



SECURITY & INVESTIGATIVE CONSULTANTS INC.

Location Risk & Cost Assessment

File # 204-07

November 2007

By Edward Frivalt

Location Risk and Cost Assessment - K. William McKenzie

Objective

The objective of this assessment is to identify the risks and costs associated with various locations at which to hold meetings and accommodations in a safe and private environment for all parties involved.

Locations

Four locations were assessed for transportation from Toronto Pearson International Airport, hotel access and general layout and meeting room facilities.

The Sheraton Parkway – Markham, meeting & accommodations
The Holiday Inn – Barrie, meeting & accommodations
The Highwayman Inn – Orillia, meeting & accommodations
The Victory Verbatim Reporters – Toronto, meeting

Risk Scoring

The result of multiplying IMPACT x PROBABILITY = RISK SCORE. The total risk score prioritizes the risk against the risk threshold. The lowest risk score is 0 and the highest is 9.

Examples of zero risk

(IMPACT) 0 x (PROBABILITY) 3 = 0 an event with no impact but high probability of occurrence.

(IMPACT) 3 x (PROBABILITY) 0 = 0 an event with high impact but no probability of occurrence

Consider these scores:

(IMPACT) 3 x (PROBABILITY) 2 = 6

(IMPACT) 2 x (PROBABILITY) 3 = 6

Although the Risk Score in each scenario is 6, one is weighted higher in impact and the other is weighted higher in probability. Therefore the measure taken to mitigate risk will be weighted differently.

Example of highest risk

(IMPACT) 3 x (PROBABILITY) 3 = 9

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Weighted Averages

Each location has been scored on travel, hotel access and the meeting room facilities separately. I have weighted those areas as follows:

Travel	15%
Hotel Access	35%
Meeting Rooms	50%

The purpose of weighting these areas is to assign the proper amount of risk to each area, as the risk is not evenly spread out at 33% per item.

Overall ratings

Each location has been ranked with an overall average score, based on the sum of the weighted averages.

Summary

Since there is a high chance of a threat this assessment was done with the objective of identifying a safe and private location for examinations and overnight accommodations.

Though the downtown hotels of Toronto have 24 hr. security they do not necessarily provide the safer place for accommodations. The crime rate is higher in the city thus there is a greater chance of crime.

This is the same for an office tower environment in Toronto, since travel would probably involve walking to and from the office building.

It would be recommended that security be present during the examinations and at the hotel when the clients were on site.

Individual site assessments follow.

Recommendations:

1. If initial travel for the defendants to the Barrie area is not a concern, then the defendants could meet and stay at the same hotel, Holiday Inn Barrie Hotel & Conference Centre deemed to be to most appropriate and secure location in this survey.
2. The Victory Verbatim Reporting Services Inc. located in Toronto, provides the next best secure environment. They also have experience in providing the needed services. However, using Victory Verbatim for the examinations will require additional risk and cost in relation to the overnight accommodations needed for the Plaintiff's team.
3. The cost of providing security for all of the sites would be include \$1,800 per location for protection against electronic surveillance and \$4,650 per day and disbursements plus 10% of disbursement cost for personal security.

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Holiday Inn Barrie Hotel & Conference Centre

Travel

From the Toronto International airport to the hotel is approximately 82.5 km. Once you get to highway 400, travel time during off rush hour periods should be expedient.

Impact	1
Probability	1
<u>Score</u>	<u>1</u>
Weighted Average	.15

Hotel Access

The hotel has one main access and three others from the parking areas. At night only the main entrance is accessible. This property does not have a second hotel or mall attached therefore public traffic is greatly reduced.

Impact	2
Probability	1
<u>Score</u>	<u>2</u>
Weighted Average	.7

Meeting & Guest Rooms

Meeting rooms are located on the main level and can be controlled from either end of the main hall; thus reducing the possibility of someone gaining access unobserved. Guest rooms are located in the main building and in a separate building nearby. I recommend using the main building guest rooms as access to the meeting rooms from within the same building is possible. I was challenged several times when attempting to gain access to guest rooms.

Impact	1
Probability	1
<u>Score</u>	<u>1</u>
Weighted Average	.15

Overall Rating 1.0

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Security Measures

- Electronic Sweep, Technical Surveillance Counter Measures (TSCM) of the meeting room and the immediate areas prior to the meeting.
- 1 - Uniformed Guard posted when facility not in use, including overnight beginning right after the TSCM sweep.
- 3 – Plain Clothes Investigators. 2 Investigators will provide transportation to and from the Orillia office of McKenzie for the plaintiffs, 1 Investigator will always be assigned to each member of the plaintiff’s team. The third investigator will remain at the meeting room, keeping it secure during the daytime hours.
- During the examinations the investigators will be posted outside of the meeting room, one at each entrance.
 - 2 – Posted to the Plaintiff’s party
 - 1 – Posted to the room during the daytime hours.

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Victory Verbatim Reporting Services Inc.

Travel

The offices are approximately 26.5 km from the airport. Since there are no guest room accommodations a nearby hotel would have to be used.

Impact	2
Probability	1
Score	2
Weighted Average	0.3

Office Access

Access is off the main street or from the underground walkway using the public elevators to the ninth floor.

Impact	2
Probability	2
Score	4
Weighted Average	1.4

Meeting & Guest Rooms

Located on the ninth floor of the tower there is only one entrance to the area. On the same floor only one other office is located belonging to TD Intranet. If this location is used it is recommended that room 17 be used for the main meeting room and rooms 16 or 15 could be used for breakout room if required. These offices are all located at the very end of a hall which can easily be secured by one or two security. This company is in the business of court reporting so are experienced in problems that may occur.

The Sheraton Center Hotel and the Fairmont Royal York can both be accessed from the offices through the underground walkway. Both hotels have 24 hr security and secured guest room access. Doing so would eliminate driving and parking problems on a daily basis.

Impact	1
Probability	2
Score	2
Weighted Average	1

Overall Rating 2.7

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Highwayman Inn & Conference Centre

Travel

The inn is approximately 122.3 km from the airport. Travel would not be a problem once on the main highway.

Impact	1
Probability	1
<u>Score</u>	<u>1</u>
Weighted Average	.15

Hotel Access

The Inn has one main entrance open 24 hours.

Impact	1
Probability	1
<u>Score</u>	<u>1</u>
Weighted Average	.35

Meeting & Guest Rooms

Meeting and guest rooms are entered from the main hall. This property has only four meeting rooms none of which meet the requirements of the client.

Impact	3
Probability	3
<u>Score</u>	<u>9</u>
Weighted Average	4.5

Overall Rating 5

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Sheraton Parkway Toronto North Hotel, Suites & Conference Centre

Travel

From the airport to the hotel is approximately 32.9 km. by way of highway 401. There is a high chance of traffic congestion during morning and afternoon rush hours. If any accidents occurred then the possibility of travel time greatly increases from 30 mins. To 1 1/2 hrs. or more. This leaves clients in an uncontrolled environment.

Impact	2
Probability	1
Score	<u>2</u>
Weighted Average	0.3

Using highway 407 or traveling off rush times would decrease the chance of traffic congestion.

Hotel Access

There is one main entrance to the hotel and three other entrances from the conference center, mall and Best Western hotel. This leaves a greater risk for unknowns to gain access to the hotel without detection.

Impact	3
Probability	2
Score	<u>6</u>
Weighted Average	2.1

Meeting & Guest Room

There are several meeting rooms that could be used on the lower level of the conference center. All rooms have two or more exits. This makes it harder to control unauthorized access. During this inspection I was not challenged while walking around the back areas of the hotel or on guest floors. During my inspection I was shown guests rooms on two occasions by attendants (cleaning staff). There is a high possibility of unauthorized people walking into secure areas.

Impact	3
Probability	3
Score	<u>9</u>
Weighted Average	4.5

Overall Rating 6.9

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Cost Estimates

Authored by Ken Soederhuysen

The security measures required at each location are identical, due to the environmental similarities. The physical characteristics of each environment afford the security provider different threats and or advantages, based on the subtle differences of each location.

Therefore the costing for each location will only vary by the travel time required.

See the overall unit costing list below, attached as Appendix A.

One time Technical Surveillance Counter Measures (TCSM) Sweep \$1,800.00 per location

Estimated Daily Fees

1 - Uniformed Officer 12 hours	\$ 360.00
3 - Investigators	\$3,060.00
Per Diem (4)	\$ 380.00
Communications	\$ 50.00
Transportation 2 Vans	\$ 350.00
Special Risk Insurance	\$ 450.00
Daily Total	<hr/> \$4,650.00

All actual expenses for rental cars, fuel, flights, hotels, etc. are charged at cost plus 10%

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Appendix A Unit Costing

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Technical Surveillance Counter Measures Sweep (1 per location) \$1,800.00

Training One 4 hour classroom presentation per person \$500.00

Close Protection Rates

Personnel:

In GTA Specialist per hour \$85.00

In GTA Uniformed Security Rate per hour \$30.00

Per Diem Daily rate for individual personnel \$95.00

Misc. Expenses:

Secure 2 way radio per day per radio \$12.50

Special Risk Insurance per day \$450.00

All expenses including rental cars, fuel, flights, hotels are charged at cost plus 10%

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