



REPORT FOR ACTION WITH CONFIDENTIAL ATTACHMENT

Toronto Parking Authority Parking Management Services Portfolio Update

Date: April 1, 2022

To: Board of Directors, Toronto Parking Authority

From: President, Toronto Parking Authority

Wards: All

REASON FOR CONFIDENTIAL INFORMATION

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

TPA operates an extensive inventory of 309 off-street parking facilities containing over 40,000 spaces. 143 of these locations, including more than 23,000 parking spaces are managed and operated by TPA under arrangements collectively described as "Parking Management Agreements" or "PMA's". Through Parking Management Agreements, TPA provides some, or all of the following parking management services: undertaking of capital improvements, provision of payment equipment, including use of the Green P Mobile App, 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 2021 TPA's parking management business generated \$12,961,434 in gross revenue. While demands and revenues softened during the COVID-19 pandemic, it is expected that this part of TPA's business will recover as public health restrictions continue to be 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 an update on the status of TPA's Parking Management Agreement portfolio. Future updates will be provided on a semi-annual basis moving forward.

RECOMMENDATIONS

The President, Toronto Parking Authority recommends that:

1. The Board of Directors, Toronto Parking Authority, receive this report for informative purposes only.
2. The Board of Directors, Toronto Parking Authority, 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

TPA's portfolio of parking management agreements generated \$12,961,434 in gross revenue in 2021, representing a slight decline from the \$13,504,978 generated in 2020. Due to the effects of the COVID-19 pandemic, gross revenues dropped to 43 percent of 2019 levels in 2020 and 41 percent of 2019 levels in 2021. As restrictions and public health measures are lifted throughout 2022, TPA expects revenues to return closer to 2019 levels.

DECISION HISTORY

At its meeting on April 6 and 7, 2022, City Council approved the designation and de-designation of select TPA managed car parks to Schedule XXXIV: Municipal Parking Facilities to City of Toronto Municipal Code Chapter 950, Traffic and Parking. Additional information on this report can be found at the following link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2022.GL29.13>

At its meeting on November 8, 2021, TPA Board of Directors (Item PA27.2) approved proposed amendments to TPA Policy 5-10: Delegation of Authority and 5-13: Purchase Cards. Additional information on this report can be found at the following link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.PA27.2>

At its meeting on July 19, 2021, TPA Board of Directors (Item PA25.12) received the first report providing an update on the TPA parking management agreement portfolio. Additional information on this report can be found at the following link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.PA25.12>

COMMENTS

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 Agencies, Boards, Commissions, Corporations (ABCC's) involving Lands Owned by the City of Toronto

Updates

During the latter half of 2021, the following updates have occurred to the three categories of Parking Management Agreements that TPA has entered into using its' authorities under City of Toronto Municipal Code Chapter 179, Parking Authority s.179-13.

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 1,608 parking spaces at 23 car parks for third parties under Parking Management Agreements involving lands that are not owned by the City. Together, these locations generated \$4,353,982 in gross revenue in 2021 and \$3,282,091.42 in gross revenue in 2020. These figures represented a significant decline from the \$6,435,548 in gross revenue generated in 2019.

In 2021, two (2) new locations were added, Car Park 270 located at 180 Spadina Avenue and Car Park 306 located at 54 Dalhousie Street. A further two (2) new locations are actively being planned and are expected to open prior to the end of 2022; 689 King Street West and 40 Carl Hall Road. Table 1 provides a summary of TPA activity in 2021 with respect to third party owners and it's parking management agreement portfolio.

Table 1 - TPA Parking Management Agreement Portfolio: Activity with Third Party Owners (2021)

CP No.	Address	Status	Spaces	Notes
306	54 Dalhousie Street	Opened	22	Five (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	34	Three (3)-year agreement for 34 space surface lot
424	2180 Bayview Avenue	Renewed	69	Five (5)-year extension agreement commencing July 1, 2021
230	31A Parliament Street	Renewed	230	Five (5)-year extension agreement for 230-space lot in the Distillery District
267	70 Distillery Lane	Renewed	127	Five (5)-year extension agreement for an 127-space garage in the Distillery District
259	342-350 Bloor Street West / 4 and 6A Spadina Road	Renewed	51	Five (5)-year extension agreement for a 51-space surface lot
233	44 Parliament Street	Closed	120	This site was expropriated by the Province for Ontario Line construction and closed on September 30, 2021
268	271 Front Street East	Closed	83	This site was expropriated by the Province for Ontario Line construction and closed on September 30, 2021

Consistent with our strategic objective of accelerating profitable top-line growth, Management has restructured its business development team with a bias towards sales development and innovation rather than its current focus on planning and asset management. Investment in talent to support this pivot towards growth is underway.

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 TPA 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).

Over the years, TPA has entered into Parking Management Agreements with other City Divisions rather than reporting to City Council to have the operational jurisdiction of these lands transferred by City Council to TPA. These Parking Management Agreements typically involve TPA's management of the City-owned parking asset in exchange for a share of the revenue with the City Division that has operational management over the parking facility.

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 has resulted in TPA's revenues being shared twice with the City for the operation of these facilities. These arrangements deprive TPA of much needed revenue to fund its capital investments in new parking technologies, the expansion of Bike Share Toronto, TPA's EV Charging Program and the ongoing State of Good Repair Program for existing facilities.

To address the status of this category of “Parking Management Agreements,” TPA has been working with CREM to develop a work plan for designating TPA-managed, City-owned car parks as municipal parking facilities under Schedule XXXIV of Chapter 950 in the Municipal Code. An initial report was adopted at the General Governance and Licencing Committee on March 22, 2022 and will then go before Council for approval on April 6, 2022.

Designating car parks as municipal parking facilities will serve two purposes. First, it will bring the operation of these car parks back onside with Section 179-7 of the Municipal Code, which establishes that TPA is to operate municipal parking facilities on land and buildings acquired and owned by the City and shall be used by TPA only where designated by by-law of Council for that purpose. Secondly, this will lay the foundation for the eventual transfer of operational jurisdiction for all these facilities to TPA as part of a City-wide centralization of commercial parking operations with TPA. Designating City-owned commercial parking operations as municipal parking facilities will also support TPA’s financial sustainability by avoiding the “double revenue share” issue over time.

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.

These City entities have delegated authorities for the operational management over their lands and therefore have the ability to manage their parking assets as they see fit. The continued operation of these commercial public parking facilities would benefit from a City-wide review to determine whether the TPA should have operational jurisdiction for the operation and maintenance of these City-owned lands.

In 2021, TPA renewed its Parking Services Agreement with Exhibition Place for the provision of parking services at nine (9) car parks located on the CNE grounds totalling over 3,600 spaces. The agreement will run until March 2023 when TPA and Exhibition Place will begin work on a new agreement which will include these nine (9) sites and Car Park 850, located on the CNE Grounds beneath the Enercare Centre.

Table 3 provides a summary of TPA activity in 2021 with respect to City ABCC’s and its’ parking management agreement portfolio.

Table 3 - TPA Parking Management Agreement Portfolio: Activity with City ABCC's (2021)

CP No.	ABCC	Status	Spaces	Notes
851-859	Exhibition Place	Renewed	3,692	18-month agreement to provide parking services at nine (9) car parks located on the CNE grounds.

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). 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 Agreements.

Table 4 – Potential New Municipal Parking Facilities

City Division with Operational Management	Locations	Spaces	Status
Corporate Real Estate Management	4	>3750	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. Additional locations include: Harbourfront Centre at 539 Queens Quay West (Approx. 280 spaces)
Parks, Forestry and Recreation	9	2,847	TPA is in discussions with Parks, Forestry & Recreation (PF&R) to manage parking at nine PF&R 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.
Toronto Water	1	55	Discussions ongoing to manage parking seasonally at 1091 Kingston Road facility.

Transportation Services	To be Determined	To be Determined	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.
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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 in 2022 and that subsequent reports will be brought forward for the consideration of TPA Board of Directors.

CONTACT

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SIGNATURE

W. Scott Collier, President
Toronto Parking Authority

ATTACHMENTS

Appendix A - List of municipal parking facilities (Schedule XXXIV of Chapter 950, Traffic and Parking)
Confidential Attachment 1 - Confidential Information

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

Car Parks Under CH. 950

No.	Car Park Number	Name	Address/Location
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	Belleue	35 Belleue 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	Lamport 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