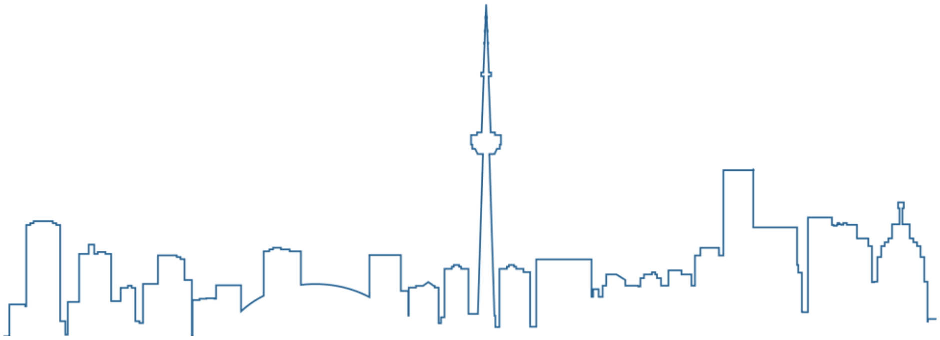


PARKING SERVICES

PROGRAM MAP

Toronto Parking Authority

Off-Street Parking	On-Street Parking	Bike Share Program

The objective of parking services is to provide safe, attractive and conveniently located off- and on-street parking for motorists in order for them to access nearby commercial areas and neighbourhoods.

Parking services in Toronto are provided through four organizations:

- The Toronto Parking Authority (TPA), a local board of the City of Toronto, owns and operates the system of municipal off-street parking lots ("Green P") and the on-street metered parking. As of 2016, the TPA operates:
  - 23,500 off-street spaces, which include 12 attended lots, 13 fully automated garages and 180 unattended lots. The TPA also issues parking tickets on these lots.
  - 18,600 on-street spaces operated by pay-and-display parking machines or single-spaced meters.
- The Parking Enforcement unit of the Toronto Police Service enforces the City's bylaws by issuing tags/tickets to illegally parked vehicles. They also regulate traffic movement and help ensure public safety.
- The Parking Tags unit of the City's Revenue Services division processes payments of parking tags/tickets.
- The Transportation Services division administers a permit parking program that entitles permit holding residents to park their automobile on the street within a specified area exclusively during permit parking hours. This program generally services those residential areas where driveways and/or garages are uncommon.

The data provided in this report are focused on the management of paid on-street parking (parking machines and meters) and off-street parking spaces (parking garages and surface lots).

SUMMARY OF PERFORMANCE MEASUREMENT RESULTS

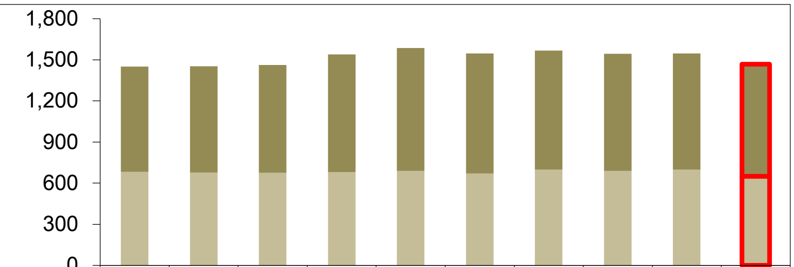
Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2016	Chart & Page Ref.
Service Level Indicators				
How many parking spaces are managed?	Number of Paid Parking Spaces (all types) Managed per 100,000 Population – (Service Level)	**Decrease** **Number of parking spaces-all types decreased** **(service level indicator)**	**1** **Higher rate of parking spaces – all types compared to others** **(service level indicator)**	22.1 22.2 pg. 5
How many on-street parking spaces are managed?	Number of On-Street Paid Parking Spaces Managed per 100,000 Population- (Service Level)	**Decrease** **Number of on- street parking spaces decreased** **(service level indicator)**	**2** **Higher rate of on-street parking spaces compared to others** **(service level indicator)**	22.1 22.2 pg. 5
How many off-street parking spaces are managed?	Number of Off-Street Paid Parking Spaces Managed per 100,000 Population- (Service Level)	**Decrease** **Number of off street parking spaces decreased** **(service level indicator)**	**2** **Higher rate of off-street parking spaces compared to others** **(service level indicator)**	22.1 22.2 pg. 5
Efficiency Measures				
What does it cost to manage a parking space?	Parking Services Operating Cost per Paid Parking Space (all types) Managed – (Efficiency)	**Increase** **Cost to manage a parking space (all types) increased**	**4** **Higher cost to manage a parking space (all types) compared to others**	22.3 22.4 pg. 6/7
What does it cost to manage an on-street parking space?	Parking Services Operating Cost per On-Street Paid Parking Space Managed – (Efficiency)	**Increase** **Cost to manage an on-street parking space increased**	**2** **Lower cost to manage an on-street parking space compared to others**	22.3 22.4 pg. 6/7
What does it cost to manage an off-street parking space?	Parking Services Operating Cost per Off-Street Paid Parking Space Managed – (Efficiency)	**Increase** **Cost to manage an off-street parking space increased**	**4** **Higher cost to manage an off-street parking space compared to others**	22.3 22.4 pg. 6/7

Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2016	Chart & Page Ref.
How much parking fee revenue is generated from all parking spaces?	Gross Parking Fee Revenue per Paid Parking Space (all types) Managed– (Efficiency)	**Increased** **Parking fees per parking space (all types) increased**	**1** **Higher rate of parking fees per parking space (all types) compared to others**	22.5 22.6 pg. 8
How much parking fee revenue is generated from on-street parking spaces?	Gross Parking Fee Revenue per Paid On-Street Parking Space Managed– (Efficiency)	**Increase** **Parking fees per on-street parking space increased**	**1** **Higher rate of parking fees per on-street parking space compared to others**	22.5 22.6 pg. 8
How much parking fee revenue is generated from off-street parking spaces?	Gross Parking Fee Revenue per Paid Off-Street Parking Space Managed– (Efficiency)	**Increase** **Parking fees per off-street parking space increased**	**1** **Higher rate of parking fees per off-street parking space compared to others**	22.5 22.6 pg. 8
Overall Results		**Service Level Indicators (Resources)** 0- Increased 0 - Stable 3 - Decreased 0% stable or increased **Performance Measures (Results)** 3 - Favourable 0 - Stable 3 - Unfavourable 50% favourable or stable	**Service Level Indicators (Resources)** 1 - 1st quartile 2 - 2nd quartile 0- 3rd quartile 0 - 4th quartile 100% in 1st and 2nd quartiles **Performance Measures (Results)** 3- 1st quartile 1 - 2nd quartile 0 - 3rd quartile 2 - 4th quartile 67% in 1st and 2nd quartiles	

For an explanation of how to interpret this summary and the supporting charts, please see the Guide to Toronto's Performance Results. These quartile results are based on a maximum sample size of 10 municipalities.

SERVICE LEVELS

22.1 – HOW MANY PAID PARKING SPACES DOES TORONTO HAVE?



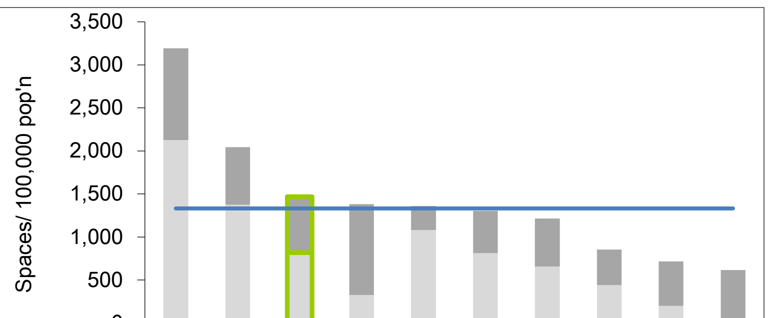
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
total spaces	39,617	39,790	40,298	42,694	42,892	42,433	43,450	43,359	43,745	42,223
off-street spaces	21,012	21,207	21,676	23,861	24,237	24,052	24,077	23,969	23,979	23,526
on-street spaces	18,605	18,583	18,622	18,833	18,655	18,381	19,373	19,390	19,766	18,697
total spaces / 100k pop'n	1,451	1,453	1,462	1,540	1,586	1,548	1,568	1,544	1,548	1,468
off-street spaces / 100k pop'n	770	774	787	860	896	877	869	853	848	818
on-street spaces / 100k pop'n	682	679	676	679	690	670	699	690	699	650

Chart 22.1 (City of Toronto) Number of Paid Parking Spaces Managed per 100,000 Population

Chart 22.1 provides Toronto's total number and rate per 100,000 population of on-street parking (parking machines and meters) and off-street parking spaces (parking garages and surface lots).

In 2016, the supply of on-street parking decreased by 7 percent, while off-street parking decreased by 3.6 percent.

22.2–HOW DOES THE NUMBER OF PAID PARKING SPACES IN TORONTO COMPARE TO OTHER MUNICIPALITIES?



	T-Bay	Wind	Tor	Mont	Sud	Ham	Cal	Lon	Winn	Reg
Total	3,193	2,044	1,468	1,381	1,361	1,302	1,214	855	716	617
On-Street	1,066	670	650	1,056	281	488	556	413	519	607
Off-Street	2,127	1,373	818	325	1,081	814	658	442	197	11
Median total spaces/ 100k pop'n	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332	1,332

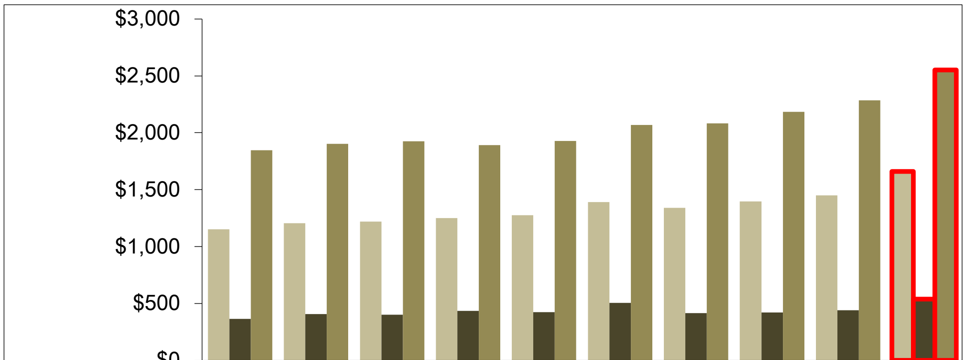
Chart 22.2 (MBNC 2016) Number of Paid Parking Spaces Managed per 100,000 Population

Chart 22.2 compares Toronto's 2016 results to other municipalities for the number of paid parking spaces managed per 100,000 population.

In terms of having the highest number of parking spaces managed per 100,000 population, Toronto ranks third of ten (first quartile) for total spaces; fourth of ten (second quartile) for on-street spaces; and fourth of ten (second quartile) for off-street spaces. Toronto's high population density and the availability of public transit, which translates to less car use (especially in the downtown core), contribute to these rankings.

EFFICIENCY

22.3 – WHAT DOES IT COST TO MANAGE A PARKING SPACE IN TORONTO?



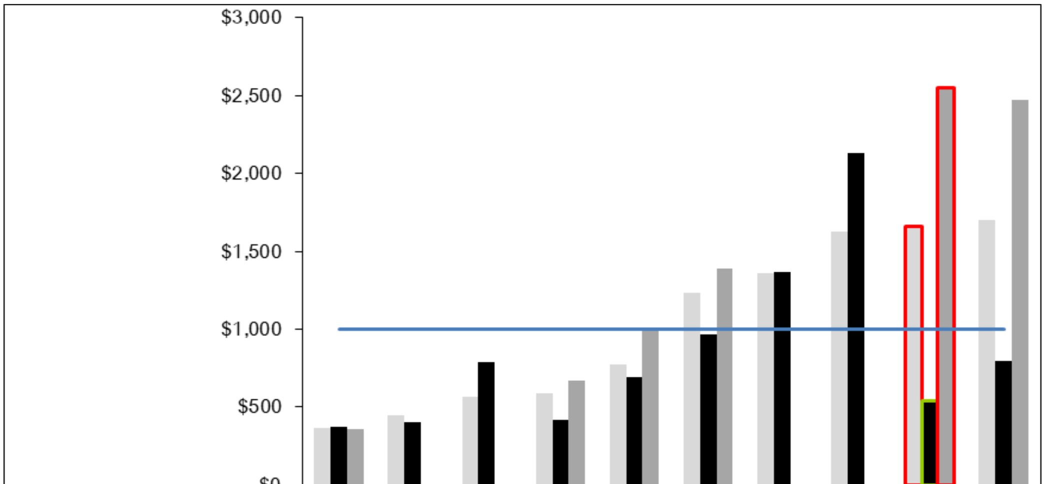
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
$ / space (all types)	$1,151	$1,204	$1,220	$1,249	$1,275	$1,392	$1,340	$1,396	$1,451	$1,660
$ / on-street space	$365	$408	$400	$434	$425	$505	$416	$421	$439	$538
$ / off-street space	$1,847	$1,902	$1,925	$1,892	$1,929	$2,070	$2,083	$2,185	$2,284	$2,552

Chart 22.3 provides Toronto's annual operating cost to manage a paid parking space for both on-street and off-street parking, as well as a blended cost for all spaces.

Chart 22.3 (City of Toronto) Parking Services Operating Cost per Paid Parking Space Managed

These costs exclude those for the parking tickets/tags issued by Toronto Police Services for illegal parking and management of parking at TTC (transit) lots. Toronto's costs in 2016 increased by 22.6% for on-street, 11.7% for off-street parking, and 14.4% for all type parking.

22.4–HOW DOES TORONTO'S COST TO MANAGE A PARKING SPACE COMPARE TO OTHER MUNICIPALITIES?



	T-Bay	Lon	Sud	Wind	Winn	Ham	Reg	Mont	Tor	Cal
$ / space (all types)	$363	$448	$569	$586	$775	$1,232	$1,357	$1,629	$1,660	$1,704
$ / on-street space	$375	$406	$790	$415	$691	$970	$1,366	$2,130	$538	$795
$ / off-street space	$357			$670	$996	$1,389			$2,552	$2,473
Median cost $ / blended space	$1,004	$1,004	$1,004	$1,004	$1,004	$1,004	$1,004	$1,004	$1,004	$1,004

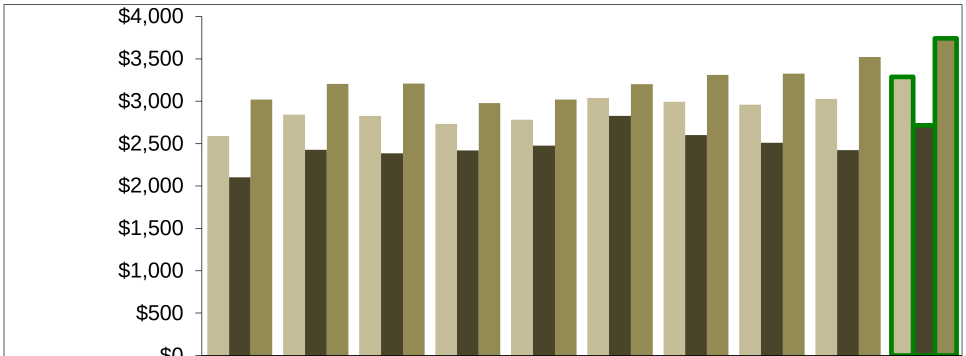
Chart 22.4 compares Toronto's 2016 cost per parking space managed to other municipalities.

Chart 22.4 (MBNC 2016) Parking Services Operating Cost per Paid Parking Space Managed

In terms of the having the lowest cost per space, Toronto ranks ninth of ten (fourth quartile) for all spaces; fourth of ten (second quartile) for on-street parking spaces; and sixth of six (fourth quartile) for off-street spaces (Montreal, London, Sudbury and Regina are excluded as they do not report on all measures used for this calculation).

Toronto's higher costs are related to off-street parking where 50 per cent of the spaces are located in parking garages, which are costlier to operate than surface lots. When examining efficiency, parking revenues generated from those spaces should also be considered.

22.5–HOW MUCH PARKING FEE REVENUE IS GENERATED PER PARKING SPACE IN TORONTO?

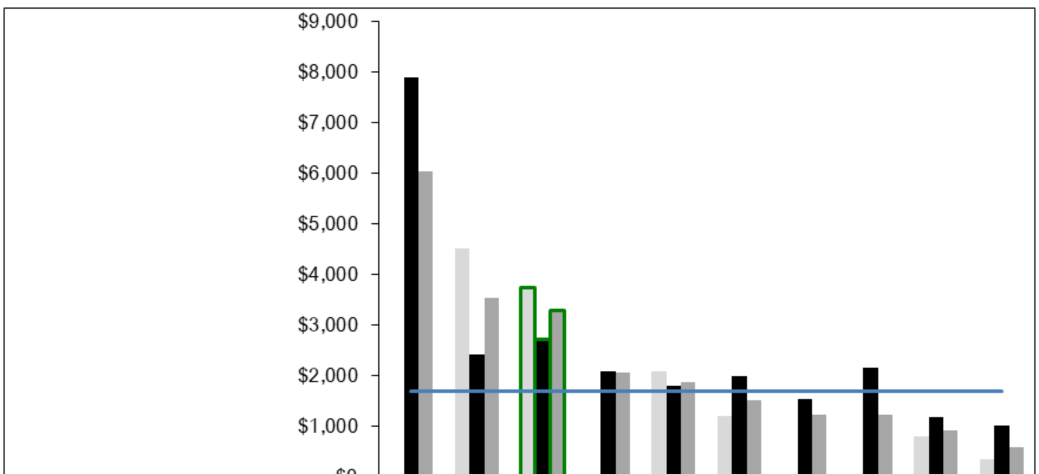


	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
$ / space (all types)	$2,589	$2,842	$2,829	$2,731	$2,783	$3,038	$2,993	$2,961	$3,026	$3,287
$ on-street space	$2,101	$2,428	$2,385	$2,419	$2,476	$2,827	$2,599	$2,510	$2,425	$2,716
$ / off-street space	$3,021	$3,205	$3,210	$2,978	$3,020	$3,200	$3,311	$3,327	$3,522	$3,742

Chart 22.5 (City of Toronto) Parking Services Fee Revenue per paid Parking Space Managed

Chart 22.5 reflects Toronto's parking revenues per space. In 2016, the chart shows increased revenues for off-street parking spaces by 6.3% and increased revenues for on-street parking spaces by 12% compared to the previous year.

22.6 – HOW DOES TORONTO'S PARKING FEE REVENUE PER PARKING SPACE COMPARE TO OTHER MUNICIPALITIES?



	Mont	Cal	Tor	Reg	Winn	Ham	Lon	Sud	Wind	T-Bay
$ / space (all types)	$6,048	$3,556	$3,287	$2,079	$1,882	$1,514	$1,245	$1,228	$935	$587
$ / on-street space	$7,910	$2,421	$2,716	$2,098	$1,801	$1,997	$1,555	$2,161	$1,190	$1,028
$ / off-street space		$4,516	$3,742		$2,094	$1,224			$811	$366
Median revenue $ / blended space	$1,698	$1,698	$1,698	$1,698	$1,698	$1,698	$1,698	$1,698	$1,698	$1,698

Chart 22.6 (MBNC 2016) Parking Services Fee Revenue per paid Parking Space Managed

Chart 22.6 compares Toronto's 2016 parking fee revenue per parking space to other municipalities.

In terms of having the highest revenue per space, Toronto ranks third of ten (first quartile) for all spaces, second of ten (first quartile) for on-street spaces, and second of six (first quartile) for off-street spaces (Montreal, London, Sudbury and Regina are excluded as they do not report on all measures used for this calculation).

2016 ACHIEVEMENTS AND 2017 PLANNED INITIATIVES

The following initiatives have improved or are intended to further improve the efficiency and effectiveness of parking operations:

2016 Achievements

- Successfully operated the largest municipal parking supply in North America that includes 23,500 off-street and 18,600 on-street parking spaces
- Commenced comprehensive pay-and-display meter refurbishment program for On-Street Parking for 3,000 meters.
- Launched Phase 1 of the Mobile Payment program that is now available at over 185 Off-Street carparks (including TTC lots) and available on On-Street parking.
- Selected a new equipment provider and doubled the size of the bike share system to 300 stations and 3,000 bicycles. Bike Share Toronto ridership measured in trips also increased.
- Continued to remain 100% self-sustaining through user fees from off-street and on-street parking facilities and other sources, such as the selling of air rights, with no reliance on the municipal property tax base.

2017 Planned Initiatives

The 2017 Operating Budget will enable Toronto Parking Authority to:

- Continue to manage an estimated 19,600 on-street spaces controlled by the highly successful and profitable pay-and-display environmentally friendly technology or single spaced meters.
- Maintain approximately 22,000 off-street spaces, which include 20 partially automated/attended lots, 4 fully automated garages, and 187 unattended lots.
- Continue to operate, on behalf of the Toronto Transit Commission, roughly 11,000 spaces at their park-and-ride facilities and parking lots.
- Continue to manage an additional 2,600 spaces for the Parks, Forestry and Recreation Program, seasonal parking facilities along the waterfront and other areas in the City as well as for the Toronto Community Housing Corporation.
- Manage the Toronto Bike Share Program which has 2,000 bicycles utilizing 200 stations throughout the City.

Factors Influencing Results of Municipalities

The results of each municipality found in the charts included in this report are influenced to varying degrees by factors such as:

- Local policies: bylaws and standards set by the municipality’s Council vary considerably.
- Geography (1): geographic layout of on-street and off-street parking spaces compared to parking needs in municipalities for retail, commercial, and entertainment facilities, as well as the availability of public transit and parking alternatives such as parking lots operated by other providers.
- Geography (2): size and available resources for enforcement coverage.
- Technology: the type and quality of technology used to manage operations, enforcement and payment control, and the level of automation at off-street lots and use of parking attendants.
- Type of off-street parking: the mix of surface lots and parking garages, with garages being more expensive to maintain.
- Utilization Levels: The use of variable-rate pricing structures, the availability of public transit/public transit utilization rate and the proximity of parking alternatives (free public parking, private lots) will impact utilization levels.