



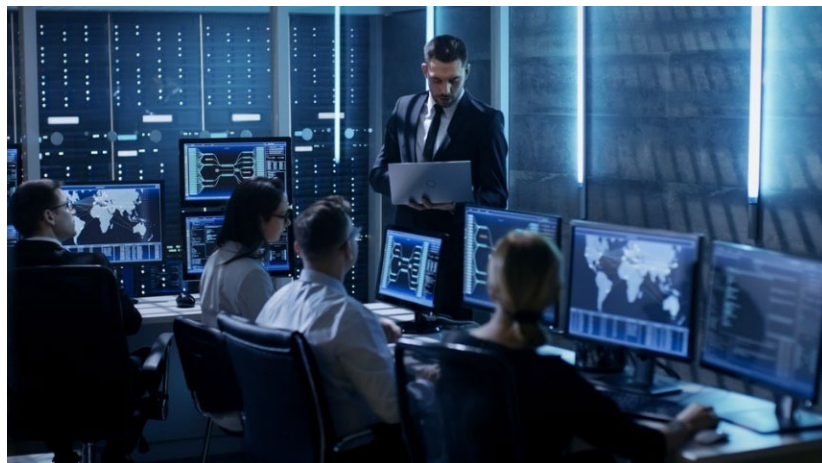
Corporate Safety & Security 2022-2023 Annual Report

January 15, 2024
Corporate Safety & Security
Team



Corporate Safety & Security Mandate

“The Corporate Safety & 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 Safety & Security office mandate.”



Vision Statement (Public Works)


As a service delivery member of Public Works, Corporate Safety & 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 (Corporate Facilities & Energy Management)

Under the Corporate Facilities & Energy Management division of Public Works, Corporate Safety & Security builds, and services its clients under the division's Mission Statement of;

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



**Security
is not a
product,
but a
process.**

2022 at a Glance

This year, the Corporate Safety & Security Annual Report is organized around the ways through which we have had the most significant impact.



Security
Training

**Duress Alarm
Training for over
150 employees**

**Lockdown, Hold
& Secure, Shelter
in Place Training
For 51
employees in Q4**

**Emergency
Notification
Training for 35
employees in Q4**



IN 2022

37% increase to overall service hours from 2021 **& 33%** of overall services hours were related to ADHOC coverage requirements City-wide



**1071
Service
calls**

&

Since 2019, an overall increase of **232%** in the hours delivered by our security guard services contractor has been experienced.

**“Our Business is
protecting yours.”**



**8040
Activities
In
2022**



**Council
Training
delivered
in
2022**



Dashboard

(2022) 1071 Incident Reports

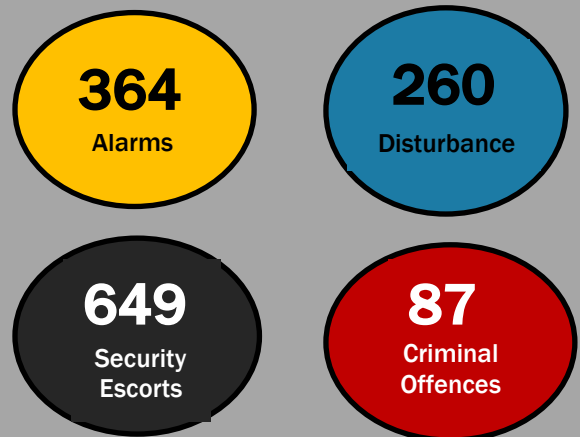


2022
Jan to Dec

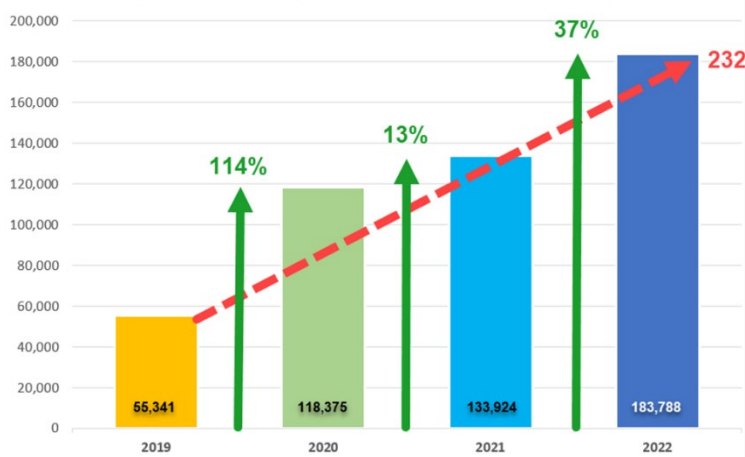
VS

2023
Jan to Oct

(2023 Jan - Oct) 1846 Incident Reports



Comparison - Security Guard Service Hours Variance by Year



53,570 Hours - Security Guard Service Distribution - Regular Services CFEM Bldgs (Jan-Oct 2023)

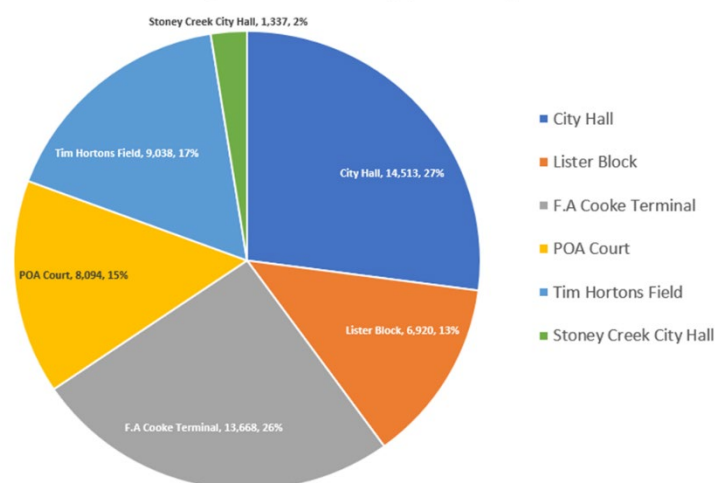


Table of Contents

Introduction.....	8
Organizational Structure.....	9
Service Delivery Model.....	10
Year in Review.....	11
Community Involvement.....	12
Significant Activities and Events.....	13
Communication.....	15
Committees.....	17
Training Opportunities.....	18
Policies and Procedures.....	21
Corporate Safety & Security Initiatives and Results in 2022.....	23
Our Actions.....	23
Our Initiatives.....	24
Project Focus.....	25
Capital Security System Projects.....	25
Ongoing Capital Security System Projects.....	29
Continuing Projects.....	33
Proactive Project Initiatives.....	34
Demand Maintenance.....	38
Site Security Reviews.....	38
2-Year Parks Patrol Project.....	39
Annual KPI's.....	42
What we report and why.....	42
2022 / 2023 Incident Statistics.....	43
2022 / 2023 Activities Statistics.....	49
2022 / 2023 Security Guard Service Hours.....	50
Financials.....	59
Investment Results of 2022 & 2023 Capital Budget.....	59
Looking Ahead (Moving Forward).....	60
10 Year Corporate Safety & Security Project Priorities.....	60
Future Project Highlights Expected in 2024.....	61
Our Priorities in 2024.....	61

Introduction



During the past 15 years, we have been working towards creating and developing a Corporate Safety & Security Office within the City of Hamilton. In 2006 Security technology and design practices were applied in City construction projects, while in 2016 direction was given to create a Security Task Force through multiple

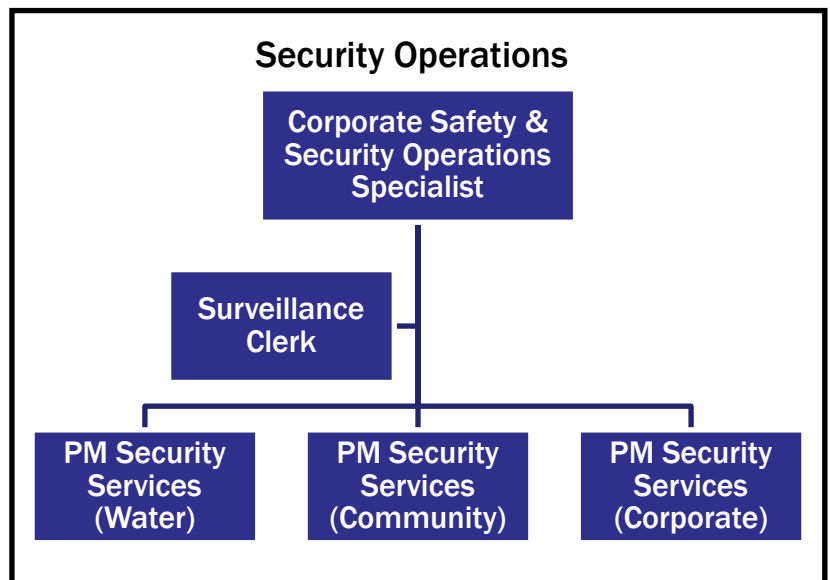
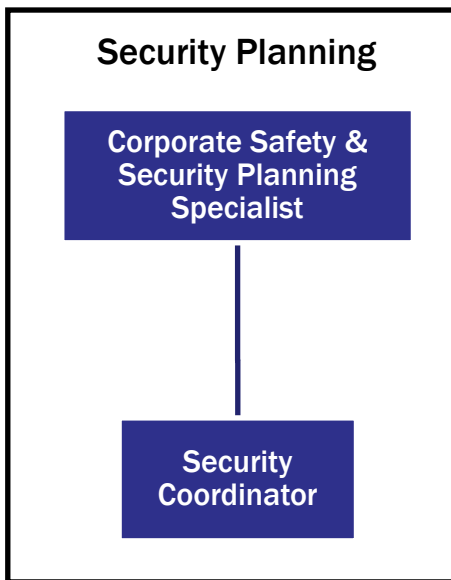
stakeholders. In 2017 development of the Corporate Safety & Security Office started and by 2018 the team was established.

Corporate Safety & Security, under the Facilities Planning & Business Solutions section, Corporate Facilities & Energy 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.

The Corporate Safety & Security Office (CSSO) is dedicated to contributing towards the City's guiding principles as identified in the City of Hamilton's Strategic Plan (2016-2025) and Council's 2023 Approved Priorities. The objectives of the CSSO are to deliver services that ensure safety and security in the community and work environment. Our focus is on safety, prevention, and protection with mitigation as a last resort. 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.

Over the past three years Corporate Safety & Security has become a critical resource center relied on for its subject matter expertise in the areas of both internal operations and external public safety initiatives. As a result, prioritizing planning work and implementing systems are vital to the sustainability of the program.

Organizational Structure



The Corporate Safety & Security office is organized into 2 streams, Security Planning and Security Operations. With continued growth, the vision includes focusing on protective services, to enhance the program as a whole and provide greater engagement with our customers. This new structure will allow for support to the City of Hamilton for security services and demands.

Service Delivery Model



The Service Delivery Model “Strategy” or Security is responsible for the “Prevent” and “Prepare” areas of the model which include:

- Running the Security Staff Advisory Committee (SSAC) for governance and interdepartmental consistency
- Strategic Planning / Risk Mitigation
- Communications on Policies and Procedures
- Roles and Responsibilities
- Emergency Response / Business Continuity planning and Emergency Planning support
- Policies and Procedures
- Training, Education and Awareness
- Standards
- Reporting
- Deployment of Security Enterprise Technologies

Security Operations is the “Respond” and “Recover” portion of the model, or the deployment piece. This area is responsible for:

- Subject Matter Expertise
- Incident Responsiveness
- Contract Management
- Physical Environment (Site Reviews)
- Project Implementation
- Security Intelligence / Trend Analysis
- Connections (Community Partners)

This model will now allow Corporate Safety & Security to develop the tools, resources and systems required in order to build a more robust protective service program.

YEAR IN REVIEW



The Corporate Safety & Security office was built on the premise that the City of Hamilton, as a large, densely populated metropolis with a municipal government employing over 8,000 employees and delivering services to a population of over 569,000 persons needs to have a robust security program to ensure the safe delivery of its programs and services.

Since 2018, the team has relentlessly pursued continuous improvement initiatives driving towards maturing the program from a tactical response-based service to a strategic, value-added service program. 2022 has been a pivotal year of maturation and growth which was accomplished through engaging highly skilled people to work within the Corporate Safety & Security office who would not only excel in their roles but move Corporate Safety & Security in a forward direction.

Community Involvement



Corporate Safety & Security identified an opportunity to become involved with the local community by making a difference over the 2022 holiday season.

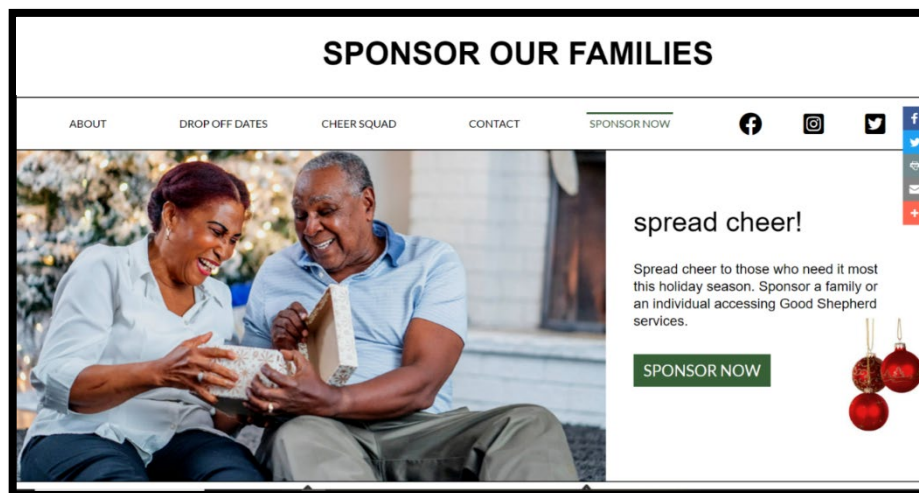
After contacting and researching many local charities, foodbanks, and other

community partnersthe team voted to participate in the “adopt a senior” program through a local shelter.

This was a completely voluntary initiative funded out of the teams’ own pockets to “adopt” 2 senior adults who required immediate support services to build independence. The concept was to donate personal funds that would be used by shelter staff to purchase wish list items for each individual.

With this being such a hit, the team is looking forward to coming up with another great idea for the 2023 holiday season!

Below is a glimpse of the program information and the wish lists that were provided.



Sponsorship # 1 – Senior Adult Age 62

Sizes: Tops: XL – Bottoms: XL Wish List: • Dish Set • Pajamas • Towels • Walmart Gift Card

Sponsorship # 2 – Senior Adult Age 69

Interested in: Hockey, Baseball, Football, Music Favorite Color: Blue Wish List: • Any Sports Stuff – comforter, track pants • T-shirts • Balcony Furniture • Rug Hooking • Gift Card – Food Basics or No Frills Top Size: 4X Bottoms Size: 4X Shoe Size: 12



Significant Activities and Events

Corporate Safety & Security is dedicated in contributing with other stakeholders towards 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 year, Corporate Safety & Security was able to contribute to various staff reports brought forward to Committees and Council for consideration.

Corporate Safety & Security delivered two significant staff recommendation reports through the Public Works Committee in 2022 and 2023.

- The first staff recommendation report in 2022 (Security of City's Property and Personnel – PW22016) addressed concerns identified through Corporate Safety & Security on the impacts of increased Canadian threat trends to Elected Officials and to public facing Senior Staff members. This report resulted in approval from Council to implement Security Orientation Training for Council, annual refresher training for Emergency Evacuation procedures/drills, as well as Security Risk Assessments, Security Recommendations and Mitigating Measures Implementation.
- The second recommendation report in 2022 (City Hall and Other Facilities Security Process Review - PW22015) identified potential vulnerabilities to the security of the City of Hamilton's (City) property, elected officials and senior leadership staff and proposed steps to mitigate those risks. This staff report was presented and resulted in approval from Council to move forward with the Action Plan presented.
- In 2023, there was a recommendation report (Update On 2-Year Pilot Parks Patrol Program - PW20046(a)) addressing the continuation of the Parks Security Patrol Program using a new delivery model with a permanent Mobile Security Patrol team dedicated to all City owned properties. This report resulted in approval from Council to implement the new delivery model and a request to return to Council with additional statistics, in order to close the 2 OBL items.

The Action Plan from the City Hall and Other Facilities Security Process Review Report, brought forward 66 recommendations in total, with a plan to address the gaps and concerns that were identified. There were a number of initiatives already in development such as;

- Security eNet page
- Development of an emergency evacuation plan for Council
- Development of a training program with semi-annual drills
- Expansion of the Emergency Notification System
- Security Staff Advisory Committee creation and
- Consolidated development of Policies and Procedures

Out of the 66 recommendations, an amalgamated action plan was created where 24 of the recommendations have been addressed as of Q3 2023. The remaining recommendations will be addressed by Corporate Safety & Security into 2024.

Communication

Corporate Safety & Security is responsible for overseeing the well-being of the City of Hamilton's employees, assets, locations, and reputation. They tend to face numerous challenges, specifically because every organizational function is impacted by security. With such widespread influence, it is imperative that security has an internal voice in the form of communications representation, ensuring policies, procedures and relevant breaking news items are universally and regularly communicated.

CORPORATE SAFETY & SECURITY eNet PAGE

Corporate Safety & Security's eNet Page was implemented December of 2021. Within the first year, the Corporate Safety & Security eNet page has continued to develop and become a learning resource for all. Corporate Safety & Security's eNet page now includes an "Incident Reporting" tab and a "training resource" section that includes training guides and documents.



EMERGENCY NOTIFICATION SYSTEM

In July of 2020, Corporate Safety & Security started the planning phase 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.

Throughout 2022, Corporate Safety & Security has been working towards the implementation of the Emergency Notification System at City Hall with the creation of emergency boards, emergency cases for each floor, the introduction of Incident Commanders/Safety Wardens and training for Lockdown, Hold & Secure, Shelter in Place.



TEAM BUILDING

2022 held many firsts for the Corporate Safety & Security team. In December we held our first team building event where we discussed our True Colours Personality Type and Work Style, and how as a team, we can work together.



TEAM ACHIEVEMENTS

In 2022 all members of the Corporate Safety & Security team advanced themselves individually through memberships, certificates and designations. This is a great step for individual performance and a great asset to the team from a growth perspective.

Memberships

1. ASIS International
2. NCS4 – National Center for Spectator Sports Safety and Security
3. IFPO – International Foundation for Protection Officers

Certificates

1. CPTED – Crime Prevention Through Environmental Design
2. Standard First Aid with CPR

Designations Started

1. CPP – Certified Protection Professional
2. PSP – Physical Security Professional

Designations/Certificates Previously Attained

1. CPP – Certified Protection Professional
2. CSPM – Ceretified Security Project Manager
3. CPTED – Crime Prevention Through Environmental Design
4. Inerprise Risk Management Certificate

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

The Security Staff Advisory Committee has been in place since implementation in 2021 and meets quarterly. They continue to provide a corporate governance structure that ensures interdepartmental collaboration with stakeholders and draw on subject matter expertise from various business units for input, 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 has helped us focus on the development of Corporate Safety & Security Policies and Procedures, as well supporting the multiple projects that bring services to our staff and community.

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 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 2024 and provide staff with knowledge, for the essential role they all play in any situation.

Training Sub-Committee

As a Sub Committee of the Security Staff Advisory Committee, the Training Sub-Committee was developed in 2021 and meets quarterly. This is necessary 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 of 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. The Hamilton Water Security Committee meets quarterly.

Training Opportunities

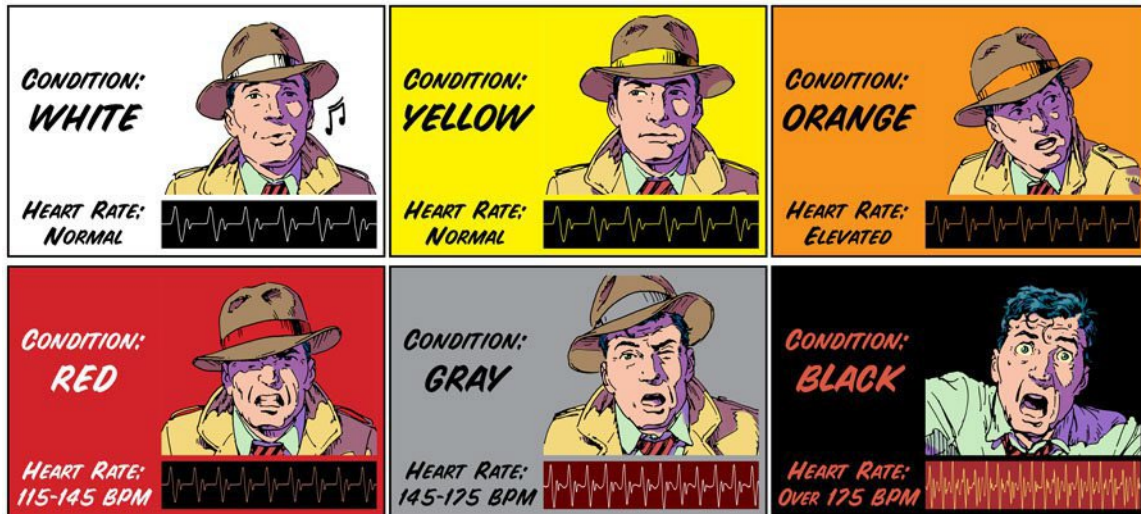
In 2022, Corporate Safety & Security created the Corporate Safety & Security Training program. This included the creation of an Emergency Response Guide for Council and City Hall staff. It was critical for the timing of this training to align with the Municipal Election that took place in October, which brought in many new members to Council. The training instills mindsets and cognitive tools for each member that are essential to ensuring their own safety and the safety of those around them during challenging experiences.



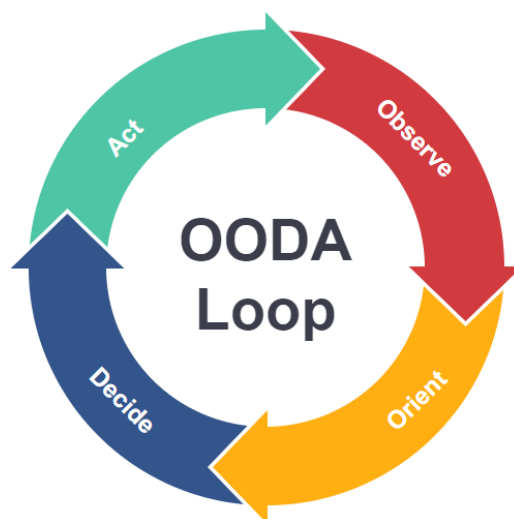
The goal of the training is to provide a foundation for security situational awareness practices to enable each recipient of the training, with the ability to anticipate threats and act accordingly based on their environment.

Situational Awareness Training

Situational awareness training was introduced to help participants develop important skills and mindsets, designed to help them change their way of thinking about everyday situations and look at their surroundings carefully.



This beneficial training is key to creating a culture of awareness and strengthen preparedness in the case of an emergency and the more you practice situational awareness in your everyday life, the easier it becomes to permanently implement. Making the effort to notice things during your normal daily routine, means there are less things that you need to pay attention to when something bad occurs.



Throughout 2022, Corporate Safety & Security provided various training initiatives to employees of the City of Hamilton. Throughout the 2024 year, the program will progress further and become available on the new Learning Management System (LMS).



Duress Alarm Training

The Corporate Safety & Security office introduced new security technology enhancements through the PED business unit areas in 2018. These enhancements incorporated some existing tools (i.e. existing duress buttons and blue lights) that were already located in some PED spaces, but the enhancements expanded on their use specifically. The Corporate Safety & Security office provided department training for all staff on the use of these devices and the locations of all buttons in their department areas. In total, over 150 employees were trained and all training material was made accessible on the Corporate Safety & Security eNet Page.

Incident Commander / Safety Warden Training

The Incident Commander and Safety Warden Training was presented to employees of City Hall, as the beginning phase of our Emergency Response Training. This training was to prepare those filling the roles on the responsibilities for overall leadership and direct management of an incident and the process in which the City of Hamilton will support. A total of 44 employees have received the training with more anticipated for 2023.

Lockdown, Hold and Secure, Shelter in Place Training

Safety is the readiness to respond to emergency situations, and establishing good safety practices including training and education, is an important first step. Lockdown, Hold and Secure and Shelter in Place Training was presented to employees of City Hall, as part of our Emergency Response Training that will be delivered to the entire City in a phased approach. A total of 51 employees have received the training thus far. The training will continue into 2023 and yearly refreshers will be available.

Emergency Notification System (Rave) Training

The Emergency Notification System (ENS) is a method of sending and/or broadcasting a consistent message to one or more people across multiple channels and delivery devices, of a pending or existing emergency. We are implementing the Emergency Notification System with services being provided by RAVE ALERT, to help us to continue to provide the safest possible work environment. This training was to inform those how the system will work and what to expect in an emergency situation. A total of 35 employees have participated thus far with the anticipation of 2023 bringing many more.

All training documentation and associated presentations have been added to the “training resources” tab on the Corporate Safety & Security eNet page, as the first steps in creating a training library.

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

The following Policies and Procedures are ready for approval.

- Trespass to Property Policy
- Trespass to Property Procedures
- Corporate Wide Security Policy

In the upcoming year we will be focusing on many security-based practices such as;

- Access Control
- Security Investigations
- CCTV
- And many more based on benchmarking with other municipalities



Corporate Safety & Security Initiatives and Results in 2022 & 2023

Our Actions



Enabled Business Growth

Corporate Security has strengthened partnerships with law enforcement and collaborated with municipalities to advance ideas and solutions, to security challenges. We have been collaborating to bring forward new products, technologies and to look at new opportunities for Corporate Security. These efforts make it clear that good security isn't just about putting out fires, it's about driving bottom line results.



Advanced Security Transparency

Corporate Security continues to engage with stakeholders, community partners and associations within the City of Hamilton. By sharing our expertise, knowledge, findings, and best practices, we are assisting others prepare for emerging situations and / or emerging threats that can occur at any time.



Enhanced Security Training

Corporate Security has been customizing our training program to meet the needs of all City of Hamilton employees. We recognize the unique circumstances of the City and we are accelerating the training by adding a library of training resources to our eNet page and becoming a part of the Learning Management System project. This will ensure City employees remain skilled and knowledgeable.



Strengthened Emergency Protocols

Corporate Security has expanded our emergency protocols through the expansion of the Emergency Notification System to City Hall, introducing the Security Operation Centre and the creation of multiple security-based Policies and Procedures for employees to utilize as tools.

Our Initiatives

Corporate Safety & Security has been focusing on moving new initiatives ahead to provide opportunities for growth and to deliver an effective security program. They are reflective to the City's overall priorities and require different skills and metrics to ensure the delivery provides the benefit that is intended.



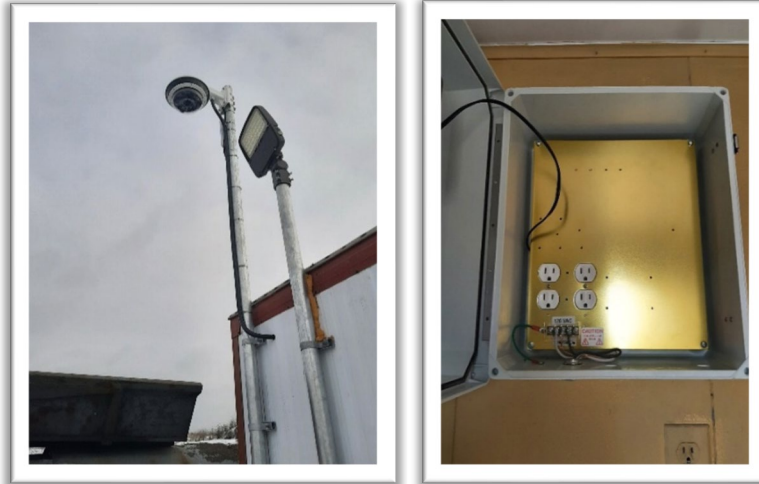
- Emergency Notification System (City Hall)
- City Wide Incident Management System
- Training
- Centralized Security Control
- Signage
- Council Evacuation Plan
- Hamilton Water Security Master Plan
- Interior Reconfigurations
- City-Wide Enhancements
- Project Initiatives
- E-Net
- SWOT Analysis

**A safer point
of view**

PROJECT FOCUS

Capital Security Systems Projects

Rymal Yard Bagela Building CCTV System Expansion



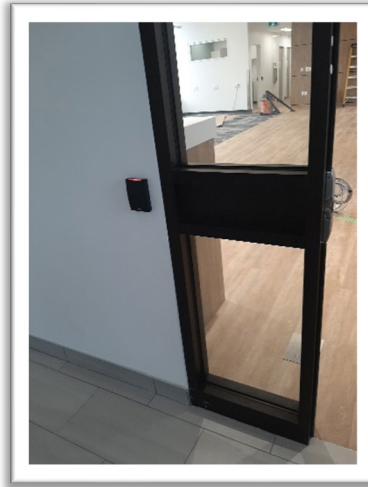
Valley Park Rec Centre & Library New Security System Commissioned - Includes intrusion, access control & CCTV)



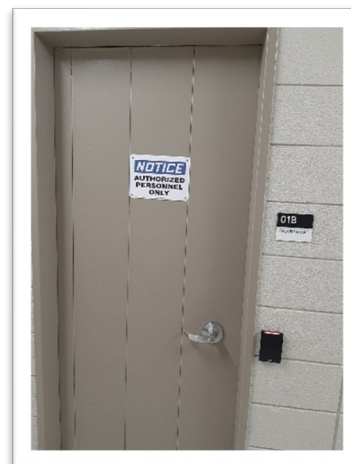
Red Hill Family Centre New CCTV System Commissioned



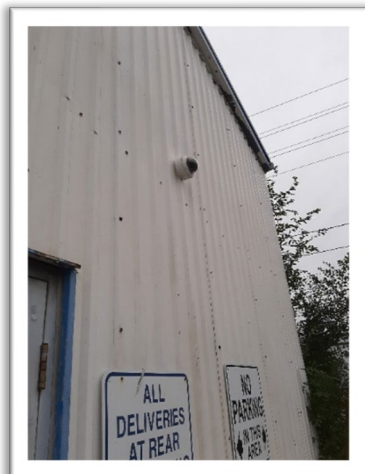
Carlisle Library Renovation Building Security System - Includes intrusion & access control Equipment



City Hall – Access control System Expansion (Various client groups)



Dundas Water Yard – CCTV System Upgrade



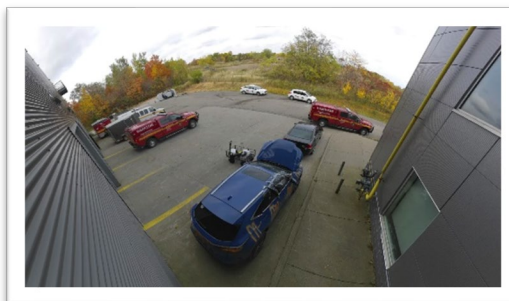
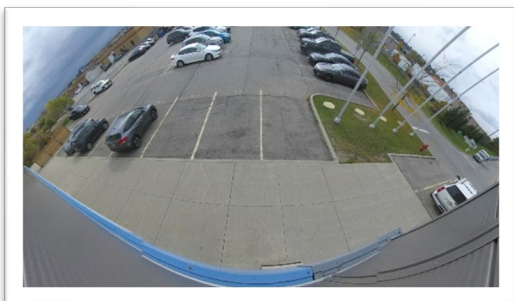
Tim Hortons Field Security Control Room – New Security System Commissioned - Includes access control & CCTV



Roads Maintenance Yards – CCTV System Expansion for Equipment



CCTV system upgrades for MATC



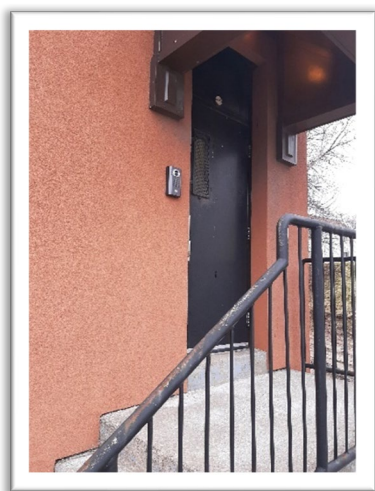
703-Highway 8 – New CCTV system install



Ancaster Town Hall – New access control system Install



240 Burlington St E – New intercom install



Kings Forest Golf Course – New Security System Commissioned – (Access Control & CCTV)



Ongoing Capital Security System Projects

Security system scope of work was provided for the following;

- Sir Wilfred Laurier Rec Renovation & Expansion Project (Being incorporated into Construction package)
- Confederation Sports Park – New Construction Project (Includes intrusion Detection & Access Control system)
- Public Health 100 Main St East Office Renos (includes various security technology elements)

Upcoming 2023 Projects;

- Saltfleet Library - New access Control System Install
- Road Maintenance Yards - Security Enhancements and Expansion (Will include various security technology elements)
- Cemeteries Security System Enhancements and Expansion (Will include various security technology elements)
- Parks West Security System Enhancement & Expansion (Will include various security technology elements)

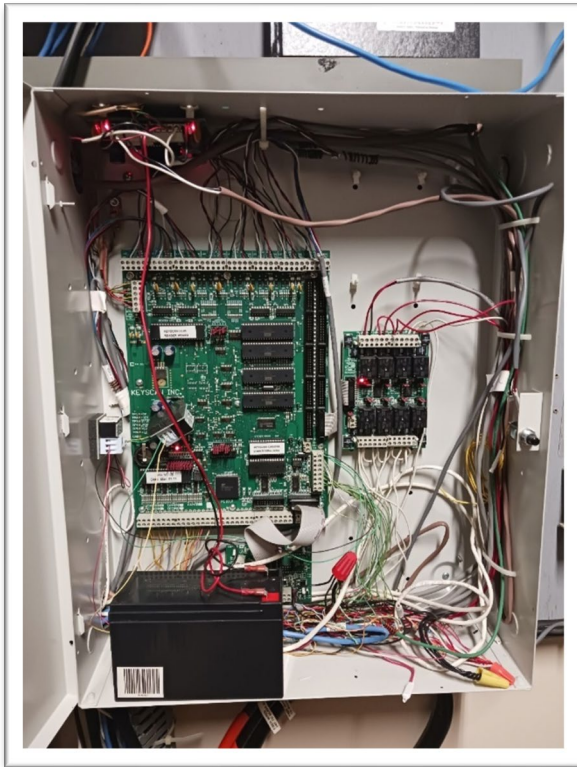
Hamilton Water Main/King CSO and Ferguson Pumping Station - CCTV installation is complete, Card access control and intercom installation to follow Main/King CSO



Ferguson Pumping Station



Woodward Administration Building Legacy Access Control System Upgrades



Woodward WWTP Video Intercom System Upgrades

This project involves upgrading the existing video intercom system to an IP-based video intercom system to better secure staff at the Woodward WWTP Administration Building by using remote-side intercoms for safe visitor authentication. This system will serve as the backbone to a broader video intercom system expansion for Hamilton Water buildings and outstations. Purchase order (PO) valued at approximately \$60k is currently circulating for approval signatures prior to issuance to vendor.

Woodward WWTP CCTV Upgrades

Administration Building: The Woodward WWTP is currently undergoing a broad CCTV system upgrade, starting with the Administration Building. Recently a purchase order valued at \$80k was issued to vendor M&R Security for the upgrading of the Administration Building's CCTV system for improved security monitoring of the building, nearby fence line and the surrounding areas. The installation work will be commencing in February 2023.

Filter Building: CCTV Upgrades for the Filter Building and surrounding area is currently in the design phase. This CCTV upgrades seeks to improve CCTV coverage in the North end of the plant, providing surveillance upgrades to critical plant functions occurring within that area.

Guard House: CCTV System upgrades to the Security Guard House at the Main Entry Gates of Woodward WWTP is currently in the design phase. The upgrades will seek to improve CCTV coverage at this critical entry point and will make use of the newest in license plate recognition technology to better support access control and authentication procedures.

Rail Gate and South-West Perimeter: CCTV additions to the South-West corner of the Woodward WWTP is currently in the design phase and will provide robust coverage of this critical area of the plant. Covering the railway gate, gate 6 and the East and South fence lines, this project will make use both multi-directional cameras and thermal image cameras to mitigate the risk of unauthorized intrusion into the plant.

Hamilton Water Outstations: These projects will seek to improve security at the various Hamilton Water outstations located throughout Hamilton and neighboring communities. Outstations include facilities such as pumping stations, reservoirs and combined sewer overflow tanks (CSOs). Security upgrades at these locations will involve a combination of CCTV, electronic access control, intrusion detection, video intercoms and high-security locks.

Continuing Projects

City Hall Forecourt Bollards Project

The City Hall Bollards Project (PW20064a) was an initiative approved through council to promote the safety and security of those who are attending the City Hall Forecourt for various activities. The project went out for tender and the bid process was completed with the project being awarded to the successful bidder. Construction is slated to begin in Q2 of 2023.

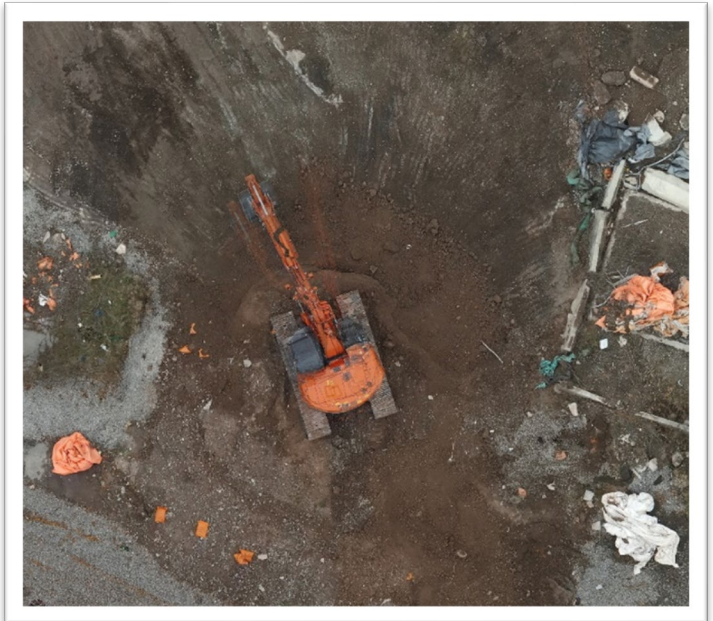
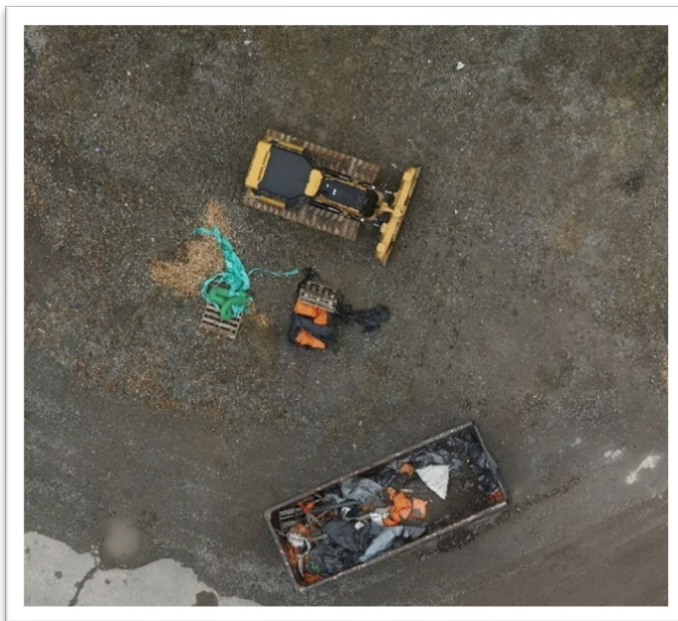


Proactive Project Initiatives

In partnership with Mohawk College's Construction Engineering Program, aerial drone mapping of three City of Hamilton properties was conducted in 2022 in order to obtain up-to-date aerial imagery of these locations. As google satellite imagery is not always current, there was a demonstrable need to obtain high-detailed imagery of these locations to provide both security situational awareness and for future project planning purposes. The imagery for these three properties was completed using a drone owned by Mohawk College valued at roughly \$40k, using a 40MP camera valued at roughly \$20k – which provided extremely high-quality aerial photography of these locations. The images were used to detect and analyze security issues and potential vulnerabilities. The locations were as follows;

1. Brampton Yard @ 2200 Brampton Street
2. 1579 Burlington Street East – Old Firestone Property
3. Woodward Waste Water Treatment Plant @ 700 Woodward Ave

Brampton Yard @ 2200 Brampton Street



1579 Burlington Street East – Old Firestone Property

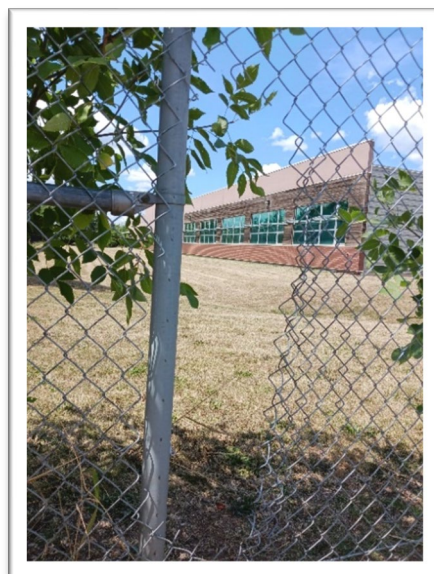


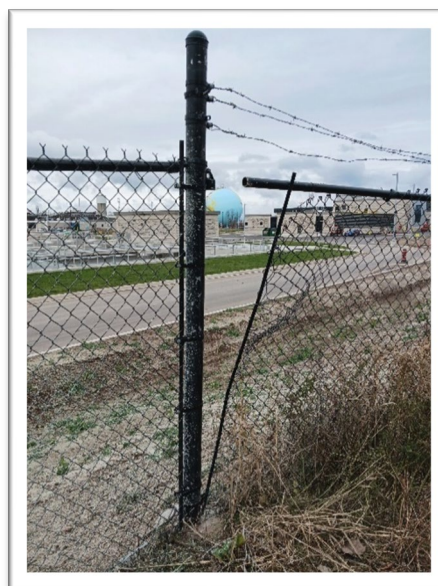
Woodward Waste Water Treatment Plant @ 700 Woodward Ave



Woodward Site Fencing Assessment – Perimeter Intrusion Detection and Deterrence System

Perimeter fenceline audits were conducted periodically at Woodward WWTP with vulnerabilities reported repairs completed by external vendors. While repairs were completed and vulnerabilities were corrected for the interim, a larger project is in development which seeks to replace the existing chain-link fencing with anti-climb and anti-cut security fencing. This will provide more robust perimeter fencing to the plant, significantly mitigating the risk of unauthorized entry via cutting, climbing or digging.





New Technology Testing

Field testing has occurred with new security technologies, prior to any procurement, to ensure functionality and acceptable integration into existing security infrastructure. Among the security technologies evaluated in 2022 were radar systems integrated with camera systems to detect intrusion and activity in specified coverage areas.

Thermal imaging technology was also tested to determine its applicability and practicality with respect to intrusion detection and low-light threat detection. Some video analytics systems were also tested for efficacy with Corporate Safety & Security's recording systems. These involved motion detection and line-crossing analytics which could potentially further assist with intrusion detection counter-measures.

**Providing security to
our most valuable asset.
You!**

Demand Maintenance

Type of Security Issued Work Order's	2019	2020	2021	2022	2019-2020 Comparison	2020-2021 Comparison	2021-2022 Comparison
Security/CCTV System	23	21	17	10	-9%	-19%	-26%
Security/Card Access System	94	121	126	157	28%	4%	11%
Security/Intrusion/Duress System	150	208	179	169	39%	-13%	-3%
Security/Guard/Alarm Response	58	155	58	70	167%	-62%	9%
Security/Other	12	142	163	97	1083%	15%	-25%
Security/Total	337	647	543	503	92%	-16%	-4%

Site Security Reviews

City Hall Security Assessment – The Security Site Review (SSR) request was made to identify current risks and trends associated with City Hall (Media Room basement) located at 71 Main St W. 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.

Firestone – The SSR request was made to identify current risks and trends associated with the old Firestone Building located at 1579 Burlington St E. 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.

Public Health 110 King St W – The request was made to identify current risks and trends associated with The Robert Thompson Building located at 110 King Street W. 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.

John Rebecca Park CCTV System (Planning & Privacy Impact Assessment) - A Privacy Impact Assessment was completed in 2022 before any potential installations took place. This project did not move forward with installations.

Dundas Transfer Station / Community Recycling Centre (CRC) – The SSR request was made to identify current risks and trends associated with The Dundas Transfer Station located at 27 Olympic Drive. 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.

Escarpment Stairs - CPTED Audit - The SSR request was made to identify current risks and trends associated with the following Escarpment Stairs:

- Wentworth Stairs
- Dundurn Stairs
- Chedoke Stairs
- Uli's Stairs
- Kimberly Stairs
- Brow-Margate Stairs
- James Street Stairs

2-Year Parks Partol Project

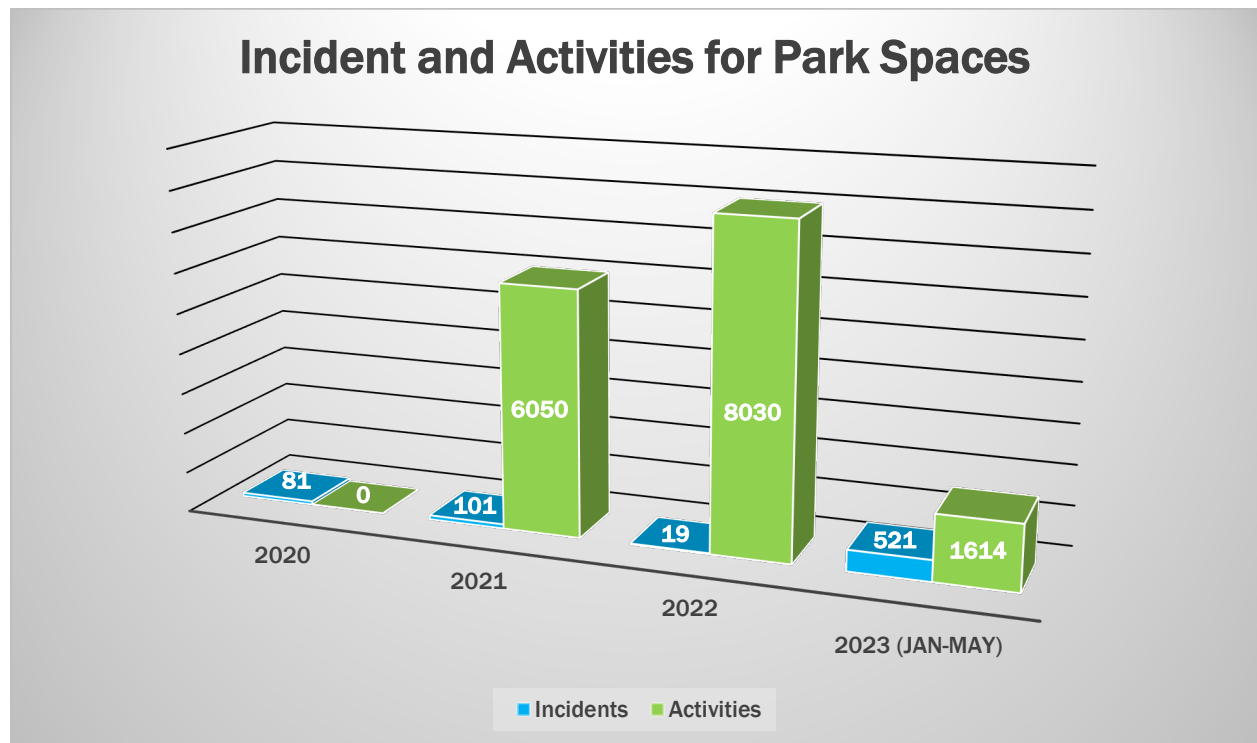
The Parks Patrol Project was established in April 2021 and based on the foundation of fostering positive engagement with residents and the community through proactive and responsive patrols by uniformed security staff in park spaces. This program is also reinforcing ownership and acceptable behaviour in the property outside of hours where regular use is permitted, and when City staffing operations are typically present.



The City's contracted security guard service provider was engaged to supply this pilot service level program, and included the daily documentation of arrival and departure times for each location using run sheets prepared by the City. The collection of metrics related to the program are based on the service hours performed, the documented patrols reported as Activities, and the number of Incident reports associated with properties designated as parks.

As of July 2023, the elements of the Parks Security Patrol program have been re-tooled into a more holistic and effective solution. This is to address the increase of safety and security issues being experienced by City staff and contractors, and to provide them with a responsive program of support in the delivery of their programs to the community.

When we returned to Council to report on the parks patrol project, we were asked to provide additional statistics to show support of this initiative. As you will see, we are trending upward and forecast 2023 statistics to grow well beyond previous years. Below you will see the additional statistics requested.



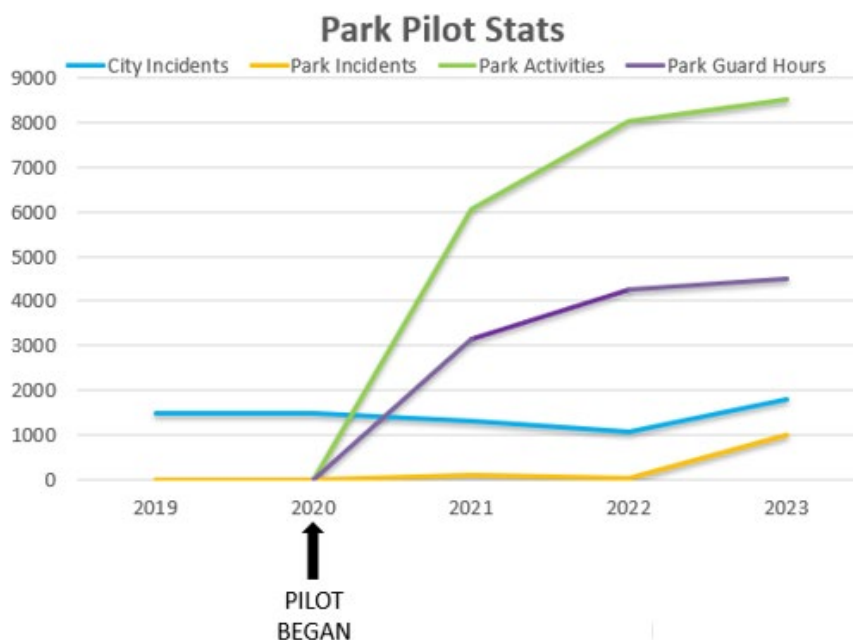
**Your security is our
commitment**

Parks Pilot Project Statistics

The table below summarizes extracted historical data relating to the original Pilot Parks Patrol Program. The data from the Pilot did not justify having a dedicated unit patrolling parks and consequently Staff recommended retooling the pilot into a Mobile Patrol Unit with a broader scope.

	2021 (Apr-Dec)	2022 (Jan-Dec)	2023 (Jan-May)
Assigned Security Guard Hours for Parks Patrol Pilot	3,150	4,272	1,614
Reported Activities in Park Spaces (Physical Patrols)	6,050	8,030	3,014
Reported Incidents in Park Spaces (See Breakdown)	101	19	521
Alarm	63	9	
Assist	5		517
Criminal Offences	20	5	4
Disturbance	1	1	
Emergency	1		
Maintenance	1		
Police Activity		1	
Records Management		2	
Service Performance	3		
Shelter / Housing Matter	1	1	
Special Events (Mass Gathering)	5		
Unsecured	1		

"Park Space" includes properties operated as Cemeteries



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).

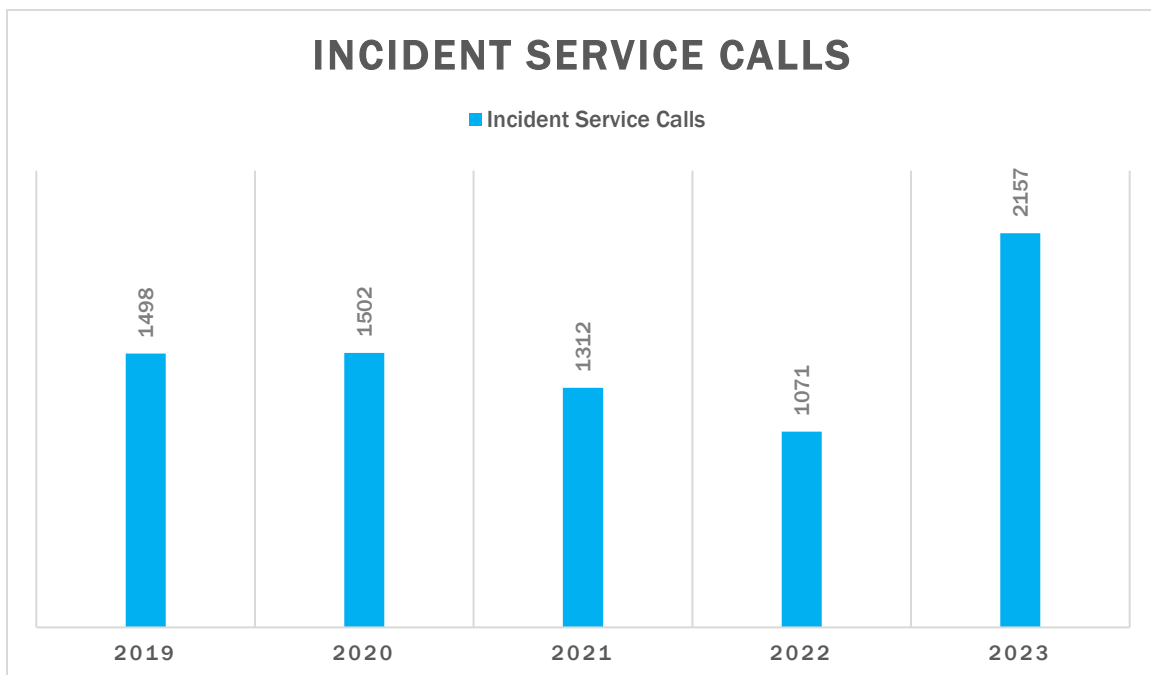


2022 / 2023 Incident Statistics

“What we are doing?”

In 2022, Corporate Safety & Security responded to 1,071 incident related service calls City-wide. The variance between 2021 and 2022 for total calls shows an 18% decrease in demand on security services.

In 2023 from January through to the end of October, Corporate Safety & Security has responded to a total of 2,157 incident related service calls. While this is not a full year analysis, we do forecast a total increase of over 100% by year end. 2023 has been the busiest year by far for demand incident service, since Corporate Safety & Security started in 2018.



Incident Report's by Category

Category Type	Year (2021)	Year (2022)	Year to Date (Jan – Oct 2023)	In Year current total Variance 2022-2023
Accident	7	12	10	-2
Alarm	695	224	364	+140
Assist	65	21	738	+717
Criminal Offences	109	98	87	-11
Crisis (Non Criminal)	N/A	2	2	0
Disturbance	40	169	260	+91
Elevator	10	13	2	-11
Emergency	12	37	59	+22
Equipment	3	19	1	-18
General	8	10	21	+11
Hazard	9	6	6	0
Lost / Found	13	22	6	-16
Maintenance	35	79	130	+51
Motor Vehicle	0	3	5	+2
Observation	5	7	11	+4
Police Activity	N/A	3	1	-2
Records Management	64	118	62	-56
Service Performance	24	15	13	-2
Shelter / Housing Matter	35	31	22	-9
Special Events	54	33	22	-11
Tech - Access Control	5	0	1	+1
Tech - CCTV	9	3	2	-1
Trespass to Property Act	50	45	18	-27
Unsecured	51	101	3	-98
	1312	1071	1846	+775

Although the 2023 year data above is only complete until October 31, 2023, there is a very visible increase in our statistics. 2023 has already well surpassed 2022 stats and we anticipate this trend to continue in the up coming year.

Incident Category Trending

In 2021 the top 3 largest categories by volume were Alarms, Assists and Criminal Offences. In 2022 the trending varied slightly, as the top 3 largest categories by volume were Alarms, Disturbance and Records Management. The breakdown is below:

The largest single category by volume in both 2021 and 2022 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.

ALARMS in 2022 **224**

Duress / Panic	6
Fire Alarm	53
Intrusion / Burglary	164
Power Failure	1



Disturbance's in 2022 **169**

Arrest	1
Causing a Disturbance	62
Indecent Behaviour/Exposure	10
Mischief/Nuisance	2
Other	9
Prohibited Activity	17
Suspicious Activity	3
Suspicious Behaviour	5
Suspicious Package/Item	1
Suspicious Person	8

RECORDS MANAGEMENT in 2022 118

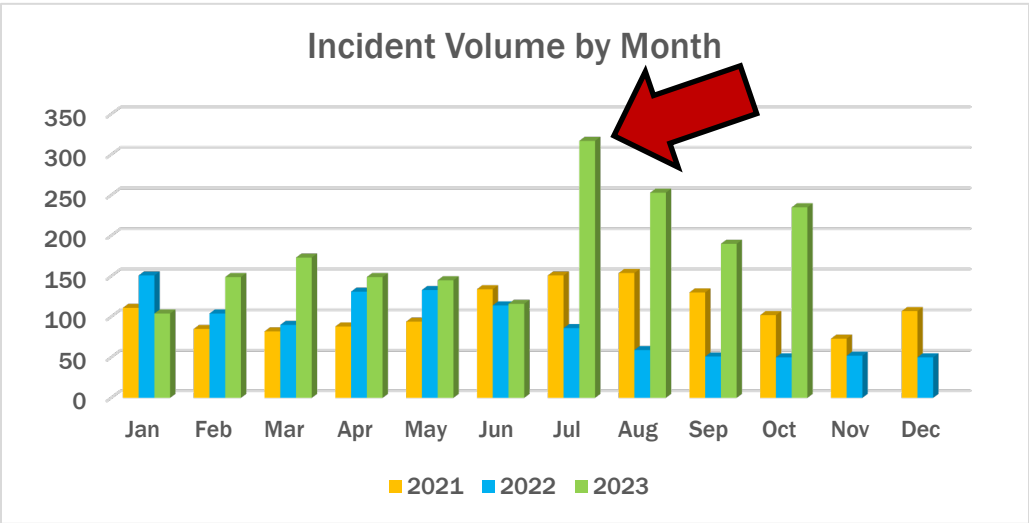
Access Card Use/Preservation	10
CCTV Use/Preservation	98
Documentation (General)	10

**Incident Category Trending Forecast for 2023**

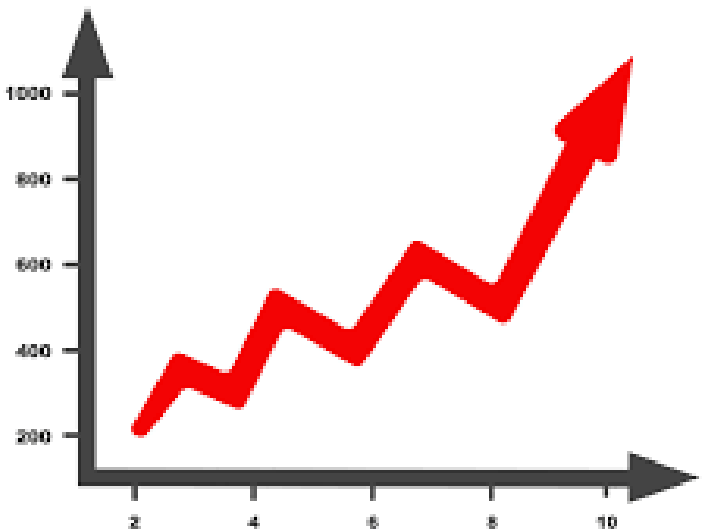
Forecasting for 2023 shows the trending for the top 3 largest categories by volume to be Alarms, Assists and Disturbances. Alarms has been in the top 3 largest categories by volume since 2021.

Category	Sub-Categories	2021	2022	Year to Date (Jan – Oct 2023)
Alarm		<u>695</u>	<u>224</u>	<u>364</u>
	Duress / Panic	4	6	9
	Fire	0	0	7
	Fire Alarm	57	53	50
	Fire Pannel Trouble	0	0	1
	Fire/Test	0	0	1
	Fail to Close	0	0	6
	General	0	0	1
	Intrusion / Burglary	543	164	367
	Power Failure	0	1	1
	Supervisory	0	0	1
	Trouble	90	0	2
	Other	1	0	18

Incident Volume by Month



In July 2023, there was a dramatic jump in incidents that reflects the opening of the Security Operations Centre. The spike is attributable to more accurate capturing of data as well as increased use of the new service.



The distribution of reported incidents city-wide based on the Property Type designation is shown below for 2022, the partial year of 2023 as well as previous year comparisons

INCIDENTS by Property Type	Year - 2022		2023 Jan-Oct		Previous Year Comparisons					
	#	%	#	%	Year - 2021		Year - 2020		Year - 2019	
					#	%	#	%	#	%
Administrative Office	378	35%	297	16%	269	21%	293	20%	392	26%
Call Centre Operations (CCC)	2	0%	2	0%						
Cemetery	7	1%	6	0%	28	2%	8	1%	10	1%
Child Care Services	6	1%	3	0%						
City-Wide (Non Specific)	5	0%	2	0%						
Civic Property	30	3%	27	1%	55	4%	101	7%	121	8%
Fire Services	4	0%	6	0%	3	0%	0	0%	1	0%
Golf Operations	14	1%	9	0%						
Hamilton Water	28	3%	21	1%	43	3%	30	2%	17	1%
Housing Services	2	0%	3	0%	9	1%	41	3%	62	4%
Library	25	2%	122	7%	62	5%	40	3%	29	2%
Long Term Care (LTC)	3	0%	15	1%						
Museum / Heritage Property	9	1%	33	2%	15	1%	22	1%	29	2%
MSC / Town Halls	9	1%	10	1%	23	2%	18	1%	17	1%
Ontario Works	20	2%	46	2%	14	1%	43	3%	43	3%
Operations Yard	26	2%	32	2%	34	3%	100	7%	120	8%
Other	0	0%	0	0%	61	5%	15	1%	13	1%
Park Space	12	1%	743	40%	96	7%	81	5%	86	6%
Parking Operations	8	1%	2	0%						
Police	1	0%	1	0%	0	0%	1	0%	0	0%
Public Health	12	1%	3	0%	39	3%	1	0%	4	0%
Public Right of Way (ROW)	4	0%	4	0%						
Rec / Arena / Community Centre	123	11%	203	11%	306	23%	205	14%	224	15%
Sports Stadium	139	13%	43	2%	188	14%	254	17%	75	5%
Transit	181	17%	143	8%	31	2%	177	12%	216	14%
Tenant Space	1	0%	0	0%						
Virtual / Systems Infrastructure	9	1%	21	1%						
Waste Management	9	1%	44	2%	36	3%	72	5%	39	3%
3rd Party (Non-City)	4	0%	2	0%						
Totals	1071	100%	1846	100%	1312	100%	1502	100%	1498	100%

2022 / 2023 Activity Statistics

Activities are proactive and demand based resource allocations that are reportable, but are not categorized as an incident event. Examples of Activities include the planned unlocking or securing of assets, proactive and demand based patrols of properties and building interiors and the daily tasks of security guards that show an investment in the hourly service to the City. Beginning in 2023, Corporate Safety & Security is capturing additional Activity datapoints as well as Incident Reports to report on the actual use of resources and the return on investment (ROI) that the overall security program provides.

The distribution of reported activities city-wide based on the property type designation is shown below for 2022 and 2023 until the end of October.

ACTIVITIES by Property Type	Year - 2022		2023 Jan-Oct	
	#	%	#	%
Administrative Office	63	1%	3525	42%
Call Centre Operations (CCC)	0	0%	0	0%
Cemetery	0	0%	80	1%
Child Care Services	0	0%	0	0%
City-Wide (Non Specific)	0	0%	2	0%
Civic Property	0	0%	105	1%
Fire Services	0	0%	32	0%
Golf Operations	0	0%	0	0%
Hamilton Water	0	0%	92	1%
Housing Services	0	0%	0	0%
Library	0	0%	18	0%
Long Term Care (LTC)	0	0%	1	0%
Museum / Heritage Property	0	0%	81	1%
MSC / Town Halls	0	0%	1	0%
Ontario Works	0	0%	72	1%
Operations Yard	1	0%	556	7%
Other	0	0%	0	0%
Park Space	8030	99%	1678	20%
Parking Operations	0	0%	1	0%
Police	0	0%	0	0%
Public Health	0	0%	0	0%
Public Right of Way (ROW)	0	0%	0	0%
Rec / Arena / Community Centre	0	0%	553	7%
Sports Stadium	0	0%	298	4%
Transit	0	0%	1179	14%
Tenant Space	0	0%	0	0%
Virtual / Systems Infrastructure	0	0%	0	0%
Waste Management	0	0%	195	2%
3rd Party (Non-City)	0	0%	1	0%
Totals	8094	100%	8470	100%

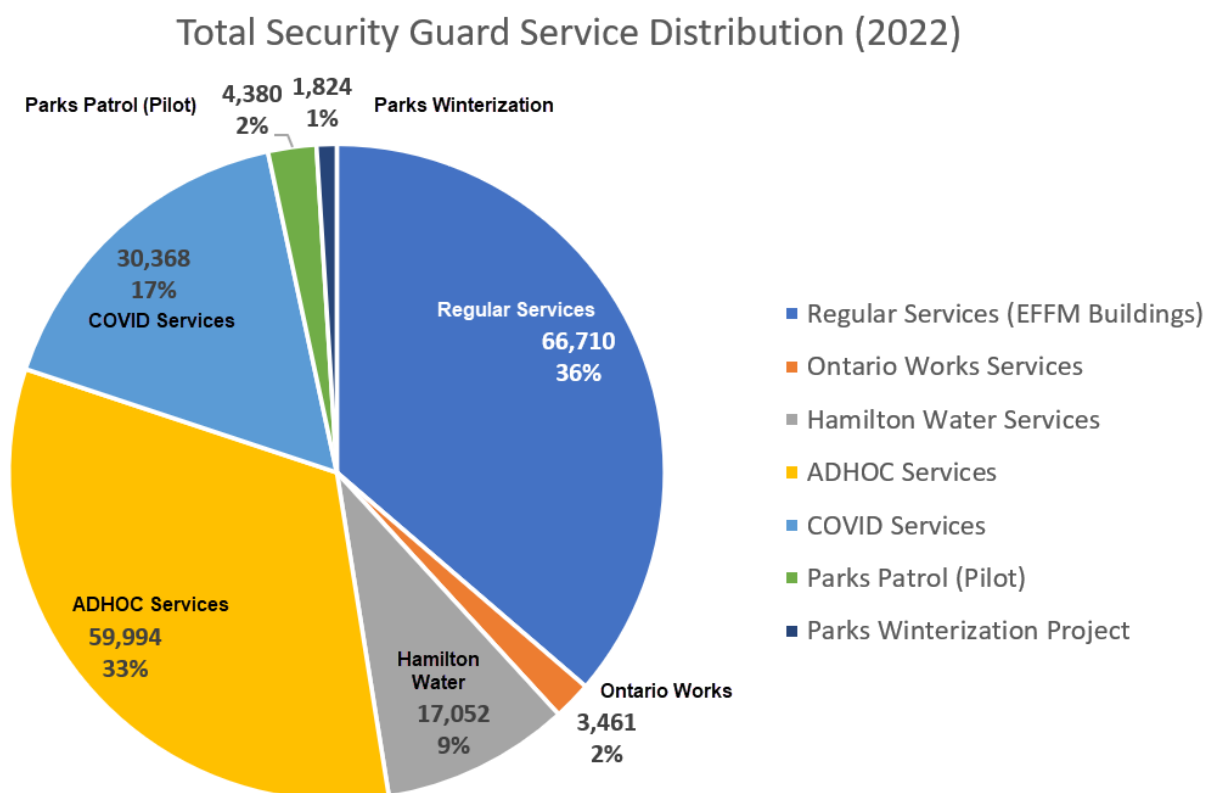
2022 / 2023 Security Guard Service Hours

In **2022**, the City's security guard services contractor delivered a total of **183,788** service hours. The distribution of these service hours are shown in the graph below.

2021-2022 Comparison = 37% increase to overall service hour volume from 2021 (133,924).

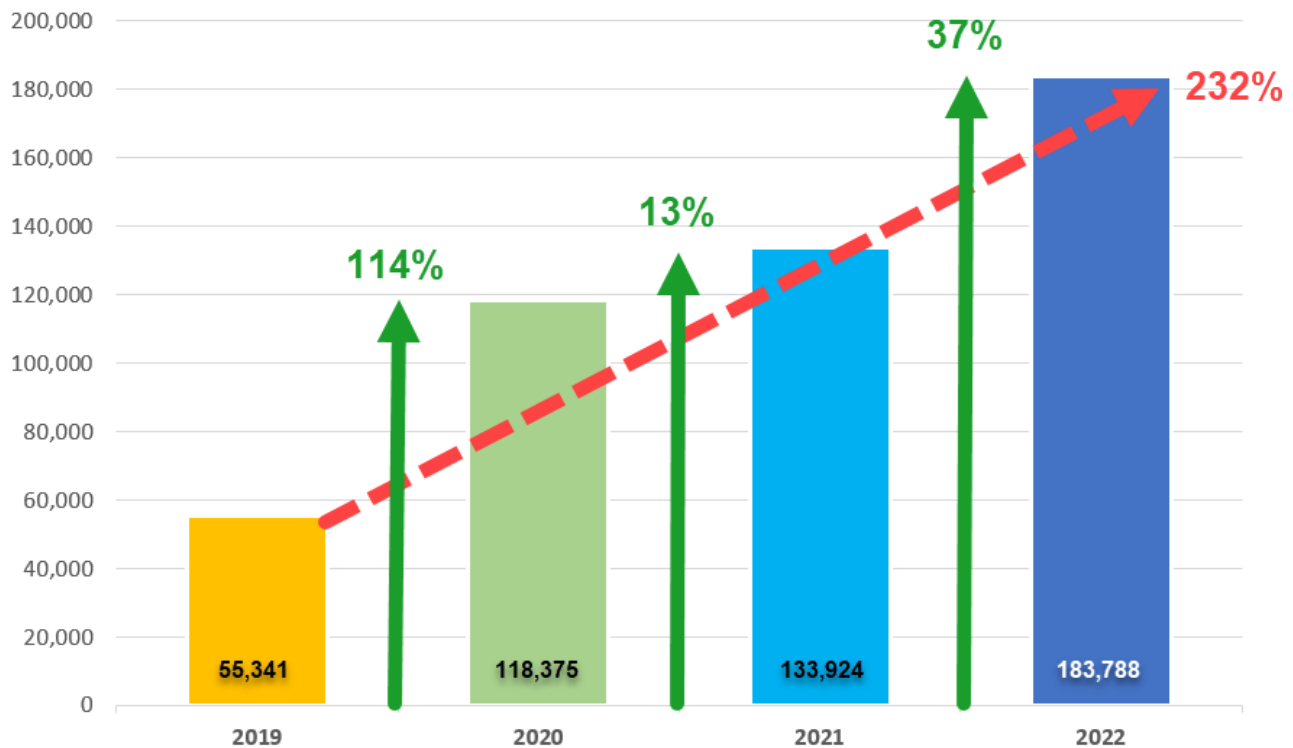
17% of 2022 service hours were a direct impact to the City's COVID-19 response, a decrease from 2021's percentage of 22% overall volume.

33% of 2022 services hours were related to ADHOC coverage requirements City-wide, an increase from 2021's percentage of 17% overall volume.

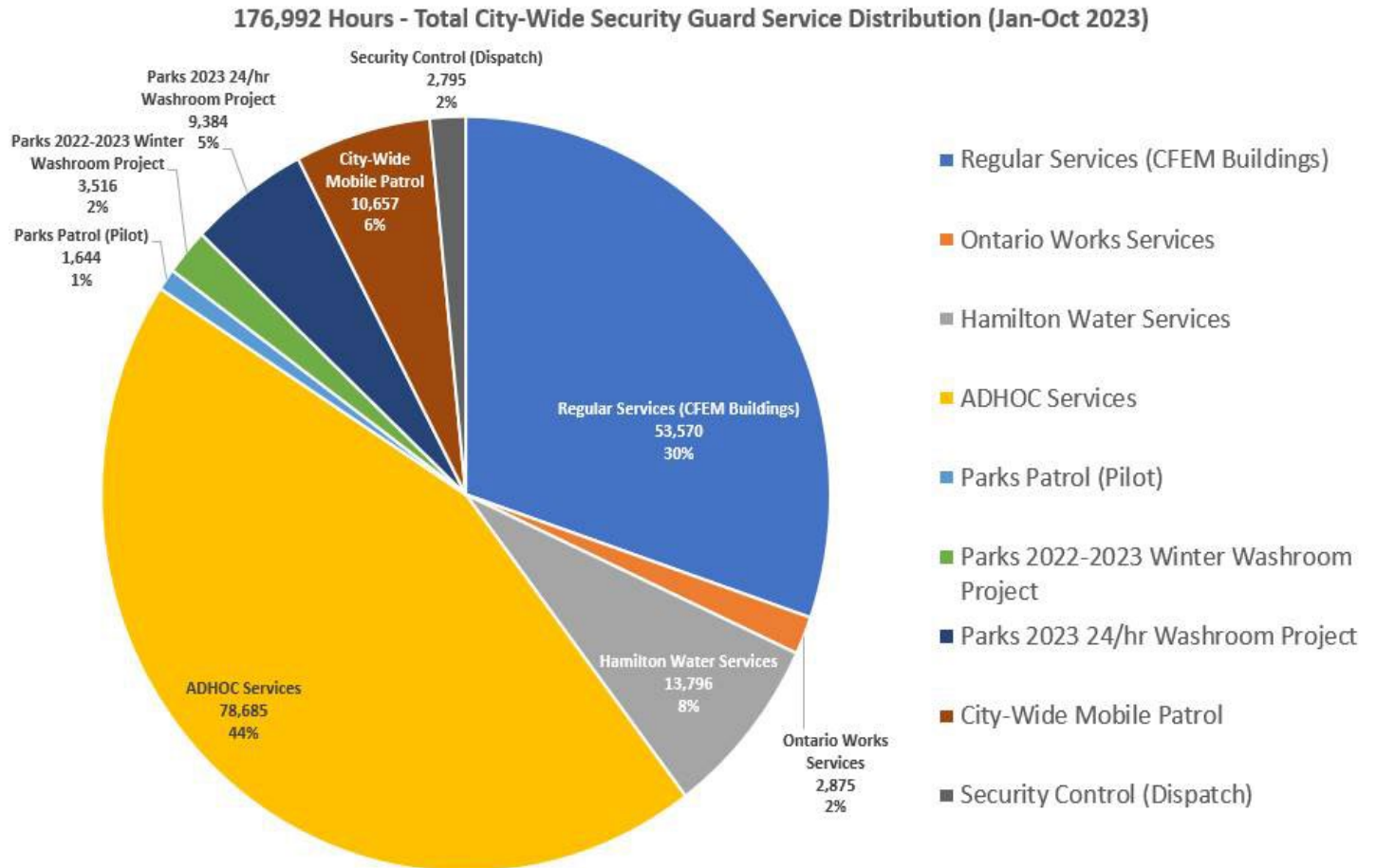


Since 2019, an overall increase of 232% in the hours delivered by our security guard services contractor has been experienced. Significant contributing factors for this increase are attributed to COVID-19 starting to impact the community in early 2020, and the overall need by City services to balance their mitigating measures around Health, Safety and Security in the workplace through ADHOC services.

Comparison - Security Guard Service Hours Variance by Year



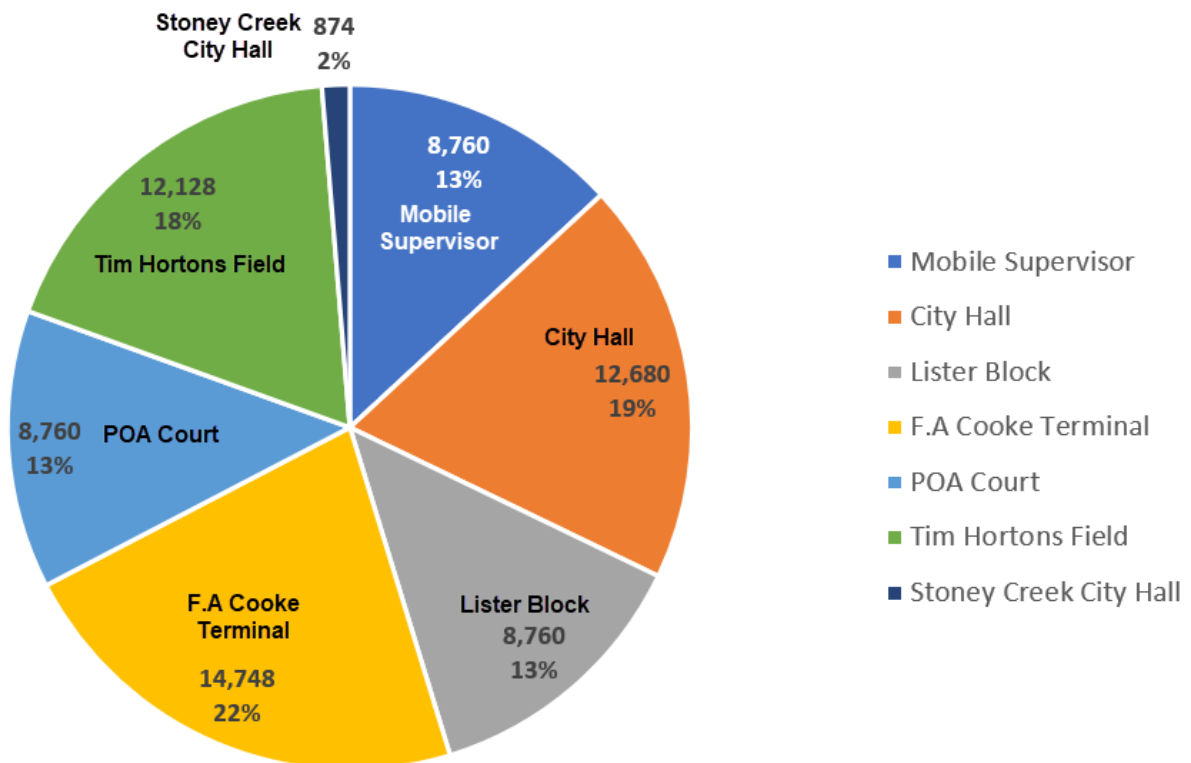
In **2023 thus far from Jan to Oct**, a total of of **176,992** total City-Wide security guard service deistribution hours were delivered. The distribution is shown in the graph below.



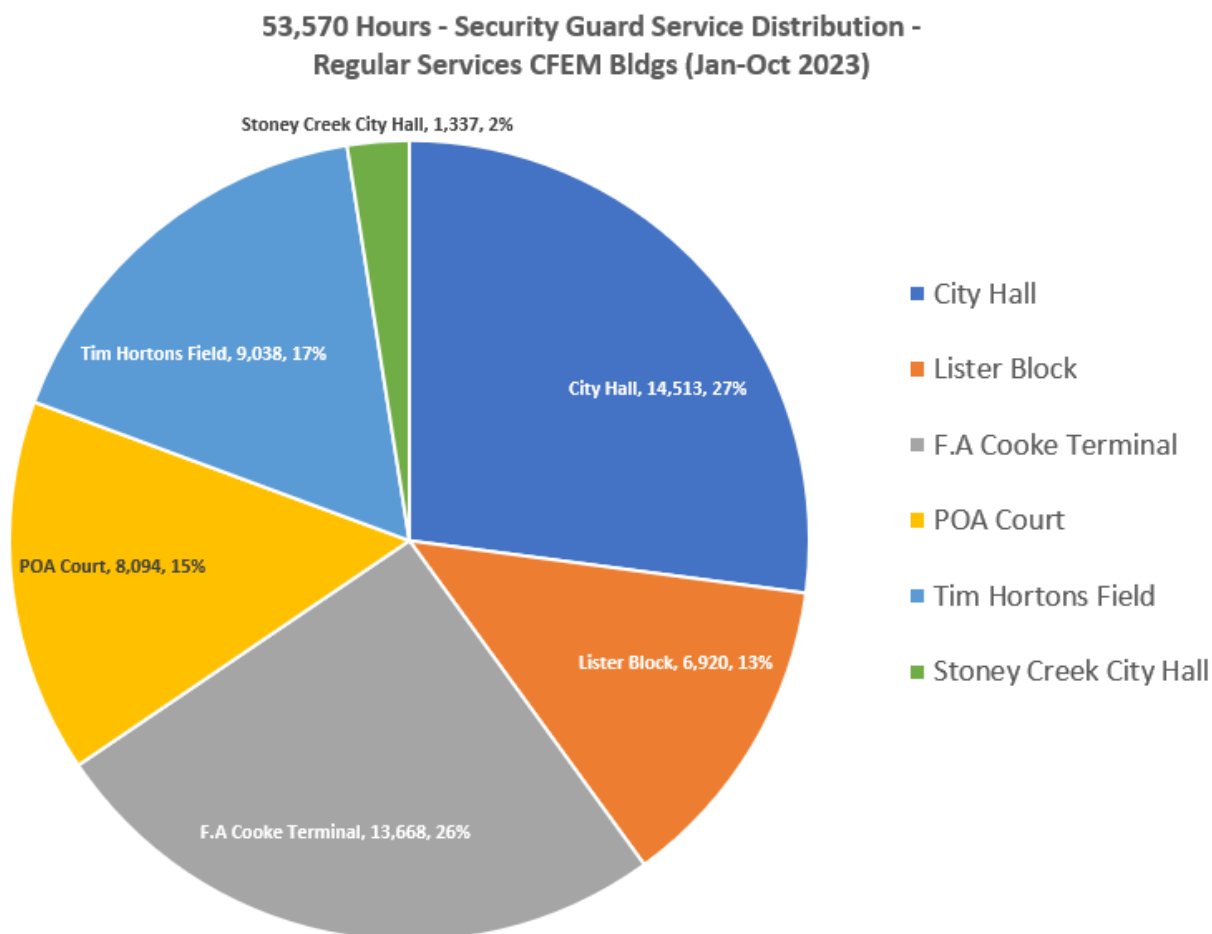
In **2022**, a total of of **66,710** service hours were delivered through our core contract “Regular Services (CFEM Buildings)” model based on the distribution shown in the graph below.

2021-2022 Comparison = 4% increase to overall service hour volume from 2021 (64,216).

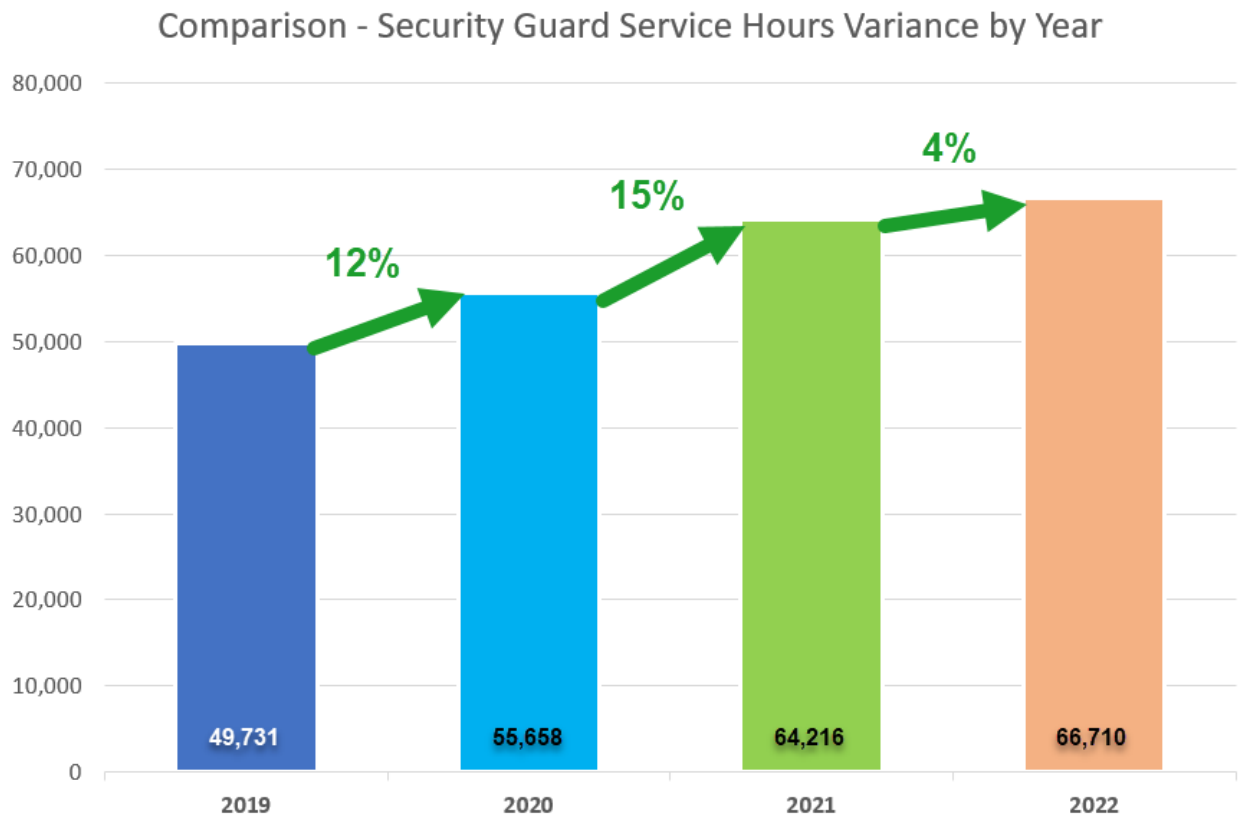
Security Guard Service Distribution - Regular Services (2022)



In **2023 thus far from Jan to Oct**, a total of of **53,570** service hours were delivered through our core contract “Regular Services (CFEM Buildings)” model based on the distribution shown in the graph below. In forecasting the services provided to CFEM buildings, we are expecting to see an increase in demands at City Hall and the POA Court locations, while the remaining sites will be inline with the 2022 totals.



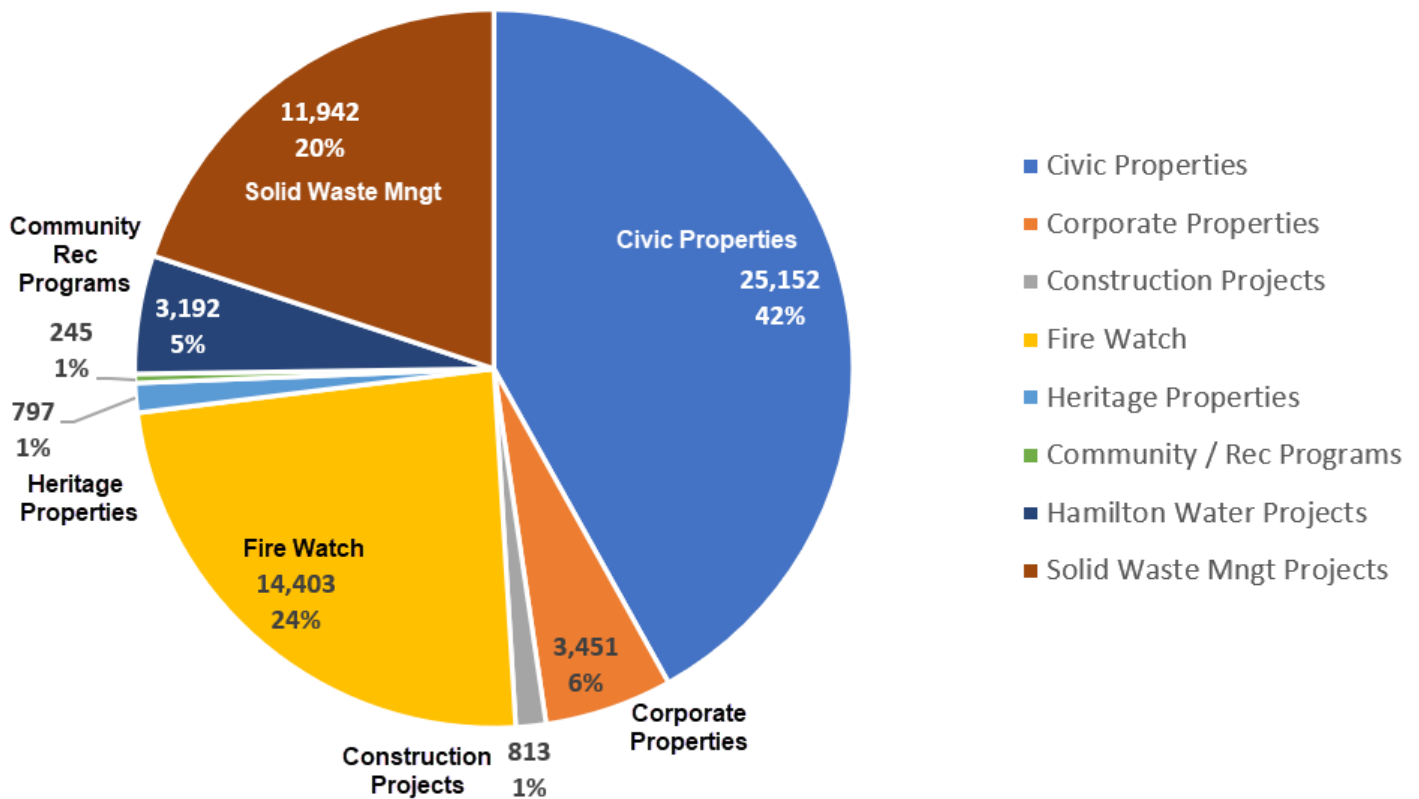
The contract based services described in this report as “Regular Services (CFEM Buildings)” have mainly remained consistent in total hours with minor variances since 2019.



In **2022**, the City's security guard services contractor delivered a total of **59,994** in **ADHOC** service hours. The distribution of these service hours are shown in the graph below.

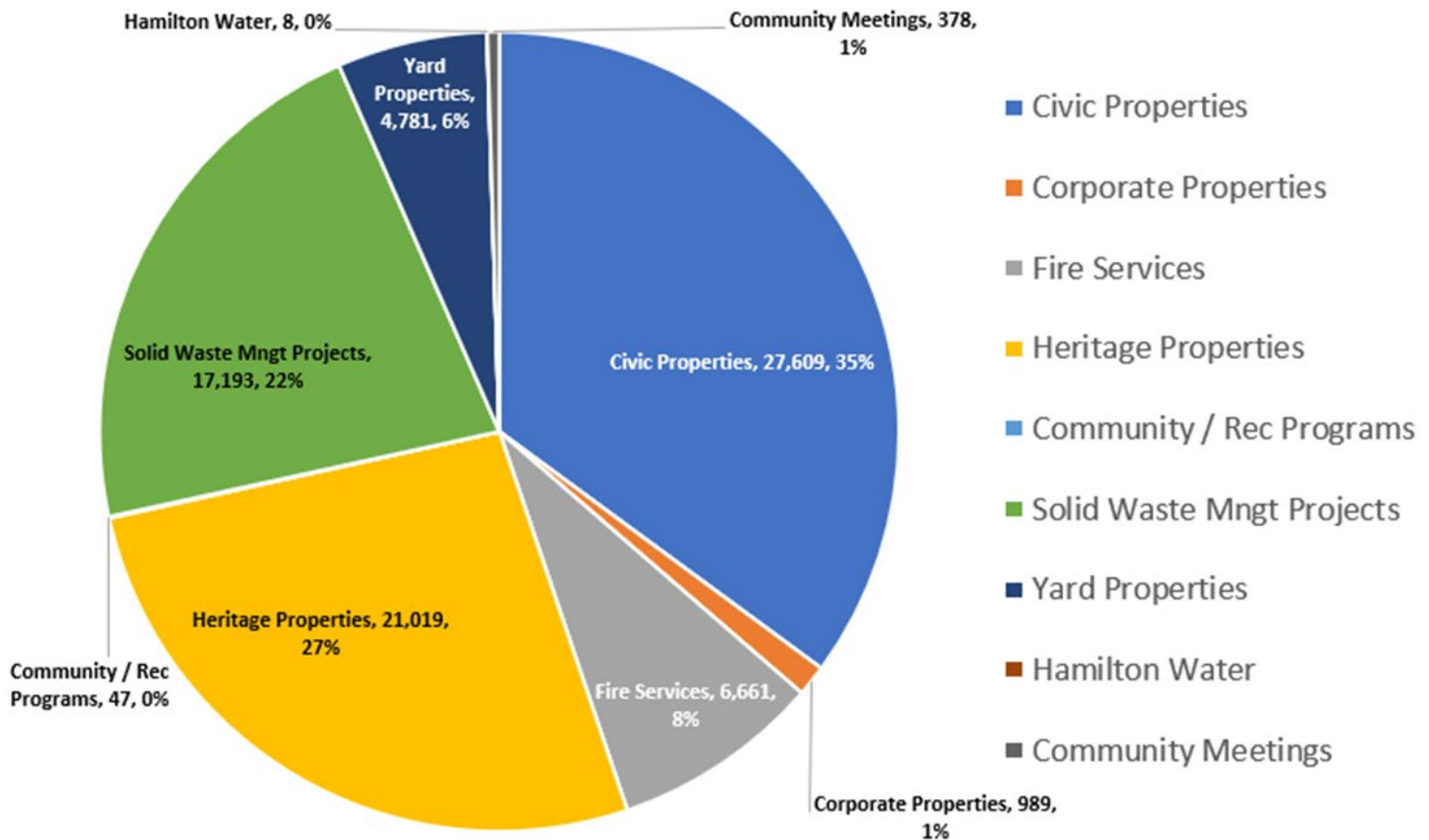
2021-2022 Comparison = 166% increase to overall ADHOC service hour volume from 2021 (22,572).

Security Guard Service Distribution - ADHOC Services (2022)

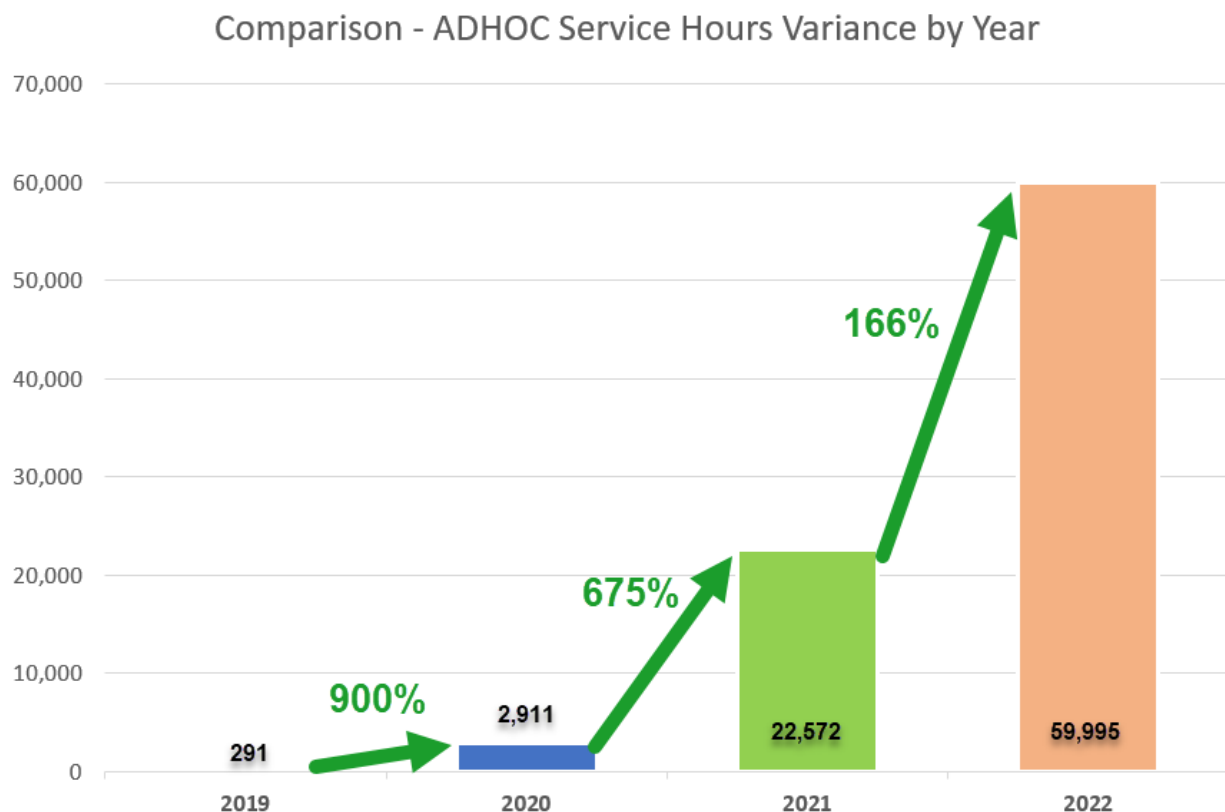


In 2023 thus far from Jan to Oct, a total of of 78,685 service hours were delivered through ADHOC Services based on the distribution shown in the graph below.

78,685 Hours - Security Guard Service - ADHOC Services (Jan-Oct 2023)



The service demand City-wide through ADHOC coverage has seen a significant increase City-wide. The increase to services is believed to be based on several factors, including an awareness by business units of the brand and support level that can be provided, the ever increasing confidence by our internal clients and the new ways in which various business units provide their everyday services since the COVID-19 pandemic start, and the transition into the current business practices. In 2020, the introduction of COVID-19 based services occurred, with increase in ADHOC services being observed (291 in 2019 to 2,911 in 2020). However, with the shifting from COVID-19 services into the current business delivery by various City services, a shift from COVID-19 demands has now stopped, but a balancing demand has been categorized under the ADHOC services.



FINANCIALS

Investment Results of 2022 & 2023 Capital Budgets

- **Centralized Security Control Room**
- **Emergency Notification System**
- **Emergency Totes for City Hall**
- **Council Security Awareness Training**
- **Incident Management System**
- **CCTV Upgrade Westmount Recreation Center**
- **New Council / Mayor Re-Keying**
- **CCTV Enhancements at Lister Block**



Looking Ahead (Moving Forward)

10 Year Corporate Safety & Security Project Priorities

The development of Corporate Safety & 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 Safety & Security program through a reliable and seamless service across the organization. These priorities include projects such as:

- Emergency Notification System (Phased Implementation)
- Portable Radio Communications
- Patrol Management System
- 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

Future Project Highlights Expected in 2024

Operations

1. Portable Radio Communications
2. City Hall Access Control System Expansion
3. Woodward Access Control Program
4. Common Video Management Platform
5. Legacy Access Control System Reconfiguration
6. Centralized Key Management System



Planning

1. Emergency Notification System Expansion
2. Corporate Safety & Security Newsletter
3. Employee Training
4. City Hall Council Chamber Evaluation/Redesign/ Council Chambers Security Technology Enhancements
5. City Hall Evacuation Plan
6. SWOT Analysis

Our Priorities in 2024

Operations and efficiencies remain an important growth strategy within Corporate Safety & Security, and as we continue to accelerate our strategic plan , we're leveraging new tools and optimized processes that enable us to identify any red flags, remediate threats faster, and streamline processes.

Corporate Safety & Security will be placing focus on keeping pace with the evolving nature of the industry and our partner municipalities, all while growing the Corporate Safety & Security office both in services and experience. As we continue to deliver an effective security program, we will be placing focus in a few key areas;

1. **SWOT Analysis** - SWOT analysis is a powerful strategic tool that Corporate Safety & Security will begin to utilize in 2024, to identify the strengths and weaknesses of its section as well as any opportunities and threats that exist within its section's external environment. By composing a comprehensive SWOT analysis, Corporate Safety & Security will have the opportunity to leverage its strongest assets and mitigate its shortcomings in pursuit of maximum performance.

2. **Emergency Event Response: Communication & Reporting** – We will be enhancing emergency event communication to local and geographical stakeholders. This will include projects such as;
 - implementing an Incident Management System
 - expanding the current emergency notification system through a phased approach to the City.
 - Emergency guides for both employees and Councilors
 - Attaining portable radios
3. **Security Training** – We will be placing more focus on Security Awareness Training that will be provided to all employees within the City of Hamilton. We will focus on the creation and implementation, as well as enhancing learning materials on the Corporate Safety & Security eNet Page and through the new Learning Management System (LMS).
4. **Workplace Emergency Guide, Council Chambers Evacuation Procedures and Emergency Event Training** with the introduction of regular drills for all within the facilities.
5. **City-Wide Security Equipment Enhancements** – This approach will focus on developing Security as service to the City and set a standard based of the City of Hamilton needs.
6. **Legacy Access Control System Reconfiguration** – Corporate Safety & Security completed an audit of the legacy access control system infrastructure to get a better understanding of the current state and examining potential routes towards modernizing with a fresh lifecycle to ensure the system is future-proof and meets the City's needs. In 2024, Corporate Safety & Security will work with a consultant to looking at the most cost effective solutions with the current infrastructure in place.
7. **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 Safety & Security Technology Standards for Public transaction counters, specifically at the Municipal Centers.

2024 will be a year that truly changes the way Corporate Safety & Security is seen. As we continue to drive the bar high, we will also ensure we build a security program that as a City we can all stand behind and that other municipalities measure themselves against.



**Security is
everyone's
concern...but
it's our
business.**