



BOARD REPORT

REPORT No.: 2022-65
MEETING DATE: NOVEMBER 17, 2022
SUBJECT: PHYSICAL SECURITY REVIEW

RECOMMENDATION

THAT With respect to Report No. 2022-65 (Corporate Services Division and Integrated Social Services Division), we, The District of Thunder Bay Social Services Administration Board, accept the results of the Physical Security Review, and approve the development of strategies with related financial resources, to be included in future proposed operating and capital budgets, as appropriate.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information on the results of the Physical Security Review completed on TBDSSAB direct-owned properties.

BACKGROUND

The promotion of safety and security within the TBDSSAB owned and operated properties has always been an area of priority for the organization.

The enhancement of security within the properties was formally guided through recommendations in a security review completed in May of 2013 by external security consultants. Since 2016, 95 capital projects totaling \$1,802,900 have been implemented throughout the TBDSSAB property portfolio.

In 2021, a Request for Proposal was completed for an updated physical security review, specifically, a crime prevention review and threat risk assessment of TBDSSAB's Headquarters' Office and its housing portfolio.

The contract was awarded to Brian Claman & Associates Ltd., Security Management, who completed a comprehensive review of TBDSSAB's properties to develop a comprehensive plan to build upon existing security measures currently in place and develop new innovative solutions. The current effectiveness of those existing security measures was to be reviewed and assessed to determine where improvements could

be made, and corrective action taken. The goal of the security review was to provide safe and effective strategies to enhance security/ safety for tenants/ clients, properties, staff, and assets of TBDSSAB while reducing the risk of incidents at each site with the objective of leading to a more improved level of comfort to all at each site and assist TBDSSAB with strategies to deter crime opportunities.

In addition, and as identified within the Enterprise Risk Management Framework Update provided at the September 15, 2022, Board Meeting, (Report No. 2022-56 – CS- Enterprise Risk Management – Annual Update), the indicator related to tenant and community activity within certain housing properties increased from *monitoring* to *considering best practice improvements*. Within that report, it was noted that TBDSSAB was in the process of having a security review completed through an external consultant so that recommended best practices could be considered in this area.

COMMENTS

In accordance with the Request for Proposal, a comprehensive list of items was identified for the for review and included the following:

- Complete an interior and exterior physical audit and inspection of each property including all parking lots and garages in detail.
- Physical audit to include review of landscape, lighting, and sightlines.
- Review building access control or keying system for contractors, emergency services, tenants and public including identifying any gaps.
- Assess existing surveillance system and protocol currently being used.
- Identify which properties are high/medium/low risk and may require more cameras on-site, additional resources to provide a standard level of security.
- Upon identifying risks and vulnerabilities, create a profile analysis for each facility including an estimated cost breakdown proposal for completing suggested recommendations.
- Interview staff and residents to determine current level of security and identified issues.
- Identify common issues to be addressed at all properties.
- Gather input from local Police service, and identify what programs are in place to assist in security, and what is available for TBDSSAB to access.
- Examine security guards and mobile patrol patterns at high-risk properties to identify if a more efficient protocol can be used.
- Provide list of best deterrents to be used.
- Provide metrics related to evaluating effectiveness of security practices.
- Assess staffing presence in buildings and provide list of suggested enhancements; provide suggestions on what staff can improve upon to react to threat situations (i.e. additional training).

The consultants completed their on-site physical review of TBDSSAB's direct-owned properties throughout the District of Thunder Bay, in 2022. The completed Report is provided confidentially under separate cover.

Results and Recommendations

Positive observations were identified as a result of the review of TBDSSAB properties including that security systems were current and deployment was reflective of standard security methodology, that social engagement and pride contributed to a positive resident community, and that knowledgeable and passionate TBDSSAB staff were aware of the challenges and cognizant of the emerging trends that could negatively impact properties.

The results also identified various areas for development to enhance the security program throughout TBDSSAB's portfolio of assets. Many of the recommendations presented in the report include the augmentation of efforts and practices already in place by TBDSSAB. The following summarizes the proposed recommendations, with the estimated financial implications, as identified by the consultant:

	Proposed Recommendation	Estimated Financial Implications (\$)
1	Develop an Enterprise Security Risk-Management Strategy	1,000 - 10,000
2	Program Leadership	50,000 - >50,000
3	Create Crime Prevention Through Environmental Design (CPTED) Steering Committee	1,000 - 10,000
4	Strengthen Policy and Procedures	1,000 - 50,000
5	Unmaintained conditions	10,000 - 50,000
6	Advocate for Additional Resources and Legislative Change	0 – 1,000
7	Maintenance using CPTED Principles	1,000 – 10,000
8	Beautification Program using CPTED Principles	>50,000
9	Enhanced Enforcement of the Trespass to Property Act	1,000 – 10,000
10	Authorize Police to enforce the Trespass to Property Act	0 – 1,000
11	Enhanced Alarm Monitoring	10,000 – 50,000
12	Enhanced Alarm Response	10,000 - 50,000
13	Formalized Work Alone Program	1,000 – 10,000
14	Install Security Signage at all properties	1,000 – 10,000
15	Create an Enterprise Emergency Management Plan in accordance with the Ontario Incident Command System Model	10,000 – 50,000
16	Security System Optimization	>50,000
17	Conduct Formalized Closed Circuit TV Privacy Assessment	1,000 – 10,000
18	Strengthen Access Control measures	>50,000
19	Additional Mobile Security Patrols	>50,000
20	Create a TBDSSAB Crime Stoppers Program	1,000 – 10,000
21	Utilization of a Security Incident Management System	10,000 - 50,000
22	Formalize the existing intelligence sharing between TBDSSAB and Police	0 - 1,000
23	Additional Community Based Partnerships	0 - 1,000

Although some of the recommendations involve new processes or practices, many would involve enhancing the practices currently followed by TBDSSAB relative to its security program. Further, developing a more comprehensive strategy relating to the security of TBDSSAB properties will contribute to a more formalized, and systemic framework.

Next Steps

Based on the comprehensive nature of the review and the related recommendations, an internal detailed analysis of each recommendation is to be completed by Administration. That analysis and review would include implementation action plans, as appropriate, through a continuous improvement lens.

STRATEGIC PLAN IMPACT

Monitoring, reviewing, and updating the security program aligns with the strategic plan through the vision of a needs-centered client focus for a respectful, supportive environment for the people we serve, as well as the stewardship component to support the long-term sustainability of physical assets.

FINANCIAL IMPLICATIONS

Each recommendation includes estimated costs, or a range of estimated costs. Although some recommendations would involve only one-time investments to develop and/ or create certain administrative infrastructure components (for example, policy development items), most recommendations involve on-going financial and human resource investments.

The estimated costs range from \$109,000 to \$434,000, although these estimates do not include the costs of the four (4) recommendations that have an estimated cost greater than \$50,000. In addition, two (2) recommendations have an estimated minimum cost between of \$50,000 with a top range greater than \$50,000. Further investigation into the costs of these recommendations would be required.



CONCLUSION

It is concluded that the physical security review was completed by external consultants, and that their report including recommendations to enhance TBDSSAB's security practices has been received;

It is also concluded that a comprehensive review of each recommendation should be completed by Administration, including relevant implementation plans, and that those implementation plans/ recommendations be provided for consideration for future operating and/ or capital budgets, including the required financial and human resources.

REFERENCE MATERIALS

Attachment #1 [Confidential Memo – Physical Security Review](#). Provided in Closed Session.

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