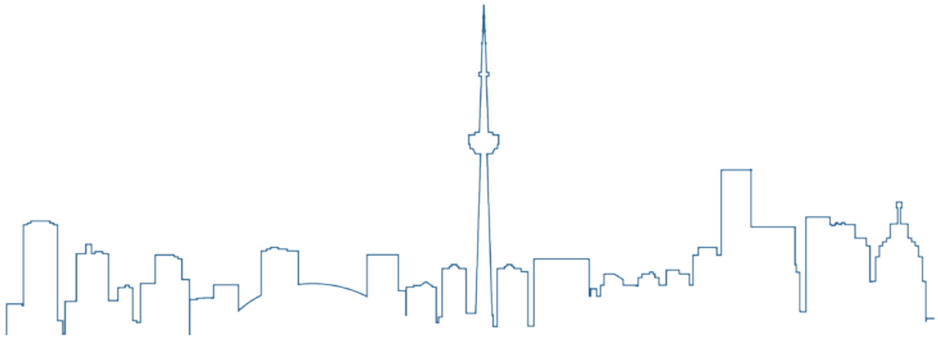
TORONTO



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 2017, the TPA operates:
  - 22,000 off-street spaces, which include 20 attended lots, 14 fully automated garages and 194 unattended lots. The TPA also issues parking tickets on these lots.
  - 19,000 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 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	Chart & Page Ref.
How many parking spaces are managed?	Number of Paid Parking Spaces (all types) Managed per 100,000 Population – (Service Level)	Increase Number of parking spaces-all types increased (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)	Increase Number of on- street parking spaces increased (Service Level Indicator)	1 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)	Increase Number of off street parking spaces increased (Service Level Indicator)	2 Higher rate of off-street parking spaces compared to others (Service Level Indicator)	22.1 22.2 pg. 5
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 (Efficiency)	4 Higher cost to manage a parking space (all types) compared to others (Efficiency)	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 (Efficiency)	2 Lower cost to manage an on-street parking space compared to others (Efficiency)	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 (Efficiency)	4 Higher cost to manage an off-street parking space compared to others (Efficiency)	22.3 22.4 pg. 6/7

Question	Indicator/Measure	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	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)	Stable Parking fees per parking space (all types) was relatively stable (Efficiency)	1 Higher rate of parking fees per parking space (all types) compared to others (Efficiency)	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)	Stable Parking fees per on-street parking space was relatively stable (Efficiency)	2 Higher rate of parking fees per on-street parking space compared to others (Efficiency)	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)	Decrease Parking fees per off-street parking space decreased (Efficiency)	1 Higher rate of parking fees per off-street parking space compared to others (Efficiency)	22.5 22.6 pg. 8

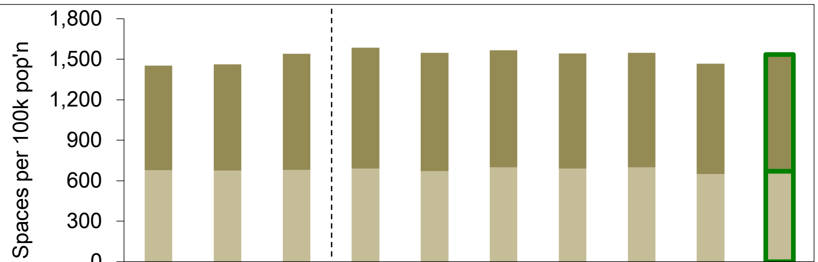
SUMMARY OF OVERALL RESULTS

Internal Comparison of Toronto's 2017 vs. 2016 Results	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	External Comparison to Other Municipalities (MBNC) By Quartile for 2017
Service Level Indicators (Resources) 3- Increased 0 - Stable 0 - Decreased 100% stable or increased	Performance Measures (Results) 0 - Favourable 2 - Stable 4 - Unfavourable 33% favourable or stable	Service Level Indicators (Resources) 2 - 1st quartile 1 - 2nd quartile 0- 3rd quartile 0 - 4th quartile 100% in 1st and 2nd quartiles	Performance Measures (Results) 2- 1st quartile 2 - 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 11 municipalities.

SERVICE LEVELS

22.1 – HOW MANY PAID PARKING SPACES DOES TORONTO HAVE?



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
total spaces	39,790	40,298	42,694	42,892	42,433	43,450	43,359	43,745	42,223	44,975
off-street spaces	21,207	21,676	23,861	24,237	24,052	24,077	23,969	23,979	23,526	25,329
on-street spaces	18,583	18,622	18,833	18,655	18,381	19,373	19,390	19,766	18,697	19,646
total spaces / 100k pop'n	1,453	1,462	1,540	1,586	1,548	1,568	1,544	1,548	1,468	1,535
off-street spaces / 100k pop'n	774	787	860	896	877	869	853	848	818	865
on-street spaces / 100k pop'n	679	676	679	690	670	699	690	699	650	671

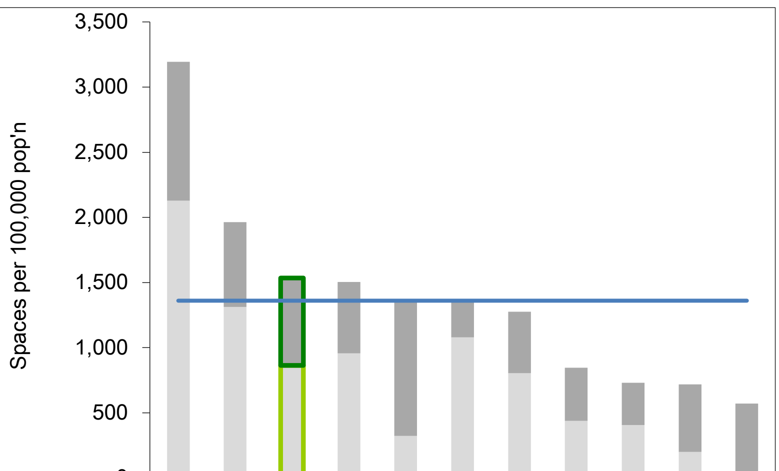
Chart 22.1 (City of Toronto) Number of Paid Parking Spaces Managed per 100,000 Population

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).

The results for 2010 and prior years are not based on the revised population estimates.

In 2017, the supply of on-street parking increased by 3.1 percent, while off-street parking increased by 5.7 percent.

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



	T-Bay	Wind	Tor	Cal	Mtl	Sud	Ham	Lon	Hfx	Winn	Reg
Total	3,193	1,963	1,535	1,504	1,367	1,361	1,275	847	731	719	571
On-Street	1,066	649	671	547	1,043	281	471	409	325	519	561
Off-Street	2,127	1,314	865	957	323	1,081	805	438	406	200	10
Median total spaces/ 100k pop'n	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361	1,361

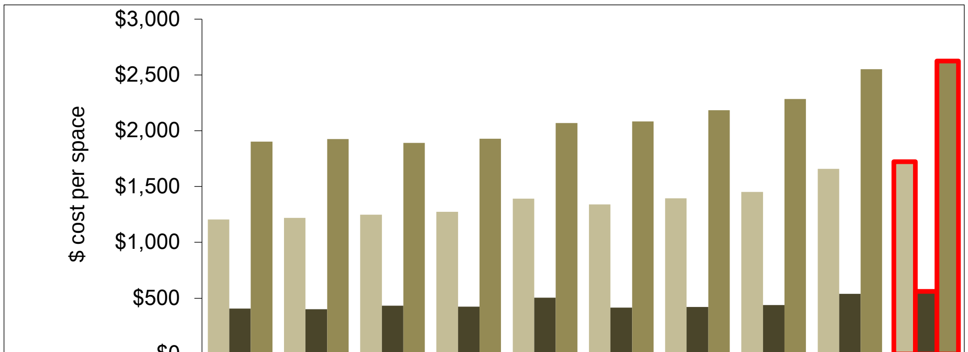
Chart 22.2 (MBNC 2017) Number of Paid Parking Spaces Managed per 100,000 Population

Chart 22.2 compares Toronto's 2017 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 eleven (first quartile) for total spaces; third of eleven (first quartile) for on-street spaces; and fifth of eleven (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?



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
$ / space (all types)	$1,204	$1,220	$1,249	$1,275	$1,392	$1,340	$1,396	$1,451	$1,660	$1,723
$ / on-street space	$408	$400	$434	$425	$505	$416	$421	$439	$538	$561
$ / off-street space	$1,902	$1,925	$1,892	$1,929	$2,070	$2,083	$2,185	$2,284	$2,552	$2,625

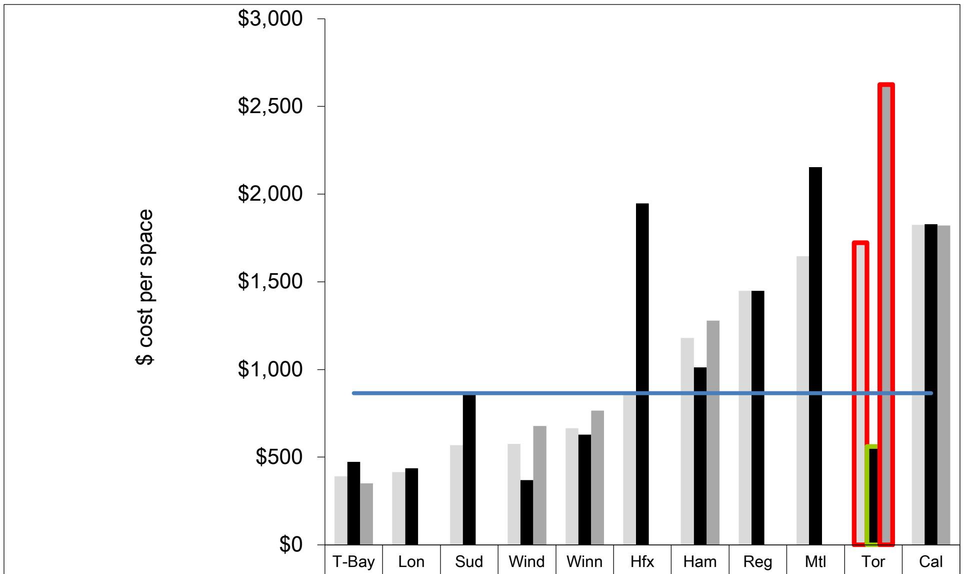
Chart 22.3 (City of Toronto) Parking Services Operating Cost per Paid Parking Space Managed

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.

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 2017 increased by 4.3% for on-street, 2.9% for off-street parking, and 3.8% for all type parking.

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

Chart 22.4 compares Toronto's 2017 cost per parking space managed to other municipalities.



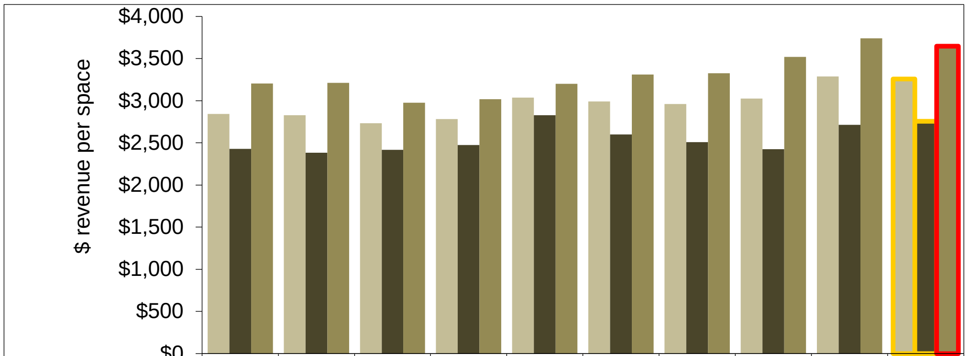
	T-Bay	Lon	Sud	Wind	Winn	Hfx	Ham	Reg	Mtl	Tor	Cal
$ / space (all types)	$392	$414	$568	$576	$666	$865	$1,181	$1,448	$1,645	$1,723	$1,824
$ / on-street space	$473	$436	$856	$370	$628	$1,948	$1,012	$1,449	$2,154	$561	$1,829
$ / off-street space	$352			$678	$766		$1,279			$2,625	$1,822
Median cost $ / blended space	$865	$865	$865	$865	$865	$865	$865	$865	$865	$865	$865

Chart 22.4 (MBNC 2017) Parking Services Operating Cost per Paid Parking Space Managed

In terms of the having the lowest cost per space, Toronto ranks tenth of eleven (fourth quartile) for all spaces; fourth of eleven (second quartile) for on-street parking spaces; and sixth of six (fourth quartile) for off-street spaces (Montreal, London, Sudbury, Halifax, 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?

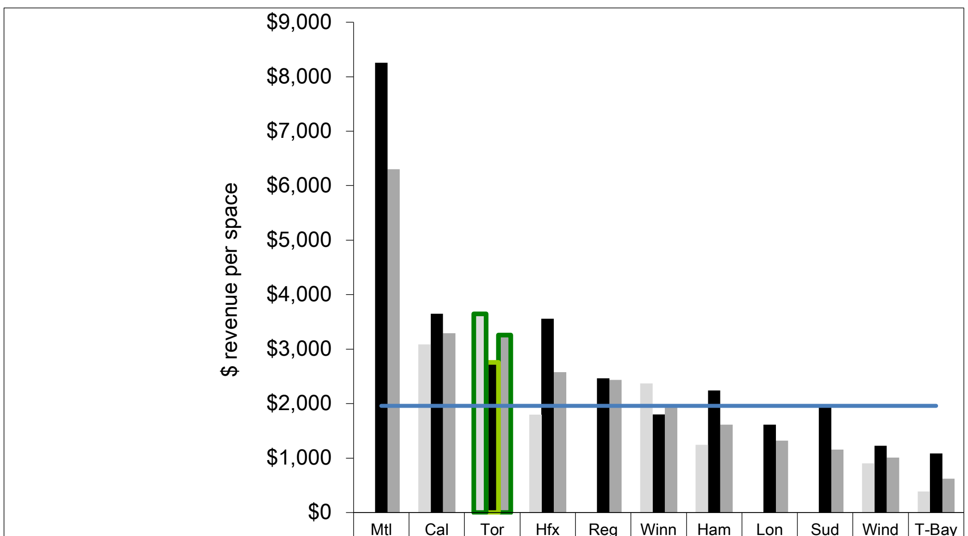


	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
$ / space (all types)	$2,842	$2,829	$2,731	$2,783	$3,038	$2,993	$2,961	$3,026	$3,287	$3,258
$ on-street space	$2,428	$2,385	$2,419	$2,476	$2,827	$2,599	$2,510	$2,425	$2,716	$2,756
$ / off-street space	$3,205	$3,210	$2,978	$3,020	$3,200	$3,311	$3,327	$3,522	$3,742	$3,647

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 2017, the chart shows decreased revenues for off-street parking spaces by 2.5% and revenues for on-street parking spaces was relatively stable compared to the previous year.

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



	Mtl	Cal	Tor	Hfx	Reg	Winn	Ham	Lon	Sud	Wind	T-Bay
$ / space (all types)	$6,304	$3,290	$3,258	$2,573	$2,437	$1,959	$1,611	$1,320	$1,154	$1,010	$620
$ / on-street space	$8,256	$3,651	$2,756	$3,552	$2,464	$1,800	$2,242	$1,613	$1,959	$1,227	$1,086
$ / off-street space		$3,083	$3,647	$1,791		$2,369	$1,241			$903	$386
Median revenue $ / blended space	$1,959	$1,959	$1,959	$1,959	$1,959	$1,959	$1,959	$1,959	$1,959	$1,959	$1,959

Chart 22.6 (MBNC 2017) Parking Services Fee Revenue per paid Parking Space Managed

Chart 22.6 compares Toronto's 2017 parking fee revenue per parking space to other municipalities.

In terms of having the highest revenue per space, Toronto ranks third of eleven (first quartile) for all spaces, fourth of eleven (second quartile) for on-street spaces, and first of seven (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).

2017 ACHIEVEMENTS AND 2018 PLANNED INITIATIVES

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

2017 Achievements

- Successfully operated the largest municipal parking supply in North America that includes 22,000 off-street and 19,000 on-street parking spaces
- Completed conversion of approximately 550 existing one-hour free and no-parking locations into paid parking.
- Completed a comprehensive review of on-street and off-street parking rates, and recommended adjustments to hourly rates and hours of operations, subsequently approved by the Toronto Parking Authority's Board of Directors and Council.
- Implemented GreenP app which is now available on all On-Street locations.
- Implemented other services such as Interac payment services which is now available at all gated facilities.
- Reached an agreement to provide parking revenue management services to Exhibition Place.
- Increased the size of the bike share system by 71station and 750 bicycles with projected increase in membership by 19,000 casual and annual members.
- 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.

2018 Planned Initiatives

- Continue to manage an estimated 19,000 on-street spaces controlled by solar powered, environmentally friendly pay-and-display technology or single space meters.
- Maintain approximately 22,000 off-street spaces, which include automated and partially automated lots/garages and 187 lots operated with the Green P app and Pay and Display machines.
- Continue to operate, on behalf of the Toronto Transit Commission, roughly 10,000 spaces at their park-and-ride facilities and parking lots.
- Continue to manage spaces for the Parks, Forestry and Recreation Program (2,000 spaces), Toronto Community Housing Corporation (1,200 spaces) and the Exhibition
- Place (4,800) as well as seasonal parking facilities along the waterfront and other areas in the City.
- Manage the Toronto Bike Share Program which has 2,750 bicycles utilizing 270 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:

- Location: Cross border traffic, proximity to the GTA and location of public parking relative to retail/commercial/entertainment facilities.
- Operating Standards and Policies: Cost recovery policies, service hours (24/7 availability, or restricted access) maintenance standards (for line painting, lighting replacement, garbage collection, etc.).
- Processes and Systems: The type and quality of technology used to manage operations and enforcement, i.e. handheld devices vs. written; ticket management systems; meters vs. pay and display machines, level of automation at parking surface lots vs. parking garage structures.
- Service Delivery Model: The level of automation at parking lots; staff vs. contracted attendants, mix of on-street and off-street parking spaces.
- Structural Issues: The use of parking structures/garages in a parking portfolio vs. surface lots, age of facilities/equipment.
- 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.