Corporate Security

Led by: Director of Corporate Security

Description

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

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

Value and benefits

Our customers receive value from our services through the protection of City assets, infrastructure and information. We work to proactively identify, assess and mitigate risks; improve organizational resilience, safety and security; and maintain availability of all City services. Customer segmentation and public engagement helped identify what our customers value:

Employees: Safe and secure, responsiveness, integrity, transparency, availability.
Internal partners: Quality, timely response, expertise, collaborative partnerships, consistency.
Service owners: Value, safe and secure, quality and expertise, responsibility, accountability, engaged workforce.
Executive Leadership and Members of Council: Resiliency, transparency, value, compliance, proactive risk management.
Citizens/visitors: Resiliency, transparency, value, compliance, proactive risk management, availability, safe and secure.

Customers

Our customers include The City of Calgary employees, service owners, executive leadership, the Mayor and Members of Council, citizens and visitors, internal and external partners, external enforcement agencies and regulatory bodies.

What we deliver

Following a risk-based approach, Corporate Security collaborates with and advises customers by delivering risk assessment and mitigation strategies, security intelligence, investigations and forensics, security operations, monitoring and response, technical application and support, education and awareness courses, and cyber security incident mitigation and response.
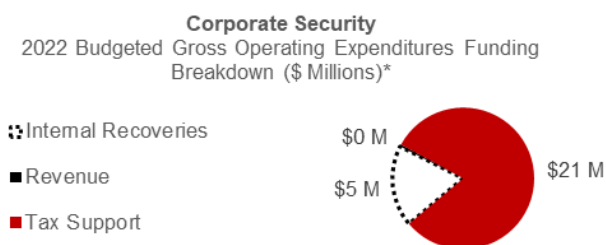
Partners

Key partners include the Executive Leadership Team, the Senior Management Team, Mayor and Council, Human Resources, Law, City Clerks, Information Technology, Facility Management, Parks, and all business units within Operational Services and Community Services. External key partners include Calgary Police Service and other enforcement and security agencies, the province and other municipalities.

106	Investigations - policy breach
283	Threat risk assessments and consultation
186	Security response to distress
1600	Incidents

Corporate Security
2022 Budgeted Gross Operating Expenditures Funding Breakdown ($ Millions)*

- Internal Recoveries
- Revenue
- Tax Support

$0 M
$5 M
$21 M

Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Key assets

Physical and cyber security require security monitoring and assessment tools in order to manage risk and respond to security events. Security assets include employees, risk management tools, systems and network monitoring, video management systems, access control and monitoring systems, telecom devices, help stations and fleet.

What we have heard & what we are watching

What we have heard

Corporate Security engages with other municipalities, enforcement agencies and various stakeholders to identify and manage security risks and improve its security services. We engage with internal City clients by working with:
• The Information Management & Security Governance Committee, The Security Client Council and Plus 15 Safety & Security Committee – discuss security initiatives and policies.
• The Whistleblower and Audit Committee – discuss and collaborate on investigations.
• Groups focusing on community issues and problems such as 9-block and Central Memorial Park.

We conduct numerous threat risk assessments for our clients to provide proactive security solutions that manage risks to the organization. We use The City's employee satisfaction survey to address and improve gaps in employee engagement.

What Council has directed

Underlying every service provided to Calgarians, Corporate Security aligns with Council's Strategic Directions to Deliver the Right Services and Modernizing Government. Corporate Security is committed to meeting increasing demand, improving organizational resilience and assisting in maintaining availability of City services by proactively managing new and evolving risks through identifying threats, implementing effective security measures, and prioritizing response to incidents.

What we are watching

Global changes to the political, economic and social environment, including altering social attitudes and perspectives; unrest, changes in politics and political movements, impact Calgary. We will continue to proactively identify and respond to increasing social disorder, protests, and demonstrations in collaboration with other enforcement agencies to help ensure the safety of employees, citizens, The Mayor and Members of Council during these events. Our Cyber Security teams will continue to monitor the increased volume in cyber threats, including ransomware and phishing emails, and trends of a digital shift in modern government.

Comparing our service

Municipal governments are lagging in the application of security measures to appropriately protect critical infrastructure and information. Corporate Security will look to consider other critical infrastructure benchmarks such as energy and telecommunications.

Currently there are no relevant municipal benchmarks available and applicable for Corporate Security. Development of a metrics program to allow benchmarking to global standards will be a priority for Corporate Security.
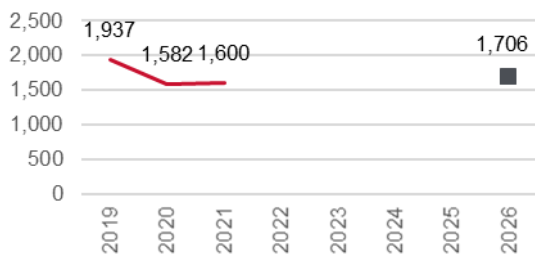
Measuring performance & where we want to go

── Actuals   ■ Expected Future Performance

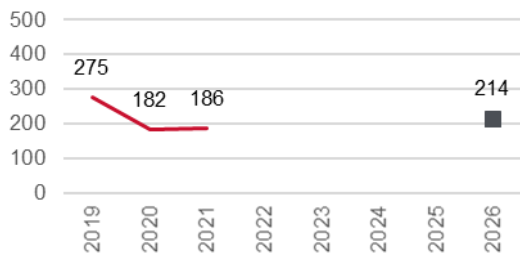## PM1: Number of threat risk assessments and security consultations conducted by year

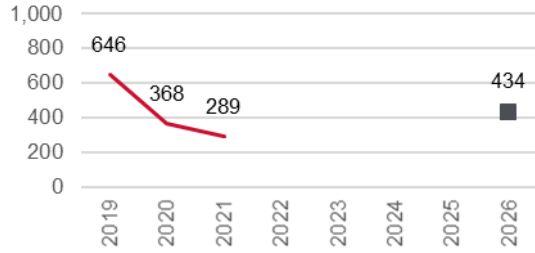273 256 283 271

(2019–2026)
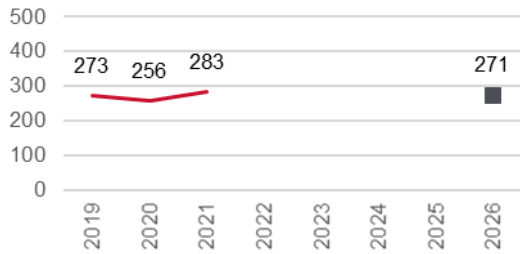
PM2: Number of incidents including social disorder

1,937 1,582 1,600 1,706

(2019–2026)

PM3: Number of security responses to distress

275 182 186 214

(2019–2026)

PM4: Number of security education sessions delivered

646 368 289 434

(2019–2026)

PM5: Number of investigations - policy breaches

118 112 105 112

(2019–2026)
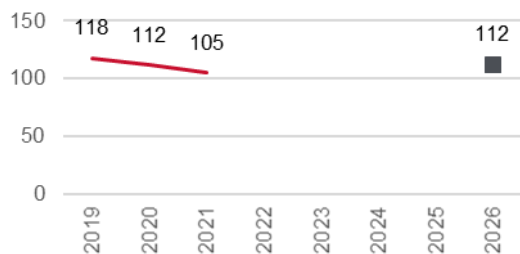
Story behind the curve

There has been an ongoing increasing need to provide consultation for services including the following: physical and cyber threat risk assessments, security risk evaluation, and control review and audits. The increased number in 2021 compared to the baseline shows that Corporate Security continues to provide service value by collaborating with clients to identify and manage security risks that impact their service and project delivery. Early client engagement and proactive security risk identification continue to advance our service quality.

While the number of security incidents has decreased slightly, this is primarily due to reduced reporting as a result of a remote workforce. The severity and concerning nature of security incidents related to social disorder, criminal activity and cybersecurity threats continue to rise, surpassing 2021, with the highest numbers of criminal activity reported since 2018. This drives increasing demand for security intelligence and services.

The complexity and variety of social distress incidents that front-line guards encounter and respond to continues to rise. This measure includes medical response, count of overdoses, Naloxone administered, and chest compressions conducted by City guards. In 2021, this included nearly one-third of Corporate Security's medical call responses. Since making Naloxone available to frontline guard staff, it has been used on forty-four occasions and during eight of those incidents, the guards actively performed CPR on the patient before the arrival of Emergency Medical Services.

Security training is the most cost effective and efficient control to proactively manage security risk, including workplace violence, dealing with aggressive behaviour, and risk management. Training and education decreased significantly due to remote workforce and pandemic restrictions. Mandatory cybersecurity awareness training was approved in 2021 to improve organizational resilience and minimize outages due to security events. Dealing with Aggressive Behaviour remains the most requested training which reflects the overall increase in reported crime and social disorder.

Investigations of reported City policy violations slightly decreased in 2019 to 2021, however notable increases occurred related to acceptable use of technology, off-duty behaviour and/or criminal conduct, malfeasance, and workplace violence. Corporate Security will continue to engage partners in Human Resources, Corporate Governance, and Executive Leadership, to identify policy breaches and root causes.

What we plan to do

Result for 2023-2026

Corporate Security will maintain 2022 service levels. We will invest to maintain existing security infrastructure through capital lifecycle and maintenance initiatives, and prioritize increasing service demand, through a risk-based approach to manage security needs with current resource capacity.

How we are going to get there

Provide a safe and secure working environment by maintaining current delivery of workplace violence and active assailant response training for City employees.

Maintain organizational resilience from cyber security events by implementing mandatory cyber security awareness training for City employees.

Improve public safety, and response to social disorder and criminal activities, through increased training for emergency response and de-escalation techniques for the in-house guard program.

Maintain availability of all City services by completing reactive threat risk assessments for City critical infrastructure and recommending security measures.

Maintain availability of all City services and minimize outages due to ransomware events through improvements of cybersecurity incident response.

Support Enterprise Risk Management through the implementation of business impact assessments.

Improve organizational resilience and maintain availability of all City services by developing and implementing a program to identify confidential and personal information and apply efficient and effective security measures.

Improve organizational resilience and public safety through the lifecycle and upgrade of security tools, applications and hardware in public facing facilities and other City infrastructure.

Improve application of security measures and reduce security risk to The City through the development and implementation of a security architecture program, which will embed security in all planning and design activities.

Enable modern government and support the management of increasing digital and workforce risks by developing and hiring leaders throughout the organization, functional management, and support of employee engagement initiatives.

Support effective decision-making and reduce the amount of administration effort through client engagement, transparency, and accountability of core security services by maintaining The City's Internal Recovery and Implementation Project initiative through Corporate Security's internal recovery model.

Operating budget needed to achieve results

Breakdown of net operating budget ($000s)

	2023 Base	2023 One-time	2024 Base	2024 One-time	2025 Base	2025 One-time	2026 Base	2026 One-time
Previous Year's Budget	21,244		23,953		25,284		25,926	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	-	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	111	-	209	-	230	-	216	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	2,598	127	1,122	6	412	339	434	-
Total net budget	23,953	127	25,284	6	25,926	339	26,576	-

Total Operating Budget ($000s) for Approval

	2022 Budget At April 30	2023 Base	2023 One-Time	2023 Total	2024 Base	2024 One-Time	2024 Total	2025 Base	2025 One-Time	2025 Total	2026 Base	2026 One-Time	2026 Total
Expenditures	26,243	28,952	127	29,079	30,283	6	30,289	30,925	339	31,264	31,575	-	31,575
Recoveries	(4,869)	(4,869)	-	(4,869)	(4,869)	-	(4,869)	(4,869)	-	(4,869)	(4,869)	-	(4,869)
Revenue	(130)	(130)	-	(130)	(130)	-	(4,869)	(130)	-	(130)	(130)	-	(130)
Net	21,244	23,953	127	24,080	25,284	6	25,290	25,926	339	26,265	26,576	-	26,576

Capital budget needed to deliver service

Activity	Investment Name	2023 Request ($000s)	2024 Request ($000s)	2025 Request ($000s)	2026 Request ($000s)	2027+ Request ($000s)	Total Request ($000s)
Annual Investment Program(s)							
471001	CS Lifecycle & Upgrades	4,042	6,431	3,098	2,436	-	16,008
Program(s)							
471000	Risk Monitoring & Response	1,539	1,807	953	757	-	5,056
471030	Risk Assessment & Mitigation	2,720	4,534	6,120	3,442	-	16,815
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		8,301	12,772	10,171	6,635	-	37,879
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		8,301	12,772	10,171	6,635	-	37,879

Explanation of capital budget requests

Annual Investment Program(s)

Activity 471001: CS Lifecycle & Upgrades

Maintenance of existing essential security infrastructure necessary to manage security risks and reduce impacts to City of Calgary service delivery. Maintain and replace legacy hardware, applications, and systems to provide access control, video and cyber monitoring, and risk management tools.

Funding From: Lifecycle Maintenance & Upgrade Reserve ($16,008 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 471000: Risk Monitoring & Response

Investment in security to monitor, protect, and respond to security incidents to keep employees, The City and citizens safe and secure. Implement efficient and effective measures to identify threats, prioritize response, and reduce impacts to service delivery due to security events.

Funding From: Pay-As-You-Go ($5,056 thousand)

Contributing Services: None

Operating Impact: None

Activity 471030: Risk Assessment & Mitigation

Investment in security necessary to proactively identify and manage risks to The City through client engagement and security awareness. Conduct proactive security threat risk assessments on City infrastructure and provide security awareness to reduce impacts to service delivery.

Funding From: Pay-As-You-Go ($16,815 thousand)

Contributing Services: None

Operating Impact: None