



REPORT FOR ACTION

Toronto Parking Authority Off-Street Parking Rates Overview and Amendments to Toronto Parking Authority Policy Resolution 2-1 - Parking Rates - Off- Street Facilities

Date: May 19, 2020

To: Board of Directors, Toronto Parking Authority

From: Acting President, Toronto Parking Authority

Wards: All

SUMMARY

Toronto Parking Authority's (TPA) mandate is to provide competitively priced short-term, high turnover parking to serve Toronto's neighbourhood retail and commercial sector areas and support the City's transportation strategy and network by discouraging long-term parking, especially in downtown and mid-town commercial areas and other commercial areas well served by transit.

TPA Policy Resolution 2-1 - Parking Rates - Off-Street Facilities sets out the rate setting policy used to establish appropriate parking rates at off-street facilities. The overarching goal of the TPA pricing strategy is to ensure an availability of short-stay, high turnover public parking supply by ensuring facilities are kept busy, but not full. By pricing half-hour rates to achieve an average 85 percent peak occupancy, and either lifting or setting day rate maximums at, or above, nearby competition to discourage long-term parking and support turnover, parking revenue is maximized while achieving TPA's mandate.

The purpose of this report is to provide the Board of Directors of TPA with background and reference materials concerning the rate setting policy for off-street facilities, including the use of a competitor benchmark, which compares the rates of similar nearby operations in the establishment of a proposed rate in the context of local parking market demand.

This report also requests that the Board of Directors of TPA approve amendments to TPA Policy Resolution 2-1 - Parking Rates - Off-Street Facilities. TPA is recommending

that Policy Resolution 2-1 be amended to provide clarity on the off-street rate review process, including the use of benchmarking. A number of housekeeping changes are also proposed.

RECOMMENDATIONS

The Acting President, Toronto Parking Authority recommends that:

1. The Board of Directors of Toronto Parking Authority approve the amendments to Toronto Parking Authority Policy Resolution 2-1 - Parking Rates - Off-Street Facilities in Appendix A and direct the President, Toronto Parking Authority, to enact this Policy Resolution, as amended.

FINANCIAL IMPACT

There is no immediate financial impact resulting from the adoption of the recommendation in this report.

DECISION HISTORY

At its meeting of December 12, 2019, TPA Board of Directors adopted Item PA11.5 approving the parking rate adjustments for TPA's Uncontrolled Facilities. Additional information can be found here:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.PA11.5>

At its meeting of November 25, 2019, the TPA Board of Directors adopted Item PA10.5 approving the parking rate adjustments for 22 Controlled Facilities and one Uncontrolled Facility at 125 Burnaby Boulevard (Car Park 47). Additional information can be found here: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.PA10.5>

At its meeting of September 20, 2019, the TPA Board of Directors adopted Item PA9.2 entitled Parking Market Analysis for 2020 Toronto Parking Authority Budget Submission that provided a parking market analysis. Additional information can be found here:

<https://www.toronto.ca/legdocs/mmis/2019/pa/bgrd/backgroundfile-137965.pdf>

COMMENTS

TPA Policy Resolution 2-1 - Parking Rates – Off-Street Facilities sets out the rate setting policy used to establish appropriate parking rates at off-street facilities and includes the objectives for parking rates, the parking rate structure, and the guidelines/benchmarks for parking rates, including the consideration of a comparable competitor benchmark, where applicable.

The overarching goal of the TPA pricing strategy is to ensure an availability of short-stay, high turnover parking supply. This pricing strategy supports local business and ensures that parking facilities are kept busy, but not full. TPA facilities are specifically priced to:

- Provide low-cost short-term parking, especially in the neighbourhood commercial areas;
- Discourage long-term parking, especially in the downtown and mid-town commercial areas and other commercial areas well served by transit; and,
- Generate sufficient revenue to, at a minimum, cover operating and administrative costs, and either recover past capital costs or allow for future capital costs under normal parking demand and expense conditions.

TPA reviews the parking rates charged at its off-street facilities annually and recalibrates those requiring adjustment, or in certain circumstances, more frequently as may be necessary. A key operational objective of TPA is to ensure that car parks are not filled to capacity, as full lots may discourage customers from returning to the same facility. Keeping lots busy, but not full, is therefore a critical determinant in building a customer base that is both loyal to the TPA brand and specific locations.

The rates typically comprise one or all of: a half hour rate, daily maximum rates, night maximum rates and weekend rates. In addition, monthly permits are available at a limited number of car parks that currently have excess capacity in terms of serving the target short-stay demand.

TPA is recommending that Policy Resolution 2-1 be amended to provide clarity on the off-street rate review process, including the use of benchmarking. Specific changes recommended include the replacement of the 75 percent benchmark with a more general benchmark that will ensure the half hour rate maximizes revenue generation while continuing to meet TPA's mandate.

In addition, the use of a weekend benchmark is also proposed to be introduced. This benchmark will guide the establishment and use of weekend rates where there is an opportunity for TPA to increase demands at underutilized car parks while at the same time supporting local business. A number of housekeeping changes are also proposed. The proposed changes are identified in track changes in Appendix A.

Parking Rate Review Process

When carrying out the comprehensive annual rate review, TPA compiles operational data and analyzes a number of factors related to the performance of specific locations and groups of locations.

Locations are first screened for year over year changes to the number of transactions, peak usage rates and annual revenue. Locations that have experienced annual increases in these indicators and which have peak occupancy rates of 85 percent or greater (anything greater than 85 percent is considered overcapacity) are identified as

candidate locations for a rate increase.

Following the first screening, operating anomalies that may have impacted the performance of a location are considered. For example, where TPA off-street facilities and local business are affected by a construction project (example: Eglinton Crosstown or the reconstruction of College Street) through the temporary displacement of on-street parking, off-street rates will typically be maintained until after the construction period has been completed.

Competitor Benchmarking

Half-Hour Rates

Proposed rate changes are benchmarked against comparable competitor rates of other parking providers, where appropriate. Under TPA Policy Resolution 2-1, half hour rates at off-street facilities should normally be less than 75 percent of comparable competitor facilities. Publicly accessible parking facilities located within 185 metres (approximately 600 feet) of a TPA parking facility that have the same facility type (i.e. surface lot versus parking garage) and similar space count to the TPA facility being reviewed are considered to be comparable competitors.

The 75 percent pricing benchmark is a general guideline that TPA has applied for a number of years. Benchmarking provides further assurance that the rates at TPA facilities will ensure an availability of short-stay, high turnover parking supply. If the rates are too low relative to competitor lots, peak usage may exceed targeted occupancy rates of 85 percent resulting in customers not finding parking and potentially not returning in future. If the rates are too high, relative to competitor lots, peak usage and revenues will be negatively affected.

The target benchmark of 75 percent has been used as a measure over the years to create enough separation in pricing between TPA and its competitors to ensure that the short-term parking customer chooses Green P parking first. Over time, customers have come to build an expectation that parking rates at Green P parking facilities are more competitive than other private parking providers, which in turn has helped to grow brand loyalty.

As part of the 2019 Off-Street Rate Review, a detailed competitor rate analysis was carried out. The analysis found that 55 of TPA's 234 (23.5 percent) off-street facilities had comparable competitors and a half hour competitor benchmark that could be considered as part of the development of proposed rate changes. The balance of the facilities were priced according to usage, transactions and revenue growth with consideration also given for construction activity and the pricing of other nearby TPA facilities.

Of the off-street facilities that had competitor benchmarks, 32 of the 55 off-street facilities were priced at or below the 75 percent benchmark with the remaining 23 facilities priced above. As identified in Appendix B, the majority of facilities (14 of 23) that were priced above the benchmark, had peak utilization rates that exceeded 85

percent, which as discussed, would warrant a rate increase to help bring down peak utilization rates.

Of the nine (9) facilities that did not have peak utilization rates that exceeded 85 percent, two (2) were above 80 percent while two (2) others involved new car parks that have not yet opened. The remaining five (5) facilities (Car Parks 3, 11, 53, 58 and 413) have been reviewed to identify the reasons why the half hour rates exceed the 75 percent benchmark when these lots have only moderate demands.

Given the importance that peak utilization rates must be considered as part of ensuring that TPA's mandate is met, TPA is recommending that Policy 2-1 be amended to include the rate setting up to the average rate of comparable competitors as the benchmark for the half-hour rate. Using this new benchmark would result in all but three (3) of the off-street facilities that have comparable competitors (52 of 55 facilities) meeting this benchmark.

Of the three (3) facilities (CP 53, 224 and CP 413) that do not, CP 224 has a peak occupancy rate of 107 percent, thereby warranting a correction in demands using higher pricing. CPs 53 and 413 have peak occupancies of 73 percent and 64 percent, which may be impacted by the recent removal of the day max rate at CP 53 and the potential oversupply of publicly accessible parking in the case of CP 413, located in the Yonge and Sheppard area. TPA will monitor the performance of both CPs 53 and 413 and will recommend further changes as appropriate based on utilization rates, revenue and external factors, as appropriate.

Day-Maximum Rates

Under Policy 2-1, day-maximum rates are used in car parks where the parking supply exceeds the peak number of short-term parkers, even at the busiest times of the day. This rate is intended to make use of space which would otherwise be unused and is priced, in accordance with TPA's mandate, at, or above, the average comparable competitor rate. Where applicable, competitor's early bird rates are used as the benchmark for rate setting.

The detailed competitor rate analysis carried out as part of the 2019 off-street rate review shows that 45 off-street facilities that have day-maximum rates have comparable competitors (refer to Appendix C for more information). Of the 45 facilities, 28 facilities are priced at or above the average comparable competitor rates while 17 are priced below the average comparable competitor rate.

Of the 17 facilities that are priced below the average comparable competitor rates, 11 have peak utilization rates of less than 85 percent, while six (6) have peak utilization rates of 85 percent or greater. For the facilities priced below the average comparable competitors, TPA will continue to monitor performance at these locations and will propose rate adjustments to ensure consistency with TPA's mandate. Where facilities are generating utilization rates greater than 85 percent, TPA will review to determine whether these locations are candidates for increases in the day maximum rate or the removal of the day maximum rate altogether.

Night-Maximum Rates

Night maximum or evening rates, are widely used at TPA's off-street facilities. Of the 176 off-street facilities that have night-maximum rates in place, 46 have comparable competitors that also have night-maximum rates (refer to Appendix D for more information). 25 Of these facilities are priced at or below the comparable competitor rates, while 21 of these facilities are priced higher. Of these 21, 18 have peak utilization rates that are less than 85 percent.

Although these results suggest that rates may currently be overpriced at some locations, a more detailed review is required. Using an 85 percent utilization rate as a threshold for rate setting during the evening hours may not represent a realistic threshold as the maximum available demand for parking in a given area may simply not be present.

A more detailed review of these facilities will be carried out with recommendations for rate adjustments, as required, brought forward for the consideration of TPA Board of Directors as part of future Off-Street Rate Reviews.

Weekend Rates

TPA currently operates eight (8) facilities with weekend rates with seven (7) of the eight (8) facilities having rates in place that are set, at, or below, comparable competitor rates. Although Policy 2-1 does not explicitly address the use of weekend rates, pricing these facilities at or below market rates is consistent with TPA's mandate and other rate setting objectives, which support local business while discouraging discretionary commuter travel by vehicle.

In other circumstances where car parks do not have a weekend rate, the prevailing half-hour or day maximum rate is in effect resulting in TPA car parks being priced higher than its' comparable competitors. Based on the competitor rate analysis completed as part of the 2019 Off-Street Rate Review, there are 37 car parks that do not have weekend rates where weekend rates are used by the comparable competitors (refer to Appendix E for more information).

TPA is reviewing these car parks to determine whether changes in the use of a weekend rate could attract new demands, with particular emphasis placed on those car parks that are located in either commercial neighbourhood or destination commercial retail areas of the city. As part of this work, TPA staff are recommending that Policy 2-1 be amended to reference the use of weekend rates and that the rates used be priced, at, or below, the average comparable competitor weekend rates. Using this benchmark will encourage parking activity that supports local business, including destination commercial/retail outlets, while continuing to meet TPA's mandate.

Jurisdictional Scan

The review of TPA's Off-Street Rate Setting policy was informed by a jurisdictional scan of the parking rate setting practices of 13 other municipal parking operators, including: Ottawa, Ontario, Calgary, Alberta, Vancouver, British Columbia, Philadelphia, Pennsylvania, San Francisco, California, Los Angeles, California, among others. Based on the jurisdictional scan, TPA's recommended pricing strategy updates is found to be consistent with other municipal parking operators who monitor the usage of parking facilities and set prices to either encourage or discourage parking activity based on the overall policy objectives of their rate setting plans.

Most of the jurisdictions reviewed set their parking rates using occupancy targets where rates are increased or decreased to ensure parking occupancy falls within the desired range established by prevailing policy objectives. The occupancy range was typically between 50 percent to 85 percent ensuring that at least 15 percent of spaces are available to customers at all times.

Competitor pricing rates were factored into the rate setting methods of multiple cities such as Philadelphia, Pennsylvania, who similar to TPA, have a mandate to provide affordable parking. These cities set their parking rates either, at, or slightly below, the average of nearby competitor parking rates. TPA was the only jurisdiction found to have a benchmark to provide parking at less than 75 percent of the average of nearby competitor parking rates further suggesting that the use of a specific percentage of competitor rates as a benchmark is not necessary.

2020 Off-Street Rate Review

Should TPA Board of Directors approve the recommended changes to Policy Resolution 2-1 - Rate Setting-Off-Street Facilities, TPA will adjust its rate setting practices to reflect the approved changes. A detailed review of the facilities will be completed and recommendations to adjust rates will be brought forward for the consideration of TPA Board of Directors, where required. To ensure coordination of the rate review with the development of the 2021 Operating and Capital Budgets, reports to will be brought forward to the same meeting of the Board of Directors.

CONTACT

Jeffrey Dea, Director, Parking Strategy, Policy and Planning, Toronto Parking Authority,
416-393-7292, Jeffrey.Dea2@toronto.ca

SIGNATURE

Robin Oliphant, Acting President
Toronto Parking Authority

ATTACHMENTS

Appendix A - Proposed Amendments to Toronto Parking Authority Policy Resolution 2-1
- Parking Rates - Off-Street Facilities

Appendix B - Half-Hour Rate Comparison: Comparable Competitors

Appendix C - Day-Maximum Rate Comparison: Comparable Competitors

Appendix D - Night-Maximum Rate Comparison: Comparable Competitors

Appendix E - Weekend Rate Comparison: Comparable Competitors

APPENDIX A

PROPOSED AMENDMENTS TO TORONTO PARKING AUTHORITY POLICY RESOLUTION 2-1 - PARKING RATES - OFF-STREET FACILITIES

TORONTO PARKING AUTHORITY

POLICY RESOLUTION

2-1

ITEM: **Parking Rates - Off-Street Facilities**

PAGE 1 OF 23

Objectives for Parking Rates

Parking rates are set at levels which are expected to foster the ~~general~~ objectives of ~~Toronto Parking the~~ Authority (TPA), which are based ~~upon~~ overall City ~~policy~~ objectives, namely to:

- provide ~~low cost~~ competitively priced, short-term, high-turnover parking, especially in ~~the~~ neighbourhood commercial areas;
- encourage downtown commuters to park at ~~suburban peripheral car~~ car parks and ~~use public transit where available~~ transfer to the subway;
- discourage long-term commuter parking, especially in ~~the~~ downtown and mid-town commercial areas and other commercial areas well served by transit;
- provide a community service that supports local business; and
- generate sufficient revenue to at least cover operating and administrative costs, and either recover past capital costs or allow for future capital costs under normal parking demand and expense conditions.

Parking Rate Structure

The basic rate is the half-hourly rate, but there are secondary components in the ~~rate~~ structure which complement this basic rate. ~~The secondary rates are intended to make use of space which would otherwise be unused and may~~ include:

- ~~Day maximum~~ is used only in car parks where occupancy levels are below targeted occupancy rates of 85%, the number of short term parkers is less than the number of spaces in a carpark even at the busiest times of the day. This rate is intended to make use of space which would otherwise be unused.
- ~~Monthly permit rate~~ is an extension of the day maximum concept and is, which accommodates a demand for parking in car parks where occupancy is low. The use of monthly permits is more fully described in the policy resolution on monthly parking permits. TPA Policy Resolution 2-3 - Monthly Parking Permits.
- ~~Night maximum~~ is used to encourage parking in car parks overnight.

FIRST ADOPTED: 79-304 (PAT)

LAST AMENDED: ~~May 15, 2018~~

LAST REVIEWED: ~~May 15, 2018~~

BOARD APPROVAL REF: ~~Mtg 11: May 15, 2018 Item PA11.3~~

BOARD APPROVAL REF: ~~Mtg 11: May 15, 2018 Item PA11.3~~

TORONTO PARKING AUTHORITY

POLICY RESOLUTION

2-1

ITEM: **Parking Rates - Off-Street Facilities**

PAGE 2 OF 23

- Weekend rate – used in car parks where usage is low on the weekends.
- ~~Flat rate – is used at locations requiring special event parking. The flat rate is only utilized in circumstances where a carpark serves as a special purpose parking location, or where it supports TPA scheduling.~~
- ~~special events~~

Parking Rate Setting Guidelines and Benchmarks for Parking Rates

The factors considered when determining new rates, or adjusting existing rates, are as follows:

- ~~the objectives, guidelines and benchmarks, as noted herein;~~
- ~~rates of nearby carparks, including those of the Parking Authority, and on-street meters;~~
- ~~the existing and projected level of utilization and cost recovery of the carpark; and;~~
- ~~annually where usage is below capacity, rate changes only subject to CPI adjustment.~~
- the existing and projected occupancy levels;
- the existing and projected type of parking demand within the local area (short-term versus long-term parking);
- the rates of nearby TPA car parks and on-street meters;
- recovery of capital costs for the car park;
- half hour rates should be adjusted by increments of \$0.25;
- targeting average peak occupancy of 85% of capacity to maximize day time utilization;
- local activity of the area, including construction at or near the car park or other local factors which would be expected to impact the operation of the facility.

FIRST ADOPTED: 79-304 (PAT)

LAST AMENDED: ~~May 15, 2018~~

LAST REVIEWED: ~~May 15, 2018~~

BOARD APPROVAL REF: ~~Mtg 11: May 15, 2018 Item PA11.3~~

BOARD APPROVAL REF: ~~Mtg 11: May 15, 2018 Item PA11.3~~

TORONTO PARKING AUTHORITY

POLICY RESOLUTION

2-1

ITEM: **Parking Rates - Off-Street Facilities**

PAGE 3 OF 23

Rates and charges shall be fixed for the use of any municipal parking facility, or part thereof, so that the revenue ~~of the authority shall is~~ be sufficient to make all parking facilities ~~under its control and management~~ self-sustaining, after providing for operations such maintenance, depreciation and debt equipment charges, ~~as the TPA shall think proper.~~

Benchmarks

The following benchmarks are intended to reflect the objectives of ~~TPA~~the Parking Authority and to provide guidance in the evaluation and setting of parking rates for any given car park; actual rates may vary from these benchmarks, but these variances and their reasons should be clearly identified ~~through rate setting guidelines~~:

1. the half-hourly rate should normally be at, or less than, ~~75 percent of~~ the average of nearby competitor rates;
2. the day maximum should normally be at, or more ~~not less than~~, the average of nearby competitor rates or competitor early bird rates, ~~(benchmarked to competitors' early bird rates (where appropriate))~~;
3. the monthly rate should normally be between fifteen and twenty times the day maximum rate;
4. the night maximum, weekend and flat rates should normally be at, or less than, the average of nearby competitor rates.

The Final decision on all rates and rate changes is made by the Board of Directors.

FIRST ADOPTED: 79-304 (PAT)

LAST AMENDED: ~~May 15, 2018~~

LAST REVIEWED: ~~May 15, 2018~~

BOARD APPROVAL REF: ~~Mtg 11: May 15, 2018 Item PA11.3~~

BOARD APPROVAL REF: ~~Mtg 11: May 15, 2018 Item PA11.3~~

APPENDIX B

HALF-HOUR RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Rates | 2020 Rates | 75% Bench Mark | Average Competitor Rate | Variance to Bench Mark | 2020 Rate Variance to Competitor Rate | 2019 Occupancy % | Notes |
|----------|------------|------------|----------------|-------------------------|------------------------|---------------------------------------|------------------|---|
| 302 | \$3.00 | \$2.00 | \$4.50 | \$6.00 | \$(2.50) | \$(4.00) | 25.6% | To review parking operation. |
| 404 UC | \$2.00 | \$2.00 | \$3.75 | \$5.00 | \$(1.75) | \$(3.00) | 29.9% | Removal of day max rate may be impacting demands. |
| 49 | \$2.50 | \$2.50 | \$3.05 | \$4.06 | \$(0.55) | \$(1.56) | 52.1% | Impacted by Eglinton Crosstown construction. |
| 1 | \$2.50 | \$3.00 | \$4.04 | \$5.38 | \$(1.04) | \$(2.38) | 56.0% | Reviewing impact of area construction. |
| 413 | \$2.00 | \$2.00 | \$1.13 | \$1.50 | \$0.88 | \$0.50 | 63.7% | Occupancy down from 89%. Revenue and cars parked year over year decreased 37% and 41% respectively. |
| 52 | \$4.00 | \$4.00 | \$4.16 | \$5.55 | \$(0.16) | \$(1.55) | 67.5% | Reviewing operational issues. |
| 404 C | \$2.00 | \$2.50 | \$3.75 | \$5.00 | \$(1.25) | \$(2.50) | 68.0% | |
| 36 | \$3.50 | \$3.50 | \$3.93 | \$5.24 | \$(0.43) | \$(1.74) | 68.3% | Reviewing security concerns. |
| 11 | \$3.00 | \$3.00 | \$2.63 | \$3.50 | \$0.38 | \$(0.50) | 70.0% | |
| 3 | \$3.00 | \$3.00 | \$2.63 | \$3.50 | \$0.38 | \$(0.50) | 70.5% | |
| 229 | \$1.50 | \$1.50 | \$1.88 | \$2.50 | \$(0.38) | \$(1.00) | 70.8% | |
| 43 | \$2.50 | \$3.00 | \$3.59 | \$4.79 | \$(0.59) | \$(1.79) | 71.3% | |
| 53 | \$2.00 | \$2.00 | \$0.75 | \$1.00 | \$1.25 | \$1.00 | 72.9% | |
| 230 | \$2.25 | \$2.25 | \$2.25 | \$3.00 | \$ - | \$(0.75) | 75.5% | |
| 58 | \$3.00 | \$3.00 | \$2.90 | \$3.87 | \$0.10 | \$(0.87) | 76.9% | Modifications to operations construction may be impacting demands. |
| 161 | \$2.00 | \$2.50 | \$2.63 | \$3.50 | \$(0.13) | \$(1.00) | 76.9% | Rates increased in early 2020. |
| 223 | \$2.00 | \$2.00 | \$3.00 | \$4.00 | \$(1.00) | \$(2.00) | 77.5% | |
| 266 | \$1.00 | \$1.00 | \$1.88 | \$2.50 | \$(0.88) | \$(1.50) | 78.6% | |
| 419 | \$2.00 | \$2.00 | \$2.25 | \$3.00 | \$(0.25) | \$(1.00) | 79.0% | |
| 34 | \$3.00 | \$3.00 | \$3.53 | \$4.70 | \$(0.53) | \$(1.70) | 80.0% | |
| 39 | \$3.00 | \$3.00 | \$2.81 | \$3.75 | \$0.19 | \$(0.75) | 80.8% | |
| 116 | \$1.50 | \$1.50 | \$1.50 | \$2.00 | \$ - | \$(0.50) | 83.6% | |
| 71 | \$2.50 | \$2.50 | \$3.38 | \$4.50 | \$(0.88) | \$(2.00) | 83.8% | |
| 259 | \$1.50 | \$2.00 | \$2.10 | \$2.80 | \$(0.10) | \$(0.80) | 84.0% | |
| 263 | \$4.00 | \$4.00 | \$3.98 | \$5.31 | \$0.02 | \$(1.31) | 84.3% | |
| 13 C | \$3.00 | \$3.00 | \$3.00 | \$4.00 | \$ - | \$(1.00) | 84.6% | |
| 29 | \$2.00 | \$2.50 | \$3.00 | \$4.00 | \$(0.50) | \$(1.50) | 85.2% | Rates increased in early 2020. |
| 286 UC | \$2.00 | \$2.50 | \$3.00 | \$4.00 | \$(0.50) | \$(1.50) | 87.5% | Rates increased in early 2020. |
| 21 | \$1.50 | \$1.75 | \$1.50 | \$2.00 | \$0.25 | \$(0.25) | 87.5% | Rates increased in early 2020. |
| 26 | \$3.50 | \$4.00 | \$4.72 | \$6.29 | -\$0.72 | \$(2.29) | 87.9% | Rates increased in early 2020. |

APPENDIX B

HALF-HOUR RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Rates | 2020 Rates | 75% Bench Mark | Average Competitor Rate | Variance to Bench Mark | 2020 Rate Variance to Competitor Rate | 2019 Occupancy % | Notes |
|----------|------------|------------|----------------|-------------------------|------------------------|---------------------------------------|------------------|---|
| 238 | \$2.00 | \$2.00 | \$2.25 | \$3.00 | -\$0.25 | \$(1.00) | 88.4% | Rates increased in early 2020. |
| 286 C | \$2.00 | \$2.50 | \$3.00 | \$4.00 | -\$0.50 | \$(1.50) | 89.8% | Rates increased in early 2020. |
| 412 | \$2.00 | \$2.00 | \$1.63 | \$2.17 | \$0.37 | \$(0.17) | 91.3% | |
| 13 UC | \$3.00 | \$3.00 | \$3.00 | \$4.00 | \$ - | \$(1.00) | 91.7% | |
| 512 | \$1.50 | \$1.50 | \$1.13 | \$1.50 | \$0.38 | \$ - | 91.8% | |
| 271 | \$1.00 | \$1.50 | \$1.88 | \$2.50 | -\$0.38 | \$(1.00) | 92.4% | Rates increased in early 2020. |
| 219 | \$2.50 | \$2.50 | \$3.38 | \$4.50 | -\$0.88 | \$(2.00) | 93.3% | |
| 205 | \$2.00 | \$2.50 | \$2.25 | \$3.00 | \$0.25 | \$(0.50) | 95.0% | Rates increased in early 2020. |
| 167 | \$1.50 | \$2.00 | \$1.69 | \$2.25 | \$0.31 | \$(0.25) | 100.0 % | Rates increased in early 2020. |
| 261 | \$1.50 | \$1.75 | \$1.69 | \$2.25 | \$0.06 | \$(0.50) | 100.3 % | Rates increased in early 2020. |
| 655 | \$1.00 | \$1.00 | \$0.75 | \$1.00 | \$0.25 | \$ - | 102.0 % | |
| 268 | \$2.50 | \$2.50 | \$3.00 | \$4.00 | -\$0.50 | \$(1.50) | 102.7 % | Rates increased in early 2020. |
| 227 | \$3.50 | \$4.00 | \$3.56 | \$4.75 | \$0.44 | \$(0.75) | 102.8 % | Rates increased in early 2020 to match CP 212. |
| 212 | \$3.50 | \$4.00 | \$3.56 | \$4.75 | \$0.44 | \$(0.75) | 103.3 % | Rates increased in early 2020. |
| 402 | \$2.50 | \$2.50 | \$1.88 | \$2.50 | \$0.63 | \$ - | 104.0 % | Review potential removal of day max |
| 224 | \$2.00 | \$2.00 | \$1.13 | \$1.50 | \$0.88 | \$0.50 | 106.7 % | Loss of on-street parking nearby has driven demands at this facility. |
| 215 | \$3.50 | \$4.00 | \$4.16 | \$5.55 | -\$0.16 | \$(1.55) | 107.3 % | Rates increased in early 2020. |
| 78 | \$2.00 | \$2.00 | \$1.50 | \$2.00 | \$0.50 | \$ - | 107.5 % | |
| 20 | \$1.50 | \$1.75 | \$1.50 | \$2.00 | \$0.25 | \$(0.25) | 108.1 % | Rates increased in early 2020. |
| 424 | \$2.00 | \$2.50 | \$2.44 | \$3.25 | \$0.06 | \$(0.75) | 109.8 % | Rates increased in early 2020. |
| 403 | \$2.50 | \$2.75 | \$5.63 | \$7.50 | -\$2.88 | \$(4.75) | 110.8 % | Rates increased in early 2020. |
| 231 | \$2.00 | \$2.00 | \$2.06 | \$2.75 | -\$0.06 | \$(0.75) | 112.1 % | Rates increased in early 2020. |
| 400 | \$1.50 | \$2.00 | \$1.88 | \$2.50 | \$0.13 | \$(0.50) | 122.2 % | Rates increased in early 2020. |
| 262 | \$3.00 | \$3.00 | \$3.00 | \$4.00 | \$ - | \$(1.00) | New CP | Opening pending |

APPENDIX C

DAY-MAXIMUM RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Rates | 2020 Rates | Average Competitor Rate | 2020 Rate Variance to Competitor Rate | 2019 Occupancy % | Notes |
|----------|------------|------------|-------------------------|---------------------------------------|------------------|---|
| 200 | \$4.00 | \$4.00 | \$4.00 | \$ - | 15.0% | |
| 302 | \$24.00 | \$20.00 | \$55.00 | \$(35.00) | 25.6% | Review parking operation |
| 404 UC | | | | | 30.0% | No day maximum |
| 49 | \$18.00 | \$18.00 | \$21.25 | \$(3.25) | 52.1% | Impacted by Eglinton Crosstown construction |
| 1 | \$14.00 | \$16.00 | \$17.21 | \$(1.21) | 56.0% | Reviewing impact of area construction. |
| 413 | \$13.00 | \$13.00 | \$8.00 | \$5.00 | 63.7% | |
| 52 | \$25.00 | \$25.00 | \$24.69 | \$0.31 | 67.5% | Reviewing operational issues. |
| 404 C | \$13.00 | \$14.00 | \$14.00 | \$ - | 68.0% | |
| 36 | \$20.00 | \$20.00 | \$27.10 | \$(7.10) | 68.3% | Reviewing security concerns. |
| 11 | \$14.00 | \$16.00 | \$20.00 | \$(4.00) | 70.0% | |
| 43 | \$15.00 | \$16.00 | \$18.33 | \$(2.33) | 71.3% | |
| 230 | \$18.00 | \$18.00 | \$12.00 | \$6.00 | 75.5% | |
| 58 | \$14.00 | \$16.00 | \$20.38 | \$(4.38) | 76.9% | |
| 161 | \$20.00 | \$20.00 | \$20.00 | \$ - | 76.9% | |
| 266 | \$12.00 | \$12.00 | \$16.00 | \$(4.00) | 78.6% | |
| 419 | | | \$10.00 | | 79.0% | No day maximum |
| 34 | \$22.00 | \$22.00 | \$22.50 | \$(0.50) | 80.0% | |
| 39 | \$17.00 | \$18.00 | \$15.00 | \$3.00 | 80.8% | |
| 71 | \$22.00 | \$22.00 | \$25.00 | \$(3.00) | 83.8% | |
| 202 | \$4.00 | \$4.00 | \$4.00 | \$ - | 84.0% | Rates coordinated with CP259 |
| 259 | \$12.00 | \$12.00 | \$9.40 | \$2.60 | 84.0% | |
| 13 C | \$15.00 | \$17.00 | \$20.00 | \$(3.00) | 84.6% | Rates increased in early 2020. |
| 29 | \$15.00 | \$15.00 | \$28.33 | \$(13.33) | 85.2% | Monitor competitor rates |
| 286 UC | \$16.00 | \$18.00 | \$16.00 | \$2.00 | 87.5% | |
| 21 | \$6.00 | \$7.00 | \$7.00 | \$ - | 87.5% | |
| 26 | \$30.00 | \$32.00 | \$27.33 | \$4.67 | 87.9% | |
| 238 | \$12.00 | \$12.00 | \$11.00 | \$1.00 | 88.4% | |
| 300 | \$14.00 | \$15.00 | \$14.33 | \$0.67 | 89.0% | |
| 286 C | \$16.00 | \$18.00 | \$16.00 | \$2.00 | 89.8% | |
| 13 UC | | | | | 92.0% | No day maximum |
| 271 | \$12.00 | \$15.00 | \$16.00 | \$(1.00) | 92.4% | Rates increased in early 2020. |
| 205 | \$16.00 | \$17.00 | \$11.00 | \$6.00 | 95.0% | |
| 261 | \$10.00 | \$12.00 | \$12.00 | \$ - | 100.3% | |
| 268 | \$14.00 | \$16.00 | \$12.00 | \$4.00 | 102.7% | |
| 402 | \$16.00 | \$17.00 | \$12.00 | \$5.00 | 104.0% | |

APPENDIX C

DAY-MAXIMUM RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Rates | 2020 Rates | Average Competitor Rate | 2020 Rate Variance to Competitor Rate | 2019 Occupancy % | Notes |
|----------|------------|------------|-------------------------|---------------------------------------|------------------|--------------------------------|
| 224 | \$12.00 | \$12.00 | \$10.38 | \$1.62 | 106.7% | Rates coordinated with CP259 |
| 215 | \$25.00 | \$30.00 | \$24.00 | \$6.00 | 107.3% | Rates coordinated with CP259 |
| 78 | \$15.00 | \$17.00 | \$10.00 | \$7.00 | 107.5% | |
| 20 | \$7.00 | \$8.00 | \$7.00 | \$1.00 | 108.1% | |
| 424 | \$14.00 | \$15.00 | \$20.50 | \$(5.50) | 109.8% | Rates increased in early 2020. |
| 403 | \$15.00 | \$17.00 | \$25.00 | \$(8.00) | 110.8% | Rates increased in early 2020. |
| 231 | \$12.00 | \$13.00 | \$9.50 | \$3.50 | 112.1% | Rates coordinated with CP259 |
| 181 | \$14.00 | \$14.00 | \$15.00 | \$(1.00) | 122.0% | Rates coordinated with CP259 |
| 400 | \$10.00 | \$12.00 | \$12.00 | \$ - | 122.2% | |
| 262 | \$16.00 | \$16.00 | \$15.00 | \$1.00 | New CP | Opening pending |
| 304 | \$15.00 | \$15.00 | \$17.00 | \$(2.00) | New CP | |

APPENDIX D

NIGHT-MAXIMUM RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Rates | 2020 Rates | Average Competitor Rate | Variance to Competitor Rate 2020 | 2019 Occupancy % | Notes |
|----------|------------|------------|-------------------------|----------------------------------|------------------|-----------------------------|
| 262 | \$8.00 | \$8.00 | \$5.00 | \$3.00 | New CP | Opening pending |
| 707 | \$3.00 | \$3.00 | N/A | | 0.3% | |
| 706 | \$3.00 | \$3.00 | N/A | | 0.4% | |
| 161 | \$6.00 | \$6.00 | \$5.00 | \$1.00 | 1.6% | |
| 511 | \$3.00 | \$3.00 | N/A | | 3.5% | |
| 404 UC | \$6.00 | \$6.00 | \$6.00 | \$ - | 4.0% | |
| 42 | \$4.00 | \$4.00 | N/A | | 7.1% | Evening Max 12hrs (6pm-6am) |
| 404 C | \$6.00 | \$6.00 | \$6.00 | \$ - | 7.3% | |
| 286 C | \$6.00 | \$6.00 | \$10.00 | \$(4.00) | 7.4% | |
| 411 | \$4.00 | \$4.00 | N/A | | 7.8% | |
| 651 | \$2.00 | \$2.00 | N/A | | 8.2% | |
| 275 | \$4.00 | \$5.00 | N/A | | 8.2% | |
| 200 | \$4.00 | \$4.00 | \$4.00 | \$ - | 8.6% | |
| 284 | \$5.00 | \$5.00 | N/A | | 9.0% | |
| 508 | \$2.00 | \$2.00 | N/A | | 9.3% | |
| 171 | \$9.00 | \$9.00 | N/A | | 9.4% | |
| 11 | \$6.00 | \$6.00 | \$5.00 | \$1.00 | 9.5% | |
| 174 | \$5.00 | \$6.00 | N/A | | 10.0% | School lot. Winter rates. |
| | Removed | \$6.00 | N/A | | | Summer rates. |
| 418 | \$4.00 | \$4.00 | N/A | | 10.3% | |
| 125 | \$8.00 | \$8.00 | N/A | | 10.4% | Evening Max 4pm to 7am. |
| 36 | \$6.00 | \$6.00 | \$11.63 | \$(5.63) | 10.6% | |
| 89 | \$4.00 | \$4.00 | N/A | | 10.7% | |
| 43 | \$7.00 | \$7.00 | \$6.67 | \$0.33 | 10.7% | |
| 506 | \$2.00 | \$2.00 | N/A | | 10.8% | |
| 185 | \$3.00 | \$3.00 | N/A | | 11.1% | |
| 512 | \$3.00 | \$4.00 | \$4.00 | \$ - | 11.2% | |
| 414 | \$5.00 | \$5.00 | N/A | | 11.5% | |
| 29 | \$6.00 | \$6.00 | \$6.67 | \$(0.67) | 11.5% | |
| 711 | \$4.00 | \$4.00 | N/A | | 12.0% | Evening Max 4pm-8am. |
| 507 | \$2.00 | \$2.00 | N/A | | 12.2% | |
| 178 | \$6.00 | \$6.00 | N/A | | 12.3% | |
| 149 | \$4.00 | \$4.00 | N/A | | 12.4% | |
| 291 | \$5.00 | \$5.00 | N/A | | 13.3% | |
| 68 | \$6.00 | \$6.00 | N/A | | 13.9% | |
| 510 | \$2.00 | \$2.00 | N/A | | 14.4% | |
| 401 | \$5.00 | \$5.00 | N/A | | 14.7% | |
| 413 | \$3.00 | \$3.00 | \$4.00 | \$(1.00) | 14.7% | |

APPENDIX D

NIGHT-MAXIMUM RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Rates | 2020 Rates | Average Competitor Rate | Variance to Competitor Rate 2020 | 2019 Occupancy % | Notes |
|----------|------------------|------------------|-------------------------|----------------------------------|------------------|--|
| 410 | \$4.00 | \$5.00 | N/A | | 15.1% | |
| 600 | \$3.00 | \$3.00 | N/A | | 15.4% | |
| 268 | \$7.00 | \$9.00 | \$12.00 | \$(3.00) | 16.3% | |
| 502 | \$4.00 | \$5.00 | N/A | | 16.3% | |
| 663 | \$3.00 | \$3.00 | N/A | | 16.9% | |
| 652 | \$3.00 | \$3.00 | N/A | | 17.3% | |
| 80 | \$3.00 | \$3.00 | N/A | | 17.4% | |
| 500 | \$4.00 | \$5.00 | N/A | | 17.5% | |
| 107 | \$3.00 | \$3.00 | N/A | | 17.7% | |
| 655 | \$4.00 | \$4.00 | N/A | | 17.8% | |
| 653 | \$5.00 | \$5.00 | N/A | | 17.8% | |
| 184 | \$3.00 | \$3.00 | N/A | | 18.1% | |
| 91 | \$4.00 | \$6.00 | N/A | | 18.1% | |
| 186 | \$3.00 | \$3.00 | N/A | | 18.4% | |
| 667 | \$3.00 | \$3.00 | N/A | | 18.5% | |
| 217 | \$3.00 | \$3.00 | N/A | | 19.7% | |
| 670 | \$3.00 | \$3.00 | N/A | | 19.9% | |
| 84 | \$2.50 | \$2.50 | N/A | | 21.4% | |
| 501 | \$4.00 | \$5.00 | N/A | | 22.3% | |
| 44 | \$4.00 | \$5.00 | N/A | | 22.3% | |
| 654 | \$4.00 | \$4.00 | N/A | | 22.4% | |
| 20 | \$3.00 | \$3.00 | \$3.00 | \$ - | 23.2% | |
| 269 | \$5.00 | \$5.00 | N/A | | 23.8% | |
| 12 | \$6.00 | \$6.00 | N/A | | 24.0% | |
| 141 | \$4.00 | \$4.00 | N/A | | 24.4% | |
| 157 | \$4.00 | \$4.00 | N/A | | 24.6% | |
| 661 | \$2.50 | \$2.50 | N/A | | 24.7% | |
| 110 | \$4.00 | \$5.00 | N/A | | 25.0% | |
| 187 | \$3.00 | \$3.00 | N/A | | 25.0% | |
| 150 | \$6.00 | \$6.00 | N/A | | 25.3% | |
| 52 | \$9.00 | \$9.00 | \$10.23 | \$(1.23) | 25.4% | |
| 111 | \$8.00 / \$10.00 | \$8.00 / \$10.00 | N/A | | 25.4% | Evening Max \$8.00 Sun-Thurs (6pm-7am), \$10.00 Fri-Sat (6pm-7am). |
| 58 | \$8.00 | \$8.00 | \$8.71 | \$(0.71) | 26.9% | |
| 64 | \$5.00 | \$6.00 | N/A | | 26.9% | |
| 71 | \$6.00 | \$6.00 | \$6.00 | \$ - | 26.9% | |
| 28 | \$5.00 | \$5.00 | N/A | | 27.2% | |
| 181 | \$6.00 | \$8.00 | N/A | | 27.2% | |

APPENDIX D

NIGHT-MAXIMUM RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Rates | 2020 Rates | Average Competitor Rate | Variance to Competitor Rate 2020 | 2019 Occupancy % | Notes |
|----------|------------------|------------------|-------------------------|----------------------------------|------------------|---|
| 504 | \$5.00 | \$6.00 | N/A | | 27.4% | |
| 90 | \$4.00 | \$4.00 | N/A | | 27.8% | |
| 39 | \$9.00 | \$10.00 | \$8.00 | \$2.00 | 28.8% | |
| 1 | \$6.00 | \$6.00 | \$9.10 | \$(3.10) | 29.1% | |
| 286 UC | \$6.00 | \$6.00 | \$10.00 | \$(4.00) | 29.2% | |
| 216 | \$8.00 | \$8.00 | \$5.00 | \$3.00 | 29.4% | |
| 168 | \$4.00 | \$4.00 | N/A | | 29.4% | |
| 173 | \$4.00 | \$4.00 | N/A | | 29.5% | |
| 79 | \$5.00 / \$10.00 | \$6.00 / \$10.00 | N/A | | 29.8% | Mon-Thurs Evening Max \$5.00 (7pm-7am), to be changing to \$6.00 2020. Fri-Sat Evening Max \$10.00 (7pm-7am). |
| 183 | \$3.00 | \$3.00 | N/A | | 30.6% | |
| 155 | \$6.00 | \$6.00 | N/A | | 30.8% | |
| 602 | \$4.00 | \$4.00 | N/A | | 31.0% | |
| 300 | \$8.00 | \$8.00 | N/A | | 31.0% | |
| 400 | \$5.00 | \$6.00 | \$4.00 | \$2.00 | 31.2% | |
| 18 | \$4.00 | \$4.00 | N/A | | 31.4% | |
| 41 | \$4.00 | \$4.00 | N/A | | 31.5% | |
| 109 | \$8.00 | \$8.00 | N/A | | 31.9% | |
| 49 | \$6.00 | \$6.00 | \$6.50 | \$(0.50) | 32.2% | |
| 261 | \$6.00 / \$12.00 | \$6.00 / \$12.00 | N/A | | 32.7% | Evening Max Mon-Wed \$6.00, Thur-Sun \$12.00. |
| 303 | \$4.00 | \$4.00 | N/A | | 33.0% | |
| 226 | | \$5.00 | N/A | | 33.3% | |
| 143 | \$5.00 | \$6.00 | N/A | | 33.4% | |
| 142 | \$5.00 | \$5.00 | N/A | | 33.6% | |
| 285 | \$5.00 | \$5.00 | N/A | | 33.7% | |
| 519 | \$3.00 | \$3.00 | N/A | | 33.9% | |
| 26 | \$7.00 | \$7.00 | \$8.50 | \$(1.50) | 33.9% | |
| 139 | \$6.00 | \$7.00 | N/A | | 34.8% | |
| 146 | \$4.00 | \$5.00 | N/A | | 35.1% | |
| 164 | \$5.00 | \$5.00 | N/A | | 35.6% | |
| 659 | \$3.00 | \$3.00 | N/A | | 36.0% | |
| 660 | \$3.00 | \$3.00 | N/A | | 36.5% | |
| 82 | \$3.00 | \$3.00 | N/A | | 36.9% | |
| 21 | \$3.00 | \$3.00 | \$3.00 | \$ - | 37.5% | |
| 81 | \$3.00 | \$3.00 | N/A | | 37.5% | |
| 205 | \$6.00 | \$6.00 | \$6.00 | \$ - | 37.5% | |

APPENDIX D

NIGHT-MAXIMUM RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Rates | 2020 Rates | Average Competitor Rate | Variance to Competitor Rate 2020 | 2019 Occupancy % | Notes |
|----------|------------|------------|-------------------------|----------------------------------|------------------|-------|
| 252 | \$4.00 | \$4.00 | N/A | | 38.1% | |
| 419 | \$6.00 | \$6.00 | \$6.00 | \$ - | 38.4% | |
| 218 | \$3.00 | \$3.00 | N/A | | 38.5% | |
| 13 C | \$6.00 | \$6.00 | \$5.00 | \$1.00 | 40.2% | |
| 228 | \$4.00 | \$4.00 | N/A | | 40.3% | |
| 47 | \$5.00 | \$5.00 | \$7.00 | \$(2.00) | 41.7% | |
| 180 | \$4.00 | \$5.00 | N/A | | 42.5% | |
| 17 | \$5.00 | \$5.00 | N/A | | 42.6% | |
| 5 | \$9.00 | \$9.00 | N/A | | 42.9% | |
| 55 | \$3.00 | \$3.00 | N/A | | 43.5% | |
| 233 | \$9.00 | \$9.00 | N/A | | 44.1% | |
| 48 | \$4.00 | \$5.00 | N/A | | 45.0% | |
| 170 | \$5.00 | \$5.00 | N/A | | 45.3% | |
| 238 | \$6.00 | \$6.00 | \$6.00 | \$ - | 46.5% | |
| 224 | \$6.00 | \$8.00 | N/A | | 46.9% | |
| 505 | \$4.00 | \$6.00 | N/A | | 49.2% | |
| 231 | \$6.00 | \$7.00 | \$6.00 | \$1.00 | 51.4% | |
| 19 | \$4.00 | \$4.00 | N/A | | 51.6% | |
| 179 | \$4.00 | \$5.00 | N/A | | 52.0% | |
| 244 | \$5.00 | \$6.00 | N/A | | 53.3% | |
| 130 | \$3.00 | \$3.00 | N/A | | 53.9% | |
| 219 | \$5.00 | \$5.00 | \$7.50 | \$(2.50) | 54.2% | |
| 229 | \$6.00 | \$7.00 | \$5.00 | \$2.00 | 55.2% | |
| 202 | \$4.00 | \$4.00 | \$4.00 | \$ - | 56.0% | |
| 53 | \$10.00 | \$10.00 | \$6.00 | \$4.00 | 56.1% | |
| 104 | \$6.00 | \$8.00 | N/A | | 58.1% | |
| 251 | \$5.00 | \$5.00 | N/A | | 58.3% | |
| 96 | \$5.00 | \$6.00 | N/A | | 59.5% | |
| 256 | \$4.00 | \$5.00 | N/A | | 61.4% | |
| 45 | \$6.00 | \$6.00 | N/A | | 62.5% | |
| 248 | \$5.00 | \$5.00 | N/A | | 62.9% | |
| 85 | \$6.00 | \$6.00 | N/A | | 62.9% | |
| 34 | \$9.00 | \$9.00 | \$9.10 | \$(0.10) | 64.2% | |
| 279 | \$5.00 | \$5.00 | N/A | | 66.1% | |
| 158 | \$5.00 | \$5.00 | N/A | | 66.7% | |
| 521 | \$5.00 | \$6.00 | N/A | | 67.3% | |
| 235 | None | \$6.00 | N/A | | 67.5% | |
| 116 | \$4.00 | \$6.00 | \$5.00 | \$1.00 | 68.2% | |
| 152 | \$5.00 | \$5.00 | N/A | | 68.9% | |

APPENDIX D

NIGHT-MAXIMUM RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Rates | 2020 Rates | Average Competitor Rate | Variance to Competitor Rate 2020 | 2019 Occupancy % | Notes |
|----------|------------|------------|-------------------------|----------------------------------|------------------|-------|
| 78 | \$7.00 | \$7.00 | \$5.00 | \$2.00 | 70.0% | |
| 282 | \$6.00 | \$8.00 | N/A | | 70.5% | |
| 155 | \$6.00 | \$6.00 | N/A | | 70.7% | |
| 260 | \$4.00 | \$4.00 | N/A | | 73.7% | |
| 402 | \$7.00 | \$7.00 | \$4.00 | \$3.00 | 76.1% | |
| 204 | \$6.00 | \$7.00 | N/A | | 76.8% | |
| 87 | \$6.00 | \$6.00 | N/A | | 77.8% | |
| 51 | \$10.00 | \$10.00 | N/A | | 78.2% | |
| 3 | \$10.00 | \$10.00 | \$6.00 | \$4.00 | 79.8% | |
| 503 | \$5.00 | \$6.00 | N/A | | 81.3% | |
| 93 | \$6.00 | \$6.00 | N/A | | 81.7% | |
| 215 | \$10.00 | \$10.00 | \$8.25 | \$1.75 | 82.3% | |
| 106 | \$8.00 | \$8.00 | N/A | | 83.3% | |
| 13 UC | \$6.00 | \$6.00 | \$5.00 | \$1.00 | 83.8% | |
| 240 | \$5.00 | \$5.00 | N/A | | 84.7% | |
| 220 | \$5.00 | \$5.00 | N/A | | 86.1% | |
| 227 | \$10.00 | \$11.00 | \$8.25 | \$2.75 | 86.6% | |
| 137 | \$6.00 | \$6.00 | N/A | | 87.3% | |
| 403 | \$10.00 | \$10.00 | N/A | | 87.8% | |
| 212 | \$10.00 | \$11.00 | \$8.25 | \$2.75 | 92.8% | |
| 167 | \$6.00 | \$7.00 | \$10.00 | \$(3.00) | 94.2% | |
| 131 | \$5.00 | \$5.00 | N/A | | 94.3% | |
| 195 | \$5.00 | \$6.00 | N/A | | 95.7% | |
| 88 | \$6.00 | \$6.00 | N/A | | 96.1% | |
| 277 | \$6.00 | \$7.00 | N/A | | 102.2% | |
| 412 | \$6.00 | \$6.00 | \$4.00 | \$2.00 | 106.6% | |
| 225 | \$8.00 | \$8.00 | N/A | | 108.3% | |
| | \$8.00 | \$8.00 | N/A | | | |
| 144 | \$5.00 | \$6.00 | N/A | | 113.4% | |

APPENDIX E

WEEKEND RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Day Max Rates | 2019 Other Rates | 2020 Day Max Rates | 2020 Other Rates | Average Competitor Rate | 2020 Weekend Rate above Avg Competitor Rate (Y/N) | 2019 Occupancy Saturday % | 2019 Occupancy Sunday % | Notes |
|----------|--------------------|------------------|--------------------|------------------|-------------------------|---|---------------------------|-------------------------|---|
| 161 | \$20.00 | | \$22.00 | | \$5.00 | Y | 5.1% | 3.7% | |
| 404 UC | | | | | \$6.00 | Y | 5.3% | 3.7% | No day maximum |
| 286 C | \$16.00 | | \$18.00 | | \$10.00 | Y | 5.6% | 7.3% | Mobile payment only available for (8) spaces serviced by DG4 electric car charging station. |
| 404 C | \$13.00 | | \$14.00 | | \$6.00 | Y | 6.5% | 1.6% | |
| 11 | \$14.00 | | \$16.00 | | \$5.00 | Y | 14.8% | 8.0% | |
| 13 C | \$15.00 | | \$17.00 | | \$5.00 | Y | 14.9% | 32.9% | |
| 29 | \$15.00 | | \$15.00 | | \$5.75 | Y | 17.0% | 16.3% | |
| 413 | \$13.00 | | \$13.00 | | \$4.00 | Y | 20.6% | 4.7% | |
| 1 | \$14.00 | | \$16.00 | | \$9.10 | Y | 26.4% | 25.3% | Reviewing impact of area construction |
| 200 | \$4.00 | | \$4.00 | | \$4.00 | N | 28.0% | 46.7% | Usage highly fluctuates based on season. |
| 43 | \$15.00 | | \$16.00 | | \$8.60 | Y | 29.2% | 12.9% | |
| 227 | | | | | \$10.00 | Y | 31.3% | 40.0% | No day maximum |
| 36 | \$20.00 | \$8.00 | \$20.00 | \$8.00 | \$10.21 | N | 34.3% | 33.9% | |
| 49 | \$18.00 | | \$18.00 | | \$6.50 | Y | 42.6% | 46.4% | |
| 231 | \$12.00 | | \$13.00 | | \$6.00 | Y | 47.2% | 48.2% | |
| 268 | \$14.00 | | \$16.00 | | \$10.00 | Y | 48.2% | 20.0% | |
| 39 | \$17.00 | | \$18.00 | | \$4.00 | Y | 54.0% | 24.8% | |
| 302 | \$24.00 • | | \$20.00 *** | ** | \$55.00 | N | 54.2% | 39.2% | *12 hour rolling max **Event rates to be determined on an event-by-event basis. ***24 hour rolling max. |

APPENDIX E

WEEKEND RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Day Max Rates | 2019 Other Rates | 2020 Day Max Rates | 2020 Other Rates | Average Competitor Rate | 2020 Weekend Rate above Avg Competitor Rate (Y/N) | 2019 Occupancy Saturday % | 2019 Occupancy Sunday % | Notes |
|----------|---------------------|------------------|---------------------|------------------|-------------------------|---|---------------------------|-------------------------|---|
| 26 | \$30.00 / \$20.00 * | | \$32.00 / \$35.00 * | \$7.00* | \$10.00 | N | 54.5% | 45.9% | *Day Max until 6 PM – \$32.00 (Entering 7 AM – 10 AM), Day Max until 6 PM – \$20.00 (Entering 10 AM – 6 PM). **Day Max Sat/Sun/Hol. Existing weekend comp rate above current rate, review 2021 |
| 263 | | | | | \$10.83 | Y | 57.4% | 65.9% | No day maximum |
| 139 | \$12.00 | | \$13.00 | | N/A | | 58.6% | 45.8% | |
| 223 | | | | | \$5.00 | Y | 66.9% | 50.8% | No day maximum |
| 52 | \$25.00 | | \$25.00 | \$9.00 | \$10.75 | N | 67.8% | 68.3% | |
| 58 | \$14.00 | | \$16.00 | | \$10.00 | Y | 69.0% | 52.8% | |
| 212 | | | \$13.00 | | \$6.50 | Y | 74.2% | 50.2% | No day maximum in 2019 |
| 230 | \$18.00 | | \$18.00 | | \$12.00 | Y | 81.2% | 60.6% | |
| 71 | \$18.00 | | \$22.00 | | \$6.00 | Y | 83.5% | 80.2% | |
| 402 | \$18.00 | | \$17.00 | | \$4.00 | Y | 84.9% | 48.2% | |
| 13 UC | | | | | \$5.00 | Y | 85.5% | 61.6% | No day maximum |
| 34 | \$22.00 | | \$22.00 | | \$11.63 | Y | 87.3% | 75.2% | |
| 53 | | | | | \$6.00 | Y | 90.8% | 64.9% | No day maximum |
| 3 | | | | | \$8.00 | Y | 98.5% | 70.9% | No day maximum |
| 215 | \$25.00 | | \$30.00 | | \$10.67 | Y | 107.0% | 95.0% | |
| 219 | | | | | \$7.00 | Y | 111.3% | 45.0% | No day maximum |
| 412 | \$14.00 | | \$15.00 | | \$4.00 | Y | 126.2% | 83.5% | |
| 400 | \$10.00 | | \$12.00 | | \$8.25 | Y | 137.5% | 86.7% | |
| 202 | \$4.00 | | \$4.00 | | \$4.00 | N | 138.9% | 153.3% | |
| 286 UC | \$16.00 | | \$18.00 | | \$8.25 | Y | 142.4% | 97.4% | |

APPENDIX E

WEEKEND RATE COMPARISON: COMPARABLE COMPETITORS

| Car Park | 2019 Day Max Rates | 2019 Other Rates | 2020 Day Max Rates | 2020 Other Rates | Average Competitor Rate | 2020 Weekend Rate above Avg Competitor Rate (Y/N) | 2019 Occupancy Saturday % | 2019 Occupancy Sunday % | Notes |
|----------|--------------------|------------------|--------------------|------------------|-------------------------|---|---------------------------|-------------------------|-----------------|
| 262 | | | \$16.00 | | \$10.00 | Y | New CP | New CP | Opening pending |
| 304 | | | \$15.00 | | \$8.00 | Y | New CP | New CP | |