PA7.1 Attachment 3

Attachment 3

TORONTO PARKING AUTHORITY, PHASE 1: AUDIT OF REAL ESTATE ACTIVITIES, 2015 AUDIT RECOMMENDATIONS

Report Title: **Toronto Parking Authority-Phase 1: Audit of Real Estate Activities**
Report Date: **10/15/2015**

No.	Recommendation
001	The Board of Directors request the Chief Executive Officer to ensure adequate support is retained for projections of local area parking requirements.
002	The Board of Directors request the Chief Executive Officer to document key assumptions underlying financial analyses. Where assumptions are substantiated by actual results from completed joint ventures and/or comparative data from other parking garages and surface lots, such data be documented and retained.
003	The Board of Directors request the Chief Executive Officer to review the financial models used to assess the financial impacts of transactions and report back to the Board on the framework used to analyze real estate transactions.
004	4. The Board of Directors request the Chief Executive Officer to expand upon the financial information provided to the Board when recommending the approval of the proposed transaction, as well as any amendments to the transaction agreement. Information provided should include: a. The expected rate of return and a summary of the financial analysis performed including a description of the basis for any key assumptions. b. A summary of the financial impact of competing offers before and after discounting offers for risk. c. The financial and qualitative impacts of adopting key terms in the transaction agreement.
005	The Board of Directors request the Chief Executive Officer, in consultation with the City's Deputy City Manager and Chief Financial Officer, to periodically review the expected minimum return on transactions, to ensure it is reflective of the current economic environment.
006	The Board of Directors request the Chief Executive Officer to consider obtaining market value appraisals from independent appraisers who are selected from a competitively established roster of pre-qualified service providers and consideration be given to using the City's roster where possible.
007	The Board of Directors request the Chief Executive Officer to retain the quantitative and qualitative evaluation of offers and document the basis for management's decision to short list proponents.
008	The Board of Directors request the Chief Executive Officer, in consultation with the City Clerk, to recommend and implement a record retention policy to ensure compliance with the City of Toronto Act, 2006.
009	The Board of Directors request the Chief Executive Officer to ensure that, for all property transactions, reports recommending the short listing or selection of developers include a description of how the evaluation results of each submission received impacted the overall short listing of proponents.
010	The Board of Directors request the Chief Executive Officer to report periodically to the Real Estate, Development and Business Opportunities Advisory Committee with updates on the status of in-

No.	Recommendation
	process real estate transactions. Such updates to include reporting on the selection of, or the initiation of direct negotiations with, a potential purchaser and/or development partner.
011	The Board of Directors request the Chief Executive Officer to ensure that, prior to marketing projects, the circulation process be initiated to ascertain if there is any municipal interest that could potentially be accommodated in the project.
012	City Council request the City's Chief Corporate Officer, and the Board of Directors request the Chief Executive Officer, to resolve issues to ensure the Chief Corporate Officer's delegated authority for real estate matters can be used effectively by the Toronto Parking Authority.
013	The Board of Directors request the Chief Executive Officer to formalize its policy for real property acquisitions.