



Hamilton

# INFORMATION REPORT

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	March 01, 2017
<b>SUBJECT/REPORT NO:</b>	Corporate Security Office (CM17002) City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
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<b>SIGNATURE:</b>	

## Council Direction:

At the February 3, 2016 General Issues Committee (GIC) meeting, Emergency Management Section staff was directed, in collaboration with the Facilities Management & Capital Program Division and the Hamilton Police Services, to co-ordinate a cross-functional team (Corporate Security Task Force) to review the City's security program, with a focus on establishing a long-term security management governance model, work plan and budget to address Corporate security needs, and report back to GIC, prior to the 2017 budget process, with recommendations related to future staffing and budget requirements as a result of a review of the City's security program.

## Information:

In order to fulfil the direction of Council, a Security Task Force was created consisting of staff from several divisions as noted in appendix "A". Information developed by the task force is included in this report.

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*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

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**Background:**

In 2006, Report PW06021 titled Security Master Plan and Security Management Plan was “received” in camera by the Public Works Committee (officially not reviewed nor approved) and made public. No formal action was taken by Council to formalize security procedures.

Since 2006, a number of incidents have occurred which in the absence of a security management framework were not consistently documented. The absence of security identity in the organization leaves the City vulnerable to security breaches with no security governance policy, or procedures/guidelines. The lack of consistent standards or training in security management including the lack of recording of incidents renders city employees, facilities and resources vulnerable to crimes such as theft, vandalism, trespassing, etc. Many departments outsource security functions resulting in a reactive management approach.

Typically, and by default, security matters have flowed to the Facilities Management & Capital Program Division within the Public Works Department, be they emergencies or physical security requirements.

The Facilities Security Review Report (2014 – 2015), a review of security issues at City facilities was produced by our Municipal Security Management expert. The objective was to integrate security risk management strategies into the overall corporate risk management process and provide tools to plan and track progress. This document outlined potential risk exposures and the current lack of a security governance policy, procedures and guidelines.

In 2016 the Corporate Security Task Force convened several working sessions to review the corporate security function. The absence of security identity (single point of contact) supported by a security organizational mandate and policies which would facilitate a more effective and efficient implementation of security measures across the entire corporation were identified.

**Security Task Force (Outcomes):**

In developing the new governance model for corporate security, the Task Force as well as Senior Leadership Team (SLT) noted that keeping the security function in the Facilities Management & Capital Program Division allows for whatever security knowledge, experience and lessons learned that have been garnered over time to be carried forward into the new Corporate Security Program. The Task Force also reviewed the benchmarking results for municipal security contained in the Facilities Security Review Report.

A review of municipal comparators across Ontario; the head of security is in a management or supervisory role and predominantly resides as a part of Facilities Management (Municipal comparators, attached hereto as Appendix “B”).

It is strongly recommended to implement the steps resulting from the Security Task Force and the Facilities Security review as outlined by the City's Security Management expert.

In consultation with a security management expert, the Corporate Security Task Force developed a 5-year work plan (attached hereto as Appendix "C") based on the Facilities Security Review. It outlines the key objectives for the development and implementation of the Corporate Security Program over the next 5 years.

The Task Force recommends the following:

- An approved Corporate Security Program Mandate will authorize the role and direction of the Corporate Security Program.
- A Corporate Security Program will be managed by a Chief Security Officer that will report to the Facilities Management & Capital Programs Division in Public Works.
- The Chief Security Officer will drive current and future security needs through the strategic development of corporate-wide policies, and implementation of enterprise-wide security technologies.
- The Chief Security Officer will provide subject matter expertise and guidance on the implementation of corporate security policies to client departments.
- An Advisory Committee comprising of departmental staff will be responsible for the execution of corporate security policies within their department and supporting the Chief Security Officer in developing strategies for security measures.

The formation of a corporate-wide Security Advisory Committee is an important tool in the early success of a Corporate Security Management Program at the City of Hamilton. The Advisory Committee provides a vehicle for key staff to work together in developing strategic security management policies and procedures. The Advisory Committee will consist of key representatives from city departments and will address areas of concern, promote best practices and develop strategies for security measures that will be implemented by operational staff.

The sustainability of the Corporate Security Program includes hiring a Chief Security Officer (and operational staff in future years) to support in the investigations, reporting and management of this office. As outlined in the work plan, additional costs will be required as the Security Program matures and extends beyond the development of policies and procedures to the implementation of strategies and technologies for the safety of our facilities, people and IT services and would be presented to Council for decision in future budget years.

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## **2017 Corporate Strategy**

A Chief Security Officer reporting to Facilities Management & Capital Program (FMCP) Division will be hired on contract for up to 24 months as per the Budget Complement Control Policy. This position will not exceed the 24 month period without council's approval. Staff will report back to Council prior to the end of 2018 outlining the security office's progress and will provide further recommendations for Council's considerations as it relates to the future role of the Security Office.

The Chief Security Officer's position will be rated at Salary Grade 6 (\$87,247 to 96,942). The financial implications for this contracted position in year one are estimated at \$110,281 (benefits included); second year, \$116,116. Funding is available in Capital Budget Project ID **#3541541631; #3541641631 & 3541741631- "Facilities Security Program"** to support this initiative. The Chief Security Officer will begin the implementation of the work plan identified in Appendix "C".

## **APPENDICES AND SCHEDULES ATTACHED**

Appendix A to Report CM17002 – Corporate Security Management Task Force

Appendix B to Report CM17002 – Top 10 Ontario Cities by Population

Appendix C to Report CM17002 – Security Management Planning Recommendations