Corporate Security
Led by: Director of Corporate Security

Service 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.
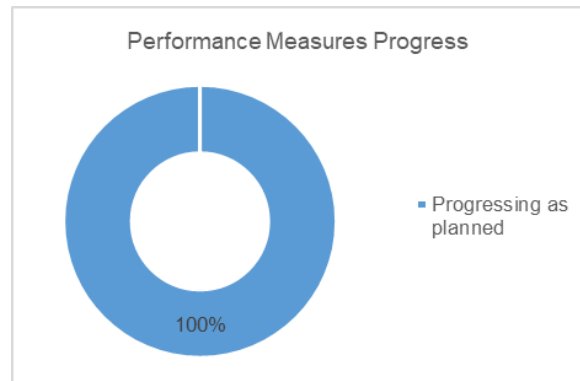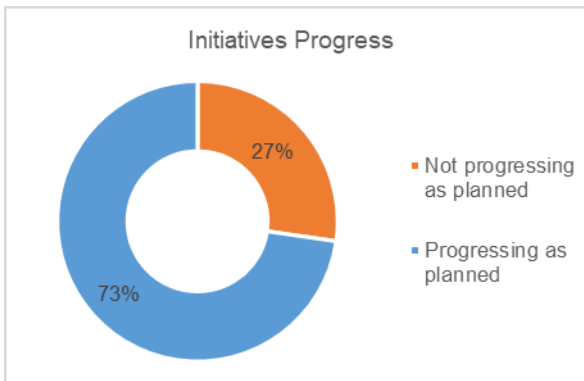
Service Updates

Key service results

In 2024, Corporate Security continued to focus on maintaining and improving security services to The City of Calgary.

Key initiatives from Corporate Security include supporting an unprecedented number of guard service requests (GSRs) corporately. Over 400 hours of guard services were provided for Community Public Engagement Sessions related to re-zoning initiatives, over 2,300 hours for Council and Committees, and 775 hours that for Re-Zoning Public Hearings. Additionally, guard services and Security Advisor support were dedicated to assist with the State of Local Emergency Watermain event beginning on June 5 that surpassed 5,000 hours.

In Q1 2024, The City's mandatory Cyber Security training was identified as a significant achievement and worthwhile submission for a Gold Quill Award; a worldwide award recognizing excellence in strategic communication by International Association of Business Communicators. Entered as "Cyber Training for Everyone", it won three Gold Quill Awards, including top honors for excellence in two out of three categories for Internal Communication, Safety and Security Communication, and Change Communication.

Progress summary

Initiatives Progress: 27% Not progressing as planned, 73% Progressing as planned

Performance Measures Progress: 100% Progressing as planned

Risk(s) impacting the progress

Security risks from geopolitical and social unrest
Security risks of threats to corporate assets
Security risks of increased social disorder

Measuring Our Performance
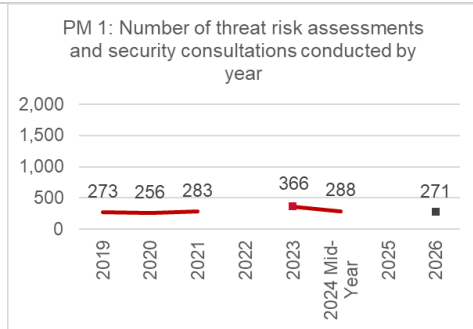
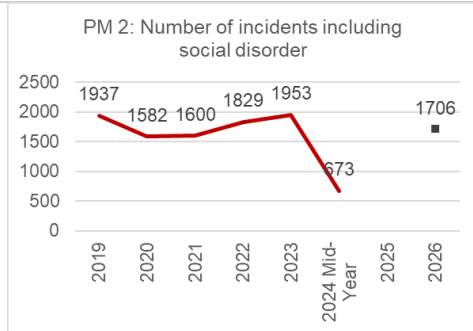**Legend** — Actuals ■ Expected Future Performance ⊕ Progressing as planned ⊖ Not progressing as planned

Performance Measures	Story behind the numbers	Status

PM 1: Number of threat risk assessments and security consultations conducted by year

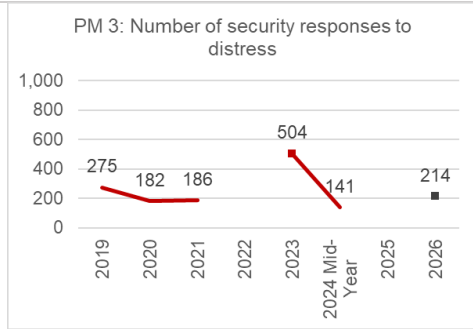(Chart values: 2019: 273, 2020: 256, 2021: 283, 2023: 366, 2024 Mid-Year: 288, 2026: 271)
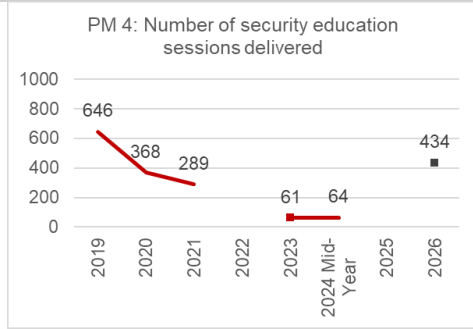
Corporate Security assesses threats and consults on security matters to proactively identify and mitigate risks throughout the corporation. This year, 288 threat risk assessments and security consultations related to physical security, cyber security, events, and employees have been conducted. A dedicated resource for this work has led to a notable rise in the amount of physical security threat risk assessments. Employee support services have reduced by about half compared to the same period last year. The reduction may be related to the training and education that staff receive on situational awareness and how to safeguard themselves.

Status: ⊕ Progressing as planned

PM 2: Number of incidents including social disorder

(Chart values: 2019: 1937, 2020: 1582, 2021: 1600, 2022: 1829, 2023: 1953, 2024 Mid-Year: 673, 2026: 1706)
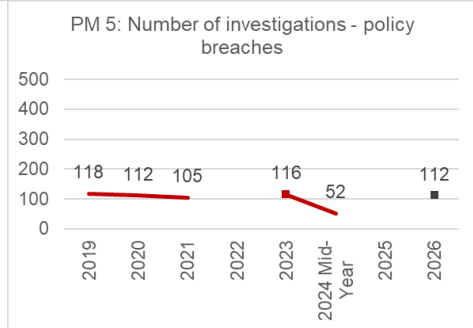
In the first five months of 2024, the number of incidents related to social disorder have slightly decreased compared to previous years. Regardless, 673 incidents speak to the ongoing presence of social disorder in and around City sites. Corporate Security closely monitors this measure to maintain a safe and secure environment for its employees and the citizens of Calgary.

Status: ⊕ Progressing as planned

PM 3: Number of security responses to distress

(Chart values: 2019: 275, 2020: 182, 2021: 186, 2023: 504, 2024 Mid-Year: 141, 2026: 214)

Corporate Security responds to distressing situations that involve administering First Aid, managing mental health emergencies and drug poisonings, which can lead to the use of Naloxone. Corporate Security continues to patrol LRT stations, an expansion that commenced in October of 2022.

Status: ⊕ Progressing as planned

PM 4: Number of security education sessions delivered

(Chart values: 2019: 646, 2020: 368, 2021: 289, 2023: 61, 2024 Mid-Year: 64, 2026: 434)

This mid-year value has already surpassed the total number of security education sessions delivered in 2023. Reasons for this increase may include security incidents observed by employees, employee interactions with members of the public and work areas proactively training their public facing staff. Also, an increasing awareness that Corporate Security provides this service may have contributed to this rise.

Status: ⊕ Progressing as planned

PM 5: Number of investigations - policy breaches

(Chart values: 2019: 118, 2020: 112, 2021: 105, 2023: 116, 2024 Mid-Year: 52, 2026: 112)

Corporate Security investigates allegations of Corporate Administration Policy breaches. The main policies investigated from January to end of May 2024 were the Labour Relations policy and the Workplace Violence Prevention policy. Corporate Security continues to collaborate with Labour Relations, Human Resources and Law to identify policy breaches and address their underlying causes.

Status: ⊕ Progressing as planned
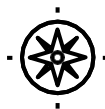
✴ Progress on Service Delivery

PROGRESS STATUS	✅ Completed	➡️ Progressing as planned	⊖ Not progressing as planned	⏻ Not started	FUNDING TYPE	$C Capital	$O Operating

Initiative 1	Impact Area: City-wide	Funding Type: $O

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

UPDATE ➡️	Due to an increase in the number of employees experiencing public harassment or more sever incidents, there has been an increase in requests for instructor led training and education on workplace violence prevention and safety. In 2024, registration for training was moved to The City's Learning Management System (LMS), to increase availability to employees. Corporate Security continues to foster a safe environment for employees by optimizing training and education, including Workplace Violence, on LMS, and promoting awareness of potential risks through various employee communication channels.

Initiative 2	Impact Area: City-wide	Funding Type: $O

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

UPDATE ➡️	Corporate Security implemented the 2024 Cyber Security Awareness training campaign in the first six months of 2024. Employee mandatory training deadlines were moved from end of year to March 31, 2024, to avoid conflict with other corporate mandatory training. Employee training reports and reminders were migrated to The City's Learning Management System, and a city-wide survey was conducted to measure security awareness and behavior post physical and cyber security training. Opportunities to improve content, registration, communication, and reporting of training will continue into 2025.

Initiative 3	Impact Area: City-wide	Funding Type: $O $C

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.

UPDATE ➡️	In alignment with City safety initiatives and in response to increased social disorder and criminal activity; Corporate Security increased its Guard Training Program by five additional days. New training will focus on de-escalation and control tactics; experiential training; documentation and reporting training to support litigation or partner agencies in criminal prosecution; training focused on resiliency and wellness; and a one-day session for "The Working Mind for First Responders", which provides necessary tools and resources required to manage and support positive mental health.

Initiative 4	Impact Area: City-wide	Funding Type: $O $C

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

UPDATE ➡️	Corporate Security continues to respond to clients' needs to identify threats and manage security risks to City of Calgary information and infrastructure. In 2024, there has been a significant increase in the number of threat risk assessments and security reviews completed by Physical Security Advisors. This increase is due to the investment in additional resources necessary to respond to Parks and Open Spaces security needs. This specialized expertise reduces City costs for incident or event response, and increases public safety and protection of City of Calgary information and assets.

| Initiative 5	Impact Area: City-wide	Funding Type:

		$O	$C

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

UPDATE →	The Cyber Security Incident Response team modernized their forensic lab to increase efficiencies, saving resource effort and time responding to incidents. Through increased collaboration within Law, Legislative Services & Security and Information Technology, the team has seen more effective, coordinated, and timely responses to incidents; enhancing the ability to decrease response time, address cyber threats, and mitigate the impact on City services. These ongoing efforts highlight The City's commitment to continuously strengthen incident response capabilities and maintain resilience.

Initiative 6	**Impact Area:** **City-wide**	**Funding Type:** $O

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

UPDATE ⊖	Corporate Security continues to implement the Enterprise Risk Management framework, but the Business Impact Analysis functionality development has been put on hold due to reprioritization of resources to other high priority security needs. Corporate Security is reprioritizing resources to enable this work to continue in Q1 of 2025.

Initiative 7	**Impact Area:** **City-wide**	**Funding Type:** $O $C

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.

UPDATE ⊖	This initiative has been placed on hold and is under evaluation at an executive level due to its enterprise scope that is outside of Corporate Security's ability to complete.

Initiative 8	**Impact Area:** **City-wide**	**Funding Type:** $O $C

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.

UPDATE →	Corporate Security's Technical Security team has continued to lifecycle and upgrade of security tools, applications and hardware in public facing facilities and other City infrastructure, completing 1,996 Service Work Orders in the first half of 2024. The team completed a complex migration of security cameras for their Video Management System, resulting in cost savings and improved efficiency and effectiveness of security services.

Initiative 9	**Impact Area:** **City-wide**	**Funding Type:** $O

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.

UPDATE →	In the first half of 2024, Corporate Security resources continued drafting a Security Architecture Strategy, based on industry best practice and National Institute of Standards and Technology (NIST) controls and principles. This work lays the foundation for successful implementation of design patterns, processes, and standard operating procedures.

Initiative 10	**Impact Area:** **City-wide**	**Funding Type:** $O

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.

| UPDATE | Corporate Security's Senior Leadership Team (SLT) solidified its leadership and successfully filled remaining acting positions with permanent leaders in Q1 2024. Corporate Security's Leaders promote inclusive leadership and accountability to foster a psychologically safe and respectful workplace, in an effort to advance an equitable and inclusive culture in Corporate Security.

Through this, Corporate Security continues to support its internal Employee Engagement Committee initiatives, and in Q1 2024 formally initiated an Equity, Diversity, Inclusion, and Belonging (EDIB) Working Group. |
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Initiative 11	**Impact Area:** **City-wide**	**Funding Type:**

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.		
UPDATE	Corporate Security has successfully implemented the first two modules of the Internal Recoveries Implementation Project (IRIP). Corporate Security's next step is to implement the third costing module, but the project has been put on hold corporately until further notice.	

Service Updates on Financial Performance

### Net Operating Budget and Actuals as of June 30, 2024
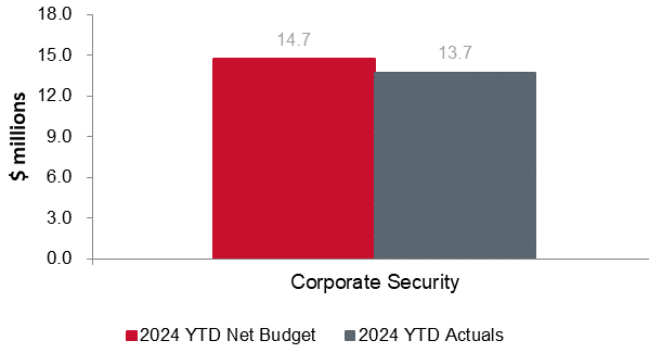
Operating Budget Updates - 2024 YTD net operating budget vs actuals:

Corporate Security has a favorable operating variance of $1.0 million. The main reasons that have contributed to the variance are $0.8 million savings in salary and wages from intentionally managing the workforce, and $0.3 million lower than anticipated spending on contractual services expenses due to timing difference.

As of June 2024, Corporate Security has incurred challenges with growing demand for security services amid resource constraints. Corporate Security will continue to monitor these challenges and implement strategies to mitigate impacts to operations and service levels.

Capital Budget and Spend as of June 30, 2024
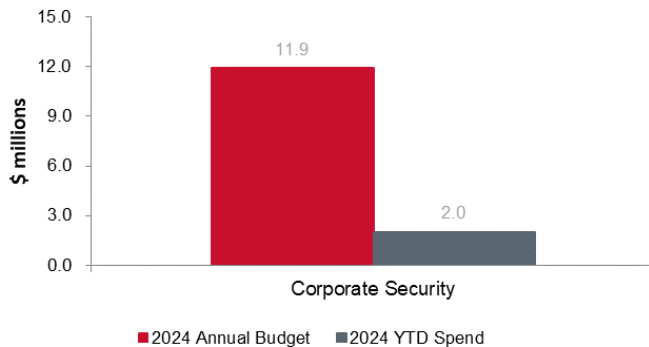
Capital Budget Updates - 2024 total capital budget vs 2024 YTD spend:

Corporate Security has spent 16.7% of the 2024 approved capital. In the first half of 2024, the capital expenditures have been invested in mitigating security risks identified through threat risk assessments, improvement of cybersecurity tools, developing an inhouse penetration testing framework, and upgrading and maintaining existing security infrastructure including Corporate Security's video management solution, security monitoring equipment and technology solutions.

The capital underspend is attributed to longer than expected lead times in procurement processes and unavailable key internal partner resources which have impacted schedules and timelines for project implementation. Corporate Security continues to collaborate and work with its internal partners to mitigate these challenges to meet its capital spend target by year end.