



REPORT FOR ACTION

Contract Award – 2024-CS-CP404-C10 System Operations Centre (SOC) Development

Date: September 24, 2024

To: Board of Directors, Toronto Parking Authority

From: President, Toronto Parking Authority

Wards: Willowdale – Ward 18

SUMMARY

The purpose of this paper is to seek approval from the Toronto Parking Authority (TPA) Board of Directors to award a contract for detailed design, consulting, and construction planning for the Systems Operations Centre (SOC) at 95 Beecroft Road (Car Park 404). The contract, valued at \$522,500 with a \$175,000 contingency allowance, totals \$697,500 (excluding HST).

The Toronto Parking Authority (TPA) is committed to a culture that embraces the core principles of choice, ease and speed, fostering a customer-centric culture that enhances the customer experience while strengthening brand relevance and loyalty. Our strategy focuses on optimizing every touchpoint throughout the customer journey. By integrating our customer service, operations, and maintenance functions across all business channels and operating platforms into a SOC, we aim to deliver seamless, intuitive, and efficient services. Our goal is to proactively engage customers and address issues in ways that foster long-term relationships while improving operational efficiency across all platforms. The SOC is a key element of TPA's broader strategy to create a connected and highly efficient customer experience.

The SOC is also aligned with the TPA's Enterprise Risk Management (ERM) profile, addressing potential risks associated with internal scalability. It will ensure that internal processes and systems align with TPA's strategic priorities and enhance the organization's ability to effectively support its operations.

The SOC will be located at the current monitoring station at 95 Beecroft Road, a 5-storey garage with 5,500 square feet of office space. However, the outdated layout and technology within the monitoring station limits the TPA's ability to meet modern standards for communication, situational awareness, and operational responsiveness necessitating the SOC's modernization.

The project will follow a three-phase approach: Phase One (1) involves detailed design, consulting, and construction planning; Phase Two (2) covers facility construction to meet current codes and industry standards; and Phase Three (3) focuses on software

integration and implementation for business transformation. The total project cost is estimated at \$6.9 million. After Phase 1 is completed and assessed, approvals for Phases 2 and 3 will be sought from the TPA Board of Directors.

A competitive procurement process for Phase 1 resulted in three compliant proposals. Based on bid compliance, pricing, ability to meet deadlines, project history, proponents reference interviews, TPA recommends awarding the contract for the SOC Development to Barry Bryan Associates.

RECOMMENDATIONS

The President, Toronto Parking Authority recommends that:

The Toronto Parking Authority Board of Directors provides authority to the President, Toronto Parking Authority, to award consulting services for the 2024-CS-CP404-C10 SOC Development at 95 Beecroft Road (CP 404) to Barry Bryan Associates, having submitted the most compliant bid and meeting all specifications in conformance with the Construction Tender requirements, in the amount of \$522,500 in base scope, plus \$175,000 as a contingency allowance, being the sum total of \$697,500 excluding Harmonized Sales Tax (HST).

FINANCIAL IMPACT

The amount to award the construction contract for the 2024-CS-CP404-C10 SOC Development at 95 Beecroft Road (CP 404), is \$522,500 in base scope, plus \$175,000 as a contingency allowance, being the total of \$697,500 excluding Harmonized Sales Tax (HST).

Funding for this work is available in the approved TPA 2024 Capital Budget, TPA908970-1, CPK463-08 Internal Order 700454.

DECISION HISTORY

N/A

COMMENTS

The Toronto Parking Authority (TPA) currently operates a monitoring station at 95 Beecroft Road, housed in a 5-storey garage built in 1985, with approximately 5,500 square feet of office space on the second level. This monitoring station serves as a customer service hub, overseeing more than 300 parking facilities and 20,000 on-street parking stalls.

However, the current facility faces significant challenges. Its outdated technology, limited space, and inefficient layout fall short of standards for communication and situational awareness, diminishing its effectiveness as a modern operations center. Furthermore, the facility lacks the capacity to integrate customer-facing operational and maintenance platforms, resulting in fractured, reactive, and inefficient processes that negatively impact the customer experience. Additionally, the facility is not equipped to support the seamless integration of services like Parking Enforcement, Bike Share and EV charging, all of which are essential to the growth of our business. Upgrading the facility is critical to delivering intuitive, efficient services and driving sustainable business growth.

The TPA is dedicated to building a customer-centric culture with the central tenants of choice, ease and speed, enhancing the overall customer experience while strengthening brand relevance and loyalty. Our strategic approach revolves around optimizing all interaction customers have with our services, ensuring that each touchpoint in their journey is smooth, efficient, and responsive.

By integrating customer service, operations, and maintenance functions across all business channels; On and Off-Street parking, Parking Enforcement, Bike Share and EV Charging into a seamlessly integrated System Operations Centre (SOC), we aim to create a more cohesive and streamlined service offering. The SOC will enable us to deliver seamless, intuitive, and efficient services by centralizing key customer service functions, parking revenue and control systems (PARCS), maintenance, and operations and improving real-time communication and situational awareness. This level of integration allows us to better anticipate and address customer needs, enhancing our ability to provide proactive, rather than reactive, support.

Moreover, the SOC will play a crucial role in fostering long-term relationships with customers. By responding to issues more effectively and efficiently, we can resolve problems before they escalate, improving customer satisfaction and loyalty. The data and insights gathered through the SOC will also allow us to continually refine and personalize our services, ensuring that we meet evolving customer expectations. In addition to improving the customer experience, the SOC will enhance TPA's operational efficiency across all platforms. By consolidating resources and processes, we can reduce redundancies, streamline workflows, and more efficiently utilize our assets and resources.

Ultimately, the SOC is a cornerstone of TPA's broader strategy to create a more connected and efficient operation, aligning with our long-term goals of delivering exceptional service, fostering customer loyalty, and driving sustainable growth. It is through this integrated approach that we will continue to enhance both the customer experience and the effectiveness of our internal operations, ensuring that we remain at the forefront of urban mobility solutions.

Additionally, the TPA's 2024 Enterprise Risk Management (ERM) profile has identified Internal Scalability as one of our top 10 risks. This risk highlights the potential for underdeveloped internal processes, systems, and skillsets that are misaligned with TPA's strategic priorities, which could hinder the organization's ability to adequately support and operate the business. A modern SOC, with integrated and synchronized

processes and operating platforms, will significantly improve the customer experience, optimize resource use, and ensure that internal operations are aligned with TPA's strategic objectives. This alignment will not only enhance operational efficiency but also support the sustainable growth of the business.

The project will follow a three-phase approach. Phase One (1) involves design and consulting services for the expansion and modernization of the existing monitoring centre, including renovations to the surrounding office area to develop a SOC. This will expand the SOC to meet current codes and standards, incorporating ESG principles like energy-efficient processes. The design aims to create a functional space for TPA staff to monitor parking facilities, PARCS, provide customer service, manage, and maintain operations. It will also future-proof the space for the growing EV Charging program, Bike Share program, and other services. Phase Two (2) covers facility construction and renovation upgrades to meet current codes and industry standards. Phase Three (3) is dedicated to the integration and implementation of software systems. It is anticipated this phase will include:

- System Integration: Ensuring that all software components work seamlessly together, including both new and existing systems.
- Data Migration: Transferring data from old systems to new ones, ensuring data integrity and minimal downtime.
- Software Installation: Installing necessary software applications and tools across all relevant devices and platforms.
- Configuration: Customizing software settings to meet the specific needs and workflows of the organization.
- Testing: Conducting thorough testing to identify and resolve any issues before full deployment. This includes unit testing, system testing, and user acceptance testing (UAT).
- Training: Providing training sessions and resources for staff to ensure they are proficient in using the new software.
- Documentation: Creating detailed documentation for the software, including user manuals, technical guides, and troubleshooting procedures.
- Support and Maintenance: Establishing ongoing support and maintenance plans to address any future issues and ensure the software remains up-to-date.

The total project cost is estimated at \$6.9 million. After Phase 1 is completed and assessed, approvals for Phases 2 and 3 will be sought from the Board of Directors.

TPA retained AECOM Canada Ltd. on June 21, 2023, for consulting services needed to carry out a Needs Assessment for the SOC development project. The Needs Assessment aided TPA to refine the requirements of the SOC development project. Based on AECOM Canada Ltd. Needs Assessment report, TPA proceeded to develop an RFP package for consultant services including pre-design, design, tender, construction review and contract administration.

TPA completed a competitive procurement process, with the Request for Proposal (RFP) package issued on MERX on July 2, 2024, with three (3) compliant bids received upon tender close on August 20, 2024.

All bid submissions were evaluated by a panel of TPA staff. A summary of costs for the base scope can be seen in Table 1.

Table 1: Summary of Bids Received (2024-CS-CP404-C10 SOC Development at 95 Beecroft Road (CP 404))

Rank	Proponent	Base Bid (A)
1	Barry Bryan Associates	\$ 524,500.00
2	Paul Didur Architect Inc. <i>(Did not pass Phase 2 of Evaluation)</i>	\$ 334,600.00
3	WSP Canada Inc.	\$ 1,037,107.50

The grading criteria in Table 2 was defined in the RFP and the technical scoring was completed by the TPA evaluation team.

Table 2: Evaluation Results

	Company	Phase 1: Mandatory Submission Requirements	Phase 2: Technical Submission Score (Out of 85)	Phase 2: Technical Submission Result	Phase 3: Financial Costs Score (Out of 15)	Total Score (Out of 100)
1	Barry Bryan Associates	Passed	63.6	Passed	11.87	75.47
2	WSP Canada Inc.	Passed	62.92	Passed	10.61	73.53
3	Paul Didur Architect Inc.	Passed	34.45	Did not pass	15.63	50.08

TPA is recommending that the contract of consulting work for 2024-CS-CP404-C10 SOC Development at 95 Beecroft Road (CP404) be awarded to Barry Bryan Associates. This recommendation is guided by the fee quoted, technical capabilities of the consultants, conformance to submission requirements, relevance of sample projects provided, feedback received during reference check interviews, and acceptance of the terms and conditions noted in the RFP. Should TPA Board of Directors adopt the recommendations in this report, TPA will notify the consultants and proceed to the contract execution stage. Project initiation is expected by the last week of November 2024.

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SIGNATURE

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