

REPORT FOR ACTION CONTRACT AWARD

Asset Management Implementation – Contract Amendment with WSP Canada Inc. (2024-CS-VAR-2030.30)

Date: October 1, 2026

To: Board of Directors of the Toronto Parking Authority

From: President, Toronto Parking Authority

Wards: All

SUMMARY

The Toronto Parking Authority initiated its Asset Management (AM) Program in 2024 following a maturity assessment that identified gaps in its asset management practices and the need to comply with Ontario Regulation 588/17. Phases 1 and 2 established TPA's enterprise-wide asset management framework and achieved regulatory compliance; Phase 3 will focus on implementing and embedding these practices across the organization.

The purpose of this report is to seek approval from the Board of Directors of Toronto Parking Authority (TPA) to amend Contract 2024-CS-VAR-2030.30 with WSP Canada Inc. by \$2,236,385, including a \$500,000 contingency allowance, increasing the contract upset limit from \$3,155,567 to \$5,391,952, excluding Harmonized Sales Tax (HST), to support Phase 3 of TPA's Asset Management Program.

WSP was competitively retained in 2024 to support Phases 1 and 2 of the program and has completed the foundational work required to establish TPA's Asset Management Policy, Asset Management Plan, governance framework, asset registry, lifecycle and risk-management processes, and implementation roadmap. In May 2025, the Board approved the Asset Management Policy and Plan and directed the President to proceed with implementation.

The proposed amendment will support Phase 3 implementation from 2027 through 2030 and advance the integration of asset management practices into TPA's operations. Key activities include implementing the governance model, improving asset data and lifecycle planning, supporting the procurement and implementation of asset management technology, establishing performance monitoring, developing organizational capability, and transferring knowledge to TPA staff.

Management recommends retaining WSP for Phase 3 in accordance with the applicable non-competitive procurement provision of TPA Procurement Policy Resolution 5-7. Continuing with WSP will preserve continuity with the framework and implementation

roadmap developed in Phases 1 and 2, avoid duplicating previously completed work, and prevent an estimated four-month implementation delay and \$384,000 in additional transition costs associated with onboarding a new consultant, knowledge transfer, and revalidation of the existing program.

Funding for the proposed amendment is available within TPA's approved Capital Budget and Plan, with no increase to the approved capital budget required. Costs associated with the acquisition and ongoing licensing of future asset management software are not included in this contract amendment and will be subject to separate procurement and approval requirements.

RECOMMENDATIONS

The President, Toronto Parking Authority recommends that:

1. The Toronto Parking Authority Board of Directors authorize the President, Toronto Parking Authority, to amend contract 2024-CS-VAR-2030.30 with WSP Canada Inc. for Asset Management Implementation by \$2,236,385, excluding HST, consisting of \$1,736,385 for Phase 3 professional services and a \$500,000 contingency allowance, increasing the contract upset limit from \$3,155,567 to \$5,391,952, excluding Harmonized Sales Tax.

FINANCIAL IMPACT

As of September 30, 2026, approximately \$2,340,191 of the current \$3,155,567 contract authority has been invoiced, with the total amount committed through contractual obligations. Phase 1 is complete and Phase 2 is approximately 85 per cent complete, with completion forecast by the end of 2026. WSP's performance under the existing contract has met TPA's requirements.

The proposed contract amendment is \$2,236,385, excluding HST, consisting of \$1,736,385 for Phase 3 professional services and a \$500,000 contingency allowance. Approval of the amendment would increase the contract upset limit from \$3,155,567 to \$5,391,952, excluding HST.

Contract Component	Amount
Current contract upset limit	\$3,155,567
Phase 3 professional services	\$1,736,385
Phase 3 contingency	\$500,000
Revised contract upset limit	\$5,391,952

Funding for the proposed amendment is available within TPA's approved Capital Budget and Plan under CPK478-01, Internal Order 700509. No increase to the approved capital budget is required as a result of this recommendation.

The contingency allowance is intended to address unforeseen requirements directly related to the approved Phase 3 scope. Expenditures will require documented justification and approval in accordance with TPA's established contract-change procedures and delegated authorities. Material changes in scope, cost or schedule will be reported to the Board.

Costs associated with acquiring, licensing and operating a future asset management technology platform are excluded from this amendment and will be subject to separate procurement and approval requirements. Any associated permanent staffing or ongoing operating-budget requirements will be identified through the implementation process and addressed through the applicable budget and approval processes.

CALL SUMMARY

WSP was competitively retained in 2024 to develop TPA's Asset Management Program. At the time of the original procurement, TPA did not have the organizational maturity, comprehensive asset information or detailed understanding of its future implementation requirements necessary to fully define and scope Phase 3. Accordingly, the initial engagement focused on establishing the foundational framework, assessing existing capabilities and developing the strategy and implementation roadmap required to determine the scope and resources for subsequent implementation.

Through Phases 1 and 2, WSP has developed TPA's asset management framework, asset registry and hierarchy, governance model, lifecycle and risk management processes, technology requirements and implementation roadmap. Phase 3 represents the implementation of this foundational work rather than a separate asset management initiative.

Transitioning to a new consultant would require substantial additional discovery, technical review and validation before implementation could commence. An incoming consultant would need to reassess TPA's asset management maturity, review and validate the frameworks, draft documentation, asset information, business processes and technology requirements developed through Phases 1 and 2, and become familiar with the systems and methodologies established by WSP. This would also require renewed engagement with stakeholders across TPA's business units to understand their respective operations, asset portfolios, service requirements and implementation priorities.

Management estimates that transitioning to a new consultant would introduce approximately four months of additional implementation time and \$384,000 in transition costs, based on three full-time consulting resources over a four-month period at an average hourly rate of \$200. These activities would largely duplicate the discovery, stakeholder engagement and technical work already undertaken through Phases 1 and 2, without delivering additional program outcomes.

Management therefore recommends retaining WSP under the applicable non-competitive procurement provision of TPA Procurement Policy Resolution 5-7, which permits additional services from an original supplier where changing suppliers cannot

reasonably be undertaken for economic or technical reasons without causing significant inconvenience or substantial duplication of costs.

To support value for money, Management and Procurement have reviewed WSP's proposed Phase 3 scope, level of effort and pricing against the hourly rates established through the original competitive procurement. The additional services will be delivered at the existing contractual rates, subject to defined deliverables, milestone acceptance, an approved contract upset limit and TPA's contract-change controls.

Retaining WSP will preserve continuity between program development and implementation, avoid duplicative discovery and validation activities, and support timely delivery of the established implementation roadmap. The engagement will also include progressive knowledge transfer and a defined transition to internal TPA resources to reduce reliance on external consulting support following completion of Phase 3.

DECISION HISTORY

On May 15, 2025, The TPA Board approved the Asset Management Policy, approved the Asset Management Plan, and directed the President, Toronto Parking Authority to implement the Asset Management Plan:

<https://secure.toronto.ca/council/agenda-item.do?item=2025.PA14.13>

At the City Council Meeting on February 11, 2025, TPA's Capital Plan was approved as part of the City of Toronto's 2025 Operating and Capital Budget (Item 2025.MPB27.1):

<https://secure.toronto.ca/council/agenda-item.do?item=2025.MPB27.1>

At the TPA Board Meeting on November 29, 2024, Asset Management Capital Funding was approved as a part of TPA's Capital Plan (Item - 2024.PA12.5):

<https://secure.toronto.ca/council/agenda-item.do?item=2024.PA12.5>

On July 19, 2024, The TPA Board approved a contract award to WSP Canada Inc. to develop a comprehensive Asset Management (AM) Program at the TPA (Item - 2024.PA10.7):

<https://secure.toronto.ca/council/agenda-item.do?item=2024.PA10.7>

At its meeting on November 9, 2021, City Council adopted Corporate Asset Management Plan as set out in Appendix 1 to the report (September 23, 2021) from the City Manager and the Chief Financial Officer and Treasurer. In this report outlines, "By July 2025 it will be expected that all City Programs, Agencies and the TCHC will be able to also identify the proposed service levels and asset performance that will result in asset investments as well as the financial strategies required to fund those asset investments." Additional information on this report can be found at the following link:

<https://secure.toronto.ca/council/agenda-item.do?item=2021.EX27.3>

At its meeting on June 19, 2019, City Council adopted its City of Toronto Corporate Asset Management Policy in accordance with O. Reg. 588/17 (as amended by O. Reg 193/21):

<https://secure.toronto.ca/council/agenda-item.do?item=2019.EX6.11>

COMMENTS

The purpose of this report is to seek Board approval to amend Contract 2024-CS-VAR-2030.30 with WSP Canada Inc. by \$2,236,385, including a \$500,000 contingency allowance, to support Phase 3 (Implementation) of Toronto Parking Authority's (TPA) Asset Management (AM) Program through 2029. Phase 3 will build on the framework established through the earlier phases of the program by embedding asset management practices across TPA's operations, implementing supporting technology and governance processes, and developing the internal capability required to sustain the program over the long term.

Asset management, as defined by ISO 55000, is a coordinated approach to realizing value from assets over their lifecycle. Effective asset management integrates asset inventory and condition information, lifecycle planning, risk management, levels of service, maintenance planning, governance and long-term financial planning to support informed investment decisions, optimize asset performance and manage lifecycle costs.

For TPA, strengthening asset management practices is particularly important given the scale and diversity of its parking, Bike Share, technology, equipment and facility assets. Aging infrastructure, equipment and technology have also been identified as material risks through TPA's Enterprise Risk Management program. The AM Program provides a more systematic approach to state-of-good-repair investment, equipment modernization and long-term capital planning by improving how asset condition, service performance, risk and lifecycle costs are considered in maintenance and investment decisions.

Over time, these practices are expected to support more proactive maintenance, reduce avoidable service disruptions, improve the reliability of customer-facing assets and provide stronger evidence to support long-term capital investment decisions. The AM Program therefore supports TPA's broader objectives of maintaining reliable infrastructure and delivering sustainable parking, Bike Share and mobility services.

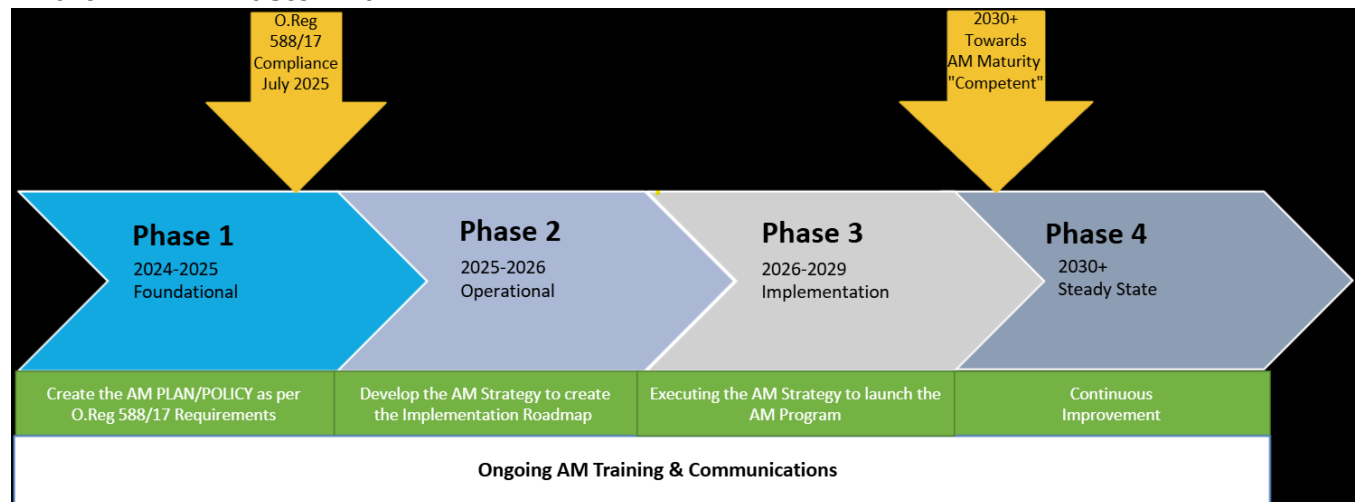
As an agency of the City of Toronto, TPA is required to maintain an Asset Management Plan (AMP) in accordance with Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act, 2015, as amended. The regulation required municipalities to have approved asset management plans for all remaining non-core municipal infrastructure assets by July 1, 2025. TPA's AMP was approved by the Board on May 15, 2025, enabling TPA to meet the applicable regulatory requirement and support integration with the City of Toronto's broader asset management planning framework.

The development of TPA's AM Program began with an ISO 55000-aligned Asset Management Baseline Maturity Assessment, which identified significant gaps in existing asset management practices and resulted in an average maturity score of 1.4, or "Aware." The assessment informed the development of a multi-year Asset Management Strategy and implementation roadmap designed to progressively strengthen TPA's asset management capabilities.

The program is being delivered through four phases (See Chart 1: AMP Master Plan):

- **Phase 1 – Foundational:** Completed in 2025, this phase established the core enterprise-wide asset management framework, including the Asset Management Policy, Asset Management Plan, governance structure, consolidated asset registry and the foundational processes required to achieve compliance with O. Reg. 588/17.
- **Phase 2 – Operational:** Currently approximately 85% complete and scheduled for completion by the end of 2026, this phase is strengthening TPA's operational asset management capabilities through asset tagging, asset data and registry development, condition assessments, lifecycle planning, risk management, levels of service and business process improvements. The Asset Management Strategy and organizational change roadmap developed during this phase establish the implementation priorities and sequencing for Phase 3.
- **Phase 3 – Implementation:** Planned for 2027 through 2030, this phase will embed asset management practices into TPA's day-to-day operations. Key activities include implementing the governance model, improving asset data and lifecycle planning, integrating asset management into capital planning, supporting the procurement and deployment of asset management technology, establishing levels-of-service and KPI monitoring, and building internal organizational capability. Upon completion of Phase 3, TPA is expected to have the governance, processes, systems and internal expertise required to sustain and continuously improve the program with reduced reliance on external consulting support.
- **Phase 4 – Steady State:** This phase will establish a mature and sustainable asset management operating model focused on ongoing optimization, periodic updates to the Asset Management Plan, continuous performance improvement and alignment of asset investment decisions with organizational objectives, service requirements and industry best practices.

Chart 1: AMP Master Plan



Asset Management Program Progress and Phase 1 & 2 Achievements

WSP has led cross-functional workshops and stakeholder engagement sessions with TPA staff to establish the organization's foundational asset management framework, including the Asset Management Policy, Asset Management Plan (AMP), Asset Management Strategy, governance model, risk management methodologies, levels of service, lifecycle planning processes, and supporting data standards.

This work was supported by extensive asset data collection, inventory validation, condition assessments, and data-quality reviews. As a result, TPA established its first consolidated enterprise asset registry and standardized asset hierarchy, creating a consistent foundation for reporting, analysis, lifecycle planning, and future asset management technology implementation. To date, the asset registry includes approximately:

- 3,000 building-related assets across TPA garages;
- 3,600 revenue control assets; and
- 1,600 IT hardware assets

TPA also established a cross-functional asset management governance structure representing all business units. This model has strengthened accountability, organizational collaboration, and alignment between asset investment decisions, operational requirements, corporate objectives, and long-term financial planning.

Significant progress has also been made in asset information management. Assets were tagged and inventoried, state-of-infrastructure and facility condition assessments were advanced, and a centralized geodatabase was established to improve the quality, consistency, and accessibility of asset information. These initiatives addressed several gaps identified through the initial maturity assessment, including the absence of a consolidated asset registry, standardized asset structures, and reliable condition data.

TPA further advanced its asset management capabilities through the development of Levels of Service (LOS), performance measures, lifecycle management strategies, demand forecasts, and risk management frameworks. This work formally linked asset performance to customer and technical service outcomes and established a more consistent, risk-based approach to maintenance, renewal, and future capital investment prioritization.

The completion of TPA's first AMP was a significant program milestone. The AMP documented asset inventories, replacement values, condition information, lifecycle strategies, levels of service, risk considerations, and long-term financial requirements in accordance with O. Reg. 588/17. Following Board approval in May 2025, TPA met the July 1, 2025 regulatory deadline through submission of the AMP to the City of Toronto.

Building on this foundation, TPA developed an Asset Management Strategy and updated implementation roadmap that define the long-term vision for the program and the initiatives required to advance asset management maturity toward alignment with ISO 55000 and industry best practices. The roadmap identifies priorities across governance, information management, lifecycle planning, risk management,

performance measurement, technology, workforce capability, and continuous improvement.

In parallel, TPA completed an asset management software needs assessment to support future technology implementation. Through stakeholder workshops, business process reviews, and user engagement, detailed business requirements and user stories were developed for a future Computerized Maintenance Management System (CMMS) and enterprise asset management platform. This work established the foundation for future software procurement and implementation.

Collectively, Phases 1 and 2 have moved TPA beyond regulatory compliance and established the governance, data, processes, and planning framework required to implement a mature and integrated asset management program. The updated Asset Management Roadmap establishes a structured path toward achieving a “Competent” level of asset management maturity by 2030.

Future Implementation – Phase 3

Phase 3 will focus on implementing and embedding the asset management framework across TPA’s day-to-day operations. The work will advance TPA’s maturity across six key areas: governance, people, processes, data, technology, and long-term planning.

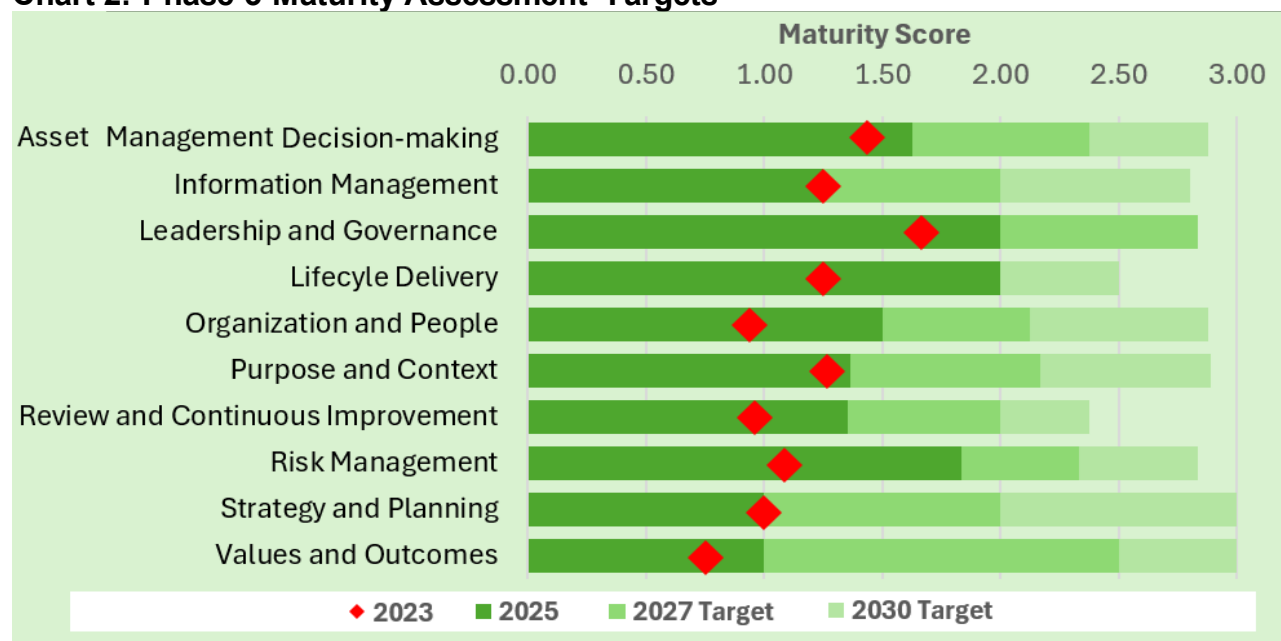
Key activities will include clarifying asset management roles and accountabilities, strengthening governance and leadership processes, and developing the internal workforce capability required to sustain the program. This will include organizational training, development of standardized operating procedures, and support for specialized asset management roles where required.

Phase 3 will also place significant emphasis on enabling technology and information management. Activities will include supporting the procurement and implementation of a CMMS or enterprise asset management platform, strengthening data governance, improving asset information quality, and establishing clearer responsibilities for maintaining asset data over time.

TPA will continue to advance Levels of Service, lifecycle planning, risk management, capital planning, and long-term financial forecasting. These activities will provide a clearer understanding of service expectations, asset performance, investment priorities, and future funding requirements and will support more evidence-based capital and maintenance decisions.

Progress will be measured through annual asset management maturity assessments and performance reporting aligned with ISO 55000 and Institute of Asset Management principles. Current and target maturity levels for each asset management area are shown in Chart 2: Phase 3 Maturity Assessment Targets.

Chart 2: Phase 3 Maturity Assessment Targets



Future work will also include periodic updates to the AMP and Asset Management Strategy, integration of climate and growth considerations into long-term asset planning, scenario analysis, and refinement of investment planning methodologies. Facilities management advisory support and standardized operating procedures will further strengthen operational consistency and alignment with enterprise asset management practices.

A key objective of Phase 3 is to transfer asset management capability from WSP to TPA staff. Deliverables will include documented processes, training, operating procedures, data governance responsibilities, and an exit roadmap identifying the internal roles and capabilities required to sustain the program following completion of the consulting engagement.

By the end of Phase 3, TPA is expected to have a more mature and sustainable asset management operating model, with stronger governance and accountability, improved asset data and decision-making, enhanced internal capability, and the processes and systems required to manage infrastructure assets over their lifecycle. The long-term objective is for TPA to operate the Asset Management Program internally, with external specialist support used only where required.

Management will monitor implementation against the Asset Management Roadmap, including key milestones, maturity targets and implementation outcomes, and will report material changes in scope, schedule, cost or delivery risk to the Board through established reporting processes.

CONTACT

Howard Jung, Director of Parking Infrastructure and Asset Management, (416) 393-7335,

Howard.Jung@greenpmobility.com

Jarrett McDonald, Vice President, Operations, (437) 833-3363,

Jarrett.McDonald@greenpmobility.com

SIGNATURE

W. Scott Collier
President, Toronto Parking Authority

ATTACHMENTS

Attachment 1: Asset Management Implementation Roadmap, 2026