



## AGENDA

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### GENERAL COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA

[www.mississauga.ca](http://www.mississauga.ca)

**WEDNESDAY, JUNE 4, 2014 – 9:00 AM**

COUNCIL CHAMBER – 2<sup>nd</sup> FLOOR – CIVIC CENTRE  
300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO, L5B 3C1

#### Members

Mayor Hazel McCallion	
Councillor Jim Tovey	Ward 1
Councillor Pat Mullin	Ward 2
Councillor Chris Fonseca	Ward 3 (Chair)
Councillor Frank Dale	Ward 4
Councillor Bonnie Crombie	Ward 5
Councillor Ron Starr	Ward 6
Councillor Nando Iannicca	Ward 7
Councillor Katie Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

Contact: Sacha Smith, Legislative Coordinator, Office of the City Clerk  
905-615-3200 ext. 4516 / Fax 905-615-4181  
[sacha.smith@mississauga.ca](mailto:sacha.smith@mississauga.ca)

INDEX – GENERAL COMMITTEE – JUNE 4, 2014

CALL TO ORDER

APPROVAL OF THE AGENDA

DECLARATIONS OF CONFLICT OF INTEREST

PRESENTATIONS - Nil

DEPUTATIONS

- A. Item 1 Kenneth Amyan
- B. Mike Douglas, Board Chair and Stuart Keeler, Director/Curator, Art Gallery of Mississauga with respect to the AMG Portal to the Visual Arts and Culture and update on the Lord Cultural Report, Facility and Business Planning Study.
- C. Greg Vezina and Kathy Vezina, Prepared Canada Corp. with respect to directional signs at intersections that point to nearby locations of AEDs (defibrillators).

MATTERS TO BE CONSIDERED

- 1. Amendments to the Vehicle Licensing By-law 520-04, as amended, to include the Licensing of Full Service Food Trucks and Operators
- 2. Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal
- 3. Proposed Amendments to the By-law 605-87, as amended, a by-law to appoint valuers under the Livestock, Poultry and Honey Bee Protection Act
- 4. 2014 Future Directions – Fire and Emergency Services Master Plan
- 5. 2014 Future Directions - Library, Parks and Forestry, and Recreation Master Plan Final Reports
- 6. Warning Clause Agreement between the City of Mississauga and Dr. Beshay Medicine Professional Corporation Site Plan Application SP-11/009 (Ward 1)
- 7. Warning Clause Agreement between the City of Mississauga and Woodcastle Homes (Veronica Drive) Ltd. pursuant to Site Plan Application SP-13/075 (Ward 1)

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8. Proposed Exemption to Noise Control By-law No. 360-79 Dixie Road between Dundas Street East and Eastgate Parkway (Ward 3)
9. Amendments to the Parks By-law 186-05
10. Scholars' Green Phase II FA.49.462-14 (Ward 4)
11. One to One Inclusion Support Program
12. Celebrate Canada Funding Agreement Canada Day Celebration
13. 2014-2017 Healthy Kids Community Challenge
14. *artsVest* Mississauga – Partnership Agreement
15. Single Source Contract Renewal to Active Network Inc. for CLASS, GEN and LibOnline Application yearly Maintenance & Support (M&S) File Ref: FA.49.340-14 (FA.49.1027-11-old)

ADVISORY COMMITTEE REPORTS

Heritage Advisory Committee Report 3-2014 May 20, 2014

Accessibility Advisory Committee Report 3-2014 May 26, 2014

COUNCILLORS' ENQUIRIESOTHER BUSINESS/ANNOUNCEMENTSCLOSED SESSION

(Pursuant to Subsection 239 (2) of the Municipal Act, 2001)

- A. The security of the property of the municipality or local board – Hershey Centre – Lease Amendments & Negotiations with The Mississauga Steelheads (Ward 5)
- B. The security of the property of the municipality or local board – Chappell Estate House – Management Agreement with The Riverwood Conservancy (Ward 2, 6, 7)

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- C. A proposed or pending acquisition or disposition of land by the municipality or local board - Authority to Negotiate for Land Acquisitions Credit River Valley Land south of Dundas Street West to the Northern Mississauga Border (Ward 6, 8, 11)
- D. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board – Dundas Hurontario Parkette; Offer to Settle Claim Against LVM Inc. (Ward 7)
- E. Personal matters about an identifiable individual, including municipal or local board employees – Personnel Item - Succession Planning

ADJOURNMENT

CALL TO ORDER

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DECLARATIONS OF CONFLICT OF INTEREST

PRESENTATIONS - Nil

DEPUTATIONS

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- C. Greg Vezina and Kathy Vezina, Prepared Canada Corp. with respect to directional signs at intersections that point to nearby locations of AEDs (defibrillators).

MATTERS TO BE CONSIDERED

- 1. Amendments to the Vehicle Licensing By-law 520-04, as amended, to include the Licensing of Full Service Food Trucks and Operators

Corporate Report dated May 14, 2014 from the Commissioner of Transportation and Works with respect to amendments to the Vehicle Licensing By-law 520-04, as amended to include the licensing of full service food trucks and operators.

RECOMMENDATION

That a by-law be enacted to amend the Vehicle Licensing By-law 520-04, as amended, to include the licensing of full service food truck owners and operators subject to the conditions outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Vehicle Licensing By-law 520-04, as amended, to include the Licensing of Full Service Food Trucks and Operators".

2. Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal

Corporate Report dated May 14, 2014 from the Commissioner of Transportation and Works with respect to amendments to the Mobile Licensing By-laws to require a one year waiting period to reapply for a licence after licence refusal.

RECOMMENDATION

1. That a by-law be enacted to amend the Tow Truck Licensing By-law 521-04, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".
2. That a by-law be enacted to amend the Public Vehicle Licensing By-law 420-04, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".
3. That a by-law be enacted to amend the Vehicle Licensing By-law 520-04, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".
4. That a by-law be enacted to amend the Ice Cream Truck Vendors By-law 523-04, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".

(2.)

5. That a by-law be enacted to amend the Vendors By-law 522-04, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".
  6. That a by-law be enacted to amend the Outside Fireworks Vendors Licensing By-law 340-02, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".
3. Proposed Amendments to the By-law 605-87, as amended, a by-law to appoint valuers under the Livestock, Poultry and Honey Bee Protection Act

Corporate Report dated May 14, 2014 from the Commissioner of Transportation and Works with respect to proposed amendments to By-law 605-87, as amended to appoint valuers under the Livestock, Poultry and Honey Bee Protection Act.

#### RECOMMENDATION

That a by-law to amend By-law 605-87, as amended, be enacted to allow for greater flexibility in the appointment of livestock valuers by the City of Mississauga as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Proposed Amendments to the By-law 605-87, as amended, a by-law to appoint valuers under the Livestock, Poultry and Honey Bee Protection Act".

4. 2014 Future Directions – Fire and Emergency Services Master Plan

Corporate Report dated May 5, 2014 from the Commissioner of Community Services with respect to 2014 Future Directions – Fire and Emergency Services Master Plan.

#### RECOMMENDATION

That the Corporate Report dated May 5, 2014 from the Commissioner of Community Services entitled 2014 Future Directions - Fire and Emergency Services Master Plan be approved in principle and that the recommendations contained within the Plan be referred to the Corporate Business Plan and annual budget processes.

5. 2014 Future Directions - Library, Parks and Forestry, and Recreation Master Plan Final Reports

Corporate Report dated May 16, 2014 from the Commissioner of Community Services providing the final reports for the 2014 Future Directions – Library, Parks and Forestry, and Recreation Master Plan.

RECOMMENDATION

1. That the recommendations outlined within the 2014 Future Directions Master Plans for Library, Recreation and Parks and Forestry be approved.
2. That the items contained within the 2014 Future Directions Implementation Guides for Library, Recreation and Parks and Forestry be considered in the Corporate Budget and Business Planning processes for Council's approval.

6. Warning Clause Agreement between the City of Mississauga and Dr. Beshay Medicine Professional Corporation Site Plan Application SP-11/009 (Ward 1)

Corporate Report dated May 15, 2014 from the Commissioner of Transportation and Works with respect to a Warning Clause Agreement with Dr. Beshay Medicine Professional Corporation for Site Plan Application SP-11/009.

RECOMMENDATION

That a by-law be enacted to authorize the Commissioner of Transportation and Works and the City Clerk to execute and affix the Corporate Seal to the Warning Clause Agreement between Dr. Beshay Medicine Professional Corporation and The Corporation of the City of Mississauga to the satisfaction of the City Solicitor as outlined in the Corporate Report dated May 15, 2014 from the Commissioner of the Transportation and Works Department.

7. Warning Clause Agreement between the City of Mississauga and Woodcastle Homes (Veronica Drive) Ltd. pursuant to Site Plan Application SP-13/075 (Ward 1)

Corporate Report dated May 8, 2014 from the Commissioner of Transportation and Works with respect to a Warning Clause Agreement with Woodcastle Homes (Veronica Drive) Ltd. for Site Plan Application SP-13/075.

(7.)

RECOMMENDATION

That the Commissioner of Transportation and Works and the City Clerk be authorized to execute and affix the Corporate Seal to the Warning Clause Agreement between Woodcastle Homes (Veronica Drive) Ltd. and the Corporation of the City of Mississauga to the satisfaction of the City Solicitor as outlined in the Corporate Report dated May 8, 2014 from the Commissioner of the Transportation and Works Department.

8. Proposed Exemption to Noise Control By-law No. 360-79 Dixie Road between Dundas Street East and Eastgate Parkway (Ward 3)

Corporate Report dated May 15, 2014 from the Commissioner of Transportation and Works with respect to a proposed exemption to the Noise Control By-law 360-79 for Dixie Road between Dundas Street East and Eastgate Parkway.

RECOMMENDATION

That T2DMP Ltd. be granted an exemption from Noise Control By-law No. 360-79, as amended, to allow for extended 24-hour construction work associated with the construction of Hanlan Feedermain, commencing Monday, June 16, 2014 and ending Friday, November 27, 2015.

9. Amendments to the Parks By-law 186-05

Corporate Report dated May 8, 2014 from the Commissioner of Community Services with respect to amendments to the Parks By-law 186-05.

RECOMMENDATION

That a By-Law be enacted to amend the Parks By-law 186-05 as outlined in the Corporate Report entitled "Amendments to the Parks By-law 186-05" from the Commissioner of Community Services dated May 8, 2014 and in a form satisfactory to Legal Services.

10. Scholars' Green Phase II FA.49.462-14 (Ward 4)

Corporate Report dated April 30, 2014 from the Commissioner of Community Services with respect to Scholars' Green Phase II.

(10.)

RECOMMENDATION

That the Purchasing Agent be authorized to execute a contract with Terraplan Landscape Architects working with gh3, for supply of landscape architectural consulting services for Scholars' Green Phase II (P-507), on a single source basis as outlined in the Corporate Report from the Commissioner of Community Services dated April 30, 2014.

11. One to One Inclusion Support Program

Corporate Report dated May 15, 2014 from the Commissioner of Community Services with respect to the One to One Inclusion Support Program.

RECOMMENDATION

1. That the implementation of a One-to-One Inclusion Support Program for residents with disabilities to participate in recreation, culture and library programs, subject to funding approval through the 2015 Budget and Business Plan be endorsed.
2. That staff be authorized to engage community stakeholders to obtain input into the design and implementation of the proposed One-to-One Inclusion Support Program.

12. Celebrate Canada Funding Agreement Canada Day Celebration

Corporate Report dated May 9, 2014 from the Commissioner of Community Services with respect to the Celebrate Canada Funding Agreement for the Canada Day Celebration.

RECOMMENDATION

1. That the Commissioner of Community Services, or designate, be authorized to execute a funding agreement between The Corporation of the City of Mississauga (the "City") and Her Majesty the Queen in Right of Canada as represented by the Minister of Canadian Heritage (hereinafter called "the Minister" and including any person duly authorized to represent her/him) in a form satisfactory to Legal Services, with respect to the City's 2014 Canada Day Celebration provided that the City receives notice of award of funding from the Minister regarding same.
2. That all necessary by-laws be enacted.

13. 2014-2017 Healthy Kids Community Challenge

Corporate Report dated May 28, 2014 from the Commissioner of Community Services with respect to the 2014-2017 Healthy Kids Community Challenge.

RECOMMENDATION

1. That the Commissioner of Community Services or designate be authorized to enter into a Transfer Payment Agreement (TPA) with the Ministry of Health and Long Term Care if selected for the Healthy Kids Community Challenge in a form satisfactory to the City Solicitor.
2. That the funding of \$50,000 per year match for the contract Project Manager position to implement the Healthy Kids Community Challenge from the General Contingency Reserve be authorized, subject to notice of selection from the Ministry of Health and Long-Term Care.
3. That all necessary by-laws be enacted.

14. artsVest Mississauga – Partnership Agreement

Corporate Report dated May 13, 2014 from the Commissioner of Community Services with respect to a Partnership Agreement for the artsVest Mississauga program.

RECOMMENDATION

That a by-law be enacted to authorize the Commissioner of Community Services or designate to execute an agreement between The Corporation of the City of Mississauga and Council for Business and Arts in Canada in a form satisfactory to Legal Services as outlined in the Corporate Report dated May 13, 2014.

15. Single Source Contract Renewal to Active Network Inc. for CLASS, GEN and LibOnline Application yearly Maintenance & Support (M&S) File Ref: FA.49.340-14 (FA.49.1027-11-old)

Corporate Report dated May 22, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a single source contract renewal to Active Network Inc.

(15.)

RECOMMENDATION

1. That the Purchasing Agent be authorized to execute the necessary agreements for the period of 2015 through 2017 with Active Network Inc. for the supply of software maintenance, upgrade to version 8.0, and support with associated consulting services to support the City's Active Network products including CLASS, GolfeNetwork (GEN), LibOnline at an estimated cost of \$522,359.50 exclusive of taxes, based on a three year contract term.
2. That the Purchasing Agent be authorized to issue contract amendments to increase the value of the contract where necessary to accommodate growth by adding license with maintenance & support where funding is approved in the Budget.
3. That Active Network Inc. continues to be designated a "City Standard" until a new recreation system has been acquired and fully implemented.

ADVISORY COMMITTEE REPORTSHeritage Advisory Committee Report 3-2014 May 20, 2014

(Recommendation HAC-0023-2014 to HAC-0033-2014)

Accessibility Advisory Committee Report 3-2014 May 26, 2014

(Recommendation AAC-0017-2014 to AAC-0028-2014)

COUNCILLORS' ENQUIRIESOTHER BUSINESS/ANNOUNCEMENTSCLOSED SESSION

(Pursuant to Subsection 239 (2) of the Municipal Act, 2001)

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- B. The security of the property of the municipality or local board – Chappell Estate House – Management Agreement with The Riverwood Conservancy (Ward 2, 6, 7)
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- D. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board – Dundas Hurontario Parkette; Offer to Settle Claim Against LVM Inc. (Ward 7)
- E. Personal matters about an identifiable individual, including municipal or local board employees – Personnel Item – Succession Planning Update

ADJOURNMENT



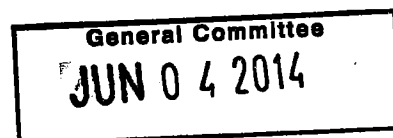
# Corporate Report

Clerk's Files

Originator's  
Files

**DATE:** May 14, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 4, 2014



**FROM:** Martin Powell, P. Eng.  
Commissioner, Transportation and Works

**SUBJECT:** **Amendments to the Vehicle Licensing By-law 520-04, as amended, to include the Licensing of Full Service Food Trucks and Operators**

**RECOMMENDATION:** That a by-law be enacted to amend the Vehicle Licensing By-law 520-04, as amended, to include the licensing of full service food truck owners and operators subject to the conditions outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Vehicle Licensing By-law 520-04, as amended, to include the Licensing of Full Service Food Trucks and Operators".

**REPORT  
HIGHLIGHTS:**

- In 2012 staff were approached to implement a Full Service Food Truck Pilot Project.
- The pilot project received no applications in its first year due to conditions placed on the project.
- A revised pilot project was implemented in 2013.
- The revised pilot project resulted in the licensing of four full service food trucks.
- There were ultimately no issues with the full service food truck pilot project.

**BACKGROUND:**

In 2012 staff were approached to implement a Full Service Food Truck Pilot Project. At its meeting of July 7, 2012, Council approved the following recommendation:

*"GC-0488-2012:*

- 1. That a pilot project consisting of six full service food trucks be implemented for a period of six months subject to the conditions and the selection process outlined in the report to General Committee titled 'Full Service Food Trucks Pilot Project' from the Commissioner of Transportation and Works, dated June 12, 2012; and*
- 2. That staff report to Council at the conclusion of the pilot project."*

The pilot project was unsuccessful in its first year and did not receive any applications due to the conditions placed on the project. Again in 2013, staff communicated with the food truck industry for clarification on why the original pilot project failed and what would be required to encourage food trucks to operate in Mississauga. A revised full service food truck pilot project report with revised conditions to reflect the comments received from the industry was considered by General Committee on June 12, 2013. At its meeting of June 19, 2013, Council approved the following:

*"GC-0381-2013:*

- 1. That a pilot project for full service food trucks be implemented for a period of one year subject to the conditions outlined in the report from the Commissioner, Transportation and Works, dated May 29, 2013 and titled 'Revised Full Service Food Truck Pilot Project'.*
- 2. That staff report to Council at the conclusion of the pilot project.*

Copies of both reports on the pilot project previously considered by General Committee are attached in Appendix 1.

GC-0381-2013 resulted in the licensing of four full service food trucks, three which operated on private property and one which operated on community centre property (Carmen Corbasson

Community Centre) with the consent of the Commissioner of Community Services in accordance with the Council approved conditions for the full service food truck pilot project.

**COMMENTS:**

Staff have reviewed the results of the full service food truck pilot project and found that participation in Mississauga has been slow. Many individuals have expressed an interest in operating licensed full service food trucks in Mississauga; however, they are reluctant to commit to a pilot project.

There were no issues during the pilot project with the full service food trucks that operated on private property. However, the full service food truck industry is concerned that some of the local Business Improvement Associations (BIAs) will not grant them permission to operate in the BIA's jurisdiction under the conditions of the pilot project. The intent of the pilot project was to promote the full service food truck industry and not to interfere with established business. Staff continue to support the need for this condition.

Initially, the full service food truck which operated on community centre property did receive complaints about operating for periods of time which exceeded the by-law requirements; operating too close to the local high school; and, selling products which were not a healthy menu and which were inconsistent with what the local school board is promoting. Staff were able to address these concerns and were ultimately satisfied with the full service food truck that operated on community centre property. Staff do have concerns with the wording in the current conditions which apply to arenas and community centres as the use of full service food trucks has become common for special events supported by Community Services.

**FINANCIAL IMPACT:** There will be no financial impact on the City as all costs will be recoverable through licensing fees.

**CONCLUSION:**

Staff recommend that the Vehicle Licensing By-law 520-04, as amended, remove the term "pilot project" and make the licensing of full service food trucks and operators a permanent part of the by-law. In addition staff recommend that the conditions used in the successful pilot project to regulate the industry be amended to permit full service

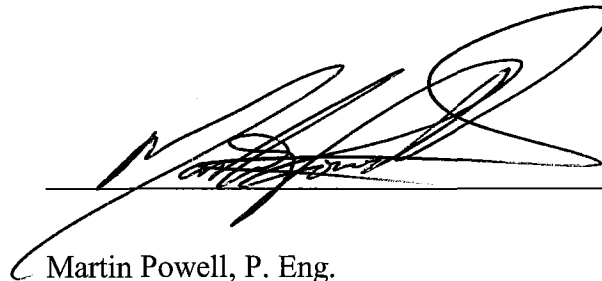
food trucks to perform on Community Services property subject to the approval of the Commissioner of Community Services. These amended conditions are outlined in Appendix 2.

Further, inclusion of provisions in the by-law to permit full service food trucks on a permanent basis will keep the City of Mississauga current with emerging trends.

**ATTACHMENTS:**

Appendix 1: Report from the Commissioner of Transportation and Works, dated June 27, 2012 and entitled "Full Service Food Trucks Pilot Project"; and, Report from the Commissioner of Transportation and Works, dated June 12, 2013 and entitled "Revised Full Service Food Truck Pilot Project"

Appendix 2: Full Service Food Truck Conditions

A handwritten signature in black ink, appearing to read "Martin Powell", is written over a horizontal line.

Martin Powell, P. Eng.  
Commissioner, Transportation and Works

*Prepared By: Daryl Bell, Manager, Mobile Licensing Enforcement*



## Corporate Report

Clerk's Files

Originator's  
Files

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**DATE:** May 29, 2013

**TO:** Chair and Members of General Committee  
Meeting Date: June 12, 2013

**FROM:** Martin Powell, P. Eng.  
Commissioner, Transportation and Works

**SUBJECT:** Revised Full Service Food Truck Pilot Project

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- RECOMMENDATION:**
1. That a pilot project for full service food trucks be implemented for a period of one year subject to the conditions outlined in the report from the Commissioner, Transportation and Works, dated May 29, 2013 and titled "Revised Full Service Food Truck Pilot Project".
  2. That staff report to Council at the conclusion of the pilot project.

**REPORT  
HIGHLIGHTS:**

- At its meeting of July 4, 2012 Council approved the implementation of a pilot project for six full service food trucks for a period of six months subject to the conditions and selection process outlined in the report from the Commissioner, Transportation and Works, dated June 12, 2012 and titled "Full Service Food Trucks Pilot Project".
- The pilot project for full service food trucks was advertised as a public lottery twice in 2012 and no applications were received.
- Information provided to staff from the full service food truck industry indicated that the restrictions in the pilot project were too restrictive.

- This report addresses the concerns of the full service food truck industry and brings forward a revised full service food truck pilot project with less restrictive conditions.

**BACKGROUND:**

In 2011 Alyssa Tangerine approached staff about operating a full service food truck in Mississauga. Concerns were raised with regard to the operation which requires greater time to set up, perform sales and clean-up than permitted under the Vehicle Licensing By-law 520-04, as amended. In 2012 Ms. Tangerine again approached staff to look into the possibility of amending the by-law particularly as the mobile restaurant industry evolves with the advent of social media.

The movement to restaurants on wheels has become prevalent throughout North America. Research shows that many cities throughout the United States and Canada are moving towards this type of operation to meet the demand for healthier and fresher eating options in a very fast paced society.

The City of Calgary has recently moved forward with a "Full Service Food Vehicle Pilot Project". The project sets out criteria that states only trucks can be used, sales are prohibited in residential zones, the truck cannot be used for food delivery and has a maximum time limit per location of four hours. The project garners support through social media as it allows the vender to inform their clientele of their current location.

The City of Hamilton is considering a by-law with numerous conditions permitting full service food trucks to operate on city streets and private property. Hamilton's proposed by-law permits full service food trucks to operate on residential local roads for no longer than 15 minutes and on any other roads for no longer than three hours. Hamilton also incorporated a set-back to ensure that all food trucks maintain 30 metres (97.5 feet) from all other like businesses.

The municipalities of Toronto and Vaughan are still in the investigative stage.

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At its meeting of July 4, 2012, Council approved the following:

*"GC-0488-2012*

- 1. That a pilot project consisting of six full service food trucks be implemented for a period of six months subject to the conditions and the selection process outlined in the report to General Committee titled "Full Service Food Trucks Pilot Project" from the Commissioner of Transportation and Works, dated June 12, 2012; and*
- 2. That staff report to Council at the conclusion of the pilot project."*

A copy of the report to the General Committee titled "Full Service Food Trucks Pilot Project" is attached as Appendix 1.

The pilot project for full service food trucks for six months was advertised as a public lottery twice in 2012 and no applications were received. The information provided from the industry to the Manager, Mobile Licensing Enforcement, indicated that the conditions in the pilot project were too restrictive and that both property and food truck owners were not satisfied with trucks only being allowed to park in one location for six months.

In 2013 staff have received requests from numerous full service food truck owners asking that the pilot project be brought forward with less restrictive guidelines and that the City of Mississauga give consideration to Community Centre/Arena properties.

**COMMENTS:**

The full service food truck industry is relatively new and is representative of an emerging culture. The lifestyle and pace of today's society is fast and constantly on the move. The trend today is toward healthier eating habits and the consumption of freshly prepared food. Currently many refreshment trucks serve food that has been prepared and allowed to sit on heating elements for extended periods of time. While refreshment carts provide a fresher product, they have

a limited selection. The emerging trend is to give people a larger selection of foods which are freshly prepared while the customer waits.

**Definition:**

For the purpose of this pilot project, a full service food truck means a mobile truck that is self contained and has the appropriate equipment for a large selection of foods that are freshly prepared while the customer waits.

**Conditions:**

In order for the pilot project to go forth, it is recommended that the following conditions be fulfilled:

- a) That the project be exempt from the provisions of the Vehicle Licensing By-law 520-04, as amended, Section 50:

*"1. A Refreshment Vehicle Driver licensed under this by-law shall not offer for sale or sell Refreshments to the public from a Refreshment Vehicle:*

....

*(b) which is parked at one locatlon on private property with the Owner's permission for more than 30 minutes in any one hour period."*

The pilot project permits the exempted vehicles a maximum four hours to set up, perform sales and clean up.

- b) That the full service food truck owner provides proof of an inspection by the Technical Safety Standards Authority (TSSA).
- c) That the project be restricted to performing business on private property in areas zoned industrial/commercial in accordance with the Zoning By-law 0225-2007 with a minimum 500 meter (1,640 feet) separation from any fixed location eatery business.
- d) That the project be permitted to perform business on community centre/arena property with the expressed written consent of the Commissioner, Community Services, or their designate.

- 1h
- e) That the full service food truck owner supply a detailed, to scale site plan, showing the location of the truck, roads, entrances and buildings.
  - f) That the full service food truck owner provide written consent from the property owner with details of the hours of operation, location and duration as well as written consent from the local Business Improvement Association, if applicable.
  - g) That the full service food truck be in compliance with all other applicable sections of the Vehicle Licensing By-law 520-04, as amended.

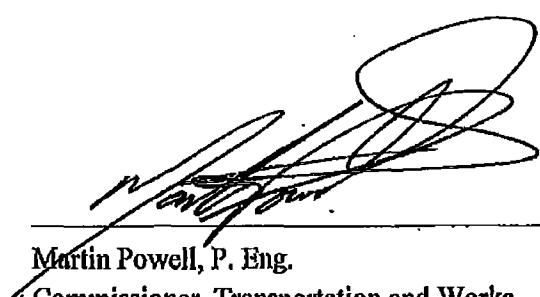
**FINANCIAL IMPACT:** Not Applicable.

**CONCLUSION:**

Staff believe that a revised pilot project would address the needs of the full service food truck industry. Further, the pilot project will keep the City of Mississauga current with emerging trends. Staff propose to proceed with a pilot project for the licensing of full service food trucks for a period of one year. Upon the completion of the one year pilot project a report will be presented to Council.

**ATTACHMENTS:**

Appendix 1: Corporate Report from the Commissioner, Transportation and Works dated June 12, 2012 and titled Full Service Food Trucks Pilot Project



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Martin Powell, P. Eng.  
Commissioner, Transportation and Works

*Prepared By: Daryl Bell, Manager, Mobile Licensing*



# Corporate Report

Clerk's Files

Originator's  
Files

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**DATE:** June 12, 2012

**TO:** Chair and Members of General Committee  
Meeting Date: June 27, 2012

**FROM:** Martha Powell, P. Eng.  
Commissioner, Transportation and Works

**SUBJECT:** Full Service Food Trucks Pilot Project

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- RECOMMENDATION:**
1. That a pilot project consisting of six full service food trucks be implemented for a period of six months subject to the conditions and the selection process outlined in the report to General Committee titled "Full Service Food Trucks Pilot Project" from the Commissioner of Transportation and Works, dated June 12, 2012; and
  2. That staff report to Council at the conclusion of the pilot project.

**REPORT  
HIGHLIGHTS:**

- This report addresses the request received from the mobile food industry for full service food trucks and proposes a pilot project for a period of six months. Included in the report are a series of conditions and the selection process to be followed.

**BACKGROUND:**

In 2011 Alyssa Tangerine approached staff about operating a full service food truck in Mississauga. Concerns were raised with regard to the operation which requires greater time to set-up, perform sales and clean-up than permitted under the Vehicle Licensing By-law 520-04, as amended, Section 50(1)(b). In 2012 Ms. Tangerine again approached staff to look into the possibility of amending the by-law

particularly as the mobile restaurant industry evolves with the advent of social media. The movement to restaurants on wheels has become prevalent throughout North American. Research shows that many cities throughout the United States and Canada are moving towards this type of operation to meet people's demand for healthier and fresher eating options in a very fast paced society.

The City of Calgary has recently moved forward with a "Full Service Food Vehicle Pilot Project". The project sets out criteria that states only trucks can be used, sales are prohibited in residential zones, the truck cannot be used for food delivery and has a maximum time limit per location of four hours. The project garners support through social media as it allows the vender to inform their clientele of their current location.

The City of Hamilton is considering an aggressive by-law with numerous conditions permitting full service food trucks to operate on city streets and private property. Hamilton's proposed by-law permits full service food trucks to operate on residential local roads for no longer than 15 minutes and on any other roads for no longer than 3 hours.

The municipalities of Toronto and Vaughan are still in the investigative stage.

#### **COMMENTS:**

The Full Service Food Truck industry is relatively new and is representative of the emerging culture. The lifestyle and pace of today's society is fast and constantly on the move. The culture of today is one of healthier eating habits with a push toward freshly prepared food. Currently many refreshment trucks serve food that has been prepared and allowed to sit on heating elements for extended periods of time. While refreshment carts provide a fresher product, they have a limited selection. The emerging trend is to give people a larger selection of foods which are freshly prepared while the customer waits.

**Definition:**

For the purpose of this pilot project, a Full Service Food Truck means a mobile truck that is self contained and has the appropriate equipment for the type and method of food preparation and has a menu of multiple food items that are freshly prepared while the customer waits.

**Conditions:**

In order for the pilot project to go forth, it is recommended that the following conditions be fulfilled:

- a) That the project be exempt from the provisions of the Vehicle Licensing By-law 520-04, as amended, Section 50:
  1. *A Refreshment Vehicle Driver licensed under this by-law shall not offer for sale or sell Refreshments to the public from a Refreshment Vehicle:*  
....  
*(b) which is parked at one location on private property with the Owner's permission for more than 30 minutes in any one hour period.*

The pilot project permits the exempted vehicles a maximum four hours to set up, perform sales and clean up.

- b) That the full service food truck owner provide proof of an inspection by the Technical Safety Standards Authority (TSSA).
- c) That the project be restricted to performing business in an industrial/commercial area with a minimum 500 meter (1,640 feet) separation from any fixed location eatery business.
- d) That the full service food truck owner supply a detailed, to scale site plan, showing the location of the truck, roads, entrances and buildings.
- e) That the full service food truck owner provides written consent from the property owner with details of the hours of operation, location and duration as well as written consent from the local Business Improvement Association, if applicable.

- f) That the full service food vehicle be in compliance with all other sections of the Vehicle Licensing By-law 520-04, as amended.

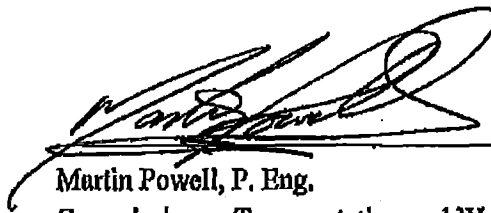
**Selection:**

For the six month pilot project, a maximum of six full service food trucks will be selected through an open public lottery system. Information regarding the lottery will be advertised through various mediums inviting vendors to submit their application for participation. In order to qualify for participation in this pilot project, all conditions, as outlined in this report, must be met.

**FINANCIAL IMPACT:** Not Applicable.

**CONCLUSION:**

Staff believe that a pilot project would be beneficial in areas of the City where individuals do not have access to prepared food options, either because of the geographical location or transportation and time restrictions. Further, the pilot project will keep the City of Mississauga current with emerging trends. Staff propose to proceed with a pilot project for the licensing of six full service food trucks for a period of six months. Upon the completion of the six month pilot project a report will be presented to Council.



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Martin Powell, P. Eng.  
Commissioner, Transportation and Works

*Prepared By: Daryl Bell, Manager, Mobile Licensing*

## Full Service Food Truck Conditions

- a) That full service food trucks be exempt from the provisions of the Vehicle Licensing By-law 520-04, as amended, Section 50:

*"1. A Refreshment Vehicle Driver licensed under this by-law shall not offer for sale or sell Refreshments to the public from a Refreshment Vehicle:*

*....*

*(b) which is parked at one location on private property with the Owner's permission for more than 30 minutes in any one hour period."*

The exempted full service food truck vehicles would be permitted a maximum four hours to set up, perform sales and clean up.

- b) That the full service food truck owner provides proof of an inspection by the Technical Safety Standards Authority (TSSA).
- c) That the full service food trucks be restricted to performing business on private property in areas zoned industrial/commercial in accordance with the Zoning By-law 0225-2007 with a minimum 500 meter (1,640 feet) separation from any fixed location eatery business.
- d) That the full service food trucks be permitted to perform business on Community Services property with the expressed written consent of the Commissioner, Community Services, or their designate.
- e) That the full service food truck owner supply a detailed to scale site plan, showing the location of the truck, roads, entrances and buildings.
- f) That the full service food truck owner provides written consent from the property owner with details of the hours of operation, location and duration as well as written consent from the local Business Improvement Association, if applicable.
- g) That the full service food truck be in compliance with all other applicable sections of the Vehicle Licensing By-law 520-04, as amended.



# Corporate Report

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**DATE:** May 14, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 4, 2014

**General Committee**

**JUN 04 2014**

**FROM:** Martin Powell, P. Eng.  
Commissioner, Transportation and Works

**SUBJECT:** **Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal**

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- RECOMMENDATION:**
1. That a by-law be enacted to amend the Tow Truck Licensing By-law 521-04, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".
  2. That a by-law be enacted to amend the Public Vehicle Licensing By-law 420-04, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".

3. That a by-law be enacted to amend the Vehicle Licensing By-law 520-04, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".
4. That a by-law be enacted to amend the Ice Cream Truck Vendors By-law 523-04, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".
5. That a by-law be enacted to amend the Vendors By-law 522-04, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".
6. That a by-law be enacted to amend the Outside Fireworks Vendors Licensing By-law 340-02, as amended, effective July 1, 2014, requiring a one year waiting period before making a new licence application after refusal of an initial licence application as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Amendments to the Mobile Licensing By-laws to require a one year Waiting Period to Reapply for a Licence after Licence Refusal".

**REPORT  
HIGHLIGHTS:**

- Mobile licence applicants have been denied a licence by the City and failed to meet the time frames to appeal to the

Mississauga Appeal Tribunal (MAT).

- The applicants have made a new licence application immediately following refusal, circumventing the intent of the by-law.
- All of the current mobile licensing by-laws have no stipulated time requirement to reapply for a licence after a licence has been refused.
- The MAT, as well as staff, have concerns that there is not a waiting period in the mobile licensing by-laws before an applicant can re-apply for a mobile licence.

**BACKGROUND:**

Staff found it necessary to deny the licence applications of 18 tow truck drivers and six public vehicle drivers in 2013. In accordance with the Tow Truck Licensing By-law 521-04, as amended, and the Public Vehicle Licensing By-law 420-04, as amended, staff mailed letters to the denied applicants outlining the process to appeal a denied request. On two separate occasions the applicants did not file their application for appeal in the appropriate timeframe which resulted in a denied request for an appeal. The denied applicants chose to make a second licence application to have their appeal heard. Staff were obligated to accept the second licence application and grant the appeal request due to the lack of restriction in the by-law. During the appeals, the MAT raised concerns with the process; specifically, that a second licence application following denial circumvented the intent of the by-law. The MAT indicated to staff that this issue should be reviewed.

**COMMENTS:**

Staff reviewed the practices of the Toronto, Oakville and Region of Halton municipalities and found that they do not have a time limit to reapply after denial of a licence application written into their by-law. The City of Brampton is the exception and has a one year restriction after denial before a person can make a new application.

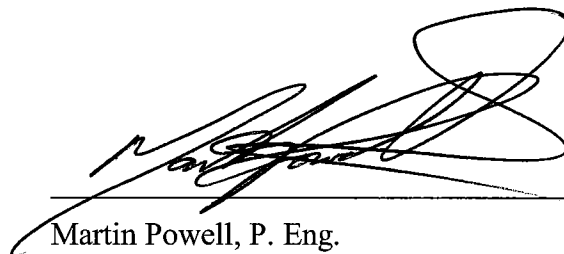
The MAT are of the opinion that the practice of permitting unlimited applications for a licence when the licence is refused sends a mixed message which implies that licence issuance may be possible and

contradicts the refusal.

Staff reviewed all of the mobile licensing by-laws, including the Tow Truck Licensing By-law 521-04, as amended; Public Vehicle Licensing By-law 420-04, as amended; Vehicle Licensing By-law 520-04, as amended; Ice Cream Truck Vendors By-law 523-04, as amended; Vendors By-law 522-04, as amended; and, Outside Fireworks Vendors Licensing By-law 340-02, as amended. Staff found that the appeal process is the same in all of the mobile licensing by-laws. Further, staff found that all of the mobile licensing by-laws fail to set criteria for reapplication after a licence is refused either by the licence manager or the MAT.

**FINANCIAL IMPACT:** This report has no financial impact on the Corporation of the City of Mississauga.

**CONCLUSION:** Staff recommend that all of the mobile licensing by-laws be amended to include a waiting period of one year before reapplication is allowed for an owner, operator or driver licence following the refusal of a licence application by the City. This change will ensure a clear understanding that there is a mandatory waiting period prior to resubmitting a licence application.



Martin Powell, P. Eng.  
Commissioner, Transportation and Works

*Prepared By: Daryl Bell, Manager, Mobile Licensing*



# Corporate Report

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**DATE:** May 14, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 4, 2014

General Committee

JUN 04 2014

**FROM:** Martin Powell, P. Eng.  
Commissioner of Transportation and Works

**SUBJECT:** **Proposed Amendments to the By-law 605-87, as amended, a by-law to appoint valuers under the Livestock, Poultry and Honey Bee Protection Act**

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**RECOMMENDATION:** That a by-law to amend By-law 605-87, as amended, be enacted to allow for greater flexibility in the appointment of livestock valuers by the City of Mississauga as outlined in the report from the Commissioner of Transportation and Works, dated May 14, 2014 and entitled "Proposed Amendments to the By-law 605-87, as amended, a by-law to appoint valuers under the Livestock, Poultry and Honey Bee Protection Act".

**BACKGROUND:** Section 4 of the Protection of Livestock and Poultry from Dogs Act, R.S.O. 1990.c. L.24, as amended, authorizes the council of a municipality to appoint one or more persons as valuers of livestock and poultry.

In response to calls from the agriculture sector reporting damage to their livestock or poultry, Animal Services Enforcement officers as livestock valuers, would attend and conduct investigations and report claims for damage caused by wildlife, under the Ontario Wildlife Damage Compensation program.

Valuer means a person that has been appointed for the purposes of the program to determine:

- whether livestock, poultry, bee colonies, beehives and/or beehive related equipment has been injured, killed and/or damaged by

wildlife; and,

- if livestock, poultry, bee colonies, beehives and/or beehive related equipment has been injured, killed and/or damaged by wildlife the amount of compensation that should be paid under the program to the applicant.

By-law 605-87, as amended, passed by Council on August 10, 1987 appointed Mr. Leonard L. Addison, Mr. Bradley Parliament and Mr. Duilio Rose as valuers of livestock and poultry for the City of Mississauga. Currently, with changes in staff, there is only one livestock valuer for the entire City.

**COMMENTS:**

After reviewing the current By-law 605-87, as amended, staff have concerns with the appointment process.

Currently livestock valuers are appointed by name. This method of appointment becomes problematic whenever there is a staff change as a by-law amendment is required to remove the named person(s) no longer employed with the City of Mississauga or to add the names of new staff.

After consultation with Legal Services staff, it was deemed necessary to amend the By-law 605-87, as amended, to allow any Animal Services Enforcement Officer that is trained as a livestock valuer to be appointed without the need of amending the by-law every time there is a staff change.

Staff recommend the appointment of the City of Mississauga Animal Services Enforcement Officers as valuers of livestock and poultry for the City.

In addition, By-law 605-87 needs to be amended to update the name of the by-law from "By-law to appoint valuers under the Livestock, Poultry and Honey Bee Protection Act" to "By-law to appoint valuers under the Protection of Livestock and Poultry from Dogs Act".

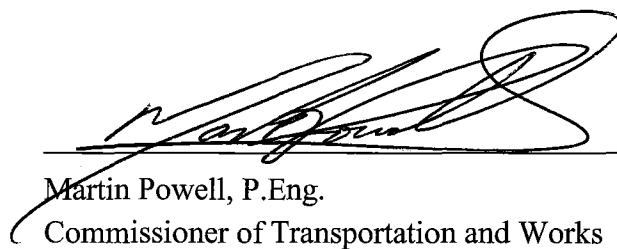
**FINANCIAL IMPACT:** There will be no financial impact to the City as livestock valuers will be trained by a current livestock valuer with the City of Mississauga Animal Services.

**CONCLUSION:**

With turnover of staff the process to appoint livestock valuers has become problematic. As a result, in preparing this report staff from Legal Services were consulted and a change is recommended to insert Animal Services Enforcement Officer in the by-law instead of naming specific staff.

**ATTACHMENTS:**

Appendix 1: A by-law to amend By-law 605-87, as amended to appoint valuers under the Livestock, Poultry and Honey Bee Protection Act



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Martin Powell, P.Eng.

Commissioner of Transportation and Works

*Prepared By: Andrea Macdonald, Acting Manager, Animal Services*

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A by-law to amend By-law 605-87, as amended,  
to appoint valuers under the  
Livestock, Poultry and Honey Bee Protection Act

WHEREAS section 4 of the *Protection of Livestock and Poultry from Dogs Act*, R.S.O. 1990, c. L24, as amended, authorizes the council of the municipality to appoint one or more persons as valuers of livestock and poultry;

AND WHEREAS By-law 605-87 passed by the Council of the Corporation of the City of Mississauga on August 10, 1987, and amended by By-law 06-99 on January 20, 1999, appointed Leonard L. Addison, Bradley Parliament, Dulio Rose, Janet Michaud and Linda Dent as valuers of livestock and poultry to act for the Corporation of the City of Mississauga;

AND WHEREAS it is deemed necessary to amend By-law 605-87, as amended to modify the appointment process for valuers;

NOW THEREFORE the Council of the Corporation of the City of Mississauga ENACTS as follows:

1. That section 2 of By-law 605-87, as amended, is hereby deleted and replaced with the following:

That all Animal Services Enforcement Officers are hereby appointed as valuers of livestock and poultry to act for the Corporation of the City of Mississauga according to the *Protection of Livestock and Poultry from Dogs Act*, R.S.O. 1990, c. L24.

2. That section 3 is hereby added to By-law 605-87, as amended, by adding the following:

An "Animal Services Enforcement Officer" means any person employed by the City of Mississauga to perform the duties of enforcing By-law 98-04, as amended and appointed by city council as a municipal law enforcement officer under City of Mississauga By-law 299-04, as amended, or its successors.

3. That section 4 is hereby added to By-law 605-87, as amended, by adding the following:

This By-law may be referred to as the By-law to appoint valuers under the *Protection of Livestock and Poultry from Dogs Act*.

ENACTED AND PASSED this                      day of                      , 2014.

APPROVED AS TO FORM City Solicitor MISSISSAUGA		
Date	2014	

\_\_\_\_\_  
MAYOR

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CLERK



# Corporate Report

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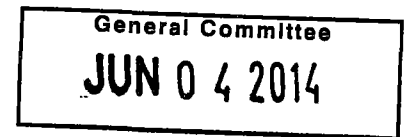
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4.

**DATE:** May 5, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 4, 2014

**FROM:** Paul A. Mitcham, P.Eng. MBA  
Commissioner of Community Services



**SUBJECT:** **2014 Future Directions - Fire and Emergency Services Master Plan**

**RECOMMENDATION:** That the Corporate Report dated May 5, 2014 from the Commissioner of Community Services entitled 2014 Future Directions - Fire and Emergency Services Master Plan be approved in principle and that the recommendations contained within the Plan be referred to the Corporate Business Plan and annual budget processes.

**REPORT  
HIGHLIGHTS:**

- The Future Directions Master Plan for Fire and Emergency Services has a five year planning horizon and a seventeen year outlook to 2031.
- The master plan assesses current and future capital and service delivery opportunities.
- The master plan addresses intensification and growth and provides specific direction the City should pursue to ensure adequate supporting infrastructure.
- The implementation is phased over a seventeen (17) year planning horizon following ongoing validation and capacity to fund.

- Seven new stations are recommended over the life of the Plan (2031).
- Increased public education with emphasis on underserved residential areas.
- Explore opportunities for service agreements with adjacent municipalities as part of the long term plan to address deficient areas.

**BACKGROUND:**

The last Fire Master Plan was submitted to Council for consideration in December of 2010. Since that time Mississauga Fire & Emergency Services (MFES) has worked to implement a number of the recommendations that were outlined in that plan. These include the renovation and/or relocation of four stations, the completion of a state of the art training facility, the implementation of Automatic Vehicle Locators and Mobile Data Units in all front line apparatus. MFES also now carries EPI pens on all front line apparatus and all fire crews have been trained to provide symptom assist for anaphylactic shock.

This iteration of the plan provides a framework that defines service delivery requirements and reflects current community and industry expectations. The goal is to provide an approach to service delivery that effectively balances fire prevention, public education and emergency response.

**COMMENTS:**

Mississauga's population has increased by 4% from 2009 to 2014. The population grew from 727,700 in 2009 to 756,590 in 2014. While this is significant growth the rate of growth has declined compared to previous years.

Mississauga's population is forecasted to exceed 829,000 by the year 2031, which translates into almost 72,500 new residents or a 9.6% rate of growth. The City's Service Area 5 including the Hurontario Urban Growth Corridor (see Appendix 3 for a map of Service Areas) is expected to accommodate nearly 54% of future growth with an additional 39,160 residents forecasted through intensification, representing a growth rate of approximately 20%.

Service Areas 1 and 2 are projected to each add approximately 11,500 new residents having a growth rate of approximately 7%. Service Areas 3 and 4 are expected to grow by less than 1,000 people respectively with a growth rate of less than 1%.

According to current population estimates the population of Service Area 6 will grow by approximately 9,500 residents by 2031. The current population estimate does not address potential growth in this service area as identified in planning studies such as Inspiration Lakeview and Inspiration Port Credit where potential residential growth could exceed 30,00 people. Additional community amenities including Fire will be required should such growth occur.

***Provision Standards (Response Time)***

Industry standards commonly refer to response times at the 90th percentile.

Service benchmarks have been established with consideration given to existing deficiencies, current population combined with future growth, traffic congestion and community risk. The objective is to move towards and maintain a total response time of 6 minutes and 20 seconds 90% of the time for the first arriving truck and an appropriate depth of response within 10 minutes 20 seconds 90% of the time to a fire in a single family residential occupancy to support simultaneous rescue and suppression capabilities.

In 2013, MFES total response time city wide was 7 minutes and 44 seconds 90% of the time for the first arriving truck. Priority areas have been identified where response times are higher than the city wide standard and the level of community risk and/or growth requires additional resources.

Travel time is the largest component of total response and is the most difficult to control in a growing municipality with significant urban intensification. The travel time target is 4 minutes 90% of the time for the first arriving vehicle on scene. MFES is currently meeting the target 63% of the time. The appropriate distribution of fire stations across the city is the most effective way to address travel time deficiencies in higher risk areas. Increased travel time is expected due to population growth and increased traffic congestion.

The key directions outlined in the Fire and Emergency Services Master Plan are summarized in the following sections.

***Facility Requirements***

In an attempt to mitigate eroding response time trends, MFES has undertaken many different strategies including working with Transportation and Works to install traffic signal pre-emption devices in all major intersections across the City and implementing Automatic Vehicle Locators and Mobile Data Units in all front line apparatus. While these initiatives have assisted in mitigating the increasing in response time, increasing population growth, changes in building stock and increased traffic congestion have had a negative impact.

As part of the 2014 Station Location Study completed by Dillon Consulting, (25) areas across the city were identified where MFES is experiencing some level of response time challenges.

Recommendation Numbers 1-8 in the Future Directions - Fire Master Plan (Appendix 1) address seven (7) areas which have been identified as a priority on the basis that they have high risk residential occupancies and the number of existing deficient travel time calls is above the city average. The remaining eighteen (18) deficient areas across the city have been assessed based on geography, population, call volume and occupancy type. Based on the results of that assessment, additional fire stations are not required to address the deficiencies in any of these eighteen (18) areas. These areas typically have lower call volume and primarily consist of sprinklered mixed industrial and commercial properties which are considered lower risk. The fire master plan recommends options to expand and improve public education programs as well as review alternatives to current inspection cycles particularly for high risk occupancies to assist in addressing the existing challenges in these areas. In nine (9) of these areas MFES is considering the feasibility of service agreements where the area borders surrounding municipalities including Brampton, Oakville and Toronto. This approach could eliminate artificial service boundaries resulting in improved response.

Dillon Consulting was retained to assist with station location modelling. Dillon used a Geographic Information System (GIS) program provided by the City to assess the fire department's response

coverage. Road information, such as road length and posted speed limit, was extracted from the GIS data. The historic call locations for 2013 were then added to the network and coded based on travel time to reach the call. Using call data collected over a 10 year period and the results of the computer simulation modelling, the following geographic areas have been identified as a priority and where new fire stations are recommended (listed in priority sequence).

**1. Hurontario and Eglinton (Station 120)**

Based on 2013 historical call data, there were 750 emergency incidents in this response area that did not meet the four minute travel time target. Projections to 2031 indicate a population increase of 15% in this station area and factoring in the impact of traffic congestion, it is expected that by 2031 the number of emergency incidents not meeting the travel time target would increase to 1,013. These numbers do not take into consideration that a large portion of the growth in this area will be high rise development which will add a vertical response time component to overall response. It also does not take into consideration Light Rapid Transit and its potential effect on travel time.

**2. Collegeway and Winston Churchill (Station 123)**

This area is identified as a priority based on existing deficiencies, current population and community risk. This is an area where the community risk is higher as a large portion of the occupancies are residential and consist of a mix of single family dwellings as well as low to medium rise multi-unit buildings.

Based on 2013 historical call data, there were 409 emergency incidents in this response area that did not meet the four minute travel time target. Projections to 2031 indicate a small population increase however given the current deficiency rate and factoring in the impact of traffic congestion, it is expected that by 2031 the number of emergency incidents not meeting the travel time target would increase to 481 in this station area.

3. **Cawthra and Dundas (Station 124)**

This area is identified as a priority based on existing deficiencies, current population and community risk. This is an area consisting of a mix of single family dwellings as well as low to medium rise multi-unit buildings.

Based on 2013 historical call data, there were 491 emergency incidents in this response area that did not meet the four minute travel time target. Projections to 2031 indicate a small population increase however given the existing deficiency rate and factoring in the impact of traffic congestion, it is expected that the number of emergency incidents not meeting the travel time target would increase to 587.

4. **Downtown 21**

Based on 2013 historical call data, there were 228 emergency incidents that did not meet the four minute travel time target. Projections to 2031 indicate a population increase of 111% in this station area. Factoring in both growth and congestion it is expected that by 2031 the number of emergency incidents that do not meet the travel time target would increase to 562. This does not take into account that high rise development is expected to be a significant portion of new development in this area. The ability to offset vertical response time by reducing travel time will be critical for appropriate service to this area. As this area intensifies and changes are made to provide a more pedestrian friendly downtown core, the combination of growth, smaller turning radii, narrower roads, and on street parking will also impact emergency response.

5. **Tenth Line and Battleford**

This area has been identified as a priority area based on existing response deficiencies, current population combined with future growth, traffic congestion and community risk.

Based on 2013 historical call data, there were 500 emergency incidents that did not meet the four minute travel time target. Factoring in both growth and congestion it is expected that by 2031 the number of emergency incidents that would not meet the travel time target would increase to 610.

**6. Dundas and Mavis**

This area is identified as a priority based on existing response deficiencies, current population and community risk.

Based on 2013 historical call data, there were 330 emergency incidents that did not meet the four minute travel time target.

Projections to 2031 indicate a minimal population increase however given the existing deficiency in this area and factoring in the impact of traffic congestion, it is expected that by 2031 the number of emergency incidents that do not meet the travel time target would increase to 382.

**7. Lorne Park**

This area is identified as a priority based on existing population, response deficiencies and large geographical area. Based on 2013 historical call data, there were 247 emergency incidents that did not meet the four minute travel time target. Factoring in the impact of traffic congestion combined with the existing deficiency in this area, it is expected that the number of emergency incidents that do not meet the travel time target would increase to 313 by 2031.

In order for MFES to position itself for future station development, land should be secured in the areas identified as a priority. This will ensure that MFES has the capacity to accommodate future station development. Municipally owned land has been identified for priority areas 1, 3, 4 and 5 and land has been purchased for priority area 2.

Land for priority areas 6 and 7 should be identified and purchased as soon as possible. While plans for Lakeview and Inspiration Port Credit are still in the development stages, consideration has been given to the possible relocation of stations 102 and 104 to be in a better position to address future growth in these specific areas.

The remaining eighteen (18) areas identified in the Station Location Study experience medium to low call volume and deficient call counts. While MFES does face response challenges in these areas, the risk and incident probability is lower than in the identified priority areas. Additional fire stations are not currently recommended for these areas. To address these areas, the Fire and Emergency Services Master Plan recommends the following.

- Fire Prevention and Life Safety Section to develop public education programs to be delivered by suppression staff with an additional focus in these areas.
- More targeted public education programs to match the community risk factors including programs focusing on long term care facilities, schools and high rise occupancies.
- Implementation of a more frequent inspection cycle for occupancies which are deemed high risk.
- Exploring opportunities for service agreements with neighbouring municipalities.

In summary, the Plan recommends seven new fire stations over the next (17) years (2031 horizon) or approximately one station every two years.

#### ***Maintenance and Lifecycle Replacement of Critical Equipment and Infrastructure***

Fire infrastructure, apparatus and equipment are critical to the delivery of service. MFES is 24 hour per day 365 days per year operation and consequently maintenance of facilities and equipment is essential to ensure there is minimal service interruption. This plan recommends a priority be placed on the appropriate rehabilitation of fire station infrastructure to provide both male and female facilities and to meet accessibility and health and safety standards. It also speaks to the maintenance and lifecycle replacement of apparatus and associated equipment. This includes an independent review of MFES fleet including front line, reserve and support vehicles.

#### ***Critical Role of Fire Prevention and Public Education***

In Ontario the provision of fire protection services is based on the three lines of defence which are:

1. Public Education and Prevention
2. Fire Inspection and Code Enforcement
3. Emergency Response (Suppression)

This plan is built on the three lines of defence as the basis of service delivery to ensure MFES has a consistent and balanced approach to addressing challenges and to meet its responsibility under the *Fire Protection and Prevention Act*.

**STRATEGIC PLAN:**

The goal of the fire master plan is to provide City Leadership with a sustainable and fiscally responsible framework to deliver Fire and Emergency Services over the next 5 years. This plan will close service gaps and take into account longer term planning needs that will frame service in the future.

Identifying suppression and non-suppression solutions to service concerns, this plan supports the City's strategic plan and provides the residents and businesses in the city with the emergency services that meet the needs of the community.

**FINANCIAL IMPACT:**

Accompanying the Fire Master Plan is an implementation guide that will assist staff with the prioritization of recommendations and opportunities for improvement. All of the recommendations that have been identified as short term priorities will be presented to Council for approval through the corporate business planning and annual budget review processes.

Over the seventeen (17) year outlook of this plan, approximately \$20.0 million in new capital projects have been identified that were not previously identified in the 10 year Capital Budget and Forecast (2014-2023). Of this amount approximately \$15.0 million is expected to be related to growth and therefore eligible for recovery through Development Charges.

The following charts illustrate both the operating and capital requests that will be directly related to new station development.

**2015-2018 Operating Impacts (\$000)**

Station	2015	2016	2017	2018
120	0	699	2,316	2,625
123	0	0	0	0

**2015-2018 Capital Impacts (\$000)**

Station	2014 & Prior	2015	2016	2017	2018
120 Land Acquisition	1,500	0	0	0	0
120 Construction	995	3,205	0	0	0
120 Truck	200	500	0	0	0
123 Land Acquisition	2,200	0	0	0	0
123 Construction	0	0	0	4,200	0
<b>TOTAL</b>	<b>4,895</b>	<b>3,705</b>	<b>0</b>	<b>4,200</b>	<b>0</b>

**CONCLUSION:**

The 2014 Future Directions Fire and Emergency Services Master Plan ensures appropriate service delivery in the short term with appropriate attention to longer term planning needs. This plan will guide both Council and the Fire Leadership Team in its response to key issues such as population growth, intensification, changes in building stock and overall risk management. The implementation guide will provide input into the Corporate Business Planning and annual capital and operating budget processes.

**ATTACHMENTS:**

- Appendix 1: 2014 Future Directions Fire and Emergency Services Master Plan Executive Summary
- Appendix 2: 2014 Future Directions Fire and Emergency Services Master Plan Implementation Guide
- Appendix 3: 2014 Future Directions Service Areas Map



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Paul A. Mitcham, P.Eng. MBA  
Commissioner of Community Services

*Prepared By: Tracey Martino, Manager Finance, Planning and Equipment, Mississauga Fire and Emergency Services*



# 2014 future directions

**Master Plan Executive Summary for Fire and Emergency Services  
Final Report – May 2014**



## Executive Summary

The 2014 *Future Directions Plan for Fire and Emergency Services* will be fundamental to managing the community's fire protection services. This plan provides a framework that defines service delivery requirements and reflects current community and industry expectations. The goal is to provide an approach to service delivery that effectively balances fire prevention, public education and emergency response.

## 2.0 Planning Context

### 2.1 Population Growth

According to the 2011 short form Census, the population of the City of Mississauga was 713,443 persons. This represents an increase of 7% from the 2006 Census period and 16% from the 2001 Census period (excluding Census undercoverage). For 2014, the City of Mississauga estimates that the population will be 756,590 persons. Between 2014 and 2019, the City's population is forecasted to increase from 756,590 to 777,250 persons, representing an increase of nearly 3%, or 20,660 residents.

According to the 2011 Census, the majority of Mississauga residents (63%) list English as the language most often spoken at home, a decrease of 2% from the previous Census. 27% of residents list a non-official language (e.g., other than English and French). Nearly 10% reported that one or both official languages and a non-official language were most spoken at home, doubling the figure reported in 2006.

The top five unofficial languages spoken across the City in 2011 were Urdu (3%), Polish (2%), Punjabi (2%), Arabic (2%) and Chinese (1%).

### Significant Factors

- ⇒ 24% increase in senior population of which the 85+ age group is experiencing a 40% increase.
- ⇒ 35.5% increase in the 60-65 age group.
- ⇒ 53% of the population is made up of immigrants.
- ⇒ Recent immigrants represent 35% of the total foreign-born population.
- ⇒ 777,250 population by the end of 2019.
- ⇒ Most of the growth will be in community nodes and the downtown core.
- ⇒ Growth will be accommodated primarily through intensification and redevelopment.
- ⇒ Mid and high rise occupancies will comprise most of the new development.

By 2031, growth forecasts suggest that 34,070 people of the projected 69,240 additional Mississauga residents will reside in the downtown core and in the Hurontario and Dundas corridor.

Impact of growth on fire services:

- ⇒ Increased traffic congestion and narrower streets resulting in eroding response times for emergency services.
- ⇒ Increased employment impacting the need for building inspections and prevention.
- ⇒ Increased call volumes.
- ⇒ Changes in building stock impacting vertical response time and associated inspections.

In an effort to mitigate some of the impacts of growth on the fire service, the 2014 *Future Directions Master Plan for Fire and Emergency Services* recommends:

- ⇒ The construction of new fire stations to provide adequate distribution and concentration of suppression capabilities.
- ⇒ Targeted public education.
- ⇒ Increased schedule of regular fire inspections.
- ⇒ Investigation into the feasibility of automatic aid with surrounding municipalities.

### 3.0 Challenges Facing MFES

#### 3.1 Call Volume

In 2013, MFES responded to 26,395 incidents of which 21,767 were considered emergency responses. This has increased from 25,506 incidents and 20,806 emergency responses in 2012. Increased call volumes escalate the probability that multiple or simultaneous calls will occur in the same response area. This situation implies that trucks must travel from adjacent response areas to cover for trucks serving another call within the same area. This significantly increases the response time of the second or subsequent incident.

#### 3.2 Call Types

Over time, the complexity of numerous call types has prompted the need for improved and advanced training. In response, MFES provides a high level of training to its staff in an attempt to meet changing and increasing expectations of both the Province and the community. The impact of this is that crews are expected to perform duties at various types of incidents that were not required in the past, such as: high angle; water rescue; and HAZMAT. Consequently, the time that crews spend at any one incident is lengthened.

#### 3.3 Changes in Building Stock

The type of building and building age are significant factors that must be considered when identifying key challenges to response. The

number of multi storey residential occupancies has increased considerably. Many of the buildings currently under construction have submitted building applications prior to the new mandatory sprinkler legislation. High rise occupancies pose several challenges to MFES, not the least of which is the ability of crews to reach an emergency scene on upper floors. This is known as vertical response. In 2009, MFES conducted vertical response testing in conjunction with the Office of the Fire Marshal. Results of these tests indicated that response times were approximately 3 minutes longer in high rise scenarios and this delay is currently not included in response measurements. While vertical response is difficult to affect, this can be mitigated by decreasing the amount of time required to get crews to the property.

The materials used in the construction of newer occupancies as well as their contents include more lightweight materials which have proven to be highly combustible and burn much faster than materials used in older buildings. The ability of MFES to respond in a timely manner will greatly reduce potential dollar loss and improve incident outcomes.

#### 3.4 Traffic Congestion

Since 2002 MFES has seen a negative trend in travel time. Travel time is the component of total response time that is most difficult to control as it is directly impacted by growth and congestion. The travel time target is 4 minutes 90% of the time for first arriving vehicle to arrive on scene. MFES is currently 27% deficient, meeting that target 63% of the time. This is primarily a result of traffic congestion which has caused an increase in travel time deficiency at an average of 1% per year over the last 10 years. The capability of MFES to control travel time is extremely difficult. Current congestion combined with the projected growth will continue to negatively impact travel time.

### 3.5 Response Time

Based on National Fire Protection Association (NFPA) 1710 guidelines and industry best practice, MFES targets a total response time of 6 minutes and 20 seconds 90% of the time for the first arriving truck and 10 minutes and 20 seconds 90% of the time for a full first alarm assignment (20 firefighters) as an operational objective. (Total response time includes call processing, turnout and travel time.)

In 2013, MFES responded to 21,767 emergency incidents. Approximately 72% of the emergency incidents met the total response time standard of 6 minutes, 20 seconds for the first responding vehicle, resulting in an 18% deficiency rate city wide. The deficiency rate is higher in identified station areas, with deficiencies ranging from 32% to 66%.

Travel time is the largest component of total response and is the most difficult to control in a growing municipality with significant urban intensification. The appropriate distribution of fire stations across the city is the only way to effectively meet the travel time targets in high priority areas.

To help mitigate total response times deficiencies, MFES has implemented the use of Automatic Vehicle Location (AVL) in order to dispatch the closest available apparatus and crew, use of mobile data units on all front line vehicles and worked with Transportation and Works to install pre-emption devices at all major intersections across the City.

The 2010 Edition of NFPA 1710 total response time guidelines are outlined in **Table 1**.

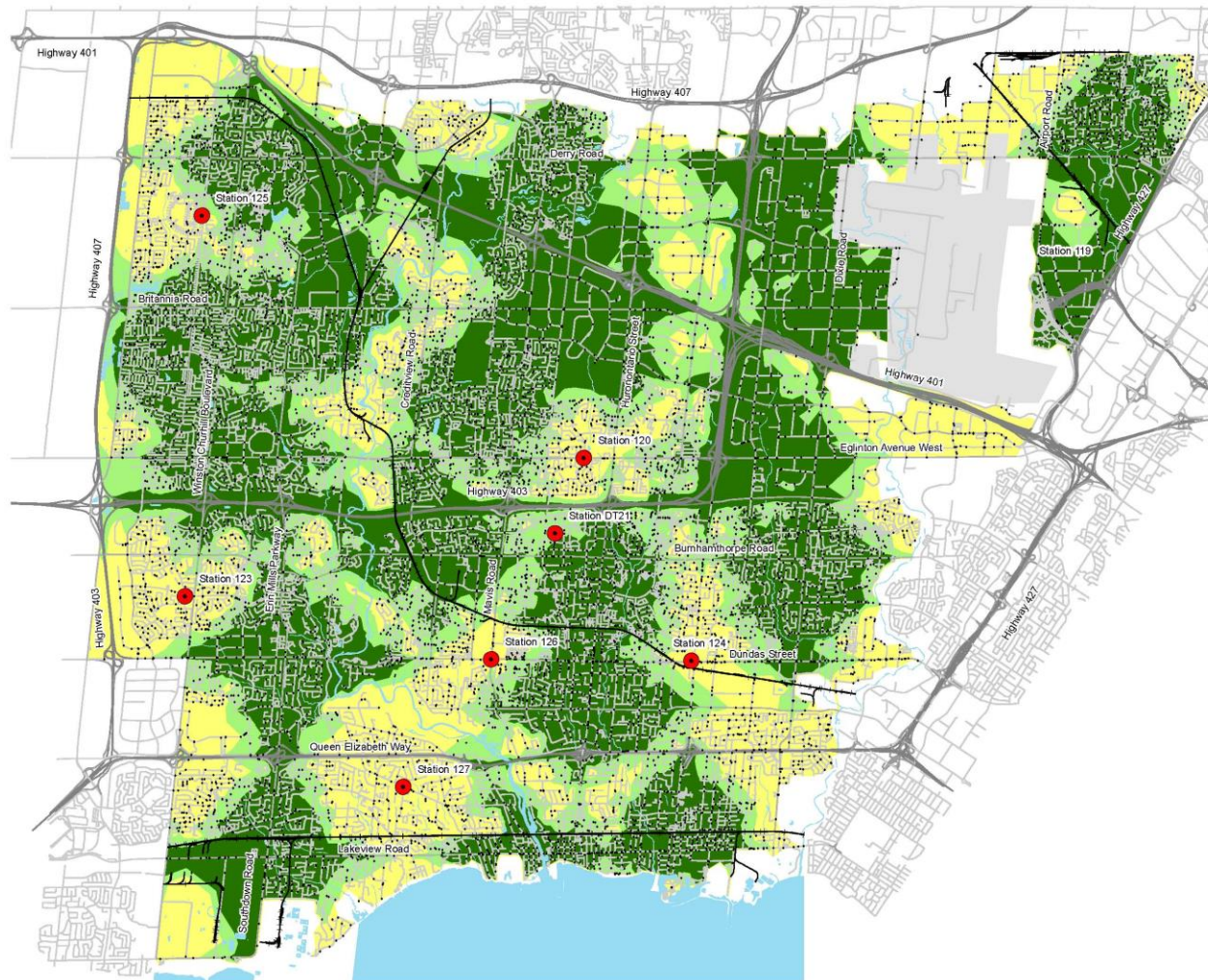
**Table 1: Total Response Time**

	First Arriving Vehicle (Distribution) (90% of the time)	Full Deployment (Concentration) (90% of the time)
<b>Call Processing Time</b>	1 min.	1 min.
<b>Preparation Time</b>	1 min. 20 sec.	1 min. 20 sec.
<b>Travel Time</b>	4 min.	8 min.
<b>Total Response Time</b>	6 min. 20 sec.	10 min. 20 sec.

*Source: NFPA 1710, 2010*

### 3.6 Priority Areas

As part of the 2014 Station Location Study completed by Dillon Consulting, 25 areas across the City were identified where MFES is experiencing response challenges. Recommendations 1-8 in this plan identifies the recommended action for seven of these areas which have been identified as a priority as they have higher risk occupancies and a higher deficiency rate. The following map identifies the response times across the city and the areas where new fire stations are recommended.



## CITY OF MISSISSAUGA FIRE MASTER PLAN

### 2014 EXISTING FIRST RESPONSE FIGURE 7

• HISTORICAL EMERGENCY CALL (2013)

• PROPOSED FIRE STATION

— RAILWAY

— HIGHWAY

— ARTERIAL/COLLECTOR

— LOCAL

— WATERBODY

#### TRAVEL TIMES

■ < = 4 MINUTES @ NETWORK SPEED

■ < = 5 MINUTES @ NETWORK SPEED

■ > 5 MINUTES @ NETWORK SPEED

Travel Time (minutes)	% Area Covered	% Calls Covered
< = 4	46%	63%
< = 5	66%	84%
> 5	29%	16%

0 0.5 1 2 km



MAP DRAWING INFORMATION:  
DATA PROVIDED BY THE CITY OF MISSISSAUGA  
MAP CREATED BY: SLS  
MAP CHECKED BY: SLS  
MAP PROJECTION: NAD 1983 UTM Zone 17N

FILE LOCATION: I:\GIS\3000 Mississauga Fire Master Plan



PROJECT: 14-1850  
STATUS: FINAL  
DATE: 01/02/14

### 4.0 Recommendations

#### Recommendation #1

Mississauga Fire and Emergency Services construct and appropriately resource fire station 120 in the Hurontario and Eglinton area.

This station was identified as the number one priority for suppression response in the 2010 Fire Master Plan, the July 2013 Station location update as well as the 2014 Dillon Station Location Study. This area is identified as a priority based on existing response deficiencies, current population combined with future growth, traffic congestion and community risk. A large majority of the growth in this area will be high rise development which adds a vertical response time component to response time.

Based on 2013 historical call data, there were 750 emergency incidents in this response area that did not meet the four minute travel time target. Projections to 2031 indicate a population increase of 15% in this station area and factoring in the impact of traffic congestion, it is expected that by 2031 the number of emergency incidents not meeting the travel time target would increase to 1,013.

These numbers do not take into consideration that a large portion of the growth in this area will be high rise development which will add a vertical response time component to overall response. It also does not take into consideration Light Rapid Transit and its potential effect on travel time.

#### Recommendation #2

Mississauga Fire and Emergency Services construct and appropriately resource fire station 123 in the Collegeway and Winston Churchill area.

This station was identified as the second priority for suppression response in the 2010 Fire Master Plan, and in the July 2013 Station location update. In the 2007 and 2014 Dillon Station Location also identified this area as a priority. This area is identified as a priority based on current population, existing response deficiencies, congestion and community risk.

Based on 2013 historical call data, there were 409 emergency incidents in this response area that did not meet the four minute travel time target. Projections to 2031 indicate a small population increase however given the current deficiency rate and factoring in the impact of traffic congestion, it is expected that by 2031 the number of emergency incidents not meeting the travel time target would increase to 481 in this station area.

#### Recommendation # 3

Mississauga Fire and Emergency Services construct and appropriately resource fire station 124 in the Dundas and Cawthra area.

This station was identified as the third priority in the 2010 Fire Master Plan, in the July 2013 Station location update and the 2014 Dillon Station Location Study. The 2007 Dillon Station Location also identified this area as a priority. This area is identified as a priority based on existing response deficiencies, current population and community risk.

Based on 2013 historical call data, there were 491 emergency incidents in this response area that did not meet the four minute travel time target. Projections to 2031 indicate a small population increase however given the existing deficiency rate and factoring in the impact of traffic congestion, it is expected that the number of emergency incidents not meeting the travel time target would increase to 587.

### Recommendation # 4

Mississauga Fire and Emergency Services construct and appropriately resource a fire station in the Downtown 21 area.

The Downtown Core is anticipated to add 7,620 persons by 2019. As this area intensifies and changes are made to provide a more pedestrian friendly downtown core, the combination of growth, smaller turning radii, narrower roads, and on street parking will impact emergency response and subsequently increased response time. As high rise development is expected to be a significant portion of new development, the ability to counteract vertical response time demands will be critical for appropriate service to this area.

Based on 2013 historical call data, there were 228 emergency incidents that did not meet the four minute travel time target. Projections to 2031 indicate a population increase of 111% in this station area. Factoring in both growth and congestion it is expected that by 2031 the number of emergency incidents that do not meet the travel time target would increase to 562. This does not take into account that high rise development is expected to be a significant portion of new development in this area. The ability to offset vertical response time by reducing travel time will be critical for appropriate service to this area.

### Recommendation # 5

Mississauga Fire and Emergency Services construct and appropriately resource fire station 125 in the Tenth Line and Battleford area.

This station was identified in the 2010 Fire Master Plan, the July 2013 Station location update as well as the 2014 Dillon Station Location Study as an area that is considered a priority based on existing

response deficiencies, current population combined with future growth, traffic congestion and community risk.

Based on 2013 historical call data, there were 500 emergency incidents that did not meet the four minute travel time target. Factoring in both growth and congestion it is expected that by 2031 the number of emergency incidents that would not meet the travel time target would increase to 610.

### Recommendation # 6

Mississauga Fire and Emergency Services construct and appropriately resource fire station 126 in the Dundas and Mavis area.

This station was identified as a priority area in the 2010 Fire Master Plan, in the July 2013 Station location update and the 2014 Dillon Station Location Study. This area is identified as critical based on existing response deficiencies, current population and community risk.

Based on 2013 historical call data, there were 330 emergency incidents that did not meet the four minute travel time target. Projections to 2031 indicate a minimal population increase however given the existing deficiency in this area and factoring in the impact of traffic congestion, it is expected that by 2031 the number of emergency incidents that do not meet the travel time target would increase to 382.

### Recommendation # 7

Mississauga Fire and Emergency Services construct and appropriately resource fire station 127 in the Lorne Park area.

This station was identified as a priority area in the 2010 Fire Master Plan, in the July 2013 Station location update and the 2014 Dillon

Station Location Study. This area is identified as a risk based on existing population, response deficiencies and large geographical area.

Based on 2013 historical call data, there were 247 emergency incidents that did not meet the four minute travel time target. Factoring in the impact of traffic congestion combined with the existing deficiency in this area, it is expected that the number of emergency incidents that do not meet the travel time target would increase to 313 by 2031.

### Recommendation # 8

Mississauga Fire and Emergency Services identify and purchase land appropriate for the construction of a fire stations in identified areas.

In order for MFES to position itself for future station development, land should be purchased in the identified areas within the next two years. This will ensure that MFES has the capability to accommodate future station development before the availability of land becomes scarce.

Land has been identified for Station 120, 124, 125 and Downtown 21 and has been purchased for Station 123. Land for Station 126 and Station 127 must be identified.

### Recommendation #9

Mississauga Fire and Emergency Services shall follow an integrated approach to community safety guided by the three lines of defence including Public Education and Prevention, Fire Safety Standards and Code Enforcement and Emergency Response.

As part of the Station Location Study completed by Dillon Consulting identified 25 areas across the city where MFES is experiencing travel

time challenges. Recommendations #'s 1-8 outline the plan to address seven of those areas that have been identified as areas that support the construction of a fire station. The remaining 18 deficient areas across the city have been assessed based on geography, population, call volume and occupancy type, and based on the results of that assessment, do not require an additional fire station to address the deficiencies. These will be addressed through targeted public education and revised inspection cycles.

In Ontario the provision of fire protection services is based on the three lines of defence

- 1) Public Education and Prevention,
- 2) Fire Inspection and Code Enforcement,
- 3) Emergency Response (Suppression).

MFES will continue to use the three lines of defence as the basis of service delivery to ensure a consistent and balanced approach to addressing challenges and to meet its responsibility under the *Fire Protection and Prevention Act*.

### Recommendation # 10

Fire Prevention and Life Safety Section will develop and provide public education programs to be delivered by suppression staff.

Suppression staff are active in the delivery of a number of valuable public education programs. These programs include such things as Home Safe Home, In-company Inspections, Tactical Survey Program, Station Visits, Vehicle Visits, and the Post Fire Community Blitz program. As suppression is the largest group in fire, providing all of these programs using on duty suppression staff allows MFES to reach a large number of residents quickly and effectively. Currently MFES is developing a public education program to be delivered to high rise occupants by suppression crews.

MFES is currently developing a public education program to be delivered by suppression crews related to high rise fire safety. Many residents have questions regarding what to do in the event of a fire in a high rise and this program will assist in communicating and explaining options for residents in the event of a fire.

### Recommendation # 11

The delivery of Public Education will be targeted to match identified risk in the community.

Fire and life safety programs are designed to respond to the needs of a broad variety of groups. As population and demographics change, fire services have to identify higher risk groups and their location across the city. For instance, as there is a large turnover of staff in Care and Treatment facilities, MFES has identified this as an area where a more concentrated focus on public education is required. MFES is working with the Adult Injury Prevention Network (AIPN) and will be conducting extensive training to Caregiver agencies to train their Personal Support Worker's (PSW's) who are going into the homes of homebound seniors. This training will include segments on fire safety, falls prevention and elder abuse. There will be a greater effort to engage residents of high rise occupancies in fire safety as well as expand the Post Fire Community Blitz to high rise occupancies.

Targeted public education programs can be used successfully to reduce risk. It can also assist in addressing areas where additional suppression resourcing still cannot completely mitigate the risk.

There are 14 residential areas identified in the 2014 Dillon Station Location Study where risk can be significantly minimized using a more targeted approach to public education. For example, the Risk Watch program could be delivered to grades 1-8 in schools located in these areas.

### Recommendation # 12

Mississauga Fire and Emergency Services implement a more frequent inspection cycle for occupancies that are deemed higher risk.

The frequency of inspections is an important issue and will impact the ongoing level of fire safety and code compliance of properties. Routine inspections should be conducted at a frequency that conveys and reinforces to property owners the importance of their properties being maintained in a code compliant condition. The purpose of a fire inspection is to ensure the owners are fulfilling their obligations and meeting their responsibilities as regulated by the Ontario Fire Code. (OFC). **Table 2** is an example of occupancies that have been ranked and suggests a more aggressive inspection cycle. It takes into consideration the risk associated with the occupancy and activities that suppression crews already perform, such as In-company Inspections, Tactical Surveys and Home Safe Home programs.

By focussing a more robust inspection cycle in the areas identified as employment lands will assist in reducing the risk inherent in these occupancies. This is particularly important where an additional fire station cannot effectively impact response time.

**Table 2: Proposed Inspection Cycles**

Occupancy Type	Current Cycle	Suggested Inspection cycle
High Rise Residential- Over 12 Storeys	On Complaint/ Request	Mandatory 5 year cycle On Complaint/ Request
High Rise Residential- 6-12 Storeys	On Complaint/ Request	Mandatory 5 year cycle On Complaint/ Request
Schools and Child Care Facilities (occupant load over 40)	On Complaint/ Request	Mandatory 5 year cycle On Complaint/ Request
Industrial F-1	On Complaint/ Request	Mandatory 2 year cycle On Complaint/ Request
Industrial F-2	On Complaint/ Request	Mandatory 7 year cycle On Complaint/ Request
Restaurants – occupant load 31-150	On Complaint/ Request	3 year cycle On Complaint/ Request
Assembly Occupancy-, theatres, museum, etc	On Complaint/ Request	3 year cycle On Complaint/ Request

### Recommendation #13

An internal review of the public education unit should be completed to determine the effectiveness of the current operational model.

MFES public education duties and responsibilities are assumed by all fire inspectors. Based on information gathered as part of the environmental scan, it is evident that many larger urban fire departments have separate units dedicated to the development and delivery of public education programs. Public education activities include the development and implementation of educational programs directed at a wide variety of groups within the community with an emphasis on higher risk demographics. Groups include older adults,

school aged children, and industrial groups which receive education programs specifically geared to their needs. Programs include fire prevention, life safety, injury prevention, and fire safe learning behaviors.

### Recommendation # 14

Mississauga Fire and Emergency Services review the impact of changes in recent legislative requirements related to second units and automatic sprinklers in residential building higher than three storeys, care homes for seniors, homes for people with disabilities, and vulnerable Ontarians to determine appropriate staffing in Fire Prevention and Life Safety.

The Second Unit Licensing By-law #204-13 came into effect January 1st, 2014. Owners of homes that have Second Units are required to register them and maintain them in compliance with applicable law. Fire has worked with Compliance & Licensing, Planning and Building, and Legal to develop a strategy on how each department will work with the process.

On January 1, 2014 Ontario became the first province to make automatic sprinklers mandatory in care homes for seniors, homes for people with disabilities, and vulnerable Ontarians. Mandatory sprinklers are part of amendments to the Ontario Fire Code and Ontario Building Code that will improve fire safety in these occupancies. Licensed retirement homes and most private care facilities will have up to five years to install sprinklers. Some care and treatment facilities, including public long-term care homes, will have an 11 year phase-in period to coincide with redevelopment plans scheduled to be completed by 2025.

On April 1, 2010, changes to the Ontario Building Code require fire sprinklers to be installed in multiple unit residential buildings higher than three storeys. This will place additional pressure on the plans

unit and the inspection unit due to the complexity of the plan submissions.

### Recommendation # 15

Mississauga Fire and Emergency Services use the results of the risk assessment to identify areas where resources may be required to address community risk.

The current MFES response model considers the risk associated with each incident type. As the probability of an incident increases and the consequences increase, the risk increases. For these types of incidents, greater demands are placed on resources and varying responses are required depending on the level of risk. By completing the categorization of each occupancy and incident based upon the risk, MFES will be able to match the appropriate resources to the risk associated with the emergency situation and therefore better be able to bring about a positive outcome. Based on preliminary review, 1.2% of the occupancies are rated as low risk, 98 % of the occupancies are rated moderate risk, .35 % of the occupancies are rated as high risk and .12 % of the occupancies are rated as extreme risk.

### Recommendation # 16

Mississauga Fire and Emergency Services work towards National Fire Protection Association Standards as operational objectives for all areas of fire service.

NFPA is the world's leading advocate of fire prevention and an authoritative source on public safety, NFPA develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks. NFPA standards are the benchmark that most large urban fire departments strive to meet. These standards define expectations in

personal protective equipment, self-contained breathing apparatus, technical rescue capabilities and apparatus specifications and many other areas. In striving to meet the NFPA standards, MFES is meeting its obligations to the health and safety of its staff and safety of the community.

### Recommendation #17

That Mississauga Fire and Emergency Services should conduct an assessment to identify appropriate changes to service delivery in the City Centre to address, pedestrian friendly design elements, building stock and legislative requirements.

As identified in the socio-demographic profile prepared as part of the Future Directions study, the highest population growth is expected to occur in service area five which includes the downtown core. It is anticipated that much of the new construction will be high-rise, mid-rise mixed developments which will pose service delivery challenges which will have to be addressed.

As changes are made to provide a more pedestrian friendly downtown core, the combination of smaller turning radii, narrower roads, on street parking and the development of the Light Rail Transit system will also impact emergency access and subsequently increase response time. MFES will have to be in a position to respond to these changes in an effective and efficient way.

### Recommendation # 18

Mississauga Fire and Emergency Services continue to review the Fire/EMS model in the Region of Peel to ensure these services are delivered in a cost effective and efficient way.

Expectations regarding the delivery of emergency medical services to the residents of Ontario have placed pressures on the Paramedic

Services, Hospitals and Fire Services in Ontario. The Fire Service has adapted over the years to be a valuable contributor to pre-hospital care to the residents of Ontario. In 2013, Toronto Fire Service and the Toronto Paramedic Service hired a consultant to complete a study on the feasibility of a combined fire/paramedic service delivery model. The recommendations in the final report did not support the use of Paramedics under the direction of the Fire Service.

Although the Toronto report did not support this specific method of delivery of emergency medical services, it is incumbent on the fire service to continue to investigate options to deliver these services in a cost effective and efficient way, in order to serve the residents of Mississauga. In 2013 MFES continued to improve the delivery of symptom assist to patients with the introduction of Epi Pens on all front line apparatus, which has already seen positive outcomes. MFES continually updates its tiered response agreement with the Peel Paramedic Service in order to ensure that MFES crews are responding to the medical emergencies where they can have the most positive outcome. In 2014 MFES will be using simultaneous dispatch with the Central Ambulance Communication Centre (CACC) which will see fire response to medical emergencies improve.

### Recommendation # 19

Mississauga Fire and Emergency Services consider working with appropriate municipal and provincial governments and Mississauga Firefighters Association Local 1212 to investigate the feasibility of entering into automatic aid agreements with neighbouring municipalities.

Automatic aid is generally considered as a program designed to provide and/or receive assistance by the closest available resource, irrespective of municipal boundaries. The obvious advantage of

implementing an automatic aid program is the elimination of artificial service boundaries resulting in quicker response to an emergency. It would help to reduce the risk in nine areas identified as deficient in the 2014 Dillon Station Location Study. Depth of response would also be improved.

### Recommendation #20

All existing service area agreements with surrounding municipalities be reviewed and updated annually to reflect changing risks, needs and circumstances of the community.

As an emergency organization, MFES has obligations not only to address the needs of the community in which it serves, but also other emergency services within the municipality and surrounding communities. To that end, MFES have entered into several agreements for the sharing of resources in a major emergency. There are times where one major incident or multiple incidents occurring at the same time can deplete resources and leave parts of a municipality vulnerable. In these cases mutual aid and other types of service area agreements allow the fire service to draw resources from surrounding municipalities for either assistance at the scene or to cover areas that are depleted of resources. A service area agreement will clearly outline the roles and expectations of both the responding department and the department receiving the aid. This is critical to ensure seamless operations.

MFES currently has mutual aid agreements with Brampton and Caledon, automatic aid with Milton and Halton Hills, a service area agreement with the Greater Toronto Airport Authority and a Tiered Response Agreement with the Region of Peel.

### Recommendation # 21

That identified stations exceeding expected lifecycle are renovated and/or replaced as required based on a priority sequence.

Fire stations are in operation 24 hours per day 365 days per year and for this reason they are subject to wear and tear issues more frequently than facilities that operate more traditional working hours. The maintenance of fire station infrastructure is essential to ensure that staff can operate effectively, to meet health and safety and accessibility standards. Stations also need to be completely self-sufficient during large scale emergencies. There are currently seven fire stations in operation that were constructed prior to 1980 and only one of these has had any significant renovations.

### Recommendation # 22

Ensure fire stations are self-sustaining and are able to provide support to staff and residents in the event of a significant emergency event.

MFES plays a significant role in emergency situations and in the disaster recovery process. To assist with this there is a need to ensure fire stations are not vulnerable and are self-sufficient and able to function during these events. At the present time MFES has twelve of its twenty fire stations with back-up power generators. Equipping all fire stations with back-up power generators allows MFES to be entirely self-sufficient in the event of another major emergency event.

Fire stations have been used in other municipalities during major emergencies as dissemination points for critical necessities, such as water and food. In Vancouver and Calgary fire stations are used for blood pressure testing and pulse assessment to assist citizens in maintaining a healthy lifestyle.

### Recommendation # 23

Mississauga Fire and Emergency Services conduct an independent study of the entire fleet to ensure appropriate lifecycle replacement with a goal to optimize life expectancy and identify efficiencies.

MFES has a fleet replacement schedule in place that provides for the timely replacement of all vehicles, ensuring a high level of operational functionality. As part of the fleet replacement program, a co-ordinated approach to setting vehicle specifications ensures vehicles purchased will have consistent functions, layouts and operation. This reduces maintenance and training costs as well as provides front-line users with a familiar foundation to more effectively operate their vehicles. MFES should consider an independent review of fleet replacement in order to ensure that the optimal life cycle replacement schedule is in place for all its vehicles both front line and reserve.

### Recommendation #24

Mississauga Fire and Emergency Services consider the implementation of a formal lifecycle replacement program for equipment.

MFES stores section is responsible for approximately \$8.5 million dollars of equipment. This equipment includes personal protective equipment, (bunker gear, SCBA, helmets, face pieces etc) technical rescue equipment, hoses, nozzles and many other items. Currently MFES maintains a capital budget that allows for the purchase of new equipment when necessary and the refurbishment and repair of existing equipment. Currently there is no comprehensive replacement process in place for all equipment. This should be considered in order to ensure equipment is in good working order and that NFPA guidelines are met.

### Recommendation #25

Mississauga Fire and Emergency Services will look for partnership opportunities where feasible.

Financial sustainability is a key component in ensuring long term success. The City is facing significant challenges in balancing the demands of a growing community and the means by which they have to meet these demands. MFES must do its part to identify opportunities for operational and continuous improvement.

To that end, MFES has embarked on a number of partnerships. There are three fire stations that are currently co-locations with the Region of Peel Paramedic Service and the GWMC is a partnership with both the Federal and Regional Governments. Upcoming new and relocated stations are also being considered as co-locations with PRPS. This has helped to contain costs by providing cost sharing opportunities.

### Recommendation # 26

Mississauga Fire and Emergency Services will promote the involvement of staff and resources in outreach programs within the community.

MFES prides itself on the number of volunteer hours that staff put into supporting charity events in the community. MFES works closely with the Mississauga Food Bank to collect non-perishable food throughout the year. At Christmas MFES supports the Toronto Star Gift Fund as well as the Toys for Tots program collecting unwrapped toys at all its fire stations in partnership with Peel Regional Police. MFES is involved in a number of community programs such as Breast Cancer Awareness, and the Juvenile Diabetes Research Foundation (JDRF). Staff also volunteers to be part of the Honour Guard and Pipe Band which support a number of community events each year.

MFES is actively involved in the Juvenile Diabetes Research Foundation Telus Walk to Cure Diabetes. This organization is focussed on type 1 diabetes research. The Fire Chief is the co-chair of this campaign along with the Peel Region Police Chief. Each year MFES staff participate in the walk and raise funds to support this worthy cause.

### Recommendation # 27

Mississauga Fire and Emergency Services will investigate the use of social media, and other technology to provide regular and consistent messaging to the community.

The fire service has begun to use social media to get important, timely messages out to the public. With the increased use of social media sites, the public are able to communicate quickly with large sections of the community. MFES should consider the use of Twitter and other social media sites as a way to convey important safety information. This would help keep the residents of Mississauga abreast of current events and be an excellent way to disseminate vital information to residents in the case of a large scale emergency.

The flooding in July 2013 and the most recent ice storm in December 2013 illustrated the importance of having a robust disaster recovery plan. The value of good communication to both internal and external stakeholders is critical to the success of the recovery process.

### Recommendation # 28

Mississauga Fire and Emergency Services should investigate the opportunity that the Garry W. Morden Centre be an Ontario Fire College Regional Training Centre.

Leveraging the amenities available at the GWMC to deliver training programs to MFES staff and other industry stakeholders will benefit

both MFES and optimize the return on investment. As the Ontario Fire College (OFC) reorganizes and moves to a regional training centre model, MFES should position itself to ensure the GWMC is considered as one of these regional sites.

### Recommendation # 29

Mississauga Fire and Emergency Services shall put a priority on the training of suppression staff in technical rescue, medical response and all other facets of emergency service delivery.

Ongoing training is a daily reality in this industry and one of the key factors to ensure service excellence and safety for both staff and the community. For example crews train regularly on Auto Extrication, High Angle Rescue and Hazardous Material responses.

As the development in the city changes so too will the training requirements. For instance, the addition of Light Rail Transit and more complex building types will necessitate training in areas such as mass transit heavy rescue and structural collapse.

The training officers pool their resources and utilize on shift instructors to assist in the practical firefighting skills program. Accommodating thirty crews on each of four shifts requires considerable planning, scheduling and instructor hours.

Continuing to develop quality officer training programs and identify new opportunities for officer development is critical to the future success of MFES. Consideration must be given to the review, testing and evaluation of practices and policies for ongoing compliance against industry best practices and legislative requirements.

### Recommendation # 30

Mississauga Fire and Emergency Services shall look for additional opportunities to support collaborative strategies that provide opportunities for communication and feedback.

MFES has a number of committees that bring interested, engaged staff together for the purposes of developing ideas, policies and to discuss various issues. For example, a truck specification committee was created to discuss new and emerging trends in front line apparatus which includes mechanics, firefighters and management. This cross section assists in obtaining various perspectives and helps to develop truck specifications that meet the needs of the operations staff as well as integrate with the existing fleet and support future development and deployment. MFES has several other committees including Health and Safety, Wellness Fitness, Peer Councillor, Home Safe Home, and Two Way Communications.

These committees have all been extremely successful and MFES should look for other opportunities to collect feedback from cross sections of the department.

### Recommendation # 31

Mississauga Fire and Emergency Services shall support and enhance health and wellness programs.

MFES places a high value on its employees. Health, wellness and engagement of staff across the department is critical to its success. The Wellness Fitness Initiative (WFI) takes a broad approach to workplace health, wellness and fitness. The MFES Peer Support Team is an integral part of the WFI. The peer team operates in support of good behavioural health and is one of the most effective

and respected in the Province, and is viewed by Mental Health professionals as an appropriate standard.

### Recommendation # 32

Mississauga Fire and Emergency Services, where possible, provide development opportunities ensure resourcing is in place for succession planning and appropriate span of control.

Command level staff (Acting District Chiefs and above) should be encouraged to attend identified courses, seminars and conferences within approved budget. Networking is critical for senior staff and identified positions for an individual to expand their knowledge and have resources and contacts available to gather insight into fire service trends.

Staff should also be encouraged to participate on industry related committees. For example, the Ontario Association of Fire Chiefs (O AFC) has eighteen organizational committees and twenty three stakeholder committees where staff can play an active role. Committees play a valuable role in staff development whereby staff can become experts in various fields and become a resource to both MFES as well as other departments.

As part of the focus group sessions, management staff as well as high level operational staff identified areas where there were some concerns relating to span of control. For instance in operations, a District Chief is responsible for 10 crews within their district. As the City continues to grow and suppression resourcing is adjusted to reflect these changes, the span of control for a District Chief becomes much larger and potentially difficult to manage. This issue was also identified in other sections of the division including Fire Prevention and Life Safety and Training.

### Recommendation # 33

Where financially feasible, new facilities will be designed to LEED standards and consideration will be given to retrofitting existing buildings at the time of renovation.

The GWMC along with Station 105, 106, 116 are co-located facilities. These partners include the Department of National Defence, Peel Paramedic Service and Peel Regional Police as well as City of Mississauga IT division. The shared services allow MFES to reduce carbon footprint by sharing use of energy, land, parking and maintenance with these outside agencies. MFES has committed to seeking other opportunities for environmental sustainability.

As future stations are slated for remediation and or replacement, there will be an emphasis placed on environmental stewardship where consideration will be given to energy saving options. These types of renovations may include upgrades to windows, modern and more efficient heating and ventilating systems, efficient hot water systems, permeable pavers and options for green roofs and solar power where feasible.

### Recommendation # 34

Review the feasibility of investing in additional environmentally sustainable vehicles to augment the existing fleet.

MFES has a lifecycle replacement of twenty years, fifteen years as a frontline apparatus and five years as a reserve unit. Of the thirty front line apparatus sixteen apparatus are ten years or older. The older fire apparatus follow older standards, as fire apparatus are replaced more fuel efficient vehicles with up to date emission controls are being put into service. This combined with the purchase of smaller fire apparatus will allow MFES to further reduce the environmental impact of the vehicle fleet.

At the present time, MFES has ten hybrid vehicles in its small vehicle fleet which will continue to be enhanced as vehicles are replaced. This would include right sizing and flexibility of fuel options.

### **Recommendation # 35**

Ensure that Mississauga Fire and Emergency Services is equipped to minimize contamination of gear and equipment related to emergency and non- emergency response.

MFES personnel are exposed to toxic substances in both non-emergency circumstances and at many emergency scenes such as fires and hazardous material responses. Proper training and equipment is critical to reduce the risk of recognized career related diseases.

### **Recommendation # 36**

Continue to actively participate in applicable Provincial Public Education and Safety Programs and Regional Emergency Exercises.

Fire Prevention is a week where fire services all across North America get involved in educating their communities on fire safety in the home. During Fire Prevention week, MFES sends out correspondence to schools about the theme for fire prevention week and the OFM website for interactive activities.

Every year there is a new theme that the fire service across Ontario and North America elect to focus on. In 2013 the theme was “Prevent Kitchen Fires and Get Cooking with Fire Safety” as cooking is the number one cause of residential fires in Ontario. Having consistent messaging from the fire service provincially and locally allows the local fire service to get the message out in a consistent way. In 2013 MFES partnered with the Home Depot locations in Mississauga and

was able to use these locations as the kick off to fire prevention week in the City.

MFES will continue to work with our First Responder partners (Police and Ambulance) as well as local utility companies and other agencies to leverage joint training and exercise opportunities where they exist. Our focus will continue to be on the Emergency Preparedness and Response pillars of emergency management as local natural, human-induced and technological emergencies impact our citizens in the future. Mutual aid fire service relationships will continue to be strengthened and specialized equipment to enhance current program areas like chemical, biological, radiological, nuclear and explosive (CBRNE) will be required as MFES continues to play a critical role in responding to serious emergencies.

Recommendation	Action	PMR	Time Frame/ years			
			1	1-3	3-5	5+
<b>Mississauga Fire and Emergency Services construct and appropriately resource fire station 120 in the Hurontario and Eglinton area.</b>	Land is secured	Administration	X			
	Design and construction of station 120	Administration		X		
	Staff station 120	Administration		X		
	Conduct impact assessment of response capabilities	Administration			X	
<b>Mississauga Fire and Emergency Services construct and appropriately resource fire station 123 in the Collegeway and Winston Churchill area.</b>	Design and construction of station 123	Administration		X		
	Staff station 123	Administration			X	
	Conduct impact assessment of response capabilities	Administration				X
<b>Mississauga Fire and Emergency Services construct and appropriately resource fire station 124 in the Dundas and Cawthra area.</b>	Land is identified and purchased	Administration	X			
	Design and construction of station 124	Administration			X	
	Staff station 124	Administration				X
	Conduct impact assessment of response capabilities	Administration				X
<b>Mississauga Fire and Emergency Services construct and appropriately resource a fire station in the Downtown 21 area.</b>	Land is identified and purchased	Administration	X			
	Design and construction of DT21 station	Administration				X
	Staff DT21 station	Administration				X
	Conduct impact assessment of response capabilities	Administration				X

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Recommendation	Action	PMR	Time Frame/ years			
			1	1-3	3-5	5+
<b>Mississauga Fire and Emergency Services construct and appropriately resource fire station 125 in the Tenth Line and Battleford area.</b>	Land is identified and purchased	Administration	X			
	Design and construction of station 125	Administration				X
	Staff station 125	Administration				X
	Conduct impact assessment of response capabilities	Administration				X
<b>Mississauga Fire and Emergency Services construct and appropriately resource fire station 126 in the Dundas and Mavis area.</b>	Land is identified and purchased	Administration		X		
	Design and construction of station 126	Administration				X
	Staff station 126	Administration				X
	Conduct impact assessment of response capabilities	Administration				X
<b>Mississauga Fire and Emergency Services construct and appropriately resource fire station 127 in the Lorne Park area.</b>	Land is identified and purchased	Administration		X		
	Design and construction of station 127	Administration				X
	Staff station 127	Administration				X
	Conduct impact assessment of response capabilities	Administration				X
<b>Mississauga Fire and Emergency Services identify and purchase land appropriate for the construction of a fire station in identified areas.</b>	Station 120	Administration	X			
	Station 124	Administration	X			
	Downtown 21	Administration	X			
	Station 125	Administration	X			

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Recommendation	Action	PMR	Time Frame/ years			
			1	1-3	3-5	5+
	Station 126	Administration	X			
	Station 127	Administration	X			
<b>Mississauga Fire and Emergency Services shall follow an integrated approach to community safety guided by the three lines of defence including Public Education and Prevention, Fire Safety Standards and Code Enforcement and Emergency Response.</b>	MFES develop training and information program related to the Three Lines of Defence.	Administration Training	X			
	Roll out training to staff	Training Fire Prevention Suppression		X		
	Roll out training to public	Fire Prevention Suppression		X	X	X
<b>Fire Prevention and Life Safety Section will develop and provide public education programs to be delivered by suppression staff.</b>	Determine appropriate programs and target groups and implementation strategy	Fire Prevention Suppression	X			
	Develop programs and training material	Fire Prevention Suppression		X		
	Roll out training programs	Fire Prevention Suppression		X	X	X
<b>The delivery of Public Education will be targeted to match identified risk in the community.</b>	Assess the risks in the community and match public education programs to the identified risks.	Fire Prevention	X			

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Recommendation	Action	PMR	Time Frame/ years			
			1	1-3	3-5	5+
	Develop education programs for the identified risks in the community	Fire Prevention		X		
	Roll out programs in the community	Fire Prevention		X		
	Develop performance measures for public education programs.	Fire Prevention			X	
	Acquire additional public education officers to deliver public education to identified areas	Administration		X	X	
	Monitor effectiveness of programs in the community	Fire Prevention			X	
<b>Mississauga Fire and Emergency Services implement a more frequent inspection cycle for occupancies that are deemed higher risk.</b>	Acquire additional fire prevention officers to support the move to a more frequent inspection cycle for higher risk occupancies	Administration Fire Prevention		X		
	Develop performance measures to assess the effectiveness of a more frequent inspection cycle.	Administration Fire Prevention		X		
<b>An internal review of the public education unit should be completed to determine the effectiveness of the current operational model.</b>	Assess the structure and operability of the public education unit	Administration		X		

Recommendation	Action	PMR	Time Frame/ years			
			1	1-3	3-5	5+
<b>Mississauga Fire and Emergency Services review the impact of changes in recent legislative requirements related to second units and automatic sprinklers in residential building higher than three storeys, care homes for seniors, homes for people with disabilities, and vulnerable Ontarians to determine appropriate staffing in Fire Prevention and Life Safety.</b>	Impact assessment of second units	Administration Fire Prevention		X		
	Impact assessment of higher risk occupancies (Long term care facilities, high rise)	Administration Fire Prevention		X		
	Impact assessment of retrofit and new construction plans	Fire Prevention		X		
	Develop business case to address recommendations of impact assessments	Administration Fire Prevention		X		
<b>Mississauga Fire and Emergency Services use the results of the risk assessment to identify areas where resources may be required to address community risk.</b>	Develop a comprehensive risk assessment model that includes a deployment strategy	Suppression Training Fire Prevention Communications	X			
	Develop and deliver a training program to suppression and prevention staff	Training		X		
<b>Mississauga Fire and Emergency Services work towards National Fire Protection Association Standards as operational objectives for all areas of fire service.</b>	Identify all NFPA standards that apply to MFES practices	Administration		X		

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Recommendation	Action	PMR	Time Frame/ years			
			1	1-3	3-5	5+
	Develop performance measures to monitor compliance to NFPA standards	Administration			X	
	Modify practices where required to comply with NFPA standards	Administration				X
	Investigate the feasibility of completing CFAI certification	Administration		X		
<b>That Mississauga Fire and Emergency Services should conduct an assessment to identify appropriate changes to service delivery in the City Centre to address, pedestrian friendly design elements, building stock and legislative requirements.</b>	Fire Prevention section develop and roll out public education programs for suppression staff.	Fire Prevention		X		
	Suppression staff delivers public education programs in the community	Fire Prevention Suppression		X		
	Develop performance measures to assess the effectiveness each program	Administration Fire Prevention Suppression			X	
<b>Mississauga Fire and Emergency Services continue to review the Fire/EMS model in the Region of Peel to ensure these services are delivered in a cost effective and efficient way.</b>	Identify improvements in fires response to medical incidents	Training	X	X	X	X
	Ensure tiered response agreement is current	Administration		X		X
	Promote positive working relationship with EMS	Administration	X	X	X	X

Recommendation	Action	PMR	Time Frame/ years			
			1	1-3	3-5	5+
<b>Mississauga Fire and Emergency Services consider working with appropriate municipal and provincial governments and Mississauga Firefighters Association Local 1212 to investigate the feasibility of entering into automatic aid agreements with neighbouring municipalities.</b>	Evaluate and build on current agreements with external agencies.	Administration	X			
	Negotiate automatic aid agreement opportunities with neighbouring municipalities	Administration		X	X	X
<b>All existing service area agreements with surrounding municipalities be reviewed and updated annually to reflect changing risks, needs and circumstances of the community.</b>	Evaluate and build on current agreements with external agencies	Administration	X			
	Proactively look for other opportunities for service agreements that enhance service delivery	Administration		X		
<b>That identified stations exceeding expected lifecycle are renovated and/or replaced as required based on a priority sequence.</b>	Rehabilitation of station 101	Administration		X		
	Rehabilitation of station 107	Administration				X
	Rehabilitation of station 102	Administration		X		X
	Relocation of station 104	Administration				X
	Rehabilitation of station 109	Administration				X
	Rehabilitation of station 115	Administration				X
	Rehabilitation of station 114	Administration				X
	Rehabilitation of station 112	Administration				X
	Rehabilitation of station 108	Administration				X
	Rehabilitation of station 117	Administration				X
	Rehabilitation of station 118	Administration				X
<b>Ensure fire stations are self-sustaining and are able to provide support to staff and residents in the event of a significant emergency event.</b>	Add generators to 7 existing stations (2 per year starting in 2015)	Fleet and Facilities		X	X	X

Recommendation	Action	PMR	Time Frame/ years			
			1	1-3	3-5	5+
<b>Mississauga Fire and Emergency Services conduct an independent study of the entire fleet to ensure appropriate lifecycle replacement with a goal to optimize life expectancy and identify efficiencies.</b>	Conduct a study to assess fleet lifecycle requirements.	Administration		X		
	Implement recommended operational changes resulting from study	Mechanical			X	
<b>Mississauga Fire and Emergency Services consider the implementation of a formal lifecycle replacement program for equipment.</b>	Assess equipment needs for lifecycle replacement	Administration Stores Training		X		
	Develop an updated equipment lifecycle replacement program	Administration Stores			X	
<b>Mississauga Fire and Emergency Services will look for partnership opportunities where feasible.</b>	Build on existing partnership opportunities	Administration	X			
	Seek additional partnership opportunities	Administration		X	X	X
<b>Mississauga Fire and Emergency Services will promote the involvement of staff and resources in outreach programs within the community.</b>	Build on existing outreach programs and opportunities	Administration	X			
	Evaluate the participation of new community outreach opportunities	Administration		X	X	X
<b>Mississauga Fire and Emergency Services will investigate the use of social media, and other technology to provide regular and consistent messaging to the community.</b>	Upgrade to electronic station	Administration			X	
<b>Mississauga Fire and Emergency Services should investigate the opportunity that the Garry W. Morden Centre be an Ontario Fire College Regional Training Centre.</b>	Liaise with Ontario Fire College regarding the feasibility of the GWMC as a regional training facility	Administration		X		

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Recommendation	Action	PMR	Time Frame/ years			
			1	1-3	3-5	5+
<b>Mississauga Fire and Emergency Services shall put a priority on the training of suppression staff in technical rescue, medical response and all other facets of emergency service delivery.</b>	Assess, adjust and deliver medical training programs to meet expected community standards	Training	X	X	X	X
	Assess, adjust and deliver programs for all technical rescue disciplines	Training	X	X	X	X
	Develop and deliver training program for elevator rescue	Training	X	X		
	Develop training programs to address LRT	Training				X
	Assess and acquire equipment, vehicles and props to support LRT/mass transit training	Training				X
	Deliver LRT/mass transit training to all suppression crews	Training				X
<b>Mississauga Fire and Emergency Services, where possible, provide development opportunities ensure resourcing is in place for succession planning and appropriate span of control.</b>	Build business case to support the succession planning process and provide development opportunities in training	Administration		X		
	Build business case to support the succession planning process and provide development opportunities in training	Administration		X		
	Second personnel to	Administration			X	X

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Recommendation	Action	PMR	Time Frame/ years			
			1	1-3	3-5	5+
	administration for strategic planning development opportunities					
	Build business case for the creation of a fourth District in the South West quadrant of the City.	Administration				X
<b>Ensure that Mississauga Fire and Emergency Services is equipped to minimize contamination of gear and equipment related to emergency and non- emergency response.</b>	Acquire additional extractors in designated fire stations for cleaning of PPE	Administration Building Maintenance		X	X	
	Acquire dishwashers for all stations	Administration Building Maintenance		X		
	Acquire washing machines and dryers for all fire stations	Administration Building Maintenance			X	

# 2014 Future Directions Service Areas

