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**Date** March 2, 2021 **Report No.** 2021-154

**To** Chair and Members  
Committee of the Whole – Operations and Administration

**From** Inderjit Hans, P. Eng., PMP  
General Manager, Public Works Commission

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## 1.0 Type of Report

Consent Item	<input type="checkbox"/>
Item For Consideration	<input checked="" type="checkbox"/>

## 2.0 Topic Interim Progress Report on Pilot Project for Physical Security Guard Services [Financial Impact: None]

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## 3.0 Recommendation

- A. THAT Report 2021-154 Interim Progress Report on Pilot Project for Physical Security Guard Services BE RECEIVED.

## 4.0 Executive Summary

The Pilot Project for Physical Security Guard Services Expansion, which includes the deployment of the Corporate Security Guard (CSG) team commenced on January 11, 2021 and has demonstrated early success and is achieving the intended improvements to the physical security and overall perceptions of safety across municipal properties in the Downtown and surrounding areas. A combination of incident report data and feedback from stakeholders demonstrates the value of and ongoing demand for services provided by the CSG team.

Early benefits of the pilot project include improved perceptions of safety and security for staff, contractors and community members in the downtown and

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surrounding areas. According to property managers, maintenance and janitorial staff, there has been a noticeable decrease in the garbage, human excreta, drug paraphanelia such as syringes, and other unsafe items found on municipal properties. The CSG team works closely with the City's facility maintenance, Operational Services, and janitorial staff to report facility and property maintenance issues for repairs.

Within the first five weeks trends in incidents occurring on City owned properties are evident, with Trespassing being the most common incident at 426 incidents (57%) of a 741 running total; and the Parkade being the most active with 298 incidents (40%) of this total. It is important to note that the reported incident trends and patterns are reflective of the current COVID-19 pandemic situation. It is anticipated that under normal circumstances and with warmer weather, these incidents could increase and incident types may vary.

An analysis of the top 10 City locations by volume of calls for police service revealed that the Brantford Police Service received 91 calls from January 11 to February 11, which represents a 31% decrease in the volume of calls, in comparison to the average number of calls (131) received over the previous three months. This includes an approximately 83% decrease in calls from the Parkade, from an average of 35 per month over the past three months, to only 6 calls for police service between January 11 and February 11, 2021.

The CSG team is committed to a customer service first and empathetic approach in interactions while enforcing the Trespass to Property Act by connecting people to community supports whenever possible. The team has been successful in laying the foundation of a positive rapport with community members and have been able to consistently gain compliance without the use of force and generally without requiring assistance from the Brantford Police Service to resolve minor incidents. With fewer low priority calls for police service, the CSG team has been able to consistently rely on a timely response to the few incidents that have required police assistance.

Wellness checks are being conducted on and off City properties in the community by the CSG team, which intervened in several medical incidents, including opioid overdoses where Naloxone was administered, victims of assault and assault with a weapon, and a situation involving an unconscious person behind the wheel of a motor vehicle. In all cases, the person in medical distress survived and was responded to by emergency medical personnel.

There are no financial impacts at this time, as the pilot project is operating on budget and within the approved funding allocation.

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## 5.0 Purpose and Overview

This report provides an interim update on the progress of the Pilot Project for Physical Security Guard Services Expansion, which commenced on January 11, 2021, and includes the deployment of the CSG team to patrol municipal properties across the downtown and surrounding areas.

An overview of incidents occurring over the period from January 11, 2021 until February 14, 2021 is provided, including a break-down of common types of incidents with an explanation and brief summary of the impact of this Pilot Project. The impact on improving safety and security across municipal properties in the Downtown and surrounding areas can be summarized by examining trends related to activities of the CSG Team through the use of incident report and patrol data, and feedback from stakeholders as general indicators.

## 6.0 Background

On December 15, 2020, a report deemed urgent by the Chief Administrative Officer, provided prompt recommendations to expand the City's existing Physical Security Guard Services. City Council directed staff to implement the Pilot Project for the short term expansion of Physical Security Guard Services with Active Security Enterprises. Staff were directed to formulate a plan for the results of the Pilot Project and report these findings in Q2 of 2021, as outlined in report *2020-508 Pilot Project for Physical Security Guard Services Expansion*.

The expansion includes the implementation of a 24 hour 7 day per week service for four months, beginning January 11, 2021, with the goal of achieving an improved municipal security presence and crime deterrence on City owned property within the downtown and surrounding area. The expansion is intended to provide the necessary immediate improved coverage and allow staff the necessary time to investigate and report back with a more permanent and holistic approach to Corporate Security.

The properties currently patrolled by the CSG team include but are not limited to:

- |                         |                                |
|-------------------------|--------------------------------|
| • Albion Towers         | • Transit Terminal             |
| • City Hall             | • Market Centre Parkade        |
| • Social Services, BRC, | • Beckett Adult Leisure Centre |
| Finance & HR (220       | • Brantford Public Library     |
| Colborne & 1 Market)    | • Brant Towers                 |

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|--|--|
| • Brantford District Civic Centre  | • John Noble Home Apartments           |
| • Daleview Gardens   | • Lorne Towers                         |
| • Earl Haig Family Fun Park  | • Lucy Marco Place                     |
| • Eastdale Gardens   | • Market Square                        |
| • Facilities Management & Security, and Information Technology (84 Market) | • Marleen Ave. Apartments              |
| • Farmers Market   | • POA Court                            |
| • Harmony Square   | • Riverside Gardens                    |
| • Heritage House   | • Sanderson Centre for Performing Arts |
|  | • Victoria Park                        |
|  | • Winston Court                        |

## 7.0 Corporate Policy Context

#1 Desired Outcome “All neighbourhoods in the City are safe, vibrant, attractive, and inclusive”

Tier 1:

b) Improve municipal capacity for by-law enforcement, including extended hours and expanded scope, to address concerns related to property standards, noise, nuisance, and compliance with COVID-19 regulations.

Tier 2:

b) Mandate the City to lead by example in property standards and maintenance, ensuring municipal assets contribute to civic pride.

f) Work with Brantford Police Service and other community partners to address short-term needs associated with community safety, including CCTV cameras, increased police presence and solutions to petty crime

## 8.0 Input From Other Sources

Facilities Management and Security Department was involved in the development of this report. Active Security Enterprises provided the incident reporting information. Feedback obtained from Housing, By-Law, Parking, Brantford Police Services, Library Services, Laurier University, and the Downtown Brantford Business Improvement Association is provided in Section 9.7.

## 9.0 Analysis

The following summary of the number of incidents from January 11, 2021 to February 14, 2021 is extracted from weekly reports received from Active Security Enterprises to the City's Security Technical Specialist. It is important to note that the reported incident trends and patterns are reflective of the current COVID-19 pandemic situation. It is anticipated that under normal circumstances and with warmer weather, these incidents could increase and incident types may vary. The following table summarizes key types of incidents reported during this period:

**Table 1 - Reported Incidents 1/11/21 - 2/14/21**

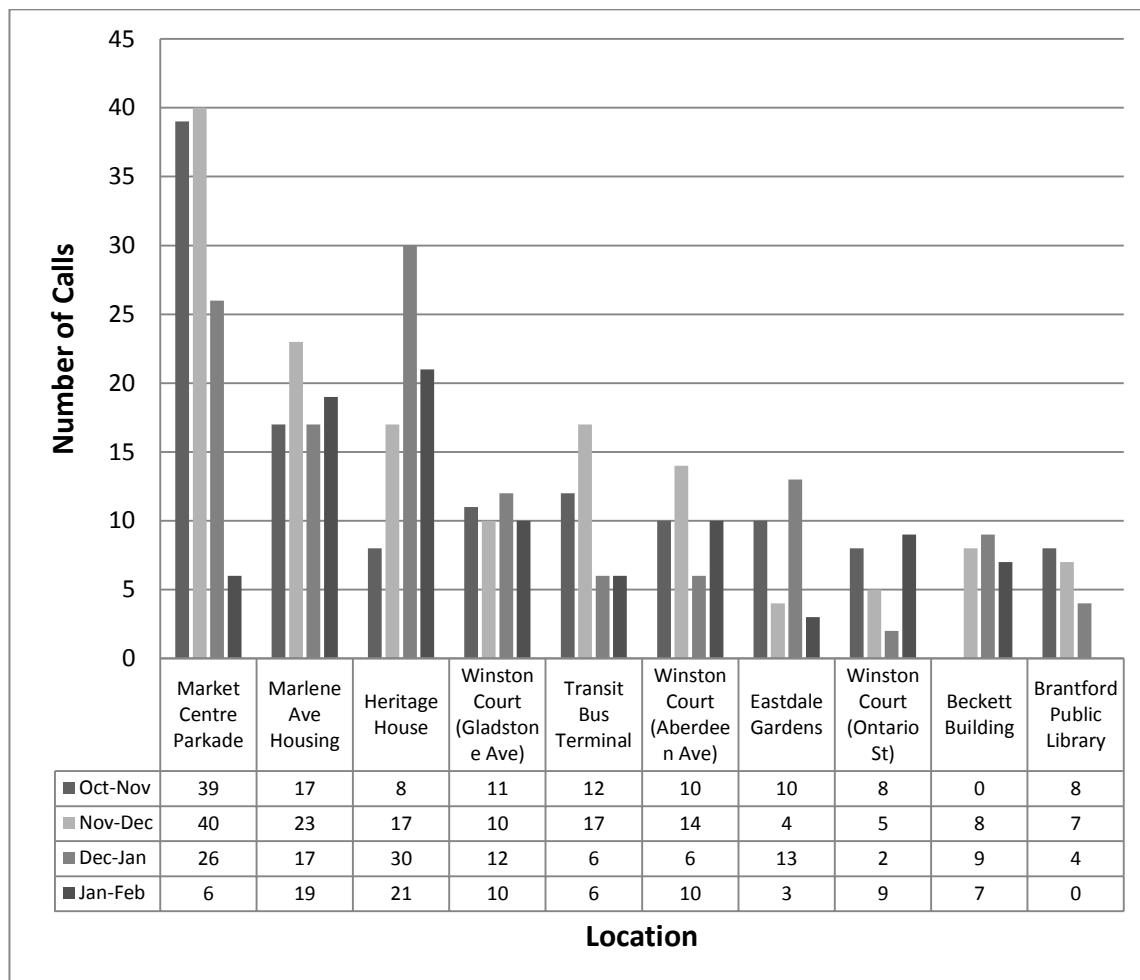
Description	Count					
	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Total
Trespassing Incidents	43	75	99	103	106	426
Medical and wellness checks	1	2	13	12	10	38
Loitering on Non-City property	3	2	9	6	2	22
Vandalism	2	8	3	6	7	26
Maintenance	3	10	8	18	2	41
Other	7	19	35	46	82	188
<b>Total number of incidents</b>	<b>59</b>	<b>116</b>	<b>177</b>	<b>191</b>	<b>209</b>	<b>741</b>
Trespassers Removed from City Properties	42	90	189	214	198	733
Incidents requiring police intervention	0	1	0	6	1	8

The difference between trespassing incidents (426) and trespassers removed from City properties (733) is that each trespassing incident may involve multiple people being removed from City property. Trends on all indicators have increased over the five week period as the team has moved beyond the initial focus on the Parkade during the first two weeks. The busiest days for incidents are Sundays and Mondays. The single busiest time for incidents with over 20% of all reported activity has been Monday afternoons.

An analysis of the top 10 City locations by volume of calls for police service revealed that the Brantford Police Service received 91 calls from January 11 to

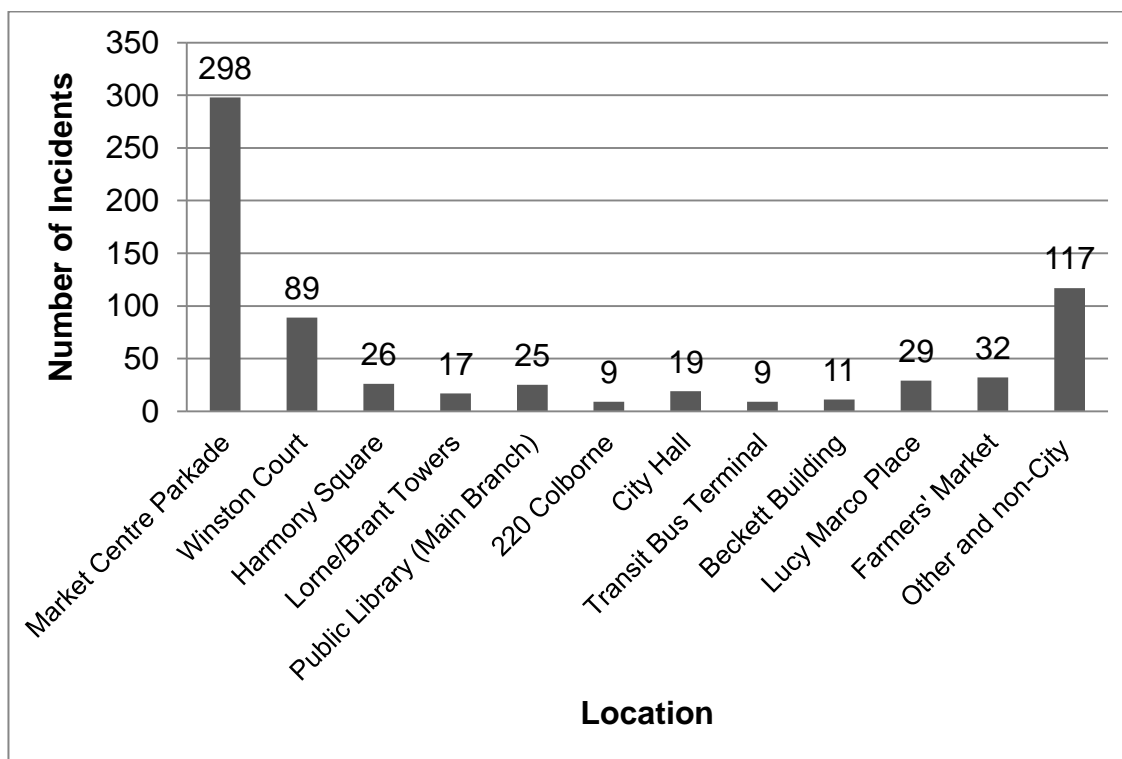
February 11, which is a 31% decrease in the volume of calls, in comparison to the average number of calls (131) received over the previous three months. This includes an approximately 83% decrease in calls from the Parkade, from an average of 35 over the past three months, to only 6 calls for police service between January 11 and February 11, 2021. The following table summarizes the top 10 City locations for Brantford Police Service calls.

**Table 2 - Top 10 City Locations for Brantford Police Service Calls**

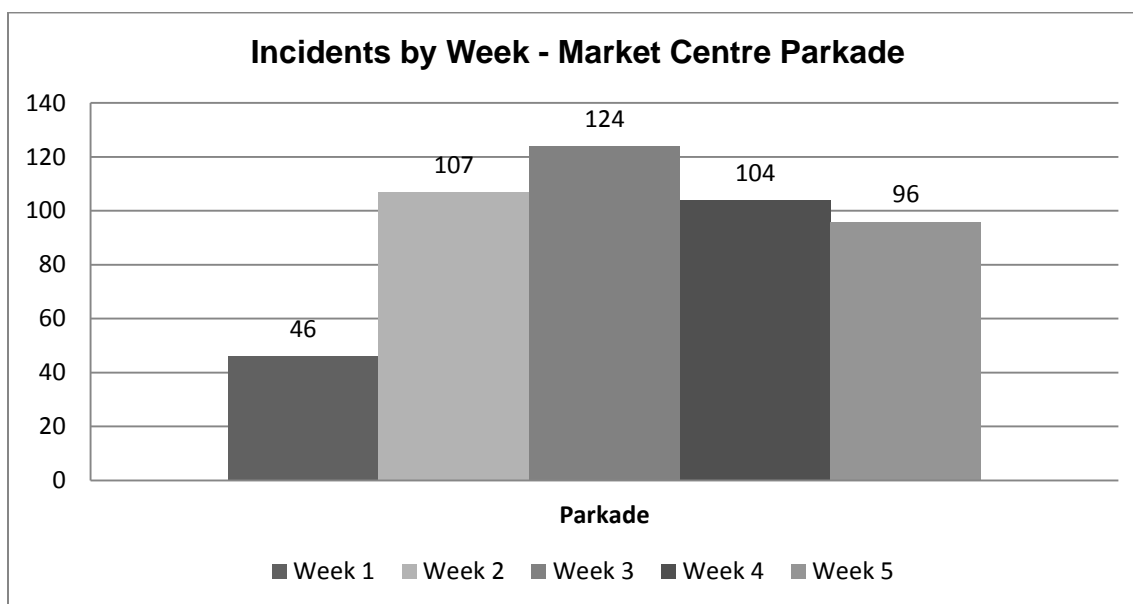


After the first five weeks, the most active City property patrolled is the Parkade located at 59 Icomm Dr. The CSG team encountered a variety of incidents on that property, including vandalism, drug use, trespassing, criminal behavior, and medical incidents. The following table indicates that incidents reported at the Parkade represents approximately 40% of the total number of reported incidents across City facilities and properties.

**Table 3 - Incidents by Location Jan. 11 – Feb. 14, 2021**



**Table 4 - Incidents by Week at the Market Centre Parkade**



With 298 reported incidents at the Parkade during this period, it is noted that since week 3 (124 incidents), there has been a gradual reduction in the volume of incidents reported in week 4 (104) and week 5 (96), which may be a result of the enhanced security presence at this City property. Staff will continue to

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monitor trends on the effectiveness of security presence at this and other locations listed in Table 3.

The following sections provide a summary of the types of security incidents being tracked and reported:

## **9.1 Trespassing on Municipal Property**

Incidents of trespassing are reported when the CSG Team intervenes in situations where people knowingly enter City property without permission, where or when entry is prohibited. Trespassing incidents also capture a variety of situations where people are discovered engaging in prohibited activities, such as consumption of illicit drugs on City properties.

With 426 incidents deemed as Trespassing, the CSG Team was able to identify and remove 733 people from City properties, who were observed to be partaking in prohibited activities, including drug use, prostitution, encampment, urinating or defecating, loitering in groups when not authorized to be on the property and other unsafe activities. In almost all instances, police intervention was not required. Trespassers are often discovered in secluded and enclosed areas, such as stairwells, and often includes people experiencing homelessness in our community who are using Municipal properties as a place for a combination of shelter and to engage in unsafe activities.

In a number of incidents, the CSG team interrupted groups of people using drugs; in all instances, our security guards reported that people left the property without further incident and there were zero incidents of drug paraphernalia, including syringes or other related items, being left behind.

People experiencing homelessness and/or partaking in drug use are at increased risk of violence victimization and drug overdose, and also present safety hazards to members of the public, employees, and anyone else who may encounter them. Some of the likely threats in these instances are from discarded needles, fire hazards, blocked fire exits, or any hazardous substances that may be left behind. The CSG team promptly identifies, reports and removes any hazardous substances or debris to ensure safety of the general public and City staff. The CSG team has dismantled several encampments at various locations such as the Parkade, Library, and Sanderson Centre which present safety concerns, to prevent further incident.

Taking a compassionate approach is of great importance to the CSG team and the City of Brantford. Overall, the CSG team has been successful in developing



a positive rapport and deploying a customer service first approach to safely gaining compliance and cooperation without incident when directing people to leave City properties.

## **9.2 Loitering**

Incidents of loitering are tracked by the CSG Team relating to occurrences not on City properties, where people are discovered in the act of remaining on site for an extended time, without any apparent purpose. These incidents include situations where people experiencing homelessness are found sleeping on the properties of private businesses and trespassing cannot be verified, confirmed or enforced by the CSG Team, which is limited in enforcement jurisdiction to City properties. For the people loitering, our team provides a security presence and conducts a wellness check, which includes a reasonable assessment of overall vital signs and conversation to ensure that they are okay and not in need of medical or other community services.

## **9.3 Medical Incidents and Wellness Checks**

The CSG team intervened in several medical incidents, including opioid overdoses where Naloxone was administered; victims of assault and assault with a weapon; and a situation involving an unconscious person behind the wheel of a motor vehicle. In all cases, the person in medical distress survived and was responded to by emergency medical personnel.

The CSG team conducts wellness checks to ensure that people discovered loitering or sleeping on the City properties, and in some cases not on City property, are okay and not in need of medical or other community services. The team is equipped with a directory of local community supports, including but not limited to supports for mental health, addictions and harm reduction, crisis intervention, emergency shelters, essential supplies, victim services, and culturally specific services. The CSG team collaborates with our partners in Community Services and Social Development to ensure that our team is educated and equipped with the appropriate resources, and other community partners, such as St. Leonard's Community Services, to connect people to supports through direct referral pathways.

Offers to connect people with supports are often met with resistance, but in some cases the information is accepted. During wellness checks over this period, the CSG team was able to provide information to 25 members of the community, who were receptive to obtaining community supports. The CSG team will continue to provide wellness checks throughout the downtown and

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surrounding areas and offer information to help facilitate and maintain connections to community supports.

## **9.4 Vandalism**

Incidents of vandalism include actions involving deliberate destruction of or damage to City property.

There were 26 incidents of minor vandalism and 41 incidents related to property maintenance reported during this period, including damages such as broken windows, out of service elevators, uncleared snow, and unsalted frozen surfaces. It is important to identify and secure such areas to help mitigate any public safety issues. When our guards identify issues such as these, they document it with a report and immediately advise appropriate City staff or contractors.

The CSG team works closely with the City's maintenance and janitorial staff to report facility and property maintenance issues for repairs. The CSG team collaborates with other City Departments, as required. For example, after hours Operational Services staff were contacted by the team to have a fallen traffic sign promptly repaired to mitigate related traffic and pedestrian safety concerns.

## **9.5 Other Incidents and Deployments**

The CSG team tracks a variety of other incidents, most of which involves alarms identified on City properties, unsecured doors, minor medical incidents where first aid was provided, incidents involving maintenance and garbage, including syringes found, and other minor security incidents are that are reported to the team to ensure the safety and security of people and property.

Within the current COVID-19 pandemic climate, the CSG team also enforces safety measures outlined by the Ontario Regulations. Specifically, this includes the education, reminders and enforcement of screening upon entry to a City facility, physical distancing, line ups, group gatherings, and wearing protective facemasks when distancing cannot be maintained. Since the CSG team is not able to lay charges, the team reports non-compliance issues to the City's By-law Enforcement.

The CSG team also assisted Parks Services to ensure overnight compliance with the rules at the outdoor skating rink in Harmony Square. This was done through redeployment and focused patrol schedules using existing patrol guards included in the Pilot Project rather than the previous model of implementing an

additional stationary security guard, which has saved approximately \$1,895,24 during the period of February 1 to February 14. These savings are expected to grow to approximately \$5,008.84 with ongoing security coverage scheduled until the closing of the outdoor skating rink on March 9, 2021.

## **9.6 Collaboration**

The CSG team collaborates in partnership with internal and external community stakeholders to improve perceptions of safety and security and protect property, while creating efficiencies in supporting corporate risk mitigation and enhancing physical security. In order to effectively address shared and complex safety and security concerns, collaboration with community partners and City staff and contractors is essential to the success of overall efforts to improve safety and security across municipal properties and in the downtown and surrounding areas.

### **9.6.1 City Staff**

In response to a high volume of complaints received from Housing tenants about unwanted visitors and not feeling safe, the CSG team works closely with Tenant Service Coordinators, Property Managers and Key Holders at the City's housing facilities to deter and intervene where illicit activities or unwanted visitors are discovered on property.

The CSG team works closely with the City's maintenance, janitorial, Operational Services, and other City staff and contractors to ensure that City facilities and properties are safe. For example, situations involving damaged traffic signs, vandalism, areas requiring clean-up, shoveling, salting, or other facility maintenance, such as out of service elevators, are promptly reported to the appropriate parties to ensure timely response to mitigate safety and security risks.

The CSG team collaborates with the City's Manager of Health, Wellness and Safety to ensure that the response to incidents involving violence in the workplace adhere's to the City's Health and Safety Standard regarding workplace security. The CSG team and the City's By-Law Enforcement share a mutual approach to education on both by-law enforcement matters as well as COVID-19 Public Health Guidelines and there is potential for support and efficiency of deployment between the teams that will continue to be explored.

### **9.6.2 Emergency Services**

The CSG team relies on emergency services when there is an emergency or imminent threat to the safety of staff or community members. With appropriate personal protective equipment and enhanced training in non-violent crisis intervention, deescalation tactics, mental health and addictions, effective communications, and use of force, the team is equipped to effectively manage a vast majority of security incidents.

Since the launch of the new program on January 11, 2021, less than one percent of all reported incidents addressed by the CSG team required the support of Brantford Police Service during this reporting period. The CSG team has been able to safely manage security incidents without using force. As a result of only contacting the police for higher priority calls for service, the Brantford Police Service has consistently responded in a timely manner to all calls for service from the CSG team, ensuring the safety of staff and community members.

The CSG team has worked closely with the Brantford Police Service to resolve several incidents, including incidents involving the possession of an imitation firearm and drugs, and a break-and-enter, where the Brantford Police Service and the CSG team worked together to resolve that issue to the satisfaction of the property owner. The CSG team cooperates with the Brantford Police Service to assist when called upon regarding individuals under investigation for criminal activities.

### **9.6.3 Other Community Partners**

The CSG team works closely with other community partners, such as Conestoga College, the Downtown Brantford Business Association, and other community organizations and private businesses. For example, the CSG team works in collaboration with Wilfrid Laurier University's Special Constable Service while providing security services for shared or intersecting properties, including Lucy Marco Place and Market Square.

While the legal jurisdiction of the CSG team is limited to City owned properties and facilities, the team provides a security presence, offers support services to people found loitering on non-City properties, and observes and reports illicit activities to the Brantford Police Service.

## **9.7 Feedback**

The CSG team has reported interacting with more people and enforcing the Trespass to Property Act more frequently, consistently and generally without

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requiring assistance from the Brantford Police Service to resolve minor incidents. With fewer low priority calls for police service, the CSG team has also been able to consistently rely on a timely response to the few incidents that have required police assistance. The City's security guards have reported feeling more confident, supported and equipped with training, knowledge and tools that helps to ensure safety for our staff, contractors and the general public.

With stakeholders noting an enhanced security presence and improved perceptions of safety across municipal properties in the downtown and surrounding areas, the Pilot Project has demonstrated reasonable success in meeting these objectives during the early stages of its implementation.

The City's janitorial team reports encountering less garbage, human excreta and drug paraphernalia, and the City's Facilities Maintenance Operator has reported noticing less unauthorized loitering, drug use and paraphernalia across City properties. Transit Inspector described noticing less unauthorized loitering and illicit activities on Transit Terminal property. The City's Parking Administrative Assistant has reported that Staff are noticing less unauthorized loitering on the Parkade property and finding less drug paraphernalia (i.e. syringes). The City's Housing Tenant Services Assistant, Coordinators and Supervisor reported finding fewer needles on properties and requiring less clean-up of garbage and human excreta. Key holders, tenants and staff from the Farmer's Market and Sanderson Centre have noted the security presence and are pleased with the CSG team's response to various incidents. As a result City Staff are able to focus their time on their regular job duties and be more productive resulting in further efficiencies.

**Housing:** Both staff and tenants report positive experiences, increased peace of mind, timely responses and interventions that were helpful in the situations encountered.

**Brantford Police Services:** The pilot project has considerably reduced the volume of calls for service received by the Brantford Police Service in relation to City properties. A reduction in calls resulting from the CSG team resolving the majority of security incidents without police assistance enables the Brantford Police Service to allocate resources to higher priority calls for police service.

An analysis of the top 10 City locations by volume of calls for police service revealed that the Brantford Police Service received 91 calls from January 11 to February 11, which is a 31% decrease in the volume of calls, in comparison to the average number of calls (131) received over the previous three months. This includes an approximately 83% decrease in calls from the Parkade, from an

average of 35 over the past three months, to only 6 calls for police service between January 11 and February 11, 2021. The CSG team has a supportive and collaborative relationship with the Brantford Police Service, and has been able to consistently rely on a prompt response to calls when police assistance is required.

**Parking Services:** Parking Operations Supervisor cannot confirm any observed security improvements so far. Anecdotal comments from users of the parkade and other service providers indicate quicker response and a safer 'feel' due to the higher visibility and increased patrol frequency.

**DBBIA:** Preliminary feedback from DBBIA members reflects concerns that the program is not able to address problems on private property and may be merely displacing the problems from municipal property to private property.

**Wilfrid Laurier University (WLU):** WLU greatly appreciates the City's efforts to enhance feelings of safety and looks forward to the continuation of the CSG team's work as this program continues. The Special Constable Service welcomes the opportunity for enhanced collaboration to maximize strategic allocation of resources for the benefit of all.

Two complaints were received during this period regarding the CSG team following or observing a group of people, which were investigated, resolved, and determined to be unfounded.

## 9.8 Next Steps

The following Table outlines the upcoming and ongoing activities that will take place over the remaining timeline for the Pilot Project. The objective of the CSG team is to maximize opportunities and efficiencies in order to improve and see further benefits from this initiative.

**Table 5 - Pilot Project Next Steps**

Activity	Date
CSG Team to assume responsibility for alarm response to central City facilities	February 2021
CSG team to explore efficiencies with key City stakeholders (maintenance, housing, by-law enforcement, health, wellness and safety, etc.)	March 2021

Community Physical Security Advisory Group	Initial meeting March 2021
Corporate Physical Security Advisory Group	Initial meeting March 2021
Report back to Council with further results and recommendations for the Corporate Security Program	April 2021

This Pilot Project is expected to end on May 11, 2021 and staff intend to report back to Council in April 2021 with recommendations for the future of the City's Corporate Security. In the meantime, the pilot project will continue to adapt to the identified needs of City and community stakeholders. Measurement of the impact of this pilot project on enhancing the City's physical security will continue to include security incident reports and the input of various stakeholders, including Staff and housing tenants, regarding service level expectations and areas for improvement. This will include comparing overall perceptions of safety and security, volume and type of security incidents, service quality, including response capabilities of security guards to calls for service, number of facilities security guards will patrol, patrol frequencies, deterrence of nuisance and crime incidents, and situations encountered during patrol duties and active monitoring of surveillance.

With the pilot project focusing on a portion of City facilities and properties, there is an opportunity for a security presence at other municipal properties not currently being patrolled, including but not limited to arenas, storm water ponds, golf courses, offices, vacant lands, parks, and equipment yards. For example, the City has recently incurred significant expenses to replace or repair HVAC units that were damaged due to suspected vandalism and theft of copper at properties not patrolled by the CSG team. As we expand the security program to include more municipal properties, additional security concerns will be identified.

The CSG team has reduced the need for staff and other contractors providing alarm response to City properties that are now patrolled by the team. This model also provides the flexibility to deploy extra security guard resources as required across the corporation, which would work together with and have the support of the CSG team. Ongoing investment in this approach presents additional opportunities and efficiencies, including reviewing the possibilities of assuming the responsibilities of property key holders and alarm response across additional municipal properties. With ongoing collaboration, additional

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efficiencies can be facilitated through supporting the City's facility maintenance, housing, by-law enforcement, environmental services, health, wellness and safety, and other stakeholders.

A gap in the service provided by the CSG team is the lack of legal authority to enforce the Trespass to Property Act on non-City properties. The Brantford Police Service is considering a special constable service that would be assigned to the downtown area. If approved, this service would be a collaborative resource that works together with the CSG team to provide active enforcement and deterrence of incidents in these other areas of concern; however, this special constable service would not be providing security services to the City, such as City-directed deployment, alarm response, and reporting facility maintenance issues.

If the Pilot Project is extended or implemented permanently, the City can maximize efficiencies by leveraging the CSG team to monitor the City's CCTV video surveillance systems and respond to incidents more promptly and proactively.

Options such as a Community Physical Security Advisory Group to build on partnerships with the City's By-law Enforcement staff, the Brantford Police Service, Wilfrid Laurier University Special Constable Service, Conestoga College Security Services, and the Downtown Brantford Business Association will continue to be explored and evaluated as potential models for enhancing collaborative efforts with the CSG team to improve safety and security in the downtown and surrounding areas. An internal Corporate Physical Security Advisory Group is also being explored as an option for efficient collaboration with City stakeholders, including but not limited to representatives from across the Corporation in each commission.

Staff will continue to explore other opportunities, as mentioned above, to enhance our physical corporate security and advance community safety and security, including integration of other physical security elements (i.e. surveillance systems, alarm systems, crime prevention through environmental design strategies, education, and collaboration with community stakeholders). Staff will report back to Council with an update on the impact of the pilot project throughout the 4 months in April 2021, including recommendations for optimizing the CSG services moving forward.

## **10.0 Financial Implications**



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The four month pilot project to optimize and expand the City's Security Guard Services is operating on budget in accordance within the approved \$160,000 that was reallocated to the Pilot Project from previously approved Capital Projects that are no longer required. There are no accompanying financial impacts at this time.

The City currently spends approximately \$446,000 per year on static security guards deployed to City facilities during business hours. The City is spending approximately an additional \$377,000 per year throughout the COVID-19 pandemic on additional guards to enforce distancing and providing screening at City owned facilities.

Staff estimate that if the currently executed 24/7 Security Guard Service Pilot Project expansion is permanently implemented, it would cost the City an additional \$500,000/year. In order to expand to all Municipal properties across the City, the program should be expanded and the cost increased by an approximate \$160,000/year more.

Staff intend to report back closer to the end of the Pilot Project with recommendations and financial implications for the future of the program.

## 11.0 Conclusion

The pilot project implements several best practices in municipal corporate security and addresses a previous gap in physical security across City facilities and properties by providing 24-hour security guard services that proactively deter and intervene in situations presenting safety and security risks to people and property. Based on examining trends related to activities of the CSG Team through the use of a combination of incident report and patrol data, and feedback from stakeholders as general indicators, the pilot project demonstrates early success and is achieving the intended improvements to the physical security and overall perceptions of safety across municipal properties in the Downtown and surrounding areas.



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Inderjit Hans, P. Eng., PMP  
General Manager, Public Works Commission

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Prepared By:

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Rick Cox, Manager of Facility Operations and Maintenance  
Lise Sordo, Director Facilities Management & Security

Attachments (if applicable)

Copy to:

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required ☐ yes ☒ no

Agreement(s) or other documents to be signed by Mayor and/or City Clerk ☐ yes ☒ no

Is the necessary by-law or agreement being sent concurrently to Council? ☐ yes ☒ no