishments in support of resident safety goals, objectives, and good news stories for Pioneer Manor.

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

This information report supports Council's Strategic Plan in the areas of Asset Management and Service Excellence and more specifically in Creating a Healthier Community through alignment of the Population Health Priorities of Families, Holistic Health, and the Age Friendly Strategy.

Financial Implications

There are no financial implications associated with this report.

Background

This report provides a status update on various topics, such as good news stories, operational activities, accomplishments, updates for the 1st quarter of 2024. Pioneer Manor is committed to providing a safe, healthy, and respectful environment for residents, families, visitors, and employees. The Home strives towards finding a balance between resident safety and that their quality of life is not being adversely affected by the current safety measures.

Good News Stories

Staffing Activities

An increased focus on training of resident care staff in the use of Lifts continued into the first quarter of 2024. This training ensures that the correct methods are used to safely move residents. Additionally, the utilization of staff who have become "Lift Champions" on-the-spot assistance whenever needed.

A recent agreement with the Centre for Aging Research at McMaster University will see Pioneer Manor participate in the PREVENT Falls Study. The Study aims to reduce the incidence of fractures resulting from falls. The study will provide Pioneer Manor with evidence-based practices that assist in reducing fractures.

Resident and Family Activities

A new wander alert system has been installed at the main doors which is a big improvement over the old system. The new system is designed to lock the main doors immediately if a resident with an alert bracelet gets close to the exit. Additionally, the system identifies the resident and sets off an alarm allowing staff to respond quickly ensuring resident safety.

The Resident Food Committee continues to meet regularly and in different locations within the Manor to facilitate resident participation. Attendance remains high, allowing residents the opportunity to give input into what they like, including new items they want to see on future menus.



Celebrating Chinese New Year, the year of the Dragon with members of the Chinese Association of Greater Sudbury. Traditional Chinese dress for each dance as well as stories to explain the dance and cultural region the dance originated from. Residents were invited to participate in one of the traditional dances.



A performance by the Sudbury Symphony Orchestra String Quartet was made possible by Concerts in Care Ontario. Classical music flowed in the Winter Park and residents were even entertained with a rendition of Queen's Bohemian Rhapsody.



In collaboration with Sudbury Community Foundation, the Life Enrichment Department has received a \$5,000 grant for the year 2024 to offer art therapy, music therapy, and/or other programs that connect community talent with resident interests/needs.

Palliative Care Program

Pioneer Manor is committed to excellence in palliative care. To ensure high-quality services, we have made significant improvement to our Palliative Care Program.

Partnership with Maison McCulloch Hospice

Pioneer Manor has built a partnership with Maison McCulloch Hospice to improve the palliative care services offered in our Home. Maison McCulloch Hospice has a Visiting Hospice Service (VHS) program where trained volunteers provide companionship and emotional support to help improve the quality of life for people receiving palliative care in the community. As part of this new partnership, Maison McCulloch Hospice provides training for Pioneer Manor volunteers and assist in coordinating visits with residents approaching the end-of-life. This provides additional supports to our residents and families.

Code Butterfly and Dining Room Acknowledgement

Pioneer Manor has introduced the “code butterfly” and the dining room acknowledgement to honor residents who pass away. With consent of the SDM, a “code butterfly” is announced over the intercom when a resident passes and funeral services have arrived. Staff, residents, and families will then gather at the main entrance for a moment of silence to pay their respects and to say goodbye. The day following the death of a resident, an “in memory of” card with a flower will be placed at the resident’s seat in the dining room. This gesture is done to honor the life of our residents who passed away.

Medication Pumps

Pioneer Manor introduced Computerized Ambulatory Delivery Device (CADD) pumps for pain and symptom management at the beginning March 2024. This device allows for the continuous delivery of medication, with the option of Patient Controlled Analgesia (PCA). Patient-Controlled Analgesia is a type of pain management that allows the resident to decide when they will get a dose of pain medicine. For residents who cannot use this function, the continuous delivery of pain medication will ensure adequate pain management, so the resident remains comfortable. This ensures optimal pain and symptom management for our resident approaching the end-of-life.

Palliative Care Champions

Pioneer Manor’s Palliative Care Champions are a group of leaders who are passionate about providing high-quality palliative care to residents and families. The role of the Palliative Care Champions is to provide guidance, education, and support to staff, residents, and families who need help with palliative care and end-of-life care. The Palliative Care Champions have received specialized training and education in palliative care, making them a valuable source of information for advance care planning, pain and symptom management, and end-of-life care.

Resident and Family Satisfaction Survey Results

Every year, Pioneer Manor conducts an annual survey, reaching out to residents and their families to ensure we understand their needs and gather feedback on the services provided. Delighted to announce a notable increase in overall satisfaction, rising from 86% in 2022 to 95% in 2023. The satisfaction survey was available for residents or their families to complete from late fall 2023 until early January 2024. A letter was sent to all Power of Attorney/ Substitute Decision Makers via email and regular mail on November 24th, 2023. Respondents had the flexibility to complete the survey in either French or English, online or via hardcopy. The survey comprised of 50 questions covering various aspects, including nursing and resident care, physicians, therapeutic services, food, cleanliness, communication, respect, and confidentiality. While the survey is confidential, all respondents had the option to leave comments or express concerns, with the choice to have a formal follow-up response from the Home. The Home received 8 specific comments requesting individual follow-up.

The survey results show significant improvements in overall satisfaction which will be reported to MBNCan. The survey findings also provide opportunities to focus on key areas for quality improvement initiatives. These positive results reflect the dedication, compassion, and quality care employees are providing to the residents.

Quality Improvement Plan

Annually, the Home prepares and submits a Quality Improvement Plan (QIP) to Ontario Health.

Highlights of the QIP plan submitted March 31st are list below:

Access and Flow

Since our last QIP submission, the Home has added a Nurse Practitioner (NP) to the team. With the NP and at least one physician on site 5 days/week, the Home is able to provide timely assessments and interventions to manage increasing complex resident's' health conditions, often without the requirement for transfer out to hospital. When more sophisticated diagnostic assessment is required, as in assessment for a fracture after a fall, the Home will continue to work with Health Sciences North's Emergency Department Outreach Service (EDOS) to arrange for transfer to hospital, bypassing the usual ER department waits, to receive the needed attention in a timely manner. Finally, medication infusion pumps were implemented in the Home to enhance manage pain and other symptoms at end of life, while enhancing quality of care.

Equity and Indigenous Health

In 2023, education on Diversity, Inclusion, and Equity (DEI) was offered to our staff through our online learning platform. 79% of our staff completed this. Currently, in partnership with College Boreal, a similar training program is being arranged to offer this on an in-person basis. We hope to have all Pioneer Manor personnel receive this education over the next few years. The Home has also begun a DEI Committee with representation from staff, residents, and families.

Patient/Client/Resident Experience

Resident engagement is a focus again in 2024/25. We continue to work on improving the care conference experience for our residents and their families and we are gradually becoming more successful at recruiting residents to participate in committees. Participation at Resident Council and Resident Food Committee is steadily improving. The Home continues recruiting residents and families for these groups.

Provider Experience

Staff recruitment and retention is a high priority issue; this is not only a concern across the entire health care sector. The Home continues to work on staff retention, as well as communication for 2024/25. Our recent staff survey, with a 30% return rate, indicated 33% of respondents felt communication and information sharing could be better and only 36% indicated they felt management listened to their concerns. These are priority areas for the Home.

Resident Safety

Resident safety is always a priority and is addressed through several programs. This year, the Home will be collaborating with McMaster University's GERAS Centre for Aging Research in their PREVENT falls study. The Home's desire is to enhance fall management strategies from the participation in the project. Additional training for the Registered Nursing Staff for medication safety has been implemented to reduce medication errors, resulting from distraction, during medication administration. The Home also re-established the Minimal Lift Team with training for all resident care staff and additional training of staff champions to enhance the safety of residents during lifts and transfers.

Population Health Approach

Our team, through Behaviour Supports members and our Social Worker, helps connect residents to external resources to assist them to live the best lives possible. Where eligible, residents are connected with Developmental Services Ontario to provide for accompaniment on outings or funding to purchase items such as televisions or computers. The Home, also brought in the Canadian Mental Health Association to speak to residents about mental health in later life, identifying changes people can experience and providing suggestions on how to stay connected with family and the community.

Capital Bed Redevelopment

Progress on the new wing is progressing well. The relocation of the existing parking lots was completed in the fall, with the construction of two new parking areas. This allowed for the movement of staff parking, paving the way for the installation of the building piles and foundation over the last several months. Other underground work completed to date includes the installation of new gas, electrical, water, and stormwater management lines.

The drilling of piles concluded in February/March 2024, and since then, the contractor's crews have been diligently tying rebar and pouring concrete for the foundation of the new wing, as well as installing grade beams that will serve as the base for the new building to be erected over the coming months.

Renovations to the existing building will be ramping up over the next few weeks to months. This includes work to allow for a hallway link connecting to the new building, a new bistro, and kitchen upgrades.



Inspections

2020 to 2023 Ministry of Long-Term Care Inspection Analysis

All Long-Term Care homes across Ontario are inspected - with or without notice, by various Ministries and Agencies in response to critical incidents or to discuss complaints/concerns. Additional scrutiny also ensures compliance with various directives and/or bylaws and work is being conducted in accordance with legislation and regulations.

During the first quarter of 2024, the following number of inspections occurred at Pioneer Manor. The Home has addressed all identified areas.

	Inspections	Outcome
Ministry of Long-Term Care	1	3 WNs <ul style="list-style-type: none"> • Transferring and Positioning Techniques • Continence Care and Bowel Management • Pain Management
Mandatory Critical Incident System	26	None substantiated.
Ministry of Labor	1	Update process on laundry handling procedures and provide training to all staff.
Public Health (IPAC)	2	No findings of significance noted.
Public Health (Institutional Food Safety Compliance)	0	

2020 to 2023 Ministry of Long-Term Care Inspection Analysis

Effective April 11, 2022, the *Fixing Long-Term Care Act, 2021* (FLTCA) and *Ontario Regulation 246/22* replaced the previous *Long-Term Care Homes Act, 2007* (LTCHA) and *Ontario Regulation 79/10* as the governing legislation for long-term care in Ontario. If an inspector or the Director under the Act finds non-compliance, they consider the scope and severity of the non-compliance, and the compliance history (up to three years) of the Home to determine the appropriate compliance actions to take under the new FLTCA. Outlined below is Pioneer Manor's non-compliance history from 2021 to 2024. See *Appendix 1* below for potential outcome when the Home is found to be non-compliant with the act or regulations. The following chart indicates that the Home demonstrates a trend of reducing areas of non-compliance.

	2021	2022	2023	2024
Remedied Non-Compliance	N/A	2	0	0
Written Notification	12	7	10	3
Voluntary Plan of Action	10	1	0	0
Compliance Order	0	0	2	0
Director's Order	0	0	0	0
Total Areas of Non-Compliance	22	10	12	3

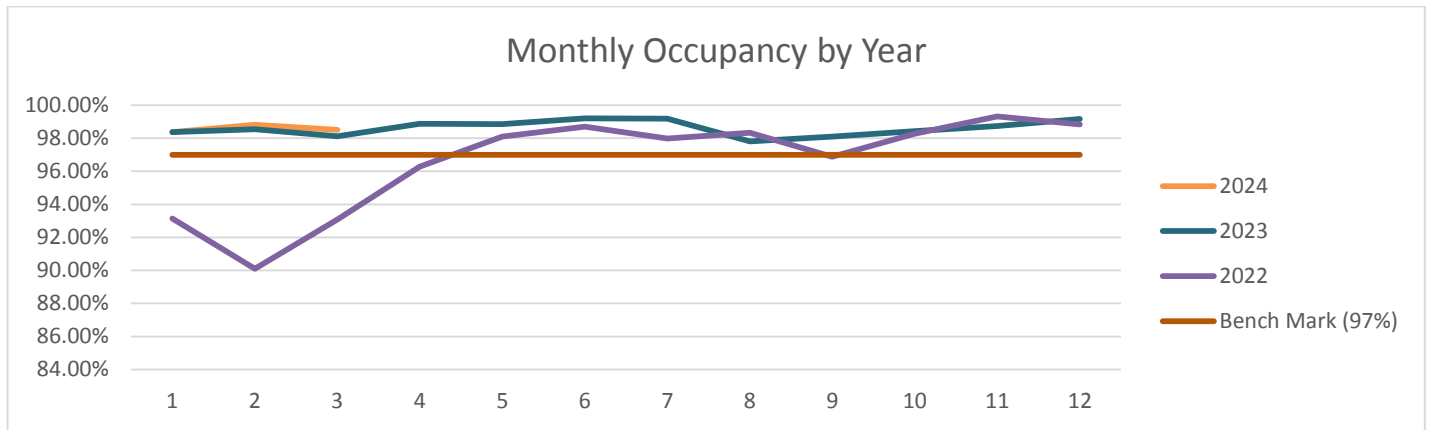
Concerns/Complaints

During the first quarter of 2024, the following number of complaints were received by the Home, investigations and responses provided as per the *FLTCA, 2021* and *Ontario Regulation 246/22*.

	Number Received	Outcome
Resident and or Family Members	0	
Resident Council (RC)	8	Response to all concerns accepted by RC Council and noted in their minutes and on RC Concern form signed by RC President.
Family Council (FC)	6	Information and/or responses provided to concerns. Concern form signed by FC Chair.

Key Performance Indicators

Long-Term Care Home Availability 2024				
Facility Name	Beds	# On waitlist for Basic Bed	# On waitlist Private Beds	Total # waiting
Pioneer Manor	433	446 Total 205 (by first choice only)	251 Total 69 (by first choice only)	615 Total 274 (by first choice only)
Sudbury/Manitoulin	1555	999 (by first choice only)	291 (by first choice only)	1290 (by first choice only)
Resident Stats		2021	2022	2023
Admissions		136	165	139
Discharges		4	6	3
Deaths		126	154	135
Internal transfers		132	126	100
Occupancy Rate		98.8%	96.63%	98.62%



Infection Prevention and Control (IPAC)

Outbreaks - First Quarter 2024

Type of Outbreak	Outbreak Declared	Outbreak Declared Over	Duration (Days)	Number Impacted	
				Home Area(s)	Residents
Acute Respiratory Infection	January 22, 2024	February 10, 2024	19	1	14
COVID-19	January 5, 2024	January 15	10	2	5
	January 21, 2024	January 29	8	1	3
Parainfluenza	February 12, 2024	February 20	8	1	5
	February 23, 2024	March 10	15	1	9
	March 2, 2024	March 15	13	1	5

The Ministry's inspection program focuses on ensuring that licensees comply with the FLTCA and protecting and promoting the quality of care and quality of life for residents. This is achieved by performing unannounced inspections and enforcement measures as required and ensuring that actions taken by the government are transparent. The new proactive inspections program adds to the current program and allows the Ministry inspector to proactively visit each LTC home every year, all the while continuing reactive inspections to promptly address complaints and critical incidents.

The FLTCA includes new and strengthened compliance and enforcement tools to improve resident care and safety. These tools will be used as part of the Ministry of Long-Term Care's (the ministry's) inspection program, which aims to hold licensees to account for the care they provide.

Compliance and Enforcement Tools under the FLTCA

1. Remedied Non-compliance (RN) **[New]**
 - Provides a way for an inspector to address very low-risk instances of non-compliance during an inspection without having to take further compliance action.
 - Can only be used when a licensee is able to demonstrate they have remedied the non-compliance during an inspection and the inspector is satisfied that the non-compliance caused no harm and created no risk of harm to a resident.
2. Written Notifications (WN)
 - Used to communicate a finding of non-compliance.
 - Unlike the (former) LTCHA, the FLTCA does not allow the inspector to issue a voluntary plan of correction as a possible compliance action.
3. Compliance Orders (CO) **[Updated]**
 - Requires a licensee to do anything or refrain from doing anything to achieve compliance with the FLTCA. In addition, must prepare, submit, and implement a written plan for achieving compliance.
 - 2 new aspects of CO that may direct licensee to take a certain action, such as, arrange for specific staff to receive training or allow the ministry/agents/contractors to perform any work or activity at the LTC home at the licensee's expense.
4. Administrative Monetary Penalties (AMP) **[New]**
 - Intended to encourage compliance and increase accountability for repeated non-compliance through non-punitive monetary penalties.
 - Must be issued if the licensee has not complied with a CO made under the FLTCA; or has not complied with a requirement under the FLTCA and it results in a CO being issued and the licensee has received at least one other compliance order for non-compliance with the same requirement within a three-year period.
5. Order Requiring Management **[Updated]**
 - Licensee to retain a temporary manager to assist in managing the LTC home (entire operations or specific issues related to the operations i.e., IPAC, financial or clinical operations). In circumstances present in a LTC home that are harmful to the health, safety, or welfare of residents; or if there is an emergency, for example, an outbreak of disease or a pandemic.
6. Increased Fines for Offences **[New]**
 - Maximum fines upon conviction of an offence under the FLTCA have doubled. If convicted, fines can be issued in the amount of:
 - ✍ \$200,000 for an individual's 1st offence and up to \$400,000 for subsequent offence.
 - ✍ \$500,00 for a corporation's 1st offence and \$1,000,000 for subsequent offence.
7. Investigations
 - Expanding capacity to investigate and lay charges for offences when appropriate.
8. License Suspension and Supervision **[New]**
 - May suspend a licensee and appoint a LTCH Supervisor to take over the operations of the home.

Fire Services Update – July 2024

Presented To: Community and
Emergency Services
Committee

Meeting Date: July 8, 2024

Type: Correspondence for
Information Only

Prepared by: Jesse Oshell
Community Safety

Recommended by: General Manager of
Community Safety

Report Summary

This report provides an update regarding the recent business activities and relevant statistics within the Fire Services Division, Community Safety Department.

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

Fire Services is responsible for delivering proactive public safety and response programs to prevent emergencies wherever possible and to preserve and enhance life, property, and the environment where response is required.

Key Performance Indicators

Major Fire Loss Incidents (Over \$100,000) January 1 – May 31, 2024		
Date	Location	Estimated Loss
Thursday, January 11, 2024	Ivan Steet, Hanmer	\$ 256,000
Monday, January 15, 2024	Ash Street, Sudbury	\$ 250,000
Wednesday, January 24, 2022	Young Street, Capreol	\$ 950,000
Saturday, February 3, 2022	Lavoie Street, Sudbury	\$ 180,000

Monday, February 26, 2024	Larch Street, Sudbury	\$ 160,000
Sunday, May 5, 2024	Royal Street, Blezard Valley	\$ 650,000

Data Source: Fire House

Incident Type	Jan 1 – May 31 2023	Jan 1 – May 31 2024	Change
Fires	117	146	25%
Fire Alarms	454	451	-1%
Vehicle Collisions	237	210	-11%
Open Air Burning Response	67	124	85%
Medical Assistance	495	582	18%
Other Incidents (assisting other agencies, no incident found on arrival, etc.)	484	538	11%
Total Incidents	1854	2051	11%
TOTAL Estimated Loss for Fires	\$ 9,315,102	\$ 3,501,491	-62%

Data Source: Fire House

Response Time Average (time from dispatch to on scene)	First Quarter 2024	Second Quarter 2024
Career	8 minutes 14 seconds	7 minutes 49 seconds
Volunteer	15 minutes 35 seconds	16 minutes 36 seconds

Data Source: Fire House

Fire Prevention

The Fire Prevention and Public Education Section comprises a Chief Fire Prevention Officer, five Fire Prevention Officers, a Public Safety Officer, and a Fire Prevention Clerk. Guided by the Office of the Fire Marshal (OFM), our efforts focus on two lines of defense: Public Fire Safety Education and Fire Safety Standards and Code Enforcement.

Fire Prevention staff, designated as Assistants to the Ontario Fire Marshal, enforce Fire Code compliance under the Fire Protection and Prevention Act, 1997. This includes property inspections, building permit plans review, onsite training, and legal prosecution. We conduct inspections based on requests, complaints, and requirements for vulnerable occupancies (care and treatment residential facilities).

Our Fire Prevention Officers hold NFPA 1031 certification, qualifying them as Fire Inspectors and Plans Examiners. The Public Fire Safety Officer is certified as an NFPA 1035 Level II Public Fire and Life Safety Educator and Public Information Officer.

The Fire Prevention Section is actively conducting proactive fire inspections for multi-residential buildings to ensure compliance with the Ontario Fire Code. This effort aims to reduce fire-related fatalities within our community. A particular focus is placed on older residential buildings constructed before the Ontario Building Code, which may require retrofitting to meet minimum fire and life safety standards.

2024 Inspection Summary (as of May 31)

- Complaint Inspections: 102
- Request Inspections: 210
- Vulnerable Occupancies: 21
- Target Inspections: 105
- Total Inspections Completed: 438

Residential Occupancy Inspection Strategy

The Fire Prevention Section's objective is to inspect all residential occupancies within a 10-year period. Below is a breakdown of the residential occupancies and estimated time to complete inspections:

Type of Occupancy	Number of Occupancies	Avg. Inspection Time (hours)	Estimated Time to Complete (hours)
Duplex	1,698	3	5,094
Triplex	434	3.25	1,410
Four Plex	418	3.5	1,463
Five Plex	75	3.75	281
Six Plex	70	4	280
7+ Units	342	7	2,394

The goal is to ensure all multi-residential buildings meet the required safety standards to protect the lives of our residents.

Public Education

The City of Greater Sudbury Fire Services (GSFS) delivers life-saving messages through various fire safety education programs and activities. These programs target identified fire risks and involve partnerships with community groups to enhance public fire safety education.

Initiatives for 2024

Home Safe and Sound Program

- Objective: Increase the number of single-family dwellings with working smoke alarms and educate residents on home fire safety.
- Approach: Door-to-door surveys, home fire safety reviews, and education for all 46,300 single-family dwellings within seven years. Utilizes electronic tablets and the "Field Maps" app to track inspections and follow-ups.
- Outcome: Decrease fires, injuries, and fatalities; statistical data will be collected for evaluation.

After The Fire Program

- Objective: Enhance fire safety awareness in neighborhoods where a fire occurred within the last 72 hours.
- Approach: Fire Prevention Officers canvas the area, providing fire safety reminders and distributing fire safety booklets.
- Outcome: Increased engagement and fire safety awareness.

Community Action Network (CAN) Presentations

- Objective: Provide fire safety education to CAN members.
- Approach: Public Safety Officer coordinates presentations at CAN meetings, often collaborating with the Emergency Management Coordinator.
- Outcome: Enhanced community-wide fire safety knowledge.

Elementary Schools – Fire Safety Program

- Objective: Educate elementary school students on fire safety.
- Approach: Provide teachers with lesson plans and resources tailored to different grade levels.
- Outcome: Consistent fire safety education across all elementary schools in Greater Sudbury.

Fire Prevention Week

- Objective: Promote Fire Prevention Week (October 06-12, 2024) to a broader audience.
- Approach: Host open houses and station tours with fire safety education.
- Outcome: Increased public participation and awareness during Fire Prevention Week.

Partnerships

- Objective: Collaborate with community agencies to support fire safety programs.
- Approach: Seeking grant funding from partners like Vale and Glencore to purchase smoke alarms for the Home Safe and Sound Program.
- Outcome: Offset costs for smoke alarms, making them accessible to financially challenged residents.

Lesson Plans

- Objective: Ensure fire safety education materials are accurate and up to date.
- Approach: Review and standardize all fire safety materials, providing stations with binders and electronic copies.
- Outcome: Consistent and effective fire safety education during station tours and public training sessions.

The Fire Prevention and Public Education staff are dedicated to delivering mandatory fire safety education, meeting Office of the Fire Marshal requirements, and prioritizing fire and life safety for all residents of Greater Sudbury. Through these initiatives the division aims to reduce the number of fires and enhance public awareness and education on fire safety.

Training Section

Fire Services delivers high-quality training programs, achieving a 100% success rate for all certification training participants. Our training ensures that both new recruits and existing firefighters meet the Ontario Fire Marshal regulatory standards in order to deliver the council approved service levels. The introduction of the Ontario Fire Marshal's mandatory certification has required our fire service to significantly increase our training requirements, and our firefighters' recent success in certification exams highlights the quality and effectiveness of our programs.

2024 Program Delivery

NFPA 1001-FF1 (Ontario Fire Marshal mandatory training part 1)

- 2023 Volunteer Recruits: The first course for the 2023 volunteer recruits is scheduled to be completed by the end of June 2024. These recruits are set to take the provincial certification examination in July 2024.
- 2024 Volunteer Recruits: The second course for the 2024 volunteer recruits will commence on August 25, 2024, and is scheduled to be completed by October 27, 2024.

NFPA 1001-FF2 (Ontario Fire Marshal mandatory training part 2)

- Existing Volunteer Firefighters: Three courses are scheduled in 2024. Two courses began in January 2024 and are scheduled for completion by June 2, 2024. The third course will commence on August 24, 2024, and be completed by October 20, 2024.

NFPA 1006 (Ontario Fire Marshal mandatory technical rescue training)

- 32 Mandatory Training Days Completed: Off-duty training days have been utilized to provide the necessary technical discipline training to our career staff. This ensures compliance with the legislated deadline of July 1, 2028. The tech disciplines training includes Hazmat, Water Rescue and High Angle Rescue.

Portable Fire Suppression Props

GSFS recently received portable fire suppression props, which will be incorporated into volunteer certification and weekly training sessions. These props enable volunteer firefighters to practice realistic fire operations in various fire districts, reducing the need to travel to the Lionel E. Lalonde training grounds for live fire training. These new training tools will enhance the practical skills of our volunteer firefighters and ensure

environmentally responsible training practices. Prop features include:

- Simulated scenarios (barbeque, car, upright propane cylinder, gas meter, and garbage bin fires).
- Propane-fueled for clean burning, minimizing smoke and toxin release.

Fleet Section

In the first two quarters of 2024, several important actions were taken to enhance the operational efficiency and safety of our fire services fleet:

Hiring of an Additional Mechanical Officer

With the approval of Council, included in the 2024 budget, is a second Mechanical Officer, who was hired and has just begun this role. The addition of a second Mechanical Officer will assist with meeting logistical and operational requirements within facility, fleet, equipment, and respiratory management, improving our maintenance capacity and reliability of our vehicles and equipment.

Divestment of Old Fire Trucks and Expired Bunker Gear

We have divested ourselves of two fire trucks which were beyond their useable life cycle of 20-years and were removed from service due to significant mechanical breakdowns. One unit was a former ladder truck and the other was a former pumper, both of which sold at auction for a total of \$12,000. This move not only reduces maintenance costs but also allows us to allocate resources towards newer, more efficient vehicles. This divestment is part of our ongoing commitment to maintaining a modern, effective, and safe fleet. Additionally, our expired bunker gear was sold at auction for \$3,000, and new gear was purchased, ensuring our firefighters are equipped with equipment that meets the highest safety standards. All funds recovered from the divestment of apparatus and equipment is placed back into the capital holding account as required.

Information on Lively Ski Hill Capital Projects

Presented To:	Community and Emergency Services Committee
Meeting Date:	July 8, 2024
Type:	Correspondence for Information Only
Prepared by:	Jeff Pafford Leisure Services
Recommended by:	General Manager of Community Development

Report Summary

This report provides information regarding the Lively Ski Hill capital projects approved through previous capital budgets. The report also includes information on utilization and operating costs of municipal ski hills, recommended utilization targets for ski hills and alternatives to continuing with capital projects as originally contemplated.

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

This report supports Council’s Strategic Plan with respect to the goal Creating a Healthier Community, through investment in infrastructure to support community recreation with a focus on quality of life.

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

Financial Implications

There are no financial implications associated with this report.

Background

The 2023 capital budget included a project entitled Ski Hill Refurbishments. The project was for various repairs identified for Adanac and Lively Ski Hills based on 2018 Building Conditional Assessment (BCA) reports. The project scope included improvements to snow making equipment, repairs to the wood siding of the Adanac rental shop and main chalet buildings, exit sign and emergency lighting upgrades at both locations and various refurbishments of the Lively ski hill chalet. The total value of this project was estimated at \$896,849.

During the 2024-2025 budget process, a project entitled Repurposing of Ski Hill Lift Equipment (Lively Ski Hill) was included as part of the approved 2024-2027 capital budget. This project was for the repurposing of the platter tow ropeway currently located at the closed Capreol Ski Hill to replace the mid-1960s era Samson T-Bar system located at the Lively Ski Hill. The total estimated cost of this project was \$387,400.

At the April 22, 2024 Community & Emergency Services Committee meeting, the following members motion was passed:

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 August 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.

At a subsequent City Council meeting, staff were requested to bring forward the report in July 2024.

Additional Information on Previously Approved Ski Hill Projects

The **Ski Hill Refurbishments** project approved as part of the 2023 budget process included the following:

- \$279,414 for Adanac Ski Hill to replace snow making pumps, air compressor, snow making pipes, chalet lighting and upgrading emergency exit signage.
- \$130,138 to refurbish the siding of the Adanac Ski Hill chalet and rental shop buildings. Siding was originally installed in 2009. An intervention will prevent early failure of the building envelopes. The refurbishment of the Adanac chalet has been completed.

The balance of the project was for various refurbishments associated with the Lively Ski Hill chalet. The chalet is a single-storey rectangular shaped structure with no basement, with an estimated area of 1,585 sq. ft. The BCA for the chalet classifies the building condition as poor.

The main architectural items that require repairs or replacement in the next ten (10) years include cladding walls, roof deck, roof, and foundation walls at the Chalet, including all doors and windows. The chalet interior needs complete refurbishment / renovation, including new concession area and washrooms. The building is not barrier-free with no barrier-free washrooms, waiting area, or kitchen service counter. The parking lot is not paved (gravel) with no barrier-free access to the building. Mechanical and electrical items include the replacement of electric unit heaters that are in poor condition, replacement of original plumbing fixtures and replacement of inefficient lighting.

The \$396,000 allocated for Lively Ski Hill chalet refurbishments is intended to be used to address elements rated in very poor, poor and fair condition and include the following:

- Exhaust systems
- Plumbing fixtures
- Interior finishes such flooring, ceilings, and doors
- Roof coverings and soffits
- Exterior walls and windows
- Electrical services, distribution, and lighting equipment

This investment will not be able to address matters associated with accessibility, patron flow and the age of the structure itself (structural foundation repairs are called for in the medium term). The 10 capital outlook for the chalet and site elements shows an additional minimal investment of \$463,000.

The **Repurposing of Ski Hill Lift Equipment (Lively Ski Hill)** project approved as part of the 2024-2025 budget process was estimated at \$387,400. The major scope of work includes the moving of existing City owned ski lift equipment from the closed Capreol Ski Hill site and re-engineering equipment so that it can be installed at the Lively Ski Hill to replace aging and failing equipment. The project scope also included the removal of equipment located at the former Nordic Ski Hill location due to health and safety concerns (estimated cost of work is \$10,000).

Staff reached out to Ancam Solutions Company Ltd. (ANCAM) who have historically provided engineering, consulting and professional services and have been involved with the passenger elevating and ropeway systems at City of Greater Sudbury ski hill facilities for over 15 years.

ANCAM has previously raised concerns on the safety and reliability of the Lively Ski Hill Samson Bar lift which is described as a mid-1960's vintage elevating device which is in original structural condition. ANCAM has worked closely with City of Greater Sudbury staff to source critical components required for maintenance and operations. ANCAM was contacted earlier this year to provide an updated opinion on the Lively Ski Hill lift equipment and provided the following commentary:

- Samson Lifts is no longer in business meaning that there is no manufacturer support.
- Controls system upgraded in the mid-2000s by Doppelmayr but integration was not performed in a complete manner.
- The system has electrical controls system and power inconsistencies which cause operational issues.
- Original motor, structure, haul rope, tensioning system is original condition; upgrading this device to modern standards would cost significantly more than the lift is worth.
- Original line equipment (sheaves, liners, bar springs) are obsolete and becoming difficult to service. Parts are now being sourced from non-lift suppliers which may not be suited for service on a passenger ropeway.
- Original carriers and grips are obsolete and becoming difficult to maintain and keep in operation.
- The existing alignment does not provide safe access to areas of this lift that require service by ski lift mechanics.
- The original alignment is tucked into the hill with the drive station and operator hut in a very wet area of the hill ski area.
- Salvage or sale of this device is no longer an option; lifts of this style and vintage are no longer in service at winter recreation areas.
- The existing lift profile is very steep and not suited for a beginner ski area; providing a more user friendly, revised profile with a more modern ski lift would likely attract additional patrons in the form of skiers and snow boarders.

ANCAM advised that a new lift for the Lively Ski Hill would cost approximately \$2.0M to purchase and install. They note that the lift equipment currently at Capreol Ski Hill will continue to deteriorate from vandalism and environmental wear if left. They have stated the Samson Platter Lift operating at the Lively Ski Hill should be removed from service before the lift suffers a catastrophic breakdown or causes a safety incident for patrons or City employees.

City of Greater Sudbury Ski Hill Operating Costs

The following tables represent the actual operating revenues and expenses for each of Adanac and Lively Ski Hills for the years 2019 through 2023. Budget figures for 2024 and 2025 are also provided. 1. Cost recovery rates don't account for facility capital requirements.

Adanac	Actual					Budget	
	2019	2020	2021	2022	2023	2024	2025
User Fees	(\$408,191)	(\$406,539)	(\$171,568)	(\$521,660)	(\$555,164)	(\$565,944)	(\$582,858)
Salaries & Benefits	\$478,920	\$414,138	\$278,245	\$427,613	\$425,994	\$369,306	\$381,007
Operating Expenses	\$169,851	\$158,778	\$110,809	\$132,804	\$92,796	\$129,305	\$129,567
Energy	\$125,566	\$116,115	\$107,440	\$170,342	\$79,525	\$149,311	\$154,925
Net Levy Impact	\$366,147	\$282,492	\$324,927	\$209,098	\$43,151	\$81,978	\$82,640
Cost Recovery	53%	59%	35%	71%	93%	87%	88%

Lively	Actual					Budget	
	2019	2020	2021	2022	2023	2024	2025
User Fees	(\$12,161)	(\$14,796)	(\$14,065)	(\$24,632)	(\$15,846)	(\$15,569)	(\$16,037)
Salaries & Benefits	\$76,855	\$93,322	\$70,934	\$103,713	\$88,585	\$58,435	\$60,291
Operating Expenses	\$33,219	\$38,104	\$16,297	\$52,333	\$47,551	\$38,376	\$38,376
Energy	\$52,107	\$39,256	\$26,308	\$70,658	\$100,952	\$57,981	\$60,604
Net Levy Impact	\$150,019	\$155,886	\$99,474	\$202,072	\$221,241	\$139,222	\$143,234
Cost Recovery	7.5%	8.7%	12.4%	10.9%	6.7%	10.1%	10.1%

The City's staff time and activity reporting system (COMPASS) provides further insights into the level of effort across the entire organization to support the delivery of municipal ski hills. COMPASS shows that 10,720 hours of staff time are spent annually supporting Adanac and Lively Ski Hills across the organization.

Ski Hill User Fees

The following are the rates included in the City's Miscellaneous User Fee By-Law for ski hills (effective April 1, 2024). The User Fee Framework was established during 2021 budget deliberations to support a strategic intent and an expectation that fees, or the lack of fees, demonstrate a thoughtful perspective about how services fit into the community's quality of life. The framework is based on a set of principles reflected in cost recovery targets for each service that has a fee. As part of budget processes, user fees are reviewed through the User Fee Framework and adjusted. Upon review of ski hill fees, it was determined that lift fees and passes should fall into the 'Less Community Benefit/Primarily Individual Benefit' category and that fees should be calculated at 60 to 90 per cent recovery of operating expenses. These adjustments were made during the 2023 budget process.

	Adanac	Lively
Individual Daily Passes		
Junior - Full day	\$44.00	\$18.50
Youth - Full day	\$47.00	\$22.00
Adult - Full day	\$53.00	\$22.00
Individual Season Passes		
Junior	\$465.00	\$182.00
Youth	\$530.00	\$205.00
Adult	\$660.00	\$205.00

Ski Hill Utilization

The following tables provide five years of historical information on utilization of Adanac and Lively Ski Hills. Group programs, private lessons and school bookings are only available at Adanac Ski Hill.

Adanac Ski Hill Utilization								
Season	Operating Days	Season Passes	5-Day Passes	Program Participants	Private Lessons	Student Visits	Total Visits	Visits per Operating Day
2018-2019	64 days/ 33 evenings	146	266	453	700	670	11,239	175.6
2019-2020*	84 days/ 27 evenings	222	236	443	844	89	12,070	143.7
2020-2021**	25 days/ 15 evenings	68	74	0	0	0	6,203	248.1
2021-2022	67 days/ 27 evenings	170	165	43	1398	209	16,699	249.2
2022-2023	70 days/ 30 evenings	367	249	209	1031	306	20,268	289.5
2023-2024	52 days/ 23 evenings	318	335	224	805	663	10,653	204.9

Lively Ski Hill Utilization					
Season	Operating Days	Season Passes	5-Day Passes	Total Visits	Visits per Operating Day
2018-2019	43	n/a	n/a	1563	36.3
2019-2020	39	n/a	n/a	1826	46.8
2020-2021**	17	n/a	n/a	1235	72.6
2021-2022	41	20	9	2250	54.9
2022-2023	45	40	8	1646	36.6
2023-2024	25	120	18	715	28.6

*school bookings impacted by school board strike

**COVID-19 closures and restrictions

Recommended Utilization Targets for Ski Hills

The 2020 City of Greater Sudbury **Core Services Review** described the delivery of ski hills as a service not commonly provided by other municipalities and suggested the City should consider outsourcing the provision of ski hills to a third party given this is not an essential service.

The Ontario Snow Resorts Association advises that the following ski centres are operated/supported by municipalities or conservation authorities in Ontario:

- Albion Hills Conservation Park (Caledon), Town and Region Conservation Authority
- Big Ben Ski Centre, City of Cornwall
- Chapleau Ski Hill, Township of Chapleau
- Earl Bales Ski and Snowboard Centre, City of Toronto
- Glen Eden, Conservation Halton
- Kiwissa Ski Hill, Township of Manitouwadge

- Laurentian Ski Hill (North Bay), supported by City of North Bay
- Mount Chinguacousy, City of Brampton
- Larder Lake Ski Club, Township of Larder Lake
- Mount Fairweather, Town of Atikokan
- Remi Ski Club, Town of Kapuskasing
- The ROC, Town of Georgina
- Trestle Ridge Ski Hill, Township of Terrace Bay

The City's **Parks, Open Space and Leisure Master Plan Review** (POSLMP) does not provide utilization targets or establish provision levels for ski hills. The action item relating to municipal ski hills in the POSLMP calls for the City to ensure for the sustainability of municipal ski hills through responsible asset management, customer-responsive programs and services, and four-season opportunities. The 2014 POSLMP indicated that at the time replacement of lift equipment and Adanac and Lively ski hills would be required in the near term.

Input was sought from industry experts in determining utilization targets for ski hills. One method of determining utilization is by measuring visits against comfortable carrying capacity for a ski hill. For City of Greater Sudbury Ski Hills there is an annual carrying capacity of 59,430 visits calculated as follows:

- Adanac Ski Hill - 700 users x 70 days = 49,000
- Lively Ski Hill - 298 users x 35 days = 8,330

Alternatively, the expected annual ski visits for Greater Sudbury, can be based on 18% of expected participation rate in skiing/snowboarding and average skier/snowboarder visits. Based on this measure, the City would expect 44,821 annual visits calculated as follows:

- 166,004 (2021 census) x 18% x 1.5 visits = 44,821 expected annual visits

For the 2023-2024 season there were a total of 11,368 visits, which is 19.1% of comfortable carrying capacity or 25.4% of annual expected attendance in Greater Sudbury.

Alternatives to Continuing with Projects as Originally Contemplated

Not proceeding with the capital projects associated with Lively Ski Hill as originally contemplated, would have the following implications:

- Potential of catastrophic failure of the existing 1960s era lift with the potential for safety incident as per the engineering and professional services firm who have reviewed the lift condition.
- Absent of a complete failure of the lift, continued issues and service interruptions associated with maintaining lift equipment as parts are no longer able to be sourced.
- The existing chalet would continue to operate in poor condition. Escalating operational costs associated with mitigating roof leaks and other building repairs.

Absent an operational lift and support facilities, the City would be challenged to provide a functional ski hill. The City of Greater Sudbury previously decided to discontinue the operation of Capreol Ski Hill in 2015. Since that time, the facility has operated as an unofficial sliding hill as an alternate recreation amenity.

Tubing hills are another similar winter recreation activity that could take place at location with appropriate vertical and terrain. More investigation would be required to see if the Lively Ski Hill location is conducive to this type of activity. It's expected that this type of operation would require additional/alternate equipment, snow making considerations and support facilities. This type of operation is likely most suited for a third party operator.

Work of the **Lively Recreation Advisory Panel** who are working with the City to make recommendations on investment of the \$4M received from the disposition of Meatbird Lake Park. Funds are to be reinvested into the Lively/Walden community to develop new recreational opportunities and will ensure residents have access to safe ways to play in the area. Proceeds of the \$4 million sale are being held in the Capital Financing Reserve Fund (General) and are dedicated to the improvement of leisure infrastructure.

Two rounds of community engagement have been completed to date. Engagement results indicate that outdoor swimming, waterfront, or beach activities are the top priorities for investment consideration for the project. Water activities (canoeing/kayaking), trails/hiking and a splash pad are the other most frequently mentioned priorities. Overwhelmingly, the feedback has been that the City should invest in a single, new recreational amenity. The community has also clearly indicated that a quality, new, modern facility would most encourage future use. Three locations have been identified including the Lively Ski Hill property, with the others being Anderson Farm and greenspace adjacent to the Lively Citizen Service Centre/Library.

Council has approved a draw funds up to the amount of \$400,000 from the Capital Financing Reserve Fund (General), which are dedicated for the Lively Recreation Project, to obtain professional services to provide conceptual plans and design services to further analyze the three preferred locations. A request for proposal for these services is expected in the coming weeks.

Summary

As per Council direction, the ski hill capital projects described in this report have been paused. This report provides the information requested by Council including additional details on the capital projects in question, information about utilization and financial performance of municipal ski hills, suggested provision level targets and potential alternatives to proceeding with ski hill capital work.

Absent any additional direction, staff will proceed with the capital projects as described in this report.

Should Council direct staff to cancel capital project(s), funds would be returned to the Capital Holding Account. The budget associated with Lively Ski Hill projects described in this report total \$773,400.

Resources Cited

Ski Hill Refurbishment project description, 2023 City of Greater Sudbury Budget document (page 445)
<https://www.greatersudbury.ca/city-hall/budget-and-finance/previous-budgets/2023-budget/proposed-budget/2023-proposed-budget/#zoom=page-width>

Repurposing of Ski Hill Lift Equipment (Lively Ski Hill) project description, 2024-2025 City of Greater Sudbury Budget document (page 445)
<https://www.greatersudbury.ca/city-hall/budget-and-finance/2024-2025-budget/proposed-budget1/proposed-2024-2025-budget/>

City of Greater Sudbury Core Services Review (January 2020)
<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/pdfs/kpmg-final-report-of-core-service-review/>

City of Greater Sudbury Parks, Open Space and Leisure Master Plan Review (2014)
<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/report-pdfs/parks-open-space-and-leisure-master-plan-review-2014/>

Lively Recreation Advisory Panel Update and Request to Proceed to Procurement, Community and Emergency Services Committee (September 18, 2023)
<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?DocumentId=50925>