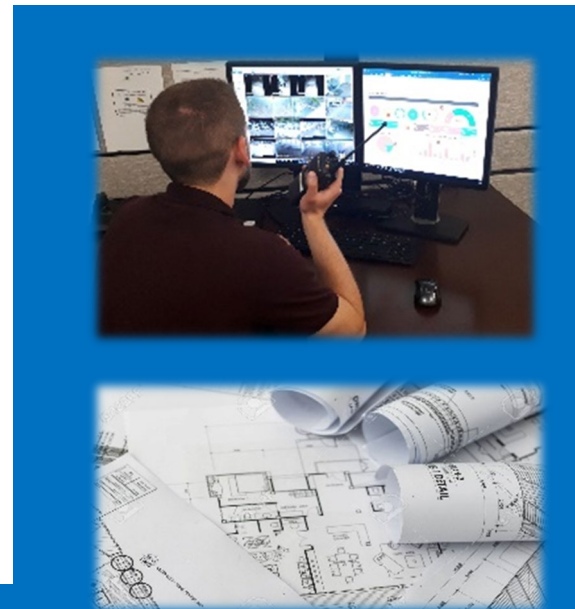


# Corporate Security Annual Report 2019



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## Introduction

The Corporate Security Office (CSO), under the Facilities Planning & Business Solutions section, Energy, Fleet & Facilities Management division in the Public Works department, is the City's corporate office responsible for setting and delivering physical security standards for City staff, assets and visitors in partnership with all City divisions.

In 2020, the CSO is please to begin annual reporting on security operations, technology delivery, system enhancements and other key accomplishments. In 2019, the CSO began collecting statistical data and key performance indicator (KPI) measurements from various information sources. Further collection, analysis and refinement of data and information sources will continue into 2020 and the coming years.

The 2019 Corporate Security Annual Report is expected to provide a detailed review of the past 12 months of security related activities, incidents and event & project summaries. The report is also expected to identify enhancements and growth development through budget projections and City-wide security service alignment.

The CSO is dedicated to contributing towards the City's guiding principals in the Strategic Plan (2016-2025) regarding safety and security in the community and work environment. The Strategic Plan's mission - ***"To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner"***, demonstrates the commitment and importance of safety in the delivery of municipal services.

### **Vision Statement (Public Works)**

As a service delivery member of the Public Works, the CSO supports the department by structuring, analyzing and delivering its services under the Public Works Vision Statement of;

*“The Public Works Department supports the City’s vision by providing high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner. The department brings the City’s vision and mission to life through its core services including corporate facility management, infrastructure rehabilitation, roads operations, parks and green space maintenance, transit, and waste management which are essential to the lives of residents and visitors to the City.”*

### **Mission Statement (Energy, Fleet and Facilities Management)**

Under the Energy, Fleet and Facilities Management division of Public Works, the CSO builds and services its clients under the division’s Mission Statement of;

*“We are Energy, Fleet & Facilities; an engaged and accountable team, connecting our communities by efficiently planning, building, acquiring and maintaining safe, sustainable assets.”*

### **Mandate (Corporate Security Office)**

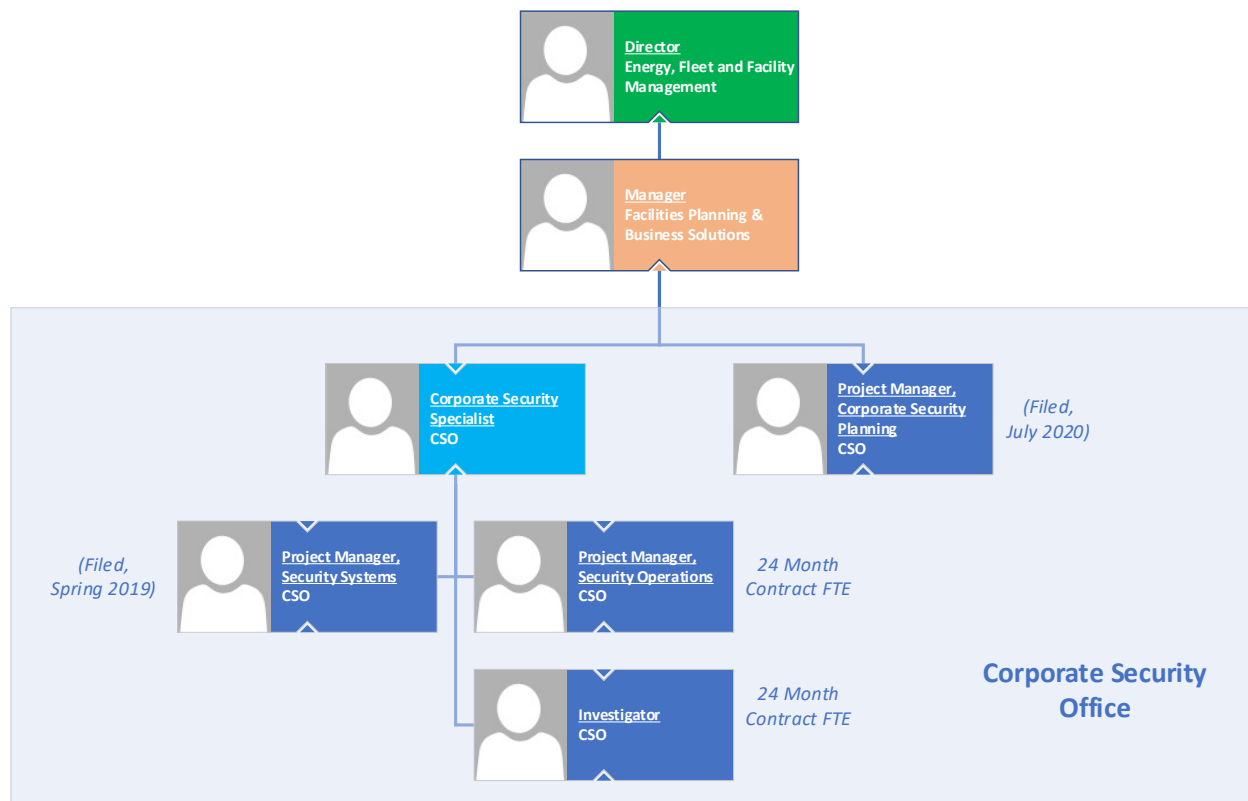
*“The Corporate Security Office is committed to providing best in class services to city employees and customers with a focus on ensuring a safe and secure environment for employees and users of its properties and services. The protection of all assets critical to the City’s operations and premises (i.e. people and property) is the primary objective of the Corporate Security Office Mandate.”*

## Organizational Structure

The CSO team experienced a growth in FTE assignments (permanent and contract) in 2019.

The Project Manager Security Systems joined the team in the Spring of 2019, with the Project Manager Corporate Security Planning joining in July 2020.

There are two remaining 24-month contract positions that are currently in the recruitment process from early in 2020. However due to the unforeseen COVID-19 pandemic and its impacts, these recruitment processes are currently on-hold.



## **Year in Review**

### **Significant Activities & Events**

The CSO is dedicated in providing a safe and secure environment for City of Hamilton employees, assets and visitors to our properties. The types of services that are provided include:

- Security planning services
- Work environment uniformed security guard services at various office locations,
- Sports event based security guard services (i.e. Tim Hortons Field),
- Incident management and investigations,
- Internal physical security consulting with various City divisions,
- Event security planning and execution,
- Security Site Review (SSR) assessments and mitigation recommendations,
- Administration of Access Control and CCTV systems,
- Project management of security system technology installations, and
- Alarm response.

In 2019, the CSO in collaboration with various business stakeholders such as Planning & Economic Development (PED) and Facilities Management, continued in the delivery of various physical security enhancements to the City Hall facility. These security enhancements included technology and tools to support a safe working environment for City staff and the residents who attend the facility for municipal services. The enhancements are based on a 2018 Security Assessment by a 3<sup>rd</sup> party security consultant. This Security Assessment (1817SM – City Hall) and the recommendations were included as an Information Report (PW19111) in December 2019.

Several physical office environment changes are currently in the design phase, with work expected to take place in 2020 in several public transaction counter areas within City Hall. Specifically, on the 5<sup>th</sup> and 6<sup>th</sup> floors, clearly defined separation between public common spaces, and staff restricted areas will be achieved through service counter safety measures and service separation walls. These design changes will provide City staff with additional safety elements in their work environments, while supporting the face to face services at the public counters.

A number of recommendations that have already been completed through to the end of 2019 include;

- Video messaging and information screens in public common waiting areas;
- CCTV enhancements at public transaction counters;

- Duress event notification system expansion (“Blue Lights”) for staff within restricted staff office areas, as well as at public and Point of Sale (POS) locations.

The CSO contributed to the planning and execution of security services to 3 major Summit events held at City Hall in 2019.

The CSO was also involved in the mitigation planning for security and assets protection related to two potential unionized labour disruption events.

The CSO noted an elevated number of increases related to demonstrations and large public gatherings in the City Hall Forecourt during 2019 from 2018.

Previous operational challenges noted in the security industry saw an operational reduction in complaints received by the CSO early in 2019 related to the possession and use of marijuana products with the decriminalization of the product in late 2018. The transition of complaints related to marijuana are now handled under the Smoke Free Ontario Act during regular business and sport event venues.

In 2019, the CSO was engaged in 40 security technology projects, of which 12 were completed. A more in-depth example is captured in the “Project Focus” section of this report.

## **New City-wide Security Guard Services Contract**

In early 2019, the CSO was able to consolidate 3 traditionally separate Security Guard Service contracts into one competitive RFP process. The services originally procured and managed by Facilities Management, Hamilton Water and Ontario Works, were brought together to standardize service delivery practices and related processes and procedures.

The new 5-year (5 x 1-year terms) contract was a successful amalgamation of the original 3 services contracts. Under the remaining terms (2-5), the deployment of all Security Guard Services is now harmonized.

One significant benefit to the City through the new 2019 contract is the hourly bill rates for static coverage at sites that were originally under Facilities Management's 2018 service contract. Hourly bill rates under the RFP have decreased by 28% for several sites, which reduced the 2019 overall operating impacts from the 2018 actuals at the impacted sites.



**28 % reduction in hourly bill rates**

Under the amalgamation, service hour delivery specifications remained for the most part consistent to the original contracts, with slight enhancements at City Hall, MacNab Terminal and Hamilton Water's 700 Woodward plant. One major enhancement to the overall delivery of the service is the dedicated Mobile Supervisor role. With the introduction of this dedicated service, the City is expected to see a dramatic reduction in specific demand-based services for alarm response calls and proactive patrol requests which were traditionally billed per event and are now captured under an existing service level.

Through the remaining terms of the new contract, service level analysis will continually take place to ensure it is reflective to the actual needs of the various clients and fiscally reflective to the benefit that the service provides the City.



In 2019, the following service hours and costing metrics were performed through static uniformed Security Guard Services under the new amalgamated Security Guard Services contract starting in the month of May;

Site / Location	New City-wide Security Guard Services Contract Metrics				
	New or Existing in 2019	2019 Enhancements	Start Date	2019 Service Hours	Average Monthly Cost per Sq./Ft (Note 5)
City-Wide Mobile Supervisor	New		April 29, 2019	5,868	N/A
City Hall	Existing	<i>Note 1</i>	April 29, 2019	8,512	\$0.10
Lister Block	Existing		April 30, 2019	5,900	\$0.13
MacNab Terminal	Existing	<i>Note 2</i>	May 6, 2019	4,940	TBD ( <i>Note 3</i> )
POA Courthouse	Existing		April 29, 2019	5,952	\$0.11
Stoney Creek City Hall	Existing		May 6, 2019	1,112	\$0.04
Tim Hortons Field	Existing		April 30, 2019	11,733	\$0.08
Ontario Works Offices	Existing		June 1, 2019	2,367	\$0.07
Water Plant	Existing		October 1, 2019	2,208	TBD ( <i>Note 4</i> )

**Note 1** – City Hall service enhancement in 2019 includes 2 x Security Guards during business days and evenings, from previous 1 x Security Guard.

**Note 2** – MacNab Terminal service enhancement in 2019 includes 24-hour coverage from previous average of 20 hrs. per day.

**Note 3** – MacNab Terminal costing requires additional surface area calculations of total serviceable area (Terminal and Platforms). Expected for 2020 Annual Report.

**Note 4** – Water Plant costing requires overall surface area and individual structure calculations of total serviceable area (Plant & Buildings). Expected after Capital Project Refresh.

**Note 5** – Average monthly cost per square foot is calculated by taking an average monthly bill cost per site, against the identified interior square footage of the applicable building / leased space as documented in the Archibus database at the time of the Annual Report creation.

## Municipal Security Networking and Benchmarking

In 2019, a benchmarking report commissioned by the City of Ottawa's Corporate Security Office regarding comparable municipal Security functions was prepared, to which the City of Hamilton's Corporate Security Office contributed. This benchmarking report provided great reference to the services that are provided by the City of Hamilton to comparable Canadian municipalities including uniformed security guard services, contracted versus in-house models, costs of services and applicable internal cost allocation as well as policy development and technical scales of services.

## **Project Focus – City Hall Exterior CCTV Enhancements**

### **Background**

The existing security cameras (CCTV) located at the City Hall property were installed during the capital renovation project which was completed in 2010. The CCTV cameras that were installed on the exterior of City Hall were intended to support a general overview of the grounds were reflective of the open market technology capacities and the identified needs of that time for the safety and security of the exterior parking lots and forecourt environments.

Since the renovation of the Forecourt in 2010, the use and enjoyment of the City Hall property by residents of the Hamilton community for municipally based programs and local events have drawn increasing numbers of attendees. In recent years, the City has seen an increased use of the same area for social interests and politically based gatherings by Hamilton residents and guests from other regions of a wide range of ideologies. The inherent requirement for enhanced community safety associated with the use of this public sphere area by various groups, require mitigating measures be applied to support a safe and inclusive use of this space. During major events that occurred specifically in 2018 and 2019, the use of the existing CCTV cameras on the property used to support safety complaint investigations by investigating authorities was found to be challenging based on current equipment limitations.

### **Scope of Work**

There are several existing CCTV camera locations specifically on the upper deck parking lot area that were introduced in recent years and already provide supportive video data for their respective areas and were not included in this project.

The enhancements related to the CCTV cameras primarily on the exterior of the City Hall facility started in early December 2019 and were completed in early January 2020.

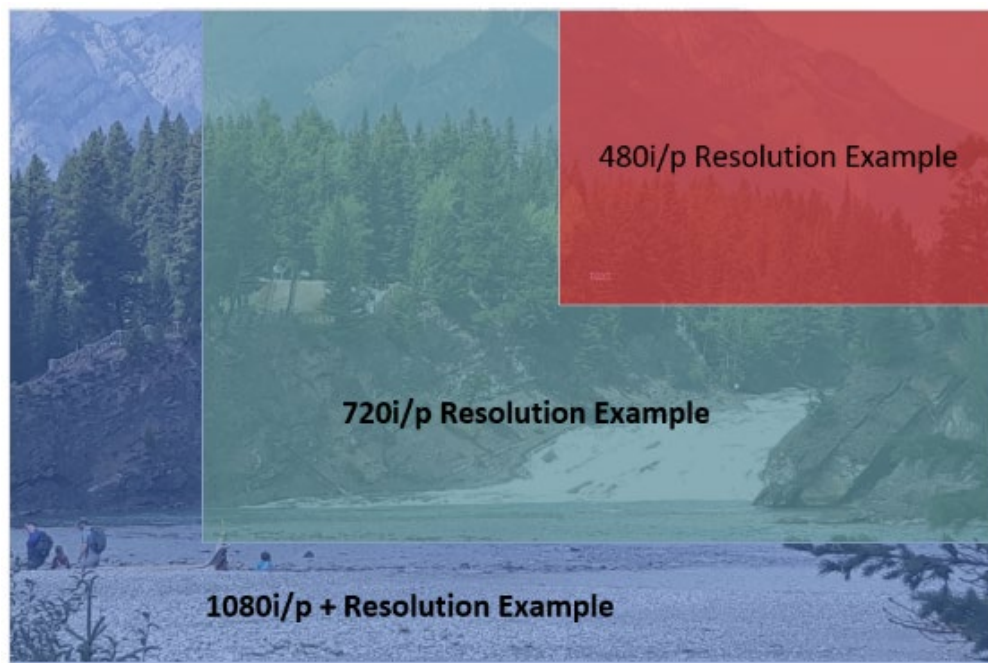
The initial projected cost associated with the enhancements required for the City Hall project were proposed to be \$50,000. The actual capital cost associated with this project was a total of \$51,732.50 (plus HST) and was paid through existing capital accounts.

## Project Metrics

During the work, a total of 17 existing camera units were removed, and replaced with 14 new models on the exterior of the City Hall grounds. Of the new camera units, 13 were installed using the existing 2010 cabling infrastructure from the original locations; 4 existing locations were not required to be reused due to the enhancements related to the new camera models providing greater general coverage and pixilation abilities; 1 additional new unit was installed as a new installation located on the CityLAB property adjacent to City Hall to support safety and security of the east pedestrian walkway between the front Forecourt and rear parking lot areas.

The majority of the existing CCTV cameras were providing an image that was recorded at the pixel resolution count of 640x480, through MPEG compression. This image resolution capability was reflective to the standard infrastructure in 2010.

The mixture of new open market camera units that have been installed through this project range in resolution capabilities from 4096x1800 pixels (180-degree views) to 4000x3072 pixels (360-degree views), in H2.64 compression. The enhancements at the camera viewing level have increased in their total general capabilities by 2,300 % and 3,900 % respectively. These increased capabilities provide the City with an increased general coverage canopy size and an increased ability to zoom with detail to support incident analysis.



## **Annual KPI's and Statistics**

### **What We Report and Why**

Documenting and reporting in the security industry is critical to ensure compliance with legislation where applicable, as well to provide factual data to support strong analysis to understand, "***What we are doing?***", "***Where are we doing it?***", and "***How are we doing in delivering these services?***".

It is important to note that the calculation of reported data should not be considered as a sole source of measurement related to the risk, and safety of the buildings and properties that correspond to the data. It is also just as important to note that the reporting should not be considered as a sole source for all incidents that occur on City property, as there are other authorities whose reporting data should be applied for a thorough application as well (i.e. Hamilton Police, Hamilton Fire and Paramedic Services).

In 2019, the reporting of incidents (reactive) and activities (proactive) that were tasked to the CSO and its contracted Security Guard Service provider were collectively documented into one overall database. Beginning in 2020, the CSO will be separating the two specific service deliveries (incidents and activities) to reflect its actual use and value to the City.

Along with incident reporting, activity reporting is an important source of measurement to a security program. This type of data will measure and deliver enhanced services to our clients, in addition to service-based calls. Some of the data related to activity reporting in 2019 includes the proactive patrols of high priority sites City-wide, to increase the visibility and sense of ownership to City properties, that may not be staffed at all times. Some of this information is shown in the KPI section of this report.

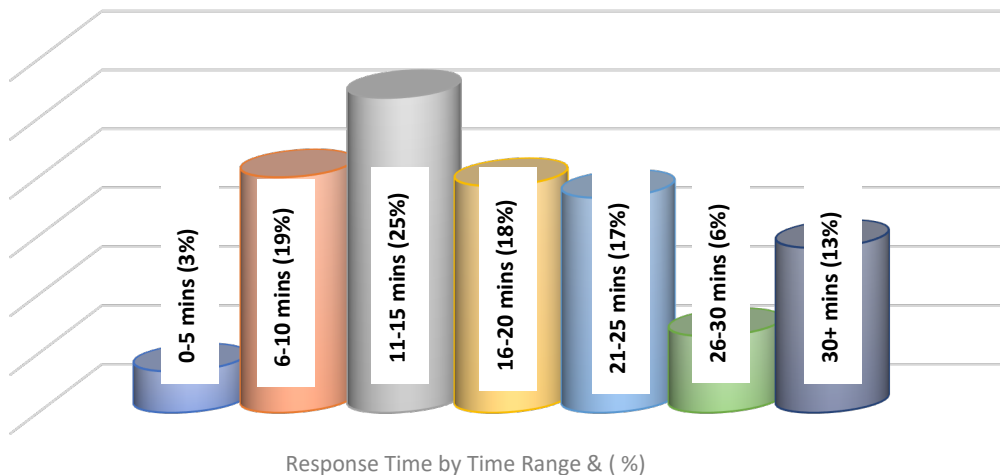
## 2019 Key Performance Indicators

In providing an alarm response process to the City, it is important to ensure that the dedicated resource(s) assigned to this role are able to provide an acceptable response time, based on various factors such as geographical distance, weather impacts, and call volume. As a base, the CSO has identified an up to 30-minute response time for alarm calls as a standard in the City of Hamilton, based on the factors noted above, and the current resource of 1 vehicle on the road 24 hours a day.



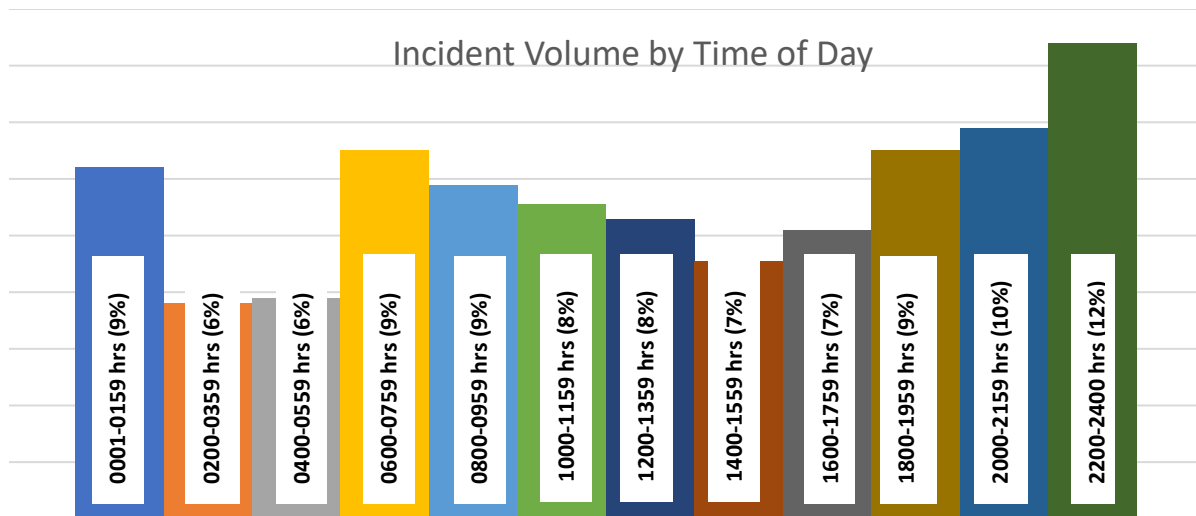
**30 Minute or less response time target for alarm response.**

In 2019, 88% of the CSO's alarm response calls were able to have an on-site achievement within 30 minutes of the call being dispatched. A further breakdown of the time response is shown below.



Response Time by Time Range & (%)

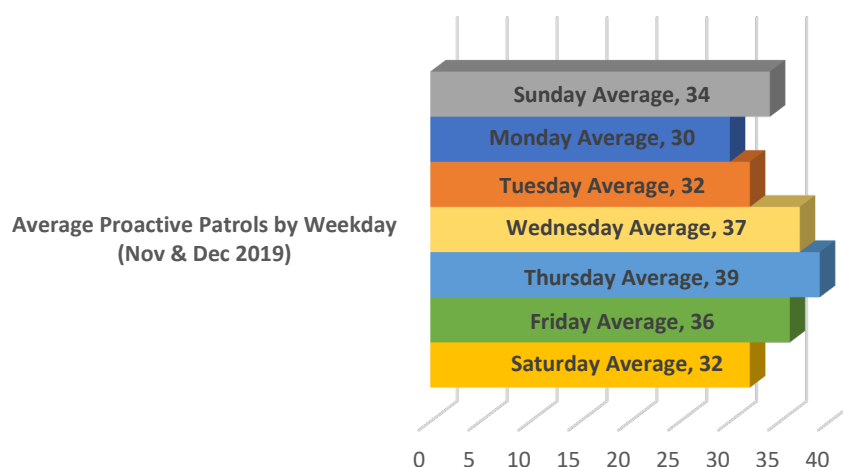
The volume of incidents and what time of day they occur is an important measurement tool to support the alignment of resources based on traditional high-volume call times. In 2019 the highest peak time for incidents to start are from 1800 hours through to 2359 hours. There was also a quick peak time increase in the early morning hours starting at 0600 hours, gradually reducing in the mid afternoon.



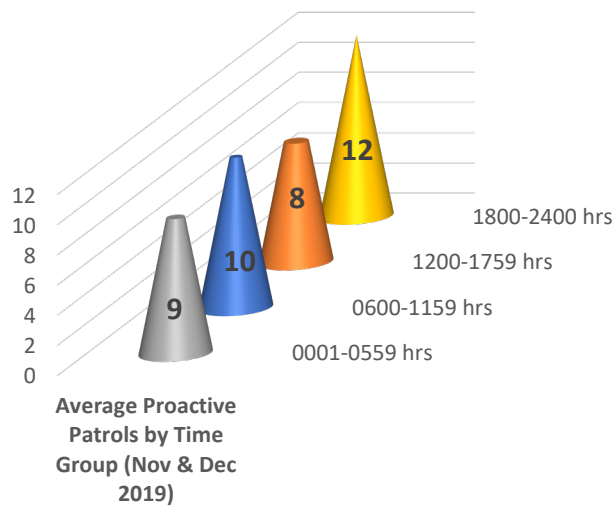
## 2019 Activities

In 2019, proactive patrols and observations based on the patrols contributed to a significant volume of documented activities. Beginning in November 2019, proactive based patrols were structured and documented using run sheets, allowing for greater control by the City of this resource use, and capturing the actual patrols completed. Between November 1, 2019 and December 31, 2019, over 2,090 individual proactive patrols were completed at specific high priority sites.

In 2019, the CSO, on average, was able to perform the most amount of proactive patrols on Thursdays with Mondays having the lowest average of activities.



In 2019, the time of day that proactive patrol activities took place did not vary greatly, however most patrols on average were completed between 1800-2359 hrs.



### 2019 Incident Statistics

In 2019 the CSO responded to **1,498** service calls City-wide, in addition to the static security guard coverage provided in the contract.

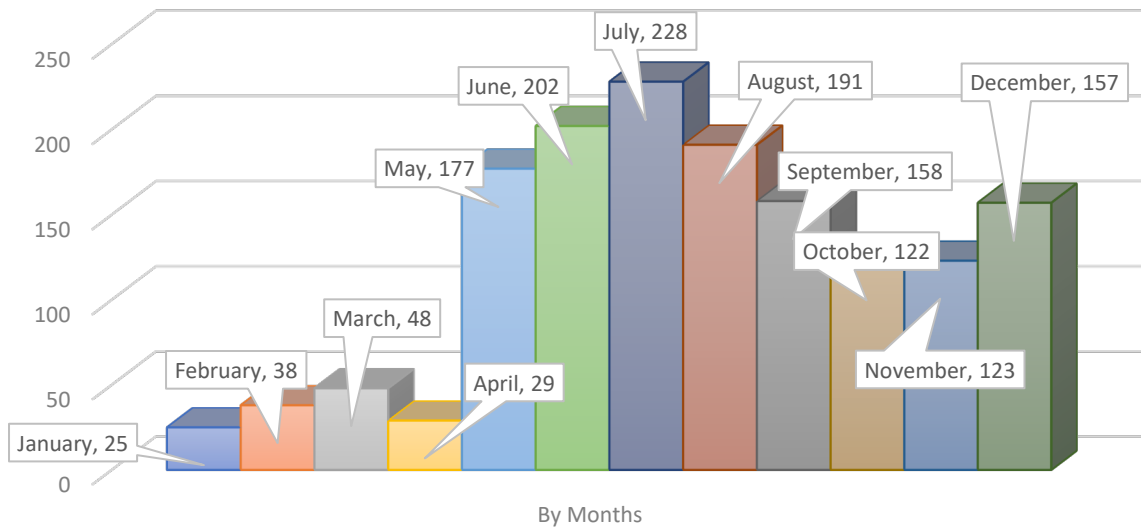
The largest volume (approx. 47% of overall calls) of demand-based calls for the Security Guard Service provider was for **Alarm Response** at **709**. These types of calls include Intrusion / Burglary, Fire and Duress activations. A high-level summary of these calls is shown below.

## Select Incident Statistics:

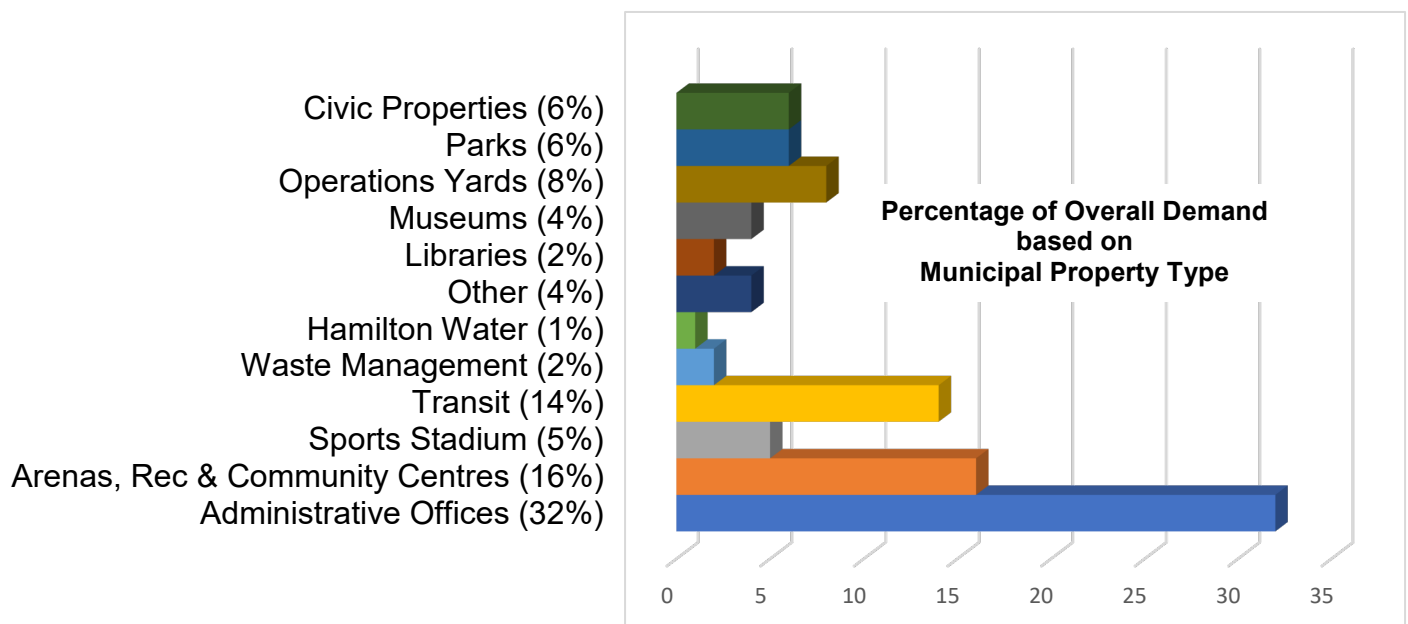
Incident Category	Sub-Category	2019 Total
<b><u>Accidents</u></b>		<b><u>29 (2%)</u></b>
	Motor Vehicle	4
	Personal Injury	24
	Other	1
<b><u>Alarm</u></b>		<b><u>709 (47%)</u></b>
	Duress / Panic	22
	Fire Alarm	89
	Intrusion / Burglary	587
	Power Failure	3
	Other	8
<b><u>Assist</u></b>		<b><u>31 (2%)</u></b>
	Police	6
	Staff	8
	Public	17
<b><u>Criminal Offences</u></b>		<b><u>46 (3%)</u></b>
	Assault	5
	Break & Enter	4
	Graffiti	12
	Theft	7
	Other	18
<b><u>Disturbance</u></b>		<b><u>216 (14%)</u></b>
	Causing a Disturbance	124
	Mischief / Nuisance	9
	Narcotics / Alcohol Involvement	30
	Smoking / Vaping	6
	Other	47
<b><u>Trespass to Property</u></b>		<b><u>19 (1%)</u></b>
<b><u>Other Categories</u></b>		<b><u>448 (30%)</u></b>



The volume of reported incidents increased significantly in May. This increase is attributed to the beginning of the new City-wide Security Guard Services contract, and the centralization of reporting practices and formats. 2020 is expected to provide a full year calculation of the volume reporting. Below you will see the volume distribution per month of incident reports.



The distribution of incident-based services across the spectrum of municipal services is shown below. A break down by percentage of incidents by the municipal service property type is reflected.



## **Moving Forward – 2020 and Beyond**

2020 is shaping up to be a busy year for security and made all the busier by the unforeseen COVID-19 pandemic state of emergency. Additional, security services requirements are expected to continue through to the end of the year. However, in addition to the increased day to day operational demands a number of enhancements and project initiatives are contemplated in 2020 as follows:

### **City Hall Forecourt Enhancements**

Design options are underway to enhance security in the Forecourt including limiting vehicular access to public gathering areas.

### **Continued Reporting Improvements**

As another year of data becomes available in 2020, improved bench marking reporting will continue.

### **Proposed Capital Budgeting Changes**

The current capital funding model for Security related projects involves departments individually making annual capital submissions under different block funds. In 2020, the Corporate Security Office will be presenting a proposed consolidated 10-Year Capital Budget plan for consideration for the 2021 budget deliberation process. This proposal will include creating a single Security block fund. The purpose will be to streamline efficiencies including life cycle management, reporting and asset planning.

The development of the 10-Year Capital Plan includes the consolidation of City-wide security site review recommendations that remain outstanding, as well as ensuring that existing and new infrastructure technologies are implemented to support a sustainable corporate security program through a reliable and seamless service across the organization. Capital funding plan will also include addressing projects related to physical workplace environmental design changes for various City departments. These changes include establishing standards for workplace security using a reasonable approach that balances public accessibility to City services with safety.

Appendix A to this report, is a high-level supplemental reference chart that serves as the foundation of the 10-Year Corporate Security Capital Budget Plan.

### **Technology Enhancements**

In 2020 and into 2021, several technology enhancements are contemplated to enhance communications in the areas of incident management, educational and training resources and reporting tools.

These systems are intended to provide speed and ease in disseminating information related to security allowing for faster response times and data driven decision making.

A Security specific Enet (staff portal) landing page will be developed to make policies, procedures, educational materials and other reference materials readily available to city staff, thereby enhancing general security program awareness.

### **Strategic Planning Services**

A Security Staff Advisory committee will be implemented in 2020 to provide a corporate governance structure that will ensure interdepartmental collaboration with stakeholder input including drawing on subject matter expertise from Health & Safety, Emergency Operations, Business Continuity and Information Technology. This approach will focus on developing Security as service to all city departments, as well as to provide healthy and safe municipal spaces for all to enjoy.

While there are several technology enhancements identified in the 10-Year Capital Plan, in advance of their delivery, Policies and their related Procedures for secure and safe work environments from the CSO will be provided in 2020. These documents and associated training will help build a foundation of trust City-wide by staff, through education and hands on application of various practices through drills and simulations.

## Appendix A (10-Year Corporate Security Capital Budget Plan)

FOR INFORMATIONAL REFERENCE ONLY - 10-Year Corporate Security Capital Budget Plan (March 2020)

20 Year Corporate Security Capital Budget Plan (March 2025)					1	2	3	4	5	6	7	8	9	10
Locations	Description	Justification	Depts	Total Project \$	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Priority #1														
City Wide	Portable Radio Communications	Consultant / Health & Safety	Public Works (EFFM)	\$150,000	\$75,000	\$75,000								
City Hall	Interior Reconfigurations (*Subject to Design Cost Projections)	Consultant / Health & Safety	Various Depts		*									
City Wide	Keyscan Replacement (Keyscan Support ending)	Life Cycle Exceeded, Reliability Risk	Various Depts	\$400,000		\$100,000	\$75,000	\$75,000	\$75,000	\$75,000				
City Wide	Common Video Management Platform	Consultant	Various Depts	\$325,000	\$50,000	\$100,000	\$100,000	\$75,000						
City Hall, Lister Block, Public Health Offices, 330 Wentworth	Lockdown Systems	Consultant / Health & Safety	Various Depts	\$300,000	\$150,000	\$150,000								
Various	Cameras (New Installations)	Consultant / Health & Safety	Various Depts	\$375,000	\$75,000	\$75,000	\$75,000	\$50,000	\$50,000	\$50,000				
City Hall (Forecourt)	Forecourt Safety Mitigation (*Subject to Council Report in 2020)	Consultant / Health & Safety	Various Depts		*									
Various	Signage	Legislated / Consultant	Various Depts	\$25,000	\$25,000									
Priority 1 - Subtotal				\$1,575,000	\$375,000	\$500,000	\$250,000	\$200,000	\$125,000	\$125,000				
Priority #2														
City Wide	City Wide Incident Management System	Consultant	Various Depts	\$150,000	150000									
City Wide	Centralized Security Control	Consultant	Various Depts	\$125,000	\$75,000	\$50,000								
City Wide	Centralized Key Management System	Asset Control / Asset Protection / Reduced Operating Impact	Various Depts	\$200,000	\$50,000	\$50,000	\$50,000	\$50,000						
City Wide	Restricted Physical Lock Management	Asset Control / Asset Protection / Reduced Operating Impact	Various Depts	\$650,000	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000					
City Wide	Centralized Intrusion / Burglary Monitoring / Management	Asset Control / Asset Protection / Reduced Operating Impact	Various Depts	\$225,000			\$75,000	\$75,000	\$75,000					
City Wide	Patrol Management System	Asset Control / Asset Protection / Reduced Operating Impact	Various Depts	\$50,000		\$25,000	\$25,000							
City Wide	Cameras (Life Cycle Refresh >10yrs)	Asset Management / Reduced Operating Impact	Various Depts	\$450,000					\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
City Wide	Video Management Platform (Life Cycle Refresh >10yrs)	Asset Management / Reduced Operating Impact	Various Depts	\$200,000									\$100,000	\$100,000
Priority 2 - Subtotal				\$2,050,000	\$525,000	\$225,000	\$250,000	\$225,000	\$250,000	\$75,000	\$75,000	\$75,000	\$175,000	\$175,000
Capital Requests (Priority 1 & 2) Totals				\$3,625,000	\$900,000	\$725,000	\$500,000	\$425,000	\$375,000	\$200,000	\$75,000	\$75,000	\$175,000	\$175,000