



# SPECIAL CITY COUNCIL AGENDA

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Special City Council Meeting  
**Tuesday, March 21, 2017**  
Tom Davies Square

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**MAYOR BRIAN BIGGER, CHAIR**

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4:00 p.m. OPEN SESSION, COUNCIL CHAMBER

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## **MOMENT OF SILENT REFLECTION**

## **ROLL CALL**

## **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

## **PRESENTATIONS**

Report dated March 17, 2017 from the Chief of Fire and Paramedic Services, General Manager of Community Safety regarding Emergency Services Optimization Plan Update.

**7 - 10**

**(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**

- Trevor Bain, Chief of Fire and Paramedic Services, General Manager of Community Safety

(This report will provide information regarding the proposed Emergency Services Optimization Plan.)

## **ADDENDUM**

## **CIVIC PETITIONS**

## **QUESTION PERIOD AND ANNOUNCEMENTS**

## **NOTICE OF MOTION**

## **RESOLUTION TO MEET IN CLOSED SESSION**

Resolution to move to Closed Session to deal one (1) with Labour Relations / Employee Negotiations matter regarding contract negotiations in accordance with the Municipal Act 2001, s. 239(2)(d).

**(RESOLUTION PREPARED)**

## **RECESS**

## **MATTERS ARISING FROM THE CLOSED MEETING**

## **ADJOURNMENT**



# RÉUNIONS EXTRAORDINAIRES DU CONSEIL MUNICIPAL

## ORDRE DU JOUR

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Réunion des Réunions extraordinaires du Conseil municipal

**21 mars 2017**

Place Tom Davies

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**MAYOR BRIAN BIGGER, PRÉSIDENT(E)**

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16 h RÉUNION PUBLIQUE, SALLE DU CONSEIL

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

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

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

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

### **MOMENT DE SILENCE**

### **APPEL NOMINAL**

### **DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES**

### **PRÉSENTATIONS**

Rapport Chef des Services d'incendie et paramédicaux, directeur général de la Sécurité communautaire , daté du 17 mars 2017 portant sur Compte rendu sur le plan d'optimisation des Services d'urgence .

**7 - 10**

**(PRÉSENTATION ÉLECTRONIQUE) (A TITRE D'INFORMATION)**

- Trevor Bain, Chef des Services d'incendie et paramédicaux, directeur général de la Sécurité communautaire

(Ce rapport donne des renseignements sur le plan proposé d'optimisation des Services d'urgence.)

**ADDENDA**

**PÉTITIONS CIVIQUES**

**PÉRIODE DE QUESTIONS ET ANNONCES**

**AVIS DE MOTIONS**

**RÉSOLUTION À RÉUNIR À HUIS CLOS**

Résolution pour passer à une séance à huis clos pour délibérer sur une (1) relations du travail/négociations avec les employés au sujet de négociations de contract conformément à la Loi de 2001 sur les municipalités, art. 239(2)(d).

**(RÉSOLUTION PRÉPARÉE)**

**SUSPENSION DE LA SÉANCE**

## **QUESTIONS DÉCOULANT DE LA SÉANCE À HUIS CLOS**

## **LEVÉE DE LA SÉANCE**

Presented To:	Special City Council
Presented:	Tuesday, Mar 21, 2017
Report Date	Friday, Mar 17, 2017
Type:	Presentations

## For Information Only

### Emergency Services Optimization Plan Update

#### Resolution

For Information Only

#### Finance Implications

There are no financial implications at this time associated with this report.

## Background

The purpose of this report is to provide Council with information about the work undertaken to date on Motion CS2015-17. This motion directed staff to develop a plan describing how to optimize Fire and Paramedic services in Greater Sudbury. A report recommending directions for Council's consideration is scheduled for the April 26, 2017 City Council meeting.

Previously, Council received a report produced by IBI Consulting that analyzed issues and opportunities regarding the evolution of Fire and Paramedic services. The IBI report contained 31 recommendations.

These recommendations were outlined in the Emergency Services Strategic and Tactical Plans that were endorsed by Council in 2014 and set the course for the delivery of fire, paramedic and emergency management services to the community. These plans identified the need to optimize resources to achieve a "One City, One Service" approach to the delivery of fire and paramedic services in the City of Greater Sudbury.

Motion CS2015-17, passed by Council in August, 2015 states:

"That the City of Greater Sudbury direct staff to bring a report back to a Community Services Committee meeting in the spring of 2016 regarding the optimization of fire services, stations and man power / service levels."

In February 2016, Council amended the original motion to include Paramedic services and directed staff to prepare a report on the optimization of fire and paramedic services, stations and service levels. The timing of this report was changed to the first quarter of 2017 following an update to Council in September 2016.

Councillors received briefings from staff in July/August 2016 and a briefing in December 2016. A series of personal meetings with Councillors occurred in January/February 2017 about the status of staff's work on this file. Consistent with the project plan, public meetings were held in February and March in anticipation of the April 26 report to Council.

#### Analysis

#### Guiding Principles

#### Signed By

##### Report Prepared By

Trevor Bain  
Chief of Fire and Paramedic  
Services, General Manager of  
Community Safety  
*Digitally Signed Mar 17, 17*

##### Recommended by the Department

Trevor Bain  
Chief of Fire and Paramedic  
Services, General Manager of  
Community Safety  
*Digitally Signed Mar 17, 17*

##### Recommended by the C.A.O.

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Mar 17, 17*

The analysis staff will present for Council's consideration reflects five guiding principles that reflect the continuous focus on services, risk and cost. These are:

- Establish service levels that guide decisions about planning and delivering fire and paramedic services to achieve a consistent level of service and response throughout the city.
- Design and implement plans, including financing plans, that reflect a long-term perspective
- Design the services so that they reflect all known community needs and risks
- Minimize risks by ensuring staff are trained and available to serve when and where they're needed
- Protect the City of Greater Sudbury's economy and reputation

Staff will present a series of recommendations for Council's consideration that reflect these principles. The goal is to make our community safer.

## Methodology

Staff completed an evidence-based analysis. It included:

- Collection and analysis of geographic data through Geographic Information Support (GIS) and Mapping;
- Reviewing the age, condition, maintenance, and life cycle of existing stations, equipment, and vehicles;
- Reviewing relevant legislation, regulations and industry best practices to assess Greater Sudbury's compliance;
- Consultation with the Fire Underwriter's Survey (FUS) to update the community's Public Fire Protection Classification and Dwelling Protection Grade ratings;
- Establishment of a Community Risk Profile to assess hazards in the community;
- Analysis of station location based on expectations of FUS, major stakeholders, Council, and the public, with a focus on improving overall response coverage and compliance with legislative requirements, standards, and best practices;
- Comparison and best practice review of fire and paramedic service delivery in Greater Sudbury and other municipalities;
- Establishment of a preliminary Enterprise Risk Assessment in conjunction with the Auditor General's office;
- Analysis of response time data, incident attendance and training attendance for all staff groups;
- Consultation with Union groups for Paramedics, Career Firefighters, and Volunteer Firefighters;
- Financial analysis, including tax policies; and
- Comprehensive review of past, current, and future operating and capital costs to maintain – and fully fund – current service levels to the community.

The analysis identified a variety of issues related to the current emergency service delivery model, particularly related to fire response. The proposed plan includes a series of choices that will be recommended to Council. The issues include:

- Clear understanding of service level expectations: the Establishing and Regulating By-law is the by-law municipal councils approve to define the service level of fire service it wants for the community. Service levels for paramedics are defined by a combination of Council policy and provincial legislation. Generally, the focus of service level decisions reflects three aspects of performance: service scope (i.e. "What services will be provided?"), service response (i.e. "What resources will be deployed when a call for service is made?") and service responsiveness (i.e. "What is the expected response time?"). Issues for Greater Sudbury are that Fire service response and responsiveness are not clearly established and the approved scope of service does not match community needs. Paramedic services have continuously evolved since amalgamation using a performance-based model and generally reflect a service level that is among the best in the province.
- No performance-based standard for Fire Services: Unlike Paramedic services the Fire Service lacks a Performance Based Response Model that many municipalities in Ontario and Canada have in place. A performance-based response standard as determined by Council with the advice of the Fire Chief would allow Council – now and in the future – to continuously assess response capabilities. It would provide benchmarks that would assist in future staffing and service adjustments for Fire Services, just like what happens now with



Paramedic services.

- Right-sizing buildings, equipment and fleet: no matter what the service level is, both IBI's and staff's analyses conclude the City of Greater Sudbury currently has too many stations and some are in the wrong location. Many need major repairs to sustain their usefulness and address long-standing issues related to changes in health and safety legislation and to properly accommodate both Fire and Paramedic staff. Similarly, the number of fleet (fire trucks) vehicles and the volume of equipment do not match community requirements.
- Managing community risk: Progressive communities choose to proactively identify, understand and assess the potential effects of risks they have that could be addressed by fire and paramedic services to help them plan and deliver the service. In collaboration with the Auditor General, staff produced a risk assessment and compared it against Fire and Paramedic services' ability to respond if any of those risks became real problems. An issue for Greater Sudbury is the service levels available from the current response model do not meet all community risks, particularly related to water and ice rescue, hazardous material response, medical tiered response, technical rescue, and others. This risk assessment was reported to Council in February via the Emergency Services Committee.
- Staffing models: The current staffing model means that some staff cannot attend consistently at incidents and training. In addition, the City's current staffing model presents increased risk of higher costs in the long term due to financing requirements associated with presumptive legislation and potential post-traumatic stress disorder liabilities for emergency services workers. Staff's analysis reviews the staffing model to ensure effective response at the lowest possible long-term cost for the whole community.
- Costs: Like all goods and services, Fire and Paramedic Services costs will increase over the next ten years. Choices are available to define the level and timing of those cost changes. Depending on the service level decisions Council makes, the level and timing of investments in buildings, equipment and on efforts to address community risks are separate, but related issues for Council to address.
- Funding model: Funding for Fire and Paramedic services is not consistent. At amalgamation a policy choice was made to establish a unique approach to charging taxes for a small number of services, including Fire services. This requires some residents to pay proportionately more property taxes, leaving a relatively lower share to be paid by other residents. Generally, this means residents in the former city of Sudbury pay more property taxes for Fire services and residents outside of the former city of Sudbury pay a relatively lower share. The basis for this policy was that service levels were generally perceived to be lower outside the former city of Sudbury, so property tax levels should be adjusted to reflect that. With more consistent service levels across the whole city, it is reasonable to consider whether this allocation method, known as area rating, should change.

## Public Engagement

Staff provided a series of information sessions across the community to discuss the proposed plan with interested stakeholders. Prior to these sessions meetings were also held with affected bargaining units (i.e. SPFFA, CUPE and CLAC). Separate sessions were held for interested employees to learn about the proposed plan. Information has been available on the city's website and regularly updated since the project started.

Eight public sessions were held between February 27 and March 17, 2017. These sessions were attended by members of the general public with audience sizes ranging from approximately 75 people to over 250 people at each session. A noteworthy feature of the public session audiences has been the consistent, large contingent of volunteer firefighters attending them. The feedback from these sessions will be incorporated into the full Emergency Services Optimization Plan, scheduled for review by Council on April 26, 2017.

Staff also conducted outreach via one-on-one interviews with local media outlets, website and social media content.

## Next Steps

Staff will present a series of recommendations to optimize the City's emergency services at the April 26, 2017 Council meeting. This meeting will take the form of a presentation and a comprehensive report that will provide staff's full analysis and supporting data. The recommendations are designed to provide a series of separate, but related decisions to shape the future of Fire and Paramedic Services.

Specifically, the recommendations will seek decisions about:

- The desired level of service for Fire and Paramedic services within the context of legislation, policies, and procedures;
- Station locations and equipment requirements, based on the desired service level
- Implementation timing, understanding that any funding decisions for plan elements would be presented as a Business Case for Council's consideration in future annual budgets
- Costs and funding plans, including a review of the City's area rating taxation model, implemented at amalgamation.

Although general direction may be set at the April 26 meeting, it is important for this direction to be provided so that appropriate next steps can be taken. Specific decisions related to implementation steps that require financial commitments are expected to be brought forward each year during the budget process.

## Conclusion

Council directed staff to produce plans that optimize the delivery of emergency services in Greater Sudbury. Staff have been working to ensure that the appropriate analysis is undertaken with the appropriate level of rigour and due diligence.

The proposed plan to optimize the service includes a number of separate but related elements that would be expected to be phased in over several years. Staff concluded the plan could be successfully implemented over 7-10 years; however, it is important to note that these decisions and their associated timelines will ultimately be Council's decision.

## Bibliography

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=832&itemid=rec>

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=940#agendaitem11031>

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1178>

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<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=952>



# City of Greater Sudbury Charter

**WHEREAS** Municipalities are governed by the Ontario Municipal Act, 2001;

**AND WHEREAS** the City of Greater Sudbury has established Vision, Mission and Values that give direction to staff and City Councillors;

**AND WHEREAS** City Council and its associated boards are guided by a Code of Ethics, as outlined in Appendix B of the City of Greater Sudbury's Procedure Bylaw, most recently updated in 2011;

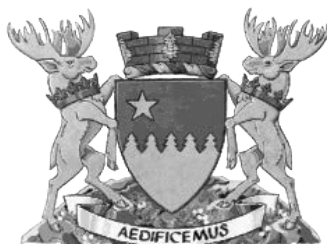
**AND WHEREAS** the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

**THEREFORE BE IT RESOLVED THAT** Council for the City of Greater Sudbury approves, adopts and signs the following City of Greater Sudbury Charter to complement these guiding principles:

**As Members of Council, we hereby acknowledge** the privilege to be elected to the City of Greater Sudbury Council for the 2014-2018 term of office. During this time, we pledge to always represent the citizens and to work together always in the interest of the City of Greater Sudbury.

**Accordingly, we commit to:**

- Perform our roles, as defined in the Ontario Municipal Act (2001), the City's bylaws and City policies;
- Act with transparency, openness, accountability and dedication to our citizens, consistent with the City's Vision, Mission and Values and the City official motto;
- Follow the Code of Ethical Conduct for Members of Council, and all City policies that apply to Members of Council;
- Act today in the interest of tomorrow, by being responsible stewards of the City, including its finances, assets, services, public places, and the natural environment;
- Manage the resources in our trust efficiently, prudently, responsibly and to the best of our ability;
- Build a climate of trust, openness and transparency that sets a standard for all the City's goals and objectives;
- Always act with respect for all Council and for all persons who come before us;
- Ensure citizen engagement is encouraged and promoted;
- Advocate for economic development, encouraging innovation, productivity and job creation;
- Inspire cultural growth by promoting sports, film, the arts, music, theatre and architectural excellence;
- Respect our historical and natural heritage by protecting and preserving important buildings, landmarks, landscapes, lakes and water bodies;
- Promote unity through diversity as a characteristic of Greater Sudbury citizenship;
- Become civic and regional leaders by encouraging the sharing of ideas, knowledge and experience;
- Work towards achieving the best possible quality of life and standard of living for all Greater Sudbury residents;



# Charte de la Ville du Grand Sudbury

**ATTENDU QUE** les municipalités sont régies par la Loi de 2001 sur les municipalités (Ontario);

**ATTENDU QUE** la Ville du Grand Sudbury a élaboré une vision, une mission et des valeurs qui guident le personnel et les conseillers municipaux;

**ATTENDU QUE** le Conseil municipal et ses conseils sont guidés par un code d'éthique, comme l'indique l'annexe B du Règlement de procédure de la Ville du Grand Sudbury dont la dernière version date de 2011;

**ATTENDU QUE** la devise officielle de la Ville du Grand Sudbury, « Ensemble, bâtissons notre avenir », a été choisie afin de célébrer la diversité de notre municipalité ainsi que d'inspirer un effort collectif et l'inclusion;

**QU'IL SOIT RÉSOLU QUE** le Conseil de la Ville du Grand Sudbury approuve et adopte la charte suivante de la Ville du Grand Sudbury, qui sert de complément à ces principes directeurs, et qu'il y appose sa signature:

**À titre de membres du Conseil**, nous reconnaissons par la présente le privilège d'être élus au Conseil du Grand Sudbury pour le mandat de 2014-2018. Durant cette période, nous promettons de toujours représenter les citoyens et de travailler ensemble, sans cesse dans l'intérêt de la Ville du Grand Sudbury.

**Par conséquent, nous nous engageons à :**

- assumer nos rôles tels qu'ils sont définis dans la Loi de 2001 sur les municipalités, les règlements et les politiques de la Ville;
- faire preuve de transparence, d'ouverture, de responsabilité et de dévouement envers les citoyens, conformément à la vision, à la mission et aux valeurs ainsi qu'à la devise officielle de la municipalité;
- suivre le Code d'éthique des membres du Conseil et toutes les politiques de la municipalité qui s'appliquent à eux;
- agir aujourd'hui pour demain en étant des intendants responsables de la municipalité, y compris de ses finances, biens, services, endroits publics et du milieu naturel;
- gérer les ressources qui nous sont confiées de façon efficiente, prudente, responsable et de notre mieux;
- créer un climat de confiance, d'ouverture et de transparence qui établit une norme pour tous les objectifs de la municipalité;
- agir sans cesse en respectant tous les membres du Conseil et les gens se présentant devant eux;
- veiller à ce qu'on encourage et favorise l'engagement des citoyens;
- plaider pour le développement économique, à encourager l'innovation, la productivité et la création d'emplois;
- être une source d'inspiration pour la croissance culturelle en faisant la promotion de l'excellence dans les domaines du sport, du cinéma, des arts, de la musique, du théâtre et de l'architecture;
- respecter notre patrimoine historique et naturel en protégeant et en préservant les édifices, les lieux d'intérêt, les paysages, les lacs et les plans d'eau d'importance;
- favoriser l'unité par la diversité en tant que caractéristique de la citoyenneté au Grand Sudbury;
- devenir des chefs de file municipaux et régionaux en favorisant les échanges d'idées, de connaissances et concernant l'expérience;
- viser l'atteinte de la meilleure qualité et du meilleur niveau de vie possible pour tous les résidents du Grand Sudbury.