

**MOVING FORWARD:
A PARKING AUTHORITY FOR THE
DELIVERY OF PARKING SERVICES IN
THE CITY OF TORONTO**



A JOINT REPORT PREPARED BY



**THE PARKING
AUTHORITY OF
TORONTO**



**THE PARKING
AUTHORITY OF
NORTH YORK**

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EXECUTIVE SUMMARY

Since its formation in 1952, the Parking Authority of Toronto (PAT) has been responsible for the creation and operation of off-street municipal parking within the City of Toronto. During these 45 years, the PAT has self-financed its own capital expansion and improvement programs. Since 1973, it has also returned over \$172 Million (\$1996) to the City of Toronto — an average of \$ 7.2 million per year. These dividends to the taxpayers are in addition to the amounts also paid to the City in realty and business taxes (\$6.35 Million in 1996).

When the Parking Authority of North York (PANY) was created in 1989, it then made sense for it to be responsible for not only the traditional Authority role of providing off-street parking, but for all aspects of on-street parking in that municipality as well. Since 1989, it has returned over \$1.0 million (\$1996) an average of over \$100,000 annually. Again, these amounts are in addition to realty and business taxes paid to the City (\$0.25 Million in 1996).

Both Authorities currently undertake enforcement within their combined 18,000 space off-street parking facilities including the issuance and processing of parking infraction notices.

The Works and Transportation departments of the six local municipalities and Metropolitan Toronto currently administer a variety of parking programs, including on-street meters, a limited amount of off-street parking, residential permit parking and boulevard parking. As well, the TTC and GO Transit operate over 12,000 and 29,000 off-street commuter parking spaces, respectively. The Metropolitan Toronto Police are responsible for ticket issuance, while the Metro Treasury Department processes the parking infraction tickets. There is a myriad of responsibilities and permissions with respect to towing from private and public properties.

On January 1, 1998 the six local and one metropolitan governments will be amalgamated. Under amalgamation legislation — the City of Toronto Act (1997) -- the Parking Authority of Toronto and the Parking Authority of North York will form a single agency, to be known as the Toronto Parking Authority (TPA). These two “founding” agencies have been asked to prepare this joint report by the Transition Team, which has been formed by the Province to provide stewardship and guidance through the transition period of amalgamation.

A Unique Opportunity

Amalgamation provides a unique opportunity to consolidate all aspects of parking -- both on-street and off-street, including enforcement -- under one body. Such consolidation and rationalization of parking in Toronto is desirable.

The primary conclusion of this report is that such **consolidation is best achieved and implemented by way of a single, comprehensive and autonomous Parking Authority.**

In reaching this conclusion, several organizational models were assessed including an examination of:

- i) geographic enlargement and broadening of responsibilities of the (future) Toronto Parking Authority -- the Authority Model;
- ii) channeling all aspects of parking, including management of the off-street parking assets of TPA, into a large City department(s) -- the Departmental Model; or
- iii) allowing private operators to manage and profit from the existing asset pool of on-street and off-street parking -- the Private Sector model.

The unique opportunity to rationalize Toronto's parking system would be missed if, for reasons of expediency, jurisdictional control of the various aspects of parking were fragmented.

On The Conclusions

The Authorities present themselves as the preferred solution because of their demonstrated business and revenue-generating expertise.

As the parking advocates, disciplined by their professional standards of internal financial controls and custodial asset management, the Authorities operate within a clear and focused mandate. They are unencumbered by a bureaucratic decision tree, can act decisively and are open and objective to community and public officials alike. They differ in positive ways from both operators of temporary land uses, who seek to solely maximize profits, and from the traditional municipal department.

The New City of Toronto is large, but responsibility for all aspects of parking is not overwhelming. Current total inventory is 102,000 permits, meters and spaces against a revenue of \$54 Million — \$39 million of which is presently generated by PAT and PANY. Infraction enforcement of 2.5 million tickets annually under Metro Police yields an additional \$61.4 million in revenue. In the normal course of business, the Authorities **issue and process** about 250,000 courtesy envelopes/tickets per year at a demonstrably reduced unit cost in comparison to the Police.

The Authority's mandate is worth repeating here:

"To administer an innovative and co-ordinated parking management program that delivers affordable, convenient, well designed and secure parking in quantities and locations necessary to ensure the continued success of the City's commercial and residential areas while self-financing its activities and supporting the overall transportation objectives of the City."

This mandate will be achieved by a combination of well considered, non-adversarial policies in the management and creation of the parking supply, and will continue to be delivered through certifiable service excellence, as supported by a recent independent market research study.

Methodologies employed by the current Authorities in project targeting and asset management are recognized internationally by peers and private industry as professional, leading-edge practices.

Specifics of these initiatives are carried in the full report as Appendix B, to which we direct the reader.

Implementation, as with most transitions, will not be seamless. Careful consideration, however, is provided for in sensitive areas of labour, organizational change timeline and the required legislative authority, all within a researched and opinioned legal protocol.

Formal recognition of the new Council's control of the Authority's capital budgets provides for timely surplus contributions to the City's general revenue account and are fundamental to the program. The new Council may allocate some or all of these funds for transportation purposes, such as maintenance of road and transit infrastructure or other priorities as necessary.

In order to fully realize these advantages it will be necessary to amend Bill 103 (2) as outlined in Appendix C, prior to final reading.

On The Recommendation

The net effect of deciding to increase the mandate of the Toronto Parking Authority within its existing discipline seems appropriate and timely -- a logical efficiency. The forecast annual net income of \$78 Million -- **a \$20 Million increase over the existing operations** — should reinforce that decision. We are confident that the proven track records of the Authorities will garner the trust of the new Council and the community to fulfill this broadened mandate.

1.0 A COMPREHENSIVE PARKING AUTHORITY

1.1 BACKGROUND: *AMALGAMATION PROVIDES FOR DYNAMIC CHANGE*

Bill 103, The City of Toronto Act, was introduced in the Ontario Legislature in December of 1996, and received Royal Assent on April 21, 1997. Under the provisions of this Act, the six existing local municipalities and the regional level of government will be eliminated effective January 1, 1998, to be replaced with a single level of government incorporating all of the functions previously provided by these seven municipalities. The City of Toronto Act (2), 1997, was introduced in June of 1997, and deals with the continued existence and powers of local boards. Under Part XII of this Act, effective January 1, 1998, the Parking Authority of Toronto (PAT), and the Parking Authority of North York (PANY), will form a single agency to be known as the Toronto Parking Authority (TPA). Upon creation, this single agency will retain all of the powers of the PAT and the PANY. The legislation provides the means for the new Council to and further enunciate the powers which presently exist. It is envisioned that once the new Council is constituted, they will review the matter and prepare an enabling by-law. At the request of the Transition Team, the PAT and the PANY have jointly undertaken a review of issues related to parking in the New City and developed a proposal for a co-ordinated parking management program.

1.2 PROPOSED AGENCY STRUCTURE: *AUTONOMY MAKES SENSE*

The PAT and the PANY recommend that the new administration capitalize on their combined expertise and proven track record by creating an Authority constituted as an independent, non-political body with responsibility for all revenue generating parking functions within the new City of Toronto. The agency would be remodeled based on the best features of the existing Authorities to deliver the following services:

- C installation, operation, maintenance and revenue collection at on-street meters, including the setting of rates and hours of operation and their location (subject to traffic requirements);
- C construction, maintenance, control, operation and management of off-street facilities, including joint venture developments where appropriate;
- C enforcement of parking regulations including tagging and towing on-street, within municipal off-street facilities and on private property including administration of the MLEO program;
- C administration and operation of the residential permit parking program and the commercial boulevard parking program.

The TPA would be separately incorporated with a Board of Directors appointed by Council and would operate outside the departmental structure of the City. Specifically:

MOVING FORWARD:

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- C the Board would be composed of seven private citizens who are not members of a municipal Council;
 - C staff would be employees of the TPA not City employees. Collective bargaining with its employees would be undertaken separately from City departments;
 - C accounting functions would be undertaken separately from the City's Finance Department to ensure that its accounting business needs are met. Operating and capital budgets would be prepared by the TPA subject to City Council approval;
 - C a parking reserve funded from TPA retained earnings, in an amount sufficient to finance parking capital activities, would be maintained and administered by the TPA. Funds in excess of those needed for capital expansion would be transferred to the City's general revenue account and would be used for transportation initiatives or other Council priorities. The TPA's funding requirement would be approved by Council during its annual capital budget review;
 - C real estate and development activities would be undertaken in-house, however, title to lands would rest with the City;
 - C the tendering of contracts, facility design and construction management, including supervision of the major maintenance programs would be undertaken by TPA staff.

All other activities relating to transportation on City streets including the hours and types of restrictions which apply to ensure that roadways retain their primary function of carriage of traffic would reside with the City's Transportation Department. The TPA would identify areas of potential on-street parking to the Transportation Department for their review. Once the Transportation Department has determined that a roadway is available for parking activity, the TPA will determine the methods and technology appropriate to meter that parking. Similarly, all policing functions not relating to parking would remain with the Police.

The remainder of this report outlines the rationale for utilizing a strong Authority approach, (Section 3); identifies the business practices the TPA will adhere to (Section 5); outlines the increased revenues and reduced costs which would accrue from this approach as compared to the existing departmental structure (Section 7); and itemizes the specific legislation and labour initiatives which need to be undertaken to create this agency (Section 8).

2.0 PARKING IN THE URBAN CONTEXT

Over the last 100 years, the private automobile has come into widespread ownership and has become an indispensable component of the modern economy. As a result the provision of automobile parking is one of the major issues facing urban areas. While parking in a residential setting probably represents the single largest quantity of parking and experiences problems in its own right as discussed subsequently, the provision of parking at commercial destinations is more typically the problem confronting municipal governments. Parking in this context is a derived demand, as the need for parking is generated in the consumption of some other service. The most frequent types of trips are:

- C journey to work;
- C journey on work related business;
- C shopping, restaurant or entertainment/recreational related trips;
- C trips undertaken for personal business (eg. Medical);
- C visiting friends and relatives.

The parking infrastructure which has evolved to service these trips consists of parking targeted to a specific use provided in conjunction with that use (either offering free or paid parking), privately operated multi-purpose commercial parking facilities, and municipal or other government provided facilities (paid or free) not targeted to a specific use. Due to their convenience, on-street spaces are the most heavily utilized. However, there is frequently a limited opportunity to increase the supply of these spaces where they are most required, and off-street parking is necessary. The majority of off-street commercial parking spaces in urban areas are provided by private concerns either in conjunction with a commercial development or as a stand alone facility. For example, recent surveys have indicated that commercial parking provided by governments account for only about 20% of the supply in Toronto's Central Area. While the parking industry, especially in built up areas, has recently shown signs of maturing to a point where some permanent facilities are being constructed and owned by the private sector, the majority of these private sector facilities continue to be high priced, temporary facilities located on the surface of lands intended for redevelopment. The historical response of municipal governments to the pressures for parking is described in the following section.

2.1 THE HISTORY OF MUNICIPAL PARKING OPERATIONS: *PARKING AUTHORITIES - BORN OF NEED*

Over the years, municipal governments' involvement in parking has evolved to include off-street parking, on-street parking, residential permit parking, commercial boulevard parking, and parking enforcement. The factors which have created the role in these various functions are described briefly below.

- **Off-street Parking.** As automobile ownership and suburban expansion occurred after the second world war, older areas of the City which were deficient in off-street parking facilities were not able to compete with the new automobile oriented retail strips and shopping centers. While private parking operators would often provide temporary facilities on vacant

land while awaiting redevelopment opportunities, and developers would include garages integrated with their commercial developments, there was a shortage of pooled parking at reasonable prices to serve the general commercial districts. Many of the facilities which were provided were of low quality, had small stall dimensions, used poor operating and maintenance practices and charged exorbitant prices. After considerable public debate, in 1952 the City of Toronto Council decided to create a Parking Authority as a separately incorporated, self-contained business operation to build and operate off-street parking. The intention, which has been achieved, was to have an agency with a long term view, single focus and stability of business practices which would be able to self-finance its activities. A similar process was undertaken in North York in 1989 mainly in response to parking demands within the evolving City Centre in the Yonge corridor, and in the other retail areas such as Avenue Road. However, the PANY was given a wider jurisdiction including on-street meter parking, off-street parking and boulevard parking. There are many older neighborhoods throughout Metro where the urban form pre-dates widespread automobile ownership such as Mimico, Long Branch, Weston, Pape Village and Westhill in which similar circumstances have created a need for pooled public parking facilities.

- **On-street Parking.** On-street parking occurs naturally as a by-product of automobile usage. While the majority of on-street parking remains available free of charge, in response to curb congestion, and in order to regulate duration of stay, parking meters were introduced as early as 1935. In practical terms, the municipal government function respecting on-street parking is more one of restricting parking in areas where it is inappropriate rather than providing it. At present there exists a wide range of parking meter types, prices and hours of operation throughout Metro Toronto which are described more fully in Appendix A.
- **Residential Permit Parking.** Development of many of the City's older residential areas predated the widespread ownership of private automobiles. During the early 1970's, the older neighborhoods experienced an influx of new, more affluent residents. A means of better regulating the limited supply of on-street spaces was needed. The on-street permit system was developed to respond to this need and currently administers over 60,000 spaces within the Metro boundaries. Over the years, a wide variety of regulations, tailored to achieve specific local objectives respecting hours of operation, have been adopted.
- **Commercial Boulevard Parking.** Most municipalities licence the untravelled road allowance in commercial areas to businesses abutting this allowance. This system provides valuable additional parking where required.
- **Enforcement.** In conjunction with developing regulations to prohibit on-street parking and limit duration of stay, a requirement to enforce these regulations arose. The six existing local municipalities which constitute the New City of Toronto have experienced some difficulties due to the fragmented nature of the current jurisdictions. The local municipalities create regulations to achieve certain objectives, but are not always satisfied that the enforcement services provided by the Metro Police are being co-ordinated to achieve these ends.

2.2 MOVING FORWARD: CONSOLIDATION ELIMINATES FRAGMENTATION AND DUPLICATION

MOVING FORWARD:

The various municipal parking functions have arisen from different circumstances in different municipalities. The system today is fragmented with many departments duplicating services. No single agency delivers a co-ordinated system of parking which addresses the needs of the municipalities. The New City is being created at a time of intense regional competition for economic activity and will need every available resource to address this challenge. The amalgamation of the local municipalities offers the opportunity to address many of these concerns through expanding the existing Authority model which has a combined 53 year track record of proven results in delivering an essential service while providing significant revenues to the City. Since 1973 the PAT has transferred \$172 (\$1996) million in retained earnings to the City, while PANY has provided over \$1.0 million (\$1996). The transfer of these funds was achieved by both Authorities after fully funding the development of all facilities from operating revenues without incurring any debt load.

3.0 DELIVERY OPTIONS AND SERVICE CHARACTERISTICS

There are a range of options available to deliver the municipal parking services required in the New City of Toronto. These options are broadly characterized as:

- < Parking Authority;
- < City Department;
- < Private Sector Supplier.

In addition to a single delivery agency for all parking services, a range of options wherein different services are delivered by different agencies are possible. In fact, under the current amalgamation of the PAT and PANY, a hybrid situation will exist. At present the PANY delivers on-street, off-street and commercial boulevard parking while within the City of Toronto on-street, residential and commercial boulevard parking services are provided by the Department of City Works Services. This differentiation in service mandates will result in an agency which will have different statutory responsibilities in different areas. This fragmentation will need to be addressed quickly if an efficient and effective service is to be delivered. While the hybrid system in the City of Toronto has operated reasonably well, problems of co-ordination of services do occur. In addition, the system lacks efficiencies. As the PANY has demonstrated during its 8 years of existence, the delivery of all the parking services by a single agency offers significant advantages.

Throughout Metro the Police provide enforcement of on-street parking regulations, while both the PANY and the PAT enforce parking regulations, including issuing parking infraction notices, in their own off-street facilities. The Authority concept is contrasted to the City Department and private sector options below.

3.1 COMPARISON TO A CITY DEPARTMENT: ***AUTHORITIES PROVIDE DISTINCT ADVANTAGES***

To ensure success, the City must treat the provision of parking as an essential service while still competing with private parking operators in a business like manner. A City department may seem to be an appropriate delivery mechanism for an essential service function. However, the Authority approach provides distinct advantages over the departmental approach as itemized below.

- < It has a demonstrated business expertise and profit making ability which is not contained within a City department.
- < It concentrates exclusively on the delivery of parking. As such, it becomes a parking advocate within the City, rather than treating parking as one among a number of competing objectives. When the Authority brings forward a proposal, City Council, through its overall control of the Authority's budgets and appointment of the Board of Directors, can arbitrate between parking and other City policy objectives.

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- < By operating outside the City's committee structure an Authority is able to react quickly to opportunities. This ability is indispensable when negotiating with developers and other outside businesses.
 - < It ensures that in undertaking development related activities, the Authority is subject to the same land use regulations and process as any other outside party. In addition, it is subject to the disciplines of the marketplace as no development activities are subsidized through the tax base, and all projects must be considered only on their own merits. This ensures that the Authority competes fairly with the private sector.
 - < By utilizing generally accepted accounting procedures, an Authority is able to demonstrate the effectiveness of its business practices in a clearly understandable way which may be compared with other private businesses. The focus is on the bottom line as opposed to strictly focusing on expenditure budgets. This provides the accountability necessary to ensure that the Authority is operating as intended.
 - < It ensures stability in practice and continuity of service by having a stable corporate structure and focus. The process is 'arms length' from the departmental structure. The Board of Directors will adopt a set of policies which will be followed in rate setting, customer service and development activities.
 - < Provides construction contract, tender and administration services in-house which ensures the efficient and timely execution of projects.

3.2 COMPARISON TO PRIVATE PARKING OPERATIONS: *AUTHORITIES' GOALS DIFFER*

While adhering to private business practices in areas relating to cost control, efficiency of operating practices, and the adoption of new technologies, a Parking Authority also must consider its role as a provider of an essential service. Profit maximization is not the sole consideration. An Authority's activities differ from the business practices of a private operator in three fundamental ways. The Authority:

- < emphasizes the provision of short stay parking which is reasonably priced, and discourages unnecessary automobile commuting, while private operators only consider profit maximization. Surveys on parking rates undertaken within Toronto consistently indicate that PAT half-hour rates are approximately one-half the level of those offered by private operators, while all-day rates are at or above those charged at private parking facilities. Early bird rates are used rarely, and only in exceptional circumstances. While these rate setting practices have some impact on overall revenue from parking operations, it is felt that the provision of inexpensive short stay parking in particular is essential to the prosperity of the commercial areas;
- < while aggressively seeking the lowest possible construction costs in developing new facilities, the Authority judiciously invests beyond those costs which a private operator would usually incur in order to ensure safer, more attractive, less visually intrusive and well configured facilities. Authority facilities have a much higher level of landscaping, better lighting and user friendly signage. Where possible, the above grade garages incorporate retail or other uses at grade to soften the street level impact;

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- < uses cross subsidization across its system of carparks to allow the establishment of facilities in areas where parking is necessary but where the financial return would not be acceptable to a private business. Because an Authority employs a much longer term business horizon than a private operator, is able to accept a lower return on capital, and is able to treat the creation of a parking facility in a parking deficient area as an economic development tool to ensure its own long term return, it has more opportunity to provide parking services. The insulation of the Authority's budgets from the City's general revenue and expenditure accounts allows these activities to be scrutinized in isolation. In addition, the Municipal Act through the provisions allowing for special parking levies (benefitting assessment), and the payment-in-lieu of parking provision provides for capital pools targeted solely towards parking provision in identified areas of deficiency.

However, in all important aspects of business operations which are required to ensure an efficient and responsive enterprise, an Authority competes with private operators as an equal. As such, it follows these practices:

- < does not receive subsidies from any government or have access to the property tax base to fund its activities;
- < pays the equivalent realty and business taxes as a private operator. In 1996, these totaled over \$6.35 million for the PAT and \$0.25 million for the PANY;
- < strives to reduce operating costs to the lowest possible level consistent with a high level of service by constant improvements in efficiency, by adopting preventative maintenance procedures and through the use of labour saving technologies. The many innovative practices and procedures developed by the PAT and the PANY are described in the best practices section which forms Appendix B;
- < actively manages its asset base to ensure the highest possible return through the practice of joint venturing and commercial activities.

It has been the experience of both the PAT and the PANY that the parking market is extremely complex and constantly shifting. It requires an agency focused solely on the provision of parking to the exclusion of other considerations and able to react quickly and effectively to competitive challenges to ensure that the commercial areas of the City are adequately provided with this essential service. Most of these facilities would never be provided by a private operator or would be redeveloped for other uses if business conditions warranted.

3.3 TRAFFIC FLOW AND SAFETY FUNCTIONS: *CONTINUE TO BE UNDERTAKEN BY CITY DEPARTMENTS*

Any functions related to traffic control or parking prohibition which are needed to ensure the safe and efficient flow of traffic will remain exclusively within the Transportation Department in the City. The transfer of the parking enforcement functions to the TPA will allow the Police to focus on moving violations and other policing functions.

4.0 EXISTING INVENTORY OF MUNICIPAL PARKING SERVICES

4.1 SUPPLY: *THE AUTHORITY WILL DELIVER OVER 100,000 PARKING SPACES*

At present, the inventory of municipal parking services consists of five elements:

- C off-street parking
- C on-street parking
- C residential permit parking
- C commercial boulevard parking
- C enforcement of parking regulations

In addition, many municipalities provide a system of front yard parking for individual homeowners. The supply of spaces and gross revenue (1997) associated with these services is shown in the following table. A detailed examination of these services forms Appendix A.

| | Number of Spaces | Gross Revenue (\$ Millions) |
|---|-------------------------|------------------------------------|
| Off-street | 20,600 | \$39.8 |
| On-street Meters | 15,100 | \$9.9 |
| Residential Permits and Boulevard Parking | 72,000 | \$4.5 |
| Enforcement (infractions - 000) | 2,500 | \$61.4 |
| TOTAL | | \$115.6 |

Most of the existing municipalities also provide a mechanism whereby residents are able to obtain permits which allow the use of front yards for parking of vehicles under certain conditions. As this function is not a pooled parking operation, or directed towards increasing the supply or operation of commercial parking it has been excluded from the TPA responsibilities discussed in this proposal.

5.0 MANDATE AND OBJECTIVES

The provision and operation of municipal parking is integral to the proper functioning of the New City's transportation system, and is an essential element of ensuring a healthy economy. The following overall goal of the TPA is therefore:

"To administer an innovative and co-ordinated parking management program that delivers affordable, convenient, well designed and secure parking in quantities and locations necessary to ensure the continued success of the City's commercial and residential areas while self-financing its activities and supporting the overall transportation objectives of the City."

This mandate is fulfilled by pursuing the supply, service and price objectives outlined below.

5.1 PARKING SUPPLY OBJECTIVES: **REFLECT CITY POLICY AND MARKET NEEDS**

The supply of parking provided by the TPA will consist of the following:

- C affordable short-stay parking in the core commercial areas and the outlying retail strips;
- C parking for essential long-stay parkers and commuters on the fringes of the core commercial areas, and in locations where automobiles may be intercepted prior to impacting the local road network;
- C collective and joint use parking facilities;
- C parking in the vicinity of regional entertainment attractions which is priced reasonably and consistently;
- C change of mode parking along subway and commuter rail lines;
- C respond to the needs for on-street residential permit parking where requested;
- C commercial boulevard parking where appropriate to support economic activity.

5.2 SERVICE STANDARDS: **CUSTOMER DRIVEN**

The TPA will adopt the following service objectives for the supply of both off-street and on-street parking.

- C to ensure that **high quality** parking is **conveniently located, well identified and accessible**;
- C to provide exemplary **customer service** with well trained, professional staff;

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- C to ensure that the facilities are **safe** through the use of superior design materials, adequate maintenance and high operating standards;
 - C to ensure that the parking facilities are well designed and integrated into the neighborhoods in which they are located through high levels of **public participation** in the projects;
 - C to ensure that parking is delivered in the most flexible, effective manner possible with the most **up-to-date equipment and practices** available.

5.3 PRICING PRINCIPLES: *FAIR AND CONSISTENT*

The TPA will follow these principles in establishing its parking rates:

- C to set short term rates as low as possible consistent with its parking supply objectives;
- C to set long stay rates at a level competitive with the private sector operators;
- C to ensure that rates are consistent and predictable, and that customers are provided with adequate notice of rate changes;
- C to ensure that the pricing strategies adopted are consistent with the City's transportation objectives;
- C to ensure that the overall pricing and marketing strategy is consistent with the TPA's need to be self-financing.

6.0 BEST PRACTICES TO ACHIEVE OBJECTIVES

6.1 STANDARDS: *EXCELLENCE THROUGH CUSTOMER SERVICE AND AUTOMATION*

In accordance with the direction of the Executive Director of the Transition Team, a survey of the methods used within the parking industry was undertaken in order to identify the best practices. The following section describes the best practices as they relate to the provision of the parking services required in the new City of Toronto. A best practice was defined as one which adheres to some or all of the following criteria:

1. Provides measurably superior performance;
2. Involves recognition from Professional Bodies and/or peers;
3. Demonstrates a proven track record;
4. Has the ability to be replicated.

The staff of the PAT and the PANY are active members in various parking trade associations. In fact, the largest North American trade associations, the International Parking Institute (IPI) and the Canadian Parking Association (CPA) were founded by previous General Managers of the PAT. Both the PAT and the PANY are regular contributors of articles to parking trade magazines, and conduct seminars in parking practices for other organizations. This interaction with other municipal, institutional and private parking providers has proven invaluable in ensuring that practices are in accordance with the best in the industry.

The following represent best practices utilized within the PAT and the PANY.

1. Parking deficient areas are identified and targeted. In-house planning, marketing and real estate staff constantly review commercial areas throughout the City through regular surveys of existing facilities, and by measuring the parking generating land uses in these areas. Analytical tools have been developed in-house which provide the ability to estimate both utilization and revenue to a high degree of accuracy.
2. New parking equipment and parking practices in other jurisdictions are reviewed on a regular basis to ensure that equipment, technology and operating methods remain state of the art. This is achieved through membership in the various parking trade associations, through attendance at trade shows and the review of transportation and parking journals. Many examples of innovative practices are described in Appendix B, including the first fully automated garages in North America, the use of solar powered pay and display machines, two-way voice and visual communication for facility management and automated ticket issuing and processing.
3. Surveys of competitor rates are undertaken and compared with the Authority's rates to ensure that pricing objectives are being attained.
4. Constant communication with the development industry is maintained including the review of proposals and joint ventures to ensure the best use of land assets.

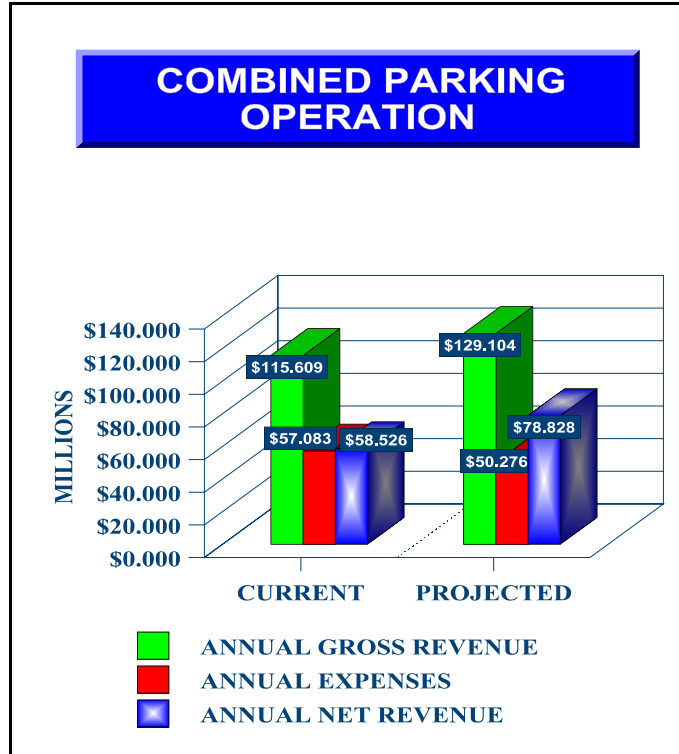
-
5. Existing facilities are constantly monitored and both routine and preventative maintenance are undertaken to minimize future major restoration costs. New technologies and existing practices with a proven track record are examined for both new construction and for remedial repair programs. This ensures that new parking structure designs and repairs to older facilities ensure longevity of the structures and low maintenance costs.
 6. An effort is made to understand our customers' needs by conducting market research.
 7. An emphasis is made to market facilities through innovative advertising, promotional, and cross-promotional initiatives. Emphasis is on maximizing the advantages relating to the unique Authority position of operating a large network of facilities throughout the City which allows programs to be developed which are aimed at rewarding frequent users.

7.0 FINANCIAL PROJECTIONS

7.1 OVERVIEW: CONSOLIDATION GENERATES SAVINGS

The consolidation of parking services under one provider allows not only for a more integrated and logical approach to on and off-street parking, but generates savings derived from economies of scale and from the application of technical and marketing innovations across the services. Once fully operational, these initiatives will generate in excess of \$20 million in additional annual net income in comparison to the existing system.

Following is a brief discussion of the more significant savings expected to be generated from consolidation. Certain savings will be realized immediately as a result of economies of scale, while others will phase in over 2 to 3 years as technical innovations and automation are implemented.



7.2 SCOPE: AN AUTHORITY CONSOLIDATES RELATED ACTIVITIES

The projection of revenues and expenses displayed on Chart A of section 7.3 consolidates the off-street and on-street parking operations, residential permit issuing, commercial boulevard parking and the enforcement of parking regulations in the New City of Toronto. An effort will be made in the future to integrate the parking facilities currently free of charge (TTC, GO Train Stations, parks, etc.) and extend the consistent delivery practices.

With respect to on-street operations and residential/commercial boulevard parking, this report and the financial projections do not contemplate administering the Uniform Traffic Control By-law, but do include administration of the schedule to the on-street meter by-law respecting rates, location and hours of operation. The new TPA will install and maintain meters, collect revenue, determine relevant meter locations and hours of operation and set rates while maintaining co-operation with the Transportation Department. Decisions concerning by-laws and where and when street parking

MOVING FORWARD:

should be allowed etc. will remain with the works/transportation area as these are transportation issues. Similarly, locations and times where residential or commercial boulevard parking will be allowed should also remain a decision of Works/Transportation. The TPA will sell permits and administer the system based on the regulations in place. The activities related to collection, maintenance and residential permit issuing are very similar to activities currently carried out in off-street operations and will benefit from economies of scale and efficiencies from combining related functions under one group of skilled/experienced staff.

The Process

The financial projections were developed on an incremental basis. The base used to build upon was the budget projection of the existing PAT as its network of off-street facilities are the largest of any of the parking services in terms of revenue, expenses and staffing structure. Savings are realized as a result of economies of scale, elimination of redundant administrative functions and the application of automation and technical innovations to combined operations. These benefits accrued as other service types were combined and finally as all services were consolidated.

Chart A in section 7.3 summarizes the revenues and expenses of the various parking services in the six municipalities prior to the beneficial effects of consolidation including a reconciliation of the savings realized to arrive at the projected financial results. The chart is followed by a brief comment on each category of savings or increased revenues.

In compiling the existing revenue and expense figures of the various cities (which figures are used in Chart A to compare to the projections under a consolidated agency), difficulties were encountered in compiling accurate information. For instance, most of the Cities' on-street parking includes both meter operations and residential permit processing operated under the Public Works/Transportation department. **It was, therefore, difficult to separate costs or determine a division between operating and administrative costs.** Furthermore, the on-street operation costs usually included costs related to maintaining the Uniform Traffic Control By-law and transportation issues (i.e. where parking should be allowed on the streets) as opposed to strictly rate setting, collection and maintenance functions as included in the TPA financial projections.

7.3 FINANCIAL RESULTS: A \$20 MILLION (35%) ANNUAL INCREASE IS FORECAST

CHART A - INCOME GENERATED BY A PARKING AUTHORITY FROM PARKING SERVICES

| Description | Off-Street | On-Street Meters | Residential/ Boulevard Permits | Enforcement | Total |
|---|-------------------|----------------------|-----------------------------------|-------------------|---------------------|
| AGGREGATE TOTALS BEFORE AMALGAMATION - (\$000) | | | | | |
| Gross Revenue | \$36,263 | \$9,920 | \$4,507 | \$61,380 | \$112,070 |
| Expenses | 27,065 | 2,890 | 2,154 | 24,974 | 57,083 |
| Net Income From Operations | 9,198 | 7,030 | 2,353 | 36,406 | 54,987 |
| Sundry Revenue | 3,539 | -- | -- | -- | 3,539 |
| Net Income (From Separate Operations) | \$12,737 | \$7,030 | \$2,353 | \$36,406 | \$58,526 |
| Net Income (From a Parking Authority) | \$13,759 | \$20,982 | \$4,241 | \$39,846 | \$78,828 |
| Increase in Net Income (\$000) percent | \$1,022 8% | \$13,952 198% | \$1,888 80% | \$3,440 9% | \$20,302 35% |

| Reasons For Increase in Net Income | | | | | |
|---|----------------|-----------------|----------------|--------------|-----------------|
| Increased Revenue | \$220 | \$13,275 | -- | — | \$13,495 |
| Reduced Personnel Costs | 400 | 350 | 720 | 1,990 | 3,460 |
| Decreased Expenses | 402 | 327 | 1,168 | 1,450 | 3,347 |
| Increase in Net Income | \$1,022 | \$13,952 | \$1,888 | 3,440 | \$20,302 |
| See Section: | 7.3.1 | 7.3.2 | 7.3.3 | 7.3.4 | |

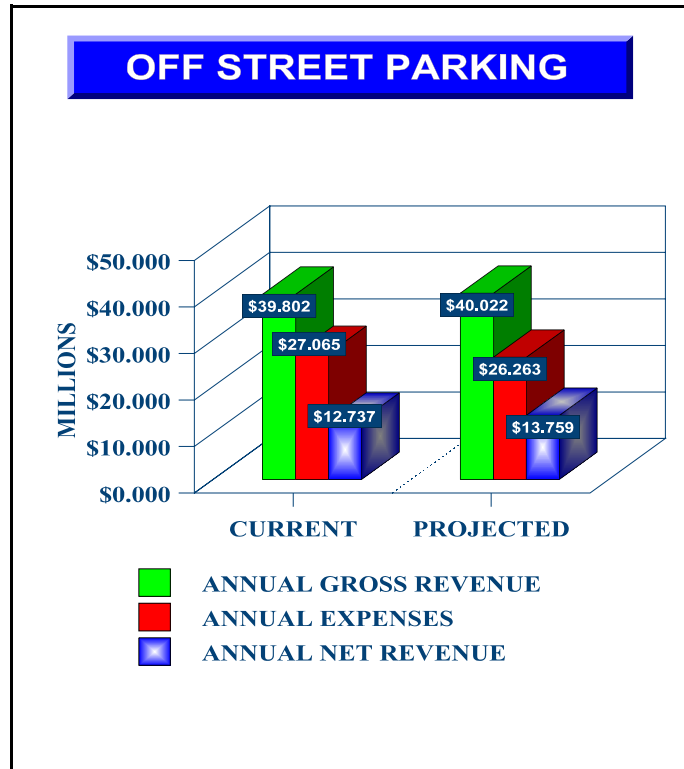
MOVING FORWARD:

A Parking Authority for the Delivery of Parking Services in the New City of Toronto

7.3.1 OFF-STREET FACILITIES: \$1 MILLION IN SAVINGS WILL BE IMMEDIATELY REALIZED

The PAT has an inventory of 15,200 spaces (94 carparks), approximately half of which reside in large attended garage facilities. The amalgamation brings the new TPA total to approximately 20,600 spaces. The increase of 5,400 spaces are spread across 49 facilities. Three of the 49 additional carparks are attended, the remainder consisting mainly of lots metered with pay and display machines. A few are operated with single space meters, or are used for permit or reserved parking only.

Projections indicate that approximately **\$1,022,000** in additional net profit above what is currently being earned can be generated by combining off-street operations of the various municipalities under a single operation.



Preliminary usage and rate information on some of the facilities outside of the City of Toronto (mostly unattended) suggest more revenue can be generated through changes in rates and hours of operation. In addition, the introduction of the PAT and the PANY's enforcement practices into these facilities should result in a higher collection rate due to the improved coverage and recovery. A conservative increase of 20% has been incorporated into these projections.

The reduced expenses derive largely from economies of scale. An incremental increase in the PAT's maintenance and supervisory staff is sufficient to provide adequate coverage of expanded facilities. The incremental cost of such services as insurance, snow clearing and security translate into a savings when compared to the sum of the separate operations. Administrative savings are generated by the elimination of overlapping administrative positions as well as the consolidation of counting, banking, auditing and other functions. Savings due to staffing efficiencies included in Chart A are considered to be the minimum achievable based on very conservative estimates. Labour practices and scheduling, technological advances, and staffing levels are continually reviewed by the PAT/PANY and it is expected that additional savings well in excess of those shown will be achieved once the new facilities and functions are integrated. The relatively modest savings reflect past successes in controlling overhead. The major impact on existing PAT staffing levels identified to date from amalgamating off-street facilities is in the areas of monthly permit issuing, coin collection/counting, and M.I.S.

MOVING FORWARD:

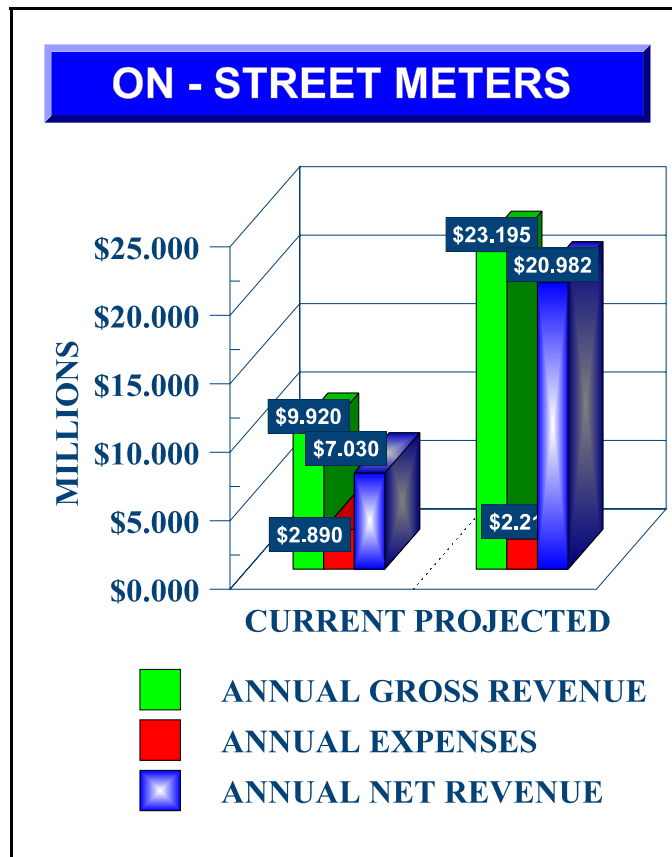
The PAT and the PANY currently have a full time staff of 203 employees (plus students working an average of 17 hours per week). Based on available information the remaining six municipalities employ 7 full time staff in off-street operations for a total of 210 full time staff currently employed in off-street parking operations. This staffing component in the other municipalities does not include many functions which are currently handled by outside contractors or other departments such as enforcement, counting of money, snow clearing, etc. In the TPA proposal all of these functions would be handled in house with the existing staff complement of 203 full time employees (and students as required) for an annual savings of approximately \$300,000. These staffing efficiencies result from the application of PAT's existing technology to these additional functions. Carpark attendant scheduling efficiencies generate approximately \$100,000 in additional annual savings.

Additional cost reductions are due to the reduction in the use of services provided by other City departments. All accounting, systems and human resource functions at the existing PAT are conducted in-house without reliance on City systems or personnel. These savings cannot be estimated with the information currently available.

7.3.2 ON-STREET METERS: \$13 MILLION IN ADDITIONAL REVENUE CAN BE ACHIEVED

An inventory of approximately 15,100 meters currently exists in the six cities generating \$9.9 million in revenue.

The projections for on-street meter operations contemplate the installation, maintenance, collection and rate setting of meters. As stated under the Scope discussion (section 7.2), studies and related work to determine when parking should be allowed on the street should remain with a Transportation/Works department. The new TPA would then decide whether meters should be installed in conjunction with its overall parking strategy and objectives.



MOVING FORWARD:

Increased revenue of almost \$13.3 million can be generated in the following ways:

| | \$(Millions) |
|---|---------------------|
| Rate Increases | 3.9 |
| Expansion of Number of Meters | 6.2 |
| Extend Chargeable Hours in Some Areas | 2.5 |
| Convert Mechanical to Electronic Meters | 0.7 |
| TOTAL INCREASED GROSS REVENUE | 13.3 |

A relatively modest sum of \$3.9 million has been indicated as achievable by increasing rates. At present, meter rates vary widely throughout the City from a low of \$0.10 per hour to a high of \$1.25 per hour. The revenue estimated is based on a maximum rate of \$1.50 per hour implemented over a two year period. Significant opportunities exist for increasing rates still further in future. For example, in Vancouver the meter rate is \$2.00 per hour, while in Calgary it is \$1.75. Any rate increases will be implemented gradually in accordance with long established practices in both Authorities.

Another option for income improvement not included in the projections is a selective conversion of meters to pay and display machines. One pay and display unit can conservatively replace 10-15 meters. Based on the number of machines required to convert the New City of Toronto, the capital costs would be comparable to meters. The advantages of pay and display units over meters are as follows:

1. Spaces are not marked, but are assigned to a “zone” controlled by a pay and display machine - more cars can be parked in a given zone;
2. It is not possible to park on someone else’s unexpired time as a ticket with the expiry time must go on the dash of the person paying;
3. In addition to revenue generating factors, pay and display cause less street “clutter” and can be networked to economize on maintenance;
4. More payment options are available including credit cards, smart cards, and debit cards.

Another opportunity for significant savings is in the area of planning of meter locations and rates. Currently, a significant amount is charged to on-street operations by the various municipalities for this function. This was one area where it was not possible to compile an accurate figure from available information. A small expansion of the planning staff already in place at the PANY and the PAT for off-street facilities and the continued use of students for specific studies will provide this function for meter operations.

MOVING FORWARD:

As with off-street facilities, cost reduction in the use of services provided by other City departments will be realized. Accounting systems, human resources and other systems are conducted in-house at the existing PAT and will be capable of accommodating meter operations. Again, these savings cannot be estimated with the information currently available.

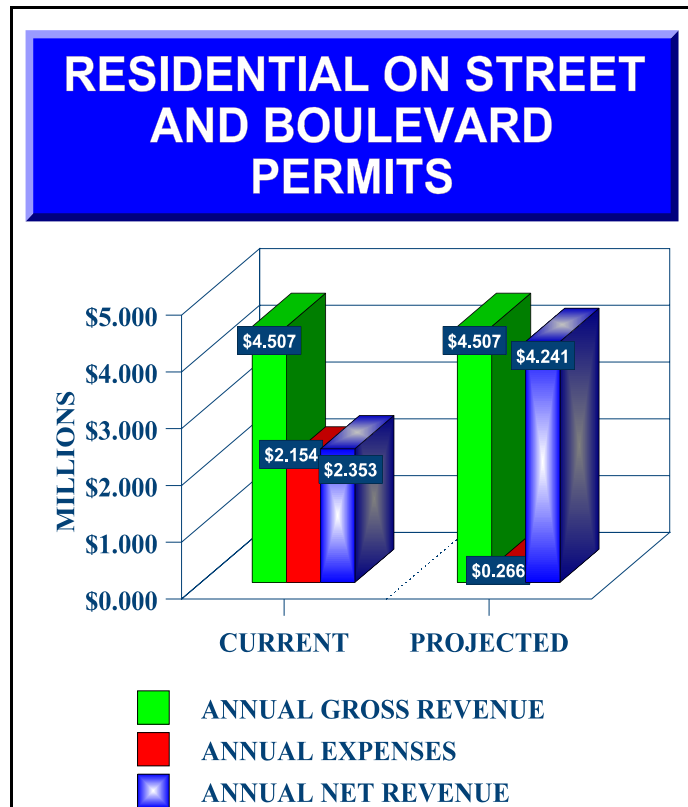
Other expenditure savings are generated by economies of scale in collection and maintenance staffing. Maintenance requirements (staffing and supplies) are reduced by the use of electronic meters. Coin counting facilities in place for off-street revenues can be marginally expanded to accommodate meter revenue. The six cities currently use a combination of in-house and contracted out coin counting services. The volume of coins from off-street and meter operations justifies the cost of counting/wrapping equipment required to count in-house. Administrative functions related to meter operations (banking, auditing, etc.) are already in place for off-street facilities and are only marginally increased to handle meter operations.

Available information on staffing levels indicate approximately 35 full time staff are directly involved in meter operations in the six municipalities. The TPA projections require approximately 26 persons to handle meter operations. As a result, the annual saving in staffing costs at a projected level of 26 persons would be approximately **\$350,000**.

7.3.3 RESIDENTIAL AND COMMERCIAL BOULEVARD PERMIT PARKING: EFFICIENCIES CAN SAVE \$

Over 70,000 parking spaces are administered in the six cities for residential and commercial boulevard parking. Most permits are issued on a semi-annual basis (approximately 130,000 permits issued annually). Current cost to issue these permits is approximately \$2.1 to \$2.2 million, or about \$30.00 per space based on available data. This is over 50% of gross revenue earned.

Projected costs to issue permits and administer the system under a single Authority are estimated at approximately \$265,000 per year which includes 5 full time staff. The residential permit issuing function is similar to the process by which monthly permits are currently issued for off-street facilities which involves an automated data base of customers for tracking and permit issuing. One



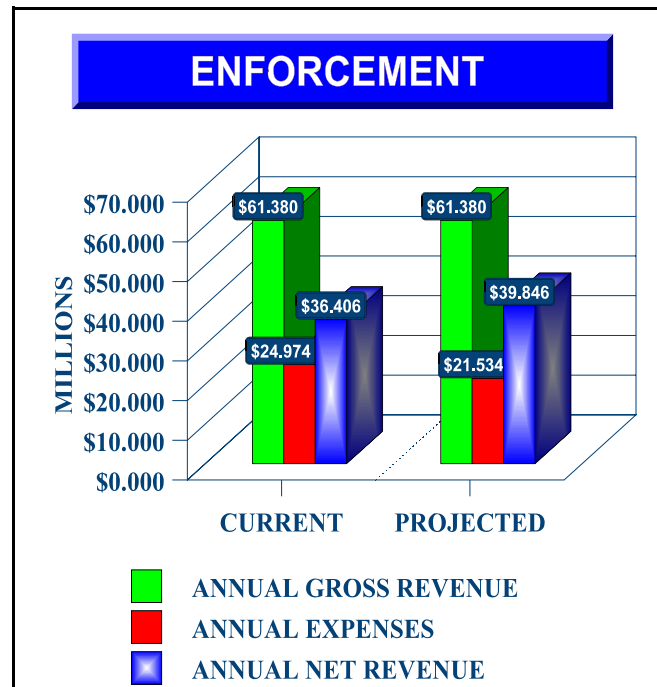
person currently handles 30,000 permits per year for off-street carparks. Expansion of the IVR system, already in use in the City of Toronto for payments, will reduce the time required for cash handling and the PAT/PANY already have in place procedures for credit card handling. Scheduling the renewal of permits evenly over the year will eliminate temporary overload staffing costs at semi-annual renewal times.

Available information on staffing levels indicates that approximately 23 staff are directly involved in permit operations. The TPA projections require 5 persons to handle permit issuing. As a result, the annual saving in staffing costs at a projected level of 5 persons would be **\$720,000**.

A review of the staffing component associated with this activity at the City of Toronto indicates that the majority of the staff and costs are not directly related to the permit administration and issuing function. For example, 8 By-law Enforcement Officers are indicated which are engaged in functions such as verifying permit eligibility. As this analysis only includes the actual permit application, issuing and revenue handling function being incorporated with the TPA, there will likely be expenses associated with the function remaining in the City administration. It has been assumed that the enforcement function will be consolidated with the existing 291 parking enforcement officers under one agency, and that the costs are included under the enforcement budget.

7.3.4 ENFORCEMENT: *AUTOMATION WILL REDUCE COSTS*

Due to the size of enforcement operations and the lack of detailed information available in the short time span available to prepare this report, projections were not attempted. Rather, the following observations are offered which should lead to cost savings and improve the administration of the service. Several areas were identified as potential sources of expenditure savings estimated to be **\$3,440,000** annually.



MOVING FORWARD:

- **Automated Ticket Issuing**

Courtesy Charges at the existing PAT/PANY are issued using handheld computers. The major benefit of this automation is the time saving in processing issued tickets into a main database. Manual keying, which is labour intensive, is not required. Key punch errors due to simple human error and due to illegible handwriting on the part of the enforcement officer are eliminated along with the time spent later to deal with resulting complaints.

Automated tickets also allow the use of bar coding which aids in payment processing.

Savings of approximately 14 - 15 persons

\$ 550,000

- **Variable Fine Amounts**

Automated ticket issuing will allow for the maintenance of an "offenders" file transferrable to a handheld unit. Courtesy Charges, which differ from PIN's, would be issued to first time offenders for minor offenses such as expired meters for nominal amounts (\$5.00 for example). If the same driver is issued a pre-defined number of such Courtesy Charges within a defined period of time, the next occurrence should result in a PIN being issued for a significant amount (\$40 - \$50). The nominal fines are a measure of goodwill and give drivers a break when their only offence was, for instance, not having sufficient change for the meter. A detailed financial estimate was not attempted, however, these charges will be designed to be revenue neutral.

- **Alternative Payment Methods**

Payments at meters can be made by "smart cards" at such time as they become widely used and accepted. This may reduce the number of instances when parking citations need to be issued. Pay and display machines are able to accept a wide variety of payment options including credit cards, smart cards, or "value cards", which would further reduce the number of PIN's issued.

Payment of citations using an IVR system has been under review at the PAT during the past year for payment of Courtesy Charges. Metro is already using an IVR system to allow payment of PIN's. Application of this system to all citations would reduce the amount of manual payment processing and help to increase the voluntary payment percentage by offering a more convenient method.

- **Supervisory Staffing Reduction**

Restructuring the supervision structure to be more in line with the current PAT ratios could save 5 to 7 staff.

\$ 360,000

- **Vehicle Fleet Reduction**

Reduction is possible by using the network of off-street facilities as satellite offices for enforcement staff to eliminate the need to drive from a central point to a tagging district.

| | | |
|---|---|------------|
| C | Reduce by 50 vehicles at \$5,000/yr to maintain | \$ 250,000 |
| C | Capital Cost saving based on 4 year replacement | \$ 200,000 |

- **Facilities Rent Reduction**

Use of existing infrastructure of off-street facilities. \$1,000,000

- **Adjudication of PIN's/Courtesy Charges**

The settling of a disputed charge in a municipal court setting by a team of adjudicators would reduce the time that enforcement officers spend in provincial court.

300 officers @ \$3,600/year of court time. \$1,080,000

TOTAL SAVINGS: **\$3,440,000**

8.0 IMPLEMENTATION

8.1 TIMING OF KEY ISSUES: A THREE YEAR PLAN

The table below indicates the timing of the key milestone activities which must be met in order to implement the proposed TPA. The critical items are discussed in separate sections below. Where Council action is required with respect to an activity this is indicated in the Council column. The column title indicates the time frame in which an activity is expected to occur.

| Key Issues | Council Action Required | By Jan 1st | 0-6 Mths | 6-12 Mths | 1 to 3 Years |
|--|-------------------------|-------------|----------|-----------|--------------|
| PANY/PAT MERGER | | T | | | |
| - Labour matters | | T | | | |
| - Integration of activities and organizational structure | | T | | | |
| - Housing for the TPA - issues relating | | | | T | |
| - Standardization and unification of all processes, accounting policies and procedures | | T | | | |
| - Service contract renewals | | As required | | | |
| - Standardization of technology | | | T | | |
| - Standardization of equipment | | On going | | | |
| | | | | | |
| APPOINTMENT OF NEW BOARD OF DIRECTORS | T | | T | | |
| | | | | | |
| DEVELOPMENT OF NEW ORGANIZATIONAL STRUCTURE | | | T | | |
| | | | | | |
| DEVELOPMENT OF LONG TERM STRATEGIC PLAN | | | | | T |
| | | | | | |
| ADOPTION OF NEW INSTITUTING BY-LAW (PROCEDURAL BY-LAW) | T | | T | | |
| | | | | | |
| FINANCIAL ARRANGEMENT WITH CITY | T | | T | | |
| | | | | | |
| OFF-STREET (PANY/PAT) | | T | | | |
| - Other municipalities | | | T | | |
| - Delivery service areas | | | T | | |

MOVING FORWARD:

| Key Issues | Council Action Required | By Jan 1st | 0-6 Mths | 6-12 Mths | 1 to 3 Years |
|--|-------------------------|------------|----------|-----------|--------------|
| - Standardization of technology | | | T | | |
| - Standardization of equipment | | On going | | | |
| - City wide uniformity of by-laws | | | T | | |
| ON-STREET (PANY/PAT) | | T | | | |
| - Other municipalities | | | | T | |
| - Delivery service areas | | | | T | |
| - City wide uniformity of by-laws | | | | T | |
| - Upgrade and standardization of equipment | | | | T | |
| ENFORCEMENT | | | | | T |
| - Jurisdictional control of enforcement | | | | | T |
| - Advance towards civil adjudication | | | | | T |

8.2 TRANSITION ISSUES: *INCONSISTENCIES NEED TO BE RESOLVED*

A description of some of the areas of concern follows:

Inconsistent By-laws. Each of the area municipalities have by-laws regulating matters such as: parking hours, building standards, enforcement practices and permit fees. In many cases, these by-laws are inconsistent and a number of potential boundary issues will arise such as meter rates being different on different sides of streets which are presently in different municipalities.

Enforcement Practices. On-street parking is enforced by the Metro Police in all jurisdictions. Off-street municipal parking uses a wide variety of enforcement practices and set fine amounts.

Private Property and Towing By-laws. The private property enforcement by-laws vary widely across the six municipalities. MLEO's may authorize towing from private property in East York, Etobicoke, and Scarborough, but not in York, North York and Toronto, for example.

MOVING FORWARD:

Municipal Act Amendments. The Municipal Act is currently being revised and is not presently available for review. The Act currently contains a number of provisions which impact the powers of Parking Authorities. One area of primary concern is the provisions relating to reserve funds which forms section 207 (56) of the Act. In order to be self-financing, the TPA must retain a sufficient portion of operating revenues in a reserve fund specifically allotted to parking (refer to section 8.6).

8.3 LEGISLATIVE REQUIREMENTS: *A DETAILED PLAN*

A review of Part XII of Bill 103 (2), which sets out the legislative authority for the TPA was undertaken and compared with the existing legislation covering the PAT and the PANY. It was necessary to ensure that the powers were appropriate and adequate to provide the TPA with the ability to deliver the services in the manner set out in this business plan. Appendix C contains a revised Part XII. Generally, the following changes are recommended:

1. Add ss(6) to sec (88) to ensure that the TPA can continue to enforce regulation of parking infractions.
2. Extend the itemized powers in ss(2) of sec(89) to allow the TPA to:
 - C operate a payment-in-lieu of parking program;
 - C operate a permit parking program;
 - C provide ability to exercise the powers of the Council outlined under paragraph 56 and 57 of Section 207 of the Municipal Act regarding acquiring facilities and setting rates.
 - C operate paid parking on city streets;
 - C delegate authority to operate a parking enforcement program;
 - C to appoint MLEO's;
 - C to enact a benefitting assessment (as per sec (4) of City of Toronto Act);
 - C to constitute a Board of Directors composed of private citizens who are not members of a municipal council.

Part XII of Bill 103(2) is intended to provide the umbrella legislation to allow the TPA to operate for a short transitional period prior to Council passing an enabling by-law. However, as the timing of Council is uncertain, it is important for the umbrella legislation to contain all of the powers necessary for the TPA to continue to function normally in the interim period. This should limit the possibility for uncertainty in interpreting the relationship between the powers defined under Bill 103(2) and those continuing powers which are grandfathered from the previous statutes covering PAT and PANY powers. **The Bill, which is currently in the committee process, should be amended prior to final reading.** Council would have the power to modify or repeal all of the additional powers through subsequent by-laws. A proposed enabling by-law to be passed by the new Council is under development and will be provided to the Council once they are in office.

8.4 LABOUR ISSUES: *MUST BE ADDRESSED*

The PAT is unique when compared to other municipal agencies or departments. The outside staff (attendants and maintenance workers) are unionized (CUPE Local 43), but form a separate bargaining unit from other municipal employees within the City of Toronto. **The office staff are not unionized.** The PANY contracts out attendant operations, has a unionized outside work force (CUPE Local 94) and a partially unionized office staff (CUPE Local 94). Collective bargaining is not undertaken separately from the North York municipal employees. Labour issues must be dealt with prior to the merger of these two organizations.

The current union contract which was negotiated by the PAT with CUPE Local 43 in the fall of 1996 expires April 1, 2000. This contract contains a lower wage rate for any new employees hired in the future. Most other municipal contracts expire December 31, 1997 and is anticipated that some labour difficulties will be encountered. The PAT contract extending through to the year 2000 will prove advantageous when various amalgamation labour issues are addressed. At present, a staff complement of 268 staff associated with the delivery of the parking services was identified in the seven municipalities and the two Authorities. The TPA described in this document will require 234 staff to deliver this service.

8.5 ORGANIZATIONAL STRUCTURE: *COUNCIL TO APPOINT A NEW BOARD OF DIRECTORS*

Once the merger of the two Authority's occurs, temporary adjustments will be undertaken to the organization to address the integration of functions during the transitional period. Upon taking office in January of 1998, Council will appoint the TPA's new Board of Directors. This Board will be expected to design an organizational structure which will ensure the delivery of services as discussed in this document. The new TPA will make use of services from various City Departments as required. These will be utilized on a fee for service basis, as is the current practice between the PAT and the City Solicitor's office. These costs have been anticipated in the business plan. In addition, the current practice of informal interaction and co-ordination of initiatives between the TPA and the City Departments will continue.

8.6 RESERVE FUNDS: *SURPLUS WILL CONTINUE TO BE TRANSFERRED TO CITY*

Chart A in section 7.3 indicates the consolidated projected statement of revenue and expense for all of the parking functions. This chart indicates an annual net profit of \$78.0 million from all activities, or \$39 million not including enforcement activities. This table does not consider the financing of major capital maintenance or expansion activities which are required in support of the parking function. While there would be an initial capital expenditure required within the on-street meter function to upgrade the existing mechanical meters to electronic meters or pay and display machines, and to finance the expansion of the meter programme to additional locations (estimated at about \$7.0 million), once this expansion is undertaken the ongoing maintenance and upgrade costs would be

very modest, about \$0.5 million annually. Experience with previous upgrades have indicated that a payback period in increased net income of less than one year is likely. Likewise, an initial investment in automation would be necessary to integrate the residential permit, commercial boulevard parking and enforcement functions.

The provision of off-street parking is somewhat different in that it requires significant capital expenditures due to the need to purchase land and build facilities. At present, the PANY has a provision within their enabling By-law which allocates their annual operating surplus equally between the City's general revenue account, and the PANY reserve fund. The PAT has followed a similar practice, although this has been a matter of Council policy rather than legislation. While it is difficult to estimate with accuracy the funding requirements for capital expansion on an ongoing basis due to the large lump sum investment character of land purchases and garage funding, by instituting a process whereby the capital expansion programme is reviewed and approved annually by Council, it can be ensured that operational funds not needed to finance capital activities are returned to general revenues as quickly as possible. Using this method, projected profits for the future five year period, plus funds held in reserve by the Authority at the year end, must meet the current cost of satisfying the identified parking shortfalls. To the extent that projected reserves exceed these estimated costs, the surplus will be transferred to the City's general revenue account. Council may elect to target these funds towards transportational issues or fund any other activities they desire.

9.0 CONCLUSIONS

9.1 OVERALL: CONSOLIDATION OF PARKING IN TORONTO IS BEST ACHIEVED BY A SINGLE, COMPREHENSIVE AND AUTONOMOUS PARKING AUTHORITY

The amalgamation of the seven existing municipalities within the Metro boundaries will take effect on January 1, 1998. This amalgamation presents an opportunity to improve the efficiency and enhance the effectiveness of the current delivery of parking services within the combined city. Bill 103 (2) merges the PAT and the PANY while retaining all of their existing activities and facilities as they existed at the amalgamation date. Other municipal parking services will continue to be provided by their traditional delivery mechanisms. Bill 103(2) anticipates that the new Council will review the parking function early in the mandate and enact legislation to rationalize the currently fragmented delivery mechanism. The approach described in this document will provide annual increases in net income of \$20 million over the existing system. Other delivery mechanisms would not have the ability to provide a comparable level of service while generating annual income increases of a similar magnitude. The monetary benefits notwithstanding, the proven track records of the existing Authorities provides unquestionable proof that the Authority model presented in this proposal will best reward the trust of both Council and the wider community in the New City of Toronto.



MOVING FORWARD:

A Parking Authority for the Delivery of Parking Services in the New City of Toronto

APPENDICES

APPENDIX A

INVENTORY OF EXISTING MUNICIPAL PARKING FACILITIES AND SERVICES

A.1 OFF-STREET PARKING

A complete listing of the off-street lots operated by the six municipalities forms Table A1 at the end of this section. The following table summarizes the parking supply by municipality. The “Revenue” column includes only revenue from carpark operations and does not reflect \$3.5 million in sundry revenue.

| | Commercial | | Residential/Monthly Only | | Revenue (\$000) |
|----------------------|------------|---------------|--------------------------|------------|-----------------|
| | Lots | Spaces | Lots | Spaces | |
| City of Toronto | 93 | 15,196 | 1 | 40 | 32,546 |
| City of North York | 17 | 3,482 | - | - | 2,644 |
| City of Etobicoke | 10 | 557 | 6 | 202 | 387 |
| City of York | 10 | 584 | 4 | 136 | 541 |
| Borough of East York | - | - | 1 | 21 | 5 |
| City of Scarborough | 1 | 390 | - | - | 140 |
| TOTAL | 131 | 20,209 | 12 | 399 | 36,263 |

The development and operation of off-street parking is handled by the PAT and the PANY in their respective municipalities and through City departments elsewhere except East York (contracted). The PAT’s 93 commercial parking facilities include 17 garages, while the PANY have 3 garages. All of the facilities in the remaining municipalities are surface lots. The PAT is in the final stages of a multi-year restoration program on its garages. All of the facilities will then be in good condition and able to operate without major maintenance work for the next 10 years or longer. This restoration work has been a significant cost in the PAT operating budget since 1990, and the completion of this work will ensure a higher net return than has been experienced over the past six years. All of the PANY’s garages are of recent construction and will not require maintenance work for some time. A visual examination of the facilities in all of the municipalities was undertaken and it appears that most of these are in good repair (refer to Table A1).

A.2 ON-STREET METERED PARKING

The following table indicates the supply of on-street metered parking which is available within the six existing local municipalities (note: the local municipalities presently operate the metered parking on Metro Roads).

| | No. Of Spaces | Annual Revenue | Per meter |
|----------------------|---------------|--------------------|--------------|
| City of Toronto | 10,200 | \$7,100,000 | \$696 |
| City of North York | 1,829 | 1,400,000 | 765 |
| City of Etobicoke | 1,667 | 616,000 | 369 |
| City of York | 836 | 410,000 | 490 |
| Borough of East York | 454 | 339,000 | 744 |
| City of Scarborough | 135 | 55,000 | 407 |
| TOTAL | 15,121 | \$9,920,000 | \$656 |

Rates charged at the meters in the various municipalities vary somewhat, but are generally quite low, ranging from \$0.10 to \$1.25 per hour, and rarely exceeding \$1.00 per hour. Maximum durations of stay are generally limited to one-hour, however, there are a limited number of 2, 4 and 10 hour meters installed where local conditions have warranted. At the majority of meters, charges do not apply during evenings, Sundays and holidays. The justification for metering parking on streets is to encourage turnover in support of the local businesses. Turnover is sought through regulating the time duration of stay rather than through a pricing mechanism. In off-street facilities success at encouraging turnover has been obtained through the pricing mechanism. The off-street method could be transferred to street meters to reduce enforcement requirements.

In all municipalities except North York and East York, the on-street meter functions (except enforcement) are located within the department structure (Transportation Department or Works Department). In North York, the on-street meters are operated and maintained by the PANY. In addition, staff of the PANY initiate the process of having meters installed where need warrants, and also establish the rates charged. The PANY co-ordinates closely with the Transportation Department and Metro Toronto to ensure that the operation of the parking meters does not negatively impact the traffic function or impair safety. The practice currently utilized in North York has proven successful and should be established throughout the remainder of the City. In East York, the operation of the meter parking is contracted out to a private contractor, however, the planning and installation is still conducted within the Transportation Department.

A.3 RESIDENTIAL PERMIT PARKING

All of the municipalities except North York and Scarborough have a program for residential on-street permit parking. The number of permits is indicated below.

| Municipality | Number of Permits | Fees |
|----------------------|-------------------|------------------------|
| City of Toronto | 52,094 | \$60 or \$300 annually |
| City of York | 6,000 | \$60 annually |
| Borough of East York | 1,615 | \$100 annually |
| City of Etobicoke | 343 | \$120 annually |
| TOTAL | 60,052 | |

This program is operated by City Works/Transportation Departments except in East York where it is contracted out.

A.4 COMMERCIAL BOULEVARD PARKING

Four of the municipalities operate commercial boulevard parking programs. The inventory is shown in the table below.

| Municipality | Number of Permits | Number of Spaces |
|----------------------|-------------------|------------------|
| City of Toronto | 8,050 | 11,300 |
| City of North York | 83 | 498 |
| City of York | 3,750 | 4,500 |
| Borough of East York | 290 | 2,050 |
| TOTAL | 12,173 | 18,348 |

The PANY runs the boulevard parking program for the City of North York. In all other municipalities it is run by the Works/Transportation Department.

A.5 ENFORCEMENT

The enforcement of parking regulations is almost exclusively undertaken by the Metro Police through their parking enforcement unit. The staff component of this unit is currently 341 of which 291 are Parking Enforcement Officers (PEO). PEO's are not Police constables, however, all Police constables are able to issue parking tags. A total of approximately 2.5 million tags are issued each year, of which about 20% are metered parking infractions and 19% are residential permit infractions. These two categories represent all of the tags issued for infractions where parking is allowed for a fee, but where the fee has not been paid. That is, they represent a situation where the intent of the meter/permit system as a rationing mechanism has not been met, but do not represent a safety or traffic problem. The remaining approximately 60% of infractions relate to infractions where parking is prohibited for traffic operation or safety purposes at some or all times, infractions on private property or violations of the three hour rule. Non-police personnel are able to become Municipal Law Enforcement Officers (MLEO's) which allow these persons to issue tags on their own property. The revenue generated from these tags is retained by the Metro Corporation. In 1995, over \$40,000,000 in net revenue was generated from the issuance of parking tags within Metro.

Both the PAT and the PANY have MLEO's on staff to enforce the parking regulations in their off-street facilities. While these MLEO's are authorized to issue PIN's, these are used only rarely. Both operations use a Courtesy Envelope system, wherein, violators are provided the opportunity to make a voluntary payment of a smaller amount than the PIN set fine. Repeat offenders are issued police tags. While there is no mechanism for enforcing Courtesy Envelope payment through the courts, the voluntary payment recovery rate is quite good averaging between 50% and 60%.

APPENDIX B BEST PRACTICES

B.1 AUTOMATION/INNOVATIONS

The following changes have been implemented during the past three years all of which have resulted in cost savings and/or increased revenue, as well as improving customer service and convenience.

B.1.1 Pay on Foot

In January 1995, the PAT converted its St. Lawrence Garage to a fully automated pay on foot operation. This conversion was followed in 1996 by three additional facilities, two by PAT and one by PANY. The technology replaces exit cashiers and provides many more payment options with a single multi-purpose reader **including the ability to enter and exit the garage using a credit card without visiting a payment station, the first facility in the world to offer this capability.** The system allows a substantial reduction in staff costs and allows all exits to be available at all times as staffing is not required. This allows faster exiting, hence higher service levels. The four existing facilities, and facilities slated for future development, can be networked and remotely monitored from a single, central location. Since this program was initiated in 1995, many operators of parking facilities throughout North America have toured the garages and undertaken pay on foot systems based on the model pioneered by the PAT.

B.1.2 Solar Powered Pay and Display

While pay and display systems provide many significant advantages over single space metering, one disadvantage which has hampered their introduction until recently is the need for AC power connections. These connections are often costly to install and maintain. In 1996, the PAT introduced the first solar powered pay and display machines to North America. These machines have functioned for approximately 18 months without any maintenance problems being encountered. The ability to operate under solar power provides the flexibility to utilize this equipment in on-street applications.

B.1.3 Automated Ticket Issuing

Since late 1994, the PAT has been issuing Courtesy Charge Notices (parking violations) with handheld ticketing computers. The processing of issued tickets now takes less than 15 minutes per day versus 8 hours per day previously. As well, payment processing is quicker due to bar coding on remittance copies which can be scanned as opposed to manual key punching. As a result of the automation, the collection rate increased and, in conjunction with the time savings, meant a payback on the equipment of under one year. This is an area in which the current manual processes of the Metro Police could experience large gains in efficiency.

Change No. 8 - Add a clause (j) to subsection 2 of section 89 to enable the parking authority to appoint persons to enforce on behalf of the Toronto Parking Authority and or the City, parking regulations and by-laws with such appointees being municipal law enforcement officers and therefore, peace officers.

Change No. 9 - Add a clause (k) to subsection 2 of section 89 to enable the parking authority to act in place of city council to use the “benefiting assessment” approach to the establishment of parking facilities in defined areas provided under the City of Toronto Act 1960-61 either separately from or in conjunction with the approach under clauses *f* and *g* of paragraph 56 of section 207 of the Municipal Act as is done presently by the present City of Toronto Parking Authority.

Change No. 10 - Add to clause (1) of subsection 4 of section 89 a provision that no member of council can be appointed a member of the parking authority.

B.1.4 Follow-ups of Delinquent Parkers

Follow-up of outstanding parking violations was for many years a labour intensive, time consuming manual task. This follow-up required obtaining licence plate information from the Ministry of Transportation of Ontario (MTO) which, until recently, was unavailable in electronic form. When the MTO finally made on-line procurement of plate information available, changes were made internally to interface the information with our own system and produce statements to mail to delinquent parkers. This has resulted in labour savings of 4 days per month, and improved the tracking and timelines of fee recoveries.

B.1.5 Statistical Systems

The processing of raw usage data to produce statistical reports on carpark usage was previously processed via a system resident on outside computers at annual charges of \$60,000 in processing fees. New systems were developed by PAT staff to replace these systems. In addition to eliminating the \$60,000 annual fee, these systems have greatly improved the capabilities of the systems, reduced staff time and provided much more timely and convenient access to historical data bases for analysis purposes. This system continues to evolve.

B.1.6 Monthly Permit Processing

Until late 1996, the processing of monthly parking permits (30,000 issued annually) was essentially manual. The conversion to a computerized system was completed in the first quarter of 1997. The computerized system allows for the tracking of an extensive data base on current and prior parkers. It makes it possible to provide an increased level of service and follow-up to customers and ties in with our overall objective of marketing the PAT as the best choice for the public.

The following changes are either currently in process or planned for the immediate future.

B.1.7 Networking of Pay and Display Machines

The ticket issuing machines which parkers use to pay and obtain a parking ticket on unattended carparks are currently being networked via radio frequency or land lines. This allows the following benefits:

- (a) Maintenance messages are sent to a central computer which in turn pages a technician with a message of the location and problem. Previously, maintenance problems could only be detected by personal attendance at the site. Because the machines are dispersed throughout the City, the automatic paging greatly reduces downtime, and allows the technician to determine the nature of the problem prior to attendance at the site.

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- (b) Tagging/Supervisory staff do not have to visit a machine simply to see if it is operating. The additional free time can be spent on tagging activities which produce revenue.
 - (c) Information on the amount of money in a machine helps to plan a more efficient collection schedule. As well, credit card data can be remotely collected, eliminating the time required for a collector to physically visit a machine with a handheld device to make a collection.

B.1.8 Fee Computer Upgrade

On-site, live testing of two potential fee computers has been completed. The upgrade of the existing 15 year old system will begin in September. The benefits of the upgrade will be:

- (a) Automatic capture of usage data previously manually keyed from tickets will result in large time savings. The equipment provides improved rate setting abilities which allow the use of special arrangements and marketing programs.
- (b) It automates the collection of accounting data and production of accounting reports previously completed by hand. Savings in supervisory time and audit time (related to preparation and clerical checking) will be significant. More in depth computer assisted audit techniques will result.
- (c) An Authority credit card can be introduced which will function similar to a standard credit card. The benefits of an extensive network of carparks can be realized giving parkers the choice of any facility without the need to carry cash. This would be a benefit no other operator could offer, as no other operation has such an extensive system of carparks.

B.1.9 Interactive Voice Response (IVR)

IVR has been in use in various applications for a number of years. Its use for paying parking violations (Courtesy Charges) and monthly permits has been under review since early 1996. Depending on the extent of its potential use the time savings in handling cash could be significant. The City of Toronto currently utilizes this technology for its residential permit system as does Metro finance for the payment of parking infractions.

B.1.10 Banking Information

Various banking information currently received in hard copy form is (or will shortly be) available in electronic form via online links to the bank. The availability of this information in electronic form (especially in conjunction with the data collected is a result of the fee computer upgrade) will allow a reduction of the time currently required to manually perform basic reconciliation tasks.

B.2 INNOVATIVE PRACTICES AND SPECIAL EXPERTISE

B.2.1 Design/Construction/Maintenance

Extensive experience with the development of new facilities and the restoration of older facilities have provided special expertise in these areas. Staff are currently retained as consultants and are earning fees for the Authority by selling this expertise to other governmental agencies and private organizations.

B.2.2 Planning and Development

Many of the practices utilized in the collection, analysis and processing of statistical data as well as the conduct of studies are in demand by outside agencies. Many more requests are received than may be responded to. However, this is an area in which substantial growth as a profit center is available.

B.2.3 Revenue Control System

The Authority has developed an extensive system of revenue control over the years, which is critical in such a high volume cash business. Staff often teach the topic at parking trade association seminars or in response to specified enquiries from other operators. This is another source of growth as a profit center.

B.2.4 Joint Venture Developments

The Authorities have entered into joint venture developments with private developers for the following purposes:

1. To expand existing supply of parking in order to meet parking shortfalls in a specific area.
2. To maximize its return on assets.

This has been accomplished by the Authorities selling or leasing the development rights of their existing surface carparks and building multi-level below grade garages to accommodate replacement of spaces and the provision of additional spaces. PAT also entertains joint ventures with existing landowners who own property in areas identified as having a parking shortfall. Examples of joint venture developments include:

1. The Authority entered into a joint venture agreement with Avenue-Bloor Holdings Ltd. to construct a 294 space underground garage under the 215 room Intercontinental Hotel on the 220 Bloor St. W. site. The air rights were leased to the Hotel which will eventually revert to City ownership. In addition, a 105 space surface carpark was retained.
2. The Parking Authority has entered into a joint venture agreement with Delisle Court Redevelopment Corporation to construct a 250 space underground parking garage under a proposed 300 suite condominium development. The strata title to the above grade portion of this site was sold to Delisle.
3. The surface carpark on Holly Street of approximately 216 spaces was converted into a 460 space above grade garage. The PAT entered into a co-operative venture with the City of Toronto Housing Department. The cost of the garage was funded through the sale of air rights to the Housing Department. Similar joint ventures have been completed with Cityhome in the past in the St. Lawrence complex and at Larch Street.
4. At Yonge and Sherwood, the PAT entered into a joint venture with the MTHA to provide 46 spaces at grade, with a building occupying the above grade levels.
5. Long term lease of parking rights were secured at Clinton and College streets to provide a 79 space underground garage under the CHIN Radio Building to serve the Little Italy retail area.

B.2.5 User Friendly Signage Systems

The PAT has developed a high quality signage system and is currently in the process of retrofitting its garages. The signage system is designed to provide multiple cues to pedestrians and motorists to ensure swift passage to and from pedestrian and vehicular entrances and exits. By reducing the dwell time in facilities, the safety and security of patrons is enhanced. This programme was recently the subject of a feature article in the *Globe & Mail*.

APPENDIX C LEGISLATIVE CHANGES REQUIRED

LIST OF PROPOSED CHANGES TO PART XII CITY OF TORONTO ACT 1997 (2)

Change No 1 - Add a subsection 6 to section 88 regarding subsection 207 HTA and parking authority by-laws to ensure parking authority by-laws permitted by delegation under paragraph 57 of section 207 of the Municipal Act and under the remainder of Part XII, the City of Toronto Act can be enforced against vehicle owners as well as against vehicle operators.

Change No 2 - Add to subsection (2), of section 89 a number of additional powers that enable the parking authority, should the new city council be agreeable, to carry out a number of regulatory and entrepreneurial parking functions for the new city in order to provide the new city with a more holistic and integrated “pay for parking” operation than would be permitted under the City of Toronto Act, 1997 (2) as it is. To that end, subsection (2) itself would provide that any of the additional powers can be given “subject to such limitations and conditions as the by-law may provide”.

Change No.3 - Add clause (e) to subsection 2 of section 89 to enable the parking authority to handle the “parking relief or cash in lieu” program available under section 40 of the Planning Act which the present Parking Authorities handle indirectly for their City Councils at the present time.

Change No. 4 - Add a clause (f) to subsection 2 of section 89 to enable the parking authority to handle the “Permit Parking” program if the new city council is agreeable. Permit parking offers not only a regulatory opportunity for the new city, but a revenue opportunity for the new city and in any case, could be operated in a more entrepreneurial and efficient fashion by the parking authority.

Change No. 5 - Add a clause (g) to subsection 2 of section 89 to enable the parking authority to act in place of the council to pass by-laws under paragraph 56 of section 207 of the Municipal Act dealing with the acquisition, establishment, lay-out and improvement of parking facilities as well as the powers under paragraph 57 of section 207 to construct, operate, manage and maintain. In addition, paragraph 56 contains the rate setting powers for parking facilities and one approach to benefiting assessment provisions which the parking authority could use.

Change No. 6 - Add a clause (h) to subsection 2 of section 89 to enable the parking authority to handle the pay for parking program on city streets as well as in parking facilities, the installation of “pay for parking” devices like metres, “pay n display”, etc., as well as the powers to charge fees or prohibit parking accordingly.

Change No. 7 - Add a clause (i) to subsection 2 of section 87 to enable the Toronto Parking Authority to handle the entire parking enforcement program for the new city if the new city council finds that desirable or at least the authority’s parking enforcement program if the new city council will permit that.

CITY OF TORONTO ACT 1997 (2)
REVISED PART XII
TORONTO PARKING AUTHORITY

Parking authority established

- 87.** (1) A parking authority for the city is established on January 1, 1998 under the name of Toronto Parking Authority in English and Office des parcs de stationnement de Toronto in French.

Municipal Act, s. 207, par. 57

- (2) The parking authority shall be deemed to be a parking authority established under paragraph 57 of section 207 of the *Municipal Act*.

Dissolution of old parking Authorities

- 88.** (1) The parking authorities of the old municipalities are dissolved on January 1, 1998.

Assets and liabilities

- (2) All the assets and liabilities that the parking authorities of the old municipalities had on December 31, 1997 are vested in and become assets and liabilities of the Toronto Parking Authority on January 1, 1998, without compensation.

Extended application

- (3) Subsection (2) also applies to all rights, interests, approvals, status, registrations, entitlements and contractual benefits and obligations.

By-laws and resolutions

- (4) Every by-law or resolution of a parking authority of an old municipality that is in force on December 31, 1997,
- (a) shall be deemed to be a by-law or resolution of the Toronto Parking Authority; and
 - (b) remains in force, in respect of the part of the urban area to which it applied on that day, until the parking authority repeals it or amends it to provide otherwise.

Certain by-laws

- (5) Nothing in this section authorizes the repeal or amendment of a by-law conferring rights, privileges, franchises, immunities or exemptions that a parking authority of an old municipality could not have repealed or amended.

Deemed municipal by-law

- (6) A by-law of the Toronto Parking Authority prohibiting or regulating parking shall be deemed to be a municipal by-law regulating traffic under Section 207 of the Highway Traffic Act.

By-law re size, composition, membership

- 89.** (1) The council shall pass a by-law to establish,
- (a) the size and composition of the Toronto Parking Authority;
 - (b) the qualifications of its members;
 - (c) the rules regarding reappointment;
 - (d) the procedures for filling vacancies; and
 - (e) the circumstances under which a member's seat becomes vacant or a member becomes disqualified from sitting as a member.

Additional powers

- (2) The council, may, by by-law and subject to such limitations and conditions as the by-law may provide, give the parking authority power,
- (a) to enter into agreements for the construction of parking facilities in, under, over or on land that is vested in the city for any purpose;
 - (b) to sell, lease or otherwise dispose of land or buildings, or parts of them, that have been designated for the parking authority's use by a city by-law and are no longer required for the parking authority's purposes;
 - (c) to enter into agreements for the maintenance, operation and management of parking facilities in the urban area;
 - (d) with the consent of the council of the municipality concerned, to enter into agreements for the maintenance, operation and management of parking facilities outside the urban area;
 - (e) to determine on behalf of the council if an exemption, and if so, to what extent will be given to an owner or occupant from providing or maintaining parking facilities pursuant to section 40 of the Planning Act and to enter into an agreement on behalf of the city under section 40 of the Planning Act regarding the exemption.
 - (f) to act in place of the council to enact by-laws for permit parking under paragraph 124 of section 210 of the Municipal Act.
 - (g) to act in place of the council to enact by-laws for municipal parking lots under paragraph 56 of section 207 of the Municipal Act.
 - (h) to act in place of the council to pass by-laws regarding the installation of payment devices for controlling parking on highways, prohibiting parking accordingly, and charging fees under clause 8 of subsection 1 of section 314 of the Municipal Act.
 - (i) to enforce the by-laws of the Toronto Parking Authority and the by-laws of the

city related to traffic and parking regulation.

- (j) to act in place of the council to appoint persons to enforce on behalf of the Toronto Parking Authority and the City the by-laws of the Toronto Parking Authority and the by-laws of the City related to traffic and parking regulation. Persons so appointed as municipal by-law enforcement officers by the Toronto Parking Authority are peace officers for the purpose of enforcing the Parking Authority and City by-laws.
- (k) to act in place of the council to pass benefiting by-laws in conjunction with or separate from a by-law passed under subparagraphs *f* and *g* of paragraph 56 of section 207 of the Municipal Act using the following provisions:
 - (i) a by-law for acquiring, establishing, laying out and improving land, buildings, and structures where vehicles may be parked, and for erecting buildings or structures for the parking of vehicles may provide, with the approval of the Ontario Municipal Board, that the capital cost thereof, or any part thereof, be levied against the lands in one or more defined areas in the municipality, which, in the opinion of the council, derive special benefit therefrom and in that case the by-law shall have appended thereto a schedule establishing the portion of the cost that shall be levied against each parcel of land in the defined area or areas.
 - (ii) the capital cost or part thereof chargeable to lands in the defined area or areas may be apportioned in the same ratio as the assessment of each parcel bears to the total assessment of the parcels in the defined area or areas, or as the valuation for assessment of each parcel of land exclusive of buildings bears to the total valuation for assessment of all the parcels of land exclusive of buildings in the defined area or areas, or may be charged at a special rate per foot frontage on the streets in the defined area or areas, exclusive of flankages.
 - (iii) where the council or parking authority is of the opinion that any parcel of land is not benefited from the establishment of the parking lot to the same extent as other parcels within the defined area, the council or parking authority may, in the by-law levying the cost, exempt such parcel from the levy or make a reduction in the amount of the cost that would otherwise be levied against that parcel.
 - (iv) where the capital cost, or part thereof, is to be levied as provided in (i), (ii) and (iii), the council or parking authority shall give notice of its application to the Ontario Municipal Board for approval of the by-law to the assessed owner of each parcel of land in the defined area or areas and such notice shall include that part of the by-law that shows the portion of the cost levied against each parcel of land

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- (v) the council or parking authority may also by general by-law or by a by-law applicable to the particular project prescribe the terms and conditions upon which persons whose lots are specially charged may commute for a payment in cash the special rates imposed thereon.
 - (vi) the charge levied against each parcel of land under (i), (ii) and (iii), is payable in annual amounts over such number of years as the council or parking authority may provide and is a lien on such parcel and may be recovered in the same manner as real property taxes may be recovered.
 - (vii) the Ontario Municipal Board shall not approve the by-law under (i),(ii) and (iii) if a petition objecting to the levy of the capital cost or part thereof against a defined area or areas signed by at least two-thirds of the assessed owners representing at least one-half of the assessed value of the land in the area or the total of the areas, as the case may be, is filed with the Board at or prior to the hearing of the application.
 - (viii) there shall be an appeal to the court of revision constituted for the City of Toronto from any rate or charge or any exemption or reduction of any rate or charge and *The Local Improvement Act* shall apply *mutatis mutandis*.
 - (ix) when a by-law has been passed in accordance with (i), (ii) or (iii) and such by-law provides that the capital cost or any part thereof shall be levied against the lands in one or more defined areas, and the council or parking authority is of the opinion that lands in any other defined area or areas have begun or may being to derive a special benefit therefrom, the council or parking authority may by a further by-law, passed with the approval of the Ontario Municipal Board, levy charges against the lands in the last-mentioned area or areas of such amounts as would have been charged against the lands in the defined area or areas if the council or parking authority had been of the opinion that the lands derived a special benefit therefrom at the time of the passing of the first mentioned by-law.
 - (x) the charge levied against each parcel of land pursuant to (ix) shall be due and payable in equal annual instalments, commencing in the year next following the year in which the by-laws imposing such levy was passed, and shall continue for such term of years as the charges were imposed by the by-law passed under (i), (ii) or (iii) and shall be a lien upon the land an may be recovered in the same manner as real property taxes may be recovered.
 - (xi) where charges are levied under (ix), they shall be paid to the city or parking authority, and shall be paid into a special account, and shall be applied to the credit of any portion of the capital cost of the work

assumed by the city or parking authority and to the principal and interest payments upon any debentures issued in respect of such portion, and any surplus shall be paid into the reserve fund established under clause (d) of paragraph 56 of section 207 of the Municipal Act.

- (xii) the provisions of (iii), (iv) and (v) shall, with necessary modifications, apply to a levy made by a by-law passed pursuant to (ix).
- (xiii) where the council or possible authority is of the opinion that any lands in one or more defined areas in another municipality will derive special benefit from a by-law to be passed in accordance with (i), the council or parking authority may, with the consent of the council of such other municipality, provide in the by-law that a part of the capital cost shall be levied against such lands, and the provisions of (i) to (xii) shall apply with necessary modifications to such provision.
- (xiv) the city or the parking authority shall, forthwith after the passing of a by-law levying a special rate against lands in another municipality pursuant to (xiii), deliver or transmit by registered mail to the clerk of such other municipality a copy of the by-law, and the preparation of the special assessment roll and the carrying out of proceedings at and in connection with the court of revision referred to in (viii), in respect of the lands in such other municipality to be charged pursuant to the by-law, shall be the duty of the clerk of such other municipality.
- (xv) the rates required by the by-law to be levied and collected in any year upon lands in such other municipality shall be collected by the council of such municipality in like manner as if such rates had been imposed by that council.
- (xvi) the corporation of such other municipality shall pay to City of Toronto or the Parking Authority, the sums that are to be levied and collected in each year under subsection 15, and such payment shall be made on demand therefor at any time after the 14th day of December in that year, and shall be made whether or not such rates have been collected from the persons liable to pay them.
- (xvii) such payment does not relieve any land specially assessed from the special rate thereon, but it remains liable for the special rate until it is paid.

Execution of documents

- (3) If the by-law gives the parking authority the power mentioned in clause (2) (b), the City shall execute any documents that are required for the transaction.

Additional provisions

(4) The by-law may include any of the following provisions:

1. Despite clause (a) of paragraph 57 of section 207 of the *Municipal Act*, the parking authority may consist of more than three members and no member of the council shall be eligible to be appointed a member of the parking authority.
2. This paragraph applies if the city or the parking authority constructs a building or structure on land owned by the city, for the purposes of the parking authority, above or below ground level or both. The city (or, with the council's consent, the parking authority) may construct on, under or in connection with the building or structure any foundations, footings and supports that the city or the parking authority considers necessary for the following purpose: to permit a space above the building or structure that is owned by the city but not required for city parking authority purposes to be used for the construction of other buildings or structures by any person to whom an interest in the space is transferred.
3. A building that the city or the parking authority constructs as a municipal parking facility may include facilities at basement, street, mezzanine or second floor levels that are not required for city or parking authority purposes. The city or the parking authority may lease those facilities for commercial or administrative purposes.
4. If the by law gives the parking authority the power mentioned in clause (2) (b) and it may also impose limitations and conditions on the exercise of the power as the council considers proper. Without limiting the foregoing, it may provide that the money paid or any other terms of the transaction shall be subject to the council's approval.
5. If the by-law gives the parking authority the power mentioned in clause (2) (b), the money obtained from the transaction shall be paid to the city. The balance remaining after payment of incidental expenses shall be paid into the reserve fund established under clause (d) of paragraph 56 of section 207 of the *Municipal Act*
6. The net revenue obtained under an agreement mentioned in clause (2) (c) shall be paid into the reserve fund established under clause (d) of paragraph 56 of section 207 of the *Municipal Act*.

By-law dissolving parking authority.

90. (1) The council may, by by-law, dissolve the Toronto Parking Authority.

Effect of by-law

- (2) When the by-law comes into force, the parking authority ceases to exist and all its assets and liabilities become assets and liabilities of the city.

**Table A1 - Survey of Parking Facilities
Toronto, East York, York, North York, Etobicoke and Scarborough - 1997**

8/19/97

| MUNICIPALITY | LOCATION | TYPE | SPACES | OPERATION | NO. OF MACH. | TYPE OF MACH. | NO. OF ELEV. | USAGE Y/N? | CONDITION GOOD/FAIR/POOR |
|-------------------|--|--------------|------------|---------------|--------------|---------------|--------------|------------|--------------------------|
| EAST YORK | Hillside Dr./Broadview (Massey Centre Daycare) | S | 21 | Monthly | | | | Y | Good |
| | Bayview Millwood (PAT Cp 157/159 - 30 sp.) | G - 2 levels | | Pay & Display | 2 | DG3/Univ. | 0 | Y | Good |
| | sub-total | | 21 | | | | | | |
| ETOBICOKE | n. of Bloor St. W. bet. Wendover Rd. & Prince Edward Dr. | S | 44 | P&D/meters | 1 | Cale | | Y | Good |
| | n. of Bloor St. W. bet. Wendover Rd. & Grenview Blvd. | S | 85 | P&D/meters | 2 | Cale | | Y | Good |
| | n. of Bloor St. W. bet. Grenview Blvd. & Jackson Ave. | S | 54 | P&D/meters | 1 | Cale | | Y | Good |
| | n. of Bloor St. W. bet. Jackson Ave. & Willingdon Blvd. | S | 120 | Pay & Display | 2 | Cale | | Y | Good |
| | n. of Bloor St. W. bet. Willingdon Blvd. & Royal York Rd. | S | 80 | P&D/meters | 1 | Cale | | Y | Good |
| | n. of Dundas St. W. at Royal Avon Cr. | S | 72 | Monthly | | | | Y | Good |
| | n. of Queensway at Dayton Cr. | S | 15 | Monthly | | | | Y | Good |
| | n. of Queensway at Royal York Rd. | S | 26 | Meters | | | | Y | Fair |
| | n. of Queensway at Woolgar Ave. | S | 49 | Monthly | | | | Y | Good |
| | n. of Lake Shore Blvd. W. bet. 8th & 9th St. | S | 58 | Monthly/Meter | | | | Y | Good |
| | n. of Lake Shore Blvd. W. opp. 3773 | S | 20 | Monthly | | | | Y | Good (no lines) |
| | Skeen's Lane n. of Lake Shore Blvd. W. bet. 28th & 29th St. | S | 36 | Monthly | | | | N | Fair |
| | s/s Lake Shore Blvd. W. at 23rd St. | S | 22 | Pay & Display | 1 | Cale | | N | Good |
| | n. of Lake Shore Blvd. W. bet. 4th & 5th St. | S | 12 | Monthly/Meter | | | | Y | Good |
| | s/s Lake Shore Blvd. W. at 6th St. | S | 66 | P&D/meters | 1 | Cale | | Y | Good |
| | s. of Lake Shore Blvd. W. on 13th St. near 66 13th St. | S | 10 | Monthly | | | | Y | Good |
| | sub-total | | 759 | | | | | | |
| | | | | | | | | | |
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| | | | | | | | | | |
| | | | | | | | | | |
| MUNICIPALITY | LOCATION | TYPE | SPACES | OPERATION | NO. OF MACH. | TYPE OF MACH. | NO. OF ELEV. | USAGE | CONDITION GOOD/FAIR/POOR |
| NORTH YORK | 95 Beecroft Rd. | G - 5 levels | 401 | Attendant | | | 0 | Y | Good |

**Table A1 - Survey of Parking Facilities
Toronto, East York, York, North York, Etobicoke and Scarborough - 1997**

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| | | | | | | | | | |
|---------------------|---|--------------|---------------|------------------|---------------------|----------------------|---------------------|--------------|----------------------------------|
| | Flex - separate area within CC Garage (240 sp.) | | | Card Access | | | | Y | Good |
| | 3 Kingsdale Ave. | S | 48 | Pay & Display | 1 | DG4 | | Y | Good |
| | 10 Empress Ave. | S | 29 | Pay & Display | 1 | DG4 | | Y | Good |
| | 246 Brooke Ave. | S | 97 | Pay & Display | 1 | DG4 | | Y | Good |
| | Winston Park - no listing | | | | | | | | 32 sp. not in operation |
| | Pemberton - no listing | | | | | | | | 10 sp. not in operation |
| | City Hall - 5100 Yonge St. | G - 3 levels | 556 | Att./Card Acc. | | | 1 | Y | Fair - North York does not own |
| | Old York Mills & Yonge. St. | S | 61 | Pay & Display | 2 | DG4 | | Y | Good |
| | Roe - 1880 Avenue Rd. | S | 39 | Pay & Display | 1 | DG4 | | Y | Good |
| | Princess - 5111 Yonge St. | S | 71 | Pay & Display | 1 | DG4 | | Y | Good |
| | 11 Finch Ave. W. | S | 62 | Pay & Display | 1 | DG4 | | Y | Good |
| | 5151 Yonge St. | S | 32 | Pay & Display | 1 | DG4 | | Y | Good |
| | City Centre (CCDC) - 5 Park Home Ave. | G - 5 levels | 1750 | Att./employee | | | 4 | Y | Fair - conc.? |
| | Jolly Miller lot - Yonge St. s. of York Mills | S | | | | | | | 262 sp. not yet in operation |
| | Beecroft West - 180 Beecroft Rd. | S | 173 | Pay on Foot | 2 | Ascom | | Y | Good |
| | 10 Harlandale Ave. | S | 112 | Pay & Display | 3 | DG4 | | Y | incl. portion of Harlandale Ave. |
| | 20 William Carson Cres. at Yonge St. | S | 34 | Pay & Display | 1 | DG4 | | Y | Good |
| | Warner Bros. - 4576 Yonge St. | S | 17 | Pay & Display | 1 | DG4 | | Y | Good |
| | sub-total | | 3482 | | | | | | |
| SCARBOROUGH | McCowan Rd. & Bushby Dr. at SRT | | 390 | Att./Card/ | | | | Y | Good |
| | sub-total | | 390 | Exact Chnge | | | | | |
| YORK | 7 Locust St. | S | 47 | P&D/Monthly | 1 | DG3 | | N | Poor |
| | 1609 Eglinton Ave. W. | S | 40 | Pay & Display | 1 | DG3 | | N | Good |
| | Scott Rd., s. of Eglinton Ave. W. | S | 14 | Meters | | | | Y | Good |
| | Scarlett and East Dr. | S | 11 | Meters | | | | N | Good |
| | r. 1775 Eglinton Ave. W. | S | 17 | P&D/Monthly | 1 | DG3 | | Y | Good |
| | Oakwood Ave., n. of Rogers Rd. | S | 20 | P&D/Monthly | 1 | Cale | | Y | Good |
| | Shortt St., n. of Eglinton Ave. W. | S | 130 | P&D/Monthly | 1 | DG3 | | N | Good |
| | John St., e. of Weston Rd. (GO Station) | S | 158 | P&D/Monthly | 1 | Cale | | Y | Good |
| | 925 Eglinton Ave. W. (PAT - Cp 155 - 43sp.) | S | | P&D/Monthly | 1 | DG3 | | Y | Good |
| | Riverview Gardens, n. of Bloor St. W. | S | 104 | | | | | | under construction |
| | s/s Eglinton Ave. W., at Chiltern Hill Rd. | S | 43 | P&D/Monthly | 1 | Cale | | Y | (China House rest.) Good |
| MUNICIPALITY | LOCATION | TYPE | SPACES | OPERATION | NO. OF MACH. | TYPE OF MACH. | NO. OF ELEV. | USAGE | CONDITION GOOD/FAIR/POOR |
| YORK | opp. 75&85 Emmett Ave. | S | 78 | Monthly | | | | N | Good |
| (cont'd.) | n/e cor. St. Clair & Mould Ave. | S | 7 | Monthly | | | | N | Good |
| | 4066 Old Dundas St. W. | S | 14 | Monthly | | | | Y | Good |

**Table A1 - Survey of Parking Facilities
Toronto, East York, York, North York, Etobicoke and Scarborough - 1997**

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| | | | | | | | | | |
|---------------------|------------------------------|-------------|---------------|------------------|---------------------|----------------------|---------------------|--------------|---------------------------------|
| | 2700 Eglinton Ave. W. | S | 37 | Monthly | | | | Y | Fair |
| sub-total | | | 720 | | | | | | |
| TORONTO | Hayden St. E. of Yonge | G | 430 | Pay on Foot | 2 | ZEAG | 2 | | Good |
| | Charles St. E. of Yonge | S | 76 | Attendant | | | | | |
| | Isabella St. E. of Yonge | S | 79 | Attendant | | | | | |
| | Wellesley St. E. of Yonge | S | 135 | Attendant | | | | | |
| | Rosehill Garage | G | 565 | Pay on Foot | 2 | ZEAG | 2 | | Good |
| | Alvin Ave N. of St. Clair E. | S | 166 | Attendant | | | | | |
| | Delisle Ave. W. of Yonge | S | 159 | Attendant | | | | | |
| | Yorkville/Cumberland Garage | S | 1036 | Attendant | | | 2 | | Good |
| | Pape Ave. N. of Danforth | S | 85 | Pay & Display | 1 | DG4/CC | | | |
| | Keele St. S. of Dundas | S | 77 | Pay & Display | 1 | DG4 | | | |
| | Pacific Ave S. of Dundas | S | 71 | Pay & Display | 1 | DG4 | | | |
| | Cedarvale N. of Danforth | S | 37 | Pay & Display | 1 | DG4 | | | |
| | Amroth S. of Danforth | S | 54 | Pay & Display | 1 | DG4 | | | |
| | 29 Queen St. E. | G | 479 | Attendant | | | 2 | | Good |
| | Pape Ave S. of Danforth | S | 76 | Pay & Display | 1 | DG3 | | | |
| | Holly/Dunfield Garage | G | 460 | Attendant | | | -- | | |
| | Bay St./Lakeshore Blvd. W. | S | 525 | Attendant | | | | | |
| | Dundas St./Victoria St. | S | 53 | Attendant | | | | | |
| | Nathan Phillips Sq. Gar. | G | 2087 | Attendant | | | 4 | | |
| | Castlefield W. of Yonge | S | 163 | Attendant | | | | | |
| | Norton W. of Dufferin | S | 64 | Pay & Display | 1 | DG4/CC | | | |
| | Via Italia off St. Clair | G | 171 | Pay by Space | 3 | DG4/CC | | | |
| | St. Lawrence Garage | G | 2008 | Pay on Foot | 3 | ZEAG | | | |
| | Fuller Ave N. of Queen | S | 53 | Pay & Display | 1 | DG3 | | | |
| | Broadview N. of Queen | S | 92 | Pay & Display | 1 | DG3 | | | |
| | Burnaby W. of Castleknock | S | 175 | Attendant | | | | | |
| | Lee Ave. S. of Queen | S | 68 | Pay & Display | 1 | DG4/CC | | | |
| | Roehampton E. of Yonge | S | 126 | Attendant | | | | | |
| MUNICIPALITY | LOCATION | TYPE | SPACES | OPERATION | NO. OF MACH. | TYPE OF MACH. | NO. OF ELEV. | USAGE | CONDITION GOOD/FAIR/POOR |
| TORONTO | Lippincott S. of Bloor | S | 146 | Attendant | | | | | Good |
| (cont'd) | University Ave Garage | S | 323 | Attendant | | | | | Good |
| | Richmond W. of Walnut | S | 49 | Pay & Display | 1 | DG3 | | | |
| | Bedford Park W. of Yonge | S | 42 | Pay & Display | 1 | DG3 | | | |
| | Bedford Rd. N. of Bloor | G | 399 | Attendant | | | | | Good |
| | Queen St. W/Abell St. | S | 29 | Pay & Display | 1 | DG4 | | | |

**Table A1 - Survey of Parking Facilities
Toronto, East York, York, North York, Etobicoke and Scarborough - 1997**

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| | Jarvis/Richmond St. E. | S | 17 | Pay & Display | 1 | DG4/CC | | | |
|---------------------|-------------------------------|-------------|---------------|------------------|---------------------|----------------------|---------------------|--------------|---------------------------------|
| | Durie St. N. of Bloor | S | 155 | Pay & Display | 2 | DG4/CC | | | |
| | Kensington Garage | G | 472 | Attendant | | | | | |
| | Bellevue S. of Nassau | S | 91 | Attendant | | | | | Good |
| | Erindale E. of Broadview | S | 93 | Pay & Display | 1 | DG4/CC | | | |
| | Sherbourne N. of Carlton | S | 112 | Pay & Display | 1 | DG3 | | | |
| | Keele St. N. of Dundas | S | 54 | Pay & Display | 1 | DG4 | | | |
| | Lansdowne N. of Bloor | S | 40 | Pay & Display | 1 | DG3 | | | |
| | Margueretta N. of Bloor | S | 56 | Pay & Display | 1 | DG3 | | | |
| | Salem N. of Bloor | S | 35 | Pay & Display | 1 | DG4 | | | |
| | Palmerston N. of Bloor | S | 58 | Pay & Display | 2 | DG4/CC | | | |
| | Chester N. of Danforth | S | 83 | Pay & Display | 2 | DG4/CC | | | |
| | Ferrier N. of Danforth | S | 47 | Pay & Display | 1 | DG4/CC | | | |
| | Lipton E. of Pape | S | 70 | Pay & Display | 1 | DG3 | | | |
| | Eaton N. of Danforth | S | 30 | Pay & Display | 1 | DG3 | | | |
| | Armada N. of Bloor | S | 144 | Pay & Display | 2 | DG4/CC | | | |
| | Euclid N. of Bloor | S | 52 | Pay & Display | 1 | DG3 | | | |
| | Portland N. of Front | S | 212 | Pay & Display | 1 | DG3 | | | |
| | Ossington N. of Bloor | S | 40 | Pay & Display | 1 | DG3 | | | |
| | Augusta Ave N. of Queen | S | 120 | Pay & Display | 2 | DG4/CC | | | |
| | Macpherson/Rathnelly | S | 40 | Residential | - | - | | | |
| | Church S. of Esplanade | S | 46 | Residential/ATT | 1 | DG4/CC | | | |
| | Aberdeen W. of Parliament | S | 35 | Residential | 1 | DG4/CC | | | |
| | Danforth E. of Coxwell | S | 25 | Residential | 1 | DG3 | | | |
| | Clinton N. of College | G | 79 | Residential | 1 | DG4/CC | | | |
| | Kennedy/Glendonwynne | S | 56 | Residential | 1 | DG4 | | | |
| | Richmond/Sherbourne | G | 265 | Attendant | | | | | Good |
| | Front St./Parliament St. | S | 84 | Pay & Display | 1 | DG3 | | | |
| MUNICIPALITY | LOCATION | TYPE | SPACES | OPERATION | NO. OF MACH. | TYPE OF MACH. | NO. OF ELEV. | USAGE | CONDITION GOOD/FAIR/POOR |
| TORONTO | Bartlett Ave./Salem Ave. | S | 38 | Pay & Display | 1 | DG4 | | | |
| (cont'd) | Hilltip Rd/Eglinton Ave. W. | S | 28 | Pay & Display | 1 | DG4/CC | | | |
| | Gough Ave. N. of Danforth | S | 17 | Pay & Display | 1 | DG4/CC | | | |
| | Yonge St. N. of Sherwood | S | 46 | Pay & Display | 1 | DG4/CC | | | |
| | Greenlaw/Mackay | S | 53 | Pay & Display | 1 | DG3 | | | |
| | Langford N. of Danforth | S | 27 | Pay & Display | 1 | DG3 | | | |
| | Bloor-Willard/Windermere | S | 88 | Pay & Display | 2 | DG4/CC | | | |
| | Bloor-Bet. Christie & Clinton | S | 33 | Pay & Display | 1 | DG3 | | | |

**Table A1 - Survey of Parking Facilities
Toronto, East York, York, North York, Etobicoke and Scarborough - 1997**

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| | Gerrard E. at Hamilton | S | 43 | Pay & Display | 1 | DG4/CC | | | |
|---------------------|-------------------------------|-------------|---------------|------------------|---------------------|----------------------|---------------------|--------------|---------------------------------|
| | Woodycrest N. of Danforth | S | 35 | Pay & Display | 1 | DG3 | | | |
| | Larch Street Garage | G | 357 | Attendant | | | | | Good |
| | Glenforest E. of Yonge | S | 26 | Pay & Display | 1 | DG3 | | | |
| | Eglinton W. at Glen Cedar | S | 33 | Pay & Display | 1 | DG3 | | | |
| | Ferrier/Logan N. of Danforth | S | 23 | Pay & Display | 1 | DG4/CC | | | |
| | Bayview and Millwood | G | 20 | Pay & Display | 1 | DG3 | | | |
| | 1325 Queen St. West | S | 32 | Pay & Display | 1 | DG3 | | | |
| | Bayview/Millwood (Can. Trust) | S | 10 | Pay & Display | 1 | ?? | | | |
| | 30 St. Clair Ave. W. | G | 173 | Attendant | | | 1 | | Good |
| | 1155/1177 Yonge St. (Ports) | S | 22 | Meters | 22 | Mech. | | | |
| | Dragon City Garage | G | 129 | Attendant | | | 1 | | Good |
| | Thelma/Spadina (N/E) | S | 43 | Pay & Display | 1 | DG4 | | | |
| | Queen and Ossington | S | 20 | Pay & Display | 1 | DG3 | | | |
| | Harrison/Dovercourt | S | 47 | Pay & Display | 1 | DG4 | | | |
| | Queen/Hammersmith | S | 30 | Pay & Display | 1 | DG3 | | | |
| | Mt. Pleasant S. of Eglinton | S | 54 | Pay & Display | 1 | DG4/CC | | | |
| | Danforth and Rhodes | S | 21 | Pay & Display | 1 | DG3 | | | |
| | Hiawatha and Gerrard | S | 50 | Pay & Display | 1 | DG4 | | | |
| | York/Lakeshore | S | 40 | Pay & Display | 1 | DG4/CC | | | |
| | Hillsdale E/Mt. Pleasant | S | 39 | Pay & Display | 1 | DG4/CC | | | |
| | Gerrard St. E./Broadview | S | 25 | Pay & Display | 1 | DG4/CC | | | |
| | Gerrard St. E./Coxwell | S | 41 | Pay & Display | 1 | DG4/CC | | | |
| | Lampart Stadium | S | 329 | Pay & Display | 1 | DG4/CC | | | |
| sub-total | | | 15236 | | | | | | |
| MUNICIPALITY | LOCATION | TYPE | SPACES | OPERATION | NO. OF MACH. | TYPE OF MACH. | NO. OF ELEV. | USAGE | CONDITION GOOD/FAIR/POOR |
| 1 | EAST YORK | | 21 | | | | | | |
| 2 | ETOBICOKE | | 759 | | | | | | |
| 3 | NORTH YORK | | 3482 | | | | | | |
| 4 | SCARBOROUGH | | 390 | | | | | | |
| 5 | YORK | | 720 | | | | | | |
| 6 | PAT | | 15,236 | | | | | | |
| TOTAL | | | 20,608 | | | | | | |

Table A1 - Survey of Parking Facilities
Toronto, East York, York, North York, Etobicoke and Scarborough - 1997

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Notes: Surveyed Wed. July 23, 1997 between approx. 10:00 a.m. and 3:00 p.m. (York and Etobicoke)
 Tue. July 29, 1997 between approx. 10:00 a.m. and 2:00 p.m. (North York) / Wed. July 30, 1997 Scarborough and East York

North York City Hall, Flex Parking and City Centre Garage are connected underground. Parking is used by employees of North York City Hall, Board of Education, etc.
 City Hall Garage has public parking area. The floors of the garage appear to be in good condition, but some of the ceiling areas have peeling paint
 and some water leakage in small sections.

PAT Cp 155 - Glen Cedar Rd. is in York & Cp 157/159 - Bayview Ave. is in East York. (incl. in PAT totals)