

City of Mississauga  
**Corporate Report**



<p>Date: March 5, 2020</p> <p>To: Mayor and Members of Council</p> <p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Originator's files:</p>
	<p>Meeting date: April 1, 2020</p>

## Subject

**Security in City Facilities, Properties and Transit - Strategic Directions and 2019 Annual Summary**

## Recommendation

That the Corporate Report titled "Security in City Facilities, Properties and Transit - Strategic Directions and 2019 Annual Summary", from the Commissioner of Corporate Services and Chief Financial Officer dated March 5, 2020 be received for information.

## Report Highlights

- This report highlights the strategic direction and focus on Operational Excellence, Security Awareness, Community outreach, and Security Infrastructure with supporting activities and initiatives for 2019.
- The Security Services key achievements in 2019 including an emphasis on Performance Metrics, Staff Training, the Protective Measures Program, and Integration in community activities and partnerships.
- 2019 Security Services Incident and Graffiti reporting.

## Background

The report provides the Chair and Members of General Committee with:

1. An overview of key strategic directions and 2020 security program initiatives.
2. A summary of key 2019 accomplishments.
3. Key security metrics.
4. A summary and analysis of graffiti incidents.

The Security Services section within the Facilities and Property Management division is responsible for bylaw enforcement and security on most City properties including Transit. 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 (SORs). 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 2019 and 2018.
- Appendix 2 provides the number and reason for bans imposed under the Trespass to Property Act for 2019 and 2018.
- 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 2019.

## Comments

### Part 1 – Key Strategic Directions and 2020 Security Program Initiatives

Security Services aims to become the centre of excellence in municipal security service delivery. Key strategic directions have been set and in 2020 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 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

- 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.

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- 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 a state of good repair with an effective maintenance plan.
- Continue the Physical Security Integrated Management System (formerly 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.
- Improve frontline activities by increasing mobile patrols from two cars to four cars on the road as approved by Council in the 2019 operating budget.

### **Part 2 - 2019 Achievements**

Security Services, in partnership with law enforcement and City staff, made a number of significant contributions to the safety of Mississauga in 2019 through the following actions.

#### **Operational Excellence**

Performance Metrics: 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 2019 response rate achieved: 89%.

#### 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 2019 response rate achieved: 87%.

A new response criteria based on incident criticality will be piloted early 2020 to more effectively measure our response times. Calls which did not meet the response targets are primarily low risk incidents.

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## **Security Awareness and Community Outreach**

### *Staff Training*

In 2019, Security Services delivered training to 375 City staff. Training was focused on Personal Safety and Security Awareness (PSSA) and provides general information about staff roles & responsibilities and de-escalation techniques.

### *Security Awareness and Outreach*

In 2019, Security Services attended 14 outreach events interacting with approximately 1500 members of the public. Further efforts will be made in 2019 to increase public awareness about Security Services.

### *Protective Measures Program*

Through the collaborative efforts of various City teams, the Protective Measures Policy was approved by Council on June 21<sup>st</sup> 2017. This 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 Protective Measures Policy (03-10-04) has been revised to change the word “safe room” to “appropriate safe area”. This change will aid in having protective measures plans that are more consistent and manageable. The first Protective Measures Drill occurred on July 26, 2019 at Mississauga Civic Centre. The continued employment of this program, drills, associated training and development of facility plans will continue in 2020.

### *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) and various internal stakeholders. Throughout 2019, Security Services presented at various Councillor Town Hall meetings on crime prevention with educational materials presented at community centres and recreation facilities. This has increased the overall understanding of the City-wide security environment and helped to identify areas of focus and concern.

## **Security Infrastructure**

### *Physical Security Integrated Management System (formerly Integrated Security System)*

The Physical Security Integrated Management System (PSIM) 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

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solutions and roadmap was completed in 2019. A business case has been submitted for approval as part of the 2021 budget cycle.

### *Video Requests*

Video surveillance plays a key role in allowing Security Services and Peel Regional Police to keep the City safe. In 2019 the number of video requests totaled 438. Video requests from Risk Management totaled 167 representing an increase of 58% compared to 2018.

## **Part 3 – Security Incidents**

### *Special Occurrence Reports (SORs)*

In 2019 the total number of SORs decreased by 34% when compared to 2018. This decline is attributed to 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.

See Appendix 1 for details on the total number of SORs issued in 2019 within each Ward and for various categories.

### *Bans*

Bans imposed under the Trespass to Property Act as detailed in Appendix 2, increased from 228 in 2018 to 248 in 2019. The under 18 bans decreased from 104 to 76. 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 2020 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 911 graffiti incidents reported in 2019. This is a 2% increase from 2018 (894 incidents).

### *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.

	2018	2019
Graffiti Incidents	894	911
Service Level Targets Achieved	78%	70%
Removal Costs	\$145,528	\$146,252

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 decreased compared to 2018. Total costs for graffiti removal stayed in line with last year's costs.

Incidents where service level targets were not achieved can be attributed to several factors including 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.

Further details about graffiti incidents and removal statistics are found in Appendix 4.

## Financial Impact

No financial impact.

## Conclusion

Security Services optimized services through new program initiatives and continued enhancements throughout 2019. In 2020, 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: 2019 and 2018 Security Occurrence Reports (SORs)

Appendix 2: 2019 and 2018 Bans Under the Trespass to Property Act

Appendix 3: Security Occurrence Definitions

Appendix 4: 2019 Graffiti Incidents Summary



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