

**Minutes of the Operational Review Committee  
Meeting Held  
Tuesday, October 3, 2017**

**Present:**

Councillor Maroosis, Committee Chair  
Councillor Serran, Committee Member  
Mayor McDonald, Committee Member  
Councillor Anthony, Committee Member  
Councillor Bain, Committee Member  
Councillor Forgette  
Keith Robicheau, Chief Administrative Officer  
Lea Janisse, Managing Director Corporate Services  
Margaret Karpenko, Chief Financial Officer  
Jason Whiteley, Fire Chief  
David Euler, Managing Director Engineering, Environmental and Works  
John Severino, Managing Director Community Services

**Regrets:**

Councillor King, Committee Member  
Gord Mulcahey, Executive Member North Bay Professional Firefighters' Association  
Marti Gerbasi, President CUPE Local 122

Special Review Committee Chair, George Maroosis, called the meeting to order at 5:08 p.m.

1. Adoption of Minutes:  
The Minutes of September 19, 2017 were approved and will be presented to Council on October 31, 2017.
2. Business Arising from Minutes:
  1. Computers – Enterprise Resource Planning (ERP) System and Capital Budget.
    - The ERP System has a place holder in the 2021 budget
      - Has there been discussion at the Senior Management Team about this date?
        - With all of the pressures in 2018-2019-2020 it was felt to leave it as a short term item. In order to move it forward another project would have to be deferred.
      - At some point, how are we managing to survive and be modern using current software if we do not update? What are the risks to not changing software? What should we be doing to manage technology moving forward?
        - A preliminary review of the change has been completed. It is suggested that the Managing Director Corporate Services, Chief Financial Officer and Director of Information Systems and a couple other staff go to a municipality that has implemented this change. The Managing Director of Corporate Services, and the Chief Financial Officer reviewed the options and the Director of Information Systems has the information. We need to map and evaluate our processes to understand our internal needs. We would need dedicated staff to implement a change. A team of 6 staff seconded with the input of department experts for a period of 2 years.
      - Some changes will require costs associated with implementation?
        - The reorganization of back office functions is a tandem operation. The impact of Cloud computing will need to be reviewed.
      - Cloud computing may make things affordable with subscriptions and security etc.

- Data storage is a concern and will need to be evaluated.
  - Have you reached out to some of the vendors to get a demo?
    - Many vendors are anxious to sell the software and are working to offer their many options to the Corporation.
  - Have we done a survey of other municipalities?
    - We will get back to you with the information as the Director of Information Systems has this information.

The Mayor provided an update regarding Cassellholme. Changes may be coming at Queens Park that may assist with moving the Casselholme Project forward.

- How do we communicate our support of the redevelopment at Casselholme?
  - We need to get the word out that we support the redevelopment of Cassellholme and the Arena projects. The Casselholme Board needs to bring a business case back to Council and the methods of funding lies solely with the Province. The City is behind the Casselholme Project.

### 3. Operational Review of the Action Items

#### A. Economic Development:

1. Upon arrival of the new organizational model this department will come back to the Committee for review.
  - a) Completed May 16, 2017
    - What has happened with the Strategic Plan?
      - The experts have been hired and a high level draft report of the conditions of North Bay was provided. The number one concern out of the report was the labour force.
    - An online survey was completed by a number of businesses. On October 21<sup>st</sup> there is a workshop with Invest North Bay
    - They are waiting to release the report until the most recent Statistics Canada data is available in early November.
      - Have the Consultants been looking at the Policy Institute data?
        - The Manager of Economic Development is familiar with the Policy Institute and will direct the Consultants.
    - The Invest North Bay survey link will be forwarded to the Clerks office to forward to all of Council.

#### B. Fire Department:

1. Provide electronic copy of presentation to the committee.
  - a) Completed March 9, 2016
2. Amend the presentation as the number of Firefighters at Station 2 from 6 to 8
  - b) Completed
3. Committee to review the Regulatory Requirements regarding Tiered Response.
4. Review of 911 and dispatch services in relation to Police and EMS.
  - The Province is investing 1.6 billion dollars in redoing the 911 Centers.
  - The number of 911 Centers will be downgraded from 9 Centers to an unknown number
  - The North Bay CAC will dispatch Police but are unable to take on other services.
  - The new Provincial Bill will leave us up in the air.
  - It was suggested that the Mayor reach out and have a discussion with the MPP and perhaps pass a resolution at Council.
  - If there are going to be any amalgamations it is important that the City of North Bay retain their services.

- Efficiencies may be found between EMS and Fire staff responding to the same call. Right now if you are having a cardiac arrest a paramedic is required to respond within 6 minutes.
  - The Fire Department was approved new software which includes dispatch capability. The software created in-house has some inefficiency. The new software will improve service delivery.
5. Chief to provide a copy of the new 24 hour Shift Schedule
  6. Look at Hybrid Style Fire Department
  7. Committee to discuss Automatic Aide and Mutual Aide
  8. Committee to discuss amalgamation of Emergency Services

#### C. Transit:

1. Mileage comparison to other cities. (from a life cycle perspective)
  - Data to be provided.
2. Investigate using Transit Buses with the various school boards
  - There was presentation to CSBU (June 2016) regarding types of buses; sizes of regular fleet and para buses.
3. Review procedure for the purchase of tires. (consider expanding tender to Quebec suppliers)
  - We typically keep a bus for 12 years and then replace it. A pilot is pending regarding the refurbishment of buses. It is not significant savings but a means to stretch money in the short term and extend the service life of a vehicle. Currently we maintain a bus to the 12<sup>th</sup> service year however the pilot involves refurbishment at the 10<sup>th</sup> service year. The bus is stripped to the core and rebuilt. This allows a gain of 4-6 years for the life of the bus. Staff went to Mississauga to review this process.
    - Can we still use gas tax money?
      - Yes. We can use it for refurbishment but have to watch the cap. We need a strategic approach to ensure that eligible dollars are used as we are attempting to stretch the lifespan of the buses to 16-18 years.
    - Pilot will allow for evaluation of the benefit of a refurbished unit but information from the refurbishment vendor (MTB) suggests that there is insignificant or no financial advantage over the lifecycle versus new buses. But rather, refurbishment is used to provide for short term relief on capital dollars.
4. Provide statistics re: ridership for Para Bus. (Number of passenger transported per trip)
  - Data to be provided.
    - Do we ever contract out to other companies for accessible transportation?
      - The wait time is down to three days for Para Bus transportation. We encourage riders to access the accessible system through transit buses and this has helped with the back log. The only time we contract is through service challenges. It could get costly if there is no other local partner.
    - Is it not mandated that taxi companies provide accessible services?
      - There is only one company in North Bay that can provide accessible service. This is a community decision of the company not a business decision.
    - What are the Parabus hours of operation?
      - The hours of operation are the same as City Transit.
    - Are we recommending a service level change? Similar to door-door service like a taxi provides?
      - This should be on the radar.
5. Explore marketing initiatives to increase ridership.
6. Review the number of Transit Stops that are 3 season and look at the potential of relocating stops to a better location.

- There are over 300 service points in the City of North Bay. We do not have sufficient resources to provide a shelter at every stop. The concern for bus drivers is accessibility and they take a common sense approach. For example, if there is a snow bank at a bus stop, then drivers will let riders off where it is safe to do so within a reasonable distance of the stop.

4. Action Items:

1. John to investigate the use of third party providers for emergency transit needs.
2. It is suggested that the Managing Director Corporate Services, Chief Financial Officer and Director of Information Systems and a couple other staff go to a municipality that has implemented an Enterprise Resource Planning (ERP) System.

Next Meeting: Tuesday, October 17, 2017 @ 5:00 p.m.

Agenda Item: Review Action Items.

Meeting adjourned at 6:25 p.m.

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Councillor George Maroosis  
Chair Operational Review Committee

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Judy Bechard  
Deputy City Clerk