



Toronto Parking Authority

2016 Recommended Operating Budget and 2016 – 2025 Capital Budget and Plan

Budget Committee





Agenda

- Program Overview
- 2016 Operating Budget
 - 2015 Service Performance
 - 2016 Program Issues
 - 2016 Recommended Operating Budget
- 2016 – 2025 Capital Budget and Plan
 - 2015 Capital Performance
 - 2016 – 2025 Recommended Capital Budget and Plan



Program Overview





5 Year Strategic Plan

In 2014 TPA launched its "Getting Back On Top" initiative. A strategic objective to reaffirm our North American pre-eminence in delivering unsurpassed parking services for Toronto's communities. This objective will be accomplished by:

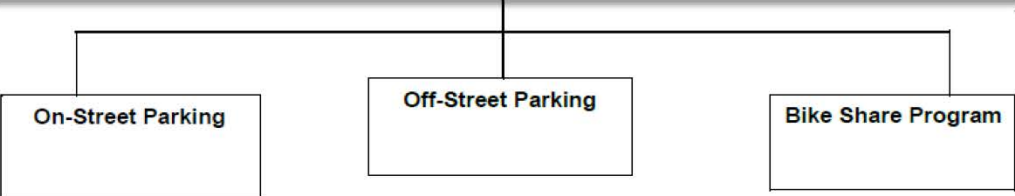
- Offering short stay parkers in the City of Toronto a best-in-class parking experience – safe, attractive, convenient, and affordable;
- Providing a city-wide network of environmentally sensitive on-street and off-street community-centric parking locations;
- Applying technology to expand community awareness, enhance customer convenience, and optimize efficiency in operations; and
- Operating at all times in a fiscally responsible way.



2015 Program Map

Staff Recommended \$0.00 per Hour Budget

Toronto Parking Authority
 The Toronto Parking Authority exists to provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system.



Purpose:
 To provide safe, attractive, clean, convenient, well-maintained, affordable on-street parking in support of the continued prosperity of the City's communities.

The Authority manages an estimated 19,500 on-street spaces controlled by the highly successful and profitable pay-and-display environmentally friendly technology or single spaced meters.

Purpose:
 To provide safe, attractive, clean, convenient, well-maintained, affordable off-street parking in support of the continued prosperity of the City's communities.

The Authority manages:

- Approximately 21,800 off-street spaces, which include 12 attended lots, 13 fully automated garages and 180 unattended lots.
- Roughly 13,600 spaces at the Toronto Transit Commission (TTC) park-and-ride facilities.
- Over 2,000 spaces for the Parks, Forestry and Recreation Program along the waterfront and other areas of the City.

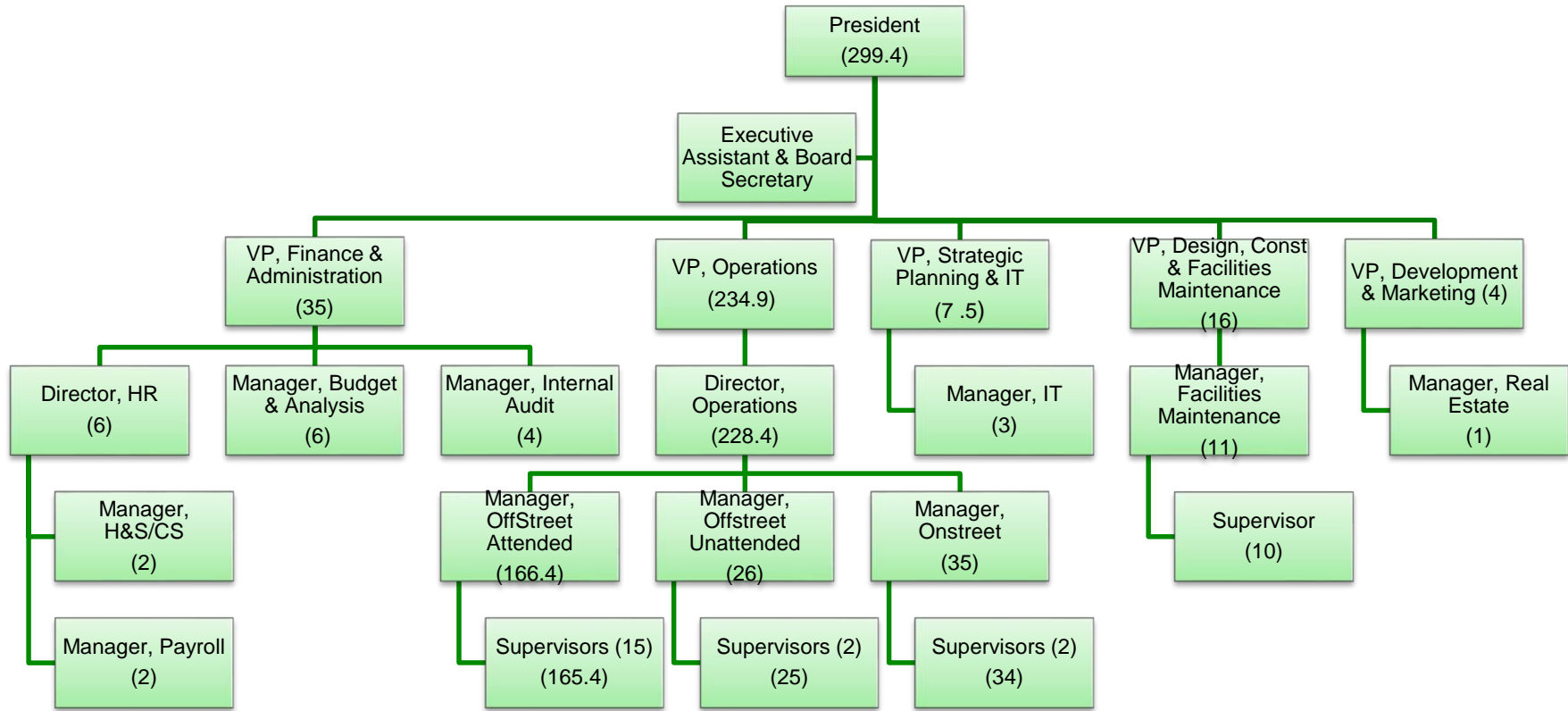
Purpose:
 To provide convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

The Authority manages:

- 1,000 bicycles
- 80 docking stations



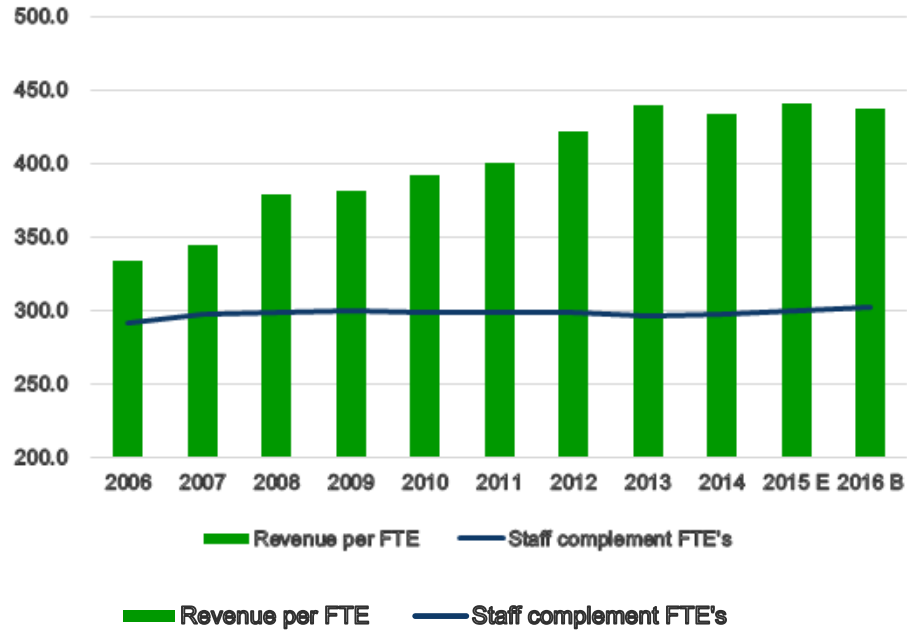
2015 Organization Chart



Category	Senior Management	Management & Supervisory	Exempt Professional & Clerical	Union	Total
Permanent	8.0	30.0	43.0	162.0	243.0
Temp\Student	0.0	0.0	4.0	52.4	56.4
Total FTE	8.0	30.0	47.0	214.4	299.4
%	2.7%	10.0%	15.7%	71.6%	100.0%



Staffing\Performance Trend



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015 E	2016 B
Revenue (\$000's)	97,189	102,572	113,081	114,015	116,612	119,373	125,882	130,078	128,755	131,754	132,085
Staff complement FTE's	291.0	297.8	299.0	299.6	298.0	298.7	298.7	295.7	297.4	299.4	302.4
Revenue per FTE	334.0	344.4	378.2	380.6	391.3	399.6	421.4	439.9	432.9	440.1	436.8

Key Points:

- In the 10 year period since 2006 revenues increased 34%, FTE's increased 2.9%. Productivity as measured by Revenue per FTE has increased 30%.
- To date TPA has not booked FTE's to "Capital Positions".



Vacancy Analysis

	2013			2014			2015 Year-End Projections			
	# of Vacancies	Vacancies % of Total Approved Positions	Approved Position Equivalent	# of Vacancies	Vacancies % of Total Approved Positions	Approved Position Equivalent	# of Vacancies as at June 30	# of Vacancies Projections to Dec 31	Vacancies % of Total Approved Positions	Approved Position Equivalent
Operating	(1.0)	-0.3%	296.7	12.4	4.2%	297.4	1.0	1.0	0.3%	299.4
Capital	0.0	0.0%	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0
Total	(1.0)	-0.3%	296.7	12.4	4.2%	297.4	1.0	1.0	0.3%	299.4

Vacancy Drivers:

- Gapping and vacancies have not been an issue at TPA.
- 2014 vacancy was due to a new monitoring station constructed and set up later in year with hiring process carried over to 2015.



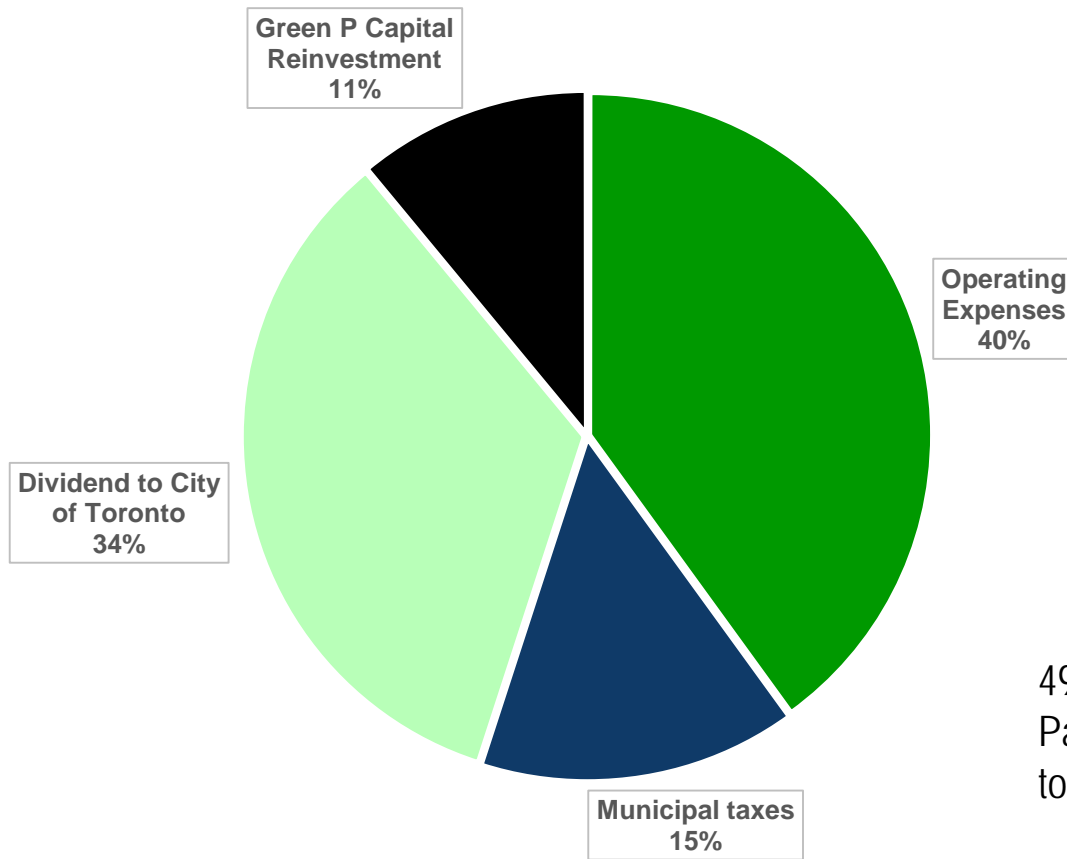
Key Service Levels for 2016

Service	Activity	Status	Service Levels - Net Expenditures in \$ 000's			
			2013 Actual	2014 Actual	2015 Proj *	2016 Recommended
Service 1	On Street Parking	Approved	(41,540.2)	(41,674.3)	(34,719.2)	(34,608.7)
		Actual	(39,242.5)	(38,107.9)	(36,404.9)	n.a.
Service 2	Off Street Parking	Approved	(21,641.1)	(20,655.5)	(17,526.5)	(17,637.0)
		Actual	(20,752.1)	(19,846.9)	(18,496.8)	n.a.
Service 3	Bikeshare	Approved			-	-
		Actual			-	n.a.

* Projection as at Sept 30, 2015

- 66% of total TPA net income (net expenditures) is derived from the On Street Parking program.
- Results above do not include gains from the sale of property (2013-\$4.8M, 2014 - \$Nil, 2015 - \$82M, and projected 2016 - \$29M) and a 2015 density bonus of approximately \$25M.
- 2016 budget request does not fully reflect an Organizational Operating Model Assessment currently in progress.
- 2015 and 2016 will represent historic profitability for the TPA when including gains from the sale of property.

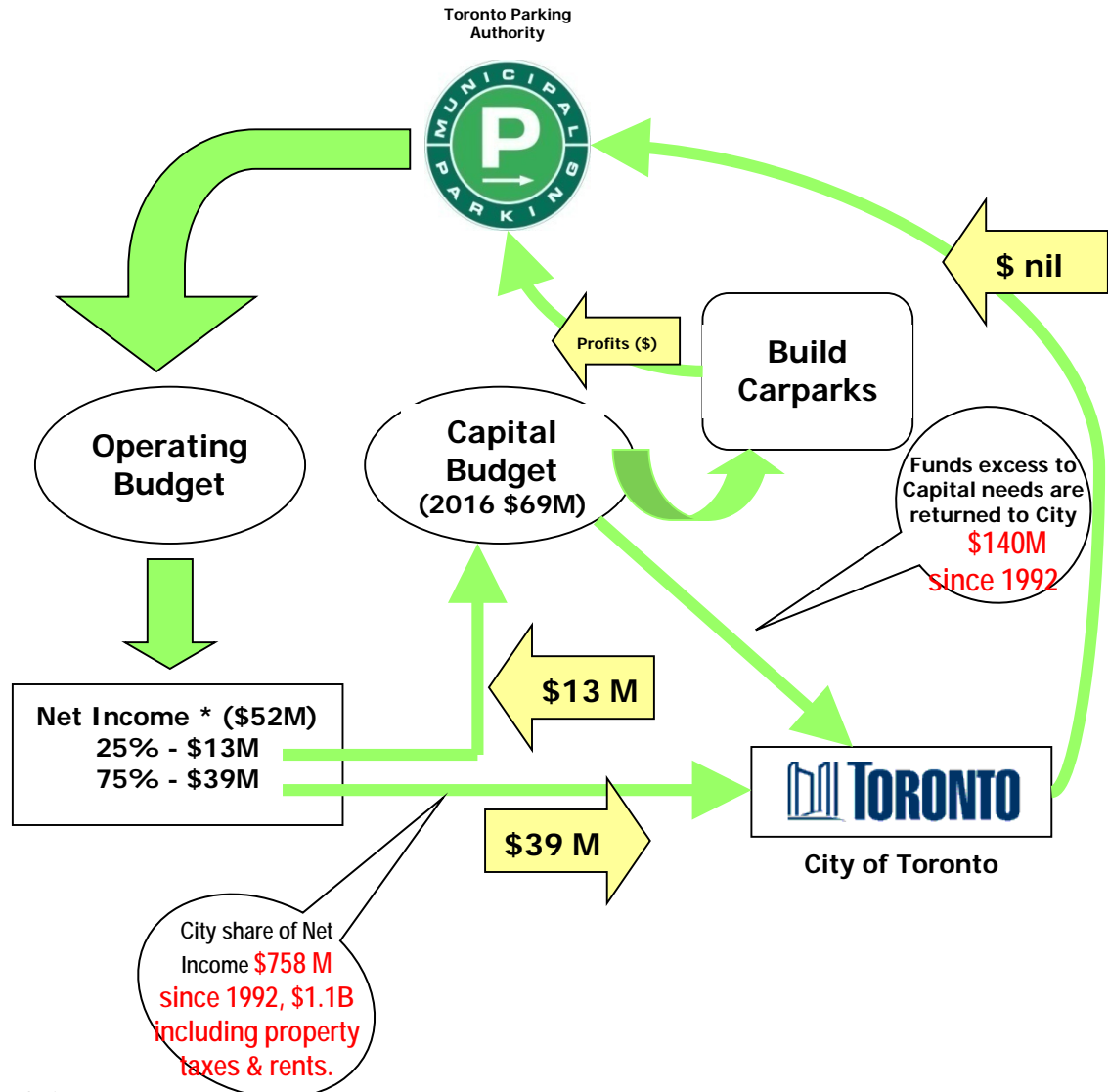
Where each Green P Revenue Dollar is spent



49 cents of every Parking dollar is returned to the City.

Source: 2014 TPA Annual Report

Self Sustaining Model: Connecting Operating & Capital Budgets



* 2016 Budgeted Net Income before gains from asset sales.



2016 Operating Budget



2015 Service Performance



2015 Key Service Accomplishments

1. Service 1 – On Street Parking

- Commenced comprehensive pay-and-display meter refurbishment program (faster processing times for customer, appearance refresh, improved backend admin). 2 year program, 3,000 P&D meters.
- Rate reviews approved fall of 2015 lays groundwork for partial 2016 revenue offset to continued erosion of on-street service \ supply.
- Participated in a motorcycle pilot project designed to improve the way motorcycles park on street.
- Supported PanAm/ParapanAm Games efforts

2. Service 2 – Off Street Parking

- Launched Phase 1 of the Mobile Payment program. Mobile pay now available at over 185 off street carparks (including TTC lots).
- 5 new carpark openings in 2015 increasing supply by 324 spaces.
- Acquired 6 new properties plus 2 new license agreements which upon development will increase parking supply by 455 spaces.
- Completed greening initiatives at 6 existing carparks (716 Pape Ave, 643 Gerrard St. E, 268 Rhodes Ave, 406 Oakwood Ave, 433 Rogers Rd, 284 Milner Ave).
- Finalized transaction closing for CP15 which includes a gain on sale of \$82M plus a bonus of approx. \$25M.
- Refreshed and updated entire GreenP way finding signage network (125 illuminated, 500 non illuminated signs).

2015 Key Service Accomplishments (continued)



2. Service 2 – Off Street Parking (continued)

- Initiated implementation of Interac as a customer payment option at attended facilities.
- Added 2 additional sites under our partnership with TCHC for their visitor parking bringing total to over 50 locations.
- Initiated a food truck pilot study providing the opportunity for off street parking in support of the on street mobile vending food permit program.
- Accepted 2015 International Parking Institute Award of Excellence for “Best Design\Implementation of a Surface Parking Lot” awarded to CP414 (Jolly Miller, 3885 Yonge Street). TPA’s third year in a row winning this award.
- Supported PanAm/ParapanAm Games efforts.

3. Service 3 – Bike Share Toronto (BST)

- BST ridership measured in trips increased 20% over the same period last year.
- Secured \$4.9M Metrolinx financing. Partnership provides for a doubling of the network by late 2016.
- Issued RFP to expand\refresh BST network assets and strengthen supply chain.
- Issued RFP to develop system expansion roadmap.
- Supported PanAm/ParapanAm Games efforts – station redeployment increased trips during games.



Efficiency Measures

Performance Measures	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2015 Budget	2016 Budget
Service 2 - Off Street Parking								
Total parking revenue	\$ 71,062,000	\$ 73,189,000	\$ 76,954,392	\$ 79,725,000	\$ 79,743,247	\$ 82,277,962	\$ 80,256,071	\$ 83,826,861
Parking revenue per space	\$ 3,260	\$ 3,344	\$ 3,538	\$ 3,691	\$ 3,752	\$ 3,857	\$ 3,762	\$ 3,899
Net income (before admin exp & sundry rev.)	\$ 21,995,000	\$ 24,841,000	\$ 23,167,000	\$ 25,206,000	\$ 22,779,216	\$ 22,245,617	\$ 21,681,512	\$ 23,262,788
Net income per space	\$ 1,009	\$ 1,135	\$ 1,065	\$ 1,167	\$ 1,072	\$ 1,043	\$ 1,016	\$ 1,082
Number of carparks	201	202	200	205	198	202	202	205
Number of parking spaces	21,795	21,889	21,753	21,602	21,252	21,333	21,333	21,500
Property tax expense	\$ 17,403,000	\$ 17,642,000	\$ 17,629,000	\$ 17,965,000	\$ 18,986,602	\$ 20,523,466	\$ 18,902,862	\$ 18,612,573
Property tax expense per space	\$ 798	\$ 806	\$ 810	\$ 832	\$ 893	\$ 962	\$ 886	\$ 866
Net income per space (excluding prop tax)	\$ 1,808	\$ 1,941	\$ 1,875	\$ 1,998	\$ 1,965	\$ 2,005	\$ 1,902	\$ 1,948
Service 1 - On Street Parking								
Total parking revenue	\$ 45,549,000	\$ 46,184,000	\$ 48,927,111	\$ 50,353,000	\$ 49,011,987	\$ 47,457,303	\$ 48,398,348	\$ 48,258,375
Parking revenue per space	\$ 2,419	\$ 2,417	\$ 2,542	\$ 2,599	\$ 2,528	\$ 2,434	\$ 2,482	\$ 2,462
Net income (before admin exp & sundry rev.)	\$ 32,977,000	\$ 34,957,000	\$ 36,484,000	\$ 39,243,000	\$ 38,107,901	\$ 35,463,910	\$ 34,841,689	\$ 34,608,733
Net income per space	\$ 1,751	\$ 1,829	\$ 1,895	\$ 2,026	\$ 1,965	\$ 1,819	\$ 1,787	\$ 1,766
Number of parking spaces	18,833	19,111	19,249	19,373	19,390	19,500	19,500	19,600
Administrative expense								
Admin expense (less depreciation and wages directly allocated to off-street)	\$ 7,086,000	\$ 7,380,000	\$ 7,754,000	\$ 8,099,000	\$ 8,140,545	\$ 8,657,655	\$ 8,939,437	\$ 9,615,838
Ratio (as a % of total parking revenue)	6.1%	6.2%	6.2%	6.2%	6.3%	6.7%	6.9%	7.3%

Explanation of Performance Measurement Trend:

- Measures do not adequately reflect the service availability of on-street spaces (hours of operation).



2015 Budget Variance - as of Sept. 30, 2015

(In \$000's)	2013 Actuals	2014 Actuals	2015 Approved Budget	2015 Sept. 30 YTD Actuals	2015 Projected Actuals*	2015 Approved Budget vs Projected Actuals	
	\$	\$	\$	\$	\$	\$	%
Gross Expenditure	78,498.3	75,711.5	81,983.7	58,518.7	81,596.5	(387.2)	(0.5%)
Revenues	138,492.9	133,963.4	134,229.4	99,519.5	136,498.2	2,268.8	1.7%
Net	(59,994.6)	(58,251.9)	(52,245.7)	(41,000.8)	(54,901.7)	(2,656.0)	5.1%
Approved Positions	296.7	297.4	299.4	297.4	299.4	-	0.0%

* Based on 2015 9-month Operating Variance Report

Key Points (explanation of variances and impact on 2016):

- 2015 off street parking revenue showing signs of recovery from 2014 construction impacts. Higher revenues achieved in downtown fringe. The trend is expected to continue into 2016.
- On-street revenues tracking to budget at Sept but pressures from peak period restrictions, cycle track implementation expected to pick up in later part of 2015 impacting year end results and 2016.
- 2015 budgeted expenditures of \$1.4m for on street mobile signs and some meter refurbishment has been postponed to 2016.
- Estimates at Sept partially include positive impacts from 2015 rate review program, which implemented by City Council should contribute to 2015 and beyond and do not include density bonus on CP15 sale.

2016 Program Issues



Key Issues and Challenges

- Service Issues
 - Satisfying short-term parking needs in an environment of increasing land and development costs.
 - Policy initiatives and transportation trends – the competing demand for On-Street curb space \ availability – impacting service levels and revenues (curbside management, complete streets, bike lanes).
 - Impact of road construction and closures (Gardiner, Eglinton).
 - Keeping pace with technology advancements related to customer parking experience (ease of use, payment methodologies).



Service Objectives and Key Priority Actions

Service Objectives:

- Leverage land values through Joint Venture redevelopment with private and public sectors as a means of funding an increase in parking supply.
- Increase supply of On-Street parking spaces (2016 target – 1,000).
- Use of technology to increase customer convenience and lower operating costs.
- Extend service payment requirement to non-revenue parkers.
- Expansion of Bike Share program as integral component of City's transportation strategy.

Key Priority Actions:

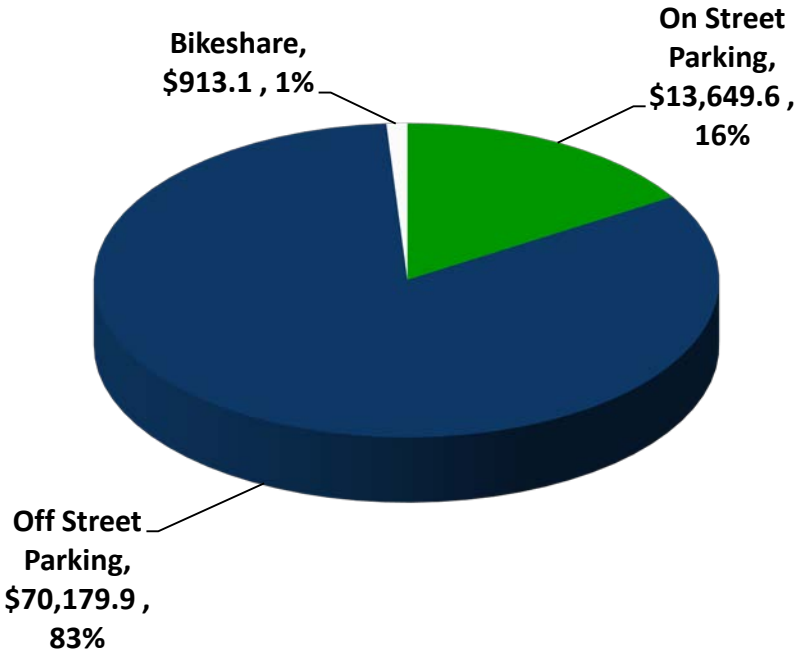
- The 10 year Capital plan includes 14 potential Joint Venture arrangements.
- Increase collaboration amongst City departments to minimize negative impact on parking revenues, where feasible.
- Continued implementation of the mobile payment application. Phase 2 On-Street parking and Merchant validation.
- Selectively raising On Street rates, extending On Street charging hours, and exploring new On Street parking locations.
- Expansion of Bike Share Program.
- Implementation of Organizational Operating Model Assessment and culture shift programs.

2016 Operating Budget Request

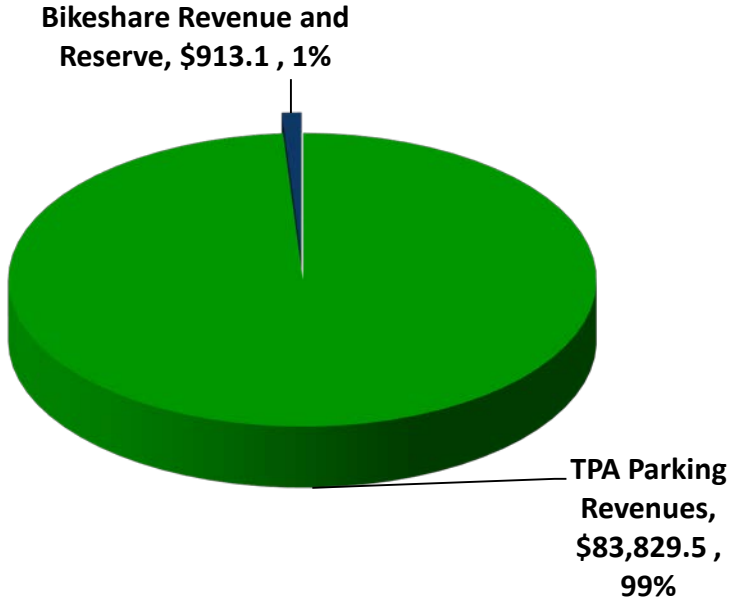


2016 Gross Operating Expenditures by Service and Funding Sources (in \$000's)

Operating Expenditure Budget by Service



Operating Budget by Funding Source



- 2016 budgeted Revenues to exceed Gross Operating Expenditures resulting in Net Income before gains from the sale of assets of \$52.2 million.



2016 Recommended Operating Budget

(In \$000s)	2015		2016 Recommended Operating Budget					Change - 2016 Base Budget Submission vs. 2015 Approved Budget		FY Incremental Outlook	
	Approved Budget	Projected Actual*	Rec'd Base	Change - 2016 Rec'd Base vs. 2015 Approved Budget		Service Changes	Base Budget Submission			2017 Plan	2018 Plan
	\$	\$	\$	\$	%	\$	\$	\$	%	\$	\$
On Street Parking											
Gross Expenditures	13,679.1	11,993.4	13,649.6	(29.5)	(0.2%)		13,649.6	(29.5)	(0.2%)	11,769.1	11,822.4
Revenues	48,398.3	48,398.3	48,258.3	(140.0)	(0.3%)		48,258.3	(140.0)	(0.3%)	48,258.4	48,258.4
Net Expenditures	(34,719.2)	(36,404.9)	(34,608.7)	110.5	(0.3%)	0.0	(34,608.7)	110.5	(0.3%)	(36,489.3)	(36,436.0)
Off Street Parking											
Gross Expenditures	67,391.5	68,690.0	70,179.9	2,788.4	4.1%		70,179.9	2,788.4	4.1%	70,154.6	68,634.4
Revenues	84,918.0	87,186.8	87,816.9	2,898.9	3.4%		87,816.9	2,898.9	3.4%	87,816.9	87,816.9
Net Expenditures	(17,526.5)	(18,496.8)	(17,637.0)	(110.5)	0.6%	0.0	(17,637.0)	(110.5)	0.6%	(17,662.3)	(19,182.5)
Bikeshare											
Gross Expenditures	913.1	913.1	913.1	0.0	0.0%		913.1	0.0	0.0%	913.1	913.1
Revenues	913.1	913.1	913.1	0.0	0.0%		913.1	0.0	0.0%	913.1	913.1
Net Expenditures	0.0	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%	0.0	0.0
Total											
Gross Expenditures	81,983.7	81,596.5	84,742.6	2,758.9	3.4%	0.0	84,742.6	2,758.9	3.4%	82,836.8	81,369.9
Revenues	134,229.4	136,498.2	136,988.3	2,758.9	2.1%	0.0	136,988.3	2,758.9	2.1%	136,988.4	136,988.4
Total Net Expenditures	(52,245.7)	(54,901.7)	(52,245.7)	(0.0)	0.0%	0.0	(52,245.7)	0.0	0.0%	(54,151.6)	(55,618.5)
Approved Positions	299.4	299.4	302.0	2.6	0.9%	0.0	302.0	2.6	0.9%	0.0	0.0

* Based on 2015 9-month Operating Variance Report



2016 Operating Base Budget Pressures

Net Expenditures (\$000s)	On Street	Off Street	Bikeshare	Total
2015 Approved Budget	(34,719.2)	(17,526.5)	-	(52,245.7)
Adjusted Base Increases:				
COLA and Progression Pay	46.5	600.9		647.4
Reversal of Non-Recurring Items				0.0
Fringe Benefits Adjustment	27.0	225.5		252.5
Economic Factors	117.7	878.3		996.1
Other Base Changes:				
Rents paid for CP 15 to purchaser		1,560.0		1,560.0
Rents of new CP's unbudgeted in prior year		696.0		696.0
CP 15, nil taxes, Sale of Air Rights		(1,333.4)		(1,333.4)
Other Non-Labour Related Costs	(98.2)	(97.8)		(196.0)
Total Base Expenditure Changes	93.0	2,529.5		2,622.5
Revenue Changes:				
General increase (decrease) in downtown	1,202.1	(1,347.4)		(145.3)
Opening of New CP's		(874.1)		(874.1)
Closures of CP's		1,770.7		1,770.7
Decrease in Sundry revenue		671.9		671.9
Net Others	437.9	(143.6)		294.3
Parking Rate Increases	(1,500.0)	(2,840.0)		(4,340.0)
Total Base Revenue Changes	140.0	(2,762.5)	0.0	(2,622.5)
Total Base Changes	233.0	(233.0)		0.0
2016 Recommended Base Budget	(34,486.2)	(17,759.5)	0.0	(52,245.7)

2016 Service Changes :To Achieve Target 1% Budget Reduction



Description (\$000s)	2016 Submitted Service Changes				Net Incremental Impact			
	Position Changes	Gross Expense	Net Expense	% Change over 2015 Net Budget	2017		2018	
	#	\$	\$	%	\$	# Pos.	\$	# Pos.
Base Changes:								
Base Expenditure Changes								
xxx				0.0%				
xxx				0.0%				
Base Budget Change	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0
Base Revenue Changes								
xxx				0.0%				
xxx				0.0%				
Base Revenue Change	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0
Sub-total Base Budget Changes	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0
Service Efficiencies:								
Tickets expense decrease due to expected usage of mobile payment		(44.4)	(44.4)	0.1%				
xxx				0.0%				
Sub-total Service Efficiencies	0.0	(44.4)	(44.4)	0.1%	0.0	0.0	0.0	0.0
Revenue Adjustments:								
Opening of new CP's		(874.1)	(874.1)	1.7%				
Rate increases		(4,340.0)	(4,340.0)	8.3%				
Sub-total Revenue Adjustments	0.0	(5,214.1)	(5,214.1)	10.0%	0.0	0.0	0.0	0.0
Service Impacts:								
xxx				0.0%				
xxx				0.0%				
Sub-total Service Impacts	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0
Total Service Changes	0.0	(5,258.5)	(5,258.5)	10.1%	0.0	0.0	0.0	0.0

- TPA is optimistic that it will be able to maintain its 2016 net income at 2015 levels - absorbing COLA cost increases and known revenue pressures. In order to enhance profit beyond these levels actions need to be taken to address significant pressures on on-street parking revenues.
- TPA has been able to identify \$5.2M or 9.3% in savings through a combination of efficiencies and actions taken to offset budget pressures.



2016 – 2025 Capital Budget & Plan



Capital Overview – Replacement value of TPA assets (May 2015)



TPA'S assets comprised of land, parking garages, surface car parks, developments under construction and equipment & furnishing. A summary of the assets excluding land at replacement value is listed below

COST (excluding vehicles, bike share assets & land)

	Building	P&D	Automated Zeag Equip	Elevators	Contents & Equipment	Total Property Values
<u>Off Street</u>						(a)
1) Garages and Structures	602,152,805	265,558	4,385,453	9,425,000	5,118,947	621,347,764
2) Surface CP's (including TTC)	-	6,024,856	1,691,954		541,402	8,258,212
Total Off-Street	602,152,805	6,290,415	6,077,407	9,425,000	5,660,349	629,605,976
<u>On-Street</u>						
On-Street Operation, P&D machines	-	46,240,356				46,240,356
	602,152,805	52,530,771	6,077,407	9,425,000	5,660,349	675,846,332

2015 Capital Performance

Summary of Major Projects To Be Completed in 2015



In 2015, the following projects will be completed:

CP 261 (45 Abell)	New Garage - opened	124 spaces
CP 275 (1030 King St. W.)	New Surface Carpark - opened	152 spaces
CP256 (1624 Queen St. W.)	New Surface Carpark - by end of 2015	25 spaces
CP260 (94 Northcliffe Blvd.)	New Surface Carpark - by end of 2015	11 spaces
CP674 (2623 Eglinton Ave. W.)	New Surface Carpark - by end of 2015	12 spaces

CP34 (25 Dundas St. E.)	Expansion Joint Repairs
CP36 (110 Queen St. W.)	Underground Access Improvement
CP125 (323 Richmond St. E.)	Localized Waterproofing and Concrete Repairs; Trench Drain Replacement; Piping and Drainage Improvements
CP89 (20 Eaton Ave.)	Complete Repaving, Lighting Improvements and Greening Project
CP150 (40 Larch St.)	Customer Service Office Fire Alarm and Sprinkler Upgrade
CP164 (453 Spadina Rd.)	Carpark Expansion
CP17 (716 Pape Ave.); CP179 (653 Gerrard St. E.); CP180 (268 Rhodes Ave.); CP660 (406 Oakwood Ave.); CP661 (433 Rogers Rd.); CP706 (284 Milner Ave.)	Greening, Repaving and Lighting Upgrades



2015 Budget Variance – as of Sept. 30, 2015

Approved (incl. carryforwards)	2015 Actuals as of Sept. 30		2015 Projected Actuals at Year End		2015 Projected Unspent Balance	
	\$000s	% Spent	\$000s	% Spent	\$000s	% Unspent
57,934	16,089	27.8%	31,781	54.9%	26,153	45.1%

Key Points:

- Land acquired subsequent to Sept. 30, 2015 for future carpark development include 601 Caledonia Rd.
- The rate of spending reflects the fact that SOGR projects tend to start later in the year when weather conditions are more favorable. There were also delays attributed to a need to complete studies and site assessments for some of the already identified sites, as well as delays in implementation of joint venture projects. Three projects comprise 77% of the unspent 2015 budget.

2016 Capital Program Issues

Key Issues and Challenges for 2016 and Beyond



- Rising land and construction costs
- A lengthy approval process
- Implications of On street service \ supply reduction for Off street capital plans



Opportunities for 2016 and Beyond

- Green P Plus – Signature Sites.
- Finding alternate ways to increase parking supply.
- Zoning changes to support TPA parking space specifications for new garages.
- Improved transportation integration.



Key Objectives and Priority Actions

Objectives:

- Toronto Parking Authority exists to provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system.

Key Priority Actions:

- Toronto Parking Authority actively pursues joint development opportunities with private sector. The 2016-2025 Recommended Capital Budget and Plan includes 14 joint venture projects intended to expand service and intensify land use.
- Expansion of CP1 – addition of levels.
- Mobile payments Phase 2 – on-street parking and Merchant validation.
- Innovative parking supply solutions (i.e. TTC open cut developments).
- 2016 Green P off-street lot greening initiatives (CP's 3,47,78,85,93, 226).
- Ongoing execution of SOGR maintenance program.
- Continued implementation of Pay-and-Display meter refurbishment program.
- Implementation of Toronto Bikeshare system expansion in partnership with Metrolinx.

2016 – 2025 Capital Budget and Plan Request



Summary of Major Projects in the 10-Year Recommended Capital Budget (excluding carryovers)

Project (\$000s)	2016	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025
CP 15 Redevelopment (JV)				39,200		39,200						39,200
St. Lawrence Market North			14,500			14,500						14,500
Yonge/ York Mills (355 spaces)					14,500	14,500						14,500
King/Spadina Re-investment Area						-			12,500			12,500
Metropolitan \ Church					12,500	12,500						12,500
St. Clair W - CP 41 (7 Norton) Corso Italia						-	10,900					10,900
Redevelopment of CP 217		10,600				10,600						10,600
Queen/ Soho		10,500				10,500						10,500
Bay/ Lakeshore (Downtown Fringe - South)						-		10,000				10,000
Financial District East of University						-				10,000		10,000
Carpark Provisions 2016	10,000					10,000						10,000
Chinahouse (CP 655) 935 Eglinton Ave. East	9,800					9,800						9,800
Redevelopment of Carpark 12 - JV (30 Alvin)				9,300		9,300						9,300
1117 Dundas W/ Dovercourt CP 204				8,600		8,600						8,600
Bloor/ Bathurst						-					8,500	8,500
Redevelopment of CP 224 Liberty Village		8,000				8,000						8,000
Yonge, S. of Eglinton						-				7,000		7,000
11 Wellesley		6,500				6,500						6,500
King/ E. of Spadina - Revitalization SE Corner						-		6,000				6,000
775 King Street (CP 272)	6,000					6,000						6,000
CP 1 - Addition of 2 Levels	5,145					5,145						5,145
Bikeshare Expansion Metrolinx	4,900					4,900						4,900
Harbourfront						-				4,500		4,500
North York Centre - South (Sheppard to Finch)						-		4,000				4,000
Spadina/ Bloor (Redevelopment of CP 31)						-			4,000			4,000
Redevelopment of CP 412						-			4,000			4,000
Bessarion Community Centre		4,000				4,000						4,000
Rosedale/Woodlawn	3,500					3,500						3,500
Little Italy						-	3,500					3,500
Kingston Road - West of Victoria Park (YMCA)		3,400				3,400						3,400
Redevelopment of CP 5 (Garage)				3,200		3,200						3,200
Davisville/ Yonge						-		3,000				3,000
Queen East - Kippendavie to Lee						-	3,000					3,000
State of Good Repairs of Existing CP's	4,750					4,750						4,750
Greening Projects and technology	1,600	5,500	5,500	5,500	5,500	23,600	5,500	5,500	5,500	5,500	5,500	51,100
Projects less than \$3m each - Total	6,350	5,385	7,457	539	1,068	20,799	10,397	2,627	5,659	692	6,606	46,780
Total Recommended	52,045	53,885	27,457	66,339	33,568	233,294	33,297	31,127	31,659	27,692	20,606	377,675



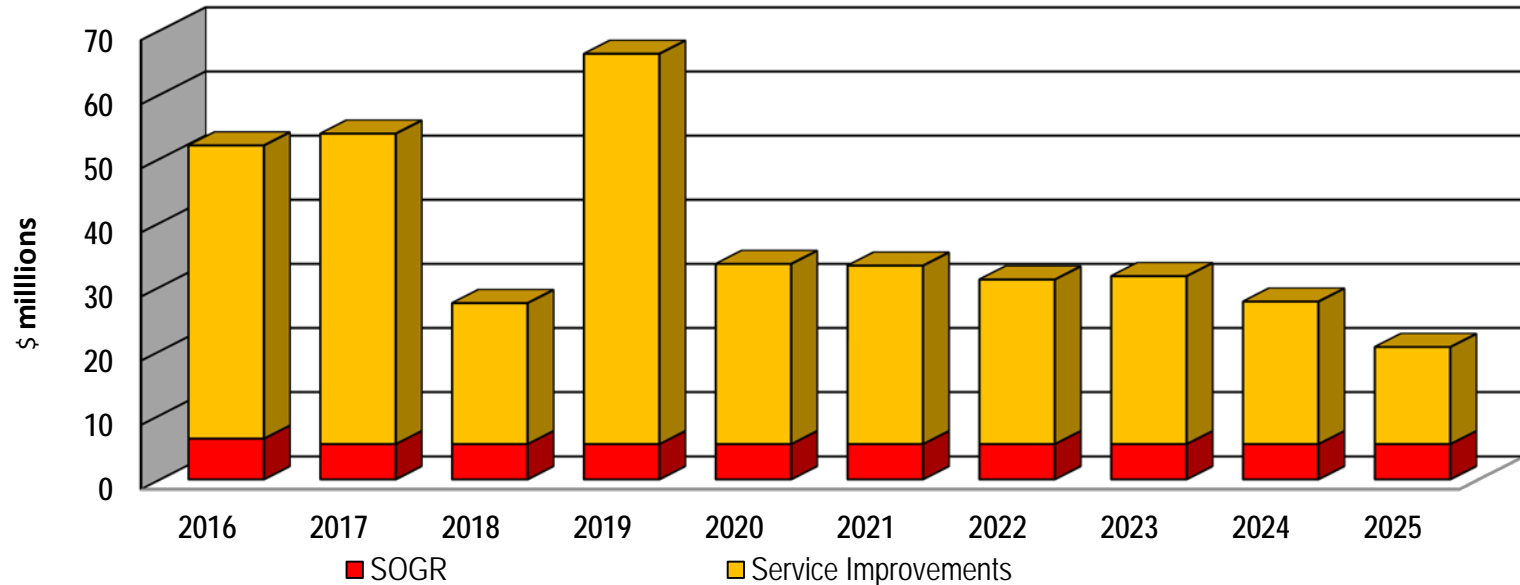
Debt Target

\$000s	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2025 Total
Gross Expenditures											0.0
Debt Target											0.0
Requested Debt											0.0
Over/Under Debt Target	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

The City does not set a debt affordability target for the Authority.



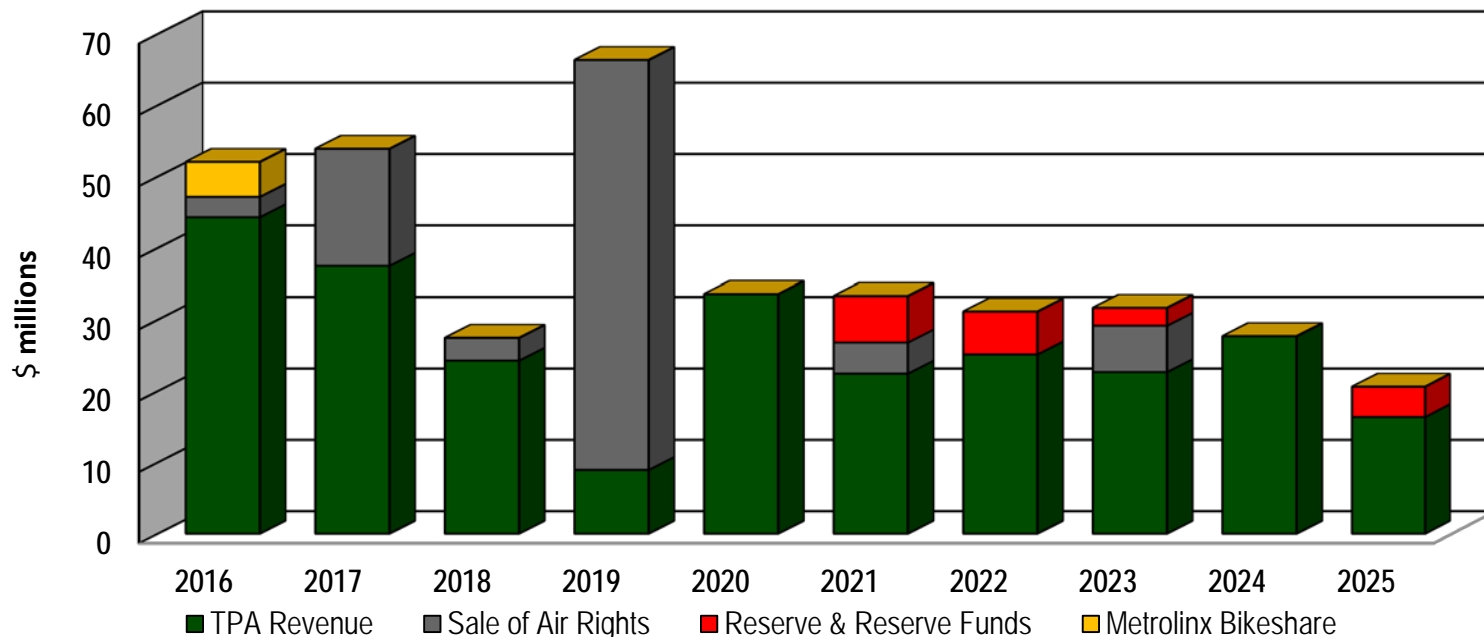
2016 – 2025 Capital Plan by Category



- The 10-Year Recommended Capital Plan of \$377.6 million balances infrastructure renewal needs and service improvement projects to meet the forecasted increase in demand for off-street parking, while minimizing service interruptions and revenue losses. The Authority's strategic priorities include continued improvements to customer service through innovative solutions, efficient expansion of services via joint partnership.
- The Capital Plan currently does not include a provision for a significant loss of on-street service \ spaces resulting from initiatives such as curbside management, complete streets and the cycling network plan.



2016 – 2025 Capital Plan by Funding Source



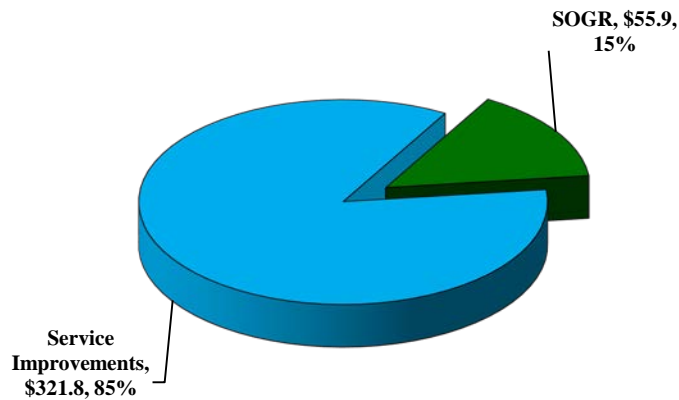
Key Points:

- Toronto Parking Authority is a self-sustaining public corporation owned by the City of Toronto and it supports the municipal property tax levy. The City did not set a debt affordability target for the Authority since its operating and capital investments are funded through current and future retained earnings from user fees; reserve funds; and proceeds from the sale of air rights.
- The submission includes \$4.9 million for the Metrolinx Bike Share Expansion

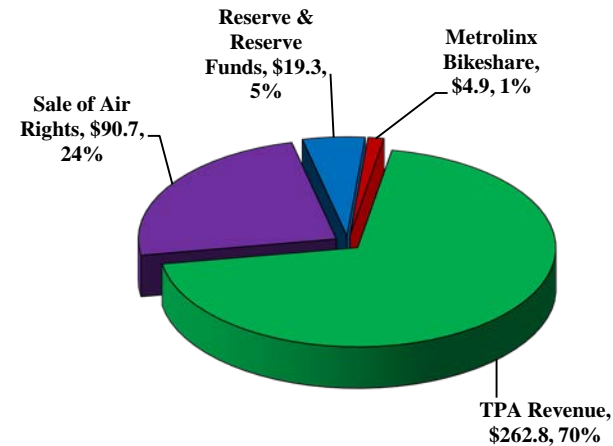
2016 Capital Budget by Project Category & Funding Source (in \$millions)



**2016
Capital Budget by Project Category
(\$ millions)**

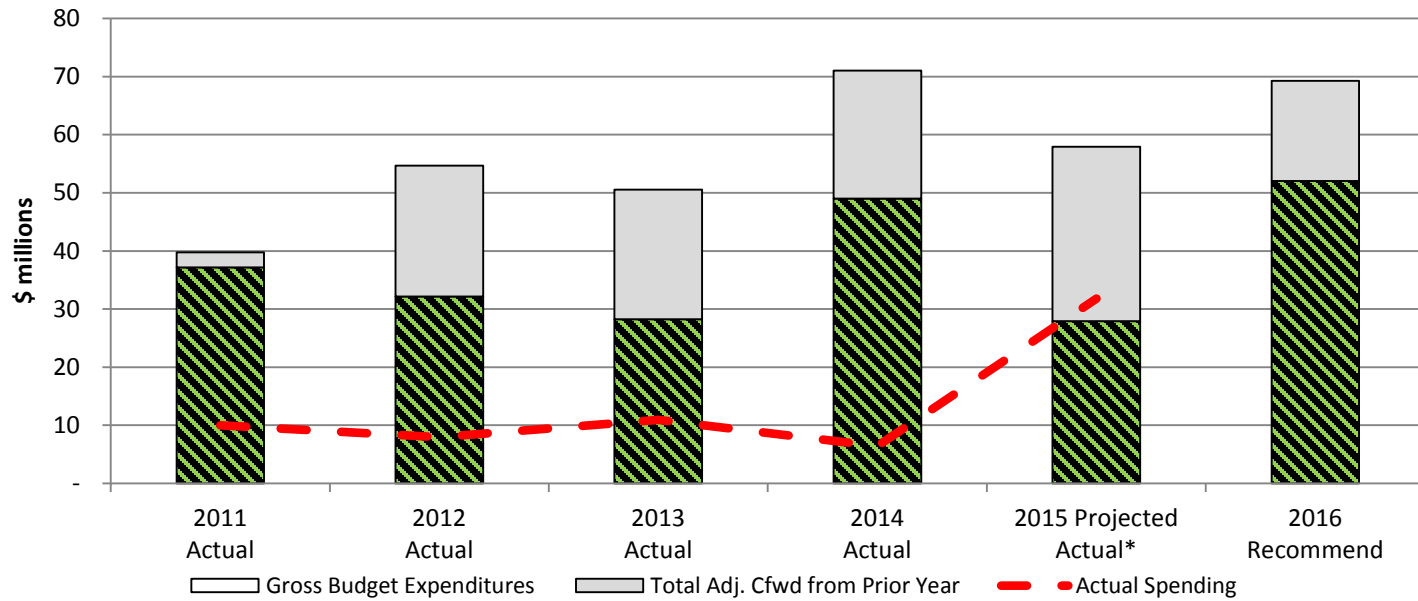


**2016
Capital Budget Funding Source
(\$ millions)**





Capacity to Spend - Budget vs. Actual



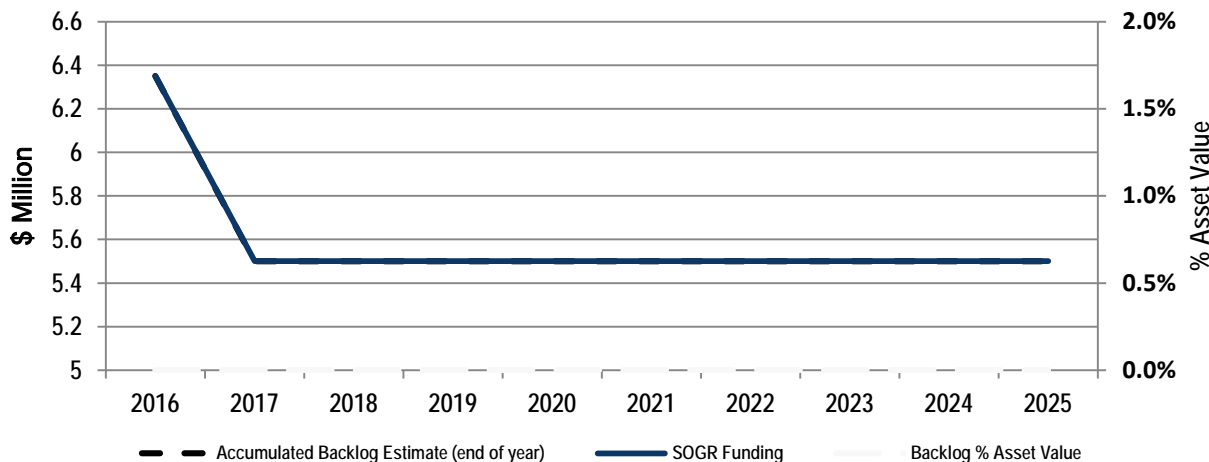
Spending ratio increased significantly in 2015 with the acquisition of 6 properties.

Past underspending are a result of:

- Delays resulting from unavailability of appropriate sites
- Delays due to on-going negotiations for identified sites
- Projects that have been cancelled because of the low probability of finding an appropriate site
- Anticipated time lags inherent in joint venture arrangements



State of Good Repair Backlog



% Asset Value Trend Analysis:

- No SOGR backlogs for 2016-2025.
- Major SOGR Projects:
 - Projects are stable over 10 year plan horizon at \$6.4 in 2016 and \$5.5 M per year for 2017-2025 to maintain assets in a current state of good repair and prevent any future backlog.
 - Projects include Green P + greening projects; lighting & electrical upgrades; concrete repairs; water-proofing of garage surfaces; painting; fire alarm upgrade at several garages and re-paving of surface carparks throughout the City.



Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2016 Rec'd Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016-2025 Total
2016 Recommended Capital Budget											
Joint Venture CP 655		165.0									165.0
CP 1 - Addition of 2 Levels		650.0									650.0
CP 505 Cliveden Expansion		25.0									25.0
New Carparks											
Carpark Provisions 2016		500.0									500.0
775 King Street (CP 272)		300.0									300.0
1220-1222 Wilson Ave		193.0									193.0
Rosedale/Woodlawn		175.0									175.0
242 Danforth, E. of Broadview		163.0									163.0
2204, 2212 Eglinton W. (CP 673)		137.0									137.0
St. Clair/ Oakwood 287 Rushton		100.0									100.0
		1,568.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,568.0
Sub-Total 2016 Recom. Budget	0.0	2,408.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2,408.0
Requested 10-Year Capital Plan											
Joint Venture Projects Parking Revenue											0.0
CP 15 Redevelopment (JV)					1,610.0						1,610.0
Redevelopment of Carpark 12					465.0						465.0
Redevelopment of CP 224 Liberty Village			400.0								400.0
11 Wellesley			325.0								325.0
St. Clair W - CP 41 (7 Norton) Corso Italia							212.2				212.2
Redevelopment of CP 412									200.0		200.0
Redevelopment of CP 5 (Garage)					160.0						160.0
Other JV projects			130.0	182.0	130.0				125.0		567.0
Joint Venture Projects Retail	0.0	195.0	435.0	240.0	180.0	180.0	201.0	201.0			1,632.0
Sub-Total Joint Venture	0.0	195.0	1,290.0	422.0	2,545.0	180.0	413.2	201.0	325.0	0.0	5,571.2
New Carparks											
St. Lawrence Market North				725.0							725.0
Yonge/ York Mills (355 spaces)						725.0					725.0
King/Spadina Re-Investment Area								625.0			625.0
Metropolitan						625.0					625.0
Queen/ Soho			525.0								525.0
Bay/ Lakeshore (Downtown Fringe)								500.0			500.0
Financial District East of University										500.0	500.0
Bloor/ Bathurst										425.0	425.0
Yonge, S. of Eglinton										350.0	350.0
King/ E. of Spadina								300.0			300.0
Other New CP's			615.0	165.0		25.0	815.0	450.0	325.0	537.5	2,932.5
Sub-Total New CP's	0.0	0.0	1,140.0	890.0	0.0	1,375.0	815.0	1,250.0	950.0	1,812.5	8,232.5
Sub-Total 2017-2025	0.0	195.0	2,430.0	1,312.0	2,545.0	1,555.0	1,228.2	1,451.0	1,275.0	1,812.5	13,803.7
Total	0.0	2,603.0	2,430.0	1,312.0	2,545.0	1,555.0	1,228.2	1,451.0	1,275.0	1,812.5	16,211.7

Net Expenditures Returned to the City since 1992



YEAR	Contribution to City				Other Payments to City		GRAND
	Income	Sale of Air Rights	Special Dividend	Subtotal	Property Taxes	Rents	TOTAL
1992	2,138,140		25,000,000	27,138,140	6,322,000	Amounts for earlier years not researched	33,460,140
1993	3,773,206		7,260,055	11,033,261	5,735,000		16,768,261
1994	3,271,147		3,728,854	7,000,001	5,662,000		12,662,001
1995	3,323,295		8,676,705	12,000,000	6,296,000		18,296,000
1996	2,000,000		12,935,000	14,935,000	6,393,000		21,328,000
1997	4,754,865		-	4,754,865	6,646,000		11,400,865
1998	9,284,426		16,136,514	25,420,940	7,406,000	320,000	33,146,940
1999	16,632,356		14,000,000	30,632,356	7,451,000	500,000	38,583,356
2000	25,766,438		-	25,766,438	7,647,000	500,000	33,913,438
2001	25,947,675		-	25,947,675	13,045,284	725,000	39,717,959
2002	28,736,417		-	28,736,417	13,916,862	850,000	43,503,279
2003	29,255,514		-	29,255,514	13,395,907	940,000	43,591,421
2004	30,880,988	3,384,795	2,000,000	36,265,783	13,250,489	800,000	50,316,272
2005	30,608,259		-	30,608,259	13,018,111	700,000	44,326,370
2006	32,719,027		-	32,719,027	14,122,927	900,000	47,741,954
2007	34,710,323		-	34,710,323	14,844,997	1,300,000	50,855,320
2008	41,583,265	11,592,412	20,000,000	73,175,677	15,034,213	1,700,000	89,909,890
2009	45,888,095		10,000,000	55,888,095	15,419,536	1,700,000	73,007,631
2010	39,827,060	19,466,383	-	59,293,443	18,097,007	1,700,000	79,090,450
2011	42,749,302		-	42,749,302	19,019,000	1,700,000	63,468,302
2012	42,356,275	1,227,615	12,000,000	55,583,890	18,358,000	1,700,000	75,641,890
2013	44,906,555		-	44,906,555	18,771,041	2,098,000	65,775,595
2014	43,705,912		639,000	44,344,912	19,849,426	2,297,000	66,491,338
2015 est	39,915,691	41,843,284	7,643,276	89,402,251	21,533,713	1,992,048	112,928,013
2016 bud	39,222,392	16,980,001		56,202,393	19,459,681	2,199,120	77,861,194
TOTAL	663,956,623	94,494,490	140,019,404	898,470,517	320,694,194	24,621,168	1,243,785,880

