

2020 – 2021 Annual Corporate Security Report



Corporate Security Team
City of Hamilton

Corporate Security Mandate

“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.”



Hamilton

Corporate Security at a Glance



Security Committees



Security Staff Advisory Committee
Policy and Procedure Subcommittee
Hamilton Water Security Committee
Parks Security Patrol Committee

INCIDENTS

1,498 for 2019
1,502 for 2020
1,312 for 2021



Security Awareness Training



2020 - Security Guard Service Hours
118,375 hours



2021 - Security Guard Service Hours
133,924 hours



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Introduction

Corporate Security, under the Facilities Planning & Business Solutions section, Energy, Fleet & Facilities Management division in the Public Works department, is the City's internal service provider responsible for setting and delivering physical security standards for city staff, assets and visitors in partnership with all City divisions.

Corporate Security is dedicated to contributing towards the City's guiding principles 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.



What's in this Review

In 2020 and 2021, there was a significant demand increase in security services based on the City's response to COVID-19 and its impacts to the workplace environment. This Review Report will combine 2020 and 2021 and will highlight Corporate Security's contributions in responding to the COVID-19 pandemic, as well as our dedication to ensure business continuity of the program based on the demands from our clients throughout the City. While the city has continued to deliver municipal services to our residents, how the city delivers these services has changed in some businesses during the COVID-19 pandemic. Corporate Security has been able to adapt and maintain its responsibilities to the municipality and its stakeholders.

This report outlines the results over a 2-year period (2020 / 2021) as it pertains to annual reporting of security operations, technology delivery, system enhancements and other key accomplishments. This report also includes statistical data and key performance indicator (KPI) measurements from various information sources.

Vision Statement (Public Works)

As a service delivery member of the Public Works, Corporate Security 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, Corporate Security builds and services its clients under the division’s Mission Statement of;

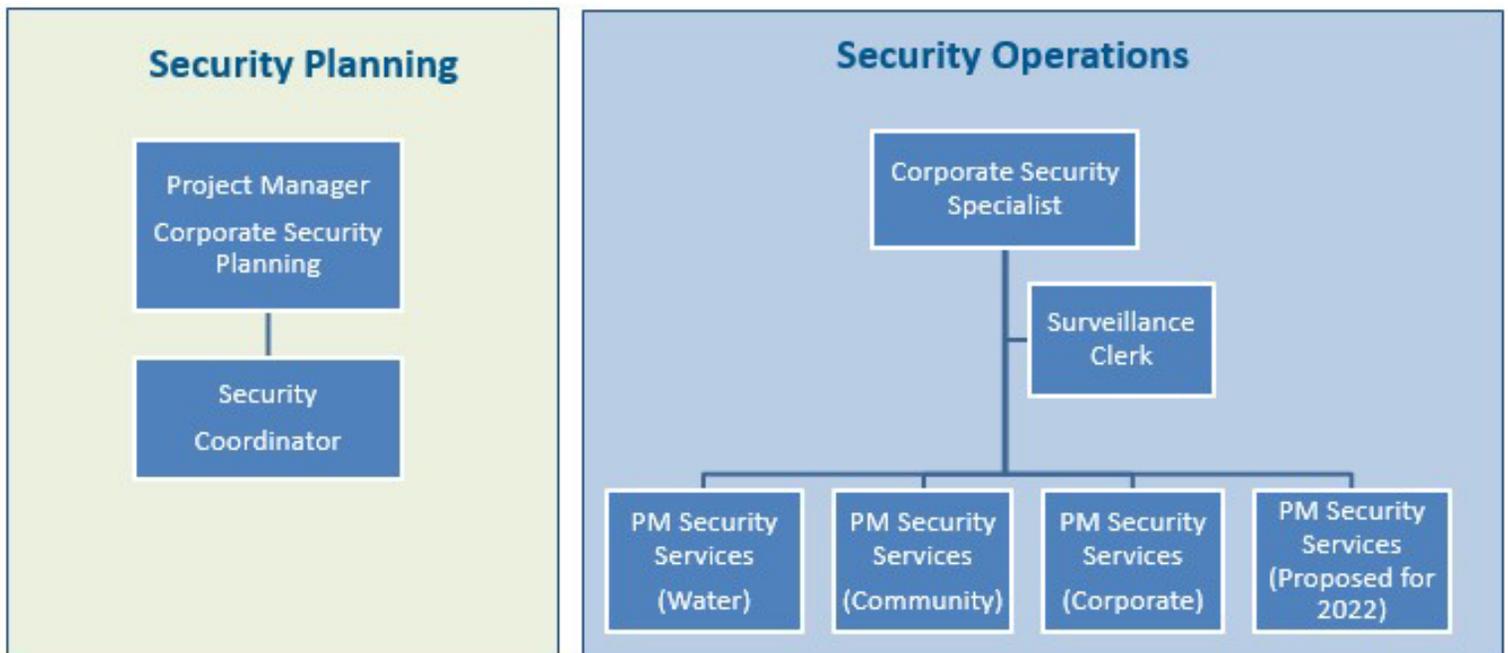
“We are Energy, Fleet & Facilities; an engaged and accountable team, connecting our communities by efficiently planning, building, acquiring and maintaining safe, sustainable assets.”

Organizational Structure

The Corporate Security team experienced growth over the last 2 years. We continue to benchmark with other municipalities to create our standard level of service based on best practices and the needs of our organization.

In order for Corporate Security to deliver an effective security program, we needed to prioritize the planning work and put systems into place to support the vast array of demand for services. With that in mind, we have been evolving and re-organizing ourselves to create two streams which are Security Planning and Security Operations.

The Project Manager of Corporate Security Planning joined the team in July 2020. The recruitment process for contract Project Manager positions were initiated in Q4 2021.



2020 / 2021 in Review

Significant Activities & Events

Corporate Security 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 City locations,
- Incident management and investigations,
- Internal physical security consulting with various City divisions,
- 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.



Within the last 2 years, Corporate Security was able to contribute to various staff reports brought forward to Committee's and Council for consideration. Corporate Security delivered two significant staff recommendation reports through the Public Works Committee in 2020.

- The first staff recommendation report in 2020 (Security Report on Theft and Vandalism Prevent in City-Owned Spaces – PW20046) addressed previous concerns identified by Council and staff on the impacts of vandalism in City park spaces in previous years, and provided benchmarking and best practice recommendations on how to mitigate and address some conditions that impact our residents from using open parks spaces in a safe and enjoyable manner. This report resulted in approval from Council to start a 2-year pilot project called the Parks Security Patrol program that began in the Spring of 2021.

- The second staff recommendation report in 2020 (Proposed City Hall Forecourt Security Enhancements – PW20064) identified various safety risks associated with vehicle mitigation measures in the City Hall Forecourt, and its increased use and a place to exercise peaceful demonstrations. This staff report was presented with enhanced structural assessments of existing features conducted by engineering experts and has resulted in the approval by Council of a formal vehicle mitigation bollard program to begin design in 2021 and delivery in 2022.

Committees

Committees can be among the most important working forces of an organization. They serve as work units of the organization, taking work and breaking it into meaningful and manageable areas. They efficiently carry out the work of the organization and are an essential part of the process in order to monitor on-going operations, identify issues suitable for review, gather and evaluate information, and recommend courses of action.

Security Staff Advisory Committee

A Security Staff Advisory Committee was implemented in 2021, to provide a corporate governance structure that will ensure interdepartmental collaboration with stakeholders. This committee will also provide input including drawing on subject matter expertise from various business units, as well as Health & Safety, Emergency Operations, Business Continuity and Information Technology. A key driver and component of the Security Staff Advisory Committee's success is a strong foundation of corporate governance practices and policies that promote transparency, accountability, and engagement. This approach focuses on developing Corporate Security as a service to all city departments, as well as to support the safe delivery of municipal services to our community.

The Security Staff Advisory Committee is responsible for overseeing the strategic direction, and governance of Corporate Security. Standing sub-committees of the Security Staff Advisory Committee are an integral part of Corporate Security's governance structure. Two standing sub-committees, comprised of subject matter experts, have been established with a view to allocating expertise and resources to particular areas and to enhance the quality of discussion at the meetings themselves. The Policy and Procedure Sub-committee and the Training Sub-committee (to be implemented in 2022), will facilitate the decision-making, by providing recommendations on matters within their respective responsibilities.

Policy and Procedure Sub-Committee

Through the Security Staff Advisory Committee, a Policy and Procedure Sub-Committee was created in 2021. This approach was to ensure priorities such as policies and procedures were given attention and by those who we could draw on for expertise, within their business lines. Policies and their related Procedures support a safe work environment in addition to providing associated training and help build a foundation of trust City-wide by staff, through education and hands on application of various practices through drills and simulations. The Policy and Procedure Sub-Committee has been working to standardize policies and procedures for a City-Wide application and create the framework for training to be incorporated. This process will be integrated in 2022 and provide staff with knowledge, for the essential role they all play in any situation.

Training Sub-Committee

Through the Security Staff Advisory Committee, it was determined a Training Sub-Committee was needed to create and enhance our security program. The Training Sub-Committee is imperative to ensure a consistent and efficient training program is not only created, but managed and includes a series of courses to boost the skills and knowledge for all employees.

Hamilton Water Security Committee

As a major critical infrastructure service to the municipality, the importance to ensure business and service delivery continuity is not only a City priority but a legislated requirement. Security specific practices will be incorporated into existing facilities as well as standardizing security processes for reporting security incidents.

Parks Patrol Security Committee

Parks Patrol Security Committee has been established to provide operational support and guidance to the 2-year pilot project known as the Parks Patrol Program, that began in the Spring of 2021. The deployment of a year round Park Security Patrols through Corporate Security's current Security Guard Services vendor was implemented as a deterrent to resolve any issues through presence and/or security enforcement, or escalate to the appropriate authority for additional response based on verified activities.

This program was based on the foundation of fostering positive engagement with residents and the community through proactive and responsive patrols by uniformed security staff in park spaces. This program is also reinforcing ownership and acceptable behaviour in the property outside of hours where regular use is permitted, and when City staffing operations are typically present.

The responsibilities of the Parks Patrol Program was to provide proactive inspections and attendance at City Parks with focus being placed on parks that would receive higher frequencies of activities, as well as sites where there is a history of criminal behaviour in the past 3 years.

Throughout the pilot project where priorities have been addressed, it has allowed for a quick response with resources and enforcement. The Parks Patrol Security Committee will be compiling the data since the implementation in 2021, to determine the impact the patrols have had on the behaviours that were present.

Policies and Procedures

Policies and procedures are an essential part of any organization. Together, policies and procedures provide a roadmap for day-to-day operations. They ensure compliance with laws and regulations, give guidance for decision-making, and streamline internal processes.

The Policies and Procedures Sub-Committee have been working through some much-needed standard operating procedures and to date have put forth the following for approval;



- Facility Emergency Response Policy
- Facility Emergency Response – Lockdown, Hold and Secure and Shelter in Place
- Facility Emergency Response Policy – Bomb Threats and Suspicious Packages Procedures
- Facility Emergency Response Policy – Incident Control Procedures
- Emergency Pocket Card
- Trespass to Property Policy

The approval process for level 1 documents has a series of steps before being distributed city wide. They are as follows;

- Document and prepare draft by working group (Policy and Procedure Sub-Committee and SSAC)
- Designee to recommended review approach through Intalex
- DLT to review and approve through Intalex
- Engage CMO for review and approval and engage SLT if needed/required
- Release and distribute through Intalex

The Policy and Procedure Sub-Committee is now working on the following;

- Trespass to Property - General Use and Application Guidelines
- Trespass to Property - Prohibition Time Guidelines
- Trespass to Property - Incident Reporting
- Trespass to Property - Information Reporting and Records Management
- A Corporate Wide Security Policy
- Workplace Emergency Response Guide
- Council Emergency Response Guide

Project Highlights

2020 Security System Projects

350 King - Hamilton Housing Office Expansion (Expansion & Reno)

Included elements of card access control, CCTV, duress notification, and intrusion detection.



Eastport Hauled Waste Facility – Water Capital Project (New Build)

Included new CCTV system and gate access control elements.



Mountain Transit Centre (Reno - Expansion)

Included perimeter fencing and gate/card access control system expansion elements.



Beverly Community Centre (New Build)

Included new card access control, CCTV, and intrusion detection system components.



2020 / 2021 Security System Projects

Greensville Library & Recreation Centre (New Build)

Included new card access control, CCTV, and intrusion detection system components.



Hamilton Farmers Market

Included an expansion of the CCTV system.



Traffic Operations Centre

Included a refresh of the existing CCTV system and an expansion element.



Hamilton Municipal Parking System

High Priority Items identified in 2020 Site Security Review (SSR) including: card access control system expansion, CCTV system refresh and expansion, and new intrusion detection system.



100 King St West (Stelco Tower - Reno)

Included new card access control and CCTV system installs.



Redhill Family Centre

Included a new CCTV system install.



Ontario Works Offices (250 Main & 1550 Upper James)

Included new intercom installs at both office locations.



Other Notable Projects

New Contract

- *C11-50-20 - Tender for Preventative Maintenance, Demand, Supply and Installation Services for Access Control Systems at Various City of Hamilton Facilities*
 - New contract for card access control system management. This contract includes provisions for system maintenance & repair work in addition to expansion options to meet future demands.

Facility Decommissioning Projects (Decommissioning Security Systems) (2020)

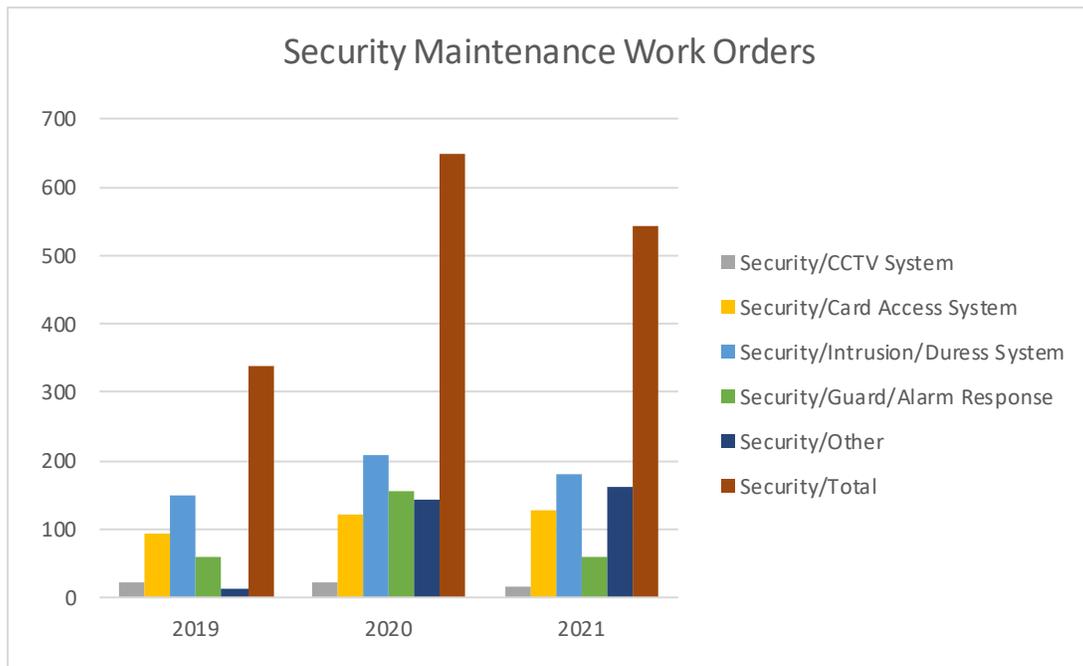
- 2255 Barton St West (OW Office) – card access control and intrusion detection system elements
- 77 James Street N – Suite 320 and 325 – card access control, CCTV and intrusion detection system elements

Security System Infrastructure Upgrades & Projects

- City Hall CCTV system recording devices upgrade
- POA Courthouse card access control & duress system expansion
- 1275 Barton St E. vaccine clinic new intrusion detection system and keying
- 330 Wentworth card access control system expansion
- Winona Community Centre intrusion detection system expansion

Demand Maintenance

Type of Security Issued Work Order's	2019	2020	2021	2019-2020 Comparison	2020-2021 Comparison
Security/CCTV System	23	21	17	-9%	-19%
Security/Card Access System	94	121	126	28%	4%
Security/Intrusion/Duress System	150	208	179	39%	-13%
Security/Guard/Alarm Response	58	155	58	167%	-62%
Security/Other	12	142	163	1083%	15%
Security/Total	337	647	543	92%	-16%



The numbers provided in the above chart and graph represent the security maintenance work orders issued through the ARCHIBUS system. There was an increase of **92%** in the total number of security work orders from 2019 through to 2020 which also correlates with the beginning of the pandemic. During this time, there was also a large spike in the number of security maintenance work orders classified as ‘**Other**’ (maintenance work orders that were security related but did not directly fall into one of the respective categories noted above). This significant increase may be attributed to the notion that facilities were mostly unoccupied throughout the pandemic escalating the need for security related maintenance requests.

Site Security Reviews

Hamilton Municipal Parking System – This Security Site Review (SSR) report included security-based recommendations for the Convention Centre Parking Garage facility, located at 80 Main Street West in the City of Hamilton. A budget for the recommendations was provided and broken down into high, medium, and low-level priorities.

21 Hunter St. E (Public Health) – The SSR was conducted as a result of safety concerns brought forward through Public Health Services (PHS) at the office located at 21 Hunter St E. This SSR report identified current risks and trends and provided mitigating recommendations including security system enhancements and a budget proposal.

Hamilton Fire Services Station 30 – Central Stores (Ongoing) – The request was made to identify current risks and trends associated with Fire Station 30 (Central Stores area), located at 489 Victoria Ave North. This SSR report will provide mitigating recommendations to deter the reoccurrence of the criminal and nuisance behaviour, and to preserve the intended use of this space.

Hamilton Fire Services Station 13 – Mechanical Division (Ongoing) – The request was made to identify current risks and trends associated with Fire Station 13 (Mechanical Div), located at 177 Bay St N. This SSR report will provide mitigating recommendations to deter the reoccurrence of the criminal and nuisance behaviour, and to preserve the intended use of this space.

Future Project Highlights Expected in 2022

- City Hall Forecourt Bollards Project (PW20064a)
- Valley Park Rec Centre & Library (**Reno & Expansion**)
- Sir Wilfred Laurier Rec Centre (**Reno & Expansion**)
- MATC CCTV System Upgrade
- Parks West Security System Expansion
- City Hall Access Control System Expansion
- Carlisle Library (**Reno**) New Security System (Access Control & Intrusion Detection)
- Confederation Beach Sports Park (**New Build**)
- Binbrook Yard SSR

Annual KPI's & 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).



2020 / 2021 KPI's

"How are we doing in delivering these services?"

KPI Goal: Alarm Response In-Person Attendance

KPI Target / Measurement: All alarm response calls citywide are attended in-person by uniformed security guards within 30 mins or less of the alarm event being dispatched.



2020, 85% of the Alarm Response calls were able to have an on-site achievement within 30 minutes of the call being dispatched. This is a 3% reduction from 2019 which was at 88%. This reduction in achieving the response time goal is contributed to the increase in alarm systems being used during the shutdown of facilities from COVID in 2020, and to the increase of service demand on the Mobile Supervisor role.

2021, 86% of the Alarm Response calls were able to have an on-site achievement within 30 minutes of the call being dispatched. This is a 1% increase from 2020 which was at 85%.

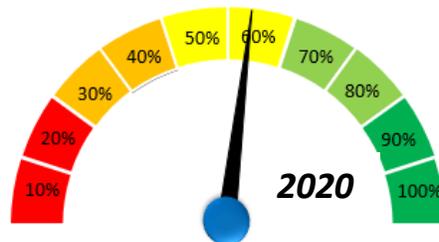


KPI Goal: Electronic Access Control Infrastructure Reliability Uptime

KPI Target / Measurement: The general reliability uptime of the electronic access control infrastructure citywide should not exceed more than 2 demand services call for each site location per calendar year.



In 2020, there were 97 unique sites where electronic access control systems were in use throughout the City under the Energy Fleet and Facilities Management portfolio. In this same time period, a total of 121 demand service calls were created through the Work Order system to address a system fault (i.e. Card Reader Failure, Panel Failure). In 2020, the uptime reliability of the electronic access control system was **62%** (121 calls out of a potential 194 design limit)



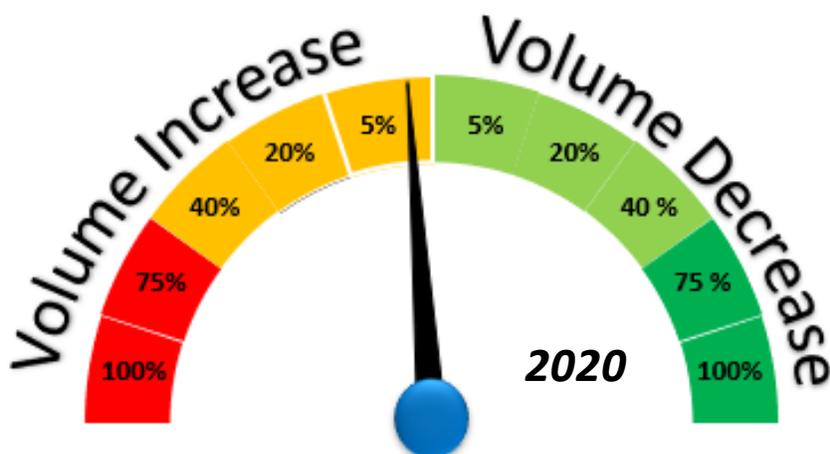
In 2021, there were 100 unique sites where electronic access control systems were in use throughout the City under the Energy Fleet and Facilities Management portfolio. In this same time period, a total of 126 demand service calls were created through the Work Order system to address a system fault (i.e. Card Reader Failure, Panel Failure). In 2021, the uptime reliability of the electronic access control system was **63%** (126 calls out of a potential 200 design limit)



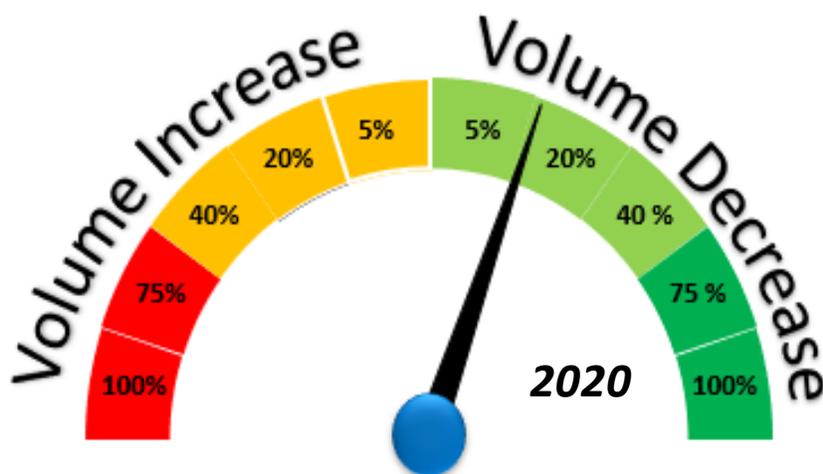
2020 / 2021 Incident Statistics

“What we are doing?”

In 2020, Corporate Security responded to **1,502** service calls City-wide. The variance between 2019 and 2020 for total calls shows an **1%** increase in demand on security services. (1,498 in 2019)



In 2021, Corporate Security responded to **1,312** service calls City-wide. The variance between 2020 and 2021 for total calls shows an **13%** decrease in demand on security services. (1,502 in 2020)



Incident Report's by Category

Category Type	Year (2019)	Year (2020)	Year (2021)	2020-2021 Variance
Accident	29	2	7	5
Alarm	709	762	695	-67
Assist	31	27	64	37
CCTV Collection	51	42	48	6
Criminal Offences	46	90	109	19
Disturbance	216	55	40	-15
Elevator	6	15	10	-5
Emergency	31	31	12	-19
Equipment	6	19	3	-16
General	21	5	8	3
Hazard	34	35	9	-26
Lost / Found	39	14	13	-1
Maintenance	86	100	35	-65
Missing Person	2	0	1	1
Motor Vehicle	17	4	0	-4
Observation	4	12	5	-7
Patrol	0	20	9	-11
Records Management	0	12	16	4
Service Performance	15	26	24	-2
Shelter / Housing Matter	0	12	35	23
Special Events	18	25	54	29
Tech - Access Control	0	6	5	-1
Tech - CCTV	1	12	9	-3
Trespass to Property Act	19	80	50	-30
Unsecured	117	96	51	-45
	1498	1502	1312	-190

Incident Category Trending

The largest single category by volume in both 2020 (51%) and 2021 (52%) of demand-based calls was for Alarm Response. These types of calls include Intrusion (Burglary), Fire, Duress (Panic) activations and system maintenance events. A high-level summary of these calls is shown below.

Category	Sub-Categories	2019	2020	2021	2020-2021 Comparison
Alarm		709	762 <i>(up 7% from 2019)</i>	695	<i>Down 9% in total volume of Alarm events in 2021 from 2020.</i>
	Duress / Panic	22	17	4	
	Fire Alarm	89	72	57	
	Intrusion / Burglary	587	521	543	<i>In 2021, 53% of all reported incidents were classified as an Alarm event.</i>
	Trouble (General)	3	151	90	
	Other	8	1	1	

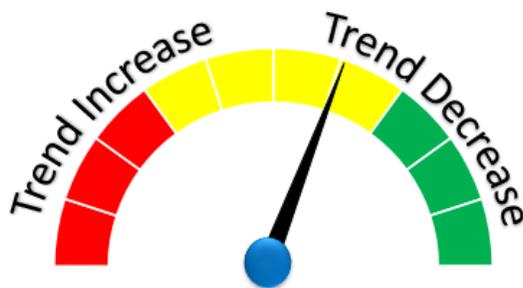


2019-2020 Trend Observation = An **increase (7%)** in the number of **Alarm** incidents were reported in 2020 from 2019 and is likely contributed to the change in business through the City's initial response to COVID-19. During the closure of most City facilities to staff and residents, an increased demand on alarm response calls were observed. Building alarm systems were being utilized for longer periods as staff were not located in the properties during traditional business hours. This anomaly and change from regular business patterns are believed to be a contributing factor in this increase.

Building alarm systems were being utilized for longer periods as staff were not located in the properties during traditional business hours. This anomaly and change from regular business patterns are believed to be a contributing factor in this increase.

2020-2021 Trend Observation = The service demand for alarm system calls in 2021 dropped to below 2019 numbers. This is likely contributed to the City's evolving response and adaptation of continuing to deliver municipal services through the COVID pandemic with the return of City staff into various City buildings.

An overall trending **decrease (2%)** of alarm based service demand is observed from 2019 through to 2021.



2019-2021 Overall

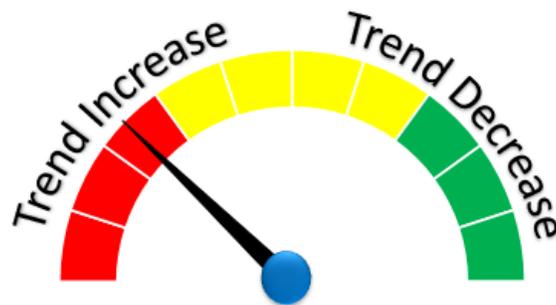
Category	Sub-Categories	2019	2020	2021	2020-2021 Comparison
<u>Criminal</u>		<u>46</u>	<u>90</u> <i>(up 96% from 2019)</i>	<u>109</u>	<i>Up 21% in total volume of Criminal events in 2021 from 2020</i>
<u>Offences</u>	Assault	5	21	5	<i>In 2021, 8% of all reported incidents were classified as a Criminal event.</i>
	Break & Enter	4	26	35	
	Graffiti	12	2	1	
	Theft	7	13	15	
	Threats	2	5	12	
	Vandalism	10	10	35	
	Other	6	13	6	

2019-2020 Trend Observation = An **increase (96%)** in the number of **Criminal Offences**, specifically Assaults and Break & Enters incidents were reported in 2020. These increases are likely contributed to the COVID-19 pandemic and the dynamic changes in played in both social behaviour and opportunities for crime. Increased frustrations and anxiety pressures for community members during the pandemic, along with unoccupied buildings and vehicles during lockdown periods are believed to be contributing factors in this increase.



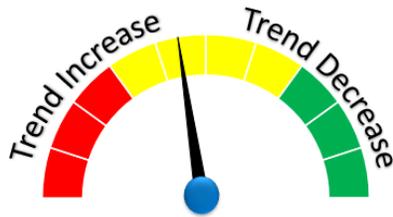
2020-2021 Trend Observation = The service demand for Criminal Offence type calls continued to increase in 2021. It is believed that this trending is contributed to the increase in unlawful behaviour on City property with the decreased volume of City staff within the workplace during the COVID pandemic. In response to public health requirements for physical distancing and remote working, City staff's ability to regularly observe and manage good use and behaviour on City property was dramatically reduced.

An overall trending **increase (137%)** of Criminal Offence service demand is observed from 2019 through to 2021.



2019-2021 Overall

Category	Sub-Categories	2019	2020	2021	2020-2021 Comparison
<u>Special Events</u>		18	25 <i>(up 39% from 2019)</i>	54	Up 116% in total volume of Special Events in 2021 from 2020.
	Mass Gatherings	17	24	48	
	Situational Awareness	0	1	6	
	Other	1	0	0	

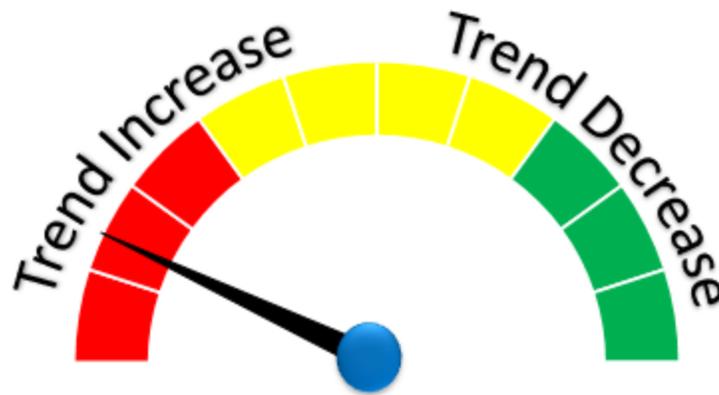


2019-2020 Trend Observation = An **increase (39%)** in the number of **Special Events** – Mass Gatherings (i.e. Rallies, Protests, Demonstrations) were observed in 2020. This trending is contributed to the increase in both anti-Public Health measures protests during the COVID pandemic, as well as national and international polarizing events where

City Hall's Forecourt continued to be used as a major focal point to share positional messaging.

2020-2021 Trend Observation = The service demand for Special Events continued to increase in 2021. The use of City property such as City Hall's Forecourt, Gage Park and Gore Park to organize public gatherings was observed based on significant events locally in Hamilton as well as national and international activities that impact local communities.

An overall trending **increase (200%)** of Special Events service demand is observed from 2019 through to 2021.



2019-2021 Overall

The distribution of reported incidents city-wide based on the Property Type designation is shown below for 2019, 2020 and 2021.

<u>Property Type by Percentage</u>	Year - 2019		Year - 2020		Year - 2021	
	#	%	#	%	#	%
Administrative Office	392	26%	293	20%	269	21%
Cemetery	10	1%	8	1%	28	2%
Civic Property	121	8%	101	7%	55	4%
Fire Services	1	0%	0	0%	3	0%
Hamilton Water	17	1%	30	2%	43	3%
Housing Services	62	4%	41	3%	9	1%
Library	29	2%	40	3%	62	5%
Museum / Heritage Property	29	2%	22	1%	15	1%
MSC / Town Halls	17	1%	18	1%	23	2%
Ontario Works	43	3%	43	3%	14	1%
Operations Yard	120	8%	100	7%	34	3%
Other	13	1%	15	1%	61	5%
Park Space	86	6%	81	5%	96	7%
Police	0	0%	1	0%	0	0%
Public Health	4	0%	1	0%	39	3%
Rec / Arena / Community Centre	224	15%	205	14%	306	23%
Sports Stadium	75	5%	254	17%	188	14%
Transit	216	14%	177	12%	31	2%
Waste Management	39	3%	72	5%	36	3%
Totals	1498	100%	1502	100%	1312	100%

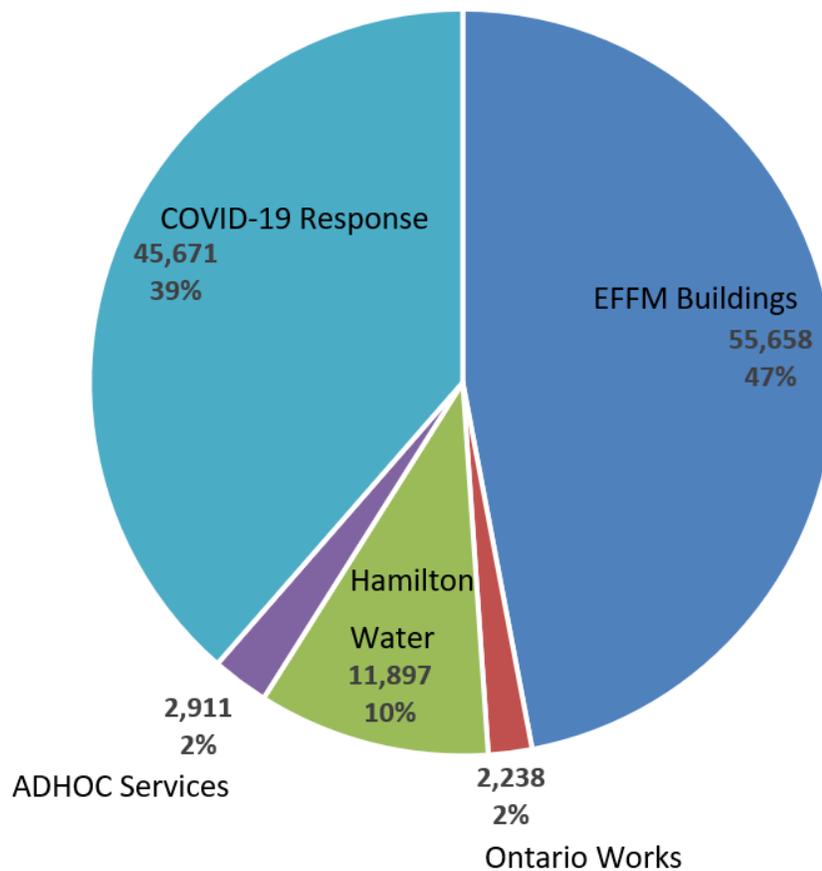
2020 / 2021 Security Guard Service Hours

“Where are we doing it?”

In **2020**, the City’s Security Guard Services contractor facilitated a total of **118,375** service hours. The distribution of these service hours is shown in the graph below. 2020’s service hours are significantly higher in volume from 2019 which was 55,341.

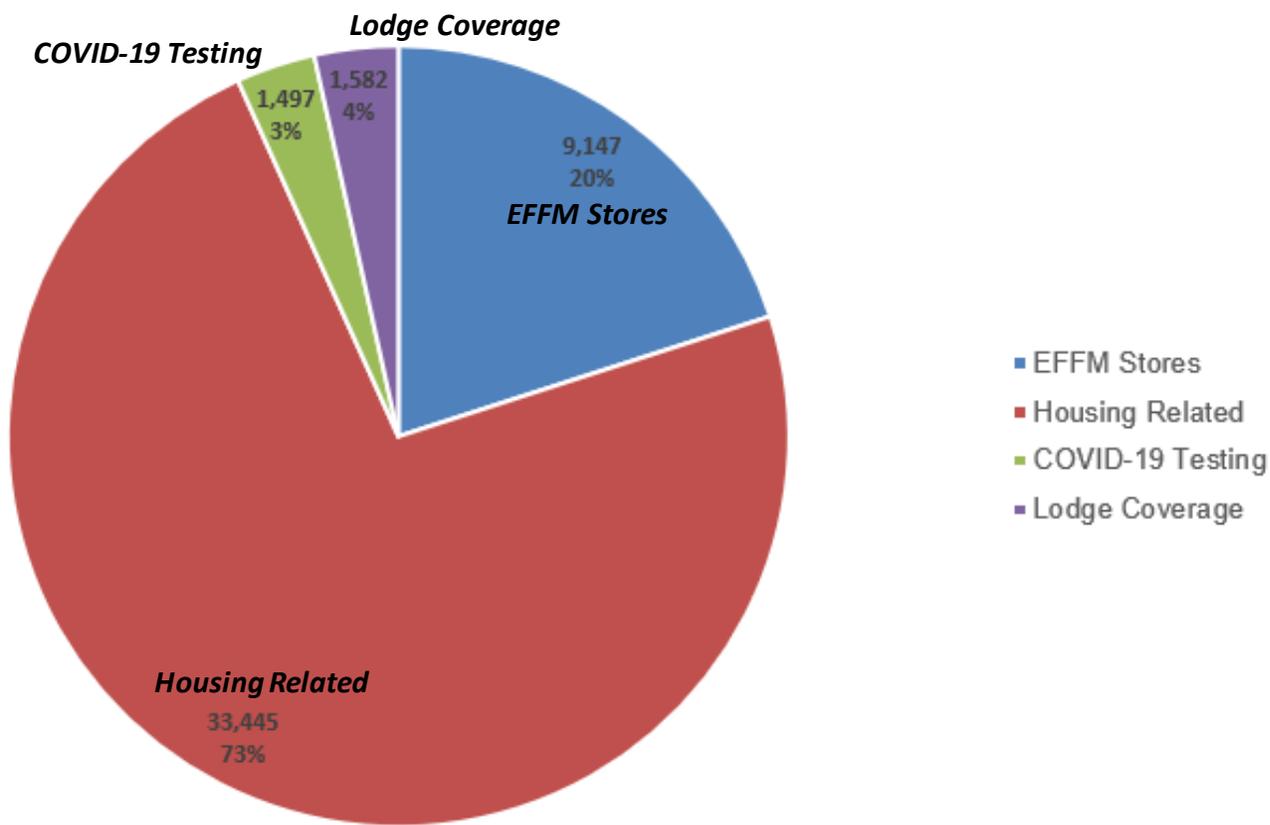
2019-2020 Comparison = increased 113% in overall Security Guard service hours

39% of 2020 service hours were a direct impact of City’s COVID-19 Response



In **2020**, the City's Security Guard Services contractor facilitated a total of **45,671** service hours to support the City's response to the COVID-19 pandemic. Below is a distribution of where these service hours were used to support various programs.

COVID-19 Security Guard Service Hours (2020)



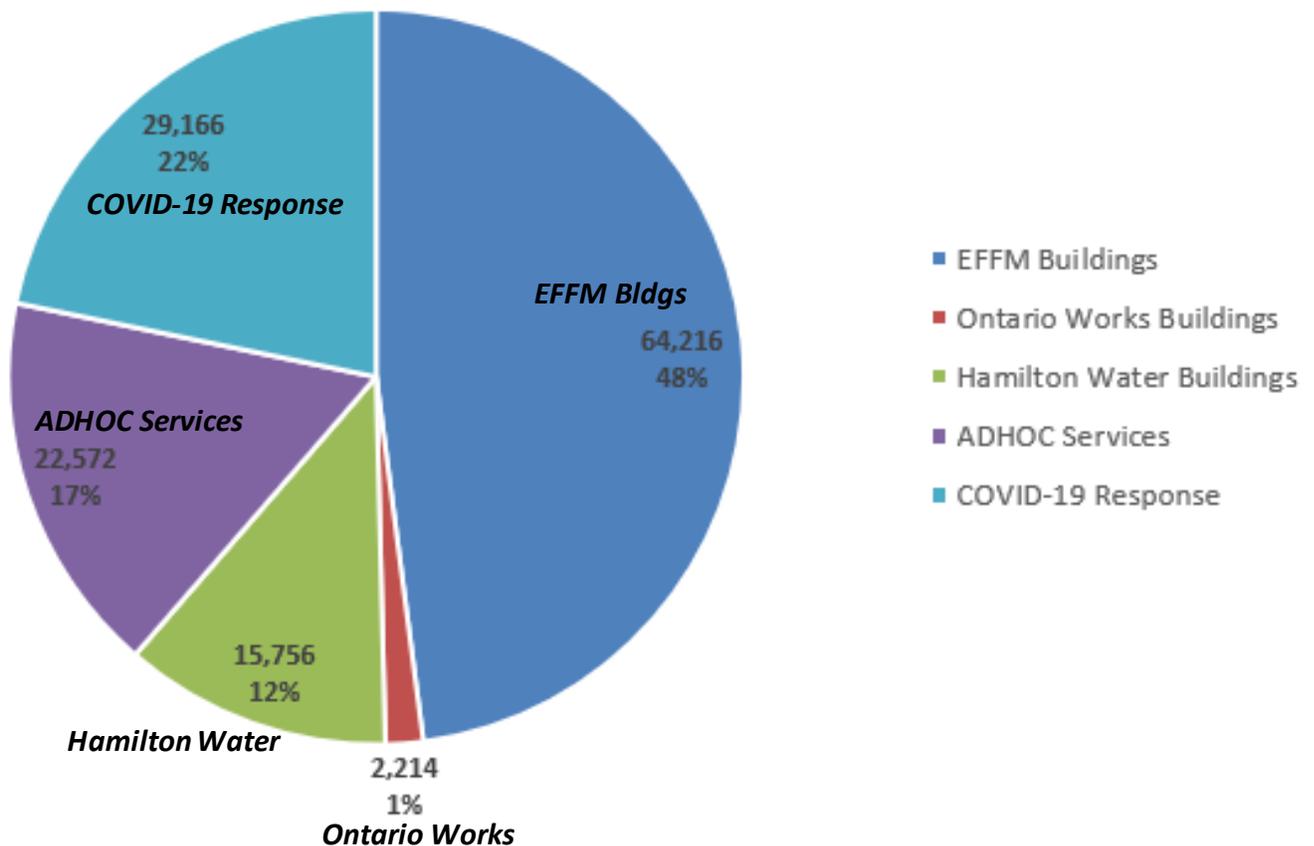
In **2021**, the City's Security Guard Services contractor facilitated a total of **133,924** service hours. The distribution of these service hours is shown in the graph below.

2020-2021 Comparison = increased 13% in overall Security Guard service hours.

22% of 2021 service hours were a direct impact of City's COVID-19 Response, a decrease from 2020's percentage of 39% overall volume.

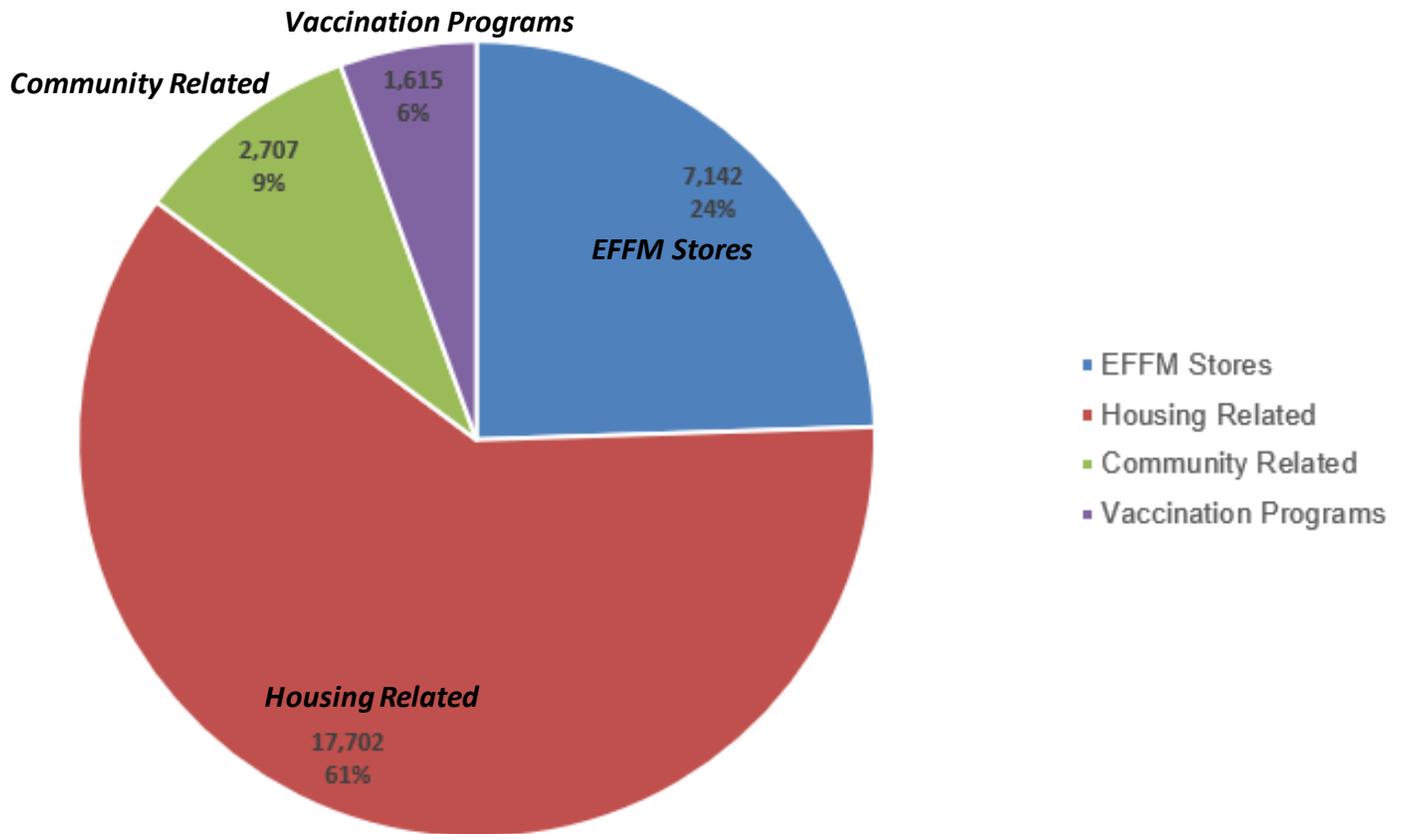
17% of 2021 service hours were to support ADHOC requirements, an increase of 675% from 2020.

Total Security Guard Service Distribution (2021)

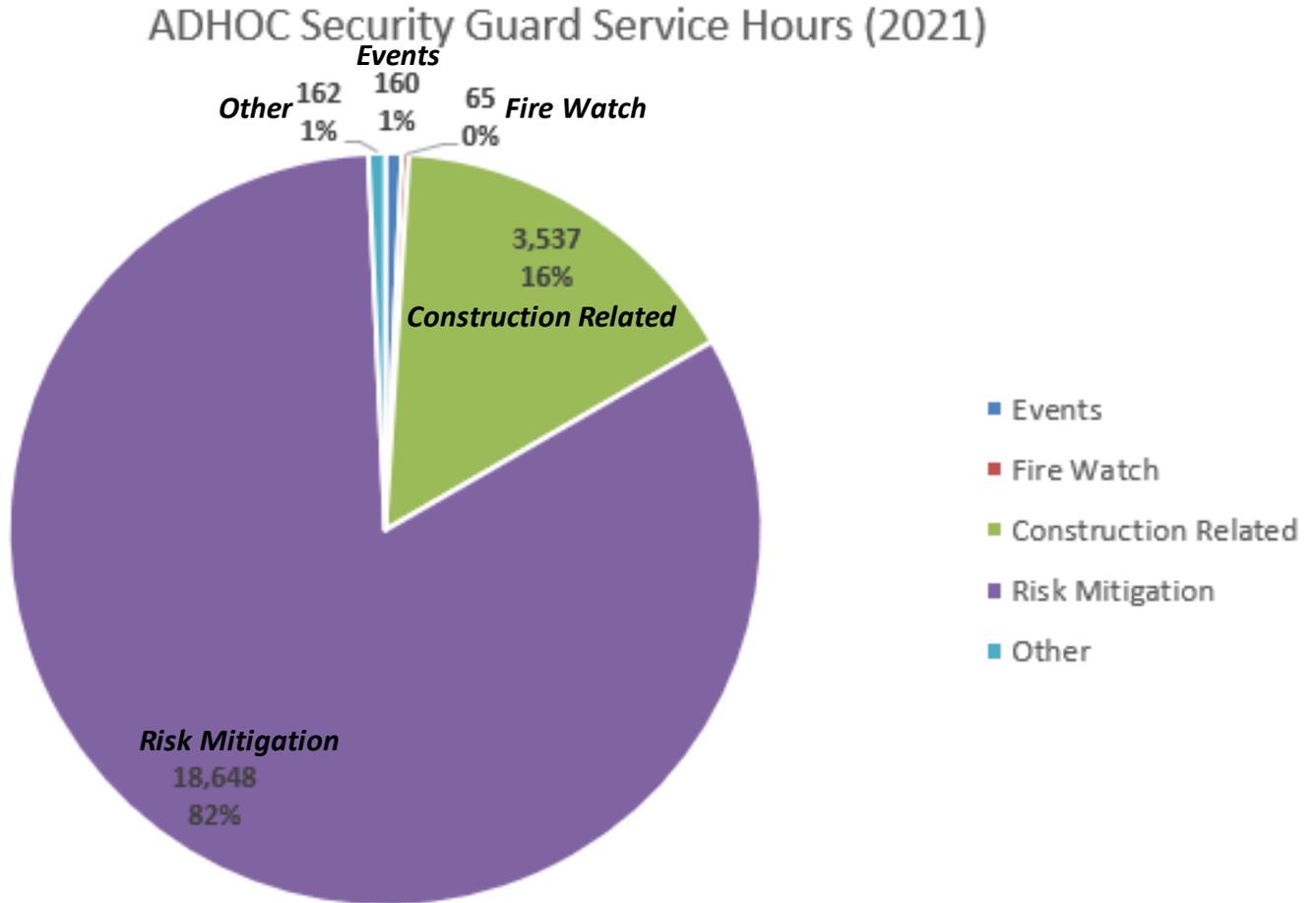


In **2021**, the City's Security Guard Services contractor facilitated a total of **29,166** service hours to support the City's response to the COVID-19 pandemic. Below is a distribution of where these service hours were used to support various programs.

COVID-19 Security Guard Service Hours (2021)



In **2021**, the City's Security Guard Services contractor facilitated a total of **22,572** service hours to support the City's ADHOC needs city-wide. Below is a distribution of where these service hours were used to support various programs.

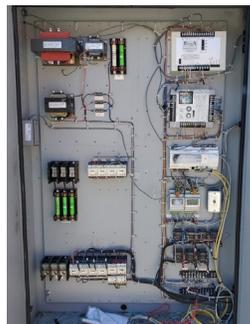


Major Incident Review

Significant impacts to operations and costs as a result of unlawful behaviour events.

In **2020** and **2021**, the City experienced the following significant events as a result of unlawful behaviour that not only impacted the ability for the City to continue in delivering municipal services at the location, but also required significant funds to provide temporary mitigation and the associated repair / replacement costs. A summary of each event, as well as details related to mitigating measures that have been implemented and accountability results that were applied.

Location:	Dalewood Recreation Centre
Date:	June 6, 2020 (Reported)
Type:	Break & Enter, Theft Over \$5000, Vandalism
Occ #'s	2020-06-19-DALEWOOD (City-CorpSec) 20-648171 (Hamilton Police Service)
Operational Impact:	Building HVAC rooftop system destroyed, replacement required
Cost Impact:	\$200,000 for unit replacement, plus installation / commissioning and staff resources
Description:	The HVAC rooftop unit was broken into after unlawful access was gained to the rooftop of the Dalewood Recreation / Dalewood Elementary School. The removal of condenser equipment and coils resulted in permanent destruction of the unit requiring a complete replacement.
Linking Factor(s):	Scrap Metal Theft, Unoccupied Facility due to COVID-19
Mitigation:	HVAC roof equipment intrusion monitoring
Accountability:	Investigation by Police including forensic evidence collection. As of the time of this report, the person(s) responsible are unknown.



Location: Ryerson Recreation Centre
Date: October 24, 2021
Type: Break & Enter, Theft Over \$5000, Vandalism
Occurrence #'s 2021-10-24-RECRYERSON (City-CorpSec)
Operational Impact: Building rooftop HVAC rooftop system destroyed, replacement required
Cost Impact: \$115,000 building and equipment restoration costs
Description: The rooftop mechanical room was broken into with the intent to remove metal piping and other scrap materials after unlawful access was gained to the rooftop of the facility. As a result of the damage caused, flooding caused significant damage to building mechanical room equipment and areas located on the ground floor below, including the changerooms and hallways.
Linking Factor(s): Scrap Metal Theft
Mitigation: Enhancements to the burglary system to intrusion signals
Accountability: Investigation by Police including forensic evidence collection. As of the time of this report, the person(s) responsible are unknown.



Location: Birge Pool
Date: October 28, 2021
Type: Break & Enter, Theft Over \$5000, Vandalism
Occurrence #'s 2021-10-28-PRKBIRGEPOOL (City-CorpSec)
Operational Impact: Pool Use
Cost Impact: Estimated at \$250,000, repair contract in procurement at time of this report.

Description: The mechanical room for the pool facility was broken into with the intent for unlawful behaviour. Vandalism and intentional damage in cutting and removing pipes and fixtures resulted in theft and loss of City property, as well as significant flooding and damage to other equipment.

Linking Factor(s): Scrap Metal Theft

Mitigation: Burglary detection, CPTED strategies and security patrol enhancements

Accountability: Investigation by Police including forensic evidence collection. As of the time of this report, the person(s) responsible are unknown.



Location: Central Library
Date: November 20, 2021
Type: Vandalism
Occurrence #'s 2021-11-20-LIBCENTRAL (City-CorpSec)
21-857092 (Hamilton Police Service)
Operational Impact: Broken Glass Cleanup and Repair, Impacts to public use in areas of broken windows.
Cost Impact: Estimated at \$28,000 for glass replacement and installation
Description: An individual engaged in unlawful trespassing in restricted areas of the Library facility and used various objects to destroy several large exterior windows. CCTV technology was used to support a Police investigation by providing identifiable evidence of the person involved and the actions resulting in the damage.
Linking Factor(s): Criminal and nuisance behaviour with history against public institutions
Mitigation: Security patrols and CPTED applications.
Accountability: Investigation by Police resulted in the identification of the person involved, including charges and court proceedings.



Location: Provincial Offences Courthouse
Date: November 21, 2021
Type: Vandalism
Occurrence #'s 2021-11-21-POA (City-CorpSec)
21-857981 (Hamilton Police Service)
Operational Impact: Broken Glass Cleanup and Repair, Impacts to Courtroom use in areas of broken windows.
Cost Impact: Estimated at \$7,000 for glass replacement and installation
Description: An individual engaged in unlawful by attending the facility and throwing concrete objects at several windows on the exterior of the building. CCTV technology was used to support a Police investigation by providing identifiable evidence of the person involved and the actions resulting in the damage.
Linking Factor(s): Criminal and nuisance behaviour with history against public institutions
Mitigation: Security patrols and CPTED applications.
Accountability: Investigation by Police resulted in the identification of the person involved, including charges and court proceedings.



Overall Business Security Costs

Costs of Static Security Guards (per sq./ft)

Site / Location	Facility Sq/Ft Measurement	2019		2019-2020 Variance per Sq/Ft Cost	2020		2020-2021 Variance per Sq/Ft Cost	2021	
		Avg Monthly Service Hours (hrs)	Avg Monthly Cost Per Sq/Ft		Avg Monthly Service Hours (hrs)	Avg Monthly Cost Per Sq/Ft		Avg Monthly Service Hours (hrs)	Avg Monthly Cost Per Sq/Ft
City Hall	167,990.55	962 (hrs)	\$0.10	18%	1,063 (hrs)	\$0.12	0%	1,058 (hrs)	\$0.12
Lister Block	100,339.60	664 (hrs)	\$0.13	0%	732 (hrs)	\$0.14	0%	730 (hrs)	\$0.14
POA Courthouse	111,758.21	670 (hrs)	\$0.11	0%	741 (hrs)	\$0.11	7%	730 (hrs)	\$0.12
Tim Hortons Field	327,147.53	1469 (hrs)	\$0.08	-28%	1085 (hrs)	\$0.06	0%	936 (hrs)	\$0.06

Costs of Security Technology (per sq./ft)

Reno / New Build Environment - Recreational Facility

	Total Sq./Ft	Cost / Sq./Ft
Security Systems Project Total	2,800	\$8.93 sq./ft
Tech Cost (Intrusion Alarm)	\$5,000	\$1.79 sq./ft
Tech Cost (Card Access Control)	\$9,000	\$3.21 sq./ft
Tech Cost (CCTV)	\$11,000	\$3.93 sq./ft

Reno / New Build Environment - Administrative Offices

	Total Sq./Ft	Cost / Sq./Ft
Security Systems Project Total	4,200	\$9.52 sq./ft
Tech Cost (Intrusion Alarm)	\$8,000	\$1.90 sq./ft
Tech Cost (Card Access Control)	\$9,600	\$2.29 sq./ft
Tech Cost (CCTV)	\$22,400	\$5.33 sq./ft

New Initiatives / Programs started in 2020/2021

New initiatives provide opportunities for growth from the regular core business. They must be reflective to the City's overall priorities and require different skills and metrics to ensure the delivery provide the benefit that is intended.

EMERGENCY NOTIFICATION SYSTEM - In July of 2020, Corporate Security started planning for the expansion of the City's existing internal Emergency Notification System with services provided by RAVE Mobile. The Emergency Notification System is a method of sending and/or broadcasting a consistent fact-based message to City staff during emergency scenarios to provide up to date information and details to support staff safety and response.

Corporate Security continues to prioritize its service delivery to enhance the reasonable measures taken to provide a safe and secure work environment for all our employees and to do this we are always looking to improve our response to emergency situations. In any emergency, communication is of the utmost importance and this tool will be able to support broader communication through various platforms and to more staff.



The process for the Emergency Notification System is still underway and Corporate Security is planning on delivery the system to City Hall staff within 2022, with a phased approach to all other City Facilities and Properties.

TRAINING – With the expansion of the Emergency Notification System, there was a need to ensure those working with the City of Hamilton had an understanding of what their role and responsibilities were in case of an emergency. This began the framework for Security Awareness Training. Although still in the planning phase, in 2022 we plan to establish a baseline and understand where the knowledge and program gaps are, in order for us to focus through knowledge assessments and drills that will be driven through Corporate Security for all employees including Council Chambers, the Mayor and the City Manager. This will allow us to build a culture of security awareness and shape unsafe behaviours.



ENET - Over the past few years, Corporate Security has become a critical resource center drawn on by many departments for its subject matter expertise in the areas of both internal operations and external public safety initiatives. As a result, we began working on a "Corporate Security eNet Page" to provide guidance, information and be a resource to our constant evolving program. The Corporate Security Office provides services to all internal City departments including Hamilton Water and this will allow us the opportunity to have the information all in one place and ensure a consistent message is delivered. The Corporate Security eNet Page went live December 2021.



10 Year Corporate Security Project Priorities

The development of Corporate Security over the next 10-Years will be seen through our project priorities, while 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. These priorities include projects such as:

- Emergency Notification System
- Portable Radio Communications
- City Wide Incident Management System
- Patrol Management System
- Training
- Centralized Security Control
- Signage
- Card Access Technology Replacement
- Common Video Management Platform
- Lockdown Systems
- Cameras – New Installations
- Centralized Key Management System
- Restricted Physical Lock Management
- Centralized Intrusion/Burglary Monitoring/Management
- Camera Life Cycle Refresh
- Video Management Platform Life Cycle Refresh

Looking Ahead

2020 through to 2021 were busy years for corporate security with the unforeseen COVID-19 pandemic state of emergency. Additional security services were required and were expected to continue through to the end of the year. In addition to the increased day to day operational demands over the past 2 years, several enhancements and project initiatives were brought to fruition, some in which are currently ongoing in 2022. They are as follows:

- The City Hall Forecourt Bollards Project is underway to enhance security in the Forecourt including limiting vehicular access to public gathering areas. The project is currently in the planning stages, with construction beginning in the spring of 2022.
- Incident Management System Roadmap
- Emergency Notification System
- Security Staff Advisory Committee, Policy and Procedure Sub-Committee and the Training Sub-Committee
- Centralized Security Control
- Portable Radio Communications
- Common Video Management Platform
- Security Technology Enhancements at Existing Properties

In 2021, the Corporate Security Office was granted a Capital Budget of \$800K for the 2022 fiscal year. Corporate Security will be placing focus on keeping pace with the evolving nature of the industry and our partner municipalities all while growing the Corporate Security Office both in services and experience.

2022 is proving to be a busy year for security and will be made all the busier by Covid-19 and the return to work plan. With this occurring, it is imperative that we take an "all hands on" approach, in order to manage the many projects on the go, the day to day operational demands and continue to have a proactive approach to security. We will continue to deliver an effective security program by evolving both Security Planning and Security Operations within the Corporate Security Office and will be placing focus on many priorities such as:

Security Awareness Training

We will be placing focus in 2022 on security awareness training that will focus on the creation and implementation of a Workplace Emergency Guide, Council Chambers Evacuation Procedures and Emergency Event Training with the introduction of regular drills for all within the facilities.

Interior Reconfigurations

We will be target hardening, and establishing a clear demarcation between public and private areas, working on Council Chambers Security Technology Enhancements and implementing Corporate Security Technology Standards for Public transaction counters, specifically at the Municipal Centers.

Emergency Event Response: Communication & Reporting

We will be enhancing emergency event communication to local and geographical stakeholders, implementing an Incident Management System and expanding the current emergency notification system at City Hall with a phased approach to the remained of the City.

Policy and Procedures

Through the Policy and Procedure sub-committee, we will continue to work on various policies and procedures in order to standardize procedures for a City-Wide application, as well as creating and implementing a City Wide Corporate Security Policy.

New Security Technology Installation – Design, Review and Recommendations Committee

A Security Technology committee will be implemented in 2022 to provide technology standards for Hamilton Water infrastructure. This will ensure we are drawing on subject matter expertise in both groups to set technology standards based on the criticality of the facility and/or location. This approach will focus on developing Security as service to Hamilton Water and set a standard based of Hamilton Water's needs.

Portable Radio Communications

In order to provide real-time information and communicate quickly with one another, we are working towards implementing radios that would have the ability to work with other systems such as the incident management system.

2022 will be a big year for Corporate Security as we move forward. Corporate Security will continue to work with our stakeholders and counterparts to harmonize the way we do business and to provide a transparent approach to security as a whole.