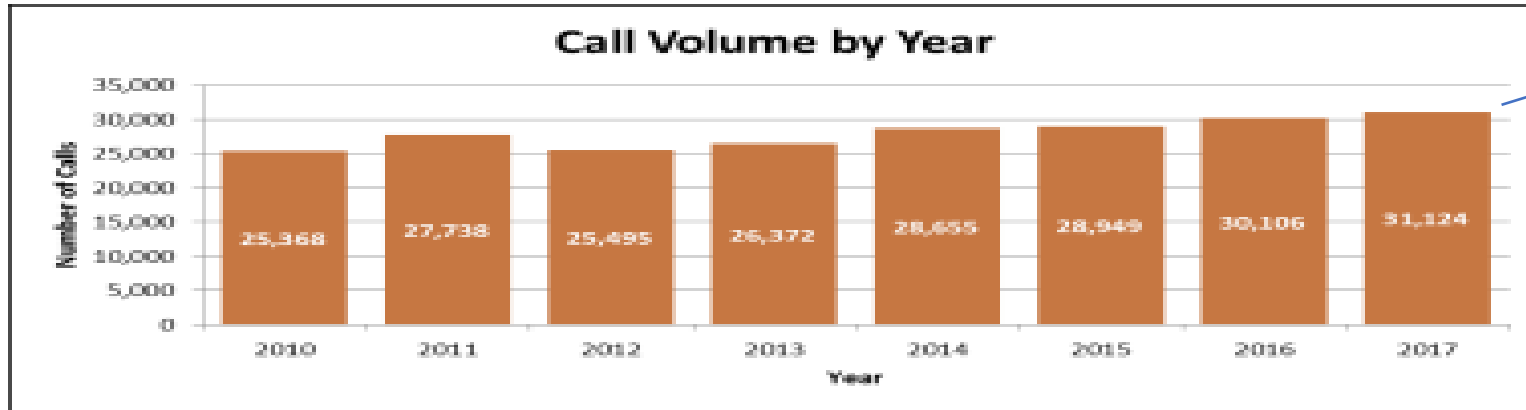


Time to Reconsider MFES Master Plan

The Numbers Do Not Justify The Investment

2019 Fire Master Plan Volume History

Figure 3: Call Volume by Year



**Projection
Future Years
UP**

Over 90% of the calls received over the last five years are dispatched as emergency calls

Not True - NFPA

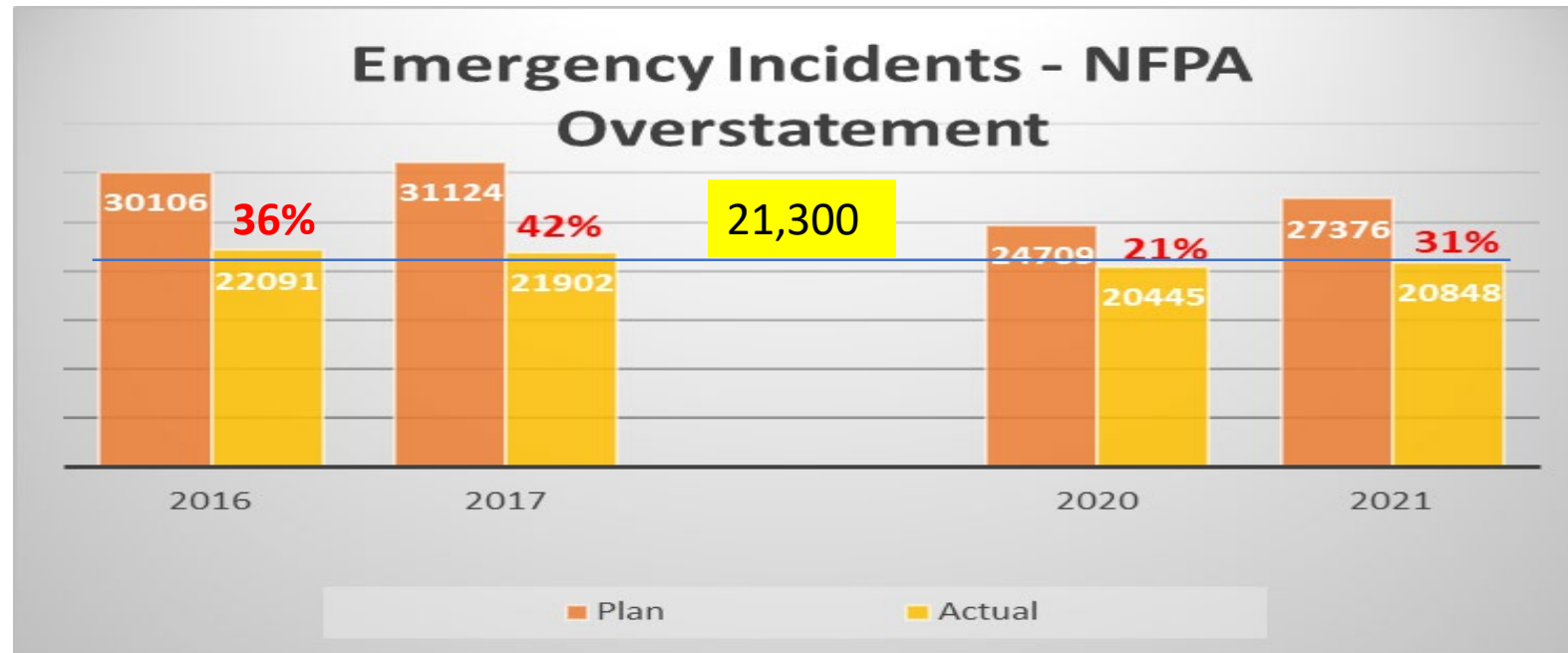
Conclusions of Master Plan

Mississauga needs 44 Stations to achieve NFPA Response Target
6 Minutes 20 Seconds (380 seconds) at 90th Percentile

Council Approved 27 Stations (Additional 7) to Achieve 75th Percentile

Capital Cost \$27 million + Ongoing Operating Cost \$25 million (\$ 2017)
Operating Cost Increase approx. 2.5% of Total City Budget

But These Numbers Are WRONG!



**They are not only materially overstated
The Forecasted Trend (UP) Has Not
Materialized!**

Budget Focus Shifted to Travel Time – Why?

Most Important NFPA Priority is total Time: 6:20 (380 Seconds)

- Comprised of:
 - 1. Call/Dispatch/Turnout (140 seconds)
 - 2. Driving Time (240 seconds)

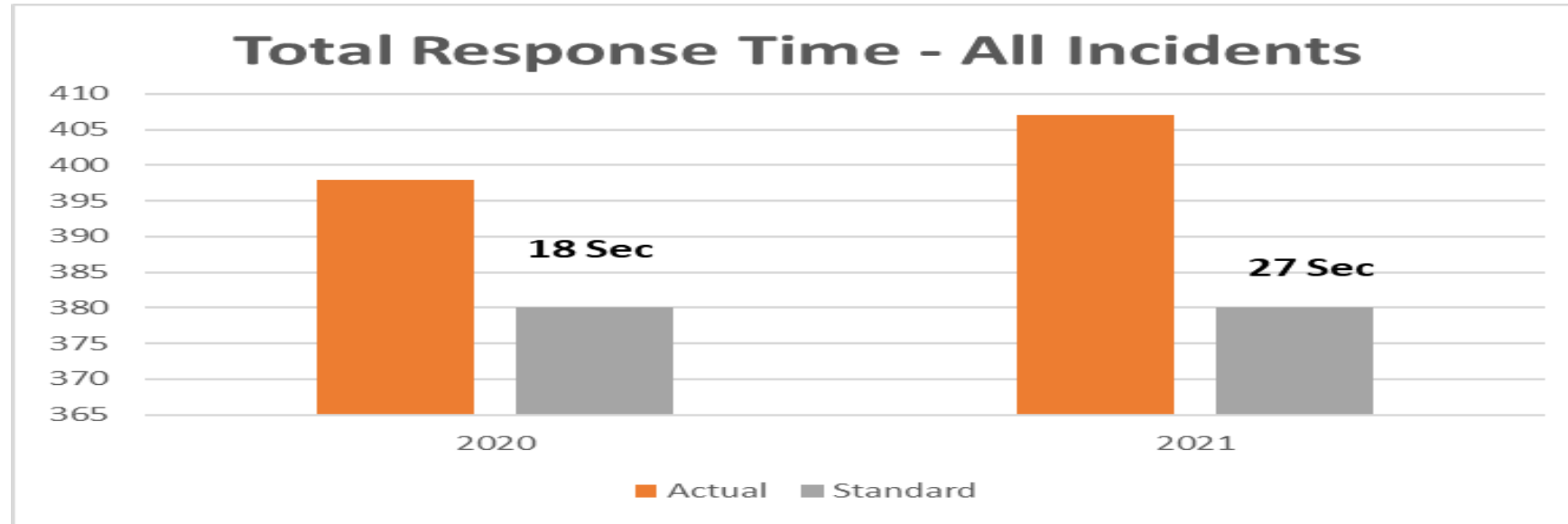
Was this shift intended to promote more stations?

2023 Budget presentation alluded to new dispatch system

Why was the Time Improvement not Reflected?

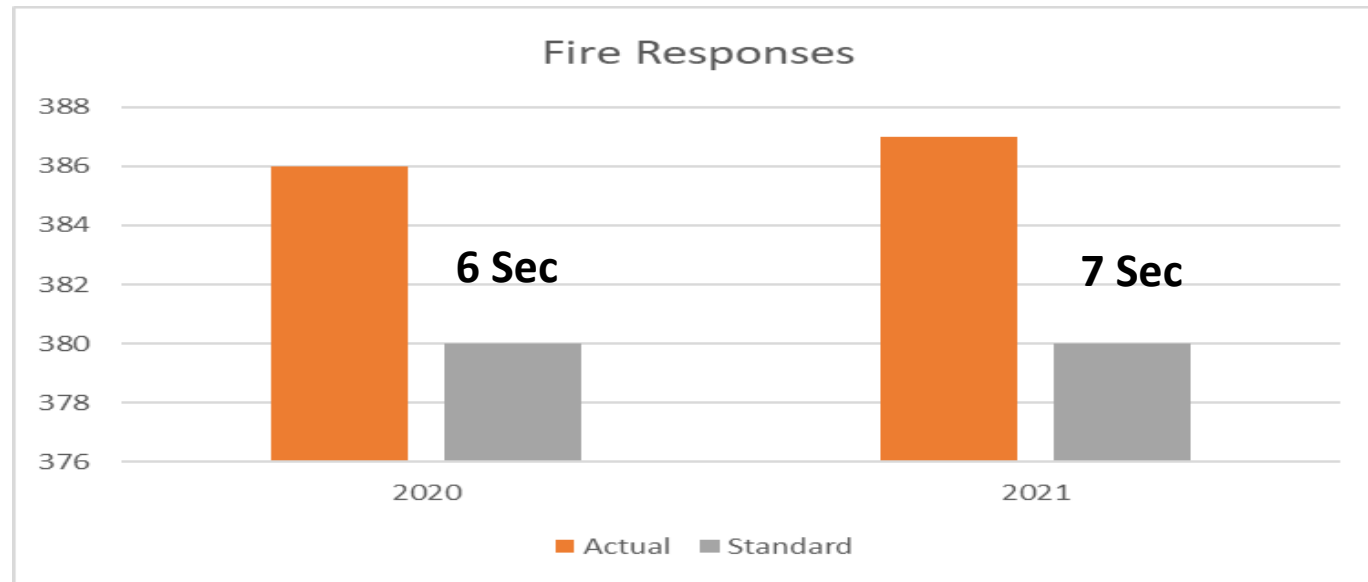
Could It Erase the Time Shortfall?

What is the Response Time Reduction Target



In 2016 and 2017 when the Plan called for More Stations Response Time was 379 and 381 Seconds Respectively – On Standard!

What is the Response Time Reduction Target Fires

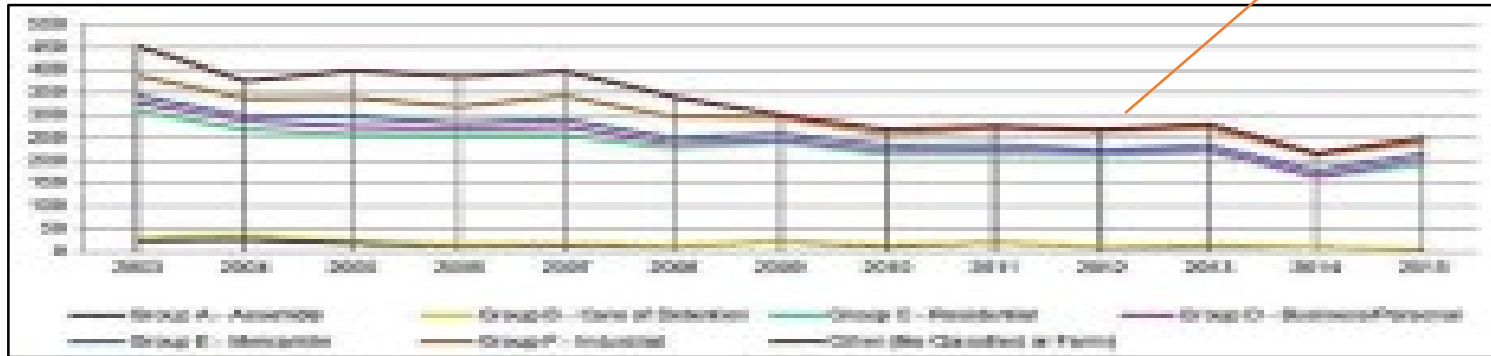


How Can More Stations be the Only Solution?

2023 MFES Performance Proposals – Inconsistent with Trends

Measure	2020	2021	2022 Estimate	2023 Plan
Percentage of fires with working smoke alarms	39%	39%	40%	45%
Percentage of time first arriving truck meets travel time target ¹	60% ²	50%	50%	49%
Number of residential structure fires	126	157	177	167
Number of people receiving public education	5,244	11,000	16,000	21,000

Total Response Time?



Source: MFES Plan

**Fires have been declining because of new materials, education, by-laws etc;
 What Commitment is MFES making to justify investment in education?
 What is the basis for this estimate?**

What is Response Time Deficit?

	<u>Fire</u>	<u>Total</u>	<u>Standard</u>
2020 Actual*	386	398	380
Challenge (sec)	6	18	
2021 Actual*	387	407	380
Challenge (sec)	7	27	
	↓	↓	
2021 Travel Time (sec)*	298	313	
Improvement Target	2.3%	8.6%	
Speed increase for 5km	2 kmh	10 kmh	
2km	2 kmh	4 kmh	

**50% of Emergencies are non-Fire/Rescue and most are serviced by 1 Truck
Average Distance < 5km – Requires Only Modest Speed Enhancement**

* NFPA-Conforming Emergencies, 75th percentile

Over 50% of Incidents Require Only 1 Truck

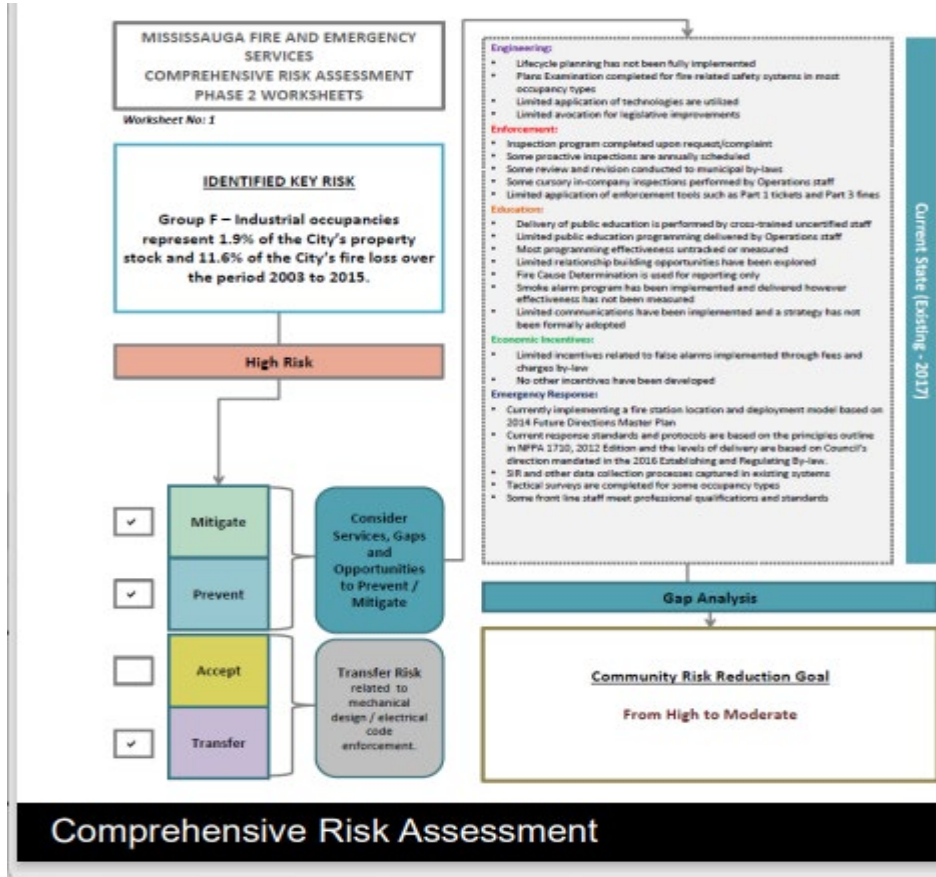


Smaller rapid response trucks are less expensive to operate than larger trucks and carry water, water pumps, emergency response equipment, and medical supplies.

Dekalb County Fire Rescue

**Response Time will Decrease Substantially and Save Lives and Property
Many US Cities have adopted them – Why not Mississauga?**

Where is the OFM Risk Treatment Analysis?



Planning Guidelines 2019 - Fire Marshall of Ontario				Included
				FOI
3.0 CONDUCTING A COMMUNITY RISK ASSESSMENT				Yes*
4.0 PRIORITIZING RISKS				No
5.0 ASSIGNING RISK LEVEL				No
6.0 RISK TREATMENT OPTIONS				No
6.1 Avoid the Risk				No
6.2 Mitigate the Risk				No
6.3 Accept the Risk				No
6.4 Transfer the Risk				No
7.0 SETTING THE TYPE AND LEVEL OF FIRE PROTECTION SERVICES				No

*While completed, there are areas where MFES judgement may be challenged

Despite MFIPPA Requests, the City and MFES Refused to Provide List of Alternate Options and Decision Justifications

Coincidences?

1. Informed – Former CFO

“Did enough analysis”; “City Manager ok’d stoppage”; Solicitor contradicts
CFO: “did Nothing”; Resigns after 25 years;

2. Internal Auditor

\$120 for FOI investigation details; Solicitor contradicts IA: “did not investigate”

3. External Auditor

Silence – No Audit Findings Report prior to YE Financials Approval

4. Chief Retires in Middle of Plan Mandate

After numerous attempts to reconcile the data
Resurfaces in OFM office several months later

Coincidences? (Cont'd)

5. **Current CFO defers to Solicitor; Ignores Requests to Investigate**

6. **Multiple attempts to declare us vexatious**

Solicitor ignored policy requirements repeatedly.

7. **Critical Record Lost**

10 year retention ignored; record easily restored (refused); we provided it to Solicitor, Chief, but not acknowledged nor sent to IPC

8. **Concerns NEVER Refuted**

No contradictory evidence ever offered to IPC

9. **Solicitor-Client Privilege**

Solicitor for the City and at same time those who may be implicated?
Solicitor stated advice only for “Policy Interpretation”?

Station Dynamics - Proximity of Current Stations

- Proposed 2019 Directions** 7.1
- 120- 2018 Eglinton/Hwy 10
 - 123 - Collegeway/W. Churchill
 - 124 – Dundas/Cawthra
 - 125 – 10th Line/Battleford
 - 126 – Mavis/Dundas
 - 127 – Southdown/Truscotte

Proposed Stations

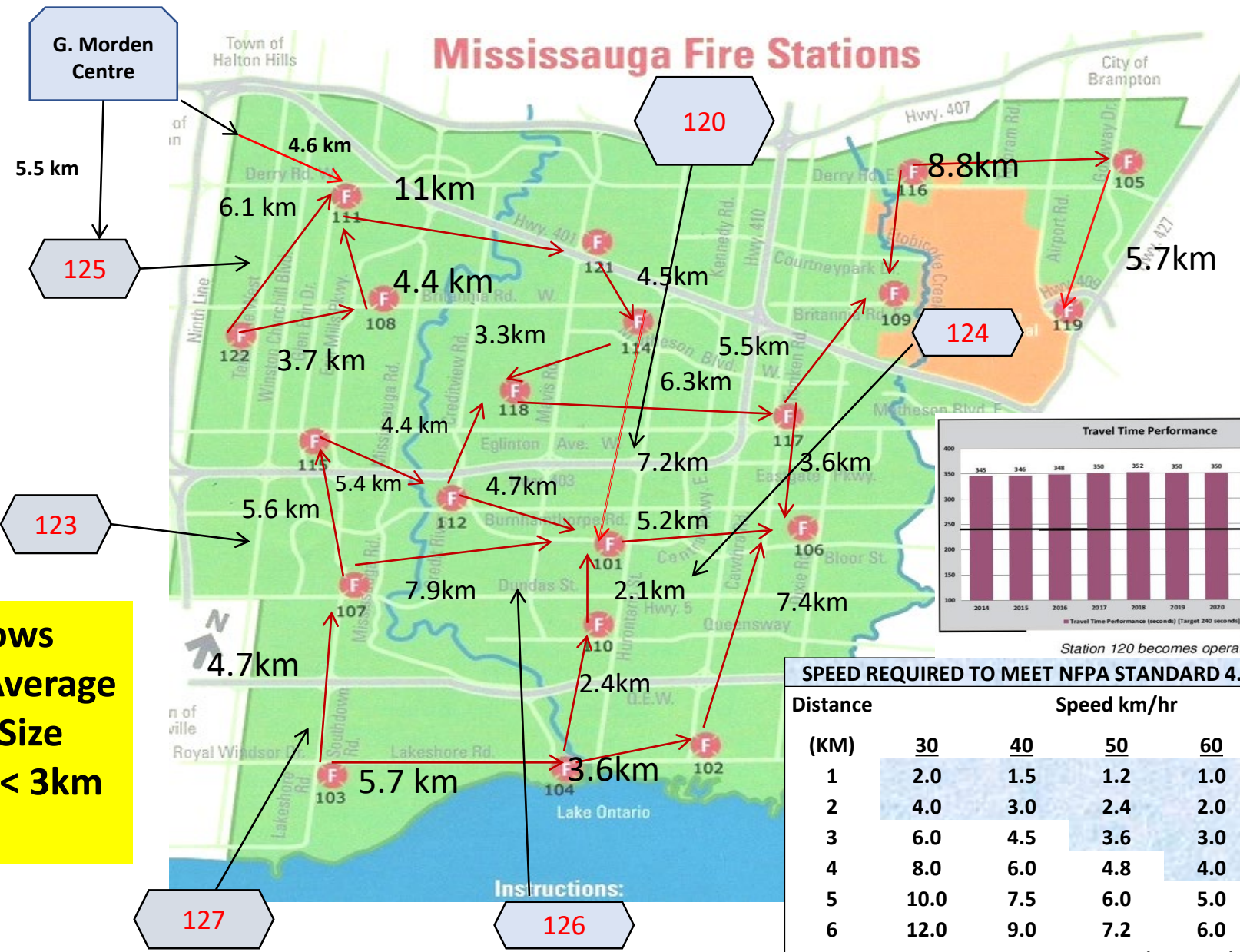
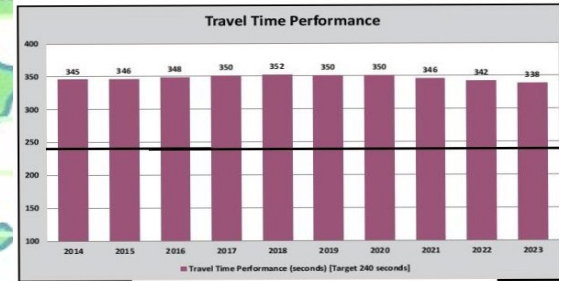


Chart Shows Current Average Territory Size Requires < 3km Travel



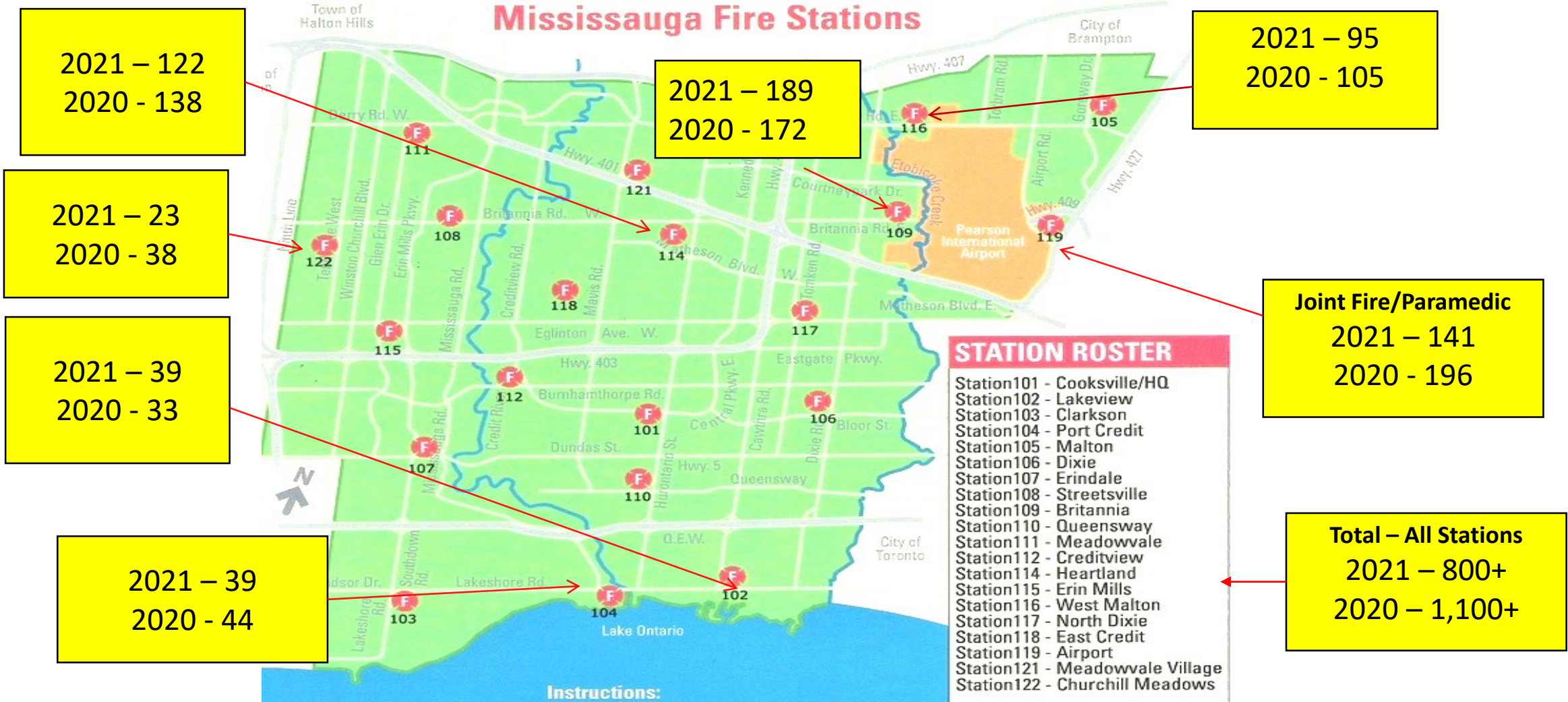
Station 120 becomes operational

SPEED REQUIRED TO MEET NFPA STANDARD 4.0 Minutes

Distance (KM)	30	40	50	60	70
1	2.0	1.5	1.2	1.0	0.9
2	4.0	3.0	2.4	2.0	1.7
3	6.0	4.5	3.6	3.0	2.6
4	8.0	6.0	4.8	4.0	3.4
5	10.0	7.5	6.0	5.0	4.3
6	12.0	9.0	7.2	6.0	5.1

Response Time (Minutes)

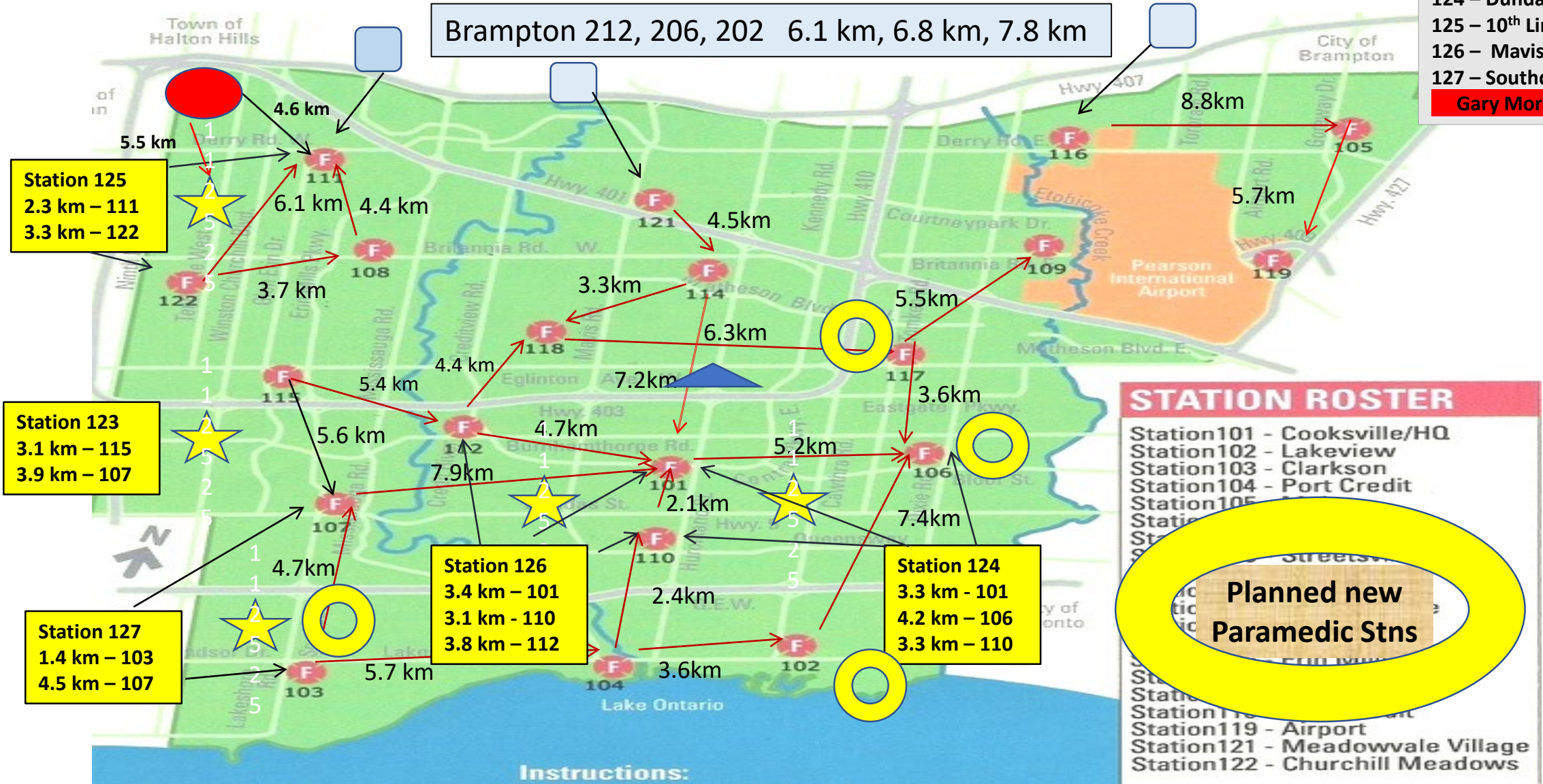
Incident Dynamics - Days without Emergencies



Should We Move or Close Stations?

New Paramedic Stations - Mutual Assistance - Brampton

- Proposed 2019 Directions**
- 120- 2018 Eglinton/Hwy 10
 - 123 - Collegeway/W. Churchill
 - 124 - Dundas/Cawthra
 - 125 - 10th Line/Battleford
 - 126 - Mavis/Dundas
 - 127 - Southdown/Truscotte
 - Gary Morden Centre**



Brampton 212, 206, 202 6.1 km, 6.8 km, 7.8 km

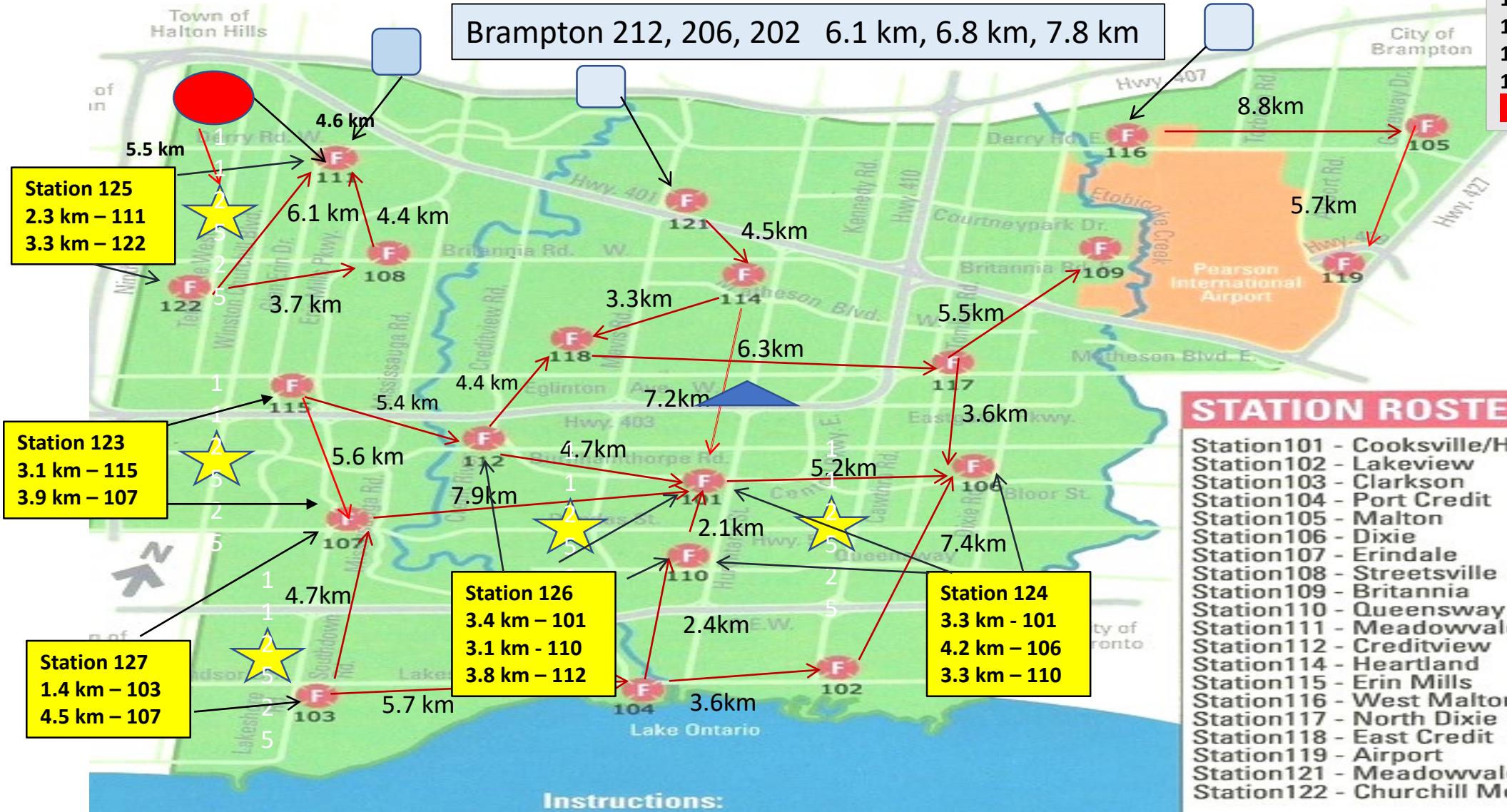
STATION ROSTER	
Station 101	- Cooksville/HQ
Station 102	- Lakeview
Station 103	- Clarkson
Station 104	- Port Credit
Station 105	-
Station 106	-
Station 107	-
Station 108	-
Station 109	-
Station 110	-
Station 111	-
Station 112	-
Station 113	-
Station 114	-
Station 115	-
Station 116	-
Station 117	-
Station 118	-
Station 119	- Airport
Station 120	-
Station 121	- Meadowvale Village
Station 122	- Churchill Meadows

No Evidence that Impact of New Paramedic Stations Was Considered in Plan

Where Can we Possibly Put 17 More?

- Proposed 2019 Directions**
- 120- 2018 Eglinton/Hwy 10
 - 123 - Collegeway/W. Churchill
 - 124 - Dundas/Cawthra
 - 125 - 10th Line/Battleford
 - 126 - Mavis/Dundas
 - 127 - Southdown/Truscotte
- Gary Morden Centre**

Brampton 212, 206, 202 6.1 km, 6.8 km, 7.8 km

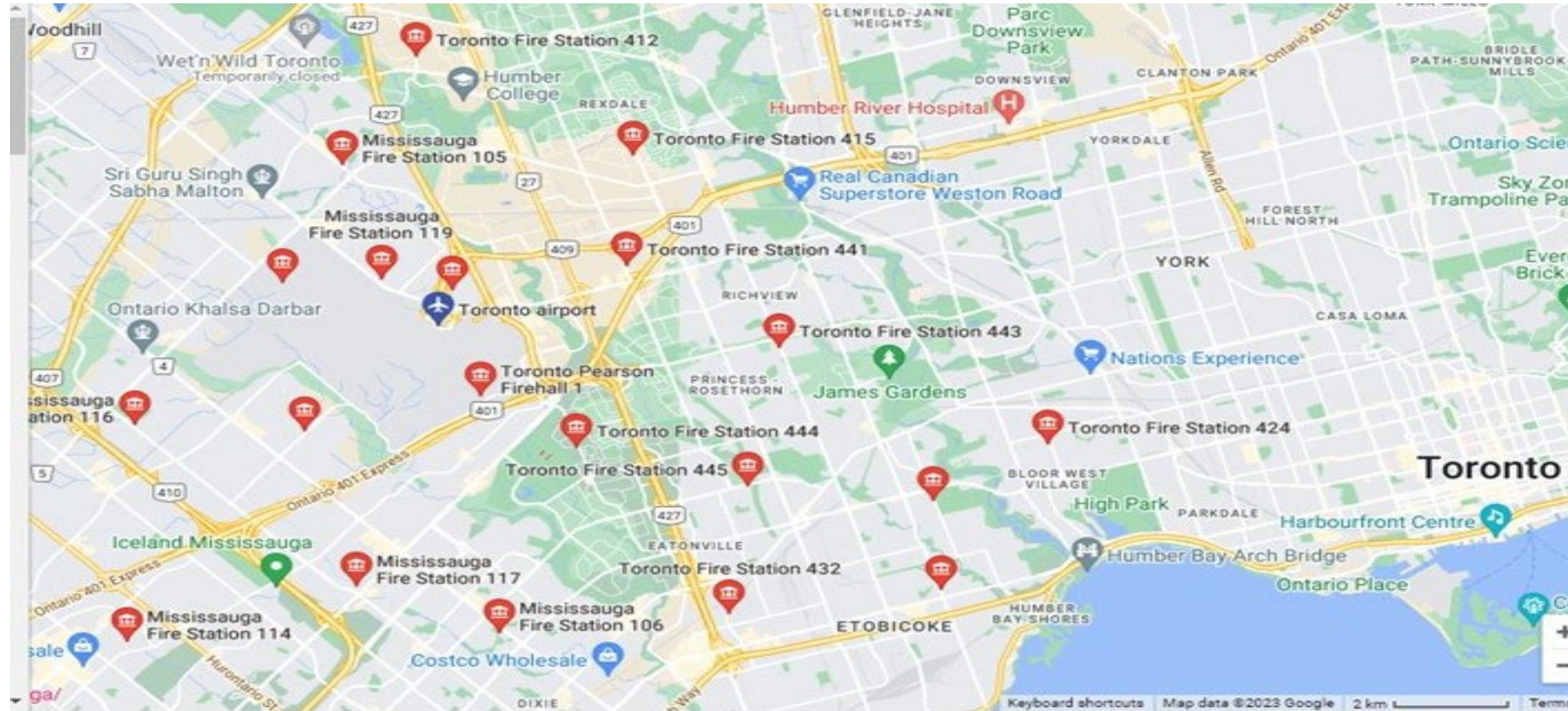


STATION ROSTER	
Station 101	- Cooksville/HQ
Station 102	- Lakeview
Station 103	- Clarkson
Station 104	- Port Credit
Station 105	- Malton
Station 106	- Dixie
Station 107	- Erindale
Station 108	- Streetsville
Station 109	- Britannia
Station 110	- Queensway
Station 111	- Meadowvale
Station 112	- Creditview
Station 114	- Heartland
Station 115	- Erin Mills
Station 116	- West Malton
Station 117	- North Dixie
Station 118	- East Credit
Station 119	- Airport
Station 121	- Meadowvale Village
Station 122	- Churchill Meadows

Instructions:

There are 7 Toronto Stations Easily Accessible for East Mississauga – Mutual Assistance Mississauga 109, 116, 119 Fundamentally Under-Utilized 7.1

In Total There are 15 Stations to Serve the Airport and 13 for East Mississauga!



Airport has 2 Fire Departments – Risk Is Federal Responsibility Not Mississauga's

Next Steps

1. Freeze MFES Budget (Except contractual obligations)
2. Appoint Independent Forensic Auditor
3. Findings May Require Complaint to Police
 - Municipal Act
 - Criminal Code
4. Professional Standards Investigation
 - CPAO, Law Society, Prof Engineers