

City of Mississauga  
**Corporate Report**



<p>Date: March 7, 2023</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Raj Sheth, P.Eng, Acting Commissioner of Corporate Services</p>	<p>Meeting date: March 29, 2023</p>

## Subject

**Security Services Initiatives and 2022 Annual Summary**

## Recommendation

That the Corporate Report titled "Security Services Initiatives and 2022 Annual Summary", from the Acting Commissioner of Corporate Services, dated March 7, 2023 be received for information.

## Executive Summary

- This report highlights the strategic direction and focus on Operational Excellence, Security Awareness, Community Outreach, and Security Infrastructure with supporting activities and initiatives for 2022.
- Security Officers took part in four (4) life-saving initiatives throughout the year. Officers were quick to act with administering life saving methods to successfully resuscitate citizens before medical staff were able to take them to the hospital.
- Security Officers made a positive impact on the community by successfully reuniting four (4) lost children with their families, highlighting their dedication to providing exceptional community service and emphasizing the critical role Security Services plays in maintaining public safety.
- In 2022, Security Services created 1,897 Security Occurrence Reports (SOR's). As a comparison, the overall number of Security Occurrence Reports increased 4% versus the previous year.
- In 2022, Security Services enhanced the Bike Unit by providing training to five (5) officers. The Bike Unit, with a total of eighteen (18) trained officers, enhances public safety through providing a visible presence in the community, improving response times to calls for service, and promotes a safe and secure environment.
- Security Services 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 increased 18% versus last year. There were 677 reported incidents in 2022 and 541 in 2021. However, 2021 was a reduced volume year due to Covid restrictions and lockdowns.
- Facilities & Property Management took a proactive step to enhance the physical security of Celebration Square and surrounding areas by installing bollards in the area. In 2022, the bollards were operational around the Celebration Square, and used during the New Year Eve event where approximately 35,000 visitors attended the area. The bollards greatly enhance the safety and security for all visitors attending the Square.
- In 2022, Security Services, along with T&W, partnered with Peel Regional Police for a pilot project to combat the theft of catalytic converters in the City. The project required the identification of theft hotspots and started a classified campaign to combat these thefts. The campaign will continue into 2023.
- The Security Services team, including management, completed Combatting Anti-Black Racism (CABR) training in 2022 to promote inclusiveness and combat racism in the community. The team will continue its vision of promoting respect within the community by providing Indigenous sensitivity and awareness training in 2023.
- Security Services conducted Security Threat Risk Assessments across multiple City properties starting in 2020. By the end of 2022, fifty (50) assessments were completed which included all Fire Halls, Works Depots/Yards, Community Centres, and Libraries. In 2022, thirteen (13) projects were fully completed, with an additional two (2) starting in 2023. These projects were the implementation of physical security infrastructure as recommended within the assessments.

## 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 2022.
- Appendix 2 provides the number and reason for bans imposed under the Trespass to Property Act for 2022 and 2021.
- Appendix 3 provides definitions for common security occurrences used by Security Officers when preparing SORs.

- Appendix 4 provide a breakdown of Graffiti incidents reported in 2022.

## Comments

### Part 1 – Key Strategic Directions and 2023 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 2023 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.
- Training will be provided to all Security Services staff, including management, for Indigenous sensitivity and awareness within the community in 2023.

#### 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.
- Conduct Security Threat Risk Assessment for City properties and facilities to ensure security infrastructure standards are met.

## **Part 2 - 2022 Achievements**

Security Services played a key role in transitioning from COVID restrictions and lockdowns to full sized events on City property and transit in 2022. 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.

#### **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 2022 response rate achieved: 99%, an increase of 5% 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 2022 response rate achieved: 98%, an increase of 2% compared to the previous year

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

In 2022, 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 2022.

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

In 2022, Security Services continued to partner with Peel Regional Police both in the planning phases of major events or emergencies, as well as in the field partnerships with joint patrols. These patrols include joint bike unit patrols featuring Security Service Officers and Peel Regional Police Officers patrolling along the lakeshore route and the Malton Greenway. These patrols continue to be extremely effective in both community engagement and strengthening the partnership between Security Services and Peel Regional Police. Furthermore, throughout the joint projects, Security Services and Peel Regional Police continue to share information between the units in order to enhance investigations carried out by both units. These projects continue to have a positive impact on the community and boost morale among officers when participating in these joint projects.

The City undertook a pilot project to combat the theft of catalytic convertors. Security Services, along with T&W, collaborated with Peel Regional Police to identify hotspots and started a campaign to combat catalytic convertor thefts within the City. The campaign was started in 2022 and will continue into 2023.

Moreover, the crime prevention team worked closely with Peel Regional Police to aid investigations relating to homicides, missing persons, robberies, and other crimes. The team has built a strong relationship where the two entities share intelligence and information in an efficient manner. Due to their success and positive feedback, these partnership efforts will continue into 2023.

### **Bike Unit: Enhancing Public Safety**

The Bike Unit is a vital component of the municipality's security services. Its purpose is to ensure the safety and well-being of City residents, visitors, and businesses. The unit is comprised of 18 certified officers who engage in bike patrols to provide a visible and effective presence throughout the City of Mississauga. In 2022, the Bike Unit provided training for five officers to join the unit. This has strengthened the unit's ability to provide comprehensive security services to the community. The Bike Unit is equipped with specialized bikes and gear to allow for quick response times, increased mobility, and effective patrolling in areas that may be challenging to access by foot or vehicle. In 2023, the Bike Unit will test the addition of two new e-bikes as a pilot project in order to gauge how effective it will be as an enhancement for officer patrols. The Bike Unit's patrols serve as a deterrent to criminal activity and provides a valuable resource in the event of an emergency. This has continued to be well received by the public and the community as it shows the City's dedication to their safety and well-being.

### **Security Threat Risk Assessment Project**

With a rapidly expanding City, the Security Threat Risk Assessment project was initiated by Security Services for all City properties in 2020. The objective of this project was to understand the business environment, identify assets, critical functions, and activities, and the security vulnerabilities and threats for each location. The project started in 2020 and by the end of 2022, fifty (50) assessments were completed which included all Fire Halls, Works Depots/Yards, Community Centres, and Libraries. In 2022, thirteen (13) project were fully completed with an additional two (2) starting in 2023. These projects include the implementation of physical security infrastructure as recommended by the crime prevention team to ensure the standards are met throughout all locations in the City. Additional property assessments will continue in 2023 to provide tactical support to mitigate risks to City assets and perform continuous improvement of security processes.

### **Enhancing Physical Security: Transitioning From COVID-Related Lockdowns to Full Sized Events**

Security Services took a proactive step to enhance the physical security of Celebration Square and surrounding areas by installing bollards in early 2019. In 2022, the project was completed and the bollards are fully operational around the celebration square. The bollards were designed

to protect pedestrians and buildings from security incidents involving vehicles while maintaining the aesthetic appeal of Celebration Square. Due to Celebration Square representing a high concentration of pedestrians in an outdoor venue; the bollards are one asset used by security services to ensure that all visitors to the square are kept safe. Further, the bollards are able to be controlled by trained personnel to respond to any situation in the area at a moments notice. Throughout the year, as lockdowns were lifted and COVID restrictions were eased, a growing number of visitors have been entering the City.

In 2022, there were approximately thirty five (35) demonstrations, rallies, vigils, and protests around the City of Mississauga. Utilizing training and experience from previous years, Security Services continued to enhance strategies to proactively learn of unplanned protests and demonstrations, and respond to them appropriately to ensure a safe event for all parties involved.

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

The Security Services team, including management, underwent Combatting Anti-Black Racism (CABR) training in 2022 to promote inclusiveness and combat racism in the community. The training covered a range of topics and provided an opportunity for officers to engage in discussions and share their experiences. The team demonstrated their commitment to promoting inclusiveness and combating racism by proactively bringing a subject matter expert who specialized in anti-black racism within the police force. In 2023, Security Services will provide training to its team for Indigenous Awareness, furthering its commitment to promoting a culture of inclusiveness and respect within the City of Mississauga.

In 2022, Security Enforcement Officers were involved in four (4) life saving initiatives in the community, demonstrating their quick thinking to provide life saving techniques during medical emergencies. These situations included providing CPR and defibrillator shock to an unconscious person at the Meadowvale Community Centre who was ultimately transported to hospital, providing medical assistance to an unconscious person at Cooksville Four Corners Park, engaging in sternum rubs for an unconscious person at the Kipling Station, and providing medical aid to an unconscious person at City Centre Transit Terminal. Furthermore, officers were involved in four (4) missing children's cases which all resulted in officers reuniting lost children with their families. These initiatives highlight officers' dedication to keeping the City a safe and secure community.

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. In spring of 2023, Security Services will ensure that all officers will receive training focused on indigenous awareness and inclusion.

### **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 2023. The planning and development of a mandatory, on-line Protective Measures training element was completed in 2022. This was a collaborative effort between HR and Security Services. In 2022, a working team was established which includes the Office of Emergency Management and Security Services. The purpose of the working team is to start collaborating with Facility Authorities on the execution of Protective Measures drills at various City facilities. The mandatory training for all employees will come into effect in 2023.

### **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 2022, the number of video requests totaled 1,058 compared to 831 in 2021. 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 in relation to a police homicide investigation, assisted in locating suspects that were wanted by Ontario Provincial Police, located a vehicle and suspects for a theft of equipment and machinery from local construction areas, investigated a fatality on premises at City Central Transit Terminal, amongst other incidents. Through video requests, Security Services and local law enforcement strengthen their partnership in sharing intelligence and providing evidence to keep the City of Mississauga a safe place.

### **Part 3 – Security Incidents**

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

In 2022, the total number of SORs increased by 4% when compared to 2021. The total number of SORs are similar to the previous year due to the transition from COVID restrictions ending and many facilities now operating as they were pre-COVID lockdowns. As COVID restrictions were eased, a growing number of visitors used the City facilities and properties.

See Appendix 1 for details on the total number of SORs issued in 2022 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 2022, the total number of tickets, fines, and other enforcement efforts by officers was 1,370. Majority of these efforts included tickets issued for by-law infractions due to violating City by-laws such as unauthorized parking of vehicles, breaking limit on individuals in outdoor gatherings, and engaging in prohibited activity. Security Services Officers receive quality training and exercise a high degree of discretion when responding to security incidents. Moreover, security services 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 sixty three (63) BOLO's (Be On The Lookout) in 2022, an increase from forty three (43) in 2021. 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 eight (8) BOLO's which resulted successfully apprehending the person of interest in the reports.

### **Bans**

Bans imposed under the Trespass to Property Act as detailed in Appendix 2, increased from two hundred and twenty four (224) in 2021 to two hundred and sixty four (264) in 2022. Bans for youths under 18 years of age increased from eighty three (83) in 2021 to one hundred and twenty one (121) in 2022. 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 2023 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 677 reported graffiti incidents in 2022 representing an 18% increase compared to 2021's total of 541.

### 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.

	2021	2022
Graffiti Incidents	541	677
Service Level Targets Achieved	66%	80%
Removal Costs	\$83,255	\$103,995.01

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 14% compared to 2021. Total costs for graffiti removal increased by \$20,740.01 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 2022. In 2023, 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

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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: 2022 Security Occurrence Reports (SORs)

Appendix 2: 2022 and 2021 Bans Under the Trespass to Property Act

Appendix 3: Security Occurrence Definitions

Appendix 4: 2022 Graffiti Incidents Summary



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