



Corporate Security Services Report 2019

In 2017 Corporate Security evolved from a division of Law to a newly created business unit, which demonstrates the importance The City places on the security of City staff, the Mayor, Members of Council, visitors, information, assets and infrastructure.

Through the latter part of 2019, Corporate Security refined its service offerings and began implementing a security management philosophy that embraces business ownership of risks facing The City of Calgary. This holistic change in approach ensures service owners have adequate information to make informed risk decisions and empowers business owners to make those decisions with support from their trusted risk advisor – Corporate Security. 2019 was a time to reset, a time to change our approach to one of reflection or “farming” instead of growth or “hunting”.

In this report, Corporate Security captures the following highlights:

- Enterprise Security Risk Management (ESRM)
- ESRM Defined
- Corporate Security's Goals
- Client Engagement
- Employee Engagement
- Farming Versus Hunting

Enterprise Security Risk Management (ESRM)

To better align with service-based budgeting and a more mature model of risk management, Corporate Security has transitioned its strategic approach and its subservices to reflect an Enterprise Security Risk Management (ESRM) process for security management.

The ESRM methodology depicted in the figure below has been adopted by ASIS International into a formal guideline, to assist security professionals across the globe to design and implement a security program based on the philosophy of ESRM. Corporate Security is adapting its current program to reflect this updated approach to developing an enterprise security program, and believes the change more accurately reflects the City's goal to make *Calgary a great place to make a living, and a great place to make a life.*

ESRM Strategic Approach

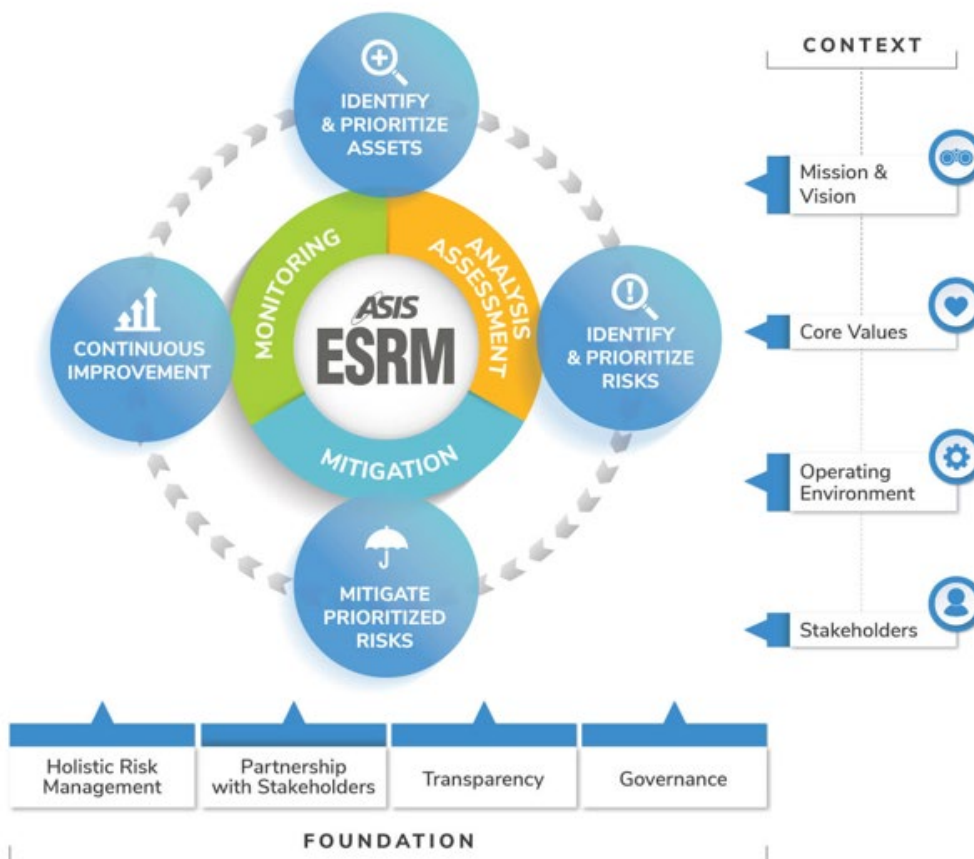


Figure 1 - ESRM Lifecycle



Enterprise Security Risk Management – Defined

The lifecycle diagram depicted in Figure 1 is part of the *Enterprise Security Risk Management Guideline* published September 9, 2019 by ASIS International¹. The Guideline offers security professionals the ability to design and implement a risk-based, business-focused security program tailored to the unique needs of their organization. The ESRM methodology focuses on the goals and objectives of the business, how security professionals can become trusted advisors to their business leaders by identifying risks to the objectives and offering mitigation strategies to help achieve the objectives while reducing risks. The goal is to have all members of Corporate Security trained on the principles of ESRM by the end of Q2 2020.

Foundation – Business Ownership and Decision Making

Key to the success of the program Corporate Security is implementing, relies on the concept that business units and their leaders (i.e. Directors and/or General Managers) set goals and objectives and are therefore capable of accepting risks for activities that support those objectives.

This approach ensures business units are made aware of the risks facing their objectives and that they are ultimately responsible to citizens for achieving their objectives. This is not an abdication by Corporate Security – this is simply the maturation of a risk based, business focused approach to identifying risks across The City.

Assets Supporting Objectives

Successful implementation of an ESRM based security program requires a clear understanding of what Assets (i.e. people, information and assets) are necessary to achieve business objectives. During 2019, Corporate Security continued building its understanding of the different Assets our clients required to be successful. The goal for 2020 and beyond is to continue identifying sources of information to create a consistent, reliable approach to identifying and documenting Assets within The City.

Risks to Assets

Once the Assets required to achieve business goals are documented, the Risks facing the Assets must be identified. Corporate Security team members worked on standardizing their approach to assessing risks across the enterprise, including joint sessions between the Physical and Cyber Security teams to learn from each other and to seek out commonalities in their risk assessment strategies. These commonalities will be further developed in Q4 2019 through Q2 2020.

¹ Refer to ASIS publication: <https://www.asisonline.org/publications--resources/standards--guidelines/>



New technology is coming online in the latter part of 2019 and early 2020 that will harmonize the Risk Assessment process, enabling Corporate Security to identify risks facing people, information and assets, regardless of the threat. The new technology will incorporate the Integrated Risk Management risk matrix, to ensure consistency in reporting risks against The City's standard risk descriptions.

Mitigation of Risks

The identification of risk must also include opportunities to either accept, ensure against, decline or mitigate the risk(s). In an ESRM based security program, the mitigation of risk, and the acceptance and endorsement of risk mitigation activities, must be approved by the leadership group of the impacted team. The role Corporate Security plays in the lifecycle is "trusted advisor" to the business leadership, offering our subject matter expertise regarding the risks identified and the types of controls that can be implemented to reduce the identified risk. Corporate Security will operate some of the implemented controls in partnership with other business units and support those who operate controls to reduce risks to The City's objectives.

Corporate Security is not the "owner" of the identified risk – ownership belongs to the business unit and its leadership team. Corporate Security identifies the risk, its potential impacts to the business and its objectives, and then recommends/provides remediation opportunities and supports the business in reducing the risks.

Continuous Improvement

The process of continuous improvement incorporates all the learnings Corporate Security gathers regarding risks facing Assets. If any risks are realized and become Incidents, how Incidents are handled and their impact to The City, and how to resolve those Incidents by implementing controls, leads to this improvement. This is an iterative process, one that takes time to develop but when functioning well can be immensely beneficial to any organization.

Corporate Security is in the early phases of adopting the ESRM security management philosophy but has developed an Information Security Incident Response procedure that has been updated to reflect a continuous improvement approach. Over time, the enhancements to the Information Security Incident Response procedures and the goal of continually improving the risk posture of The City will pay dividends to The City and its business units. These changes will continue to progress during Q4 2019 and into the first half of 2020 before a holistic approach to continuous improvement can be realized.

Corporate Security's Goals

The leadership team of Corporate Security conducted a series of workshops to develop a mission statement that reflects the goals of Corporate Security, and how the business unit can help The City of Calgary serve Calgarians.

We keep people, information and assets safe and secure in a way that makes Calgarians proud!

The mission statement aligns the purpose and objectives of Corporate Security and reflects the philosophy of ESRM as the security management process at The City.

Creating an Inclusive Environment – Our Family

Throughout 2019, Corporate Security made a concerted effort to engage other Business Units across the organization. The goal of this increased collaboration was to create “the family” – a small group of closely aligned Business Units that work collectively on issues facing The City.

Increased interaction with Information Technology, Corporate Analytics and Innovation, and City Clerks led to the creation of the Information Calgary program as well as the collective response to the Notice of Motion regarding Privacy and how The City addresses privacy concerns².

Corporate Security also sponsored a “family meeting” between the four teams early in 2019 and is planning on more meetings during the latter part of 2019 and throughout 2020.

² City of Calgary Citizen Privacy Data Practices, C2019-0560



Client Engagement

In March 2019, Corporate Security engaged an external research company (EnviroNics Research) to conduct a client satisfaction survey among its internal clients. Over 300 City Department ID owners (managers, supervisors and leaders) completed the survey and provided meaningful feedback that Corporate Security will use as a baseline to identify what is working well and address opportunities for improvement in its service delivery.

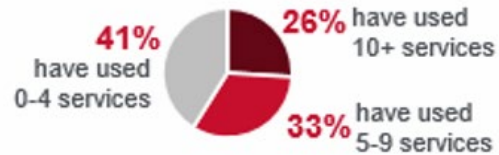
Ninety-two (92) percent of survey respondents were satisfied or very satisfied with the services they receive from Corporate Security.

Satisfaction is High with Corporate Security

Overall satisfaction is high, and while usage of the majority of services is low, satisfaction among users is relatively high.



Level of Use of Services in the Past Year



| Top 3 Used Services | Past-Year Usage* | Total Satisfied** |
|--|------------------|-------------------|
| ID/access card issuance and replacement | 79% | 98% |
| Lock/key control services | 46% | 84% |
| Security guard services – facility/special event | 43% | 82% |

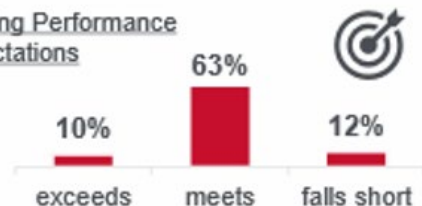
*usage of other services ranges from 3% to 42% of Dept ID owners
**satisfaction of other services ranges from 87% to 84%

CS Satisfaction Measures

most satisfied with quality of service offered



Meeting Performance Expectations



While awareness and satisfaction are high regarding some of Corporate Security's subservices, it's essential that staff at all levels are aware of most if not all the subservices Corporate Security provides. An increase in both awareness and use of other subservices will help to reduce security risks and the number of incidents that occur.



City employees believe Corporate Security delivers value

Dept ID owners believe Corporate Security delivers value to their business unit and the Corporation as a whole.



understand the value CS brings to the day-to-day operations of the City



feel they can do their jobs securely because of CS services



understand the value CS brings to their individual business unit



agree CS understands its role in making their individual business unit run smoothly



In conjunction with One Calgary, Corporate Security is looking at ways to continuously improve its service delivery and ensure it's adding value to its clients. In some cases, we have dedicated security staff working directly with clients in their business units. We have also developed a subservices catalogue which is now being rolled out to clients. The goal of this engagement with key City clients is to help ensure their security needs are met, risks are identified and managed, and clients are better able to meet their business objectives.

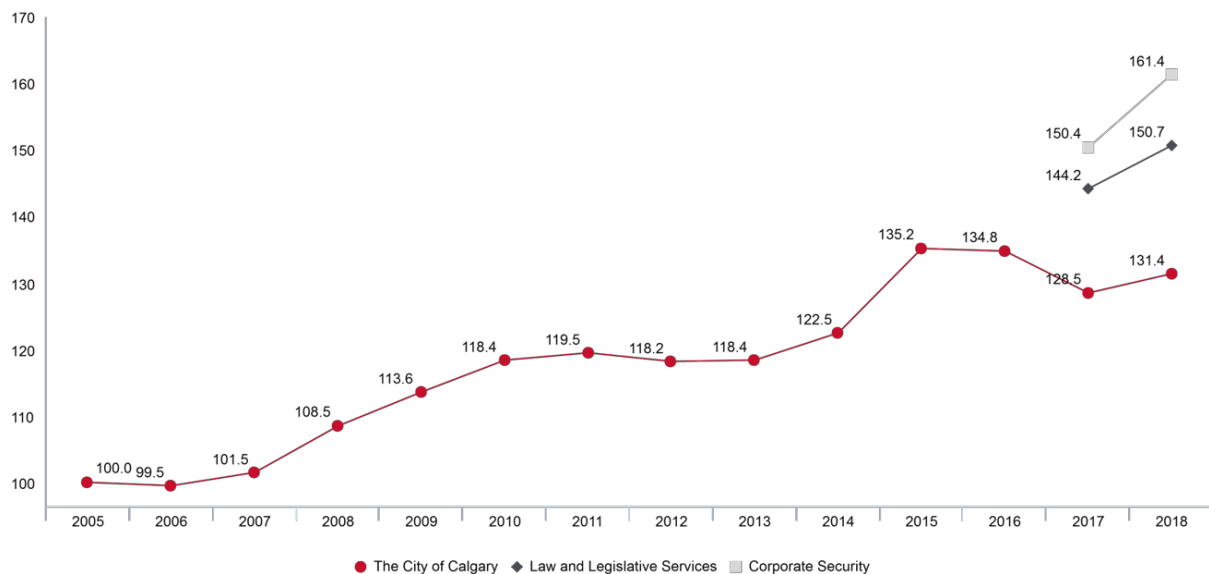
Employee Engagement

Employee engagement is an integral part of Corporate Security’s culture as a business unit. Three years ago, the Corporate Security Employee Engagement Committee or CSEC was struck. CSEC’s primary purpose is to engage Corporate Security employees and provide strategic recommendations to Corporate Security leadership in response to gaps or challenges identified in The City’s Employee Satisfaction Survey.

Employee engagement is important as it’s the emotional commitment an employee has to the organization it works for and its goals. “Engaged” refers to the discretionary effort that employees provide, which in turn increases performance, influences retention and decreases turnover. This committee, now in its third year, is offering its third mentorship program, is responsible for Town Hall events, hosts coffee pot meetings with the Chief Security Officer (CSO) and staff and offers many other initiatives that positively enhance Corporate Security employees’ experiences at work.

Corporate Security employee engagement scores

The Corporate Security employee satisfaction index is 161.4 for 2018, well above The City’s overall score of 131.4.



Through employee engagement, Corporate Security recruits and retains a robust and high-performing workforce. This helps to create stability within the team and reduce turnover among staff. It also reduces risk by retaining the expertise and knowledge among its team members over a longer period. This state is at risk, though, based on the current economic climate facing The City, and the potential lack of any substantive pay adjustments for the next few years.



Farming versus Hunting

2019 brought several changes to The City of Calgary. One of the most impactful was the reduction in operating budgets across the organization in response to citizen requests for a more fiscally responsive municipal government.

Corporate Security was able to address its commitments to The City's budgeting process and reduced its overall expenditures in line with its allocation. This reduction meant changes to the overall approach for projects and initiatives in Corporate Security.

Over the past decade, Corporate Security grew its workforce and portfolio to address The City's needs at the time, building a suite of services that expanded from guard force tours of municipal buildings, to protecting cyber security assets. This growth came with challenges but also opportunities.

As Corporate Security planned for its reductions for 2019 and beyond, a new approach was presented to the Corporate Security Leadership Team as well as the executive leadership of Law & Legislative Services. The principle of the approach is "farming" – working with existing resources and growing new business opportunities organically through the success of executing daily tasks.

The "farming" approach means Corporate Security will defer capital projects (and other initiatives) to later dates and reduce potential requests for additional staff. Pausing the growth cycle within Corporate Security allows an opportunity to focus on internal governance by way of Policies, Standards and Procedures.

Farming gives Corporate Security the ability to refocus on core activities and reduce superfluous tasks. Honest and transparent assessments of tasks, programs and initiatives are already occurring because they didn't make good business sense, or the executive leadership of The City accepted the risk of removing controls. This is an opportunity to reassess where Corporate Security stands with its business partners and clients, identify what tasks are well received and what ones can be scaled back or removed.

A conservative farming approach allows necessary growth and ensures it will be well managed and measured for its efficacy and efficiency. This approach also requires extensive collaboration with disparate groups across The City – another opportunity for Corporate Security to continue to develop the "family" approach mentioned in previous sections.