



SERVICE LEVEL AGREEMENT

TORONTO CORPORATE SECURITY with TORONTO PARKING AUTHORITY

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1. Background

1.1 Toronto Parking Authority Board Direction

The Board of Directors of Toronto Parking Authority (TPA) considered Item PA8.4, "*Matters Arising from Ongoing Reviews of Delivery of Security Services*", at its March 5, 2018 meeting. The Board directed the Acting President to request the City of Toronto's Director of Corporate Security to conduct a comprehensive assessment of Toronto Parking Authority security strategies, plans, and deployment, covering all aspects the Director considers appropriate (the "Security Services Assessment").

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PA8.4>

The resulting Security Services Assessment led to the compilation of a framework of actions intended to further the goals of augmenting, enhancing and updating TPA's security program. Matters addressed included various policy and procedure development and refinement initiatives under the Corporate Security Framework enacted previously by City Council; further development of multi-year capital, operating and maintenance plans related to security infrastructure and systems for budgeting purposes; and contract management and refinements to delivery of TPA outsourced security guard services. The Board, in considering the initial results of the Security Services Assessment at its October 24, 2018 meeting under Item PA15.6, "*Toronto Parking Authority - Status Update of Security Services Assessment*", directed the Acting President to initiate discussions with the Director, Corporate Security, with the goal of establishing a Memorandum of Understanding/Service Level Agreement for the City of Toronto's Corporate Security Division to assume direct management of Toronto Parking Authority's security program. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PA15.6>

1.2 City Council Decisions

City Council, at its meeting of April 29 and 30, 2009, in considering Government Management Committee Item GM22.4, "*City-Wide Security Plan*", adopted a number of recommendations relevant to TPA security generally:

4. *City Council direct that budgeting for each Agency, Board, and Commission's security plan be submitted by the applicable Agency, Board, or Commission in future years operating and capital budgets based on operational priorities.*
5. *City Council request all Agencies, Boards and Commissions with dedicated security management, including Exhibition Place, Toronto Parking Authority, the Toronto Transit Commission, and the Toronto Zoo to apply the security framework and report to their respective Boards regarding their own security plans in 2009.*

1.3 Legislative Reasons for Security - General

Employees, customers, and the public expect organizations to identify and anticipate areas of risk and set in place a cohesive strategy to mitigate or reduce those risks. The City of Toronto and its agencies and corporations have a responsibility to provide and maintain safe working conditions and protect employees and members of the public from foreseeable dangers by complying with all applicable

policies, Acts, and Codes and that this compliance is documented and monitored to ensure applicable measures and actions are taken. Some of the applicable Acts/Codes include:

- a. Occupational Health and Safety Act
- b. Criminal Code of Canada, Bill C-45
- c. Occupiers Liability Act
- d. Private Security and Investigative Services Act

Toronto Parking Authority also has some specific policies outlining these duties, including:

- a. Policy Resolution 4-19, Occupational Health and Safety Policy
- b. Policy Resolution 4-22, Workplace Harassment & Violence Policy
- c. Policy Resolution 7-2 CCTV Video Monitoring & Disclosure

2. General Information

2.1 Purpose of the Service Level Agreement

This Service Level Agreement (SLA) provides a framework for the ongoing working relationship between Toronto Corporate Security and Toronto Parking Authority. The SLA defines the services, service levels, responsibilities, timelines, and costs mutually expected from both parties.

This is not intended to be a legal agreement, rather it serves the mutual benefit of both parties by providing a clear understanding of agreed-upon service arrangements and performance criteria.

2.2 Principles Support a Partnership

Corporate Security's vision of this partnership is to contribute to the strategic goals and business priorities of Toronto Parking Authority by providing a comprehensive range of effective and efficient security services with an emphasis on safety, service, stewardship and commitment.

Corporate Security's mission is to collaborate with TPA in planning for, building, maintaining and improving TPA properties in a manner that supports direct service delivery, safety and comfort to the users.

- a) The agreement is based on recognition that both parties are mutually committed to fostering a spirit of partnership, open dialogue, and information sharing and to the effective management of the delivery of security services to meet Toronto Parking Authority's needs.
- b) Both parties have mutual responsibility to build a cooperative relationship which recognizes the commonality of City of Toronto/TPA organizational goals, and each group's unique differences, needs, capabilities, and expectations.
- c) Corporate Security is committed to providing quality customer service to ensure timely, effective, efficient, and consistent service delivery to Toronto Parking Authority.

- d) Toronto Parking Authority is committed to providing timely notification of issues and information on capital project requirements and business needs, and confirming availability of budget, approving and signing off service-change invoices and technical specifications of service if applicable.

2.3 Corporate Security Customer Service Standards and Guiding Principles

As a client of Corporate Security, Toronto Parking Authority can expect that:

- Corporate Security will respond to TPA in a timely manner according to the City's established service response standards.
- Corporate Security will provide prompt and responsive high quality services to create value for TPA.
- Corporate Security will deliver services on time, on budget, and in scope.
- Corporate Security is committed to continually improving the way we provide security services to TPA to ensure these services are modern, cost-effective, and continue to meet TPA expectations.
- Corporate Security values the relationship with TPA and will seek their regular and ongoing input.
- Together with TPA, Corporate Security will establish common goals and resolve shared problems.
- Corporate Security will respond to all service complaints in accordance with the City's established service response and will follow through with the resolutions.
- Corporate Security will report meaningful customer service metrics.
- Decision-making and spending related to building assets will be transparent to TPA.
- Corporate Security will deliver a project charter outlining the agreed scope of work for all security capital projects.
- Corporate Security will adapt their business model to meet the changing needs of TPA and priorities of the City.

2.4 Communications between Corporate Security and Toronto Parking Authority

Quarterly senior management SLA meetings will be attended by management from both Corporate Security and Toronto Parking Authority. Overall performance against service levels specified in this agreement, status of major projects, services planning for the following quarter, and high-level initiatives will be reviewed at the meeting.

Monthly joint Corporate Security and Toronto Parking Authority will be attended by management from both Corporate Security and Toronto Parking Authority, when required or agreed to by both parties. Service levels, costs, timelines, expectations, project statuses, service requests, and new initiatives will be discussed at these meetings.

In addition to monthly joint meetings held as required at the Manager/Supervisor level by the service provider, regular project meetings will be determined by both parties.

2.5 Performance Monitoring and Client Feedback

A set of Corporate Security service performance measures will be established.

Corporate Security has agreed to collect and track service delivery data and will provide and review the performance reports with Toronto Parking Authority on a yearly basis or as required.

Toronto Parking Authority staff is encouraged to provide feedback to the Corporate Security staff engaged in the provision of services to help Corporate Security monitor and improve the quality of services delivered and the degree of client satisfaction. The feedback can be provided by participating in annual online surveys, providing evaluations on completed projects, communicating with Corporate Security contacts directly, annual budget process, and/or through the quarterly senior management SLA meetings.

2.6 Problem Resolution

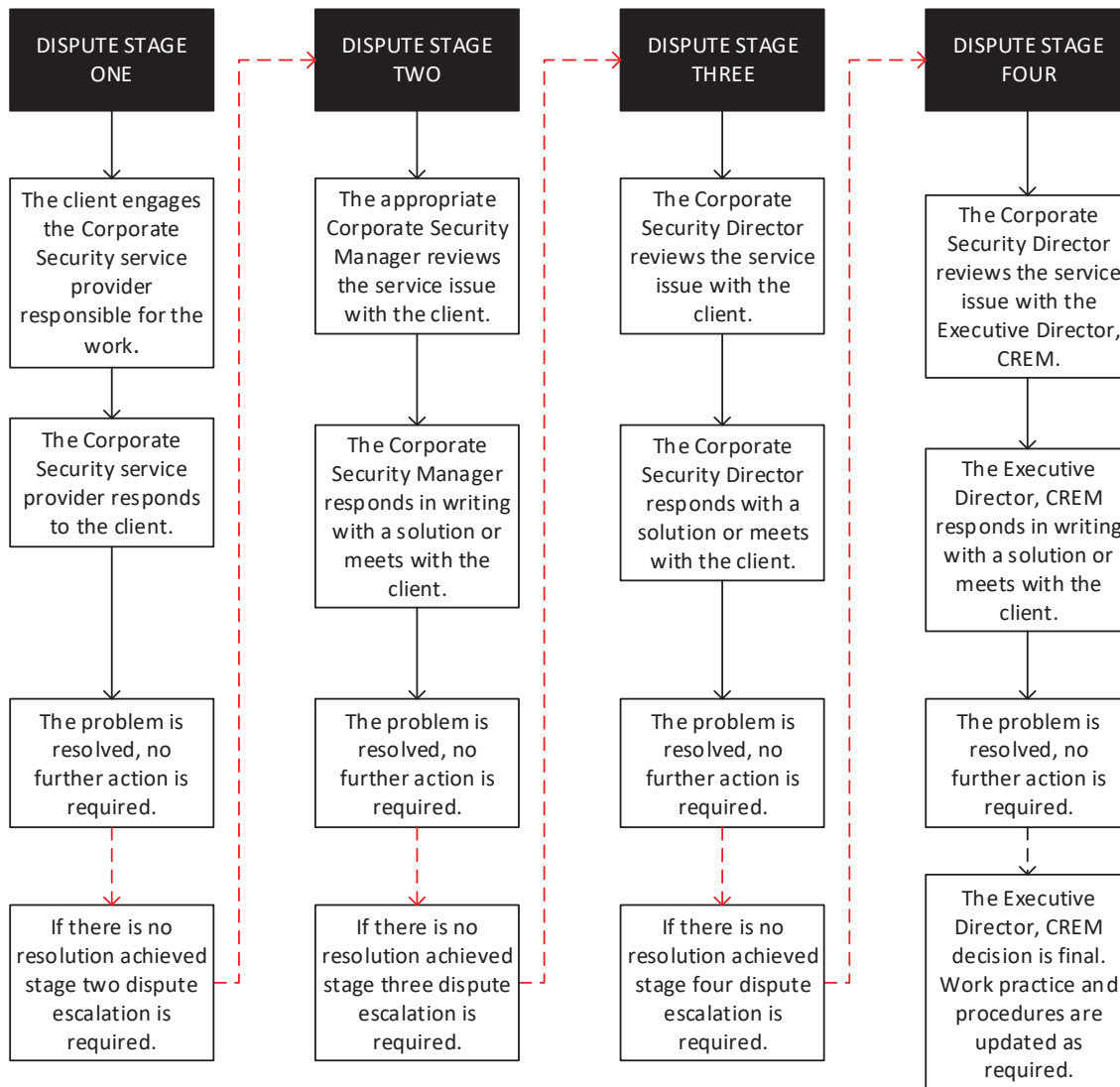
Corporate Security and Toronto Parking Authority are responsible for working together in a spirit of goodwill and cooperation to meet and exceed service delivery expectations, and attempt to resolve all issues as they arise in a timely and professional manner. If an issue cannot be resolved at the service provider level, the dispute will be referred to the Manager/Director level. If the issue cannot be resolved at this level, it will be escalated to the next management level. Below is the recommended Dispute Resolution Four Stage Process. Refer to the Corporate Security organizational chart in Appendix A.

Stage 1: TPA liaison and Corporate Security liaison will attempt to resolve the issue. If it is not resolved, the issue will be escalated to Stage 2.

Stage 2: TPA Director and Corporate Security Manager will attempt to resolve the issue. If it is not resolved, the issue will be escalated to Stage 3.

Stage 3: TPA VP and Corporate Security Director will attempt to resolve the issue. If it is not resolved, the issue will be escalated to Stage 4.

Stage 4: TPA President and the City of Toronto, Executive Director, Corporate Real Estate Management, will review the issue and resolve.



2.7 Term of Agreement

This agreement is in effect on an annual basis commencing April 1, 2021 until March 31, 2025. After its expiry date, this current agreement will remain valid until both parties renew and extend this SLA to another term.

2.8 Management of SLA

This SLA will be reviewed annually or more frequently if required, and revisions may be made by mutual consent anytime during the term of the agreement.

Both parties elect SLA administrators below who are responsible for coordinating the SLA meetings, negotiating modifications to service levels, monitoring service delivery and performance, and resolving any SLA related issues, with Toronto Parking Authority and Corporate Security staff.

Organization	Corporate Security	Toronto Parking Authority
SLA Administrator	Dwaine Nichol	Anu Aduvala
Job Title	Director, Corporate Security	Vice President, Operations
Address	Metro Hall, Rm. 318	33 Queen St. East, Toronto
Phone	416-397-7129	416-791-9731
Email	Dwaine.Nichol@toronto.ca	Anu.aduvala@toronto.ca

2.9 SLA Approval

Final approval of this document and any subsequent revisions require the signature of the City of Toronto, Executive Director, Corporate Real Estate Management and the President, Toronto Parking Authority. The undersigned have reviewed and agreed to this Service Level Agreement between Toronto Corporate Security and Toronto Parking Authority.

Signed on behalf of the Corporate Real Estate Management division:



May 28, 2021

Pat Matozzo
City of Toronto, Executive Director, CREM

Date

Signed on behalf of Toronto Parking Authority:



May 28, 2021

Scott Collier
President
Toronto Parking Authority

Date

3. Overview of Services and Requests

3.1 Overview of Corporate Security Services and Client Requests.

The services covered by this agreement, which are provided by Corporate Security to Toronto Parking Authority, and client request procedures are summarized in Table 1 below.

A. Required Security Services.

Contract Security Guards	Send an email to the Corporate Security point of contact. Complete the Contract Guard request form using the TPA Security service request portal. After hours: contact the Security Control Centre (416-397-0000).
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B. Services Available As Required

Corporate Security Guards	Complete the Contract Guard request form using the TPA Security service request portal. After hours: contact the Security Control Centre (416-397-0000).
Corporate Security Mobile Patrol	Email or call the assigned Corporate Security Supervisor. After hours: contact the Security Control Centre (416-397-0000).
Corporate Security Mobile Response	Email or call the assigned Corporate Security Supervisor. After hours: contact the Security Control Centre (416-397-0000).
Contract Guard Mobile Response	Complete the Contract Guard request form using the TPA Security service request portal. After hours: contact the Security Control Centre (416-397-0000).
Control Centre Coordinator	Email or call the assigned Corporate Security Supervisor. After hours: contact the Security Control Centre (416-397-0000).
Monitoring Alarm Systems (with Video Monitoring)	Email or call the assigned Corporate Security Supervisor. After hours: contact the Security Control Centre (416-397-0000)
Monitoring Alarm Systems (without Video Monitoring)	Email or call the assigned Corporate Security Supervisor. After hours: contact the Security Control Centre (416-397-0000)
Monitoring Duress / Intercom	Email or call the assigned Corporate Security Supervisor. After hours: contact the Security Control Centre (416-397-0000)
Monitoring Elevator Phones	Email or call the assigned Corporate Security Supervisor.

	After hours: contact the Security Control Centre (416-397-0000)
Monitoring Video	Email or call the assigned Corporate Security Supervisor. After hours: contact the Security Control Centre (416-397-0000)
City / Toronto Parking Authority ID Card Request	Email or call the assigned Corporate Security Supervisor. After hours: contact the Security Control Centre (416-397-0000)
Security System Programming Changes	Complete the Security System Programming Changes request form using the TPA Security service request portal. After hours: contact the Security Control Centre (416-397-0000)
Security System Reports	Complete the Security System Programming Changes request form using the TPA Security service request portal.
Security System Maintenance – Demand Repairs	Complete the Security System Maintenance request form using the TPL Security service request portal. After hours: contact the Security Control Centre (416-397-0000)
Security System Maintenance – Preventative	Complete the Security System Maintenance request form using the TPA Security service request portal.
Security Risk and Threat Assessment	Email or call the assigned Corporate Security Supervisor.
Security Building Condition Assessment	Email or call the assigned Corporate Security Supervisor.
Security Measure Implementation	Email or call the assigned Corporate Security Supervisor.
Workplace Violence Training	Complete the Security Training request form using the TPL Security service request portal.
Security Awareness Training	Complete the Security Training request form using the TPL Security service request portal.
Conflict Resolution and Crisis Intervention Training	Complete the Security Training request form using the TPL Security service request portal.



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3.2 Client Funded Service Requests and Timelines

Any planned requests for services or capital projects known in advance of the capital and operating budget submissions for the following year should be communicated to Corporate Security by June 30. This will allow Corporate Security to plan and accommodate these requests in its respective operating and capital planning for the following year.

All capital security upgrades, enhancements, and state of good repair projects will be funded through Toronto Parking Authority's capital program.

3.3 Costs and Reporting

Costs for services are established and agreed to by both parties. Full disclosure of operating costs is outlined in Appendix C to this agreement, subject to annual updates through the City's operating and capital budget process. New locations and/or services may be added at any time by mutual consent of both parties. All amendments must be approved by the designated contacts for both parties and authorized by the TPA Board as required.

3.4 Work Hours, Non-Emergency and Emergency Contacts

The standard work hours for Corporate Security management staff are from 8:00 am to 4:00 pm, Monday to Friday excluding weekends and public holidays.

After the standard hours, Toronto Parking Authority staff may contact Corporate Security 24/7 through the Security Control Centre non-emergency phone number, 416-397-0000, the emergency phone number 416-392-6666 or by email seccc@toronto.ca.

3.5 TPA Locations Where Corporate Security Services are Delivered

Covered by the agreement, Toronto Parking Authority locations where Corporate Security services are delivered are listed in the Appendix.

The building list will be updated as required by mutual consent from both parties. The Toronto Parking Authority SLA Administrator shall advise on changes in Toronto Parking Authority occupied buildings such as new and demolished buildings, move-in or move-out, etc.

4. Corporate Security Services and Responsibilities

4.1 Security Services

The Corporate Security Section under the Corporate Real Estate Management division (CREM) is the corporate body responsible for setting security standards and partnering with City divisions, agencies,

boards and commissions, for the protection of the public, City employees and assets, utilizing a mix of a proactive and reactive security measures (services). The sharing of resources, knowledge, and expertise allows for security to be provided in a standardized and cost-effective manner. A wide range of services is provided by Corporate Security under the following six major headings: Audits and Assessments, Security Systems, Staffing, Security Control Centre Operations, Incident Response and, Training.

4.2 Statement of Service Responsibilities, Timelines and Costs – Required Services

A. City of Toronto, Corporate Security Staffing

Service Type	Services	Client Role	Timelines	Applicable Code / Standards	Cost
Security Supervisor	The Security Supervisor ensures appropriate security services are in place, following a defined divisional security plan.	Approve work direction following the Divisional Security Plan. Act as a liaison between Toronto Parking Authority and Corporate Security	As per the Divisional Security Plan.	Supervisor, Buildings Security job description. Divisional Security Plan	Actual salary costs (\$105,540.80 + Benefits)
Senior Security Coordinator	The Senior Security Coordinator supports the Supervisor by providing after-hours on demand coverage.	Approve work direction following the Divisional Security Plan and the Security Supervisor Act as a liaison between Toronto Parking Authority and Corporate Security	As per the Divisional Security Plan.	Senior Security Coordinator job description. Divisional Security Plan	Actual salary costs (\$83,410.60 + Benefits)

4.3 Statement of Service Responsibilities, Timelines and Costs – Additional Available Services

Service Type	Services	Client Role	Timelines	Applicable Code / Standards	Cost
Corporate Security Mobile Patrol	In-house mobile proactive patrols and reporting at Toronto Parking Authority facilities	Provide keys, codes and passwords as required. Provide up to date site contacts. Follow-up on reported deficiencies.	As detailed in the Divisional Security Plan. As requested.	Bill 159, The Private Security Guard Act. Security Guard job description. City-Wide Corporate Security Policy.	For multiple sites across the City, labour cost and vehicle costs Top range \$35 per hour. For single site checks that can be placed on a route, \$35 per check, \$300 per month or \$3,000 per year.
Corporate Security Alarm Response	In-house mobile alarm response, reporting and investigation.	Provide keys, codes and passwords as required. Provide up to date site contacts. Follow-up on reported deficiencies.	As detailed in the Divisional Security Plan. As requested.	Bill 159, The Private Security Guard Act. Security Guard job description. City-Wide Corporate Security Policy.	\$1000 per year per site.
Contract Guard Mobile Patrol	Contract Security Guard proactive patrols and reporting at City owned and leased facilities.	Provide keys, codes and passwords as required.	As detailed in the Divisional Security Plan. As requested.	Bill 159, The Private Security Guard Act. Security Guard job description. City-Wide Corporate Security Policy.	Hourly rate as specified in the Guard contract between the vendor and City of Toronto.

Contract Guard Alarm Response	Contract Security alarm response reporting, and investigation.	Provide keys, codes and passwords as required.	As detailed in the Divisional Security Plan. As requested.	Bill 159, The Private Security Guard Act. Security Guard job description. City-Wide Corporate Security Policy.	Hourly rate as specified in the Guard contract between the vendor and City of Toronto.
Contract Guard Alarm Response	Contract Security Guard alarm response, reporting, and investigation.	Provide access by providing keys, codes, access cards and passwords as required.	Prioritization provided to verified alarms. Divisional contacts request specified alarm response types, however cost increases.		Hourly rate as specified in the Guard contract between the vendor and the City.
Control Centre Operator	Control Centre Operator working in a 24/7 Security Control Centre monitoring various security and life safety systems and dispatching applicable responders.	Provide keys, codes and passwords as required. Provide up to date site contacts. Follow-up on reported deficiencies.	As detailed in the Divisional Security Plan.	Control Centre Operator job description. City-Wide Corporate Security Policy	For multiple sites, salary and benefits. Top range \$38 per hour.
Monitoring Card Access	Monitoring facility card access systems.	Provide keys, codes and passwords as required. Provide access to the card access application.	As detailed in the Divisional Security Plan. As requested	Control Centre Operator job description. City-Wide Corporate Security Policy	For multiple sites, salary and benefits. Top range \$38 per hour. For single site systems, \$300 per month or \$3000 per year.

		Provide up to date site contacts.			
Monitoring Alarm Systems with Video Monitoring	Monitoring facility alarm systems, including supervised arm/disarm and dispatching applicable services.	<p>Provide keys, codes and passwords as required.</p> <p>Provide access to the alarm system and video monitoring system.</p> <p>Provide up to date site contacts.</p> <p>Follow-up on reported deficiencies.</p>	Alarm dispatched as the alarm is received	<p>Control Centre Operator job description.</p> <p>City-Wide Corporate Security Policy</p>	<p>For multiple sites, salary and benefits.</p> <p>Top range \$38 per hour.</p> <p>For single site systems, \$300 per month or \$3000 per year</p>
Monitoring Alarm Systems (without Video Monitoring)	Monitoring facility alarm systems, including supervised arm/disarm and dispatching applicable services.	<p>Provide keys, codes and passwords as required.</p> <p>Provide access to the alarm system.</p> <p>Provide up to date site contacts.</p> <p>Follow-up on reported deficiencies.</p>	Alarm dispatched as the alarm is received	<p>Control Centre Operator job description.</p> <p>City-Wide Corporate Security Policy</p>	<p>For multiple sites, salary and benefits.</p> <p>Top range \$36.15 per hour.</p> <p>For single site systems, \$100 per month or \$1000 per year.</p>
Monitoring Duress / Intercom	Monitoring remote duress and/or intercom	Provide codes and passwords as required.	Alarm dispatched as the alarm is received	Control Centre Operator job description.	\$60 per month or \$700 per year.

	systems and dispatching applicable services.	Provide access to the card access application. Provide up to date site contacts. Follow-up on reported deficiencies.		City-Wide Corporate Security Policy	
Elevator Phones	Responding to emergency elevator intercoms and phones	Provide up to date site contacts. Test systems	Alarm dispatched as alarm received.	Control Centre Operator job description. City-Wide Corporate Security Policy	\$60 per month or \$700 per year. All one-time costs to programme elevator intercoms or phones.
Monitoring Video	Monitoring security video surveillance systems and dispatching applicable services.	Provide keys, codes and passwords as required. Provide up to date site contacts. Follow-up on reporting deficiencies.	As detailed in the Divisional Security Plan.	Control Centre Operator job description. City-Wide Corporate Security Policy	For multiple sites, salary and benefits. Top range \$38 per hour. For single site systems, \$200 per month or \$2000 per year.
City identification cards	Access and identification card production and issuance	Provide requested changes.	Maximum one week.	Security Access and Identification Policy City-Wide Corporate Security Policy.	\$20 per access card.

Custom Badging Sessions	Access and identification card production held at Toronto Parking Authority locations at the desired times.	Provide an area in the facility to conduct the badging session and timeframes.	As requested.	Security Access and Identification Policy City-Wide Corporate Security Policy.	\$20 per access card plus the hourly cost for staff wage and benefits. Top range \$35 per hour.
Security Systems Programming Changes	Programming changes to access cards, and security systems.	Provide requested changes and updates as required. Provide access to the access control application.	As requested. Prioritized one to three days.	Security Access and Identification Policy City-Wide Corporate Security Policy.	Dependent upon the number of changes requested. Hourly cost for staff including benefits. Top range \$35 per hour.
Security Systems Reports	Provide access roster reports of staff access to facilities.	Provide Toronto Parking Authority key contacts. Update roster reports and return to Corporate Security.	Quarterly or as requested.	Security Access and Identification Policy City-Wide Corporate Security Policy.	No cost.

4.4 Costs and Service Changes

All costs in excess of 1 FTE budget already transferred, will be charged-back to the client. Recoverable costs include labour (salaries/benefits for frontline and Supervisory staff), materials, contracts, supplies, and incidentals (e.g. mileage and uniforms). All charges are based on actual costs incurred.

5 Security Supervisor's Duties

- Serves as the designated Corporate Security Management contact for all security issues as they relate to Toronto Parking Authority.
- Ensure adherence to all areas of the Service Level Agreement.

- Ensure proper security for all Toronto Parking Authority facilities through various security systems and procedures, and the supervision of in-house security staff and/or maintenance of a third party security service contract.
- Supervises the Guard contract, including monthly meetings with vendors and the issuance of daily assignments.
- Ensures all Toronto Parking Authority facilities are provided with qualified Security Guards as outlined in the security service agreement.
- Controls provided operating budget, including assistance with invoicing, approval and payments.
- Provides project management services related to planned and demand security system maintenance to ensure all contracts and obligations are fulfilled.
- Provides advice, consultation, and support to local property managers and senior management staff on security systems, hardware, policies and procedures, and health and safety compliance.
- Creates risk assessments and security audits and develops site specific standards, work plans and policies and procedures, to provide and enhance security at City facilities that integrate with the Toronto Parking Authority vision, standards, work plans and procedures.
- Develops and implements Toronto Parking Authority Capital and Operational Security Plans.
- Promotes services and the Security Awareness Program provided by the Section throughout the corporation.
- Ensures assigned staff, in-house or contract, interpret, adhere to and enforce security policies and various related Acts and Codes, including the Criminal Code and *Trespass to Property Act*.
- Maintains a high level of functional knowledge of technical information to provide all aspects of modern corporate security for large and small building complexes, special events and the protection of personnel.
- On call twenty-four hours a day following the appropriate policies of the City of Toronto.
- Ensures that excellent client services is provided to Toronto Parking Authority.

5.1 Senior Security Coordinator

Reporting to the Supervisor Building Security, Toronto Parking Authority, the Senior Security Coordinator provides and maintains a high level of security and life safety services to City employees and members of the public visiting City facilities. Responsibilities include:

- Implements detailed plans and recommends policies/procedures regarding program specific requirements

- Supervises the day to day operation of all assigned staff including the scheduling, assigning and reviewing of work
- Authorizes and coordinates vacation and overtime requests. Recommends disciplinary action when necessary
- Provides input into and administers assigned budget, ensuring that expenditures are controlled and maintained within approved budget limitations
- Represents Corporate Security to City divisions and acts as the security divisional contact for day to day security operations, investigations and emergency situations
- Provides advice, consultation and support to local property managers and senior management staff on security systems, hardware, policies and procedures, health and safety and life safety compliance
- Provides security services to City owned and operated properties through various security systems and supervision of in-house staff and contracted firms.
- Ensures staff adherence to and enforcement of security policies and various related Acts and Codes, including the Criminal Code and *Trespass to Property Act*
- Provides project management services related to planned and on-demand security system installation and maintenance to ensure all standards, contracts and obligations are fulfilled
- Coordinates the preparation and compiles complete tender documents and specifications for tenders, Requests for Tenders, Requests for Quotations (RFQ), Requests for Expressions of Interest (REOI), and Requests for Proposals (RFP) for capital and operational contracts
- Represents the Corporate Security's service interests at Community Council meetings and on various workgroups, committees and project teams, as they relate to security, health and safety and emergency, labour disruption and event planning
- Develops and implements Divisional Security Plans
- Maintains cooperative linkages with various law enforcement personnel, local Police divisions, emergency response agencies, local property owners and related organizations
- Develops site specific standards, site plans, policies and procedures. Provides and enhances security at City facilities to integrate with the Unit's standard work plan and procedures
- Conducts security audits and implements cost effective solutions consistent with the overall vision of the Unit
- Creates security plans for large events and conducts briefings and debriefings with staff in relation to these events

- Exchanges information with various City and external groups before and after completion of large events at City facilities
- Plays a leadership role in diffusing potentially dangerous situations, such as protests, demonstrations, labour disruptions and emergencies
- Conducts pro-active patrols of facilities
- Checks Security Occurrence reports, corrects deficiencies and conducts investigations. Checks log books, personal memo books and ensures policy adherence. Attends court as a City witness as required
- Responds to inquiries and complaints in an effective and professional manner ensuring excellent customer service
- Maintains a high level of functional knowledge of technical information to provide all aspects of modern corporate security and protection for large and small building complexes and special events
- Provides 24/7 coverage for emergencies

6. Obligations and Roles & Responsibilities

Corporate Security and Toronto Parking Authority are committed to maintaining appropriate communication between parties to ensure that the performance of staff remains satisfactory to both parties. With this commitment to communication, there are obligations for both parties.

6.1 Toronto Parking Authority Obligations

- a) **Examine Work**
The designated Toronto Parking Authority contact should check and examine the quality of regular and assigned work of the Corporate Security staff.
- b) **Notify Designated Corporate Security Supervisor Contact**
If problems or issues are discovered, these issues are to be brought to the attention of the designated Corporate Security Supervisor contact as soon as possible. The preferred method of receipt for any complaints or issues is in writing. The Toronto Parking Authority contact may also contact the Corporate Security Supervisors manager when deemed required.

6.2 Corporate Security Obligations

- a) **Provide Wellness Checks**
The designated Corporate Security Supervisor or Senior Coordinator will provide at least bi-monthly, unscheduled wellness visits to all Toronto Parking Authority staffed garages to ensure quality service delivery. The designated Corporate Security Supervisor will be checking the

Security Guards in relation to issues such as appearance, dress, conduct, adherence to policies, etc, and following up with the security service vendor to discuss any issues found.

The designated Corporate Security Supervisor or Senior Coordinator contact will also be inspecting Toronto Parking Authority locations for security of assets, information and maintenance of security equipment.

b) Communication with Toronto Parking Authority Management

The designated Corporate Security Supervisor or Senior Coordinator will provide Toronto Parking Authority management staff with all contact information for immediate notification regarding security and safety issues. The Security Supervisor will also check in with a member of the site management each time the Security Supervisor provides a wellness check to the office.

c) Progress Meetings

Progress meetings between the Corporate Security management staff and the appropriate Toronto Parking Authority staff will be held every three months after the service level agreement is signed by Toronto Parking Authority and Corporate Security. These meetings are to ensure both parties are adhering to the conditions of the service level agreement, to make modifications, additions/deletions, and to check on the general satisfaction of both parties.

d) Monthly, Quarterly and Annual Reports

Upon signing the service level agreement the Corporate Security Supervisor or Senior Coordinator will provide the Toronto Parking Authority designated contact with written reports 1 week after each month end, one month after each quarter end and an annual report one month after year end.

The reports will contain information on security incident statistics, trends in activity and what measures are being put in place to address the trends, budget spending information, capital project reviews, a summary of all staff security training conducted, a summary of contract compliance issues and actions taken and a summary of corrective and preventative maintenance taken place.

e) TPA Security Incident Report Reviews

The Corporate Security management will review all security incident reports within two business days of the report being written.

All incident reports are reviewed for quality and content. Any incident report not meeting Corporate Security's expectation is returned to the contract security supervisor, copying the contract security manager, requesting correction. All incident report correction requests are logged in the Corporate Security Contract Management Issues Log for tracking purposes.

Specific incident reports such as vehicle break; property damage, and maintenance issues are shared with the Toronto Parking Authority Manager, Parking Services.

Extraordinary incidents will be communicated to TPA by phone or email immediately after Corporate Security management is advised.

f) Contracted Security Service Request for Proposal Process

Corporate Security will be responsible for producing all contract security service request for proposals in conjunction with any TPA staff identified as a stakeholder.

All security RFP's will be written to the City of Toronto Corporate Security standard ensuring the RFP has a clear scope of work, key performance indicators and patrol metrics, staffing plans, staff retention plans, process for vetting security guards assigned to the Toronto Parking Authority contract, clearly defined security guard experience and qualification requirements, clearly defined management and management support structure.

g) Key Performance Indicator Development

Corporate Security will develop key performance indicators which will be inserted into all new contract security request for proposals.

One key performance indicator now in place is the elapsed time to attend a call for security after being contacted by any Toronto Parking Authority employee. This performance indicator, if not met, will result in a penalty to the vendor.

i. Performance Metric Development

Corporate Security will be responsible for developing performance metrics and holding the vendor accountable to each metric.

Security guard performance metrics include but are not limited to:

- The number of trained security guard backfills available.
- The number of untrained or overdue security guard training or certifications.
- The number of open shifts each schedule.
- The number of last minute open shifts.
- The number of patrol checkpoints missed on each shift, daily, weekly and monthly.
- The number of security incident reports returned to the vendor due to spelling, grammar, or lack of information.

ii. Vendor of Record Meetings

Corporate Security will hold a security contract meeting each month to review the contract deliverables. Corporate Security will minute each meeting and provide the minutes to Toronto Parking Authority.

Toronto Parking Authority will have an open invitation to attend any monthly vendor meetings.

iii. Contract Issue Management

All contract issues will be dealt with using the following escalation process:

1. An issue is identified and entered into the Corporate Security contract issue management log.
2. The vendor receives from the Corporate Security Supervisor a formal letter outlining the problem and time lines for an expected resolution. The contract issue management log is updated.
3. The Corporate Security Supervisor escalates the issue to a Manager, Corporate Security who requests a meeting with management from the vendor. Meeting minutes and action items are recorded and shared with Toronto Parking Authority. The contract issue management log is updated.
4. The Director, Corporate Security and the designated Toronto Parking Authority Senior Management staff meet with the vendor's senior management. The contract issue log is updated.
5. Toronto Corporate Security and Toronto Parking Authority engage the Toronto Parking Authority Purchasing Department and Legal Services from the Corporation and Toronto Parking Authority. The contract issue log is updated.

iv. Invoice Review and Payment

Corporate Security is responsible for receiving and vetting all contract security invoices, approving or disputing invoices and sending approved invoices to Toronto Parking Authority for payment.

The invoice review and payment process is as follows:

1. Corporate Security receives guard service invoices from the contract security vendor accompanied with a system generated clock in/out report.
2. Corporate Security reviews each line item of the invoice, comparing the time being charged against the contract security guards clock in/out report.
3. Corporate Security reviews the GPS information from the guard tour system to verify the security guard being paid for was active during the hours being billed for.
4. All disputed charges are highlighted on the invoice and returned to the contract security vendor, copied to the Toronto Parking Authority Accounting Department.
5. All approved invoices are signed by the Supervisor, Corporate Security and sent to the Toronto Parking Authority Accounting Department for payment.

7. Prices and Financing

7.1 Corporate Pricing Adjustment

In the event of a change in Corporate policy, regulation, or administrative ruling that affects any change in the cost of performing this Service Level Agreement (including work hour, pay rates, employee benefits, and/or other costs), Corporate Security shall immediately notify Toronto Parking Authority so the billing rate can be adjusted by an amount equal to the increase or decrease in the cost of performing the work by Corporate Security, effective on the date of the regulation or other ruling. This may include, but is not limited to, any possible impact of the Performance Management policies, Cost of Living increases, and potential increases provided to excluded employees as a result of a new agreement.

7.2 Billing

Corporate Security will send an invoice to Toronto Parking Authority on a quarterly basis, as agreed by Corporate Security and Toronto Parking Authority. The invoice will be based on actual costs incurred by Corporate Security in accordance with terms and conditions agreed upon with Toronto Parking Authority.