



ANNUAL REPORT

1995



Chairman's Letter

Councillor Chris Korwin-Kuczynski
Chair, City Services Committee
Secretariat Division, 2nd Floor, City Hall
Toronto, Ontario M5H 2N2

Your Commissioners are pleased to present the 1995 Annual Report of The Parking Authority of Toronto to the City Services Committee.

1995 Results Compared To 1994

In 1995 we parked 9.9 million vehicles in 14,520 parking spaces located in 90 carparks which included 16 garage facilities. Gross parking revenues declined significantly more in 1995 than they did in 1994 due to a continuing reduction in economic activity in the City's core. In addition, major structural repair work undertaken in 1995 and the closure of the Bloor/Hayden surface parking facility and 2 surface carparks on the Esplanade to make way for a Cityhome housing development contributed to the decline.

In 1995 the Parking Authority's overall net income from all sources declined approximately \$600,000 largely due to the return of capital that has taken place to the City described in detail below, and the loss of interest income on that capital that has been a significant source of revenue in the past.

Despite 6% fewer cars parked in 1995 and a decline in gross parking revenue of approximately \$1.29 million over the same period in 1994, our net income from parking operations increased by \$100,000. No mean feat!

Continuing Problems in the City's Core

As reported in the last Chairman's letter in the years 1989-1991, net income from parking operations declined to \$3.8 million, over 70%, as did returns to the City from Parking Authority operations.

During the years 1989-1995 the Parking Authority's net revenue from parking operations declined almost \$6.1 million. Although the Parking Authority has operated approximately the same number of parking spaces during this period of time, usage declined 2.7 million vehicles (21%) over the last 6 years. The decline in the core facilities during this 6 year period was 28%!

No single measure of economic activity in the City more clearly illustrates the very serious difficulties being faced by the City's downtown core.

When I wrote the last Chairman's letter in the 1994 Annual Report, I indicated there were signs that the rate of reduction in number of cars parked had stabilized. Clearly I spoke too soon. The Parking Authority's results for 1995 indicate that not only did the reduction in the number of cars parked not stabilize, it has accelerated. The Parking Authority continues to monitor usage levels. At the end of March 1996 usage is down again, although we are hopeful that the decline may in some measure be due to the O.P.S.E.U. strike. Time will tell.

Aggressive Cost Cutting

Despite this difficult environment the Parking Authority increased its net income from parking operations during the period 1991-1995 by over \$2.8 million (75%). This increase in net income was accomplished by reducing expenses, with no reduction in service being experienced by our customers and is despite the significant expenditures for capital renewal and maintenance that has been undertaken in the calendar year.

Between 1991 and 1995 there was a reduction of 21% in the Parking Authority's staffing levels from 344 employees to 271. This was accomplished with no lay-off of full-time bargaining unit employees and no days off without pay. The Parking Authority is continuing to examine all of its costs and attempting to reduce them through attrition, the introduction of new technology and changes in the Authority's Collective Agreement.

\$74 Million Returned to City by the Parking Authority Since 1992

In the four fiscal years since 1992, the Parking Authority has returned \$74 million to the City as a result of the City's share of earnings pursuant to our agreement with the City and the return of capital identified as surplus.

The Parking Authority has been able to return funds of this magnitude to the City as a result of having significantly improved its profitability since 1991 and as a result of the large capital reserves that were built up during the 1980's when the City of Toronto was prospering. The Parking Authority's ability to return monies in this order of magnitude in the absence of substantially increased profitability or without compromising its ability to implement its capital budget is coming to an end.

Given the problems that older retail strips in the City of Toronto are experiencing, it is important that the Parking Authority retain its ability to assist those strips by having the funds available to provide parking facilities to support them.

Property Tax Reform

With the release of the "Golden Report" in early 1996 the question of property tax reform has come to the fore once again. Although the City of Toronto has rejected the recommendations of the Golden Report for an "actual value assessment" form of market value assessment, it is clear that all stakeholders acknowledge the need for some reform.

The Parking Authority paid in 1995 \$6.3 million dollars in property and business taxes, an increase of \$1.3 million since 1989. This is significantly in excess of the inflation rate during that period of time and far greater than our ability to recover increased costs from our customers.

The Parking Authority results with respect to reduced usage during the period 1989 to 1995 are directly related to lost employment in the City. This lost employment must, in part, be due to the high business and industrial property tax levels in the City of Toronto by comparison to the levels of business and property taxes levied in most of the area municipalities outside of Metro Toronto. Whatever form property tax reform takes, it is clear that reform is

needed. There must be a reduction in the property tax levels on businesses in the City of Toronto, or Council should expect that the trend of declining usage of the Parking Authority's facilities and diminishing activity generally within the City's core will continue on into the future.

Current Development Projects

Concrete Delamination Repairs

In the Fall of 1994, the Parking Authority undertook the largest garage repair program in its history. This repair work has been necessitated by the age of some of our major facilities and the lack of understanding that existed concerning concrete delamination and salt penetration of concrete when these garages were constructed in the 1960's and 1970's. This repair work has been conducted at the City Hall Parking Garage, the Rosehill Garage at Yonge and St. Clair and the Cumberland Street Garage in Yorkville. By the time the work is completed in the Fall of 1996, the Parking Authority will have expended over \$7 million to rejuvenate these garages so that the service life will be substantially extended. This work was facilitated by the Federal/Provincial Infrastructure Program, which funded two thirds of the cost.

Lighting Upgrade Program

In addition to the structural repairs undertaken pursuant to the Infrastructure Program, the Parking Authority has undertaken a program of replacing some of its lighting fixtures in older parking facilities with a more efficient metal halide fixture. The total capital cost of these lighting fixtures was approximately \$800,000 and the annual electricity savings from this capital expenditure will approximate \$200,000.

Corso Italia (Carpark #42)

This 171 space parking garage was fully completed and operational in December of 1994 and cost approximately \$3 million to construct. In 1995, the garage was awarded the Ontario Architecture Society's Design Award for the Industrial/Commercial Section.

Mount Pleasant, South of Eglinton (Carpark #171)

The Parking Authority purchased two sites in 1993 in this neighbourhood. One site became a 54 space surface parking facility which has proven to have satisfied some of the areas immediate parking needs. The building on the second site, formerly a Chrysler Motors car dealership, was renovated and now houses four commercial and retail tenants. The Parking Authority is generating a positive cash flow on its investment in this building.

As part of the Parking Authority's continuing commitment to this area, we have purchased an additional property immediately to the north of our retail/commercial building. A 40 space surface carpark will be developed to service that busy and successful commercial area. This parcel was acquired for \$1 million, a price which the Parking Authority believes is very favourable and will prove to be a very profitable investment for the City in the future. The Parking Authority has now expended \$3.5 million in this area to ensure the provision of affordable and adequate off-street surface parking.

Broadview/Gerrard - Coxwell/Gerrard (Carparks 178 and 179)

The Parking Authority completed the acquisition of lands for surface parking facilities in both of these neighbourhoods in the Winter of 1996. Both of these areas have had long standing parking deficiencies identified and the Parking Authority is very pleased to have completed these strategic acquisitions. A total of \$2.15 million was spent on the acquisition and development of these two properties as surface carparks.

Other Changes

Work commenced on our new carpark between Charles and Hayden Streets east of Yonge in June of 1995. It is anticipated that this facility will be completed in the fall of 1996.

Plans were finalized in 1995 and approvals received in early 1996 to proceed with the expansion on the Kensington Garage adding approximately 180 parking spaces to this facility and retail space at ground level.

During 1995 carparks in the Queen and Woodbine area, on Danforth at Rhodes Avenue and on Esplanade between Church and Jarvis Streets closed to facilitate development or for other reasons. Where a facility has closed and as a result an unsatisfied demand must be addressed, the Parking Authority will continue to explore parking opportunities.

In 1995 the Parking Authority has acquired a presence in the Harbourfront area operating facilities on lands acquired recently by the City.

1995 - Record Year for Number of Property Acquisition and Capital Programs

In the 1995 calendar year, the Parking Authority spent \$4.3 million on the construction and development of new parking facilities. In addition, the Parking Authority spent over \$5.5 million in major capital renewal of its facilities.

The Parking Authority believes that now is an historic opportunity to acquire additional sites required within the City of Toronto to satisfy long standing parking shortfalls in the City's older commercial districts. Property prices are low in real terms and more properties have come on to the market than at any time in recent memory. The Authority is capitalizing on these opportunities to ensure the continued vitality of the City's commercial strips. The Authority also believes that the expenditure of monies to renew its older garages will pay significant future dividends and, as well will assist in stimulating the local economy.

The Board has directed Authority Staff to review those areas of the City that continue to have a pressing, unsatisfied demand for parking and identify additional possible sites for acquisition. The Parking Authority will examine whether these sites are economic for a parking facility at current market levels and make every attempt to acquire them.

It may be that in spite of our best efforts we cannot acquire sites that are badly needed. Only after every effort has been made to acquire on the market, will the Parking Authority approach City Council to consider expropriation as an option, and possibly the only option available, to resolve some of the long

standing parking problems in certain commercial districts. Prior to 1980, the City of Toronto exercised its expropriation power on behalf of the Authority on 14 occasions to acquire sites.

Implementation of Leading-Edge Technology

On January 1, 1995, the St. Lawrence Parking Garage became an automated parking facility with no attendants at the exits. This European technology allows customers to purchase monthly passes and Value Cards, or pay for their parking stay at automated machines conveniently located at pedestrian entrance and exit points in the facility. Customers can enter the parking garage by inserting their credit card into a reader, park their car, return directly to their vehicle and pay when exiting by inserting their card into the reader at the exit point. The equipment also automatically delivers a receipt to the customer. To the Parking Authority's knowledge this is the first location in the world where this single reader technology has been implemented. The same technology will be installed and operational at two other parking facilities by October of 1996, the new Charles/Hayden Garage and the Rosehill Garage at Yonge and St. Clair.

This new technology, which is exciting both from a business and efficiency point of view, gives us the ability to computer network the operation of the three garages to one central location reducing the need for on-site attendances and substantially reducing the creation and handling of paper and manually created records. Computer networking of these three facilities should be in place by Spring of 1997.

The Parking Authority in the fall of 1994 commenced issuing Courtesy Envelopes with automated citation issuance computers. One year later it has become clear that this technology has paid for itself and has substantially improved the Parking Authority's operations at its unattended carparks.

The Parking Authority is exploring whether to introduce a corporate card to those business users who have a constant need to drive and park for business purposes. Given the network of Authority facilities throughout the City, this may be an attractive option to businesses. The provision of a credit/debit card would involve additional new technology that has never been used by the Authority previously.

The Parking Authority's Role in On-Street Parking

Over the past 5 years there has been significant discussion as to whether and what role the Parking Authority could play in the provision and operation of on-street parking. In 1992, the City's Streamlining Committee requested that the Parking Authority consider taking over the operation of the on-street parking program for the City. The Authority commenced working towards responding to that request, but for a variety of reasons, the discussion went nowhere.

In the Summer of 1995, the Parking Authority offered to provide, operate and maintain Pay-and-Display machines, as a payment mechanism, in a new legalized on-street parking zone being developed in Yorkville. This is the first time in the

Authority's history where it has had a role in the City's on-street parking program. The offer of assistance was accepted by City Services Committee and seven of these machines were installed in Yorkville in March of 1996. These 7 machines replaced what would have been 45 parking meters and operate on solar power. As a result, the cost of installation is substantially reduced. It is the first time machines of this type have been utilized anywhere in North America. Aside from the solar power feature of the machine, it is only the second time that Pay and Display technology has been utilized as a payment mechanism in an on-street situation in North America. This is in startling contrast to their widespread use throughout Europe.

This technology is not the solution for each and every area. Its use will likely be limited to those circumstances where parking is both in high demand and the market can bear a higher rate. We do believe however, that there are significant additional opportunities for the utilization of this attractive and smart technology elsewhere in the City.

The Parking Authority, in April 1996, reported to the City Services Committee suggesting possible changes that could be made to the City's on-street parking program. One of the most critical elements of any changes should be the takeover by the City of the on-street parking enforcement function from Metro with the revenue stream that it generates. No coherent parking program is possible unless the payment and meter function is integrated with the penalty enforcement function. We are hopeful that the City will approach the Province and something is done to rectify this long-standing inequity.

As to the day-to-day operation of the City's on-street parking program, the Parking Authority has made several recommendations, most of which involve a more "micro" examination of parking needs and demands and the adjustment of regulations and fees to reflect those needs and demands.

The Parking Authority feels that, over the long term, it would be in the best position to assume the role of managing on-street metered parking on behalf of the City and deal with some of the issues that exist in this area. We believe, as the City's experts in parking, we would do an excellent job to provide greater revenues to the City and ensure better parking availability. A great part of this new challenge involves the introduction of new technologies.

A. Milliken Heisey, O.C.
Chair

Balance Sheet

As at December 31, 1995

Auditor's Report

To the Council of the Corporation of the City of Toronto and the Parking Authority of Toronto

I have audited the balance sheet of the Parking Authority of Toronto as at December 31, 1995 and the statement of operations for the year then ended. These financial statements are the responsibility of management. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion these financial statements present fairly, in all material respects, the financial position of the Authority as at December 31, 1995 and the results of its operations for the year then ended in accordance with generally accepted accounting principles as followed by Ontario municipalities.

John S. Woods, C.A.
City Auditor

Toronto, March 08, 1996

ASSETS	1995	1994
CURRENT ASSETS	\$	\$
Cash	-	579,502
Short-term investments, at cost (market - \$ 47,257,009)	45,934,013	46,940,868
Accrued interest receivable	946,465	1,030,461
Unamortized (discount) premium on bonds	(155,254)	(747,304)
Accounts receivable (Note 2)	3,164,869	2,505,428
Inventories, at cost	222,741	164,842
Prepaid expenses	516,723	213,753
	50,629,557	50,687,550
LONG TERM LEASES (Note 3)	1,530,166	1,606,739
	52,159,723	52,294,289
FIXED ASSETS (Note 4)	109,243,805	104,767,623
OTHER ASSETS		
City of Toronto - proceeds from sale of debentures held by the City	257,680	257,680
	109,501,485	105,025,303
	161,661,208	157,319,592
LIABILITIES AND EQUITY	1995	1994
CURRENT LIABILITIES	\$	\$
Cheques issued in excess of bank balances	335,481	-
Accounts payable and accrued liabilities (Note 2)	7,978,525	4,397,521
Deferred revenue	33,307	39,696
Accumulated sick leave credits (Note 5)	447,674	510,555
	8,794,987	4,947,772
SINKING FUND RESERVES (Note 6)	1,844,271	2,292,684
RETAINED EARNINGS (Note 7)	41,520,465	45,053,833
	52,159,723	52,294,289
NET DEBENTURE DEBT (Note 8)	80,000	112,000
INVESTMENT IN CAPITAL EXPENDITURE	109,421,485	104,913,303
	109,501,485	105,025,303
	161,661,208	157,319,592

Approved by the Authority:

Chair

General Manager

Statement of Operations

for the year ended December 31, 1995

	1995	1994
	\$	\$
PARKING REVENUE	30,830,461	32,119,718
PARKING EXPENSES		
Operating		
Salaries, wages and employee benefits	8,632,104	8,877,619
Municipal taxes	6,150,523	5,516,722
Province of Ontario - Commercial Concentration Tax (Note 10)	(427,030)	(493,923)
Maintenance (Note 11)	3,180,093	4,521,063
Utilities	1,772,946	1,865,665
Rent	387,795	451,608
Equipment acquisitions	205,510	810,749
Insurance	266,751	227,011
Snow clearing	338,838	331,105
Tickets	103,109	129,260
Sundry	470,097	436,682
	21,080,736	22,673,561
Administration - Social Contract (Note 13)	95,223	245,966
- other	3,007,913	2,657,898
	24,183,872	25,577,425
EXCESS OF PARKING REVENUE OVER EXPENSES	6,646,589	6,542,293
Rental charge - City of Toronto (Note 9)	(12,000,000)	(7,000,000)
DEFICIT FROM CARPARK OPERATIONS	(5,353,411)	(457,707)
OTHER REVENUE		
Interest income	3,996,292	3,346,064
Proceeds on disposal of fixed assets	400	5,245
Sundry	1,013,871	2,395,933
	5,010,563	5,747,242
NET (LOSS) INCOME (Note 7)	(342,848)	5,289,535

Comparative Highlights

	1990	1991	1992	1993	1994	1995
Parking Revenues	\$35,704,000	\$33,807,000	\$33,488,000	\$33,522,000	\$32,120,000	\$30,830,000
Parking Expenses	\$28,980,000	\$30,039,000	\$29,212,000	\$25,976,000	\$25,577,000	\$24,184,000
Net Revenue from Parking Operations	\$6,724,000	\$3,768,000	\$4,276,000	\$7,546,000	\$6,542,000	\$6,646,000
Rent Paid to City	\$3,361,968	\$2,000,000	\$2,138,140	**\$11,033,260	\$7,000,000	***\$12,000,000
Number of Carparks - surface	80	80	76	75	76	74
Number of Carparks - garage	13	14	14	14	14	16
Number of Parking Spaces	14,800	14,606	14,622	14,643	14,615	14,520
Number of Vehicles Parked	12,488,000	11,838,000	11,291,000	11,027,000	10,582,000	9,947,000
Number of Employees - full time	245	246	224	211	199	192
Number of Employees - part time/students	96	98	82	79	80	80
TOTAL FEDERAL/ PROVINCIAL/MUNICIPAL TAXES	\$10,180,000	\$12,658,000	\$13,005,000	\$10,781,000	\$9,841,000	\$10,494,000

* An additional one-time cash payment of \$25,000,000 was made to the City in 1992.

** Agreement amended for 1993 - City was paid 100% of net income.

*** Includes one-time payment of \$5,000,000

These "Comparative Highlights" are unaudited.



Notes to Financial Statements

December 31, 1995

1. Significant accounting policies

(a) Basis of accounting

These financial statements have been prepared in accordance with accounting policies as prescribed for Ontario municipalities by the Ministry of Municipal Affairs. The more significant of these accounting policies are summarized below.

(b) Nature of parking operations

These financial statements reflect the financial position and results of operations of the Authority's off-street parking facilities (parking garages and surface car parks). They do not include the operations of the City of Toronto's on-street parking facilities (parking meters, overnight permits and boulevard parking); malls and offices on Cumberland and Queen Streets; or payments received by the City from developers under agreements in-lieu of providing parking facilities. The results of these activities are recorded by the City in reserve fund accounts and are available to the Parking Authority to fund on-going capital projects and improvements and for such other other purposes as City Council may approve.

(c) Fixed assets

The Authority does not hold title to its car parks neither to the lands nor the improvements thereon. In order to reflect the assets acquired by the Authority out of its own funds, fixed assets are recorded at cost on the balance sheet, net of any disposals, with a similar amount included in investment in capital expenditure. In addition, the Authority charges its capital expenditures on car park development directly to retained earnings. No provision is made for depreciation.

2. Related party transactions

Included in accounts receivable of \$3,164,869 is an amount of \$2,915,604 due from related parties. Included in accounts payable of \$7,978,525 is an amount due to related parties of \$4,078,209. The net amount of \$1,162,605 (\$4,078,209 less \$2,915,604) due to related parties at December 31, 1995 (\$943,403 due from at December 31, 1994) is summarized as follows:

	1995	1994
	\$	\$
Due from (to):		
Due from the Toronto Economic Development Corporation	2,099	3,543
Due (to) from the City of Toronto Non-Profit Housing Corporation	(107,229)	(388,640)
Due from (to) the City of Toronto	(1,057,475)	1,328,500
	(1,162,605)	943,403

3. Long term leases

The Authority has leased property under various long-term lease agreements for periods up to 2039. The total rent for these leases was \$2,220,168. These payments were made in advance and are being amortized over the terms of the individual leases.

4. Fixed assets

The cost of fixed assets acquired by the Authority is as follows:

	1995	1994
	\$	\$
Land	16,922,413	16,922,413
Parking garages	47,821,494	47,821,494
Surface carparks	2,570,000	2,570,285
Developments under construction	37,074,307	32,786,505
Furniture, fixtures and equipment	4,855,591	4,666,926
	109,243,805	104,767,623

5. Accumulated sick leave credits

Provision has been made over the years to provide for the payment of sick leave credits which may become due to employees upon termination of employment under the terms of the accumulative sick leave benefit plan. The liability for such benefits at the end of 1995 has been fully provided for with respect to all unionized employees.

Effective January 1, 1994 the sick leave program for all non-union employees was discontinued and replaced by a new plan. Under the terms of the new plan employees are paid 80% or 100% of their pay (depending on length of service) for up to a maximum of six months in any year. There is no vesting or carry-over of days from one year to the next.

6. Sinking fund reserves

The accumulated excess sinking fund earnings are available to the Authority to meet any future debt charges or for use in financing capital projects.

7. Retained earnings

These retained earnings are available to the Authority for the development of parking facilities. Unexpended and committed authorizations for such capital developments, including those approved in the City of Toronto's 1995 capital budget, amount to some \$72.9 million at December 31, 1995. The movement in this account for the year is as follows:

	1995	1994
	\$	\$
Balance, beginning of year	45,053,833	40,368,042
Capital expenditures on carpark developments	(3,421,534)	(103,744)
Change in capital funding source	231,014	(500,000)
Net income	(342,848)	5,289,535
Balance, end of year	41,520,465	45,053,833

8. Net debenture debt

	1995	1994
	\$	\$
Total issued	14,836,807	14,836,807
Redeemed to date	(14,756,807)	(14,724,807)
Balance to be redeemed by 1997	80,000	112,000

The total debt servicing costs (principal and interest) for 1995 in the amount of \$46,880 (1994 - \$47,530) have been met out of revenue derived from the City of Toronto's operation of on-street parking meters and are not reflected in the expenditures of the Authority.

9. Rental charge - City of Toronto

On January 13, 1992, the Authority renewed a 1985 agreement with the City of Toronto, wherein the Authority is required to pay annual rentals over the

years 1990-1994 for the use of City-owned properties leased to it, equal to 50% of its surplus from parking operations for the year or \$2,000,000, whichever is greater.

At its meeting on May 9, 1994, Council adopted the recommendations as contained in Executive Committee Report No. 14, clause 1 to amend this agreement. The new agreement, based on a request from the City of Toronto, revises the terms for 1993 and 1994 and extends the entire agreement through to the end of 1999. The new terms are as follows:

YEAR	TERMS
1993	The Authority will pay rent equal to 100% of net income for the year (\$11,033,260).
1994 and 1995	The Authority will pay rent of \$7,000,000 on December 1 of each year. The Authority paid an additional \$5,000,000 for a total of \$12,000,000 in 1995.
1996 through 1999	The Authority will pay 50% of its surplus from parking operations in each year or \$2,000,000, whichever is greater as per the terms of the 1985 agreement.

10. Commercial Concentration Tax - Ontario Retail Sales Tax

The commercial concentration tax was repealed effective July 1, 1993. The tax was payable at a rate of \$10.75 for each square metre of the gross area of land used as a commercial parking lot.

With the repeal of the commercial concentration tax on July 1, 1993 commercial parking fees became taxable under the Ontario Retail Sales Tax Act at a rate of 8%. An amount of \$427,033 accrued prior to 1995 was taken back into income in 1995 as a result of the repeal of the tax in 1993.

11. Canada/Ontario Infrastructure Works Program

Under this program the Federal and Provincial governments will fund two-thirds of the cost of approved projects. In 1995 the Authority spent approximately \$4,500,000 on approved maintenance projects of which \$3,000,000 is funded by the Provincial and Federal governments under this program.

12. Contractual obligations

The Authority is committed to make additional expenditures of \$7.6 million for major maintenance work and capital developments and \$53,000 related to normal operating costs. Commitments over the next five years under leasing agreements for use of lands and equipment (other than City of Toronto owned properties) total some \$657,000 for basic rental charges.

13. Social Contract

The Social Contract Act, 1993, between the Province of Ontario and the Municipalities, requires a reduction in expenditures by a specified target amount in each of the years 1993, 1994 and 1995. In addition, the sectoral agreement between the provincial government and the municipal sector provides for the automatic deferral of 25% of the 1993 social contract target amount which is to be recovered by April 1, 1996. In general terms, all municipal employee groups are required to fund their specified target amounts primarily through payroll reductions. For the Authority, the expenditure reduction target amount for each year is \$411,347 and the amount deferred to 1996 is \$102,837.

14. Comparative Figures

Certain of the prior year's figures have been reclassified to conform to the current year's presentation.

Employees

OPERATIONS

Ahmed, Wasim
 Alleyne, Herbert
 Alleyne, Ian
 Alleyne, Randall
 Ameha, Kiflom
 Andrade, Leonard
 Andrews, Kirk
 Anemou, Andreas
 Arunthavanathan, Appathurai
 Aslin, Harry
 Astill, Kevin
 Astill, Peter
 Astill, Philip
 Aziz, Irfan
 Aziz, Mian
 Bandera, Enrique
 Batscos, Steve
 Bierbaum, Heddy
 Bisesar, Chandrabhan
 Bobadilla, Daniel
 Bogale, Elleni
 Bolte, Lorne
 Borecki, George
 Boytchuk, Patricia
 Brann, Naish
 Burnell, Douglas
 Cahill, Peter
 Caminiti, Antonio
 Campbell, David
 Cass, Douglas
 Chiarenza, John
 Chu, Carry Ka-Man
 Clarke, Lennox
 Collins, Paul
 Cordeiro, Andy
 Cordeiro, Connie
 Cordeiro, Manuel
 Cordeiro, Urbano
 Costa, Octavio
 Dadural, Clarito
 Delinis, John
 Demelo, Patrick
 Diaz, Julio
 Drummond, Andrew
 Drummond, Patricia
 Dupuis, Gloria
 Earnden, Steven
 East, Alton
 Eng, Horne
 Espina, Hugo
 Everard, Ronald
 Falcone, Carmine
 Fernandez, Gladys
 Feroze, Khalid
 Ferris, R. James
 Fortune, Yeewing
 Foto, Iyob

Gebre-Hiwet, Zewdu
 Gicas, Peter
 Grandison, Cheryl
 Gregorio, Roberto
 Hanlon, Hugh
 Hardy, David
 Harris, Jeff
 Haslett, Robert
 Hedley, Lynne
 Hopkins, Peter
 Hrynyk, Liliana
 Hua, Thuan-Dien
 Hubley, Wayne
 Ing, Peter
 Iordache, Nicolae
 Johnston, Robert
 Kantz, Robert
 Koczkowska, Anna
 Koo, Michael
 Koo, Michele
 Kourounis, Paul
 Krok, Krystyna
 Kwan, Chor Git
 Kwan, George
 Lam, Alan
 Larios, Augusto
 Lee, Bruce
 Lee, Gang-Bor
 Lee, Wai-Kwong
 Lem, Bill
 Leung, Chan May
 Leymann, Jurgen
 Liassides, Kypros
 Liristakis, George
 Loo, Juan
 Lopes, Mario
 Lum, Frank
 Lynch, Brenda
 Mackay, Ronald
 Macumber, Linda
 Mandrapillas, George
 Mangal, Jaichand
 Maracle, Kevin
 Mate, Tibor
 Mayo, Mary Clare
 McMahon, Jim
 McNeil, Wylie
 Meharene, Hirut
 Michael, Helen
 Minichiello, Rossano
 Mintz, Barbara
 Moraites, Michael
 Moy, Patrick
 Nicola, Anastasis
 Nicolau, Koula
 Pannoza, Domenico
 Paparo, Cosmo
 Pauliuc, Nicolae
 Persaud, Seecharran
 Phillip, Joslyn
 Phillips, Thomas
 Pinto, Anselmo
 Plantamura, Rocco

Prescott, Peter
 Quan, Edward
 Quan, Lin
 Quinn, Brian
 Rahim, Clifford
 Ramana, Surnarine
 Ramotar, Subhase
 Razban, Najibullah
 Reboja, Edwin
 Rice, Joel
 Rodriguez, Efrain
 Romaniuk, Tadeusz
 Roussos, Soterios
 Rutledge, Chris
 Sagar, Rakesh
 Salehmohamed, Ramzan
 Santo, Armindo
 Santos, Americo
 Sawh, Rajpat
 Scheibli, Danny
 Scheibli, Michael
 Sellis, Georgios
 Seyoum, Jembere
 Shum, Alfred
 Siaggas, Orestis
 Silva, Eddy
 Singh, Gajiinder
 Singh, Sukhdev
 Sledziewski, Andrew
 Smith, Victor
 Sotiriou, Tom
 Szafalowicz, Barbara
 Tomlinson, Colin
 Tran, Eric
 Vasic, John
 Wheeler, Christopher
 Wisniewski, Irena
 Wong, Jameson
 Wood, Donald
 You, Ming
 Zlotkowski, Leszek

STUDENTS

Abbasi, Zahid
 Abdulahi, Amira
 Alleyne, Andrew C.
 Alexopoulos, Konstantinos Gus
 Arunthavanathan, Skandaruban
 Bennett, Dalton
 Brown, Stephen
 Casquilho, Victor
 Cedro, Hans
 Chaudhary, Gauhar
 Chaulk, Allan
 Chen, Raymond
 Chow, Michael
 Chu, Ho
 Clarke, Claude
 Costa, Mark
 Cromwell, Jamie
 Daskalakis, Savaas
 Eng, Henry

Ferrari, Antonio
 Gibson, Rudeen
 Graham, Leslie
 Harris, Rochelle
 Hosein, Fazal
 Hotelwala, Zuber
 Hernandez, Maritza
 Hua, Duc
 Hua, Hanh
 Jimenez, George
 Joe, Allen
 Johnson, Patrick K.
 Kazas, Ted
 Kristoffy, Paul
 Krok, Gerard
 Larios, Augusto, P. Jr.
 Lee, Ken
 Lee, Richard
 Lee, Shao Jian (Ken)
 Lem, Garfield
 Lokhat, Emran
 Luong, Pinh Chinl
 Ly, Phoi Nhi
 Madeley, John
 Marca, Bahji
 Mark, Dennis
 Mark, Henry
 Meyer, Robert
 Mian, Nadeem A.
 Moniz, Brian
 Monteiro, Carlos
 Najem, Ali
 Ortega, Boris
 Oudit, Edwin
 Patrick, Orville
 Ram, Dharampaul
 Ramdhan, Jason
 Rojan, Feroze
 Roussos, George
 Roussos, John
 Sagas, Angelo
 Sandhu, Bhupinder
 Santo, Andre
 Santo, Peter
 Schaftron, Sandra
 Sellis, Nektarios (Nick)
 Serodio, Steven
 Singh, Jasjit
 Song, Harry
 Tabakos, John
 Brown, Stephen
 Casquilho, Victor
 Cedro, Hans
 Chaudhary, Gauhar
 Chaulk, Allan
 Chen, Raymond
 Chow, Michael
 Chu, Ho
 Clarke, Claude
 Costa, Mark
 Cromwell, Jamie
 Daskalakis, Savaas
 Eng, Henry

FINANCE AND ADMINISTRATION

Aslin, Katherine
 Boehm, Frank
 Chapman, Sylvia
 Correia, Maria
 Correia, Nancy
 Cowan, Lori
 D-L-Casas, Miguel
 Daigle, Gerard
 Dickson, Audrey
 Gruszka, Antoni
 Hilton, Jennifer
 Jagielicz, Walter
 Khan, Dawood
 Machado, Sandra
 Martin, Barry
 Morrison, Bridget
 Pai, Vijaya
 Piercy, Laura Lee
 Plooard, Karl
 Pourvahidi, M.J.
 Ramdhan, Kuntie
 Silletti, Anna
 Singh, Selenia
 Small, Janice
 Stevenson, Susan
 Teekah, Nadira
 Wortzman, Ruth
 Zamiara, Emil

DEVELOPMENT

Maher, Ian
 McNeely, Rodney
 Nathoo, Amir
 Parks, Greg
 Persiko, Lorne
 Rigby, Glendon
 Russell, Michael
 Toigo, Teresa

GENERAL MANAGER

Maurice J. Anderson



COMMISSIONERS

A. MILLIKEN HEISEY, O.C., CHAIR
FRANCIS OMORUYI
IAN J. RANKIN
DAVE ROBERTS

GENERAL MANAGER

MAURICE J. ANDERSON

FINANCE & ADMINISTRATION
GERARD C. DAIGLE

PLANNING
IAN MAHER

HUMAN RESOURCES
BARRY E. MARTIN

REAL ESTATE & DEVELOPMENT
LORNE PERSIKO

CONSTRUCTION
AMIR NATHOO

OPERATIONS
SAM ROUSSOS

CITY COUNCIL

MAYOR BARBARA HALL, CHAIR

EXECUTIVE COMMITTEE

MAYOR BARBARA HALL

STEVE ELLIS

KAY GARDNER

TOM JAKOBEK

CHRIS KORWIN-KUCZYNSKI

KYLE RAE

MARIO SILVA

PETER TABUNS

CITY COUNCILLORS

DAVID HUTCHEON	WARD 1
CHRIS KORWIN-KUCZYNSKI	WARD 2
MARIO SILVA	WARD 3
MARTIN SILVA	WARD 4
DAN LECKIE	WARD 5
KYLE RAE	WARD 6
PAMELA MCCONNELL	WARD 7
PETER TABUNS	WARD 8
STEVE ELLIS	WARD 9
TOM JAKOBEK	WARD 10
ROB MAXWELL	WARD 11
BETTY DISERO	WARD 12
JOHN ADAMS	WARD 13
HOWARD JOY	WARD 14
KAY GARDNER	WARD 15
MICHAEL WALKER	WARD 16

Carpark Locations

No.	Location	Capacity	No.	Location	Capacity
1	Hayden St e of Yonge	Closed for construction	88	e/s Ferrier Ave n of Danforth	47
2	Charles St e of Yonge	76	89	Lipton Ave e of Pape Ave	70
3	Isabella St e of Yonge	79	90	Eaton Ave n of Danforth	30
5	Wellesley St e of Yonge	143	91	Armada Ave n of Bloor W	144
11	Rosehill Garage	571	93	Euclid Ave n of Bloor W	52
12	Alvin Ave n of St. Clair E	166	96	Portland St n of Front W	212
13	DeLisle Ave w of Yonge	159	104	Ossington Ave n of Bloor W	40
15	Yorkville-Cumberland Garage	1036	106	Augusta Ave n of Queen W	120
17	Pape Ave n of Danforth	85	107	MacPherson Ave-Rathnelly Ave	40
18	Keele St s of Dundas W	78	109	Aberdeen Ave w of Parliament St	35
19	Pacific Ave s of Dundas W	71	110	Danforth Ave e of Coxwell Ave	25
20	Cedarvale Ave n of Danforth	37	111	College-Clinton Garage	79
21	Amroth Ave s of Danforth	54	116	Kennedy Ave n of Bloor W	56
26	Queen-Victoria Garage	479	125	Richmond-Sherbourne Garage	540
28	Pape Ave s of Danforth	76	126	Parliament St s of Front E	84
29	Holly-Dunfield Garage	460	130	Bartlett Ave n of Bloor W	38
32	Bay St-Lakeshore Blvd W	525	131	Eglinton W-Hilltop Road	28
34	Dundas Square-Victoria St	53	137	Gough Ave n of Danforth	17
36	Nathan Phillips Square Garage	2087	139	Sherwood Ave e of Yonge	46
39	Castlefield Ave w of Yonge	163	141	Greenlaw Ave s of St. Clair W	53
41	Norton Ave w of Dufferin	64	142	Langford Ave n of Danforth	27
42	Via Italia s of St. Clair W	171	143	Windermere Ave n of Bloor W	88
43	St. Lawrence Garage	2008	144	Clinton St n of Bloor W	33
44	Fuller Ave n of Queen W	53	146	Gerrard St E w of Broadview Ave	43
45	Broadview Ave n of Queen E	92	149	Woodycrest Ave n of Danforth	35
47	Castleknock Rd n of Eglinton W	175	150	Larch St Garage	357
48	Lee Ave s of Queen E	68	152	Glenforest Rd e of Yonge	26
49	Roehampton Ave e of Yonge	126	155	Eglinton W-Glen Cedar Road	33
51	Lippincott St s of Bloor W	146	156	w/s Ferrier Ave n of Danforth	23
52	University Ave Garage	323	157	Bayview/Millwood Garage (lower)	20
53	Richmond St West - Walnut Ave	49	158	Queen St W w of Cowan Avenue	32
55	Bedford Park Ave w of Yonge	42	159	Bayview/Millwood Garage (upper)	10
58	Bloor-Bedford Garage	399	161	St Clair-Yonge Garage	173
62	Queen St W - Abell St	29	162	Shaftesbury Ave e of Yonge	22
63	Richmond St E - Jarvis St	17	163	Dragon City Garage	129
64	Durie St n of Bloor W	155	164	Thelma Ave-Spadina Road	43
68	Kensington Garage	292	167	Ossington Ave n of Queen W	20
71	Bellevue Ave s of Nassau St	91	168	Harrison St e of Dovercourt Road	47
78	Erindale Ave e of Broadview Ave	93	170	Hammersmith Ave n of Queen E	30
79	Sherbourne St n of Carlton St	112	171	Mt. Pleasant Road s of Eglinton E	54
80	Keele St n of Dundas W	54	174	Hiawatha and Gerrard	50
81	Lansdowne Ave n of Bloor W	40	175	Queen's Quay West e of Spadina	80
82	Margueretta St n of Bloor W	56	176	Queen's Quay West w of Spadina	120
84	Salem Ave n of Bloor W	35	177	York/Lakeshore	40
85	Palmerston Ave n of Bloor W	58			
87	Chester Ave n of Danforth	83			
				Total Spaces	14,520



The Parking Authority of Toronto
33 Queen Street East
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