

**Appendix B: List of Key Projects and Status – Q4 2023**

**CAO'S OFFICE**

<b>PROJECT</b>	<b>STATUS</b>
Customer Service Strategy Implementation	In the fourth quarter, enhancements were implemented to the maps in the Customer Relationship Management (CRM) system to offer better service to residents. Additionally, new processes were added for vicious dogs and compliments and complaints, and improvements were made in the environmental services section. This collectively contributes to a more streamlined process for resident interactions. Eight corporate customer service training sessions were held, with 116 staff trained. This brought us to 489 total trained in 2023, through 35 sessions. The One Stop Services team continues to collaborate with the Citizen Services team to ensure a uniform and high-quality delivery of services to all residents. Comprehensive reviews and adjustments to our processes are underway to optimize service experiences and ensure consistency. Our first call resolution rate stayed steady at 75 per cent, while our two-business day callback rate increased by three per cent from Q3 and to 78 per cent.
Enhanced Communications	The City Connect newsletter is sent out on the first Thursday of each month and includes service information and a message from the Mayor. After 12 issues, the open rate (people who opened the email) is 58 per cent compared to the industry average of 28.7 per cent. The click rate (people who opened the email and clicked a link) is eight per cent, double the industry average of 3.99 per cent. A total of 1,183 contacts are currently receiving the newsletter; 207 of those are new since the newsletter resumed. Throughout 2024, work will continue to focus on promoting the newsletter to increase subscription rates, and on using data related to 311 trends and website traffic to identify timely information to be included.
Communication Review	Work on achieving the goals of the review is focused on the development of a Community Engagement Strategy and Framework. Progress has been made to organizational structure and job descriptions to align with recommendations and enhanced service. The Community Action Network review began, with an RFQ for a third-party review issued.
Indigenous Relations	Relationship building with Indigenous communities and partners is ongoing. The new training module for the learning management system is nearing completion and is anticipated to be released by Q1 2024, along with specific leadership training. Preparations for Indigenous People's Day (June 21) and Orange Shirt day/National Day for Truth and Reconciliation have begun.

PROJECT	STATUS
Event Centre	In an effort to respond to Council's direction to explore in more detail options for a new or renewed arena in the downtown South District BBB Architects have been retained with anticipated results and recommendations being presented to Council in Q2 2024. Complimentary to this work, several properties have been acquired in the south district to advance redevelopment and reiterate Council's support for downtown revitalization and economic development priorities outlined in the CGS Strategic Plan.
Library/Art Gallery (Cultural Hub at Tom Davies Square)	In November 2023, Council provided direction to proceed with the Cultural Hub at Tom Davies Square project which also includes Municipal Service Relocation into vacant space within 199 Larch Street. Council also formally directed staff to close out and permanently suspend the Junction East Cultural Campus project and associated contracts. Currently, a Request for Proposal CAO23-241 is posted to retain a consulting team to develop the designs for the Cultural Hub at Tom Davies Square and Municipal Service Relocation projects.
Place des Arts	Place des Arts is now open and operating. The City has disbursed the final allocation of the capital project funding allocation, and has also provided annual operating grant dollars through the 2024-2025 budget process. Staff continue to meet regularly with the PdA team to provide ongoing support.
Museums	Greater Sudbury Museums is proceeding with implementation of the Museums Revitalization Plan and developing the strategic approach with input from the Museums and Heritage Advisory Panel. Recruitment is underway for two positions on the team and capital work is ongoing at the Anderson Farm Museum, with completion anticipated in 2024.
Employment Land Strategy	The Employment Land strategy includes direction to develop an implementation strategy and business cases for detailed design of the required infrastructure improvements in the strategic employment areas. Direction was also given to develop an Employment Land Community Improvement Plan (CIP). The new Employment Land CIP was implemented in October 2023 to receive eligible projects. The CIP was approved on June 26. The implementation strategy for the required infrastructure upgrades was approved on September 19, 2023. The phased approach to detailed design is now underway in alignment with the ELS Implementation Strategy, and repair work to Fielding Road was completed during summer of 2023 following Council direction. A \$19M business case for the LaSalle/Elisabella Strategic Employment Area infrastructure upgrades was approved as part of the 2024-2025 Budget.

PROJECT	STATUS
COMPASS	Over 1,100 employees are now successfully reporting daily time and activities via the COMPASS self-service timesheet. Data on the entire chain of activities required to deliver all services and projects across the organization is now available in real-time interactive reports. The project scope has been expanded to include Kronos and Cityworks users to enhance data-driven decision making and achieve additional ongoing savings to replenish the reserve. These initiatives are expected to be completed by end of 2024.
Occupational Health and Safety Management System (iCARE)	The Executive Leadership Team considered opportunities to enhance the existing Occupational Health and Management System and this project has commenced to establish a standard for acceptable levels of compliance, to establish clear lines of accountability, to establish human and technology resource requirements, to ensure highest levels of management understand status of compliance, to utilize a risk management approach, to follow principles of continuous improvement, and to establish the role of auditing to assess compliance. An internal team lead by Tony Cecutti has been established to develop the project plan, who will be consulting with all areas of the organization including the Joint Health and Safety Committees The project plan was presented to Council on October 24, 2023.. Leaders across the organization have been recruited to assist with the development of the standard and the change management and communication activities that will be required. A survey, combined with an Employee Engagement survey, delivered in collaboration with the iCARE project team, Data Analytics and Change, Human Resources, IT and Communications, will be available to all staff using an online platform by Q2 2024.
Housing Supply Strategy	In February, Council directed staff to develop a Housing Supply Strategy by the fourth quarter of 2023. This new Housing Supply Strategy will take a holistic approach to looking at actions that can be taken along the entire housing continuum from homelessness to transitional and supportive housing to below market affordable housing as well as market housing with the goal of increasing the overall housing supply in the City to accommodate projected growth. A first phase of public consultation was completed through an Over To You webpage, phone survey and targeted outreach to stakeholders. The Strategy will also be informed by a series of housing-related studies undertaken using the Streamline Development Approvals Funding. A draft of the Housing Supply Strategy was presented to Council in January of 2024, with the final strategy to be presented by the end of Q2 2024. Implementation of the Strategy Action items will be ongoing in 2024.

## GROWTH & INFRASTRUCTURE

PROJECT	STATUS
Strengthening Development Services	<p>Economic Development, Planning and Building Services continue collaborating to advance development opportunities and implement process improvements. Staff have continued business outreach and are collaborating with the Chamber on a Pronto workshop for small businesses as part of the “Chamber U” workshop events. The Employment Land Strategy recommendations related to policy improvements continue to guide opportunities to improve the City’s development approvals process, as does the City’s participation in the Province’s Streamlining Development Approval Funds program completed earlier this year.</p> <p>The City’s participation in the Province’s Streamlining Development Approval Funds program was completed In 2023 and the final funding from the Province was received in January of 2024. Remaining Development Streamlining Projects will be completed in 2024.</p>
AMR/AMI – Water Meter	<p>The project is now complete with a 98.5% installation rate and an overall Read Success Rate (RSR) of over 99%. The project has finished under the Council approved budget, with final values to be reported at the March Finance and Administration Committee meeting. Approximately 650 non-compliant accounts are being transferred to the Water/Wastewater Treatment &amp; Compliance Meter Shop, with a communications and installation plan currently being developed to reach 100% compliance.</p>
Land Management Information System (LMIS)	<p>Building Services (all permits) and Technical Services (road closure/occupancy, driveway permits) launched in Pronto in the second half of 2023. This includes citizen portal access to submit and manage these applications online. Configuration for Planning Services in Pronto is underway as of Q4 2023 and is expected to be completed in 2024. Migration of Building permit information from the City’s in-house BP.NET records system to Pronto begins in Q1 2024 and is expected to be completed by the end of Q2 2024. Additional feature updates for departments using the system are expected to take place during 2024, including document management enhancements and increased automation.</p>
Paris-Notre Dame Bikeway	<p>The City received \$3.3 million in funding through Infrastructure Canada’s Active Transportation Fund for the next phase of the bikeway from Wilma Street to John Street. The Bridge and Culverts program will continue the Bikeway across the Bridge of Nations to John Street. Construction of this phase began in 2023 and is complete from Wilma Street to approximately Kathleen Street. The remainder is expected to be completed in 2024, with restoration work continuing into 2025.</p>
Complete Streets Guidelines	<p>Staff continue collaboration with other departments and agencies to ensure that the guidelines align with broader city planning goals. A review of the draft guidelines is</p>

PROJECT	STATUS
	currently underway and staff anticipate bringing forward the guidelines for Council's consideration in Q1 of 2024.
Pothole Material Patching Project	Phase 2 of the study focusing on pothole preparation was completed and includes results for winter as well as summer pothole repairs. The automated all in one pothole patching machine was included in this phase of the study and further statistics on this unit are being tabulated. A report concluding this study is planned to go to Operations Committee in Q4 of 2023. which focuses on pothole preparation is underway and includes results for winter as well as summer pothole repairs. The automated all in one pothole patching machine is included in this phase of the study. A report concluding this study is planned to go to Operations Committee in Q4 of 2023. The pothole study was completed and report submitted to Operations Committee last Fall. The report also included an update on the All In One Pothole Patching Machine (APPM). These projects are now complete.
Official Plan – Phase 2	Phase 1 of the Official Plan review was completed in 2019. Work on Phase 2 of the Official Plan Review is underway. The first draft of the Phase 2 Official Plan review was presented to City Council for consideration in Q1 2022 with public consultation taking place in Q2. The draft OPA was also circulated in February 2022 to the Ministry of Municipal Affairs and Housing (MMAH) for provincial comment. MMAH provided a no-comment letter in Summer, 2023. Staff is awaiting the release of the new Provincial Planning Statement (PPS), expected in late 2023. Once the new PPS is released, staff will consolidate all comments received and will prepare a summary report and final Phase 2 amendment for Council's consideration.
Climate Action	CEEP implementation ongoing in initial Phase ONE (2021-2025), including the establishment of 4 sector working groups. An internal Climate Action Resource Team (CART) has also been established to advance key actions, such climate monitoring & reporting, and refinement of climate lens. A draft Climate Action Annual Report for 2022 was prepared to report on climate mitigation (CEEP) and climate adaption, Community Climate Change Adaptation Plan (CCCAP), which was approved by Council on June 13, 2023. The CEEP and the CCCAP together represent the City's climate action response. Climate actions ongoing. A progress update on the City's Climate Action Plan will be presented to Council in Q1 2024.
Solid Waste Management Plan	The Solid Waste Management Master Plan has been awarded to Dillon Consulting. Phase 2 of the plan is completed and Phase 3 is underway. The plan is expected to reach completion in Q2/Q3 2024.
Waste Diversion	The change to every other week garbage and leaf & yard collection commenced February 2, 2021 and was expected to increase waste diversion, specifically the Green Cart program

PROJECT	STATUS
	<p>participation. Participation in the residential roadside Green Cart organics program increased by 16% in 2021. Participation studies conducted in 2022 and 2023 saw an increase of only 1% in the Green Card participation rate. The City's overall residential waste diversion rate increased from 46% in 2021 to 47% in 2022. Once the Blue Box program transitions from the responsibility of the municipality to full producer responsibility in April 2025, calculation of a waste diversion rate will become obsolete.</p> <p>The Solid Waste Management Master Plan is expected to propose options to further increase waste diversion and alternative performance measures after transition of the Blue Box program.</p>
Complete Feasibility Review for New Organic Processing Options	Review is on-going. A pre-feasibility study is being conducted to assess the potential for a combined biosolids and anaerobic digester system to process food and organic waste. The results of the study are expected in Q2 2024.
Paquette-Whitson Municipal Drain	Construction of the works was completed during 2022 construction season. Areas in the catchment that were unable to proceed to development due to the floodplain can now submit plans. Final processes to complete under the Drainage Act requirements will be completed in 2024.
Gatchell Outfall Sewer	<p>The design remains at 95% complete. The City has received the Sewage ECA from the MECP and the Species at Risk (SAR) Overall Benefit Permit remains in the queue with MECP with minor comments provided to the City which are currently being addressed. RV Anderson is preparing an updated submission calculation for SAR Conservation Fund contribution alternative to a Permit.</p> <p>The Section 28 Application (permission to work in the flood plain) has been submitted to Conservation Sudbury.</p> <p>Additional excess soils investigation is required to determine a more precise volume of impacted soils, and the work is moving forward prior to the report finalization by WSP.</p> <p>The City is finalizing an agreement with CP Rail to permit the new infrastructure and construction on CP lands.</p> <p>The design will be finalized once approvals have been received and the contract expected to be tendered in Q4 2024.</p>

<b>PROJECT</b>	<b>STATUS</b>
MR 35 from Notre Dame East to Notre Dame West	The construction of the widening of MR35 from two or four lanes to five lanes started in August 2020 and is now complete. The new, upsized 950-meter-long section of watermain was completed in 2020 as well as all culverts. Surface asphalt was completed in early 2022, and the remaining restoration was completed in the summer of 2022.
Maley Drive	The Maley Drive Extension was opened to traffic in November 2019, with four new lanes between College Boreal and Barry Downe Road, and a reconstructed section between Barry Downe Road and Falconbridge Highway. The work included the opening of the City's first three roundabouts on major arterial roads.  The construction of the roundabout at Froot Road and Lasalle Boulevard was completed in 2023.
Streamline Development Approvals Funding	The City was the recipient of up to \$1.75M in Provincial Funding to help with streamlining residential development approvals. Staff are leveraging this funding along with prior City funding for LMIS to complete \$3.5M worth of improvements to CGS's development approval process. Projects include land use planning policy reviews and improvements, a LEAN review of development approval process, E permitting upgrades, data digitization, GIS process improvements and Building Services internships. Many of the projects are underway and nearing completion. An update report went to the Finance and Administration Committee on July 10, 2023, and a final report to secure the remaining provincial dollars was submitted to the province in September. Completion of outstanding projects will continue in 2024.

## COMMUNITY DEVELOPMENT

<b>PROJECT</b>	<b>STATUS</b>
Civic Mausoleum Expansion	The tender for the Civic Memorial Cemetery mausoleum expansion has closed with Alkon Ltd. being the lowest qualified bidder with a bid price of \$3,705,902 (within project budget). The anticipated completion date for the project is December 22, 2024. Test holes are in progress to reconfirm depth of footings required and Alkon plans on completing sub-grade work and slab prior to December.
CMHC RHI Affordable Housing Project (Lorraine Street)	The RFP closed on June 3, 2022, and 7 bid packages were evaluated. The evaluation process closed on June 20, 2022, and the bid was awarded to Nomodic Modular Structures Inc. Weekly meetings began in September 2022, between the General Contractor, their subs and CGS team to manage the progress of the project. A community

	<p>engagement session was held in the Fall of 2022 to provide an update and share the building design with the residents. A full building permit was issued on July 11, 2023 for this project. The site is officially under construction. The first floor of the building has been shipped from Dundalk, ON and received on site. Floors 1 and 2 should be in place by approximately October 6, 2023.-</p> <p>Nomodic Modular Structures entered into bankruptcy the beginning of October 2023 which has temporarily delayed the project. Flex Modular was selected by the bonding company to take over as General Contractor to complete the contract. Construction has resumed and floors 3 and 4 are substantially completed and will be shipped to Sudbury mid to end of February 2024. Occupancy has been delayed to approximately July 2024.</p> <p>A local hotel has been established as a temporary pilot site which is able to hold up to 13 individuals on a temporary basis until such time as the permanent site is built. Health Science North has recruited initial members of the ACT team with the intention to ramp up through 2022 and early 2023 and has a full staff complement in place to provide services for up to 40 individuals once the permanent site is constructed. Health Sciences North has completed intakes on individuals from the by-name list and is at full capacity in the temporary site with 13 individuals receiving services.</p>
Homeless Shelter Review & Modernization	<p>Roll-out of Coordinated Access System was finalized, and a report was provided to Community Services Committee on September 20, 2021. Elizabeth Fry Society of Sudbury opened a new short-term low barrier shelter for women on January 25. Further changes within the shelter system are ongoing as needed to address any disparities in the system. The By-Name List, a real-time list of individuals and families experiencing homelessness in the community who are interested in housing or housing support services and have consented to having their name added to the list, was implemented in Q4. In 2023, staff will be focused on solutions with regards to a permanent youth shelter. As noted to Council, emergency orders allowed for the temporary use of the SACY building on Pine St as the youth shelter during the pandemic however a new permanent shelter as identified in the shelter review is needed. Further reports will be coming forward to Council on this issue. Staff have received Council direction to bring a business case forward to the 2024 budget process to include funding options for current shelter sites along short-term funding options for sites that were open during the pandemic.</p>
ICIP Resilience Projects	<p>Funding received for improvements to Delki Dozzi Cycling Track (\$559,285), Jim Gordon Boardwalk (\$514,779) and Fielding Memorial Park (\$186,941) through the COVID-19 Resilience Infrastructure Stream of ICIP. Delki Dozzi work substantially completed. Work on Fielding Memorial Park commenced July 2023. Tender for work on Jim Gordon</p>

	<p>Boardwalk expected to be issued by December 2023. Projects must be complete by December 31, 2024.</p>
<p>Outdoor Court Revitalization</p>	<p>The City was successful in its application for Investing in Canada Infrastructure Program funding in the amount of \$4,380,000. This funding will support the revitalization of 14 outdoor tennis court facilities and 14 outdoor basketball courts across the community over the next several years. The project aims to improve the quality of Greater Sudbury's recreation and leisure infrastructure and increase utilization.</p> <p>Substantial completion of 5 sites part of Phase 1 (Delki Dozzi Sports Complex, Elmview Playground, Lorne Brady Park, Sixth Avenue Playground, and Twin Forks Playground). Work included asphalt removal, new asphalt installation, acrylic resurfacing and line painting and installation of sports fixtures and amenities (nets, basketball standards, etc.).</p> <p>Initiated asphalt removal and paving at three Phase 2 locations (Ryan Heights Playground, Downe Playground and Elm West Playground). Remaining Phase 2 sites (Copper Cliff, Dowling, Minnow Like Place and Wahnapitae) will form part of a separate tender in 2024.</p> <p>Information about the project can be found at <a href="https://overtoyou.greatersudbury.ca/outdoor-court-revitalization">https://overtoyou.greatersudbury.ca/outdoor-court-revitalization</a></p>
<p>Pioneer Manor Redevelopment</p>	<p>The general contractor, Sullivan &amp; Sons, mobilized site in early October and began with Phase 1 of the project which involved the construction of two new parking lots as well as new storm water infrastructure throughout the site.</p> <p>The main 'ring road' around the campus was re-routed to a newly constructed entrance to the east of the existing entrance which was subsequently blocked off. As a result of the construction of the new parking lots as well as the new ring road entrance, the staff parking was moved to the new parking areas allowing for the commencement of construction for the new wing. Piles for the new wing will commence in January of 2024. Substantial completion of the project is expected in mid-2026.</p>

<p>Playground Revitalization</p>	<p>Phase 3 of the Playground Revitalization Project work substantially completed at the following locations:</p> <ul style="list-style-type: none"> <li>• Brighton Tot Lot, Brighton St., Garson</li> <li>• Gil Loop Tot Lot, Gill Ave., Onaping</li> <li>• Grandview Playground, Grandview Blvd., Sudbury</li> <li>• Lebel Playground, 1232 Carmelo Ave., Sudbury</li> <li>• Rosemarie Playground, 1297 Gary Ave., Sudbury</li> <li>• Shawn Tot Lot, Shawn St., Azilda</li> <li>• Simon Lake Park, Naughton</li> <li>• St. Charles Lake Tot Lot, Brenda Dr., Sudbury</li> </ul> <p>The replacement of the Moonlight Beach playground equipment completed, in partnership with United Way Centraide North East Ontario, with renaming of playground to United Way Park approved at Community and Emergency Services Committee meeting of June 19.</p> <p>City staff continue to explore grant and other funding opportunities to advance the project. The City has also issued a request for Expression of Interest (EOI) to identify potential sponsors for the remaining 16 playgrounds originally identified for replacement.</p>
<p>Social Housing Revitalization</p>	<p>The modular design build RFP for 1310 Sparks Street has been awarded and the design is completed with the build portion in process. The 14- Unit modular construction contract has a timeline of mid 2024 for occupancy.</p> <p>As of December 31, 2023, sales of 47 scattered houses were completed generating net proceeds of approximately \$14.4 Million which has been transferred to the Social Housing Capital Reserve Fund. These proceeds will be used to revitalize the housing portfolio including the Sparks Street build.</p>
<p>Supervised Consumption Site</p>	<p>The Supervised Consumption Site received a Federal exemption in May 2022 and the Provincial funding application has been deemed complete by Provincial staff, and is pending. Réseau ACCESS Network is in the process of acquiring a Spectrometer, which will provide enhanced drug checking, for use within the Supervised Consumption Site. The Spectrometer has been purchased with existing funds within the original budget allocation. At this time, the Supervised Consumption Site is operating under budget. Réseau ACCESS Network has begun a media campaign for funding from the Provincial Ministry of Health. There is no business case in the 2024 budget or beyond that would contemplate municipal funding extensions.</p>

Therapeutic Pool	At the February 21, 2023 City Council meeting a resolution was passed by Council pausing further work on the Therapeutic/Leisure Pool until the comprehensive aquatics review has been presented to Council.
------------------	--

**CORPORATE SERVICES**

PROJECT	STATUS
Continue evolution of corporation's management systems	<p>Here are summary highlights of work to evolve our corporate management systems in the last quarter:</p> <ul style="list-style-type: none"> <li>• A process for extracting detailed time and activity information from Cityworks (the work order management system used by field staff) directly into COMPASS was built and tested. This enables field staff to receiving work digitally with no need for paper. It is ready to roll out to the first group of field users in Q1 2024. This adds efficiency and data quality and removes paper crew sheet entry by clerks.</li> <li>• Two new functions were added to the City's self-serve system, called "MyHR", for staff and managers to manage time and HR information: the ability to receive T4's and the ability for supervisors to perform 'position management' functions. The T4 function was coded and tested and will roll out in support of 2023 T4's. These online functions add efficiency and reduce paper and printing costs.</li> <li>• Added the ability to receive online municipal tax bills via the City's 311 CRM system for those who choose to subscribe, in preparation for roll-out in 2024. This will better serve those who want to access services digitally and it also reduces paper and mailing costs.</li> <li>• The hardware and phone system for the Emergency Operations Center was upgraded. End of life equipment was replaced and the ongoing cost of the new technology is less expensive than the old.</li> <li>• Pre-project work was completed replacing electronic Patient Care Record (ePCR) used by Emergency Medical Services (we completed an RFP with other services in the province). A decision to use Cityworks to replace our Fleet system was completed in Q4. 2024 and 2025 work plans anticipate actual system replacements. Both changes aim to add system efficiency and provide better service performance and decision-making data.</li> <li>• Project Initiation stages for the creation of a new Digital Strategy were completed. This strategy will plan for the transformation of customer facing services to a digital platform achieving community and customer service outcomes.</li> </ul>

Enterprise Asset Management Planning	The Enterprise Asset Management Plan for all asset classes was completed, updated and presented to Council in Q4, 2023. Work will continue to define desired asset levels of service and staff will be seeking Council input in Q2/Q3 2024. Staff will utilize the desired levels of service to adjust the City's Asset Management Plan and develop a financing strategy. The complete work will be presented to Council in Q1/Q2 2025.
Parking	Work continues with JL Richards and Associates to assess post-pandemic parking demand downtown. Currently reviewing providing feedback on Phase B of the Strategic Parking Plan Update for the final document.
Modern Employee Experience	<p>Migration to Exchange Online for email and the modernization of individual file storage is complete in the OneDrive. The modernization of Mobile Device Management is 60% completed. To enhance collaboration, the next phase of SharePoint configuration and external collaboration has been initiated. Overall tool adoption and change management is continually being explored and delivered.</p> <p>Notes:</p> <ol style="list-style-type: none"> <li>1. Mobile Device Management provides asset control and efficient support for smartphones and tablets.</li> <li>2. Sharepoint (as per our Electronic Records Management strategy) is the foundation for storing and securing digital documents.</li> </ol>
Greater Sudbury Public Library Governance	Work on a renewed operating agreement is complete. The parties will now work on some service level agreements to accompany the agreement (e.g. Information Technology service levels, citizen service center commitments). This process is overseen by the GM of Corporate Services and the Library CEO and is expected to be completed this year.
Multi-Year Budget	<p>The City's first multi-year budget was presented and approved by Committee in December of 2023.</p> <p>A multi-year budget policy is being developed to provide guidance on the overall process. Other policies or policy changes will be made now that staff and committee have experiences the process for the first time.</p> <p>Staff are developing plans and timelines for the presentation of the budget update report covering the second year of the multi-year budget.</p>
Development Charges Background Study	Staff are working with Hemson Consulting Ltd. to prepare the background study and rates that will be presented for a new DC By-law effective July 1, 2024. Meetings with operating departments to review their 10-year projections on growth-related projects have taken place.

	<p>Meetings with the development community have commenced to review the capital program and policy changes.</p> <p>Draft DC background study and rates will be presented to Committee in March of this year, with the final by-law to be approved before June 30<sup>th</sup>.</p>
--	--

**COMMUNITY SAFETY**

<b>PROJECT</b>	<b>STATUS</b>
<p>Implementation of Incident Management System (IMS) process in the Emergency Operations Centre (EOC).</p>	<p>The Emergency Management Program and Emergency Response Plan Bylaw was reviewed and revised in December 2023, council 's approved the revised bylaw in January 2024, adopting the changes that officially adopt the implementation of IMS in the EOC.</p> <p>Modernization of the equipment and technology was completed with the migration and implementation of the EOC emergency management and communications software, WebEOC, to the vendor cloud service. A regular testing and training schedule is being implemented in 2024 and will be a part of the regular operational process.</p> <p>A training calendar for the Community Control Group (CCG) is being developed, in partnership with the availability of Emergency Management Ontario (EMO) local training opportunities. Training modules will be geared to updating and maintaining the knowledge base for all CCG positions and support staff.</p> <p>The CEMC and new local EMO Field Officer are currently undergoing the necessary steps to receive their training endorsements from EMO with a plan to coordinate training together locally for CCG and community partners.</p> <p>An exercise schedule is being developed to align with training opportunities and will be implemented in 2024.</p>

<p>Implement new models of care and alternate destination programs in Paramedic Services.</p>	<p>The three planned Ministry of Health approved Patient Care Model (PCM) Pilots have been safely implemented and are currently being evaluated. These PCM's see patients who experience a seizure, hypoglycemia or tachydysrhythmias treated in the home, referred to specialized clinics and avoid unnecessary hospital ED visits.</p> <p>Planning is underway to assess the implementation of two new clinical Patient Care Models for 2024. 1) the impact of administering suboxone to opioid overdose survivors' pre-hospital working collaboratively with community stakeholders including Health Sciences North Harm Reduction Program and 2) Alternate Destination Pathway to Hospice for select palliative patients to better align with a patient's goals of care. This program is an ED aversion strategy and would also allow palliative care patients and families receive care in their place of choice.</p>
<p>Firefighter Certification – Ontario Regulation 343/22 Training requirements</p>	<p>Fire Services continues to adhere to the guidelines outlined in O.Reg 343/22 – Firefighter Certification. Our ongoing commitment is towards ensuring all suppression, training, and prevention staff meet the mandatory training requirements. Our tailored training programs remain aligned with National Fire Protection Association (NFPA) standards, consistent with Council-approved service levels.</p> <p>NFPA 1001 – Level 2 certification training began in the first quarter of 2024 for volunteer firefighters that have become qualified or are awaiting results in NFPA 1001 – 1. We continue to explore opportunities for additional flexibility in our training schedule, recognizing the personal commitments of our firefighters outside of the Fire Service.</p> <p>36 volunteer firefighters have commenced NFPA 1001 – Level 1 training in the fourth quarter of 2023 and will be completed by the end of the second quarter of 2024.</p> <p>Career firefighters not yet certified in NFPA 1001 – Level 1 are set for provincial testing in the second quarter of 2024.</p> <p>In December 2023, the council approved two new career Training Officers who will help support the NFPA Training for current and new recruits, these new Training Officer positions will be posted in the third quarter of 2024.</p>
<p>Community Risk Assessment</p>	<p>A Community Risk Assessment (CRA) for the City of Greater Sudbury must comply with Ontario Regulation 378/18: Community Risk Assessment. The deadline to complete this work is July 01, 2024. Once completed, the Community Risk Assessment will help inform future service level discussions with council and the public. While much of the assessment will contain confidential information it is anticipated that sharing information to help inform Council</p>

	<p>and public to understand the community's unique risks, capabilities, and characteristics.</p> <p>The working group has received the draft Community Risk Assessment from the consultant and continues to make progress on the document with completion anticipated by the end of the second quarter, ahead of the compliance deadline.</p>
<p>Emergency Station Location Study</p>	<p>In the 2019-2027 Council Strategic Plan, City Council outlined priorities that included a review to address the fiscal and operational sustainability of the City's 24 fire and paramedic response stations.</p> <p>The Emergency Services Station Location Study Report was presented to Council December 13, 2022, and was deferred until City staff could develop a public engagement plan on the study. The engagement plan was approved on January 24, 2023.</p> <p>During this Council meeting, Motion CC2023-24 was passed directing staff to produce analysis that provides insights about the financial implications of three scenarios for the Fire and Paramedic Stations; "Status Quo", "Existing Footprint" &amp; "Changed Footprint".</p> <p>The public and staff engagement sessions were completed in May and the architectural cost analysis has been completed, both the staff engagement report and the cost analysis with recommendations were presented on the June 27 and July 11, 2023 meetings of Council.</p> <p>All resolutions identified in the report were passed with the amendments to the motions for Beaver Lake and Skead stations remaining open provided that they are able to meet minimum staffing requirements.</p> <p>Funding allocations were approved in the 2024-2027 capital budget for the construction of new stations in Garson and Minnow Lake, as well as renovations to Station 16 - Val Therese, Station 4 - Long Lake, and Station 1 - Van Horne. Additional future station builds, and renovation will require council approval in future capital plans.</p>