

City of Mississauga  
**Corporate Report**



<p>Date: September 26, 2023</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Shari Lichterman, CPA, CMA, City Manager and Chief Administrative Officer</p>	<p>Meeting date: November 1, 2023</p>

## Subject

**2024 Future Directions Fire and Emergency Services Draft Plan**

## Recommendation

1. That staff be directed to consult with the public and groups of interest to obtain feedback on the draft recommendations outlined in the “2024 Future Directions Fire and Emergency Services Draft Plan” and appended to this Corporate Report dated September 26, 2023 from the City Manager and Chief Administrative Officer.
2. That the final plan be presented to Council for endorsement in the first quarter of 2024.

## Executive Summary

- The 2024 Future Directions Fire and Emergency Services Plan serves as the guiding document for the provision of facilities, services and programs in the City's Fire and Emergency Services division for both the short and long term.
- The draft plan assesses current and future capital and service delivery needs with a focus on decreasing emergency response times, executing a more vigorous lifecycle replacement plan for fire fleet and equipment, investing in training firefighters and increasing fire prevention, public education and enforcement efforts.
- The draft plan contains 19 recommendations shaped and developed with input from staff, the public and groups with interest. Community Safety, Reconciliation, Equity, Diversity and Inclusion, Climate Change and Environmental Sustainability were key lenses used throughout the plan's development.
- The draft plan contains 19 recommendations shaped and developed with input from staff, the public and groups with interest. Community Safety, Reconciliation, Equity, Diversity and Inclusion, Climate Change and Environmental Sustainability were key lenses used throughout the plan's development.
- This draft plan now requires further input and feedback from the public and groups with

interest before being finalized.

- The implementation of the plan will be phased over the five to ten year planning horizon following ongoing validation and capacity to fund.
- The final plan is slated for presentation to Council in first quarter of 2024.

## Background

The Future Directions Fire and Emergency Services serves as the guiding document for the provision of facilities and services in the City's Fire and Emergency Services Division. The plan provides a structured and forward-thinking approach to funding and resource allocation for capital and service delivery needs in the short and long term. To ensure the actions and recommendations remain relevant, the plan is updated every five years with the previous iteration completed in 2019.

Tayport Limited in association with Dillon Consulting Limited was the consulting firm awarded to undertake the 2024 Future Directions Fire and Emergency Services Plan. Below is an outline of the project's key phases and aimed timeline:

Project Phase	Timeline
Develop Background Reports	October 2022 – March 2023
Public Engagement	October 2022 – March 2023
Develop Draft Plan	April – October 2023
Present Draft Plan to Council	November 2023
Public Feedback on Draft Plan	November – December 2023
Present Final Plan to Council	February/March 2024

The updated Draft Plan (see Appendix 1) contains 19 recommendations developed in consultation with user and community groups, staff and the public. In addition to engagement, several background reports on population, benchmarking and the Community Risk Assessment helped to inform the plan. Some of the common themes throughout the plan include:

- Capital and Service Delivery Needs
- Community Risk Reduction
- Growth Implications
- Areas of Intensification
- COVID-19 Impact
- Reconciliation
- Equity, Diversity and Inclusion
- Climate Change and Environmental Sustainability

### **City Structure and Population Growth**

Since 2004, Future Directions Plans have organized the City into six functional service areas as a basis for sub-geographic analysis. In 2022, the six original service area boundaries were revised to better reflect the evolution of the City's urban structure, transportation network and growth patterns. The 2024 Future Directions Plan now includes eight service areas that align with the City structure outlined in the new Mississauga Official Plan.

As part of the planning process, an analysis of projected population growth was conducted. Growth forecasts show that Mississauga's overall population will grow from the 2021 estimate of 795,040 to 852,060 by 2031. Beyond the current Future Directions planning period, Mississauga's population is projected to reach 995,040 by the year 2051.

There are a number of Intensification Areas (as defined through the Mississauga Official Plan) in which development will primarily take place. By 2031, 47 per cent of forecasted residential population growth in Mississauga, amounting to 26,500 people, is being directed to the Urban Growth Centre (referred to as the Downtown in the previous Official Plan) and its associated character areas. The majority of the remaining forecasted growth is directed at Mississauga's Major Nodes (25 per cent) and Neighbourhoods (21 per cent).

### **Support for Mississauga's Housing Strategy**

Recommendations in the Future Directions Plans help to support Mississauga's housing strategy through the construction of new community infrastructure and redevelopment of existing facilities. This includes but is not limited to community centers, libraries, fire stations, parks, and spaces for culture activities and creative sector use.

## **Comments**

### **Strategic Priorities**

The 2024 Future Directions Fire and Emergency Services Draft Plan identifies five strategic priorities representing the most pressing areas where coordinated effort and resources are needed. These include:

- Decrease emergency response times by investing in new fire station infrastructure.
- Invest in the training of emergency services staff to fulfil provincial certification requirements.
- Prioritize smoke alarm programming by targeting neighbourhoods with low smoke alarm compliance.
- Encourage fire safe behavior through the delivery of fire safety education to residents.
- Enforce Building and Fire Code Compliance through proactive fire safety inspections.

The recommendations within the 2024 Future Directions Fire and Emergency Services Draft Plan are centered on four key areas of focus identified by the division. The following further details these areas of focus and includes some of their associated recommendations.

The full list can be viewed within the appended 2024 Future Directions Fire and Emergency Services Draft Plan (see Appendix 1).

### **People and Culture**

Mississauga needs to provide programs that contribute to the overall well-being of Mississauga Fire and Emergency Services (MFES) staff through initiatives that promote equity, diversity, respect, accountability, inclusiveness and trust. To achieve this, some of the recommendations include:

- Develop strategies in conjunction with City programming that support equity, diversity and inclusion and meet the needs of a growing, diverse city.
- Deliver and maintain technical rescue certification for all staff required to perform technical rescue services.

### **Community Risk Reduction**

The findings of the City's community risk assessment addresses community safety through risk-reduction strategies including education, enforcement, engineering, emergency response and economic incentives. Some of the recommendations to reduce community risk include:

- Leverage provincial residential fire safety strategies to target neighbourhoods with low smoke alarm compliance.
- Develop and deliver public education programming that targets residents ages 65 and above, school-aged children ages 6-14, and unregistered daycare and community group homes.
- Assess infrastructure, equipment and deployment needs in community development nodes including Port Credit and Lakeview to ensure future population growth and provincial accelerated growth targets are addressed.
- Develop and deliver a risk reduction strategy for high-rise and high-risk building stock.
- Target a travel time standard for first arriving vehicle of 240 seconds 75 per cent of the time.

### **Asset Management**

The objective of this area of focus is to develop an ongoing and long-term process that allows MFES to make the best possible investment decisions for fire infrastructure assets including fleet, facilities and equipment. Some of the recommended actions include:

- Use the 2024 Asset Management Plan to develop an improved lifecycle replacement plan that will inform the 10-year capital budget process.
- Apply the principles of the Corporate Green Building Standard in the construction of new, permanent fire infrastructure.

### **Operational Performance and Continuous Improvement**

The aim of this area of focus is to identify and develop both technological and process improvements that build internal capacity and support overall performance and service delivery. To support this some of the recommendations include:

- Study the use of electric vehicle technology for front-line fire vehicles and machinery.
- Update overall programming and strategies in all sections of Fire and Emergency Services to reflect results from the 2023 Community Risk Assessment.

## Strategic Plan

The 2024 Future Directions Fire and Emergency Services Draft Plan aligns with all five of the City's Strategic Pillars: Move, Belong, Connect, Prosper and Green. The strategic pillars reflect a common purpose: a collective desire for success in leadership, quality of life, and civic pride – all of which are relevant to the Future Directions Plan.

Steps have been taken to ensure the 2024 Future Directions Plan also aligns to the updated Strategic Plan scheduled to be launched in 2024.

## Engagement and Consultation

Over 15,000 people were engaged in the shaping of the Future Directions Fire and Emergency Services Plan through a variety of methods including, focus groups, face-to-face meetings, and an online survey that garnered over 7,000 responses. The Future Directions 'Have Your Say' engagement webpage [mississauga.ca/futuredirections](https://mississauga.ca/futuredirections) and [yourfuture@mississauga.ca](mailto:yourfuture@mississauga.ca) email address provided additional forums for input.

The consultation phase initiated with staff meetings and focus groups in October 2022, followed by the launch of the online public survey in November 2022. Some of the various staff groups that were consulted include Environment, Indigenous Relations, Diversity and Inclusion, Facilities and Property Management and Planning and Building.

The next step in the planning process is to obtain feedback on the draft plan from the public and those previously engaged. This phase is set to occur from November to December 2023, and any required revisions to the draft will be completed in early 2024. The final plan is slated for presentation to Council in the first quarter of 2024.

## Financial Impact

There is no financial impact resulting from the recommendations in this report. The implementation and funding of initiatives included in the 2024 Future Directions Fire and Emergency Services Plan will be subject to approval of the annual budget and business plan.

## Conclusion

The Future Directions Fire and Emergency Services Draft Plan responds to the risks outlined in the Community Risk Assessment as well as themes of intensification, population growth, and capital and service delivery needs for both the short and long term. The draft plan was developed through extensive research, collaboration, and public engagement, and serves as a

comprehensive guide for the future of fire and emergency services in the City. With Council's approval as recommended in this report, the draft plan will be presented to the public and groups with interest before being finalized. This process ensures that MFES adapt to address the challenges, pressures and issues shaping the community's needs while delivering effective fire and emergency services.

## **Attachments**

Appendix 1: 2024 Future Directions Fire and Emergency Services Plan



---

Shari Lichterman, CPA, CMA, City Manager and Chief Administrative Officer

Prepared by: Julia Giovinazzo, Business Advisor, Business Planning