GL7.1

Toronto Parking Authority

Overview

General Government and Licensing Committee

September 4, 2019

Organizational Structure

Robin Oliphant
Acting President and CFO

Ian Maher
VP, Parking Strategy, Policy, Planning and Technology

Anu Aduvala
VP, Operations

Remy Iamonaco
VP, Design and Construction

Arlene Yam Fritz
VP, Human Resources and Transformation

Bike Share

Bike Share System

5,000	Bicycles
465	Stations
8,550	Docking Points

Operating Reach

100	Square Kilometers
12	Wards
55	Neighbourhoods

Our Ridership

8,000,000+	Rides
40,000,000	Kilometres Travelled
165,000	System Members

Parking

Parking Spaces

19,000 On-Street Spaces
21,100 Off-Street Spaces
19,700 Managed Lot Spaces

Locations

178 Parking Lots
35 Garages
94 Managed Lots

Transactions

19.7M On-Street Transactions
13.2M Off-Street Transactions
54% Choose the Green P app

TPA Mandate

The Toronto Parking Authority exists to provide our customers with safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and Bike Share services as integral components of Toronto's transportation system.

Our services support the vibrancy of businesses and the livability of communities, being sensitive to the environment, and ultimately supporting the mobility of Toronto's citizens, businesses and visitors…our Customers

- Provide competitively priced short-term, high turnover parking, to serve 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.

TPA Strategic Focus

We strive to be thought of as the preferred choice of parkers and be seen as the leader in parking and Bike Share.

To TPA this means:

- ✓ Never disappointing customers in their base expectation of quality, cleanliness, usability, safety, convenience, competitive pricing and consistency.
- ✓ Exceeding base expectations through value-added features.
- ✓ Offering innovative new services, where there is:
  - ✓ a reasonable expectation of improving the customer's experience;
  - ✓ no negative impact to base expectations;
  - ✓ a potential increase in the return to the City.

TPA Strategy Map 2018-2020			
OUR PURPOSE	To support the vibrancy of businesses and the livability of the communities we serve, and in doing so serve our customers with excellence.		
STRATEGIC OBJECTIVE	**All About The Customer** *To be seen as the leader in municipal parking and Bike Share.* 1. To meet and exceed our customers' expectations by providing a consistent, high quality, value-added municipal parking and Bike Share service. 2. To judiciously innovate and seek opportunities to enhance the customer service offering, which will increase the return to the City.		
ADVANTAGE	To be the preferred choice of short stay parkers and Bike Share users through an experience that is safe, attractive, convenient and affordable.		
BUILDING BLOCKS	Customer experience second to none	State of the art eco-friendly parking infrastructure	Industry leading technology to support operational and customer excellence
THE SIX PILLARS	Day to Day Excellence Through Existing Operations	Improve and Expand Existing Customer Experience	Improve / Modernize Internal Capabilities
	Innovate for Future Enhancement of Customer Experience	Connect With and Understand Our Customers	Offer More Than Expected
VALUES	Excellence	Innovation	Collaboration
	Service	Respect	Commitment

2019 Initiatives

Security Infrastructure and Maintenance Plan Implementation

- ✓ Finalize SLA and SOPs with City Security

Contract Management

- ✓ Standardize procedures
- ✓ Implement training program

Culture and Transformation

- ✓ Launch Employee engagement initiatives
- ✓ Introduce new performance management system supporting leadership development and project management capabilities

2019 Initiatives

Bike Share Expansion

- ✓ 1,250 bikes, 105 new stations and 2,292 new docks

Car Park Operational Review

- ✓ Implement rate review to manage rates to ensure alignment with TPA and City Policy
- ✓ Modernize operations supporting Customer service focus
- ✓ Install Customer Service booths; providing easy options for payment
- ✓ Rollout Interac payment program

Standard Operating Procedures

- ✓ Standardize the customer experience
- ✓ Refresh on-boarding and training programs

Deploy On-Street Paid Parking Projects

- ✓ Replace meters with machines and rationalize machine inventory
- ✓ Initiate Mobile only zones
- ✓ Identify new paid parking locations

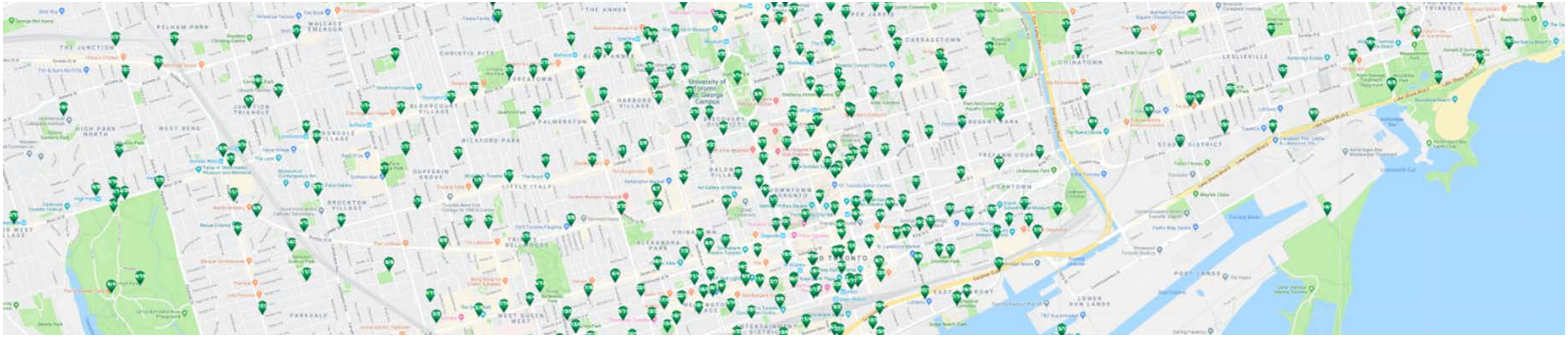
Strategic Initiatives

Bike Share Advertising and Sponsorship

- Seek full value of street advertising opportunity
- Determine opportunity for long-term sponsorship through strategic partnership

Bike Share System Operations RFP

- Define KPIs for contract performance management
- Streamline operation to maximize effectiveness and efficiency



Strategic Initiatives

SAP Implementation

- Enhance business systems (asset management, work management)
- Support analytics, Open Data, leveraging City master services agreement

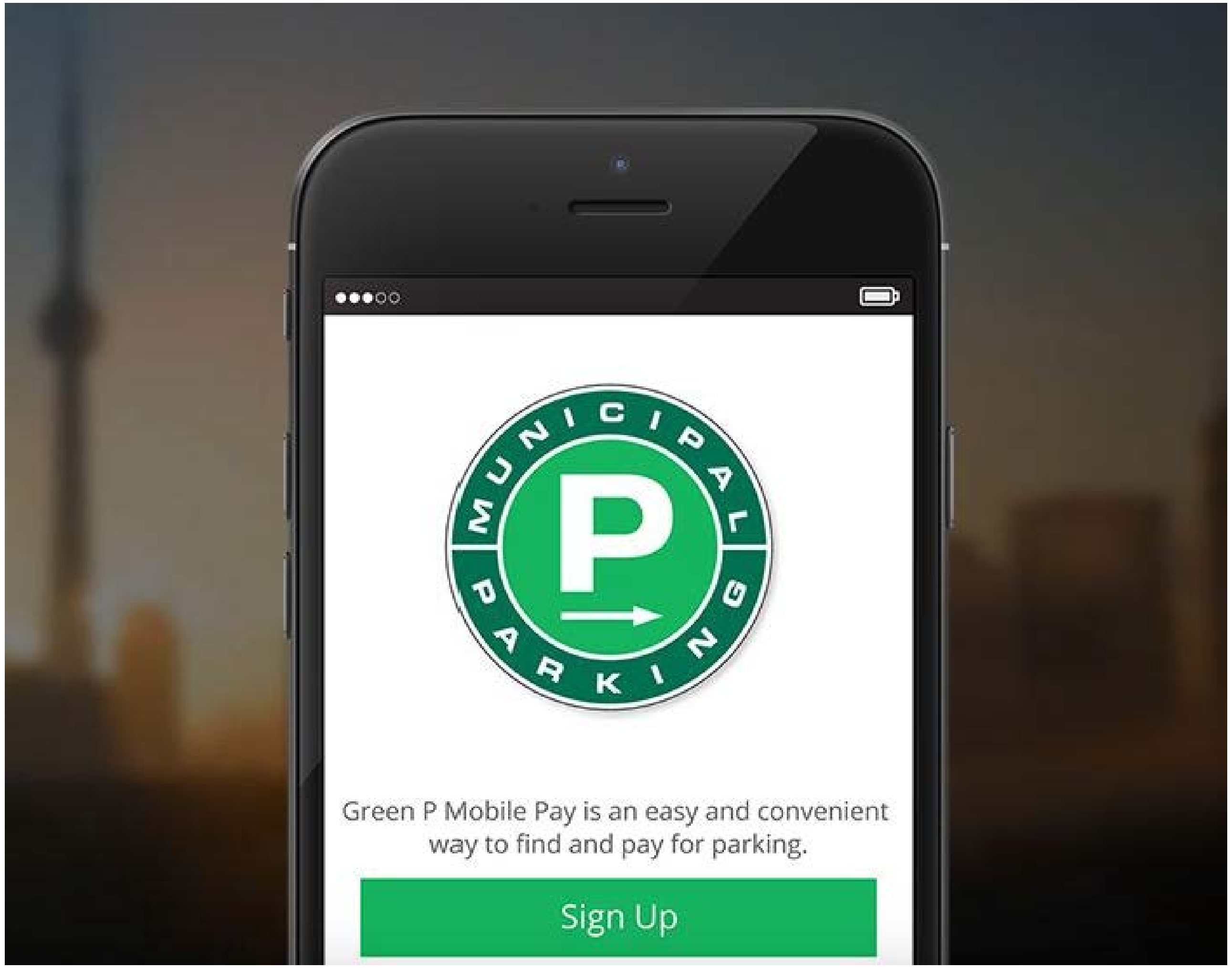
PCI Data Security Standards Review and Compliance Planning

- Establish roadmap for anticipated 2022 payment industry changes

Strategic Initiatives

Green P app Update

- Improve customer experience, expand payment options, enable further GPS functionality
- Establish platform to support marketing initiatives
- Establish platform to support Bike Share app integration



Strategic Initiatives

Enforcement Software Replacement

- Automate enforcement software, replace manual ticketing
- Discontinue courtesy charges
- Review fine levels

Maintenance Shop Consolidation

- Modernize shop operations

Gated Facility Updates

- Upgrade or replace software and equipment

Pay by Plate and Technology Trends

- Transition parking sessions into the Cloud

Ongoing Real Estate Transition Activities

- Align with the evolving City-wide Real Estate model with strategic real estate matters remaining with CreateTO and City Real Estate

Strategic Initiatives

Ongoing Governance Activities

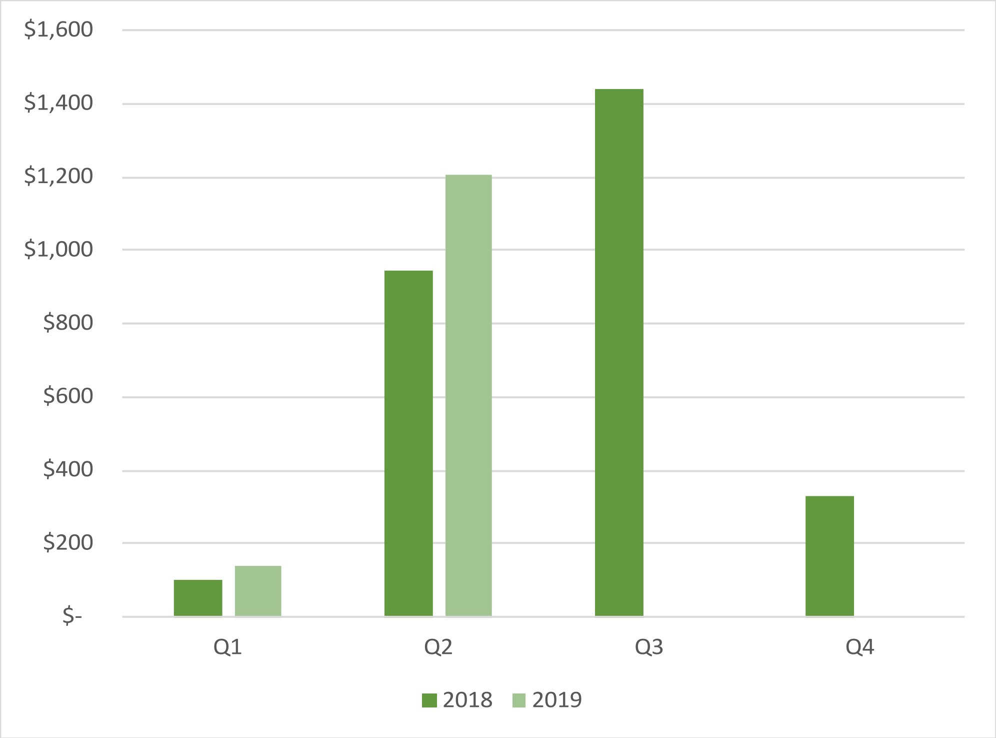
- Develop governance and procedural policies with new Board in place as directed by City Council

Adapt to Evolving Mobility and Technology Trends:

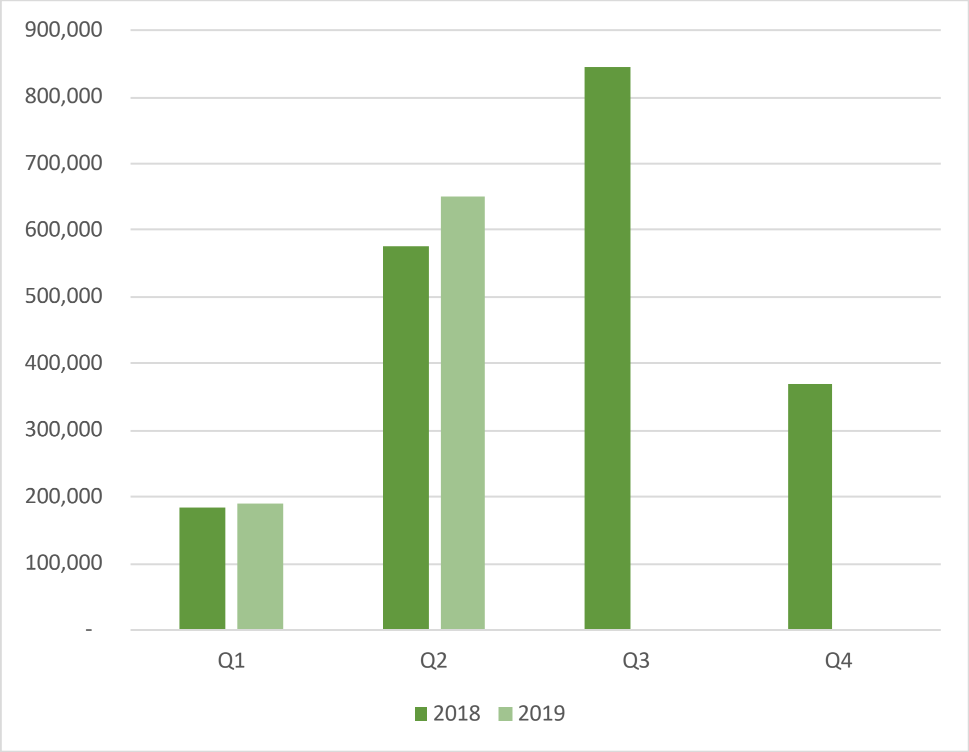
- EV, AV and transportation as a service

2019 Q2 Bike Share Highlights
(dollar amounts in thousands)

Bike Share Gross Revenue

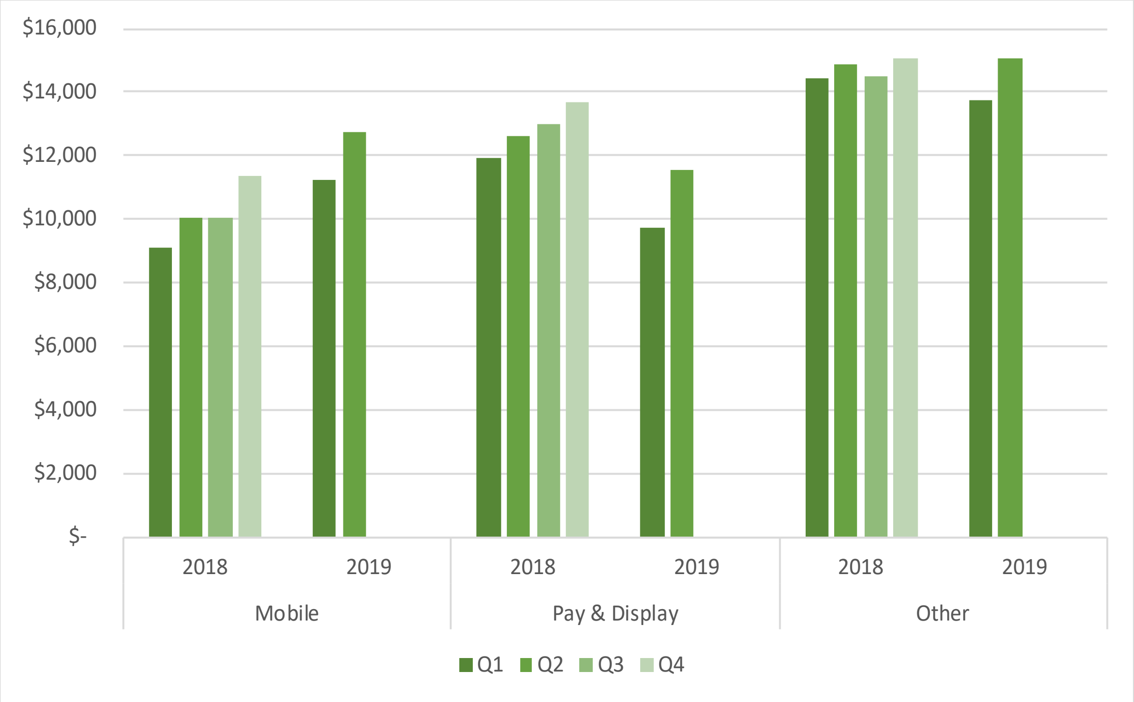


Ridership

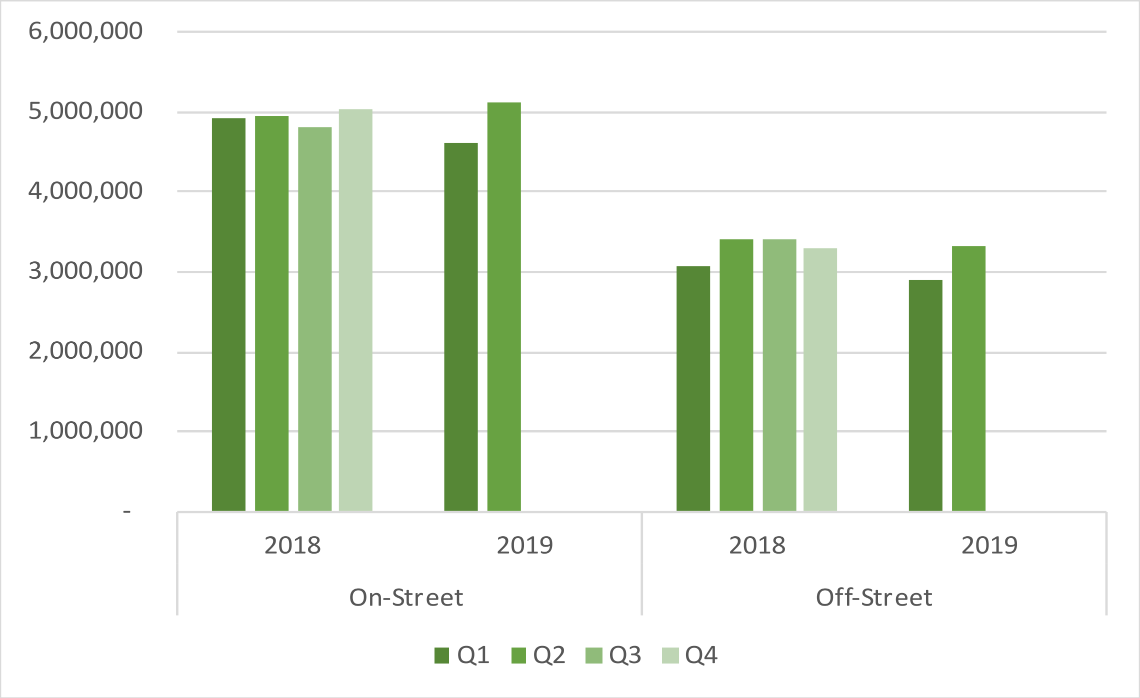


2019 Q2 Parking Highlights
(dollar amounts in thousands)

Revenue by Payment Channel



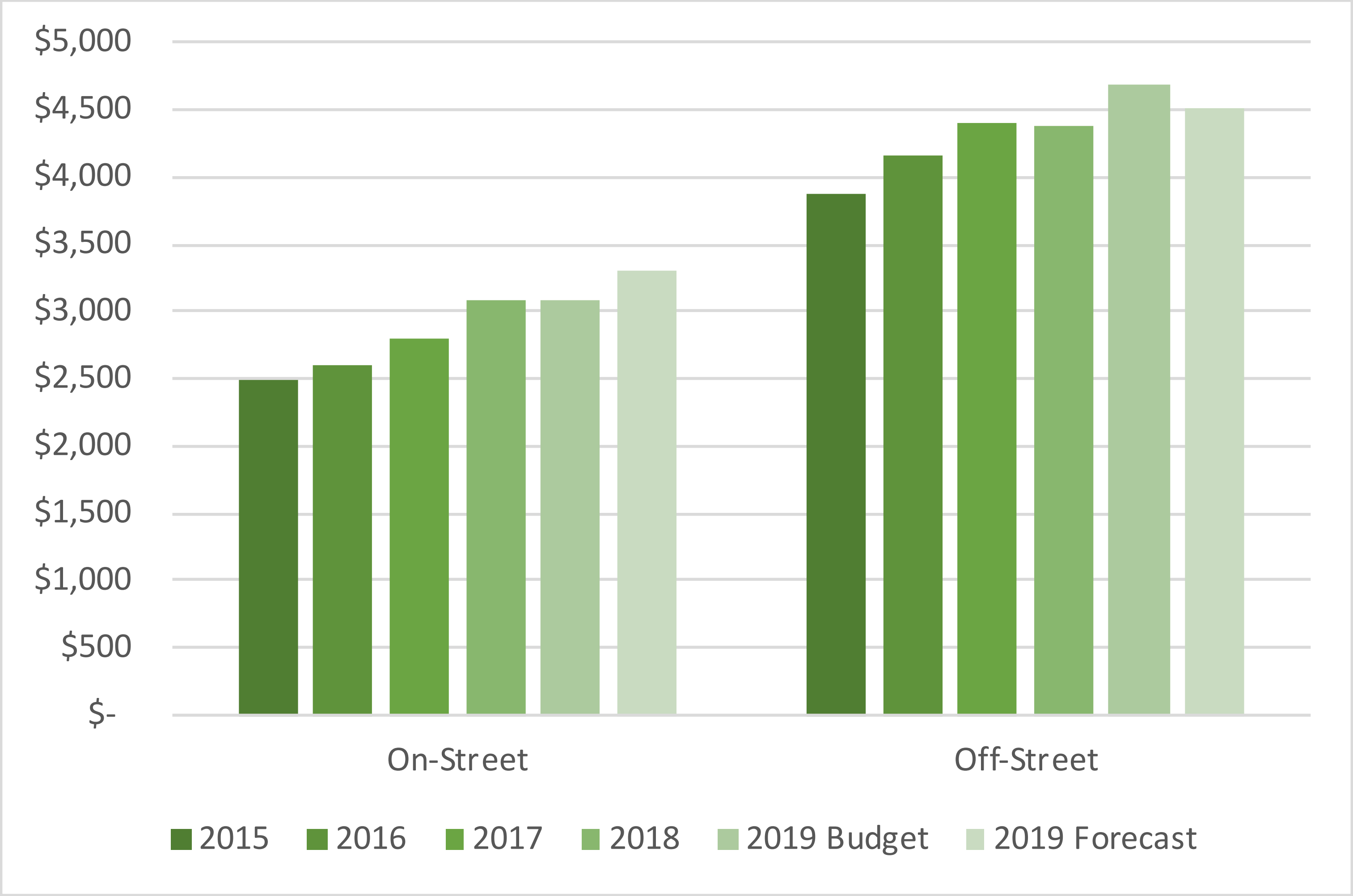
Transaction Volume



2019 Q2 Parking Highlights

Revenue per Space

(in dollars)



Thank You!