



TORONTO PARKING AUTHORITY

Operational Excellence: Challenging the Status Quo

Jarrett McDonald, Vice President Operations
Board of Directors' Meeting
April 20, 2022



“How might we address the protracted congestion issues at our high velocity special event lots?”

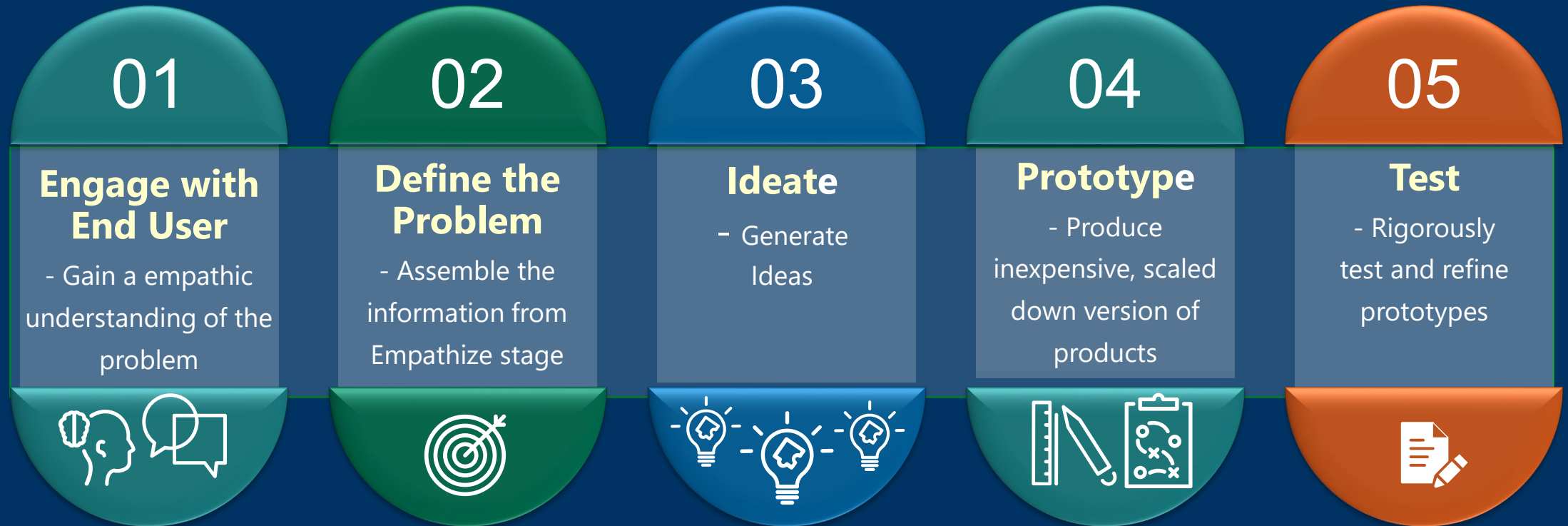
Vision

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.

Mission

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

Designing a Solution vs. Solving a Problem...





Prototyping Customer-Centric Thinking at Car Park 43

(2 Church St.)

How Might We Reimagine the Customer Experience at CP43...



Car Park 43 – 2 Church St, Toronto ON

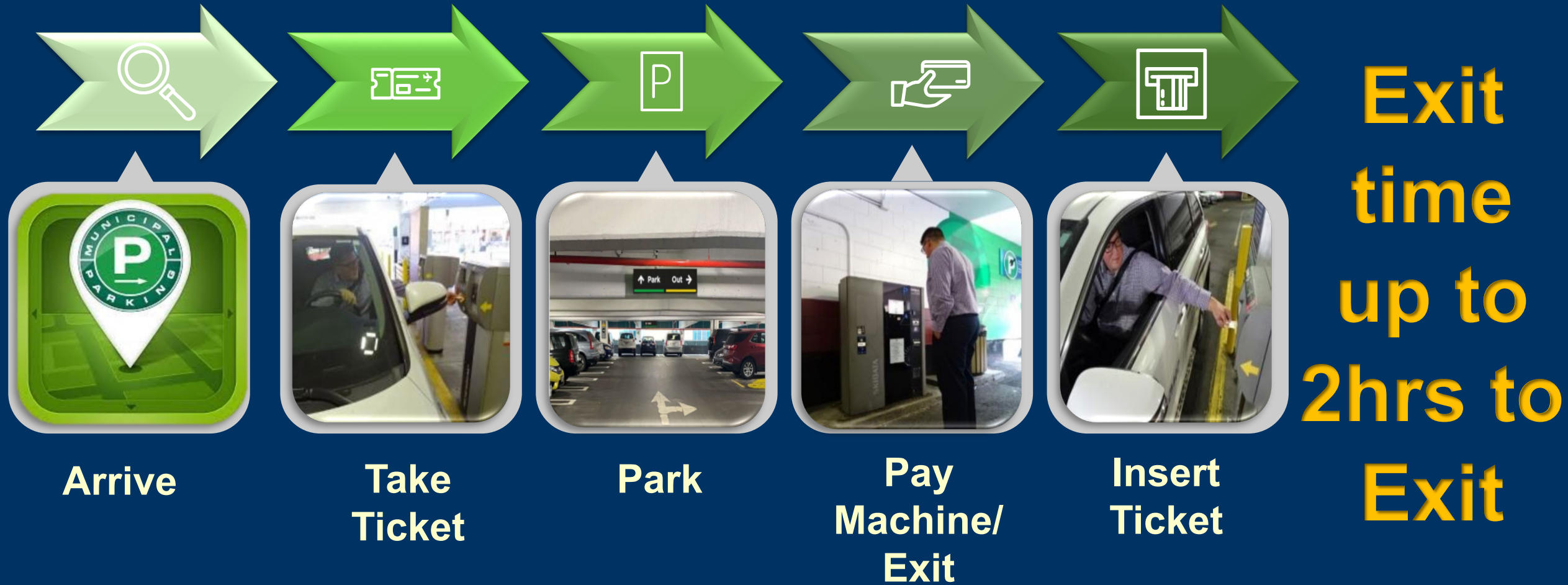


Current Situation Today at CP43...



Special events at the Scotiabank Centre and Hummingbird Centre drive a surge demand for parking and cause significant congestion and appalling customer experience on exit!

Current (Event) Customer Value Chain is Broken...



The Feedback from our Customers in Unambiguous...



Rachel Jewson @racheljewson · Dec 7, 2019

@GreenPParking had the worst experience in your lot. Waited 30 mins to get out because of the **line**. Paid at the machine before getting into my car (\$6), and because of how long I was waiting in **line** in the lot I had to pay another \$2.50 at the gate. Will use Honk going forward.



1



Ashley Bras @_Ashleyy · Mar 25, 2018

@GreenPParking why am I PARKED in a que to leave your 2 Church lot??!! This is **ridiculous** it's been 45 minutes...



1



Alan Jewett @aljewett · Sep 30, 2018

So tell me @GreenPParking , What's with your lousy exit machines across from concert on Sunday night, huge **line** of cars trying to use 2 tap system? Ridiculous.



Jill Allen @Jill_Allen

Trapped in a crazy long line trying to exit the #GreenPParking garage on The Esplanade. Been here 45 minutes already...almost no movement!! Ridiculous.

11:54 PM · Sep 26, 2018 · Twitter for iPhone



Tweet your reply



Jill Allen @Jill_Allen · Sep 27, 2018
Replying to @Jill_Allen
Yup...still stuck at #GreenPParking. We're never getting home!!! Not happy.



Scott Ingram CPA, CA @areacode416 · Oct 25, 2021

This is the most stupid system at the @GreenPParking lot at 40 York. I'm 33rd in line here because everyone on this whole level has to wait in line for ONE MACHINE.

Even 2 would be a little ridiculous, but there's room right beside this. #NeverAgain



7



2



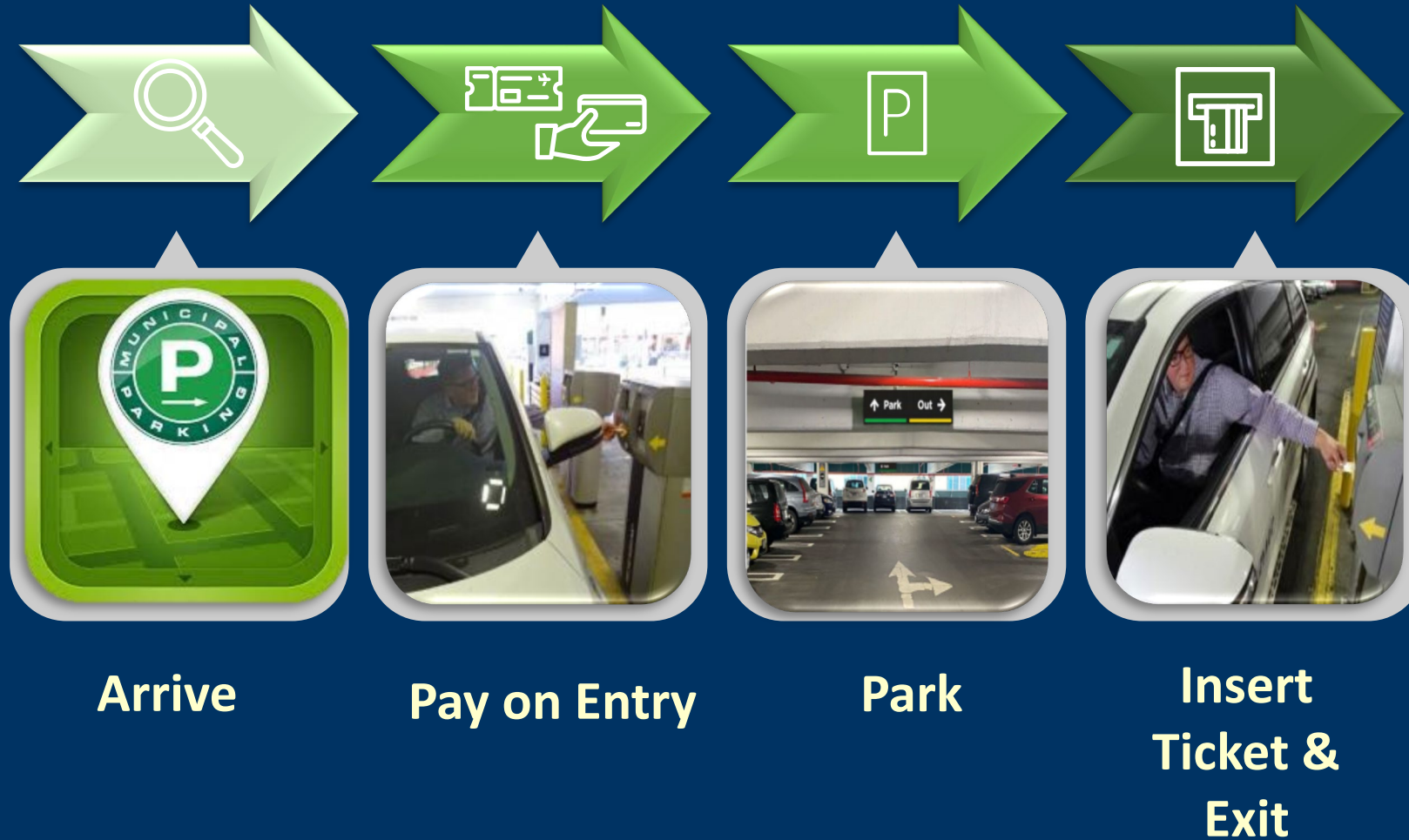
14



- Our Customers



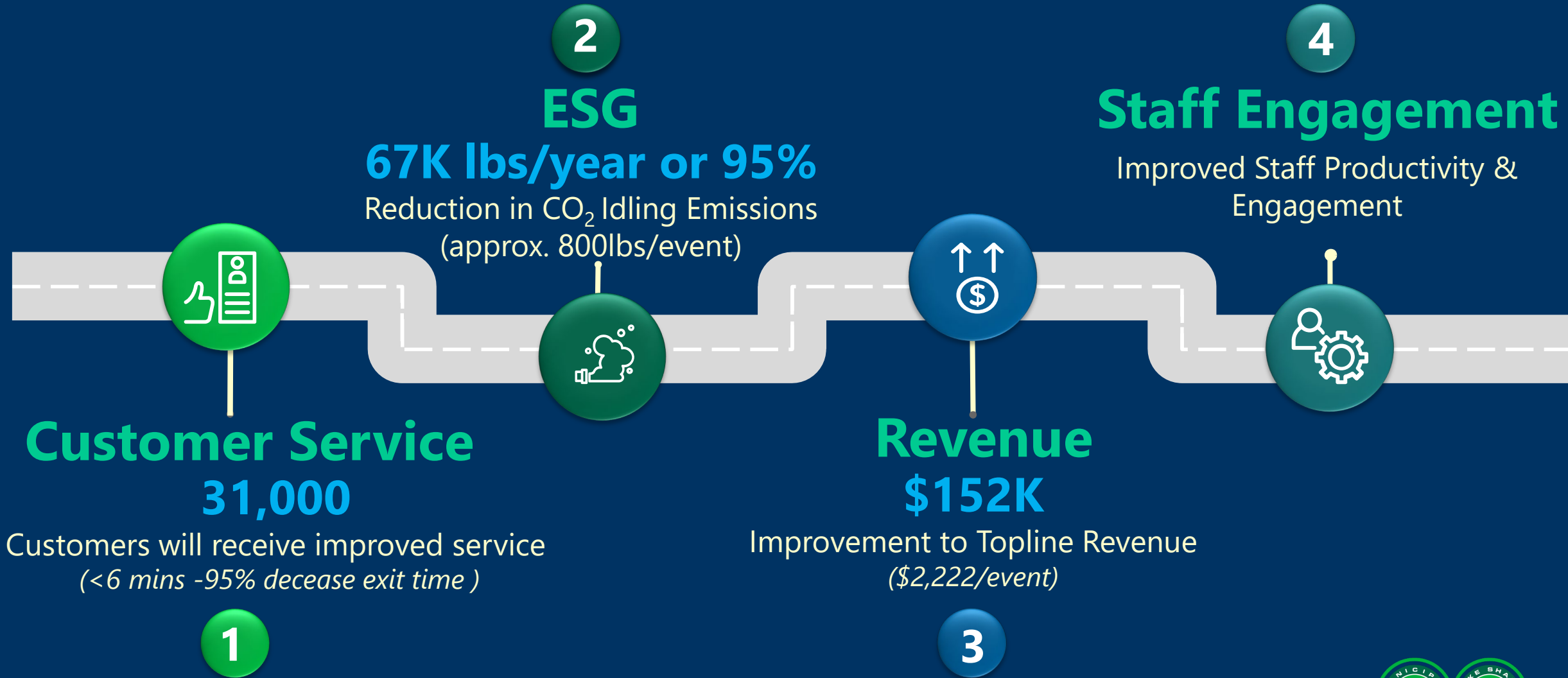
One Simple Change, Reduced Wait time by 95%...



**<6mins
to Exit**

(1 month trial,
16 events, and average
of 350 customers)

This Change In Mindset, Drives a Stepped Change Improvement in CX, Engagement, and Profit...





Driving Productivity of our Revenue Management Equipment (HUB)

352K TPA Customers Negatively Impacted by our equipment failures...

HUB Equipment



7.3M Transaction/Year

Performance & Impact

Toronto Parking Authority	Industry Benchmark (Competitors)
95.2% SLA Attainment	99.97% SLA Attainment
1:20 Customers Impacted by an issue	1:3000 Customers Impacted by an issue
352K Customers Impacted in 2021	2.2K Customers Impacted in 2021

VS.



Customer feedback is Unambiguously Horrendous...



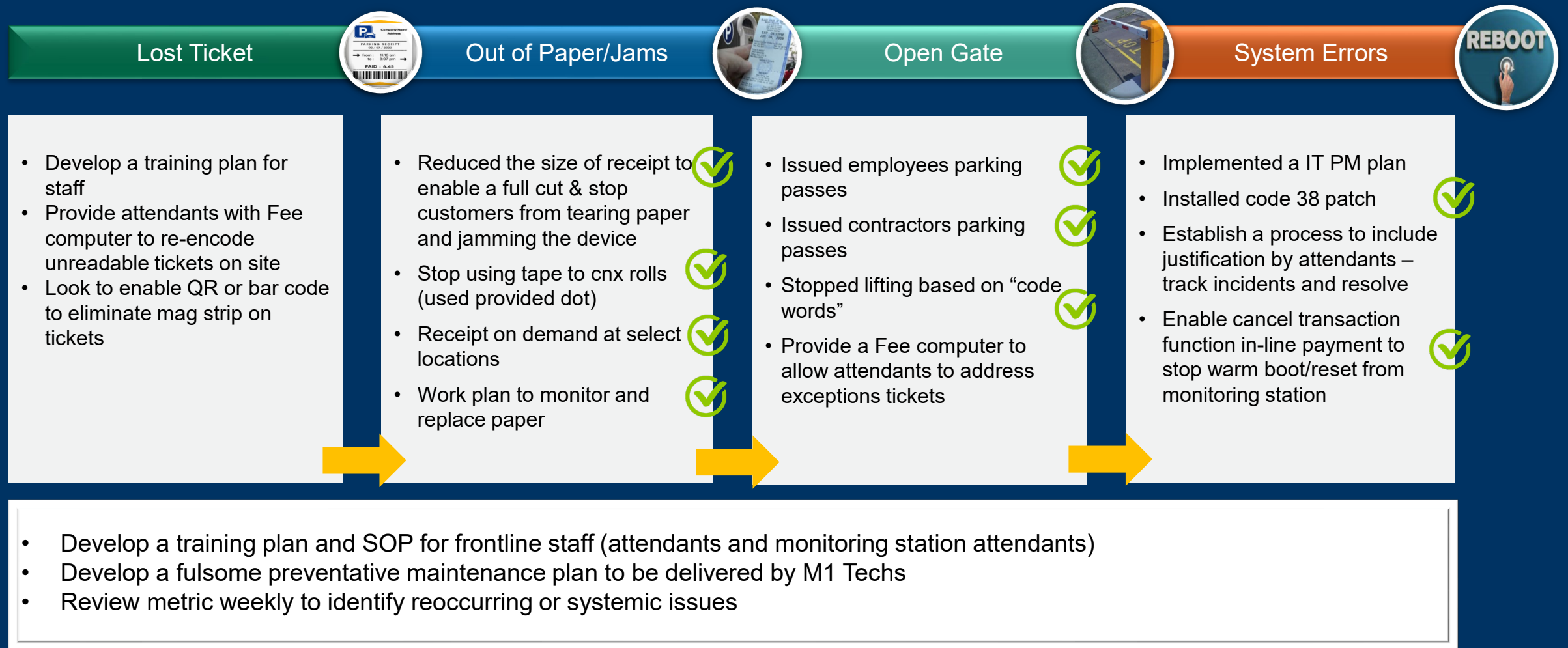
- Our Customers



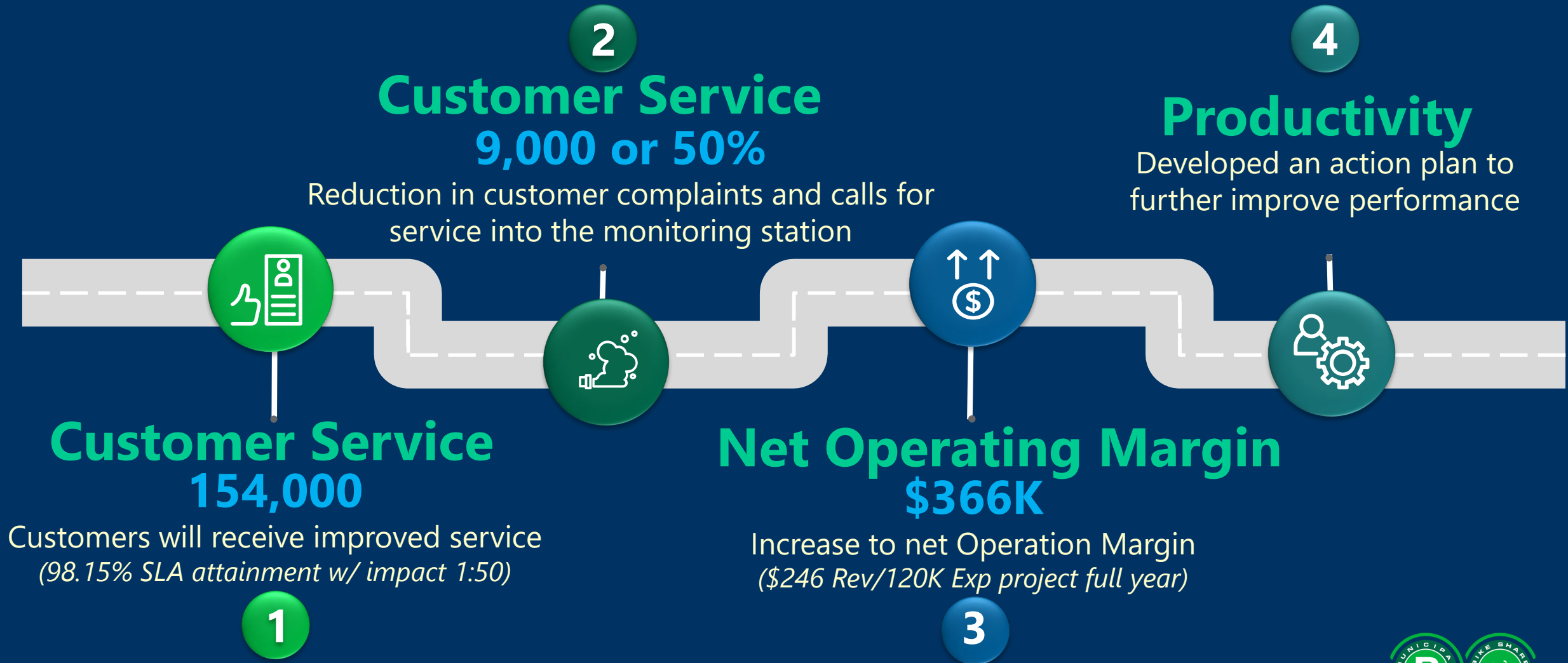
We Leveraged Data to identify the Root Causes...



We Built an action Plan to address the short comings in February 2022...



Successfully Implemented Our Action Plan and Increased Performance from 95.2% to 98.1% ...





Thank You