

City of Mississauga Corporate Report



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Date: March 30, 2021	Originator's files:
To: Mayor and Members of Council	
From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: April 14, 2021

Subject

Security Services – Initiatives and 2020 Annual Summary

Recommendation

That the Corporate Report titled “Security Services – Initiatives and 2020 Annual Summary”, from the Commissioner of Corporate Services and Chief Financial Officer dated March 30, 2021 be received for information.

Executive Summary

- Security Services aims to protect the assets of the City of Mississauga and provide a safe environment for staff and residents to enjoy the many amenities the City has to offer. Through outreach, education and enforcement efforts, staff continue to contribute to keeping Mississauga one of the safest large Cities in Canada.
- Security Services played a key role in educating and enforcing COVID related rules and restrictions on City property and transit in 2020. Throughout the year, in partnership with law enforcement and City staff, Security Services have made a number of significant contributions in enhancing public safety.
- The 2020 year presented unique challenges with meeting security response targets including staffing shortages related to COVID and redeploying Core Precinct patrols to assist with city park enforcement activities related to COVID restrictions (gatherings and use of parks amenities).
- The overall number of Security Occurrence Reports declined 20% versus last year primarily due to COVID restrictions keeping City facilities closed.
- In 2020, the amount of graffiti incidents reported on City property declined 23% versus 2019. Even with a decline in incidents, challenges with staffing, process changes, weather and COVID restrictions impacted the ability to meet service levels consistently.

- Security Services had many highlights and humanitarian actions in 2020 including assisting Peel Regional Police in apprehending several wanted suspects, looking out for and rendering assistance to our homeless and vulnerable community as well as life saving efforts by our Officers.
- In 2021, Security Services will continue to concentrate on optimizing the service delivery model through security risk management and preventive program initiatives. This will be achieved by delivering on key strategic actions under three areas of focus: operational excellence, security awareness and community outreach, and security infrastructure.

Background

The Security Services section within the Facilities and Property Management Division is responsible for bylaw enforcement and security for City facilities, parks and transit. This section's mandate is to protect staff, public and assets, by providing collaborative and proactive, risk-based security services to support the delivery of safe and reliable City services.

On an annual basis, the Security Services section provides an update on achievements, key security metrics, an analysis of graffiti incidents and an overview of the key strategic directions and security program initiatives underway. The source data utilized to support the information summarized in the annual update comes from the section's Special Occurrence Reports. All security incidents reported to, or responded to, by Security Services are documented as Special Occurrence Reports (SORs).

Present Status

Security Services aims to protect the assets of the City of Mississauga and to provide a safe environment for our residents to enjoy the many amenities the City has to offer. Through outreach, education and enforcement efforts, staff continue to contribute to keeping Mississauga one of the safest large Cities in Canada.

2020 Highlights

Security Services played a key role in educating and enforcing COVID related rules and restrictions on City property and transit in 2020. Throughout the year in partnership with law enforcement and City staff, Security Services have made a number of significant contributions to the safety of Mississauga. Below are a few examples:

- On January 27, 2020 Transit Enforcement intervened when a patron was being assaulted inside the City Center Transit Terminal washroom. Staff's actions prevented further assault and injury to the patron and stopped the incident while in progress. Two suspects were arrested and later turned over to Peel Regional Police.

- On February 24, 2020 Transit Enforcement located a female passenger on bus dressed in a robe and slippers, disorientated and confused. The female was escorted by Transit Enforcement to the Supervisor Booth at City Center Transit Terminal where her family was contacted who then arrived and took her home.
- On May 5, 2020 a Security Operations Mobile Officer assisted in apprehending a suspect who had assaulted a transit patron. The suspect was apprehended and arrested by the Officer after a pursuit on foot and turned over to Peel Regional Police.
- On August 15, 2020 while on patrol at McMillan Park, one of our Security Operations Officers was approached by a child (4 years old) who could not locate her parents. After walking on the park path towards A.E. Crookes Park, the Officer was able to reunite the child with her parents (this incident was shared on social media on the Mayor's Twitter account).
- On July 22, 2020 Transit Enforcement was on mobile patrol and observed a male approaching him in a panicked state at Rathburn Road and Hammerson Drive. The male was screaming to our officer that he was shot. The male was desperately trying to gain entry into the patrol car asking Transit Officer to help him. The officer pulled over the car, put on all emergency lights and contacted SOC letting them know what was happening. The officer then contacted 911 and got out of his car to assist the victim. TEO noticed that an excessive amount of blood was coming from the male's abdomen and immediately called for backup. Not knowing where the shooter was located the Transit Officer placed himself at great risk protecting the victim until EMS arrived.
- On October 4, 2020 Transit Enforcement were dispatched for an assault call for a Suspect who had punched an unsuspecting female in the head while on a bus at the City Center Transit Terminal. TES located Suspect who then pushed the attending TES officer twice while trying to escape. TES maintained custody and arrested the Suspect.
- On October 20, 2020 a Security Operations Officer while monitoring a camera in our Security Operations Centre observed a team of suspects sliding under Parks trucks parked at Erin Mills Twin Arena attempting to steal machinery. Peel Regional Police were called and eventually suspects were identified and apprehended.

There are dozens of incidents over the course of the year where Security Services have made a huge impact both in the safety of citizens and the protection of city property. Security Services has worked to build our relationship with Peel Regional Police and have assisted Peel Police in numerous investigations leading to convictions in criminal cases.

Humanitarian Actions

- The pandemic and economic conditions have resulted in increased mental health issues and homelessness and this can make staff interactions potentially more difficult in dealing with real time issues. To that point, staff continue to receive training on dealing with vulnerable members of the public and are more cognizant of the after effects that the pandemic has had on all citizens within the City.

- Security Services response to our homeless crisis is proactive and compassionate. Our Officers try and obtain placement in a shelter for any patrons in need and wanting this assistance
- Vehicles equipped with an emergency essentials kit for any homeless patrons encountered (that don't want or can't get into a shelter)
- 2021 started with TES Officers saving the lives of two (2) Transit patrons. Two Officers were presented the Rescuers Award by the Canadian Red Cross

Operational Excellence – Security Response Metrics in 2020

The 2020 year presented unique challenges with meeting security response targets including staffing shortages related to COVID and redeploying Core Precinct patrols to assist with city park enforcement related to COVID restrictions (gatherings and use of parks amenities).

With the use of performance metrics, staff have begun to provide a better understanding of the section's performance on response times, allowing more informed decisions related to resource allocation and priorities. Security response times are measured and reported on a monthly basis based on two target categories.

- Category 1 - Core Precinct Security Response Times
 - Target: 95% of all calls for service to be responded to within 5 minutes or less.
 - Actual 2020 response rate achieved: 77%. As noted above, with the challenges from redeploying Core Precinct staff, there was a measurable impact to staff's response times.
- Category 2 – Security Response Times for all other City properties including parks and transit infrastructure
 - Target: 95% of all calls for service to be responded to within 30 minutes or less.
 - Actual 2020 response rate achieved: 90%.

Security Awareness and Community Outreach in 2020

Due to COVID restrictions, in person City staff training and security awareness and outreach events were cancelled in 2020. A new e-learning module is being developed for Personal Safety and Security Awareness (PSSA) and provides general information about staff roles and responsibilities as well as de-escalation techniques.

The *Protective Measures Program* along with collaborative efforts of various City teams aims to mitigate the risk of serious injury to City staff and the public in the event of an emergency situation at a City facility. Due to COVID this program has been paused but will return as soon as possible. The continue deployment of this program, associated training, development of facility plans will continue in late 2021. Drill planning will resume once facilities re-open.

Crime prevention is optimized through a holistic, integrated and community based approach. Over 2020, the *Increased Community and Partner Organization Integration* program has continued to increase integration with key community partners such as Peel Regional Police, Crime Prevention Through Environmental Design (CPTED) Advisory Committee, Integrated Municipal Enforcement Team (IMET) and various internal stakeholders.

Security Infrastructure Status in 2020

The *Physical Security Integrated Management System* (formerly known as Integrated Security System) will be a unified, end-to-end incident and risk management solution that consolidates multiple physical security system platforms into a single interface. The feasibility study and design for short and long term solutions and roadmap were completed in 2020. A business case has been submitted for approval and will be submitted for consideration in next year's budget cycle.

Video surveillance plays a key role in allowing Security Services and Peel Regional Police to keep the City safe. In 2020 the number of video requests totaled 756. As this was the first year tracking data, staff do not have a previous year to treat as a comparable. The process of proactively pulling video from transit buses in the event of an accident or injury accounted for 60% of all video processed. This new process was established in partnership with Risk Management and Transit in order to ensure the City had supporting evidence for injury related lawsuits.

2020 Security Incidents

In 2020 the total number of *Special Occurrence Reports (SORs)* decreased by 20% when compared to 2019. This decline is attributed to COVID restrictions closing many facilities and streamlining the reporting criteria where only significant incidents require full reports. This allows officers to spend more time on the road or in facilities where they can provide the most value. For more details please refer to *Appendix 1: 2020 Security Occurrence Reports*, which provides a breakdown of the total number of SORs issued within each Ward.

In 2020 there was also a decrease in bans imposed under the Trespass to Property Act. Security Services has reported a decrease from 248 bans in 2019 to 184 bans in 2020. The total of under 18 bans decreased from 76 to 25. This decline is attributed the closures of libraries and recreational facilities for much of 2020 related to COVID restrictions. For more details please refer to *Appendix 2: 2019 - 2020 Bans Under the Trespass to Property Act*, which provides the number and reason for bans imposed under the Trespass to Property Act. Security Services reserves bans for serious events and habitual offenders. For minor offenses, the approach of *Inform, Educate and Enforce* is taken.

- First Inform: Advise that a violation has occurred and inquire as to the reasons why.
- Then Educate: Explain the reason for the bylaw/policy and the role of the officer in enforcing the bylaw/policy.

- Finally Enforce: Issue warning notices or infractions, as a last resort, depending on the situation and in keeping with the prescribed protocols.

The aim is to continue this trend in 2021 with officer's interacting with patrons to establish and initiate an appropriate and proportional response to the situations, ensuring that prohibited activity ceases and/or the individual leaves the premises. Enabling the lawful enjoyment of City facilities and the continuity of business operations can be accomplished through education instead of bans.

2020 Graffiti Incidents and Removal

Graffiti tracking and mitigation efforts are included as part of the broader security awareness outreach programs - from measuring the effectiveness of prevention strategies for all security incidents as well as to increase collaboration with community groups (e.g. Safe City Mississauga), external stakeholders (e.g. Mississauga Integrated Municipal Enforcement Team (IMET), etc.).

In 2020, there were 703 graffiti incidents reported, which has decrease by 23% from 2019 (911 incidents). The service level for graffiti incidents and removal is defined as the time established for graffiti removal in order of priority from 2 to 5 business days. In 2020 the number of incidents that were removed with the defined service level targets, decreased compared to 2019. As well, the total costs for graffiti removal also decreased compared to costs in 2019.

Incidents where service level targets were not achieved can be attributed to several factors including primarily COVID related restrictions, seasonal weather impacts, staff workloads, reporting system limitations and new user training issues. Additional challenges meeting targets often arise when coordinating cleanup efforts with non-city entities such as utilities (e.g. graffiti on electrical box within a City park). Business lines (e.g. Works Operations & Maintenance, Parks Operations, Building Services & Operations, Transit Enforcement, Compliance & Licensing) will continue to refine these input processes to improve data fidelity for future reports.

	2019	2020
Graffiti Incidents	911	703
Service Level Targets Achieved	70%	60%
Removal Costs	\$146,252	\$124,676

Further detailed analysis can be found in *Appendix 3: 2020 Graffiti Incidents Summary*, which provides a breakdown of Graffiti Incidents reported in 2020.

Comments

2021 Security Program Initiatives and Key Strategic Directions

In 2021, Security Services will continue to concentrate on optimizing the service delivery model through security risk management and preventive program initiatives. This will be achieved by delivering on key strategic actions under three areas of focus, including operational excellence, security awareness and community outreach, and security infrastructure.

Operational Excellence key strategic actions:

- Implement effective service delivery oversight and decision-making that will allow the Security Services section to grow and achieve its objectives.
- Enable the development and implementation of a City-Wide Security Policy.
- Further develop and implement continuous improvement initiatives, including the development of Standard Operating Procedures.
- Ensure effective implementation of a Training and Compliance unit with a focus on staff development.
- Implement further Security Occurrence Reporting improvements for better data analysis and staff efficiencies.

Security Awareness and Community Outreach key strategic actions:

- Drive to move security initiatives from a reactive workforce to a proactive reduction of crime and community based enforcement.
- Maintain and build a security awareness program engaging communities and staff through town hall meetings, security awareness campaigns and active engagement.
- Continue implementation of the Protective Measures Program.
- Develop a Security Risk Methodology for the City of Mississauga to support key activities and actions based on a priority framework.

Security Infrastructure key strategic actions:

- Maintain infrastructure in a state of good repair with an effective maintenance plan.
- Continue the Physical Security Integrated Management System (Integrated Security Systems) project that will enable an end-to-end incident and risk management solution.
- Implement City Hall Security improvements including maintaining and managing the City's access control and intrusion detection system.

Financial Impact

There are no financial impacts resulting from the Recommendations in this report.

Conclusion

Security Services optimized services through new program initiatives and continued enhancements throughout 2020. In 2021, Security Services section will continue to focus on the highest quality of service for City staff and the public while delivering value added outcomes in an efficient and effective manner. The Security Services section is committed to taking a strategic approach that will emphasize proactive prevention through engagement and priority based improvements initiatives and activities.

Attachments

Appendix 1: 2020 Security Occurrence Reports (SORs)

Appendix 2: 2020 and 2019 Bans Under the Trespass to Property Act

Appendix 3: Security Occurrence Definitions

Appendix 4: 2019 Graffiti Incidents Summary



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