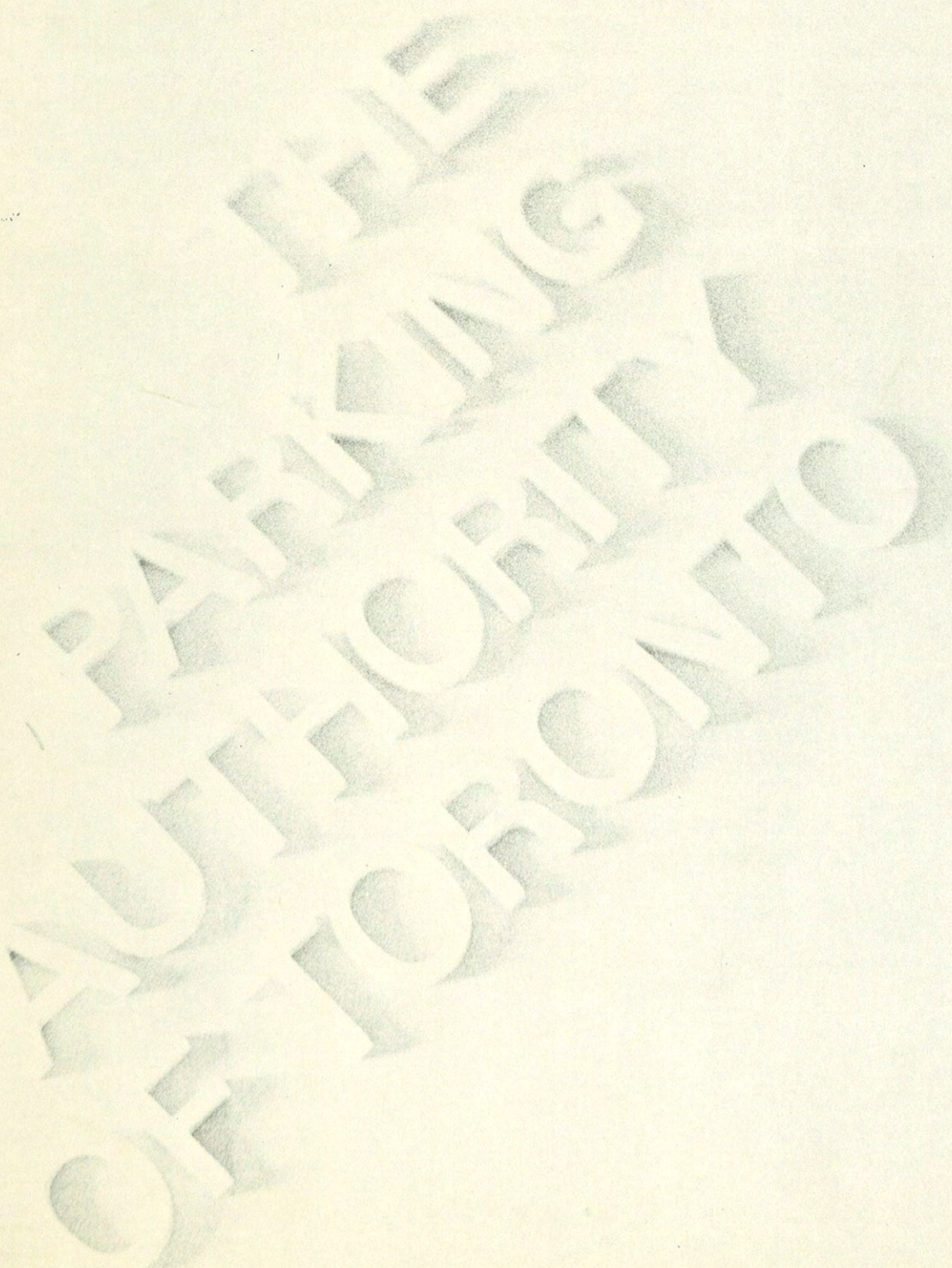
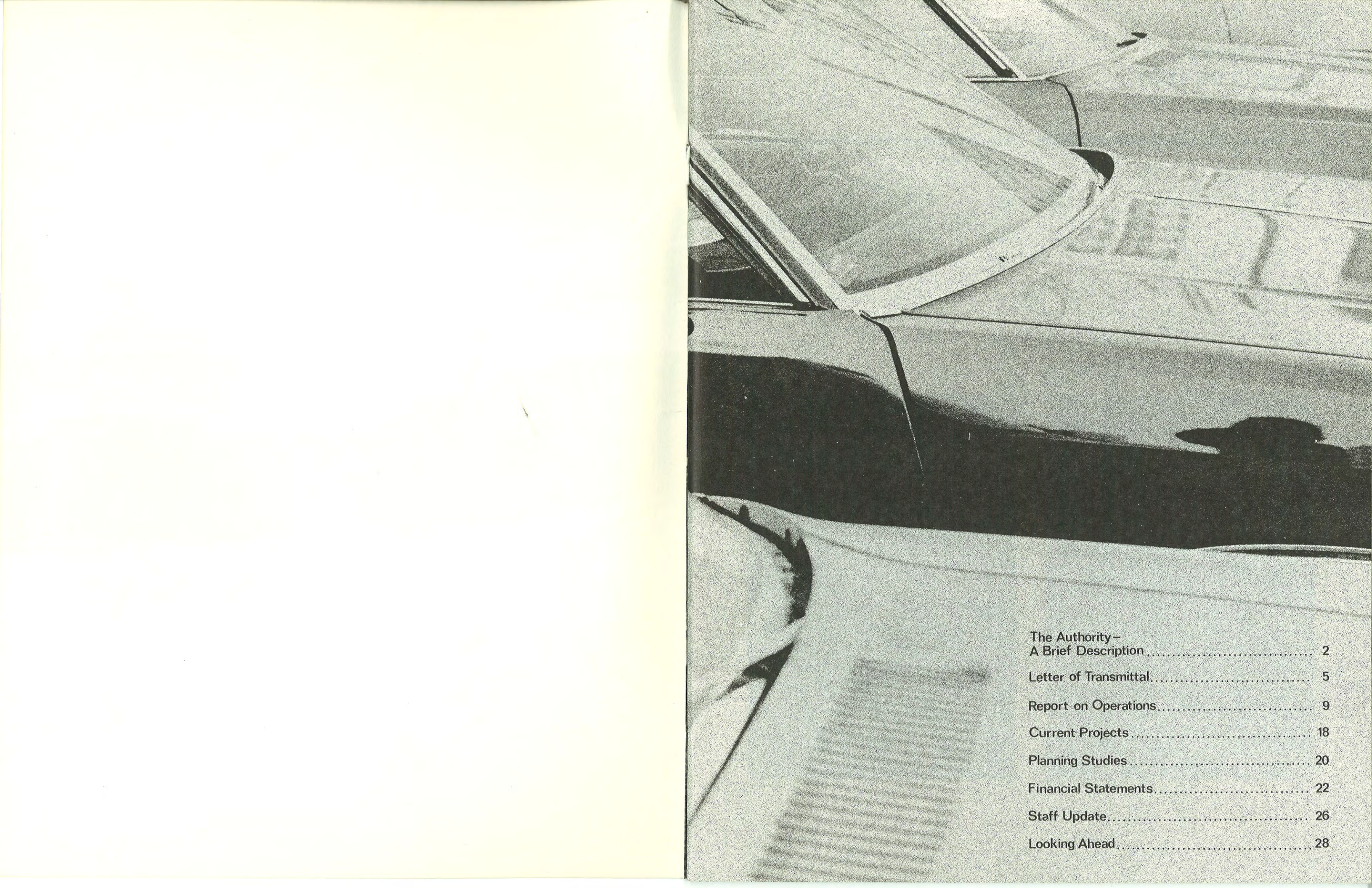


Annual Report
1978





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The Authority — A Brief Description



Chairman
John F. Ellis, M.B.E



General Manager
Reginald W. Lewis



Commissioner
John F. Sherk



Commissioner
David A.A. Stager

THE PARKING AUTHORITY OF TORONTO is a corporate body established in 1952 by Provincial Statute and City By-Law. It is comprised of a Chairman and two Commissioners who are appointed by, and responsible to, City Council.

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

By Legislation, the Authority is required to be self-sustaining representing no burden to the general taxpayer, and to pay real estate and business taxes, which in 1978 amounted to \$2,033,863.00. Even though the Authority purchases lands and buildings from its surplus or borrowed funds, title to these properties is vested in the City of Toronto.

The Authority is required to report annually to City Council, and its financial affairs must be examined and certified by the City Auditor.

Letter of Transmittal

*His Worship Mayor John Sewell, and Members
of the City of Toronto Executive Committee
City Hall
Toronto
Ontario*

Your Worship, Ladies and Gentlemen,

Your Commissioners are pleased to present for your consideration the 1978 Annual Report of The Parking Authority of Toronto.

In its 26th year of operation, the Authority parked over 10 million cars and gross revenue was \$11,028,551.00. Expenses for the year amounted to \$7,596,260.00, of which business and realty taxes amounted to \$2,033,863.00. From the balance of \$3,432,280.00, the Authority turned over to the City's general fund, \$1,194,571.00 as rental for City-owned lands on which municipal carparks have been established. The balance of surplus will be used for the development of Toronto's off-street parking programme.

The year's activities are dealt with in detail elsewhere in this Report but I should like to underscore those which I consider to have special significance for both the City and the Authority.

It is becoming increasingly evident to your Authority that the high costs of land and construction means that we will have to look to joint ventures with other City departments and agencies, and with private developers, to provide needed parking service.

To illustrate this point, two out of the three new carparks established during the year were of a joint-venture nature: the Holly-Dunfield Garage with its 478 parking spaces was a joint venture with the Housing Department; and the 31-space metered carpark at Eglinton Avenue West and Hilltop Road could only be established with the contributions of the benefiting property-owners in the area through the benefiting assessment legislation. In this latter connection, two new surface carpark proposals under consideration can only be proceeded with if there is agreement to fund them by benefiting assessment.

The Authority operates a number of its neighbourhood carparks on surplus subway lands leased from the Metropolitan Corporation for a nominal fee. We have now been placed on notice that it is the Metropolitan Corporation's policy to dispose of these properties at full market value or to rent them at current market rentals. These carparks, with one exception, are sub-economic

operations but they provide a needed parking service in the areas where they are located, generally at transit stations and local retail/commercial strips. The Authority is now in the process of an economic feasibility study to determine how the Metropolitan Corporation's policy for the disposal of these lands is likely to affect our parking operations.

Much of the staff's time over the past year has been taken up with the plans for the development of new parking facilities in the St. Lawrence Project area, specifically how to accommodate the Authority's existing 1,250 surface spaces in the area into the new neighbourhood plan. In this matter, the Authority is joint-venturing with the Housing Department and it is likely that most of these spaces will be accommodated in a municipal garage to be built in Phase C-1 of the Project east of Yonge Street, south of The Esplanade. The shortfall in spaces will be made up elsewhere in the St. Lawrence neighbourhood.

The Authority's planning staff undertook 24 area parking studies during the year, the majority of these studies being initiated by the Ward Aldermen, local business groups, committees of Council or another City department. Other studies are initiated by the Authority when it wishes to be informed on a particular parking matter or problem. These studies, taken as a whole, indicate to us that parking problems are certainly not disappearing but rather are on the increase and this is discussed in more detail elsewhere in this Report.

During the year the Authority continued its annual program of upgrading selected parking facilities. Carpark 16 on Cumberland Street in the heart of Yorkville can be cited as one example. Changing the parking layout permitted the sidewalk to be widened and benches, shade trees and decorative paving were installed. The traditional green bumper fence was removed in favour of concrete wheel-stops and hanging flower baskets were erected to brighten up the area.

New facilities opened during the year under review include the Rosehill Garage addition which was completed and opened to the public on November 1st, 1978 adding 154 spaces to this facility for a total of 578 spaces; and municipal carpark 133, a 33-space metered facility located on the west side of Prescott Avenue north of St. Clair Avenue West, which was opened for business on September 15th, 1978. This carpark is located on lands leased from Ontario Hydro.

Construction problems beyond our control delayed the opening of the new Holly-Dunfield Garage, a joint venture between the Authority and the City's Housing Department. This new 478-space facility was opened in March of this year.

The construction of the Kensington Garage has progressed on schedule and barring any unforeseen difficulties, this new garage should be in operation in May 1979. In anticipation of its opening, the Authority has recently turned its attention to the Kensington Market traffic situation and will be pursuing its recommendation that St. Andrews Street be closed at Kensington Avenue prior to the opening of the Kensington Garage.

The Authority continues to publicize the need for a change-of-mode parking garage to be built at the Glencairn station on the Spadina rapid transit line. The need for this garage is even more apparent in light of the under-utilization of the Spadina subway line. Recently proposed amendments to Section 7 "Transportation" of the Official Plan, Part I are encouraging in this regard in that the City is committed to providing parking facilities to serve the public transit system.

We are delighted that the International and Municipal Parking Congress has selected Toronto as the site for its 25th Annual Workshop and Meeting in 1981.

Your Authority wishes to acknowledge the co-operation and assistance of the various City officials, departments, and agencies with whom we deal in the pursuance of our responsibilities as the City's off-street municipal parking operator.

Yours very truly,



John F. Ellis
Chairman

Report on Operations

The Annual Rate Review

The Authority undertakes an annual review of the parking rate schedule at all of its carparks. Parking rates vary from carpark to carpark and location to location and the question is often asked: "Why do parking rates vary?" The Authority begins with the premise that parking is a service which is provided to meet a demand for parking. Parking fees are related to expected parking demand which depends in turn on the location and the availability of alternative parking space.

There are two types of parking demand: short-stay and long-stay. The typical long-stay carpark is exemplified by the large commuter-oriented carparks located at the terminals of the Bloor-Danforth subway line. Here the aim is to encourage the commuter to leave his car at the outskirts and continue his journey into the downtown by public transit. Therefore the parking fee must be such that, in conjunction with the transit fare, motorists will be encouraged to park and ride the subway.

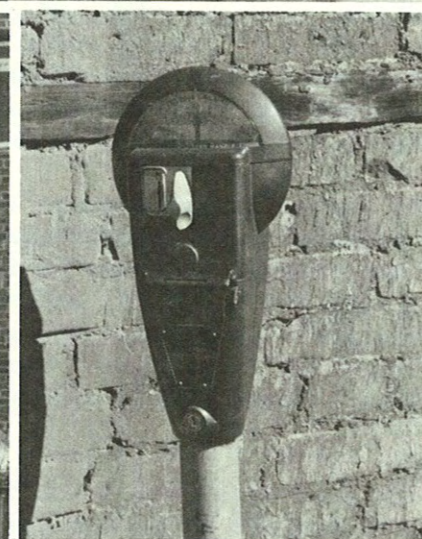
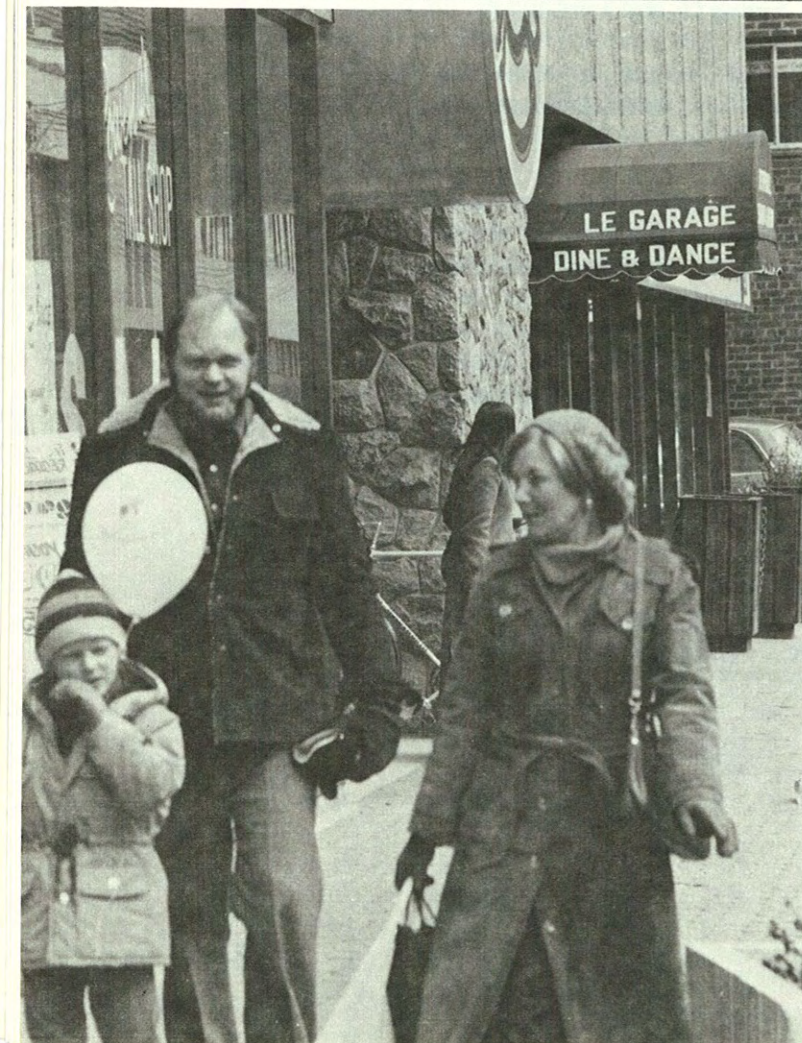
At the other end of the scale is carpark 16 (71 spaces) on Cumberland Street in the heart of Yorkville, where there is a heavy demand for short-stay parking. The parking rate must therefore be set to discourage all-day parking so that space will be available for short-stay parkers. The rate here is 60 cents per half hour with no day maximum, and this effectively discourages the long-stay parker.

There are, of course, variations between these extremes. At the large garages where there is the capacity to accommodate both long and short-stay

demand, the rate schedule will include an hourly or half-hourly rate as well as a day maximum. On the fringe of the downtown area there are two carparks which offer an attractive all-day parking rate for carpoolers. In the busy Kensington Market carparks, the rate increases in the third hour to discourage long-stay parkers.

The small metered carparks located behind commercial frontages, to serve local neighbourhood retail strips, must have a rate that is not only compatible with demand but one that relates to the rate for on-street meters, otherwise parkers would line the residential streets rather than use the local municipal carpark. The rate at most of these carparks is 5¢ a half-hour. Then there are also the exceptions. The meter rates at carparks 41 and 42 in the St. Clair/Dufferin area were changed recently to 25¢ an hour with a 2-hour time limit in response to the local business community's concern that the previous low parking rate was attracting long-stay parkers, and there was no space for shoppers and visitors. The change in rate was sufficient to discourage the long-stay parker and now the shoppers are finding parking space.

While the Authority's objectives give priority to service rather than profit, the Authority is required by legislation to be financially self-sustaining. It must, therefore, take a realistic view of the economics of parking and realize a profit sufficient to ensure that it can meet its obligations to sustain, improve, and expand its parking service.



C.N.E. Parking

Since 1956 the Authority has operated the large car parks outside Exhibition Park during the annual Canadian National Exhibition. These car parks are located on Metropolitan Toronto parklands. During the three weeks of the Canadian National Exhibition they are capable of accommodating up to 5,300 motorists a day.

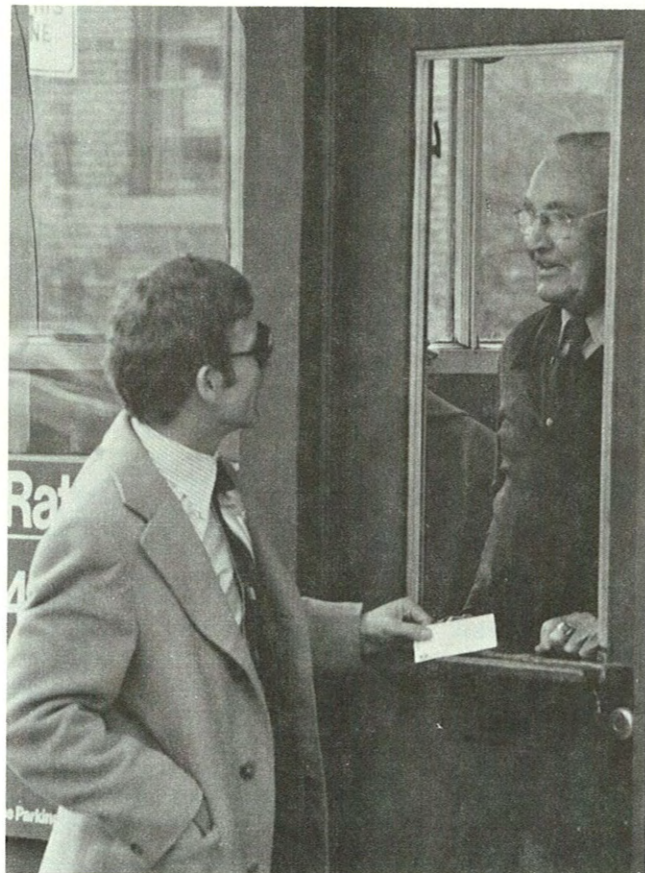
The outside parking operation cannot be divorced from the traffic control plan for the area. Over the years the Metropolitan Police and the Authority have developed a system which ensures minimum inconvenience to C.N.E. visitors and minimum disruption to through traffic along Lake Shore Boulevard.

Certain of these outside parking areas are operated by the Authority for events taking place at Exhibition Stadium at times other than during the annual exhibitions, notably football and baseball games. Again the teamwork between the police and the Authority's operating staff ensures as smooth an operation as possible even though conditions are much different. During the C.N.E. there is a constant flow into and out of these large car parks during the day, whereas at baseball and football games, the parking operation is characterized by shorter, more intense periods of activity just before the game and again immediately after the game. When these periods of intense parking and traffic activity coincides with other periods of intense traffic, such as the evening rush hour, the problem is magnified greatly.

The Authority was represented on a group of civic and C.N.E. officials organized by Alderman Eggleton to study ways and means of improving access to Exhibition

Park by various transportation modes. One direct result of this study was the introduction of exclusive bus lanes along certain routes to the Park.

The Authority is of the opinion that together with any other improvements made to public transit access, consideration should be given to the construction of permanent parking structures with direct ramp access to and from Lake Shore Boulevard and the Gardiner Expressway. These structures could be built to straddle the railway tracks to the north, Lake Shore Boulevard to the south, or be built into any new construction or re-configuration of Exhibition Park being contemplated by the C.N.E.



The Holly-Dunfield Garage



T.T.C. Strike - Action and Reaction

During the period of the TTC strike, September 11 - 14, the Authority did not charge for parking at its change-of-mode car parks at the terminals of the Bloor-Danforth subway line. This action was taken to facilitate carpooling during the strike, but was only marginally successful. The majority of parkers appeared to have work destinations in the vicinity of these car parks.

Union Contract Signed

The Authority formally endorsed the Union Agreement at its meeting on August 14th, thus putting into effect a one-year contract between the Authority and the Union which was achieved in two days of negotiation. Highlights of the new contract include increased pension benefits, 5.75% wage increase, and changes in vacation entitlement and statutory holiday provisions.



The Village Arcade

The Authority's first venture into a multiple-use structure came in 1974 with the construction of the 1,036 space Yorkville-Cumberland garage which includes three floors of head-office accommodation, a two-level quality restaurant, and a street-level shopping mall providing a much-needed mid-block connection between Yorkville Avenue and Cumberland Street.

This shopping mall, known as the Village Arcade, contains thirteen stores that reflect the character of the Yorkville shopping district providing a variety of shopping and personal services. A major convenience for both shop-owners and their customers is the direct connection between the Arcade and the parking garage.

Types of Carparks

The Authority provides for the the following purposes:

1. to serve short-term parkers in the downtown core and the midtown area;
2. to serve all-day parkers on the downtown fringe and at public transit stations including the east and west subway terminals;
3. to serve neighbourhood commercial/residential areas.

In 1978 the ratio of these was as follows:

Type of Carpark	Number of Spaces	Percentage of Spaces
Downtown Core	3,034	15%
Downtown Fringe	2,540	12%
Midtown	2,658	13%
Neighbourhood Commercial/Residential	3,038	15%
Transit Stations	3,365	17%
Seasonally operated for C.N.E. and Harbourfront (9 carparks)	5,800	28%
Total Number of Spaces	20,435	100%
Total Number of Carparks	88	

Types of Carpark Operation

Carparks can be operated in a number of different ways. The very busy, high-turnover carparks require parking attendants for control purposes; meters are used at neighbourhood carparks, for example, where parking activity is not as intense; and ticket-issuing machines are installed where meters are either not practical nor financially feasible.

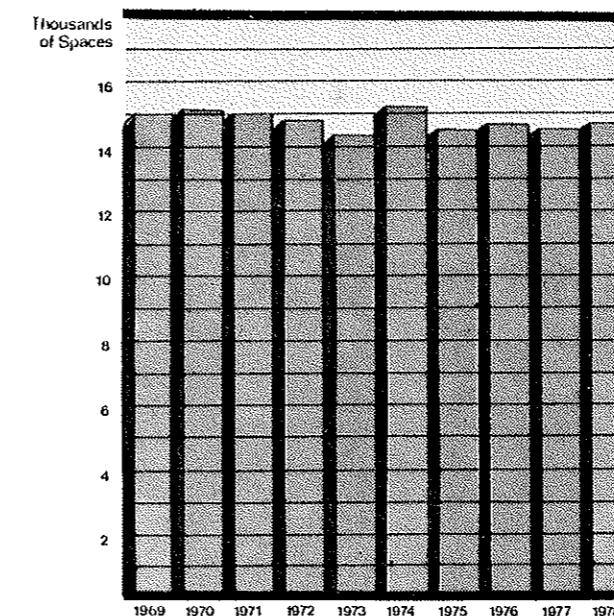
Different types of operation can be combined to meet a particular parking situation. For example, the large commuter carparks at the east and west terminals of the Bloor-Danforth subway line require attendants only for the first few hours of intense parking activity in the morning, then a ticket-issuing machine can take over for the remainder of the day at a considerable saving in operating expense.

Here is a summary of the Authority's carpark operations by type, number and number of spaces.

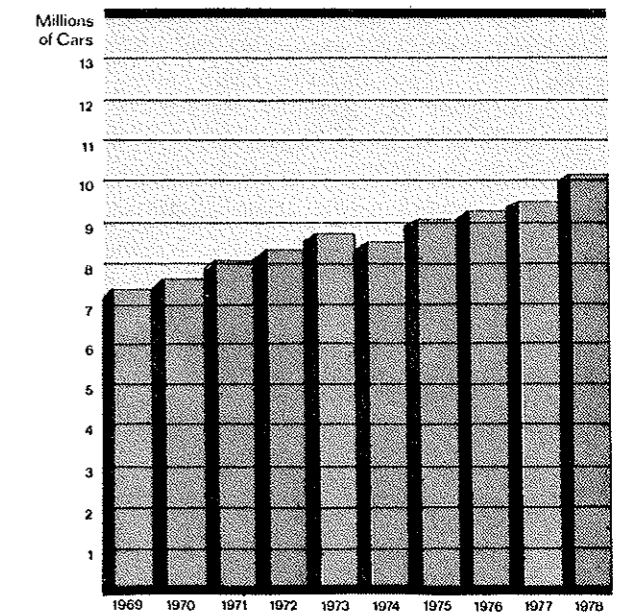
Type of Operation	Percentage of Carparks	Number of Spaces
Manned	79%	16,122
Metered	6%	1,232
Machine	8%	1,653
Combined Manned & Machine	5%	978
Combined Meter & Machine	1.8%	372
Monthly	.1%	40
Combined Monthly & Meter	.1%	38



Parking Inventory



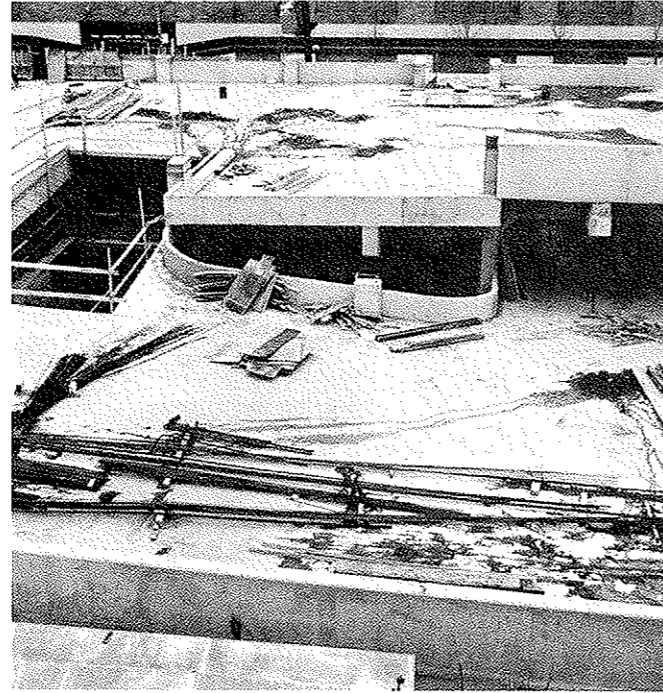
Cars Parked



Current Projects

In the Market

Carpark 68, one of two surface lots serving Kensington Market, was closed on July 3 to permit construction of the Kensington Garage. Construction has proceeded according to schedule and it is expected to be open in May 1979. The Authority has recommended that St. Andrews Street, the main access route to and from the garage, be closed at Kensington Avenue. This will greatly facilitate garage operation by removing the congestion caused on this narrow street by the conflict between through traffic and traffic entering and leaving the garage. The garage is seen by both the residential and business community as a necessary improvement to the traffic and parking conditions in the Market. It is also seen as providing some relief for the parking demand now being created by the westward expansion of Chinatown.



Mixed Use Developments

The Holly-Dunfield Garage with its 478 parking spaces is part of a City-operated complex of a senior citizens' housing tower, family townhouses and an urban park to be created on the garage roof. The garage was opened in March of this year.

The next mixed-use development is scheduled for the St. Lawrence Neighbourhood. A 1,250-space municipal parking garage is to be built as part of a housing, retail, and commercial complex by a private developer. The complex will be located on City-owned lands east of Yonge Street, south of The Esplanade.



Chinatown West - Going Underground

In its continuing efforts to find a solution to the growing parking problem in Chinatown West, the Authority has put forward a proposal for a 2-level garage under Spadina Avenue, centered on the Spadina/Dundas junction. The estimated cost of such a proposal, including the re-location of underground utilities, is such that the Authority could only consider such a venture if the cost is shared by the surrounding property owners under the benefiting assessment legislation. An alternative would be a joint venture with a private developer contemplating redevelopment in the area. The Authority has had discussions with two private developers in the area to no avail, but continues to seek a solution to the problem of parking space shortage at this location.

Old Station, New Service

Work commenced in December on the construction of municipal carpark 131 at the northwest corner of Eglinton Avenue West and Hilltop Road on the site of a former service station. This carpark now provides 31 metered spaces to serve the local business community. Part of the cost of this carpark is funded through benefiting assessment. The lot will be paved in the Spring of 1979.



Parking Studies

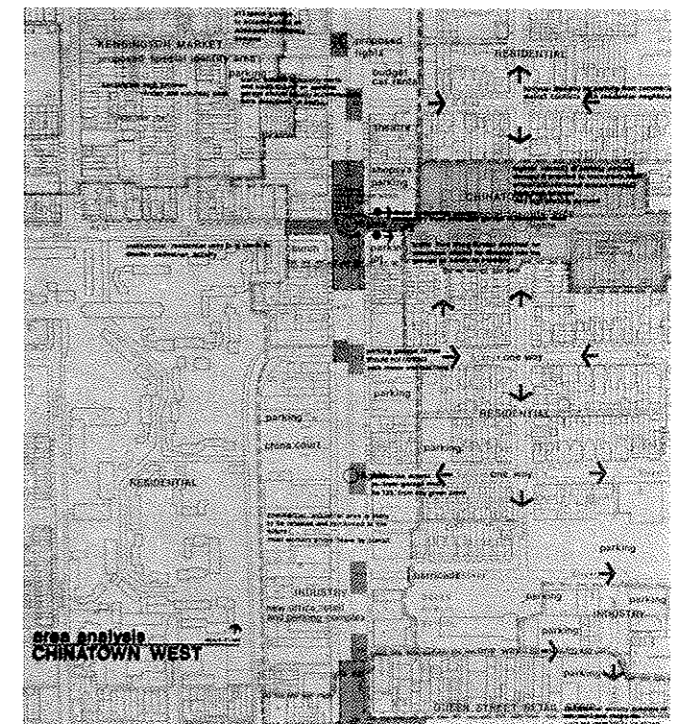
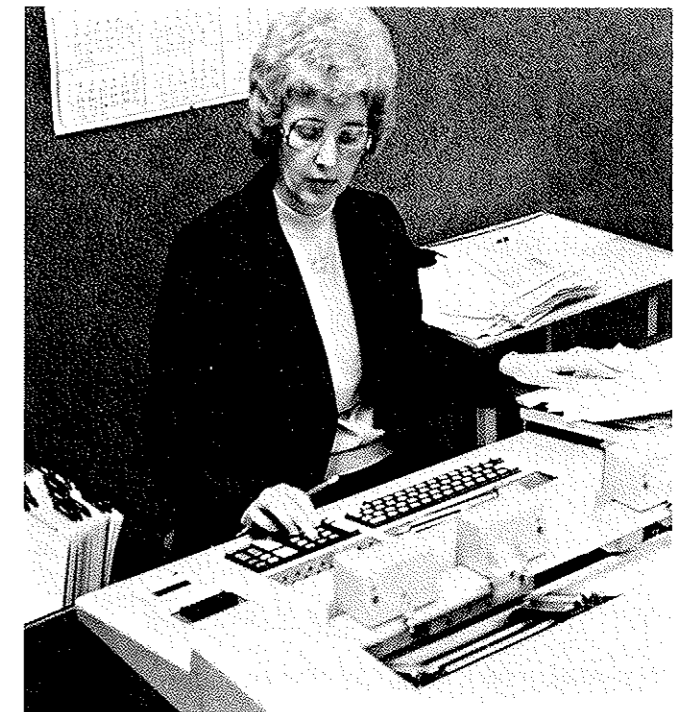
Parking studies consumed a great portion of the staff's time in 1978. These studies originate from a number of sources: the ward aldermen, a Committee of Council, a City Department, a local businessmen's organization or any combination thereof. The Authority's planning staff is a small one, augmented from time to time by urban planning students hired on a temporary basis, but in 1978 a total of 24 such studies were undertaken in various sections of the City.

Typically a parking study is requested when a group of businessmen along a retail/commercial strip perceives that the lack of parking in their area is detrimental to business. An example is the St. Clair/Prescott study which originated with the business community along St. Clair Avenue West between Prescott and Blackthorn. Although the study determined that the demand for parking was not as intense as the businessmen may have thought, there was an on-street parking problem which affected both the business and the residential communities. Fortunately for all concerned there was a piece of Ontario Hydro land available for lease, and a small metered carpark was established on that property to serve the local community.

In another case, a request for a parking study may arise when a committee of Council wishes to be informed on the parking situation with respect to a development proposal. One example is the Bay/Bloor/Bedford study arising from the planned expansion of the Royal Ontario Museum. In yet another case, an alderman may ask the Authority to study the parking problem in a particular area of his ward. The Authority has recently completed two such studies; one in the Bloor-Dovercourt area, and one in the Spadina/Thelma area. These two studies are interesting in that the costs of establishing carparks in those locations are

estimated to be such that the project could be undertaken only if the surrounding property-owners contribute toward the cost through the benefiting assessment legislation. In this case, the study is taken a step further and the amount of the special tax is calculated so that each property-owner will know what it is likely to cost him if the decision is made to establish a carpark.

These studies, when viewed overall, indicate to the Authority that parking problems appear to be on the increase. Sometimes the problem arises when privately owned land, previously used for parking, is redeveloped. In a number of cases, areas were intensely developed before the use of the automobile became prevalent, and there is no land available for parking purposes. Certainly in some areas of the City we have reached the time where new and innovative approaches are required to provide the parking required to support local business communities. The Authority has embarked on two joint-venture developments - the Holly-Dunfield Garage and the new municipal garage to be erected in Phase C-1 of the St. Lawrence Project - and this will be the way of the future. A big problem which has to be faced soon will be how to apply the joint-venture approach, proved workable between City agencies, to the private development industry.



Financial Statements— Assets

	1978	1977
Current Assets		
Cash in bank and on hand including Term Deposits	\$7,940,306	
Accrued Interest on Deposits	<u>30,556</u>	\$5,579,821
	\$7,970,862	
Accounts Receivable	217,141	186,198
Prepaid Expense	35,558	36,929
Inventories	85,259	53,428
	<u>\$8,308,820</u>	<u>\$5,856,376</u>
Fixed Assets		
Car Parks - Lands and Improvements Completed Projects	\$24,201,682	
Projects under construction	6,476,353	
Furniture, Fixtures and Equipment	<u>763,368</u>	28,143,357
Proceeds from sale of debentures held by the City	257,680	257,680
Proceeds from sale of property held by the City	192,930	221,064
	<u>\$40,200,833</u>	<u>\$34,478,477</u>

Auditor's Opinion

I have examined the Balance Sheet of the Parking Authority of Toronto as at December 31, 1978 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, these statements present fairly the financial position of the Authority as at December 31, 1978 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.

Toronto
February 26, 1979

J. Rabinowitz, C.A.
City Auditor

Liabilities

	1978	1977
Current and Accrued Liabilities		
Accounts Payable	\$974,152	\$542,831
Deferred Revenue	19,134	21,197
Sick Credit Reserve	306,334	276,106
Reserve for Debt Charges	277,140	124,936
Current Surplus		
Balance December 31, 1977		\$4,891,306
Payment to City for use of certain lands in 1977		(1,085,016)
Provision for capital expenditures in 1978		(565,950)
Net revenue in 1978 from Village Arcade Mall operation applied against balance of 1976 start- up expenditures of \$139,284		59,440
Profit for the year 1978, \$1,194,571 of which is payable to the City of Toronto	3,432,280	4,891,306
	<u>\$8,308,820</u>	<u>\$5,856,376</u>
Capital Liabilities		
City of Toronto - Funds advanced pending issue of debentures	121,919	651
Debenture Debt:		
Issued:	14,442,983	
Less: - Redeemed to December 31, 1978	(5,735,915)	
- Sinking Fund Investment as at December 31, 1978	<u>(6,009,165)</u>	3,164,697
	2,697,903	3,164,697
Capital Surplus	29,072,191	25,456,753
	<u>\$40,200,833</u>	<u>\$34,478,477</u>

Statement of Revenue and Expenditure

for the year ended December 31, 1978

	1978	1977
Parking Revenue	\$10,416,237	\$9,331,329
Parking Area Expenses	6,714,966	(6,124,801)
	\$3,701,271	\$3,206,528
Sundry Revenue	612,314	424,247
	\$4,313,585	\$3,630,775
Administration Expenses		
Salaries and wages	\$463,701	\$ 435,871
Utilities, Heat & Taxes	90,226	103,036
Maintenance	10,838	9,145
Postage, stationery & office supplies	15,180	14,681
Drafting supplies, etc.	2,685	1,299
General Expense (incl. Special Surveys)	60,361	95,591
Travelling and Conference Expenses	16,129	9,735
Employee Benefit Plans	100,018	127,131
Honoraria	12,720	12,000
Legal	63,223	12,379
Advertising	11,129	20,414
Lease of Equipment	29,914	34,961
Furniture and Equipment	6,802	4,906
	882,926	881,149
Direct Operating Surplus	\$3,430,659	\$2,749,626
Debt Charges		
Debenture Debt Charges	-	
Exchange	13,950	
Less: Interest on funds advanced to City	(15,571)	1,621
	1,621	12,084
	\$3,432,280	\$2,761,710

Notes

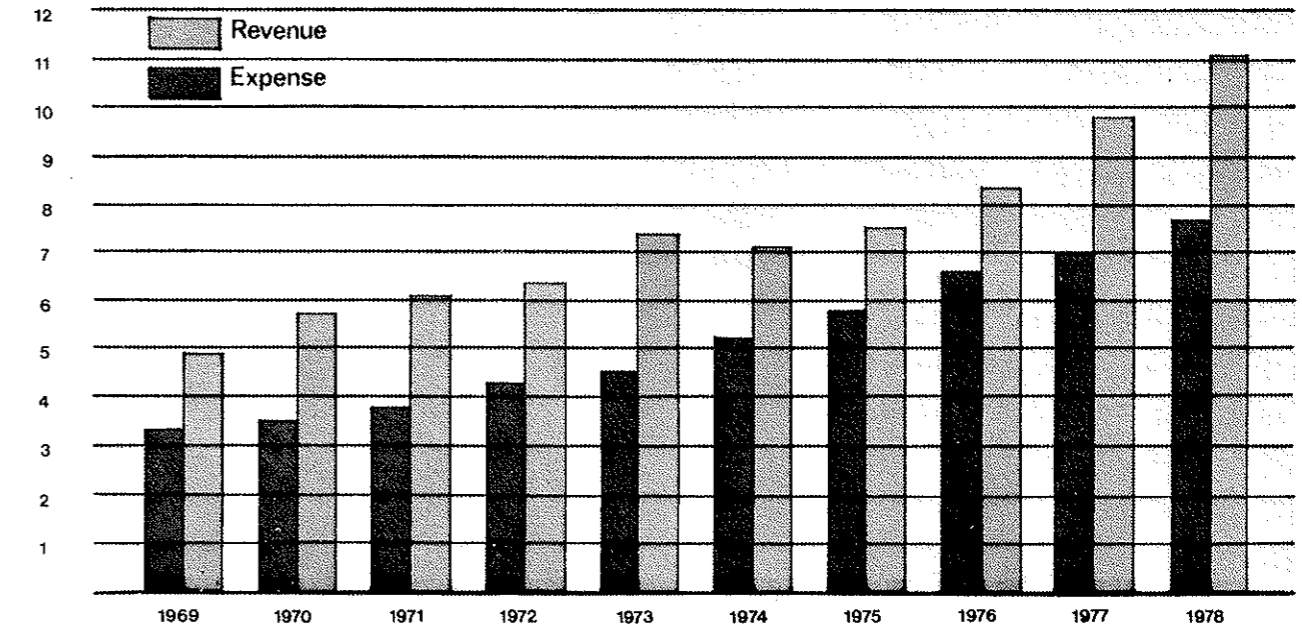
- 1977 Expenses have been restated to reflect changes in the reporting of certain supervisory expenditures in 1978 which formerly were considered an administrative expense rather than a cost of parking area operations.
- 1978 Debenture Debt Charges, totalling \$843,173 were fully provided for out of parking meter funds and other reserve funds of proceeds from sales of carpark properties held by the City of Toronto.

This is the Statement of Revenue and Expenditure referred to in my certificate dated February 26, 1979 appended to the Balance Sheet of the Parking Authority of Toronto.

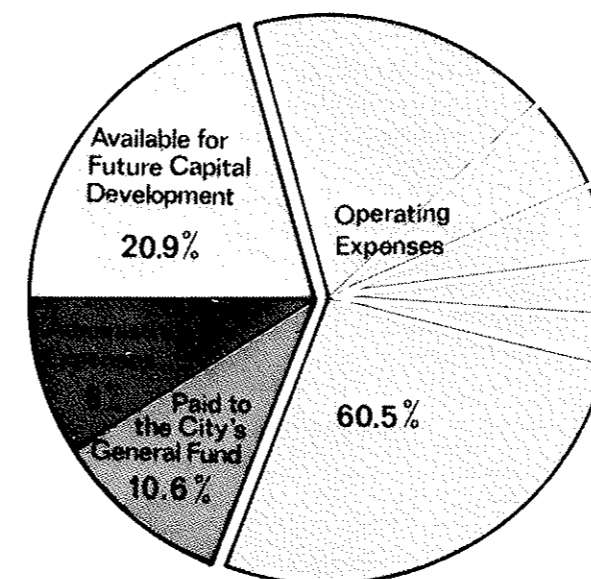
J. Rabinowitz, C.A.,
City Auditor

Revenue and Expense

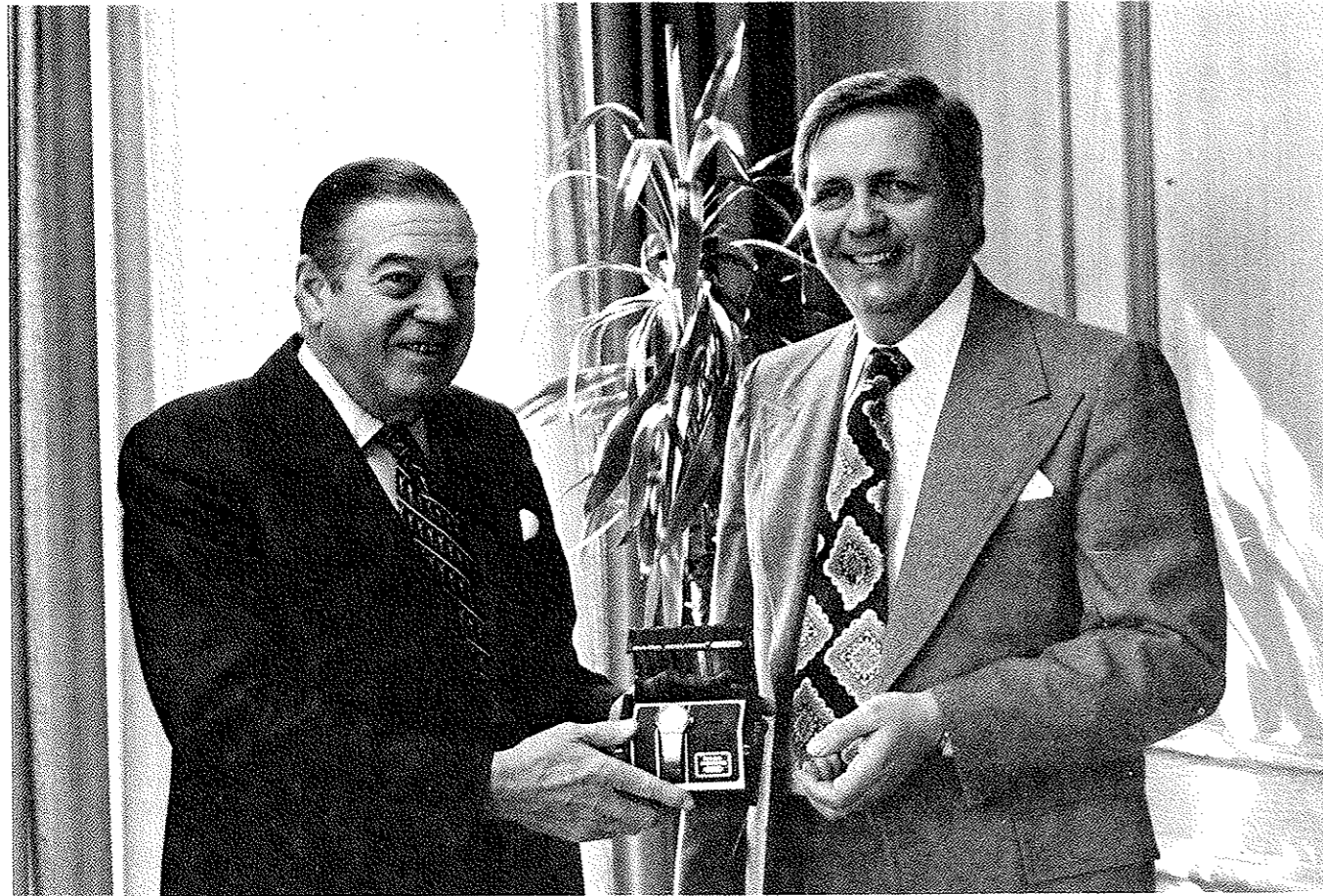
Millions of Dollars



Distribution of the Income Dollar



taxes	29.2%
maintenance	8.8%
rent	7.5%
water, light, heat	4.7%
snow removal, equipment, insurance	5.2%
wages	44.6%



John F. Ellis, Chairman (left) with Bob Anderson

Twenty-Five Year Service Award

In September 1978, the Authority achieved another milestone in its history when Technical Director, Robert W. (Bob) Anderson became the Authority's first employee to complete 25 years of continuous service.

Mr. Anderson joined the Authority in September 1953 from the Traffic Division of the City's Planning Department as an engineering assistant, and has been a vital part of the Authority's growth from those early days to the present.

Appointed Technical Director in 1962, he is responsible for the technical aspects

of the design and development of the Authority's parking facilities. Mr. Anderson is a member of the Canadian Institute of Transportation Engineers, and a member of the Advisory Board of the Institutional and Municipal Parking Congress.

At a special joint meeting of the Authority and its management staff, a presentation was made to Mr. Anderson by the Chairman, Mr. John F. Ellis, in recognition of Mr. Anderson's service to the City and the Authority.

Personally Speaking

Congratulations to the following members of the Operating Staff on their promotion to Supervisors:

Mr. Robert Ferris
Mr. Andrew Sledziewski
Mr. Harcharan Chhina

We welcome the following employees to the Operating Staff as Cashiers:

Mr. Robert Wimmi
Mr. Sam Nano
Mr. Andreas Georgiou
Mr. Americo Santos
Mr. Costa Georgiou
Mr. Robert Mulvay
Mr. Steve Batscos
Mr. Austin Ross

... and to the Administrative Staff:

Mrs. Heather Cox, Secretary
Mrs. Anne Rothney, Receptionist
Miss Stella McTernan, Design and Drafting
Miss Wendy Windsor, Planning

Our very best wishes to the following members who left on retirement in 1978:

Mr. Fred Mason, Maintenance
January 1958 - January 1978

Mr. Audry Thomas, Cashier
December 1966 - January 1978

Mr. Gibson Vogan, Cashier
November 1974 - January 1978

Mr. Augustus Mattachioni, Cashier
July 1958 - February 1978

Mrs. Ida Guy, Audit staff
September 1970 - September 1978

... and to Mr. Art Holland who returned to England in August after having served with the Authority since December, 1968.



Looking Ahead

In the coming year, the Authority will be conducting more studies into the future use of the string of municipal carparks, east of Yonge Street, west of Church Street, between Bloor and Maitland. Spurred by pressure from local residents, planners, and other interested parties, the Authority will undertake further study that will hopefully result in an integrated development of these carparks to accommodate the parking, open space, and public housing demands in the area.

The Authority also is embarking on an ambitious two-year project that will help to determine which areas in the City need a full parking Study. The system will first, determine the existing provision for parking; second, monitor changes in that inventory; third, ascertain what caused the changes; and, fourth, assess the impact of those changes on the parking and land use relationship.

This coming year will also see a program to brighten up our parking garages. The Rosehill/Yonge, and the Yorkville/Cumberland garages are slated for painting which will visually enhance them, facilitate the customer's orientation, and provide a sense of a warm and secure environment.

In the not too distant future, Toronto will be host of the 25th Annual Workshop and Meeting of the Institutional and Municipal Parking Congress (IMPC). The IMPC is a worldwide non-profit parking organization of public agencies concerned with planning, financing, design, construction, operation and administration of public and semi-public parking facilities. The Authority is a charter member of the IMPC, and its General Manager serves as the Vice President.





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