



REPORT FOR ACTION

Toronto Parking Authority Overview

Date: July 12, 2019
To: Board of Directors, Toronto Parking Authority
From: Acting President, Toronto Parking Authority
Wards: All

SUMMARY

The purpose of this report is to provide the Board of Directors of Toronto Parking Authority with background and reference materials concerning the mandate and operations of Toronto Parking Authority.

RECOMMENDATIONS

The Acting President, Toronto Parking Authority recommends that:

1. The Board of Directors of Toronto Parking Authority receive the report (July 12, 2019) from the Acting President, Toronto Parking Authority, for information.

FINANCIAL IMPACT

There is no financial impact resulting from the adoption of the recommendation in this report.

DECISION HISTORY

There is no prior decision history on this matter, as this report provides an overview of Toronto Parking Authority for the recently appointed Board of Directors.

COMMENTS

Toronto Parking Authority (TPA) is a local board of the City of Toronto (the City), established under the City of Toronto Act, 2006, with a mandate to construct, operate, manage and maintain the City's public bike share program and municipal off-street parking facilities and on-street meter operations on behalf of the City in support of local business areas as provided by the *City of Toronto Municipal Code, Chapter 179, Parking Authority*, https://www.toronto.ca/legdocs/municode/1184_179.pdf

City Council establishes and approves any amendments to all by-laws and regulations governing on-street parking, including setting on-street parking rules and rates. Council has delegated the authority to the TPA Board to establish the parking rates in its off-street facilities.

TPA is a key component within the municipal parking and mobility realm, complementing and aligning with City transportation policy as well as collaborating with other City divisions and agencies to achieve City-wide initiatives. The most significant and recent of these initiatives includes TPA's participation with the evolving City-wide Real Estate model, as revised in December 2017, to focus on real estate and development in support of the parking business with strategic real estate matters remaining with CreateTO and City Real Estate.

Accordingly, TPA has now re-aligned and updated its strategic focus to a customer focused retail business model. Servicing over 300 off-street locations, and over 19,000 on-street parking spaces, TPA processes over 32.9 million transactions at its own locations, providing value to the City and TPA's customers and stakeholders, including the Business Improvement Areas.

A large majority of TPA's facilities are owned/operated, however, TPA does participate in a number of management and operating models to assist other City agencies, address identified area parking deficiencies and/or meet municipal parking demands. Some of these arrangements are competitive with private sector parking operators. TPA manages the commuter parking network for TTC under an agreement extended last year for a ten-year period, comprising over 12,000 spaces, including two lots in the City of Vaughan. TPA also has parking management agreements with Parks, Forestry and Recreation, Exhibition Place, City Economic Development, and Toronto Community Housing (TCHC). A number of our garages are contained in joint-venture developments where TPA has a stratified interest in a public parking facility located in a private residential/commercial project. There are also instances where TPA is the parking operator on behalf of a third party owner.

TPA relies on the strength of its 350 dedicated employees, of which 80% are unionized, to achieve its service delivery mandate. The majority of TPA employees service our customers directly through facilities maintenance and support, parking services delivery and customer service.

In order to deliver its retail strategic focus, TPA has established a number of initiatives to support business transformation and modernization, including:

- the selection and implementation of SAP S4/HANA leveraging the City's SAP master services agreement,
- updating its enforcement platform to align with Toronto Police Services selection for a new service provider,
- engaging with City Security to deliver TPA's security program,
- upgrading the GreenP app with additional functionality and further increase utilization,
- reviewing car park operations to modernize operations and expand payment transaction options,
- standardizing operating and contract management procedures to improve customer experience,
- rationalizing parking equipment to reduce inventory levels, and
- engaging with employees on our transformational journey, introducing leadership and project management capabilities.

Looking further down the road, TPA is assessing the impact of technology and automotive trends such as electric and autonomous vehicles, car sharing and other City initiatives with respect to transportation and real estate strategy. In collaboration with Toronto Hydro, TPA is anticipating an electric vehicle charging station pilot in the near future.

See the presentation associated with this item, titled Toronto Parking Authority: Strategic Focus and Transformation, for a summary of TPA's mandate, strategic focus, operations and further details on TPA initiatives.

Municipal Parking Overview

TPA is one of the primary partners in the delivery of Toronto's municipal parking program. Parking plays an integral role in the City's overall transportation modal and mobility strategies, as well as supporting the vibrancy of commercial retail areas throughout the City. Beyond TPA's responsibilities, the following are major elements provided by other organizations:

- Establishment and administration of parking policy, regulations and by-laws; all curbside regulation and management (Transportation Services Division)
- Residential On-street Permit Parking program (Transportation Services)
- Residential Front Yard Parking/Driveway Widening program (Transportation Services)
- Commercial Boulevard Parking permit program (Transportation Services)

- Enforcement of On-street Parking Regulations, including granting of “consideration” (Toronto Police Service – Parking Enforcement Unit)
- Administration of Fines and Penalty process (Revenue Services Division, Office of the Controller – Parking Tag Operations; and Court Services Division)

The following provides high-level background information on key programs and associated regulation, roles, responsibilities, and a few of the more recent reviews and initiatives, some of which are currently ongoing.

Roles and Responsibilities

Transportation Services Division is responsible for the establishment and administration of all on-street curbside and boulevard parking and traffic policy and regulations, including signage and other infrastructure except the revenue equipment. Their responsibilities cover not only the actual traveled portion of the roadways, but the entire right-of-way (pavements, curbs, sidewalks, boulevards, etc.) This Division of the City assesses and makes recommendation to City Council, through certain Standing Committees and/or Community Councils, with regard to parking legislation, and Council enacts by-laws to legally authorize the regulations. Transportation Services also administers a residential on-street permit parking program, which has about 50,000 subscribers, largely in the central residential areas of Toronto, as well as the City’s front yard parking / driveway widening program and commercial boulevard parking program.

Transportation Services' Commercial Boulevard Parking Program accommodates parking for abutting commercial properties where the parking encroaches partially or fully into the City boulevard lands. Some TPA lots are subject to this program, requiring TPA to pay the applicable annual encroachment fees, as portions of certain lots encroach into the City road allowance property.

Toronto Police Service, Parking Enforcement Unit enforces all on-street parking regulations, including pay-related infractions. An independent assessment of the approach for the delivery of court services and parking enforcement services in Toronto was undertaken. Delivery of the services currently takes place across an internal and external stakeholder environment, comprising different teams, numerous functional areas, a diverse range of interest groups, and a large workforce. TPA was invited to participate as a stakeholder and provided information to EY. To date, the City Manager has yet to report on the outcome of this review to the Police Service Board or Council.

Bike Share Toronto Overview

Responsibility for all aspects of the City’s bike share program (then known as “BIXI”) was transferred to Toronto Parking Authority, as of early 2014, and rebranded as “Bike Share Toronto”. Since that time, the system has seen significant expansion from its initial 1,000 bikes to approximately 5,000 bikes with 465 stations and 8,400 docking points. Over this period, annual ridership has grown from approximately 400,000 to approaching 2 million in 2018.

An increasingly prominent component in the City's transportation and mobility network, in addition to providing public policy contributions and numerous environmentally friendly benefits, Bike Share Toronto brings to the City and its residents and visitors a viable, healthy active transportation and mobility "first and last mile" alternative.

At its meeting on March 7, 2019, City Council adopted the Bike Share Financial Considerations recommendations which outlined the financial and operating principles, including requiring efficiency in operations, securing and maximizing sponsorship and advertising revenue and committing to municipal funding subsidies as it is recognized that ride share programs do not currently generate sufficient user revenue to recover operating costs.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.4>

The TPA Board has authority to set bike share program rates and user fees.

Financial Reporting and Performance

TPA's 2019 Budget program notes, highlights, briefing notes and staff reports may be found at: <https://www.toronto.ca/city-government/budget-finances/city-budget/notes-reports-and-presentations/toronto-parking-authority-budget/>

TPA's audited financial statements for the year ended December 31, 2018 may be found at: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.PA5.1>

In addition, TPA's website provides historical annual reports and current quarterly operating highlights which may be found at <https://parking.greenp.com/>

Governance Overview

The following is a brief overview and some reference material related to TPA governance considerations, including key Council and Board directions, investigations and documents, dating from the suspension of the Board and establishment of the interim Board in July 2017, to present.

Auditor General's Observations of a Land Acquisition at Finch Avenue West and Arrow Road by Toronto Parking Authority – Part 2 (Establishment of Interim Board)

City Council, in considering The Auditor General's report under Item AU9.12, at its meeting of July 4, 5 and 6, 2017 directed the following actions:

- Removing all transactional related responsibilities from TPA, accelerating TPA's adoption of the City-wide real estate model (through City Real Estate Division)
- Placing the Board on leave and establishing an interim Board comprised of senior City staff, chaired by the City Manager
- Assigning the City Clerk as Board secretary to provide meeting management support

- Requesting City Manager to review and report on the governance and composition of the TPA Board; retaining a qualified expert in board governance (Tory's) to review and evaluate actions of the TPA Board and staff;
- Requesting the Lobbyist Registrar and Integrity Commissioner to investigate specified aspects of the matter.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.AU9.12>

The following activities were undertaken by TPA in response to Council and Board directions:

City Legal as TPA's Service Provider

The Board at its August 17, 2017 meeting, appointed City legal to be provider of services to TPA.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PA2.3>

Routine Disclosure

TPA Corporate Financials, Senior Management Expenses and Compensation Information – senior management recommended voluntary, proactive routine public disclosure of the above, approved by the Board at its August 24, 2018 meeting.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PA13.6>

City-wide Real Estate Model

City Council, in considering Item EX29.5 at its meeting of December 5, 6, 7 and 8, 2017 enacted amendments to Municipal Code Chapters including *Chapter 179, Parking Authority*, to centralize real estate authorities and decision making on a City-wide basis.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX29.5>

Toronto Parking Authority Governance

City Council, in considering Item EX1.2, the City Manager's recommendations deriving from the Tory's final governance report, among other things:

- Directed the development of a new governance and procedural policy
- Outlined a number of parameters to include in the policy, which will also require amendment to City of Toronto Municipal Code Chapter 179, Parking Authority.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX1.2>

Report of the Integrity Commissioner

The Integrity Commissioner's Item CC8.1 submitted to City Council for consideration at its meeting of June 18, 2019 addresses the outstanding requests for investigation and guidance about TPA, the Emery Village Business Improvement Area and the Code of Conduct. The report makes a number of recommendations for reform, as well as possible code of conduct amendments to protect board members when dissenting or engaging in whistleblowing activities. These recommendations will have to be taken into

consideration when drafting the above noted TPA governance policies/by-laws / procedures. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC8.1>

CONTACT

Robin Oliphant, Acting President, Toronto Parking Authority, 416-393-7282,
Robin.Oliphant@toronto.ca

SIGNATURE

Robin Oliphant, Acting President
Toronto Parking Authority