

Toronto 2018 BUDGET



OPERATING BUDGET NOTES



Toronto Parking Authority

2018 OPERATING BUDGET OVERVIEW

The Toronto Parking Authority (TPA) exists to provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system. It also manages the Bike Share Program.

2018 Budget Highlights

The total cost to deliver these services to Toronto residents is \$99.662 million gross, which will bring in \$166.2 million in revenue, as shown below.

(in \$000's)	2017 Budget	2018 Budget	Change \$	Change %
Gross Expenditures	96,009.6	99,662.1	3,652.5	3.8%
Revenues	159,423.9	166,200.3	6,776.4	4.3%
Net Expenditures	(63,414.3)	(66,538.2)	(3,123.9)	4.9%

Moving into 2018, the Toronto Parking Authority was facing a net pressure of \$8.191 million mainly due to inflationary cost increases, increases in the Bike Share system sub-contracting fees, and lower revenues from loss of parking spaces from competing road uses resulting from various City initiatives. The TPA was able to not only to fully offset these pressures through savings from lower municipal taxes, depreciation and other costs, increased parking usage and rate adjustments, and additional revenues generated through new meter locations and the opening of new car parks, but also achieved 4.9% higher net revenues compared to 2017 approved levels.

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FAST FACTS

- 22,000 off-street parking spaces at about 250 facilities.
- 19,000 on-street parking spaces.
- Approximately 18,000 parking spaces operated for third parties, mainly for Toronto Transit Commission (TTC), Exhibition Place, Toronto Community Housing Corporation and Parks, Forestry and Recreation Program.
- The Bike Share system fleet has approximately 2,750 bicycles using 270 stations throughout the City.

TRENDS

- The TPA has seen increases in net income per space for both off-street and on-street parking through 2010 to 2013.
- Since 2014, net income per space in both services is on a downward trend, as parking revenues are on decline, mainly due to on-going road construction activities and other road uses, as well as closures of certain carparks.
- The continued utilization of new technologies coupled with change in hours of operations and parking rates is expected to return a greater income per parking space in 2017 and future years.

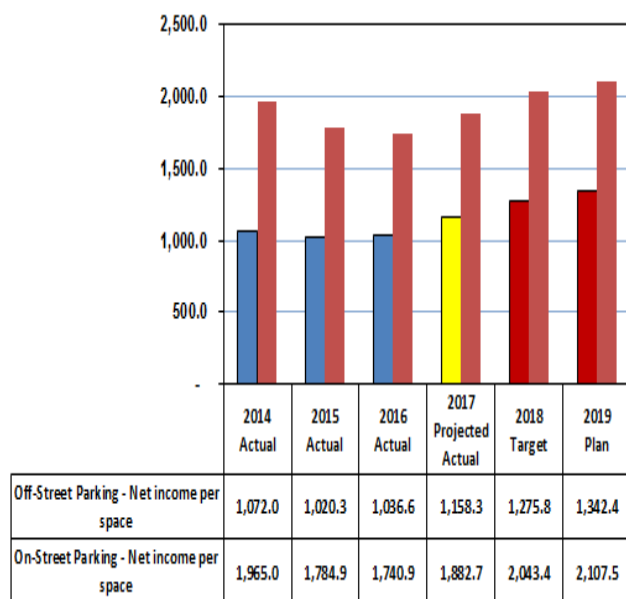
KEY SERVICE DELIVERABLES FOR 2018

Toronto Parking Authority offers safe, attractive, clean, convenient, well-maintained, affordable off-street and on-street parking in support of the continued prosperity of the City's communities. TPA also provides convenient access to high quality well maintained bicycle rentals for urban cycling on a short term basis.

The 2018 Recommended Operating Budget will enable Toronto Parking Authority to:

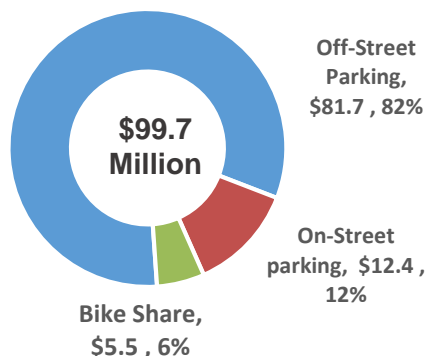
- Continue to manage an estimated 19,000 on-street spaces controlled by solar powered, environmentally friendly pay-and-display technology or single space meters.
- Maintain approximately 22,000 off-street spaces, which include automated and partially automated lots/garages and 187 lots operated with the Green P app and Pay and Display machines.
- Continue to operate, on behalf of the Toronto Transit Commission, roughly 10,000 spaces at their park-and-ride facilities and parking lots.
- Continue to manage spaces for the Parks, Forestry and Recreation Program (2,000 spaces), Toronto Community Housing Corporation (1,200 spaces) and the Exhibition Place (4,800) as well as seasonal parking facilities along the waterfront and other areas in the City.
- Manage the Toronto Bike Share Program which has 2,750 bicycles utilizing 270 stations throughout the City.

Net Income Per Space

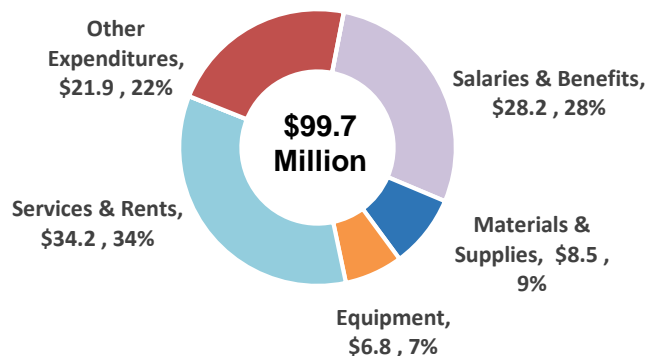


Where the money goes:

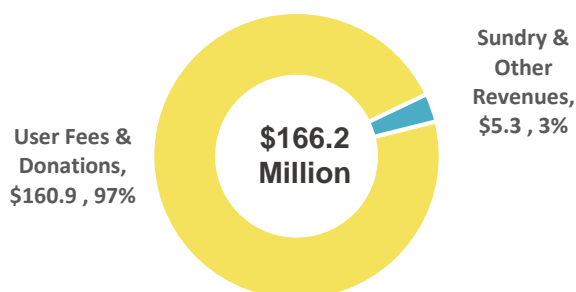
Budget by Service



2018 Budget by Expenditure Category



Where the Money Comes From



OUR KEY ISSUES & PRIORITY ACTIONS

- **Innovative and efficient expansion** of services by keeping pace with new technologies to increase customer convenience and lower operating costs.
 - ✓ The 2018 Operating Budget continues to allocate funding for the development of a mobile phone payment program allowing for the use of cell phone/smart phone/tablet based technologies.
- **Decline in parking revenues** due to on-going City wide road construction, various special events, loss of on-street spaces and closure of off-street carparks.
 - ✓ Toronto Parking Authority continues to collaborate with other City programs in order to minimize negative impact on both, on-street and off-street parking revenues through coordination and information sharing.
- **Satisfying short-term parking needs** in an environment of increasing land and development costs
 - ✓ TPA is seeking all opportunities to land values through Joint Venture redevelopment with private and public sectors as a means of funding an increase in parking supply.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Recommended Operating Budget for Toronto Parking Authority of \$99.662 million in gross expenditures provides funding to:
 - ✓ Continue to manage, operate and maintain estimated 19,000 on-street parking spaces (\$12.446 million), 37,000 off street parking spaces (\$81.696 million) and the Bike Share Program (\$5.520 million) with a fleet of 2,750 bicycles utilizing 270 stations.
 - ✓ Establish loyalty programs and develop other marketing initiatives (\$0.105 million).
- In addition to offsetting all of its 2018 operating budget pressures, Toronto Parking Authority achieved an increase in net revenues mainly due to the following :
 - ✓ Opening of new car parks (\$0.8 million) and addition of new meter locations (\$0.9 million).
 - ✓ A combination of a general increase in demand for parking in the downtown core area with increased prices in certain parking zones approved in 2017 (\$8.734 million).

Actions for Consideration

Approval of the 2018 Recommended Operating Budget as presented in these notes requires that:

1. City Council approve the 2018 Recommended Operating Budget for Toronto Parking Authority of \$99.662 million gross, and (\$66.538 million net) for the following services:

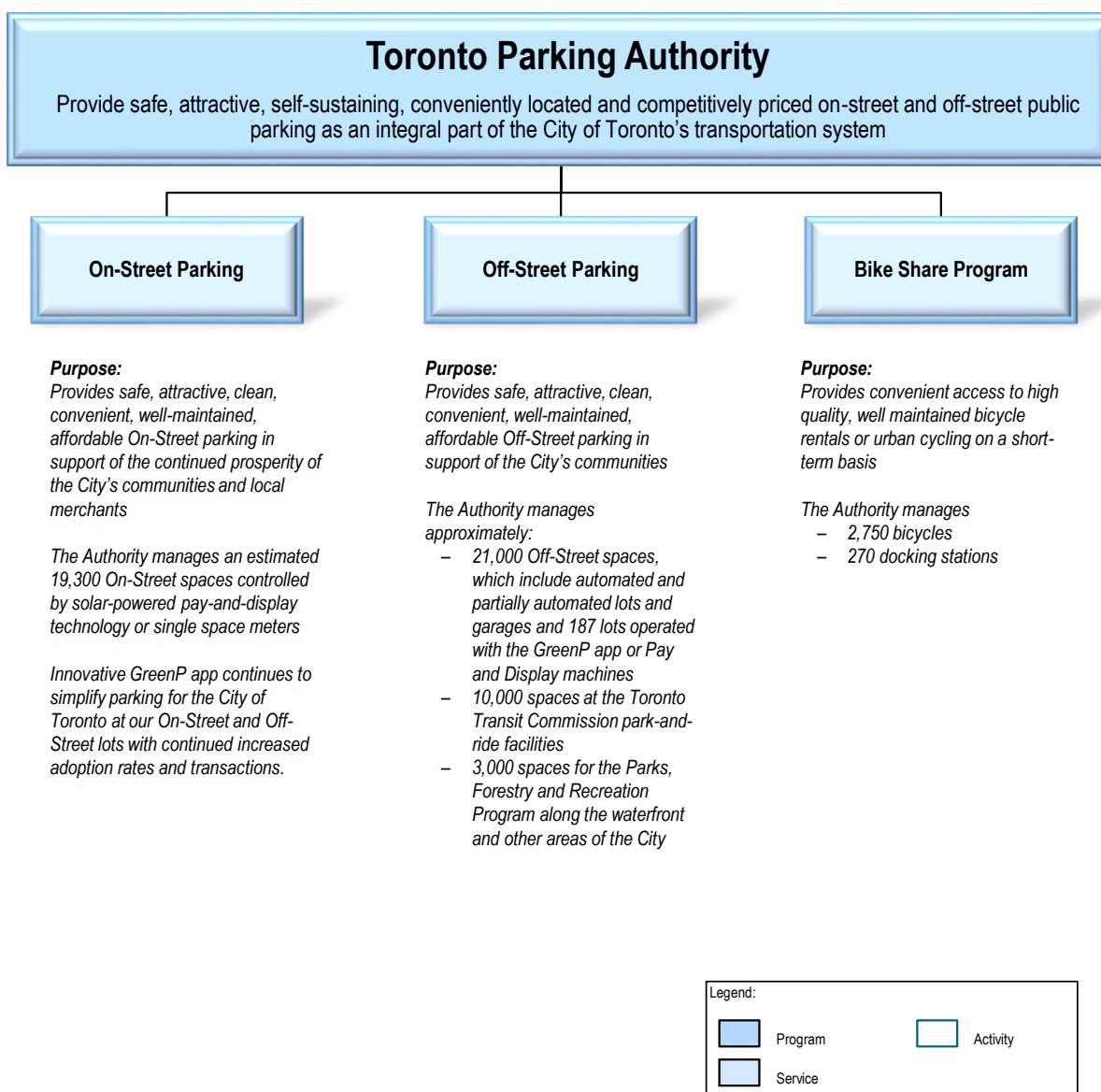
<u>Service</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Off-Street Parking	81,695.6	(20,661.4)
On-Street parking	12,446.0	(46,287.3)
Bike Share	5,520.4	410.4
Total Program Budget	<u>99,662.1</u>	<u>(66,538.2)</u>

2. City Council approve the 2018 service levels for Toronto Parking Authority as outlined on pages 15, 17, and 19 of this report, and associated staff complement of 328.5 operating positions.
3. City Council direct the Acting President, Toronto Parking Authority to report back to the Executive Committee, through the Budget Committee, with a comprehensive strategy to address the funding for the Bike Share Program on a longer term basis, to inform the 2019 and future year Budget processes by March 31, 2018.



Part 1: 2018-2020 Service Overview and Plan

Program Map



Service Customer

On-Street Parking

- Residents
- Visitors / Tourists
- Local Business Customers

Indirect (Beneficiary)

- Staff - City Divisions
- Staff - Agencies and Boards

Off-Street Parking

- Residents
- Visitors / Tourists
- Local Business Customers

Indirect (Beneficiary)

- Staff - City Divisions
- Staff - Agencies and Boards

Bike Share Program

- Residents
- Visitors / Tourists
- Local Business Customers

Indirect (Beneficiary)

- Staff - City Divisions
- Staff - Agencies and Boards

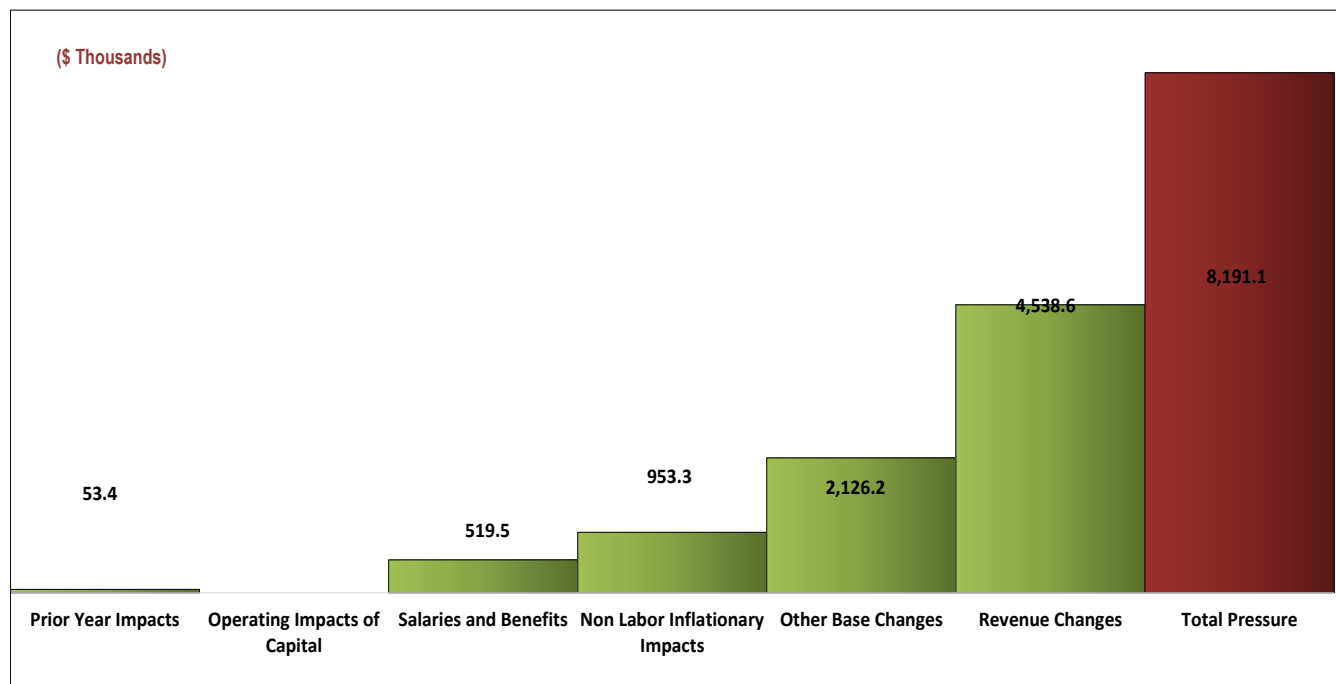
Table 1
2018 Recommended Operating Budget and Plan by Service

(In \$000s)	2017		2018 Recommended Operating Budget					Incremental Change			
	2017 Approved Budget	Projected Actual*	Base	New/Enhanced	Total Budget	Total Rec. Budget vs. 2017 Approved Budget Changes		2019		2020	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Off-Street Parking											
Gross Expenditures	78,707.2	77,503.0	81,695.6		81,695.6	2,988.4	3.8%	1,558.7	1.9%	1,486.7	1.8%
Revenue	103,627.9	100,340.0	102,357.0		102,357.0	(1,270.9)	(1.2%)	2,757.7	2.7%	2,995.9	2.9%
Net Expenditures	(24,920.7)	(22,837.0)	(20,661.4)	-	(20,661.4)	4,259.3	(17.1%)	(1,199.1)	5.8%	(1,509.2)	6.9%
On-Street parking											
Gross Expenditures	13,183.4	12,050.0	12,446.0		12,446.0	(737.4)	(5.6%)	248.9	2.0%	253.9	2.0%
Revenue	51,677.0	52,627.0	58,733.3		58,733.3	7,056.2	13.7%	1,711.6	2.9%	1,762.9	2.9%
Net Expenditures	(38,493.6)	(40,577.0)	(46,287.3)	-	(46,287.3)	(7,793.6)	20.2%	(1,462.7)	3.2%	(1,509.0)	3.2%
Bike Share											
Gross Expenditures	4,118.9	3,950.0	5,520.4		5,520.4	1,401.5	34.0%	2,543.6	46.1%	1,614.3	20.0%
Revenue	4,118.9	3,260.0	5,110.0		5,110.0	991.1	24.1%	2,510.0	49.1%	1,005.0	13.2%
Net Expenditures	-	690.0	410.4	-	410.4	410.4	-	33.6	8.2%	609.3	137.2%
Total											
Gross Expenditures	96,009.6	93,503.0	99,662.1		99,662.1	3,652.5	3.8%	4,351.3	4.4%	3,354.9	3.2%
Revenue	159,423.9	156,227.0	166,200.3	-	166,200.3	6,776.4	4.3%	6,979.3	4.2%	5,763.9	3.3%
Total Net Expenditures	(63,414.3)	(62,724.0)	(66,538.2)	-	(66,538.2)	(3,123.9)	4.9%	(2,628.1)	3.9%	(2,409.0)	3.5%
Approved Positions	323.5	323.5	328.5		328.5	5.0	1.5%				

The Toronto Parking Authority's 2018 Recommended Operating Budget is \$92.662 million gross and (\$66.538) million in net revenue, representing an increase in net revenues of \$3.124 million or 4.9% compared to the 2017 Approved Net Operating Budget.

- Base expenditure pressures totaling of \$6.474 million are mainly attributable to non-labour inflationary increases (\$0.953 million), increases in salary and benefit costs (\$0.520 million) and other costs associated with higher usage of parking spaces (\$0.486 million), which are common to both *Off-Street and On-Street Parking Services*, as well as increased rent costs for managed carparks (\$1.991 million) and higher repair and maintenance costs (\$1.022 million) in the *Off-Street Parking Service*, as well as additional subcontracting fees for operating the expanded *Bike Share Service* (\$1.402 million).
- Both *Off-Street and On-Street Services* will experience loss of revenues, *Off-Street Parking Service* due to closure of carparks (\$2.694 million) and *On-Street Parking Service* mostly due to the King Street lane restrictions approved by Council in 2017 (\$0.220 million).
- The above pressures were partially offset by base expenditure savings of \$2.821 million mostly from lower municipal taxes and depreciation costs.
- The Program was also able to achieve \$11.315 million in additional revenues generated from increased demand and adjustments to parking rate and hours of operations, which were approved by Council in 2017, and the opening of new carparks and additional meter locations in the downtown core, thus fully offsetting all pressures for a net increase of the Program revenues totaling \$3.124 million.
- Approval of the 2018 Recommended Operating Budget will result in Toronto Parking Authority increasing its total staff complement by 5.0 positions from 323.5 to 328.5. These *Off-Street Parking Service* positions, are required mostly for increased volume of maintenance work in garages.
- The 2019 and 2020 Plans reflect cost increases due to inflationary increases and higher costs resulting from increased parking usage and bike share system expansion. Anticipated revenues from increased usage of parking spaces and the bike share system ridership, as well as potential revenue loss of investment income are also included in the 2019 and 2020 Plan.

Key Cost Drivers



Actions to Achieve Budget Reduction Target

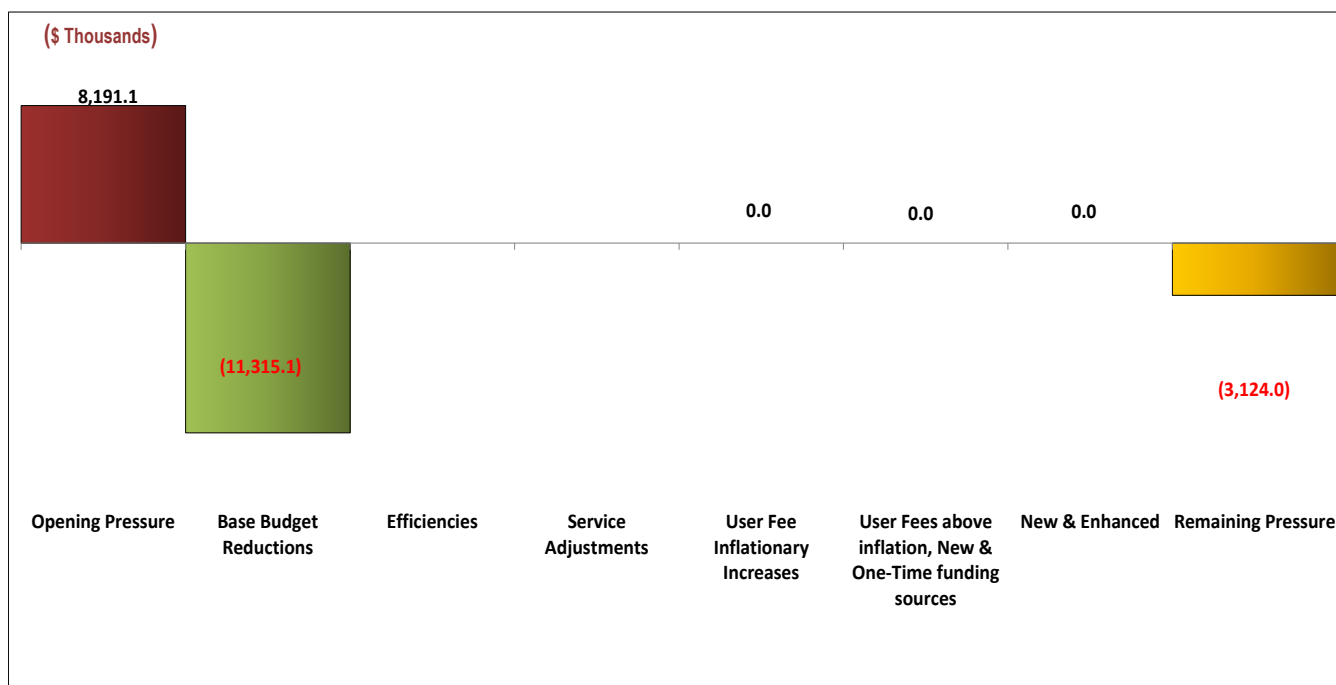


Table 2
Key Cost Drivers

(In \$000s)	2018 Base Operating Budget			Total	
	Off-Street Parking	On-Street parking	Bike Share		
	\$	\$	\$	\$	Position
Gross Expenditure Changes					
Prior Year Impacts					
Board Meetings Management Expense (City Clerk's Office)	60.0			60.0	
Reversal of One-Time Use of Section 37 Funds For Signage (458 Oakwood)		(6.6)		(6.6)	
Economic Factors					
Corporate Economic Factors	272.9	119.3		392.2	
Divisional Economic Factors	561.2			561.2	
Salary & Benefit Changes					
Salary Changes	1,070.8	(123.9)		947.0	
Benefit Changes	(614.3)	186.8		(427.5)	
Other Base Expenditures Changes					
Increased Maintenance Supplies	142.0			142.0	
Increased Repairs & Utilities for Rental Properties	177.2			177.2	
Computer Supplies/Repair Parts	85.3			85.3	
Mobile and Credit Card Processing Fees	133.9	352.1		485.9	
Pay and Display Network Communication		47.4		47.4	
New Marketing Initiatives - Loyalty Programs & Social Engagement	105.0			105.0	
Rents	1,991.0			1,991.0	
Additional Construction, Maintenance & IT Staff Required to Maintain Service Levels	512.4			512.4	5.0
Bike Share - Subcontracting Fees			1,401.5	1,401.5	
Municipal Taxes	(1,674.9)			(1,674.9)	
Realignment: Cost of Contracted Staff Moved to Salaries	(85.0)			(85.0)	
Reduced Signage Costs - Mobile		(767.1)		(767.1)	
Reduced Equipment Costs - Refurbishment Program Nearing Completion		(84.4)		(84.4)	
Depreciation	250.9	(461.0)		(210.1)	
Total Gross Expenditure Changes	2,988.4	(737.4)	1,401.5	3,652.5	5.0
Base Revenue Changes					
King Street Lane Restrictions		(220.0)		(220.0)	
CP Closures - CP32	(1,186.0)			(1,186.0)	
CP Closures - CP273, CP239, CP205	(1,508.0)			(1,508.0)	
Other Revenue Changes	(742.9)			(742.9)	
Bike Share - Advertising			100.0	100.0	
Bike Share - Moves & Shutdowns			10.0	10.0	
Reversal of One-Time Use of Section 37 Funds For Signage (458 Oakwood)		(6.6)		(6.6)	
Reversal of One-Time Reserve Fund Revenues Used to Offset Previously Unbudgeted Positions	(1,368.0)	382.8		(985.2)	
Total Revenue Changes	(4,804.9)	156.2	110.0	(4,538.6)	
Net Expenditure Changes	7,793.3	(893.6)	1,291.5	8,191.1	5.0

Key cost drivers and offsetting cost reductions for Toronto Parking Authority are shown in the table above. The following describes major base budget changes for 2018:

- Prior Year Impacts:
 - Additional cost of \$0.060 million for the City Clerk's Office is required to provide meeting management support to the Toronto Parking Authority Board of Directors, as directed by Council in 2017.
- Salaries and Benefits
 - Inflationary labour costs (\$0.520 million) are based on a detailed position review and also include some realignment of positions, salaries and benefits between the On-Street and Off-Street Parking Services.
- Economic Factors
 - Inflationary increases in non-labour costs impacting mostly On-Street and Off-Street Services, are mainly for materials and supplies and contracted services (\$0.392 million), and municipal taxes (\$0.561 million)
- Other Base Changes:
 - The Off-Street Parking Service experienced higher costs resulting from continued operations of Carpak 15 (37 Yorkville) which was previously scheduled for closure (\$1.991 million).
 - Addition of 5 permanent base positions at cost of \$0.512 million is required to balance off-street facility maintenance workload and reduce overtime (3 maintenance worker positions), to support project construction/implementation (one engineer position) and to support technical projects (one IT data base analyst position) in order to meet the current service levels.
 - Other expenditure increases include higher costs of maintenance, repairs, materials, spare parts and utilities for rental properties (\$0.404 million), mobile and credit card processing fees (\$0.486 million). Funding of \$0.105 million was also allocated for development of new marketing initiatives such as establishment of a loyalty program in order to increase customer participation.
 - The gross expenditure pressures are partially offset by reduced municipal taxes (\$1.675 million), and depreciation costs (\$0.210 million).
- Revenue Changes
 - In 2018, Toronto Parking Authority is facing revenue losses associated with the closure of certain existing off-street parking facilities, reduced interest income and reduced on-street parking revenue primarily attributed to the King Street Lane Restriction pilot project, resulting in a total revenue reduction of \$3.657 million.

In order to offset the above net pressures of \$8.191 million, the 2018 service changes for Toronto Parking Authority include base revenue changes of \$11.315 million, as detailed below:

Table 3
Actions to Achieve Budget Reduction Target

Description (\$000s)	Service Changes						Total Service Changes			Incremental Change			
	Off-Street Parking		On-Street parking		Bike Share		\$	\$	#	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:													
Base Revenue Changes													
Opening of New Carparks		(800.0)						(800.0)					
New Meter Locations				(900.0)									
Rate Increases and Volume Adjustments		(2,734.0)		(6,000.0)				(8,734.0)		(4,720.6)		(4,862.2)	
Increased Share Revenue of Operating Revenue						(881.1)				(2,520.0)		(1,000.0)	
Base Revenue Change		(3,534.0)		(6,900.0)		(881.1)		(11,315.1)		(4,720.6)		(4,862.2)	
Sub-Total		(3,534.0)		(6,900.0)		(881.1)		(11,315.1)		(4,720.6)		(4,862.2)	
Total Changes		(3,534.0)		(6,900.0)		(881.1)		(11,315.1)		(4,720.6)		(4,862.2)	

2018 Recommended Service Change Summary

Base Revenue Changes (Savings of \$11.315 million net)

- An increase in rate revenue for Off-Street and On-Street parking of \$10.434 million is planned in 2018, arising from:
 - Off-street parking rate adjustments at specific parking facilities that were approved by the Toronto Parking Authority Board on September 18, 2017 will generate estimated revenues of \$2.734 million for the Off-Street Parking Service. For further details please refer to the link:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PA3.2>
 - Changes in on-street parking rates and hours of operation that were approved by City Council on October 2, 2017 following consideration of the report entitled, Changes to the On-Street Parking Rates and Hours of Operation resulted in a revenue increase of \$6.0 million for the On-Street Parking Service. For further details please refer to the link:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.GM22.27>
 - Revenue from new on-street meter locations and carparks that will be open in 2018 is estimated at \$1.7 million.
- Anticipated increase in the Bike Share Program ridership will result in additional revenues of \$0.881 million.
- Approval of the 2018 Recommended Operating Budget for Toronto Parking Authority will result in a 2019 incremental net revenues of \$2.628 million and a 2020 incremental net revenues of \$2.409 million to maintain 2018 service levels, as discussed in the following section.

Table 5
2019 and 2020 Plan by Program

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross	Revenue	Net	% Change	Position	Gross	Revenue	Net	% Change	Position
Known Impacts:										
Salaries and Benefits										
Salaries & Benefits	572.8		572.8	0.6%		575.2		575.2	0.6%	
Sub-Total	572.8	0.0	572.8	0.6%		575.2	0.0	575.2	0.6%	
Anticipated Impacts:										
Other (specify)										
Non-Salary Economic Factors	1,238.0		1,238.0	1.2%		1,169.7		1,169.7	1.2%	
Bike Share Program Costs	2,540.5		2,540.5	2.5%		1,610.0		1,610.0	1.6%	
Parking Revenue Increases		4,720.6	(4,720.6)	-4.7%			4,862.2	(4,862.2)	-4.9%	
Bike Share Program Revenues		2,510.0	(2,510.0)	-2.5%			1,005.0	(1,005.0)	-1.0%	
Other Income Decline		(251.3)	251.3	0.3%			(103.4)	103.4	0.1%	
Sub-Total	3,778.5	6,979.3	(3,200.9)	-3.2%		2,779.7	5,763.9	(2,984.2)	-3.0%	
Total Incremental Impact	4,351.3	6,979.3	(2,628.1)	-2.6%		3,354.9	5,763.9	(2,409.0)	-2.4%	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Future year increases in salaries and benefits of \$0.573 million in 2019 and \$0.575 million in 2020.

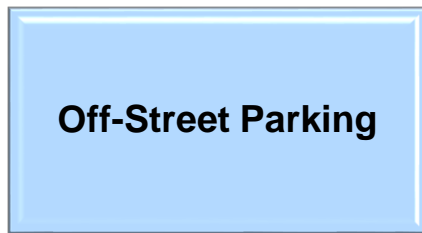
Anticipated Impacts:

- Future year increases for non-labour related costs are based on past experience and determined as an overall percentage of those expenses. They account for \$1.238 million and \$1.170 million in increased costs for 2019 and 2020 respectively, and include all costs related from higher customer usage such as higher mobile fees, credit card processing fees and ticket costs, as well as maintenance and repair costs and related inflationary cost increases.
- The Bike Share Program costs are projected to increase with the membership and ridership growth by \$2.540 million and \$1.610 million in 2019 and 2020 respectively.
- Toronto Parking Authority anticipates additional net revenues from increased parking usage mostly in downtown areas in both 2019 (\$4.721 million) and 2020 (\$4.862 million). The Bike Share Program revenues from increased sponsorship contributions and ridership fees of \$2.510 million in 2019 and \$1.005 million in 2020, will be used to partially offset costs of the program. There will be a small decline in projected investment income in both years.



Part 2: 2018 Recommended Operating Budget by Service

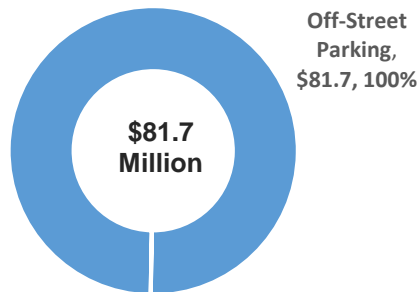
Off-Street Parking



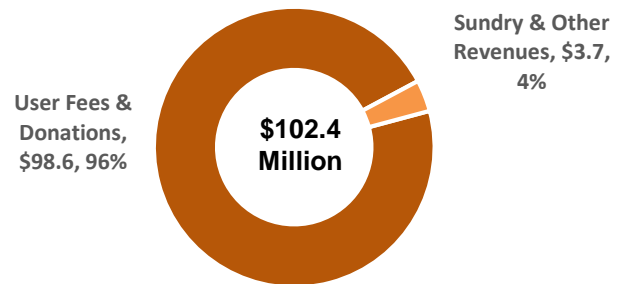
What We Do

- Provide safe, attractive, clean, convenient, well-maintained, affordable off-street parking in support of the continued prosperity of the City's communities.

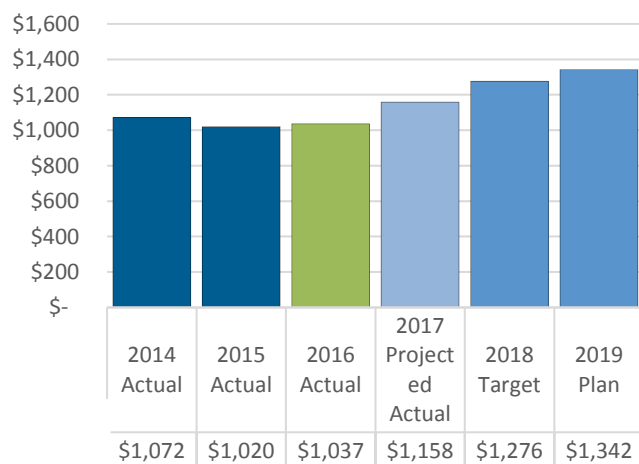
2018 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Off-Street Parking - Net Income Per Space



- Starting in 2013 net income per space is on a decline.
- The ability to maintain historical off-street profit margins become more difficult as operating costs continued to grow and more lower-margin managed carparks are added to the portfolio.
- In addition, parking revenues were on a downward trend due to closure of carparks for maintenance and to accommodate other City's development priorities.
- 2017 projected actual and 2018 and 2019 targets, are showing signs of recovery from that trend.

2018 Service Levels Off-Street Parking

Activity	Sub-Activity/Type	Status	2015	2016	2017	2018
Off-Street Parking	Surface Car Parks	Approved	80% occupancy of available spaces in established areas	85% occupancy of available spaces in established areas	85% occupancy of available spaces in established areas	85% occupancy of available spaces in established areas
	Parking Garages	Approved	80% occupancy of available spaces in established areas	85% occupancy of available spaces in established areas	85% occupancy of available spaces in established areas	85% occupancy of available spaces in established areas

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Off-Street Parking.

Table 6
2018 Recommended Service Budget by Activity

	2017		2018 Recommended Operating Budget							Incremental Change					
	Budget	Projected Actual	Base Budget	Service Changes	Rec. Base	Rec. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Recommended Budget	2018 Rec. Budget vs. 2017 Budget	%	2019 Plan	%	2020 Plan	%
(\$000s)	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.															
Off-Street Parking	78,707.2	77,503.0	81,695.6		81,695.6	2,988.4	3.8%		81,695.6	2,988.4	3.8%	1,558.7	1.9%	1,486.7	1.8%
Total Gross Exp.	78,707.2	77,503.0	81,695.6		81,695.6	2,988.4	3.8%		81,695.6	2,988.4	3.8%	1,558.7	1.9%	1,486.7	1.8%
REVENUE															
Off-Street Parking	103,627.9	100,340.0	105,891.0	(3,534.0)	102,357.0	(1,270.9)	(1.2%)		102,357.0	(1,270.9)	(1.2%)	2,757.7	2.7%	2,995.9	2.9%
Total Revenues	103,627.9	100,340.0	105,891.0	(3,534.0)	102,357.0	(1,270.9)	(1.2%)		102,357.0	(1,270.9)	(1.2%)	2,757.7	2.7%	2,995.9	2.9%
NET EXP.															
Off-Street Parking	(24,920.7)	(22,837.0)	(24,195.4)	3,534.0	(20,661.4)	4,259.3	(17.1%)		(20,661.4)	4,259.3	(17.1%)	(1,199.1)	5.8%	(1,509.2)	6.9%
Total Net Exp.	(24,920.7)	(22,837.0)	(24,195.4)	3,534.0	(20,661.4)	4,259.3	(17.1%)		(20,661.4)	4,259.3	(17.1%)	(1,199.1)	5.8%	(1,509.2)	6.9%
Approved Positions	288.5	288.5	293.5		293.5	5.0	1.7%		293.5	5.0	1.7%				

The **Off-Street Parking Service** provides approximately 22,000 safe, attractive, clean, convenient, well-maintained, affordable off-street parking spaces in support of the continued prosperity of the City's communities. It also manages parking facilities with about 18,000 parking spaces for other City programs such as TTC, Parks, Forestry and Recreation, Exhibition Place, TCHC, spaces along waterfront and other areas of the City.

The Off-Street Parking's 2018 Operating Budget of \$81.696 million gross and (\$20.661) million net is \$4.259 million or 17.1% million higher than the 2017 Approved Net Budget.

- In addition to base budget pressures common across all services such as salary and non-salary costs and mobile and credit card processing fees (totaling \$1.424 million for Off-Street parking), pressures unique for Off-Street Parking are primarily due to the continued operation of Carpark 15 (37 Yorkville) previously planned for closure (\$1.991 million) and an increase in repairs and maintenance costs that also require the addition of 5 positions (\$0.512 million):
- This Service will experience loss of revenue totalling \$2.694 million due to closure of a number of carparks including Carpark 32 (45 Bay Street), Carpark 205 (45 Huron), Carpark 239 (333 Eglinton Avenue West) and Carpark 273 (20 Erskine Avenue). A loss of investment income of \$0.743 million is also anticipated.
- To offset the pressures noted above, the Off-Street Parking Service will realize revenue increases of \$3.534 million, as detailed below:
 - A combination of rate adjustments and increase in off-site parking usage, mostly in the downtown core areas of \$2.734 million.
 - The 2018 Operating Budget includes revenue realized from the opening of new carparks including Carpark 1 (20 Charles Street) and Carpark 288 (292 Brunswick) of \$0.800 million.

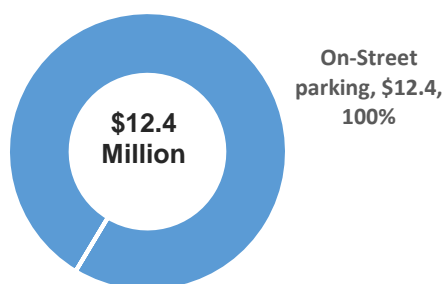
On-Street Parking



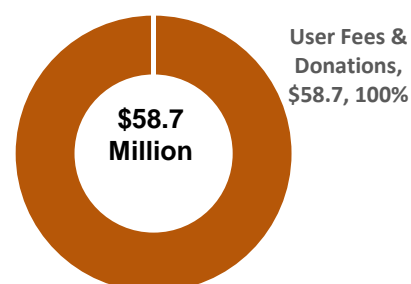
What We Do

- Provide safe, attractive, clean, convenient, well-maintained, affordable off-street parking in support of the continued prosperity of the City's communities.

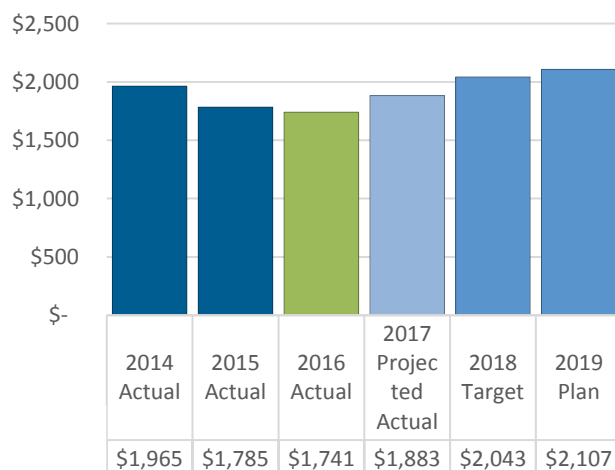
2018 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



On-Street Parking - Net Income Per Space



- Net income per on-street parking space has grown since 2009. However, since 2014 revenues are on decline, as a result of converting hours of available operation to other road uses and on-going road construction activities.
- The continued utilization of new technologies and efforts to identify new meter locations is expected to return a greater income per parking space.

2018 Service Levels On-Street Parking

Activity	Sub-Activity/Type	Status	2015	2016	2017	2018
On-Street Parking		Approved	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for On-Street Parking.

Table 6
2018 Recommended Service Budget by Activity

	2017		2018 Recommended Operating Budget									Incremental Change						
						Rec. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Recommended Budget					2019 Plan		2020 Plan		
	Budget	Projected Actual	Base Budget	Service Changes	Rec. Base						2018 Rec. Budget vs. 2017 Budget							
	(\$000s)	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	\$	%
GROSS EXP.																		
On-Street parking	13,183.4	12,050.0	12,446.0			12,446.0	(737.4)	(5.6%)		12,446.0	(737.4)	(5.6%)	248.9	2.0%	253.9	2.0%		
Total Gross Exp.	13,183.4	12,050.0	12,446.0			12,446.0	(737.4)	(5.6%)		12,446.0	(737.4)	(5.6%)	248.9	2.0%	253.9	2.0%		
REVENUE																		
On-Street parking	51,677.0	52,627.0	65,633.3	(6,900.0)	58,733.3	7,056.2	13.7%		58,733.3	7,056.2	13.7%		1,711.6	2.9%	1,762.9	2.9%		
Total Revenues	51,677.0	52,627.0	65,633.3	(6,900.0)	58,733.3	7,056.2	13.7%		58,733.3	7,056.2	13.7%		1,711.6	2.9%	1,762.9	2.9%		
NET EXP.																		
On-Street parking	(38,493.6)	(40,577.0)	(53,187.3)	6,900.0	(46,287.3)	(7,793.6)	20.2%		(46,287.3)	(7,793.6)	20.2%		(1,462.7)	3.2%	(1,509.0)	3.2%		
Total Net Exp.	(38,493.6)	(40,577.0)	(53,187.3)	6,900.0	(46,287.3)	(7,793.6)	20.2%		(46,287.3)	(7,793.6)	20.2%		(1,462.7)	3.2%	(1,509.0)	3.2%		
Approved Positions	32.5	32.5	32.5			32.5				32.5				0.0%				

The **On-Street Parking Service** provides approximately 19,000 safe, attractive, clean, convenient, well-maintained, affordable on-street parking spaces in support of the continued prosperity of the City's communities.

The On-Street Parking's 2018 Operating Budget of \$12.446 million gross and (\$46.287) million net is \$7.794 million or 20.2% higher than the 2017 Approved Net Budget.

- Base budget pressures for On-Street Parking include those common to all services such as salary and non-salary costs, mobile and credit card processing fees and pay and display network communication fees, totaling \$0.649 million. Unique pressure for this service is a loss of revenue from the lane restrictions on King Street approved in 2017 (\$0.220 million).
- To offset the pressures noted above, the 2018 service changes for the On-Street Parking Service consist of revenue changes of \$6.9 million as detailed below.
 - A combination of changes to the on-street parking rates and hours of operation approved by Council in 2017 (\$6.0 million).
 - The 2018 Operating Budget includes revenue anticipated from the addition of new meter locations in the downtown core (\$0.900 million).

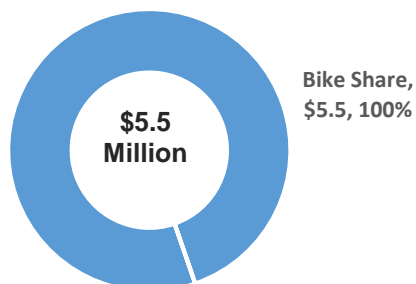
Bike Share Program

Bike Share Program

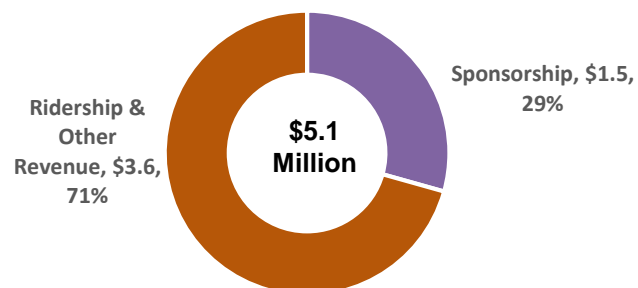
What We Do

- Provide convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

2018 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



2018 Service Levels Bike Share Program

Activity	Sub-Activity/Type	Status	2015	2016	2017	2018
Bike Share		Approved		70 -75% occupancy of available rental usage on the available bikes	70 -75% occupancy of available rental usage on the available bikes	70 -75% occupancy of available rental usage on the available bikes

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Bike Share Program.

Table 6
2018 Recommended Service Budget by Activity

(\$000s)	2017		2018 Recommended Operating Budget							Incremental Change					
	Budget	Projected Actual	Base Budget	Service Changes	Rec. Base	Rec. Base Budget vs. 2017 Budget	% Change	New/ Enhanced	Recommended Budget	2018 Rec. Budget vs. 2017 Budget		2019 Plan		2020 Plan	
	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.															
Bike Share	4,118.9	3,950.0	5,520.4		5,520.4	1,401.5	34.0%		5,520.4	1,401.5	34.0%	2,543.6	46.1%	1,614.3	20.0%
Total Gross Exp.	4,118.9	3,950.0	5,520.4		5,520.4	1,401.5	34.0%		5,520.4	1,401.5	34.0%	2,543.6	46.1%	1,614.3	20.0%
REVENUE															
Bike Share	4,118.9	3,260.0	5,991.1	(881.1)	5,110.0	991.1	24.1%		5,110.0	991.1	24.1%	2,510.0	49.1%	1,005.0	13.2%
Total Revenues	4,118.9	3,260.0	5,991.1	(881.1)	5,110.0	991.1	24.1%		5,110.0	991.1	24.1%	2,510.0	49.1%	1,005.0	13.2%
NET EXP.															
Bike Share		690.0	(470.6)	881.1	410.4	410.4	-		410.4	410.4	-	33.6	8.2%	609.3	137.2%
Total Net Exp.		690.0	(470.6)	881.1	410.4	410.4	-		410.4	410.4	-	33.6	8.2%	609.3	137.2%
Approved Positions	2.5	2.5	2.5		2.5				2.5				0.0%		

The **Bike Share Service** provides convenient access to high quality, well maintained bicycle rentals to use for urban cycling on a short term basis. It has a fleet of approximately 2,750 bicycles utilizing 271 station. This service was transferred to Toronto Parking Authority at the end of 2013.

The Bike Share Service's 2018 Operating Budget is \$5.110 million gross and \$0.410 million net. In 2017, it was anticipated that sufficient revenues will be generated from sponsorship and other sources, to fully offset the Program's operating expenses with no cost to the Toronto Parking Authority. For 2018 it is anticipated that the Bike Share service will operate at a loss, creating a shortfall of \$0.410 million in 2018 as well as in future years as shown in the table above.

- Base budget pressures in the Bike Share Service are primarily due to the following:
 - Subcontracting fees increases of \$1.401 million due to the planned expansion of the bike share system.
 - These expenses will be partially recovered from anticipated sponsorship and ridership revenues of \$5.110 million.
- The Bike Share Program revenue and expenditure projections are based on the estimated increase in casual and annual membership predicated on the Bike Share system expansion as presented in the table following:

Bike Share Program: Projected Expansion of the System and Costs

DESCRIPTION	2018 Budget	2019 Plan	2020 Plan
Bicycles			
Number of bicycles	2,750	4,000	5,000
Number of stations	270	400	500
Number of docks	4,500	7,000	8,500
Membership			
Casual (24 hour pass)	90,000	100,000	125,000
Annual	15,000	16,900	21,100
Total membership count	105,000	116,900	146,100
Cost per Ride			
Cost per Ride	\$2.91	\$3.66	\$3.58
Subsidy per ride	\$0.22	\$0.20	\$0.39
Subsidy (%)	7.4%	5.5%	10.8%

- The above table shows required subsidy per each ride, pending the growth of membership and other revenues.



Part 3: Issues for Discussion

Issues Impacting the 2018 Budget

Bike Share Program

- In November 2013, City Council authorized the transfer of the BIXI Toronto assets consisting of 1,000 bicycles, 80 bicycle stations and 1,500 docks to the Toronto Parking Authority for the purpose of continuing the bike share program, as well as the responsibility and authority for the ownership, acquisition, management, maintenance and operation of the bike share program on behalf of the City of Toronto. The Toronto Parking Authority was to be compensated for any operating system losses.
- City Council also established a Bike Share Program Reserve for the purpose of providing a source of funding for the debt, transition costs, interim operating payments, capital expansion and replacement costs, and ongoing operating contributions to the Toronto Parking Authority for any system operating losses, authorizing an initial amount of \$0.550 million for the TPA's transaction, and transition and start-up costs. The annualized average annual net cash flow deficit was not to exceed \$0.750 million.
- Bike Share reserve funding was provided through the "cash-out" of 11 automated public toilets (ATP) to be supplied by Astral Media under the City-Astral Media Street Furniture Contract, for a total of \$5.0 million. Another 2 ATPs were to be sold at a later date and proceeds to be deposited into the Bike Share Program Reserve for purpose of making various payments as necessary including operating contributions to the Toronto Parking Authority for any Bike Share operating system losses.
- Up until end of 2016, the Toronto Parking Authority incurred operating losses of \$1.050 million largely attributable to a loss of sponsorship revenue. The life to date operating loss would have been covered from the same source, had the additional 2 ATPs been sold as originally anticipated. However, the sale never took place and the current Bike Share Reserve has a balance \$0.324 million.
- The Toronto Parking Authority is also projecting operational losses for 2017. The amount will be determined pending the finalization of negotiations for a new sponsorship.
- Projected losses for 2018, 2019 and 2020 are outlined on page 19.
- There is a recommendation for a report back from the Acting President, Toronto Parking Authority to the Executive Committee, through the Budget Committee, with a comprehensive strategy to address the funding for the Bike Share Program on a longer term basis to inform the 2019 and future year Budget processes.



Appendices

Appendix 1

2017 Service Performance

Key Service Accomplishments

In 2017, Toronto Parking Authority accomplished the following:

- Successfully operated the largest municipal parking supply in North America that includes 22,000 off-street and 19,000 on-street parking spaces
- Completed conversion of approximately 550 existing one-hour free and no-parking locations into paid parking.
- Completed a comprehensive review of on-street and off-street parking rates, and recommended adjustments to hourly rates and hours of operations, subsequently approved by the Toronto Parking Authority's Board of Directors and Council.
- Implemented GreenP app which is now available on all On-Street locations.
- Implemented other services such as Interac payment services which is now available at all gated facilities.
- Reached an agreement to provide parking revenue management services to Exhibition Place.
- Increased the size of the bike share system by 71 station and 750 bicycles with projected increase in membership by 19,000 casual and annual members.
- Continued to remain 100% self-sustaining through user fees from off-street and on-street parking facilities and other sources, such as the selling of air rights, with no reliance on the municipal property tax base.

Appendix 2

2018 Recommended Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2015 Actual	2016 Actual	2017 Budget	2017 Projected Actual *	2018 Recommended Budget	2018 Change from 2017 Budget		Plan	
	\$	\$	\$	\$	\$	\$	%	2019 \$	2020 \$
Salaries and Benefits	22,326.4	24,178.7	27,154.5	25,970.0	28,186.4	1,031.9	3.8%	28,759.2	29,334.4
Materials and Supplies	8,029.2	9,439.2	8,847.3	6,226.0	8,532.9	(314.3)	(3.6%)	8,532.9	8,532.9
Equipment	7,152.8	7,299.0	6,991.5	6,993.0	6,781.3	(210.1)	(3.0%)	6,781.3	6,781.3
Services & Rents	23,359.8	24,983.6	29,980.3	35,573.0	34,239.1	4,258.8	14.2%	38,017.6	40,797.3
Contributions to Capital									
Contributions to Reserve/Res Funds									
Other Expenditures	20,728.3	21,748.3	23,036.0	18,742.0	21,922.2	(1,113.7)	(4.8%)	21,922.2	21,922.2
Interdivisional Charges							-		
Total Gross Expenditures	81,596.5	87,648.6	96,009.6	93,503.0	99,662.1	3,652.5	3.8%	104,013.3	107,368.2
Interdivisional Recoveries									
Provincial Subsidies									
Federal Subsidies									
Other Subsidies									
User Fees & Donations	131,754.4	139,351.3	153,399.2	151,668.0	160,925.1	7,525.9	4.9%	168,155.7	174,023.0
Transfers from Capital Fund							-		
Contribution from Reserve/Reserve Funds		78.0					-		
Sundry Revenues	4,743.8	4,825.1	6,024.6	4,558.0	5,275.2	(749.4)	(12.4%)	5,023.9	4,920.6
Total Revenues	136,498.2	144,254.5	159,423.8	156,227.0	166,200.3	6,776.5	4.3%	173,179.7	178,943.5
Total Net Expenditures	(54,901.7)	(56,605.8)	(63,414.3)	(62,724.0)	(66,538.2)	(3,124.0)	4.9%	(69,166.3)	(71,575.3)
Approved Positions	299.4	303.0	323.5	323.5	328.5	5.0	1.5%	328.5	328.5

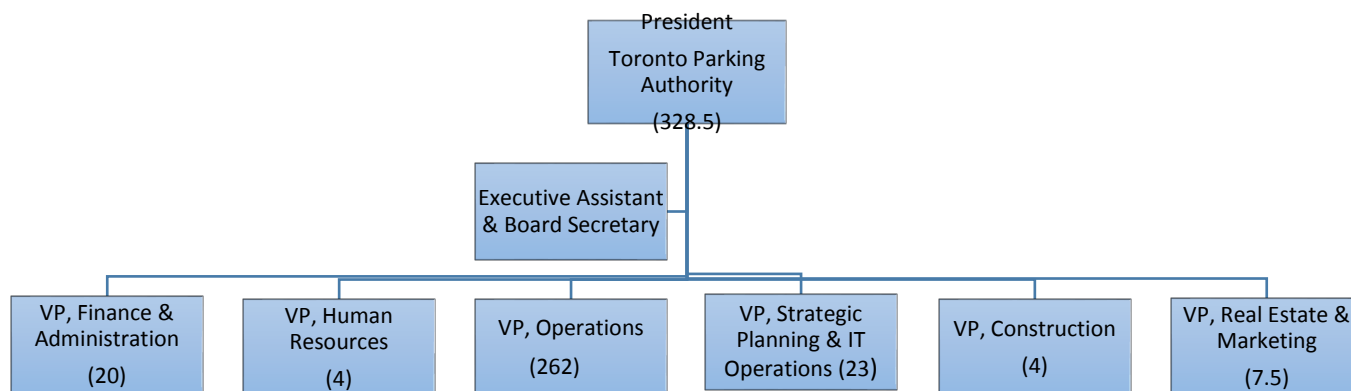
* Based on the most recent projections from the Toronto Parking Authority

Impact of 2017 Operating Variance on the 2018 Preliminary Operating Budget

- The 2018 Operating Budget continues to reflect Off-Street and On-Street revenue recovery that was in decline prior to 2016 due to impact of the City-wide construction, reduced hour of operations, lane restrictions and other City Initiatives. The revenue recovery is attributable to adjustments to rates and hours of operations approved in 2017.

Appendix 3

2018 Organization Chart



2018 Total Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent Position	7.0	11.0	77.5	183.0	278.5
Temporary Position				50.0	50.0
Total	7.0	11.0	77.5	233.0	328.5

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
		2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
Toronto Parking Authority Capital Expenditure Reserve Fund (XR6002)	Beginning Balance	777	1,185	1,601	2,325	3,064	4,153	5,264	3,897	5,052	1,854	
	Withdrawals (-)											
	50% Share of Funding for PTIF Projects											-
	2017 Funding for Unbudgeted Positions											-
	Expanded Facilities - Bloor St.W (Glend/Durie)							(2,500)				(2,500)
	Cabbagetown									(2,400)		(2,400)
	Bloor/Dundas									(2,900)		(2,900)
												-
	Total Withdrawals	-	-	-	-	-	-	(2,500)	-	(5,300)	-	(7,800)
	Contributions (+)											
	<i>Projected Profits and Interest</i>	408	416	724	739	1,089	1,111	1,133	1,155	2,102		8,877
	Total Contributions	408	416	724	739	1,089	1,111	1,133	1,155	2,102	-	8,877
Total Reserve Fund Balance at Year-End		1,185	1,601	2,325	3,064	4,153	5,264	3,897	5,052	1,854	1,854	1,077

* Based on the 2017 Q2 Variance Report

Appendix 7a

User Fees Adjusted for Inflation and Other-

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
PK-B01	Customer to city business or service - Use of a parking space for the time-period paid for	On-Street Parking	Market Based	Per Hour	\$4.43	\$4.43		\$4.43	\$4.43	\$4.43