



**TORONTO PARKING AUTHORITY**

# 2023 Annual Operating Plan: Executive Summary

W. Scott Collier, President  
Board of Directors' Meeting  
December 12, 2022

# Agenda

## PURPOSE:

To review our plans to deliver \$25.4M of net income in 2023

## CONTENT:

1. 2022 Financial Results
2. Our Vision, Our Mission, Our Approach
3. 2023 Plans and Deliverables

Team TPA is grateful to our 25 million customers and strategic stakeholders for both support and encouragement throughout 2022.



Despite Omicron headwinds in Q1; TPA delivered Net Income of \$30.6M in 2022; +\$16M vs Plan

## 2022 Forecast\*

\$000's	Forecast	Budget	Change	%
<b>Combined Revenue</b>	<b>125,254</b>	<b>117,776</b>	<b>7,478</b>	<b>6.3%</b>
Direct operating	(51,386)	(55,468)	4,082	7.4%
Administration	(15,413)	(18,096)	2,683	14.8%
Municipal property tax	(23,227)	(22,771)	(456)	-2.0%
Amortization	(8,661)	(9,161)	500	5.5%
Other income	1,743	1,673	70	4.2%
<b>Operating Expenses</b>	<b>(96,944)</b>	<b>(103,823)</b>	<b>6,879</b>	<b>-6.6%</b>
<b>Finance income</b>	<b>2,309</b>	<b>448</b>	<b>1,861</b>	<b>415.4%</b>
<b>Net income</b>	<b>\$ 30,619</b>	<b>\$ 14,401</b>	<b>\$ 16,218</b>	<b>112.6%</b>

\* Unaudited Financial

## Highlights

**PROFIT**  
**\$30.6M**  
+ \$16.2M VS PLAN

**REVENUE**  
**\$125.3M**  
+ \$7.5M VS PLAN

**OPERATING COSTS SAVINGS**  
**\$66.8M**  
\$6.9M BETTER THAN PLAN

**BIG BET #1**  
**BIKE SHARE**  
• Record 4.5M Trips  
• 525 E Bikes  
• 700 Stations  
• New Strategic Growth Plan

**BIG BET #2**  
**EV CHARGING**  
• 117 EV Chargers  
• \$2.1 M Grants from NRCAN  
• Leading On Street EV Deployments for City

**BIG BET #3**  
**GOVERNANCE**  
• New Relationship Framework  
• Audit Committee  
• City Wide Parking Strategy

*TPA Delivers \$26M Dividend to the City (+ \$13.8M vs Plan)*

# We have Crystal Clarity about our Purpose

## What we Stand For

### Our Mission:

To re-imagine how Toronto moves by creating a seamless mobility experience that delivers on choice, ease, and speed through Toronto.

### 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 Approach



“One Team, One Vision, One City”

# We will deliver \$25.4M in Net Income in 2023

## 2023 Financial Plan

\$ 000 s	2023 Budget	2022 Forecast	Budget vs. Forecast	%
Off-Street revenue	76,992	71,835	5,156	7.2%
On-Street revenue	51,282	45,222	6,060	13.4%
Bike Share revenue	10,663	8,197	2,466	30.1%
<b>Total parking &amp; user revenue</b>	<b>138,936</b>	<b>125,254</b>	<b>13,682</b>	<b>10.9%</b>
Direct expenses -operating	(61,461)	(51,386)	(10,075)	19.6%
Administration	(21,173)	(15,413)	(5,760)	37.4%
Municipal property tax	(22,687)	(23,227)	540	-2.3%
Amortization of property and equipment	(11,147)	(8,661)	(2,486)	28.7%
Other Income	1,673	1,743	(70)	-4.0%
<b>Total operating expenses</b>	<b>(114,795)</b>	<b>(96,944)</b>	<b>(17,851)</b>	<b>-18.4%</b>
<b>Operating income</b>	<b>24,141</b>	<b>28,310</b>	<b>(4,169)</b>	<b>-14.7%</b>
<b>Finance income</b>	<b>1,303</b>	<b>2,309</b>	<b>(1,006)</b>	<b>-43.6%</b>
<b>Net income</b>	<b>\$ 25,444</b>	<b>\$ 30,619</b>	<b>\$ (5,175)</b>	<b>-16.9%</b>

## Strategic Priorities

- 1. Build a Great Place to Work**
  - Safety, Culture, Talent, Skill Development
- 2. Strengthen the Core, Execute with Excellence**
  - Security, Asset Management, SOGR, Capital Productivity
- 3. Drive Sustainable Growth**
  - Re-imagine Parking, Accelerate Bike Share, Scale EV
- 4. Connect with our Customers**
  - Omni-Channel Customer Experience, Modernize Payment Systems, Prototype Innovation Hubs
- 5. Innovate with our Stakeholders/Partners**
  - New Relationship Framework and Revenue Sharing Agreement, City-wide Parking Strategy, Establish Innovation Council with Private-Sector Partners

## Strategic Enablers



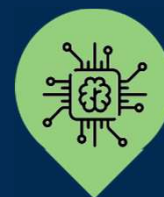
Culture



Talent



Analytics



Technology



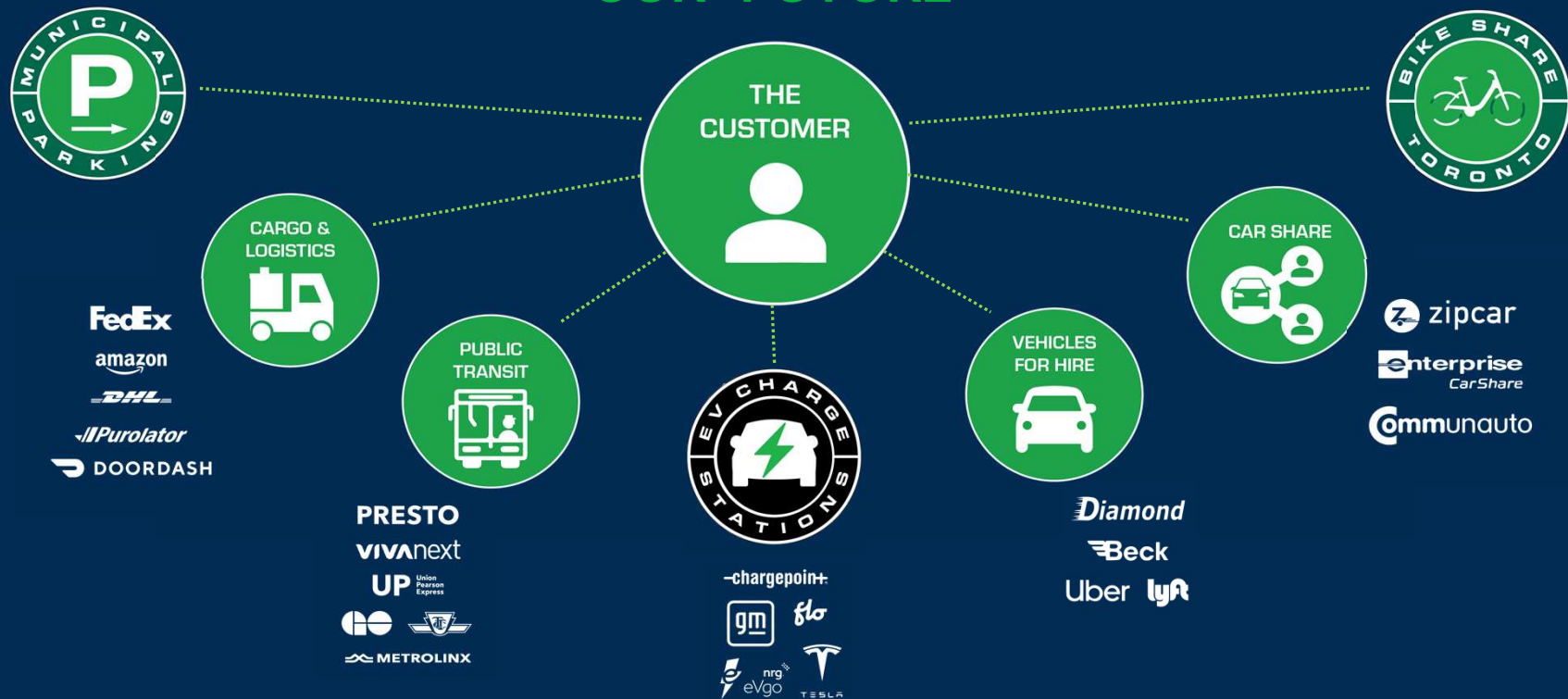
Innovation



## Drive Sustainable Growth

We are re-imagining our business model to better support our journey to a more sustainable future.

## OUR FUTURE



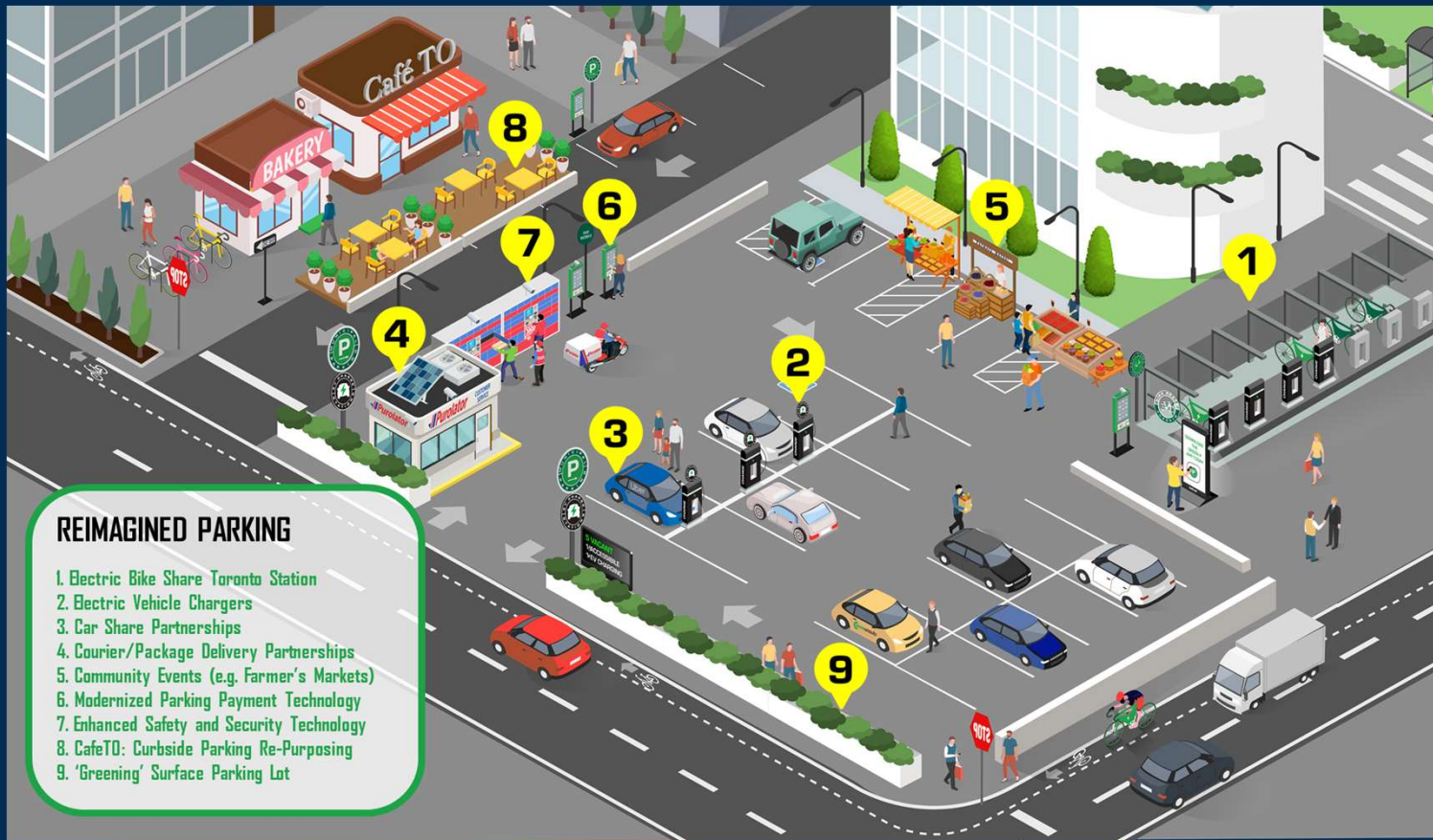
Please note: Corporate entities shown above are illustrative only.





## Drive Sustainable Growth

We have an opportunity to transform our facilities into multi-modal mobility hubs to maximize sustainability.







## Build a Great Place to Work

“Stripped to its essentials, an organization’s culture is the sum of its shared values, beliefs and norms of behaviour.” \*

**FROM**

ME

TALKING

SAYING

PROMISING

CONTROLLING



**TO**

WE

ACTING

SHOWING

DOING

COLLABORATING

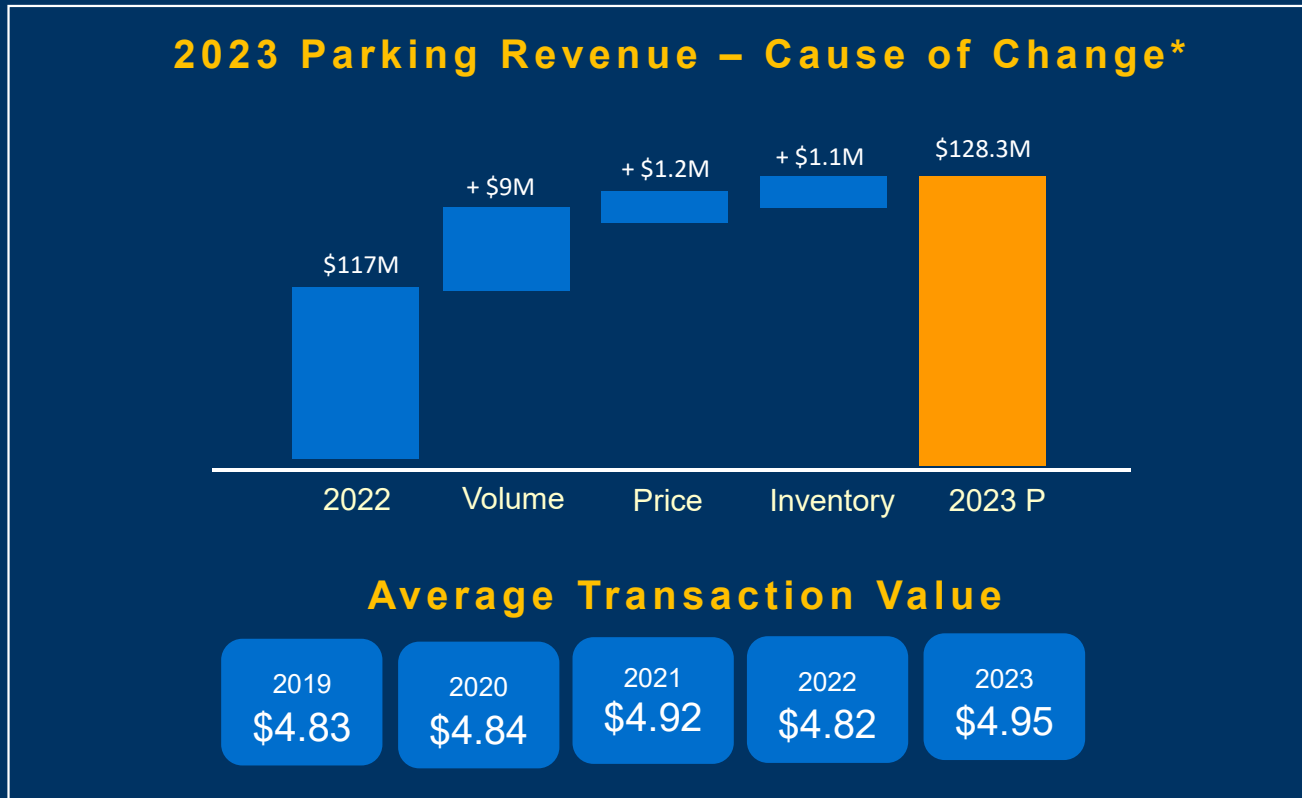
**“Culture Eats Strategy for Breakfast”**

\* Larry Bossidy  
*Execution: The Discipline of Getting Things Done*



## Drive Sustainable Growth

We will grow parking revenues +9.6% to \$128.3M in 2023



\* Parking Revenues projected to grow to 84 Index vs 2019 Levels



## Drive Sustainable Growth

We have eight major developments in flight that will secure an incremental 2,000 parking spaces and \$10M in revenue by 2027\*

### Joint Venture Developments

Locations	Opening Year	# of Spaces	\$ per stall	Total Annual Revenue
Ethennonhawahstihnen' Community Centre	2023	196	\$2,500	\$0.5M
St Lawrence Market North	2023	250	\$8,000	\$2.0M
St Patrick	2024	81	\$6,500	\$0.5M
Broadview	2026	33	\$4,500	\$0.15M
Spadina/Adelaide	2026	70	\$8,500	\$0.6M
Etobicoke Civic Centre	2026	396	\$3,000	\$1.2M
50 Cumberland	2027	800	\$6,000	\$4.8M
30 Alvin*	2027+	200	\$5,000	\$1.0M
<b>8 New Green P Off-Street Locations</b>		<b>2,026 Total</b>	<b>\$5,300</b>	<b>\$10.75M</b>

\*Currently in OPA / rezoning stage

\*Excludes inventory losses tracing to city-wide Initiatives.



## Drive Sustainable Growth

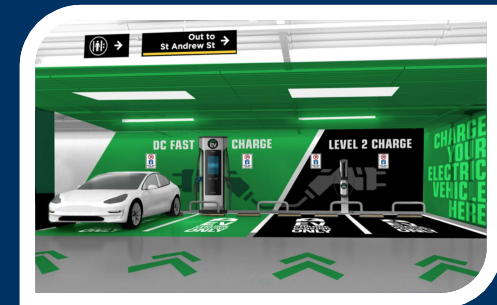
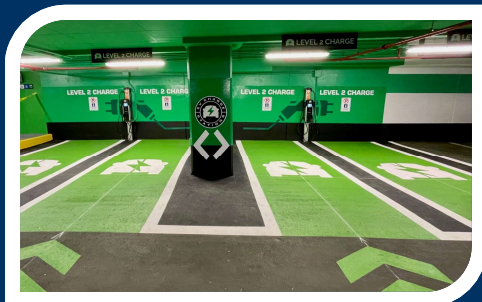
We are building a customer-centric charging network to future-proof our parking operations

### 2022 Results

- Deployed 117 chargers in 2022
- First EV Commissioning on December 13 at CP 304
- Secured \$2.2M NRCAN grant
- Partnership Expression of Interest (Q1 2023)
- Digital Marketing campaign to drive awareness
- Leading On Street EV Deployments for City
- Outstanding support from partners Toronto Hydro, City Transportation and TAF.

### Outcomes

- 2021 > 9 ✓
- 2022 > 117 ✓
- 2023 > 350+
- 2024 > 650+





## Drive Sustainable Growth

# Solidify Bike Share's position as an integral component of Toronto's mobility network

## 2022 Results

- 4.5M Rides, +30%
- 33K annual members, +31%
- \$8.1M Revenue, +15%
- 525 E Bikes, 700 Stations in Market
- Operating Subsidy reduced to \$0.54 / ride
- NPS Score of 53

## 2023 Deliverables

- Deploy 1,300 E bikes
- Deploy 30 E stations
- Execute new rate structure
- Upgrade Mobile App payment system
- Launch battery swapping program
- Strategic Bike Share Partnership





## Connect with Customers

The TPA has historically been industry leaders in parking payment solutions; opportunity to leverage new technologies to accelerate growth



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.



## Highlights

- Our payment technology systems in both our major channels of operation are either dated or at end of life.
- Our GreenP App continues to perform well; however requires further features to improve customer experience.
- Significant opportunity to leverage both current and newly emerging technologies to drive CX in both B2C and B2B channels.

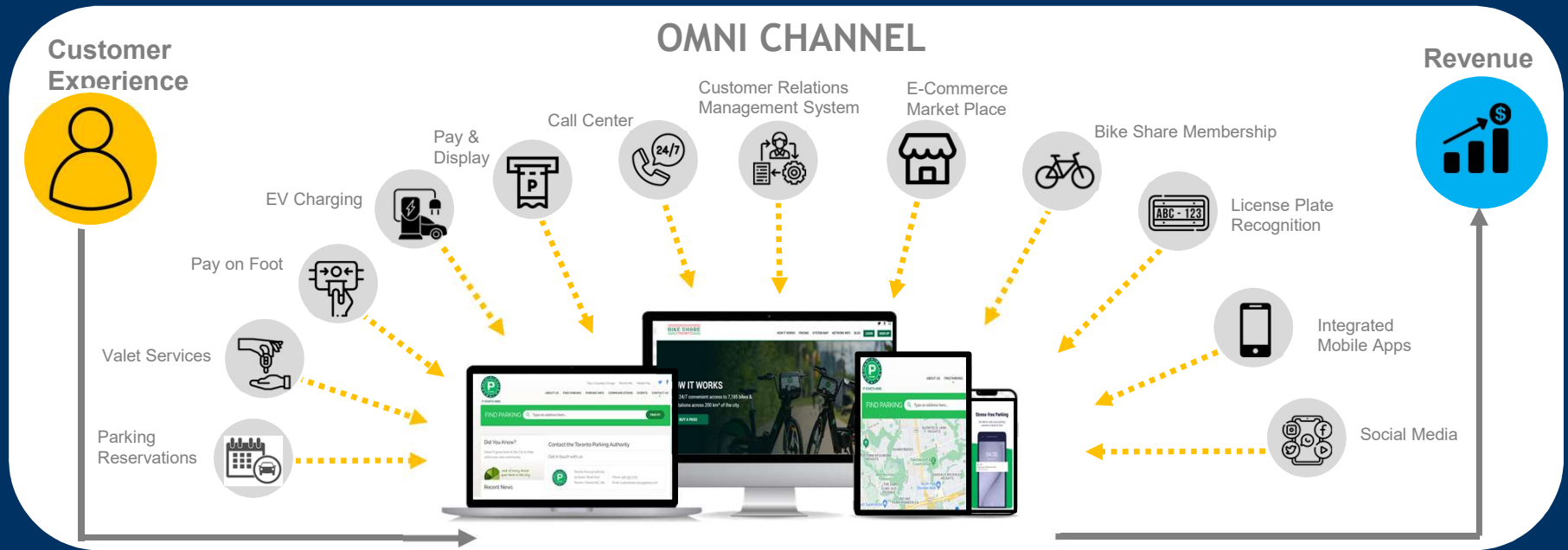




## Connect with Customers

### Strategic Context

- We have a vision to build a Digitized Customer Experience for the TPA Portfolio.
- Leverage design thinking to elevate and validate new solutions with both our operational and technology providers.
- Transition to an integrated “omni channel” solution.

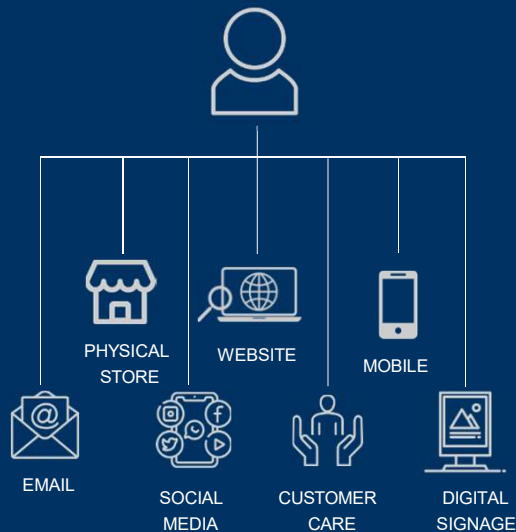




## Connect with Customers

We have a critical need to pivot from a disconnected multi-channel framework to an integrated, customer centric Omni-Channel experience

### Today



Disconnected channels that customers use independently. Data is stored and managed separately.

VS.

### Tomorrow



An integrated, seamless experience across multiple devices and touchpoints. Enables a 'single-view' of the customer.



## Engage & Innovate with Our Partners

We are engaging with “like-minded” partners to re-imagine the future of mobility

2023

### Prototype

- Exhibition Place
  - On-Street Mobile Only Zones
  - 3<sup>rd</sup> Party Re-sell Parking
  - EV Quick Charge Station
  - Homeless
- EV Charging Hub
  - Pilot with CafeTO program
  - Expression of Interest
  - RFP Concept Design and Detailed Design



Reservations



Bike Parking



Parking Guidance



Pop-up Parcel Drop Off Pick-Up / Off



EV Quick Charging



Mobile Only Zone



## Engage & Innovate with Our Partners

### Major push in 2023 to secure sustainable governance model

2023

2024  
2025

Outcomes

- Modernize TPA Relationship Framework with the City
  - Relationship Framework
  - Income Sharing Agmt
  - Rezone TPA facilities
  - Mandate Clarification
  - City-Wide Parking Strategy

- Council Approval
- New income share agreement to drive financial sustainability
- Initiate Zoning Bylaw Amendments to allow commercial uses
- Retain consultant services to support review of TPA mandate, governance, delegated authorities and policy framework

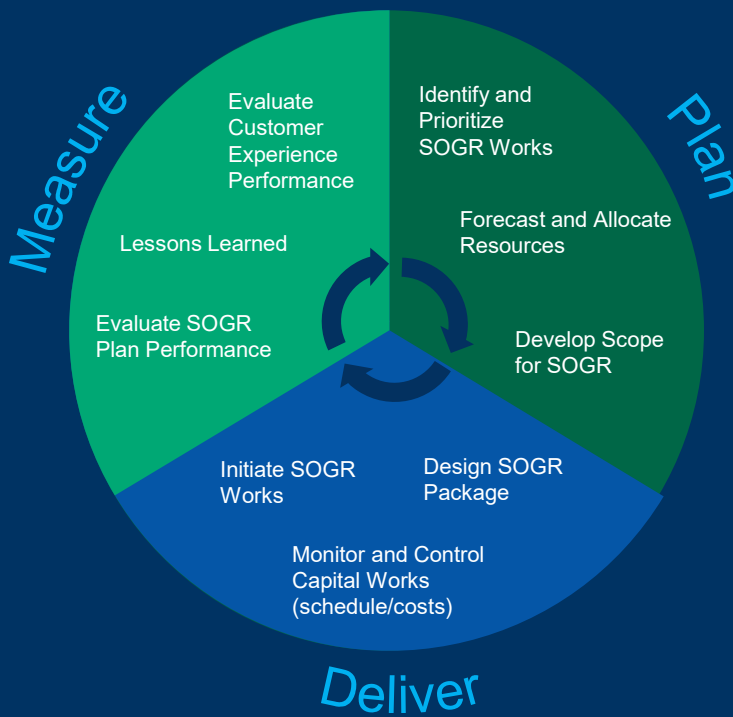
- Future Amendments
- TPA facilities rezoned
- Regular reviews of net income share agreement
- Council-approved clarification of mandate, governance and delegated authorities to align with TPA's vision and mission

- Financial Sustainability
- Accelerate Transformation to a mobility provider
- Drive accountability, agility and outcomes
- Establish the conditions for rebranding



## Strengthen the Core, Execute with Excellence

### Executing our Asset Management Plan with Excellence



## Capital Works – Asset Management

### 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



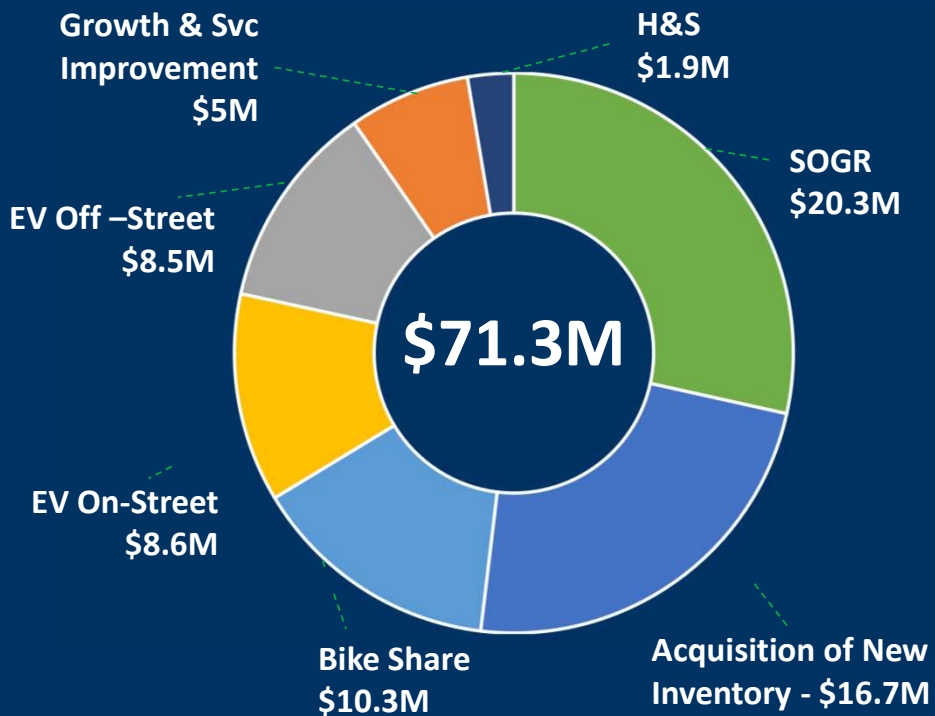
# “Execute and Deliver!”



**Strengthen the Core, Execute with Excellence**

Management is committed to delivering our 2023 Capital Plan

## 2023 Capital Plan



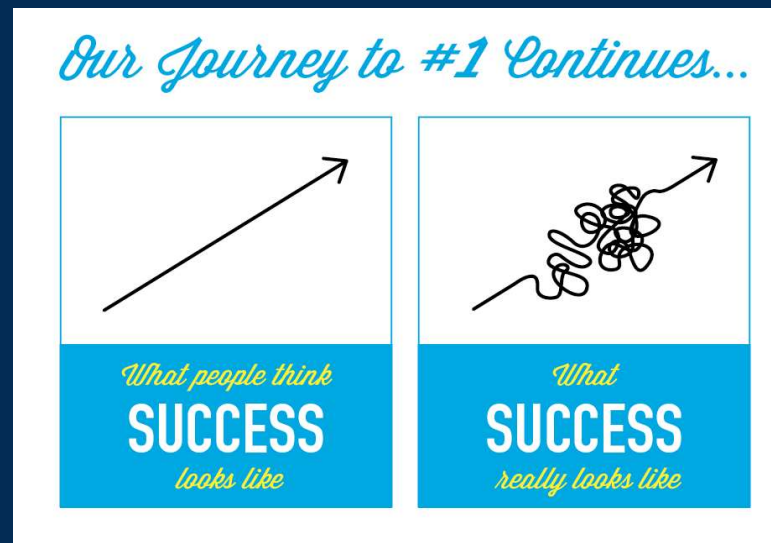
## Key Capital Investments 2023

Capital Project	2023 Capital \$
St. Lawrence Market North/Bessarion	\$14.5 M
EV Off-Street Ph 2	\$8.5M
EV On-Street	\$8.6M
Bike Share Expansion	\$10.3M
SOG & Service Improvement (CP43,58,68)	\$9.8M
Equipment Modernization	\$4.1M



# Summary

- Team TPA will deliver our 2023 commitments
- We acknowledge our weaknesses, but are committed to getting better
- We will win as a Team!



**“One Team, One Vision, One City”**