

# The Parking Authority of Toronto **Annual Report 1983**



# City Council

## MAYOR

Arthur C. Eggleton

## EXECUTIVE COMMITTEE

Frederick J. Beavis,  
*President of City Council*  
Anne Johnston  
Tony O'Donohue  
June Rowlands

## ALDERMEN

*Ward 1*  
Derwyn Shea  
William Boytchuk  
*Ward 2*  
Ben Gryss  
Chris Korwin-Kuczynski  
*Ward 3*  
Richard Gilbert  
Joseph J. Piccininni  
*Ward 4*  
Tony O'Donohue  
Joe Pantalone  
*Ward 5*  
Ying Hope  
Ron Kanter  
*Ward 6*  
John Sewell  
Jack Layton  
*Ward 7*  
Joanne Campbell  
David Reville  
*Ward 8*  
Frederick J. Beavis  
Tom Clifford  
*Ward 9*  
Tom Jakobek  
Dorothy Thomas  
*Ward 10*  
June Rowlands  
Michael Walker  
*Ward 11*  
Anne Johnston  
Michael Gee

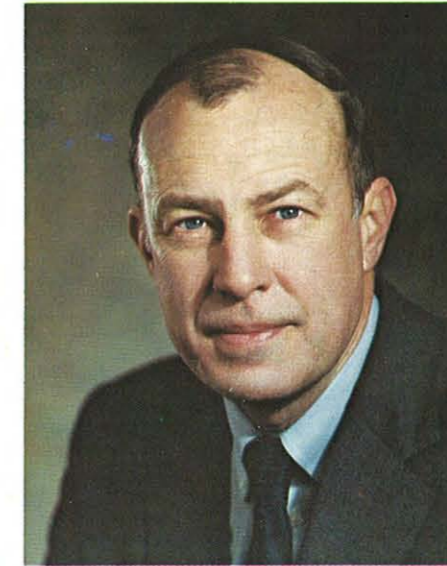
**Cover:** A short block from the busy trade and traffic of Bloor and Bay, a downtown worker enjoys a quiet moment on the landscaped walk of a municipal carpark.

Printed and Designed at University of Toronto Press

# The Parking Authority of Toronto



John F. Sherk



David A.A. Stager



John F. Ellis



Reginald W. Lewis

## COMMISSIONERS

David A.A. Stager, *Chairman*  
John F. Sherk  
John F. Ellis

## OFFICIALS

Reginald W. Lewis, *General Manager*  
Maurice J. Anderson, *Comptroller*  
Gabriel Mullan, *Manager Design,  
Development and Planning*  
Peter Keaveny, *Operations Manager*

## Chairman's Message

Alderman William Boytchuk  
Chairman  
City Services Committee  
City Hall  
Toronto, Ontario  
M5H 2N2

Dear Alderman Boytchuk,

Your commissioners are pleased to present to your committee the annual report of the Parking Authority of Toronto for 1983.

During the year the Authority generated operating revenue of \$20,688,041. Total expenditures were \$15,784,274, of which \$3,389,974 were for business and realty taxes and \$2,253,349 was the rent for City-owned lands used by the Authority for municipal parking. The Authority retained \$4,903,767 for development of Toronto's off-street parking program.

In 1983 the Authority parked 11,430,426 cars in 13,860 spaces located at 76 surface carparks and 8 parking garages. Its total parking capacity rose by more than 1300 spaces with the opening of the St. Lawrence Garage and the carpark at Richmond and Sherbourne, and the acquisition of three other carparks. This increase was more than offset, however, by the decision of the Toronto Transit Commission not to renew leases on six carparks operated by the Authority since 1968; this decision resulted in a reduction of the total capacity by 3000 spaces.

City Council gave approval in 1983 for two new parking facilities: a parking garage combined with housing to be located at Larch Street south of Dundas Street West to serve Chinatown West, and a carpark at Hamilton Street in the Broadview-Gerrard area.

We would like to draw your attention to the financial statements on pages 16 and 17. They demonstrate that your Parking Authority is operating in accordance with its mandate to be self-sufficient and is doing so with economic efficiency.

The Authority would welcome any comments or questions on this report. We acknowledge with appreciation the individuals and agencies that have assisted the Authority during the past year in its support of Council's policies on municipal parking.



David A.A. Stager  
Chairman

## Introduction

The mandate of the Parking Authority of Toronto includes the construction, maintenance, control, operation and management of municipal parking facilities within the City. The Authority was established in 1952 by a City of Toronto by-law under provincial legislation; it consists of a chairman and two commissioners appointed by City Council.

The Authority is responsible for the establishment and operation of all municipal off-street parking facilities in the City of Toronto. It also operates carparks on leased property and manages some facilities on a revenue-sharing or fee basis.

The City of Toronto holds title to all the Authority's lands and buildings, including those purchased with funds earned or borrowed by the Authority. It is required to be financially self-sustaining and to pay real estate and business taxes. In 1983 these amounted to \$3,389,974.

The Authority is also required to make an annual report to City Council and to have its financial statements examined by the City Auditor.



## New Developments

The St. Lawrence Garage, located at Church Street and The Esplanade, opened on January 20, 1983. It responds to the differing parking needs of two distinct groups of customers. Traditional users of parking space in this area have been those who work downtown and require all-day parking. Now, with the recent growth in residential and commercial development in the St. Lawrence area, parking is also required for short-stay business use and for residents and visitors at the new housing development.

The St. Lawrence Garage is another in a series of joint-use projects that will provide parking space together with retail space and/or housing. It is the culmination of combined planning efforts by the City's Legal Department, Planning and Development Department, Non-Profit Housing Corporation (Cityhome) and the Parking Authority.

To its commuting customers the St. Lawrence Garage represents a large facility and a convenient access to downtown. The existing capacity of 1,038 spaces will be increased by an additional 890 when expansion is warranted.



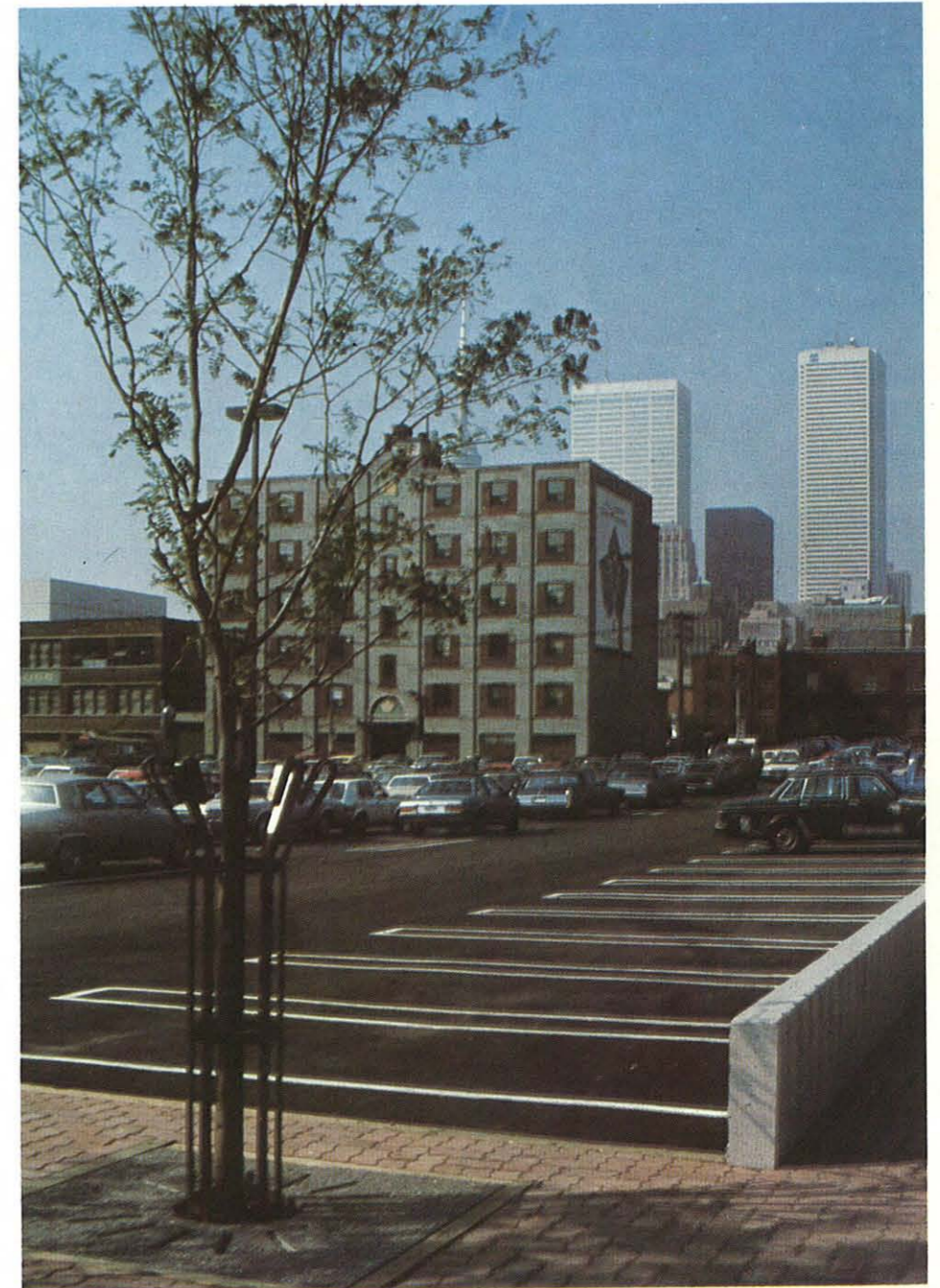
In order to encourage early utilization of the Garage, the Authority offered a shuttle-bus service from the garage to the downtown core. This provides continuous service at the peak morning and evening rush hours, and resulted in full-capacity usage much sooner than might have occurred otherwise.

Construction began in April on a new carpark at Richmond and Sherbourne. It opened in June, with a capacity of 183 spaces. The design incorporates a number of features that make it an attractive addition to the surrounding neighbourhood as well as an efficient facility for customers seeking either short-stay or long-stay parking.

Minutes from the Don Valley Parkway, the Gardiner Expressway and Lakeshore Boulevard, the St. Lawrence Garage provides a convenient facility for commuters. It has been operating at full capacity since soon after its opening.



Construction is always an early indication of spring. This steam shovel at the site of the new Richmond-Sherbourne carpark may not be the loveliest sign of the season, but ... the final result is worth it. Carpark 125 opened in June, beautifully landscaped, its walkways surfaced with interlocking paving stones. Parking spaces are delineated by double-line markings which measurably improve the care with which people park their cars.



## Planning and Maintenance



For the people who travel this section of Bloor Street every day, the extension of the Bloor-Bedford carpark is not just an increase in parking space for cars. Flower-filled planters and attractive benches and footpaths have made this area much better for pedestrians too.

The Bloor-Bedford carpark was enlarged with the acquisition of a privately operated carpark adjacent. As in the Richmond-Sherbourne facility, the Bloor-Bedford extension was designed with attention to details that enhance its visual appeal as well as its efficiency. The extension adds 90 spaces to the facility and an inviting pedestrian parkette to the area.

Also in 1983 the Authority assumed responsibility for the operation of two carparks at Eglinton Avenue West and William R. Allen Road. Their combined capacity is 132 spaces. Located near the Eglinton West subway station, these carparks reflect the City's encouragement of public transit use by citizens travelling into the downtown area from other parts of the city.

The Authority had also operated six carparks near the Islington, Victoria Park and Warden subway stations since 1968, under a 15-year lease from the Toronto Transit Commission. When the lease expired, TTC policy dictated that the boroughs in which the carparks are located be offered the option of assuming responsibility for them. Both boroughs, Etobicoke and Scarborough, elected to do so, and operation of the six carparks was taken on by them in October.

The development of plans to meet the City's future parking needs is one of the Authority's primary responsibilities. Suggestions from the public and from City Council members complement the Authority's own forecasting system.

The most significant result of the planning process in 1983 centred on the Dundas-Spadina district. For seven years the Authority had sought a remedy for the severe congestion that has typified traffic flow in the area. A number of locations for a new facility had been considered over the years,

but the Larch Street site offered the greatest benefit with limited disruption of the surrounding district. In August, City Council authorized a \$6,000,000 expenditure to develop a garage on Larch Street. This is intended to be part of a joint-use project, with the garage built underground and a housing development above it. With about 375 parking spaces, the Larch Street Garage would serve to alleviate a difficult situation of long standing.

Council also approved the acquisition of properties on Hamilton Street for the establishment of a 47-space

carpark that will serve the Broadview-Gerrard commercial/retail area.

Residential area carparks require careful attention to design details in order to blend as harmoniously as possible with their surrounding neighbourhoods. In the Greenlaw-MacKay carpark, wooden planters have been constructed in tiers and filled with flowers. The result enhances the entire area.



To identify needs in the future, a number of demand analyses in 1983 examined specific districts in terms of factors affecting parking patterns: retail usage, trips generated, feasibility of carpark installation, etc. Districts studied in 1983 included Bloor-Christie, Oakwood-St. Clair, Winona-St. Clair, Bathurst Quay, Bayview-Millwood, Gerrard-Coxwell, and Eglinton-Hilltop. The Authority updated its earlier study of the Queen-Spadina area, and surveyed the destinations of passengers on the shuttle-bus at the new St. Lawrence Garage.

#### Benefiting Assessment

When the Authority determines that there is substantial demand for municipal parking service in a specific area, but that a municipal carpark established to meet that demand would likely incur a deficit, the Authority may recommend that a carpark be constructed under the Benefiting

Planning a new carpark involves considerations of safety, efficiency, maintenance and visual appeal. Here a wooden fence separates the carpark from the residential property adjacent. A low concrete wall serves as a sturdier, but less visible, barrier for cars. And the strip of gravel which separates the two is easier to maintain than grass, more pleasant to look at than pavement.



Assessment legislation. The enabling legislation for levying a portion of the construction cost against benefiting properties in a defined area is contained in Section 4 of the City of Toronto Act, 1960-1961, as amended.

The formula for calculating the division of costs between benefiting property owners and the Parking Authority takes into consideration the estimated deficit on the proposed carpark and the amortized costs for development and land acquisition.

On the assumption that properties located closest to the proposed carpark will derive the most benefit in terms of increased business, the Authority calculates a graded assessment based on property frontages and distance from the carpark site.

The special tax assessment is usually calculated to be paid over a period of 15 years, although there is a provision in the legislation for payment of a lump sum in lieu of the annual tax.

The original Kensington Market carparks were built under the benefiting assessment legislation, as were municipal carparks in the Dufferin-St. Clair area, at Eglinton Avenue West and Hilltop Road, and at the south-east corner of Spadina Road and Thelma Avenue in the Forest Hill Village.

While the Authority may recommend that a municipal carpark be established under the Benefiting Assessment legislation, the decision to do so rests with City Council.

Surface carparks and garages require various kinds of ongoing attention. Much of the maintenance work is caused by Toronto's weather. Salt is a chronic problem. Carried by cars from City streets where it is used to melt snow and ice, salt is deposited on the paved surfaces in parking garages. It penetrates these surfaces and corrodes their substructures. Salt damage is a significant factor in maintenance costs.

Another is water leakage in the garages. It causes structural damage and necessitates considerable repainting.

A third important component of maintenance operations is the upkeep of landscaped areas. A major program

of the Authority in 1982 brought trees and flower planters to a number of carparks. Together with features like wooden fencing and specially surfaced walkways, landscaping has served in the past year to relieve the utilitarian look of parking facilities. The maintenance of these features reflects the Authority's commitment to the provision of carparks that are attractive as well as functional, convenient and safe.

The paintbrush is quicker than the eye, at least when it's wielded by maintenance worker Rocco Plantamura as he repairs a weather-beaten barrier.



# Operations

A major objective of the Authority is to provide short- and long-stay parking where each is most appropriate, at rates that accurately reflect where each is most in demand. One of the keys to meeting that objective is the determination of appropriate modes of operation for each facility. That determination is based on the results of the Authority's demand analyses. According to such factors as turnover rate and cost effectiveness that emerge from the analyses, as well as physical practicality, each carpark is equipped with meters or pay-and-display ticket-issuing machines, or staffed with attendants, or some combination of these systems.

High-turnover carparks require attendants. Downtown carparks designed for short-stay parking by shoppers or business callers have high turnover rates and are generally staffed. Parking facilities for commuters are geared to all-day parking, and may be staffed only for peak activity hours in the morning, with pay-and-display operating the rest of the day. Neighbourhood carparks are also designed for short-stay parking but can usually operate with meters or, where those are not practical, with pay-and-display tickets.

The Authority reviews the rate structure at least twice a year to ensure that it is responding to customer demand and to the City's interest in encouraging carpooling and use of public transit by people travelling to the downtown area from other parts of the city.



Merchants who use the Authority's P-symbol decal are providing an additional incentive to potential customers. This restaurant offers nearby off-street parking, access to public transit and, no doubt, good food.

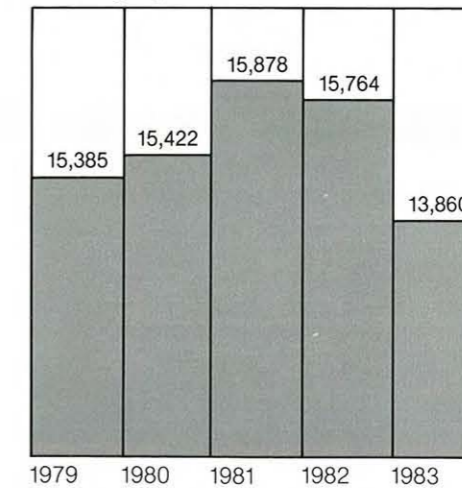
In areas where the demand for short-stay parking is high, the fees are set on hourly or half-hourly bases and may go up, for example, in the second and third hours, with no ceiling. By contrast, a commuter carpark which is designed for day-long parking in conjunction with transit, may have a low rate set for all-day use.

For large facilities which serve both short- and long-stay needs, there are dual rate structures, with an hourly rate and a day maximum.

Pay-and-display brings cost efficiency with customer convenience to municipal parking. The overhead costs of self-service are much lower than those of a staffed operation, and a single ticket-issuing machine takes the place of rows of meters. Customers are able to pay in advance for as much time as they'll need; there's no need for hourly trips to "feed the meter".

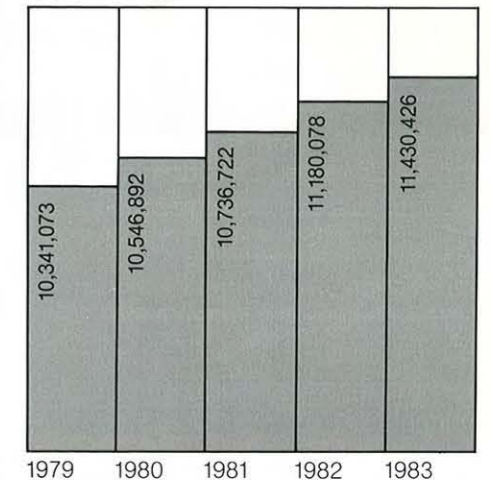


**Parking Spaces**



\*Decrease due to commuter carparks reverting to TTC

**Cars Parked**



Areas Served	No. of Spaces*	Percentage of Spaces
Downtown Core	2996	21.62
Downtown Fringe	3613	26.07
Midtown	1845	13.31
Uptown	1748	12.61
Neighbourhood Commercial Residential	3487	25.16
Transit/Commuter	132	0.95
Special Use	39	0.28
<b>TOTAL SPACES</b>	<b>13,860</b>	<b>100</b>
<b>TOTAL CARPARKS</b>	<b>84</b>	

\*As of December 31, 1983

Type of Operation	No. of Spaces	Percentage of Spaces
Manned Garage	6,235	44.99
Manned Surface Carparks	3,670	26.48
Combined Manned & Meters	87	0.63
Combined Machine & Meters	337	2.43
Machine	2322	16.75
Meters	1170	8.44
Monthly	39	0.28
<b>TOTAL</b>	<b>13,860</b>	<b>100</b>



Let it snow – municipal carparks are usually among the first areas in the City to be cleared of snow. As soon as 5 cm of snow accumulate, the equipment goes into action.

### Other services

#### ... to commuters

The shuttle-bus that operates from the St. Lawrence Garage takes commuters through the heart of the City's business district. A customer need only show a Garage parking ticket to board the bus. The route travelled is: north on Scott Street, west on Wellington, north on York Street, east on Adelaide and south on Church Street back to the Garage. En route the bus makes a number of stops to pick up and deposit passengers, at the various office tower complexes in particular.

#### ... to disabled motorists

City of Toronto by-law 329-81 requires anyone providing parking for the general use of the public to provide designated spaces for disabled motorists. Specifically, the requirement is for one designated space per hundred spaces, to a maximum of 10 spaces per carpark or garage.

The Parking Authority provides a total of 152 spaces reserved for disabled motorists. (This number exceeds the minimum requirements of the by-law.) The spaces are indicated by a yellow international symbol for services for the disabled, and blue pavement markings. Extra width (3.65m as compared with the standard 2.6m) allows people with wheelchairs or other ambulatory aids to open them beside their vehicles.



#### ... to merchants

The Authority introduced another service to merchants during March and April with the distribution of self-adhesive P-signs. These can be displayed in store windows to advise customers that a municipal carpark is nearby.

Carparks are designed not just for cars. Disabled motorists need room for additional equipment when they leave their cars.



# Personnel

## Ten years of service

The Authority hosted a dinner in October to salute a number of employees who have served for ten years. Those honoured included Herbie Alleyne, Kay Aslin, John Bero, Harold Cadman, Doug Cass, Maria Correia, Tom Cryan, Len Eldridge, Rudi Godzierz, Charlie Grech, Harold Heighway, Basant Lal, John McSpurren, Luis Morales, Brian Quinn, Colin Tomlinson, Emil Zamiara, and Les Zlotkowski.



Carl Hurd is a part-time cashier at the Cumberland-Bellair carpark. As the public's primary contact with the Parking Authority, cashiers play a significant role in presenting a positive image of the Authority to the community.

## Retirements

Bill Morse, a part-time employee, and Bill Tomlin, stockman, retired in 1983.

## Appointment

Reginald Lewis, General Manager of the Parking Authority, was appointed by City Council to serve as President of the City's Sesquicentennial Board. The Board will co-ordinate celebrations of Toronto's 150th birthday in 1984.

Les Brown wages the ongoing war against salt damage at the Yorkville Garage. Each of the Authority's garages is equipped with a scrubber that cleans salt and soot from the parking surfaces.

## New Employees

The office staff added to its ranks Jackie Campeau, switchboard operator, and John Goodman, stockman. Five new cashiers joined the Authority: Neil Cohen, Hugh Hanlon, George Nasso, Danny Scheibli and Eddy Silva. In maintenance, Tim Morse and Anastais Nicola were added; and Frank Lagasse joined the part-time staff.

## Death

The Authority marked with regret the death of Harold Heighway of the Maintenance Department. He had recently completed ten years of service to the Authority.



# Statement of Assets and Liabilities

ASSETS		1983	1982
<b>Current Assets</b>			
Cash in bank and on hand including term deposits	\$23,966,781		
Accrued interest on deposits	<u>243,078</u>	\$24,209,859	\$23,932,791
Accounts receivable		762,306	646,819
Prepaid expense		62,738	73,411
Inventories, at cost		<u>77,602</u>	<u>75,606</u>
		<b>\$25,112,505</b>	<b>\$24,728,627</b>
<b>Fixed Assets</b>			
Car Parks – Lands and improvements			
Completed Projects	\$32,529,812		
Projects under construction	13,790,716		
Furniture, fixtures and equipment	<u>1,289,254</u>	47,609,782	43,735,708
Proceeds from sale of debentures held by the City		257,680	257,680
Proceeds from sale of property held by the City		<u>35,998</u>	<u>43,445</u>
		<b>\$73,015,965</b>	<b>\$68,765,460</b>

Note:  
1982 comparative figures are restated to show investments in short term deposits at cost plus accrued interest.

## AUDITOR'S REPORT

I have examined the Balance Sheet of The Parking Authority of Toronto as at December 31, 1983 and the Statement of Revenue and Expenditure 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.

## LIABILITIES

		1983	1982
<b>Current and Accrued Liabilities</b>			
Accounts payable		\$ 4,262,602	\$ 3,843,773
Deferred revenue		21,941	23,708
<b>Reserves</b>			
Employees' sick credits		568,788	485,175
Sinking fund surpluses		1,677,816	1,387,407
<b>Current Surplus</b>			
Balance, December 31, 1982	\$18,988,564		
Provision for capital expenditures in 1983	(5,310,973)		
Net revenue for the year 1983	<u>4,903,767</u>	<u>18,581,358</u>	<u>18,988,564</u>
		<b>\$25,112,505</b>	<b>\$24,728,627</b>
<b>Capital Liabilities</b>			
City of Toronto – funds advanced pending the issue of debentures		1,426	198,270
Debenture Debt:			
Issued	\$14,836,807		
Less: Redeemed to December 31, 1983	(11,585,037)		
Sinking fund investment as at December 31, 1983	<u>(2,259,366)</u>	992,404	1,345,637
<b>Capital Surplus</b>		<u>46,909,630</u>	<u>42,492,926</u>
		<b>\$73,015,965</b>	<b>\$68,765,460</b>

In my opinion, these statements present fairly the financial position of the Authority as at December 31, 1983 and the results of its operations for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

J. Rabinowitz, CA,  
City Auditor

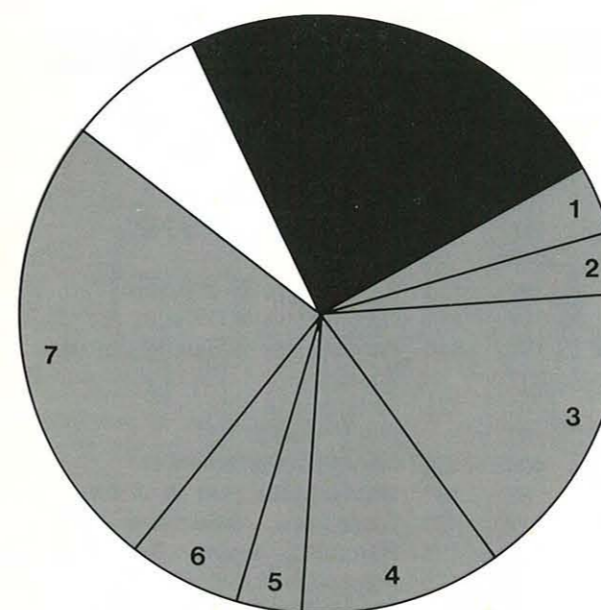
# Statement of Revenue and Expenditure

	1983	1982
<b>Parking revenue</b>	\$18,348,285	\$16,518,351
<b>Parking area expenses</b>	<u>14,234,264</u>	<u>13,264,071</u>
	\$ 4,114,021	\$ 3,254,280
<b>Interest earned</b>	2,162,966	3,007,580
<b>Other revenue</b>	<u>176,790</u>	<u>66,840</u>
	<b>\$ 6,453,777</b>	<b>\$ 6,328,700</b>
<hr/>		
<b>Administration expenses</b>		
Salaries and wages	\$ 779,880	\$ 742,360
Employee benefit plans	163,009	185,649
Utilities, heat & taxes	115,622	101,933
Maintenance	15,775	13,467
Postage, stationery & office supplies	25,045	24,697
Drafting supplies, etc.	874	1,475
General expenses (incl. special surveys)	228,888	215,448
Travelling and conference expenses	27,014	25,257
Honoraria	21,127	20,097
Legal	12,399	6,336
Advertising	27,058	5,633
Lease of equipment	80,549	52,498
Furniture and equipment	<u>7,421</u>	<u>4,760</u>
	<b>\$ 1,504,661</b>	<b>\$ 1,399,610</b>
<hr/>		
<b>Direct operating surplus</b>	\$ 4,949,116	\$ 4,929,090
<hr/>		
<b>Debt charges</b>		
Interest charges on capital funds advanced by City	\$ 29,650	
Exchange on debt charges	15,699	
Debenture debt charges	<u>—</u>	<u>45,349</u>
		36,242
<b>Net revenue</b>	<b>\$ 4,903,767</b>	<b>\$ 4,892,848</b>

**Notes:**

(1) 1983 debenture debt charges, totalling \$710,439 were fully provided for out of parking meter funds and other reserve funds of proceeds from sales of carpark properties.

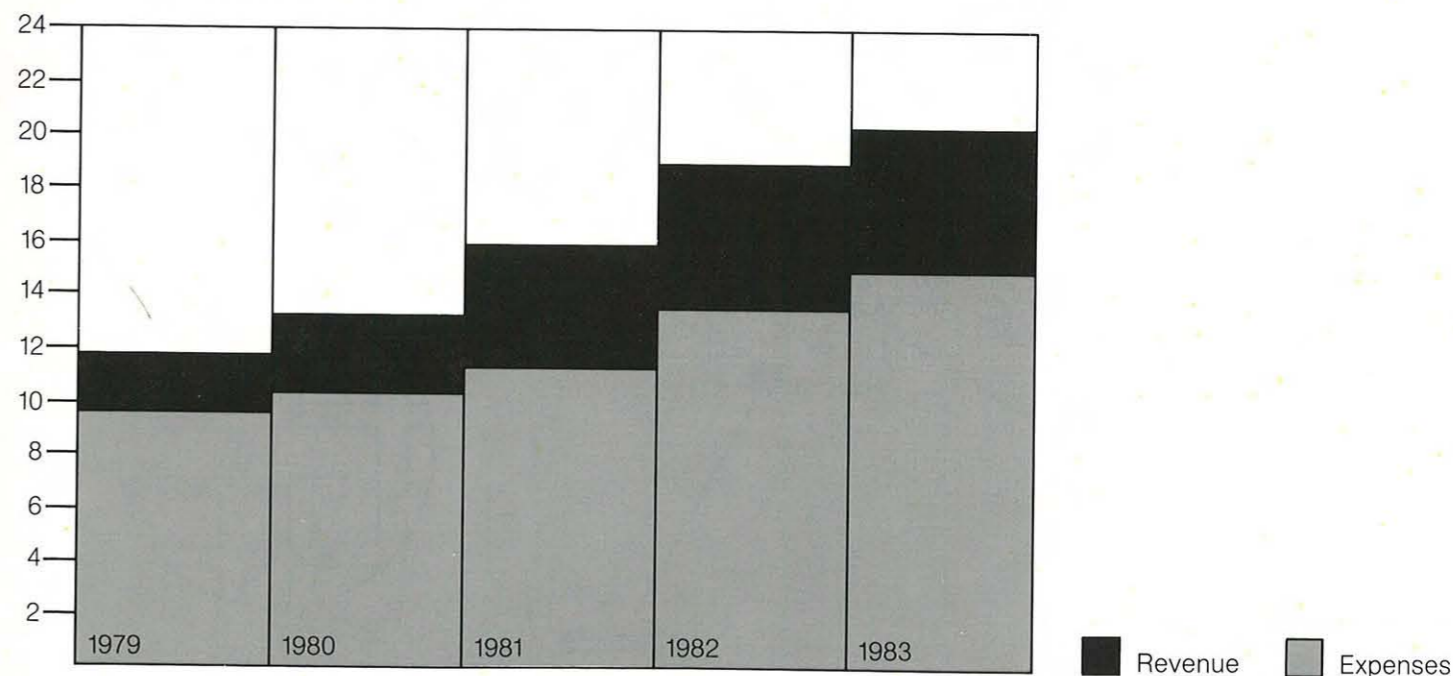
(2) Parking area expenses for both 1983 and 1982 include \$2,253,349 payable to the City of Toronto in each year for use of certain City-owned lands occupied by the Authority. Also included in parking area expenses are charges for municipal taxes totalling \$3,349,777 for 1983 and \$2,839,152 for 1982.



**Income Distribution**

Administrative Expenses	7.5%
Available for Future Capital Development	23.7%
Operating Expenses	68.8%
1 snow removal, equipment, insurance	3.7%
2 heat, light, water	3.4%
3 taxes	16.2%
4 rent - city owned lands	10.9%
5 rent - others	3.6%
6 maintenance	6.1%
7 wages	24.9%

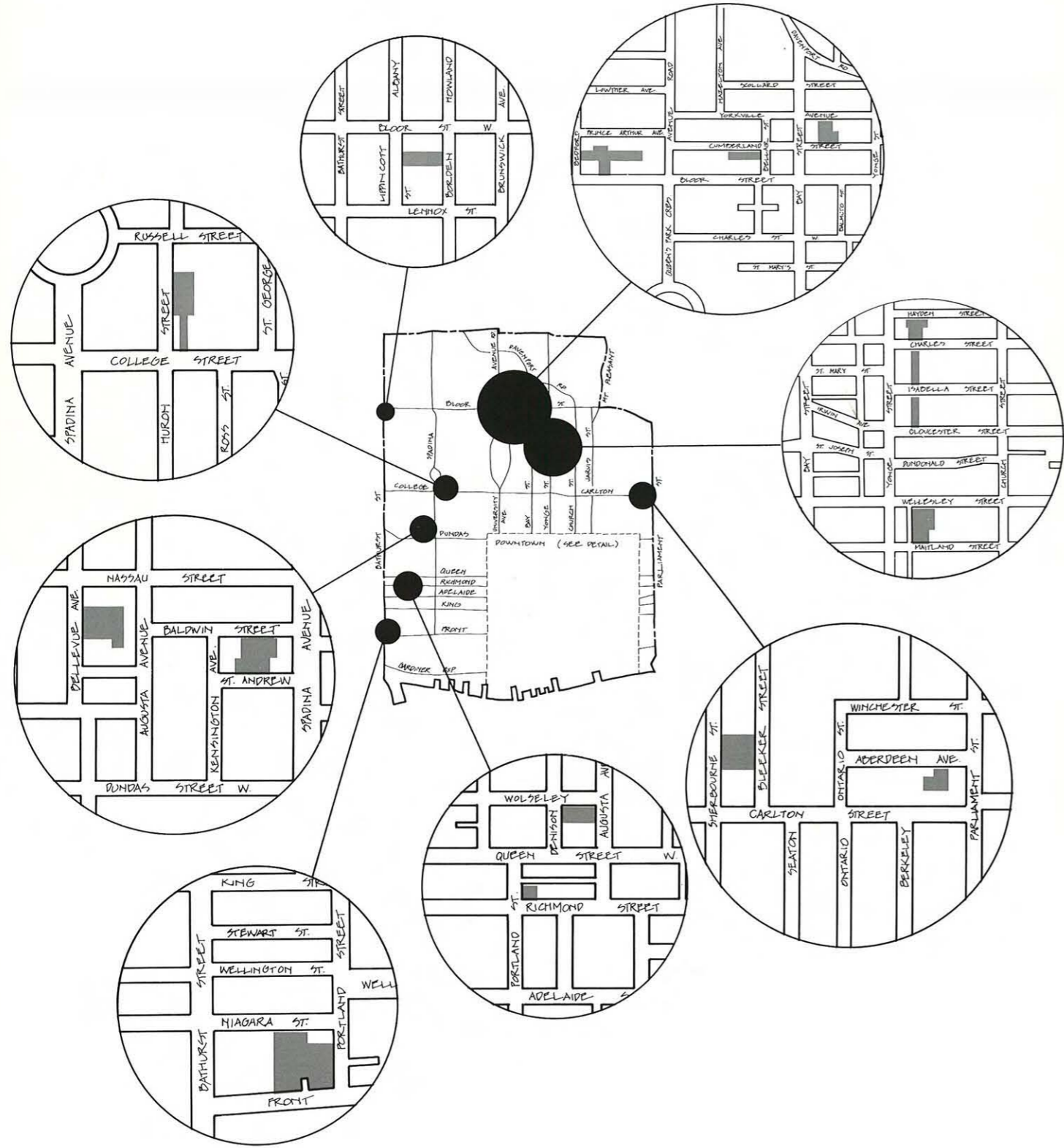
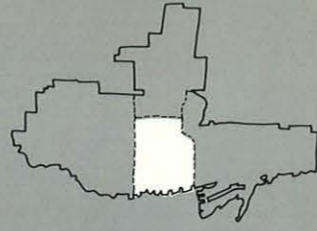
**Revenue and Expenses in Millions**



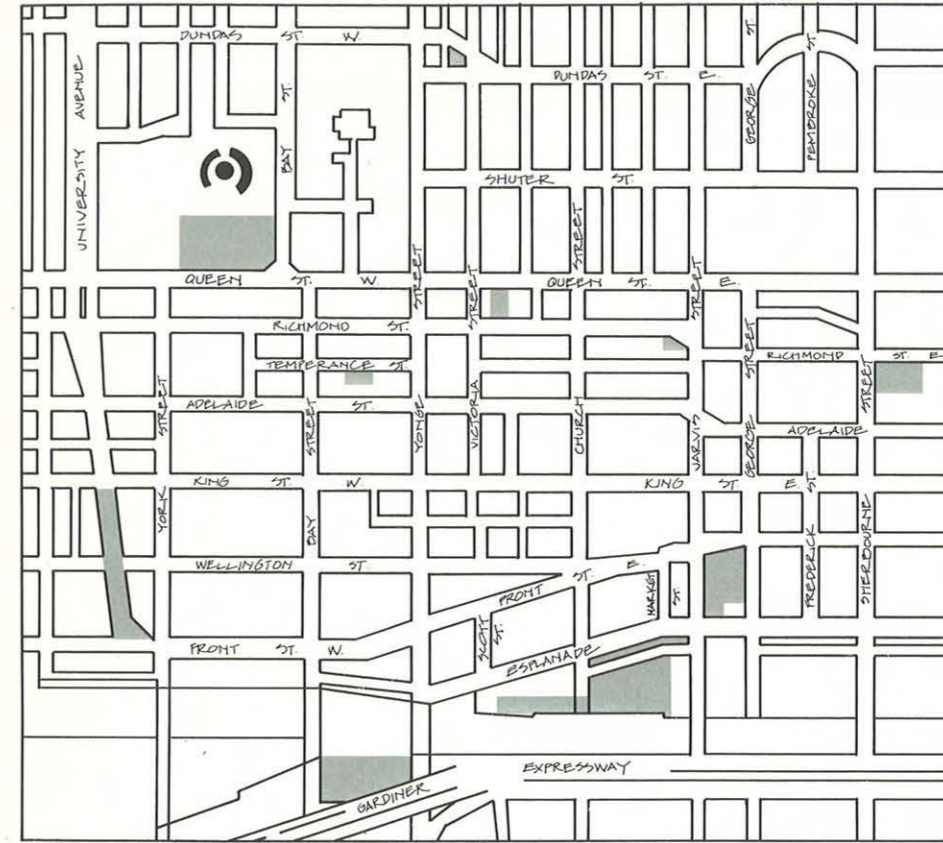




# Central Area



# Downtown





**The Parking Authority  
of Toronto**

50 Cumberland Street  
Toronto, Ontario  
M4W 1J5  
(416) 923-6616