



2014 CampusParc Annual Report

CampusParc
at The Ohio State University





Contents

Introduction	3
The Concession	4
About CampusParc	5
Areas of Focus	7
Customer Service	
Technology	
Capex	
Valet	
Events	
2014 at a Glance	12
Key Strategic Considerations	15
Environmental	
Sustainability	
Social	
Governance	
Risk Management	
University Influences	18
Concession and University Relationship	19
Parking Snapshot	20
Our Compass	21
Mission	
Objectives	
Values	



South
Cannon
Garage

1640 Cannon
Drive

DAKTRONICS GALAXY

Visitor
Parking
2477

Rescord
access
4pm-5pm

Introduction



David Teed
Chief Executive Officer

In publishing our first Annual Report, it is interesting to reflect on how far we have come since the closing of the concession transaction in September 2012.

The transaction itself was the first ever North American university parking privatization. Credit belongs to the university for its creativity in seeing the potential for monetizing a non-core asset in order to redeploy capital to the greater funding of its educational mission. Validation for its decision is clear from the \$112 million earned by its endowment funds in the two years since closing—a significantly greater return than anything historically contributed by its parking system. The university is forecasting that it will earn a total of \$3.1 billion on this capital over the life of the concession.

Our transaction has been recognized with awards by both higher education and the infrastructure industry. Within the university community, there is a growing appreciation for the benefits of privatization. A common assumption has been that the university no longer controls the parking system, but users are now coming to understand that the Concession Agreement contains significant reserved powers that preserve the university's rights to make decisions on all matters related to parking.

Overall, users have also been quick to credit our delivery of improved parking services and efficiencies and the annual customer satisfaction surveys confirm general satisfaction with the quality of parking services and facilities.

Since closing, we have focused on making changes to the parking system to improve the customer experience. We have also accelerated capital expenditures on technology improvements and invested in excess of \$20 million in the parking system, in both garage renovation and system enhancements. Three of the older garages on campus required renovation and we have recently completed those renovations at the Arps, North Cannon, and South Cannon garages. We also demolished the old and unsafe garage at the Morehouse Medical Plaza and replaced it with a surface lot.

The parking industry in general is experiencing a rapid development of new technologies— some of which are aimed at improving customer service, some at greater efficiencies and some at improved environmental and sustainability practices—and we look forward to bringing enhancements to campus in the years ahead.

A concession is, by necessity, a partnership, where goals are aligned and the parties work together for success. As CampusParc and The Ohio State University enter year three of our relationship, we both continue to learn lessons and gain confidence in the mutual benefit of the concession. We both strive for the same outcome—a high level of customer satisfaction.

The Ohio State parking system today looks very much like it did before the concession. The same parking policies are in place, everyone wants to park next to their classroom, the same parking lots fill quickly, and, of course, snow and ice still do not melt fast enough. However, behind the scenes, things have changed dramatically to provide a more responsive and efficient business model.

In the pages that follow, we report on how things are changing in the parking system at Ohio State. We also are pleased to provide a glimpse into continuing alignment of values, vision, and expectations well into the future.

Cordially,

A handwritten signature in black ink, appearing to read "David Teed". The signature is fluid and cursive, with a long horizontal stroke at the end.

David Teed

The Concession

Innovative Funding for Ohio State's Academic Mission

Over the 50 years of the Ohio State parking concession, the university expects income from the \$483 million payment to provide \$3.1 billion to academic initiatives such as hiring faculty, offering more student scholarships, and supporting the arts and humanities.

To date, the university reports interest income on the payment of \$112 million. Its policy is to retain fifty percent of earnings in the endowment funds and to distribute the remaining fifty percent annually. Since closing, the investment has yielded total distributions of \$62 million, to include:

- \$10.7 million for student scholarships;
- \$26 million to hire tenured and tenure-track faculty;
- \$19.3 million to support the Campus Area Bus Service and sustainability initiatives;
- \$6.4 million to support the university's Arts District.

For more information about the university's use of distributions, visit innovativefunding.osu.edu.

The Concession Agreement was entered into between The Ohio State University and CampusParc LP on June 28, 2012 and provides CampusParc with the right to operate the university's parking system for a period of fifty years. The transaction itself closed and CampusParc assumed the operation of the parking system on September 21, 2012.

The parking system consists of approximately 36,600 spaces across 16 garages and 196 surface lots. Total spaces vary from time to time based on university American with Disabilities Act requirements and construction on campus.

The Concession Agreement and associated Operating Standards govern the relationship between Ohio State and CampusParc and provide for minimum operating and service standards and prescribe annual rate increases over the life of the concession. It includes significant reserved powers such as the rights of the university to make all decisions related to the parking system

and clearly defined protections such as protection from competing parking, compensation for the removal of spaces and adverse actions (by the university), environmental indemnity, protections for changes in law relating to sales and property taxes, and the right of first refusal on new on-campus parking facilities.

CampusParc also has responsibility for enforcement although citation revenues in excess of enforcement costs are returned to the university.

Concession Management Agreements

Also on June 28, 2012, CampusParc LP entered into an O&M Agreement with LAZ Parking Midwest Inc. (LAZ) to operate the parking assets, and a Concessionaire Management Services Agreement with QICParc Inc to manage the concession and operator.



About CampusParc

CampusParc LP (CampusParc) was formed specifically to own the concession and is owned by superannuation funds representing the defined benefits plan and the defined contribution plan for public sector employees of the state of Queensland in Australia.



DID YOU KNOW?

The university expects to fund as many as 300 new Research Scholar Awards annually with earnings from the parking concession.

Our role is to provide asset management services that include:

- Financial reporting and analysis for the benefit of our investors, bondholders, and the university;
- Operations management—oversight of the O&M provider, LAZ Parking Midwest Inc.;
- Project management—capital expenditure (capex) planning and other projects or initiatives;
- Regulatory & concession compliance—oversight of concession and operational compliance and management of relationships with stakeholders and university constituents;
- Board-level expertise including strategy development, risk oversight, and governance.

In our business model, where day-to-day parking operations are provided under an O&M Agreement by a parking operator, LAZ, and the implementation of asset capital management

programs is undertaken by engineering and technical advisor American StructurePoint (ASl), we are proactively engaged in managing these services to ensure a high quality of customer service is delivered, operational risks are addressed, and business performance is optimized.

Stakeholder relationship management is an important part of our responsibilities and requires active engagement with senior leadership, faculty, and staff of Ohio State. We have developed a close relationship with university personnel and manage both the day-to-day as well as the overall concession counterparty relationship.

Parking assets at a major university impact all stakeholders and therefore attract attention in the broader community of Columbus where our goal is to be a good corporate citizen.





Areas of Focus

Customer Service

Since closing in September 2012 we have focused on making changes to the parking system to improve the customer experience. As parking congestion grows along with campus population and visitor growth, enhancement of the user experience will be an important component of the CampusParc value proposition. This is already important in the medical center area where patient and visitor parking are inextricably linked to patient satisfaction.

Much has been done to improve exit times from garages impacted by traffic congestion on campus, reduce circulation times in searching for available parking spaces, introduce more convenient payment systems, and eliminate standing in line for permit, visitor parking, and citation transactions.

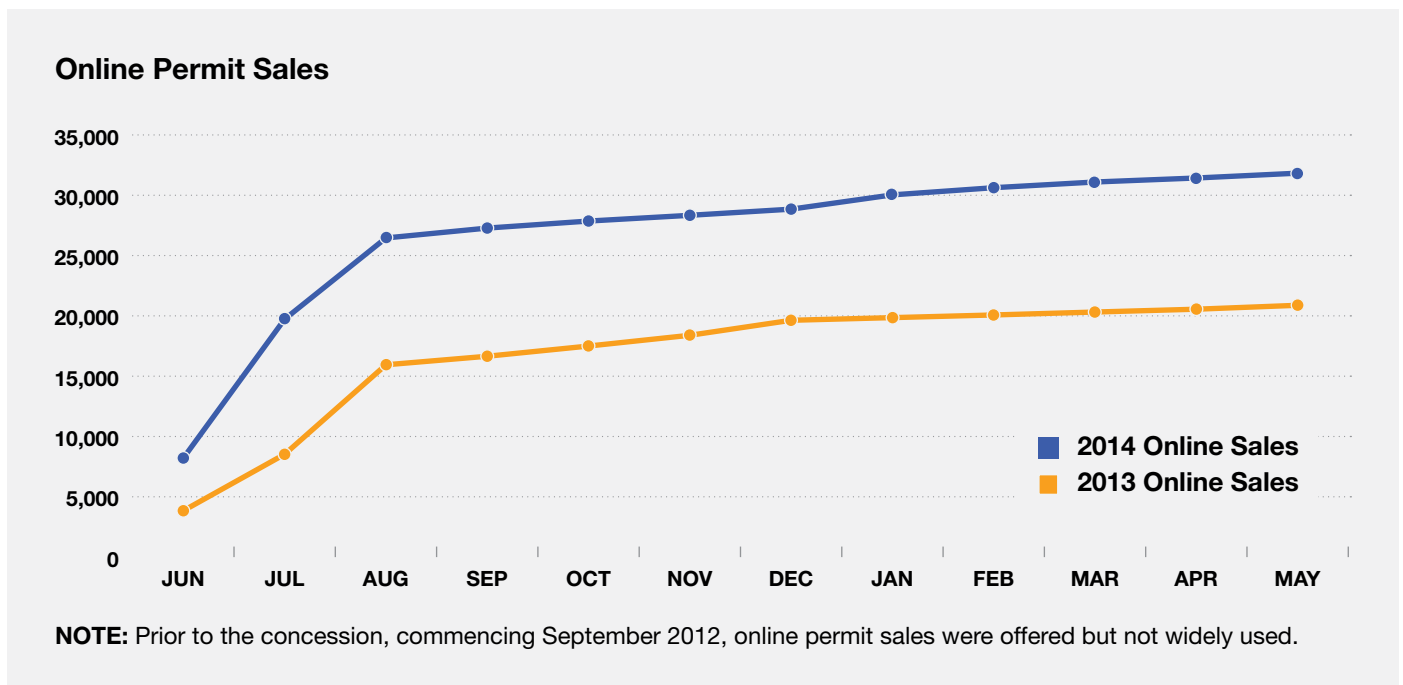
Early in the concession we accelerated capital expenditures on technology improvements to improve efficiencies, and, on several garage restoration projects, to avoid garage closures over more than one year. We have now completed our plans to rehabilitate those garages that needed to be brought up to an acceptable standard to be put into the regular capex maintenance cycle. Some surface lots remain to be rehabilitated.

We have integrated diverse parking technologies (from different manufacturers) into a single platform that allows permit and pay-by-plate control systems to speak in real time to our enforcement and revenue control and reporting systems.

We have effectively implemented planned efficiencies across the parking system. We utilize part time and

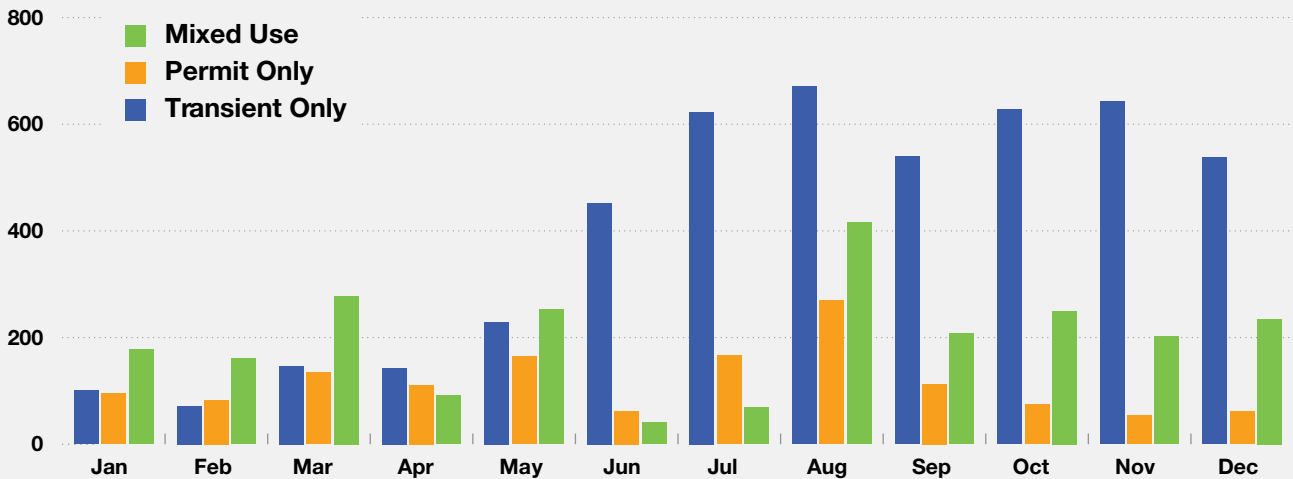
seasonal staffing to meet the needs of the many events (including football) and to adequately staff the valet services on campus.

Our operating strategy is based on a service model that relies heavily on technology and customers being able to self-help. A centralized call center and a web site which incorporates a user-friendly e-commerce platform is an efficient means to service customers and allows customer service representatives to focus on customer engagement rather than primarily providing transaction processing assistance.



Wexner Medical Center Garages, Space Availability Snapshot - 1 p.m. Weekdays, 2014

SAFEAUTO, North and South Cannon, 9th Avenue East, and 12th Avenue garages



Available spaces include 551 spaces—291 ADA, 9 State/Loading Zone, 60 Low Emission, Fuel-Efficient, and 191 Valet spaces— that often are not fully utilized and are also not available to the general parker.

Note: In June 2014, North and South Cannon garages were re-designated from permit to patient/visitor parking only in preparation for the new James Cancer Hospital opening in December 2014. In September, the university added the availability of up to 350 permits to South Cannon Garage on a temporary basis.

The Customer Service Center is the primary contact point for all questions, compliments, and complaints related to the parking system. We average approximately 5,000 calls per month, peaking at 11,000 calls in August 2014 at the start of the new permit year. Metrics are in place to ensure calls are being answered within a 60-second window.

We have analyzed data, created metrics, and established performance measures for space occupancy and length of stay, equipment up time, and customer service response rates.

2014 brought the opportunity to focus on enhancing the customer experience through refinement of service delivery, enhanced employee training, improved cleanliness in garages, and ensuring equipment operates at peak efficiency.

Campus safety is the university's responsibility and the Concession Agreement makes it clear that the university's Department of Public Safety is responsible for safety in the garages and surface lots. Nevertheless, CampusParc staff work closely with them and after consultation with Public

Safety, posters were printed and hung in all garages reminding customers to place valuables out of sight and to lock their cars. Statistics are now being provided to CampusParc by Public Safety on crime on campus and in the area of the parking assets that allows us to be more customer responsive.



Technology

We rely on technology to enhance efficiencies and improve the customer experience and technology in the parking industry continues to evolve. With this in mind, we are always evaluating current technology as well as seeking out new uses and enhancements; reviewing the feasibility of application and incorporation into the system.

The permit revenue control system in our technology platform is currently Flex, a permit sales and management system. We use a hosted option that provides back-up and disaster recovery and immediate access to software upgrades. The system has been modified to allow for linking with the university's payroll system and to drive transactions to our e-commerce platform.

ScanNet is the garage and revenue control head software system that operates the parking garage revenue control systems and we have integrated

it with Flex. The integration allows paid permits in the Flex database to show as active permits in ScanNet, enabling access and egress from all gated facilities. This integration occurs in real-time, allowing us to activate and deactivate permits through one source.

We have also integrated new license plate recognition (LPR) technology, provided by Genetec, with Flex. This integration supports the link between the LPR technology and the license plate numbers associated with active permits in Flex. LPR is able to enforce compliance at all non-gated facilities and is the basis for our move to "virtual permits" and "renewable permits" which have eliminated the need for faculty, staff, and returning students to acquire a new hang tag at the beginning of each permit year.

Parkmobile is a pay-by-cell phone technology we have deployed across campus. It facilitates payment for visitor parking by allowing any visitor to enter a license plate number and to purchase the time required for a parking space

and to extend the time paid remotely.

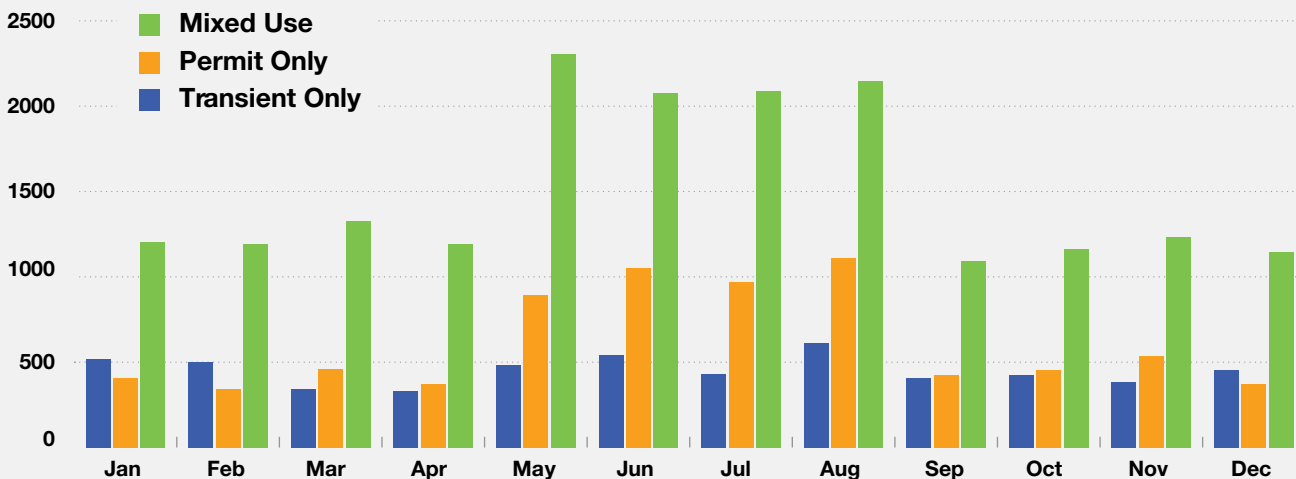
The software includes a "locate my car" feature for visitors who become confused about where they left their car. This software is integrated with our LPR technology to facilitate enforcement.

Central credit card processing was implemented at the end of 2012. Utilizing the university's credit card clearing facilities was a major source of the delay in exiting garages. We bypassed the university system and implemented our own central credit card processing and in doing so were able to reduce transaction times to between 5 and 30 seconds.

Pay-on-Foot machines have been installed across campus to help speed exit times. Visitors to campus can process discount vouchers and pay at machines strategically located at garage entry points prior to entering their vehicles and preceding the garage exit. This eliminates the pay-in-lane transaction and allows for accelerated garage exit.

Academic Garages, Space Availability Snapshot - 1 p.m. Weekdays, 2014

Arps, 11th Avenue, Lane Avenue, Neil Avenue, Tuttle Park Place, West Lane Avenue, Ohio Union North, Ohio Union South, South Campus Gateway, and Northwest garages



Available spaces include 337 spaces—183 ADA, 15 State/Loading Zone, 39 LEFE, and 100 Reserved spaces— that often are not fully utilized and are also not available to the general parker.



The existing digital pay machines used by the university as “Pay-and-Display” have been replaced with Pay-by-Plate machines. These new machines (and in some cases, the former Pay-and-Display machines which are being retrofitted to enable Pay-by-Plate entries) have been installed across campus. They compliment the permit-less system and improve payment convenience for visitors who would otherwise have to purchase a visitor pass prior to parking on campus. The Pay-by-Plate machines have also been integrated through the Parkmobile gateway and Flex to facilitate enforcement.

e-Net validation software has been proposed for use in the medical center as a means of eliminating the medical center paper vouchers and validating visitor parking directly to the parking ticket itself. If adopted, this software will allow the medical center to track its subsidy of its visitor parking by department, eliminate staff abuse of the subsidy, and better control its costs.

We have developed (internally) a web application (app) that provides real-time space availability information by garage to users looking to locate available parking on campus. The app is available on our website and the university’s mobile app.

Regular preventative maintenance capital programs benefit everyone by extending the useful life of assets and reducing overall life cycle costs. We have planned our garage capital maintenance program in ten-year cycles, ensuring that each aspect of a garage is renovated or replaced at the appropriate time during each cycle over the remaining 48 years of the concession.

Regular maintenance for garages consists of cyclical waterproofing repair and replacement (R&R), concrete, electrical, and mechanical repairs. Capex for the surface lots primarily consists of cyclical pavement rehabilitation.

A lighting strategy has been developed for garages that is intended to reduce energy consumption, minimize maintenance through a reduction in bulb/ballast changes, and enhance visibility and safety for customers. This strategy includes the replacement of existing bulbs and fixtures with induction and LED lamps.

With 197 unique surface parking lots, the lighting strategy has focused on bringing all lots up to the required university standard by September 2015.



DID YOU KNOW?

CampusParc has committed \$150,000 over the next five years to support scholarships for student exchanges between Ohio State and the University of Queensland in Australia as well as internships in engineering and finance.

Capex

Capital assets consist of the garages, surface lots, equipment, and technology.

Under the Concession Agreement we were required to bring all parking facilities up to specified standards within the first five years. This work has largely been completed with the demolition of the Morehouse Plaza Garage and the restoration of the Arps, North Cannon, and South Cannon garages.



Valet

There are efficiencies for the university to have CampusParc provide select service enhancements to business units on campus. Accordingly, CampusParc was selected to operate regular valet parking services for The Blackwell hotel and the Wexner Medical Center, as well as on-demand valet services for events. The regular valet services are provided pursuant to management agreements under which we staff and oversee valet operations. We are parking slightly fewer than 3,000 vehicles on average per month at the hotel and between 10,500 and 12,500 per month at three medical center locations (central campus, Morehouse Plaza, and University Hospital East).

Meeting customer expectations for valet services at the medical campuses can be challenging. There is a trade-off between cost and retrieval times and, in these days of cost pressures across the healthcare industry, the Wexner Medical Center is continuing to work on finding the balance between how much to fund valet services (and an appropriate charge to users) and how to manage customer expectations for retrieval times – which can be significantly longer than people have come to expect from valet services

found at entertainment venues such as restaurants. Another challenge for the Wexner Medical Center is very high employee turnover among valets as a result of its policy of paying tip wages in an environment where very little, if any, tipping is offered. While CampusParc provides input and data to help with decision-making, final decisions on staffing levels and retrieval times are made by the medical center.

Events

The Ohio State University campus has multiple venues available to the campus population as well as the general citizens of Columbus. Events that bring people to campus occur regularly, with an average of 400 events per month across campus. These events cover a vast array of interests, draw a disparate population, and can have an impact to the entire campus or just isolated areas. Event sizes range from the very large such as football, Commencement, and Special Olympics to the more moderate in size such as lectures, recruiting events, art exhibits, and weddings. On many occasions there are events occurring simultaneously, which can result in moderate events creating large-scale event impacts.

Regardless of the location or type of event, CampusParc manages and staffs all event parking, coordinating efforts with university stakeholders to ensure a seamless and pleasant first and last experience for the customer. This effort is very labor intensive, and as such our employee numbers flex considerably over the year to accommodate the staffing demands of both valet and events with as many as 165 part time and 330 temporary event staff required on football Saturdays.



DID YOU KNOW?

Net football parking and citation revenue remains with the university, per the Concession Agreement.

2014 at a Glance

JANUARY

- CampusParc assumes responsibility for valet operations for university units providing this service to customers (WMC, The Blackwell, and events)
- Morehouse Plaza Garage demolition begins
- Facilitates car-sharing program car2go onto campus
- University initiates a Comprehensive Transportation & Parking Study
- Fourth snowiest winter on record; focus on ensuring parking facilities are safe and accessible to customers
- University announces parking concession endowment funding allocated to Discovery Theme initiative



15,134

Emails Received and Responded to in 2014



70,644

Phone Calls Taken in 2014



MAY

- University appoints a key liaison with the Wexner Medical Center to address operational and planning issues
- New permit developed for Buckeye Village residents at request of university
- Solar Capstone project concludes. Business case does not support advancement of solar canopies over surface lots or on parking garages yet, but the foundational information is now available to help expedite analysis in the future when the price becomes affordable or the ROI becomes reasonable.



FEBRUARY

- QIC, through CampusParc, finalize commitment to a five-year, \$150,000 scholarship initiative at the university.



APRIL

- Second annual Customer Experience Survey distributed to campus customers



JUNE

- Morehouse Medical Plaza surface lot (replacement for the demolished garage) opens
- Agreement on rate change for the Gateway Garage (and its alignment with other academic campus garage rates) reached with university leaders



JULY

- South Cannon Garage restoration work completed and garage re-opened for customer parking

SEPTEMBER

- Surface lot survey effort begins; using LPR cameras, documentation of parked cars will provide a database that will inform both CampusParc and the university on parking habits of surface parkers, which will be useful as impacts for major physical environment changes occur on campus in the near future.
- New interdisciplinary Capstone project commissioned with the College of Engineering with the goal of identifying the root causes for customer frustration with the existing university permit system. Results of this study will inform efforts to develop an alternative parking permit system to better align supply and demand and meet customer expectations.



AUGUST

- In-depth condition analysis of all garages completed by American StructurePoint Inc.



OCTOBER

- University-directed work in South Cannon completed.
- Lighting retrofit in all university garages to exchange high-pressure sodium lights with induction or LED lights is complete. This effort will result in a reduction in energy use by at least 50 percent.



DECEMBER

- Ohio Athletic Association High School football playoffs return to Ohio Stadium. Estimated attendance: 52,000.
- The university's new \$1 billion James Cancer Hospital tower opens.
- Customer Service office relocated from temporary quarters to the South Campus Gateway offices; corporate offices relocate to the Short North



Social Responsibility

Our mission requires us to provide safe, efficient campus parking and good stewardship of the university's parking assets. This extends to a strong commitment to systems and processes for managing our environmental and social footprint. We care about the people who park and work in our facilities and the standards of maintenance of our facilities. We have appropriate environmental and social risk policies and procedures in place and a board of directors that is committed to overseeing this implementation.

Key Strategic Considerations

Environmental

The Concession Agreement provides for the university to indemnify us for all pre-existing environmental risk. We reviewed phase I environmental surveys at closing and conducted a baseline review of all parking assets and university boundaries. We now conduct daily inspections of all parking assets to ensure there are no new environmental risks or hazardous materials.

We collect all water utilized during the power washing of our garages to eliminate run-off and possible contamination of storm water drains.

We use salt judiciously on surface lots and walkways and approved ice-melt products on the rooftops of garages to reduce corrosion.

We inherited a number of electric vehicle charging station parking spaces in several garages from Ohio State which are currently either not functional because of a lack of power supply to the space or provide free charging because Ohio regulatory rules prohibit the reselling of power. These spaces and services are very rarely utilized by users of the parking system. However, we are looking into connecting the charging stations to rooftop solar panels in order to make the system operational.

We use solar power to run our new Pay-by-Plate equipment in surface lots that we hope to expand into opportunities to use solar panels in our garages and surface lots as alternative sources of power.

We were instrumental in introducing a car-sharing concept, car2go, to campus that allows faculty, staff, and students to park once and use these smaller, more efficient vehicles for trips on and near campus.

A far larger opportunity to contribute to sustainability lies in the reduction of greenhouse gases created by the extended circulation of cars searching for a parking space and/or waiting to access or egress a garage. It has been estimated that the average car spends 30 to 40 minutes searching for a parking space during peak hours, particularly in the medical center. The reduction in circulation time would significantly reduce greenhouse gas emissions, improve productivity, and reduce customer frustrations.

In addressing congestion, we are working with the university to install new campus and garage directional signage. We have also developed and made available a web based app showing users the availability of spaces across all garages in real time, to help identify garages with available spaces.

Sustainability

From day one, CampusParc has demonstrated a commitment to sustainability in its business decisions. We are in the process of developing and implementing a sustainability program that is consistent with the university's and ensures that our values and behaviors are embedded in the everyday decision-making and operations process as well as long-term corporate plans and strategies.

Smart parking systems involve the application of real-time data and analytics to address problems that have been previously difficult to address. The results can be increased availability of parking spaces and a reduction of driving time, traffic congestion, and associated air pollution and CO₂ emissions. We are committed



Utilize smart technologies to reduce the environmental impact of idling, circling, congestion, wait times, while increasing convenience for users.



Gather data, conduct research, and create a body of knowledge around sustainability in parking.



Design, build, and/or renovate facilities that reduce carbon footprint, are energy efficient, and accommodate alternative fuel vehicles.





to contributing to sustainability through environmentally conscious parking design and management and operations that work collaboratively to promote smart growth, reduced carbon footprints, energy efficiency, and transportation alternatives.

Social

Social considerations cover the human aspects of our business operations, whether employees, customers, suppliers and service providers, the local community (being a good corporate citizen), and the university. The university is of primary importance given the “social license to operate” inherent in the concession and the

essential service nature of the parking system. To maximize the long-term value of the asset we must manage the expectations of all stakeholders including staff, customers, community, and university.

Our social metrics include:

- Staff turnover and engagement
- Injuries and safety reporting
- Community impacts from noise or pollution
- Customer satisfaction, measured by various methods
- University relationships and engagement
- Scholarships, funding of Capstone classes, and other forms of support for the university
- Sponsorship of community causes and events

shareholders agreement between the investors in the concession and our incorporation documents.

The board has adopted policies consistent with good governance including risk management, ES&G, operating, financial, and employee-related policies, including a code of conduct, disclosure of interests and conflict of interest policy binding on all employees. It is provided with detailed financial statements, analysis of operations and capital expense, and is directly involved in reviewing policy, risk management, and the strategy of the concessionaire.

Risk Management

CampusParc promotes prudent risk management, with emphasis on the benefits of a positive risk culture. We have a detailed Risk Analysis in place. We also have policies of insurance in place for all insurable risks. We are committed to a sound system of risk oversight and management and internal controls designed to identify, assess, monitor, and manage risk, and to ensure our compliance with all aspects of the Concession Agreement.

Governance

We are governed by a board of three directors that includes an independent chairman.

Board meetings are held quarterly, or more frequently as occasions demand. The authority of the board is informed and limited by the terms of a



DID YOU KNOW?

The university expects to fund 25 Eminence Fellows scholarships each year with earnings from the parking concession.



Board of Directors



William (Bill) Lhota
Chairman of the Board

- Appointed 2012
- Alumnus, The Ohio State University
- Former CEO, Central Ohio Transit Authority; President, American Electric Power; Director, Huntington Bank
- Director, Columbus Airport Authority and other local boards
- Remains a professional engineer and surveyor in Ohio and member of American Society of Civil Engineers



Ross Israel
Director, QICParc

- Appointed 2012
- Head of Global Infrastructure, QIC
- Member, QIC Executive Committee
- Currently Alternate Director, Brisbane Airport Corporation; Alternate Director, Port of Brisbane
- Former COO, DUET Group



David Teed
Chief Executive Officer, QICParc

- Appointed 2012
- Experienced CEO and Chairman of both public and private companies
- Private equity, with experience in U.S., Canada, and Australia
- Former corporate lawyer

University Influences

The university's vision "to be the world's preeminent public comprehensive university, solving problems of world-wide significance" supports a future of growth and additional demand on the parking system. The university has adopted a "Discovery Themes" initiative, a \$400 million, ten-year program intended to leverage Ohio State's special strengths to address the technological, social, and environmental stresses that define today's global world. This initiative will allow an 8-to-10 percent net increase in the tenured/tenure-track faculty (or about 500 new faculty), in accordance with the university's stated strategic vision. Approximately half of the funding for these hires will come from interest income on the parking payment.

Both the academic and medical center areas of campus are expected to see continued development into the future as programs and projects that support the Framework Plan—the university's 50-year strategic plan—are developed and implemented. As new programs and projects arise, CampusParc is poised to assist with the planning and implementation of the supporting parking infrastructure. There have been numerous new programs and construction projects announced since closing, and additional physical changes to the campus are projected.

Construction on the new James Cancer Hospital & Solove Research Institute was already well underway when the parking system transitioned to CampusParc in September 2012. The new hospital opened in December 2014 with 72 new beds and several new outpatient services. An additional 72 beds will be finished in the near future. In support of the Second Year Experience initiative to have all sophomore students live on campus, the South Residence Hall Expansion was completed in 2013, adding a total

of 800 new beds. The North Residence Hall Expansion, which will add 3,800 new beds, will be completed in time for students to move in for the fall 2015 semester.

Design for the relocation of Cannon Drive began in fall 2014. This relocation will create 12 new acres of developable land adjacent to the Wexner Medical Center that are anticipated to attract new healthcare related industry and bring new staff and visitors to the campus. This project will also remove 1,900 proximate surface parking spaces relied upon by medical center employees and students. While the actual construction of Cannon Drive is not anticipated to begin until sometime in 2017, CampusParc has been collecting data and evaluating potential parking alternatives to ameliorate the reduction in supply.

A new 4,000-seat arena—the Covelli Arena—is currently in fundraising mode and will provide room for seven varsity sports. Construction of this arena may result in a loss of parking spaces and will likely result in an impact to staff and transient parkers.

Groundbreaking for the new Jamison Crane Sports Medicine complex occurred in the spring. This building will be the new home of Ohio State's sports medicine department – combining 15 specialties and providing training, treatment, research, and classes on site. A \$30 million renovation and expansion to the university's Veterinary Medical Center was held in fall 2014. This will increase the number of exam rooms and facilitate an expansion of the intensive care unit, which is slated to triple in size. Both facilities are expected to be completed with their first phases by 2016.

A recently announced Brain and Spine Institute will create 80 to 90 beds for neurological care and other specialty

units is planned for the former James Cancer Hospital facility. Several clinics and outpatient services currently located at the Morehouse Plaza will also relocate to that facility in 2015.

Longer term, there is talk about the demolition and redevelopment of the St. John Arena and the redevelopment of housing east of High Street.

CampusParc works closely with the university to evaluate and formulate plans to enable new projects as they arise. For example, early in the year, the university requested an analysis on the cost and sizing of a new surface lot that would support a proposed private health care development located near the Morehouse Medical Plaza on West Campus (this development did not move into a project during 2014).

CampusParc has a role to play in supporting the parking aspects of the university's redevelopment and an important part of our mutual learning experience has been in how best to bring us to the planning table.



Concession and University Relationship

Our Mission and Objectives require us to be long-term partners with the university and good stewards of the parking assets. Building positive relationships with the university at both the senior leadership level and with the many constituents that use the parking system on a daily basis have been key to managing the expectations of all stakeholders and maximizing the long-term value of the concession. We have developed and are implementing a detailed Relationship Management Plan.

The Relationship Management Plan ensures that our key personnel meet on a regular basis with senior leadership and stakeholders and monitor university concerns and expectations. Our key operations personnel meet daily, weekly, and monthly with all of the user groups on campus.

With a goal of transparency regarding our operational performance, we provide monthly reports to university leadership and post our operating performance statistics on our website.



DID YOU KNOW?

\$6.4 million of earnings from the parking concession went to support a comprehensive remodel of Sullivant Hall, as part of the university's commitment to enhance its Arts District.

Sullivant is home to the Department of Dance; Department of Arts Administration; Education and Policy; Advanced Computing Center for the Arts and Design; Lawrence and Isabel Barnett Center for Integrated Arts and Enterprise; and the Billy Ireland Cartoon Library and Museum.

We also provide the university with copies of our customer satisfaction surveys, our annual Audit Report and the CAMP (Capital Annual Maintenance Plan) and Operations Manual (annually updated documentation of rates, processes, procedures, and operating standards).

An important role for us is bringing industry knowledge and ideas to our partner.

We have participated in the university's Transportation & Parking Study to examine ways of alleviating congestion in the medical center, particularly after relocation of Cannon Drive (and the removal of the Polo Lots).

We have sponsored Capstone projects to research opportunities for the use of solar panels in surface lots and the development of alternative permits systems to address the congestion in the medical center.

We sponsor various events around campus that demonstrate our commitment to being a full university partner that also provide opportunities to share the CampusParc name with the community.

We survey our customers by a stratified random sampling of faculty, staff, and students to develop customer satisfaction measures. Complementing the survey is a secret shopper program.

We proposed and funded—and the university has embraced—a new scholarship program between Ohio State and the University of Queensland, providing travel abroad and internship opportunities for students from both universities.



Parking Snapshot

Parking Activity, Annualized

ACTIVITY	OCTOBER 2012	OCTOBER 2013	OCTOBER 2014
Parking Spaces			
Garages	13,639	13,281	13,281
Parking Lots	23,613	23,619	23,602
Spaces Available at Peak			
Medical Campus	N/A*	849**	1,150**
Academic Campus	N/A*	2,293***	1,547***
Active Permits			
Faculty	13,382	13,701	13,629
Staff	7,990	9,117	9,077
Students	11,107	11,410	11,161
Proximity	1,241	2,027	2,329
Other	1,906	2,713	1,228
Total	35,626	38,968	37,423
Visitor Parking Transactions			
Medical Campus	903,019	915,249	962,778
Academic Campus	588,847	509,168	485,306
South Campus Gateway	295,733	263,910	177,513
Employees			
Full Time	16	18	19
Part Time	62	64	165
Temp/Event Staff	313	378	330
Events Supported by CampusParc			
Total	N/A*	3,749	4,827
Global Events	N/A*	13	17

* Data not available

** Less approximately 750 spaces that are designated ADA accessible or otherwise reserved

*** Less approximately 260 spaces that are designated ADA accessible or otherwise reserved



Our Compass

Mission

To provide safe, efficient campus parking and good stewardship of the parking system assets and to achieve the investment expectations of our investors

Objectives

Partnership

Develop a partnership relationship with the university and support its Strategic Framework.

Assets

Maintain the parking system assets in accordance with the Operating Standards and the dictates of good stewardship.

Rewarding

Provide a secure, rewarding, and professionally challenging work environment for our people and achieve the investment expectations of our investors.

Continuous Improvement

Continuously improve the quality of service and the parking experience including the introduction of new parking and wayfinding technologies.

Safety

Provide safe, secure, efficient parking on campus.

Values

Integrity

We are open and honest. We trust each other and our external partners and work to be trusted in return.

Collaboration

We work together with our partners and contribute our capabilities through open and effective communication to achieve our collective goals.

Accountability

We deliver on what we promise. We take ownership of our decisions and responsibility for our actions. We are proactive in identifying and resolving problems.

Respect

We appreciate and consider diversity of views, cultures, and safety of each other and the environment.

Excellence

We embrace professionalism, change, and flexibility and strive to exceed expectations.

