

1988

The  
Parking  
Authority  
of  
Toronto

ANNUAL REPORT





## Corporate Profile

The Parking Authority of Toronto, a fully incorporated agency of the City of Toronto, was established on June 24, 1952 by a City of Toronto by-law under enabling legislation of the Province of Ontario. The Authority's mandate includes:

- the construction, maintenance, control, operation, and management of all municipal off-street parking facilities;
- the operation of carparks on leased property and management of some facilities on a revenue-sharing or fee basis;

- the requirement to be financially self-sustaining, and to pay real estate and business taxes;

- the provision that the City of Toronto hold title to all the Authority's lands and buildings, including those purchased with funds earned or borrowed by the Authority;

- the requirement to make an annual report to City Council and to have its financial statements examined by the City Auditor.

## Table of Contents

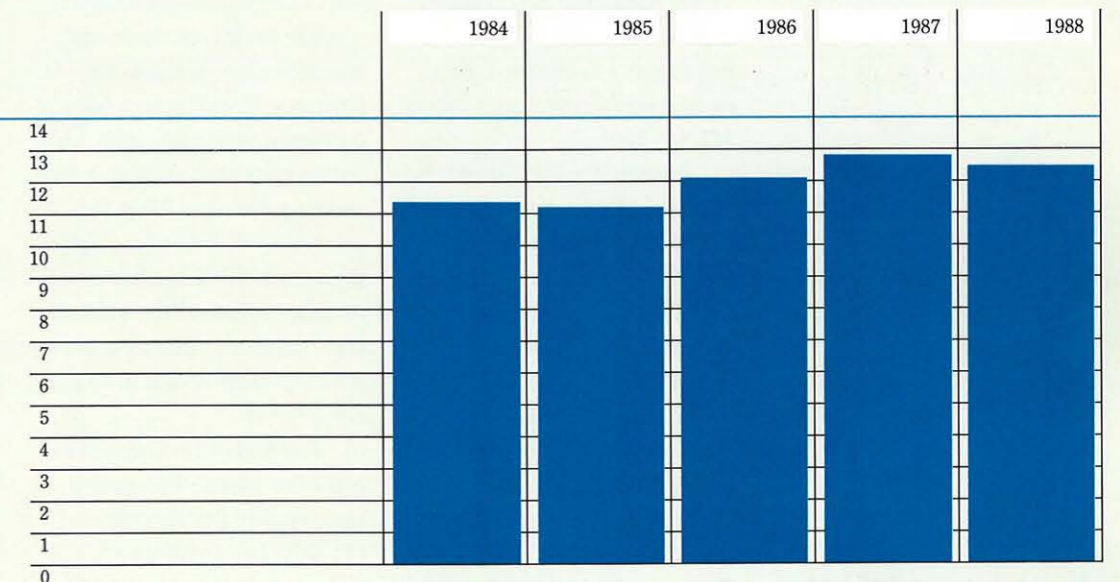
Comparative Highlights	1
Chairman's Message	2
Operations	4
Development	10
Finance and Administration	14
Financial Statements	
Balance Sheet	16
Statement of Operations	17
Notes to Financial Statements	18
Carpark Locations	20

## Comparative Highlights

	1984	1985	1986	1987	1988
Parking revenues	\$19,065,000	\$20,500,000	\$23,696,000	\$26,935,000	\$29,934,000
Parking expenses	\$14,159,000	\$14,573,000	\$15,086,000	\$17,276,000	\$18,696,000
Net revenue from parking operations	\$4,906,000	\$5,927,000	\$8,610,000	\$9,659,000	\$11,238,000
Net income	\$6,014,000	\$6,246,000	\$7,982,000	\$9,723,000	\$10,648,000
Number of carparks <sup>1</sup> —surface	80	82	82	83	83
—garage	8	8	9	10	10
Number of parking spaces <sup>1</sup>	14,160	13,590	13,562	14,244	14,148
Number of vehicles parked	11,299,000	11,134,000	12,047,000	12,837,000	12,447,000
No. of employees <sup>2</sup> —full time	187	194	191	212	215
—part time/students	86	89	88	85	88

<sup>1</sup>as at December 31  
<sup>2</sup>as at June 30

## Cars Parked (in millions)



**CHAIRMAN'S MESSAGE**

*Councillor Jakobek  
Chairman  
City Services Committee  
City Hall  
Toronto, Ontario  
M5H 2N2*

Dear Councillor Jakobek:

Your Commissioners are pleased to present the 1988 Annual Report for The Parking Authority of Toronto to the City Services Committee.

During 1988, carpark usage continued at a high level: 12,447,000 vehicles were parked in 14,148 parking spaces located in 83 surface carparks and 10 garages.

Parking revenues amounted to \$29,934,000, an increase of 11.1 percent over 1987. Parking expenses totalled \$18,696,000, resulting in a net revenue from parking operations of \$11,238,000.

Payments to the City of Toronto in 1988 totalled \$10,161,000, consisting of \$5,619,000 for the rental of lands owned by the City and used by the Authority for municipal parking; and \$4,542,000 in business and realty taxes.

Construction continued during 1988 on two joint-venture projects: the Sefri International development at 220 Bloor Street West, a multi-use hotel/public parking garage and surface carpark facility; and at 622 College Street, a multi-use

residential/commercial/public parking garage constructed in association with the Metropolitan Toronto Housing Company Ltd. and CHIN Radio. These projects together will create 473 public parking spaces to serve the growing demand in these areas.

On April 20, 1988, a groundbreaking ceremony was held at the site of the new, 342-space underground garage at 40 Larch Street in Chinatown. This garage will form the structural platform for the above-grade construction of a Cityhome housing complex.

The design and tendering stages for the extension of the St. Lawrence Market garage were completed during late 1988, with construction scheduled to commence in early 1989. This extension will add 945 parking spaces that will help meet the parking demands of the Market area, the theatre district and the growing commercial activity along Front Street.

The Authority continued to assist the Toronto Economic Development Corporation (TEDC). The Authority's Development Department has provided the TEDC with technical support in planning and design related matters, and the

Finance and Administration Department has also supported the TEDC operations. The Authority is represented on the TEDC Board of Directors along with the Authority's President, Reginald Lewis, who is President and Chief Executive Officer of the TEDC.

The feature section of this year's Annual Report highlights the accomplishments of the Operations Department in their role as the public face of the Authority—the one our patrons see daily. These experienced and dedicated employees are directly responsible for the daily operation of the Parking Authority in the provision of quality service.

On behalf of the Authority's Commissioners, I would like to thank City Council and all of the individuals and agencies who have assisted the Authority during the past year. We welcome comments or questions on any aspect of this report.

  
David A.A. Stager  
Chairman

**Commissioners and Officers**



*David A.A. Stager    Joyce M. Crago    Laura L. Legge    Ian J. Rankin    John F. Sherk    Reginald W. Lewis*

<b>Commissioners</b>	David A.A. Stager, <i>Chairman</i> Joyce M. Crago Laura L. Legge, <i>QC</i>	Ian J. Rankin John F. Sherk
<b>Officers</b>	Reginald W. Lewis <i>President</i> Maurice J. Anderson <i>Vice-President, Finance and Administration</i>	Brian M. Lees <i>Vice-President, Operations</i> Norris P. Zucchet <i>Vice-President, Development</i>

**City Council**

<b>Mayor</b>	Arthur Eggleton	
<b>Executive Committee</b>	Liz Amer Kay Gardner Barbara Hall	Tom Jakobek Jack Layton Nadine Nowlan

<b>City Councillors</b>	<b>Ward</b>	<b>Ward</b>
William Boytchuk	1	Tom Clifford 9
Chris Korwin-Kuczynski	2	Tom Jakobek 10
Tony O'Donohue	3	Rob Maxwell 11
Martin Silva	4	Betty Disero 12
Liz Amer	5	Nadine Nowlan 13
Jack Layton	6	Howard Levine 14
Barbara Hall	7	Kay Gardner 15
Marilyn Churley	8	Michael Walker 16

<b>Metro Councillors</b>	<b>Wards</b>
Derwyn Shea	High Park 1, 2
Joe Pantalone	Trinity-Niagara 3, 4
Dale Martin	Downtown 5, 6
Roger Hollander	Don River 7, 8
Paul Christie	East Toronto 9, 10
Richard Gilbert	Davenport 11, 12
Ila Bossons	Midtown 13, 14
Anne Johnston	North Toronto 15, 16





*“The Authority’s reputation for operating excellence is a reflection of the staff commitment to superior carparks and public service.”*

*Brian Lees  
Vice-President, Operations*

## OPERATIONS

The day-to-day parking functions of the Authority are the responsibility of the Operations Department, directed by Vice-President Brian Lees. Service to the public, a primary theme of the Authority’s mandate, is emphasized through the quality of the maintenance programs of carparks and in the courtesy of attendants to our patrons.

This Department employs 180 full time and 88 part time/student employees, and manages 93 carparks, offering 14,148 parking spaces. The City has been divided into three districts: north-central, south-east and south-west, each with a district

manager, who, in turn, uses line supervisors in the management of day-to-day operations.

This Department has three specific goals:

- superior service to the public
- cost effectiveness
- safety and security.

A plan to further these goals with the best use of resources is based on the following operational initiatives:

- Centralization of Common Resources
- Technology Advancements and Equipment Standardization
- Human Resources Development
- In-House Maintenance

### Types of Operations (as at December 31, 1988)

	Number of spaces	Percentage of spaces
Cashier garages	7,103	50.2%
Cashier surface carparks	3,261	23.0%
Machine	3,119	22.0%
Meters	532	3.8%
Machine and meters	93	0.7%
Monthly permits	40	0.3%
Totals	14,148	100.0%

### Areas of Operations (as at December 31, 1988)

	Number of spaces	Percentage of spaces
Downtown core	3,098	21.9%
Downtown fringe	3,562	25.2%
Midtown	1,703	12.0%
Uptown	1,865	13.2%
Neighbourhood commercial/residential	3,788	26.8%
Transit/commuter	132	0.9%
Totals	14,148	100.0%

- Security Upgrading.

### Centralization of Common Resources

To maximize the use of the Authority’s specialty vehicles for cleaning garages, such as sweepers and scrubbers, the Operations Department has implemented a program that centralizes these vehicles at the district level. This enables garages to be cleaned weekly, with vehicles rotated throughout each district on a regular schedule.

During 1988, the Operations Department began centralizing the storage and distribution of materials needed for daily use. This plan includes an improved inventory control and ordering system that will result in more efficient use and distribution of products.

### Technology Advancements

In smaller parking facilities, where an attendant is not cost effective, parking meters or mechanical ticket dispensers have been used. These devices, however, were becoming expensive to maintain because spare parts were unavailable. In addition, it was difficult to introduce changes whenever the Authority increased its parking



*Attendant-operated facilities have been equipped with computerized cash registers which are programmed to calculate parking fees.*



**MAINTENANCE STAFF ARE TRAINED TO OPERATE CLEANING AND SCRUBBING VEHICLES. IN 1988, THIS EQUIPMENT WAS CENTRALIZED AT THE DISTRICT LEVEL TO INCREASE OPERATING EFFICIENCY.**



rates. New technology was therefore researched and tested. This led to the replacement of meters and mechanical pay-and-display machines with electronic pay-and-display machines. However, to minimize patron confusion and disruptions in day-to-day service, and to amortize the capital expenditure, this program is being phased over a five-year period. Based on the current costs of this technology, carparks of 30 spaces or more can be economically converted to the new equipment. The electronic pay-and-display technology has been well received by patrons, and has these added benefits:

- improved convenience for patrons, with payment on an as-needed basis rather than the tradi-

- tional hourly "meter-feeding race"
- flexible rates on an area-specific basis
- decreased maintenance and revenue collection costs
- increased equipment reliability
- improved equipment security and reduction in vandalism
- increased revenues.

In the attendant-operated facilities, computerized cash registers make automatic fee calculations, with the resulting benefits:

- establishment of a standard device that all employees are trained to use, thereby offering greater flexibility in employee assignments and management
- reduced probability of cashier error since fees are calculated automatically

generation of statistics for the revenue and audit system

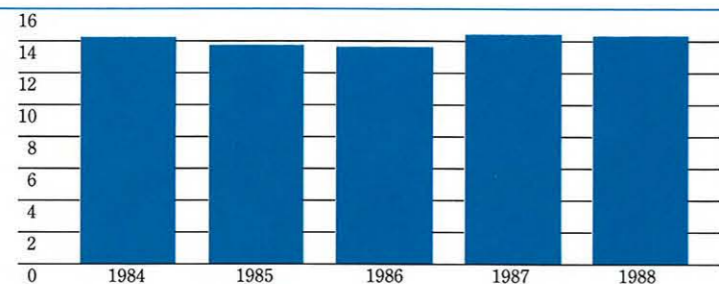
- ability to upgrade and replace electronic components rather than implementing a major re-equipment program.

**Human Resources Development**

Staff members are the Authority's most important asset. In a continued effort to nurture this resource, the Operations Department instituted a staff development program in 1988. This is based on a performance management system that assists both employees and supervisors in identifying individual work strengths and weaknesses and in implementing corrective action plans. Increased job satisfaction through well-defined and mutually acceptable performance objectives should benefit the entire organization.

Performance improvements often require specialized training which the Operations Department conducts in-house. To augment this and to ensure consistency in training, video equipment will be

**Parking Spaces in thousands**



*Part of the in-house maintenance program provided by the Operations staff is the painting of the directional signage at the Authority's facilities.*



**DURING THE NEXT FIVE YEARS, ELECTRONIC PAY-AND-DISPLAY MACHINES WILL BE INSTALLED AT ALL UNSTAFFED PARKING AUTHORITY FACILITIES. THESE WILL REPLACE THE LESS EFFICIENT METERS AND MECHANICAL TICKET-ISSUING MACHINES.**





*Vehicles used for cleaning garages are rotated through each district on a scheduled basis ensuring that garages are regularly cleaned.*

used for the preparation of Authority-produced training films. Human resources development also provides for joint company- and union-sponsored training, covering such topics as first-aid, CPR and general workplace safety, in the interest of both employee and patron health and safety.

Newly appointed operations management and supervisory staff attend a professional development seminar, which is followed up with annual refresher sessions. All supervisory and management personnel also participate in work-procedure workshops, introduced in the fall of 1988. These workshops foster an understanding of staff development through the use of specific management skills.

#### **In-House Maintenance**

The Operations Department includes an in-house maintenance staff that provides the following: repair and maintenance of parking control equipment, vehicles, electrical and mechanical equipment; minor construction projects as well as routine cleaning, painting, and minor facility repairs. These maintenance crews are centrally located and dispatched on a 24-hour, seven-day-per-week basis throughout the Authority's operating area. The skills and responsiveness of these crews help to minimize service interruption and revenue loss caused by malfunctioning equipment.

#### **Security**

The Authority's objective is to provide carparks that are safe and secure. This requires the strict application of design standards that exceed industry standards and municipal by-laws, and the use of employee or contracted security personnel. During 1988, security was improved by a program to equip underground garages with closed-circuit video monitoring and alarm systems. Signals are transmitted to the Operations Control Centre, to ensure surveillance on a 24-hour basis.

*The safety and security of the Authority's operations are enhanced by the lighting levels maintained at all parking facilities.*



LANDSCAPING IS AN IMPORTANT DESIGN COMPONENT OF ANY PARKING AUTHORITY FACILITY. OPERATIONS STAFF ENSURE THAT THESE AREAS ARE WELL MAINTAINED ON A DAILY BASIS.



*"The Authority's future must be built on comprehensive planning for developments and parking facilities that serve the public needs."*

Norris Zucchet  
Vice President, Development

## DEVELOPMENT

The responsibility for development of new carparks and garages is vested with the Development Department, directed by Vice-President Norris Zucchet.

This Department emphasizes a proactive approach to:

- monitoring of parking demands throughout the City
- expanding operations to meet parking demand
- establishing new parking facilities in unserved areas
- developing multi-use projects on existing sites to increase parking spaces and diversify the Authority's revenue base
- acquiring land or negotiating land-lease agreements
- maximizing land-use potential of existing sites.

From a functional perspective, departmental activity can be divided into three distinct areas.

### Planning

The Planning group identifies areas within the City of Toronto where a need may exist for establishing or expanding off-street public parking facilities. Parking studies are then conducted. These quantify current parking inventory in the areas and estimate demand by institutional, commercial and retail establishments—existing and proposed. If a parking need is identified, a cost-effective solution is developed and analyzed from functional and financial perspectives.

During 1988, Planning focussed on parking demand generated by retail strips outside of the downtown core. This was done to assess existing Authority carparks in these developing areas and to identify future needs. This strategy will continue during 1989 so that the Authority's plans will evolve to keep pace with commercial and retail development within the City.

Parking studies during 1988 included:

- St. Clair Ave. W., from Dufferin St. to Greenlaw Ave.
- College St., from Bathurst St. to Shaw St.
- Roncesvalles Ave.
- Dundas St. W., from Ossington Ave. to Rusholme Dr.
- Gerrard St. at Coxwell Ave.
- Queen St. W., from University Ave. to Bathurst St.

In addition, the following area studies were commenced during 1988 to evaluate development plans for existing Authority facilities:

- Kensington Market
- Yorkville
- Yonge St. at St. Clair Ave.
- Yonge St. at Eglinton Ave.
- Yonge St. at Queen St.

### Development

The Development group within the Department has responsibility for negotiating real-estate transactions, including the establishment of joint-venture projects. Proposals must be

### Development Department Primary Functions and Interactions

#### Planning

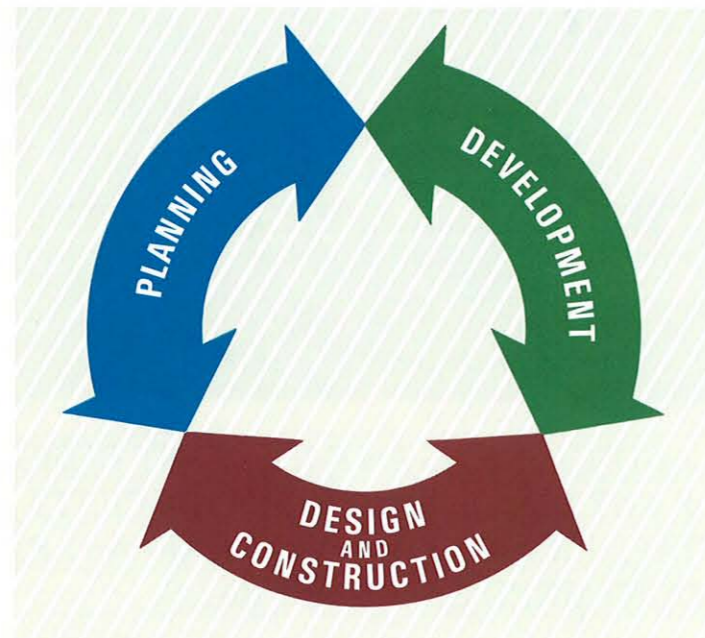
- Public Participation and Feedback
- Site and Area Studies
- Demand Analysis
- Capital Budget Input
- Financial Analysis
- Municipal Approvals

#### Development

- Land Acquisition
- Development Agreements
- Stand-Alone and Multi-Use Projects
- Capital Budget Input

#### Design and Construction

- Design Standards and Specifications
- Functional Design
- Project Management
- Project Certification and Turnover
- Capital Maintenance Planning and Budget



**DEVELOPMENT STAFF HAVE EXTENSIVE EXPERIENCE IN THE SPECIALIZED FIELD OF CARPARK DESIGN. THEY ARE RESPONSIBLE FOR THE FUNCTIONAL DESIGN OF ALL PARKING AUTHORITY FACILITIES.**

approved by both the Authority's Commissioners and the City Council. A primary requirement for all projects of this nature is that the property not be sold and that the City of Toronto maintain title to the land. The Authority will, however, negotiate the leasing of development rights to a prospective joint-venture partner. Of equal importance in the consideration of a joint-venture is the criterion that public parking, to meet area and project demands, must be an integral part of any such proposal.

In 1988, the Authority reached agreement in principle on a major joint-venture proposal for the redevelopment of its carpark at Portland Street and Front Street West. This venture includes the participation of the TEDC and a private developer, Portland Centre Ltd. The project consists of a two-phase, mixed-use industrial and office redevelopment, which will provide a focal point for the area's fashion industry. A three-level, underground garage, with an estimated capacity of 300 public

parking spaces, will be built as part of the first phase of this project.

#### Design and Construction

The Design and Construction group provides project management services, including the supervision and direction of design consultants, tender preparation, and contract award and administration. This group is also responsible for the development of functional designs during the planning phase of a project, and the monitoring of construction activity. Long-term experience in the specialized field of parking-structure design is a key element in the Authority's ability to implement cost-effective, operationally efficient projects, which characteristically have long service lives.

Construction on the joint-venture project between Sefri Construction International Limited and The Parking Authority at 220 Bloor Street West continued through 1988. This project, when completed, will provide approximately 400

parking spaces in a combined surface/underground garage. The redevelopment of the carpark at 622 College Street, a joint venture project between the Metropolitan Toronto Housing Company Ltd., CHIN Radio and The Parking Authority also continued during 1988. This underground garage is scheduled to open in the spring of 1989, and will provide 79 spaces to serve public parking demand along this section of the College Street retail strip.

Construction of the 342-space, underground garage at 40 Larch Street in the City's Chinatown district commenced during 1988. This joint-venture project with Cityhome is scheduled for completion in the fall of 1989, at which time construction of the residential component (to be situated above the garage) will commence.

Tendering of the 945-space extension to the St. Lawrence Market garage and of the 410-space, above-grade garage at 15 Wellesley Street East was completed during late 1988. The St. Lawrence project, the Authority's first pre-cast concrete structure, will be completed during the fall of 1989. The Wellesley Street facility is a joint venture with Cityhome and is expected to be completed in late 1990.

#### Number of spaces

#### Carpark Expansion 1988

Facility	Prior to development	After development
Carpark 5 (Wellesley)	149	410
Carpark 43 (St. Lawrence)	1,038	1,983
Carpark 58 (Bloor)	230	394
Carpark 111 (College)	73	79
Carpark 150 (Larch)	84	342
Totals	1,574	3,208



THE AUTHORITY EMPLOYS AN IN-HOUSE SUPERVISOR TO MONITOR CONSTRUCTION ACTIVITY AT ITS JOINT-VENTURE PROJECTS.





**FINANCE AND ADMINISTRATION**

*“Revenue control and prudent fiscal planning are key ingredients in maintaining the Authority as a financially self-sustaining business entity.”*

*Maurice Anderson  
Vice President,  
Finance and Administration*

Maintaining the Authority as a financially self-sustaining business entity is the responsibility of Maurice Anderson, Vice-President of Finance and Administration. The financial results for the year ending December 31, 1988, reflect the Authority’s vigilance over its operating expenses, and efforts to maximize the service capabilities of its carparks.

An important responsibility of the Finance and Administration

Department is to coordinate the bi-annual parking rate review. The 1988 rate changes became effective on January 1 and on July 1. Rate reviews take into consideration the past performance of each carpark (patron utilization and revenue potential) and the rates at private parking facilities in the area. The main goal of the rate review is to maximize the use of parking spaces by short-term parkers. Rates are also adjusted so that

carparks generate sufficient revenues to meet the costs of their operation and maintenance, subject of course, to demand conditions.

Construction of the carparks at 220 Bloor Street West, Larch Street, Yonge Street and Ranleigh Avenue resulted in the closing of these facilities and, therefore, reduced their revenues and associated expenses. This construction activity in 1988 also reduced the Authority’s inventory of parking spaces to 14,148 from 14,244. However, continued efforts were made during the bi-annual rate review to sustain the level of service to patrons. A higher degree of use and turnover, by discouraging long-term parkers, was promoted by increasing or removing maximum daily charges.

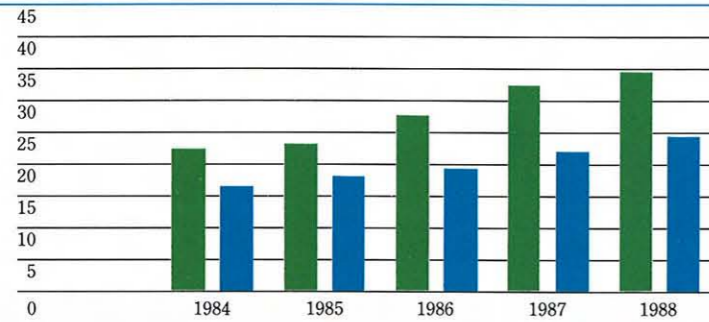
There was an increase in net revenue from parking operations of 16 percent over 1987. This resulted in a rental payment of \$5,619,000 to the City. In addition, the Authority paid \$4,542,000 in business and realty taxes for a total payment of \$10,161,000 to the City.

During 1988, the Finance and Administration Department continued to upgrade its computerized accounting systems to support improved cost and revenue controls. Emphasis this year was placed on the computerization of revenue collection data from unstaffed carparks.

**Revenues and Expenses in millions of dollars**

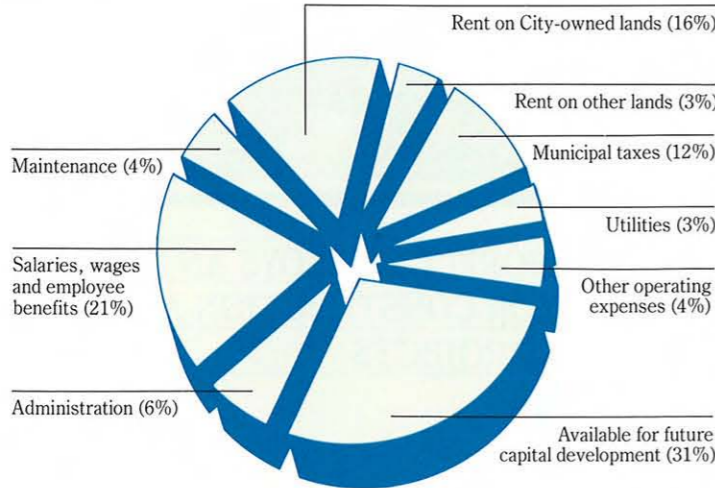
■ Revenues  
■ Expenses

Note:  
Revenues are the sum of parking revenues and other income.  
Expenses are the sum of parking expenses and rent paid to the City of Toronto.



**Distribution of Revenues—1988**

Note:  
Revenues are the sum of parking revenues and other income.



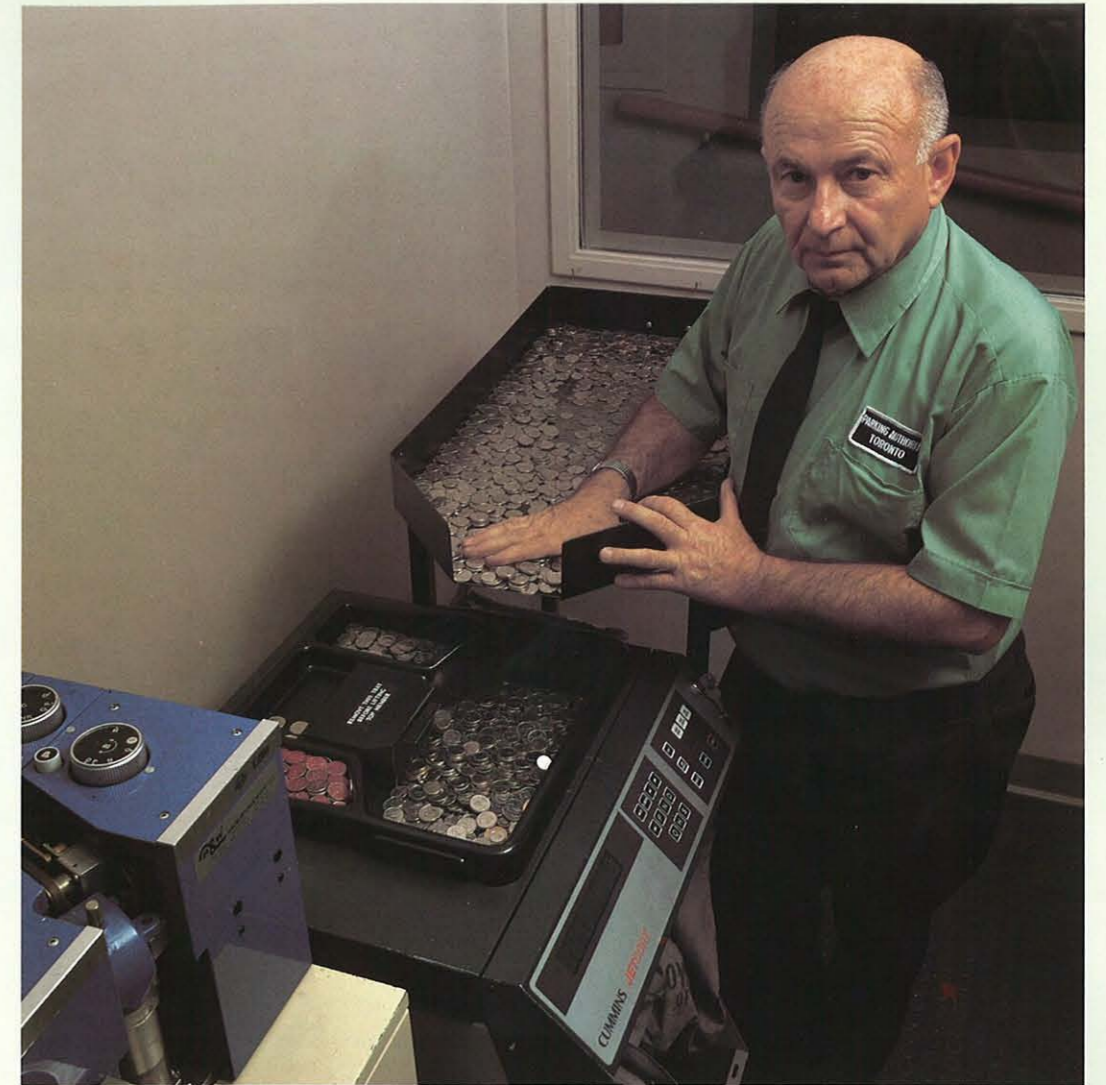
*New employees welcomed to the Authority in 1988 include:*

- Office**  
Sylvia Bullock  
Jennifer Catalli  
Allison Fleury  
Blair Gilmour  
Marion Hart  
David Kerfoot  
Andrew Kozma  
Jane McBride  
Theresa Prince  
Glen Rigby  
Nadira Teekah  
Norris Zucchet

- Attendants**  
Wasim Ahmad  
David Campbell  
Romana Cichala  
Connie Cordeiro  
Manuel Cordeiro  
Tracy Cordeiro  
Zewdu Gebre-Hiwet  
Peter Hopkins  
Peter Ishmael  
Anna Koczkowska  
Gang-Bor Lee  
Frank Lum  
Patrick Moy  
Liliana Pendola  
Rajpat Sawh  
Jembere Seyoum  
Alfred Shum  
Gajinder Singh  
Jameson Wong

- Maintenance**  
Philip Astill  
Enrique Bandera  
George Borecki  
John Chiarenza  
Jim Georgilias  
Thuan-Dien Hua

- Retired**  
*Appreciation is extended to the following employees who retired during the year—for their loyalty and contributions to the organization:*  
Erni Arvinen  
Roger Avery  
Wallace Seeley  
Marion Walker



**EQUIPMENT IN THE ADMINISTRATION DEPARTMENT WAS UPGRADED DURING 1988. THIS INCLUDED THE PURCHASE OF A NEW COIN COUNTER AND SORTER TO ACCOMMODATE THE DOLLAR COIN.**



*As part of the Authority’s accounting computerization program, the collection of revenue data from unstaffed carparks has been automated.*



## FINANCIAL STATEMENTS

### Balance Sheet

as at December 31, 1988

ASSETS	1988	1987
	\$	\$
<b>Current assets</b>		
Cash	453,122	220,854
Investments, at cost (market value \$48,917,575; 1987 - \$40,354,592)	48,917,575	40,326,592
Accrued interest receivable	958,631	811,682
Accounts receivable	159,470	127,052
Inventories, at cost	167,630	153,059
Prepaid expenses	132,222	140,281
	<u>50,788,650</u>	<u>41,779,520</u>
<b>Long term leases (Note 2)</b>	<b>1,586,250</b>	<b>1,653,144</b>
<b>Fixed assets (Note 3)</b>	<b>64,531,980</b>	<b>61,177,270</b>
<b>Other assets</b>		
City of Toronto—proceeds from sale of debentures held by the City	257,680	257,680
	<u>117,164,560</u>	<u>104,867,614</u>
<b>LIABILITIES AND SURPLUS</b>	<b>1988</b>	<b>1987</b>
	\$	\$
<b>Current liabilities</b>		
Accounts payable and accrued liabilities (Note 4)	5,872,894	4,498,576
Deferred revenues	37,692	28,211
Accumulated sick leave credits (Note 5)	673,326	659,557
Sinking fund surpluses (Note 6)	2,278,521	2,268,015
	<u>8,862,433</u>	<u>7,454,359</u>
<b>Current surplus (Note 7)</b>	<b>43,512,467</b>	<b>35,978,305</b>
	<u>52,374,900</u>	<u>43,432,664</u>
<b>Capital liabilities</b>		
Net debenture debt (Note 8)	292,426	318,085
Capital surplus	64,497,234	61,116,865
	<u>117,164,560</u>	<u>104,867,614</u>

Approved by the Authority:

  
Chairman

  
President

### Statement of Operations

for the year ended December 31, 1988

	1988	1987
	\$	\$
<b>Parking Revenues</b>	<b>29,933,861</b>	<b>26,935,041</b>
<b>Parking Expenses</b>		
Operating		
Salaries, wages and employee benefits	7,500,043	6,720,840
Municipal taxes	4,307,797	4,176,433
Maintenance	1,294,915	1,230,264
Utilities	1,016,183	909,031
Rent	1,048,340	818,642
Equipment acquisitions	355,922	416,530
Insurance	271,733	233,534
Snow clearing	202,037	206,145
Tickets	151,444	133,674
Sundry	278,662	243,495
	<u>16,427,076</u>	<u>15,088,588</u>
Administration	2,268,418	2,187,798
	<u>18,695,494</u>	<u>17,276,386</u>
<b>Excess of Parking Revenues Over Expenses</b>	<b>11,238,367</b>	<b>9,658,655</b>
Rental charge—City of Toronto (Note 9)	5,619,184	4,829,327
<b>Income from Carpark Operations</b>	<b>5,619,183</b>	<b>4,829,328</b>
<b>Other Income</b>		
Interest income	4,092,080	3,265,222
Proceeds on disposal of fixed assets (Note 10)	789,507	1,580,392
Sundry	147,427	48,064
	<u>5,029,014</u>	<u>4,893,678</u>
<b>Net Income (Note 7)</b>	<b>10,648,197</b>	<b>9,723,006</b>

### Auditor's Report

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

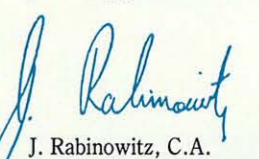
I have examined the balance sheet of The Parking Authority of Toronto as at December 31, 1988 and the statement of operations for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered

necessary in the circumstances.

As described in note 1(c) to the financial statements, the Authority does not follow the accounting principles prescribed for Ontario municipalities in its accounting for fixed assets.

In my opinion, except for the accounting for fixed assets referred to in the preceding paragraph, these financial statements present fairly the financial position of the Authority as at December 31, 1988 and the results of its operations for

the year then ended in accordance with the accounting principles disclosed in note 1 to the financial statements applied on a basis consistent with that of the preceding year.

  
J. Rabinowitz, C.A.  
City Auditor

Toronto  
March 24, 1989

## NOTES TO FINANCIAL STATEMENTS

December 31, 1988

### 1. Accounting policies

#### (a) Basis of accounting

Revenues and expenses are recorded on the accrual basis of accounting.

(b) These financial statements reflect the financial position and results of operations of the Authority's municipal off-street parking facilities (parking garages and surface carparks). They do not include the operations of the City of Toronto's on-street parking facilities (parking meters, overnight permits and boulevard parking) and payments received by the City under agreements from developers in lieu of providing parking facilities. These reserve funds are recorded by the City. The revenues and expenses of the Authority do not include the operations of the Village Arcade Shopping Mall, the Cumberland Street Offices and 33 Queen Street East which are managed by the Authority. The net income from these operations is paid over to the City of Toronto and held in a separate reserve fund in its own accounts.

#### (c) Fixed Assets

The Authority does not hold title to its carparks neither to the lands nor the improvements thereon. However, in order to reflect the assets acquired by the Authority out of its own funds, the Authority does not follow the accounting principles prescribed for Ontario municipalities in its accounting for fixed assets. Fixed assets are recorded at cost on the balance sheet, net of any disposals, with a similar amount included in capital surplus. In addition, the Authority charges its capital expenditures on carpark development directly to current surplus. No provision is made for depreciation. Municipal accounting principles in Ontario require that fixed assets be recorded as a charge to operations in the year of acquisition and shown as an asset only to the extent of the amount of the outstanding principal portion of unmatured long-term liabilities incurred for the acquisition of fixed assets.

### 2. Long term leases

The Authority entered into two long term leases in 1987 extending over 25 and 35 years respectively, with a total combined rent for both leases of \$1,736,178.

These payments were made in advance and will be written-off over the term of the leases.

### 3. Fixed assets

The cost of fixed assets acquired by the Authority out of its own funds is as follows:

	1988	1987
	\$	\$
Land	16,834,419	15,996,157
Parking garages	25,560,438	25,560,438
Surface carparks	2,992,321	2,906,643
Developments under construction	16,598,604	14,408,786
Furniture, fixtures and equipment	2,546,198	2,305,246
	<u>64,531,980</u>	<u>61,177,270</u>

### 4. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities include a net payable of \$3,714,386 due to the City of Toronto (1987—\$2,893,617 net payable). The 1988 balance includes a receivable of \$542,866 in respect of

expenses incurred by the Authority, on behalf of the City, which is related to the City of Toronto Economic Development Corporation.

### 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 accrued to the end of 1988 has been fully provided for.

### 6. Sinking fund surpluses

The liability of accumulated excess sinking fund earnings, available to meet any further debt charges or for use in financing capital projects, was increased in 1988 by \$10,506 (1987—\$20,621) as a result of further

surplus earnings declared by the Municipality of Metropolitan Toronto with reference to sinking fund debentures issued for parking purposes.

### 7. Current surplus

The surplus is available to the Authority for the development of parking facilities. Unexpended authorizations for such capital developments, including those approved in the City of Toronto's 1989 capital budget, amount to some \$47.7 million. The movement in the surplus for the year is as follows:

	1988	1987
	\$	\$
Balance, beginning of year	35,978,305	29,117,507
Capital expenditures on carpark developments	(3,114,035)	(2,862,208)
Net income	10,648,197	9,723,006
Balance, end of year	<u>43,512,467</u>	<u>35,978,305</u>

### 8. Net debenture debt

	1988	1987
	\$	\$
Total issued	14,836,807	14,836,807
Redeemed to date	(14,430,983)	(14,410,980)
Value of sinking funds	(114,824)	(109,168)
Balance to be redeemed by 1997	291,000	316,659
Funds advanced by the City of Toronto pending the issue of debentures	1,426	1,426
	<u>292,426</u>	<u>318,085</u>

The total debt servicing costs (principal and interest) for 1988 in the amount of \$77,846 (1987—\$89,899) have been met out of revenues derived from the City of Toronto's operations of on-street parking meters and are not reflected in the expenses of the Authority.

### 9. Rental charge—City of Toronto

Under a 1985 arrangement with the City of Toronto, the Authority is required to pay annual rentals over the years 1984-89 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.

### 10. Proceeds on disposal of fixed assets

The Authority sold commercial density at 20 Charles Street East to Bramalea Properties Inc. for a sum of \$3,037,500. One half thereof was paid in 1987, one quarter in 1988 with the remainder due in 1989

interest free. The deferred payment has not been reflected in the balance sheet or statement of operations.

### 11. Contractual obligations

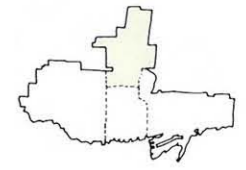
The Authority is committed to make additional expenditures of \$13,700,000 for capital developments. Further, commitments over the next five years under

leasing agreements for use of lands and equipment (other than City of Toronto owned properties) total some \$229,000 for basic rental charges.

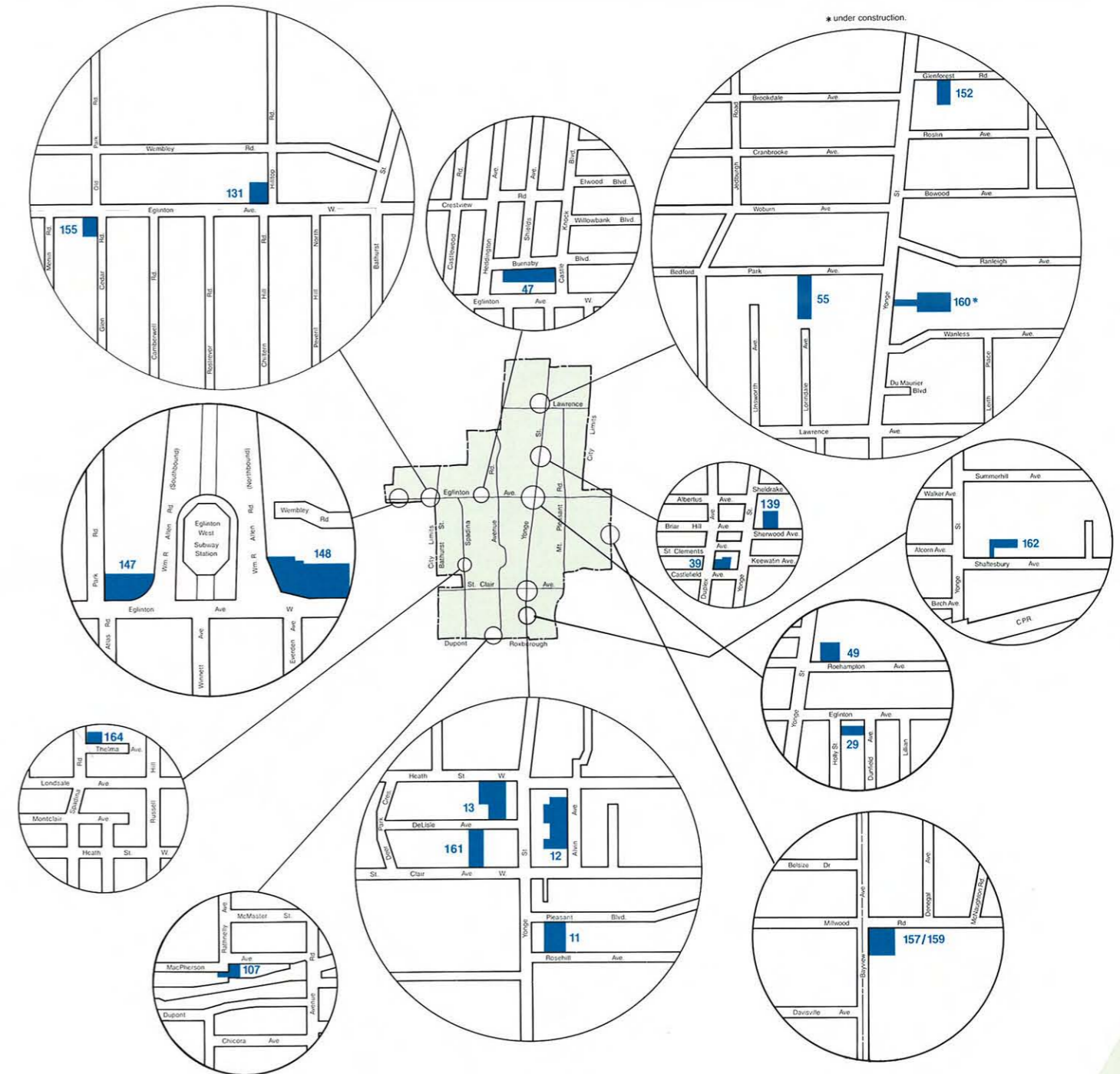
CARPARK LOCATIONS

No.	Location	Capacity	No.	Location	Capacity	No.	Location	Capacity
1	Hayden St e of Yonge	153	53	Walnut Ave s of Richmond W	150	125	Richmond St E - Sherbourne St	183
2	Charles St e of Yonge	77	55	Bedford Park Ave w of Yonge	45	126	Front St E - Parliament St	84
3	Isabella St e of Yonge	79	58	Bedford Rd n of Bloor W	118**	130	Bartlett Ave n of Bloor W	38
5	Wellesley St E e of Yonge	149	62	Queen St W - Abell St	27	131	Hilltop Rd - Eglinton Ave W	28
11	Rosehill Garage	571	63	Jarvis St - Richmond St E	17	133	Prescott Ave - St Clair Ave W	33
12	Alvin Ave n of St Clair E	166	64	Durie St n of Bloor W	155	137	Gough Ave n of Danforth	17
13	De Lisle Ave w of Yonge	160	68	Kensington Garage	292	139	Sherwood Ave e of Yonge	46
15	Yorkville-Cumberland Garage	1036	71	Bellevue Ave s of Nassau	91	141	Greenlaw Ave - Mackay Ave	53
16	Cumberland St w of Bay	69	72	George St s of Front E	404	142	Langford Ave n of Danforth	27
17	Pape Ave n of Danforth	85	78	Erindale Ave e of Broadview	93	143	Windermere Ave n of Bloor W	106
18	Keele St s of Dundas W	78	79	Sherbourne St n of Carlton	112	144	Clinton St n of Bloor W	33
19	Pacific Ave s of Dundas W	71	80	Keele St n of Dundas W	54	146	Gerrard St E - Hamilton St	43
20	Cedarvale Ave n of Danforth	38	81	Lansdowne Ave n of Bloor W	40	147	n/w Eglinton W/W R Allen	53
21	Amroth Ave s of Danforth	54	82	Margueretta St n of Bloor W	56	148	n/e Eglinton W/W R Allen	79
26	Queen-Victoria Garage	479	84	Salem Ave n of Bloor W	35	149	Woodycrest Ave n of Danforth	35
28	Pape Ave s of Danforth	76	85	Palmerston Ave n of Bloor W	58	150	Larch St Garage	u/c*
29	Holly-Dunfield Garage	460	87	Chester Ave n of Danforth	83	151	Wildwood Cres - Kingsmount Park Rd	65
32	Bay St - Lake Shore Blvd W	525	88	Ferrier Ave n of Danforth	47	152	Glenforest Rd e of Yonge	26
33	Temperance St e of Bay	88	89	Lipton Ave e of Pape	70	153	Victoria St s of Dundas E	51
34	Dundas Sq - Victoria St	53	90	Eaton Ave n of Danforth	30	155	Eglinton Ave W - Glen Cedar Rd	33
36	Nathan Phillips Square Garage	2087	91	Armada Ave n of Bloor W	144	156	Ferrier Ave n of Danforth	23
39	Castlefield Ave w of Yonge	163	92	Indian Rd n of Bloor W	226	157	Bayview-Millwood Garage	20
41	Norton Ave w of Dufferin	64	93	Euclid Ave n of Bloor W	44	158	Queen St W w of Cowan	32
42	Via Italia s of St Clair W	66	96	Portland St n of Front W	212	159	Bayview Ave - Millwood Rd	10
43	St Lawrence Garage	1553	104	Ossington Ave n of Bloor W	40	160	Yonge St s of Ranleigh	u/c*
44	Fuller Ave n of Queen W	53	105	Richmond St W - Portland St	46	161	St Clair-Yonge Garage	173
45	Broadview Ave n of Queen E	92	106	Augusta Ave n of Queen W	120	162	Shaftesbury Ave e of Yonge	22
47	Burnaby Blvd w of Castle Knock	175	107	MacPherson Ave - Rathnelly Ave	40	163	Dragon City Garage	129
48	Lee Ave s of Queen E	68	108	Church St s of The Esplanade	163	164	Thelma Ave e of Spadina Rd	43
49	Roehampton Ave e of Yonge	126	109	Aberdeen Ave w of Parliament	35	165	Bathurst St-Queen's Quay W	122
51	Lippincott St s of Bloor W	146	110	Danforth Ave e of Coxwell	25	166	Ladysmith Ave s of Danforth	30
52	University Ave Garage	323	111	Clinton St n of College	u/c*			
			116	Kennedy Ave - Glendonwynne Rd	56			

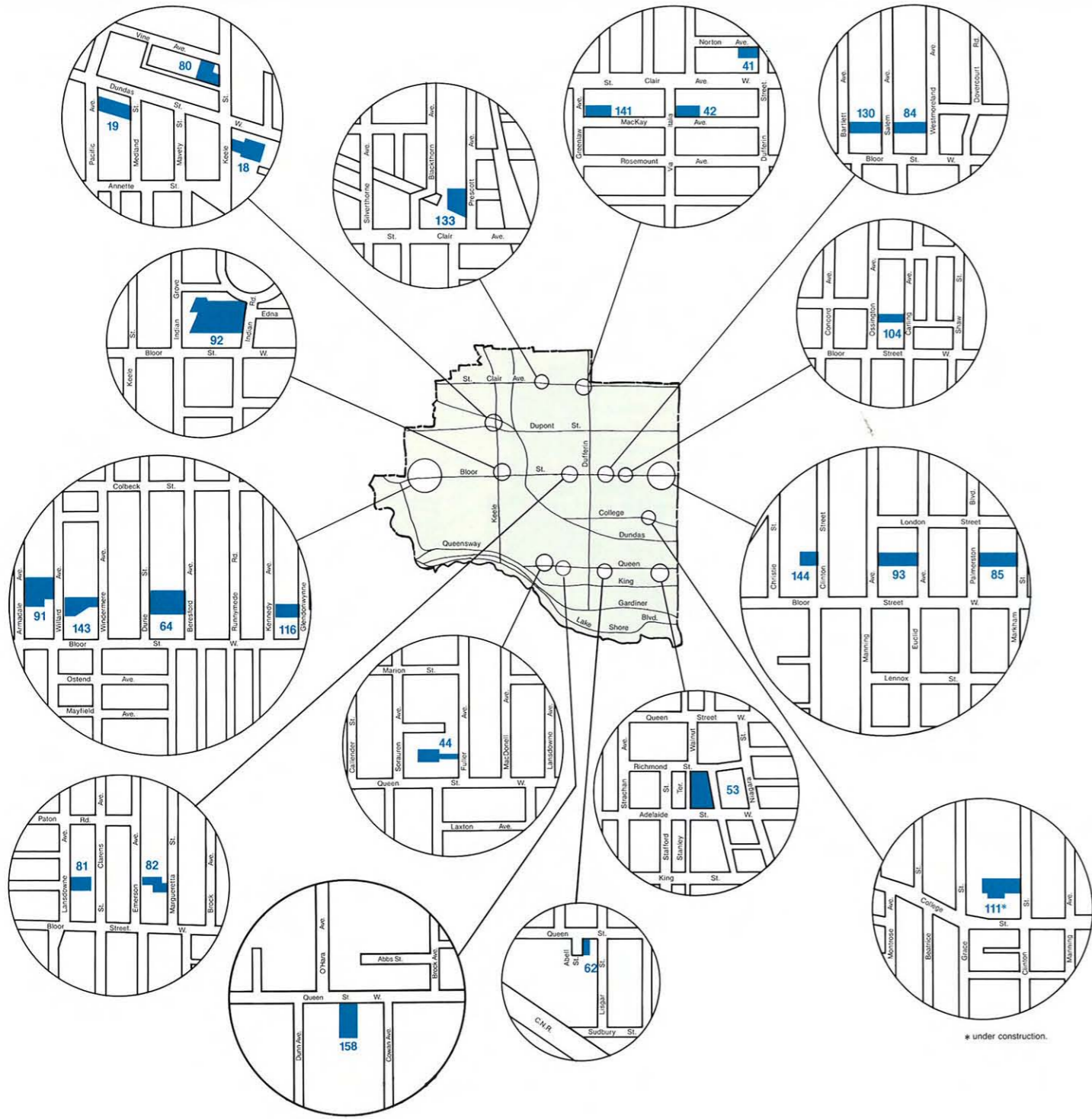
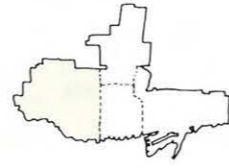
\* - under construction  
 \*\* - lot partially closed due to construction



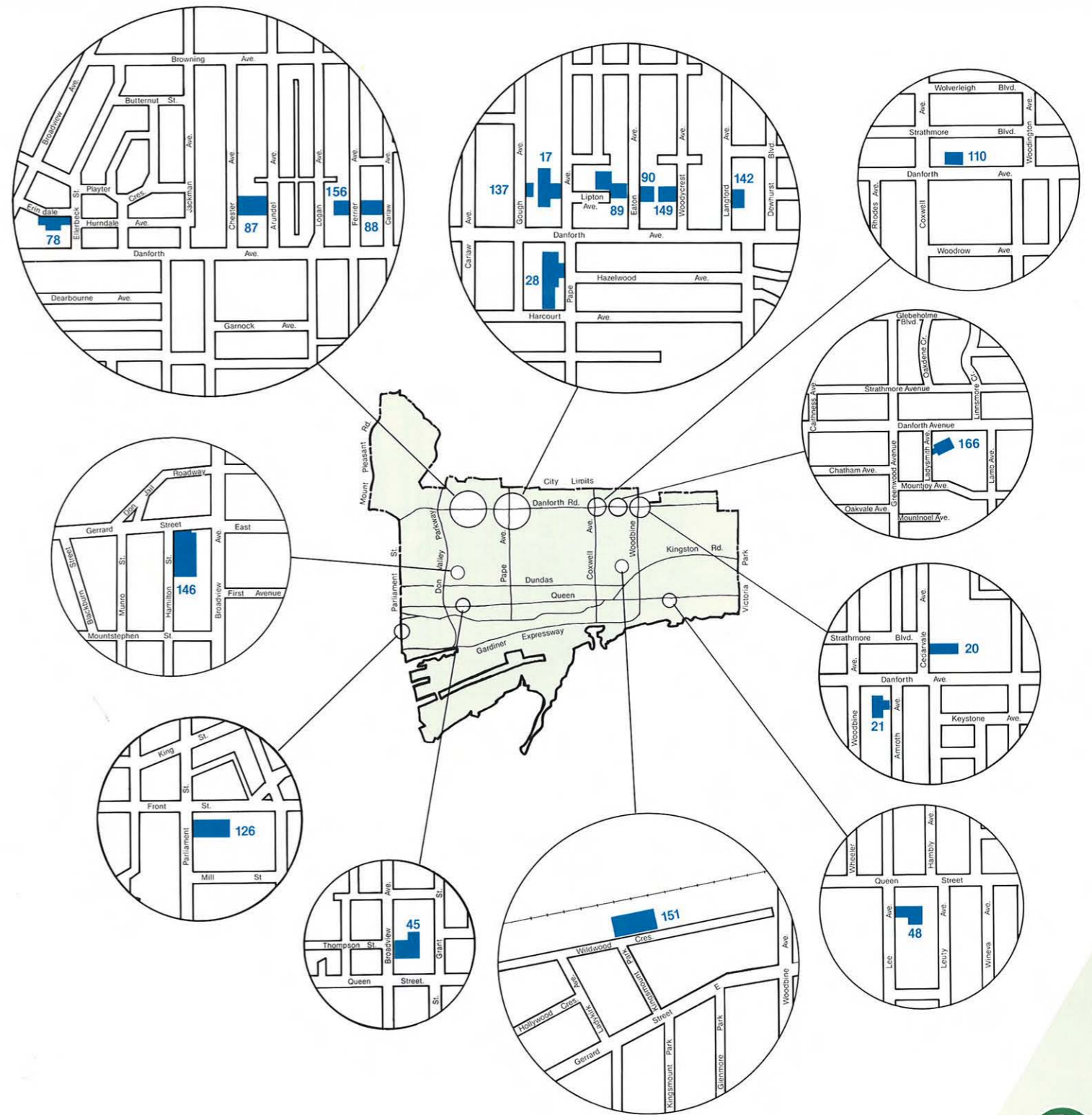
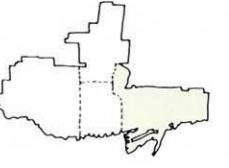
North Area



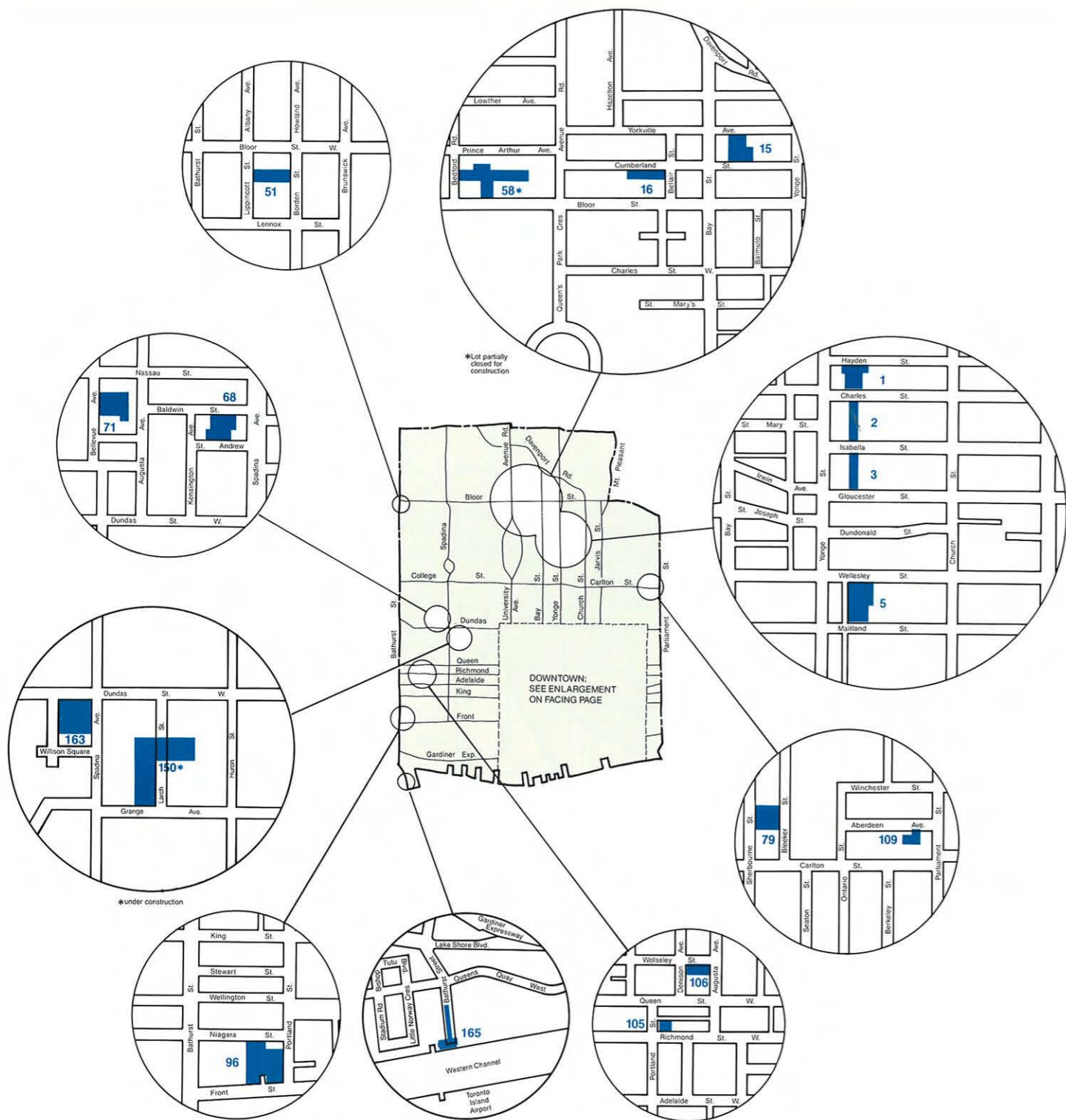
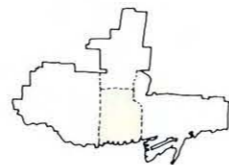
West Area



East Area



### Central Area



### Downtown Area



**The Parking Authority of Toronto**  
**33 Queen Street East**  
**Toronto, Ontario**  
**M5C 1R5**  
**(416) 393-7275**