

City of Mississauga
Corporate Report



<p>Date: March 6, 2024</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Raj Sheth, P.Eng, Commissioner of Corporate Services</p>	<p>Meeting date: March 27, 2024</p>

Subject

Security Services Initiatives and 2023 Annual Summary

Recommendation

That the Corporate Report titled "Security Services Initiatives and 2023 Annual Summary", from the Commissioner of Corporate Services, dated March 6, 2024, 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 2024.
- Throughout the year, Transit Enforcement Officers were pivotal in four (4) life-saving interventions, demonstrating quick action and competence in life-saving techniques. Additionally, Security Enforcement Officers were instrumental in two (2) life-saving emergencies. These efforts included four (4) instances where naloxone was administered to successfully revive individuals before the arrival of medical personnel.
- In 2023, Security Services initiated the lost child protocol seven (7) times, effectively reuniting lost children with their families. The lost child protocol typically includes instances where children are missing for thirty (30) minutes or more. Security Services also dispatches a focused task group consisting of two (2) dedicated officers during large-scale events who focus solely on helping lost children find their families.
- Continuous collaboration with Peel Regional Police (PRP) through partnership and joint force operations has significantly improved the safety and security of City staff and the community, represented by the successful implementation of the PRP Video on Demand system in October 2023.
- The completion of Indigenous sensitivity and awareness training by the Security Services team, including management, emphasizes the commitment to inclusivity, diversity, and combating racism within the local community.

- The number of graffiti incidents reported on City property increased 14% compared to last year. There were seven hundred and seventy-seven (777) reported graffiti incidents in 2023 compared to six hundred and Seventy-seven (677) in 2022.
- The year 2023 saw the creation of ten thousand five hundred and eighty (10,580) calls to Security Services to respond to, investigate, or be aware of security incidents around the City. This marks a 7% increase over nine thousand eight hundred and ninety-one (9,891) in the previous year.
- In 2023, in response to evolving security challenges at Civic Centre, Security Services conducted a threat risk vulnerability assessment, supplemented by the Crime Prevention team and a Security Assessment by Peel Regional Police. Due to the unique layout of the building, the assessment conducted by Security Services required careful consideration to balance security needs with maintain an open and welcoming environment for all visitors.

Background

The Security Services section within the Facilities and Property Management division is responsible for by-law 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 several categories in 2023.
- Appendix 2 provides the number and reason for bans imposed under the Trespass to Property Act for 2023 and 2022.
- 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 2023.

Comments

Part 1 – Key Strategic Directions and 2024 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 2024 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.
- Conduct Security Threat Risk Assessment for City properties and facilities to ensure security infrastructure standards are met.

Part 2 - 2023 Achievements

Throughout the year in partnership with law enforcement and City staff, Security Services made several 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 monthly 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 2023 response rate achieved: 99%

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 2023 response rate achieved: 98%

Security Awareness and Community Outreach Establishing Trust

In 2023, 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 2023.

Peel Regional Police Joint Operations and Partnership

In 2023, a landmark initiative with Peel Regional Police was implemented which allowed “on demand” access to the City’s security cameras during critical emergency situations on City properties. This achievement was a result of Security Services reaching an agreement with Peel Regional Police in protecting the City’s interests and the public’s privacy when providing such video access. This innovative service significantly strengthens the safety and security infrastructure for the community and law enforcement personnel in responding to emergencies. The project highlights the evolving and deepening partnership between Security Services and local law enforcement.

Further demonstrating this collaborative effort, the crime prevention team has worked closely with Peel Regional Police on several key investigations, including those related to homicides, missing persons, robberies, and other serious crimes. This partnership has fostered a robust exchange of intelligence and information, which streamlines the investigative process and enhances the collective ability to address and prevent crime efficiently. This ongoing partnership marks a significant step forward in the shared commitment to ensuring the safety and security of the community.

Security Services Bike Unit Enhancement and Expansion

In 2023, the Security Services Bike Unit consisted of a dynamic team of twenty (20) specially trained officers, including six (6) new members being trained in 2023, highlighting the commitment to expanding and enhancing rapid response capabilities. Furthermore, Security Services added two (2) advanced e-bikes to the existing fleet of six (6) bicycles, ensuring their

presence at all significant city events. Notably, the unit has received specialized training in crowd control which was instrumental in ensuring the safety and security during the numerous protests and demonstrations over the year.

The strategic deployment of the Bike Unit has significantly improved the ability to perform patrols and respond to security incidents efficiently. This mobility-focused approach has proven highly effective especially along Lakeshore routes, where terrain may prove challenging during patrols. These areas typically experience a large influx of visitors during the warmer months, which leads to a larger demand for effective patrolling and security presence.

Security Threat Risk Assessment Projects

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 2023, sixty-two (62) assessments were completed which included, but are not limited to, all Fire Halls, Works Depots/Yards, Community Centres, and Libraries. In 2023, twelve (12) projects were fully completed. 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 2024 to provide tactical support to mitigate risks to City assets and perform continuous improvement of security processes.

Civic Centre's Security Infrastructure Quality Enhancement

In response to evolving security challenges at Civic Centre, Security Services conducted a threat risk vulnerability assessment, supplemented by the Crime Prevention team and a Security Assessment by Peel Regional Police. Upon completion of their assessment, Peel Regional Police evaluated that the security infrastructure at City Hall exceeded their expectations and standards. In 2023, there were numerous improvements implemented to enhance the security infrastructure of the Civic Centre.

Due to the unique layout of the building, the assessment conducted by Security Services required careful consideration to balance security needs with maintaining an open and welcoming environment for all visitors. Enhancement included extending operational hours from Monday to Friday, 8AM to 9PM, and improving access control measures. These adjustments aimed to facilitate a smoother, more accessible experience for visitors at City Hall, ensuring they can navigate the building freely and efficiently complete their tasks, all while upholding a secure environment.

Response to Public Demonstration

Throughout 2023, Security Services faced a challenging year managing a significant number of public demonstrations, rallies, vigils, and protests, totaling forty-eight (48) across various locations in the City of Mississauga. These events ranged from peaceful protests and rallies with significant turnout, to more complex demonstrations requiring careful coordination and management to ensure the safety of all participants and the public.

Security Services' approach to these gatherings has been rooted in meticulous planning and collaboration with Peel Regional Police. The Security Services team will continue to develop and implement strategies to prioritize de-escalation and the peaceful conduct of these events.

Staff Training, Security Awareness, and Outreach

The Security Services team, including management, completed Indigenous sensitivity and awareness in the community training in 2023. The training focused on inclusiveness and sensitivity to combat racism in the community.

Throughout the year, Transit Enforcement Officers were pivotal in four (4) life-saving interventions, demonstrating quick action and competence in life-saving techniques. Additionally, Security Enforcement Officers were instrumental in two (2) life-saving emergencies. These efforts included four (4) instances where naloxone was administered to successfully revive individuals before the arrival of medical personnel. Moreover, Security Services initiated the lost child protocol seven (7) times, effectively reuniting lost children with families. The lost child protocol typically includes instances where children are missing for thirty (30) minutes or more. Security Services also dedicates a focused task group consisting of two (2) dedicated officers during large-scale events who focus solely on helping lost children find their families.

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.

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 2024. The planning and development of a mandatory, on-line Protective Measures training element was completed in 2023, and became mandatory for all employees to complete.

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 2023, the number of video requests totaled one thousand nine hundred and sixty (1,960) compared to one thousand and fifty-eight (1,058) in 2022. These requests are typically initiated by law enforcement seeking support for investigations, Human Resources 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 public.

Through coordination with law enforcement, Security Services was able to provide evidence in cases such as:

- Various homicide investigations throughout the year, with law enforcement agencies such as Peel Regional Police, York Regional Police, Toronto Police Services, and others.
- Two individuals attempting to lure children at River Grove CC.
- Successfully locating numerous people who were reported missing throughout the year.
- Reuniting missing children with their families, especially during large-scale events.
- Capturing a getaway car related to a Break & Enter investigation.

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

Security Services Communication Overview

In 2023, the Security Operations Centre (SOC) received a total of ten thousand five hundred and eighty (10,580) calls for service. This marks an increase of 7% compared to nine thousand eight hundred and ninety-one (9,891) in the previous year. This figure encapsulates all forms of communication directed towards the SOC, including direct calls, emails, and any other relevant contacts. The SOC's role in efficiently managing these communications is pivotal, as they are responsible for dispatching officers to respond to the calls. This volume of requests highlights the critical function of the SOC in maintaining safety and addressing the security needs of the community through prompt and coordinated responses.

Special Occurrence Reports (SORs)

In 2023, the total number of SORs increased by 10% when compared to 2022. With an increase in the public using the City's amenities, there has been an increase in security incidents occurring around City facilities and properties.

See Appendix 1 for details on the total number of SORs issued in 2023 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 2023, the total number of fines issued was seven hundred and four (704), and three hundred and nineteen (319) individuals were trespassed from City properties. Majority of these efforts included tickets issued for violating City by-laws such as unauthorized parking of vehicles, not adhering to respectful workplace policies, and engaging in prohibited activities. 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 punitive measures for people in need of help.

Furthermore, there were ninety-nine (99) BOLOs (Be On The Lookout) in 2023, an increase from sixty three (63) in 2022. 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 eleven (11) successful BOLOs reported in 2023, highlighting the successful efforts of Security Services officers identifying, apprehending, or locating persons of interest.

Transit Enforcement Efforts

In 2023, Transit Enforcement responded to a total of four thousand eight hundred and forty-two (4,842) service calls, marking an increase from the previous year's four thousand four hundred and thirty-five (4,435). From this total, one thousand four hundred and seventy-three (1,473) were proactively identified and initiated by Transit Enforcement Officers. The team conducted inspections across seventy thousand four hundred and ninety-six (70,496) units, leading to one thousand two hundred and sixty (1,260) fare-related engagement, with one hundred seventy-six (176) resulting in officers issuing bans and/or fines. In 2023, the introduction of the Presto Card

handheld readers significantly enhanced fare enforcement capabilities, contributing to a noticeable improvement in transit compliance. Additionally, there was a notable increase in transit-related video analysis, with one thousand one hundred and sixty-six (1,166) pulls, up from seven hundred and forty-one (741) in the previous year, further bolstering security and enforcement efforts.

Bans

Bans imposed under the Trespass to Property Act as detailed in Appendix 2, increased from two hundred and sixty-four (264) in 2022 to three hundred and fifteen (315) in 2023. Bans for youths under 18 years of age increased from one hundred and twenty-one (121) in 2022 to one hundred and twenty-six (126) in 2023. 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 2024 with officer's interacting with people 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 outright "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 seven hundred and seventy-seven (777) reported graffiti incidents in 2023 representing an 14% increase compared to 2022's total of six hundred and seventy-seven (677).

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.

	2022	2023
Graffiti Incidents	677	777
Service Level Targets	80%	74%

Achieved		
Removal Costs	\$103,995.01	\$100,566.77

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 decreased 6% compared to 2022. Total costs for graffiti removal decreased by \$3,428.24 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 2023. In 2024, 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 improvement initiatives and activities.

Attachments

- Appendix 1: 2023 Security Occurrence Reports (SORs)
- Appendix 2: 2023 and 2022 Bans Under the Trespass to Property Act
- Appendix 3: Security Occurrence Definitions
- Appendix 4: 2023 Graffiti Incidents Summary



Raj Sheth, P.Eng, Commissioner of Corporate Services

Prepared by: Daniel C. Ulrich, CPP/Manager, Security Services & Civic Precinct Operations