

Date: March 7, 2022	Originator's files:
To: Mayor and Members of Council	
From: Shari Lichterman, CPA, CMA, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: March 30, 2022

## **Subject**

**Security Services Initiatives and 2021 Annual Summary**

## **Recommendation**

That the Corporate Report titled “Security Services Initiatives and 2021 Annual Summary”, from the Commissioner of Corporate Services and Chief Financial Officer, dated March 7, 2022 be received for information.

## **Executive Summary**

- The Security Services section within the Facilities and Property Management division is responsible for bylaw enforcement and security on most City properties (buildings and parks) as well as MiWay fleet operations. Key achievements in 2021 include an emphasis on performance metrics, staff training and integration in community activities and partnerships.
- Security Officers took part in five life-saving initiatives throughout the year. Officers demonstrated quick-thinking and medical prowess when faced with situations involving life and death and were credited with saving five people’s lives. Officers were awarded the Canadian Red Cross Rescuer Award for their actions.
- Security Services received 6,287 service calls in 2021, which resulted in 1,832 Security Occurrence Reports (SOR’s). As a comparison, the overall number of Security Occurrence Reports increased 36% versus the previous year primarily due to COVID restrictions keeping City facilities closed.
- In 2021, there were nearly 100 demonstrations, rallies, vigils, and protests around the City of Mississauga. This included a protest of 20,000 people where officers coordinated with special units of the Peel Regional Police (PRP) to contain the event and ultimately lead to no security incidents despite a highly-stressful scenario. Staff maintained safety and security where there were no injuries, no property damage, and no major security incidents.
- Bike Unit patrols will be increased in 2022 due to the success of the program in Summer 2021. Bike and foot patrols are an effective measure to ensure visibility and enforcement in parks, trails and bridges and were well received by the public.

- Staff engaged in multiple successful partnership and joint force operations with the Peel Regional Police (PRP). This ongoing relationship has enhanced the way the City and PRP are able to keep staff and the public safe by sharing intelligence when appropriate.
- The amount of graffiti reported on City property declined 21% versus last year. There were 703 reported incidents in 2020 and 541 in 2021. Since COVID restrictions began, graffiti instances have continuously declined from an average of 920 instances since 2019.

## Background

The Security Services section within the Facilities and Property Management division is responsible for bylaw enforcement and security on most City properties (buildings and parks) as well as MiWay fleet operations. The section's mandate is to protect staff, customers and assets, by providing collaborative and proactive, risk-based security services to support the delivery of safe and reliable City services.

The source data utilized in this report comes from the section's Special Occurrence Reports (SOR's). All Security incidents reported to, or responded to, by Security Services are documented as Special Occurrence Reports:

- Appendix 1 provides the total number of SORs issued within each Ward for a number of categories in 2021.
- Appendix 2 provides the number and reason for bans imposed under the Trespass to Property Act for 2021 and 2020.
- Appendix 3 provides definitions for common security occurrences used by Security Officers when preparing SORs.
- Appendix 4 provides a breakdown of Graffiti Incidents reported in 2021.

## Comments

### Part 1 – Key Strategic Directions and 2022 Security Program Initiatives

Security Services aims to become the center of excellence in municipal security service delivery. Key strategic directions have been set and in 2022 initiatives will continue to concentrate on optimizing the service delivery model through security risk management and preventive program initiatives.

Security Services has three key areas of focus:

#### Operational Excellence

- 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 continuous 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 enhanced data analysis and staff efficiencies.

### **Security Awareness and Community Outreach**

- 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**

- Maintain current infrastructure in state of good repair with an effective preventative and demand maintenance plan.
- Continue to review options for implementing a Physical Security Integrated Management Software Systems that will enable an end-to-end incident and risk management solution for the Security Operations Centre (SOC).
- Implement City Hall Security improvements including maintaining and managing the City's access control and intrusion detection system.

## **Part 2 - 2021 Achievements**

Security Services played a key role in educating and enforcing COVID related rules and restrictions on City property and Transit in 2021. Throughout the year in partnership with law enforcement and City staff, Security Services made a number of significant contributions to the safety of Mississauga through the following actions.

### **Operational Excellence**

Performance metrics 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. The response metrics were revised as of August 2021 to account for a priority response model.

#### **Security Response Times**

Security response times were measured and reported on a monthly basis based on two target categories.

Category 1 - Core Precinct

- Target: 95% of all calls for service to be responded to within 5 minutes or less.
- Actual 2021 response rate achieved: 90%, an increase of 13% compared to the previous year

Category 2 – 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 2021 response rate achieved: 92%, an increase of 2% compared to the previous year

## **Security Awareness and Community Outreach**

In 2021 Security Services engaged in multiple successful partnership, joint force operations and effective measures programs with Peel Regional Police, agencies and the community. Security Services believes that collaboration with its local law enforcement and the community plays a critical role in the success of large scale crime prevention and bolsters community support. Below is a sample of the security awareness and community outreach for 2021.

### **Peel Regional Police Joint Operations and Partnership**

In 2021, Security Services partnered with Peel Regional Police which is broken down by the three initiatives below:

1. Security Services and Peel Regional Police engaged in multiple joint bike patrol projects. These patrols spanned across various locations such as the Malton Greenway, J.C. Saddington Park, and the Rattray Conservation Marsh. The joint bike patrols were very well received by officers which bolstered communication between the City and Peel Regional Police. Further, with a rise of protests around the City which made navigating vehicles difficult in times where roadways were cut off, the bike unit was an effective tool to keep residents safe by being able to respond to emergencies quickly and patrol areas that were not accessible by vehicles.
2. Security Services partnered with Peel Regional Police who enforced a special task force to help manage the large amount of protestors in the City. The project was utilized during ongoing protests around the City of Mississauga which allowed officers to mitigate and efficiently respond to emergencies during civil unrest. Despite the volatility and urgency of responding to these protests, there were no injuries, no property damage, and no major security incidents that occurred.
3. Throughout these joint projects, Security Services and Peel Regional Police created a symbiotic relationship where information has been openly shared between Security Services and the Peel Regional Police Intelligence unit. This ongoing relationship has been well received by officers and enhanced the way the City and Peel Regional Police is able to keep the City of Mississauga safe by sharing intelligence and aid investigation efforts.

These joint efforts and partnerships showcase the partnership with City of Mississauga officers and local law enforcement. These projects had a deep positive impact on the community and boosted morale among officers when attending these joint operations. Due to their success and positive feedback, these partnership efforts will continue into 2022.

### **Bike Unit**

The Bike Unit was utilized as an effective measure to mitigate security incidents around the City. The Bike Unit consists of 22 officers trained to engage in Bike patrols around the City. In 2021, 14 officers obtained their bike certification which was an increase for the 7 officers who received their certification in 2020. The Bike patrol is able to patrol areas that cars cannot access such as trails and pedestrian designed walkways. Among the advantages include that the bike unit is able to conduct discreet patrols while responding to security incidents quicker than foot patrols. The bike unit has been well received by the public and the community.

## **Protests, Demonstrations, Rallies and Vigils**

In 2021, there were nearly 100 demonstrations, rallies, vigils, and protests around the City of Mississauga. On May 18, 2021, Security Services dealt with the largest protest the City has experienced in its history which included an estimated 20,000 people. The size of the crowd changed the dynamic of what officers were able to do due to being vastly outnumbered. Security Services was successful in securing City Hall and keeping staff and protestors safe. There were no major incidents, no injuries, and no property damage despite such a large number of protestors.

## **Staff Training / Security Awareness and Outreach**

In 2021, Security Services delivered training to 958 City Staff after transitioning to a virtual-focused training model in 2020. Training was focused on Personal Safety and Security Awareness (PSSA) and provides general information about staff roles and responsibilities in addition to de-escalation techniques. Further efforts will be made in 2022 to increase public awareness about Security Services.

Security Services successfully recruited 8 part time and 8 full time officers. Further, 25 officers received Crisis negotiation and Mental health Certificates to better understand and handle situations involving suicide prevention and mental health crisis events. The Security Services strives to provide the highest quality of training in order to best suit the ever evolving security needs of the City and will continue to deliver exceptional training, enhancing security awareness and public outreach. Security Services is expanding on its diversity training. In spring of 2022, Security Services will ensure that all officers will receive training focused on diversity, inclusion, and anti-black racism.

## **Protective Measures Program**

The Protective Measures Policy 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. The continued employment of this program, associated training, and development of facility plans is on-going and will continue in 2022. The planning for the development of a mandatory, on-line Protective Measures training element was started in 2021 between HR and Security Services. The training for all employees will come into effect in 2022.

## **Increased Community and Partner Organization Integration**

Crime prevention is optimized through a holistic, integrated and community based approach. Security Services 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), Safe City Mississauga, Square One, Sheridan College, Dufferin-Peel Catholic School Board, and various internal stakeholders.

## **Security Infrastructure**

### **Video Requests**

Video surveillance plays a key role in allowing Security Services and Peel Regional Police to keep the City of Mississauga safe. In 2021, the number of video requests totaled 831 compared to 756

in 2020, an increase of 9%. These requests are typically initiated by law enforcement seeking evidence for crimes, HR seeking videos on security incidents involving staff, Risk Management which use the videos as a preventative measure for legal recourse, and Freedom of Information requests by the community. Through coordination with law enforcement, Security Services was able to provide evidence that lead to the arrest of a suspect attempting to lure children, provide valuable intelligence on a suspect wanted in connection to a stabbing, assisted Halton Regional Police in identifying car theft suspects which lead to their arrest, among many other initiatives in assisting with investigations. Through video requests, Security Services and local law enforcement strengthen their partnership in sharing intelligence and providing evidence to keep the City of Mississauga safe.

### **Part 3 – Security Incidents**

#### **Special Occurrence Reports (SORs)**

In 2021, the total number of SORs increased by 36% when compared to 2020. This increase is attributed to COVID restrictions which included limiting outdoor gatherings of people in addition to implementing limited working hours at facilities. Further, officers were responding to complaints regarding COVID restriction violations.

See Appendix 1 for details on the total number of SORs issued in 2021 within each Ward and for various categories.

#### **Enforcement Efforts**

Security Services follows a model to Engage, Explain, Educate, and Enforce:

- Engage – When speaking with an individual, officers attempt to establish awareness and understanding of the situation.
- Explain – Treat people with dignity and respect while highlighting rationale and explaining wider social factors.
- Educate – Be consistent in approach and willingness to explain why an officer is requesting a certain course of action.
- Enforce – As a last resort, individuals may be issued a fine, a ticket, or other enforcement measures may be taken.

In 2021, the total number of tickets, fines, and other enforcement efforts by officers was 1,826. Majority of these efforts included tickets issued for by-law infractions due to COVID restrictions such as not wearing a mask when required, unauthorized parking of vehicles, breaking limit on individuals in outdoor gatherings, and engaging in prohibited activity. Officers receive quality training and exercise a high degree of discretion when responding to security incidents. Officers have successfully provided resources to people in need which saw an increase of individuals taking advantage of support services in the Window Hub, engaging in support rather than enforcement perspective for people in need of help.

Moreover, there were 43 BOLO's (Be On The Lookout) in 2021, an increase from 41 in 2020. This program aids officers when searching for a person of interest and acts as a live document which is updated as new information becomes available. There were five successful BOLO requests in 2021.

## Bans

Bans imposed under the Trespass to Property Act as detailed in Appendix 2, increased from 184 in 2020 to 224 in 2021. Bans for youths under 18 years of age increased from 25 in 2020 to 83 in 2021. This increase is attributed to various COVID restriction violations. 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 2022 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".

As per Corporate Policy No. 05-01-10, Responding to Incidents in City Facilities, when a ban is issued, a Special Occurrence Report and Supplementary Banning Report is created and distributed in compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

## Part 4 - Graffiti

### Graffiti Incidents

There were 541 reported graffiti incidents in 2021 representing a 21% decrease compared to 2020's total of 686.

### Summary of Graffiti Incidents and Service Level

Service Level is defined as the time established for graffiti removal in order of priority from 2 to 5 business days.

	2020	2021
Graffiti Incidents	686	541
Service Level Targets Achieved	53%	66%
Removal Costs	\$124,676	\$83,255

Further detailed analysis can be found in Appendix 4

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.

### **Graffiti Removal**

Service level targets met increased 13% compared to 2020. Total costs for graffiti removal also decreased by \$41,421 compared to last year's costs.

### **Financial Impact**

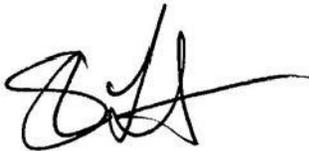
There are no financial impacts resulting from the Recommendations in this report.

### **Conclusion**

Security Services optimized services through new program initiatives and continued enhancements throughout 2021. In 2022, the Section will continue to focus on the highest quality of service to 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: 2021 Security Occurrence Reports (SORs)
- Appendix 2: 2021 and 2020 Bans Under the Trespass to Property Act
- Appendix 3: Security Occurrence Definitions
- Appendix 4: 2021 Graffiti Incidents Summary



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