

Corporate Security

Led by: Corporate Security

Description:

Corporate Security's service line protects The City's employees, Mayor, Members of Council, citizens and visitors, information, assets and infrastructure, and assists in the provision of public safety. We have two functional categories of service, cyber security and physical security. Under these categories, Corporate Security has 50 subservices.

Customers:

Corporate Security's customers who directly and indirectly benefit from the Security service include City of Calgary employees, service owners, Executive leadership, the Mayor and Members of Council, citizens and visitors, internal partners, regulatory bodies and the media.

What is delivered to customers:

Physical and logical assets are secured through (1) Assessment and mitigation strategies, (2) Intelligence, (3) Technical application and support, (4) Business support, (5) Training and education courses related to various security topics, (6) Security operations, monitoring and response, (7) Investigations and forensics and (8) Cyber security incident response.

Partners:

Corporate Security's key partners include the Administrative Leadership Team, the Senior Management Team, the Mayor and Members of Council, Law, City Clerks, Information Technology and Facility Management.

Corporate Security also provides security services to citizens. External partners include Civic Partners, Calgary Police Service, Calgary Public Library and Calgary Housing Company.

Service need (value proposition):

Our customers receive value from our services through the protection of City assets, infrastructure and information. We work to proactively manage loss, identify, assess and mitigate risks, and ensure organizational resilience, safety, security and availability of services.

Customer segmentation and the public engagement sessions helped identify our customers and what they value:
 Employees: Safe, secure, supported, 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: Resiliency, transparency, value, compliance, proactive risk management
 Members of Council: Same as above
 Citizens/visitors: Resiliency, transparency, value, compliance, proactive risk management, availability

Current state service value

<p>890 Reported number of security incidents</p> <p>91% Level of customer satisfaction</p>	<p>\$1.4 M Reported total losses to public assets</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <p>\$8.50 Annual operating budget \$ per \$1000 of City Tangible Capital Assets</p> <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services' gross operating budget.</p>
<p>Connections to Citizen Priorities</p>		<p>What the service includes (\$000s)</p> <p>Assessments & Mitigation Strategies: \$4,089 Training & Education: \$290 Security Monitoring & Response: \$12,429 Technical Applications & Support: \$2,059 Investigations & Forensics: \$2,198</p> <p>We have completed our Service Catalogue which outlines our 50 subservices in detail. This will be used to assist us with our recovery model and improve our service delivery.</p> <p>Key Capital Investments</p> <p>Two programs for information and physical security continue to deliver projects for lifecycle replacement, improved resiliency of enterprise security systems and tools for network/information protection and aging hardware (video surveillance equipment).</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

In 2017, Corporate Security engaged an external research company to conduct a client satisfaction survey among its City clients.

- The survey was sent to over 1,300 Dept ID owners (City employees who are supervisors, leaders, managers) and 450 people completed the survey and provided feedback regarding subservices.
- 91 per cent of survey respondents were satisfied/very satisfied with the services they receive and see value from Corporate Security.
- 85 per cent stated they understand the value Corporate Security brings to their day-to-day operations.
- 80 per cent feel they can do their jobs securely as a result of Corporate Security's efforts.

What Council has directed

A City of Safe and Inspiring Neighbourhoods – N1

Calgarians want neighbourhoods and public spaces that are safe, accessible and inclusive for all Calgarians, including seniors and the disabled.

A City that Moves – M3

Innovative technology partnerships can help to build, fund and sustain a resilient transportation network.

A Healthy and Green City – H4

Partnerships with community groups, not-for-profits and businesses will encourage the development of public meeting places that can be used by Calgarians of all ages, abilities and during all seasons.

A Well-Run City – W2

We need to shift our understanding and focus from how services are delivered to why services are delivered.

A Well-Run City – W4

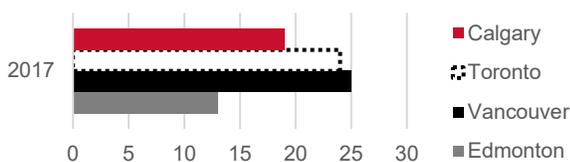
We need to create a culture that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve.

What are we watching?

Terrorism: attacks are increasing in frequency, costing less, expanding beyond sites previously identified and are including large-scale events and uncontrolled spaces, and are difficult to detect. Cyber incidents: the complex nature, volume and sophistication of incidents continue to increase. Opioid crisis: The City is supporting the Province and community partners in delivering a coordinated response. Cannabis: recreational cannabis is now legalized and The City must clarify its expectations for staff. Drones: we are receiving an increasing number of requests to fly these from, over and around City property. Autonomous vehicles: the use of these is becoming a reality and the security impact of this needs to be explored. Fraud: large organizations often incur loss due to theft/fraud.

Benchmarking

The City of Vancouver's Corporate Security Review (Number of Security Services)



Source: The City of Vancouver's Corporate Security Review

The number of security services delivered by Corporate Security is approx 50. The number in the table reflects only the services that were surveyed. Calgary is the only city to provide Cyber Security services within its Security program. If Cyber Security services had been included, Calgary would have had the highest number of services. It's possible that comparable data may never be available due to the confidential nature of the subject. The City's Physical Security program is one of the most mature programs in Canada. The Cyber Security program is being developed to reach the same maturity.

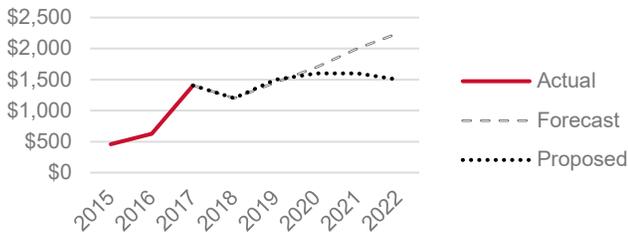
What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	Physical assets; employees, the Mayor, Council, citizens/visitors, infrastructure and assets are secured/protected.
Reliability	Access and integrity of systems are secured. Protect confidential information by educating users on how to use/share it.
Reduces risk	Provide proactive, predictive, intelligence-driven risk mitigation strategies to reduce, manage, transfer and eliminate risks.
Responsiveness	Requested security services will be responded to in a reasonable amount of time.
Expertise	Highly-trained employees combined with the use of innovative technology results in a high level of security expertise.



How is the Service performing? Where we are headed and where do we want to go?

Total identified losses to public assets (Approximate dollars (000's))



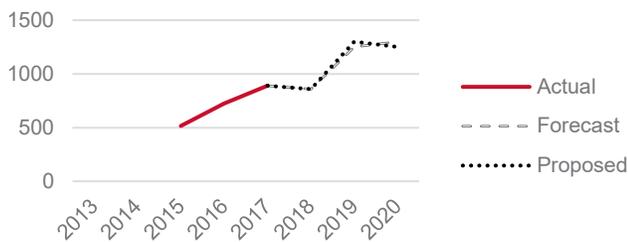
Story behind the curve

We need to either invest in security prevention or response. Funds allocated to security will help ensure we continue to maintain our proactive, preventative and information-based security service.

Total losses to City assets

We're starting to make progress and turn the curve in reducing losses to City assets. Since we are able to continue to maintain our service level, we'll likely see further progress in this area. Specifically, we'll be able to continue to deliver threat risk assessments and training, and awareness programs, and both help to address losses to City assets.

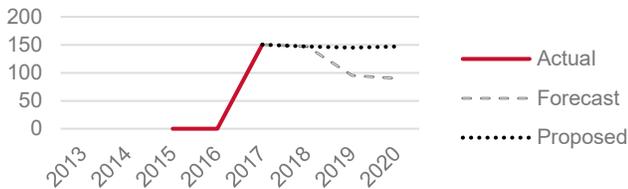
Incidents (new measure) (Number of incidents)



Number of incidents

Incidents will likely increase due to more investigations arising from the new anti-bullying legislation and the use of cannabis. However, given that we are able to maintain our training and awareness measures, some theft and fraud incidents are likely to decrease in number. We'll continue to work to identify the root cause and collaborate with internal partners on addressing incidents.

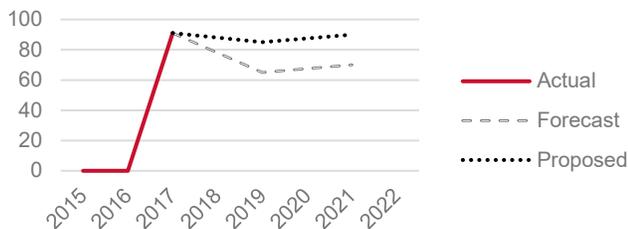
Corporate Security's Employee Satisfaction (The City's Employee Engagement Survey index rating (Corporate Security's score))



Employee Engagement

In 2017, we formalized our employee engagement efforts and our employee satisfaction was 25 points higher than The City's score. Moving forward, we should be able to sustain this. Leaders will continue to address employee engagement through communications/change management.

Corporate Security's Client Satisfaction (new measure biannually) (Overall satisfaction rating (%age))

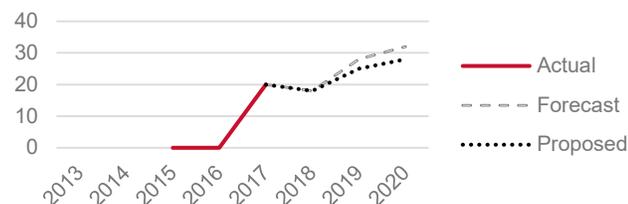


Client Satisfaction

In 2017, we engaged an external research company to conduct a client satisfaction survey among our clients.

91 per cent of respondents were satisfied/very satisfied with the services they receive. Given that we anticipate moving to a cost recovery model, we anticipate in the short-term that our clients' satisfaction will slightly decrease. We'll need to educate clients about this recovery model and manage their expectations.

Data breaches / information disclosures (new measure) (Number of data breaches / information disclosures)



Data Breaches

With a proactive security program in place, we'll be able to continue our cyber security awareness and training for staff to ensure they are aware of and address cyber threats. This should result in the number of data breaches remaining stable. However, risks associated with cyber security continue to increase due to complexity and velocity of external threats.

Given the budget dollars, we'll be able to meet regulatory requirements and provide a credible level of service.



What do we propose to do?

What we propose to continue doing

STRATEGY
Maintain service delivery of the Information Security program – including the Cyber Security Awareness program.
Guard services, in-house and contract, 24-hour monitoring program (through the Integrated Security Centre).
Technical support and maintenance for enterprise security systems.
Consulting services (for both Information and Physical Security services) for capital projects.
Maintain service delivery of the Physical Security program including threat risk assessments.
Employee engagement and support services for Corporate Security.
Train staff about security issues including workplace violence and active assailant (shooter) training.

Why?

The budget we have will allow us to continue to provide some proactive security services and allow us to continue to maintain our current levels of both Information and Physical security services. We'll also be able to meet regulatory requirements. Finally, we'll continue providing the services we've committed to in our service level agreements with clients (which aligns with our internal recovery rates service model).

What we propose to do less of

STRATEGY
Employee mass notification and reporting system – this becomes a one-way system rather than a two-way system.
Tools to improve automation for Information Security's ongoing operations and during a response if an incident occurs.
Tools to coordinate automation for cloud security for information technology projects and services.
Tools to improve automation of network access control – this decreases visibility, control and response to new devices added to the network.

Why?

We'll maintain most of our proactive security services and provide a credible level of security service. However, due to limited capital investment, we will not be able to: (1) improve our software, therefore, our ability to be responsive and resilient toward any dynamic changes in the cyber threat landscape will be impacted, (2) implement a robust (two-way) mass notification and reporting system for employees – we may be able to implement a simple one-way system.

What we propose to do more of or include as a new offering

STRATEGY
Information Security incident response (FOIP/privacy legislation).
Training for in-house security guards (legislative requirements regarding use of force training).
Investigations (anti-bullying legislation and the legalization/use of cannabis).
Pro-active fraud management (identified as a global risk).
Enhance the ability to provide employee background checks and vendor due diligence.

Why?

These services respond to/address regulatory requirements and/or global risks. Training of in-house guards is needed as they address a higher volume and more complex incidents. Investigators will address the demand that we'll incur due to new anti-bullying legislation and use of cannabis. We will also invest in fraud management. Cyber risks continue to increase in volume/complexity and continue to require additional resources/attention.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Total identified losses to public assets (Approximate dollars (000's))	1,200	↔
Incidents (New measure) (Number of incidents)	858	↔
Corporate Security's Employee Satisfaction (The City's Employee Engagement Survey index rating (Corporate Security's score))	147	↔
Corporate Security's Client Satisfaction (New measure biannually) (Overall satisfaction rating (% age))	91	↔
Data breaches/information disclosures (New measure) (Number of data breaches/information disclosures)	18	↔

Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	9,102	10,022	11,626	12,134
Less Previous Year one Time	-	-	-	-
Base	9,102	10,022	11,626	12,134
Revenue Changes	-	-	-	-
Internal Recovery Changes	-	-	-	-
Inflation	174	195	185	188
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	936	750	508	135
Efficiencies	(174)	(195)	(185)	(188)
Service Reductions	-	-	-	-
Service Increases	1,413	854	-	-
One Time	-	-	-	-
Realignments	(1,429)	-	-	-
Total	10,022	11,626	12,134	12,269

Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total									
Expenditure	21,065	24,896	-	24,896	26,500	-	26,500	27,008	-	27,008	27,143	-	27,143
Recoveries	(11,833)	(14,744)	-	(14,744)	(14,744)	-	(14,744)	(14,744)	-	(14,744)	(14,744)	-	(14,744)
Revenue	(130)	(130)	-	(130)	(130)	-	(130)	(130)	-	(130)	(130)	-	(130)
Net	9,102	10,022	-	10,022	11,626	-	11,626	12,134	-	12,134	12,269	-	12,269



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		1,702	743	540	1,748	-	4,733
471000	Physical Security	914	644	404	454	-	2,415
471030	Information Security	788	99	136	1,294	-	2,317
Project(s)		-	-	-	-	-	-
Program(s)		1,856	1,156	636	506	-	4,154
481050	Access Security Program	485	485	-	-	-	970
481051	People & Resource Mgmt	678	498	169	169	-	1,513
481052	Security Risk Management	693	173	467	337	-	1,670
Sub-Total (New Budget Requests)		3,558	1,899	1,176	2,254	-	8,886
Previously Approved Budget Remaining		180	-	-	-	-	180
Total Capital Investment		3,738	1,899	1,176	2,254	-	9,066

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 471000: Physical Security

New Budget Request of \$2,415 thousand to deliver essential upgrades of enterprise security systems to safeguard people, facilities and infrastructure which are critical to the sustainability, efficiency and operational effectiveness of City services.

Funding from Pay-As-You-Go

Operating Impact of Capital: This request requires \$125 thousand base funding of operating costs starting in 2019, \$105 thousand base funding of operating costs starting in 2020 and \$5 thousand base funding of operating costs starting in 2022.

Activity 471030: Information Security

New Budget Request of \$2,317 thousand to deliver essential upgrades to secure City technology assets and information, including personal and confidential data and to monitor networks and systems, protect email and prevent unauthorized access.

Funding from Pay-As-You-Go

Operating Impact of Capital: This request requires \$130 thousand base funding of operating costs starting in 2019, \$500 thousand base funding of operating costs starting in 2020 and \$13 thousand base funding of operating costs starting in 2021.



Recommended Capital Investment to Support Service Delivery

For Council Approval

Program(s)

Activity 481050: Access Security Program

New Budget Request of \$970 thousand to balance the need for access to City facilities and confidential information which help ensure spaces and data are available to those who require access to perform City business functions or deliver services.

Funding from Pay-As-You-Go

Operating Impact of Capital: This request requires \$241 thousand base funding of operating costs starting in 2019 and \$420 thousand base funding of operating costs starting in 2021.

Activity 481051: People & Resource Mgmt

New Budget Request of \$1,513 thousand to deliver educational/awareness training programs and campaigns, and vendor and employee due diligence processes, which heighten awareness of potential security issues and improve service delivery.

Funding from Pay-As-You-Go

Operating Impact of Capital: This request requires \$130 thousand base funding of operating costs starting in 2019 and \$25 thousand base funding of operating costs starting in 2020.

Activity 481052: Security Risk Management

New Budget Request of \$1,670 thousand to deliver risk management practices and proactive fraud processes to The City, which provide impactful data for informed decision-making by identifying, measuring and communicating security risk.

Funding from Pay-As-You-Go

Operating Impact of Capital: This request requires \$310 thousand base funding of operating costs starting in 2019, \$120 thousand base funding of operating costs starting in 2020, \$75 thousand base funding of operating costs starting in 2021 and \$130 thousand base funding of operating costs starting in 2022.