

THE PARKING
AUTHORITY OF
TORONTO
ANNUAL REPORT
1985

# CITY COUNCIL

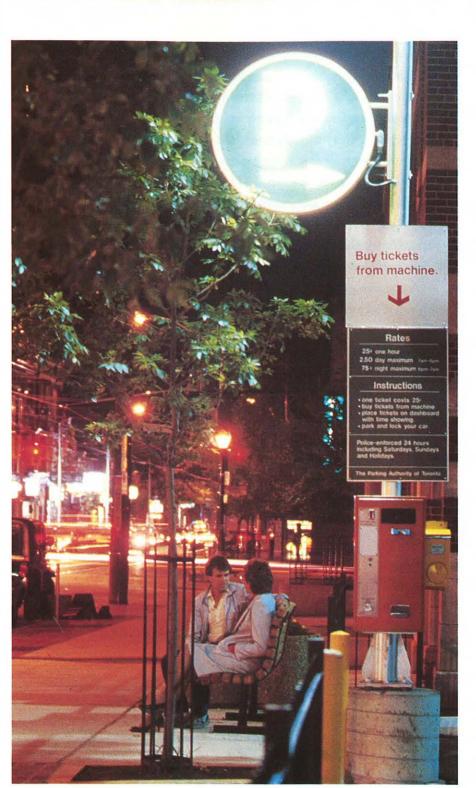
MAYOR	WARD	ALDERMEN	COUNCILLORS
Arthur Eggleton	1	William Boytchuk	Derwyn Shea
	2	Chris Korwin-Kuczynski	Ben Grys
EXECUTIVE COMMITTEE	3	Betty Disero	Richard Gilbert
William Boytchuk	4	Tony O'Donohue	Joe Pantalone
Michael Gee	5	Nadine Nowlan	Ron Kanter
Chris Korwin-Kuczynski	6	Dale Martin	Jack Layton
Tony O'Donohue	7	Barbara Hall	Joanne Campbell
	8	Tom Clifford	Frederick Beavis
	9	Paul Christie	Tom Jakobek
	10	Michael Walker	June Rowlands
	11	Michael Gee	Kay Gardner

#### Cover Photo:

Located across the street from the St. Lawrence Market, the George/Front carpark primarily serves the all-day parker working in the downtown core.

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# THE PARKING AUTHORITY OF TORONTO ANNUAL REPORT 1985



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## CHAIRMAN'S MESSAGE

Alderman Paul Christie Chairman City Services Committee City Hall Toronto, Ontario M5H 2N2 Your commissioners are pleased to present to your committee the annual report of the Parking Authority of Toronto for 1985.

During the year the Authority parked more than 11 million cars on 13,590 parking spaces located in 82 surface carparks and eight parking garages.

The Authority generated a revenue of \$23,981,829 in 1985, an increase of 7% over the previous year. In 1985 expenses totalled \$17,735,991. This included \$3,802,317 in business and realty taxes, and \$3,162,877 for the rental of lands owned by the City and used by the Authority for municipal parking. The Authority retained \$6,245,838 for the further development of the City's off-street parking program.

A 20-space garage and a surface carpark were opened at Bayview and Millwood. Three surface carparks were established: at Queen and Cowan, at Yonge and Ranleigh, and at Shaftesbury and Yonge. In addition, a temporary carpark was opened on the site of the future Larch Street garage. Major repairs to the Nathan Phillips Square underground garage were completed.

In early November, the Authority hosted the first annual convention of the Canadian Parking Association.

The Authority's President and General Manager, Reginald W. Lewis, was the recipient of a Special Commendation for Distinguished Service and An Appreciation at City Hall in recognition of his additional civic responsibilities as President of the Toronto Sesquicentennial Board and Chairman of the Royal Visit Committee.

A feature section to elaborate on selected aspects of the Authority's day-to-day operations was introduced in last year's annual report. It explained how parking studies are initiated, carried out and reported. The topic for this year is the design of surface carparks.

Your commissioners would welcome questions or comments on any of the matters discussed in this report. We wish to express our thanks to the individuals and agencies that have assisted the Authority during the past year in support of Council's policies on municipal parking.

David A. A. Stager, Chairman

## INTRODUCTION

The Parking Authority of Toronto was established in 1952 by a City of Toronto by-law under enabling legislation from the Province.

Its 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

## COMPARATIVE HIGHLIGHTS

	1985	1984
Parking revenue	\$20,500,000	\$19,065,000
Net income from carpark operations	\$ 5,927,000	\$ 4,906,000
Net revenue	\$ 6,246,000	\$ 6,014,000
Number of carparks <sup>1</sup> – surface	82	80
– garage	8	8
Number of parking spaces <sup>1</sup>	13,590	14,160
Number of cars parked	11,134,000	11,299,000
Number of employees <sup>2</sup> - full-time	194	187
– part-time	89	86

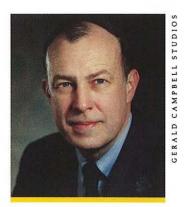
<sup>&</sup>lt;sup>1</sup>as at December 31

#### COMMISSIONERS

David A. A. Stager, *Chairman* Laura L. Legge John F. Sherk

#### OFFICERS

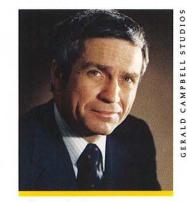
Reginald W. Lewis, President and General Manager Maurice J. Anderson, Director, Finance and Administration Gabriel Mullan, Director, Planning, Design and Development Peter Keaveny, Operations Manager



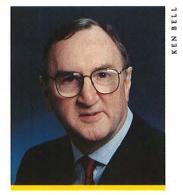
David A.A. Stager



Laura L. Legge



John F. Sherk



Reginald W. Lewis

<sup>&</sup>lt;sup>2</sup>as at June 30

## NEW DEVELOPMENTS

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A temporary carpark with a crushed stone surface was opened on the site of the future underground parking garage and housing development on Larch Street.

The new Bayview/Millwood garage and surface carpark provides parking for the Bayview Avenue retail strip.

ix carparks were developed during 1985 to serve the needs of local business and residential communities.

The Bayview/Millwood garage opened on July 29 after an extensive search for a site that would be acceptable to both the residents and the local businesses. This carpark, located in the Borough of East York, was purchased by Metro Toronto with funds provided by the Authority. The land is leased to Truscan Realty Ltd., the real estate division of Canada Trust, for 21 years and in turn the carpark rights are leased back to the Authority at a nominal rate. This made it possible for Truscan to build a Canada Trust branch in conjunction with our 20-space garage. The Authority also manages the ten spaces on the second level that are owned by Truscan. Both facilities are operated by pay-and-display machines.



A parking study of Queen Street West near Cowan Avenue found that there was a parking shortage in the area. The Queen/Cowan carpark, with 32 spaces, began operation in June using a pay-and-display machine. This carpark was officially opened on August 17 with the Mayor, Ward Aldermen and local business association members in attendance.

A temporary carpark was opened in September on Larch Street to provide much-needed parking at this site until the Larch Street garage can be constructed. Because this is only a temporary measure, paving could not be justified and a crushed stone surface was used. This carpark has 52 spaces and is operated by a cashier. Future development of the Larch Street site is presented in the planning section of this report.

A carpark was established on Metro Toronto-owned land on Yonge Street south of Ranleigh Avenue. The property is designated for future housing but will not be developed for a number of years. This pay-and-display operation has 37 spaces.

As part of a private commercial development, the Authority began operation of a surface carpark in December on Shaftesbury Avenue, east of Yonge Street. This 22-space carpark operates with parking meters.

Four carparks were closed during the year, but two of these will reopen after reconstruction. The Queen/Victoria garage was closed at the end of March. This facility, constructed in 1956, needed substantial repair and renovation. Engineering and economic studies showed that it would be more reasonable to demolish the garage and replace it with a new structure. Consequently it was decided to replace the garage with a new facility of 473 spaces. The new garage is under construction and is expected to open in the fall of 1986.

The Yonge/Sherwood carpark was closed at the end of November. This carpark had temporarily provided 70 spaces on land owned by Metro Toronto. A senior citizens apartment complex is to be constructed by Metro Housing, with the Authority operating a carpark on part of the site when the project is complete. This 46-space lot is scheduled to open in 1987.

The Eglinton/Duplex carpark, located on land leased from the Toronto Transit Commission, was closed at the end of June. The property was sold to Metro Toronto and construction has begun on a new Metropolitan Toronto Police station.

The College/St. George carpark also was closed at the end of June. This lot was operated by the Authority for the Toronto Public Library. The carpark is now used by the University of Toronto to provide additional parking for the new Koffler Student Services Centre located in the former Central Reference Library building.





The ribbon was cut by Mayor Art Eggleton at the official opening of the Queen/Cowan carpark on August 17. Participating in the ceremony were, from left to right, Tony Ruprecht, M.P.P., Alderman Chris Korwin-Kuczynski, Councillor Ben Grys, Mayor Eggleton and Dr. Peter Gaibisels, President of the Parkdale Business Association.

The Authority's first garage, the 29-year-old Queen/Victoria garage, was demolished during the year to make way for a more efficient garage.

#### PLANNING

our projects were at various stages of planning and construction in 1985.

Construction began in late 1985 on the reconstruction of the Queen/Victoria garage which had been demolished due to severe concrete deterioration. The new garage will have six levels of parking with provision for three additional levels to be built at a future date. A three-storey structure fronting on Queen Street East will house the Authority's general offices and some retail stores.

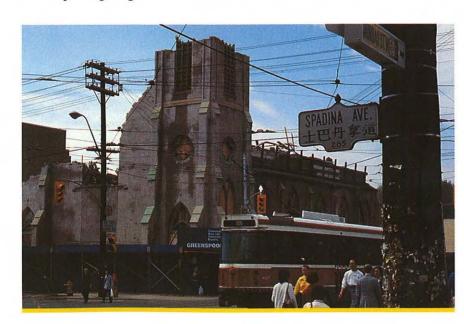
A construction and long-term lease agreement was finalized late in the year for a three-level underground garage in a mixed use development on the south-west corner of Dundas Street West and Spadina Avenue. This project will introduce an additional 130 public parking spaces into the Spadina area.

Construction is well underway on a three-level underground garage on the north side of St. Clair Avenue, just west of Yonge Street. This is part of a private commercial development where the Authority will operate the garage as a municipal carpark.

An underground garage at Larch Street and Grange Avenue will be developed in cooperation with the City Housing Department, who will construct townhouses and apartments above the garage. The site is being used as a temporary carpark while the construction plans are being finalized.

In addition to these projects, six parking studies were conducted during the year. The Gerrard/Coxwell area was found to be very busy on Saturday afternoons and Sunday evenings but the demand at other times was not sufficient to make it economically feasible to develop a municipal carpark at this time. However, this is a situation where the Authority will continue to monitor the parking usage.

The former St. Elizabeth of Hungary Roman Catholic Church at Dundas Street West and Spadina Avenue was demolished during the year. Construction has begun on a ten-storey commercial development which will include a municipal underground garage.



The study of the Gerrard/Broadview area concluded that a parking short-fall of five to ten spaces during the week and a shortfall of 15 to 20 spaces on the weekend existed. Proposed property developments would further increase the demand for parking. The Authority is currently reviewing potential sites along Gerrard Street East and Broadview Avenue.

A large study of St. Clair Avenue West between Bathurst Street and Alberta Avenue was undertaken. A parking shortfall of ten to 15 spaces during the week and 18 to 20 spaces on the weekend was found towards the west end of the study area. Preliminary enquiries have been made concerning potential sites for a municipal carpark.



A study of Queen Street East, east of Lee Avenue, found the parking supply to be adequately serving the area. However, a proposed development in the area could create a slight deficiency. As an interim measure the Authority recommended that parking meters be installed along this section of Queen Street East.

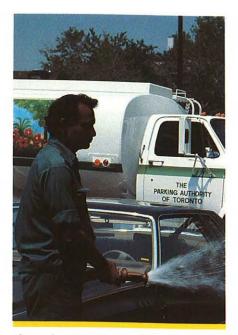
Preliminary assessments of the parking situation were conducted for the Roncesvalles/High Park and the Dundas/Dufferin areas. In both cases it was concluded that the existing parking spaces were sufficient. The Authority recommended the installation of meters in some sections of Roncesvalles Avenue and Dundas Street West to discourage long-stay users, thus increasing the space available for local shoppers.



The Queen Street East frontage of the Queen/ Victoria garage will include one level of retail stores and the new offices of the Authority.

A construction vehicle manoeuvres around the pillars of the future underground garage during the construction of the office building on St. Clair Avenue, west of Yonge Street.

# OPERATIONS AND MAINTENANCE



The Authority's water truck is used to irrigate the many landscaped portions of the various carparks.

Parking rates are reviewed at least twice a year and parkers are informed of changes prior to their introduction.

Parking violators are required to pay a \$3.00 service charge. For the convenience of the violator, courtesy envelopes are placed on their windshield and payment boxes are provided on each carpark.

major restoration project in the Nathan Phillips Square garage was completed in 1985. This six-year program included a section-by-section repair of structural damage caused by salt-induced corrosion.

The York Street entrance to the University Avenue garage was relocated during the year. This relocation facilitated the development of a landscaped area associated with the office building at One University Avenue.

Much of the Authority's maintenance work is seasonal in nature. In the spring the landscaped areas are planned and planted. Throughout the summer the maintenance crews are busy with a full schedule of repainting stripes on surface carparks, painting, cleaning, minor repairs to garages and carparks, and upkeep of the landscaped areas.

During the winter the crews are out clearing the snow as soon as a snowfall occurs. Snow removal receives prompt attention, both to ensure the customers' convenience and safety, and to keep the carparks operating efficiently.

Parking rates are based primarily on demand for parking in the area, but they are also designed to encourage certain types of parking and to discourage others. Carparks intended predominantly for commuter use, for instance, have a low day maximum. Downtown carparks intended mainly for short-stay parking may have a competitive hourly rate and no day maximum. Rate structures are reviewed at least twice a year and are adjusted where revisions are needed to reflect current demand and changes in local land-use policy.







Parking rates are clearly displayed at the entrance to all cashiercontrolled carparks.

## ADMINISTRATION AND PERSONNEL

The Authority commissioned a study to determine how it could improve and extend the use of computers for compiling and analyzing statistical data, and for its accounting and payroll operations. As a result of this study a decision was made to acquire several items of computer hardware and the appropriate software programs. These will enable the Authority to store and analyze statistical data on parking operations. Results of these computations provide guidance for decisions on parking fee schedules and methods of operation, and are also used to assess the utilization of a carpark in terms of long- and short-stay parking, and to determine whether supply is meeting demand. It will also be possible to respond quickly and with much better information to requests or suggestions that space and/or rates be changed at specific carparks.

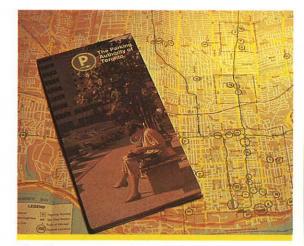
The Authority published for the first time a detailed map to indicate the municipal parking facilities in Toronto. It was also possible to include other information of interest to motorists, such as public buildings, hotels and tourist attractions. The map has been so popular that a second printing was required within the year.

Copies of the map are distributed by the Information Services Section at City Hall and by the Metropolitan Convention and Visitors Association. Wider distribution at border-crossing points and travel information centres is made through the Ontario Ministry of Tourism and Recreation. The map is also available at municipal carparks and from the Authority's own office.

The Authority sponsored voluntary training in cardio-pulmonary resuscitation (CPR) for 78 employees in October and November. The course was conducted by expert instructors from the St. John Ambulance training centre. Those attending received a one-day intensive course in basic lifesaving procedures and the skills of CPR.



Computers assist the Authority's staff in almost all aspects of its day-to-day operations including accounting, word processing and performing parking studies.



The information map shows the location of all of the Authority's carparks. It is available to the public from the carpark cashiers and at many tourist information centres.

The first annual conference of the Canadian Parking Association (C.P.A.) was held in Toronto on November 3 to 6. This Association was formed in 1984 in Thunder Bay, Ontario to deal with parking problems and innovations, in general, and to cater specifically to uniquely Canadian situations respecting, for example, economics, legislation, zoning, and engineering and construction problems relating to our extremes of climate.

The Chairman, David A.A. Stager, welcomed delegates to the Canadian Parking Association convention. Present at the opening ceremony were, from left to right, His Honour the Lieutenant Governor, Lincoln Alexander, Reginald W. Lewis, David Stager, M.J. "Moe" Closs, President and C.E.O. of Chrysler Canada Ltd., and Frank D. Brown, C.P.A. President.



His Honour the Lieutenant Governor, Lincoln Alexander, formally opened the conference. The Chairman, David A.A. Stager, welcomed the delegates on behalf of the Parking Authority of Toronto and brought greetings from the Mayor. The keynote speaker was M.J. "Moe" Closs, President and Chief Executive Officer of Chrysler Canada Ltd. John Sewell, an urban affairs columnist and former mayor, was the speaker at the conference banquet.

The conference programme included presentations on parking studies, organizational structure, parking layout and design, parking for the disabled, implications of parking propane-driven vehicles, public relations, and revenue control.

In addition to the 125 delegates at the conference, many suppliers of services and products to the parking industry were present with their informative exhibits.

The Authority's Director of Finance and Administration, and C.P.A. Treasurer, Maurice J. Anderson, was largely responsible for organizing this first conference. He was assisted by Authority staff members Sue Horton, Margy Krafchik, Hedy Walinga and Emil Zamiara.



Many suppliers to the parking industry leased exhibit booths for displaying their products and services at the first annual Canadian Parking Association convention.

ERSONNEL

The Authority is an equal opportunity employer and as such, its policy on recruitment is to seek employees using an open-search, competitive approach at all levels.

The unionized members of the staff, comprised mainly of the field force of carpark attendants and maintenance personnel, are members of the Canadian Union of Public Employees, Local 43. In October the Authority and the Union approved the Memorandum of Agreement on changes to the 1985/1986 Collective Agreement.

The field force, comprising the district managers, supervisors, cashiers and maintenance workers, wear Authority uniforms which identify to the public that they are the persons who are responsible for the operation of the carparks. The uniforms also serve to instill pride among the employees.

The Authority honors its long-service employees at a biennial dinner, where they are presented with a memento of the occasion. The following employees achieved ten years service in 1984 and 1985:

Maurice Anderson	Ron Everard	Jim McNeil
Mian Aziz	Kevin Maracle	William Nedbailik
Naish Brann	William Martin	Greg Parks
Morris Cohen	Awad Massoud	Frank Poje
John Demma	Winston Morgan	Ramzan Salemohamed
Gloria Dunuis	Rod McNeely	

The Authority welcomes the following employees who joined us in 1985:

,		0 1	
Office Staff		Cashiers	
Barbara Boulton	Anna Silletti	Leonard Andrade	Cosmos Paparo
Robert Howald	Hedy Walinga	Lorne Bolte	Mohendra Rooplall
Margy Krafchik		Michael Cooney	Steven Sitahall
Silvia Maritan	Maintenance	Bill Gibson	Lorne Wilbur
Les Peterfy	Urbano Cordiero	Stanley Gravensande	
Claudia Sharpe	Sam Sharma	David Hardy	

Best wishes are extended to the following employees who retired during the past year:

Joe Defalco	Dulcet Paco	Jim Phela
Frank Lee	William Parulisu	

Congratulations to the following members of the staff who were promoted to supervisor in 1985:

Octavio Costa	Jean-Paul Hamel	Alex MacIssac
Gloria Dunuis	Nick Iordache	

The Authority notes with great sorrow that Jean Jerman of the office staff, who was hospitalized in March 1985, died in hospital on January 13, 1986.

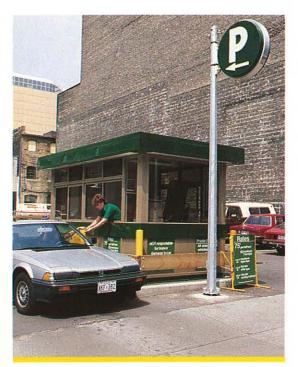


Much of the Authority's favourable public image has been created through motorists' dealings with the Authority's courteous carpark attendants.

On May 11 the Commissioners and the President presented cashier Terry Vincent with an engraved wrist watch commemorating 25 years of service to the Authority.



## THE DESIGN OF SURFACE CARPARKS



Carparks operated with cashiers require the motorist to check in and out at the attendant's shelter.

A pre-fabricated cashier shelter is set into place at the Temperance Street surface carpark. These shelters are designed to be portable so that they can be moved to new locations with the closing and opening of carparks. It is intended that each Annual Report will contain a feature section on one aspect of the Authority's activities. This year the focus is on the design of surface carparks.

Most of the surface carparks that the Authority has established are for the purpose of providing convenient short-term parking for shoppers and visitors to a commercial area. Because these carparks are located within or adjacent to a commercial area, they tend to be smaller; usually between 30 and 50 spaces. Surface carparks represent 91% of the total number of carparks but have only 54% of the total spaces operated by the Authority.

The Official Plan for the City of Toronto (Part I, section 7.15) requires the City Council to "develop regulations governing the appearance of parking facilities. Such regulations may include, among other things, requirements for setback, walling or fencing, landscaping, roofing, depression of the parking surface." To assist Council in developing such regulations the Authority submitted a report to the City Services Committee in May, 1982. This document was entitled, "Guidelines for the Design of Municipal Carparks." The report was produced by the architectural firm of Hadley Freeman Mutrie and is available from the Authority for a nominal fee.



The design process at the Authority is coordinated by Les Peterfy, the Manager of Design and Construction, who reports to Gabe Mullan, the Director of Planning, Design and Development. Les is assisted by two draftsmen, Rod McNeely and Greg Parks, in addition to a number of outside designers, architects and consultants who are hired as required.

In designing surface carparks the major elements which are considered are location and access, internal layout, landscaping, lighting, and revenue collection. Each of these five areas are discussed in more detail below.

#### OCATION AND ACCESS

The most convenient and visible location for the carpark is in the centre of the commercial area it is serving. However, this is not feasible for both planning and financial reasons. From a planning perspective the carpark would tend to break up the continuity of the retail strip and would cause traffic circulation problems. Financially the centre of the retail strip is prime real estate and thus, the property is too costly to justify a municipal carpark. As well this land simply may not be available.

Most surface carparks are located adjacent to or behind a commercial area. Iluminated green "P" signs are placed on the major street identifying to the public the location of or the direction to the carpark. In addition green "P" decals may be placed in store windows by the merchants to show the shoppers or visitors that a municipal carpark is nearby.

The specific entrance to the carpark is primarily determined by the internal layout of parking spaces and traffic flow considerations. But the access point must also be clearly visible so that motorists approaching the site can easily identify its location. If tickets are issued on entry to the carpark, traffic congestion could develop on the street as cars wait to enter the carpark. To bring the cars off the road an entrance lane of one or two car-lengths is created.

The location of the pedestrian access is also strategically located. Unlike motorists, pedestrians take the shortest route to their destination. Pedestrian accesses are located to allow the pedestrian to exit and enter the carpark at the most direct point.

## NTERNAL LAYOUT

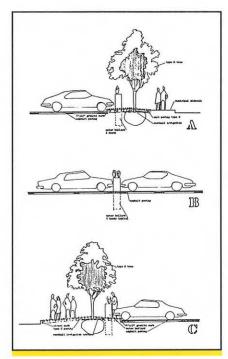
Carpark layouts are designed for maximum overall efficiency to provide the greatest benefit to the public. The layout of parking spaces is planned in conjunction with internal traffic flow, landscaping and entrance lane considerations.

Pre-fabricated cashier booths are installed by the Authority at carparks requiring them. The use of these portable shelters allows flexibility in the operation of carparks, such that they can easily be converted from metered or machined to cashier-controlled.

The parking stalls are designed to be easily accessible by most sizes of vehicles. In all cases they are no less than the zoning requirements of  $5.9\,\mathrm{m}$  (19.4') in length by  $2.6\,\mathrm{m}$  (8.5') in width with a  $5.5\,\mathrm{m}$  (18.0') aisleway. The stall length may be shortened to  $5.2\,\mathrm{m}$  (17.1') provided the  $0.7\,\mathrm{m}$  (2.3') reduction is added to the aisle width. The shortened stall length encourages motorists to drive fully into the stall, thus leaving free as much aisle space as possible.



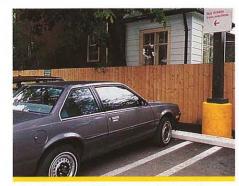
The entrance lane at the Richmond/ Sherbourne carpark allows cars waiting to enter the carpark to move in off the road.



All aspects of carpark design are discussed in the Authority's document *Guidelines for the Design of Muncipal Carparks*. The drawing above details the proper positioning of meter bollards.



As at most carparks, the handicapped stalls at the Gerrard/Hamilton carpark are located near the entrance.



The closed board fencing at the Glenforest Road carpark provides privacy and acts as a noise buffer for the neighbouring residential properties.

Instead of the traditional single line between parking spaces, the Authority paints double lines to identify the boundary of the space. The double line encourages motorists to park in the centre of the parking stall and this ensures that the motorists can more easily climb out of their cars.

Perpendicular parking is preferable to angle parking because it allows cars to enter and exit the stall from either direction. Angle parking, on the other hand, requires a one-way traffic system. In addition, angle parking can cause confusion in the winter when the lines become obscured by snow.

Spaces for the disabled are provided at the rate of one space per 100 to a maximum of ten spaces, as required by the City of Toronto By-law 329–81. These spaces are clearly identified and are located as close as possible to a vehicular entrance and a pedestrian exit.

The carparks are graded with at least a two percent slope down to the catch basins. These catch basins are located on the driving aisles to keep the parking stalls free of water.

#### **T** ANDSCAPING

The design of carparks must take into consideration the character of the surrounding area. Where the carpark fronts on a residential street, land-scaping helps to soften the impact of the expanse of asphalt. Care must be taken to avoid creating blind spots where cars leaving the carpark may not see approaching pedestrians or cars. This can usually be achieved with low plantings or trees with only high level branches.

It is desirable not to place landscaping in the centre of the carpark because this results in an inefficient arrangement of parking spaces and makes it difficult for traffic to flow through the carpark. In addition, centre islands of landscaping create an obstacle for snowplowing.

In residential areas, closed board fencing is installed around the perimeter of the carpark to a height of 1.7 m (5.5′). This prevents litter from blowing onto the neighbouring property, acts as a noise buffer and to some extent provides for privacy.

#### IGHTING

The lighting of a carpark is important because it provides safety for drivers and pedestrians, and increases security at night.

Surface carparks are lighted at an average of ten to 20 lux (one to two foot candles) in all areas, with additional lighting at access and control points. In residential areas it is important to prevent light from spilling over onto the residential properties. This can be achieved by using a sharp cut-off type of fixture or alternatively by using lower poles for mounting the fixtures.

## DEVENUE COLLECTION

The Authority employs three methods of revenue collection on its surface carparks: parking meters, ticket-issuing machines and cashiers.

#### 1/ Parking Meters

On small carparks, meters are a cost-effective method for collecting revenue. Meters can also be used to prevent long-stay parking by imposing a time limit. While meters have the advantage of a low initial capital cost, the cost of making minor adjustments to rates is usually prohibitive. In addition, more maintenance is required to repair the frequent damage to the meters and their standards caused by accidents, vandalism and theft. The meters are embedded in concrete bollards in groups of one, two or four. The number of bollards is kept to a minimum to reduce the cost and to reduce the number of snowplowing obstacles.

#### 2/ Ticket-Issuing Machines

Ticket-issuing machines have most of the advantages of meters in providing a low-cost non-cashiered operation and frequent turnover. Although the initial capital cost is higher than for meters, the ticket-issuing machine is more flexible in making rate adjustments. The ticket-issuing machine is located centrally within the carpark with signage to identify its location. If a carpark is larger, two machines are placed on the carpark in different areas.

#### 3/ Cashiers

If the parking supply and demand balance in an area is such that it results in higher carpark rates, higher carpark usage and consequently higher revenues, then the use of cashiers to operate the carpark can be justified. Some carparks are staffed during the peak morning hours to serve the long-stay commuters and are operated with a ticket issuing-machine during the remainder of the day. Signs explaining the carpark's rate structure are prominently displayed and are visible from the street. This allows the motorist to review the rates prior to entering the carpark.

This feature section identifies the key design characteristics the Authority considers in designing each new surface carpark. Proper design and planning allows for ease of maintenance and operation from the Authority's perspective, and ease of use and consistent quality among municipal carparks from the public's point of view. From this review it becomes apparent that there is much more to developing a surface carpark than spreading several layers of stone and gravel over a vacant lot and topping it with a layer of asphalt.

On several metered carparks, the parking meters are set in concrete bollards to protect them from potential damage by motorists and snowplows.



Parkers on some surface carparks are required to purchase parking tickets from centrally located ticket-issuing machines.





## BALANCE SHEET

as at December 31, 1985 (with comparative figures as at December 31, 1984) (Notes 1 & 6)

ASSETS	1985	1984
Current Assets:		
Cash in bank and on hand including term deposits	\$25,896,593	\$23,309,813
Investments, at cost (market value 1985 - \$4,763,750; 1984 - \$4,687,000)	4,695,400	4,695,400
Accrued interest	541,632	372,604
Accounts receivable	842,870	312,959
Prepaid expense	65,924	59,123
Inventories, at cost	99,276	107,205
	\$32,141,695	\$28,857,104
Fixed Assets: (Note 1b)		
Carparks – Lands and improvements		
Completed projects \$43,028,413		
Projects under construction 6,639,609		
Furniture, fixtures and equipment 1,765,881	51,433,903	49,369,263
Proceeds from sale of debentures held by the City	257,680	257,680
	\$83,833,278	\$78,484,047

## AUDITOR'S REPORT

I have examined the Balance Sheet of The Parking Authority of Toronto as at December 31, 1985 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.

In my opinion, except for the manner in which fixed assets are shown as outlined in Note 1(b), these statements present fairly the financial position of the Authority as at December 31, 1985 and the results of its operations for the year then ended in accordance with accounting principles prescribed for Ontario municipalities applied on a basis consistent with that of the preceding year.

J. Rabinowitz, ca City Auditor Toronto March 6, 1986

LIABILITIES		1985	1984
Current and Accrued Liabilities:			
Accounts payable (Note 5)		\$ 1,756,477	\$ 3,603,168
Deferred revenue (Note 4)		532,078	26,337
Reserves:			
Employees' sick credits (Note 3)		617,200	591,754
Sinking fund surpluses		2,061,346	1,858,137
<b>Current Surplus:</b>			
Balance, December 31, 1984	\$22,777,708		
Provision for capital expenditures in 1985	(1,848,952)		
Net revenue for the year 1985	6,245,838	27,174,594	22,777,708
		\$32,141,695	\$28,857,104
Capital Liabilities:			
City of Toronto – funds advanced pending			
the issue of debentures		1,426	1,426
Debenture Debt: (Note 2)			
Issued	\$14,836,807		
Less: Redeemed to December 31, 1985	(12,798,012)	* :	
Sinking fund investment as at December 31, 1985	(1,654,415)	384,380	617,060
Capital Surplus:	-	51,305,777	49,008,457
		\$83,833,278	\$78,484,047

The accompanying notes are an integral part of this financial statement.

## NOTES

- 1. Accounting Policies
- (a) Revenues and expenditures are reported on the accrual basis of accounting.
- (b) Fixed Assets:

The Authority has not adopted the basis used by Ontario municipalities in its accounting for fixed assets which requires that such assets be reported as "capital outlays financed by long term liabilities and to be recovered in future years". Instead, fixed assets are stated at cost and are removed from the accounts upon disposal, with any proceeds therefrom being taken into current revenue. No provision is made for depreciation.

The Authority does not hold title to the lands or improvements thereon and which have been designated by the City of Toronto for use of the Authority.

2. Debenture Debt

Debt servicing costs for 1985 in the amount of \$418,258 (1984 – \$579,344) have been met out of revenues derived from the City's operations of on-street parking facilities (meters) and are not reflected in the expenditures of the Authority.

3. Liability for Vested Sick Leave Benefits 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 1985 has been fully provided for.

4. Other Income

Sundry revenue includes proceeds on disposal of fixed assets in 1985 in the amount of \$533,132 (1984-\$593,912). The final instalment recoverable from the City with respect to the conveyance of

## STATEMENT OF REVENUE AND EXPENDITURE

for the year ended December 31, 1985 (with comparative figures for the year 1984) (Notes 1 & 6)

		1985	1984
Parking Revenue		\$20,499,977	\$19,064,734
Parking area expenses			
Salaries, wages and employee benefits	\$ 5,590,308		
Municipal taxes	3,756,284		
Maintenance	1,202,276		
Rent	462,948		
Light, heat and water	803,992		
Insurance	107,347		
Equipment acquisitions	240,102		
Tickets	96,433		
Snow clearing	182,029		
Sundry	239,306		
Total parking area expenses	\$12,681,025		
Administration expenses	1,892,089		
Total Parking Expenses (Note 2)		14,573,114	14,159,144
Net Income from Carpark Operations		\$ 5,926,863	\$ 4,905,590
Rent paid to the City of Toronto (Note 5)		3,162,877	2,253,349
		\$ 2,763,986	\$ 2,652,241
Other income and charges			
Interest earnings – investments, etc.	\$ 2,908,908		
Sundry revenue (Note 4)	572,944	3,481,852	3,361,482
Net Revenue		\$ 6,245,838	\$ 6,013,723

The accompanying notes are an integral part of this financial statement.

carpark No. 79 (405 Sherbourne Street) in the amount of \$504,265 is due in 1986 and is included in deferred revenue at the year end.

5. Contractual Obligations

The Authority is committed 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. Such rent for the year 1985 includes a retroactive adjustment of \$199,446 with

respect to the previous year's rental charge under this arrangement.

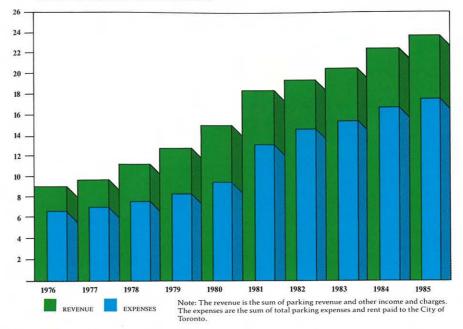
Commitments over the next seven years under other leasing agreements for use of other lands and equipment total some \$483,000 for basic rental charges. Rental charges for lands (other than City-owned properties) which were utilized in the Authority's 1985 parking operations amounted to \$462,948.

6. Other Parking Reserve Funds of the City of

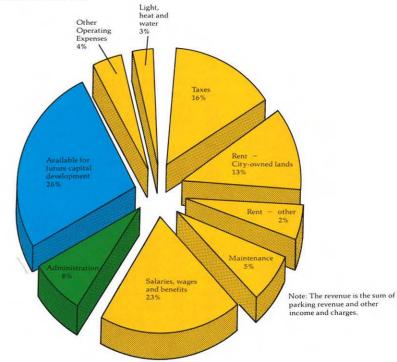
The financial statements of the Authority reflect the results of operations of its off-street parking facilities only. They do not include the operations of the City's on-street parking facilities (meters and permits) and payments received by the City under agreements from developers in lieu of providing parking facilities, except to the extent that such reserve funds have been utilized in financing the capital cost of certain off-street parking facilities of the Authority.

The financial statements of the Authority also do not reflect the revenues and expenditures derived from operations of the Village Arcade Shopping Mall located in the Cumberland Street parking garage complex. The net income from this operation is paid over to the City Treasurer annually and held in a separate reserve fund as required by the City of Toronto Act, 1972.

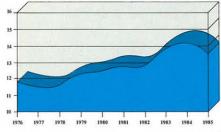
#### Revenue and Expenses in millions of dollars



#### Distribution of Revenue -1985



#### Parking Spaces in thousands



Note: Excludes the spaces in the six commuter carparks which reverted to the TTC in 1983.

# Cars Parked in millions 12.0 11.5 11.0 10.5 10.0 9.5 9.0 8.5 9.0 8.5 9.0 8.5 9.0 8.5 9.0 1983 1982 1983 1984 1985

Note: Excludes the cars parked in the six commuter carparks which reverted to the TTC in 1983.

Areas of operation	Number of spaces	Percentage of spaces
Downtown core	2,597	19
Downtown fringe	3,613	27
Midtown	1,868	14
Uptown	1,646	12
Neighbourhood commercial/ residential	3,734	27
Transit/commuter	132	1
Total	13,590	100

Type of operation	Number of spaces	Percentage of spaces
Cashier garages	6,249	46
Cashier surface carparks	3,224	24
Machine	2,597	19
Combined machine & meters	337	3
Meters	1,143	8
Monthly	40	-
Total	13,590	100

# CARPARK LOCATIONS



The cashier time punches a ticket for a motorist entering the carpark on Victoria Street, south of Dundas Street East.



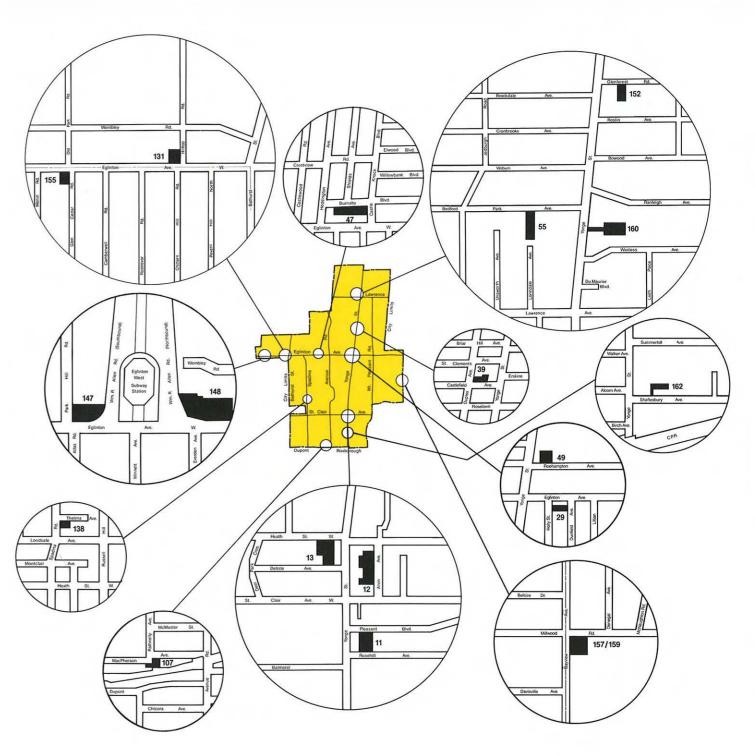
The rate structure at the Rosehill Garage is set to attract long-stay parkers in the Yonge and St. Clair area.

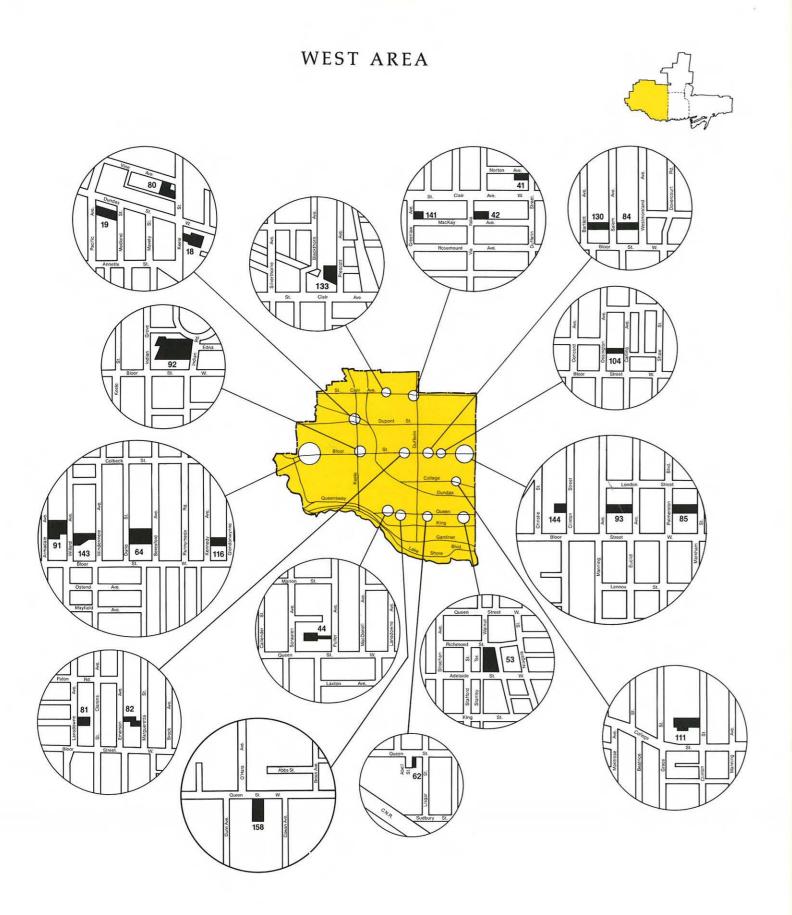
No.	Location	Capacity	No.	Location Capa	acity
1	Hayden St. e. of Yonge	153	84	Salem Ave. n. of Bloor W.	35
2	Charles St. e. of Yonge	89	85	Palmerston Ave. n. of Bloor W.	48
3	Isabella St. e. of Yonge	120	87	Chester Ave. n. of Danforth	83
5	Wellesley St. e. of Yonge	149	88	Ferrier Ave. n. of Danforth	47
11	Rosehill Garage	571	89	Lipton Ave. e. of Pape	70
12	Alvin Ave. n. of St. Clair E.	166	90	Eaton Ave. n. of Danforth	30
13	Delisle Ave. w. of Yonge	160	91	Armadale Ave. n. of Bloor W.	144
15	Yorkville-Cumberland Garage	1036	92	Indian Rd. n. of Bloor W.	226
16	Cumberland St. w. of Bay	69	93	Euclid Ave. n. of Bloor W.	44
17	Pape Ave. n. of Danforth	83	96	Portland St. n. of Front W.	246
18	Keele St. s. of Dundas W.	78	104	Ossington Ave. n. of Bloor W.	40
19	Pacific Ave. s. of Dundas W.	71	105	Richmond St. W Portland St.	46
20	Cedarvale Ave. n. of Danforth	37	106	Augusta Ave. n. of Queen W.	120
21	Amroth Ave. s. of Danforth	54	107	MacPherson Ave Rathnelly Ave.	40
26	Queen-Victoria Garage	u/c*	108	Church St. s. of The Esplanade	163
28	Pape Ave. s. of Danforth	76	109	Aberdeen Ave. w. of Parliament	35
29	Holly-Dunfield Garage	460	110	Danforth Ave. e. of Coxwell	25
32	Bay St Lakeshore Blvd. W.	525	111	Clinton St. n. of College	73
33	Temperance St. e. of Bay	88	116	Kennedy Ave. – Glendonwynne Rd	
34	Dundas Sq. – Victoria St.	53	125	Richmond St. E. – Sherbourne St.	183
36	Nathan Phillips Square Garage	2014	126	Front St. E. – Parliament St.	223
39	Castlefield Ave. w. of Yonge	163	130	Bartlett Ave. n. of Bloor W.	38
41	Norton Ave. w. of Dufferin	64	131	Hilltop Rd. – Eglinton Ave. W.	28
42	Via Italia s. of St. Clair W.	66	133	Prescott Ave. – St. Clair Ave. W.	33
43	The Esplanade e. of Yonge	1553	137	Gough Ave. n. of Danforth	17
44	Fuller Ave. n. of Queen W.	53	138	Thelma Ave. e. of Spadina Rd.	37
45	Broadview Ave. n. of Queen E.	92	141	Greenlaw Ave. – MacKay Ave.	38
47	Burnaby Blvd. w. of Castle Know		142	Langford Ave. n. of Danforth	27
48	Lee Ave. s. of Queen E.	68	143	Windermere Ave. n. of Bloor W.	106
49	Roehampton Ave. e. of Yonge	126	144	Clinton St. n. of Bloor W.	33
51	Lippincott St. s. of Bloor W.	146	146	Gerrard St. E. – Hamilton St.	43
52	University Ave. Garage	323	147	n/w Eglinton W./W.R. Allen	53
53	Walnut Ave. s. of Richmond W.		148	n/e Eglinton W./W.R. Allen	79
55	Bedford Park Ave. w. of Yonge	45	149	Woodycrest Ave. n. of Danforth	35
58	Bedford Rd. n. of Bloor W.	230	150	Larch St. s. of Dundas W.	52
62	Queen St. W. – Abell St.	27	151	Wildwood Cres. – Kingsmount	32
63	Jarvis St. – Richmond St. E.	17	131	Park Rd.	65
64	Durie St. n. of Bloor W.	155	152	Glenforest Rd. e. of Yonge	26
68	Kensington Garage	292	153	Victoria St. s. of Dundas E.	51
71	Bellevue Ave. s. of Nassau	91	154	Chestnut St. s. of Dundas W.	51
72	George St. s. of Front E.	404	155	Eglinton Ave. W. – Glen Cedar Rd.	
78	Erindale Ave. e. of Broadview	93	157	Bayview-Millwood Garage	20
79	Sherbourne St. n. of Carlton	112	158	Queen St. W. w. of Cowan	32
80	Keele St. n. of Dundas W.	54	159	Bayview Ave. – Millwood Rd.	10
81	Lansdowne Ave. n. of Bloor W.	40	160	Yonge St. s. of Ranleigh	37
82	Margueretta St. n. of Bloor W.	56	162	Shaftesbury Ave. e. of Yonge	22

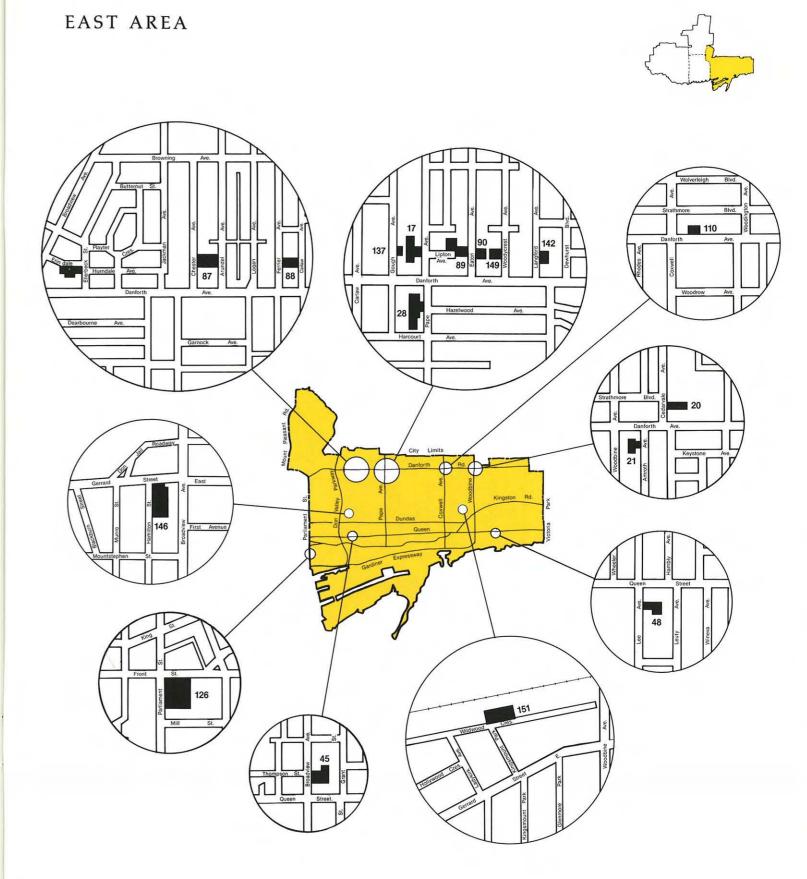
<sup>\*</sup>u/c – under construction

# NORTH AREA



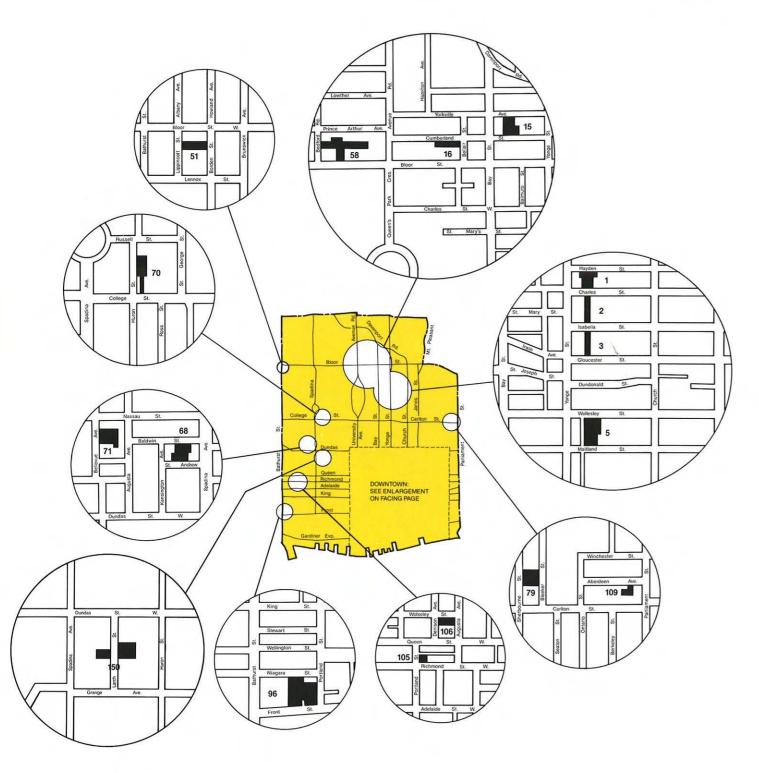




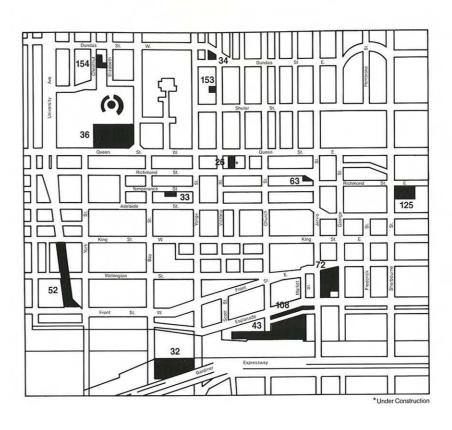


# CENTRAL AREA





# DOWNTOWN



The Parking Authority of Toronto 50 Cumberland Street Toronto Ontario M4W 1J5 (416) 923-6616

