



REPORT FOR ACTION CONTRACT AWARD

Contract Award – 2026-CON-CP404-C10 Systems Operations Centre (SOC) Construction

Date: May 5, 2026

To: Board of Directors, Toronto Parking Authority

From: President, Toronto Parking Authority

Wards: Ward 18 (Willowdale)

SUMMARY

The purpose of this paper is to seek authorization from the Board of Directors, Toronto Parking Authority (TPA), to proceed with Phase Two (2) of the Systems Operations Centre (SOC) Construction at 95 Beecroft Road (Car Park 404). Specifically, this report requests authorization to:

- Award a construction contract for the SOC construction with a value of \$5,344,982.72 (excluding HST); and
- Amend the existing consulting services contract with Barry Bryan Associates (BBA) by increasing the approved value to \$847,500 (excluding HST) to support expanded construction phase services.

The TPA is committed to delivering choice, ease, and speed through a customer-centric approach that enhances experience, brand relevance, and loyalty. By integrating customer service, operations, and maintenance across all channels into a centralized SOC, TPA aims to deliver seamless, intuitive, and efficient services. This approach enables proactive customer engagement, improves operational efficiency, and supports a connected, high-quality customer experience across all platforms.

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. Additionally, it will future proof the operation providing the ability to absorb additional lines of business and new workflows.

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 However, the outdated layout and technology within the monitoring station limits the TPA's ability to meet modern standards for communication, situational awareness, and operational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 is following a three-phase approach: Phase One (1) is complete and involved detailed design, consulting, and construction planning; Phase Two (2), currently underway and the purpose of this paper, covers facility construction to meet current codes and industry standards; and the upcoming Phase Three (3) will focus on software integration and implementation for business transformation.

Phase Two (2) construction will upgrade the existing monitoring facility into a SOC that can support 24/7 mission-critical operations. The work includes interior renovations and improvements to electrical, data, communications, HVAC, and building systems to support continuous use, specialized equipment, energy efficiency, and reliable operations. The project will also improve acoustics, lighting, finishes, ergonomics, security, and access control. Construction will be phased, with temporary measures in place to maintain uninterrupted operations and customer service during the construction.

A competitive procurement process was completed for Phase Two (2), including pre-qualification and a Request for Tender process. Two pre-qualified contractors submitted compliant bids. Based on bid compliance, pricing, schedule, and relevant experience with complex renovations in occupied and secure facilities, TPA recommends awarding the construction contract to Koler Builders Inc. for \$5,344,982.72, excluding HST.

To support construction delivery, the consulting services contract with BBA will require an amendment to account for added coordination, extended construction duration, and enhanced contract administration. This will increase the consulting services contract by \$150,000 to a total value of \$847,500 (excluding HST).

Board approval of the recommended contract award and consulting amendment is required to maintain project momentum, ensure continuity of critical monitoring operations, and deliver a modernized SOC that supports TPA's operational, customer service, and strategic objectives.

RECOMMENDATIONS

The President, Toronto Parking Authority recommends that:

1. The Toronto Parking Authority Board of Directors provide authority to the President, Toronto Parking Authority, to award the Systems Operations Centre (SOC) Construction contract at 95 Beecroft Road. (Car Park 404), Contract No. 2026-CON-CP404-C10, to Koler Builders Inc. for a total of \$4,454,982.72 in base scope, plus

\$890,000 in contingency allowance, being the sum total of \$5,344,982.72 excluding Harmonized Sales Tax (HST).

2. The Toronto Parking Authority Board of Directors provide authority to the President, Toronto Parking Authority, to amend the approved consulting services contract value with Barry Bryan Associates for the Systems Operations Centre (SOC) Development, Project No. 2024-CS-CP404-C10, by increasing the current approved value by \$150,000 in additional consulting fees being the sum total of \$847,500 excluding Harmonized Sales Tax (HST).

FINANCIAL IMPACT

The amount to award the construction contract for the project 2026-CON-CP404-C10 – Systems Operations Centre (SOC) Construction at 95 Beecroft Road (Car Park 404) is \$4,454,982.72 in base scope, plus \$890,000 in contingency allowance, being the sum total of \$5,344,982.72 excluding Harmonized Sales Tax (HST).

The amount to amend the consulting services contract for the project 2024-CS-CP404-C10 – Systems Operations Centre (SOC) at 95 Beecroft Road (Car Park 404) is \$150,000 in additional consulting fees for total approved consulting services contract value of \$847,500 excluding Harmonized Sales Tax (HST).

Funding for this work is available in the approved TPA 2026 Capital Budget, TPA908970-1, CPK463-08 Internal Order 700454.

CALL SUMMARY

On February 3, 2026, Toronto Parking Authority (TPA) issued a Request for Supplier Qualification (RFSQ) for contracting services through an open invitation on MERX.

The RFSQ closed on February 24, 2026, with fourteen (14) submissions received. Five (5) proposals met all Stage 1 - Mandatory Submissions Requirements and moved on to the Stage 2 - Technical Evaluation which included technical scoring of evaluated criteria. Proposals were evaluated by an evaluation panel composed of TPA staff, BBA (Project Consultant) and Daniel Johnson Architects (TPA's architectural and structural peer reviewer). A minimum technical score of 75% was required to pass Stage 2 and become prequalified. Two (2) proponents, BDA Inc. (BDA) and Koler Construction Inc. (Koler), successfully met this threshold.

On March 24, 2026, TPA issued a Request for Tender (RFT) for Monitoring Centre Renovations to the two prequalified contractors. Two bids were received by the tender close on April 22, 2026 and were reviewed by TPA and BBA. A summary of the bids submitted can be seen in Table 1.

Table 1: Summary of Bids Received (2025-CON-CP404-C10 – Monitoring Centre Renovations at 95 Beecroft Road)

Rank	Proponent	Base Bid (A)
1	Koler Construction Inc.	\$4,454,982.72
2	BDA Inc.	\$5,112,036.00

Based on the submission of a compliant bid, the bid price, ability to complete the work in the prescribed time and conformance to the tender requirements, TPA is recommending that the contract of work for 2026-CON-CP404-C10 –Systems Operations Centre (SOC) Construction at 95 Beecroft Road be awarded to Koler Construction Inc., who submitted the lowest compliant bid.

Subject to Board approval, construction is anticipated to start in July 2026 and be completed for Q3 2027.

DECISION HISTORY

At its meeting on October 18, 2024, the Toronto Parking Authority Board of Directors approved Item PA11.7 - Contract Award - 2024-CS-CP404-C10 Systems Operations Centre (SOC) Development.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.PA11.7>

COMMENTS

The Toronto Parking Authority (TPA) currently operates a monitoring centre 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 centre serves as a customer service hub, overseeing more than 300 parking facilities and 20,000 on-street parking stalls.

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 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 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 SOC project is being delivered through a three-phase approach. Phase One (1), Design, was completed between Q2 2024 and Q1 2026 and advanced the planning and design work required to define the future-state facility. Phase Two (2), Construction is currently underway and is the subject of this Board report. This phase will deliver the construction required to modernize the facility and align it with current industry

standards. Phase Three (3), System Integration and Implementation, will address the integration and deployment of software systems required to support the future SOC operating model. Board approval for Phase Three (3) will be sought separately while Phase Two (2) is being completed.

For Phase One (1), TPA retained Barry Bryan Associates (BBA) in November 2024 to provide consulting services for the SOC project, including design, tendering, construction review, and contract administration. Through a comprehensive design process, BBA translated TPA's vision for an integrated, customer-centric operations model into a facility design that reflects TPA's operational requirements. The design was informed by detailed input from TPA's operational teams and includes monitoring station layouts that improve operator ergonomics, situational awareness, communication, and rapid response in a 24/7 operating environment.

Workstation configurations were developed to provide clear sightlines to critical monitors and shared information displays. The overall layout also supports future scalability across TPA's evolving business areas, including Parking Enforcement, Bike Share, EV Charging, and emerging mobility services, through flexible workstation zones, adaptable technology infrastructure, and space allowances for future growth. In alignment with TPA's ESG and sustainability commitments, the design includes energy-efficient systems, building envelope upgrades, acoustic improvements, and material selections intended to reduce environmental impact while improving long-term operational performance. Collectively, these design elements will create a modern SOC that strengthens real-time monitoring, supports cross-functional collaboration, and positions TPA to meet both current and future operational needs.

For Phase Two (2), TPA is establishing a temporary SOC to ensure uninterrupted service delivery during construction of the new SOC. The temporary SOC will support core monitoring, customer service, and operational functions throughout the construction period. It is being designed and implemented to maintain 24/7 operational coverage, preserve situational awareness, and ensure continuity across all business lines.

In addition to supporting day-to-day operations, the temporary facility will serve as a training and transition environment, allowing staff to become familiar with new SOC processes, technologies, and integrated workflows before the permanent facility becomes operational. This interim solution reduces the operational risk associated with renovating an occupied, mission-critical facility. It will allow TPA to maintain service levels, responsiveness, and customer experience throughout construction, while supporting a smooth transition to the new permanent SOC upon project completion.

To deliver Phase Two (2) the SOC Construction and reduce risk, TPA completed a Request for Supplier Qualifications (RFSQ) process to identify contractors with the required technical capability, capacity, and experience to deliver a complex renovation in a mission-critical facility.

The process evaluated submissions based on relevant project experience, health and safety performance, financial stability, and the ability to meet schedule and quality

requirements. Only contractors that met TPA's qualification criteria were invited to participate in the subsequent competitive bidding process. This approach supported a fair and transparent procurement process and provided greater confidence in the successful delivery of the construction phase.

The RFSQ closed on February 24, 2026, with fourteen submissions received. Submissions were reviewed by an evaluation panel consisting of TPA staff, BBA as the project consultant, and Daniel Johnson Architects as TPA's architectural and structural peer reviewer. A minimum technical score of 75% was required to achieve prequalification.

Two proponents, BDA Inc. and Koler Construction Inc., met the required threshold and were prequalified to proceed to the bidding stage.

On March 24, 2026, TPA issued a RFT for Phase Two (2) the SOC Construction to the two prequalified contractors. Both proponents submitted bids by the tender closing date of April 22, 2026. The submissions were subsequently reviewed by TPA, with technical and pricing support from BBA, in accordance with established procurement and evaluation procedures. Based on bid compliance, price, schedule capability, and conformance with tender requirements, TPA recommends awarding Contract 2026-CON-CP404-C10 Phase Two (2) the SOC Construction at 95 Beecroft Road to Koler Construction Inc., the lowest compliant bidder.

The Phase Two (2) the SOC Construction project represents a significant investment in TPA's operational infrastructure and service delivery capabilities. Completion of the project will position TPA to better support current operations, accommodate future growth, mitigate enterprise risks, and continue delivering reliable, efficient, and customer focused mobility services across the city.

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SIGNATURE

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