



## REPORT FOR ACTION WITH CONFIDENTIAL ATTACHMENT

### Toronto Parking Authority Parking Management Services Portfolio Update

**Date:** July 5, 2021

**To:** Board of Directors, Toronto Parking Authority

**From:** President, Toronto Parking Authority

**Wards:** All

#### **REASON FOR CONFIDENTIAL INFORMATION**

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The attachment to this report contains positions, plans, procedures, criteria or instructions to be applied to any negotiations to be carried on by the Toronto Parking Authority (TPA).

#### **SUMMARY**

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Toronto Parking Authority (TPA) operates an extensive inventory of over 304 off-street parking facilities containing over 40,000 spaces. 144 of these locations, including more than 24,000 parking spaces are managed and operated by TPA under arrangements collectively described as "Parking Management Agreements" or "PMAs". Through Parking Management Agreements, TPA provides some or all of the following parking management services: undertaking of capital improvements, provision of payment equipment, coin collection services, enforcement and maintenance. In most cases, TPA provides a full range of services, however, a more limited arrangement may be provided in some cases at the request of the contracting party.

In 2019, TPA's parking management business generated approximately \$31,524,683 in annual gross revenue. While demands and revenues have softened during the COVID-19 pandemic, it is expected that this part of TPA's business will thrive as public health restrictions are lifted. Within the context of the new City-Wide Real Estate model, where TPA no longer has an interest in the ownership of land, TPA is increasingly shifting its focus to an expansion of the parking management services it provides to third parties through Parking Management Agreements. This part of TPA's business has a lower risk profile and has the potential to generate returns that outperform the traditional operation of owning and operating parking facilities.

The purpose of this report is to provide TPA Board of Directors with the first update on the status of TPA's Parking Management Agreements portfolio, an overview of the policy framework governing TPA's management of parking for third parties, a number of key issues impacting TPA's parking management portfolio and an overview of new opportunities. Future updates will be provided on a quarterly basis moving forward.

## **RECOMMENDATIONS**

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The President, Toronto Parking Authority recommends that:

1. The Toronto Parking Authority Board of Directors receive this report for informative purposes only.
2. The Toronto Parking Authority Board of Directors direct that the confidential information contained in *Confidential Attachment 1* remain confidential in its entirety, as it contains positions, plans, procedures, criteria or instructions to be applied to any negotiations to be carried on by the Toronto Parking Authority.

## **FINANCIAL IMPACT**

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TPA's portfolio of parking management agreements generated \$31,524,683 in gross revenue in 2019.

## **DECISION HISTORY**

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There is no decision history applicable for this report.

## **COMMENTS**

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### **Background**

TPA's operation of parking facilities is authorized by Municipal Code Chapter 179. Specific authorities are provided to address:

1. the operation of parking facilities on lands owned by the City and designated by by-law as municipal parking facilities (s. 179-7); and
2. the operation of parking facilities for third parties through Parking Management Agreements (s. 179-13).

Under s. 179-7, all the powers, rights, authorities and privileges now or hereafter conferred upon the City by any general or special Act with respect to the construction, maintenance, operation and management of parking facilities within the City of Toronto, including on-street parking meter and parking machine facilities, shall be exercised by the Parking Authority subject to certain limitations, one of which, is that the land and buildings where vehicles may be parked shall be acquired and owned by the City and shall be used by TPA only where designated by by-law for that purpose.

This has been the traditional approach that defines where TPA should operate municipal parking, inasmuch that City Council determines which municipally-owned lands should be used for parking facilities and enacts by-laws that allow TPA to use the City lands for the purposes of operating municipal parking facilities. TPA currently operates 196 municipal parking facilities, which are located on land or within buildings that are City-owned and designated for TPA's use by by-law. The list of municipal parking facilities is included in Schedule XXXIV of Chapter 950, Traffic and Parking (refer to Appendix A).

Under s. 179-13, TPA also has a standing authority to maintain, operate and manage parking facilities for third parties. Implicitly, this authority is intended to be used for the maintenance, operation and management of parking facilities that are not located on municipally-owned lands.

For reasons that are not clear, the authorities under s 179-13 have been applied to manage a wide-range of parking facilities that are located on City-owned lands and under the operational management of other City Divisions including: Parks, Forestry & Recreation (PF&R), Shelter, Support & Housing Administration (SSHA) and Corporate Real Estate Management (CREM). These arrangements, which are not consistent with the authorities identified under s.179-7, are typically set out in Memorandums of Understanding, Umbrella Agreements or one-off Parking Management Agreements.

In addition, TPA is also managing parking facilities or providing parking equipment services for Agencies, Boards, Corporations and Commissions (ABCCs) of the City, including: CreateTO, Toronto Transit Commission, Exhibition Place, Toronto Community Housing Corporation, Toronto Public Library, Toronto District School Board and Toronto Catholic District School Board. These specific third parties have delegated authorities to manage the City-owned lands that they have operational management over and therefore the ability to manage their parking assets as they see fit. This includes the operation of free parking as well as the use of internal forces to manage commercial parking, the use of a third commercial parking operator or an arrangement with TPA to provide parking management or parking equipment services. As outlined in the key issues section, the continued operation of these parking assets would benefit from a review to determine whether a shared services approach through the use of TPA as the City's in-house expert operator of commercial parking would be more advantageous for the City as opposed to the fragmented approach currently in place.

In summary, TPA's parking management portfolio can currently be categorized as follows:

1. Parking Management Agreements with Third Parties on Lands Not Owned by the City of Toronto
2. Parking Management Agreements with City Divisions involving Lands Owned by the City of Toronto
3. Parking Management Agreements with City ABCC's involving Lands Owned by the City of Toronto

A review of the three categories of Parking Management Agreement that TPA has applied its authorities under s.179-13 to enter into is provided below.

***Category 1: Parking Management Agreements with Third Parties (Non-City-Owned Lands)***

Through its standing authority under s. 179.13, TPA operates a total of 1,600 parking spaces at 22 car parks for 17 third parties under Parking Management Agreement involving lands that are not owned by the City. Together, these locations generated \$6,377,799 in gross revenue in 2019.

In 2021, two (2) new locations have been added, including Car Park 270 located at 180 Spadina Avenue and Car Park 304 located at 54 Dalhousie Street. It is anticipated that at least one additional location at 689 King Street West will be added prior to the end of the year.

A full list of the parking management opportunities that TPA is pursuing with third party land owners and the status of each opportunity is included in Confidential Attachment 1, while recent activity to the Parking Management Agreement portfolio is summarized in Table 1.

Through a review of underperforming contracts, TPA terminated the following agreements at four (4) locations in 2020:

- Car Park: 252: 14-space surface lot at 154 Westmount Avenue
- Car Park 291: 25-space garage at 320 Tweedsmuir Avenue
- Car Park 413: 17-space surface lot at 4576 Yonge Street
- Car Park 675: 34-space surface lot at 4 Rosemount Avenue

All four (4) locations were observed to be consistently generating net losses and had an availability of public parking in the area to offset the loss of parking through TPA's termination of the parking management agreement. Prior to the termination, TPA consulted with the land owner, the local ward Councillor and Business Improvement Area (BIA), if any, to discuss any potential concerns with TPA's exit from the locations noted.

**Table 1 - TPA Parking Management Agreement Portfolio Activity (2020 – 2021)**

CP No.	Address	Status	Spaces	Notes
306	54 Dalhousie Street	Opened	22	5-year agreement for 22 spaces in below grade garage
300	185 Queens Quay East	Closed	83	Lot being redeveloped by Owner
270	180 Spadina Avenue	Opened	37	3-year agreement for 37 space surface lot
424	2180 Bayview Avenue	Renewed	69	5-year extension agreement commencing July 1, 2021
252	154 Westmount Avenue	Closed	14	Agreement terminated due to perennial financial underperformance
291	320 Tweedsmuir Ave	Closed	25	Agreement terminated due to perennial financial underperformance
413	4576 Yonge Street	Closed	17	Agreement terminated due to perennial financial underperformance
675	4 Rosemount Ave	Closed	34	Agreement terminated due to perennial financial underperformance

TPA has recently undergone an internal restructuring to develop a Business Development team and is actively recruiting for a Director of Business Development and Partnerships and further resources to support this team. Once fully staffed, TPA intends to increase its activity in preparing proposals for parking management services.

The terms and conditions included in standard Parking Management Agreements generally govern term, revenue sharing, termination rights, indemnities, insurance requirements, obligations of the respective parties and environmental provisions, among others. A summary of the standard terms and conditions used for Parking Management Agreements is included in Appendix B.

As of the date of this report, under the TPA Policy Resolution 5-10: Delegation of Authority, each Parking Management Agreement is approved by TPA Board of Directors irrespective of the value of the services being provided to the third party or the revenue being generated.

***Category 2: Parking Management Agreements with City Divisions involving Lands Owned by the City of Toronto***

As outlined above, s. 179-7 of the Municipal Code establishes that TPA is to operate municipal parking facilities on land and buildings acquired and owned by the City and shall be used by the Parking Authority only where designated by by-law of Council for that purpose. Where designated by by-law, City-owned assets are included in the list of municipal parking facilities, managed and operated by TPA, that are included in Schedule XXXIV of Chapter 950, Traffic and Parking (refer to Appendix A).

Notwithstanding the clear authority to have municipal lands utilized for the parking of vehicles only where designated for that purpose by City Council, TPA has entered into a variety of Parking Management Agreement, sometimes referred to as “Umbrella Agreements” with various City Divisions, Agencies and Corporations over the years to operate parking facilities on City-owned lands. While these agreements were apparently originally intended to govern a "short-term arrangement", a number of these agreements have been in place for ten or more years. A summary of the current Parking Management Agreement in place with City Divisions is included in Table 2.

**Table 2 – Summary of Parking Facilities Managed by TPA for City Divisions Involving Lands Owned by the City of Toronto**

<b>City Division</b>	<b>Car Parks</b>	<b>Spaces</b>	<b>2019 Gross Revenue</b>
CREM	10	621	\$4,517,000
PF&R	23	3,148	\$6,699,000
SSHA	1	130	\$399,800
<b>Total</b>	<b>34</b>	<b>3,899</b>	<b>\$11,615,800</b>

Over the years, TPA has entered into Parking Management Agreements with other City Divisions rather than TPA, or the City Divisions involved, reporting to City Council to have the operational jurisdiction of these lands with respect to parking be transferred by City Council to TPA. Like other parking facilities, which are not designated municipal parking facilities, TPA operates these facilities in the same manner as privately-operated parking facilities.

These "Parking Management Agreements" held by TPA with City Divisions to operate parking facilities on City lands, where the use of these lands for parking facilities was not designated by City Council set out an arrangement whereby TPA provides parking management services in exchange for a share in the revenue generated or for a fixed management fee. Any revenues generated by TPA through these agreements are as a result subject to both the revenue sharing included in the "Parking Management Agreements" and the net revenue sharing agreement held with the City. This results in TPA essentially paying twice for the operation of these facilities.

Under TPA’s net revenue sharing agreement with the City, 85 percent of net operating income is provided by TPA to the City through a dividend. The remaining 15 percent is withheld by TPA to fund its capital program, including state-of-good repair/rehabilitation of existing facilities and the acquisition of new locations/facilities, including any capital improvements required at new parking management locations.

The Category 2 Parking Management Agreements with City Divisions are disadvantageous to TPA and results in insufficient revenue flowing to TPA to adequately fund its State of Good Repair Program. Confidential Attachment 1 sets out

the financial performance of TPA’s management of parking for City Divisions and highlights the significance of the issue.

TPA is working to address the concerns it has with the use of Parking Management Agreement with other City Divisions and more generally to address TPA’s current financial state and how TPA can ensure it has access to the funding needed to sustain its business. Key initiatives include: the development of a relationship framework, review of the fair market value policy, TPA’s development of an Asset Management Plan; and replacement of the expired Net Revenue Share Agreement with the City. TPA will be working with the City to bring forward updates in the form of reports and/or presentations about these key initiatives to TPA Board of Directors over the third and fourth quarters of 2021.

**Category 3: Parking Management Agreements with City ABCC’s involving Lands Owned by the City of Toronto**

Through Parking Management Agreements, TPA is also managing parking facilities or providing parking equipment services for ABCC’s of the City, including: CreateTO, Toronto Transit Commission, Exhibition Place, Toronto Community Housing Corporation, Toronto Public Library, Toronto District School Board and Toronto Catholic District School Board. A summary of the arrangements currently provided by TPA to City ABCC’s is provided in Table 3.

**Table 3 – Summary of Parking Facilities where TPA Provides Parking Management or Parking Equipment Services to City ABCC’s**

<b>City ABCC</b>	<b>Services Provided</b>	<b>Car Parks</b>	<b>Spaces</b>	<b>2019 Gross Revenue</b>
CreateTO	Parking management	1	123	\$19,039
Toronto Public Library	Parking management	1	22	\$28,905
TTC	Parking management	25	11,974	\$11,029,655
Exhibition Place	Parking equipment services	10	6,042	\$1,493,565
TCHC	Parking equipment services	49	1,144	\$850,051
TDSB	Parking Management	1	50	\$32,561
TCDSB	Parking Management	1	25	\$77,308
<b>Total</b>		<b>88</b>	<b>19,380</b>	<b>\$13,531,084</b>

These specific third parties have delegated authorities to manage the City-owned lands that they have operational management over and therefore the ability to manage their parking assets as they see fit. The continued operation of these parking assets would

benefit from a City-wide review to determine whether a shared services approach through the use of TPA as the City's in-house expert operator of commercial parking would be more beneficial for the City as opposed to the fragmented approach currently in place.

TPA has a long-standing relationship with the ABCC's it provides services to and is actively exploring new opportunities to expand the arrangements provided. Any new opportunities need to be evaluated within the context of the issues identified in this report and ensure that TPA has access to the revenue it needs to continue to sustain itself and invest in its capital program.

### ***Management of Parking Outside City of Toronto***

With the consent of the council of the municipality concerned, TPA may enter into agreements for the maintenance, operation and management of parking facilities outside the City of Toronto. TPA currently operates two (2) commuter parking facilities (Car Parks 834 and 835) for TTC in the City of Vaughan and anticipates that opportunities outside the City of Toronto will be pursued in the future. Net revenues generated by TPA through the management of parking is subject to TPA's net revenue agreement with the City of Toronto, regardless if the revenues are generated by Parking Management Agreements, or by the operation of municipal parking facilities designated by City Council as the Toronto Parking Authority obligation.

### ***Preferred Vendor Status of City-Owned Parking Assets***

TPA is working with CreateTO to review all of the City-owned parking assets to identify opportunities for TPA to commercialize parking operations and assume the operation of parking currently managed by third-party contractors. TPA is carrying out its due diligence on these opportunities and will provide further updates about the status of these locations in future quarterly reports.

Based on the review completed to date, a number of opportunities to commercialize existing City-owned parking assets have been identified (Refer to Table 4 below). Any new locations involving City-owned lands would be operated by TPA through City Council's designation of the lands by by-law as municipal parking facilities and not through Parking Management Agreement.

**Table 4 – Potential New Municipal Parking Facilities**

<b>City Division with Operational Management</b>	<b>Locations</b>	<b>Spaces</b>	<b>Status</b>
Corporate Real Estate Management	4	>3750	<p>TPA is working with CreateTO to review opportunities to operate parking facilities at City-owned facilities, including Toronto Civic Centres, (Metro Hall, North York and Etobicoke Civic Centres) and recreational facilities.</p> <p>Additional locations include:</p> <ul style="list-style-type: none"> <li>• a medical centre operated by the Scarborough Health Network at 1251 Bridletown Circle (Approx. 180 spaces);</li> <li>• Harbourfront Centre at 539 Queens Quay West (Approx. 280 spaces)</li> </ul>
Parks, Forestry and Recreation	9	2,847	<p>TPA is in discussions with PFR to manage parking at nine PFR properties located around the city including the North Toronto Community Centre, Trinity Community Recreation Centre, Don Montgomery Recreation Centre and several large parks such as Sunnybrook, Earl Bales and E.T. Seaton.</p>
Toronto Water	1	55	<p>Discussions on-going to manage parking seasonally at 1091 Kingston Road. facility.</p>
Transportation Services	To be Determined	To be Determined	<p>Transportation Services has jurisdictional control over multiple properties that are needed for future infrastructure projects that could be used on an interim basis for surface parking. Specific sites in North York are being assessed for short-term parking management opportunities, while longer-term opportunities involving public right-of-way lands beneath bridge structures are being reviewed.</p>

TPA has also identified a handful of situations where other City Divisions are either managing parking through the use of internal forces or have entered into contracts with external commercial parking operators for the operation of the parking asset (PF&R for example).

It is proposed that any of these new locations would be operated by TPA through City Council's designation of the lands by by-law as municipal parking facilities as opposed to the further use of Parking Management Agreement.

## ***Contract Management***

TPA has a number of Parking Management Agreements with third parties, including private landowners, City Divisions and City ABCC's that have expired and is operating these facilities despite the Agreements being expired. In these instances, both parties continue to honour the terms and conditions of the expired agreement.

Within the context of reviewing the broader policy framework that governs how TPA operates and interacts with the City, TPA is carrying out a detailed review of all of these contracts to determine which facilities it recommends be designated as municipal parking facilities by City Council and which agreements should be renegotiated or terminated. It is anticipated that this review and any corresponding actions required will be completed before the end of 2021 and that subsequent reports will be brought forward for the consideration of TPA Board of Directors.

## **CONTACT**

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## **SIGNATURE**

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W. Scott Collier, President  
Toronto Parking Authority

## **ATTACHMENTS**

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Appendix A - List of municipal parking facilities (Schedule XXXIV of Chapter 950, Traffic and Parking)

Appendix B – Standard Parking Management Agreement Terms and Conditions

Confidential Attachment 1 - Confidential Information

**APPENDIX A –  
MUNICIPAL PARKING FACILITIES  
(SCHEDULE XXXIV OF CHAPTER 950, TRAFFIC AND PARKING)**

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**Car Parks Under CH. 950**

<b>No.</b>	<b>Car Park Number</b>	<b>Name</b>	<b>Address/Location</b>
1	1	Hayden Street Garage	20 Charles Street East
2	3	Isabella	13 Isabella Street
3	5	Wellesley East	15 Wellesley Street East
4	11	Rosehill Garage	21 Pleasant Boulevard
5	12	Alvin Ave	30 Alvin Avenue
6	13	DeLisle	10 DeLisle Avenue
7	17	Pape North	716 Pape Avenue
8	18	Keele St	351 Keele Street
9	19	Pacific	385 Pacific Avenue
10	20	Cedarvale	101 Cedarvale Avenue
11	21	Amroth	72 Amroth Avenue
12	26	Queen-Victoria Garage	37 Queen Street East
13	28	Pape South	670 Pape Avenue
14	29	Holly Dunfield Garage	75 Holly Street
15	34	Dundas Square Garage	25 Dundas Street East
16	36	Nathan Phillips Square	110 Queen Street West
17	39	Castlefield	20 Castlefield Avenue
18	41	Norton	7 Norton Avenue
19	42	Via Italia	91 Via Italia
20	43	St. Lawrence Garage	2 Church Street
21	44	Fuller	14 Fuller Avenue
22	45	Broadview/Queen	111 Broadview Avenue
23	47	Burnaby	125 Burnaby Boulevard
24	48	Lee	85 Lee Avenue
25	49	Roehampton	30 Roehampton Avenue
26	51	Lippincott	365 Lippincott Street
27	52	University Garage	40 York Street
28	53	Walnut	803 Richmond Street West
29	55	Bedford Park/Yonge	23 and 23R Bedford Park Avenue
30	58	Bedford Road - Hotel Intercontinental	9 Bedford Road
31	64	Durie	265 Durie Street
32	68	Kensington Garage	20 St. Andrew Street
33	71	Bellevue	35 Bellevue Avenue
34	78	Erindale	35 Erindale Avenue
35	79	Sherbourne	405 Sherbourne Street
36	80	Keele/Jackson	400 Keele Street

37	81	Lansdowne	695 Lansdowne Avenue
38	82	Margueretta	9 Emerson Avenue
39	84	Salem	9 Salem Avenue and 10 Westmoreland Avenue
40	85	Palmerston	557 Palmerston Avenue and 640 Markham Avenue
41	87	Chester	14 Arundel Avenue
42	88	Ferrier East	25 Ferrier Avenue
43	89	Lipton	20 Eaton Avenue
44	90	Eaton	17 Eaton Avenue
45	91	Armadale	265 Armadale Avenue
46	93	Euclid	675 Manning Avenue and 696 Euclid Avenue
47	96	Portland	10 Portland Street
48	104	Ossington	745 Ossington Avenue and 6 Carling Avenue
49	106	Augusta	15 Denison Avenue
50	107	MacPherson	251 MacPherson Avenue
51	109	Aberdeen	51 Aberdeen Avenue
52	110	Danforth/Coxwell	1612 Danforth Avenue
53	111	Clinton South	74 Clinton Street
54	116	Kennedy	255 Kennedy Avenue
55	125	Richmond-Sherbourne Garage	323 Richmond Street East
56	130	Bartlett	7 Bartlett Avenue, 6 Salem Avenue
57	131	Hilltop	912 Eglinton Avenue West
58	137	Gough	77 Gough Avenue
59	139	Yonge/Sherwood	6 Sherwood Avenue
60	141	Greenlaw	141 Greenlaw Avenue
61	142	Langford	31 Langford Avenue
62	143	Willard	265 Willard Avenue
63	144	Clinton North	376 Clinton Street
64	146	Gerrard	573 Gerrard Street East
65	149	Woodycrest	12 Woodycrest Avenue
66	150	Larch Street Garage	40 Larch Street
67	152	Glenforest	25 Glenforest Road
68	155	Eglinton West	995 Eglinton Avenue West
69	156	Ferrier West	18 Ferrier Avenue
70	157	Millwood	709 Millwood Road
71	158	Queen/Lansdowne	1325 Queen Street West
72	161	St. Clair/Delisle	30 St. Clair Avenue West
73	164	Thelma/Spadina	453 Spadina Road
74	167	Queen/Ossington	18 Ossington Avenue
75	168	Harrison/Dovercourt	144A and 146 Harrison Street
76	170	Queen/Hammersmith	117 Hammersmith Avenue
77	171	Mount Pleasant Rd /Briton House	730 Mount Pleasant Road
78	173	Danforth/Rhodes	1549 Danforth Avenue

79	174	Gerrard/Hiawatha (TDSB Roden PS)	151 Hiawatha Avenue
80	178	Mount Pleasant	650 Mount Pleasant Road
81	179	Gerrard/Broadview	653 Gerrard Street East
82	180	Gerrard/Rhodes	268 Rhodes Avenue
83	181	Lampart Stadium	1155 King Street West
84	183	Queen/Woodbine	166 Woodbine Avenue and 193 Boardwalk Drive
85	184	Boardwalk/Joseph Duggan	192 Boardwalk Drive and 117 Joseph Duggan Road
86	185	Joseph Duggan/Sarah Ashbridge	116 Joseph Duggan Road and 119 Sarah Ashbridge Avenue
87	186	Sarah Ashbridge/Winners Circle	118 Sarah Ashbridge Avenue and 119 Winners Circle
88	187	Winners Circle/Northern Dancer	Winners Circle/Northern Dancer Boulevard
89	188	Beatrice	155 and 159 Beatrice Street
90	193	Woodbine Beach	South limit of Coxwell Avenue at Lake Shore Boulevard West
91	194	Ashbridges	South limit of Coxwell Avenue at Lake Shore Boulevard
92	195	Rowanwood/Price	15 Price Street
93	200	Woodbine Park East	1167 Eastern Avenue
94	202	Woodbine Park West	1141 Eastern Avenue
95	204	Dundas Street	1117 Dundas Street West
96	205	Huron Street	465 Huron Street
97	206	Sunnyside/Windermere Avenue	South side Lakeshore Blvd. at Windermere Avenue
98	207	Sunnyside/Ellis Avenue	South side Lakeshore Blvd. at Ellis Avenue
99	208	Budapest/Parkside Drive	South side Lakeshore Blvd. at Parkside Drive
100	209	Remembrance Drive	South side Lakeshore Blvd. at Remembrance Drive
101	210	Jameson Avenue	South side Lakeshore Blvd. at Jameson Avenue
102	212	Adelaide	363 Adelaide Street West
103	215	Yorkville Garage	74 Yorkville Avenue
104	216	McCaul	209 McCaul Street
105	217	Richmond/Jarvis	87 Richmond Street East
106	218	Malta Village	3354 Dundas Street West
107	219	Bathurst/St. Clair	1445 Bathurst Street
108	220	St. Clair/Greensides	789 St. Clair Avenue West
109	223	Yonge/St. Clair	1501 Yonge Street
110	224	Hanna	34 Hanna Avenue
111	226	St. Clair/Pinewood (Ogden Funeral Home)	646 St. Clair Avenue West
112	227	Spadina/Adelaide	105 Spadina Avenue
113	228	St. Clair/Kenwood	11 Kenwood Avenue
114	229	Dovercourt	110 Dovercourt Road
115	231	Spadina Road North and South	19 Spadina Road

116	233	Berkeley	3 Berkeley Street
117	235	Dundas Street West/Roncesvalles	2201 Dundas Street West
118	241	Bonar Place	9 Bonar Place
119	244	Danforth Avenue	1439 Danforth Avenue
120	248	Broadview/Thompson	134 and 136 Broadview Avenue
121	251	Manning	250 Manning Avenue
122	256	Queen/Callender	1624 Queen Street West
123	262	Soho	308 Queen Street West
124	277	Playter	242 Danforth Avenue
125	279	Rushton	287 Rushton Road
126	282	Broadview/Pretoria	838 Broadview Avenue
127	286	George Brown	51 Dockside Drive
128	304	Wellesley/Yonge West Side	9 Wellesley Street West
129	400	Yonge/Kingsdale	10 Kingsdale Avenue
130	401	Avenue/Brooke	246 Brooke Avenue
131	402	Yonge/Empress	10 Empress Avenue
132	403	Yonge/Harlandale	10 Harlandale Avenue
133	404	Beecroft Garage	95 Beecroft Road
134	410	Beecroft West	180 Beecroft Road
135	411	Roe	1880 Avenue Road
136	412	Yonge St.	11 Finch Avenue West
137	414	Jolly Miller	3885 Yonge Street
138	418	Sheppard	68 Sheppard Avenue East
139	419	Yonge/Bishop	5667 Yonge Street
140	500	Grenview Jackson	7 Jackson Avenue
141	501	Wendover Grenview	11 Grenview Boulevard North
142	502	Prince Edward	342 Prince Edward Drive
143	503	Willingdon West - Royal York Station	12 Willingdon Boulevard
144	504	Jackson Willingdon East	9 Willingdon Boulevard
145	505	Bloor/Cliveden	934 Royal York Road
146	506	Fifth/Sixth Street	Rear of 2880 Lake Shore Boulevard West
147	507	Third Street	Rear of 2797 Lake Shore Boulevard West
148	508	Eighth/Ninth Street	Rear of 2990 Lake Shore Boulevard West
149	509	Fourth Street	105 Fourth Street
150	510	Twenty-Third Street	3239 Lake Shore Boulevard West
151	511	Seventh Street	Rear of 2917 Lake Shore Boulevard West
152	512	Central Park	3220 Bloor Street West
153	513	Queensway	Rear of 742 The Queensway
154	514	Seventh Street Lane	2930 Lake Shore Boulevard West
155	516	Woolgar Laneway	Woolgar Laneway rear of 1124 The Queensway
156	517	Superior Primrose	Rear 2404 Lakeshore Blvd W
157	519	Dayton Lane	Rear of 735 The Queensway

158	520	Royalavon	Laneway west of Royalavon Crescent
159	521	Monkton Avenue	7 and 9 Monkton Avenue
160	522	Humber Bay Park West East 522	South Limit of Park Lawn Road
161	523	Humber Bay Park West 523	South Limit of Park Lawn Road
162	524	Humber Bay Park West 524	South Limit of Park Lawn Road
163	525	Humber Bay Park West 525	South Limit of Park Lawn Road
164	526	Humber Bay Park West 526	South Limit of Park Lawn Road
165	527	Humber Bay Park West 527	South Limit of Park Lawn Road
166	528	Assembly Hall	5 Colonel Samuel Smith Park Drive
167	529	Primrose (Powerhouse Parking Lot 1)	15 Primrose Avenue
168	532	Barkwin	6 and 8 14 Barkwin Drive
169	600	East York Civic Centre	550 540 Mortimer Avenue
170	602	Bayview	1503-1505 Bayview Avenue
171	650	John/Weston	16 John Street
172	651	Locust	7 Locust Street
173	652	Scott	1 301 Scott Road
174	653	Riverview Gardens East	17 Riverview Gardens
175	654	Riverview Gardens West	16 Riverview Gardens
176	655	China House Chiltern Hill	935 Eglinton Avenue West
177	656	Mould Avenue	1A Mould Avenue
178	657	Scarlett Road	271A Scarlett Road
179	658	Dufferin/Jeffrey	Rear of 2050 Dufferin Street
180	659	Oakwood Library	341 Oakwood Avenue
181	660	Oakwood Avenue	406 Oakwood Avenue
182	661	Rogers Road	433 Rogers Road
183	663	Shortt Street	1 Shortt Street
184	664	Eglinton/Oakwood	1607 1609 Eglinton Avenue West
185	667	Eglinton/Alameda	1531-1535 Eglinton Avenue West
186	668	York Civic Centre 668	2700 Eglinton Avenue West
187	669	York Civic Centre 669	2700 Eglinton Avenue West
188	670	Dufferin/Jeffrey	2053 Dufferin Street
189	674	Eglinton/Keele	2623 Eglinton Avenue West
190	700	Bushby	101 Grangeway Avenue
191	701	Fallingbrook	197 Blantyre Avenue
192	702	Bluffer's Park 702	Brimley Road at Kingston Road
193	703	Bluffer's Park 703	Brimley Road at Kingston Road
194	705	Bluffer's Park 705	Brimley Road at Kingston Road
195	706	Milner	284 Milner Avenue
196	707	Markham	1530 Markham Road

## APPENDIX B - STANDARD TERMS AND CONDITIONS OF PARKING MANAGEMENT AGREEMENTS

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Terms and Conditions	Description
Term	Length of Agreement, usually one to five years in length
Management Fee	Payment to TPA for management of the parking facility. Can be a percentage of Gross or Net Revenue or a flat monthly fee.
Termination	Rights of both parties to terminate the Agreement prior to expiry. An agreement can typically be terminated for any reason with three (3) to six (6) months advance notice by either party. Where capital improvements have been made by TPA, a mechanism to recover costs is included should the Owner exercise the termination clause early.
Environmental Provisions	Restrictions regarding hazardous substances on the property
Indemnities	Establishing when the Owner or TPA are responsible should claims be made against either party. Standard indemnity provisions are being reviewed with Legal Services and will be updated along with the standard form of agreement being used by TPA to include mutual indemnities.
Insurance	TPA will hold a minimum of \$5,000,000 of general insurance at each site.  The Owner will insure the Car Park with all-risks property insurance and may also choose to hold additional insurance.
TPA Obligations	These often include: <ul style="list-style-type: none"> <li>• Providing and maintaining all necessary parking equipment</li> <li>• Rate setting</li> <li>• Revenue collection services</li> <li>• Enforcement</li> <li>• Signage</li> <li>• Maintenance and cleaning of the facility</li> <li>• Snow removal</li> </ul>
Owner Obligations	These often include: <ul style="list-style-type: none"> <li>• Providing electricity and other utilities</li> <li>• Paying property taxes</li> <li>• Conducting all structural repairs to the facility, if any are required</li> </ul>