



Paladin Security

Partnering to Reduce Crime in Commercial Districts

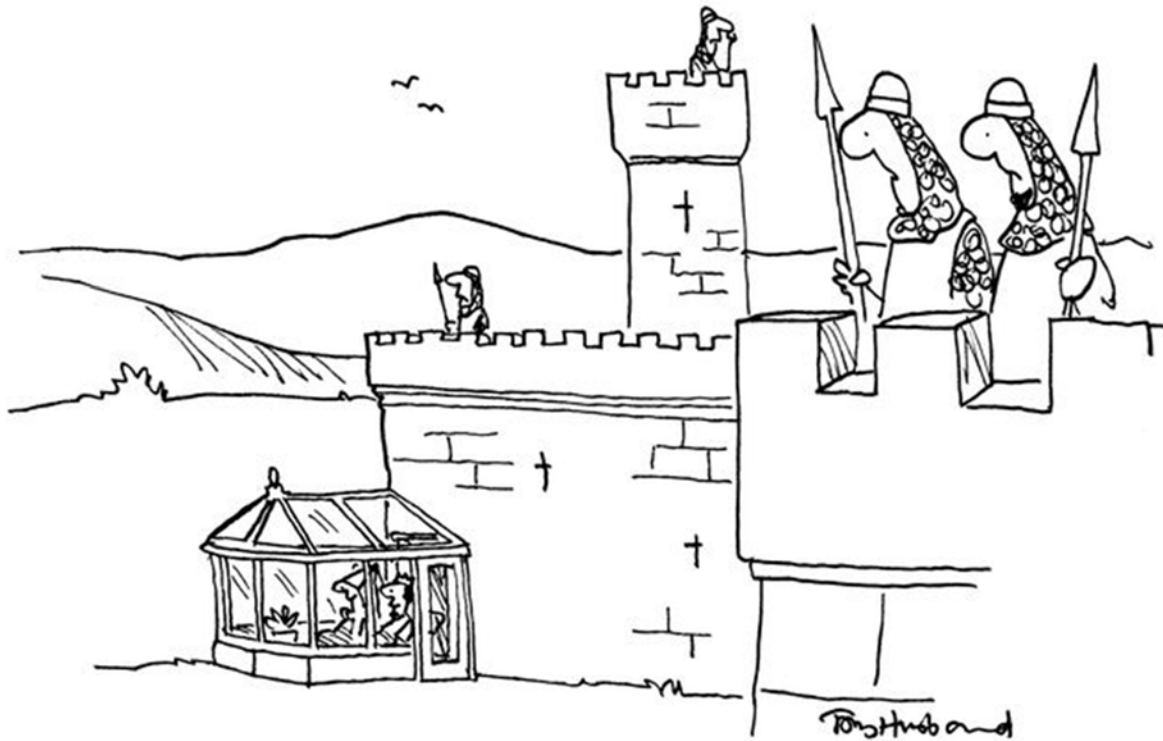
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Introduction

It's very nice but I think defensively the conservatory will be our weak spot








Overview

- Introduction
- Some Commercial Crime Statistics in Alberta
- Government Initiatives
- Integrated Protection Model
- Situational Awareness Partnerships
- Business Continuity Planning
- Facility Risk Assessments
- Security Risk Management
- Final Thoughts



Commercial Crime Data

'K' Division - Provincial Detachments January to December: 2013 - 2017






Category	Trend	2013	2014	2015	2016	2017
Break and Enter (Total)		5161	5673	7253	7974	8376
Business		1597	1748	2305	2595	2645
Residence		2160	2412	3055	3173	3418
Cottage or Seasonal Residence		284	307	390	538	437
Other		823	880	1165	1323	1586

- The year on year increase averaged 14% per year.
- 2015 worst at 32% increase over the previous year.



Commercial Crime Data

'K' Division - Provincial Detachments January to March 31: 2014 - 2018

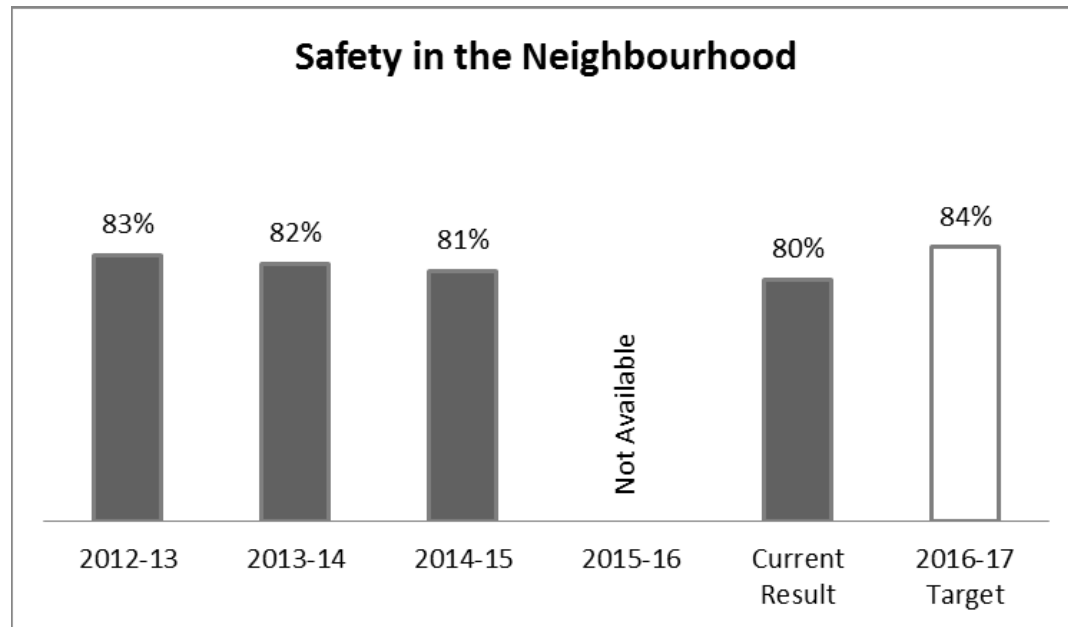
Category	Trend	2014	2015	2016	2017	2018
Break and Enter (Total)		1044	1366	1818	1761	1605
Business		346	357	639	550	529
Residence		445	651	666	735	645
Cottage or Seasonal Residence		45	80	149	96	97
Other		137	201	293	306	287

	Q1		
Year	Incidents	Difference	%
2014	346		
2015	357	11	3
2016	639	282	79
2017	550	-89	-14
2018	529	-21	-4



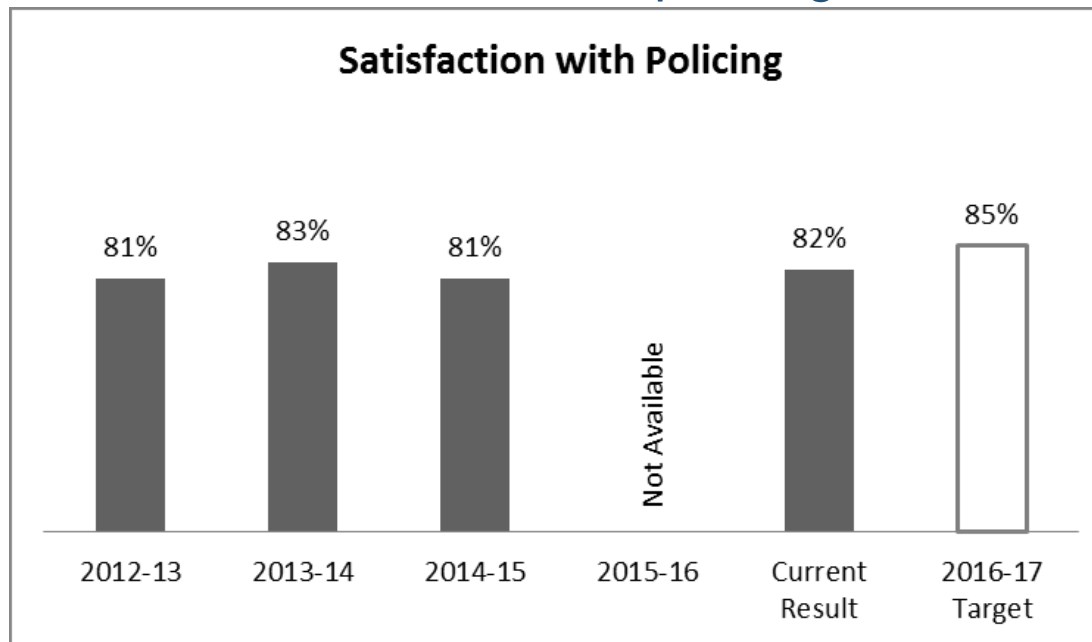
Commercial Crime Data

- Justice and Solicitor General Annual Report 2016 – 17
 - Percentage of Albertans who feel safe walking alone in their area after dark:
 - 20% do not feel safe walking alone after dark



Commercial Crime Data

- Justice and Solicitor General Annual Report 2016 – 2017
 - Percentage of Albertans satisfied with policing in Alberta over the past 12 months.
 - 18% are not satisfied with policing



Commercial Crime Data

- We can ask ourselves:
 - Is government doing enough?
 - Do business owners have sufficient situational awareness about the threat environment?
 - Are business owners aware of the resources and partnerships that are possible?
 - What tools or approaches make sense to invest in?



Government Initiatives

- Alberta Justice and Solicitor General
 - **Seven-Point Plan** in conjunction with the RCMP
 - Crime reduction units,
 - Specialized police intelligence,
 - Police support centre,
 - More crown prosecutors,
 - Better coordination between provincial agencies,
 - Enhanced technology,
 - Public education and engagement
 - \$8 million investment in new officers and civilian staff
 - \$2 million for additional crown prosecutors.



Comprehensive Risk Management

- Requires comprehensive risk management due to:
 - Perceived increase of attacks at soft targets, related or not to terrorism.
 - Toronto van attack
 - Ottawa Island Metro grocery store knife attack
 - Edmonton 30 Sept 2017 knife and vehicular attack
 - Via Rail plot
 - Toronto 18
 - Commercial crime / Environmental / Industrial events



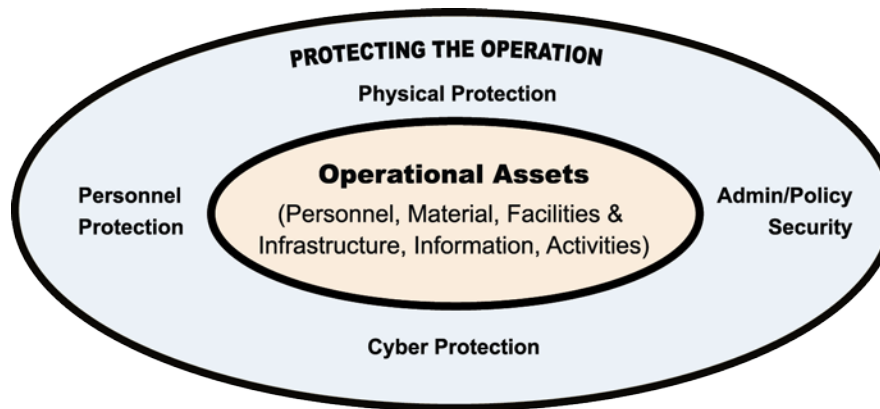
Integrated Protection

Operational Assets

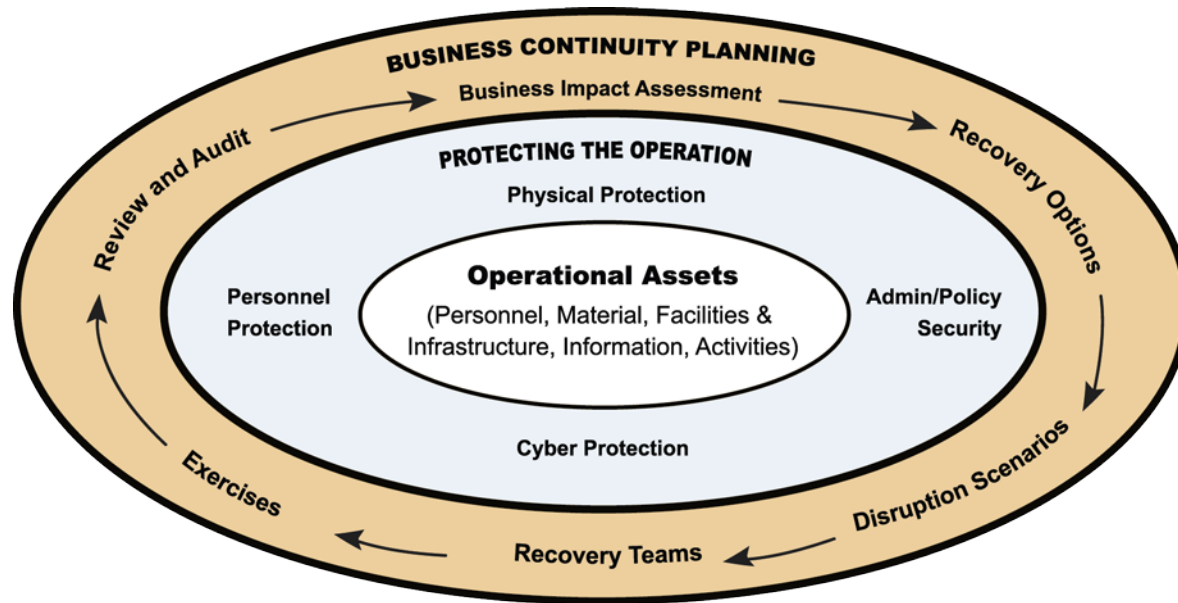
(Personnel, Material, Facilities &
Infrastructure, Information, Activities)



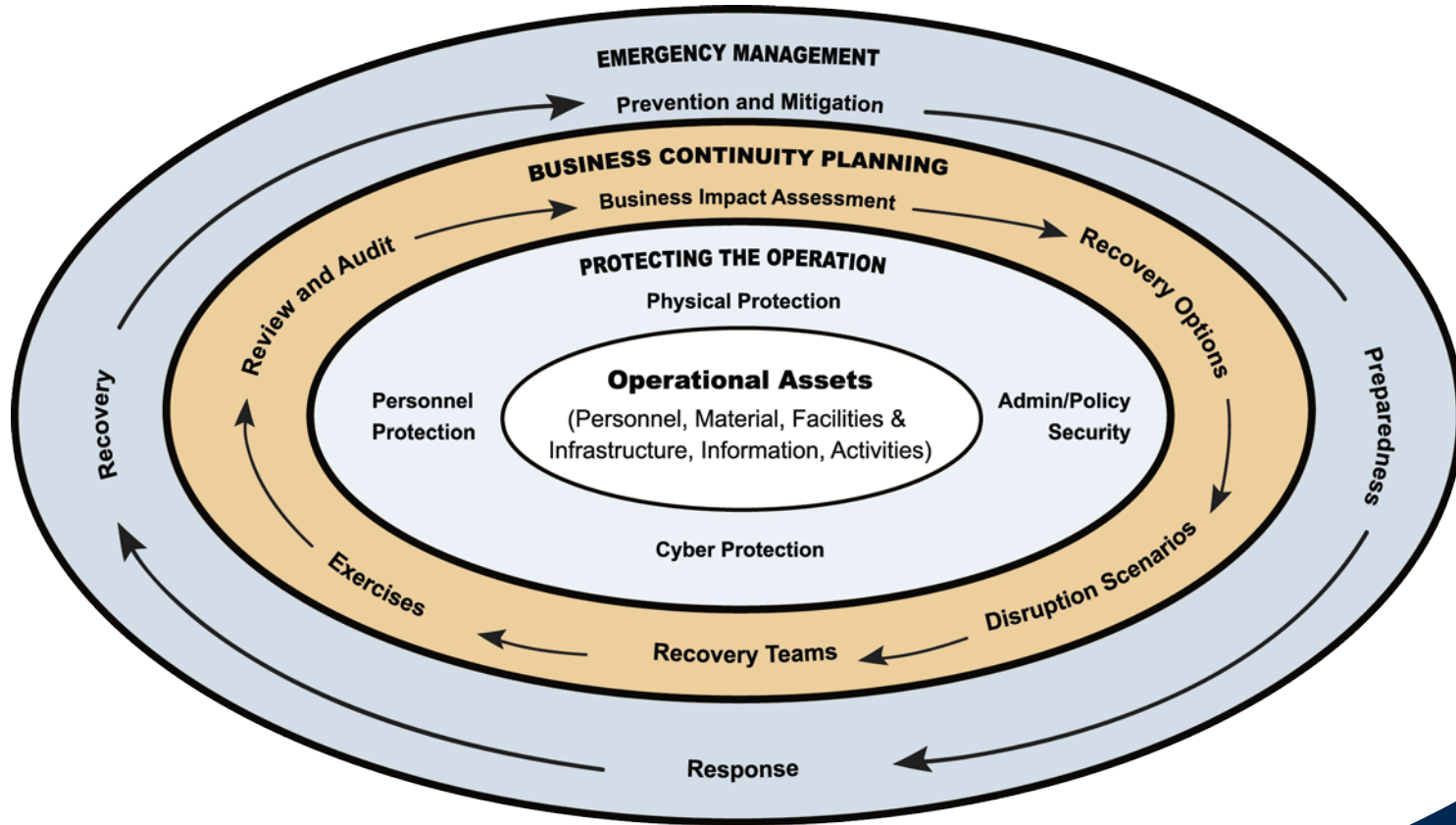
Integrated Protection



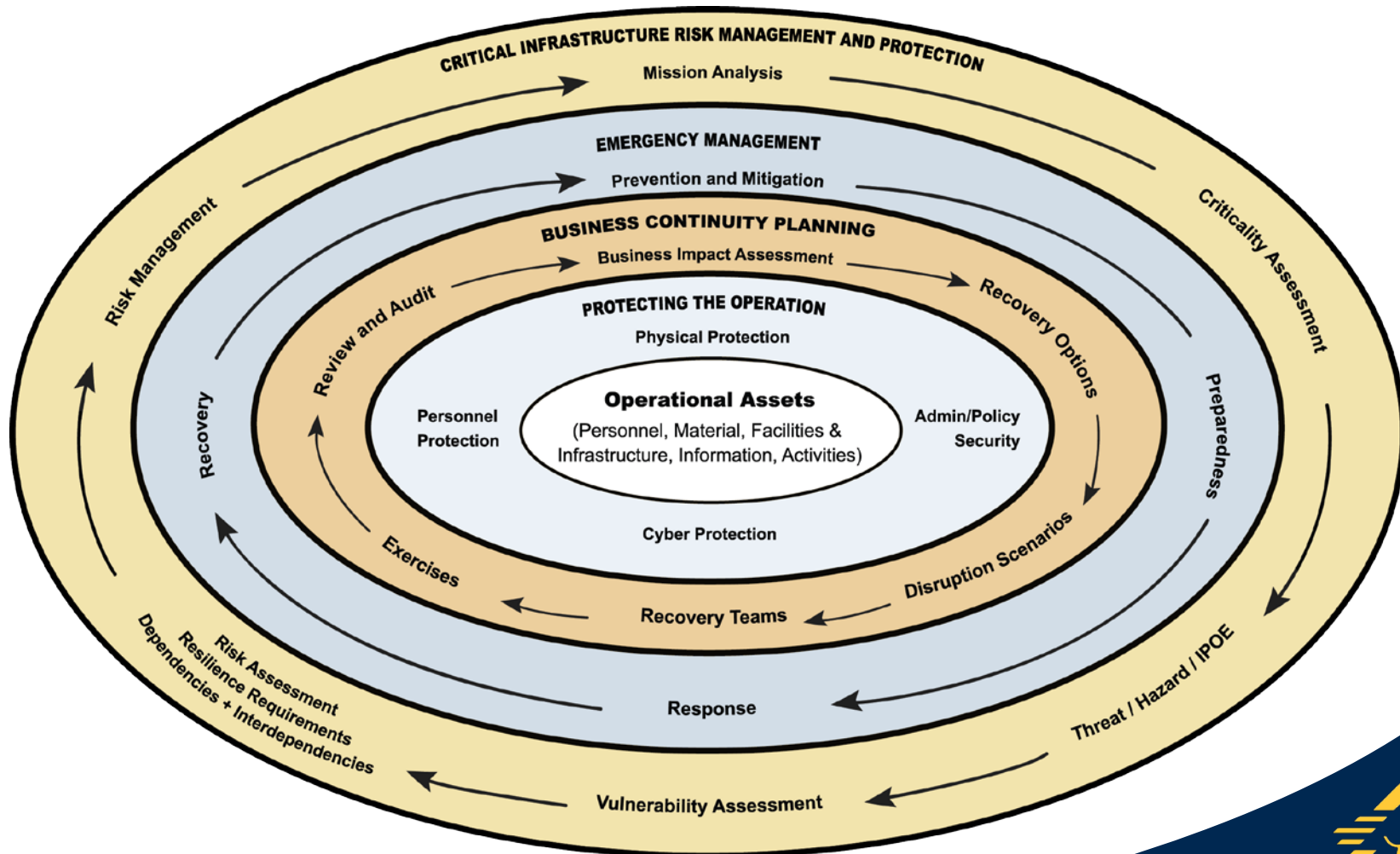
Integrated Protection



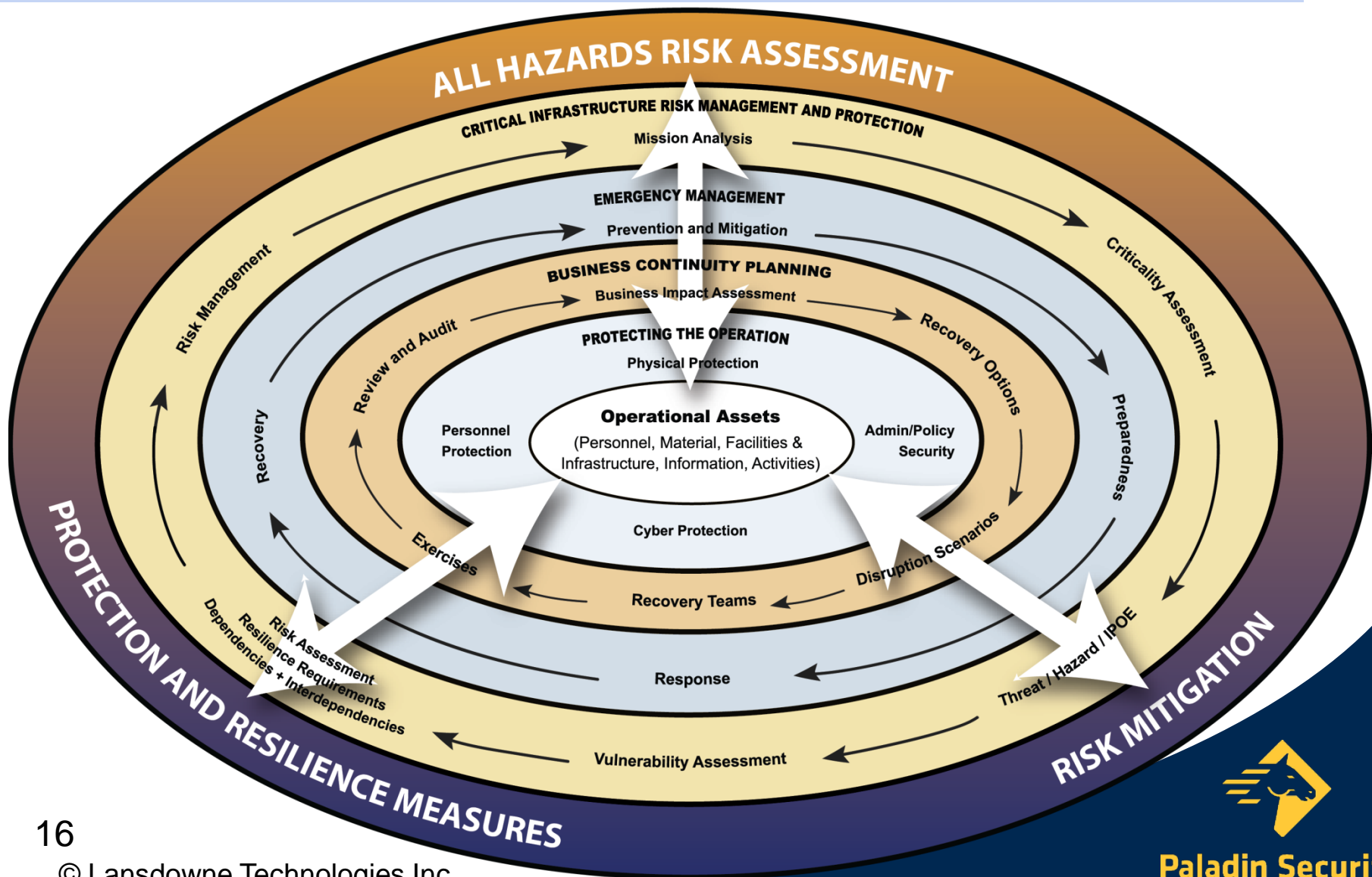
Integrated Protection



Integrated Protection



Integrated Protection



Situational Awareness Partnerships

- Situational Awareness:
 - Tactical awareness
 - Informational awareness
- Partners:
 - Local police
 - Block watches
 - Business Watch Pilot
 - Red Deer/Lacombe Rural Crime Watch / Great Neighbours
 - Connects blocks of 15 businesses with a block connector in each block
 - Oilsands Security Professionals (OSSP)
 - Downtown Security Partnership (Edmonton)



Situational Awareness Partnerships

Edmonton Police Service – Southeast Division

Industrial Crimes – April 12-25, 2018



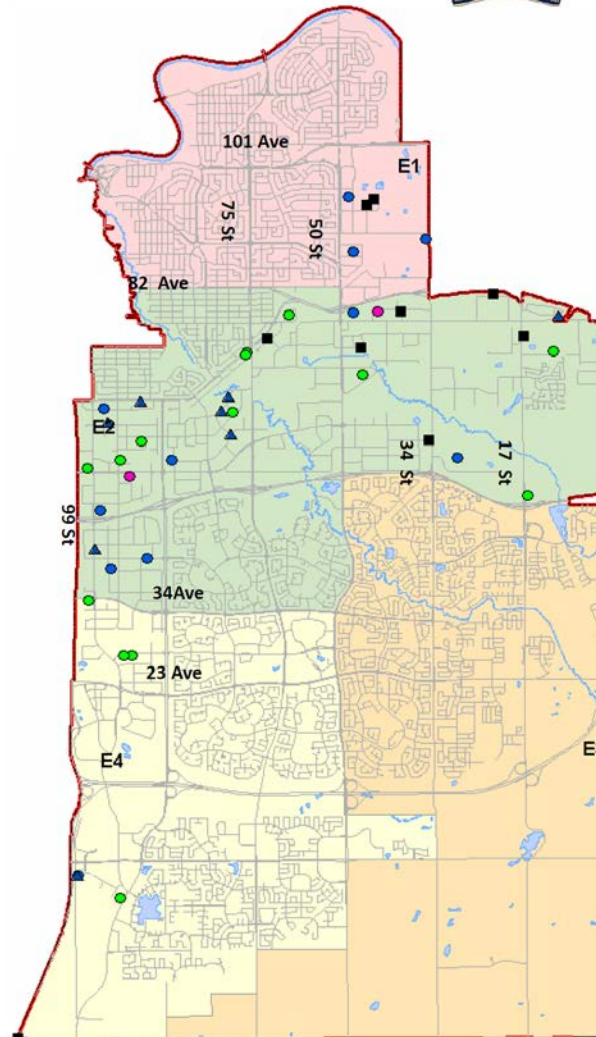
- Break _Enter Shop / Commercial
- Robbery
- Recovered Stolen Auto
- Theft from Automobile
- ▲ Theft of License Plate
- Theft of Automobile
- Theft Over

Bi-weekly trends:

- ☐ Break & Enters to fenced compounds- holes cut in fence
- ☐ Theft of batteries from trucks
- ☐ Theft of catalytic converters
- ☐ Theft of fuel from trucks. Gas tanks drilled.
- ☐ Theft of Copper wire
- ☐ Break & Enters to Shops. Front glass doors smashed.

EPS Complaint line: Dial **911** for all life threatening situations & crimes in progress.

For non-emergency assistance from *Police*, call **780-423-4567** or **#377**.



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Business Continuity Planning

- BCP should be considered a basic building block to ensure business resilience.
- Stakeholder Engagement & BCP Governance Structure
 - Partnership should include all key functions of the organization, including Operations, HR, Finance, Sales & Marketing, and any risk management/emergency/security teams already in the structure.
- Business Impact Analysis
- Prepare & Analyze Recovery Options
- Prepare Disruption Scenarios (including Security scenarios, based on TRA)



Business Continuity Planning

- Prepare Recovery Strategy and Continuity Plans
- Establish Recovery Teams
- Conduct Training and Exercises
- Continuous Review & Audit



Facility Risk Assessments

- The intent of an assessment is to enhance business resilience through an integrated protection approach.
- The assessment is usually aligned with the four pillars of Emergency Management
 - Prevention & Mitigation
 - Preparedness
 - Response
 - Recovery
- Combines disciplines of emergency management, BCP, physical security.



Facility Risk Assessments

- Facility Risk Assessments usually cover five key areas using the CIP approach:
 - Security Operations and Situational Awareness
 - Structural Engineering (includes fire equip) / Utilities
 - IT and Information Security
 - Emergency Management
 - OH&S / Hazmat / CBRN



CARVER

Used to determine ranking of assets that are critical to services/operations

Asset	C	A	R	V	E	R	Total	Comments

CCRITICALITY

AACCESSIBILITY

RECOVERY

VULNERABILITY

EFFECT

RECOGNITION



Facility Threat Assessment

Serial	Item	Threat Level				
		No Known Threat	Low	Medium	High	Imminent
1	Overall					
2	Espionage					
3	Sabotage (Disgruntled Workers)					
4	Subversion					
5	Acts of Terrorism					
6	Petty Crime (Nuisance)					
6A	Commercial Break and Enter					
7	Organized Crime (Non-IT)					
8	Cyber Crime					
9	Civil Disturbance					
10	Action by Environmental Groups					
11	Action by Radical Groups					
12	Environmental Hazards					
13	Forest Fire					
14	Severe Storms					
15	Floods					
16	Accidental Hazards					



Facility Risk Assessments

- **GREEN** - Ready - Fully operational, with all required plans, procedures, trained personnel, materiel and facilities in place.
- **YELLOW** - Ready with minor limitations - Operational with some elements not in place, but deficiencies will not present a critical risk to operational success.
- **ORANGE** - Ready with major limitations - Operational with major elements not in place, although deficiencies may present a critical but not an immediate risk to operational success.
- **RED** - Not Ready - Deficiencies are present that will pose an immediate risk to operational success.



Facility Vulnerability Assessment

Installation	CIP Readiness			
CIP Vulnerability Assessment Components	Ready	Ready w/Minor Limitations	Ready w/Major Limitations	Not Ready
A. Situational Awareness				
B. Security				
C. Engineering				
D. Information Protection / Information Security				
E. Emergency Management				
F. Health Protection and Safety				
G. HAZMAT/CBRN Response				



Security Risk Management

- Several partnerships are possible in order to mitigate security risks.
- Municipalities offer assistance with a basic assessment and CPTED.
- City of Red Deer offers a Business Security Checklist to help businesses that uses CPTED principles:
 - Landscaping and architectural designs
 - Access control to the business
 - Night lighting
 - Natural surveillance
 - Commercial storefronts
 - Management tips
 - <http://www.reddeer.ca/city-services/police-rcmp/crime-prevention/protecting-your-business/business-security-checklist/>



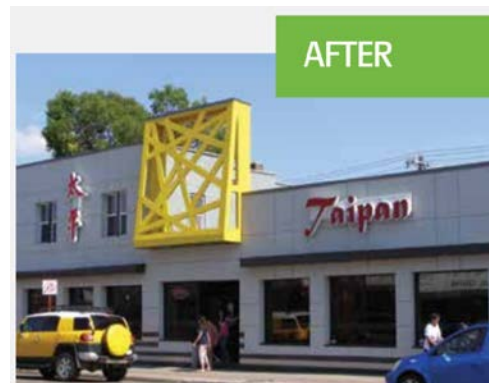
Security Risk Management

- Edmonton Façade Improvement Program
- This program provides matching grants to businesses to:
 - Make city streets more inviting and create more interesting places to walk and shop
 - Help building owners attract and retain tenants
 - Build civic pride among the local business community
 - Contribute to the quality of life of residents, workers and visitors
 - Improve the marketability of the local business area
 - Help businesses make a better first impression



Security Risk Management

- Edmonton Façade Improvement Program
 - Benefits include:
 - Enhanced property value
 - Increased exposure and foot traffic
 - Improved streetscape and atmosphere
 - Eligible Costs:
 - Architecture, Landscaping, Doors and Windows, Exterior lighting, etc...



Security Risk Management

- Security usually operates across the security operations spectrum:
 - Deter criminal activity
 - Detect criminal activity and unauthorized access
 - Delay potential intruders or criminal activity
 - Assess the severity and credibility of threats and criminal activity
 - Respond to security incidents and support responders in other emergencies



Security Risk Management

- A strong security program will include:
 - A full Security Risk Assessment
 - Security Program Development
 - Security Governance
 - Policies and Procedures
 - Physical, Personnel, and Information Security Safeguards
 - Physical Security will include:
 - Guard Force, Technology Enablers
 - Patrol and Mobile Security Coverage
 - All Staff Training and Exercise Regime



To Conclude

- Business resilience depends on foresight, planning, and effective partnerships:
 - **Prevention and Mitigation:** Detection, TRA's, gap analysis
 - **Preparedness:** plans must be executable and logistically sustainable, and must be exercised
 - **Response:** depends on an agile and well-trained security / response force
 - **Recovery:** Client conducts business resumption activities per viable plans and agile response.




Final Thoughts

- More focus on Training and Exercises
 - Business Continuity Disruption Scenarios & Recovery Teams
 - Security:
 - Bomb threat, intruders, active assailant, threat escalation
 - Emergency Response Plans:
 - Evacuations, fire, security threats



Final Thoughts

- Increased information sharing (public/private; private/private)
 - “Need to Know”  “Need to Share”
- Commercial districts are communities
- Business owners have the tools to stay safe and resilient
- Partnerships = share information and best practices = increased readiness = reduced crime = BUSINESS RESILIENCE



References

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Questions?





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