



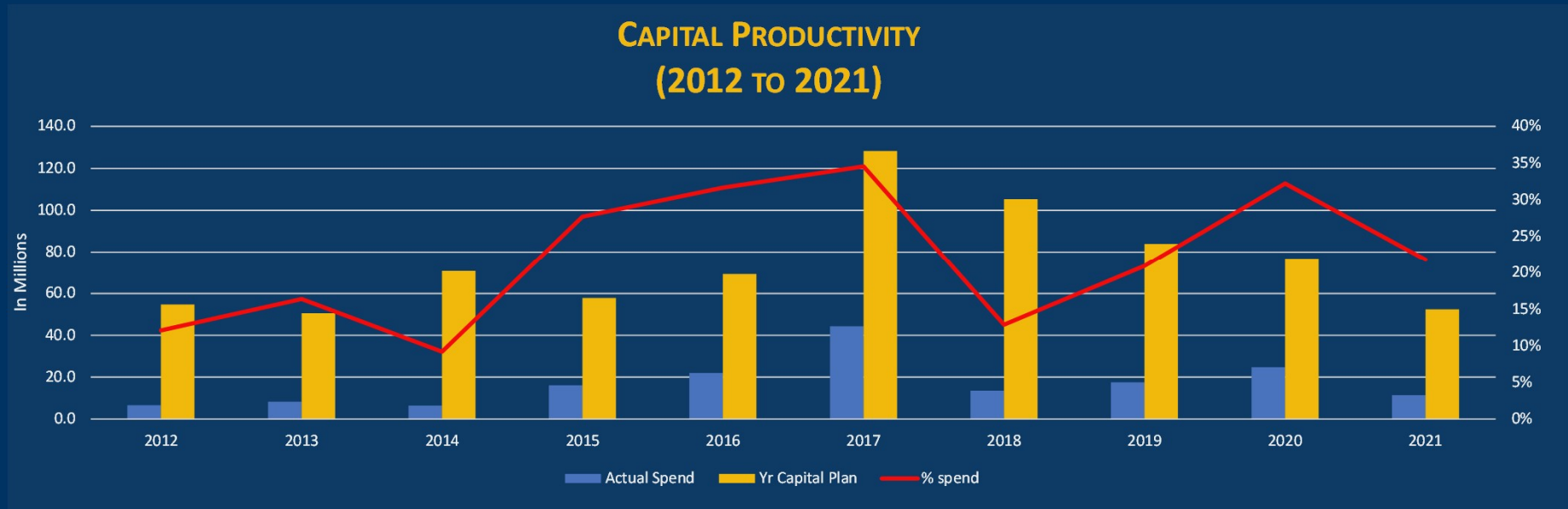
TORONTO PARKING AUTHORITY

2022 REVIEW & 2023 CAPEX PLAN UPDATE

Audit and Risk Management Committee

Jarrett McDonald, Vice President, Operations &
Rose Ann Lee, CFO and Vice President Finance & IT
March 28, 2023

IN THE PAST 10 YEARS, TPA DID NOT EXECUTE IT'S CAPEX PLAN

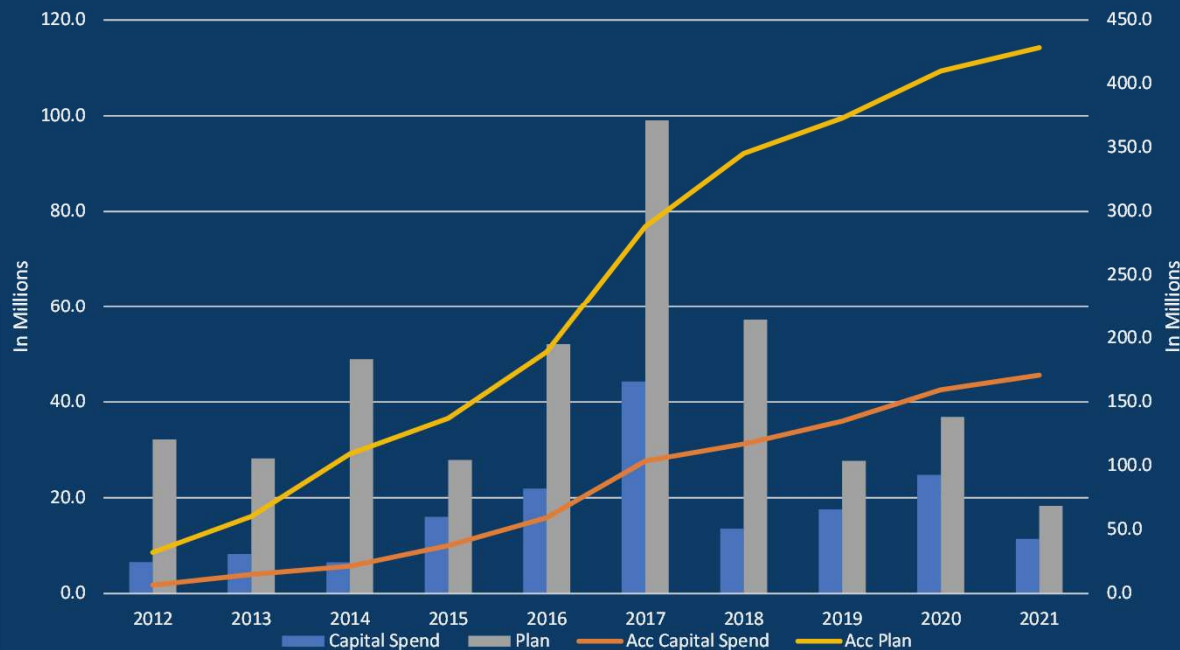


HIGHLIGHTS

- The ten (10) year average yearly spend was 23% of approved budget. (range 9% to 35%)
- In years with substantial spend, new car parks acquisitions drove the higher CAPEX spend.
- On average, 46% of the preceding year CAPEX Plan was carried forward annually. (range 31% to 67%)

SUBOPTIMAL CAPITAL DELIVERY HAS DRIVEN +\$200M CAPITAL BACKLOG

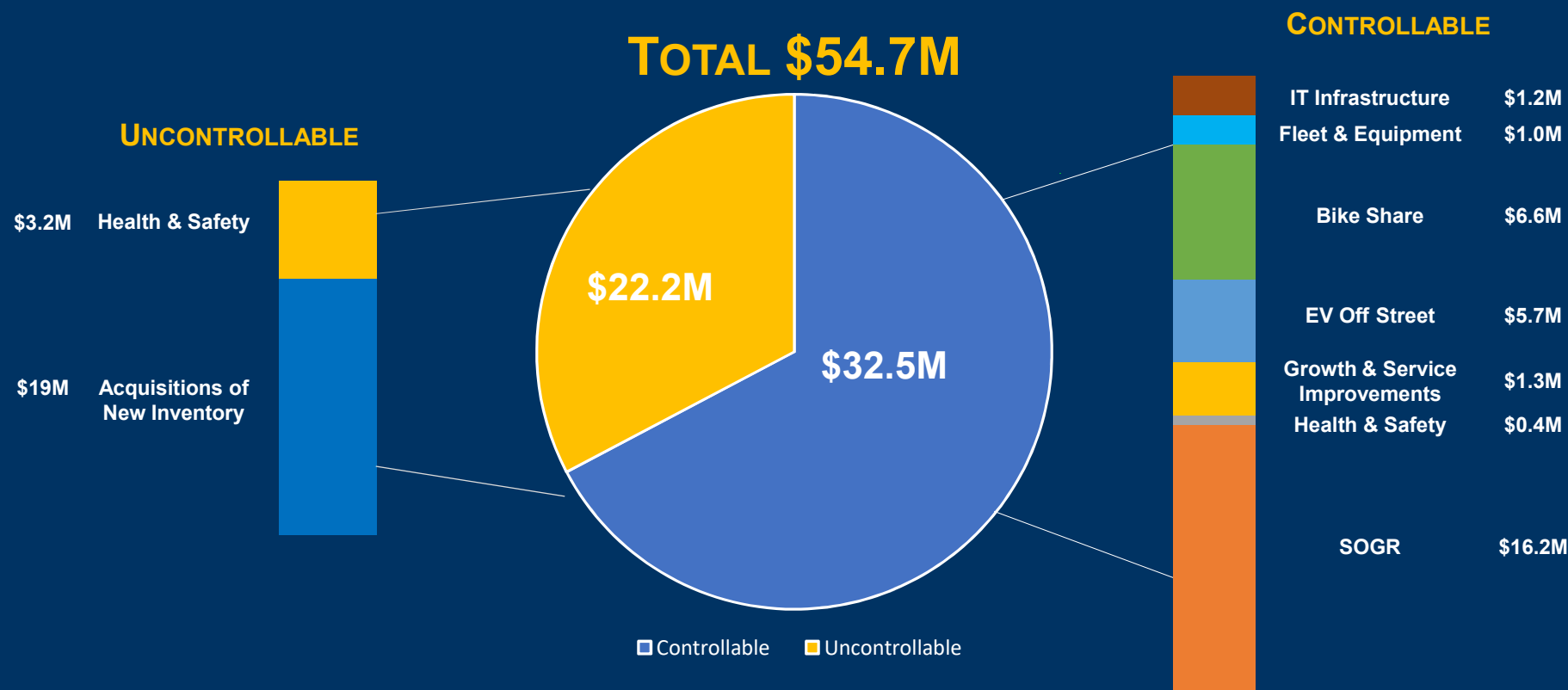
STATE OF GOOD REPAIR (SOGR) GAP



HIGHLIGHTS

- Ten (10) percent of property and equipment assets value is the standard annual budget for SOGR. Based on the 2022 audited financial results, the TPA has approximately \$222M in property and equipment, resulting in a projected \$22M SOGR budget for 2023.
- In 2022, the TPA conducted condition assessment of all garages. The condition assessment indicated +\$200M SOGR backlog.
- Expect the SOGR backlog to grow by \$30M on the completion of the lots condition assessments.

IN 2022, THE TPA HAD AN AGGRESSIVE CAPEX PLAN CENTRED ON 3 KEY INITIATIVES



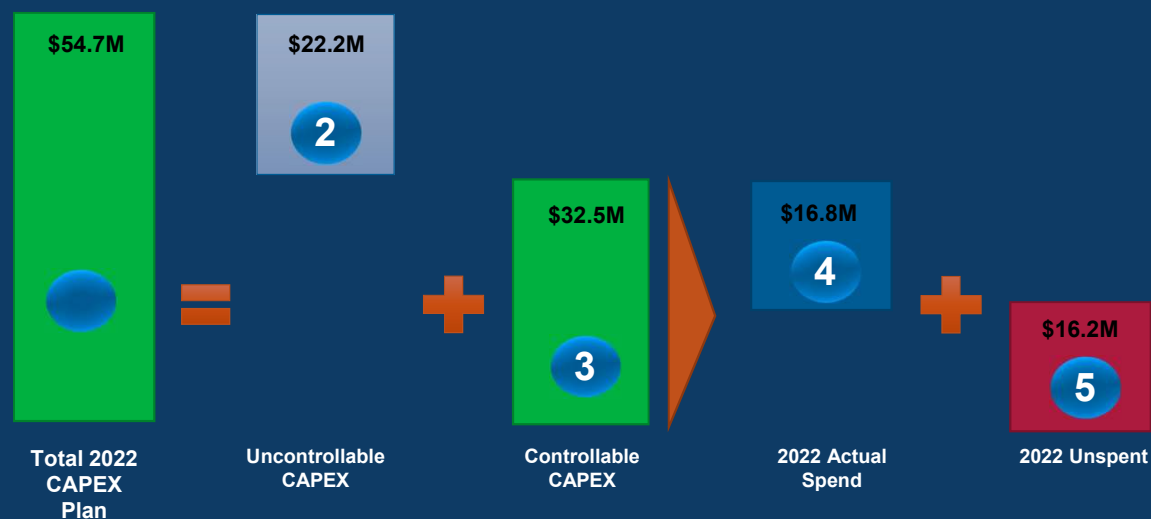
Notes: 1. Controllable projects are defined by TPA controlled scope, schedule and costs.

2. Uncontrollable projects are defined as projects delivered by 3rd party (e.g. COT) that the TPA doesn't control the cost or schedule.



IN 2022 MANAGEMENT SPENT 51% OF THE CONTROLLABLE CAPEX!

2022 CAPITAL SPEND



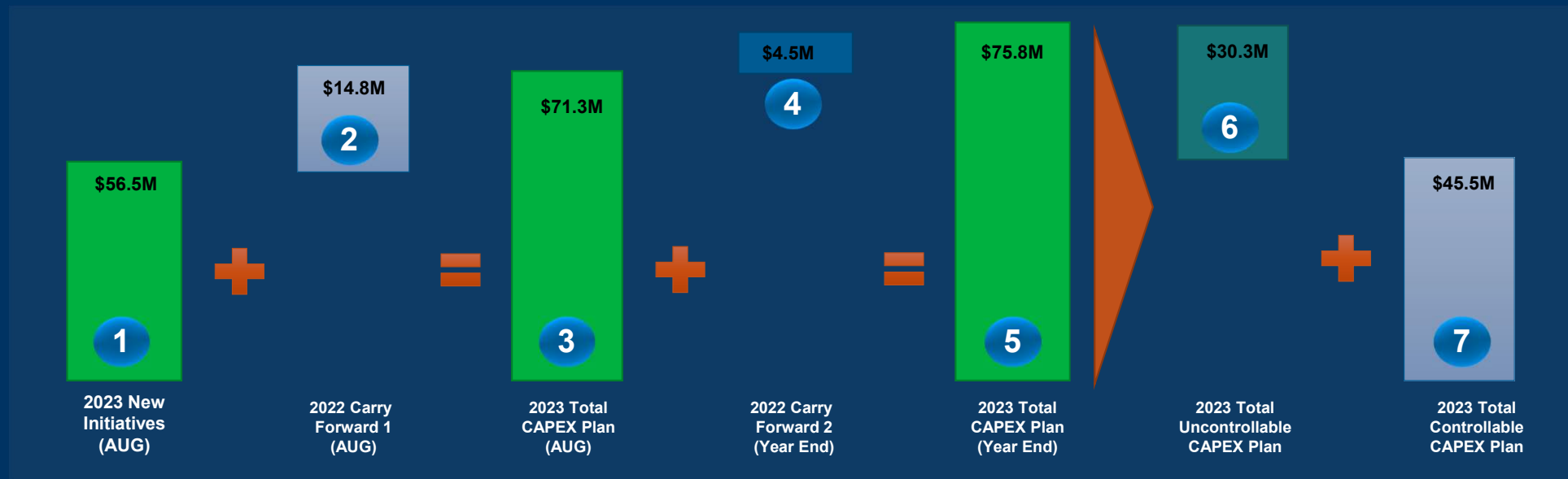
1. \$54.7M total 2022 CAPEX plan, included \$35.2M in new initiatives and \$19.5M in carry forward from 2021.
2. \$22.2M was deemed uncontrollable (i.e. projects delivered by COT and the TPA has limited control on scope, cost and schedule)
3. \$32.5M was deemed controllable (i.e. project delivered by the TPA with full control of the scope, cost, and schedule)
4. \$16.8M was the actual 2022 spend. (Key projects EV, Bike Share Expansion, and limited SOGR)
5. \$16.2M was the designated carryforward for 2023.

HIGHLIGHTS

- \$16.8M or 51% spend of controllable CAPEX.
- \$3M in contingency saving returned to cash reserves.
- \$2.9M of projects cancelled due to lack of scope.
- \$16.2M in controllable carryforward. Including:
 - Bike Share (\$3M)
 - SOGR CP58, 43, 68 (\$6M)
- \$22.2M in uncontrollable carryforward. Including:
 - St Lawrence Market North (\$14.5M)
 - Bessarion St. (\$4.5M)
 - CCTV Project (\$3.2M)

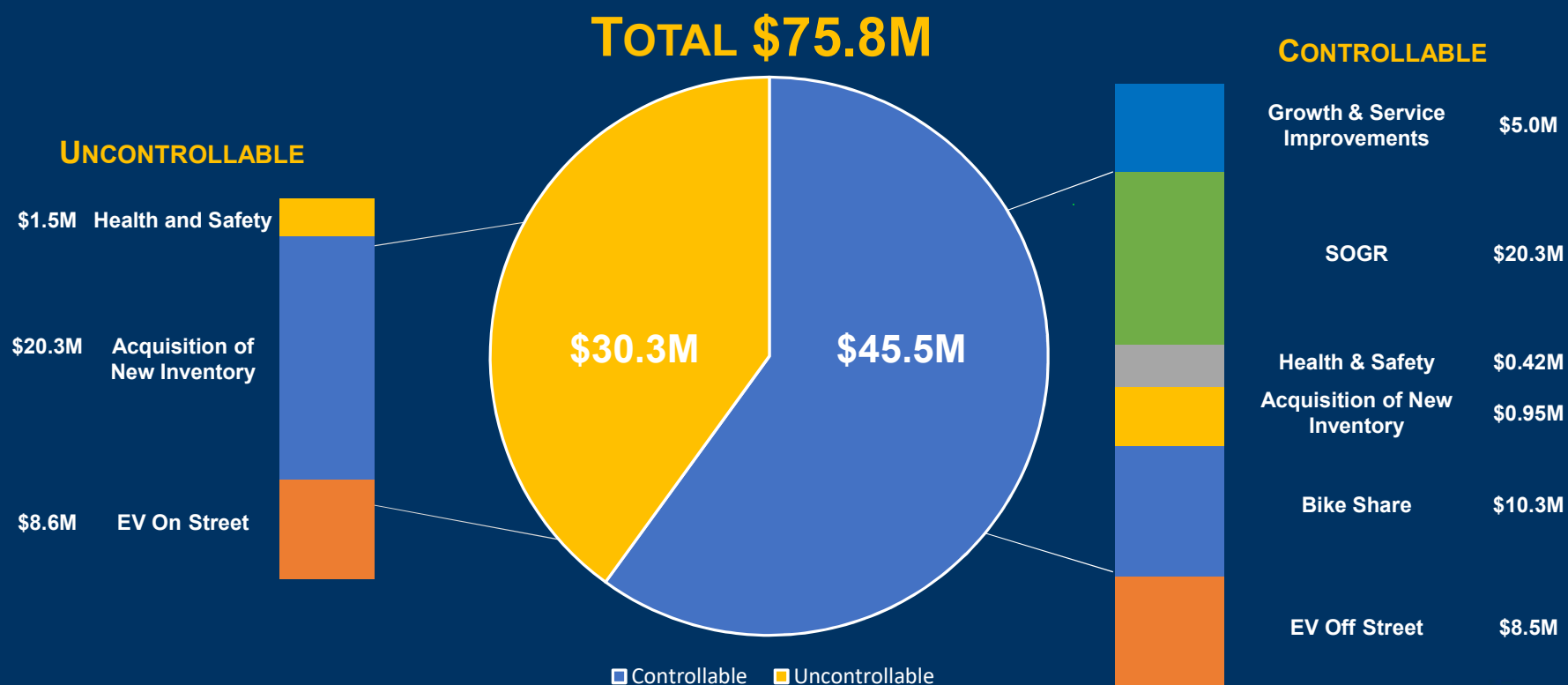


2023 CAPITAL ROADMAP – THE ROAD AHEAD IS CLEAR AND UNAMBIGUOUS!



1. \$56.5M in new initiatives
2. \$14.8M are carryforward projects mainly St. Lawrence Market
3. \$71.3M Board approved 2023 capital budget
4. \$4.5M funded carryforwards contained in 2023 capital budget
5. \$75.8M New requested 2023 capital spend envelope
6. \$30.3M spending where projects are not lead by TPA
7. \$45.5M Spending where TPA is lead in scope, timelines and costs

2023 CAPITAL PLAN IS BOLD! (40% BIGGER THAN 2012!) MANAGEMENT IS COMMITTED TO IT'S EXECUTION!



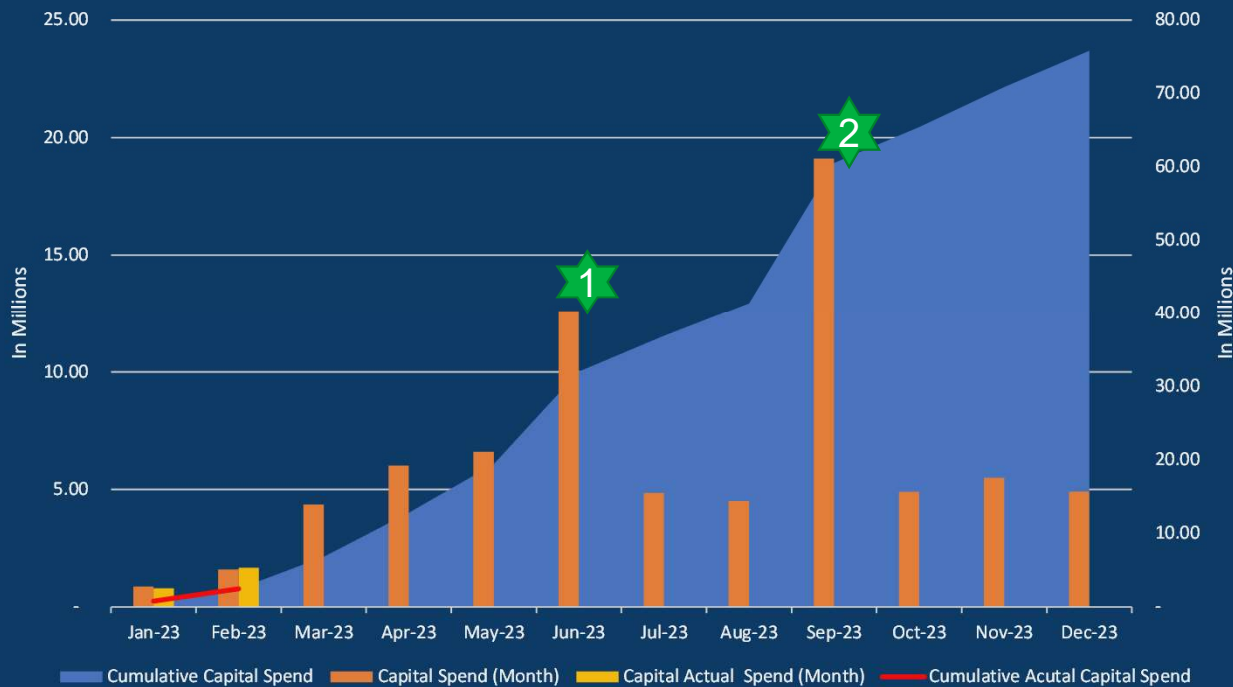
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2023 CAPITAL BASELINE DEMONSTRATES A CONSISTENT AND MEASURED DELIVERY OF CAPEX THROUGH ALL FY23 QUARTERS

2023 CAPITAL SPEND



HIGHLIGHTS

- YTD Indexing 101 to plan¹.
- Total CAPEX spend Feb YTD \$2.48M.
- Jan \$0.80M spend vs. \$0.87M plan.
- Feb \$1.68M spend vs. \$1.60M plan¹.
- YTD \$12.2M in CAPEX commitments (e.g. POs)

Key Acquisitions

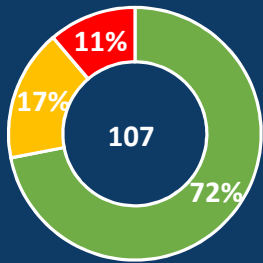
1. Bessarion St. (Jun 23)
2. St Lawrence Market North (SLMN) Acquisition (Sep 23)

Notes: 1. Based on work done and not receipts within SAP



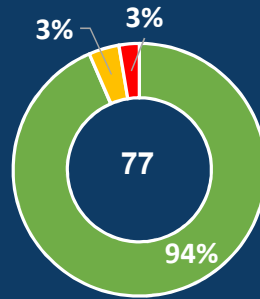
97% OF PROJECTS ARE TRACKING TO PLAN (FEBRUARY YTD)

PROJECT STAGE



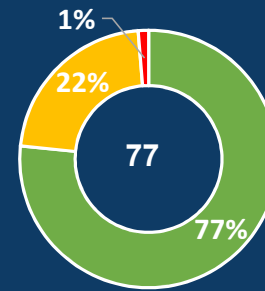
Active Not Started Uncontrollable

COST - ACTIVE PROJECTS



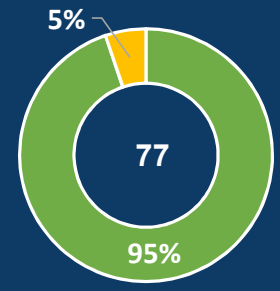
On Target Caution Critical

SCHEDULE — ACTIVE PROJECTS



On Target Caution Critical

SCOPE — ACTIVE PROJECTS



On Target Caution

Project Stage	Count of Status
Active	77
Not Started	18
Uncontrollable	12
Grand Total	107

Cost	Count of Cost
On Target	72
Caution	3
Critical	2
Grand Total	77

Schedule	Count of Schedule
On Target	59
Caution	17
Critical	1
Grand Total	77

Scope	Count of Scope
On Target	73
Caution	4
Grand Total	77

Start Dates	Q2	Q3
"Not Started" Projects to Start Date	9	9

Notes: 1. Excludes JVs, projects that have not started



2023 STATUS DASHBOARD – STATE OF GOOD REPAIR (SOGR)

Program	Project	Contract Value/Status	Project Status / Recent Developments	Status Indicator
CP43 Garage Modernization	Stair Rehab	\$4.4M	- Stair Rehab Construction at 50% Completion, Project completion scheduled for the end of June - Structural concrete repairs are in design, and construction to be tendered in April 2023. Concrete repairs are expected to be a 2 year program. - Modernization to follow completion of concrete repairs, waterproofing and asphalt paving	
	Concrete Repairs	In Design (Est \$4-6M)		
	Modernization	Est 2025 start		
CP58 Garage Modernization	Concrete Repairs	\$6.2M	- The construction start delayed due to negotiations with the Hotel on the property - An October 2023 start date is currently being negotiated (8 month delay)	
	Modernization	Est 2024 start		
CP68 Garage Modernization	Stair Rehab	\$2.6M	- Stair Rehab Construction at 70% Completion. Project completion scheduled for the end of April 2023 - Structural concrete repairs are out for tender to meet the April 2023 Board Meeting. Estimated construction start date of June 1, 2023 - Modernization to follow completion of concrete repairs, waterproofing and asphalt paving.	
	Concrete Repairs	RFT (Est \$6M)		
	Modernization	Est 2024 start		

2023 STATUS DASHBOARD – OFF STREET EV CHARGING

Project	Locations	EVSE	Contract Value	Project Status / Recent Developments	Status Indicator
2023 Off-Street Expansion (surface lots)	CP78 (29 Erindale)	4 L2s 6 L3	\$3.2M	- Coordination with THESL is on-going, final power connections scheduled for completion in 2023 - Contract award for 2023 EV installation approved at TPA Board Meeting on March 3rd, 2023 - Contracts awarded to contractors, kick off meetings to take place before end of March 2023. - Chargers to be ordered by BD before end of March 2023 - Designs for 2024 locations to begin before end of March 2023	
	CP91 (265 Armadale)	8 L2s 1 L3			
	CP170 (117 Hammersmith)	6 L2s			
	CP183 (166 Woodbine)	6 L2s			
	CP231 (19 Spadina)	2 L2s			
	CP532 (14 Barkwin)	4 L2s			
	CP533 (2300 Lakeshore Blvd)	6 L2s			
	CP855 (Exhibition Place)	7 L3s			
	Total	36L2s 14L3s			
2023 Off-Street Expansion (garages)	CP1 (20 Charles St East)	30L2	\$2.1M	- Garages reviewed and confirmed as suitable for EV installation - THESL confirmed power supply is available at each location - Contract award for 2023 EV installation approved at TPA Board Meeting on March 3rd, 2023 - Contracts awarded to contractors, kick off meetings to take place before end of March 2023 - Chargers to be ordered by BD before end of March 2023 - Designs for 2024 locations near 90% completion	
	CP13 (10 Delisle St)	2L2			
	CP36 (110 Queen St West)	40L2			
	CP42 (Via Italia)	12L2			
	CP111 (74 Clinton St)	4L2			
	CP96 (10 Portland St)	2L2			
	CP215 (74 Yorkville Ave)	8L2			
	CP217 (1445 Bathurst St)	4L2			
	CP261 (45 Abell St)	12L2 4L3			
	CP286 (51 Dockside Dr)	5L2			
	CP655 (168 Chiltern St)	2L2			
	Total	121L2s 4L3			

2023 STATUS DASHBOARD – ON STREET EV CHARGING

Project	Locations	EVSEs	Contract Value	Project Status / Recent Developments	Status Indicator
2023 On-Street Expansion	Ward 3	4 L2s	\$ 4M (est)	• Site scouting conducted in Oct and refined by cross-corporate EV delivery team in Dec 2022 • Tender package to be put to market on March 24th, 2023 • Stakeholders have been engaged to resolve high equipment congestion issues that are typical of arterial roads and pay-and-display areas • THESL coordination on-going for make-ready work required at each pole	
	Ward 4	6 L2s			
	Ward 5	4 L2s			
	Ward 10	6 L2s			
	Ward 11	4 L2s			
	Ward 14	9 L2s			
	Ward 18	9 L2s			
	Ward 19	7 L2s			
	Total L2	50 L2s			

2023 STATUS DASHBOARD – EQUIPMENT MODERNIZATION

Program	Location or Project	Contract Value	Project Status / Recent Developments	Status Indicator
2023 Ops Equipment Purchases	Pay by Plate On Street	\$2,082,500	- Strada S5 to replace current on street payment machines - Ontrack, subject to board approval on April 21	
	Sweeper Replacement	\$178,000	- On track to order equipment, however we have been informed that the delivery timeline will be Q1 or Q2 2024. - We are looking at refurbished equipment options to bridge the gap	
	Scrubber Replacement	\$153,000	- On track to order equipment, however we have been informed that the delivery timeline will be Q2 or Q3 2024. - We are looking at refurbished equipment options to bridge the gap	
	Wayfinding	\$637,500	In progress to procure wayfinding design consultant. Tender to be issued in Q2 and work to be completed in Q3 and Q4	
	Parking Management System Modernization	\$1,160,000	An RFP to create an authorized list of equipment vendors is currently under development for issue in April and recommendations to be provided for the May board meeting	

2023 STATUS DASHBOARD – BIKE SHARE

Program	Location or Project	Contract Value or quantity	Project Status / Recent Developments	Status Indicator
2023 Equipment Purchase	Equipment	\$10,152,060	2023 Equipment purchase includes 130 solar stations, 30 e-stations, 515 iconic bikes and 1,300 e-fit bikes. The anticipated delivery date is June 2023. We still need to pay the \$2.99M deposit which is overdue since September 2022- equipment will not be shipped until that is paid.	
	Station Refurbishment	\$127,500		
	LTE Upgrade	Updating		
2023 Expansion	Electrification	\$1,402,500	- E-stations being planned in coordination with TPA's EV program. We are also investigating other / additional TPA lots (apart of EV Program), PFR sites and opportunities through Astral Media. Confirmed locations include CP 43 (2 Church St), CP 110 (1612 Danforth Ave), CP 87 (14 Arundel Ave), CP 51 (365 Lippincott St), CP 42 (91 Via Italia), CP 533 (2300 Lake Shore Blvd W), CP 78 (35 Erindale Ave), CP 81 (695 Lansdowne Ave) and 63 Ossington Ave through an on-street EV / e-bike combo. - Solar stations being planned for year 2 expansion of the FYGP. Stations are being planned in 19 wards (1 net new ward – Ward 1) - Battery swapping facility- 2 options being explored. 1st option is to develop a room at 21 Connell Street. Dimensions being incorporated into consultant's SOW. Second option being investigated by TPA/SHIFT is a shipping container type facility at 25 Booth Ave.	
	SHIFT Installation Costs	\$764,703		
	Battery Swapping Facility	\$369,750		
2023 Wayfinding	TO360 Program	\$161,500	Production and installation fall of 2023. Steer under contract	
Bike Share	Community Bike Parking Pilot	\$127,500	Dependent on TPA and the City coming to an arrangement on bike parking facilities. Looking like the earliest this may happen is Q3/Q4. Carry-forward monies is a possibility here.	
Bike Share	Bike Share Product Innovation	\$212,500	- Standards and drawings for hardscape stations (both solar and e-station) being developed by consultant (in consultation with SHIFT Transit and PBSC) and will be completed in Q2 2023. One hardscaped station to be installed at demo / trial by EOY. - On-street EV / E-bike combo to be installed by EOY.	

2023 STATUS DASHBOARD – ACQUISITIONS

Program	Value	Project Status / Recent Developments	Status Indicator
Ethennonnhawahstihnen Community Centre	\$4,900,965	• Mid April Substantial Completion • TPA Vendor fit out to be scheduled after Substantial (Pay equipment, Cellphone repeaters, Cameras, IT)	
St. Lawrence Market North	\$15,190,000	• Construction Ongoing. Substantial schedule for September 2023. • CoT Rep noted possible handover date at the end of 2023. There is a high risk handover will occur in 2024.	
CP221: Simcoe/St. Patrick	\$8,511,179 (not on 2023 CAPEX)	• Developer has recently notified TPA that Partial Occupancy will be obtained this year (ahead of schedule). • Garage will be ready for handover with Partial Occupancy.	

APPENDIXES – EV PROJECTS

Program	Task	Status	Schedule	Cost	Scope	Risk / Issues
EV	EV Site Assessments	Completed 2022	Completed - 2022	Completed - 2022	Completed - 2022	
EV	EV - WSP Consultation (Phase 1)					
EV	EV - WSP Task 1, 2, 3 (CP51,87,110) *THESL Coordination	Warranty	Completed - 2022	Completed - 2022	Completed - 2022	
EV	EV - WSP Task 5 (CP1,36,42,52,286)	Active	🟢 On Target	🟢 On Target	🟢 On Target	
EV	EV - WSP Task 4 (CP215,217,404,200)	Active	🟢 On Target	🟢 On Target	🟢 On Target	
EV	EV Construction - Phase 1, Task 1 (CP51,87,110)					
EV	EV - CP51 (Phase 1 - Day 1 opening)	Warranty	Completed - 2022	Completed - 2022	Completed - 2022	
EV	EV - CP51 (Phase 2 - Permanent power)	Active	⚠️ Caution	❌ Critical	⚠️ Caution	Permenant connection is dependent on Hydro procuring transformers currently scheduled for Q3 2023
EV	EV - CP51 (Civil)	Warranty	Completed - 2022	Completed - 2022	Completed - 2022	
EV	EV - CP87 (Phase 1 - Day 1 opening)	Warranty	Completed - 2022	Completed - 2022	Completed - 2022	
EV	EV - CP87 (Phase 2 - Permanent power)	Active	⚠️ Caution	❌ Critical	⚠️ Caution	Permenant connection is dependent on Hydro procuring transformers Q1 2023
EV	EV - CP110	Warranty	Completed - 2022	Completed - 2022	Completed - 2022	
EV	EV - CIMA Consultation (Phase 1)					
EV	EV - CIMA Task 1 (CP29,43,304)	Active	🟢 On Target	🟢 On Target	🟢 On Target	
EV	EV - CIMA Task 2 (CP13,96,150,261,655)	Active	🟢 On Target	🟢 On Target	🟢 On Target	
EV	EV - CIMA Task 3 (CP58,68,111,125)	Active	🟢 On Target	🟢 On Target	🟢 On Target	
EV	EV - CIMA Task 4 THESL Coordination	Active	🟢 On Target	🟢 On Target	🟢 On Target	
EV	EV - CIMA Task 5 Wayfinding and Signage CP13	Active	🟢 On Target	🟢 On Target	🟢 On Target	
EV	EV - CIMA Wayfinding and Signage CP34	Active	🟢 On Target	🟢 On Target	🟢 On Target	
EV	EV - CIMA Wayfinding and Signage CP36	Active	🟢 On Target	🟢 On Target	🟢 On Target	
EV	EV - CIMA Wayfinding and Signage CP262	Active	🟢 On Target	🟢 On Target	🟢 On Target	
EV	EV - CIMA Wayfinding and Signage CP286	Active	🟢 On Target	🟢 On Target	🟢 On Target	

APPENDIXES – EV PROJECTS CONTINUED

Program	Task	Status	Schedule	Cost	Scope	Risk / Issues
EV	EV Construction - Phase 1, Task 1 (CP29,43,304)					
EV	EV - CP29	Active	⚠ Caution	❌ Critical	⚠ Caution	signage change order has been approved. Painting awaiting approval
EV	EV - CP43	Active	⚠ Caution	❌ Critical	⚠ Caution	signage change order has been approved. Painting awaiting approval
EV	EV - CP304	Active	✅ On Target	✅ On Target	✅ On Target	
EV	EV Stall painting- CP 13	Active	✅ On Target	✅ On Target	✅ On Target	
EV	EV Stall painting - CP 34	Active	✅ On Target	✅ On Target	✅ On Target	
EV	EV Stall painting - CP 262	Active	✅ On Target	✅ On Target	✅ On Target	
EV	EV Stall painting - CP 286	Active	✅ On Target	✅ On Target	✅ On Target	
EV	EV Construction - THESL (CP13,34,36,262,286)					
EV	EV - CP13 - THESL	Active	✅ On Target	N/A	N/A	Protective barriers are to be installed by Hydro
EV	EV - CP34 - THESL	Active	✅ On Target	N/A	N/A	Protective barriers are to be installed by Hydro
EV	EV - CP36 - THESL	Active	✅ On Target	N/A	N/A	Protective barriers are to be installed by Hydro
EV	EV - CP262- THESL	Active	✅ On Target	N/A	N/A	Protective barriers are to be installed by Hydro
EV	EV - CP286- THESL	Active	✅ On Target	N/A	N/A	Protective barriers are to be installed by Hydro
EV	EV - WSP Consultation (Phase 2)					
EV	EV - WSP Task 1 - On Street Design Standard Proposal	Active	⚠ Caution	⚠ Caution	✅ On Target	Final draft is expected in Feb.
EV	EV - WSP Task 2 - CP231 Purlator	Completed 2022	Completed 2022	Completed 2022	Completed 2022	This has been completed.
EV	EV - WSP Task 3 - Workplan (CP78,170,183,853)	Active	✅ On Target	✅ On Target	✅ On Target	Tender has been issued. Construction timelines are dependent on TH
EV	EV - CIMA Consultation (Phase 2)					
EV	EV - CIMA Task 1 - Workplan (CP91,231,532,533)	Active	✅ On Target	✅ On Target	✅ On Target	Tender has been issued. Construction timelines are dependent on TH
EV	O'Connor on-street integrated EV design and construction	Active	✅ On Target	✅ On Target	✅ On Target	
EV	EV - CIMA Consultation (Phase 3)	Active	⚠ Caution	⚠ Caution	⚠ Caution	
EV	EV - WSP Consultation (Phase 3)	Active	⚠ Caution	⚠ Caution	⚠ Caution	
EV	EV - Stantec Consultation (Phase 3)	Not Started				

APPENDIXES – SOGR

Program	Task	Status	Schedule	Cost	Scope	Risk / Issues
SOGR	2022 BCAs - CP29, 42, 125, 150, 261, 286	Completed 2022	Completed 2022	Completed 2022	Completed 2022	
SOGR	2022 BCAs - CP13, 34, 43, 68, 404 - Synergy	Completed 2022	Completed 2022	Completed 2022	Completed 2022	Final invoice to be settled
SOGR	CP13 - Fire Alarm System Replacement - Design Review	Active	⚠ Caution	✓ On Target	✓ On Target	Work mostly completed, with comment on manual station ULC covers from MH yet to be addressed by Condo. Awaiting feedback.
SOGR	CP29 - Column Repair	Completed 2022	Completed 2022	Completed 2022	Completed 2022	Completed, waiting to pay holdback and close permit
SOGR	CP36 - Condition Assessment	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	CP36 - Priority Repairs	Active	✓ On Target	✓ On Target	✓ On Target	Ventilation shaft mobilization progressing. Quote received for additional repairs and slab scan and partial conduit replacement is accepted.
SOGR	CP36 - Ventilation Assessment	Active	✗ Critical	✓ On Target	✓ On Target	Potential delay in completion due to staff turnover at S&A.
SOGR	CP58 - Garage Restoration (Complete Concrete Restoration)	Active	✗ Critical	⚠ Caution	✓ On Target	Agreement sign off from hotel is required
SOGR	CP43 - Stairwell Rehabilitation - Consultant	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	CP43 - Stairwell Rehabilitation - Contractor	Active	✓ On Target	✓ On Target	✓ On Target	Concrete pour on Stairs G8 and S1 completed. Mobilization for the S2 access bridge canopy initiated.
SOGR	CP11 - Garage restoration - Sense	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	CP11 - Garage restoration - Restorers	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	CP68 - Stairwell Rehabilitation - Consultant	Active	⚠ Caution	✓ On Target	✓ On Target	
SOGR	CP68 - Stairwell Rehabilitation - Contractor	Active	⚠ Caution	✓ On Target	✓ On Target	Monitoring schedule. Contractor aiming for completion by end of March
SOGR	CP68 - HVAC (consultant + contractor)	Active	⚠ Caution	✓ On Target	✓ On Target	Longer than expected lead time for HVAC equipment. Delivery expected in July 2023, with installation to take 4-5 weeks after delivery.
SOGR	CP277 - Phase 1	Active	✓ On Target	✓ On Target	✓ On Target	Installation by week of Feb 27th
SOGR	CP673 - 2021 Demolition - Consultant	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	CP673 - 2021 Demolition - Contractor	Active	✓ On Target	⚠ Caution	✓ On Target	Both building along Eglinton demolished. BD to finalize agreement with neighbour at 603 Caledonia.
SOGR	2022 Surface Lot Condition Assessment	Active	⚠ Caution	✓ On Target	✓ On Target	38/66 reports received. Expected completion end of (March/April) tentative.
SOGR	2023 BCA Pkg.1 - CP 49, 96, 111, 139, 215 - MH	Active	✓ On Target	✓ On Target	✓ On Target	Site visit to CP96 and CP139 completed. Next two CP(111,49) scheduled in the week of March 13th.
SOGR	2023 BCA Pkg.2 - CP 26, 157, 171, 178 - Sense	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	Operations Facility Improvement (OCBA)	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	Emergency Generator Repairs - CP26, 29, 36, 42, 43 - Consultant	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	CP68 - Garage Restoration - Consultant	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	CP43 - Garage Modernization Phase 1 - Consultant	Active	⚠ Caution	✓ On Target	✓ On Target	
SOGR	CP286 - Garage Restoration - Consultant	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	Asset Management - Consultant	Active	✓ On Target	✓ On Target	✓ On Target	
SOGR	CP 400 10 Kingsdale	Not Started	N/A	N/A	N/A	
SOGR	CP36 CoT Condition Assessment	Not Started	N/A	N/A	N/A	
SOGR	CP58 - Garage Modernization	Not Started	N/A	N/A	N/A	
SOGR	Reimaging the Monitoring Station	Not Started	N/A	N/A	N/A	
SOGR	2023 Surface Lot Condition Assessment	Not Started	N/A	N/A	N/A	
SOGR	CP52 Building Condition Assessment	Not Started				
SOGR	CP11 Building Condition Assessment	Not Started				

APPENDIXES – JVS

Program	Task	Status	Schedule	Cost	Scope	Risk / Issues
JV	Acquisition - Bessarion Community Centre	Active	⚠ Caution			City stated substantial completion at end of 2022. PIAM visited site and City PM noted that schedule completion cannot be completed by end of 2022. BD (Mina) needs to obtain official response from City.
JV	Acquisition - St Lawrence Market North	Active	✅ On Target			Substantial Completion planned for July 14, 2023. BD(Mina) to sort out agreement/MOU with SLMN team. SLMN PM stated that any additional requests by TPA will need to be done between substantial performance and overall completion.
JV	HALL**	Not Started	N/A	N/A	N/A	
JV	JV CP212 CP227 363 Adelaide and 105 Spadina	Active	✅ On Target			
JV	JV CP 15 50 Cumberland St Redevelopment	Active	⚠ Caution			
JV	JV CP 221 121 St. Patrick St.	Active	✅ On Target			Substantial Completion planned for Q2 2024
JV	JV CP 12/CP 223 30 Alvin Ave	Active	⚠ Caution			
JV	JV CP 282 838 Broadview Avenue	Active	⚠ Caution			
JV	JV Etobicoke Civic Centre (ECC)	Active	⚠ Caution			Patricia/Mina overseeing coordination efforts

APPENDIXES – OTHER

Program	Task	Status	Schedule	Cost	Scope	Risk / Issues
	reconstruction at CP133)	Not Started	N/A	N/A	N/A	
	Wayfinding	Not Started	N/A	N/A	N/A	
	Sweeper Replacement	Not Started	N/A	N/A	N/A	
	Scrubber Replacement	Not Started	N/A	N/A	N/A	
	Green/EV the Fleet	Not Started	N/A	N/A	N/A	
	Health & Safety - Fire Stopping	Not Started	N/A	N/A	N/A	
	DG4 - Refurbishment to Accept 2027 CC	Not Started	N/A	N/A	N/A	
	DG4 - Replacement	Not Started	N/A	N/A	N/A	
	CP58 - Retaining Wall	Not Started	N/A	N/A	N/A	No Budget for this in 2023 capex
	Purolator Installations X 4 (design, electrical, civil improvements)	Cancelled				
	15 Cliveden Demo and Surface Lot Expansion (Demo in 2023, Expansion in 2024) -Planning work to start in Q1 2023 using planning roster of consultants	Active	On Target	On Target	On Target	
	Development of Green P Facility Standards (joint project with Ops and BD)	Cancelled				
	Parking Management System Modernization	Not Started	N/A	N/A	N/A	
	Reimaging the Monitoring Station	Active	On Target			
	2023 Surface Lot Condition Assessment	Not Started	N/A	N/A	N/A	
	EV Fast Charging Station Prototype - Design Competition?	Not Started	N/A	N/A	N/A	
	Digital Payments Solution: Mobile App, Reservations, Monthly Permits, Fastrack, BST & EV Integration	Not Started	N/A	N/A	N/A	
	TPA website redesign with integrated e-commerce. Scope includes customer research, UX/UI, build, and Content Management System (CMS)	Not Started	N/A	N/A	N/A	
	construction	Not Started	N/A	N/A	N/A	
	CP277 Site Plan Application and Potential Improvements	Not Started	N/A	N/A	N/A	
	Innovation Hubs X 2 (project requires definition)	Not Started	N/A	N/A	N/A	
	EV Charging Data and Financials Integration	Not Started	N/A	N/A	N/A	
	Electrification Bike Share	Active	On Target			
	Safety - CCTV Camera Project	Active	Caution			
	Bike Share Equipment Purchase	Active	On Target			
	Station Refurbishment	Not Started	N/A	N/A	N/A	
	SHIFT Installation Costs	Not Started	N/A	N/A	N/A	
	Wayfinding Bike Share	Not Started	N/A	N/A	N/A	
	Battery Swapping Program + Facility	Not Started	N/A	N/A	N/A	
	Community Bike Parking Pilot	Not Started	N/A	N/A	N/A	
	Bike Share Product Innovation	Not Started	N/A	N/A	N/A	
	Commissioning agent for new JVs	Active	Caution	On Target	On Target	
	Renaming of Dundas Street	Not Started	N/A	N/A	N/A	
	Engineering Services	Active	Caution	Caution	N/A	
	EV Purchase from THESL for 47 On-Street in Q2 2023	Active	On Target	On Target	On Target	
	Pay and Display	Active	On Target	On Target	On Target	
	BIKE SHARE EXPANSION - OMCC + MUNICIPAL	Active	On Target	On Target	On Target	
	4 Year Bike Share Expansion	Active	On Target	On Target	On Target	
	LTE Upgrade	Not Started	N/A	N/A	N/A	
	Bike Share Equipment Purchase	Active	On Target	On Target	On Target	
	CP52 Garage Major Repairs	Not Started	N/A	N/A	N/A	
	LPR / Pay-By-Plate Project	Active	On Target			
	"Security Projects (CCTV, Access Control	Not Started	N/A	N/A	N/A	
	"Mobile Equipment -Mobile equip,small eq	Not Started	N/A	N/A	N/A	
	Fleet Vehicles for Operations-Fleet Vehi	Not Started	N/A	N/A	N/A	
	Wayfinding - standardization	Not Started	N/A	N/A	N/A	
	End user equipment refresh	Not Started	N/A	N/A	N/A	
	Mobile Communications and Network Equip	Not Started	N/A	N/A	N/A	
	Network Security Monitoring Appliance/Se	Not Started	N/A	N/A	N/A	
	Network switches	Not Started	N/A	N/A	N/A	