

Toronto Parking Authority

BU35.1

2018 Recommended Operating Budget and 2018 – 2027 Capital Budget and Plan

Budget Committee



Agenda

- Budget Highlights
- Program Overview
- 2018 Operating Budget
 - 2017 Service Performance
 - 2018 Program Issues
 - 2018 Operating Budget Submission
- 2018 – 2027 Capital Budget and Plan
 - 2017 Capital Performance
 - 2018 Program Issues
 - 2018 – 2027 Capital Budget and Plan Submission



Budget Highlights

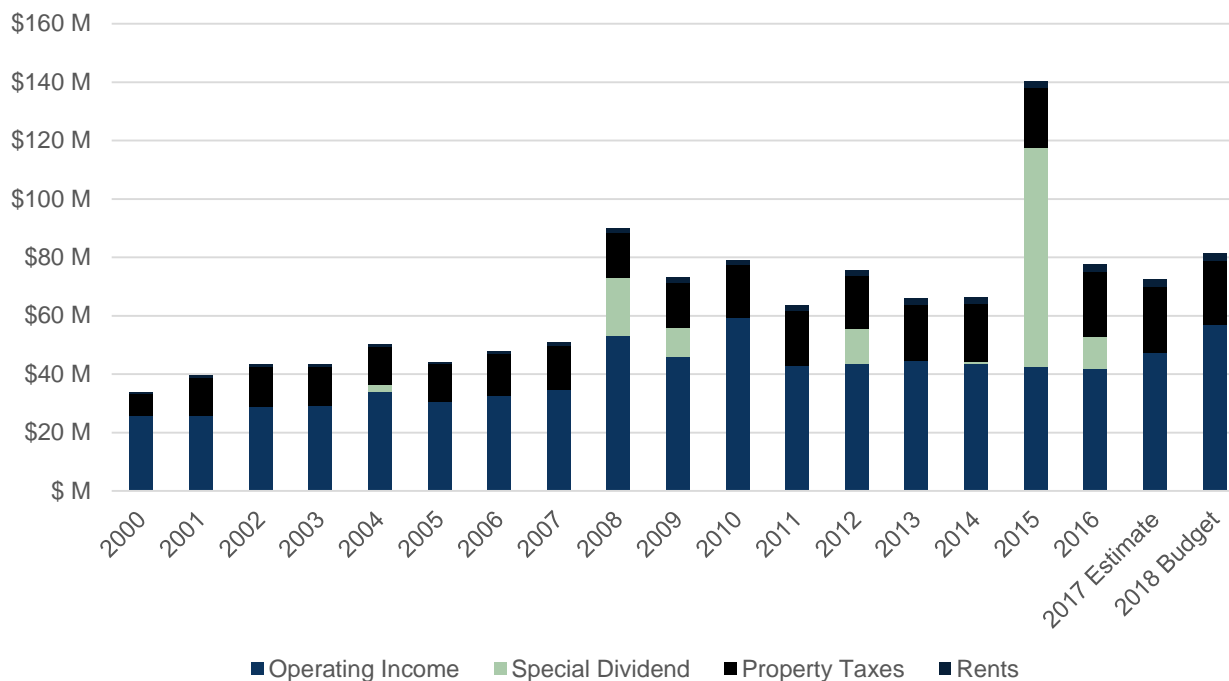


Toronto Parking Authority

2018 Budget Highlights



Distributions to City of Toronto



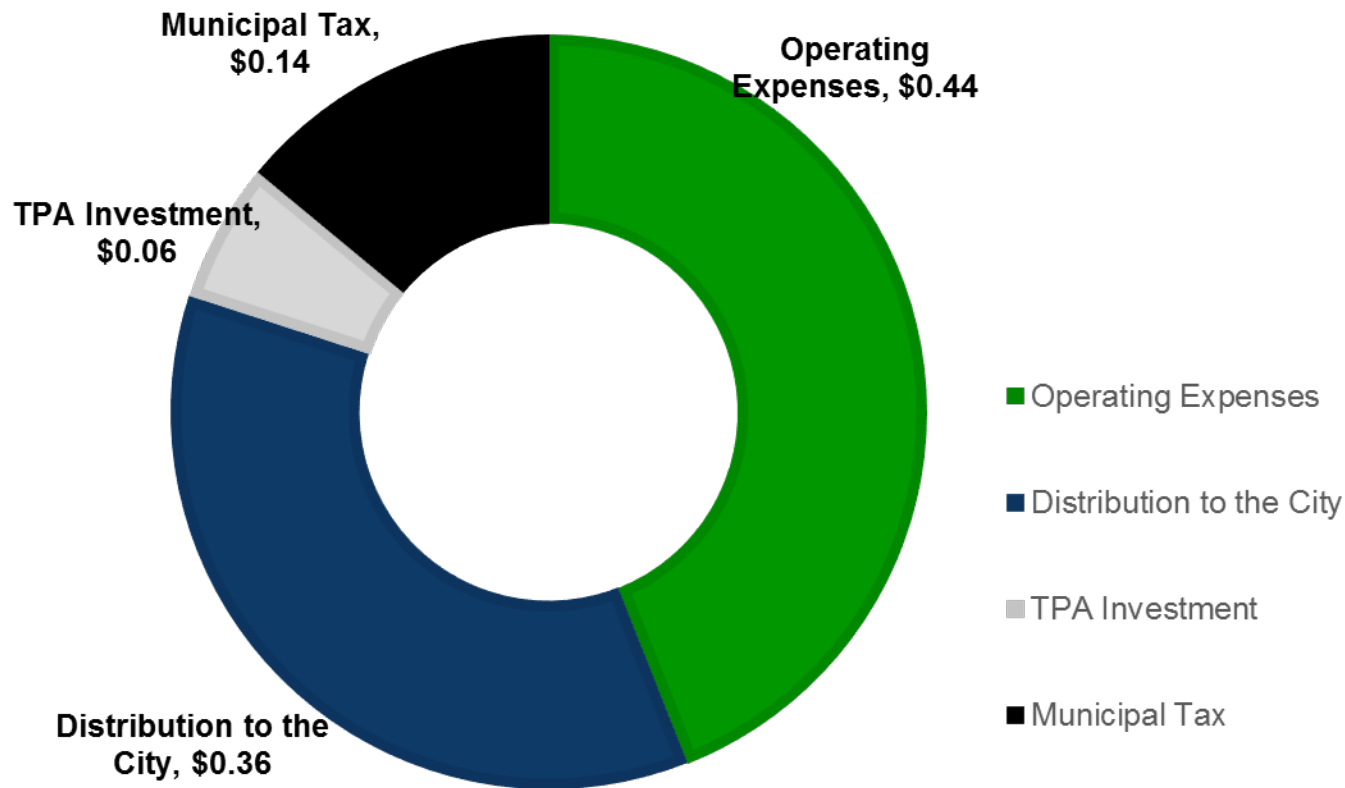
\$72M estimated profit distribution and expenses paid for 2017
 \$81M estimated profit distribution and expenses paid for 2018



Toronto Parking Authority

2018 Budget Highlights

HOW EACH GREENP DOLLAR OF REVENUE IS SPENT



Toronto Parking Authority

2017 Forecast

(\$000's)



	2017 Forecast	2017 Budget	2017 Budget vs Forecast	
On-Street Parking Revenue	52,627	51,671	956	1.9%
Off-Street Parking Revenue	95,781	99,150	(3,368)	(3.4%)
Sundry Revenues	4,558	4,478	80	1.8%
Total Revenues	152,967	155,298	(2,332)	(1.5%)
Salaries and Benefits	25,970	27,029	1,059	3.9%
Materials and Supplies	6,226	8,019	1,794	22.4%
Equipment	6,993	6,991	(2)	(0.0%)
Services & Rents	9,493	8,516	(977)	(11.5%)
Municipal Taxes	22,447	23,036	589	2.6%
Other Expenditures	18,425	18,292	(132)	(0.7%)
Total Gross Expenditures	89,553	91,884	2,331	2.5%
Total Net Income	63,414	63,414	(0)	(0.0%)

- Timing of Car Park closures are impacting Off-Street revenue: CP32-Bay & Lakeshore, CP1-Hayden and CP262-Queen St W
- On-Street's strong performance driven by GreenP app
- Salaries and benefits pacing favourable due to gapping
- Materials and Supplies are pacing favourably primarily due to lower repairs & maintenance and expenses for the On-Street GreenP app launch being incurred earlier than planned
- Car Park rent expense pacing over budget due to CP15-50 Cumberland extension

Toronto Bike Share

2017 Forecast

(\$000's)



	2017 Forecast	2017 Budget	2017 Budget vs Forecast	
Bike Share Revenue	3,260	4,119	(859)	(20.9%)
Salaries and Benefits	211	211	0	
Services & Rents	3,422	3,625	203	5.6%
Other Expenditures	317	283	(34)	(12.0%)
Total Gross Expenditures	3,950	4,119	169	4.1%
Total Net Income	(690)	0	(690)	-

- Sponsorship negotiations in progress and anticipated to bridge revenue shortfall in 2017
- Over 1.5 million rides are expected in 2017 from 97,600 members
- Subsidy per ride is expected to be \$0.45, or 18% of the operating budget
- Expansion of the Bike Share system to 270 stations and 2,750 bicycles
- Improved system balancing, maintenance and risk management achieved in 2017

Toronto Parking Authority

2018 Budget

(\$000's)



	2018 Budget	2017 Budget	Change	
On-Street Parking Revenue	58,734	51,671	7,063	13.7%
Off-Street Parking Revenue	98,621	99,150	(529)	(0.5%)
Sundry Revenues	3,735	4,478	(743)	(16.6%)
Total Revenues	161,090	155,298	5,792	3.7%
Salaries and Benefits	27,976	27,029	(947)	(3.5%)
Materials and Supplies	7,395	8,019	625	7.8%
Equipment	6,781	6,991	210	3.0%
Services & Rents	10,511	8,516	(1,995)	(23.4%)
Municipal Taxes	21,922	23,036	1,114	4.8%
Other Expenditures	19,557	18,292	(1,264)	(6.9%)
Total Gross Expenditures	94,142	91,884	(2,257)	(2.5%)
Total Net Income	66,948	63,414	3,534	5.6%

- On-Street revenue expected to increase as a result of the comprehensive Rate Review increase recommendations and new meter locations
- Off-Street's Rate Review increases expected to be offset by Car Park closures
- Car Park rent expense expected to increase due to CP15-50 Cumberland and new managed lots
- Municipal tax will decrease for Car Park closures
- Other increases relate to higher revenue volume

Toronto Bike Share

2018 Budget

(\$000's)



	2018 Budget	2017 Budget	Change	
Bike Share Revenue	5,110	4,119	991	24.1%
Salaries and Benefits	211	211	0	
Services & Rents	5,027	3,625	(1,402)	(38.7%)
Other Expenditures	282	283	1	0.4%
Total Gross Expenditures	5,520	4,119	(1,401)	(34.0%)
Total Net Income	(410)	0	(410)	-

- Ridership revenue anticipated to increase from annual memberships doubling and casual ridership increasing approximately 28% as 2017 system expansion is adopted by riders
- 2.5 million rides are forecasted for 2018
- System operation fees are expected to increase with the network expansion
- Subsidy per ride is expected to be \$0.16, or 8% of the operating budget



2018 Base Budget Pressures

(In \$000s)	2018 Base Operating Budget			Total	
	ON Street	OFF Street	Bike Share	\$	FTEs
	\$	\$	\$		
Gross Expenditure (Increase) Decrease	731	(2,988)	(1,401)	(3,658)	
Prior Year Impacts					
Reversal of One-Time Mobile Roll Out Expense	851			851	
Operating Impacts of Capital					
Depreciation	461	(251)		210	
Economic Factors					
Divisional Economic Factors	(119)	(894)		(1,013)	
Salary & Benefit Changes					
COLA	(63)	(456)		(519)	
New Roles Added		(512)		(512)	5.0
Other Base Expenditures Changes					
Sub-Contracting Fees			(1,401)	(1,401)	
Municipal Taxes, net closures, excluding economic factors		1,675		1,675	
Payment Processing; Volume Increase	(399)	(134)		(533)	
CP Rentals		(1,991)		(1,991)	
Other Base Expenditures Changes		(105)		(105)	
Repairs and Maintenance		(319)		(319)	
Total Gross Expenditure (Increase) Decrease	731	(2,988)	(1,401)	(3,658)	5.0
Base Revenue Increase (Decrease)					
Revenue Growth (Pricing and Volume)	6,000	2,733	991	9,725	
King Street - Net Loss Lane Restrictions Offset by Side Street	(220)			(220)	
New Meter Locations	900			900	
CP32 Bay-Lakeshore & Other Closures		(2,694)		(2,694)	
Car Park Openings		800		800	
Other Income - Reduced Investments		(743)		(743)	
Reverse 2017 Budget Payroll Adjustment	383	(1,368)		(985)	
Total Revenue Increase	7,063	(1,272)	991	6,783	
Net Income Increase (Decrease)	7,794	(4,260)	(410)	3,124	5.0



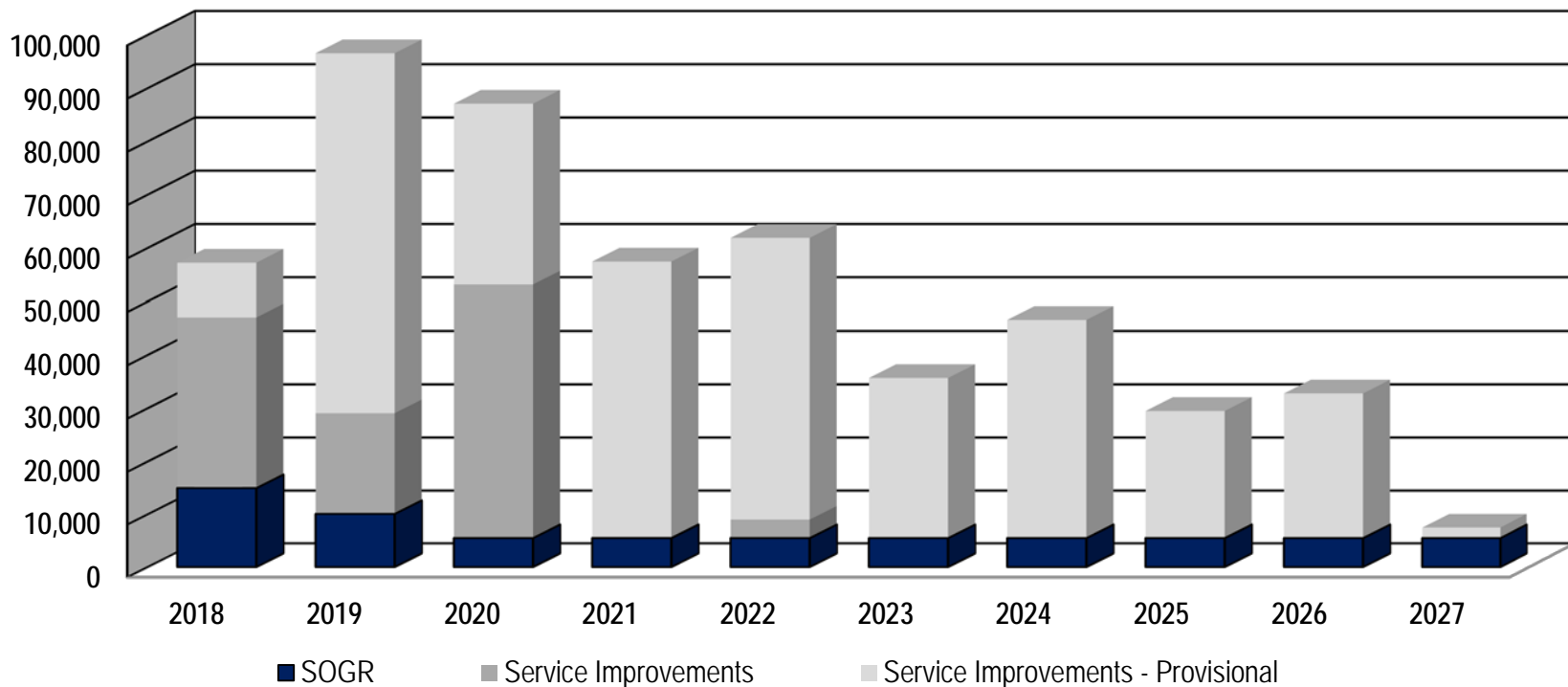
2017 Capital Budget Highlights

2017 Approved	2017 Actuals as of June 30		2017 Projected Actuals at Year-End		2017 Projected Unspent Balance	
	\$000s	% Spent	\$000s	% Spent	\$000s	% Unspent
158,469	27,563	17.4%	86,311	54.5%	72,157	45.5%

Drivers Impacting Spending Rate:

- 2017 approved projects and carry forwards includes \$44.6M for 39 provisional real estate projects for parking space replacement or growth
- 2017's committed projects include those with significant project cycle times. Timing of expenditures have been reviewed for accuracy, latest scheduling and cash flow assumptions updated accordingly with approximately \$86.3M anticipated to be committed or disbursed by December 2017 across 37 service improvement projects and 52 state of good repair projects
- Approximately \$40.0M of projects budgeted for 2017 have been cancelled

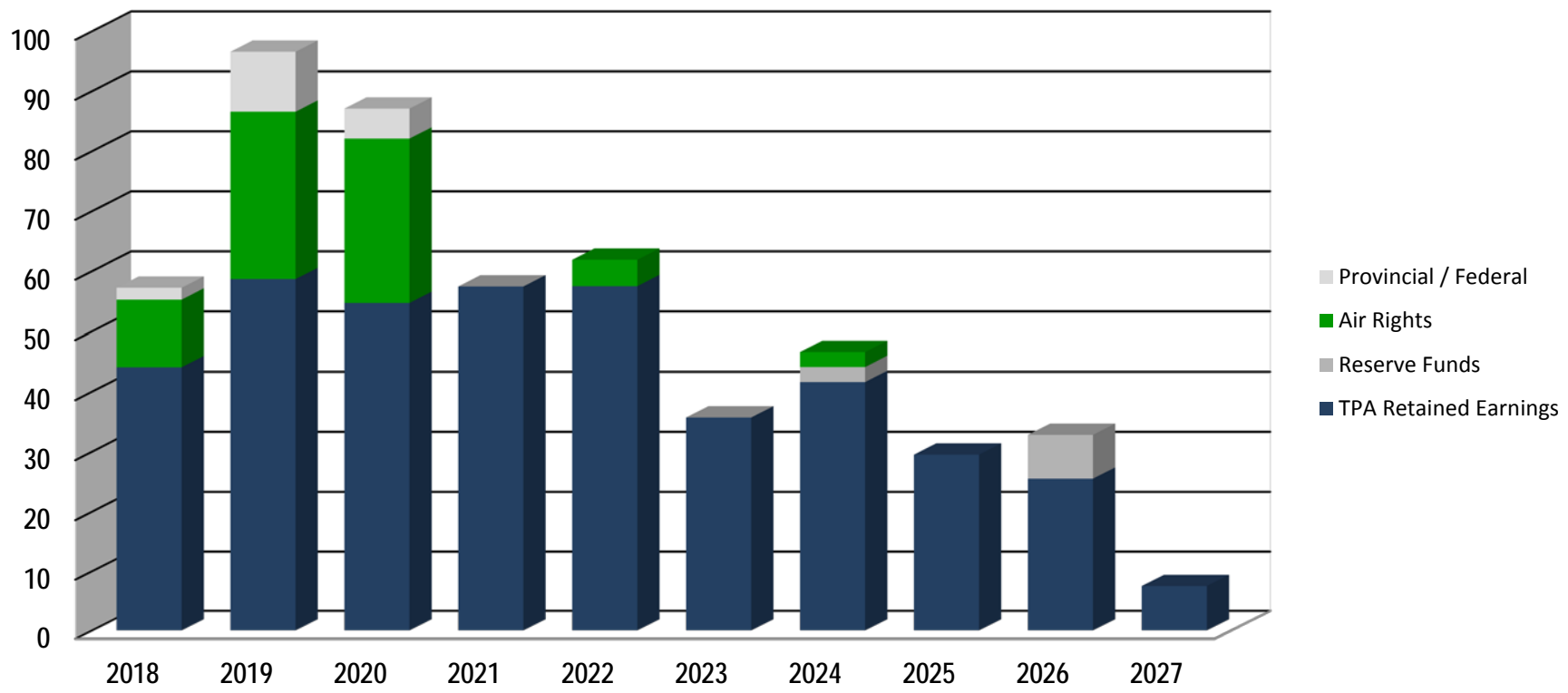
2018 – 2027 Capital Plan by Category



- 2018 Capital Plan focuses on balancing infrastructure renewal needs for SOGR, service improvement and growth to meet anticipated demand for off-street parking. Funding is primarily for approximately 35 new car parks and the redevelopment or expansion of 25 existing car parks and the greening of various existing carparks



2018 – 2027 Capital Plan by Funding Source



Key Points:

- Forecasted projects are fully funded; provisional growth related projects are assumed to be undertaken where joint ventures and third party funding may be arranged
- TPA is conducting a detailed assessment of future funding sources and will update as needed in future budget cycles
- Certain service improvement projects are deemed “provisional” and these will rely largely on third party or joint venture funding
- 50% of Bike Share expansion is assumed to be funded through the Federal and Provincial programs



Summary of Projects by Category in the 10-Year Capital Budget and Plan

	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total
Total Expenditures by Category											
State of Good Repair											
Major Capital Maintenance	3,217	1,150	-	-	-	-	-	-	-	-	4,367
Major Repairs	2,800	939	-	-	-	-	-	-	-	-	3,739
Major Asset Replacement	8,971	8,000	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	60,971
Sub-Total	14,988	10,089	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	69,077
Service Improvements											
Bike Share Expansion	4,980	10,000	5,000	-	-	-	-	-	-	-	19,980
St. Lawrence Market North	-	-	14,500	-	-	-	-	-	-	-	14,500
Queen / Soho	10,500	-	-	-	-	-	-	-	-	-	10,500
Other Projects under \$10M	16,573	8,990	28,150	250	3,500	-	-	-	-	-	57,463
Sub-Total	32,053	18,990	47,650	250	3,500	-	-	-	-	-	102,443
Service Improvements - Provisional											
Replacement Plan for Bikelines	-	4,700	6,450	6,450	8,500	6,700	6,700	2,000	2,000	2,000	45,500
CP Provisions due to City Initiatives	-	3,600	6,000	6,000	7,500	7,500	5,400	-	-	-	36,000
Yonge & Bloor Provision	-	-	-	-	21,000	-	-	-	-	-	21,000
Carpark Provisions	10,000	5,000	-	-	-	-	5,000	-	-	-	20,000
Distillery / West Donlands	-	20,000	-	-	-	-	-	-	-	-	20,000
Metropolitan/ Church (56 Queen East, 51 Bond)	-	-	-	15,000	-	-	-	-	-	-	15,000
Eglinton Crosstown	-	5,000	5,000	5,000	-	-	-	-	-	-	15,000
Smart Track	-	5,000	5,000	5,000	-	-	-	-	-	-	15,000
King/Spadina Re-investment Area	-	-	-	-	-	-	12,500	-	-	-	12,500
St. Clair W - CP 41 (7 Norton) Corso Italia	-	-	-	-	10,900	-	-	-	-	-	10,900
CP39 - Castlefield Re-development	100	10,000	-	-	-	-	-	-	-	-	10,100
Harbourfront	-	-	-	10,000	-	-	-	-	-	-	10,000
Bay/ Lakeshore (Downtown Fringe - South)	-	-	-	-	-	10,000	-	-	-	-	10,000
Financial District East of University	-	-	-	-	-	-	-	10,000	-	-	10,000
Other Projects Under \$10M	100	14,200	11,500	4,250	5,000	6,000	11,500	12,000	25,300	-	89,850
Sub-Total	10,200	67,500	33,950	51,700	52,900	30,200	41,100	24,000	27,300	2,000	340,850
Total Expenditures by Category (excluding carry forward)	57,241	96,579	87,100	57,450	61,900	35,700	46,600	29,500	32,800	7,500	512,370



Program Overview



2017 Program Map

Toronto Parking Authority

Provide safe, attractive, self-sustaining, conveniently located and competitively priced On-Street and Off-Street public parking as an integral part of the City of Toronto's transportation system

On-Street

- Provides safe, attractive, clean, convenient, well-maintained, affordable On-Street parking in support of the continued prosperity of the City's communities and local merchants
- The Authority manages an estimated 19,300 On-Street spaces controlled by solar-powered pay-and-display technology or single space meters
- Innovative GreenP app continues to simplify parking for the City of Toronto at our On-Street and Off-Street lots with continued increased adoption rates and transactions.



Off-Street

- Provides safe, attractive, clean, convenient, well-maintained, affordable Off-Street parking in support of the City's communities
- The Authority manages approximately:
 - 22,000 Off-Street spaces, which include automated and partially automated lots and garages and 187 lots operated with the GreenP app or Pay and Display machines
 - 10,000 spaces at the Toronto Transit Commission park-and-ride facilities
 - 3,000 spaces for the Parks, Forestry and Recreation Program along the waterfront and other areas of the City



Bike Share

- Provides convenient access to high quality, well-maintained bicycle rentals or urban cycling on a short-term basis
- The Authority manages
 - 2,750 bicycles
 - 270 docking stations

Our Mission and Values

The Toronto Parking Authority's core purpose and the filter for every decision we make:

- Our mission is to make the communities we serve more vibrant and livable
- Our vision is to be a leader in providing the best parking experience to our customers
- Our core values are the behaviours and skills that we value in fellow employees:
 - ❖ Excellence
 - ❖ Innovation
 - ❖ Collaboration
 - ❖ Service
 - ❖ Respect
 - ❖ Commitment

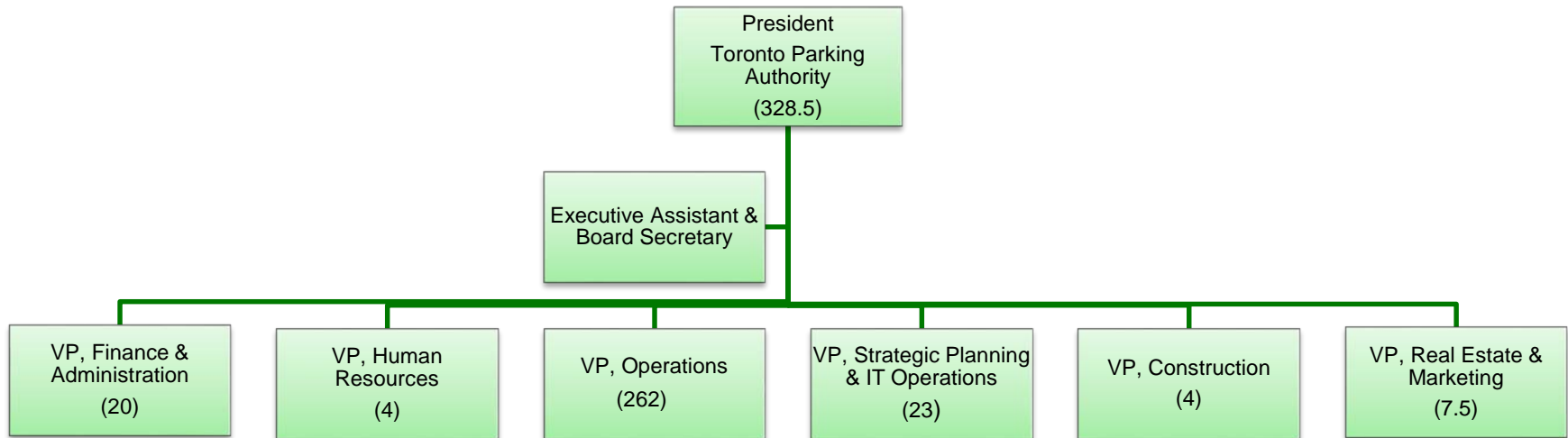
Our Key Objectives

It's all about the Customer

Our objective is to be the leader in delivering parking service excellence to our customers and stakeholders, offering state-of-the-art eco-friendly parking facilities and leading technology to support customer experience and operational excellence that provides safe, attractive, convenient and affordable parking.

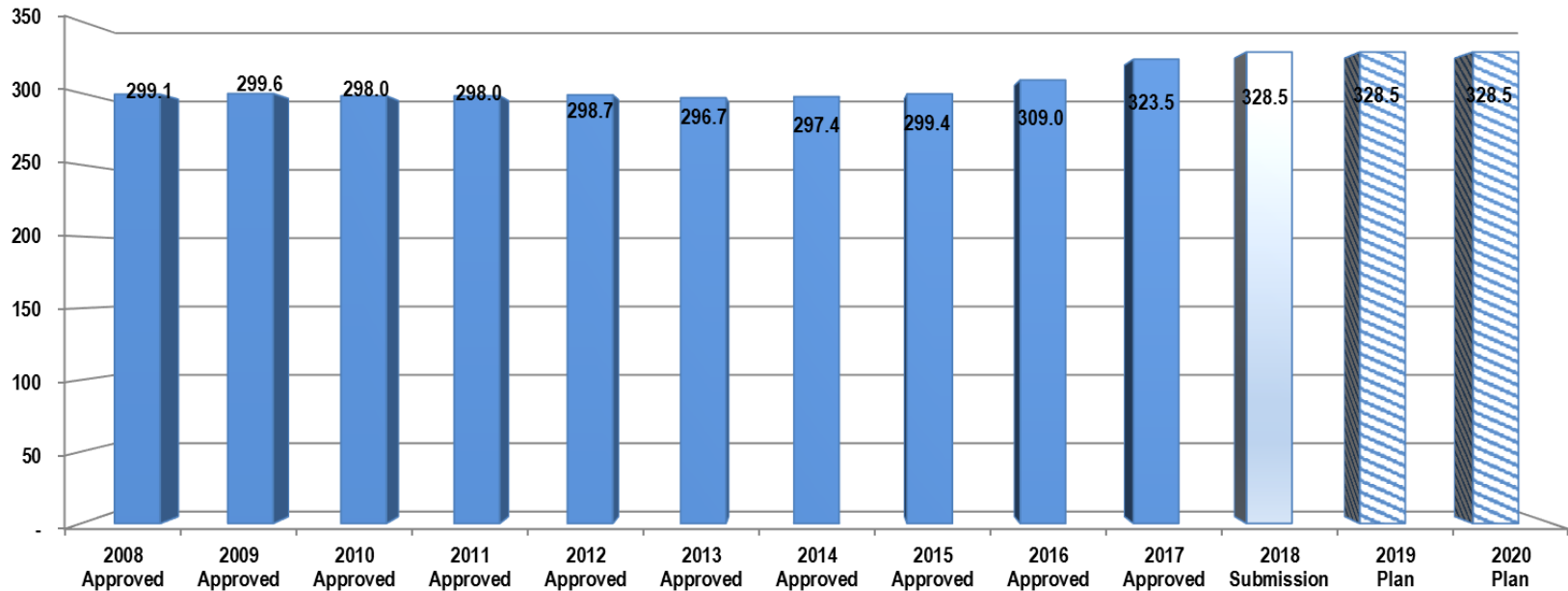
- Provide low-cost short-term parking, mainly in neighbourhood and commercial areas;
- Provide convenient, cost-effective Bike Share option for local trips;
- Discourage long-term parking, especially in downtown and mid-town commercial areas and commercial areas well served by transit; and
- Generate sufficient revenue to cover minimum operating and administrative costs, and either recover past capital costs or allow for future capital investment.

2018 Organization Chart



Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent Position	7.0	11.0	77.5	183.0	278.5
Temporary Position				50.0	50.0
Total	7.0	11.0	77.5	233.0	328.5

Staffing Trend (Excludes Capital Positions)



Key Points:

- Five net new positions year over year are for Operations (3) and Administration (2)
- Gapping for 2018 is expected to be 10 FTEs, based upon recruiting efforts to staff maintenance and technician roles
- TPA does not have any capital positions

Vacancy Analysis

	2015			2016			2017 Year-End Projections			
	Approved Positions (FTEs)	# of Vacancies	Vacancies % of Approved Positions	Approved Positions (FTEs)	# of Vacancies	Vacancies % of Approved Positions	Approved Positions	Variance as at Jun 30 *	# of Vacancies Projections to Dec 31	Vacancies % of Approved Positions
Operating	299.4	1.0	0.3%	302.4	5.4	1.8%	323.5	10.5	10.5	3.2%
Capital	0.0	0.0	n/a	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Total	299.4	1.0	0.3%	302.4	5.4	1.8%	323.5	10.5	10.5	3.2%

Vacancy Drivers and Strategies:

- 2017 staffing budget built upon FTE complement, with 313 FTEs in place at June 30, 2017
- Vacancy driven by staff turnover primarily in operating positions



2018 Operating Budget



2017 Service Performance

2017 Key Service Accomplishments

On-Street Parking

- The convenient and easy to use GreenP app driving compliance and revenue growth is now available at all On-Street locations. GreenP app transactions will surpass ten million in 2017
- Deployment of comprehensive two-year pay-and-display meter refurbishment program, providing faster processing times for customers, appearance refresh and improved administration
- Conversion of approximately 550 existing one-hour free and no-parking locations into paid parking to offset spaces converted for other use
- Comprehensive rate review recommending amendments to hourly rates and hours of operation across the City based upon usage and area changes

Off-Street Parking

- Interac payment services available at all gated facilities and PayPal on mobile app
- Expansion and re-opening of the 20 Charles Street East garage, providing improved vehicle and bicycle parking service to the growing Yonge and Bloor neighbourhood
- Parking revenue management services now provided to Exhibition Place; comprehensive proposal submitted for renewal of TTC commuter lot management
- Completion of comprehensive parking rate review supporting mandate to serve short-stay parking demand as part of an integral part of the City's transportation system and infrastructure in addition to maintaining the vitality of Toronto's neighbourhood retail and commercial sector

Bike Share

- Expansion of the Bike Share system to 270 stations and 2,750 bicycles and over one million rides in 2017
- Improved system balancing, maintenance and risk management achieved in 2017

2017 Operating Budget Variance - as of June 30

Category of Expense (\$000's)	2015	2016	2017	2017	2017 Budget vs	
	Actuals	Actuals	Budget	Projected	2017 Budget vs	
	\$	\$	\$	Actuals*	Projected	Actuals
Salaries and Benefits	23,461	24,605	27,240	25,970	1,270	4.7%
Materials and Supplies	6,223	6,588	8,019	6,226	1,794	22.4%
Equipment	7,098	6,396	6,991	6,993	(2)	(0.0%)
Services & Rents	7,019	10,156	12,141	13,126	(985)	(8.1%)
Municipal Taxes	19,933	22,532	23,036	22,447	589	2.6%
Other Expenditures	16,562	17,905	18,575	18,742	(166)	(0.9%)
Total Gross Expenditures	80,297	88,182	96,003	93,503	2,500	2.6%
Parking & Bike Share Revenue	133,077	142,217	154,939	151,668	(3,271)	(2.1%)
Contribution from Reserve/Reserve Funds	107,312	-	-	-	-	-
Sundry Revenues	3,697	2,083	4,478	4,558	80	1.8%
Total Revenues	244,087	144,299	159,417	156,227	(3,191)	(2.0%)
Total Net Income	163,790	56,117	63,414	62,724	(690)	(1.1%)
Approved Positions (FTEs)	299.4	309.0	323.5	313.0	10.5	3.2%

Key Points (explanation of trend and variances and impact on 2018):

- Early closure of CP32-Bay & Lakeshore along with CP262, CP239 and CP205 expected to impact 2018 Off-Street revenue by \$2.7M. On-Street's new meter expansion and the comprehensive Rate Review increase recommendations are anticipated to partially offset the impact of the closures.
- Bike Share's 2017 projected shortfall is \$690k
- Materials and Supplies are pacing favourably primarily due to \$0.8M lower On-Street mobile costs and is reflected in the 2018 budget

2018 Operating Program Issues

Key Issues and Challenges for 2018 and Beyond

- Impact of the City-wide Real Estate review and transformation to be coordinated
- Satisfying increasing short-term parking needs in an environment of increasing land and development costs while maintaining returns
- Growing lack of available On-Street curb space as competing demand from policy initiatives and transportation trends directly impact service levels and revenues through increasing bike lane, curb management and Complete Streets initiatives.
- Reduction of available parking spaces and access due to road construction and closures
- Cost of keeping pace with technological advancements related to the customer parking experience (ease of use, payment methodologies, parking guidance)
- Electric Vehicle infrastructure and autonomous vehicle trends
- TPA will continue to respond to parking needs, explore new technologies and seek ways to improve customer service, enhance revenue and margins

Service Objectives and Key Priority Actions

Service Objectives:

Our objective is to be the leader in delivering parking service excellence to our customers, offering state-of-the-art eco-friendly parking facilities and leading technology to support customer experience and operational excellence that provides safe, attractive, convenient and affordable parking.

Key Priority Actions:

- In strategic alignment with City-wide Real Estate, execute 10-year Capital Plan by securing Off-Street parking
- Support collaboration amongst City departments to minimize negative impact on parking revenues, where feasible
- Assess and implement technology and applications appropriate for improving customer service, convenience and performance reporting to support efficiencies
- Drive usage to the GreenP app through implementation of new payment options including Apple Pay and Android Pay
- Increase supply of On-Street parking spaces in order to mitigate impact of King Street pilot project
- Upgrade of the enforcement platform in conjunction with Toronto Police Services
- Expand Bike Share program as an integral component of City's transportation strategy
- Support continuous improvement and on-going development of standard operating procedures and training programs

Modernization & Transformation Initiatives

It's all about the Customer

- Promote our easy-to-use GreenP app and other leading edge technologies that support customer service delivery
- Promote accessibility and service with Bike Share system expansion in collaboration with Metrolinx and Transportation Services
- Continue GreenP+ initiatives to modernize surface lots with input from local residents and businesses to support community needs and events with an eco-conscious philosophy
- Create internal platforms to improve collaboration, processes, controls, efficiencies and effectiveness
- Received the 2017 Award of Excellence for the Best Design of a Surface Parking Lot from the International Parking Institute for Carpark 256 located at 1624 Queen Street West

2018 Operating Budget

2018 Operating Budget

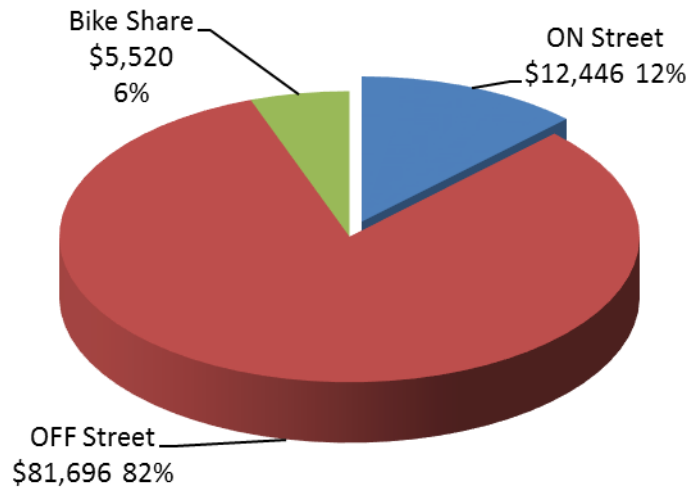
(In \$000s)	2017 Approved Restated Budget	2018 Operating Budget											Incremental Change			
		Base Budget v. 2017 Approved Budget				Base Budget (incl. Service Changes) v. 2017 Approved				Total Budget vs. 2017 Approved Budget			2019		2020	
		Base	Changes		%	Service Changes	Base Incl. Service Changes	Service Changes v. Budget Changes		New / Enhanced	Total Budget	Total Budget vs. 2017 Approved Budget Changes		\$	%	\$
By Service	\$	\$	\$	%	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
ON Street																
Gross Expenditures	13,177	12,446	731	5.5%		12,446	731	5.5%		12,446	731	5.5%	249	2.0%	254	2.0%
Revenue	51,671	58,734	7,063	13.7%		58,734	7,063	13.7%		58,734	7,063	13.7%	1,712	2.9%	1,763	2.9%
Net Income	38,494	46,288	7,794	20.2%	-	46,288	7,794	20.2%	-	46,288	7,794	20.2%	1,463	3.2%	1,509	3.2%
OFF Street																
Gross Expenditures	78,708	81,696	(2,988)	(3.8%)		81,696	(2,988)	(3.8%)		81,696	(2,988)	(3.8%)	1,562	1.9%	1,492	1.8%
Revenue	103,628	102,356	(1,272)	(1.2%)		102,356	(1,272)	(1.2%)		102,356	(1,272)	(1.2%)	2,758	2.7%	2,996	2.9%
Net Income	24,920	20,660	(4,260)	(17.1%)	-	20,660	(4,260)	(17.1%)	-	20,660	(4,260)	(17.1%)	1,196	5.8%	1,504	6.9%
Bike Share																
Gross Expenditures	4,119	5,520	(1,401)	(34.0%)		5,520	(1,401)	(34.0%)		5,520	(1,401)	(34.0%)	2,540	46.0%	1,610	20.0%
Revenue	4,119	5,110	991	24.1%		5,110	991	24.1%		5,110	991	24.1%	2,510	49.1%	1,005	13.2%
Net (Expense)	0	(410)	(410)	n/a	-	(410)	(410)	n/a	-	(410)	(410)	n/a	(30)	7.3%	(605)	137.5%
Total																
Gross Expenditures	96,003	99,662	(3,658)	(3.8%)	-	99,662	(3,658)	(3.8%)	-	99,662	(3,658)	(3.8%)	4,351	4.4%	3,355	3.2%
Revenue	159,417	166,200	6,783	4.3%	-	166,200	6,783	4.3%	-	166,200	6,783	4.3%	6,979	4.2%	5,764	3.3%
Total Net Income	63,414	66,538	3,124	4.9%	-	66,538	3,124	4.9%	-	66,538	3,124	4.9%	2,629	4.0%	2,408	3.5%
Approved Positions (FTEs)	323.5	328.5	(5.0)	(1.5%)		328.5	(5.0)	(1.5%)		328.5	5.0	1.5%	328.5			

Key Points:

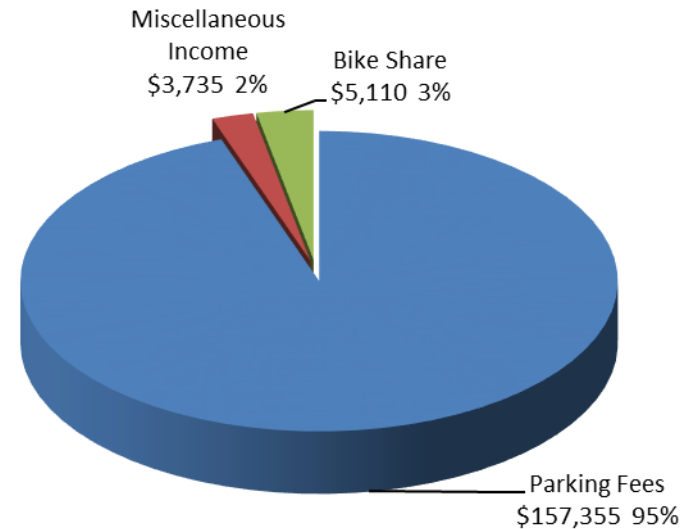
- TPA is budgeting consolidated net income of \$66.5M, up \$3.1M or 4.9% above 2017, which exceeds the City's budget targets
- Base pressures include delayed re-construction of CP15-50 Cumberland Street increasing rent expense, higher repairs and maintenance expense and reduced maintenance and technical staff gapping to address Car Park safety and cleanliness
- Rate Review increases drive 2018's revenue growth assumptions

2018 Gross Expenditures by Service and Funding Source

Where The Money Goes:
2018 Operating Budget by Service (\$000s)



Where The Money Comes From:
2018 Operating Budget by Funding Source (\$000s)



2018 Base Budget Pressures

(In \$000s)	2018 Base Operating Budget			Total	
	ON Street	OFF Street	Bike Share		
	\$	\$	\$	\$	FTEs
Gross Expenditure (Increase) Decrease	731	(2,988)	(1,401)	(3,658)	
Prior Year Impacts					
Reversal of One-Time Mobile Roll Out Expense	851			851	
Operating Impacts of Capital					
Depreciation	461	(251)		210	
Economic Factors					
Divisional Economic Factors	(119)	(894)		(1,013)	
Salary & Benefit Changes					
COLA	(63)	(456)		(519)	
New Roles Added		(512)		(512)	5.0
Other Base Expenditures Changes					
Sub-Contracting Fees			(1,401)	(1,401)	
Municipal Taxes		1,675		1,675	
Payment Processing; Volume Increase	(399)	(134)		(533)	
CP Rentals		(1,991)		(1,991)	
Other Base Expenditures Changes		(105)		(105)	
Repairs and Maintenance		(319)		(319)	
Total Gross Expenditure (Increase) Decrease	731	(2,988)	(1,401)	(3,658)	5.0
Base Revenue Increase (Decrease)					
Revenue Growth (Pricing and Volume)	6,000	2,733	991	9,725	
King Street - Net Loss Lane Restrictions Offset by Side Street	(220)			(220)	
New Meter Locations	900			900	
CP32 Bay-Lakeshore & Other Closures		(2,694)		(2,694)	
Car Park Openings		800		800	
Other Income - Reduced Investments		(743)		(743)	
Reverse 2017 Budget Payroll Adjustment	383	(1,368)		(985)	
Total Revenue Increase	7,063	(1,272)	991	6,783	
Net Income Increase (Decrease)	7,794	(4,260)	(410)	3,124	5.0



2018 – 2027 Capital Budget & Plan



Capital Overview

TPA's asset inventory includes land, garages, buildings, parking and bicycle equipment with the following objectives:

- Offer short-stay parkers in the City of Toronto a best-in-class parking experience: safe, attractive, convenient, and affordable
- Provide a city-wide network of environmentally sensitive On-Street and Off-Street community-centric parking locations supporting local businesses
- Apply technology to expand community awareness, enhance customer convenience, and optimize efficiency in operations
- Provide the Bike Share program as an integral component of City's transportation strategy

2017 Capital Performance

Summary of Major Projects To Be Completed in 2017

Major acquisitions and projects in 2017 include:

- 51 Dockside Drive, a 307 parking space leasehold opportunity within a development intensification planned area
- 50 Richmond Street East, a tenanted office building acquired for long-term redevelopment potential which is adjacent to one of TPA's busiest parking structures
- 21 Connell Court, an industrial building to serve TPA's existing maintenance, technical and service departments to enhance efficiencies and service delivery requirements
- 287 Rushton Road, a property for redevelopment into a surface parking facility in a high demand area which will compensate for loss of nearby On-Street parking
- 935 Eglinton Avenue West – a joint-venture opportunity with a 70 space parking garage facility and retail purchase option
- 750 bicycles and 70 docking stations for Bike Share's system expansion
- Re-opening of 30 Roehampton Avenue and 20 Charles Street East
- Completion of 2 GreenP+ projects and 3 re-lamping of parking structures with LED technology

2017 Capital Budget Variance

2017 Approved \$000s	2017 Actuals as of June 30		2017 Projected Actuals at Year-End		2017 Projected Unspent Balance	
	\$000s	% Spent	\$000s	% Spent	\$000s	% Unspent
158,469	27,563	17.4%	86,311	54.5%	72,157	45.5%

Drivers Impacting Spending Rate:

- 2017 approved projects and carry forwards includes \$44.6M for 39 provisional real estate projects for parking space replacement or growth
- 2017's committed projects include those with significant project cycle times. Timing of expenditures have been reviewed for accuracy, latest scheduling and cash flow assumptions updated accordingly with approximately \$86.3M anticipated to be committed or disbursed by December 2017 across 37 service improvement projects and 52 state of good repair projects
- Approximately \$40.0M of projects budgeted for 2017 have been cancelled

2018 Capital Program Issues

Key Issues and Challenges for 2018 and Beyond

Capital program challenges include:

- Impact of the City-wide Real Estate review and transformation to be coordinated
- Rising land and construction costs
- Lengthy approval process
- Low availability of suitable sites and lengthy negotiations on identified sites
- Implications of On-Street service supply reduction for Off-Street capital plans

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:

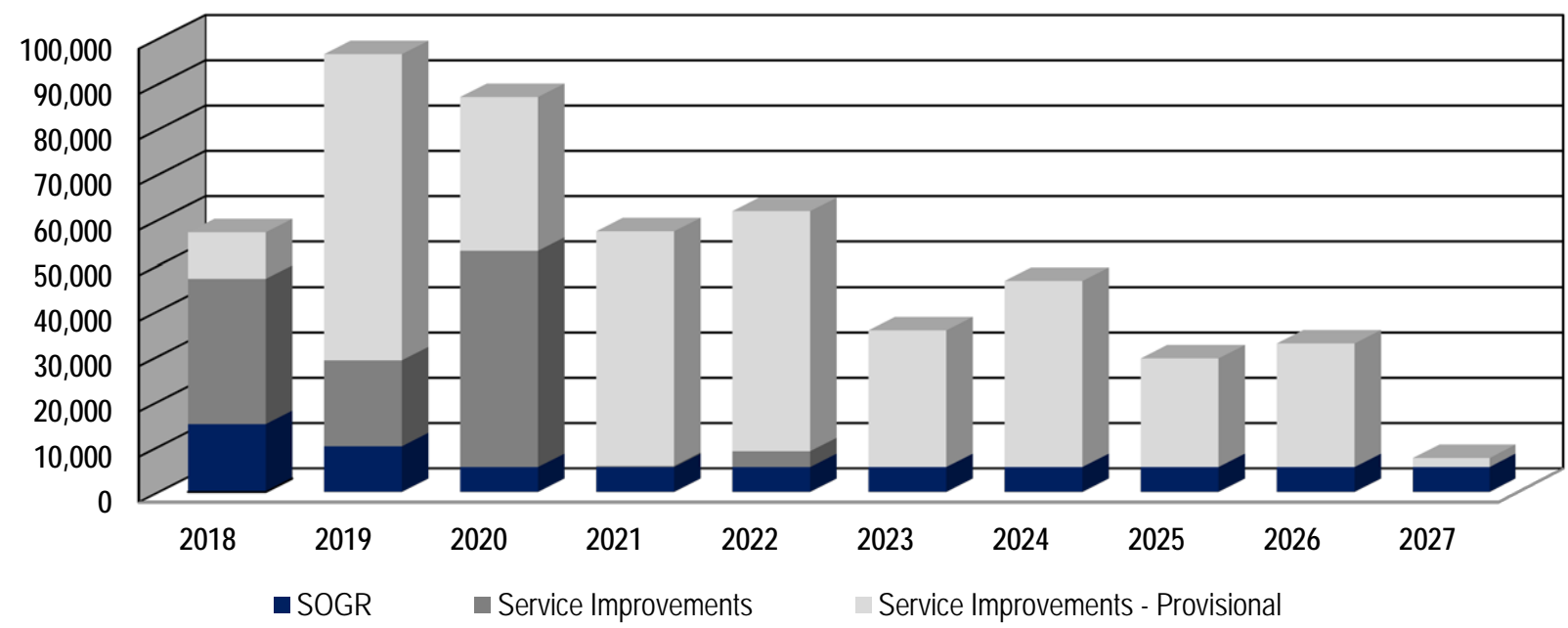
- Continue to actively pursue joint development opportunities with private sector, City divisions and agencies and close current projects in line with City-wide Real Estate strategy
- Launch additional GreenP app payment solutions
- Upgrade of the enforcement platform in conjunction with Toronto Police Services
- Continue GreenP+ and Mural program Off-Street lot greening initiatives
- Install new elevators to existing facilities to improve and provide accessibility
- Continue to implement state-of-good-repair maintenance and restoration programs
- Implement Toronto Bike Share system expansion

2018 – 2027 Capital Budget and Plan

Summary of Projects by Category in the 10-Year Capital Budget and Plan

	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total
Total Expenditures by Category											
State of Good Repair											
<i>Major Capital Maintenance</i>	3,217	1,150	-	-	-	-	-	-	-	-	4,367
<i>Major Repairs</i>	2,800	939	-	-	-	-	-	-	-	-	3,739
<i>Major Asset Replacement</i>	8,971	8,000	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	60,971
Sub-Total	14,988	10,089	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	69,077
Service Improvements											
<i>Bike Share Expansion</i>	4,980	10,000	5,000	-	-	-	-	-	-	-	19,980
<i>St. Lawrence Market North</i>	-	-	14,500	-	-	-	-	-	-	-	14,500
<i>Queen / Soho</i>	10,500	-	-	-	-	-	-	-	-	-	10,500
<i>Other Projects under \$10M</i>	16,573	8,990	28,150	250	3,500	-	-	-	-	-	57,463
Sub-Total	32,053	18,990	47,650	250	3,500	-	-	-	-	-	102,443
Service Improvements - Provisional											
<i>Replacement Plan for Bikelanes</i>	-	4,700	6,450	6,450	8,500	6,700	6,700	2,000	2,000	2,000	45,500
<i>CP Provisions due to City Initiatives</i>	-	3,600	6,000	6,000	7,500	7,500	5,400	-	-	-	36,000
<i>Yonge & Bloor Provision</i>	-	-	-	-	21,000	-	-	-	-	-	21,000
<i>Carpark Provisions</i>	10,000	5,000	-	-	-	-	5,000	-	-	-	20,000
<i>Distillery / West Donlands</i>	-	20,000	-	-	-	-	-	-	-	-	20,000
<i>Metropolitan/ Church (56 Queen East, 51 Bond)</i>	-	-	-	15,000	-	-	-	-	-	-	15,000
<i>Eglinton Crosstown</i>	-	5,000	5,000	5,000	-	-	-	-	-	-	15,000
<i>Smart Track</i>	-	5,000	5,000	5,000	-	-	-	-	-	-	15,000
<i>King/Spadina Re-investment Area</i>	-	-	-	-	-	-	12,500	-	-	-	12,500
<i>St. Clair W - CP 41 (7 Norton) Corso Italia</i>	-	-	-	-	10,900	-	-	-	-	-	10,900
<i>CP39 - Castlefield Re-development</i>	100	10,000	-	-	-	-	-	-	-	-	10,100
<i>Harbourfront</i>	-	-	-	10,000	-	-	-	-	-	-	10,000
<i>Bay/ Lakeshore (Downtown Fringe - South)</i>	-	-	-	-	-	10,000	-	-	-	-	10,000
<i>Financial District East of University</i>	-	-	-	-	-	-	-	10,000	-	-	10,000
<i>Other Projects Under \$10M</i>	100	14,200	11,500	4,250	5,000	6,000	11,500	12,000	25,300	-	89,850
Sub-Total	10,200	67,500	33,950	51,700	52,900	30,200	41,100	24,000	27,300	2,000	340,850
Total Expenditures by Category (excluding carry forward)	57,241	96,579	87,100	57,450	61,900	35,700	46,600	29,500	32,800	7,500	512,370

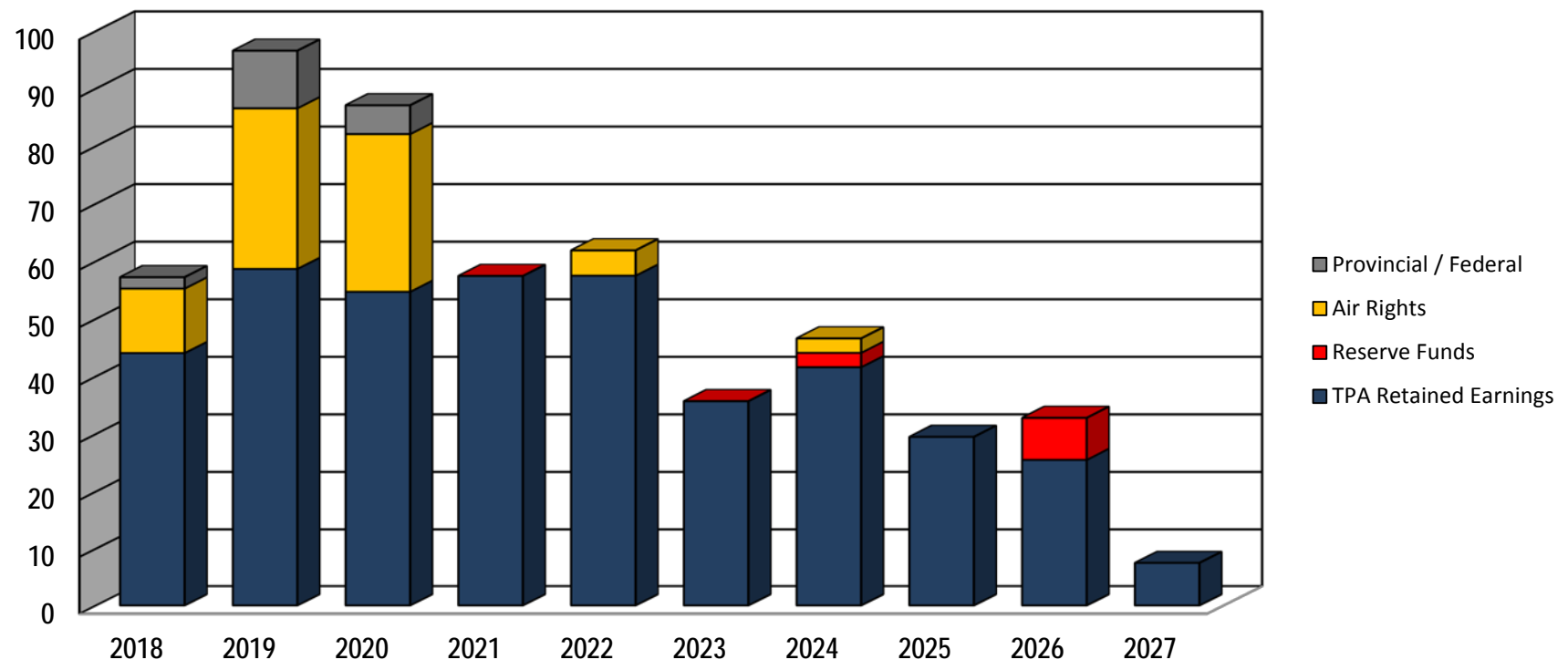
2018 – 2027 Capital Plan by Category



Key Points:

- 2018 Capital Plan focuses on balancing infrastructure renewal needs for SOGR and service improvements to meet anticipated demand for off-street parking. Funding is primarily for approximately 35 new car parks and the redevelopment or expansion of 25 existing car parks and the greening of various existing carparks

2018 – 2027 Capital Plan by Funding Source

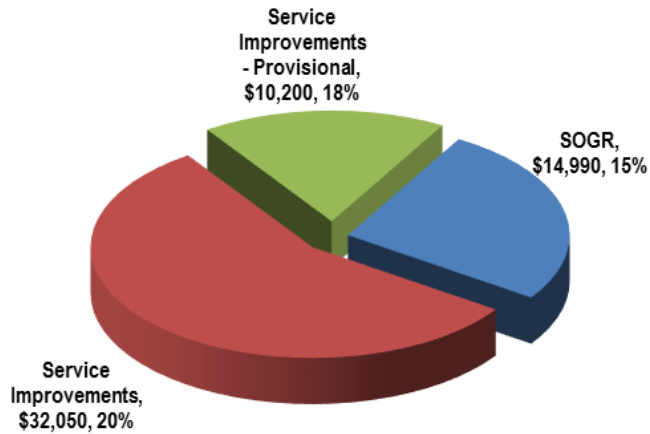


Key Points:

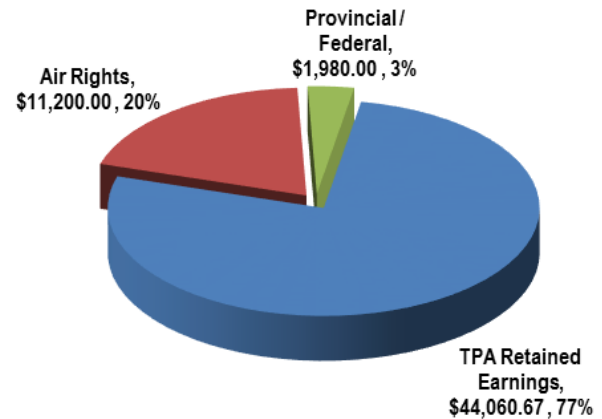
- Forecasted projects are fully funded; provisional growth related projects are assumed to be undertaken where joint ventures and third party funding may be arranged
- TPA is conducting a detailed assessment of future funding sources and will update as needed in future budget cycles
- Certain service improvement projects are deemed “provisional” and these will rely largely on third party or joint venture funding
- 50% of Bike Share expansion is assumed to be funded through the Federal and Provincial programs

2018 Capital Budget by Project Category & Funding Source

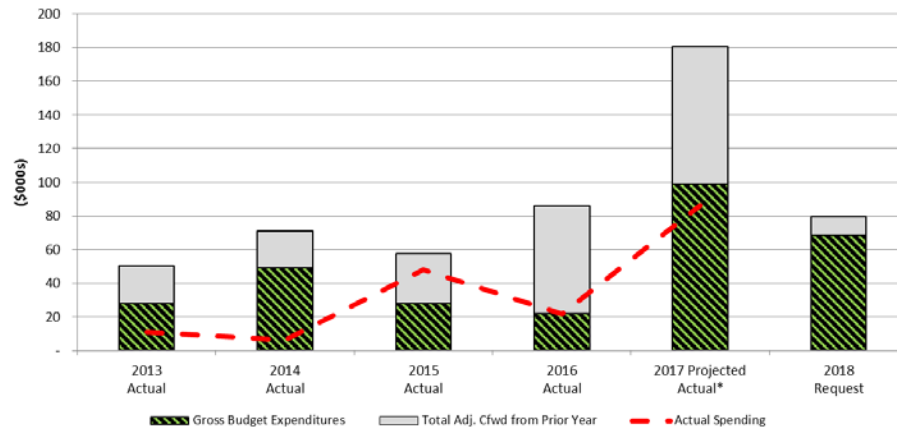
Capital Budget by Project Category
(\$000s)



Capital Budget Funding Source
(\$000s)



Capacity to Spend - Budget vs. Actual



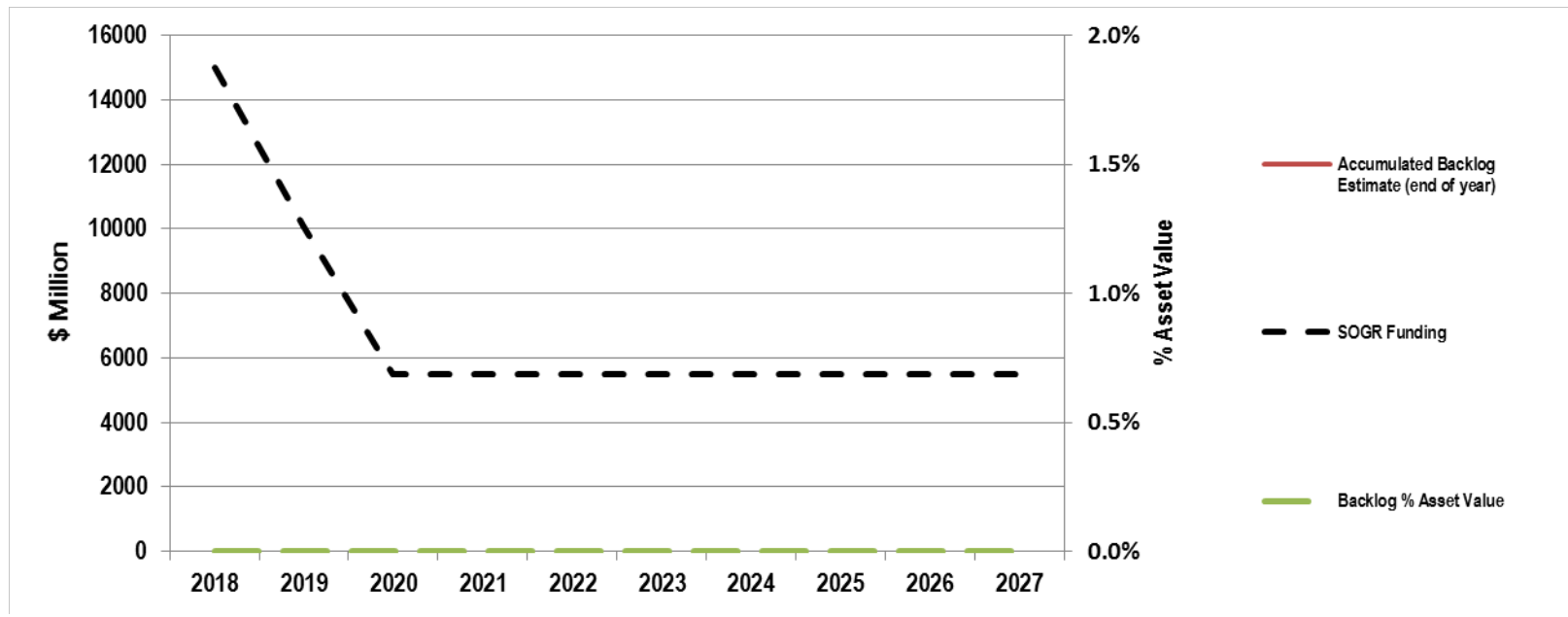
Capital Spending Rates by Category

Category (In \$000s)	2013			2014			2015			2016			2017		Average Spending Rate 5 Year 2013 - 2017	
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Projected Actual *		Spending Rate %
SOGR	13	5	33.6%	14	3	18.8%	13	3	24.0%	16	5	29.8%	22	16	70.5%	39.1%
Service Improvement	37	6	17.2%	57	4	6.8%	45	45	99.3%	70	17	24.5%	158	71	44.7%	39.0%
Total	51	11	21.5%	71	7	9.2%	58	48	83.1%	86	22	25.5%	180	86	47.8%	39.0%

Key Points:

- Barriers and challenges attributable to lower spending rate include availability of suitable sites, lengthy negotiations on identified sites, cancellation of projects where projects are no longer feasible

State of Good Repair Backlog



% Asset Value Trend Analysis:

- No backlog of repairs anticipated for 2018 - 2027

Major SOGR:

- Projects include Green P+ greening projects, lighting and electrical upgrades, concrete repairs, water-proofing of garage surfaces, painting and re-paving of surface car parks throughout the City

Incremental Operating Impact of Capital

Net Income (\$000s)	2018 Request	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total
2018 Requested Capital Budget											
<i>Queen / Soho</i>		202									202
<i>Carpark Provision</i>		192									192
<i>11 Wellesley</i>		144									144
<i>Bike Share Expansion</i>		96									96
<i>Other projects</i>		232									232
Sub-Total	-	866	-	-	-	-	-	-	-	-	866
Requested 10-Year Capital Plan											
<i>Replacement Plan for Bikelanes</i>			90	124	124	164	129	129	38	38	837
<i>CP Provisions due to City Initiatives</i>			69	115	115	144	144	104	-	-	693
<i>Yonge & Bloor Provision</i>			-	-	-	404	-	-	-	-	404
<i>Carpark Provision</i>			96	-	-	-	-	96	-	-	192
<i>Distillery/ West Donlands</i>			385	-	-	-	-	-	-	-	385
<i>Bike Share Expansion</i>			192	96	-	-	-	-	-	-	289
<i>Metropolitan/ Church (56 Queen East, 51 Bond)</i>			-	-	289	-	-	-	-	-	289
<i>Eglinton Crosstown</i>			96	96	96	-	-	-	-	-	289
<i>Smart Track</i>			96	96	96	-	-	-	-	-	289
<i>St. Lawrence Market North</i>			-	279	-	-	-	-	-	-	279
<i>King/Spadina Re-investment Area</i>			-	-	-	-	-	241	-	-	241
<i>St. Clair W - CP 41 (7 Norton) Corso Italia</i>			-	-	-	210	-	-	-	-	210
<i>Other projects</i>			639	763	279	164	308	221	423	487	3,284
Sub-Total	-	-	1,664	1,570	1,000	1,085	581	791	462	525	7,679
Total	-	866	1,664	1,570	1,000	1,085	581	791	462	525	8,545

Key Points:

- Investment in capital projects drive TPA's Operations
- Schedule presents first year operating margin for proposed projects completed in the prior year

Distributions to the City of Toronto Since 1992

YEAR	Contribution to City			Other Payments to City		TOTAL
	Operating Income	Special Dividend	Sub-total	Property Taxes	Rents	
1992	2,138,140	25,000,000	27,138,140	6,322,000		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	34,265,783	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	53,175,677	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	59,293,443	-	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	43,583,890	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	42,701,132	74,755,729	117,456,861	20,896,787	2,023,692	140,377,340
2016	42,128,904	10,628,096	52,757,000	22,333,286	2,404,700	77,494,986
2017 Estimate	47,474,658	-	47,474,658	22,446,670	2,452,794	72,374,122
2018 Budget	56,875,279	-	56,875,279	21,922,220	2,501,850	81,299,349
TOTAL	809,669,718	217,759,953	1,027,429,671	367,299,763	29,813,036	1,424,542,469



