

Toronto Parking Authority

Strategic Focus and Transformation Update for Nine Months
Ended September 30, 2019



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 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.

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	<p style="text-align: center;">All About The Customer</p> <p style="text-align: center;"><i>To be seen as the leader in municipal parking and Bike Share.</i></p> <ol style="list-style-type: none"> 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



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 GreenP app

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

Attended Car Park Operational Review

- ✓ Implement rate review
- ✓ Modernize operations supporting Customer service focus
- ✓ Remove in-lane booths for Customer Service booths; reduce cash handling
- ✓ Rollout Interac payment program

Standard Operating Procedures

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

Deploy On-Street Paid Parking Projects

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

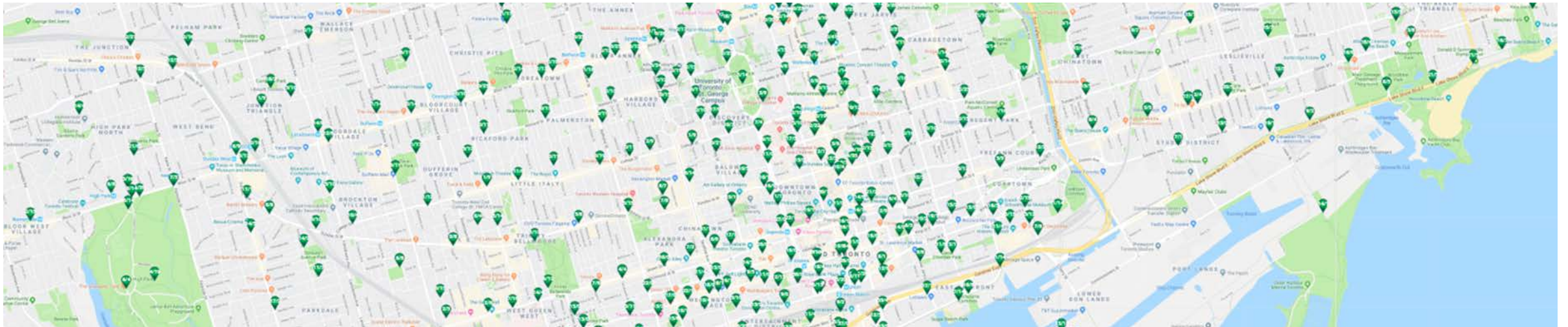
Strategic Initiatives

Bike Share Advertising and Sponsorship RFP

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

Bike Share System Operations

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



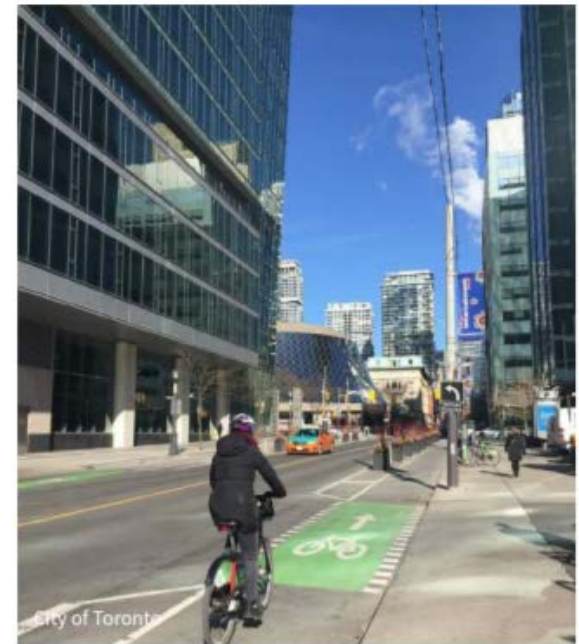
Strategic Initiatives

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
- Level 1 PCI DSS certification 2020



Strategic Initiatives

GreenP app Update

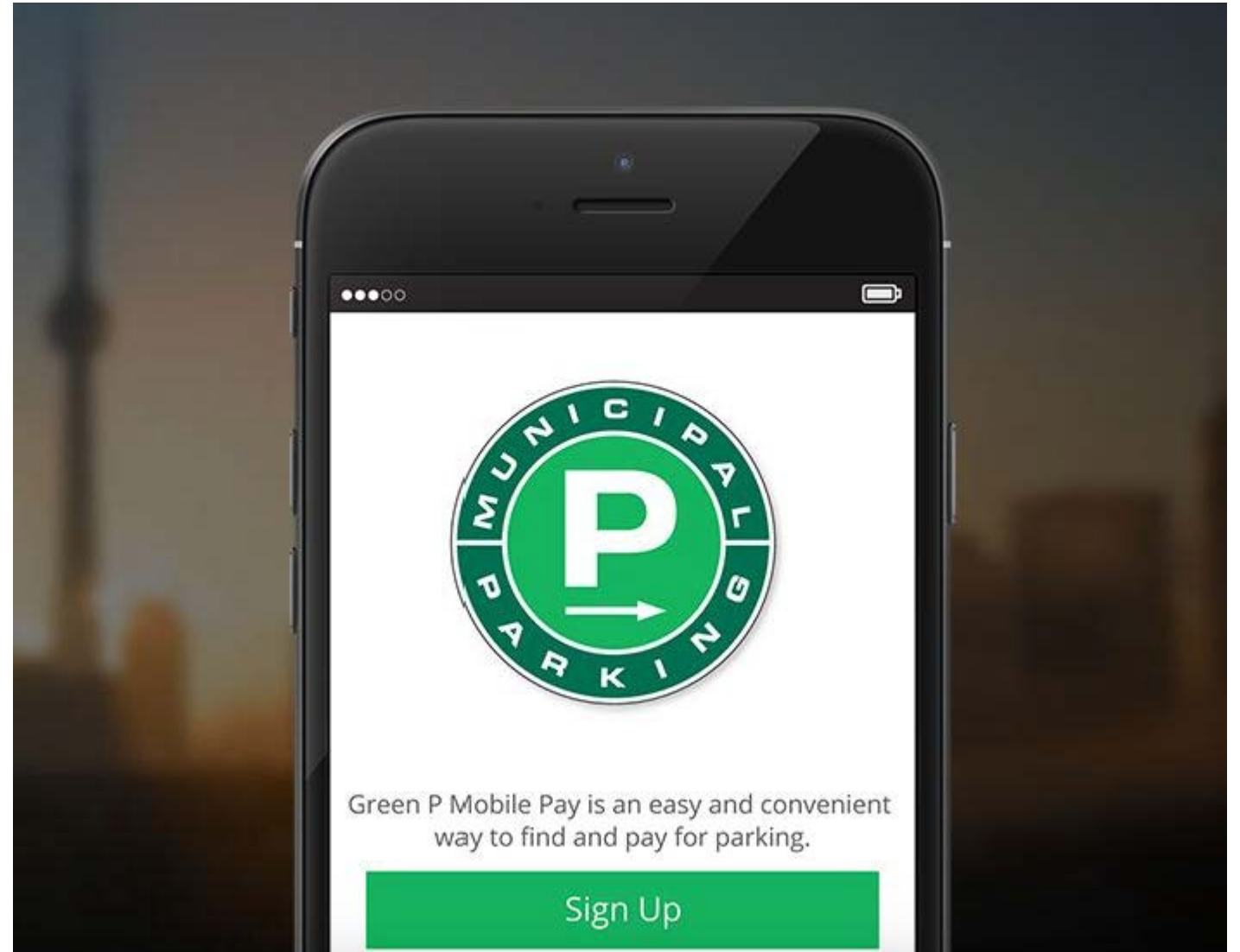
- Improve customer experience, expand payment options, enable further GPS functionality
- Establish platform to support marketing initiatives
- Establish platform to support Bike Share app integration

Enforcement Software Replacement

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

Gated Facility Updates

- Upgrade or replace software and equipment; integrate with the app



Strategic Initiatives

Pay by Plate

- Transition parking sessions into the Cloud

Ongoing Governance and 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

Adapt to Evolving Mobility and Technology Trends:

- EV, AV and transportation as a service



2019 Q3 Financial Performance

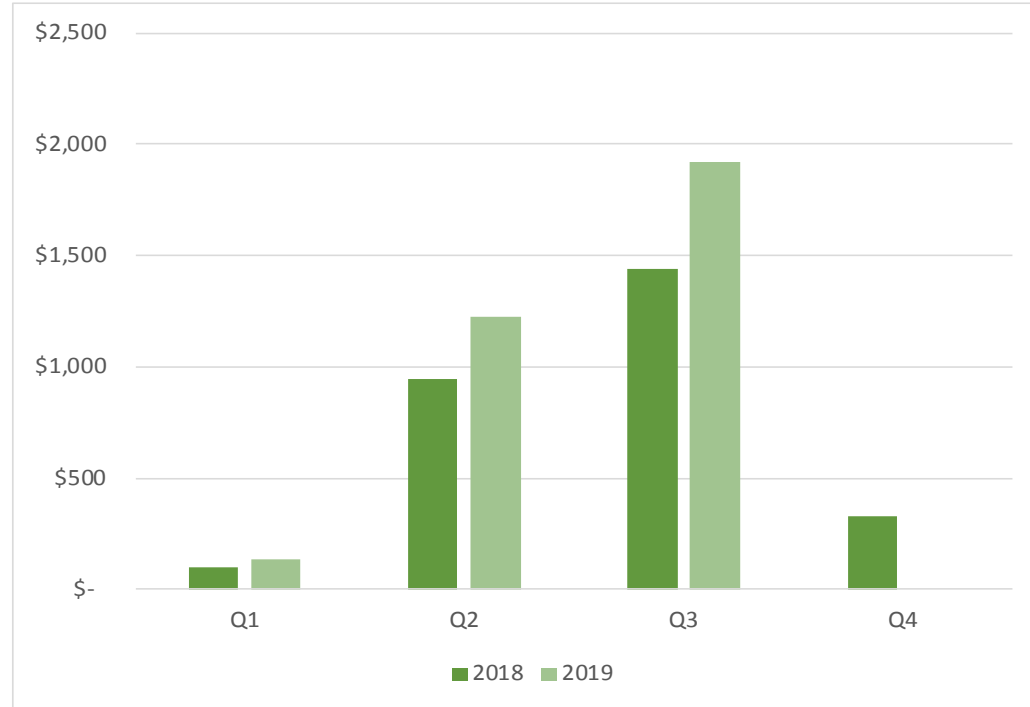
Statement of Income and Comprehensive Income (dollar amounts in thousands)

For the periods ended September 30	Three Months Ended			Nine Months Ended		
	2019	2018	Change	2019	2018	Change
Parking revenue	38,538	37,535	1,003	112,440	110,416	2,024
Operating	(11,442)	(11,463)	21	(33,870)	(35,306)	1,436
Administration	(2,762)	(3,141)	379	(7,962)	(8,761)	799
Municipal property tax	(5,762)	(5,996)	234	(16,154)	(16,591)	437
Amortization of property and equipment	(1,852)	(1,437)	(415)	(5,474)	(4,786)	(688)
Other income	765	1,475	(710)	8,573	2,672	5,901
Operating income	17,485	16,973	512	57,553	47,644	9,909
Income earned on financial instruments	696	454	242	2,229	1,365	864
Finance interest paid on debt	(19)	(25)	6	(66)	(76)	10
Finance income	677	429	248	2,163	1,289	874
Net income and comprehensive income	18,162	17,402	760	59,716	48,933	10,783

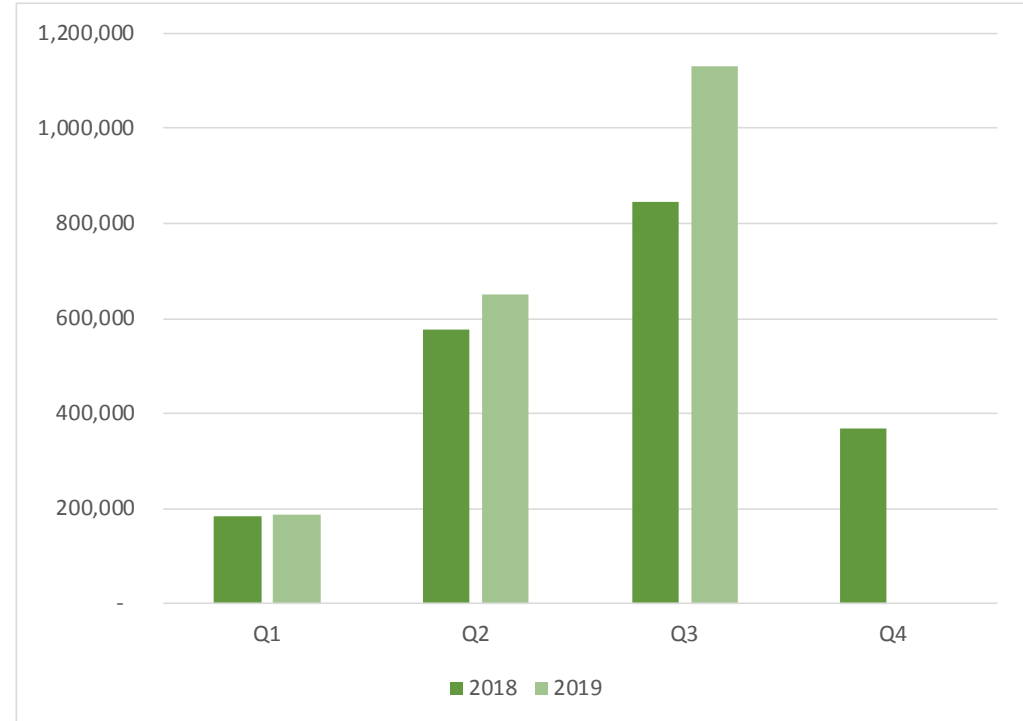
2019 Q3 Bike Share Highlights

(dollar amounts in thousands)

Bike Share Gross Revenue

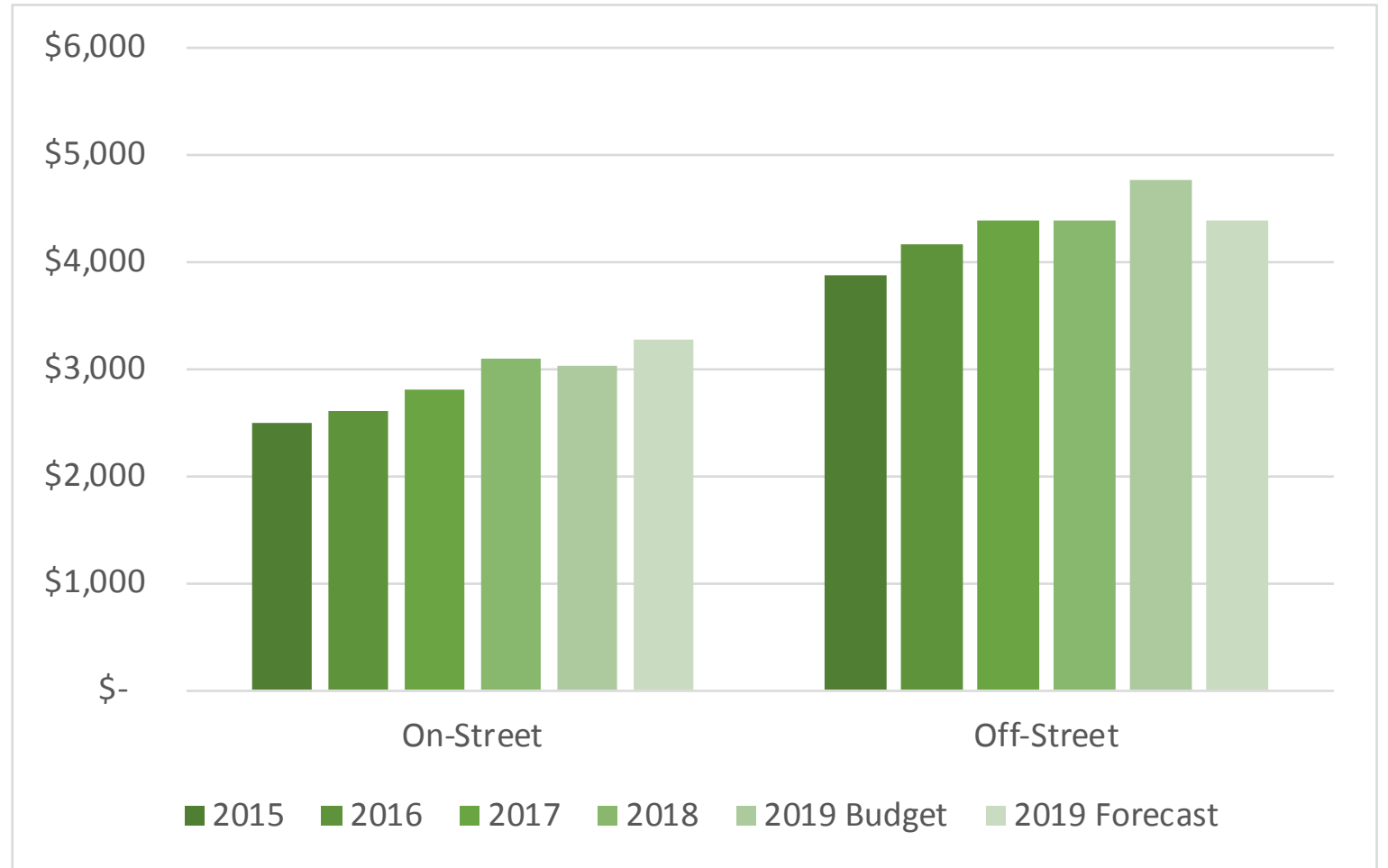


Ridership



2019 Q3 Parking Highlights

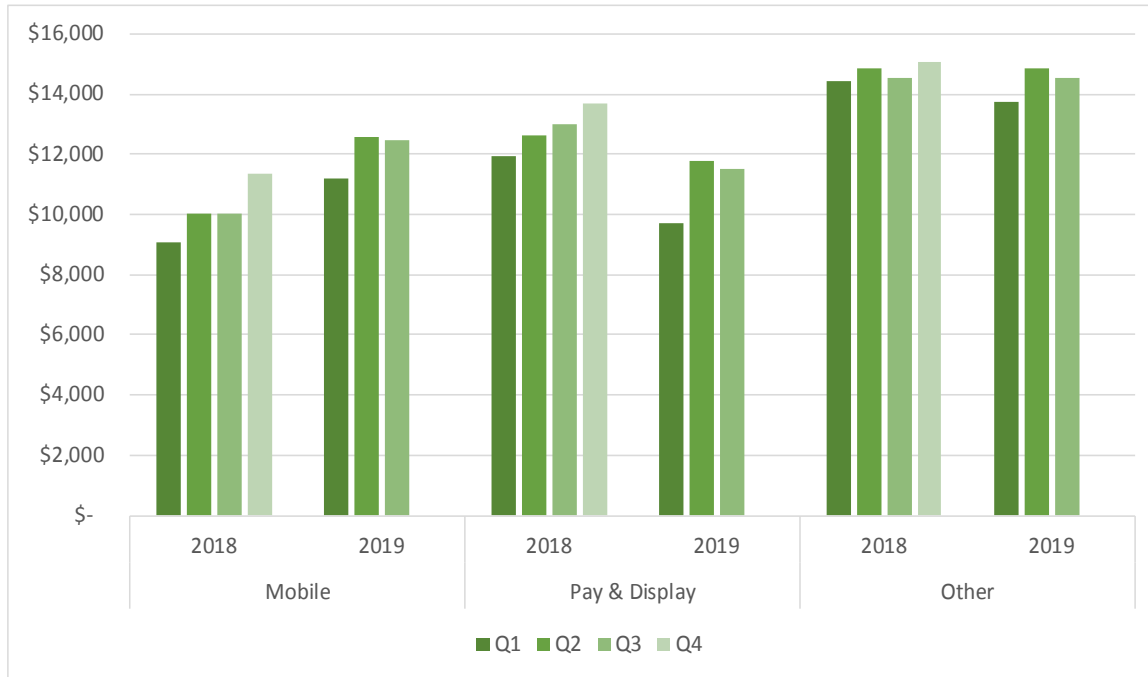
Revenue per Space
(in dollars)



2019 Q3 Parking Highlights

(dollar amounts in thousands)

Revenue by Payment Channel



Transaction Volume

