



## REPORT FOR ACTION WITH CONFIDENTIAL ATTACHMENT

# Toronto Parking Authority - 2021 Operating Budget and 2021-2030 Capital Budget

**Date:** October 19, 2020

**To:** Board of Directors, Toronto Parking Authority

**From:** Acting President, Toronto Parking Authority

**Wards:** All

### REASON FOR CONFIDENTIAL INFORMATION

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This report involves the security of property belonging to the City or one of its agencies or corporations.

This report is about labour relations or employee negotiations.

### SUMMARY

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Despite the pandemic's challenges, TPA successfully supported various City of Toronto (City) initiatives including CurbTO, CafeTO and ActiveTO, and in addition, continued to fully operate Bike Share Toronto, providing safe mobility options and supporting physical distancing for our customers and residents.

The COVID-19 pandemic continues to evolve, creating significant revenue and cash flow uncertainty, requiring Toronto Parking Authority (TPA) to proceed cautiously to meet our self-funding mandate, performing only critical activities while investing in the delivery of key strategic initiatives to ensure both employee and customer safety and TPA's long-run financial sustainability.

While addressing the short-term demands of COVID-19, including modifying operations to support physical distancing, establishing cleaning and safety protocols, addressing vandalism and security issues and deferring non-essential projects and expenditures, the planning of strategic projects was prioritized to replace end-of-life systems and establish a platform for growth and sustainability. Since mid-March, TPA has implemented numerous strategic initiatives designed to enhance customer experience, maximize operational efficiency and modernize our capabilities. These new systems will be further leveraged as TPA seeks to update customer-facing technology in 2021, to provide fast, convenient and easy payment options through enhanced mobile and online

services. These key strategic initiatives will support our competitive position and further grow our strong Green P brand through the provision of enhanced parking management services to more City and government agencies and third-party companies.

As the City continues to address the pandemic and its challenges, TPA will continue to support and collaborate with other City agencies, including CreateTO and Transportation Services to ensure our pandemic response is coordinated and effective, including seeking further alternative parking supply and opportunities for Bike Share.

TPA's 2021 budget recommendation is to support these key strategic growth investments, replacing out-of-date systems, supporting the replacement of lost on-street and off-street parking, ensuring the safety and cleanliness of our facilities, and to recognize the uncertainty of 2021 revenue by removing cash flow risk from the operating budget.

## **RECOMMENDATIONS**

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The Acting President, Toronto Parking Authority recommends that:

1. The Board of Directors of Toronto Parking Authority approve the 2021 Operating Budget and 2021-2030 Capital Budget for Toronto Parking Authority as outlined in this report and forward the 2021 Operating Budget and 2021-2030 Capital Budget for Toronto Parking Authority to City Council;
2. The Board of Directors of Toronto Parking Authority direct that the confidential information contained in Confidential Attachments 1 and 2 remain confidential in their entirety, as they pertain to personal matters about identifiable individuals, including municipal or local board employees, and labour relations or employee negotiations, and the security of property belonging to the City or one of its agencies or corporations.

## **FINANCIAL IMPACT**

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Toronto Parking Authority's annual distribution to the City of Toronto for the 2020 financial year is forecasted to be \$4.1 million, a decrease of \$(55.4) million or -93 percent below budget as a result of the impact of COVID-19 on parking operations during the remaining nine months of 2020 as Ontario COVID-19 restrictions and City initiatives reduced demand and available parking spaces. The impact of COVID-19 is anticipated to continue into 2021 with no annual distribution, with recovery expected in 2022.

## **DECISION HISTORY**

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N/A

## COMMENTS

### 2021 Operating Budget and 2021 – 2030 Capital Budget Highlights:

#### City of Toronto Revenue Share

\$000's	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2020 Forecast vs 2020 Budget		2021 Budget vs 2020 Forecast	
<b>Net income available for distribution</b>	71,685	70,100	4,875	(0)	(65,225)	-93.0%	(4,875)	-100.0%
Income share from operations	55,724	59,585	4,144	-	(55,441)	-93.0%	(4,144)	-100.0%
Distribution on the sale of assets	1,180	-	1	-	1	n/a	(1)	-100.0%
City of Toronto distribution	56,904	59,585	4,145	-	(55,440)	-93.0%	(4,145)	-100.0%
One time payment requested	5,420	-	-	-	-	n/a	-	n/a
<b>Adjusted City of Toronto distribution</b>	<b>62,324</b>	<b>59,585</b>	<b>4,145</b>	<b>-</b>	<b>(55,440)</b>	<b>-93.0%</b>	<b>(4,145)</b>	<b>-100.0%</b>

TPA's forecasted 2020 income share distribution is expected to be \$4.1 million, a decrease of \$(55.4) million or -93 percent below budget as a result of the impact of COVID-19 on parking operations during the remaining nine months of 2020 as Ontario COVID-19 restrictions and City initiatives reduced demand and available parking spaces. The impact of COVID-19 is anticipated to continue into 2021 with recovery expected in 2022.

TPA's income sharing agreement with the City expired December 31, 2019. Under the agreement, TPA is required to distribute 85 percent of TPA's net income to the City, with a minimum annual distribution payment of \$38 million, subject to any adverse or material unplanned occurrence or Council decision. No income share distribution is expected for 2021 due to the COVID-19 pandemic. However, as TPA's real estate portfolio is under review there may be opportunities for special dividends from gains on sale of property in future. It is assumed that the terms of the expired income sharing agreement remain in place until renewal through City Council.

#### 2021 Operating Budget and 2020 Results Forecast

\$000's	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2020 Forecast vs 2020 Budget		2021 Budget vs 2020 Forecast	
<b>Parking revenue</b>	<b>152,707</b>	<b>160,665</b>	<b>80,507</b>	<b>83,452</b>	<b>(80,158)</b>	<b>-49.9%</b>	<b>2,945</b>	<b>3.7%</b>
Operating expenses	74,885	81,068	66,553	70,630	14,515	17.9%	(4,077)	-6.1%
<b>Contribution from operations</b>	<b>77,822</b>	<b>79,597</b>	<b>13,954</b>	<b>12,822</b>	<b>(65,643)</b>	<b>-82.5%</b>	<b>(1,132)</b>	<b>-8.1%</b>
Contribution Margin %	51.0%	49.5%	17.3%	15.4%				
Administrative expenses	11,483	14,284	12,436	15,448	1,848	12.9%	(3,012)	-24.2%
<b>Income from operations</b>	<b>66,340</b>	<b>65,313</b>	<b>1,518</b>	<b>(2,626)</b>	<b>(63,795)</b>	<b>-97.7%</b>	<b>(4,144)</b>	<b>-273.0%</b>
Operating Margin %	43.4%	40.7%	1.9%	-3.1%				
Other income	5,346	4,787	3,357	2,626	(1,429)	-29.9%	(732)	-21.8%
<b>Net income before one-time</b>	<b>71,685</b>	<b>70,100</b>	<b>4,875</b>	<b>(0)</b>	<b>(65,225)</b>	<b>-93.0%</b>	<b>(4,875)</b>	<b>-100.0%</b>
Gain on the sale of assets	7,082	-	1	-	1	n/a	(1)	-100.0%
<b>Net income</b>	<b>78,767</b>	<b>70,100</b>	<b>4,876</b>	<b>(0)</b>	<b>(65,224)</b>	<b>-93.0%</b>	<b>(4,876)</b>	<b>-100.0%</b>

## *2020 Highlights*

TPA's forecasted 2020 net income is expected to be \$4.9 million, \$(65.2) million or -93 percent under budget. During the early months of the pandemic, parking transaction volume fell as much as 95 percent, subsequently recovering through the summer months with full year volume projected to recover to 50 percent of the prior year's volume overall.

Throughout 2020, operational focus remained on managing cashflow under uncertainty and implementing key strategic projects to ensure long-run sustainability. Parking management service agreements were reviewed for profitability, non-essential or uncommitted capital projects deferred, non-essential operating expenses deferred where possible, and unfortunately, staff placed on emergency leave or on reduced work weeks. As at August 31, 2020, 81 part-time and 94 full-time employees are affected, of which 58 are on Emergency Leave and 36 are on reduced work weeks.

2020 strategic projects, which support operational efficiency and governance, were prioritized and include the implementation of:

- The Bike Share system expansion to 625 docks and 6,850 bikes, including 300 e-bikes,
- SAP's Customer Relationship Management software, implemented March,
- Updated enforcement software and related hardware, implemented August,
- Phase 1 of the enterprise resource planning software SAP S4/HANA, launched October, supporting finance and daily operations, including procurement, contract management, work orders and asset management,
- Bike Share payment processing conversion to Moneris, scheduled for completion November 2020,
- Payment Card Industry Data Security Standards Level 1 certification, scheduled for completion December 2020,
- Green P app version 2, scheduled for launch December 2020, providing a mobile wallet contactless payment capability including Apple Pay and Google Pay, and
- Phase 2 of the enterprise resource planning software SAP Success Factors and SAP Analytics applications, scheduled to begin November 2020.

## *2021 Highlights*

TPA's budgeted 2021 net income is expected to be \$nil, down \$(4.9) million from 2020, reflecting the assumption that the pandemic will continue to impact the full year of operations. Operating expenses are budgeted to approximate 2019 staffing and maintenance levels to support the execution of strategic initiatives and meet our mandate to provide safe and clean facilities for public use. Administration expenses also include full staffing complement as well as additional strategic project expenses (Confidential Attachment 1). Base 2021 parking revenue is expected to grow at 3.7 percent overall, supported by the acquisition of additional off-street parking and expansion of parking management services offset by lost on-street parking as a result of City initiatives.

Strategic projects planned for 2021 include a series of RFIs and RFPs to identify solutions to address customer demand for greater value through a technology-enabled, modernized service delivery to replace out-of-date systems. An updated multi-year integrated technology roadmap (Confidential Attachment 2) has been developed to support our business strategy to deliver:

- An online and mobile monthly permit system allowing consumers to conveniently self-serve, transact and manage monthly permits,
- Tap payment and Pay-by-Debit at TPA Pay & Display terminals to further enhance contactless payment capabilities,
- Green P app integration with existing gated facilities,
- Intermodal integration of TPA's mobile application with Bike Share and other applications to provide integrated seamless mixed mode passenger transit across the GTA,
- Omni-channel customer service technologies to better engage with and support TPA customers in whatever engagement medium they choose.

Going beyond our traditional systems, TPA will assess opportunities and options for open system integrated capabilities to further advance the customer parking experience, evaluating opportunities provided by:

- Seamless Bluetooth park-in drive-out mobile device integrated customer recognition and transactional tools
- Mobile signal boosting and enhancement technologies to elevate customer connectivity and safety in affected covered parking facilities
- On-street and off-street parking detection and availability systems integrated with the Green P and enforcement applications
- Parking accommodation and electric Vehicle (EV) charger reservation systems integrated with permitting system to allow enhanced options for the parking experience, and
- Integrated enforcement data collection and trend analytics to provide the delivery of more cost effective and efficient compliance execution services

## Parking Revenue

\$000's	Off-Street	% Growth	On-Street	% Growth	Total	% Growth
<b>2020 revenue budget</b>	<b>96,801</b>		<b>63,864</b>		<b>160,665</b>	
Adjust for COVID-19 volume declines	(48,723)		(31,435)		(80,158)	
<b>2020 revenue forecast</b>	<b>48,078</b>	<b>-50.3%</b>	<b>32,429</b>	<b>-49.2%</b>	<b>80,507</b>	<b>-49.9%</b>
	60%		40%		100%	
2021 transaction volume increases	2,558		958		3,516	
Adjustments:						
CP openings (Queen, Wellesley, 1607 Eg)	984		-		984	
Bid awards	1,000		-		1,000	
City Initiatives (CafeTO, CurbTO, ActiveTO)	-		(2,555)		(2,555)	
<b>2021 volume and pricing adjustments</b>	<b>4,542</b>	<b>9.4%</b>	<b>(1,597)</b>	<b>-4.9%</b>	<b>2,945</b>	<b>3.7%</b>
<b>2021 revenue budget</b>	<b>52,620</b>	<b>9.4%</b>	<b>30,832</b>	<b>-4.9%</b>	<b>83,452</b>	<b>3.7%</b>
	63%		37%		100%	

Parking transaction volume collapsed early 2020, to as low as 95 percent of the prior year as a result of the City's lockdown during the early response to the pandemic. However, subsequent stage reopening helped to improve parking transaction volumes through the summer months. As a result of the modified reopening stages, 2020 parking revenue for the year is expected to be down 47 percent from the prior year, or about 50 percent of budget.

Approximately half of parking demand is for work, while the remainder is for shopping, dining or entertainment. During the pandemic, commuters into the core were largely able to change to remote working. City initiatives and reopening supported shopping and dining, however this activity is expected to be significantly curtailed in the colder months. Going forward, the City's reopening status and activities will significantly impact parking demand. As a result, there is significant uncertainty when assessing TPA's parking revenue and in turn, cash flow. TPA will continue to carefully monitor the pandemic response and parking demand trending in order to determine appropriate service levels.

Overall, 2021 parking revenue is expected to recover slightly through additional off-street parking space inventory and by actively pursuing further parking management service contracts and expanding our customer base supported by the launch of online parking services. On-street parking has been impacted by City initiatives such as CafeTO, CurbTO and ActiveTO, reducing on-street parking space, and these restrictions are expected to continue into 2021. TPA is actively pursuing new on-street parking opportunities to offset these losses, seeking to limit the net loss to 800 spaces.

Due to soft parking demand, and to support local communities, parking rate increases are not being contemplated for 2021 at this time. In addition, through City Real Estate directives, commercial lease payments are expected to be reduced and deferred. The impact of these directives is expected to reduce other income by \$600 thousand.

Through 2020, TPA continued to offer parking discounts along the Eglinton Crosstown construction project. These discounts are expected to reach \$500 thousand.

## Operating Expenses – Off-Street

\$000's	2019	2020	2020	2021	2020 Forecast		2021 Budget	
	Actual	Budget	Forecast	Budget	vs 2020 Budget		vs 2020 Forecast	
Salaries, wages and benefits	23,300	25,622	19,007	22,846	6,615	25.8%	(3,839)	-20.2%
Municipal taxes	21,543	26,251	23,846	23,314	2,405	9.2%	532	2.2%
Maintenance	3,721	4,654	2,863	3,181	1,791	38.5%	(318)	-11.1%
Utilities	3,181	3,244	3,204	3,380	40	1.2%	(176)	-5.5%
Rent	7,450	7,457	3,957	4,530	3,500	46.9%	(573)	-14.5%
Depreciation	6,721	6,515	6,690	6,649	(175)	-2.7%	41	0.6%
Payment processing & system fees	2,789	2,866	1,779	1,931	1,087	37.9%	(152)	-8.5%
Software licensing	749	1,168	1,079	1,575	89	7.6%	(496)	-46.0%
Security	1,372	1,463	2,036	2,111	(573)	-39.2%	(74)	-3.7%
Insurance	816	899	817	833	82	9.1%	(16)	-2.0%
Legal and audit	746	392	665	915	(273)	-69.7%	(250)	-37.6%
Marketing and promotions	219	655	300	655	355	54.2%	(355)	-118.3%
Training	47	300	300	300	-	0.0%	-	0.0%
Other general and administration	2,076	2,206	2,577	3,222	(371)	-16.8%	(645)	-25.0%
<b>Total operating expenses</b>	<b>74,730</b>	<b>83,690</b>	<b>69,119</b>	<b>75,441</b>	<b>14,571</b>	<b>17.4%</b>	<b>(6,322)</b>	<b>-9.1%</b>

Combined off-street operating expenses are budgeted to increase \$6.3 million or 9.1 percent over 2020's forecast primarily due to:

- Increasing the salaries and wages budget to align with 2019, to allow for a return of maintenance activities and staffing levels required to deliver key strategic projects to support the revenue growth plans and ensure a strong recovery post pandemic,
- Increasing maintenance expenses as the deferred maintenance activities during the initial months of the pandemic have created significant state of good repair issues within our off-street facilities,
- Higher rent payable for leased or managed lots and payment processing fees correlated with anticipated increased 2021 off-street revenue, offset by
- Lower municipal taxes as a result of the reassessment of Dundas Square.

## Operating Expenses – On-Street

\$000's	2019	2020	2020	2021	2020 Forecast		2021 Budget	
	Actual	Budget	Forecast	Budget	vs 2020 Budget		vs 2020 Forecast	
Salaries, wages and benefits	2,852	2,836	2,613	3,161	223	7.9%	(548)	-21.0%
Maintenance	2,023	2,186	1,837	2,191	348	15.9%	(354)	-19.3%
Depreciation	1,663	1,650	1,487	1,517	163	9.8%	(30)	-2.0%
Payment processing & system fees	4,921	4,794	3,731	3,562	1,063	22.2%	169	4.5%
All other operating expenses	178	196	201	205	(4)	-2.1%	(4)	-2.1%
<b>Total operating expenses</b>	<b>11,637</b>	<b>11,662</b>	<b>9,870</b>	<b>10,636</b>	<b>1,792</b>	<b>15.4%</b>	<b>(766)</b>	<b>-7.8%</b>

On-Street operating expenses are expected to increase \$0.8 million or 7.8 percent. Salaries and wage increases are primarily due to staffing budget reclassifications and staffing to 2020 budget levels. Maintenance expenses are expected to increase with the required changes to by-laws for new on-street parking and pay & display machine relocations. Payment processing decreases are consistent with lower revenue expectations.

## Salaries, Wages and Benefits

\$000's	2019	2020	2020	2021	2020 Forecast		2021 Budget	
	Actual	Budget	Forecast	Budget	vs 2020 Budget		vs 2020 Forecast	
Off-Street	23,300	25,622	19,007	22,846	6,615	25.8%	(3,839)	-20.2%
On-Street	2,852	2,836	2,613	3,161	223	7.9%	(548)	-21.0%
Bike Share	309	260	359	292	(98)	-37.8%	67	18.6%
<b>Total salaries, wages and benefits</b>	<b>26,461</b>	<b>28,718</b>	<b>21,979</b>	<b>26,300</b>	<b>6,739</b>	<b>23.5%</b>	<b>(4,321)</b>	<b>-19.7%</b>

TPA's staffing complement remains unchanged at 326.5 positions. 2020's off-street and on-street payroll expense is favourable compared to budget and prior year as a result of staff being placed on emergency leave or on reduced work weeks and recruiting for only strategic vacant roles. Bike Share's 2020 payroll reflects the additional staffing required for the extensive system expansion.

2021's payroll budget has been prepared to reflect 2019's payroll budget as current Covid gapping levels in 2020 are not sustainable for meeting TPA's mandate and strategic initiatives projects.

Payroll continuity showing the movement from the 2020 budget to the 2021 budget is as follows:

<b>\$000's</b>	<b>FTEs</b>	<b>Off-Street</b>	<b>On-Street</b>	<b>Bike Share</b>	<b>Total</b>
<b>2020 Payroll Budget</b>	<b>326.5</b>	<b>25,622</b>	<b>2,836</b>	<b>261</b>	<b>28,718</b>
COLA - 1.25%		320	36	3	359
Organizational updates		(290)	290	16	16
Gapping		(2,806)			(2,806)
Temporary staffing				12	12
<b>2021 Payroll Budget</b>	<b>326.5</b>	<b>22,846</b>	<b>3,161</b>	<b>292</b>	<b>26,300</b>

### Bike Share Toronto

<b>\$000's</b>	<b>2019 Actual</b>	<b>2020 Budget</b>	<b>2020 Forecast</b>	<b>2021 Budget</b>	<b>2020 Forecast vs 2020 Budget</b>		<b>2021 Budget vs 2020 Forecast</b>	
Ridership revenue	3,502	4,300	5,495	6,594	1,195	27.8%	1,099	20.0%
Advertising and other revenue	469	620	350	815	(270)	-43.5%	465	132.9%
Sponsorship	-	1,500	-	-	(1,500)	-100.0%	-	n/a
<b>Bike Share revenue</b>	<b>3,971</b>	<b>6,420</b>	<b>5,845</b>	<b>7,409</b>	<b>(575)</b>	<b>-9.0%</b>	<b>1,564</b>	<b>26.8%</b>
Operating expenses	5,847	5,518	6,447	8,712	(930)	-16.8%	(2,265)	-35.1%
Administrative expenses	543	902	968	934	(66)	-7.3%	34	3.5%
<b>Income from operations</b>	<b>(2,418)</b>	<b>-</b>	<b>(1,570)</b>	<b>(2,237)</b>	<b>(1,570)</b>	<b>n/a</b>	<b>(667)</b>	<b>42.4%</b>

Bike Share has had a successful year, continuing to fully operate through the pandemic, supporting our City and residents with a safe alternative transportation option that is healthy, environmentally friendly and convenient. 2020 ridership and membership are forecasted to grow 12 percent and 52 percent respectively and ridership fee revenue is expected to increase 57 percent compared to 2019.

As the expanded system is further adopted by cyclists during the on-going pandemic, 2021 ridership and fee revenue are expected to grow by 20.6 percent and 22.0 percent respectively. System operating fees are expected to increase to \$8.7 million as a result of the 2020 expansion of the system to 12,000 docks 300 e-bikes. A further system expansion has not been contemplated in the 2021 budget.

In addition to announcing Bike Share's marketing partnership with CAA this year, Bike Share has now partnered with Astral Media, allocating over 400 advertising panel faces for out-of-home advertising. Originally planned to be implemented in early 2020, the advertising agreement was delayed due to the collapse of the out-of-home market in March 2020. As the out-of-home advertising market has been severely impacted by the pandemic, TPA is assessing options for issuing a sponsorship Request for Proposal (RFP) in late 2020 and is forecasting budget losses to fully reflect the sponsorship loss in 2020 and 2021.



## 2021 – 2030 Capital Expenditures

(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total
Structural Maint & Tech. Green Plus	3,000	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	52,500
Exhaust Fan, Drain, Concrete CP 36	1,000	900	-	-	-	-	-	-	-	-	1,900
CP 404 New Elevators	-	200	1,300	-	-	-	-	-	-	-	1,500
CP 68 New Elevators	-	150	675	675	-	-	-	-	-	-	1,500
CP 36 Local WP and Concrete Repairs	1,000	500	-	-	-	-	-	-	-	-	1,500
Greening of Various CPs: 45,48,82,502, 710	-	1,500	-	-	-	-	-	-	-	-	1,500
CP 43 Painting and Pedestrian Signage C1 and C2	-	1,080	-	-	-	-	-	-	-	-	1,080
CP 171 New Elevators	-	1,000	-	-	-	-	-	-	-	-	1,000
CP 58 Parking Garage Restoration WP & Concrete Rep	-	500	500	-	-	-	-	-	-	-	1,000
21 Connell Office Redevelopment (Maint Shop)	471	500	-	-	-	-	-	-	-	-	971
CP 58 - Retaining wall and fence	-	940	-	-	-	-	-	-	-	-	940
CP 58 Fire Alarm and Sprinkler System Upgrade	-	50	800	-	-	-	-	-	-	-	850
CP 11 Structural Concrete Repairs	800	-	-	-	-	-	-	-	-	-	800
Var CPs Ramp Heating Replacement Cables	350	110	80	-	-	-	-	-	-	-	540
Painting Stage 2 CP 36	-	500	-	-	-	-	-	-	-	-	500
CP 404 Painting Upgrade	-	300	-	-	-	-	-	-	-	-	300
CP 58 Re-surface Parking Lot New Fence	-	250	-	-	-	-	-	-	-	-	250
CP 11 Painting Upgrade CP 11	-	250	-	-	-	-	-	-	-	-	250
CP 68 CP 43 CP 150 Stairwell Rehabilitation	-	250	-	-	-	-	-	-	-	-	250
CP 68 Stairwell Rehabilitation	250	-	-	-	-	-	-	-	-	-	250
Bike Share - pedestal refurbishment	250	-	-	-	-	-	-	-	-	-	250
CP 52 Painting	-	200	-	-	-	-	-	-	-	-	200
CP 150 Localized WP Repairs Ramp Heating Replace	200	-	-	-	-	-	-	-	-	-	200
CP 111 Electrical Lighting Upgrade	-	150	-	-	-	-	-	-	-	-	150
CP 36 Pump upgrades	150	-	-	-	-	-	-	-	-	-	150
Signage Upgrade CP 29 S2	100	-	-	-	-	-	-	-	-	-	100
CP 36 Mechanical Pit Repairs	100	-	-	-	-	-	-	-	-	-	100
CP 43 Switchgear Replacement	-	100	-	-	-	-	-	-	-	-	100
CP 26 Switchgear Replacement	-	-	75	-	-	-	-	-	-	-	75
CP 150 Switchgear Replacement	-	-	75	-	-	-	-	-	-	-	75
Signage Upgrade CP 26 S2	70	-	-	-	-	-	-	-	-	-	70
Signage Upgrade Illuminated CP 43 S2	5	-	-	-	-	-	-	-	-	-	5
<b>State of Good Repair</b>	<b>7,746</b>	<b>14,930</b>	<b>9,005</b>	<b>6,175</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>70,856</b>
Acquisition - Etobicoke Civic Centre	-	-	-	21,515	-	-	-	-	-	-	21,515
Acquisition - 229 Richmond St West	200	-	-	3,000	3,000	3,000	3,000	3,000	-	-	15,200
St. Lawrence Market North	-	14,500	-	-	-	-	-	-	-	-	14,500
Financial District East of University	-	-	-	-	-	-	-	10,000	-	-	10,000
CP 12/CP 223 (JV) 30 Alvin Ave	50	50	50	50	50	8,820	-	-	-	-	9,070
Bloor/ Bathurst	-	-	-	-	-	-	-	8,500	-	-	8,500
Redevelopment of CP 224 (34 Hannah Ave)	-	-	-	-	-	-	8,000	-	-	-	8,000
CP212 / 227 Adelaide and Spadina Redevelopment	150	-	-	-	7,000	-	-	-	-	-	7,150
CP 15 (JV) 50 Cumberland St Redevelopment	-	-	50	-	-	7,056	-	-	-	-	7,106
CP 219 (JV) 87 Richmond Street East	50	50	-	-	-	6,370	-	-	-	-	6,470
CP 221 (JV) 121 St. Patrick St.	35	-	5,667	-	-	-	-	-	-	-	5,702
North York Center - South (Sheppard to Finch)	-	-	-	-	4,000	-	-	-	-	-	4,000
Leslieville (Queen E of Carlaw/ Coxwell)	-	-	-	-	-	-	-	-	-	4,000	4,000
Bessarion Community Centre	4,000	-	-	-	-	-	-	-	-	-	4,000
Parking solution (online / contactless)	3,750	-	-	-	-	-	-	-	-	-	3,750
CP 204 (JV) 1113/1117 Dundas St West	50	50	50	50	3,141	-	-	-	-	-	3,341
Queen East (Kippendavie to Lee)	-	-	-	-	-	3,000	-	-	-	-	3,000
Bloor/ Dundas	-	-	-	-	-	-	-	2,900	-	-	2,900
Avenue Rd. & Davenport	-	-	-	2,500	-	-	-	-	-	-	2,500
Cabbagetown	-	-	-	-	-	-	-	-	-	2,400	2,400
1220-1222 Wilson	-	2,075	-	-	-	-	-	-	-	-	2,075
College/ Dovercourt	-	-	-	-	-	-	-	-	-	2,000	2,000
Carpark Provisions	1,571	300	42	-	-	-	-	-	-	-	1,913
CP 29 New Elevators	-	-	-	1,500	-	-	-	-	-	-	1,500
ERP/Financial System - PICK Replacement	1,500	-	-	-	-	-	-	-	-	-	1,500
CCTV Cameras	250	500	500	-	-	-	-	-	-	-	1,250
CP 282 (JV) 838 Broadview Ave	-	-	-	-	1,155	-	-	-	-	-	1,155
2204, 2212 Eglinton W. (CP 673)	1,000	-	-	-	-	-	-	-	-	-	1,000
LPR/Pay-by-Plate Project	500	500	-	-	-	-	-	-	-	-	1,000
Bike Share Expansion E-bike expansion	-	1,000	-	-	-	-	-	-	-	-	1,000
CP 39 Castlefield Redevelopment	840	-	-	-	-	-	-	-	-	-	840
Way Finding Signage	788	-	-	-	-	-	-	-	-	-	788
CP 43 Signage Upgrade	580	-	-	-	-	-	-	-	-	-	580
CP 505 Cliveden Redevelopment	100	450	-	-	-	-	-	-	-	-	550
CP 5 Modifications to Operations	-	500	-	-	-	-	-	-	-	-	500
CP 404 Modifications to Operations	-	500	-	-	-	-	-	-	-	-	500
CP 68 Painting Upgrades	-	342	-	-	-	-	-	-	-	-	342
CP 404 Signage Illuminated	-	300	-	-	-	-	-	-	-	-	300
CP 68 Signage Upgrade	300	-	-	-	-	-	-	-	-	-	300
Enterprise Telephone System Replacement	-	250	-	-	-	-	-	-	-	-	250
CP 34 Painting	-	200	-	-	-	-	-	-	-	-	200
Servers Computers Monitors Peripherals	200	-	-	-	-	-	-	-	-	-	200
Oakwood, 1607 Eglinton Ave. W.	100	-	-	-	-	-	-	-	-	-	100
Phone Support System/Dispatch	80	-	-	-	-	-	-	-	-	-	80
Website Mapping Upgrade	75	-	-	-	-	-	-	-	-	-	75
Carpark Barrier Gate Replacements	-	75	-	-	-	-	-	-	-	-	75
Signage Upgrade CP 11 S2	70	-	-	-	-	-	-	-	-	-	70
Network Equipment and Security	70	-	-	-	-	-	-	-	-	-	70
Hub Lane Refresh Upgrade Revenue Control Equip	58	-	-	-	-	-	-	-	-	-	58
CP 277 Permanent Construction Surface Lot	50	-	-	-	-	-	-	-	-	-	50
CP 49 Facility Modernization	50	-	-	-	-	-	-	-	-	-	50
Building Management Monitoring	50	-	-	-	-	-	-	-	-	-	50
Equipment Intercom Full-Duplex Upgrade	40	-	-	-	-	-	-	-	-	-	40
Painting and Signage Upgrade CP 111 S1	25	-	-	-	-	-	-	-	-	-	25
<b>Growth and Service Improvements</b>	<b>16,582</b>	<b>21,642</b>	<b>6,359</b>	<b>28,615</b>	<b>18,346</b>	<b>28,246</b>	<b>11,000</b>	<b>13,000</b>	<b>11,400</b>	<b>8,400</b>	<b>163,590</b>
<b>Total Expenditures (including 2020 carry forward)</b>	<b>24,328</b>	<b>36,572</b>	<b>15,364</b>	<b>34,790</b>	<b>23,846</b>	<b>33,746</b>	<b>16,500</b>	<b>18,500</b>	<b>16,900</b>	<b>13,900</b>	<b>234,446</b>

2020's capital projects were reviewed and \$38.1 million deferred or cancelled as a result of the pandemic. Only those required for key strategic, critical, health and safety or previously committed projects are being pursued. The majority of 2021 projects include those deferred from 2020 which are required to ensure a state of good repair or form part of the strategic technology roadmap.

## **CONTACT**

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## **SIGNATURE**

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Robin Oliphant, Acting President  
Toronto Parking Authority

## **ATTACHMENTS**

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Confidential Attachment 1: Additional Information Regarding Administration and Payroll Expenses

Confidential Attachment 2: Multi-Year Technology Roadmap

Attachment 3: Budget TO 2020 Administrative Review - Toronto Parking Authority 2021 Operating Budget and 2020-2029 Capital Budget & Plan Submission