

2020 Program Summary

Toronto Parking Authority

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What we do

TPA is a key component within the municipal parking and mobility system, complementing and aligning with City transportation policy as well as collaborating with other City divisions and agencies to achieve City-wide initiatives. TPA provides customers with safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and Bike Share services.

TPA operates 19,000 on-street and over 40,800 off-street parking spaces across 307 locations, processing over 35 million transactions. Bike Share Toronto's operating system includes 5,000 bikes and 465 bike stations spanning almost 100 square kilometers with over 165,000 members and over 40 million kilometers travelled to date.

Why we do it

Our services support the vibrancy of businesses and the livability of communities, being sensitive to the environment, and ultimately supporting the mobility of Toronto's residents, businesses and visitors...our Customers. TPA:

- Provides competitively priced short-term, high turnover parking, to serve neighbourhood and commercial areas;
- Provides convenient, cost-effective Bike Share option for local trips;
- Discourage long-term parking, especially in downtown and mid-town commercial areas and commercial areas well served by transit; and
- Generates sufficient revenue to cover minimum operating and administrative costs, and either recover past capital costs or allow for future capital investment.

Who we serve

Municipal Parking Services

- Residents
- Visitors / Tourists

Beneficiaries

- Residents
- Visitors / Tourists
- Local Businesses

Parking Management Services

- City Agencies
- Third-party Developers

Beneficiaries

- City Agencies
- Residents
- Visitors / Tourists
- Local Businesses

Bike Share Toronto

- Residents
- Visitors / Tourists

Beneficiaries

- Residents
- Visitors / Tourists
- Local Businesses

Budget at a glance

2020 OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$171.9	\$175.3	\$178.1
Gross Expenditures	\$101.8	\$105.0	\$107.1
Net Revenue	\$70.1	\$70.3	\$71.0
Approved Positions	326.5	326.5	326.5

2020 CAPITAL BUDGET & 10-YEAR PLAN			
\$Million	2020	2021-2029	Total
Gross Expenditures	\$66.0	\$289.2	\$355.2
Debt	\$0.0	\$0.0	\$0.0

Key service outcomes

Outcomes	Description
Continuous Improvement and Transformation	<ul style="list-style-type: none"> ✓ Support continuous improvement and on-going development of standard operating procedures and training programs across all departments ✓ Introduce new performance management system supporting leadership development and project management capabilities ✓ Re-fresh on-boarding and training programs ✓ Launch Employee engagement initiatives
Modernize Operations to Support Customer Focus	<ul style="list-style-type: none"> ✓ Continue on-going development of standard operating procedures to provide consistent customer experience ✓ Assess and develop standard facilities maintenance program to ensure cleanliness and safety ✓ Align technology to support customer service; expand convenient retail payment options
Governance	<ul style="list-style-type: none"> ✓ Review and establish Board governance policies and procedures where required ✓ Continually assess and refine contract management policies and procedures ✓ Establish procurement procedures to leverage technology and improve purchasing effectiveness ✓ Create internal platforms to improve collaboration, processes and controls efficiency and effectiveness
Leverage Technology	<p>Implement SAP to support enterprise-wide objectives and strategic focus to deliver top quality, efficient services to our Customers by providing:</p> <ul style="list-style-type: none"> ✓ Effective, efficient, transparent, exception management focused administration to support growth and transformation; accurate and timely metrics to support decision making ✓ Work order and asset management tools to align resources and staff activities, and ✓ Visibility to monitor and manage governance and compliance risk

Key challenges and risks

- Competing Demand for Access to On-Street Curb Space:
 - ✓ Growing lack of available on-street curb space as competing demands from increasing peak traffic periods and policy initiatives such as bike lanes and Complete Streets, directly impact service levels and revenues through reduced parking space inventory and time of day restrictions
 - ✓ Reduction of available parking spaces and access due to road closures, construction and special events
 - ✓ Offering of local parking discounts to promote return of local traffic, such as the Eglinton Crosstown discount
- Competing Off-Street Resource Demands:
 - ✓ Fewer opportunities to satisfy short-term parking demands by increasing parking supply in an environment with escalating land and development costs, competing resource usage while maintaining required investment rate returns
 - ✓ Coordinating the City-wide Real Estate model transformation; supporting City-wide housing priorities
- Rapidly Evolving Mobility Trends and Technology Disruption:
 - ✓ Maintaining and/or increasing service levels with competing curbside space demands during a period of transition with the rise of EV, AV, ride-hail, car share, electric scooters, eBikes, eCommerce and increasing transportation demands
 - ✓ Operating efficiently and effectively in increasingly competitive and dynamic environment with disciplined selection of technological solutions to meet Customer expectations and returns
 - ✓ Adapting to and mitigating broader environmental impacts
- Establish Funding Sources
 - ✓ Continuing special dividend requests in addition to a reduced net income retention rate
 - ✓ Rising land and construction costs
 - ✓ Lengthy approval process
 - ✓ Low availability of suitable sites and lengthy negotiations on identified sites
 - ✓ Implications of On-Street service supply reduction for Off-Street capital plans
- City-wide Real Estate Alignment
 - ✓ Coordinating the City-wide Real Estate model transformation; supporting City-wide housing priorities
- Bike Share Expansion
 - ✓ Strategic placement of new stations and docking points to maximize ridership

Priority actions

- Competing Demand for Access to On-Street Curb Space:
 - ✓ Support collaboration amongst City departments to minimize negative impact on parking revenues; seek new paid-parking opportunities
 - ✓ Replace meters with machines and rationalize machine inventory; initiate mobile only zones
 - ✓ Implement Green P app version 2, improving customer experience, expanding payment options and enabling further GPS functionality for further marketing and Bike Share app integration opportunities
- Competing Off-Street Resource Demands:
 - ✓ In strategic alignment with City-wide Real Estate, execute 10-year Capital Plan by securing off-street parking; expansion of Bike Share's system to 6,000 bikes
 - ✓ Modernize and standardize operations to provide a consistent customer service model
 - ✓ Review, modernize and consolidate our maintenance operations program
 - ✓ Upgrade of the enforcement platform in conjunction with Toronto Police Services providing automated ticketing
 - ✓ Continue implementation of GreenP+ and Mural program Off-Street lot greening initiatives
- Rapidly Evolving Mobility Trends and Technology Disruption:
 - ✓ Expand retail payment options in gated facilities; establish roadmap for anticipated 2022 EMV changes
 - ✓ Establish technology roadmap with consideration of Cloud trends
 - ✓ Continue on-going corporate governance modernization
 - ✓ Implement SAP S4Hana, providing CRM, HCM, work order and asset management functionality, to improve access to real time data and improved analytics
- Continuous capital enhancement and efficiency improvement to support operating priorities:

- ✓ Continue to actively support joint development opportunities with private sector, City divisions and agencies and close current projects in line with City-wide Real Estate strategy
- ✓ Provide additional marketing capabilities to support local business and integration with the Bike Share app
- ✓ Install new elevators to existing facilities to improve and provide accessibility
- ✓ Continue to implement state-of-good-repair maintenance and restoration programs

Our key service levels



Total occupancy of available on-street parking spaces of **80%**



Total occupancy of available off-street parking spaces of **85%**



Bicycle fleet availability of **70% - 75%**

Key service deliverables

- Meet and exceed our customers' expectations by providing a consistent, high quality, value-added municipal parking and Bike Share services
- Provide a convenient, cost-effective Bike Share option for local trips
- Offer state-of-the-art eco-friendly parking facilities to support customer experience with operational excellence that provides safe, attractive, convenient and affordable parking
- Judiciously innovate and seek opportunities to enhance the customer service offering
- Provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and Bike Share services as an integral component of Toronto's transportation system

RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2020 Operating Budget for Toronto Parking Authority of \$101.8 million gross, (\$70.1 million) net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
On-Street Parking	11,662.4	63,864.0	(52,201.6)
Off-Street Parking	83,689.6	101,587.9	(17,898.3)
Bike Share Program	6,420.0	6,420.0	-
Total Program Budget	101,772.0	171,871.9	(70,099.9)

2. City Council approve the 2020 staff complement for Toronto Parking Authority of 326.5 operating positions.
3. City Council approve the 2020 Capital Budget and Plan for Toronto Parking Authority with cash flows and future year commitments totalling \$203.666 million as detailed by project and by year in [Appendix 5a](#).
4. City Council approve new 2021-2029 Capital Plan for Toronto Parking Authority totaling \$151.6 million in project estimates as detailed by project in [Appendix 5b](#).

2020 OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(In \$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
On Street Parking	58,567.0	62,087.0	63,864.0		63,864.0	1,777.0	2.9%
Off Street Parking	96,701.5	97,013.4	101,587.9		101,587.9	4,574.5	4.7%
Bike Share Program	3,001.1	3,850.0	6,420.0		6,420.0	2,570.0	66.8%
Total Revenues	158,269.6	162,950.4	171,871.9	0.0	171,871.9	8,921.5	5.5%
Expenses							
On Street Parking	10,840.8	11,716.6	11,662.4		11,662.4	(54.2)	(0.5%)
Off Street Parking	78,389.1	78,487.3	83,689.6		83,689.6	5,202.2	6.6%
Bike Share Program	5,638.1	6,190.0	6,420.0		6,420.0	230.0	3.7%
Total Gross Expenditures	94,868.0	96,393.9	101,771.9	0.0	101,771.9	5,378.0	5.6%
Net Expenditures	(63,401.6)	(66,556.5)	(70,100.0)	0.0	(70,100.0)	(3,543.5)	5.3%
Gain on the sale of Property	935.7	6,783.6				(6,783.6)	(100.0%)
Total Net Expenditures	(64,337.3)	(73,340.1)	(70,100.0)	0.0	(70,100.0)	3,240.1	(4.4%)
Approved Positions	328.5	328.5	326.5		326.5	(2.0)	(0.6%)

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$101.8 million gross reflecting an increase of \$5.4 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Municipal Taxes increases due to escalating municipal tax property assessment valuations;
- Depreciation increases due to two new car parks operating in 2020;
- Salary & benefit increases due to the filling of approved vacant positions; and
- Materials & supplies increases as certain maintenance activities being deferred from 2019 to 2020.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Toronto Parking Authority's 2020 Operating Budget do not have any significant equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Toronto Parking Authority is \$101.8 million gross or 5.6% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	YoY Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	26,768.5	28,225.1	28,718.2	493.1	1.7%
2	Materials & Supplies	6,194.3	6,078.6	6,386.1	307.5	5.1%
3	Equipment	6,729.9	7,524.5	8,164.5	640.0	8.5%
4	Service and Rent	15,234.7	13,115.9	13,157.2	41.3	0.3%
5	Municipal Taxes	22,763.0	22,813.0	26,251.0	3,438.0	15.1%
6	Other Expenditures	17,177.6	18,636.8	19,094.8	458.1	2.5%
Total Exepnditures		94,868.0	96,393.9	101,771.9	5,378.0	5.6%
Revenues						
1	On Street Parking	58,567.0	62,087.0	63,864.0	1,777.0	2.9%
2	Off Street Parking	96,701.5	97,013.4	101,587.9	4,574.5	4.7%
3	Bike Share Program	3,001.1	3,850.0	6,420.0	2,570.0	66.8%
4	Sale of Property	935.7	6,783.6		(6,783.6)	-100.0%
Total Revenues		159,205.3	169,734.0	171,871.9	2,137.9	1.3%
Net Revenue		(64,337.3)	(73,340.1)	(70,100.0)	3,240.1	-4.4%
Positions		328.5	328.5	326.5	(2.0)	-0.6%

Municipal Taxes:

Increased municipal tax expense of \$3.4 million or 15.1% due to escalating municipal tax property assessment valuations

Equipment:

Increased depreciation of \$0.6 million or 8.5% due to two new car parks operating in 2020: 302 Queen Street West and 11 Wellesley Street West

Salaries & Benefits:

Increased salaries and wages of \$0.5 million or 1.7% as vacant positions are filled

Materials & Supplies:

Increased materials and supplies expense of \$0.3 million or 5.1% as certain maintenance activities have been deferred from 2019 to 2020

Parking Revenue Changes: On Street revenue growth of \$1.8 million or 2.9% due to pricing rate increase partially offset by reduced transaction volumes; Off Street revenue decrease of \$2.2 million or 2.1% is contributed by 1) increased parking revenue of \$4.6 million due to two new car parks operating in 2020, and offset by 2) decreased gain on sale of property of \$6.8 million due to lack of sale of properties in 2020.

2021 & 2022 Outlooks**Table 3: 2021 and 2021 Outlooks**

(In \$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	169,734.0	171,871.9	175,270.0	178,107.9
Gross Expenditures	96,393.9	101,771.9	104,993.2	107,127.1
Net Revenue	73,340.1	70,100.0	70,276.8	70,980.8
Approved Positions	328.5	326.5	326.5	326.5

*2019 Projected Actuals adjusted to retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

- Bike Share System Operating: \$1.0 million
- Inflationary Impact: \$0.9 million
- Municipal Taxes: \$0.5 million
- Salaries and Benefits: \$0.4 million
- Revenue Growth: \$1.3 million for off-street parking, \$1.1 million for Bike Share and \$1.0 million for on-street parking

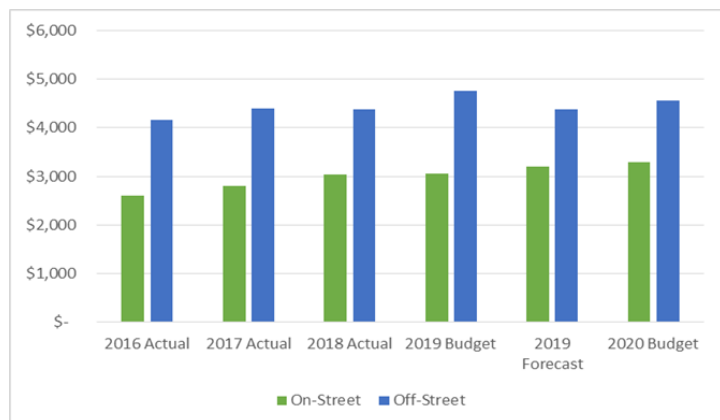
Key 2022 drivers

- Inflationary Impact: \$1.1 million
- Municipal Taxes: \$0.5 million
- Salaries and Benefits: \$0.4 million
- Revenue Growth: \$1.6 million for off-street parking and \$1.0 million for on-street parking

How well we are doing

Performance Measures

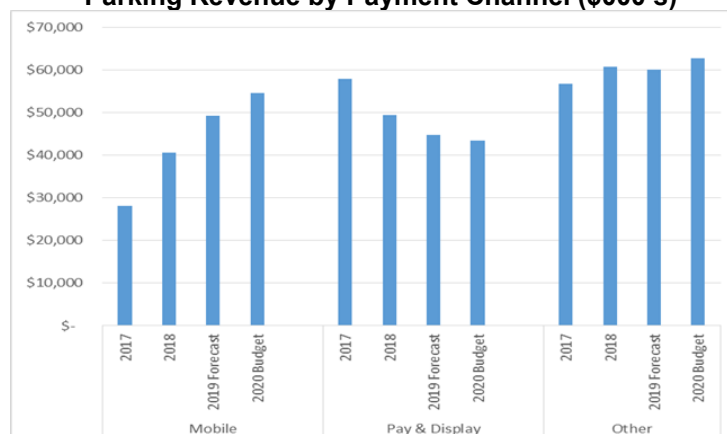
Average Revenue per Space (in dollars)



Behind the Numbers

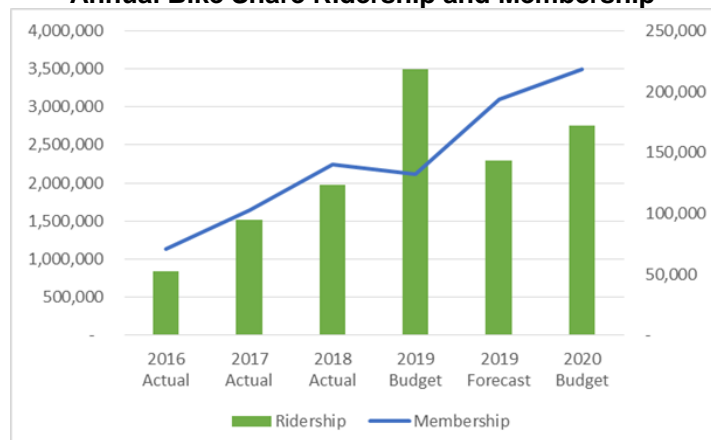
- Annual revenue per space continues to increase for on-street parking, while keeps flat for off-street parking, demonstrating the sustained demand for parking supply in the City of Toronto.
- In 2019 it is projected that annual revenue per parking space increased by 5.5% for on-street and by 0.1% for off-street parking. While revenue per space is expected to rise again in 2019 and future years, it is anticipated to be lower than the growth experienced in 2018.
- Revenue per space is highly responsive to rate changes which can impact the number of transactions and the average transaction value the TPA experiences each year.
- While revenue per space is increasing, overall parking revenue is also dependent on the number of spaces which can fluctuate due to construction, special events, the installation of bike lanes, as well as scheduled carpark closures or reductions.

Parking Revenue by Payment Channel (\$000's)



- Introduced in 2015, the Green P Parking App is a free mobile application which allows customers to locate and conveniently pay for parking at all on-street locations and at non-gated (pay-and-display) facilities.
- The Green P app continues gain popularity, with 33% of all parking revenue now coming from mobile payments, an increase of 7% over 2018. Within the On-Street Parking service mobile payments now account for approximately 56% of all on-street parking revenue.

Annual Bike Share Ridership and Membership



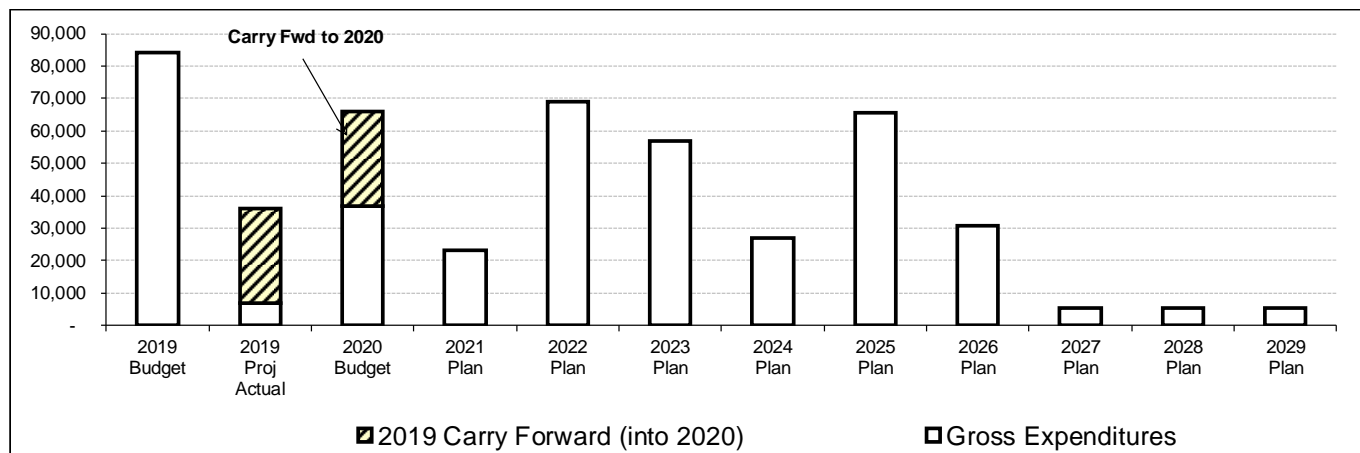
- Since TPA took over responsibility for Bike Share Toronto the system has seen significant ridership growth, including the number of annual memberships and casual riders.
- 2018 experienced a 31% increase in total rides over 2017 with almost 2 million rides taken. In 2019, Bike Share ridership is expected to reach a new record of 2.4 million, representing a 20% increase over 2018.
- With additional expansions planned for 2020 it is anticipated the Bike Share Program will reach an annual ridership of 3.5 million by 2020.

2020 – 2029 CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(In \$ Thousands)



	2020 Capital Budget and 2021 - 2029 Capital Plan									
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025-2029	Total 10 Year Plan
	Budget	Projected Actual								
Gross Expenditures by Project Category:										
Health & Safety & Legislated	-	-	-	-	-	-	-	-	-	-
SOG	16,178	4,642	16,271	9,900	8,725	6,975	5,500	47,371	27,500	74,871
Service Improvement & Growth	67,820	31,431	49,693	13,399	60,288	50,066	21,500	194,946	85,400	280,346
Total by Project Category	83,998	36,073	65,964	23,299	69,013	57,041	27,000	242,317	112,900	355,217
Financing:										
Debt	-	-	-	-	-	-	-	-	-	-
Reserves/Reserve Funds	1,500	1,500	500	-	-	-	2,500	3,000	2,000	5,000
TPA Current & Future Retained Earnings	71,862	26,178	56,464	15,691	38,252	45,041	20,500	175,948	106,540	282,488
Provincial	6,000	6,000	9,000	-	-	-	-	9,000	-	9,000
Federal	-	-	-	-	-	-	-	-	-	-
Sale of Air Rights	4,636	2,395	-	7,608	30,761	12,000	4,000	54,369	4,360	58,729
Other Revenue	-	-	-	-	-	-	-	-	-	-
Total Financing	83,998	36,073	65,964	23,299	69,013	57,041	27,000	242,317	112,900	355,217

Changes to Existing Projects
(\$29.1M)




New Projects
(\$36.9M)

Capital Needs Constraints
(\$0.0)

Note:

For additional information, refer to Appendix 5 for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$355.2 Million 10-Year Gross Capital Program**

		
Aging Infrastructure	Parking facilities expansion	Equipment
\$74.9 M 21.1%	\$250.4 M 70.5%	\$29.9 M 8.4%
Structural Maintenance, Parking garages concrete repairs, other SOGR	Property acquisitions and JV developments	Parking equipment, Bikes, office equipment

How the Capital Program is funded

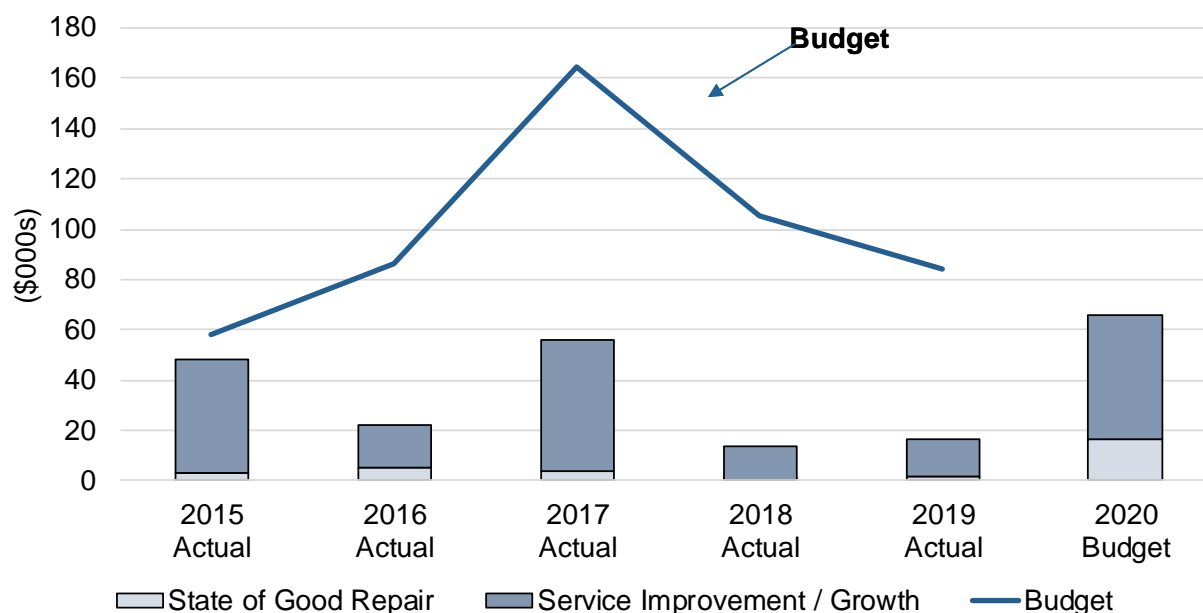
TPA		Provincial Funding		City of Toronto	
\$345.7 M 97.4%		\$9.0 M 2.5%		\$0.5 M 0.1%	
Retained Earnings	\$ 282.4 M	OMCC	\$ 9.0 M	Section 37 Planning Act Reserve Fund	\$ 0.5 M
Sale of Air Rights	\$58.8 M				
Capital Expenditure Reserve Fund	\$2.5 M				
Parking Payment in Lieu Reserve Fund	\$ 2.0 M				

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the Toronto Parking Authority's ability to spend and the markets capacity to deliver.

Key component in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

Chart 2 – Capacity to Spend

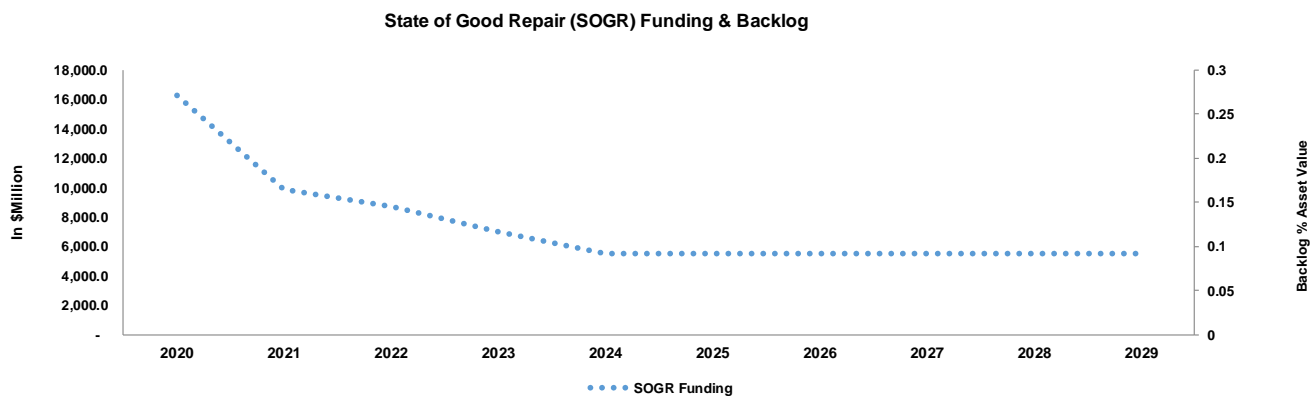


	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget
State of Good Repair	2,980.0	4,800.0	3,557.0	76.0	1,338.0	16,270.5
Service Improvement / Growth	45,120.0	17,100.0	52,367.0	13,476.0	14,816.0	49,693.1
Total	48,100.0	21,900.0	55,924.0	13,552.0	16,154.0	65,963.6
% Spent	83%	25%	34%	13%	19%	

STATE OF GOOD REPAIR* (SOGR) FUNDING AND BACKLOG

The chart below depicts the SOGR projects to fund new elevators, major painting projects, electrical upgrades and various greening initiatives.

Chart 3 – Total SOGR Funding & Backlog



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	16,270.5	9,900.0	8,725.0	6,975.0	5,500.0	5,500.0	5,500.0	5,500.0	5,500.0	5,500.0

Operating Impact of Completed Capital Projects

Table 4: Net Operating Impact Summary
(In \$000's)

Projects	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total
Acquisition - Etobicoke Civic Centre		(22)	(11)	-	(1,076)	-	-	-	-	-	(1,109)
Acquisition - 229 Richmond St West		(32)	(8)	-	-	-	(760)	-	-	-	(800)
CP 12/CP 223 (JV) 30 Alvin Ave		(9)	-	(441)	-	-	-	-	-	-	(450)
CP 15 Redevelopment (JV)		(7)	(353)	-	-	-	-	-	-	-	(360)
11 Wellesley		(353)	-	-	-	-	-	-	-	-	(353)
CP 219 (JV) 87 Richmond Street East		(7)	(3)	(316)	-	-	-	-	-	-	(326)
CP212 / 227 Adelaide and Spadina Re-development		(12)	(6)	(283)	-	-	-	-	-	-	(301)
St. Patrick CP 221		(3)	(3)	(283)	-	-	-	-	-	-	(289)
St Lawrence Market North		-	-	(725)	-	-	-	-	-	-	(725)
King, West of Spadina (Re-investment Area)		-	-	-	-	(625)	-	-	-	-	(625)
Bike Share Expansion - OMCC + Municipal Match		(563)	-	-	-	-	-	-	-	-	(563)
St. Clair West CP 41 (Corso Italia)		-	-	-	-	-	(545)	-	-	-	(545)
Financial District East of University		-	-	-	-	-	(500)	-	-	-	(500)
Bay/Lakeshore (downtown fringe south)		-	-	-	(500)	-	-	-	-	-	(500)
Harbourfront		-	-	-	-	-	(500)	-	-	-	(500)
Bloor/ Bathurst		-	-	-	-	-	-	(425)	-	-	(425)
Redevelopment of CP 224 (34 Hannah Ave)		-	-	-	(400)	-	-	-	-	-	(400)
Yonge, S. of Eglinton		-	-	-	-	-	(350)	-	-	-	(350)
King E. of Spadina - Revitalization		-	-	-	(300)	-	-	-	-	-	(300)
Structural Maintenance and Technology		(275)	(275)	(275)	(275)	(275)	(275)	(275)	(275)	(275)	(2,475)
CP 217 - 1445 Bathurst St	(105)	-	-	-	-	-	-	-	-	-	(105)
CP 262 - 302 Queen St W./ Soho	(202)	-	-	-	-	-	-	-	-	-	(202)
All projects under \$5 million		(2,016)	(506)	(1,127)	(301)	(450)	(350)	(840)	-	-	(5,591)
Total	(307)	(3,298)	(1,165)	(3,451)	(2,852)	(1,350)	(3,280)	(1,540)	(275)	(275)	(17,793)

As a result of completed parking facility projects, Toronto Parking Authority generates incremental operating revenue from user fees. Usually, realization of this revenue is projected for the year following completion of the parking facilities, assuming that construction was completed by December 31st of the respective budget year. In assessing the financial viability of new carparks and surface lots, Toronto Parking Authority uses an annual 5% net rate of return based on the past net profit history. In total, TPA is projecting to increase net revenue by \$17.793 million as a result of additional revenue from new or expanded carparks and on-street parking.

APPENDICES

Appendix 1

2020 Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category (In \$000s)	2017 Actual	2018 Actual	2019 Budget	2019 Projected Actual *	2020 Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
On Street Parking	54,145.7	58,567.0	57,592.0	62,087.0	63,864.0	1,777.0	2.9%
Off Street Parking	96,999.7	97,637.2	103,425.6	103,797.0	101,587.9	(2,209.1)	(2.1%)
Bike Share Program	1,628.7	3,001.1	6,120.0	3,850.0	6,420.0	2,570.0	66.8%
Total Revenues	152,774.1	159,205.3	167,137.6	169,734.0	171,871.9	2,137.9	1.3%
Salaries and Benefits	25,330.1	26,768.5	28,513.3	28,225.1	28,718.2	493.1	1.7%
Materials & Supplies	7,600.4	6,194.3	7,449.0	6,078.6	6,386.1	307.5	5.1%
Equipment	6,669.4	6,729.9	7,475.4	7,524.5	8,164.5	640.0	8.5%
Service and Rent	13,572.2	15,234.7	12,839.2	13,115.9	13,157.2	41.3	0.3%
Municipal Taxes	22,465.2	22,763.0	24,434.0	22,813.0	26,251.0	3,438.0	15.1%
Other Expenditures	18,408.3	17,177.6	19,888.5	18,636.8	19,094.8	458.1	2.5%
Total Gross Expenditures	94,045.6	94,868.0	100,599.4	96,393.9	101,771.9	5,378.0	5.6%
Net Revenue	58,728.5	64,337.3	66,538.2	73,340.1	70,100.0	(3,240.1)	(4.4%)
Approved Positions	323.5	328.5	328.5	328.5	326.5	(2.0)	(0.6%)

* Year-End Projection Based on Q3 2019 Variance Report

** Prior Year Budget and Actuals adjusted to retroactively to remove interdepartmental charges and recoveries

Appendix 2

Summary of 2020 Service Changes

N/A

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

**2020 Capital Budget;
2021 - 2029 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TP0001	Carpark Provision - 2019	2,995	-	-	-	-	-	-	-	-	-	2,995		75	2,920
TP0002	Carpark Provision 2018	200	-	-	-	-	-	-	-	-	-	200			200
TP0003	CP 11 Painting Upgrade CP 11	250	-	-	-	-	-	-	-	-	-	250		250	-
TP0004	CP 39 Castlefield Redevelopment	-	-	-	-	-	-	-	-	-	-	-			-
TP0005	CP 404 New Elevators	-	-	1,500	-	-	-	-	-	-	-	1,500		1,500	-
TP0006	CP 404 Painting Upgrade	300	-	-	-	-	-	-	-	-	-	300		300	-
TP0007	CP 68 CP 43 CP 150 Stairwell Rehabilitation	50	250	-	-	-	-	-	-	-	-	300		300	-
TP0008	11 Wellesley	7,050	-	-	-	-	-	-	-	-	-	7,050			7,050
TP0009	1220-1222 Wilson	2,075	-	-	-	-	-	-	-	-	-	2,075			2,075
TP0010	21 Connell Office Redevelopment (Maint Shop)	971	-	-	-	-	-	-	-	-	-	971		971	-
TP0011	2204, 2212 Eglinton W. (CP 673)	1,000	-	-	-	-	-	-	-	-	-	1,000			1,000
TP0012	Acquisition - 229 Richmond St West	640	160	-	-	-	15,200	-	-	-	-	16,000			16,000
TP0013	Acquisition - 400 King Street West	216	108	1,832	-	-	-	-	-	-	-	2,156			2,156
TP0014	Acquisition - Etobicoke Civic Centre	444	222	-	21,515	-	-	-	-	-	-	22,181			22,181
TP0015	Avenue Rd. & Davenport	-	-	-	-	2,500	-	-	-	-	-	2,500			2,500
TP0016	Bathurst/ Queens Quay	-	-	-	-	-	5,000	-	-	-	-	5,000			5,000
TP0017	Bay/Lakeshore (downtown fringe south)	-	-	-	10,000	-	-	-	-	-	-	10,000			10,000
TP0018	Bessarion Community Centre	-	4,000	-	-	-	-	-	-	-	-	4,000			4,000
TP0019	Bikeshare Expansion	11,250	-	-	-	-	-	-	-	-	-	11,250			11,250
TP0020	Bloor/ Bathurst	-	-	-	-	-	-	8,500	-	-	-	8,500			8,500
TP0021	Bloor/ Dundas	-	-	-	-	-	-	2,900	-	-	-	2,900			2,900
TP0022	Cabbagetown	-	-	-	-	-	-	2,400	-	-	-	2,400			2,400
TP0023	Carpark Barrier Gate Replacements	75	-	-	-	-	-	-	-	-	-	75			75
TP0024	Carpark Electronic Forms & Info Devices Mobile	100	-	-	-	-	-	-	-	-	-	100			100
TP0025	CCTV Cameras	75	-	-	-	-	-	-	-	-	-	75			75
TP0026	College/ Dovercourt	-	-	-	-	-	-	2,000	-	-	-	2,000			2,000
TP0027	CP 1 - Two Parking Levels Addition	2,000	-	-	-	-	-	-	-	-	-	2,000			2,000
TP0028	CP 11 Electrical Lighting Upgrade	200	-	-	-	-	-	-	-	-	-	200		200	-
TP0029	CP 11 Structural Concrete Repairs	500	500	-	-	-	-	-	-	-	-	1,000		1,000	-

Appendix 5- (Continued)

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TP0030	CP 111 Electrical Lighting Upgrade	150	-	-	-	-	-	-	-	-	-	150		150	-
TP0031	CP 12/CP 223 (JV) 30 Alvin Ave	180	-	8,820	-	-	-	-	-	-	-	9,000			9,000
TP0032	CP 15 (JV) 50 Cumberland St Redevelopment	144	7,056	-	-	-	-	-	-	-	-	7,200			7,200
TP0033	CP 150 Localized WP Repairs Ramp Heating Repl	400	-	-	-	-	-	-	-	-	-	400		400	-
TP0034	CP 157 Signage Upgrade	20	-	-	-	-	-	-	-	-	-	20			20
TP0035	CP 171 NewElevators	-	-	1,000	-	-	-	-	-	-	-	1,000		1,000	-
TP0036	CP 204 (JV) 1113/1117 Dundas St West	64	-	3,141	-	-	-	-	-	-	-	3,205			3,205
TP0037	CP 219 (JV) 87 Richmond Street East	130	65	6,320	-	-	-	-	-	-	-	6,515			6,515
TP0038	CP 219 Pay by Plate Pilot	46	-	-	-	-	-	-	-	-	-	46			46
TP0039	CP 221 (JV) 121 St. Patrick St.	58	58	5,667	-	-	-	-	-	-	-	5,783			5,783
TP0040	CP 277 Permanent Construction Surface Lot	150	20	20	551	-	-	-	-	-	-	741			741
TP0041	CP 282 (JV) 838 Broadview Ave	330	165	1,155	-	-	-	-	-	-	-	1,650			1,650
TP0042	CP 29 NewElevators	150	675	675	-	-	-	-	-	-	-	1,500			1,500
TP0043	CP 34 Painting	200	-	-	-	-	-	-	-	-	-	200			200
TP0044	CP 36 Local WP and Concrete Repairs	1,000	1,000	-	-	-	-	-	-	-	-	2,000		2,000	-
TP0045	CP 404 - Newroof of office space	50	-	-	-	-	-	-	-	-	-	50		50	-
TP0046	CP 404 Modifications to Operations	500	-	-	-	-	-	-	-	-	-	500			500
TP0047	CP 404 Signage Illuminated	300	-	-	-	-	-	-	-	-	-	300			300
TP0048	CP 412 (JV) Redevelopment	-	-	-	4,000	-	-	-	-	-	-	4,000			4,000
TP0049	CP 43 Electrical Switchboard Upgrade	125	-	-	-	-	-	-	-	-	-	125		125	-
TP0050	CP 43 Painting and Pedestrian Signage C1 and C2	1,100	-	-	-	-	-	-	-	-	-	1,100		1,100	-
TP0051	CP 43 Signage Upgrade	600	-	-	-	-	-	-	-	-	-	600			600
TP0052	CP 5 (JV) Redevelopment 15 Wellesley	-	-	-	-	-	-	-	-	-	-	-			-
TP0053	CP 5 Modifications to Operations	500	-	-	-	-	-	-	-	-	-	500			500
TP0054	CP 505 Cliveden Redevelopment	-	500	-	-	-	-	-	-	-	-	500			500
TP0055	CP 52 Painting	200	-	-	-	-	-	-	-	-	-	200		200	-
TP0056	CP 58 - Retaining wall and fence	950	-	-	-	-	-	-	-	-	-	950		950	-
TP0057	CP 58 Parking Garage Restoration WP & Concrete	-	1,000	-	-	-	-	-	-	-	-	1,000		1,000	-
TP0058	CP 58 Re-surface Parking Lot New Fence	-	250	-	-	-	-	-	-	-	-	250		250	-
TP0059	CP 68 NewElevators	-	150	675	675	-	-	-	-	-	-	1,500		1,500	-
TP0060	CP 68 Painting Upgrades	342	-	-	-	-	-	-	-	-	-	342			342
TP0061	CP 68 Signage Upgrade	350	-	-	-	-	-	-	-	-	-	350			350
TP0062	CP 68 Stairwell Rehabilitaiaon	50	250	-	-	-	-	-	-	-	-	300		300	-
TP0063	CP 96 Painting Upgrade	45	-	-	-	-	-	-	-	-	-	45			45
TP0064	CP Provision due to City Initiatives	5,000	-	-	-	-	-	-	-	-	-	5,000			5,000
TP0065	CP212 / 227 Adelaide and Spadina Re-developme	241	120	5,658	-	-	-	-	-	-	-	6,019			6,019
TP0066	CP58 Fire Alarm and Sprinkler System Upgrade	-	-	50	800	-	-	-	-	-	-	850		850	-
TP0067	Elevator Modernization CP 34 S1	1,400	-	-	-	-	-	-	-	-	-	1,400		1,400	-
TP0068	Enterprise Telephone System Replacement	-	250	-	-	-	-	-	-	-	-	250			250
TP0069	Equipment Intercom Full-Duplex Upgrade	40	-	-	-	-	-	-	-	-	-	40			40
TP0070	ERP/Financial System - PICK Replacement	3,000	-	-	-	-	-	-	-	-	-	3,000			3,000

Appendix 5- (Continued)

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TP0071	Exhaust Fan, Drain, Concrete CP 36	1,000	1,000	-	-	-	-	-	-	-	-	2,000		2,000	-
TP0072	Expanded Facilities - Bloor St. W (Glend/Durie)	-	-	-	-	2,500	-	-	-	-	-	2,500			2,500
TP0073	Financial District East of University	-	-	-	-	-	10,000	-	-	-	-	10,000			10,000
TP0074	General Provision for 2020	5,000	-	-	-	-	-	-	-	-	-	5,000			5,000
TP0075	Greening of Various CPs 45,48,82,502 710 others	1,500	-	-	-	-	-	-	-	-	-	1,500		1,500	-
TP0076	Harbord - Spadina To Major	-	-	2,000	-	-	-	-	-	-	-	2,000			2,000
TP0077	Harbourfront	-	-	-	-	-	10,000	-	-	-	-	10,000			10,000
TP0078	Hub Lane Refresh Upgrade Revenue Control Equip	1,221	-	-	-	-	-	-	-	-	-	1,221			1,221
TP0079	King E. of Spadina - Revitalization	-	-	-	6,000	-	-	-	-	-	-	6,000			6,000
TP0080	King, West of Spadina (Re-investment Area)	-	-	-	-	12,500	-	-	-	-	-	12,500			12,500
TP0081	Leslieville (Queen E of Carlaw/ Coxwell)	-	-	-	-	-	-	4,000	-	-	-	4,000			4,000
TP0082	Little Italy	-	-	3,500	-	-	-	-	-	-	-	3,500			3,500
TP0083	Mobile Communication and Computing Devices	35	-	-	-	-	-	-	-	-	-	35			35
TP0084	Network Equipment and Security	525	-	-	-	-	-	-	-	-	-	525			525
TP0085	North York - Finch to Steeles	-	-	-	-	-	2,000	-	-	-	-	2,000			2,000
TP0086	North York Center - South (Sheppard to Finch)	-	-	4,000	-	-	-	-	-	-	-	4,000			4,000
TP0087	P&D Refurbishment Project	393	-	-	-	-	-	-	-	-	-	393			393
TP0088	Painting and Signage Upgrade CP 111 S1	80	-	-	-	-	-	-	-	-	-	80			80
TP0089	Painting and Signage Upgrade CP 96 S1	45	-	-	-	-	-	-	-	-	-	45			45
TP0090	Painting Stage 2 CP 36	500	-	-	-	-	-	-	-	-	-	500		500	-
TP0091	Phone Support System/Dispatch	80	-	-	-	-	-	-	-	-	-	80			80
TP0092	Provision Legal Costs Associated with Closed Deal	300	-	-	-	-	-	-	-	-	-	300			300
TP0093	Queen East (Kippendavie to Lee)	-	-	3,000	-	-	-	-	-	-	-	3,000			3,000
TP0094	Redevelopment of CP 411 (Roe Avenue)	-	-	-	-	-	-	-	-	-	-	-			-
TP0095	Redevelopment of CP 224 (34 Hannah Ave)	-	-	-	8,000	-	-	-	-	-	-	8,000			8,000
TP0096	Replacement - Enforcement Software	465	-	-	-	-	-	-	-	-	-	465			465
TP0097	Roncesvalles	-	-	-	-	-	-	2,000	-	-	-	2,000			2,000
TP0098	Servers Computers Monitors Peripherals	150	-	-	-	-	-	-	-	-	-	150			150
TP0099	Shared Storage Expansion	70	-	-	-	-	-	-	-	-	-	70			70
TP0100	Signage Upgrade CP 11 S2	100	-	-	-	-	-	-	-	-	-	100			100
TP0101	Spadina/Bloor (Redevelopment of CP 231	-	-	-	-	4,000	-	-	-	-	-	4,000			4,000
TP0102	St. Clair West CP 41 (Corso Italia)	-	-	-	-	-	10,900	-	-	-	-	10,900			10,900
TP0103	St. Lawrence Market North	-	-	14,500	-	-	-	-	-	-	-	14,500			14,500
TP0104	St.Clair West BIA (Dufferin to Christie)	-	-	-	-	-	-	3,500	-	-	-	3,500			3,500
TP0105	Structural Maint & Tech. Green Plus 2019-2029	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	55,000		55,000	-
TP0106	Supervisors Equipment Refresh-Mobile Computing	45	-	-	-	-	-	-	-	-	-	45			45
TP0107	Way Finding Signage	650	-	-	-	-	-	-	-	-	-	650			650
TP0108	Website Mapping Upgrade	100	-	-	-	-	-	-	-	-	-	100			100
TP0109	Yonge S. of Eglinton	-	-	-	-	-	7,000	-	-	-	-	7,000			7,000
	Total Expenditures (including carry forward from 2019)	65,964	23,299	69,013	57,041	27,000	65,600	30,800	5,500	5,500	5,500	355,217		74,871	280,346

The 2020 Capital Budget and 2021 – 2029 Capital Plan reflects the full Capital Program for Toronto Parking Authority that supports their objectives of providing safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and Bike Share services as an integral component of Toronto's transportation system.

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
TP0001	Carpark Provision - 2019	2,995	-	-	-	-	-	-	-	-	-	2,995	2,438		557
TP0002	Carpark Provision 2018	200	-	-	-	-	-	-	-	-	-	200	200		-
TP0003	CP 11 Painting Upgrade CP 11	250	-	-	-	-	-	-	-	-	-	250	250		-
TP0004	CP 39 Castlefield Redevelopment	-	-	-	-	-	-	-	-	-	-	-	10,000	(10,000)	-
TP0006	CP 404 Painting Upgrade	300	-	-	-	-	-	-	-	-	-	300	300		-
TP0007	CP 68 CP 43 CP 150 Stairwell Rehabilitation	50	250	-	-	-	-	-	-	-	-	300	300		-
TP0008	11 Wellesley	7,050	-	-	-	-	-	-	-	-	-	7,050	7,050		-
TP0009	1220-1222 Wilson	2,075	-	-	-	-	-	-	-	-	-	2,075	2,075		-
TP0010	21 Connell Office Redevelopment (Maint Shop)	971	-	-	-	-	-	-	-	-	-	971	971		-
TP0011	2204, 2212 Eglinton W. (CP 673)	1,000	-	-	-	-	-	-	-	-	-	1,000	1,000		-
TP0012	Acquisition - 229 Richmond St West	640	160	-	-	-	15,200	-	-	-	-	16,000			16,000
TP0013	Acquisition - 400 King Street West	215	108	1,832	-	-	-	-	-	-	-	2,155			2,155
TP0014	Acquisition - Etobicoke Civic Centre	444	222	-	21,515	-	-	-	-	-	-	22,180			22,180
TP0018	Bessarion Community Centre	-	4,000	-	-	-	-	-	-	-	-	4,000	4,000	-	-
TP0019	Bikeshare Expansion	11,250	-	-	-	-	-	-	-	-	-	11,250	5,000	6,250	-
TP0023	Carpark Barrier Gate Replacements	75	-	-	-	-	-	-	-	-	-	75			75
TP0024	Carpark Electronic Forms & Info Devices Mobile	100	-	-	-	-	-	-	-	-	-	100			100
TP0025	CCTV Cameras	75	-	-	-	-	-	-	-	-	-	75			75
TP0027	CP 1 - Two Parking Levels Addition	2,000	-	-	-	-	-	-	-	-	-	2,000	2,000		-
TP0028	CP 11 Electrical Lighting Upgrade	200	-	-	-	-	-	-	-	-	-	200	200		-
TP0029	CP 11 Structural Concrete Repairs	500	-	-	-	-	-	-	-	-	-	500			500
TP0030	CP 111 Electrical Lighting Upgrade	150	-	-	-	-	-	-	-	-	-	150			150
TP0031	CP 12/CP 223 (JV) 30 Alvin Ave	180	-	8,820	-	-	-	-	-	-	-	9,000			9,000
TP0032	CP 15 (JV) 50 Cumberland St Redevelopment	144	7,056	-	-	-	-	-	-	-	-	7,200	7,296	(96)	-
TP0033	CP 150 Localized WP Repairs Ramp Heating Rep	400	-	-	-	-	-	-	-	-	-	400	200		200
TP0034	CP 157 Signage Upgrade	20	-	-	-	-	-	-	-	-	-	20			20
TP0036	CP 204 (JV) 1113/1117 Dundas St West	64	-	3,141	-	-	-	-	-	-	-	3,205	6,900	(3,695)	-
TP0037	CP 219 (JV) 87 Richmond Street East	130	65	6,320	-	-	-	-	-	-	-	6,515			6,515
TP0038	CP 219 Pay by Plate Pilot	46	-	-	-	-	-	-	-	-	-	46	46		-
TP0039	CP 221 (JV) 121 St. Patrick St.	58	58	5,667	-	-	-	-	-	-	-	5,783	5,468	315	-
TP0040	CP 277 Permanent Construction Surface Lot	150	20	20	551	-	-	-	-	-	-	741	741		-
TP0041	CP 282 (JV) 838 Broadview Ave	330	165	1,155	-	-	-	-	-	-	-	1,650			1,650
TP0042	CP 29 New Elevators	150	675	675	-	-	-	-	-	-	-	1,500	1,500		-
TP0043	CP 34 Painting	200	-	-	-	-	-	-	-	-	-	200	200		-
TP0044	CP 36 Local WP and Concrete Repairs	1,000	-	-	-	-	-	-	-	-	-	1,000			1,000
TP0045	CP 404 - New roof of office space	50	-	-	-	-	-	-	-	-	-	50	50		-
TP0046	CP 404 Modifications to Operations	500	-	-	-	-	-	-	-	-	-	500			500
TP0047	CP 404 Signage Illuminated	300	-	-	-	-	-	-	-	-	-	300	100		200
TP0049	CP 43 Electrical Switchboard Upgrade	125	-	-	-	-	-	-	-	-	-	125	125		-
TP0050	CP 43 Painting and Pedestrian Signage C1 and C	1,100	-	-	-	-	-	-	-	-	-	1,100	1,000		100

Appendix 5a- (Continued)

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
TP0051	CP 43 Signage Upgrade	600	-	-	-	-	-	-	-	-	-	600			600
TP0052	CP 5 (JV) Redevelopment 15 Wellesley	-	-	-	-	-	-	-	-	-	-	-	3,680	(3,680)	-
TP0053	CP 5 Modifications to Operations	500	-	-	-	-	-	-	-	-	-	500			500
TP0054	CP 505 Cliveden Redevelopment	-	500	-	-	-	-	-	-	-	-	500	500		-
TP0055	CP 52 Painting	200	-	-	-	-	-	-	-	-	-	200	200		-
TP0056	CP 58 - Retaining wall and fence	950	-	-	-	-	-	-	-	-	-	950	950		-
TP0057	CP 58 Parking Garage Restoration WP & Concrete	-	1,000	-	-	-	-	-	-	-	-	1,000	1,000		-
TP0058	CP 58 Re-surface Parking Lot New Fence	-	250	-	-	-	-	-	-	-	-	250	250		-
TP0059	CP 68 New Elevators	-	150	675	675	-	-	-	-	-	-	1,500	1,500		-
TP0060	CP 68 Painting Upgrades	342	-	-	-	-	-	-	-	-	-	342	342		-
TP0061	CP 68 Signage Upgrade	350	-	-	-	-	-	-	-	-	-	350			350
TP0062	CP 68 Stairwell Rehabilitation	50	250	-	-	-	-	-	-	-	-	300			300
TP0063	CP 96 Painting Upgrade	45	-	-	-	-	-	-	-	-	-	45			45
TP0064	CP Provision due to City Initiatives	5,000	-	-	-	-	-	-	-	-	-	5,000			5,000
TP0065	CP212 / 227 Adelaide and Spadina Re-development	241	120	5,658	-	-	-	-	-	-	-	6,019	6,350	(331)	-
TP0067	Elevator Modernization CP 34 S1	1,400	-	-	-	-	-	-	-	-	-	1,400	1,400		-
TP0068	Enterprise Telephone System Replacement	-	250	-	-	-	-	-	-	-	-	250			250
TP0069	Equipment Intercom Full-Duplex Upgrade	40	-	-	-	-	-	-	-	-	-	40			40
TP0070	ERP/Financial System - PICK Replacement	3,000	-	-	-	-	-	-	-	-	-	3,000	3,000		-
TP0071	Exhaust Fan, Drain, Concrete CP 36	1,000	1,000	-	-	-	-	-	-	-	-	2,000	2,000		-
TP0074	General Provision for 2020	5,000	-	-	-	-	-	-	-	-	-	5,000			5,000
TP0075	Greening of Various CPs 45,48,82,502 710 others	1,500	-	-	-	-	-	-	-	-	-	1,500			1,500
TP0078	Hub Lane Refresh Upgrade Revenue Control Equip	1,221	-	-	-	-	-	-	-	-	-	1,221	1,221		-
TP0083	Mobile Communication and Computing Devices	35	-	-	-	-	-	-	-	-	-	35			35
TP0084	Network Equipment and Security	525	-	-	-	-	-	-	-	-	-	525			525
TP0087	P&D Refurbishment Project	393	-	-	-	-	-	-	-	-	-	393	393		-
TP0088	Painting and Signage Upgrade CP 111 S1	80	-	-	-	-	-	-	-	-	-	80	80		-
TP0089	Painting and Signage Upgrade CP 96 S1	45	-	-	-	-	-	-	-	-	-	45	45		-
TP0090	Painting Stage 2 CP 36	500	-	-	-	-	-	-	-	-	-	500	500		-
TP0091	Phone Support System/Dispatch	80	-	-	-	-	-	-	-	-	-	80	80		-
TP0092	Provision Legal Costs Associated with Closed Deal	300	-	-	-	-	-	-	-	-	-	300			300
TP0094	Redevelopment of CP 411 (Roe Avenue)	-	-	-	-	-	-	-	-	-	-	-	2,500	(2,500)	-
TP0096	Replacement - Enforcement Software	465	-	-	-	-	-	-	-	-	-	465	400		65
TP0098	Servers Computers Monitors Peripherals	150	-	-	-	-	-	-	-	-	-	150			150
TP0099	Shared Storage Expansion	70	-	-	-	-	-	-	-	-	-	70			70
TP0100	Signage Upgrade CP 11 S2	100	-	-	-	-	-	-	-	-	-	100	100		-
TP0105	Structural Maint & Tech. Green Plus 2019-2029	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	55,000	49,500	5,500	-
TP0106	Supervisors Equipment Refresh-Mobile Computing	45	-	-	-	-	-	-	-	-	-	45			45
TP0107	Way Finding Signage	650	-	-	-	-	-	-	-	-	-	650	500		150
TP0108	Website Mapping Upgrade	100	-	-	-	-	-	-	-	-	-	100	100		-
	Total Expenditures (including carry forward from 2019)	65,964	21,799	39,463	28,241	5,500	20,700	5,500	5,500	5,500	5,500	203,666	136,001	(8,237)	75,902

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Toronto Parking Authority to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021-2029 Capital plan

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TP0005	CP 404 NewElevators	-	-	1,500	-	-	-	-	-	-	-	1,500	-	1,500	-
TP0015	Avenue Rd. & Davenport	-	-	-	-	2,500	-	-	-	-	-	2,500	-	-	2,500
TP0016	Bathurst/ Queens Quay	-	-	-	-	-	5,000	-	-	-	-	5,000	-	-	5,000
TP0017	Bay/Lakeshore (downtown fringe south)	-	-	-	10,000	-	-	-	-	-	-	10,000	-	-	10,000
TP0020	Bloor/ Bathurst	-	-	-	-	-	-	8,500	-	-	-	8,500	-	-	8,500
TP0021	Bloor/ Dundas	-	-	-	-	-	-	2,900	-	-	-	2,900	-	-	2,900
TP0022	Cabbagetown	-	-	-	-	-	-	2,400	-	-	-	2,400	-	-	2,400
TP0026	College/ Dovercourt	-	-	-	-	-	-	2,000	-	-	-	2,000	-	-	2,000
TP0029	CP 11 Structural Concrete Repairs	-	500	-	-	-	-	-	-	-	-	500	-	500	-
TP0035	CP 171 NewElevators	-	-	1,000	-	-	-	-	-	-	-	1,000	-	1,000	-
TP0044	CP 36 Local WP and Concrete Repairs	-	1,000	-	-	-	-	-	-	-	-	1,000	-	1,000	-
TP0048	CP 412 (JV) Redevelopment	-	-	-	4,000	-	-	-	-	-	-	4,000	-	-	4,000
TP0066	CP58 Fire Alarm and Sprinkler System Upgrade	-	-	50	800	-	-	-	-	-	-	850	-	850	-
TP0072	Expanded Facilities - Bloor St. W (Glend/Durie)	-	-	-	-	2,500	-	-	-	-	-	2,500	-	-	2,500
TP0073	Financial District East of University	-	-	-	-	-	10,000	-	-	-	-	10,000	-	-	10,000
TP0076	Harbord - Spadina To Major	-	-	2,000	-	-	-	-	-	-	-	2,000	-	-	2,000
TP0077	Harbourfront	-	-	-	-	-	10,000	-	-	-	-	10,000	-	-	10,000
TP0079	King E. of Spadina - Revitalization	-	-	-	6,000	-	-	-	-	-	-	6,000	-	-	6,000
TP0080	King, West of Spadina (Re-investment Area)	-	-	-	-	12,500	-	-	-	-	-	12,500	-	-	12,500
TP0081	Leslieville (Queen E of Carlaw/ Coxwell)	-	-	-	-	-	-	4,000	-	-	-	4,000	-	-	4,000
TP0082	Little Italy	-	-	3,500	-	-	-	-	-	-	-	3,500	-	-	3,500
TP0085	North York - Finch to Steeles	-	-	-	-	-	2,000	-	-	-	-	2,000	-	-	2,000
TP0086	North York Center - South (Sheppard to Finch)	-	-	4,000	-	-	-	-	-	-	-	4,000	-	-	4,000
TP0093	Queen East (Kippendavie to Lee)	-	-	3,000	-	-	-	-	-	-	-	3,000	-	-	3,000
TP0095	Redevelopment of CP 224 (34 Hannah Ave)	-	-	-	8,000	-	-	-	-	-	-	8,000	-	-	8,000
TP0097	Roncesvalles	-	-	-	-	-	-	2,000	-	-	-	2,000	-	-	2,000
TP0101	Spadina/Bloor (Redevelopment of CP 231	-	-	-	-	4,000	-	-	-	-	-	4,000	-	-	4,000
TP0102	St. Clair West CP 41 (Corso Italia)	-	-	-	-	-	10,900	-	-	-	-	10,900	-	-	10,900
TP0103	St. Lawrence Market North	-	-	14,500	-	-	-	-	-	-	-	14,500	-	-	14,500
TP0104	St.Clair West BIA (Dufferin to Christie)	-	-	-	-	-	-	3,500	-	-	-	3,500	-	-	3,500
TP0109	Yonge S. of Eglinton	-	-	-	-	-	7,000	-	-	-	-	7,000	-	-	7,000
	Total Expenditures (including carry forward from 2019)	-	1,500	29,550	28,800	21,500	44,900	25,300	-	-	-	151,550	-	4,850	146,700

Appendix 6

Reporting on Major Capital Projects: Status Update

N/A

Appendix 7

Summary of Capital Needs Constraints

N/A

Appendix 8

2020 User Fee Changes

Table 8b – Fees Above Inflation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019	2020			2021	2022
					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	\$ 4.62		\$ 4.62	\$ 4.71	\$ 4.81

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds 2020 – 2029 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR1016 Parking Payment in Lieu Reserve Fund	Beginning Balance	2,540	2,540	2,591	2,642	2,695	2,749	2,804	2,860	917	936	954	
	Withdrawals (-)												
	College / Dovercourt								(2,000)				(2,000)
	Total Withdrawals		-	-	-	-	-	-	(2,000)	-	-	-	(2,000)
	Contributions (+)												
	Projected Profits and Interest		51	52	53	54	55	56	57	18	19	19	434
	Total Contributions		51	52	53	54	55	56	57	18	19	19	434
Balance at Year-End		2,540	2,591	2,642	2,695	2,749	2,804	2,860	917	936	954	974	

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR6002 Toronto Parking Authority Capital Expenditure Reserve Fund	Beginning Balance	1,427	1,427	1,456	1,485	1,514	1,545	76	77	79	80	82	
	Withdrawals (-)												
	Expanded Facilities - Bloor St. W (Glendonwyne / Durie)						(2,500)						(2,500)
	Total Withdrawals		-	-	-	-	(2,500)	-	-	-	-	-	(2,500)
	Contributions (+)												
	Projected Profits and Interest		29	29	30	30	1,031	2	2	2	2	2	1,156
	Total Contributions		29	29	30	30	1,031	2	2	2	2	2	1,156
Balance at Year-End		1,427	1,456	1,485	1,514	1,545	76	77	79	80	82	83	

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR3026 Section 37 - Planning Act Reserve Fund	Beginning Balance	283,200	283,200	254,268	234,126	225,463	218,850	214,311	212,050	209,482	209,482	209,482	
	Withdrawals (-)												
	Bike Share Expansion		(500)										(500)
	Total Withdrawals		(500)	-	-	-	-	-	-	-	-	-	(500)
Other Program/Agency Net Withdrawals and Contributions			(28,432)	(20,142)	(8,663)	(6,613)	(4,539)	(2,261)	(2,568)				(73,218)
Balance at Year-End		283,200	254,268	234,126	225,463	218,850	214,311	212,050	209,482	209,482	209,482	209,482	(73,718)

Appendix 10

Glossary of Terms

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.