



**Administrative Review
Toronto Parking Authority**

October 14, 2020



Overview

Description

TPA is a key component within the municipal parking and mobility system, complementing and aligning with City transportation policy as well as collaborating with other City divisions and agencies to achieve City-wide initiatives. TPA provides customers with safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and Bike Share services.

TPA operates 19,000 on-street and over 40,700 off-street parking spaces across 307 locations, processing over 34 million transactions. Bike Share Toronto's operating system includes 6,850 bikes and 625 bike stations spanning almost 200 square kilometers with over 186,000 members.

Why We Do It

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 residents, businesses and visitors...our Customers. TPA:

- Provides competitively priced short-term, high turnover parking, to serve neighbourhood and commercial areas;
- Provides convenient, cost-effective Bike Share option for local trips; and
- Discourage long-term parking, especially in downtown and mid-town commercial areas and commercial areas well served by transit

What Services We Provide

Municipal Parking Services

Who We Serve: Local business, Residents, Visitors / Tourists

What We Deliver: Convenient, safe public parking on-street and off-street with over 300 locations and 40,000 spaces combined for TPA locations

How Much Resources (net operating loss): \$(4.5) Million

Parking Management Services

Who We Serve: City Agencies, Property Owners and Developers

What We Deliver: Convenient, safe public parking with 20,700 spaces

How Much Resources (net operating profit): included above

Bike Share Toronto

Who We Serve: Residents, Visitors / Tourists

What We Deliver: Convenient, low cost public transportation

How Much Resources (net operating loss): \$(2.2) Million

How Much Resources We Have

Operating Budget						
\$ Millions	2020 Projection	2021 Budget	2021 Vs. 2020		OUTLOOKS	
			\$'s	%	2022	2023
Revenues	\$56.1	\$93.5	\$37.4	66.8%	\$171.0	\$176.2
Gross Expenditures	\$82.3	\$95.7	\$13.4	16.3%	\$107.1	\$109.0
Net Expenditures	\$26.3	\$2.2	(\$24.0)	-91.5%	(\$63.9)	(\$67.2)
Approved Positions	326.5	326.5		0.0%	326.5	326.5

10 Year Capital Budget & Plan			
\$ Millions	2021	2022-2030	Total
Gross Expenditures	\$ 24.3	\$ 210.1	\$ 234.4

Note: Includes 2020 carry forward funding to 2021

How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Service Level Measures								
Off-Street parking	Occupancy of available spaces in established areas	85%	85%	85%	50%	55%	85%	●
On-Street parking	Occupancy of available spaces in established areas	80%	80%	80%	50%	55%	80%	●
Bike Share	Bicycle fleet availability	80%	80%	75%	80%	80%	80%	●

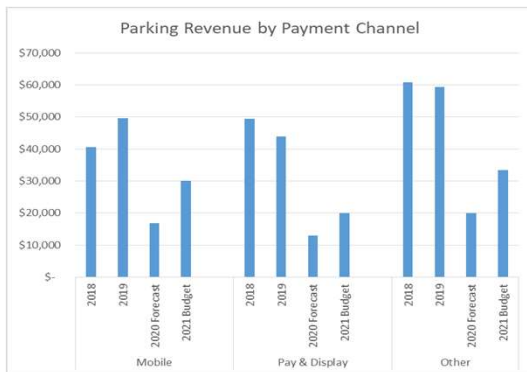
How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Outcome Measures								
Off-Street parking	Parking transaction volume	12.8M	12.1M	12.0M	6.0M	6.7M	11.9M	●
On-Street parking	Parking transaction volume	19.7M	19.5M	19.3M	9.75M	10.7M	19.1M	●
Bike Share	Ridership	1,975K	2,439K	2,750K	2,736K	3,300K	3,465K	●
Other Measures								
Off-Street parking	Parking Revenue per Space	\$4.4K	\$4.4K	\$4.6K	\$1.4K	\$2.5K	\$4.6K	●
On-Street parking	Parking Revenue per Space	\$3.0K	\$3.1K	\$3.3K	\$1.0K	\$1.6K	\$3.3K	●
Bike Share	Membership	140K	211K	219K	320K	415K	436K	●

How Well We Are Doing – Behind The Numbers

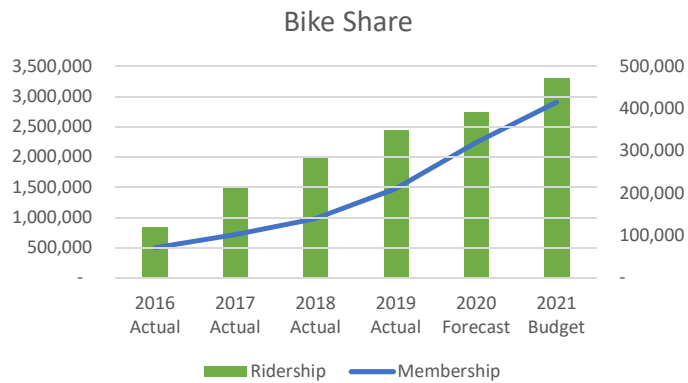


- TPA has continued to operate all facilities through the pandemic
- Parking transaction volume declines, initially up to 90-95% of prior year volumes experienced during Q2 have partially recovered
- Full year parking transaction volume expected to be 50% of the prior year
- Assuming moderate second wave, parking transaction volume budgeted to recover to 55% of previous volumes during 2021
- Parking transaction volume not expected to fully recover until 2022; single occupant vehicle commuters expected to continue working remotely



- Payment channel preference anticipated to remain consistent with previous year's payment preference experience
- Mobile continues to remain the preferred payment method with modest growth year over year
- Cash payments continue to decline as consumers prefer not to handle cash during the pandemic

How Well We Are Doing – Behind The Numbers



- All Bike Share infrastructure continues to fully operate through the pandemic as it offers a convenient, safe way to travel
- Increased casual membership and casual ridership has driven growth through 2020 and is anticipated to continue into 2021 as safe travel remains a primary concern to commuters with Bike Share, which offers a cheap alternative to public transit
- Membership and ridership growth is expected to grow in alignment with the expansion of the system and popularity of the e-bike option

COVID-19 Impacts and Mitigation Strategies

Financial Impact (Operating)

Falling parking transaction volume adversely impacting revenue and cash flow: mitigated by performing only critical and essential services, deferring all discretionary spending, adjusting workforce, reducing work weeks, monitoring and responding to transaction volume trends as necessary

Increasing vandalism: addressed by increasing security and staff presence in facilities when and where required

Collapse of Out-of-Home advertising market impacting Bike Share revenue: addressed by delaying the launch of advertising on Bike Share Station panels and deferring sponsorship requests until market recovers

Uncertainty created by second wave requires TPA to proceed cautiously with all operating and investing activity to ensure cash is preserved

Financial Impact (Capital)

Declining cash balances: managed by pursuing only key strategic, critical, health and safety related or previously committed projects to protect cash balances and support future sustainability. All non-essential capital projects to be deferred until positive cash flow returns consistently.

Service Level Changes

Parking and Bike Share infrastructure continue to fully operate: with reduced staffing to provide essential and basic services only

Parking inventory declining due to City initiatives: previously budgeted service improvements/expansion delayed due to funding constraints; immediate replacement of on-street parking sought in nearby side streets where appropriate

COVID-19 Financial Impact - Operating

	(\$000s)					
COVID 19 Impacts	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
Revenue Loss						
On Street Parking	(44,378.0)		44,378.0	(33,032.0)		33,032.0
Off Street Parking	(69,319.0)		69,319.0	(46,342.4)		46,342.4
Sub-Total	(113,697.0)		113,697.0	(79,374.4)		79,374.4
Expenditure Increase						
On Street Parking						
Off Street Parking		750.0	750.0		750.0	750.0
Sub-Total		750.0	750.0		750.0	750.0
Savings due to Underspending						
On Street Parking		(1,674.0)	(1,674.0)		(1,232.5)	(1,232.5)
Off Street Parking		(1,639.0)	(1,639.0)		(935.5)	(935.5)
Sub-Total		(3,313.0)	(3,313.0)		(2,168.0)	(2,168.0)
Savings due to Management Actions						
On Street Parking		(564.4)	(564.4)		206.3	206.3
Off Street Parking		(16,630.6)	(16,630.6)		(8,062.8)	(8,062.8)
Sub-Total		(17,195.0)	(17,195.0)		(7,856.4)	(7,856.4)
Total COVID-19 Impact	(113,697.0)	(19,758.0)	93,939.0	(79,374.4)	(9,274.4)	70,100.0

COVID-19 Financial Impact - Capital

COVID 19 Impacts	(\$000s)							
	2020		2021		2022 2030		Total 2021 2030	
	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt
Change in Projects - Reduced / Deferred								
King, West of Spadina (Re-investment Area)					(12,500)		(12,500)	
St. Clair West CP 41 (Corso Italia)					(10,900)		(10,900)	
Harbourfront					(10,000)		(10,000)	
Structural Maint. & Tech. Green Plus 2020-2029	(5,250)				(2,500)		(7,750)	
Yonge S. of Eglinton					(7,000)		(7,000)	
Acquisition 229 Richmond St West	(440)		40		(200)		(600)	
All keys Replaced to FOB Access - Various CPs	(150)		150		300		300	
Avenue Rd. - Davenport								
Bathroom facility			50				50	
Bathurst/ Queens Quay					(5,000)		(5,000)	
Bay/Lakeshore (Downtown fringe south)					(10,000)		(10,000)	
Bike Share - pedestal refurbishment			250				250	
Bike Share Expansion - E-bike expansion (Transportation fund)					1,000		1,000	
Bloor/ Bathurst								
Bloor/ Dundas								
Building Management Monitoring			50		50		100	
King E. of Spadina - Revitalization					(6,000)		(6,000)	
CP Provision due to City Initiatives	(5,000)						(5,000)	
General Provision for 2020	(4,914)						(4,914)	
CP 231 Spadina/ Bloor (Redevelopment)					(4,000)		(4,000)	
CP 412 (JV) Redevelopment					(4,000)		(4,000)	
Leslieville (Queen E. of Carlaw/ Coxwell)					(4,000)		(4,000)	
Little Italy					(3,500)		(3,500)	
St. Clair West BIA (Dufferin to Christie)					(3,500)		(3,500)	
Expanded facilities - Bloor St. W (Glend/Durie)					(2,500)		(2,500)	
Cabbagetown					(2,400)		(2,400)	
Acquisition - 400 King Street West	(216)		(108)		(1,832)		(2,156)	
College/ Dovercourt					(2,000)		(2,000)	
Harbord - Spadina to Major					(2,000)		(2,000)	
North York - Finch to Steeles					(2,000)		(2,000)	
Roncesvalles					(2,000)		(2,000)	
CP 34 New 2nd Elevator	(1,390)						(1,390)	
CP262 - 10 Soho St (Acquisition)	(768)						(768)	
Hub Lane Refresh Upgrade Revenue Control Equip	(695)						(695)	
CP 277 Danforth Permanent Construction Surface Lot	(150)		30		(571)		(691)	
Acquisition - Etobicoke Civic Centre	(394)		(122)				(516)	
Hub Lane Refresh - Upgrade Revenue Control Equip	(474)		58				(416)	
CP 282 (JV) 838 Broadview Avenue	(130)		(165)				(295)	
Waterproofing/Concrete Repairs CP 36	(250)						(250)	
Acquisition - 11 Wellesley St W	(195)						(195)	
Signage Upgrade - Illuminated CP 43&150	(188)		5				(183)	
Network Security Firewall Additions/Upgrades	(150)						(150)	

COVID-19 Financial Impact - Capital

(\$000s)								
COVID 19 Impacts	2020		2021		2022 2030		Total 2021 2030	
	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt
CP 661 - Disposition Of Adjacent Commercial (Amend to Lir	(100)						(100)	
CP 15 (JV) 50 Cumberland St. Redevelopment	(144)		(7,056)		7,106		(94)	
CP 219 (JV) 87 Richmond Street East	(100)		(15)		50		(65)	
Illuminated Signage Upgrade CP 52	(35)						(35)	
CP 221 (JV) 121 St. Patrick St.	(8)		(23)				(31)	
Monthly Permit Payment Solution (EY)	(25)						(25)	
CP 36 Modifications to Operations	(93)		93				(0)	
21 Connell Office Redevelopment (Maint Shops)	(971)		471		500			
Acquisition - Bessarion Community Centre								
Carpark Barrier Gate Replacements	(75)				75			
CP 11 Painting Upgrade	(250)				250			
CP 11 Signage Upgrade CP 11	(70)		70					
CP 11 Structural Concrete Repairs	(300)		300					
CP 111 Electrical Lighting Upgrade	(150)				150			
CP 111 Painting and Signage Upgrade	(25)		25					
CP 125 Modifications to Operations	(102)		102					
CP 150 Localized WP Repairs Ramp Heating Replace	(200)		200					
CP 224 Redevelopment - 34 Hannah Ave								
CP 286 Modifications to Operations	(42)				42			
CP 29 New Elevators	(150)		(675)		825			
CP 34 Painting	(200)				200			
CP 36 Exhaust Fan, Drain, Concrete	(900)				900			
CP 36 Local WP and Concrete Repairs	(500)				500			
CP 36 Painting and Pedestrian Signage	(500)				500			
CP 404 Modifications to Operations	(500)				500			
CP 404 New Elevators								
CP 404 Painting Upgrades	(300)				300			
CP 404 Signage Illuminated	(300)				300			
CP 422 Construction- surface lot -1220-1222 Wilson	(2,075)				2,075			
CP 43 Painting and Pedestrian Signage C1 and C2	(1,080)				1,080			
CP 43 Signage Upgrade	(580)		580					
CP 43 Stairwell Rehabilitation			(250)		250			
CP 5 Modifications to Operations	(500)				500			
CP 52 Painting - 2019	(200)				200			
CP 58 - Retaining wall and fence	(940)				940			
CP 58 Fire Alarm and Sprinkler System Upgrade								
CP 58 Parking Garage Restoration WP & concrete rep			(200)		200			
CP 58 Parking garage restoration WP concrete rep			(800)		800			
CP 58 Re-surface Parking Lot New Fence			(250)		250			
	(1,000)		1,000					
CP 68 New Elevators			(150)		150			
CP 68 Painting Upgrades	(342)				342			
CP 68 Signage Upgrade	(300)		300					

COVID-19 Financial Impact - Capital

COVID 19 Impacts	(\$000s)							
	2020		2021		2022 2030		Total 2021 2030	
	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt
CP664 - 1607 Eglinton Ave W (JV Development)	(100)		100					
Enforcement/LPR / Pay-By-Plate Project Pilot	(1,000)		500		500			
Enterprise Telephone System Replacement			(250)		250			
Equipment Intercom Full-Duplex Upgrade	(40)		40					
Financial District East of University								
Greening of Various CPs 45, 48, 82, 502, 710 etc	(1,500)				1,500			
Network Security Monitoring Appliance/Service	(70)		70					
North York Center -South (Sheppard to Finch)								
Phone Support System/Dispatch (customer service only)	(80)		80					
Queen East (Kippendavie to Lee)								
Signage Upgrade CP 26	(70)		70					
Signage Upgrade CP 36 & CP125	(100)		100					
Website mapping upgrades	(75)		75					
CP 286 Electrical Lighting Upgrade	12						12	
CP 26 Modifications to Operations	27						27	
Ramp heating replacement cables, CP13					30		30	
Ramp heating replacement cables, CP43					30		30	
Ramp heating replacement cables, CP68					30		30	
CP 505 Carpark Expansion			(400)		450		50	
Ramp heating replacement cables, CP 125					50		50	
Ramp heating replacement cables, CP 36			50				50	
Ramp heating replacement cables, CP11					50		50	
Ramp heating replacement cables, CP29			50				50	
Ramp heating replacement cables, CP96			50				50	
CP 150 Switchgear replacement					75		75	
CP26 Switchgear replacement					75		75	
CP 43 Switchgear replacement					100		100	
CP36 Mechanical pit repairs			100				100	
Servers Computers Monitors Peripherals			100				100	
CP 12/CP 223 (JV) 30 Alvin Ave	(130)		50		200		120	
CP 204 (JV) 1113/1117 Dundas St West	(64)		50		150		136	
CP36 Pump upgrades			150				150	
Way Finding Signage	(600)		788				188	
Ramp heating replacement cables, CP52			200				200	
CP39 - 20 Castelfield Rd (JV Development)	(40)		840				800	
Fleet Vehicles / Maint Equipment for Operations	(373)		1,225				852	
CP212 CP227 (JV) 363 Adelaide and 105 Spadina	(164)		30		1,342		1,208	
CCTV Cameras (pedestrian entry/exit)			250		1,000		1,250	
ERP/Financial System - Phase 2	40		1,500				1,540	
Parking solution (i.e. online and contactless)			3,750				3,750	
Total COVID-19	(38,138)		3,528		(72,236)		(106,847)	

2021 Challenges and Priorities

Key Risks and Challenges

Competing Demand for Access to On-Street Curb Space: Growing lack of available on-street curb space as competing demands from increasing peak traffic periods, road closures, policy initiatives such as bike lanes and Complete Streets, directly impact service levels and revenues through reduced parking space inventory and time of day restrictions

Competing Off-Street Resource Demands: Fewer opportunities to satisfy short-term parking demands by increasing parking supply in an environment with escalating land and development costs and coordinating the City-wide Real Estate model transformation; supporting City-wide housing priorities

Rapidly Evolving Mobility Trends and Technology Disruption: Operating efficiently and effectively in an increasingly competitive and dynamic environment with disciplined selection of technological solutions to meet Customer expectations and returns

Priority Actions for 2021

Technology Roadmap: Update and leverage available technology to expand service offering with fast, convenient service and easy, reliable payment options

Facilities and Asset Management: Develop an Asset Lifecycle Management program to proactively maintain facilities ensuring facilities are kept clean, safe and in a state of good repair

Revenue and Cash Generation: Support collaboration amongst City departments to minimize negative impact on parking revenues; seek new paid-parking opportunities by expanding services beyond other City agencies to third party developers and property owners

2021 Operating Budget Submission

2021 Operating Budget Submission

(In \$000s)	2019 Actual	2020 Projection	2021 Base Budget	2021 New / Enhanced Requests	2021 Budget Request	Change v. 2020 Projection	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
On Street Parking	60,704.3	19,486.0	30,832.0		30,832.0	11,346.0	58.2%
Off Street Parking	97,348.1	32,269.0	55,245.6		55,245.6	22,976.6	71.2%
Bike Share	3,971.3	4,300.0	7,409.5		7,409.5	3,109.5	72.3%
Total Revenues	162,023.7	56,055.0	93,487.1	0.0	93,487.1	37,432.1	66.8%
Expenditures							
On Street Parking	11,636.7	9,424.0	10,636.4		10,636.4	1,212.4	12.9%
Off Street Parking	74,730.3	66,170.0	75,441.2		75,441.2	9,271.2	14.0%
Bike Share	6,389.4	6,730.0	9,646.5		9,646.5	2,916.5	43.3%
Subtotal - Gross Expenditures	92,756.4	82,324.0	95,724.1	0.0	95,724.1	13,400.1	16.3%
Total Gross Expenditures	92,756.4	82,324.0	95,724.1	0.0	95,724.1	13,400.1	16.3%
Net Expenditures	(69,267.3)	26,269.0	2,237.0	0.0	2,237.0	(24,032.0)	(91.5%)
Gain on the sale of property	7,081.9						
Total Net Expenditures	(76,349.2)	26,269.0	2,237.0	0.0	2,237.0	(24,032.0)	(91.5%)
Approved Positions	328.5	326.5	326.5		326.5	0.0	

* 2020 Projection based on Q2 Variance

Key Cost Drivers – Base Budget

Key Cost Drivers		2019 Actuals	2020 Projection	2021 Base Budget Submission	YoY Changes		Key Drivers to Preserve Service Levels and Address Issues
					\$	%	
Parking Expenditures							1. Salaries and Benefits - 2021 increase for CBA/COLA only; 2020 includes EL/reduced work week staffing 3. Materials & Supplies - certain maintenance activities have been deferred from 2020 to 2021; 4. Equipment - increased depreciation due to new car parks operating fully in 2021. 5. Services and Rent - driven by revenue levels 6. Municipal Taxes - increases due to new car parks operating fully in 2021; offset by valuation adjustments and lower mill rates
1	Salaries and Benefits	26,151.8	22,809.0	26,007.1	3,198.1	14.0%	
2	COVID-19 Impact				0.0	0.0%	
3	Materials & Supplies	6,008.5	4,078.0	4,513.9	435.9	10.7%	
4	Equipment	8,383.3	8,173.0	8,166.8	(6.2)	-0.1%	
5	Services & Rents	7,450.3	1,563.0	4,529.6	2,966.6	189.8%	
6	Municipal Taxes	21,542.6	25,027.0	23,314.0	(1,713.0)	-6.8%	
7	Other expenditures	16,830.5	13,944.0	19,546.2	5,602.2	40.2%	
Total Parking Expenditures		86,367.0	75,594.0	86,077.6	10,483.6	13.9%	
Parking Revenues							
1	On Street Parking	60,704.3	19,486.0	30,832.0	11,346.0	58.2%	2021 Budget assumes 70% operating level compared to 2019
2	Off Street Parking	97,348.1	32,269.0	55,245.6	22,976.6	71.2%	
Total Parking Revenues		158,052.4	51,755.0	86,077.6	34,322.6	66.3%	
Net Parking Revenue before gains		(71,685.4)	23,839.0	(0.0)	(23,839.0)	100.0%	
1	Gain on the sale of Property	7,081.9	0.0	0.0	0.0	0.0%	
Net Expenditures		(78,767.3)	23,839.0	(0.0)	(23,839.0)	100.0%	

Key Cost Drivers – Base Budget

Key Cost Drivers		2019 Actuals	2020 Projection	2021 Base Budget Submission	YoY Changes		Key Drivers to Preserve Service Levels and Address Issues
					\$	%	
Bike Share Expenditures							
1	Salaries and Benefits	309.4	370.0	292.0	(78.0)	-21.1%	Advertising market recovery supports sponsorship RFP and launch of Astral program
2	Services & Rents	5,846.7	5,518.0	8,712.0	3,194.0	57.9%	
3	Other expenditures	233.3	842.0	642.5	(199.5)	-23.7%	
Total Bike Share Expenditures		6,389.4	6,730.0	9,646.5	2,916.5	43.3%	
Total Bike Share Revenues		3,971.3	4,300.0	7,409.5	3,109.5	72.3%	
Total Net Bike Share Expenditures		2,418.1	2,430.0	2,237.0	(193.0)	7.9%	
Total TPA Net Expenditures		(76,349.2)	26,269.0	2,237.0	(24,032.0)	91.5%	
Approved Positions		328.5	326.5	326.5	0.0	0.0%	

Key Cost Drivers - 2021 Balancing Actions

(\$000s)									
Recommendation	Savings Type	2021				2022			
		Revenue	Gross	Net	Positions	Revenue	Gross	Net	Positions
Parking transaction volume recovery	Revenue Increase (Other)	91.5	95.7	4.2	326.5	169.0	107.1	(61.9)	326.5
Expand parking management services	Revenue Increase (User Fees)	1.0		(1.0)		1.0		(1.0)	
Acquisition of facilities	Revenue Increase (User Fees)	1.0		(1.0)		1.0		(1.0)	
Total Balancing Actions		93.5	95.7	2.2	326.5	171.0	107.1	(63.9)	326.5

- 2020 Q3 transaction volume declining with the City reverting to Stage 2 reopening; assuming recovery stabilizes to 55% of previous 2019 levels
- Pursuing further parking management services to expand customer base; management services expansion will be supported by technology updates to modernize service delivery
- 302 Queen St W and 11 Wellesley acquisitions confirmed in 2020 and will support revenue growth in 2021

Key Cost Drivers – New / Enhanced



N/A

2022 & 2023 Outlooks

(\$000s)	2020 Projection	2021 Budget Request	2022 Outlook	2023 Outlook
Revenues	56,055.0	93,487.1	171,024.9	176,196.2
Gross Expenditures	82,324.0	95,724.1	107,086.2	109,012.7
Net Expenditures	26,269.0	2,237.0	(63,938.7)	(67,183.5)
Approved Positions	326.5	326.5	326.5	326.5

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

Post COVID-19 parking transaction volume recovery - \$77.5M

-
Salaries and Benefits - \$(3.3M)
-
Inflationary Impact - \$(1.0M)
-
Growth - \$(7.0M)
-
-

Key 2023 drivers

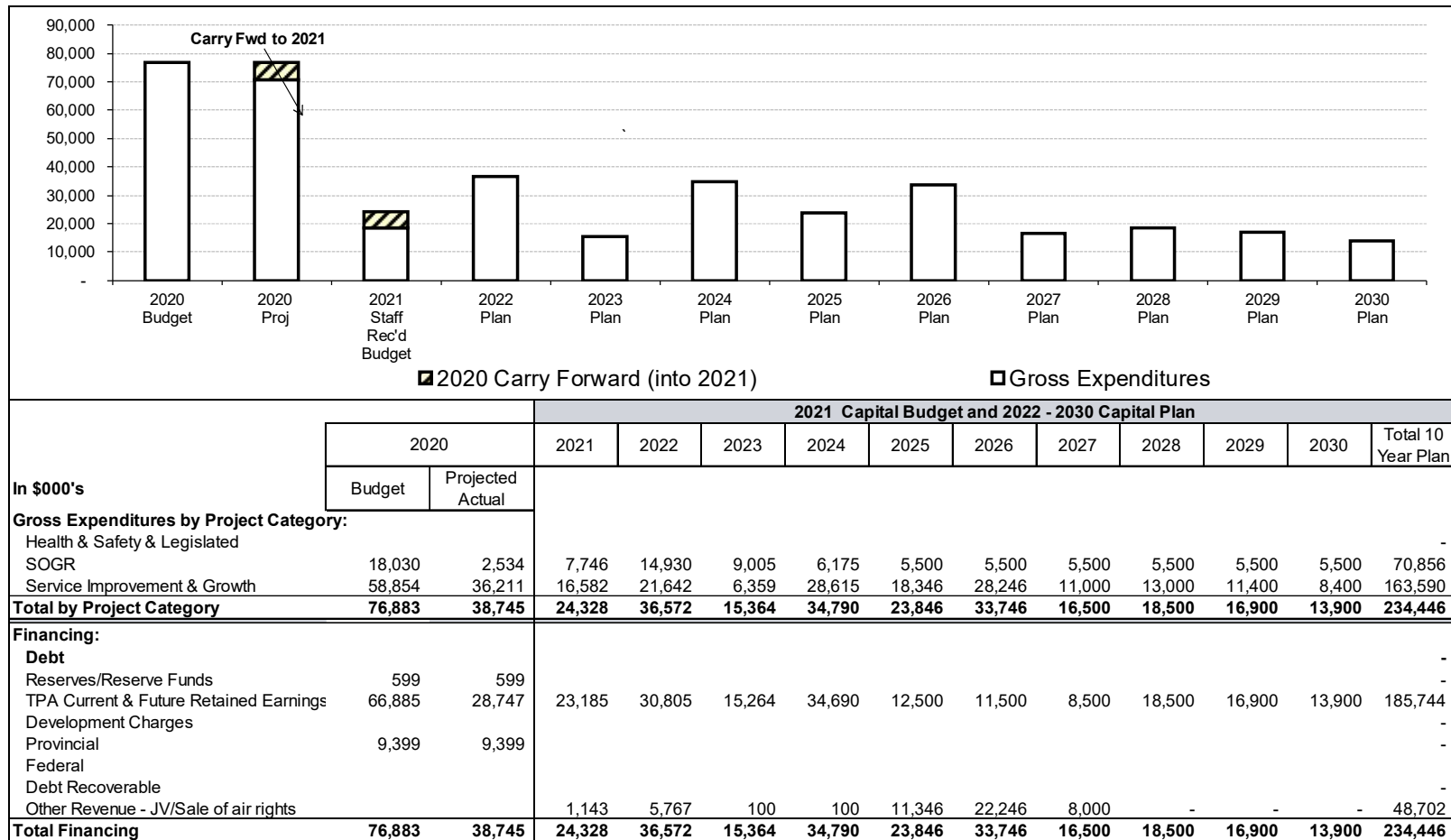
Summarize key drivers/changes reflected in outlooks

Post COVID-19 parking transaction volume recovery - \$5.2M

-
Salaries and Benefits - \$(0.6M)
-
Inflationary Impact - \$(1.0M)
-
Growth - \$(0.3M)
-
-

2021 – 2030 Capital Budget & Plan Submission

2021 - 2030 Capital Budget & Plan Submission



\$234.4 Million 10-Year Capital Program

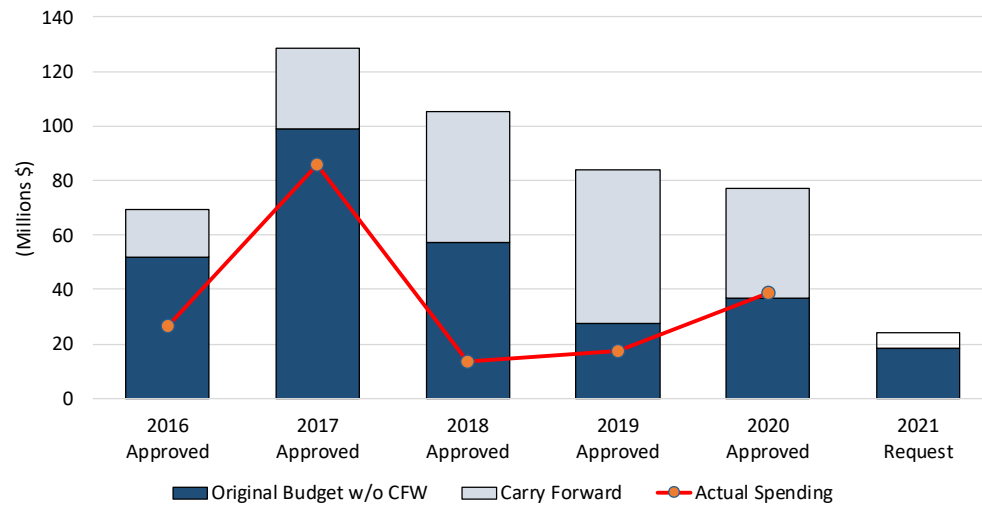
		
Aging Infrastructure	Equipment	Parking facilities expansion
\$70.8 M 30%	\$6.3 M 3%	\$157.3 M 67%
Structural Maintenance, Parking garages concrete repairs, other SOGR	SAP Phase 2, on-line and cloud parking services management solutions	Property acquisitions and JV developments

How the Capital Program is Funded

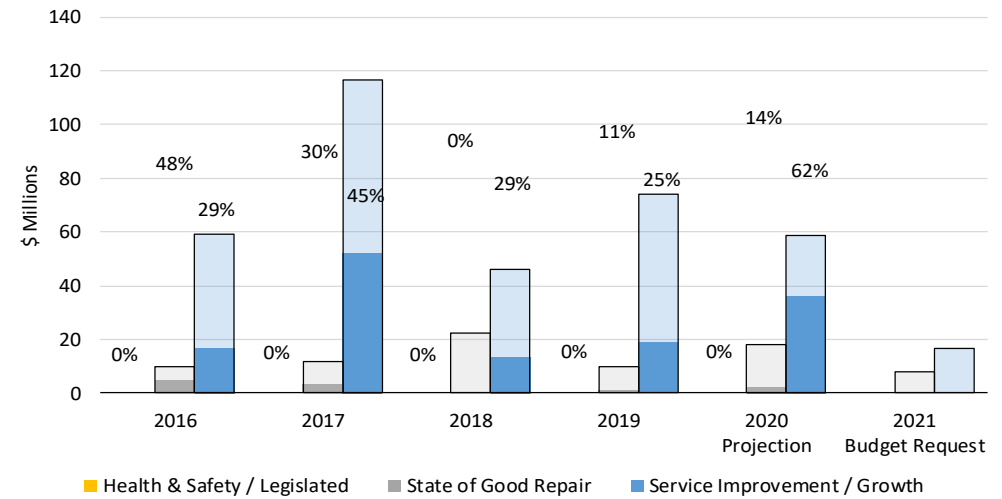
Toronto Parking Authority 	
\$234.4 M	
Retained Earnings	\$ 185.7 M
Joint Venture / Air Rights	\$ 48.7 M

Capacity to Spend

Carry Forward Impact Vs. Capacity to Spend

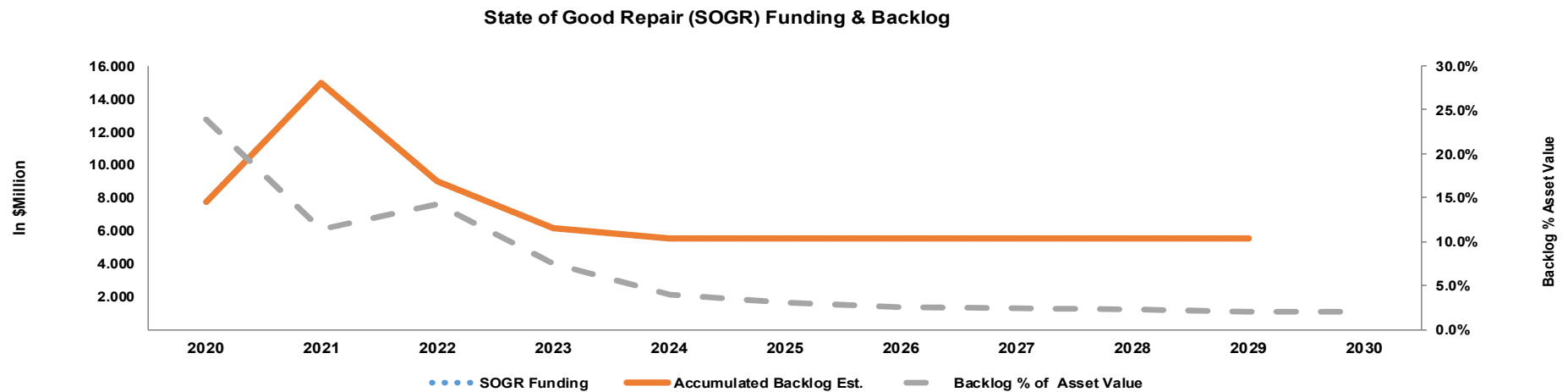


Budget Vs. Actual Spending by Category



State of Good Repair (SOGR) Funding and Backlog

Total SOGR Funding & Backlog



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SOGR Funding	16.271	7.746	14.930	9.005	6.175	5.500	5.500	5.500	5.500	5.500	5.500
Accumulated Backlog Est.	16.271	7.746	14.930	9.005	6.175	5.500	5.500	5.500	5.500	5.500	5.500
Backlog % of Asset Value	23.9%	11.4%	14.3%	7.5%	4.0%	3.1%	2.6%	2.4%	2.2%	2.1%	2.0%
Total Asset Value	68.135	68.135	104.707	120.071	154.861	178.707	212.453	228.953	247.453	264.353	278.253

- Assumes 2020 year end cash balance of at least \$40M and sufficient budgeted and planned income to will cover all anticipated capital projects

2021 Capital Budget; 2022 - 2030 Capital Plan Including Carry Forward Funding

Project Code	(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	Health & Safety & Legislated	SOGR	Growth & Improved Service
TPA000061	Queen East (Kippendavie to Lee)	-	-	-	-	-	3,000	-	-	-	-	3,000			3,000
TPA000471	Avenue Rd. & Davenport	-	-	-	2,500	-	-	-	-	-	-	2,500			2,500
TPA906550	North York Center - South (Sheppard to Finch)	-	-	-	-	4,000	-	-	-	-	-	4,000			4,000
TPA907139	Financial District East of University	-	-	-	-	-	-	-	10,000	-	-	10,000			10,000
TPA907260	St. Lawrence Market North	-	14,500	-	-	-	-	-	-	-	-	14,500			14,500
TPA907474	College/ Dovercourt	-	-	-	-	-	-	-	-	-	2,000	2,000			2,000
TPA907611	CP 15 (JV) 50 Cumberland St Redevelopment	-	-	50	-	-	7,056	-	-	-	-	7,106			7,106
TPA907703	CP 5 (JV) Redevelopment 15 Wellesley	-	-	-	-	-	-	-	-	-	-	-			-
TPA907705	Redevelopment of CP 224 (34 Hannah Ave)	-	-	-	-	-	-	8,000	-	-	-	8,000			8,000
TPA907713	CP 204 (JV) 1113/1117 Dundas St West	50	50	50	50	3,141	-	-	-	-	-	3,341			3,341
TPA907959	Redevelopment of CP 411 (Roe Avenue)	-	-	-	-	-	-	-	-	-	-	-			-
TPA907960	CP 277 Permanent Construction Surface Lot	50	-	-	-	-	-	-	-	-	-	50			50
TPA907961	Oakwood, 1607 Eglinton Ave. W.	100	-	-	-	-	-	-	-	-	-	100			100
TPA907962	Cabbagetown	-	-	-	-	-	-	-	-	-	2,400	2,400			2,400
TPA907965	Leslieville (Queen E of Carlaw/ Coxwell)	-	-	-	-	-	-	-	-	-	4,000	4,000			4,000
TPA907970	CP 34 Painting	-	200	-	-	-	-	-	-	-	-	200			200
TPA907973	Painting Stage 2 CP 36	-	500	-	-	-	-	-	-	-	-	500		500	
TPA907974	Signage Upgrade Illuminated CP 43 S2	5	-	-	-	-	-	-	-	-	-	5		5	
TPA907978	CP 58 Re-surface Parking Lot New Fence	-	250	-	-	-	-	-	-	-	-	250		250	
TPA907990	CP 404 Signage Illuminated	-	300	-	-	-	-	-	-	-	-	300			300
TPA908089	2204, 2212 Eglinton W. (CP 673)	1,000	-	-	-	-	-	-	-	-	-	1,000			1,000
TPA908091	Bloor/ Dundas	-	-	-	-	-	-	-	-	2,900	-	2,900			2,900
TPA908094	Bloor/ Bathurst	-	-	-	-	-	-	-	-	8,500	-	8,500			8,500
TPA908096	Structural Maint & Tech. Green Plus 2019-2029	3,000	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	52,500		52,500	
TPA908110	CP 11 Painting Upgrade CP 11	-	250	-	-	-	-	-	-	-	-	250		250	
TPA908111	Signage Upgrade CP 11 S2	70	-	-	-	-	-	-	-	-	-	70			70
TPA908112	Signage Upgrade CP 29 S2	100	-	-	-	-	-	-	-	-	-	100		100	
TPA908114	Painting and Signage Upgrade CP 111 S1	25	-	-	-	-	-	-	-	-	-	25			25
TPA908204	Bessarion Community Centre	4,000	-	-	-	-	-	-	-	-	-	4,000			4,000
TPA908206	1220-1222 Wilson	-	2,075	-	-	-	-	-	-	-	-	2,075			2,075
TPA908209	CP 505 Cliveden Redevelopment	100	450	-	-	-	-	-	-	-	-	550			550
TPA908223	Signage Upgrade CP 26 S2	70	-	-	-	-	-	-	-	-	-	70		70	
TPA908361	21 Connell Office Redevelopment (Maint Shop)	471	500	-	-	-	-	-	-	-	-	971		971	
TPA908366	CP 52 Painting	-	200	-	-	-	-	-	-	-	-	200		200	
TPA908370	CP 43 Painting and Pedestrian Signage C1 and C2	-	1,080	-	-	-	-	-	-	-	-	1,080		1,080	
TPA908371	Way Finding Signage	788	-	-	-	-	-	-	-	-	-	788			788
TPA908374	Exhaust Fan, Drain, Concrete CP 36	1,000	900	-	-	-	-	-	-	-	-	1,900		1,900	
TPA908380	CP 221 (JV) 121 St. Patrick St.	35	-	5,667	-	-	-	-	-	-	-	5,702			5,702
TPA908406	Carpark Provision - 2019	1,571	300	42	-	-	-	-	-	-	-	1,913			1,913
TPA908498	CP 58 - Retaining wall and fence	-	940	-	-	-	-	-	-	-	-	940		940	
TPA908499	CP 150 Localized WP Repairs Ramp Heating Repla	200	-	-	-	-	-	-	-	-	-	200		200	
TPA908501	CP 29 New Elevators	-	-	-	1,500	-	-	-	-	-	-	1,500			1,500
TPA908502	CP 404 New Elevators	-	200	1,300	-	-	-	-	-	-	-	1,500		1,500	
TPA908504	CP 68 New Elevators	-	150	675	675	-	-	-	-	-	-	1,500		1,500	

2021 Capital Budget; 2022 - 2030 Capital Plan Including Carry Forward Funding

Project Code	(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	Health & Safety & Legislated	SOGR	Growth & Improved Service
TPA908505	CP 171 New Elevators	-	1,000	-	-	-	-	-	-	-	-	1,000		1,000	
TPA908507	CP 68 Painting Upgrades	-	342	-	-	-	-	-	-	-	-	342			342
TPA908508	CP 404 Painting Upgrade	-	300	-	-	-	-	-	-	-	-	300		300	
TPA908510	CP 39 Castlefield Redevelopment	840	-	-	-	-	-	-	-	-	-	840			840
TPA908511	CP212 / 227 Adelaide and Spadina Re-development	150	-	-	-	7,000	-	-	-	-	-	7,150			7,150
TPA908538	Phone Support System/Dispatch	80	-	-	-	-	-	-	-	-	-	80			80
TPA908540	Website Mapping Upgrade	75	-	-	-	-	-	-	-	-	-	75			75
TPA908541	ERP/Financial System - PICK Replacement	1,500	-	-	-	-	-	-	-	-	-	1,500			1,500
TPA908546	CP 68 CP 43 CP 150 Stairwell Rehabilitation	-	250	-	-	-	-	-	-	-	-	250		250	
TPA908557	CP 58 Parking Garage Restoration WP & Concrete	-	500	500	-	-	-	-	-	-	-	1,000		1,000	
TPA908615	LPR/Pay-by-Plate Project	500	500	-	-	-	-	-	-	-	-	1,000			1,000
TPA908656	Hub Lane Refresh Upgrade Revenue Control Equip	58	-	-	-	-	-	-	-	-	-	58			58
TPA908657	CP58 Fire Alarm and Sprinkler System Upgrade	-	50	800	-	-	-	-	-	-	-	850		850	
TPA908696	CP 5 Modifications to Operations	-	500	-	-	-	-	-	-	-	-	500			500
TPA908697	CP 11 Structural Concrete Repairs	800	-	-	-	-	-	-	-	-	-	800		800	
TPA908698	CP 43 Signage Upgrade	580	-	-	-	-	-	-	-	-	-	580			580
TPA908700	CP 36 Local WP and Concrete Repairs	1,000	500	-	-	-	-	-	-	-	-	1,500		1,500	
TPA908701	CP 68 Stairwell Rehabilitation	250	-	-	-	-	-	-	-	-	-	250			250
TPA908702	CP 68 Signage Upgrade	300	-	-	-	-	-	-	-	-	-	300			300
TPA908704	CP 111 Electrical Lighting Upgrade	-	150	-	-	-	-	-	-	-	-	150		150	
TPA908706	CP 404 Modifications to Operations	-	500	-	-	-	-	-	-	-	-	500			500
TPA908712	Network Equipment and Security	70	-	-	-	-	-	-	-	-	-	70			70
TPA908713	Carpark Barrier Gate Replacements	-	75	-	-	-	-	-	-	-	-	75			75
TPA908714	Enterprise Telephone System Replacement	-	250	-	-	-	-	-	-	-	-	250			250
TPA908715	Servers Computers Monitors Peripherals	200	-	-	-	-	-	-	-	-	-	200			200
TPA908717	Equipment Intercom Full-Duplex Upgrade	40	-	-	-	-	-	-	-	-	-	40			40
TPA908721	Greening of Various CPs 45,48,82,502 710 others	-	1,500	-	-	-	-	-	-	-	-	1,500			1,500
TPA908722	CCTV Cameras	250	500	500	-	-	-	-	-	-	-	1,250			1,250
TPA908724	Acquisition - Etobicoke Civic Centre	-	-	-	21,515	-	-	-	-	-	-	21,515			21,515
TPA908725	Acquisition - 229 Richmond St West	200	-	-	3,000	3,000	3,000	3,000	3,000	-	-	15,200			15,200
TPA908729	CP 12/CP 223 (JV) 30 Alvin Ave	50	50	50	50	50	8,820	-	-	-	-	9,070			9,070
TPA908731	CP 219 (JV) 87 Richmond Street East	50	50	-	-	-	6,370	-	-	-	-	6,470			6,470
TPA908732	CP 282 (JV) 838 Broadview Ave	-	-	-	-	1,155	-	-	-	-	-	1,155			1,155
TPA908772	CP26 Switchgear replacement	-	-	75	-	-	-	-	-	-	-	75			75
TPA908773	CP36 Pump upgrades	150	-	-	-	-	-	-	-	-	-	150			150
TPA908774	CP36 Mechanical Pit Repairs	100	-	-	-	-	-	-	-	-	-	100			100
TPA908775	CP 43 Switchgear Replacement	-	100	-	-	-	-	-	-	-	-	100			100
TPA908776	CP 49 Facility Modernization	50	-	-	-	-	-	-	-	-	-	50			50
TPA908777	Var CPs Ramp Heating Replacement Cables	350	110	80	-	-	-	-	-	-	-	540			540
TPA908778	CP 150 Switchgear replacement	-	-	75	-	-	-	-	-	-	-	75			75
TPA908779	Building Management Monitoring	50	-	-	-	-	-	-	-	-	-	50			50
TPA908782	Prepaid parking solution (i.e. permits)	3,750	-	-	-	-	-	-	-	-	-	3,750			3,750
TPA908783	Bike Share - pedestal refurbishment	250	-	-	-	-	-	-	-	-	-	250			250
TPA908784	Bike Share Expansion E-bike expansion	-	1,000	-	-	-	-	-	-	-	-	1,000			1,000
	Total Expenditures (including carry forward from 2020)	24,328	36,572	15,364	34,790	23,846	33,746	16,500	18,500	16,900	13,900	234,446		70,856	163,590

New Projects/ Major Scope Increases (Non-COVID)

New to the 10 Year Plan / Significant Change in Scope	(\$000s)							
	2021	2022	2023	2024	2025	2026-30	Total 2021-2030	
							Gross	Debt
Other New Projects to the Plan								
Prepaid parking solution (i.e. permits)	3,750	0	0	0	0	0	3,750	
Bike Share E-bike Expansion	0	1,000	0	0	0	0	1,000	
Sub-Total	3,750	1,000	0	0	0	0	4,750	0
Major Scope Increases								
Fleet Vehicles for Operations	852	0	0	0	0		852	
ERP/Financial System - PICK Replacement	1,500	0	0	0	0		1,500	
Sub-Total	2,352	0	0	0	0	0	2,352	0
Total New/Major Scope Increase (Non-COVID)	6,102	1,000	0	0	0	0	7,102	0

Capital Recast: Project Deferrals / Scope Decreases

Capital Recast: Project Deferrals / Scope Decreases	(\$000s)							
	2021	2022	2023	2024	2025	2026 30	Total 2021 2030	
							Gross	Debt
Project Scope Decreases								
King, West of Spadina (Re-investment Area)				(12,500)			(12,500)	
St. Clair West CP 41 (Corso Italia)					(10,900)		(10,900)	
Harbourfront					(10,000)		(10,000)	
Bay/Lakeshore (Downtown fringe south)			(10,000)				(10,000)	
Yonge S. of Eglinton					(7,000)		(7,000)	
King E. of Spadina - Revitalization			(6,000)				(6,000)	
Bathurst/ Queens Quay					(5,000)		(5,000)	
CP 231 Spadina/ Bloor (Redevelopment				(4,000)			(4,000)	
CP 412 (JV) Redevelopment			(4,000)				(4,000)	
Little Italy		(3,500)					(3,500)	
St. Clair West BIA (Dufferin to Christie)						(3,500)	(3,500)	
Expanded facilities - Bloor St. W (Glend/Durie)				(2,500)			(2,500)	
Harbord - Spadina to Major		(2,000)					(2,000)	
North York - Finch to Steeles					(2,000)		(2,000)	
Roncesvalles						(2,000)	(2,000)	
Acquisition - 400 King Street West	(108)	(1,832)					(1,940)	
CP 277 Danorth Permanent Construction Surface Lot	30	(20)	(551)				(541)	
CP 282 (JV) 838 Broadview Avenue	(165)	(1,155)			1,155		(165)	
Acquisition 229 Richmond St West	40			3,000	(12,200)	9,000	(160)	
Acquisition - Etobicoke Civic Centre	(122)		(21,515)	21,515			(122)	
CP 221 (JV) 121 St. Patrick St.	(23)	(5,667)	5,667				(23)	
Leslieville (Queen E. of Carlaw/ Coxwell)						(4,000)	(4,000)	
Cabbagetown						(2,400)	(2,400)	
College/ Dovercourt						(2,000)	(2,000)	
CP 224 Redevelopment - 34 Hannah Ave			(8,000)			8,000		
CP 404 New Elevators		(1,300)	1,300					
CP 43 Stairwell Rehabilitation	(250)	250						
CP 58 Parking Garage Restoration WP & concrete rep	(200)	100	100					
CP 58 Parking garage restoration WP concrete rep	(800)	400	400					
CP 58 Re-surface Parking Lot New Fence	(250)	250						
CP 68 New Elevators	(150)	(525)		675				
Enterprise Telephone System Replacement	(250)	250						
Financial District East of University					(10,000)	10,000		
North York Center -South (Sheppard to Finch)		(4,000)			4,000			
Queen East (Kippendavie to Lee)		(3,000)				3,000		
Signage Uporade - Illuminated CP 43&150	5						5	

Capital Recast: Project Deferrals / Scope Decreases

Capital Recast: Project Deferrals / Scope Decreases	(\$000s)						
	2021	2022	2023	2024	2025	2026 30	Total 2021 2030
							Gross Debt
CP 111 Painting and Signage Upgrade	25						25
Ramp heating replacement cables, CP13		30					30
Ramp heating replacement cables, CP43		30					30
Ramp heating replacement cables, CP68			30				30
CP 219 (JV) 87 Richmond Street East	(15)	(6,320)				6,370	35
Equipment Intercom Full-Duplex Upgrade	40						40
CP 286 Modifications to Operations			42				42
CP 49 Facility Modernization	50						50
CP 15 (JV) 50 Cumberland St. Redevelopment	(7,056)		50			7,056	50
CP 505 Carpark Expansion	(400)	450					50
Ramp heating replacement cables, CP 125		50					50
Ramp heating replacement cables, CP 36	50						50
Ramp heating replacement cables, CP11			50				50
Ramp heating replacement cables, CP29	50						50
Ramp heating replacement cables, CP96	50						50
Hub Lane Refresh - Upgrade Revenue Control Equip	58						58
CP 11 Signage Upgrade CP 11	70						70
Network Security Monitoring Appliance/Service	70						70
Signage Upgrade CP 26	70						70
Carpark Barrier Gate Replacements		75					75
Website mapping upgrades	75						75
CP 150 Switchgear replacement			75				75
CP26 Switchgear replacement			75				75
Phone Support System/Dispatch (customer service only)	80						80
CP 36 Modifications to Operations	93						93
Building Management Monitoring	50	50					100
CP664 - 1607 Eglinton Ave W (JV Development)	100						100
Signage Upgrade CP 36 & CP125	100						100
CP 43 Switchgear replacment		100					100
CP36 Mechanical pit repairs	100						100
Servers Computers Monitors Peripherals	100						100
CP 125 Modifications to Operations	102						102
CP 111 Electrical Lighting Upgrade		150					150
CP 29 New Elevators	(675)	(675)		1,500			150
CP36 Pump upgrades	150						150
CP 150 Localized WP Repairs Ramp Heating Replace	200						200

Capital Recast: Project Deferrals / Scope Decreases

Capital Recast: Project Deferrals / Scope Decreases	(\$000s)						Total 2021 2030	
	2021	2022	2023	2024	2025	2026 30	Gross	Debt
CP 111 Painting and Signage Upgrade	25						25	
CP 34 Painting		200					200	
CP 52 Painting - 2019		200					200	
CP 204 (JV) 1113/1117 Dundas St West	50	(3,091)	50	50	3,141		200	
Ramp heating replacement cables, CP52	200						200	
Bike Share - pedestal refurbishment	250						250	
CP 11 Painting Upgrade		250					250	
CP 12/CP 223 (JV) 30 Alvin Ave	50	(8,770)	50	50	50	8,820	250	
CP 11 Structural Concrete Repairs	300						300	
CP 404 Painting Upgrades		300					300	
CP 404 Signage Illuminated		300					300	
CP 68 Signage Upgrade	300						300	
CP 68 Painting Upgrades		342					342	
All keys Replaced to FOB Access - Various CPs	150	300					450	
CP 36 Local WP and Concrete Repairs		500					500	
CP 36 Painting and Pedestrian Signage		500					500	
CP 404 Modifications to Operations		500					500	
CP 5 Modifications to Operations		500					500	
CP 43 Signage Upgrade	580						580	
Way Finding Signage	788						788	
CP39 - 20 Castelfield Rd (JV Development)	840						840	
CP 36 Exhaust Fan, Drain, Concrete		900					900	
CP 58 - Retaining wall and fence		940					940	
21 Connell Office Redevelopment (Maint Shops)	471	500					971	
Bike Share Expansion - E-bike expansion (Transportion funding)		1,000					1,000	
CP 673 Construction of new surface lot (Eg & Caledonia, near Canada Goose)	1,000						1,000	
Enforcement/LPR / Pay-By-Plate Project Pilot	500	500					1,000	
CP 43 Painting and Pedestrian Signage C1 and C2		1,080					1,080	
Fleet Vehicles / Maint Equipment for Operations	1,225						1,225	
CCTV Cameras (pedestrian entry/exit)	250	500	500				1,250	
CP212 CP227 (JV) 363 Adelaide and 105 Spadina	30	(5,658)			7,000		1,372	
Greening of Various CPs 45, 48, 82, 502, 710 etc		1,500					1,500	
ERP/Financial System - Phase 2	1,500						1,500	
CP 422 Construction- surface lot -1220-1222 Wilson		2,075					2,075	
Structural Maint. & Tech. Green Plus 2020-2029		(2,500)					(2,500)	
Parking solution (i.e. online and contactless)	3,750						3,750	
Sub-Total	3,528	(34,941)	(41,677)	7,790	(41,754)	38,346	(68,708)	
Total Capital Recast	3,528	(34,941)	(41,677)	7,790	(41,754)	38,346	(68,708)	

Capital Needs Constraints

Capital Needs Constraints - Projects Excluded due to Funding Constraints
(In \$ Millions)

Project Description	Total Project	Non Debt	Debt Required	Cash Flow (In \$ Millions)									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Harbourfront	10.0	10.0		-	-	-	-	10.0	-	-	-	-	-
Expanded Facilities - Bloor St. W (Glend/Durie)	2.5	2.5		-	-	-	2.5	-	-	-	-	-	-
King, West of Spadina (Re-investment Area)	12.5	12.5		-	-	-	12.5	-	-	-	-	-	-
Harbord - Spadina To Major	2.0	2.0		-	2.0	-	-	-	-	-	-	-	-
Bay/Lakeshore (downtown fringe south)	10.0	10.0		-	-	10.0	-	-	-	-	-	-	-
St. Clair West CP 41 (Corso Italia)	10.9	10.9		-	-	-	-	10.9	-	-	-	-	-
Spadina/Bloor (Redevelopment of CP 231	4.0	4.0		-	-	-	4.0	-	-	-	-	-	-
Roncesvalles	2.0	2.0		-	-	-	-	-	2.0	-	-	-	-
CP 412 (JV) Redevelopment	4.0	4.0		-	-	4.0	-	-	-	-	-	-	-
Little Italy	3.5	3.5		-	3.5	-	-	-	-	-	-	-	-
Yonge S. of Eglinton	7.0	7.0		-	-	-	-	7.0	-	-	-	-	-
St.Clair West BIA (Dufferin to Christie)	3.5	3.5		-	-	-	-	-	3.5	-	-	-	-
Bathurst/ Queens Quay	5.0	5.0		-	-	-	-	5.0	-	-	-	-	-
North York - Finch to Steeles	2.0	2.0		-	-	-	-	2.0	-	-	-	-	-
Wireless Repeater Systems	2.0	2.0		2.0	-	-	-	-	-	-	-	-	-
Total Needs Constraints (Not Included)	80.9	80.9		2.0	5.5	14.0	19.0	34.9	5.5	0.0	0.0	0.0	0.0

Thank You