



Toronto Parking Authority 2022 Annual Operating Plan

Board of Directors Meeting

November 8, 2021

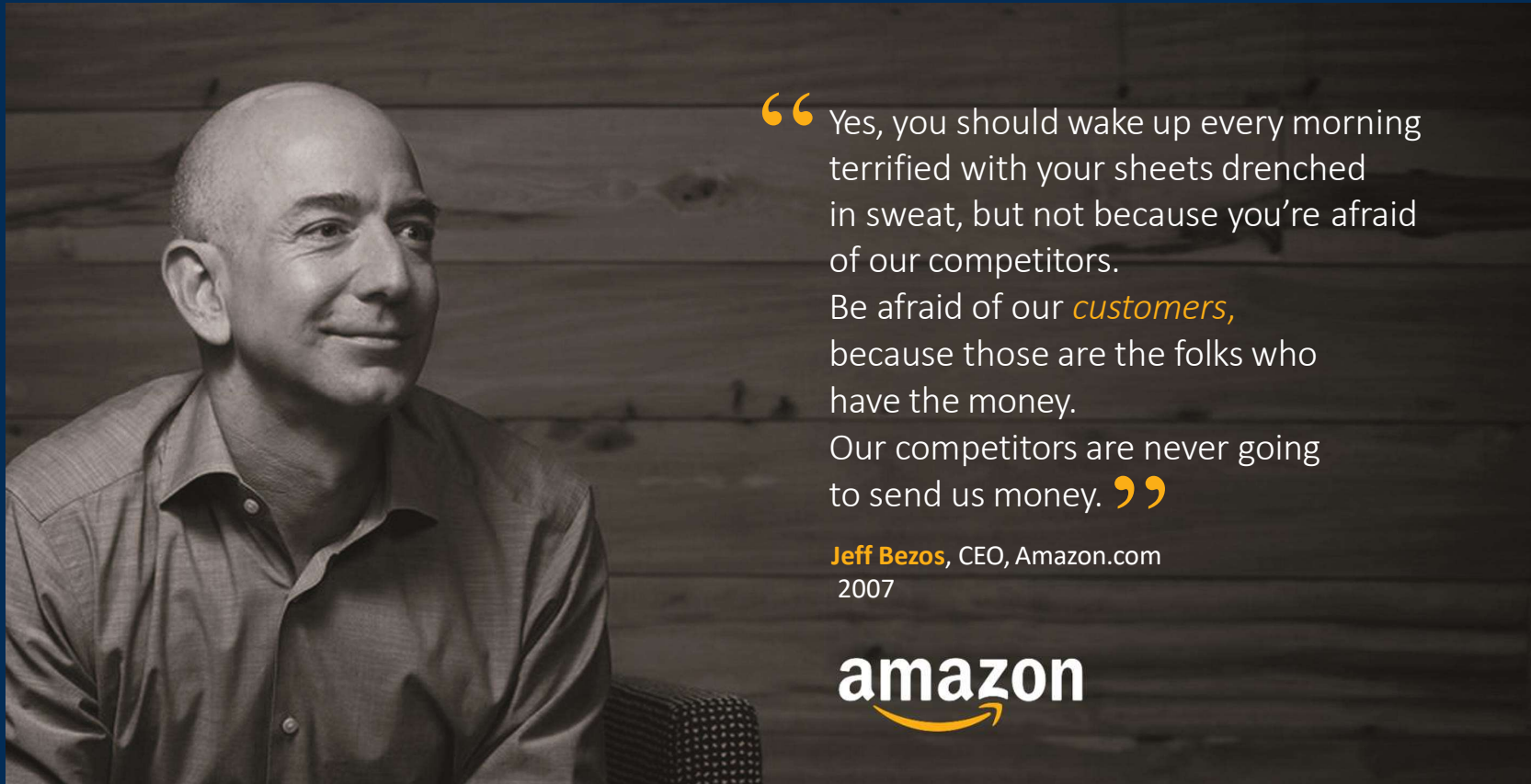


Agenda

PURPOSE: To review our plans to deliver \$14.4 m in net income in 2022

- CONTENT:**
1. Our Vision
 2. Our Approach
 3. Our 2022 Plan

We will re-imagine how we engage our customers



We will learn and be inspired by the Best

 <p>ParkChicago Pay Box</p> <ul style="list-style-type: none"> Easy to Use Touch Screen Pay by Plate No Receipts on the Dashboard Text Message Receipts 				
Chicago	Denver	Vancouver (EasyPark)	New York	Toronto Pearson
On-Street Replacement of Legacy Pay & Display to Next Generation Pay by Plate Machines	Solar Powered E-Stations allow for rapid expansion of e-bikes across the network	Advanced Analytics and Insights for Pricing and Operational Planning	“Electrifying New York” is an ambitious EV Expansion plan to Support Carbon Neutrality	Signage and Wayfinding Enhancement with Parking Guidance Systems

Our Approach



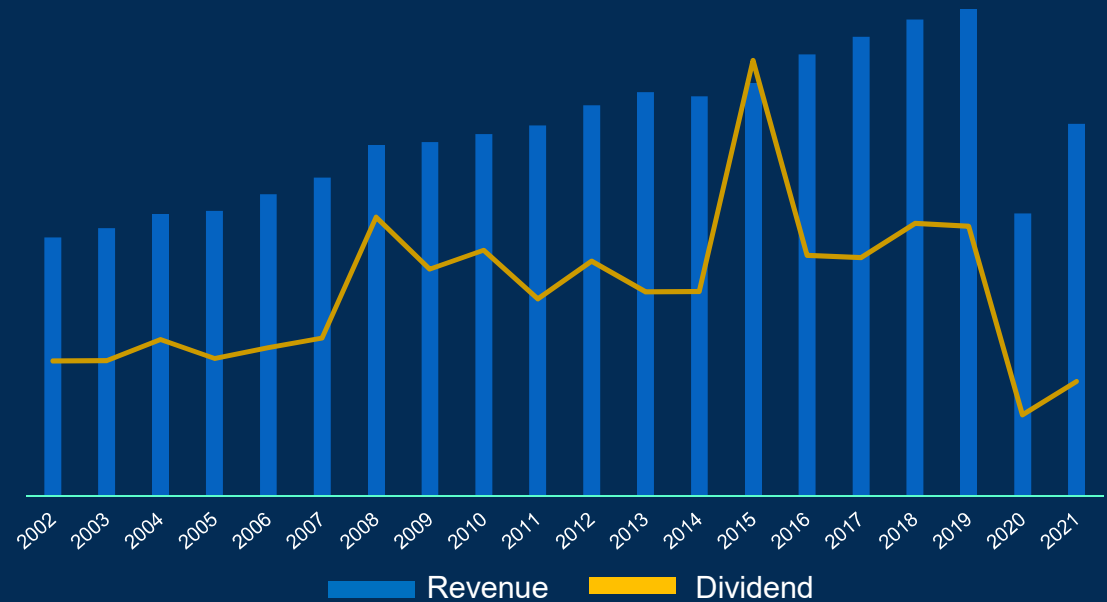
"ONE TEAM, ONE VISION, ONE CITY"

TPA returned \$1.3B to the City since 2002

Revenue (\$M)



Revenue & Dividend Summary (\$M)



REVENUE

\$2.2 B ↑

DIVIDEND

\$1.3 B ↑

Despite Pandemic, TPA maintained profitability in 2021

2021 Highlights

- \$3.3M Profit; + \$5.6M vs Plan
- Cash position remains strong at \$77M
- Established new Strategic Priorities
- Improved collaboration with stakeholders
- Bike Share ridership at record levels
- Jump-started new EV charging strategy
- 5-Year Collective Bargaining Agreement
- Progress on Talent journey
- Elevated focus on Safety

Fast Facts

PARKING REVENUE
GROWTH OF
\$17.4M
2015 TO 2019 (CAGR 3.4%)

BIKE SHARE REVENUE
GROWTH OF
\$5.5M
2017 TO 2021 (CAGR 38%)

59K+
PARKING SPACES
(ON AND OFF-STREET AT
300+ LOCATIONS)

34M+
PARKING
TRANSACTIONS
PER YR. (2019)

3.4M+
BIKE SHARE
RIDERSHIP

**BIKE
SHARE**
3RD LARGEST SYSTEM IN
NORTH AMERICA

\$1.3B
DIVIDEND PAID SINCE
2002

1.4M
GREEN P APP
SUBSCRIBERS

141
MANAGED
PARKING
LOCATIONS

82%
OF PARKING
TRANSACTIONS
CASHLESS

65%
REDUCTION IN PER-
RIDE SUBSIDY
\$1.72 IN 2014 TO \$0.60
IN 2020

9
EV CHARGERS

Strong back half performance drives positive income growth

2021 Forecast

\$000's	2021 Budget	Forecast	Change	
Revenue	90,862	87,892	(2,970)	-3.3%
Direct expenses - operating	(48,850)	(45,261)	3,589	7.3%
Administration	(15,448)	(13,865)	1,583	10.2%
Municipal property tax	(22,631)	(20,829)	1,802	8.0%
Amortization of property and equipment	(8,391)	(8,500)	(109)	-1.3%
Other income	1,773	3,207	1,434	80.9%
Operating income	(2,685)	2,644	5,329	198.5%
Finance income	852	1,021	169	19.8%
Finance cost	(404)	(339)	65	16.1%
Finance income	448	682	234	52.2%
Net income	(2,237)	3,326	5,563	248.7%

Highlights

NET INCOME - TOTAL

2021 Forecast
\$3.3M
(+\$5.6M to Budget)
+244%

PARKING REVENUE

2021 Q3 Forecast
\$81.6M
(+\$10.7M to Q2 Forecast)
+15%

BIKE SHARE

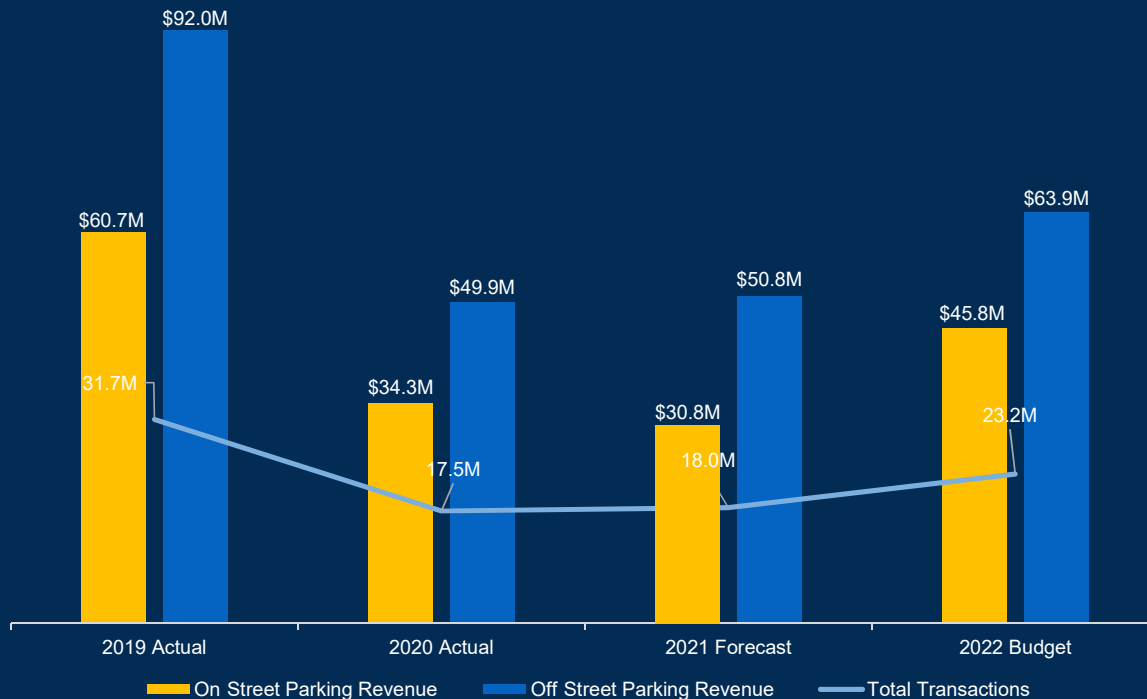
Membership: +30%
Trips: +21%
Stations: +160
Bikes: +1,850

PEOPLE

- CBA
- Health & Safety
- Talent Upgrades
- Return to Office

Parking fundamentals recovering; traffic forecasted to remain below pre-pandemic levels until 2024

Parking Revenue and Transactions



Top 3 On-Street Parking Locations	2019 Revenue
Duncan St- Queen St to Adelaide St	\$16,000/stall
Richmond St- Simcoe St to John St	\$13,000/stall
Queen St – Soho St to Spadina Av	\$13,000/stall
Top 3 Surface Lot Parking Locations	2019 Revenue
30 Alvin Ave	\$1,335,000
15 Wellesley St E	\$1,234,000
31 Parliament St	\$1,223,000
Top 3 Garage Parking Locations	2019 Revenue
110 Queen St W	\$10,389,000
2 Church St	\$7,300,000
37 Queen St E	\$5,335,000

Opportunity to elevate our risk-based approach to strategy & contingency planning

Approach to Risk



2022 Risk Statements

- Integrated City-wide approach to parking strategy required to drive definition of success, clarity on responsibility and accountability, and governance framework to drive sustainability;
- Parking infrastructure requires significant capital investments to improve SOGR, safety, security & wayfinding;
- Mobility trends indicated that 50% of all vehicles sold in Ontario by 2025 will be electric; by 2030, there is a 90%+ probability that all vehicles sold in Canada will be electric;
- TPA may face challenges to attract, develop & retain a workforce that has the appropriate skills and capabilities to deliver our transformation mandate;
- Return-to-office trends unclear negatively impacting customer traffic forecasting.

We will deliver \$14.4M in Net Income in 2022

2022 Financial Plan

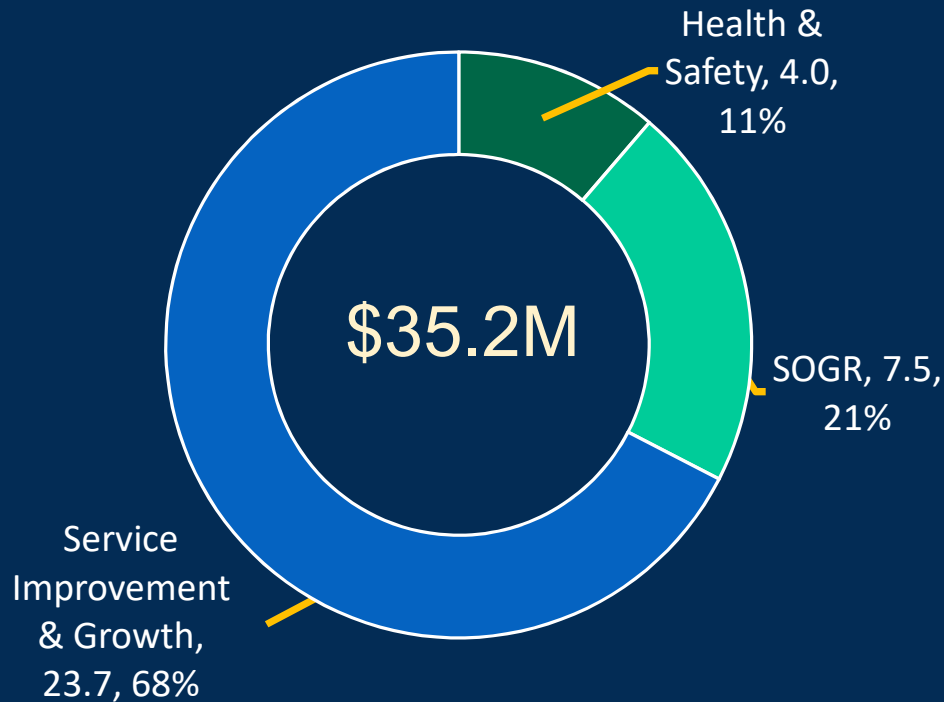
\$000's	2021	2022	2022 Budget versus	
	Forecast	Budget	2021 Forecast	
Revenue	\$ 91,781	\$ 119,897	\$ 28,116	30.6%
Off Street	\$ 50,810	\$ 63,864	\$ 13,054	25.7%
On Street	30,809	45,793	14,984	48.6%
Bike Share	6,273	8,118	1,845	29.4%
Other income	2,858	2,122	(736)	-25.8%
Gain on the sale of assets	1,031	-	(1,031)	-100.0%
Expenses	88,455	105,496	(17,041)	-19.3%
Operating expenses	74,590	86,446	(11,856)	-15.9%
Administrative expenses	13,865	19,050	(5,185)	-37.4%
Net Income	\$ 3,326	\$ 14,401	\$ 11,075	333.0%

Strategic Priorities

1. Build a Great Place to Work
 - Safety, Talent, Engagement, D&I
2. Strengthen the Core, Execute with Excellence
 - Asset Management, SOGR, Security, Capital Productivity
3. Accelerate Growth and Financial Sustainability
 - Deliver P&L, EV Transformation, Accelerate Bike Share
4. Connect with our Customers
 - CX Strategy, Prototype Innovation Hubs, E Commerce Platform
5. Innovate with our City Stakeholders/Partners
 - Revenue Relationship Framework with City, Co Create City wide Parking Strategy, Establish Innovation Council with Private Sector Partners

We will deliver \$35M in Capital Projects

2022 Capital Plan*

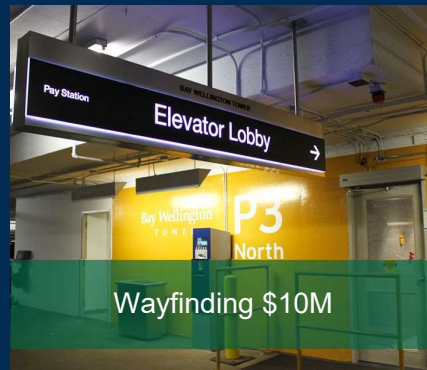


Key Capital Investments 2022

Capital Project	2022 Capital \$
St. Lawrence Market North	\$14.5 M
State of Good Repair	\$7.5 M
Parking Management System	\$3.5 M
Security Initiatives	\$3.0 M
Bike Share	\$2.0 M
Wayfinding	\$1.5 M
EV Charging	\$1.0 M
Pay & Display	\$1.0 M

* Excludes 2021 carryover of \$8.4M

We will future-proof our business by investing \$200M+ in the next 10 years to support our Strategic Pillars



Wayfinding \$10M



Build EV Network \$15M



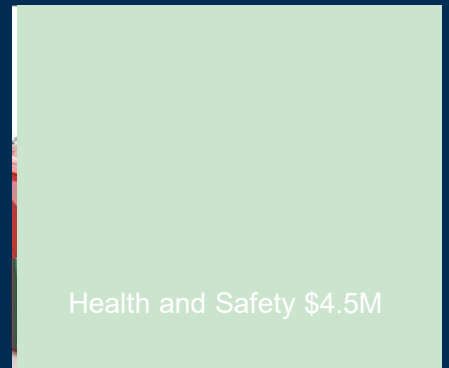
Facilities Maintenance \$12M



Portfolio Expansion \$73M



Technology Program \$25M



Health and Safety \$4.5M

We are focused on our strategic priorities



Build a Great Place to Work

- Health and Safety
- Structure for Success
- Attract, Develop and Retain Talent
- Drive Employee Engagement
- Elevate Focus on D&I



Strengthen the Core, Execute with Excellence

- Operational Restructuring and Enhancements
- Execute Asset Management Plan
- Drive Safety Platform
- Reimagine Operational Structure
- Develop Functional P&Ls for Frontline Management



Accelerate Growth & Financial Sustainability

- Deliver the P&L
- Accelerate Bike Share
- Multi-Year EV Charging Network
- Grow Non-Traditional Customer Base
- Modernize our Parking Technology



Connect with Customers

- Enhancing Green P Digital Customer Touchpoints
- Reimagining Customer Care
- Transform CX Model
- Execute New Wayfinding Standards



Engage & Innovate with Our Partners

- Build a Sustainable Framework with the City
- Co-Create City-Wide Parking Strategy
- Prototyping Car Park Innovations
- Initiate Innovation Council

Integrated Partners:





Build a Great Place to Work

Institutionalize Health and Safety Culture



Compliance, safety performance reporting and monitoring



Safety training for all staff



Invest in skills training for front line staff



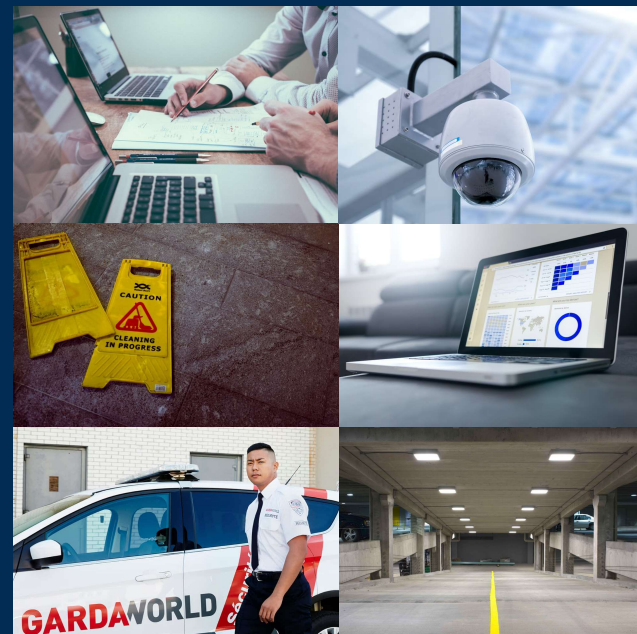
Establish facility safety inspection processes



Enhanced safety platform to protect customers and staff in Q1 2022



CCTV cameras / call boxes in 8 new locations by end of 2022



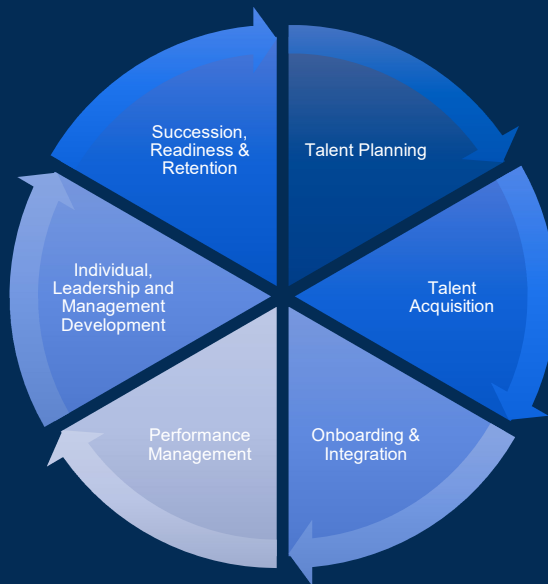


Build a Great Place to Work

Attract, Develop and Retain Talent

2022

Our Talent Strategy

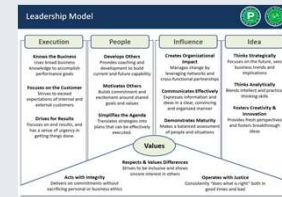


Deploy Talent Assessment

- Skills assessment
- Competency review
- Talent calibration
- Leadership readiness

Implement Leadership Model

- Communication and awareness
- Coaching and feedback
- Integration with performance



Refresh Performance Management

- Set performance objectives
- Cascade to employees
- Mid-year calibration
- Supervisor skills



Build a Great Place to Work

Drive Employee Engagement



01

Launch Employee Engagement Survey to establish baseline measure

02

Implementing **round table discussions** to give employees a space to share

03

Quarterly Town hall forums for a wider reach to all staff

04

Mandated **leadership presence across all TPA facilities**

05

Relaunch Rewards and **recognition** programs

06

New **HR information system** to provide greater accessibility to pertinent information





Strengthen the Core, Execute with Excellence

Operational restructuring and enhancements

Q2 2022

Restructure the Operations:

- Develop channel-based P&L structure to support revenue and productivity

Q3 2022

Deliver Gtechna Enhancements for Enforcement Officers:

- Upgrade handheld device with printers
- Prototype Vehicle Mounted License Plate Recognition (LPR)

Q3 2022

Right Uniform for the Job and Weather:

- New uniform standards
- High visibility standards
- Durable and lightweight
- Seasonal
- Choice

Q4 2022

Improve the Offices and Shops

- Assessment & Road Map
- Invest CAPEX





Strengthen the Core, Execute with Excellence

Executing our Capital Plan with Excellence



Step 1: Complete condition assessments

- By Q4 2021: 3 Garages
- By Q2 2022: 11 Garages
- By Q3 2022: 80+ Surface Lots
- 2023: 70+ Garages and Surface Lots

Step 2: Integrate and coordinate rehabilitation program with operational enhancements, including health & safety

Step 3: Deliver integrated capital program

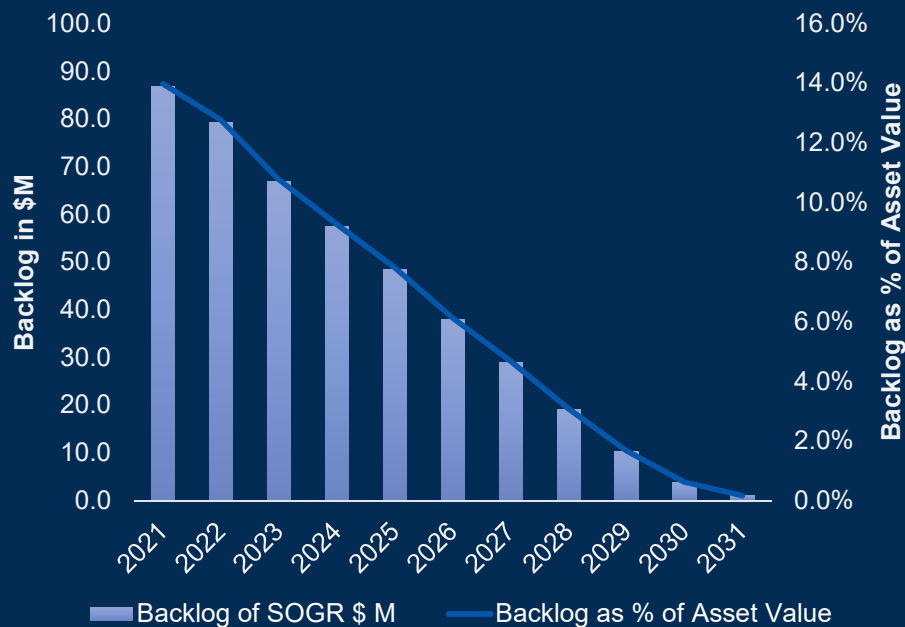
Outcome: Best in class facilities that deliver an enhanced customer experience

Capital Works – SOGR Program



Strengthen the Core, Execute with Excellence

State of Good Repair (SOGR) Backlog



2022 SOGR Program is Underway

Item	2022 SOGR \$'s Achieved in 2021	
2022 SOGR Awarded	\$	1,670,000
2022 SOGR Pending Award	\$	673,000
2022 SOGR to be released by the end of the year	\$	975,000
Total 2022 SOGR Contracts	\$	3,318,000
2022 SOGR Planned	\$	7,495,000
% committed to date for 2022 SOGR		44%

- 2021 estimate of SOGR backlog is \$85M
- Condition assessments completed over the next 2 years will provide clarity to the backlog
- We are on track to award 44% of the SOGR 2022 program budget by the end of 2021



Accelerate Growth & Financial Sustainability

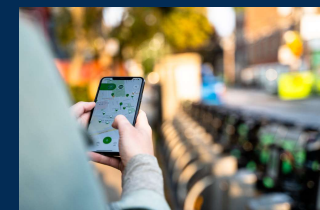
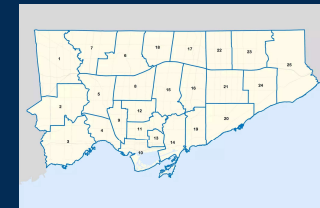
Accelerate Bike Share's role as an integral part of Toronto's mobility network

2022

2023 25

- Completion of 4 year Bike Share Toronto growth plan
- Year 1 of expansion delivered (up to 40 stations, 500 bikes)
- Additional e-station and e-bike capacity
- Integration of Bike Share in Green P surface lots, additional 5-7 locations
- New wayfinding maps
- Develop plans related to:
 - Program strategy Pricing strategy
 - Low-income/ equity program

- System expansion to 1,000 stations, 10,000 bikes
- Align expansion with transit and residential development
- Bike Share in all of Toronto's 25 wards
- Pilot next generation of e-bikes and e-stations
- Technology Integration with Green P app and other transit apps
- Financial sustainability





Connect with Customers

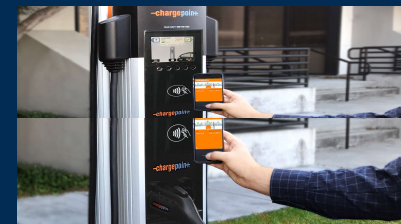
Build a world-class EV Charging Network to support City's Sustainability Agenda

2021

- Pursue Natural Resources Canada (NRCAN) funding for TPA's Phase 1 EV Charging deployment of 429 chargers at 25 locations
- Implement TPA/Toronto Hydro EV Pilot Project install 32 new EV Chargers in 2022
- Kick-off site condition assessments
- Kick-off EV strategy development
 - Pricing strategy (B2C + B2B)
 - Technology integration

2022+

- Begin rollout of 429 EV Chargers at 25 priority TPA garage locations (Phase 1)
- Complete Toronto Hydro EV pilot project (9 upgrades + 23 incremental = 32) in 2022
- Develop program and mobilize EV installations for surface locations (Phase 2)
- Pursue NRCAN funding for TPA's Phase 2 EV Charging deployment
- On-Street EV chargers is Phase 3 of TPA's EV program (TBC in partnership with Toronto Hydro and Transportation Services)



Today 9



2024 500+



Connect with Customers

Enhancing the Green P Digital customer journey



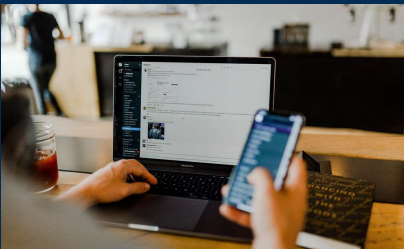


Connect with Customers

Reimagining Customer Care

Q1 2022

- Implement new CRM platform to drive collaboration between customer service and monitoring station
- Consultant review of monitoring station accountabilities



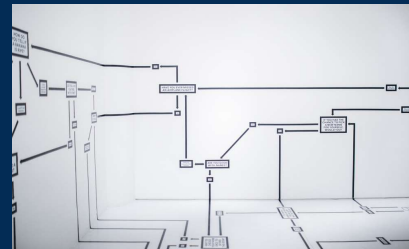
Q2 2022

- Develop a road map for a new monitoring station (System Operation Centre)



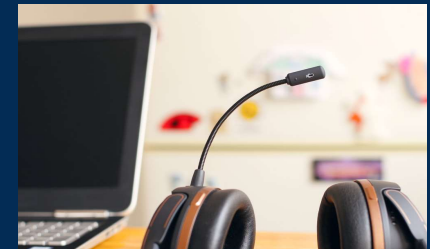
Q2 2022

- Develop a new and integrated customer care program



Q3 2022

- Develop an event/incident management system



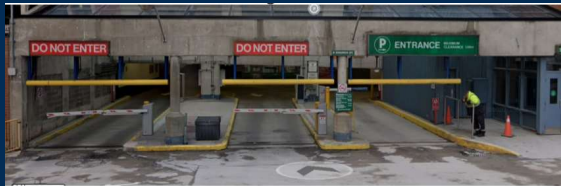


Connect with Customers

Wayfinding and signage improvements to begin in 2022

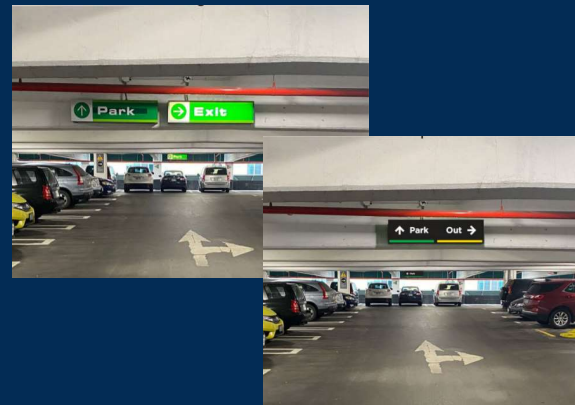
2022

- Steer (TO360 Partner) delivered new vehicular and pedestrian wayfinding standards
- Implement new standards for Bike Share
- Implement new standards in 2 car parks
 - 51 Dockside Dr. (CP286) Q3 2022
 - 74 Yorkville Ae. (CP 215) Q4 2022



2023+

- Begin rollout of new wayfinding standards across TPA facilities
 - **Target 5-10 facilities per year**
- Develop digital wayfinding strategy
- Introduce parking guidance systems





Engage & Innovate with Our Partners

Build a sustainable framework with the City



Strategic Alignment & Coordination Required



Net Revenue Share Agreement Between TPA and City

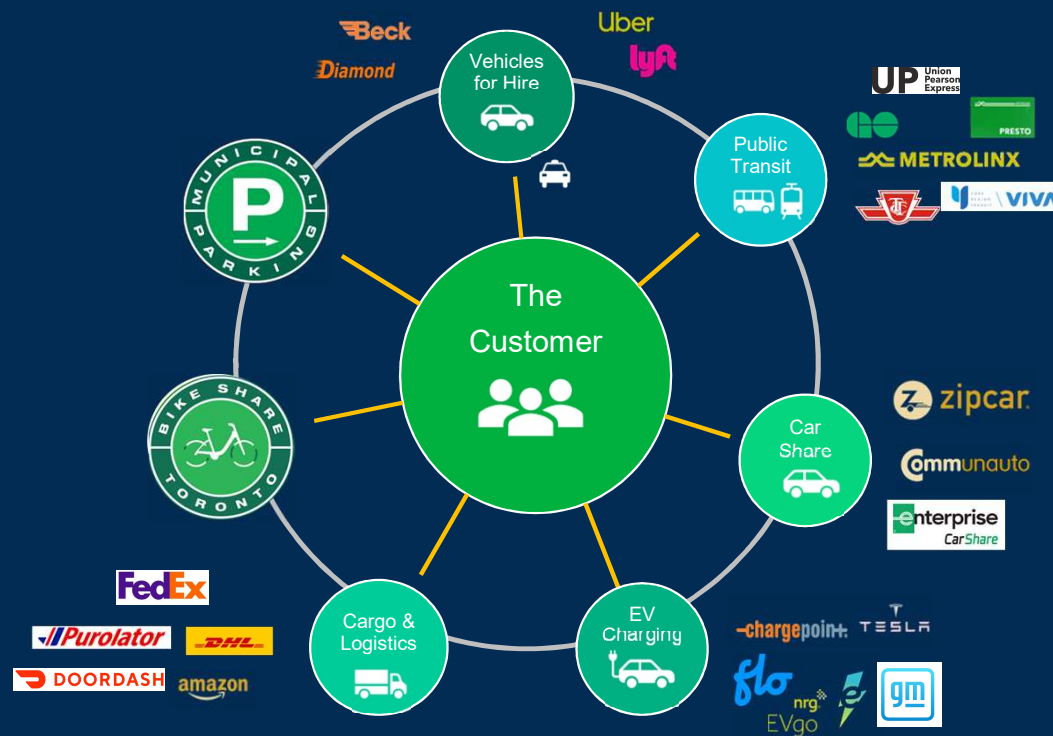
2022 2031 Capital Plan
TPA Sustainable Funding Required for 2022-31 Capital Plan:
State of Good Repair (SOGR) Backlog \$86.7M
Growth & Improved Service \$110.2M
Health & Safety \$4.5M



Dividend to Fund City Services


Our Journey to the Best Begins with delivering our 2022 Plans

Our Future



Please note: Corporate entities shown above are illustrative only

SOMEONE ONCE TOLD ME NOT
TO BITE OFF MORE
THAN I COULD CHEW.
I said I'd rather
CHOKES ON
GREATNESS THAN
THAN NIBBLE ON
MEDIOCRITY.



“The best way to
predict the future is
to create it”

Abraham Lincoln

Thank You
