TORONTO PARKING AUTHORITY

CEO Remarks

W. Scott Collier, President
Board of Directors' Meeting
February 18, 2022

Agenda

PURPOSE:

To review our plans to deliver $14M of net income in 2022

CONTENT:

1. 2021 Snapshot
2. Our Approach - Play to Win
3. 2022 Deliverables

Team Delivered $9M Net Income; + $11.2M vs Plan*

2021 Financials

$000's	2021 Budget	2021 Actual	Change	
Revenue	90,862	93,181	2,319	2.6%
Direct expenses -operating	(48,850)	(45,328)	3,522	7.2%
Administration	(15,448)	(13,663)	1,785	11.6%
Municipal property tax	(22,631)	(20,525)	2,106	9.3%
Amortization of property & equipment	(8,391)	(8,542)	(151)	-1.8%
Other income	1,773	3,141	1,368	77.2%
Operating Income	**(2,685)**	**8,264**	**10,949**	**407.8%**
Finance income	852	1,108	256	30.0%
Finance cost	(404)	(308)	96	23.8%
Finance income	**448**	**800**	**352**	**78.6%**
Net Income & Comprehensive Income	**(2,237)**	**9,064**	**11,301**	**505.2%**

*Preliminary Unaudited Results

Highlights

- $9.1M Net Income; +$11.2 M vs. Plan
- Revenue at $93.2M; 59 Index vs. 2019
- Cash Reserves Stable at $103.5M
- Five-Year CBA Secured
- Bike Share at Record 3.5M Rides
- Strategic Framework Established
- Jump Started EV Growth Plan
- Elevated City Stakeholder Collaboration
- Talent Transformation in Flight

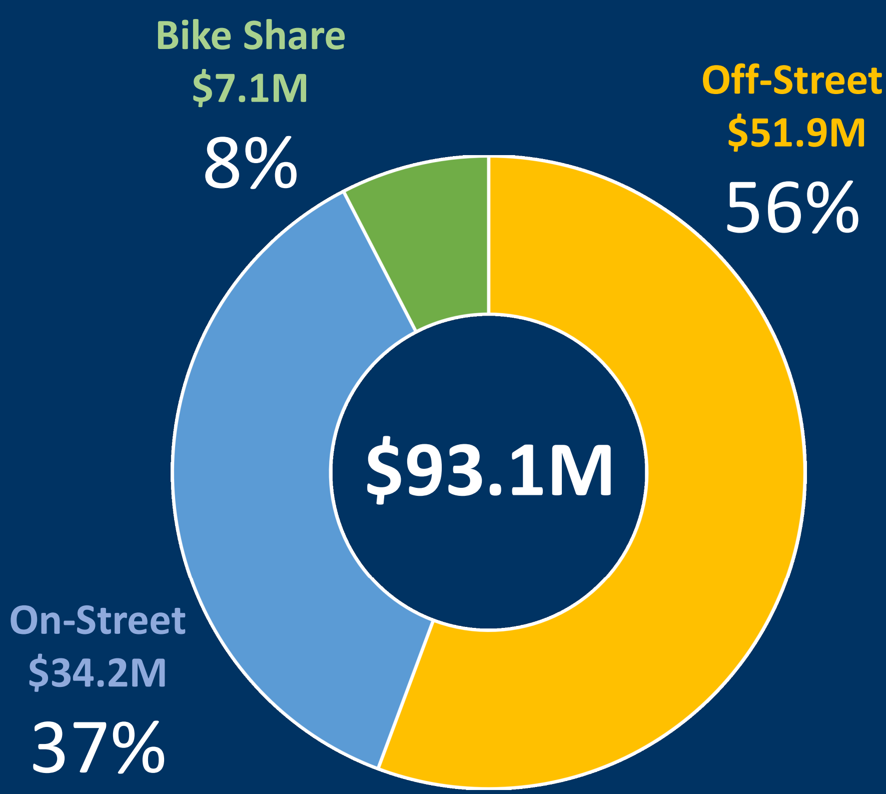
$19.7M Dividend to City

Top Line KPIs:

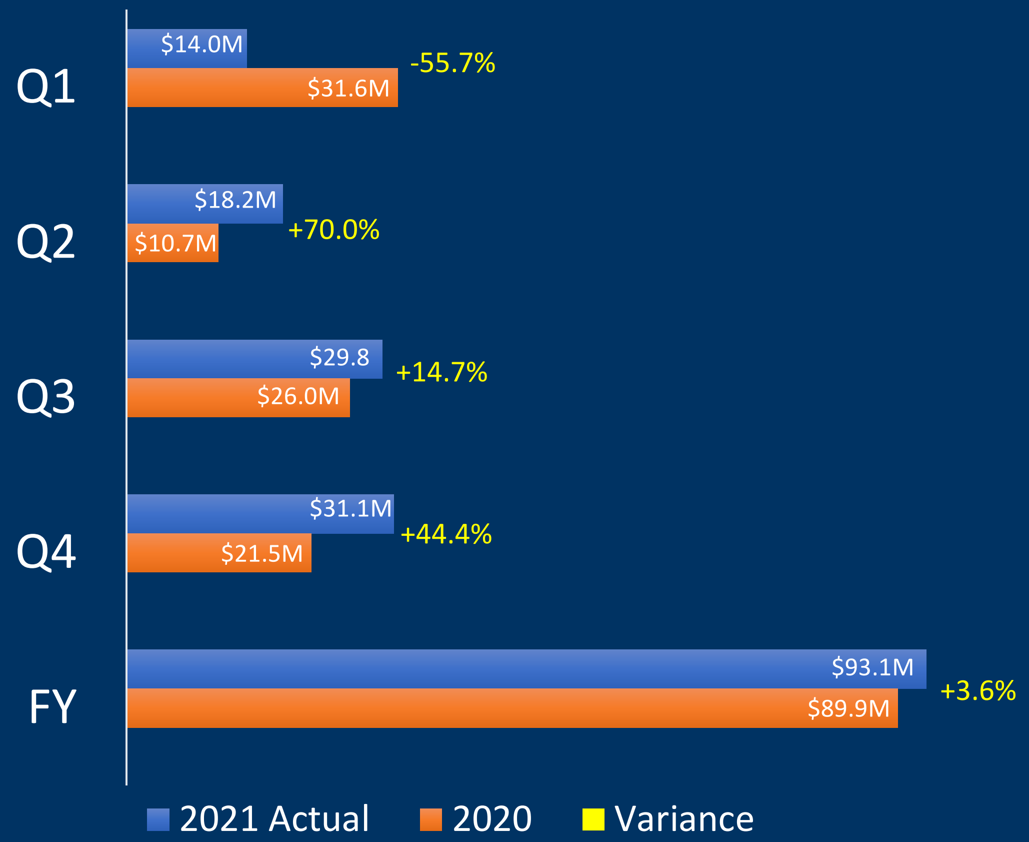
CX Transactions	$ / Space Off-Street	$ / Space On-Street	Cashless Transactions
19.2M	$2.5K	$1.8K	at 92%
↓14.8M vs 2019	↓56% vs 2019	↓56% vs 2019	+7 PTS vs 2019

Revenues +3.6% vs 2020, but 59 Index vs 2019

2021 Revenue Share by Channel



Revenue Performance



It's not about us – it's about Our Customers

Our Vision

To become the world's best provider of sustainable parking, bike share and last mile mobility experiences for our customers, our partners and our city.

Our Mission

Create a seamless customer experience that delivers on choice, ease, and speed through the city.

Our Approach

"ONE TEAM, ONE VISION, ONE CITY"

We will Deliver $14.4M in Net Income in 2022

2022 Financial Plan

$000's	2021 Actual	2022 Budget	2022 Budget vs 2021 Actual	
Revenue	**$ 97,430**	**$ 119,897**	**$ 22,467**	**23.1%**
Off Street	$ 51,894	$ 63,864	$ 11,970	23.1%
On Street	34,209	45,793	11,584	33.9%
Bike Share	7,078	8,118	1,040	14.7%
Other income	3,218	2,122	(1,096)	-34.1%
Gain on the sale of asset	1,031	-	(1,031)	-100.0%
Expenses	**88,366**	**105,496**	17,130	-19.4%
Operating expenses	74,703	86,446	11,743	-15.7%
Administrative expenses	13,663	19,050	5,387	-39.4%
Net Income	**$ 9,064**	**$ 14,401**	**$ 5,337**	**58.9%**

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
   - Relationship Framework with City, Co-Create City-wide Parking Strategy, Establish Innovation Council with Private-Sector Partners

Strategic Enablers

Talent

Culture

Analytics

Technology

Innovation

BIG BET #1 – Transform our EV Charging Network

Build a customer centric charging network to accelerate sustainability agenda

Our Work

- Develop and Execute new EV strategy
- Complete electrical site readiness assessments
- Initiate detailed design and construction packages
- Deploy new EV chargers with Toronto Hydro
- Execute new signage and digital marketing campaign to drive awareness; explore and forge strategic partnerships to drive usage with high volume customers

Our Deliverables

2021 › 9
2022 › 50+
2023 › 250+
2024 › 500+

BIG BET #2 – Create the World's Premier Bike Share Network

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

Our Work

- Execution of Four-Year Bike Share Growth Plan
- Bike Share expands to Wards 18 and 21
- Secure Strategic Bike Share Sponsor (RFI Q1)
- +60 New Stations; e-Station grows from 4 to 15
- +225 e-bikes increases inventory to 525; total fleet at 7,175 bikes
- Upgraded Stations Map (TO360 Initiative)

Our Deliverables

- **Bike Share in all 25 Toronto Wards (2024)**
- **Financial Sustainability (2023)**
- **1,000 Stations (2025)**
- **10,000 Bikes (2025)**
- **1,500+ E-Bikes (2025)**

2022 Board Calendar

Management Forecasting 60+ Papers in 2022*

Robust Board agenda in place for 2022; pivoting towards more forward-looking content to support TPA's Strategic Priorities

• Excludes Audit Committee content, ad hoc approval items and governance matters

Thank You