



REPORT FOR ACTION CONTRACT AWARD

RFT-OPS2026-01 Wayfinding Modernization Program - Fabrication and Installation Contract Awards

Date: July 9, 2026

To: Board of Directors of the Toronto Parking Authority

From: President, Toronto Parking Authority

Wards: 9,10,11,12,13 and 18

SUMMARY

The purpose of this report is to seek approval from the Board of Directors of the Toronto Parking Authority (TPA) to award two contracts not to exceed \$1,442,041.09 exclusive of Harmonized Sales Tax (HST) for the fabrication and installation of wayfinding and signage improvements at five (5) Green P garage facilities as part of the 2026 phase of TPA's multi-year Wayfinding Modernization Program.

The recommended contract awards are as follows:

1. Philcan Group Inc. (Philcan Group) — fabrication and installation of wayfinding and signage solutions at Car Park 261 located at 45 Abell Street (CP 261), Car Park 26 located at 33 Queen Street East (CP 26), and Car Park 42 located at 91 Via Italia (CP 42).
2. 1700122 Ontario Inc., operating as Sign Network Architectural Products (Sign Network) — fabrication and installation of wayfinding and signage solutions at Car Parks 34 located at 20 Dundas Square (CP 34), and Car Park 286 located at 51 Dockside Drive (CP 286).

TPA's wayfinding modernization program supports its broader mission of delivering a seamless, intuitive, and customer-focused mobility experience across Toronto. Many existing garage facilities rely on legacy signage that no longer reflects the complexity of current operations, including multiple products, services, payment options, and mobility connections. Modernized wayfinding is intended to improve clarity, consistency, safety, accessibility, and customer confidence throughout the full parking garage or lot journey.

Customer research completed in 2023 confirmed that, while Green P garages are viewed as convenient, well-located, and recognizable, there are opportunities to improve perceptions of safety, service visibility, parking clarity, and payment navigation. Since launching the program in 2021, TPA has implemented complete wayfinding solutions at seven garages, refining the approach with design partner Steer Davies

Gleave North America Inc. (Steer). This phase proposes new wayfinding installations at five facilities — CP 261, CP 26, CP 34, CP 42, and CP 286 — as part of a broader multi-year modernization plan running from 2026 to 2031.

Continued investment in wayfinding will strengthen the Green P customer experience, improve operational efficiency, support accessibility, and reinforce brand consistency across the network. TPA will also continue aligning this work with broader City initiatives, including the TO360 Wayfinding Planning, Design and Cartographic Consultant Services procurement.

RECOMMENDATIONS

The President, Toronto Parking Authority recommends that the Board of Directors of the Toronto Parking Authority:

1. Award a contract for the fabrication and installation of wayfinding and signage solutions at CP 261, CP 26 and CP 42 in the amount of \$650,405.79 plus a 15% contingency allowance of \$97,560.87 to Philcan Group Inc. for a total amount not to exceed \$747,966.66 exclusive of Harmonized Sales Tax (HST).
2. Award a contract for the fabrication and installation of wayfinding and signage solutions at CP 34 and CP 286 in the amount of \$603,542.98 plus a 15% contingency allowance of \$90,531.45 to Sign Network Architectural Products for a total amount not to exceed \$694,074.43 exclusive of HST.

FINANCIAL IMPACT

The total value of the recommended awards is \$1,442,041.09, exclusive of HST, including a 15% contingency allowance for each contract. Funding for this work is included in TPA's approved 2026-2028 Capital Budget under the Wayfinding Modernization Program. This approval is limited to the five (5) 2026 installation projects identified in Table 1 - Recommended Award Values by Facility below and does not authorize future phases of the program.

The broader Wayfinding Modernization Program is forecast at approximately \$4.9 million over six years and is reflected in TPA's 10-Year Capital Plan. Future phases will be subject to approved budgets, applicable procurement processes, and any required Board approvals.

Table 1 - Recommended Award Values by Facility

Garage	Vendor	Fabrication & Installation	Contingency 15 %	Total
CP 261	Philcan Group	\$146,922.82	\$22,038.42	\$168,961.24
CP 26	Philcan Group	\$369,604.06	\$55,440.61	\$425,044.67
CP 42	Philcan Group	\$133,878.91	\$20,081.84	\$153,960.75
CP 34	Sign Network	\$342,455.05	\$51,368.26	\$393,823.31
CP 286	Sign Network	\$261,087.93	\$39,163.19	\$300,251.12
Total		\$1,253,948.77	\$188,092.32	\$1,442,041.09

CALL SUMMARY

RFT OPS2026-01 was issued on MERX on March 30, 2026 and closed on May 22, 2026. Three qualified bids were received and advanced for financial evaluation (see Table 2 - Summary of Evaluated Bid Prices). The RFT included a pre-established award condition that no vendor would be awarded more than three of the five installations. This condition was included to reduce delivery risk, avoid full reliance on a single supplier, support parallel implementation across multiple sites, and confirm that successful vendors had sufficient capacity to meet TPA's 2026 delivery requirements.

Based on the bid prices received and the RFT award condition, the recommended awards to Philcan Group for CP 261, CP 26 and CP 42, and to Sign Network, for CP 34 and CP 286, represent the lowest-cost compliant award combination available under the conditions of the RFT.

The application of the three-site award cap results in an estimated cost premium of approximately \$233,929 before contingency, or \$269,018 including contingency, compared with the lowest site-specific bid combination. This premium is recommended to reduce single-supplier reliance, support parallel delivery, and mitigate vendor capacity and schedule risk during the 2026 work program.

Table 2 - Summary of Evaluated Bid Prices

Vendor	CP 261	CP 26	CP 34	CP 42	CP 286
Almon Equipment	\$269,680.00	\$557,905.00	\$367,270.00	\$255,555.00	\$294,400.00
Philcan Group	\$146,922.82	\$369,604.06	\$224,602.68	\$133,878.91	\$145,011.31
Sign Network	\$334,085.00	\$839,816.35	\$342,455.05	\$318,567.88	\$261,087.93

DECISION HISTORY

At its meeting on September 9, 2021, the City of Toronto, Bid Award Panel, granted authority to award the contract to Steer Davies Gleave North America Inc., for the supply of wayfinding planning, design and cartographic consultant services, as and when required by various City Divisions and Public Bodies from the date of contract award to December 31, 2021, with the option to renew for up to four (4) additional one (1) year option terms.

<https://secure.toronto.ca/council/agenda-item.do?item=2021.BA152.7>

At its meeting on July 19, 2021, the Board of Directors of Toronto Parking Authority approved Item PA25.13 - Wayfinding and Signage at Toronto Parking Authority Car Parks.

<https://secure.toronto.ca/council/agenda-item.do?item=2021.PA25.13>

COMMENTS

TPA's vision is to reimagine how Toronto moves by delivering a seamless mobility experience built on choice, ease, and speed. That experience begins well before customers reach their destination and extends across TPA's broader portfolio, including Green P parking, Bike Share Toronto, EV charging, digital payment platforms, and connections to transit, local businesses, and civic destinations.

Within this broader mobility network, clear and consistent wayfinding plays a critical role in creating a unified customer experience. In a parking garage, wayfinding transforms a complex, enclosed environment into one that feels intuitive, safe, and easy to navigate. Clear signage helps customers enter, park, pay, charge, access Bike Share and other last-mile options, and exit with confidence. It also strengthens the connection between TPA facilities and the surrounding public realm by helping customers move smoothly between parking, EV charging, Bike Share stations, sidewalks, nearby destinations, and other transportation choices.

Many TPA assets are currently equipped with legacy and obsolete wayfinding and signage systems that no longer reflect how these facilities are used. Previous installations were designed primarily for traditional parking operations and did not anticipate the evolution of TPA's business into a broader mobility network that now includes parking, EV charging, Bike Share Toronto, digital payment options, pedestrian connections, and other last-mile transportation services.

As TPA facilities increasingly function as multimodal hubs, clear and modern wayfinding is essential to support safe, intuitive, and efficient movement through these spaces. Customers must be able to distinguish easily between parking areas, EV charging stalls, payment locations, pedestrian exits, elevators, bike share connections, and emergency routes. Poor or outdated signage can create confusion, increase circulation conflicts between vehicles, cyclists, pedestrians, and service providers, and weaken the customers' sense of safety and confidence within the facility.

In 2023, TPA engaged Research Strategy Group (RSG) to segment parking customers based on their needs and expectations for paid parking in Toronto. The report produced

by RSG in December 2023 and subsequent Customer Satisfaction Surveys highlighted opportunities to improve customer navigation, safety, and service awareness. While Green P garages outperform competitors in overall satisfaction (81% vs. 68%), only 23% of customers associate them with being safe, 19% with clearly marked parking spaces, and 14% with clear parking information. Research also found that safety is a key driver of satisfaction and that many EV-focused customers do not readily associate Green P with EV charging services. These findings support the need for modernized wayfinding and signage to improve navigation, increase awareness of available services, enhance perceptions of safety, and create a more consistent customer experience.

Modernized wayfinding delivers benefits across the full customer journey by making Green P garages easier to understand, navigate, and use. Clear and consistent signage improves the customer experience by presenting information in a more intuitive and accessible manner, helping customers move through facilities with greater confidence and independence. The development of signage products, information design, and materials under the program will also support compliance with applicable Accessibility for Ontarians with Disabilities Act (AODA) requirements.

Improved wayfinding also enhances safety and operational efficiency by reducing confusion in busy, multimodal environments and guiding customers along clear, direct, and secure routes. It helps customers more easily locate parking areas, payment options, EV charging, elevators, exits, Bike Share connections, and nearby destinations, while reducing the time spent driving or walking through a facility. At the same time, a consistent signage system reinforces Green P's brand identity and strengthens customer recognition, confidence, and trust across TPA's mobility network.

Recognizing these factors, TPA launched a wayfinding and navigation program in 2021 to modernize vehicular and pedestrian signage across key parking assets. Since then, complete wayfinding solutions have been implemented at seven existing and new garages. Each rollout has helped refine the Green P approach in partnership with Steer, improving how customers move through garages and how those facilities connect with the surrounding public realm.

In 2025, building on the projects completed since 2021, TPA developed a more comprehensive program to modernize wayfinding and signage across the balance of its garage portfolio. The program will be delivered through the modernization plan and individual facility state of good repair (SOGR) projects. The modernization plan is scheduled in six annual phases from 2026 to 2031, with each location requiring a tailored approach to design, fabrication, and installation. Delivery of the program is forecast at approximately \$4.9 million and is reflected in TPA's 10-year capital expense plan.

The design packages for the proposed installations were completed by Steer, which has provided wayfinding design consulting services to TPA and various City of Toronto divisions and agencies since 2017. The 2025 design work was completed under the terms of the 2021 Bid Award Panel authority for wayfinding planning, design, and cartographic consultant services, as and when required by various City Divisions and Agencies, including TPA.

For future design consulting services, TPA is participating in the City of Toronto's RFP for TO360 Wayfinding Planning, Design and Cartographic Consultant Services (Doc5585514930). TPA will seek Board approval at a later date for the contract award to the successful proponent.

The 2026 installation phase proposes the installation of new solutions at the following TPA facilities:

- CP 261 - 45 Abell Street
- CP 26 – 33 Queen Street E.
- CP 34 – 20 Dundas Square
- CP 42 – 91 Via Italia
- CP 286 – 51 Dockside Drive

The proposed sites were selected based on each facility's profile, as well as the age and condition of its existing wayfinding program. Each location has a legacy wayfinding system and presents a distinct opportunity to improve customer navigation and support broader facility objectives. CP 34 and CP 26 are among TPA's five (5) highest-revenue facilities and play an important role in supporting travel to high-profile destinations, including Sankofa Square and St. Michael's Hospital. CP 261 and CP 286 provide opportunities to better integrate garage operations with adjacent joint venture partners, including George Brown College and Edge on Triangle Park condominium development. CP 42 offers an opportunity to refresh the customer experience alongside recent service upgrades, including new EV charging infrastructure and energy-efficient LED lighting upgrades.

The primary risks associated with this award are delivery, cost, procurement, operational disruption, accessibility, and reputational risk. Delivery risk will be mitigated through the use of two vendors, which supports parallel implementation and reduces reliance on a single supplier. Cost risk will be managed through fixed contract pricing and controlled use of contingency for approved project requirements only. Operational disruption will be mitigated through site-specific installation planning and coordination with garage operations to maintain customer access wherever possible.

Clear and consistent signage is a basic requirement for a safe and easy-to-use parking facility. Customers need to quickly identify entrances, exits, elevators, payment options, EV charging spaces, pedestrian routes, emergency exits, and connections to nearby destinations. Many existing signs were designed for traditional parking operations and do not reflect how TPA facilities are now used by drivers, pedestrians, EV charging customers, Bike Share users, service providers, and visitors to nearby civic and commercial destinations.

Modernized wayfinding will help reduce confusion, improve customer confidence, support accessible navigation, and create a more consistent Green P experience across the garage network.

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SIGNATURE

Scott Collier
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ATTACHMENTS

Attachment 1: Agenda Item History - 2021.BA152.7
Attachment 2: TPA Wayfinding Program Rationale