



REPORT FOR ACTION CONTRACT AWARD

Contract Award - Request for Proposal Number PMO2021-01 for Project Management Office Program Manager Services at Toronto Parking Authority

Date: May 10, 2021

To: Board of Directors, Toronto Parking Authority

From: President, Toronto Parking Authority

Wards: All

SUMMARY

In 2019, Toronto Parking Authority (TPA) embarked on a business transformation journey, with a business-wide initiative to integrate intelligent technology into all areas of the business to achieve better outcomes and optimized performance and business processes. To set the organization up to succeed and excel at delivering top quality, efficient services, enhancing foundational internal capabilities was essential.

TPA is seeking a Program Manager to develop and lead the Project Management Office (PMO) to provide governance and support to the TPA's portfolio of projects, ensuring controls are in place according to Enterprise standards ensuring anticipated financial and strategic benefits are realized.

The successful vendor will be responsible to define, implement, socialize, and reinforce PMO standards, guidelines, and best practices across Organizational Programs, Portfolios, and Projects. Activities include:

- Establishing a well-defined Project Intake process designed to improve the strategic value of capturing, evaluating and prioritizing all proposed ideas for projects, products, and services as well as routine operational activities;
- Defining, socializing, measuring and tracking Key Risk Indicators (KRIs) to manage and limit the frequency and severity of operational loss resulting from program/project management activities within respective departments;
- Promoting a project management culture, institutionalizing organizational processes, managing enterprise-level projects, programs, portfolios, and improving the organization's overall performance; and
- Defining the Organization Change Management (OCM) framework in conjunction with the PMO.

RECOMMENDATIONS

The President, Toronto Parking Authority recommends that:

1. The Board of Directors of Toronto Parking Authority grant the President, Toronto Parking Authority, the authority to award the contract for the provision of Program Manager services to Calian Ltd, providing the highest ranking proponent score, for a term of eighteen months, plus two optional six-month extensions, at the sole option of the President, Toronto Parking Authority, in the estimated amount (thirty months) of \$608,400 plus \$91,260 as a contingency allowance of fifteen percent, being the total sum of \$699,660, subject to annual inflation adjustments as applicable, based on the Consumer Price Index (CPI) in accordance with the contract provisions and net of all taxes and charges.

FINANCIAL IMPACT

Table 1: Financial Impact Summary of Recommended Eighteen Month Contract Plus Two Optional Six-Month Extensions

Company	Base Period of Eighteen Months	Option 1 Price	Option 2 Price	Total
Calian Ltd	\$365,040	\$121,680	\$121,680	\$608,400

Table 1 shows the estimated contract value for the eighteen-month contract with two optional six-month extensions. An additional fifteen percent contingency is intended to cover unforeseen costs, primarily including expansion of program management hours that may arise during the period due to unforeseen events. Projected costs are included in TPA's 2021 Operating and Capital Projects Budgets.

CALL SUMMARY

Call Number: Request for Proposal Number PMO2021-01 for PMO Program Manager Services for Toronto Parking Authority

Call Issued: April 13, 2021

Call Closed: April 26, 2021, Noon, Toronto time

Number of Addenda Issued: nil

Number of Bids: 8

Description:

TPA is seeking Program Manager services to develop and lead the PMO to provide governance and support to TPA's portfolio of projects, ensuring controls are in place according to Enterprise standards and realizing financial and strategic benefits.

TPA strives to be thought of as the preferred choice of parkers and be seen as the leader in parking and Bike Share. In this regard, TPA is seeking to modernize the organization to deliver top quality, efficient services by enhancing foundational internal capabilities. The organization has been on a journey of transformation and is in the process of fundamentally rethinking its business to compete more effectively in a different playing field as the operational focus moves from Real Estate to Parking and Mobility operations. TPA is provisioning an organizational PMO to support its financial and strategic goals.

TPA developed the business requirements, prepared the procurement documents and posted this RFP publicly on MERX on April 13, 2021 with closing on April 26, 2021; the process was open to all interested proponents. In total, eight submissions were received, of which one included three proposals, from the following firms:

- AECOM Canada Ltd
- BDO Canada LLP
- Calian Ltd
- GEF Consulting Inc.
- Opaline Inc.
- Roans Ltd.
- TradeStream Technologies (three bids)
- YM Project Management Inc.

The evaluation of submissions followed a three-stage process, as follows:

Stage 1 - The Evaluation Committee, comprised of two TPA employees and one contractor assessed if the submission met all the mandatory requirements. If the submission failed any of the mandatory requirements, the submission did not proceed to Stage 2.

Stage 2 - The Evaluation Committee assessed the submissions for the technical eligibility requirements and rated each submission. Each criterion was rated on a scale of 0 to 5, with 0 being the lowest and 5 being the highest. Each criterion carried different weights. Scoring was reached by averaging the Evaluation Committee individual scores.

Stage 3 - The Evaluation Committee assessed the submissions for the cost of services and other expenses. The Proponents carried a maximum of 25 points. Each Proponent's price was evaluated based on the following formula:

$$\text{Lowest Price} / \text{Proponent's Price} \times 20 = \text{Proponent's score for price.}$$

Total points from Stage 2 and Stage 3 were added to determine the final ranking. The highest scoring proposal was then selected for award as was outlined in the RFP.

Upon detailed evaluation, six proposals were deemed to be compliant with all parameters of the call.

Some key items to note from the scoring process:

- 1) During Stage 2, the top five candidates were invited to present to the Evaluation Committee in response to additional questions posed by the Committee, and to provide the Evaluation Committee with a better understanding of their proposal.
- 3) The winning vendor scored 76.4 points, 0.4 points higher than the second vendor on the Stage 3 score, based on a lower bid price.
- 4) Reference checks were completed for Calian Ltd and they were favourable.

Table 2: Summary of Bids Reaching Stage 2 Evaluation for RFP Number PMO2021-01 including bid price and final proponent score.

Company	Eighteen Month Bid Price	Proponent Score
Calian Ltd	\$365,040	76.4
Roans Ltd	\$312,000	68.6
TradeStream Technologies (Candidate 1)	\$442,650	63.8
TradeStream Technologies (Candidate 3)	\$419,250	68.6
YM Project Management Inc.	\$436,800	76.0

Following the comprehensive evaluation, it is recommended that Calian Ltd be awarded a contract for the PMO Program Manager Services as stipulated in the RFP.

COMMENTS

In 2019, TPA embarked on a business transformation journey, with a business-wide initiative to integrate intelligent technology into all areas of the business to achieve better outcomes and optimized performance and business processes. To set the organization up to succeed and excel at delivering top quality, efficient services, enhancing foundational internal capabilities was essential.

TPA is seeking Program Manager services to develop and lead the PMO to provide governance and support to the TPA's portfolio of projects, ensuring controls are in place according to Enterprise standards ensuring anticipated financial and strategic benefits are realized.

The successful vendor will be responsible to define, implement, socialize, and reinforce PMO standards, guidelines, and best practices across Organizational Programs, Portfolios, and Projects. Activities include:

- Establishing a well-defined Project Intake process designed to improve the strategic value of capturing, evaluating and prioritizing all proposed ideas for projects, products, and services as well as routine operational activities;
- Defining, socializing, measuring and tracking Key Risk Indicators (KRIs) to manage and limit the frequency and severity of operational loss resulting from program/project management activities within respective departments;
- Promoting a project management culture, institutionalizing organizational processes, managing enterprise-level projects, programs, portfolios, and improving their organization's overall performance; and
- Defining the Organization Change Management (OCM) framework in conjunction with the PMO.

PMO Program Manager services are required for a minimum of eighteen months to lead the design and implementation of a new Project Management Office for TPA and provide project management services as required. This role works with key stakeholders, in providing scalable solutions to achieve the Organization's business objectives. A collaborative systems-thinker with a continuous improvement focus and innovative mindset, the ideal candidate is a strong leader delivering results with experience in supporting technology roadmaps and driving multiple medium to large scale initiatives and working with cross-functional teams, within a matrix environment. The delivery of projects will be performed in collaboration with project team members and stakeholders, ensuring the integration, coordination, timing and consistency of processes aligned with TPA's strategy and vision.

The PMO Program Manager is responsible for the timely and effective facilitation of the Organization's projects involving technology and operations. The incumbent is charged with improving the consistency, predictability, and efficiency of the Organization's project delivery capability. The PMO Program Manager provides leadership in best practices and is highly customer-focused, ensuring consistency with customer

expectations. The PMO Program Manager must also ensure that the operational issues of the PMO are managed, focusing on the project interface with project leaders, project teams, technology and application / operational interfaces.

Five proposals were received and considered compliant. Both were scored following a rigorous analysis of each written proposal, presentation and pricing structure.

Prices submitted are inclusive of all applicable costs except Harmonized Sales Tax (HST), subject to annual CPI adjustments for subsequent years.

After the review and scoring of the RFP responses, the results show that Calian Ltd has the highest overall bid score, meeting the key objectives of the contract. Staff recommends that their bid be accepted and TPA enter into an eighteen-month agreement with Calian Ltd for PMO Program Manager Services at TPA.

Calian Ltd's experience includes developing, transforming and leading Program Management Offices while moving key programs/projects forward within multiple industries, managing across functional teams with project budgets up to \$25 million.

CONTACT

Robin Oliphant, Vice President, Finance, Toronto Parking Authority, 416-393-7282,
Robin.Oliphant@toronto.ca

SIGNATURE

W. Scott Collier, President
Toronto Parking Authority

ATTACHMENTS

Attachment 1 - PMO Program Manager Support Services Request for Proposal
Evaluation Table

Attachment 2 - Request for Proposal PMO Program Manager Services

Attachment 3 - PMO Background and Objectives

ATTACHMENT 1 - PMO PROGRAM MANAGER SERVICES REQUEST FOR PROPOSAL EVALUATION TABLE

PROPOSER'S NAME:	
CRITERIA	PASS /FAIL
COMPLIANCE WITH MANDATORY REQUIREMENTS Bachelor's Degree	Pass/Fail
COMPLIANCE WITH MANDATORY REQUIREMENTS Active PMP Certification	Pass/Fail
COMPLIANCE WITH MANDATORY REQUIREMENTS 10+ Years Experience Delivering Transformative Projects/Programs	Pass/Fail
CRITERIA	POINTS
EXPERIENCE AND QUALIFICATIONS OF THE PROPONENT	
· Demonstrated high level of understanding of the scope of work and of the RFP services goals and requirements	10
· Experience developing, transforming and/or leading a PMO	10
· Specific experience in providing program, project and change management in Major Transformation initiatives	10
· Evidence of experience analyzing and solving complex business problems	10
· Evidence of experience in technology infrastructure, software development and policy/procedure development	5
· Evidence of experience in delivery of scalable technology-based solutions	5
· Evidence of experience in developing large complex requests for Proposals	5
· Demonstrated strong leadership, communication, and presentation skills	10
· Evidence of problem-solving, analytical and evaluative skills with the ability to multitask, adapt to changing priorities, be decisive under ambiguity and meet tight timelines	10
Sub-total	75
FEES/OTHER EXPENSES: (Note: This section to be completed by Bid Coordinator)	
· Cost/Daily Rate [FORMULA: (lowest cost Proposal / Proponent's Proposal cost x 20)]	20
· Expenses (NOTE this section relevance to be determined on review of proposals by Bid Coordinator)	5
TOTAL SCORE	100

CRITERIA FOR EVALUATION SCORES

SCORING SYSTEM

0 – No Value: Fails to address the component.

1 – Poor: Minimally addresses the component, but one or more major considerations of the component are not addressed.

2 – Fair: The response addresses the component adequately, but minor considerations may not be addressed.

3 – Good: The response fully addresses the component and provides a good quality solution. Good degree of confidence in the Bidder's response or proposed solution met.

4 – Very Good: All considerations of the component are addressed with a high degree of confidence in the Bidder's response or proposed solution.

5 – Excellent: All considerations of the component are addressed with the highest degree of confidence in the Bidder's response or proposed solution. The response exceeds the requirements in providing a superior response or proposed solution.