

Corporate Security

Led by: Director of Corporate Security

Service Description

Corporate Security's purpose is to keep people, information and assets safe and secure in a way that makes Calgarians proud. Using a risk-based approach, our service protects The City's information, infrastructure, assets and people – including Calgarians, employees, The Mayor and Members of Council.

Our service focuses on proactive security risk management through security risk assessments and mitigation strategies, security intelligence, security investigations and forensics, security monitoring and response, security technical applications and support, and security awareness and training.

Service Updates

Key Service Results

Throughout 2023, Corporate Security continued to focus on improving and enhancing our operations as a converged security model. Our primary goal remains increasing client risk awareness and leveraging technology to drive a data-driven security risk management process. Our Security Advisors conduct risk assessments for critical infrastructure and applications, providing valuable insights to implement effective security controls.

Through ongoing collaboration with Transit and Bylaw Services, we proactively address crime and social disorder, reinforcing safety for riders through a hybrid enforcement and patrol model. This approach mitigates risks and enhances public safety. Additionally, our continuous collaboration with enforcement agencies safeguards employees, Calgarians, The Mayor, and members of Council, identifying and responding to evolving threats such as social disorder, demonstrations, and cyber threats.

Service Challenges

The security threat environment is constantly evolving, our security teams continue to explore opportunities to enhance monitoring, controls, and response capabilities in an innovative and cost-effective way. We have actively responded to challenges related to cyber threats, social disorders, rallies, protests, overdoses, encampments, medical emergencies, and disorderly conduct.

Trends & Potential Uncertainties

The security landscape in Calgary remains dynamic and complex, emphasizing the need for focused and intentional security services. We prioritize understanding client and employee security needs, enhancing collaboration with partners, exploring innovative communication methods, and refining emergency response plans for readiness.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

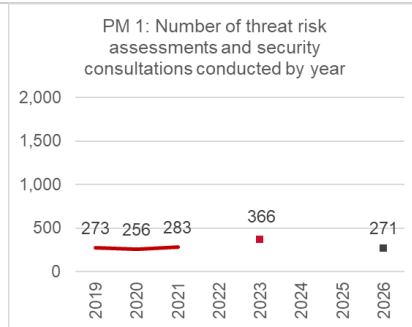
➔ Progressing as planned

⊖ Not progressing as planned

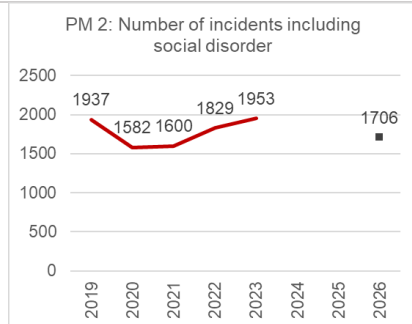
Performance Measures

Story behind the numbers

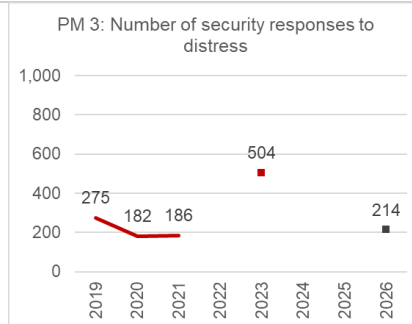
Status



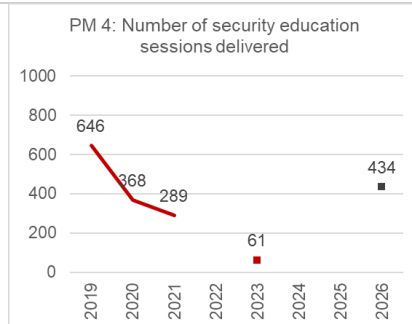
Requests for consultation services continue, encompassing physical and cyber threat risk assessments, security evaluations, and control reviews. Through collaborative efforts, we identify and manage security risks affecting service and project delivery, a proactive approach that enhances service quality. In total, we conducted 366 security risk assessments and consultations, covering cyber risks, facility threats, physical security audits, and assessments for events and workplace violence.



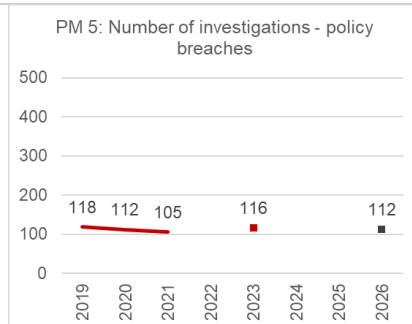
In 2023, the number of incidents related to social disorder has slightly increased compared to previous years. With 1953 incidents recorded, it indicates the ongoing presence of social issues that require attention. This data reinforces the importance of prioritizing public safety and addressing social disorder as part of the Downtown Revitalization initiative. As The City workforce continues returning to the office and the downtown foot and vehicle traffic increase, we closely monitor this measure to maintain a safe and secure environment for all.



Since expanding guard patrols to LRT stations in October 2022, our front-line guards have made 504 emergency medical responses in 2023, surpassing the totals of 2020 and 2021. Our comprehensive measure includes overdoses, Naloxone administration, CPR, and overall emergency medical responses. We remain dedicated to community safety, continuously adapting strategies to address evolving challenges and make a positive impact on those affected by distressing situations.



Security training plays a vital role in proactively managing risks such as workplace violence and aggressive behaviour. Mandatory cybersecurity awareness training, approved in 2021, enhances organizational resilience. As office staff returned in early 2023, comprehensive security training becomes essential to address unique challenges and foster a safer work environment. To further strengthen our efforts, we are developing a more comprehensive Corporate Security Training and Awareness Program that will include a campaign on physical security.



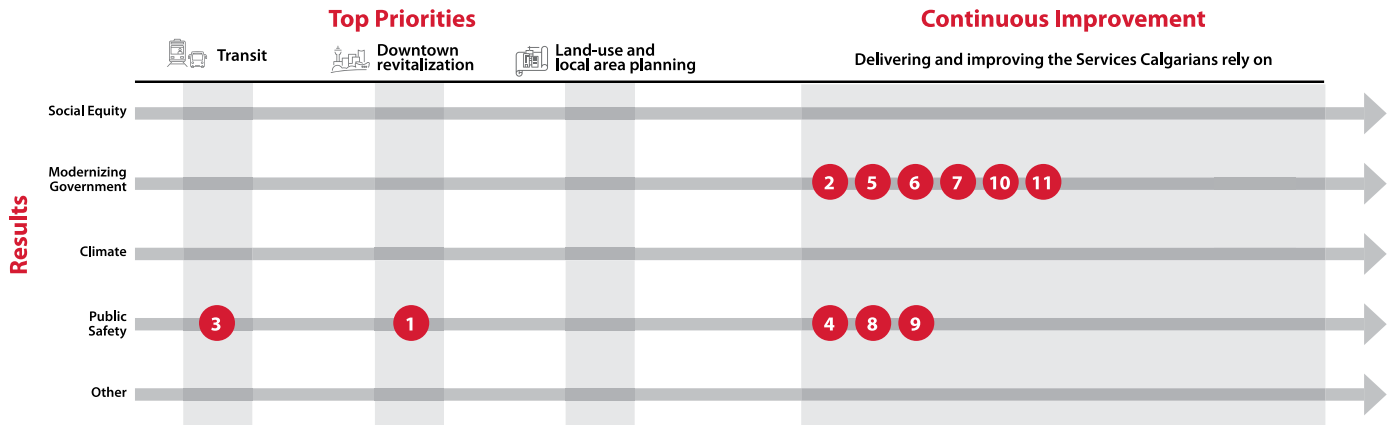
In 2023, investigations of reported alleged City policy violations was 116 cases and the complexity of these cases increased, including an increase in video requests. Notable increases were observed in areas such as acceptable use of technology, off-duty behavior and/or criminal conduct, malfeasance, and workplace violence. Corporate Security remains committed to collaborating with partners in Labour Relations, Human Resources, and Law to identify policy breaches and address underlying causes.





Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
 - Progressing as planned
 - Not progressing as planned
 - Not started
 - Initiative number

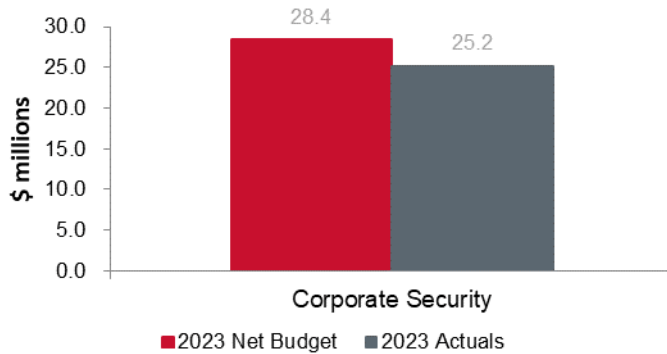
| Initiative | Initiative Update | Status |
|--|---|--------|
| 1 Provide a safe and secure working environment by maintaining current delivery of workplace violence and active assailant response training for City employees. | In 2023, security training continued to prioritize workplace violence, aggressive behavior, risk management, active assailant preparedness, and mandatory cyber security awareness. Corporate Security is enhancing its efforts by developing a physical security awareness campaign to ensure employee safety and security awareness. The training aimed to reduce vulnerabilities to cyber threats and promote ongoing vigilance. Overall, the City maintained a comprehensive and proactive approach to security, fostering a safe environment for employees and promoting awareness of potential risks. | |
| 2 Maintain organizational resilience from cyber security events by implementing mandatory cyber security awareness training for City employees. | As office staff returned in early 2023, the completion rate for comprehensive security training exceeded 80%, highlighting the importance placed on addressing unique challenges and fostering a safer work environment. To further enhance these efforts, a more comprehensive Corporate Security Training and Awareness Program was being developed, encompassing a campaign focused on physical security. The aim was to provide employees with the necessary knowledge and skills to mitigate security risks and create a secure workplace environment. | |
| 3 Improve public safety and response to social disorder and criminal activities through increased training for emergency response and de-escalation techniques for the in-house guard program. | In 2023, our in-house guards responded to 504 emergencies, a testament to our advanced training programs in emergency response and de-escalation techniques. This achievement not only surpasses our past records but also showcases the critical role of our specialized training in preparing guards for diverse incidents. Our commitment to enhancing these training programs ensures our guards are equipped to safeguard our community effectively, demonstrating our dedication to improving public safety. | |
| 4 Maintain availability of all City services by completing reactive threat risk assessments for City critical infrastructure and recommending security measures. | Continued to meet the needs of clients through our Physical Security program. This includes conducting complex Threat Risk Assessments (TRA) & numerous security reviews. A security advisor was dedicated to completing TRAs for critical infrastructure sites. We continue to move towards a more proactive approach to identifying risks and recommending controls and mitigation strategies. | |
| 5 Maintain availability of all City services and minimize outages due to ransomware events through improvements of cybersecurity incident response. | The incident response team now operates under the Risk Monitoring and Response Division, collaborating closely with subject matter experts within the Law, Legislative Services & Security department (LLS&S) and the IT Business Unit. This cohesive approach ensures a more effective and coordinated response to incidents, enhancing the City's ability to swiftly address cyber threats and mitigate their impact on services. The ongoing efforts highlight the City's commitment to continuously strengthening incident response capabilities and maintaining a resilient and secure environment. | |

| Initiative | Initiative Update | Status |
|---|--|---|
| 6 Support Enterprise Risk Management through the implementation of business impact assessments. | Corporate Security continues to implement the ESRM framework by obtaining corporate insight, clarifying roles, quantifying business impacts, and enabling timely decision-making. To address operational risks, it has been identified that the Business Impact Analysis (BIA) functionality be developed within a centralized integrated security risk management model. This initiative aims to identify critical services and ensure their uninterrupted delivery by improving data accuracy and decision-making processes, supporting the City's commitment to enterprise risk management. |  |
| 7 Improve organizational resilience and maintain availability of all City services by developing and implementing a program to identify confidential and personal information and apply efficient and effective security measures. | The initiative is early in the pre-project phase during the reporting period. Aligned with the goal of modernizing government, this program aimed to enhance security measures and ensure the availability of City services. Moving forward, it is crucial to reassess challenges, realign objectives, and implement corrective measures to improve the program's progress and achieve the intended outcomes of safeguarding sensitive data and maintaining service availability. |  |
| 8 Improve organizational resilience and public safety through the lifecycle and upgrade of security tools, applications and hardware in public facing facilities and other City infrastructure. | Building upon their successful performance in 2022, the Technical Service team continued to monitor, troubleshoot, and repair critical security systems during the reporting period. In 2023, their dedication and expertise resulted in the completion of numerous service work orders for intrusion alarms, cameras, access control, and intercom systems. The team's ongoing efforts ensured the smooth functioning and reliability of these systems, maintaining a secure environment for the City. |  |
| 9 Improve application of security measures and reduce security risk to The City through the development and implementation of a security architecture program, which will embed security in all planning and design activities. | The initiative to improve the application of security measures and reduce security risks through a security architecture program is currently in the scoping and early stages of capacity development, aligning with the goal of public safety. Efforts are underway to assess requirements, establish frameworks, and lay the foundation for successful implementation. We remain committed to achieving strengthened security measures and reduced security risks. |  |
| 10 Enable modern government and support the management of increasing digital and workforce risks by developing and hiring leaders throughout the organization, functional management, and support of employee engagement initiatives. | A permanent Chief Security Officer (CSO) was in place in early 2023 through a competitive process, reinforcing the initiative's focus on enabling modern government and managing digital and workforce risks. The CSO provides stability and expertise, driving the development, strengthening, and stabilization of the organizational structure. The initiative continues to progress as planned, emphasizing the development of hybrid security leaders, effective risk management, and fostering innovation. Employee engagement initiatives promote security awareness and enhance organizational resilience. |  |
| 11 Support effective decision-making and reduce the amount of administration effort through client engagement, transparency, and accountability of core security services by maintaining The City's Internal Recovery and Implementation Project initiative through Corporate Security's internal recovery model. | The initiative to support effective decision-making and reduce administration effort through client engagement and accountability of core security services is progressing as planned. By maintaining the Internal Recovery and Implementation Project initiative and using Corporate Security's internal recovery model, we continue to enhance service delivery, streamline processes, and promote modernization efforts. This initiative contributes to continuous improvement, facilitating effective decision-making and reducing administrative burdens while promoting transparency and accountability. |  |



Service Updates on Financial Performance

Net Operating Budget and Actuals as of December 31, 2023

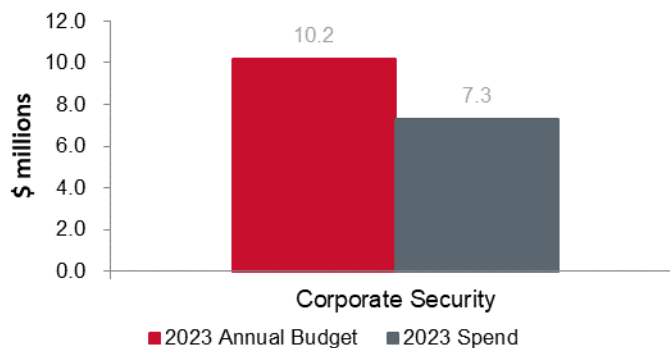


Operating Budget Updates - 2023 net operating budget vs actuals:

Corporate Security has a favorable operating variance of \$3.2 million. The primary drivers of the variance were \$2.8 million savings in salary and wages from intentionally managing the workforce, \$0.7 million lower spending on contractual services expenses, and an offsetting unfavorable variance of (\$0.3) million in materials, equipment, and supplies expenses due to inflation.

In 2023, Corporate Security experienced challenges with procurement delays and growing demand for security services amid resource constraints. Corporate Security will continue to monitor these challenges and implement strategies to mitigate impacts to operations and service levels.

Capital Budget and Spend as of December 31, 2023



Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Corporate Security has spent 71.6 per cent of the 2023 approved capital budget. The underspend is attributed to unavailable business partner resources that were prioritized to operational initiatives. Corporate Security is working with its internal and external partners to mitigate these challenges.

Corporate Security's capital budget was primarily invested in upgrading and maintaining existing security infrastructure including Intrusion Detection Systems, Access Control, and the Video Management Solution, to mitigate security risk to The City of Calgary and enable business continuity.

Corporate Security continues to experience challenges with procurement delays and inflation.