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DATE: June 4, 2013

TO: Chair and Members of Planning and Development Committee
Meeting Date: June 24, 2013

FROM: Edward R. Sajecki
Commissioner of Planning and Building

SUBJECT: Mississauga Parking Strategy – Phase II: Port Credit and Lakeview

- RECOMMENDATION:**
1. That the report titled *Mississauga Parking Strategy – Phase II: Port Credit and Lakeview* dated June 4, 2013, from the Commissioner of Planning and Building, be circulated to stakeholders within the Port Credit and Lakeview communities for comment.
 2. That the Transportation and Works Department undertake feasibility studies to confirm future public parking garage locations in Port Credit.
 3. That the Transportation and Works Department initiate the development of a business plan for existing and future parking development and operations; including a capitalization, financial and implementation plan, for Port Credit and Lakeview.

**REPORT
HIGHLIGHTS:**

- Phase II of the Mississauga Parking Strategy was completed for Port Credit and the Lakeshore Road East corridor in Lakeview. Phase II builds upon the results of Phase I and supports the City's parking goals of good urban design, economic development and sustainable transportation;

- A key component in both the Phase I and II Strategies is to create economic value for the use of parking facilities, by establishing a pay for parking environment. A self-sustaining parking management system, whereby capital costs and operating costs are covered by the fees collected, is the long term goal;
- For Port Credit, the strategy recommends providing an additional 100-200 parking spaces with the logical first garage location on the Port Credit Public Library site. The study identifies potential for a new public garage in the eastern area and consideration for public parking on the Imperial Oil site. Changes to the parking management and operational system are also recommended;
- For the Lakeshore Road East corridor, the strategy recommends the City take on a more active role in providing future commercial parking supply to foster the emerging mainstreet. A reasonable long term goal is to achieve 40% of the future commercial parking supply as public parking or approximately 660 spaces (on-street and off-street spaces);
- To provide a parking garage in Port Credit and take a more active role in the provision of public parking in Lakeview, there will be significant financial impacts to the City. In order to proactively plan for these undertakings, the City will need to undertake feasibility studies and increase parking revenues (e.g. the introduction of paid parking in municipal off-street lots in Port Credit and an increase to on-street parking fees) and use other tools (i.e. utilizing PIL funds to purchase properties; partnering with the private sector as part of development requirements; and through Section 37 Bonus provisions) to achieve additional municipal parking;
- Reduced Zoning By-law parking requirements are recommended for mainstreet type commercial uses in Port Credit and Lakeview, and for apartments around the Port Credit GO station. New bicycle, shower and change room provisions are also recommended;

- To encourage the adaptive reuse of historic buildings, it is recommended that buildings on properties designated historically significant under the *Ontario Heritage Act*, be exempt from parking requirements, if certain criteria are met. In addition, reduced Zoning By-law requirements for cultural uses such as art galleries, museums and offices for cultural organizations are recommended;
- The strategy outlines recommendations related to the effective planning and delivery of parking services such as modifying existing City practices to ensure more proactive financial planning and ensuring all off-street paid parking lots are under the management of the Transportation and Works Department.

BACKGROUND:

Mississauga recognizes that parking policy and management can help shape communities and achieve a variety of city-building objectives. Phase I of the Mississauga Parking Strategy, adopted by City Council in early 2009, explained how parking policy can contribute to creating a 21st Century City and established the following goals:

- To support good urban design by contributing to the creation of a walkable environment with a compact urban form;
- To foster economic development through strategic public investment; and
- To implement Transportation Demand Management (TDM) policies and techniques which influence commuter mode choice and support existing and future transit investment.

In addition, based on recommendations in Phase I, new policies were incorporated into Mississauga Official Plan to set the context for the city's parking philosophy, transitioning from a suburban to an urban parking paradigm. A key component of this paradigm shift is to create economic value for the use of parking facilities by establishing a pay for parking environment. A self-sustaining parking management system, whereby capital costs and operating costs are covered by the fees collected, is the long term goal.

Although Phase I focused on the Downtown area, the new policies and management solutions also set a framework for parking policy to

ensure the continued success and creation of vibrant, mixed-use pedestrian-oriented mainstreet areas such as Port Credit and Lakeview.

Mississauga Parking Strategy – Phase II: Port Credit and Lakeview (attached under separate cover) continues to implement the new parking policies and management solutions, including pay for parking, established in Phase I.

The purpose of Phase II is as follows:

- To bring forward a detailed parking management plan for Port Credit that recognizes the area's unique characteristics and contributes to realizing the "Evolving Urban Village" vision developed through the draft Local Area Plan;
- To provide strategic parking policies that will set the parking framework and help to foster the emerging mainstreet for the Lakeshore Road East corridor; and
- Address an action item identified in the *Mississauga Culture Master Plan* "to understand the barriers to cultural development created by parking and how they can be addressed by more flexible parking strategies".

BA Group was retained to undertake Phase II. Various community stakeholder groups were consulted early in the process to explain the purpose and objectives of the strategy, gather preliminary information, and to identify key parking concerns. These groups included the Port Credit Business Improvement Association, Port Credit and Lakeview Local Advisory Panels, and cultural groups with representation from Mississauga Arts Council, Mississauga Waterfront Festivals, Visual Arts Mississauga, Mississauga Choral Society, various artists, architects and ratepayer groups.

In addition, cross-departmental working and steering committees were established.

Staff are requesting permission to:

- formally circulate the strategy to stakeholders within the Port Credit and Lakeview communities for comment;
- initiate feasibility studies to evaluate the potential to construct parking garages and lots at specific locations; and
- initiate a business plan for the entire Port Credit and Lakeview parking program including existing and future parking and operations.

COMMENTS:

Summary of Conclusions and Recommendations

This report presents the key conclusions and recommendations of the *Mississauga Parking Strategy – Phase II: Port Credit and Lakeview*, prepared by BA Group. Appendix A provides a detailed list of the conclusions and recommendations.

Port Credit

The existing public parking supply in Port Credit is sufficient to meet the current daily parking demand in the area, however, due to a variety of initiatives and redevelopment proposal, there is a potential need to provide an additional 100 - 200 public parking spaces. The strategy identifies potential public parking garage locations for consideration, with the first logical location on the Port Credit Library parking lot. Feasibility studies need to be undertaken to confirm future parking garage locations.

The strategy also recommends introducing on-street paid parking on additional streets and in existing public parking lots to better manage the existing supply and to generate additional revenue to fund future parking improvements. The implementation of this recommendation should be considered immediately to ensure the City is financially prepared to address future parking needs.

Lakeview

There is minimal public parking within the Lakeshore Road East corridor. To foster the emerging mainstreet, the City should take on a more active role in providing future commercial parking supply. A

reasonable long term goal is to achieve 40% (roughly the equivalent of the proportion in Port Credit) of the future commercial parking supply as public parking. This can be achieved by implementing on-street parking along Lakeshore Road East in the short term and in the long term acquiring two to three strategically located sites for public parking lots.

Zoning By-law Considerations

Parking surveys undertaken by BA Group in the Port Credit commercial area confirm that the existing Zoning By-law parking requirements are excessive. The strategy recommends reducing existing parking standards for mainstreet type commercial uses in Port Credit and Lakeview (see Appendix A for a detailed list). The strategy also recommends a reduction in the parking standards for apartments within the vicinity of the Port Credit GO station and a revised shared parking schedule.

Cultural Use Considerations

To help encourage cultural development and the location of cultural uses, the strategy recommends reduced parking standards for art galleries, museums and offices for cultural organizations. In addition, to support the adaptive reuse of historic buildings, it is recommended that buildings on designated heritage properties be exempt from parking requirements, subject to certain criteria.

Bicycle Parking Considerations

To encourage the use of other modes of transportation, bicycle parking standards and shower and change room requirements should be added to the Zoning By-law for Port Credit and Lakeview.

Financial Considerations for Port Credit

The approximate cost of a 200 space parking structure in Port Credit is \$7.0 million, assuming it is an above grade garage with grade level commercial space. Given the capital budget does not include funding for a parking structure, and the balance in the Port Credit PIL account will not cover this cost, the strategy recommends increasing parking

revenues. These increased revenues will also help in funding future capital repair and operating costs for existing parking facilities and support TDM initiatives.

Payment-in-Lieu of Off-Street Parking Considerations

To foster and provide municipal parking, additional revenue generated through the recommended increases in the paid parking program should be deposited in the Port Credit PIL account. A separate PIL account should be established for the Lakeview area given the expected increase in development in the Lakeshore Road East corridor.

General Management and Parking Operation Considerations

The strategy suggests short and long term recommendations to improve the management and delivery of municipal parking. For example, in the short term, practices should be modified to ensure more proactive financial planning and confirm all off-street paid parking lots are under the management of the Transportation and Works Department. In the longer term, an organizational structure such as a Transportation Management Association (TMA) may become desirable. TMAs not only own, develop and operate parking facilities but also develop and implement TDM strategies and programs.

Action Plan

An Action Plan has been prepared outlining the timing for the various recommendations to assist in the implementation (Appendix B: *Figure 14, Action Plan*).

Coordination With Other Studies

There are a number of other studies, such as the Waterfront Parks Strategy, Inspiration Lakeview, Inspiration Port Credit and the Hurontario-Main Street Light Rail Transit Project that will be reviewed as part of the implementation of the recommendations.

Next Steps

Stakeholder Consultation

A meeting will be arranged with the Port Credit BIA, Port Credit and Lakeview Advisory Panels and the culture groups, where BA Group will present the strategy and answer questions. An open house will also be organized for the general Port Credit and Lakeview communities. The public engagement is anticipated in September, 2013. Stakeholders will also be directed to the following web site to view the full parking strategy:

<http://www.mississauga.ca/portal/residents/planningreports2013>

After public input is obtained and reviewed, a report on comments and the final strategy will be presented to City Council for endorsement.

Feasibility Studies and Business Plan

The recommendations will be validated through site specific feasibility studies and the development of business plans for parking operations in Port Credit and Lakeview. The target for completion of the feasibility studies and business plan is the end of 2014 as indicated in the Action Plan (Appendix B).

The Transportation and Works Department will provide a preliminary cost estimate for the construction of site specific parking facilities, at the conclusion of stakeholder consultations.

Mississauga Parking Strategy – Phase III

Phase III of the *Mississauga Parking Strategy: Zoning By-law Parking Standards Review* is accommodated in the 2013 budget approved by City Council and is scheduled to commence in the Fall of 2013. The purpose of Phase III is twofold: to move to a more urban context with respect to parking requirements by aligning required parking with the new urban hierarchy in Mississauga Official Plan; and to implement a gradual reduction in parking supply requirements as transit increases in areas such as Nodes and Intensification Corridors.

STRATEGIC PLAN: The conclusions and recommendations of the *Mississauga Parking Strategy – Phase II: Port Credit and Lakeview* are consistent with and respond to four of the Strategic Pillars for Change in the City's Strategic Plan: namely, Developing a Transit-Orientated City; Completing Our Neighbourhoods; Cultivating Creative and Innovative Businesses; and, Living Green.

FINANCIAL IMPACT: Recommendations resulting from Phase II of the *Parking Strategy: Port Credit and Lakeview* could have a significant financial impact, depending on future City Council decisions.

The strategy presents two key recommendations for financing the Port Credit parking operation. The first is to set a monetary goal to fund a future parking garage; and, second to increase parking revenues to help finance existing and future parking and TDM initiatives. Immediate consideration should be given to implementing the revenue generating recommendations, most importantly, the introduction of paid parking in all municipal off-street lots that service the main commercial area. Given that the capital budget does not include funding for a parking structure in Port Credit, this proactive approach will help to ensure the City is financially prepared to address future parking needs.

The Lakeview area has minimal public parking, thus there is limited opportunity for revenue generation through paid parking to help in funding future municipal parking. The City should begin to look for opportunities to provide new off-street parking by: utilizing PIL funds to purchase properties; partnering with the private sector as part of development requirements; and through Section 37 Bonusing provisions.

The feasibility studies and business plan will be a component of this process and will validate the revenue and cost assumptions.

CONCLUSION:

Mississauga Parking Strategy – Phase II: Port Credit and Lakeview recommend new parking policies and management approaches for Port Credit and for Lakeshore Road East. In addition, there are recommendations for: Zoning By-law amendments related to parking standards including, cultural uses and bicycle parking; financial considerations; and general management and operational approaches. From a financial perspective, the strategy provides a basis for the creation of a business plan for implementing the recommendations related to Port Credit; and strategic guidance for the implementation of municipal shared parking resources in Lakeview.

Prior to finalizing the strategy, feedback from Planning and Development Committee and from community stakeholders will be obtained and reported on at a future meeting in early 2014. During the consultation period, the Transportation and Works Department will begin preparing detailed business plans for the creation of future parking, existing parking and operations. This will include capitalization, financial and implementation plans, for both Port Credit and Lakeview.

ATTACHMENTS:

Under separate cover: *Mississauga Parking Strategy – Phase II: Port Credit and Lakeview*, dated April, 2013, prepared by BA Group Transportation Consultants.

APPENDIX A: Key Conclusions and
Recommendations - Phase II Parking
Strategy for Port Credit and
Lakeview

APPENDIX B: *Figure 14, Phase II Parking Strategy
Action Plan*

APPENDIX C: *Figure 11, Potential Opportunities
for New Municipal Parking*

APPENDIX D1 & D2: *Figures 6a and 6b,*
Municipal Off-Street Parking Supply



Edward R. Sajecki
Commissioner of Planning and Building

Prepared By: Teresa Kerr, Policy Planner



Key Conclusions and Recommendations - Phase II Parking Strategy for Port Credit and Lakeview	
Subject Area	Conclusions and Recommendations
Port Credit – Parking Supply	<ul style="list-style-type: none"> Currently, the existing public parking supply in Port Credit is sufficient to meet the regular peak demand in the area; In the longer term, due to a variety of initiatives and redevelopment proposals, some public parking spaces may be eliminated and new parking demand added. The City should proactively plan to provide additional public parking and establish an initial goal of 100-200 new public spaces in the Port Credit Primary Node Commercial Area to offset future changes to the parking supply; The first and most crucial step in developing the plan is to review the feasibility of new public parking garages and lots. Potential locations (Appendix C: Figure 11, Potential Opportunities for New Municipal Parking) include: <ul style="list-style-type: none"> - a parking garage on the existing Port Credit Public Library parking lot; - a parking garage on the existing J.J. Plaus Park municipal parking lot; - a potential public parking garage along the south side of Port Street in joint venture with the redevelopment of the Port Credit Harbour Marina lands; - a parking lot and potential future garage on the Imperial Oil lands near Lakeshore Road West; - a parking garage under the Riverside Public School playground area; - a parking garage on the existing Elmwood Avenue public parking lot and adjacent LCBO site; - an expanded surface parking lot at Cayuga Avenue; and - a reconfiguration of several on-street parallel parking areas to perpendicular or angled parking; A logical first garage location is on the Port Credit Public Library parking lot. The City already owns the property, the site is well located in the centre of the node, and the location can provide the required number of spaces and grade-related commercial space along Lakeshore Road;

Key Conclusions and Recommendations - Phase II Parking Strategy for Port Credit and Lakeview	
Subject Area	Conclusions and Recommendations
	<ul style="list-style-type: none"> Minimal change is expected to the parking situation east of Rosewood Avenue in the short to medium term. If public parking is lost in this area, the City should investigate opportunities to replace it to maintain a good level of service. A new public parking garage could be constructed on the Elmwood surface lot and adjacent LCBO store site in conjunction with new grade-related commercial space; The City should consider developing a new surface lot on the Imperial Oil lands in the vicinity of Port Street and Mississauga Road to provide parking for Clarke Hall and J.C. Saddington Park and provide land for a potential future garage; and The City should convert the following existing free on-street parking areas into paid parking: <ul style="list-style-type: none"> - the high-density area north of Lakeshore Road East; - along Front Street north and south; - along Queen Street in the vicinity of Mentor College; and - along Rosewood Avenue.
Lakeview - Parking Supply	<ul style="list-style-type: none"> The City should seek to play a significant role in the provision of shared public parking resources in the Lakeshore Road corridor. A reasonable long-term goal for Lakeview would be to achieve a 40% share of the commercial parking supply which is roughly equivalent to the current proportion of public parking in Port Credit. To meet this long term goal, the City should create approximately 660 public parking spaces (275 on-street and 385 off-street) in the area; A short term goal should be to implement on-street parking along Lakeshore Road East and on side streets; Two to three strategically located sites should be identified along the Lakeshore Road East corridor that could provide at least 100 surface parking spaces but also have the potential to expand to include future above or below grade garages with grade-related commercial space;

Key Conclusions and Recommendations – Phase II Parking Strategy for Port Credit and Lakeview	
Subject Area	Conclusions and Recommendations
	<ul style="list-style-type: none"> To achieve the off-street parking, use the payment-in-lieu (PIL) of off-street parking funds, partner with the private sector and utilize Section 37; and In the Inspiration Lakeview area, ensure all new public streets are carefully assessed to optimize on-street parking.
Zoning By-law Considerations	<ul style="list-style-type: none"> Observed peak commercial parking demand is below current Zoning By-law requirements. It is recommended that the City reduce parking standards in the Zoning By-law for mainstreet type commercial uses in “C4 zones” in Port Credit and Lakeview as follows: <ul style="list-style-type: none"> - 3.0 spaces/100 m2 GFA for retail, personal service, repair establishments, art galleries and museums; - 4.85 spaces/100 m2 GFA for financial institutions, real estate offices and medical offices; and - 3.0 spaces/100 m2 GFA for office uses; Reduced Zoning By-law parking requirements are recommended for apartments near the Port Credit Mobility Hub within an approximate 500 metre (1,640 ft.) radius or ten-minute walking distance from the GO Station. The reduced requirements should match those used in Downtown Mississauga: a minimum 1.0 space/unit for residents; and 0.15 space/unit for visitors. The reduced parking supply rate zone should be extended in the future once the LRT is in operation; and A revised shared parking schedule in the Zoning By-law is recommended to better reflect the variations in demand found in mainstreet areas at different times of the day.
Cultural Use Considerations	<ul style="list-style-type: none"> Reduced Zoning By-law requirements are recommended for art galleries, museums and offices for cultural organizations (see Zoning By-law Considerations);

Key Conclusions and Recommendations - Phase II Parking Strategy for Port Credit and Lakeview	
Subject Area	Conclusions and Recommendations
	<ul style="list-style-type: none"> The reuse of heritage buildings is currently supported by allowing PIL to be utilized. To further encourage the adaptive reuse of heritage sites, a parking and PIL exemption could be implemented for buildings that are on properties designated historically significant under the <i>Ontario Heritage Act</i>, with certain restrictions e.g. new floor area added through an addition, alteration or extension; or if the existing floor area is replaced, would not be considered for an exemption to parking; Special events should continue to be supported by effectively managing the parking supply outside of the Primary Node Commercial Area. To promote the use of periphery lots, the City or BIA, could offer a free shuttle to/from these lots in order to ensure access is convenient; and The Transformative On-street Parking Space project should continue to be supported, allowing the conversion of on-street parking spaces to be used for alternative uses, such as; patios, public art and bicycle parking, in the summer months.
Bicycle Parking Considerations	<ul style="list-style-type: none"> Bicycle parking standards should be added to the Zoning By-law for Port Credit and Lakeview as follows: <ul style="list-style-type: none"> Office Uses – 0.17 spaces/100 m2 GFA for staff parking plus 0.03 spaces/100 m2 GFA for visitor parking; Retail Uses – 0.085 spaces/100 m2 GFA for staff parking plus 0.25 spaces/100 m2 GFA for visitor parking; Other Uses – 4% for staff and 4% for visitors; and Apartments – 0.60 resident spaces/unit and 0.15 visitor spaces/unit; For smaller renovations and redevelopments (offices less than 2,500 m2 (26, 910 sq.ft.) and retail developments less than 1,500 m2 (16,150 sq.ft.)), a bicycle parking exemption is recommended;

Key Conclusions and Recommendations - Phase II Parking Strategy for Port Credit and Lakeview	
Subject Area	Conclusions and Recommendations
	<ul style="list-style-type: none"> For smaller developments, a cash payment option for visitor bicycle parking should be permitted. This will allow the City to deploy visitor bicycle parking in strategic areas, rather than having each development provide a small number of spaces in an uncoordinated fashion; Shower and change room requirements for non-residential uses should be added to the Zoning By-law for Port Credit and Lakeview. The recommended standard relates to the number of employee bicycle spaces required. e.g. if less than 4 employee bicycle spaces are required no shower stall is required, if 5-29 employee bicycle spaces are required, 2 shower stalls are required; and In order to provide bicycle parking facilities for existing development in Port Credit, approximately 180 spaces should be provided by the City, including an initial allocation of 120 visitor spaces and 60 staff spaces.
Financial Considerations for Port Credit	<ul style="list-style-type: none"> A review of both the revenues and expenses associated with municipal public parking in Port Credit indicates that the City's on-street parking operates at a surplus of approximately \$145,000/year while the off-street parking operates at a deficiency of approximately \$125,000/year. These figures do not account for the initial capital investment; The medium to long term need for a 200 space parking garage in Port Credit will likely cost in the order of \$7.0 million, assuming it is an above grade garage with grade level commercial space at a cost of \$35,000/space. (This figure does not include potential additional costs associated with the site requirements of specific locations.) The Port Credit PIL account balance (\$2.5 million) is not sufficient to cover this cost. A feasibility plan and business case should be developed to finance the portion of the garage (approximately \$4.5 million) that cannot be covered by the PIL account;

Key Conclusions and Recommendations - Phase II Parking Strategy for Port Credit and Lakeview	
Subject Area	Conclusions and Recommendations
	<ul style="list-style-type: none"> The current net surplus generated by the municipal parking operation is not sufficient to cover the estimated \$400,000 in annual costs associated with financing and operating the recommended parking garage, without a significant contribution from another source in the City's budget. Therefore, parking revenues in Port Credit will need to increase in order to fund the future garage on a break even basis; To plan for future parking facilities, generate revenue to fund future capital repair costs for existing parking facilities and fund Transportation Demand Management initiatives in Port Credit, the following should be implemented as soon as possible: <ul style="list-style-type: none"> - increase existing on-street parking rates from \$1.00 to \$1.50/hour; - implement paid parking in off-street lots serving the main commercial area, at a rate of \$1.00/hour (Appendix D1 and D2: Figures 6a and 6b, Municipal Off-Street Parking Supply); - implement monthly parking in the off-street lots at \$120/month; - add more on-street pay for parking zones as previously described; - introduce paid parking, at a rate of \$2.00/day, on the City-owned unopened road allowance adjacent to the Port Credit GO Station, when the lease of this land to Metrolinx expires in 2016; and - expand the time periods for paid parking to include weekday evenings to 9 pm and Sundays from 10 am to 6 pm; and A revenue analysis undertaken by BA Group suggests that approximately \$400,000/year can be raised by the above noted recommendations. This estimate will need to be confirmed through the development of a business plan for the Port Credit parking program.
Payment-in-Lieu of Off-Street Parking Considerations	<ul style="list-style-type: none"> The additional revenue noted above should be deposited into the Port Credit payment-in-lieu (PIL) of off-street parking account;

Key Conclusions and Recommendations - Phase II Parking Strategy for Port Credit and Lakeview	
Subject Area	Conclusions and Recommendations
	<ul style="list-style-type: none"> • It is recommended that the PIL program continue to be supported and encouraged in Port Credit and Lakeview in order to foster and provide municipal parking. Given the expected increase in development in the Lakeshore Road East corridor, it is recommended that a separate PIL account be established for Lakeview; and • PIL values should reflect the estimated cost incurred by the City to provide shared public parking resources including surface, above and below grade spaces.
General Management and Parking Operation Considerations	<ul style="list-style-type: none"> • If pay for parking is introduced at the Port Credit Library parking lot, as per the Corporate Policy on Employee Paid Parking and Commuter Options, the City should implement paid parking for the Port Credit Library staff; • Short term recommendations for the effective planning and delivery of parking services include: <ul style="list-style-type: none"> - modify existing practices to ensure a more proactive financial planning and reporting approach for each of the areas where there are public parking resources; - ensure all off-street paid parking lots are under the management of the Transportation and Works Department; - develop a regular communications and marketing program for each area; and - develop a business plan for future parking development and operations, including a capitalization and financial plan; and • In the long term, a distinct organizational structure, such as a Transportation Management Association (TMA), may become desirable to manage the City's public parking operation. More sophisticated TMAs not only own, develop and operate parking facilities (functions typically associated with a Parking Authority), but also develop and implement TDM strategies and programs.

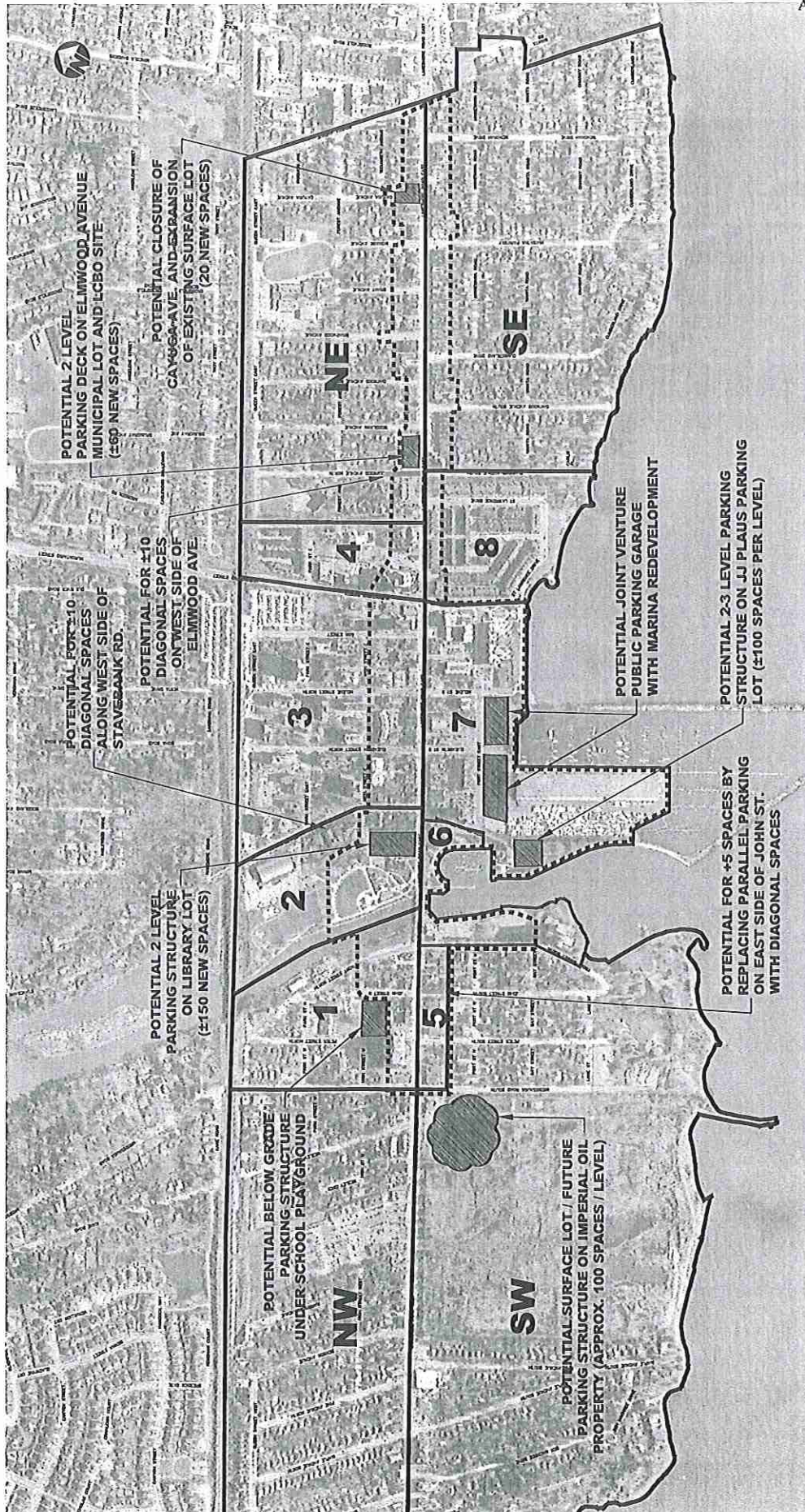
Key Conclusions and Recommendations - Phase II Parking Strategy for Port Credit and Lakeview	
Subject Area	Conclusions and Recommendations
Action Plan	<ul style="list-style-type: none"> An Action Plan has been prepared outlining the timing for the various recommendations to assist the City in implementation. (Appendix B: Figure 14, Action Plan)

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FIGURE 14: PHASE II PARKING STRATEGY ACTION PLAN

APPENDIX B

		2013	2014	2015	2016	2017+
1. Port Credit Parking Strategy						
1.1	Implement additional on-street paid parking.	PLAN	IMPLEMENT			
1.2	Develop a plan to provide additional new municipal parking in the Primary Port Credit Commercial Area to support future development.	ON-GOING IMPLEMENTATION				
1.3	Undertake a feasibility plan for a parking garage at the Port Credit Library and / or J.J. Plaus Park.	PLAN	IMPLEMENT			
1.4	Review potential of constructing a new parking lot on the Imperial Oil lands adjacent to Port Street to support redevelopment on Lakeshore Road West, provide additional parking for Clarke Hall and support Waterfront Parks Master Plan objectives.	IMPLEMENT WHEN FEASIBLE				
2. Lakeview Parking Strategy						
2.1	Implement on-street parking along Lakeshore Road East.	IMPLEMENT				
2.2	Develop a plan to provide approximately 385 new off-street municipal parking spaces in Lakeview to achieve a target of approximately 40% of the total parking supply municipally.	ON-GOING IMPLEMENTATION				
2.3	Develop a policy framework for future redevelopment of OPG lands that requires on-street parking and supports overall parking goals of Lakeview area.	ON-GOING IMPLEMENTATION				
3. Cultural Considerations						
3.1	Reduce Zoning-By Law requirement for Art Galleries, Museums and Cultural association offices as recommended in Section 5.0.	IMPLEMENT				
3.2	Implement a heritage exemption into the Zoning By-Law to support redevelopment of heritage sites.	IMPLEMENT				
3.3	Support events and festivals through parking management. Develop a communications plan for residents that informs people of where additional parking areas (e.g. GO Transit lots) are located and a financial business plan to fund a free shuttle bus during events.	ONGOING				
3.4	Support the transformative parking space project.	ONGOING				
4. Zoning By-Law Considerations						
4.1	Implement reduced parking requirements for commercial and apartment uses into Zoning By-law for Port Credit and Lakeview consistent with Section 5.0.	IMPLEMENT				
4.2	Implement new bicycle parking requirement and shower / change room requirements into Zoning By-Law.	IMPLEMENT				
4.3	Implement heritage building exemption and reduce parking requirement for some cultural uses consistent with items 3.1 and 3.2 above.	IMPLEMENT				
5. Financial Considerations						
5.1	Develop a business plan to finance and construct new parking facilities in Port Credit.	IMPLEMENT				
5.2	Increase parking revenues to fund future parking resources, TDM initiatives and establish reserve fund.	PLAN	IMPLEMENT			
5.3	Create a separate PIL account for Lakeview.	IMPLEMENT				
5.4	Change Corporate PIL Policy to reflect the cost to the City of providing shared public parking resources.	IMPLEMENT				
5.5	Revise Internal accounting practices to better track expenses associated with parking operations in Port Credit and Lakeview with information being reported to the parking manager.	IMPLEMENT				
6. General Management & Operational Considerations						
6.1	Parking Manager engagement with the Port Credit BIA	ONGOING				
6.2	Develop a parking communications and marketing program for both Lakeview and Port Credit.	IMPLEMENT				
6.3	Develop a business plan for future parking development and operations.	IMPLEMENT				
6.4	Eliminate time limits for on-street parking if rates increased to \$1.50 per hour or introduce \$2.00 for third hour.	IMPLEMENT				
6.5	Implement municipal bicycle parking development recommendations in Port Credit as per Section 7.2.	IMPLEMENT				
6.6	Place nine to ten off-street parking facilities in Port Credit under the management of Transportation & Works Dept.	IMPLEMENT				



POTENTIAL OPPORTUNITIES FOR NEW MUNICIPAL PARKING





Response to Comments Table – Draft Port Credit & Lakeview Parking Strategy					
Respondent	Section	Issue/Comments	Staff Response	Revisions To Draft Port Credit and Lakeview Parking Strategy	
Port Credit - Charging for Public Parking					
Public	8.2 Financial Considerations	Free parking exacerbates the demand for parking. New municipal parking should not be built in Port Credit until the City has implemented paid parking in off-street lots.	Agreed. The Action Plan identifies paid parking be established in off-street lots as soon as possible. Building new municipal parking is proposed in the longer term.	1	No action required.
Public	8.2 Financial Considerations	The City should consider charging the same rate for off-street parking as it does for on-street parking - \$1.00/hour.	In main street environments, on-street parking is usually the most convenient and should serve short term trips. To encourage turn over, higher rates are typical. The Strategy suggests increasing the existing on-street rates from \$1.00 to \$1.50/hour and introducing a rate of \$1.00/hour for less convenient off-street lots.	2	No action required.
Public	8.2 Financial Considerations	Increased parking fees may result in less visitors and shoppers to the area. Charging for parking	A self-sustaining parking management system, whereby capital costs and operating costs are covered by the fees collected, is a long term municipal parking goal. The City is moving towards charging for all municipal parking	3	No action required.

Respondent	Section	Issue	Staff Response	Revisions To Draft Port Credit and Lakeview Parking Strategy
		in Port Credit creates an unfair playing field when other areas and developments have free parking e.g. 501 Lakeshore Rd E development.	in all locations across the City. The proposal at 501 Lakeshore Rd E is a private development in Lakeview. Much like the private developments in Port Credit e.g. Port Credit Landing Plaza and No Frills, the choice to charge for parking lies with the private owner.	
Public	8.2 Financial Considerations	Increase the hours that paid parking is in effect. Currently paid parking is in effect from 10am - 5pm, should be expanded to 10am - 10pm.	Agreed. The Strategy suggests expanding the existing time period for paid parking from Monday to Saturday, 10am – 5pm to include weekday and Saturday evenings (10am – 9pm) and Sundays (10am—6pm).	4 No action required.
Public and representative of TOPCA Executive	8.2 Financial Considerations	The City should not charge for parking at the waterfront parks or on St. Lawrence Dr.	The Strategy recommends charging for parking in all lots which have a dual purpose; serving visitors to the waterfront, and the employees, owners and customers of the main street commercial area. Charging for parking in some dual purpose lots and not others would result in management problems and inequality issues. Waterfront parks outside of the main street commercial area that serve a single purpose, such as J.C. Saddington Park, are not	5 No action required.

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Public	8.2 Financial Considerations	Free short term parking with a ten minute grace period, should be available in locations where quick visits are the norm e.g. near dry-cleaning establishments, pharmacies etc.	<p>recommended in the pay for parking program.</p> <p>The Strategy does not address establishing paid parking grace periods. From an operational perspective these types of parking spaces tend to get abused and generally require additional work from an enforcement perspective. The Transportation and Works Department, Municipal Parking Office, has indicated that future upgrades to the Pay and Display machines will allow the option for business owners to validate customer parking. This option may be useful; particularly for businesses where customers require short term parking.</p>	6 No action required.
Possible Locations for New Municipal Parking				
Public	3.6 Potential Future Public Parking Options	<p>The City has redeveloped Memorial Park and the Port Credit Library at great cost. A multi-level garage at the Library location would spoil the beauty of this site.</p>	<p>Many potential locations for new municipal parking have been identified in the Parking Strategy. Feasibility studies are currently being undertaken to evaluate the locations. The Strategy notes that <i>"The City should proactively review the feasibility of these parking opportunities with the important objective of having at least three development ready locations"</i></p>	7 No action required.

Respondent	Section	Issue	Staff Response	Revisions To Draft Port Credit and Lakeview Parking Strategy
			<i>available. This will place the City in a position to effectively address future parking challenges in an expeditious manner when the need arises."</i> Decisions on appropriate locations for new municipal parking will be made after the feasibility studies and associated costs are completed and evaluated.	
Public	3.6 Potential Future Public Parking Options (Port Credit) 4.5 Discussion and Recommended Next Steps (Lakeview)	Resident supports partnering with the private sector to obtain public parking as part of development requirements.	Agreed. The Strategy supports possible public/private joint ventures to achieve public parking.	8 No action required.
Calculation of Future Changes in Parking Supply				
Public	3.4 Future Changes in Parking Supply Figure 10 Potential Area Parking Supply Reductions Table 10 Potential Future Area Parking Supply Changes	Since the approval of the Waterfront Parks Strategy, the future plans for Marina Park have been refined. The boat launch ramps and parking is to be improved rather than eliminated.	Agreed. Revisions to the Strategy are required to recognize the planned retention of launch ramp and parking spaces in Marina Park. The layout, programming and number of parking spaces will be finalized during detailed design which is expected in 2015. The existing 42 parking spaces, currently occupying the north	9 Section 3.4.3 Mississauga Waterfront Parks Strategy, Figure 10 Potential Area Parking Supply Reductions, and Table 10 Potential Future Area Parking Supply Reductions, was revised to recognize the amended plan for Marina Park, that the existing 42 parking spaces currently located on the north parcel will be replaced on the south parcel through the detailed design process, and that

Respondent	Section	Issue	Staff Response	Revisions To Draft Port Credit and Lakeview Parking Strategy
		The Parking Strategy should be amended to recognize that the parking in Marina Park will not be eliminated.	parcel, will be replaced in the final design of the south parcel. Parking at the south parcel will service the boat launch ramps, dock and charter boat operators. There is potential for the displacement of some public parking for general use.	there is potential for the displacement of some public general use parking.
Free Parking in December				
Public	8.2 Financial Considerations	Resident and business owners are opposed to the suggestion of discontinuing the practice of permitting free parking in December. Customers enjoy the free parking to do Christmas shopping and it is an incentive to shop locally. Removing the December free parking will have a large economic impact on the local businesses.	Staff are sympathetic to the business community regarding the importance of incenting shopping in Port Credit during the December Christmas period. Currently the suggestion to delete December free parking is listed in the body of the report but not found in Section 10.0 Conclusions and Recommendations – Financial Considerations. Therefore this initiative is not being recommended within the implementation period of this Strategy. It is recommended that the idea remain in the body of the report and that a statement be added to require additional public consultation with the business community prior to any possible future consideration.	<p>Section 8.2.2 Increase Revenues, 4th bullet point, was revised as follows:</p> <ul style="list-style-type: none"> discontinue the practice of permitting a parking 'fee holiday' that the City has previously approved for the month of December for on-street parking in Port Credit. <u>Prior to implementation, additional public consultation with the business community is required;</u>

Respondent	Section	Issue	Staff Response	Revisions To Draft Port Credit and Lakeview Parking Strategy
Long Term (Overnight) Parking in Port Credit				
Public	8.2 Financial Considerations	Residents are requesting more municipal long term or overnight parking by increasing the number of times a resident may receive consideration to park on-street overnight.	Currently there are two types of residential parking considerations; short term temporary, and long term. Residents may request up to 14 short term temporary parking considerations in a calendar year per municipal address, with a 5 day maximum per consideration. The short term consideration is free of charge. Residents may also request long term parking considerations for more than 5 days, for a fee. The long term parking is generally granted for construction purposes or unforeseen circumstances with an end date. The parameters of these considerations are appropriate as this system is not intended to be a permanent parking solution for residents.	11 No action required.
Public	8.2 Financial Considerations	Residents are requesting more municipal long term or overnight parking by creating additional on and off-street 15 hour parking spaces,	The Parking Strategy recommends implementation of monthly paid parking for the general public on municipally owned lands. The Transportation and Works, Municipal Parking Office will be undertaking the development of a citywide Parking Master Plan that	12 The input provided by the Port Credit residents regarding the need for long term or overnight municipal parking will be referred to the Transportation and Works Department, Municipal Parking Office, for consideration during the development of a citywide Parking

Respondent	Section	Issue	Staff Response	Revisions To Draft Port Credit and Lakeview Parking Strategy
		particularly in the Port Credit Library lot.	will include a component related to the possible introduction of on-street permit parking in Mississauga. One of the objectives of a permit parking program will be to provide a more permanent solution to residents in areas where there is insufficient on-site parking.	Master Plan.
Request for On-Street Parking Prohibition Changes				
Public		Residents would like a parking prohibition on the north side of Minnewawa Rd near Cumberland Dr and removal of an existing parking prohibition on Wenonah Dr.	There is a municipal process in place that allows residents to seek or remove parking prohibitions. The process is undertaken with the guidance of the Transportation and Works Department and involves petitioning the residents on the subject street and obtaining majority support for the change.	13 No action required.
Required Parking Spaces for Persons with Disabilities				
Public		Ensure that there are ample accessible parking spots in municipal parking lots.	The required number of accessible parking spots is regulated by the Zoning By-law and the Mississauga Accessible Design Handbook. The municipal lots are in conformity to these standards. Please note that a review of accessible parking is being	14 No action required.

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			undertaken as a result of Ontario Regulation 413/12 made under the Accessibility for Ontarians with Disabilities Act, 2005. The municipality must meet the requirements of the new legislation by January 1, 2016.	
Proposed Amendments to Zoning By-law Parking Standard				
Planning and Building Department	5.0 Zoning By-law Considerations 10.0 Conclusions and Recommendations	A reduced parking standard for take-out restaurant use should be addressed in the Strategy.	Agreed. Take-out restaurants are a popular use in the Port Credit and Lakeview main street areas. The current Zoning By-law parking requirement is 6.0 spaces/100 m ² GFA, similar to the financial institution and real estate office rates. The Strategy suggests a reduced parking rate of 4.85 spaces/100 m ² GFA for financial institution and real estate office. Take-out restaurants should be added to this list.	15 Section 5.1.1 Commercial Uses and 10.3.3, 2 nd bullet points, was revised as follows: <ul style="list-style-type: none"> 4.85 spaces per hundred square metres GFA for financial institutions, real estate offices, and medical offices, <u>and take-out restaurants</u>;
Bicycle Parking				
Transportation and Works	6.3 Manage Parking for Special Events	Increasing convenience of cycling to special events in Port Credit should be included as part of the management of parking demand.	Agreed.	16 Section 6.3 Management Parking for Special Events was revised to include the following paragraph: <u>During special events the City should also increase the convenience of cycling. Temporary bicycle parking corrals or bicycle valets can be introduced for</u>

Respondent	Section	Issue	Staff Response	Revisions To Draft Port Credit and Lakeview Parking Strategy
		Temporary bike parking corrals or bicycle valets can be introduced for special event and included in event communications.		<u>special events and included in event communications.</u>
Transportation and Works	7.2 Existing Development Considerations	<p>A discussion identifying the existing inventory of publically owned bike parking should be included in the Strategy.</p> <p>Clarification regarding the recommended number of bicycle parking spaces is required, i.e. are the recommended numbers inclusive or exclusive of the existing inventory?</p>	<p>Agreed.</p> <p>17</p>	<p>Section 7.2 Existing Development Considerations was revised to include the following paragraphs:</p> <p><u>Mississauga has a substantial existing inventory of publically owned visitor bicycle parking facilities in Port Credit. In the Primary Node Commercial Area there are 34 post and ring racks, with a capacity to hold 68 bicycles, found in various road rights-of-way. Additional visitor bicycle parking facilities are found in J.J. Plaus Park and at the Port Credit Library. In the Eastern Commercial Area Mississauga already exceeds the recommended number of visitor spaces with 33 post and ring racks, with a capacity to hold 66 bicycles, found along Lakeshore Road East.</u></p> <p><u>The City should continue to add to its bicycle parking inventory, especially secure staff parking facilities, as recommended in Table 16.</u></p>

Respondent	Section	Issue	Staff Response	Revisions To Draft Port Credit and Lakeview Parking Strategy
Planning and Building Department	7.3 New Development Requirements	The Strategy should include a statement indicating that the City will consider innovative methods of storing bicycles.	Agreed.	<p>18</p> <p>Section 7.3 New Development Requirements was revised to include the following paragraph:</p> <p><u>Creative bicycle storage should be considered on a case by case basis. For example, IDEO, a design and innovative think tank, encourages employees to ride their bikes to work. Employees hoist their bikes up with mechanical winches, to maximize vertical space.</u></p>
Parking Strategy Action Plan				
Planning and Building Department	Figure 14: Phase II Parking Strategy Action Plan	The timeframes suggested in the Action Plan require updating. Further, a column identifying the lead Department for action should be added.	Agreed.	<p>All time frames in Figure 14: Phase II Parking Strategy Action Plan were adjusted by one year.</p> <p>A column was added to Figure 14: Phase II Parking Strategy Action Plan to identify the lead Department for action.</p>
General				
Representative of Port Credit Salmon & Trout Association		The Port Credit Salmon & Trout Association wishes to be included in the Key Stakeholder Group for future contact and input.	Policy Planning has added the Port Credit Salmon & Trout Association to the Key Stakeholder Group for possible future contact.	<p>19</p> <p>The Port Credit Salmon & Trout Association was added to the Key Stakeholder Group for future communication.</p>

Respondent	Section	Issue	Staff Response	Revisions To Draft Port Credit and Lakeview Parking Strategy
Public	3.6 Potential Future Public Parking Options	Provision of additional parking mitigates the City's attempt to increase ridership on MiWay and to encourage the use of bicycles.	Future City initiatives and development opportunities will decrease the amount of available private and public parking in Port Credit. In order to maintain a good level of service in the future, a strategy to provide new, replacement public parking is necessary.	20 No action required.
Representative of TOPCA Executive	3.6 Potential Future Public Parking Options	The TOPCA representative is concerned that prime land, such as the Port Credit Library lot, will be sold off to a developer in order to generate funds for a parking structure.	The Strategy recommends initiatives to generate revenue which include amendments to paid parking fees, expanded time periods for paid parking and adding additional locations for paid parking. At a strategic level the study endorses the utilization of the Payment-in-lieu of Off-Street Parking Program, partnering with the private sector through development applications and utilizing Section 37 to secure parking facilities. At this time there is no recommendation to generate funds through the sale of City owned lands.	21 No action required.
Public	3.2 Existing Parking Demand	Insufficient data was collected to provide valid conclusions	The Consultant undertook parking occupancy surveys of all parking in Port Credit (i.e. on-street and public and private off-street), on	22 No action required

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		regarding the existing parking demand in Port Credit.	<p>an appropriate weekday and weekend in October of 2010. The days were selected on the basis that they represented typical recurring parking conditions, excluding peak special events. Follow up spot counts at select parking lots were undertaken in May and June of 2011 to confirm the October demand.</p> <p>Further, BA Consulting was awarded the contract to undertake the Port Credit and Lakeview Parking Strategy based on their extensive experience and available data from parking studies undertaken in other Canadian main streets. The results of the data collected in Port Credit fell well within the range of what the Consultant has found in other commercial main street areas.</p>	
Site Specific Comments				
PenEquity, on behalf of owners of 72 Wesley Ave	5.1.1 Zoning By-law Considerations - Commercial Uses	A medical office is proposed for the vacant property between the Credit Landing Shopping Centre and the CNR. The proponent has requested the lower	The Parking Strategy proposes lower parking standard for uses within the Community Node and along Lakeshore Road. These standards acknowledge that main street areas, generally recognized by lands zoned C4, benefit from mixed use parking synergies,	23 No action required.

Respondent	Section	Issue	Staff Response	Revisions To Draft Port Credit and Lakeview Parking Strategy
		parking standards, proposed through the Parking Strategy, apply to the subject location.	<p>captive market effects (a concentration of local employees and/or residents who walk to shopping facilities) and proximity to transit.</p> <p>The subject location is not located in or near the Port Credit main street and is not in proximity to lands zoned C4. It is separated from Lakeshore Road by the Credit Landing Shopping Centre.</p> <p>A reduced parking standard could be considered for the proposal with the submission of a site specific Parking Utilization Study through the development review process.</p>	
<p>Note:</p> <p>(1) Table excludes edits related to the grammar, spelling, and minor changes that provide clarity and do not affect the intent of the conclusions and recommendations.</p> <p>(2) Table excludes comments which dealt with issues beyond the scope of this Strategy.</p> <p>(3) Words underlined represent additions to the Strategy and words crossed out represent deletions.</p> <p>(4) Reference to "Resident and/or Business Owner" under the table heading Respondent, represents comments provided at the key stakeholder meeting, the community open house, or submitted to the City via Parking Strategy web page.</p>				

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10.0 Conclusions and Recommendations

10.1 Parking Strategy for Port Credit

10.1.1 Parking occupancy surveys undertaken by BA Group indicate that there is currently an adequate amount of public parking in Port Credit. The existing public parking supply (including on-street and publicly owned off-street spaces) is sufficient to meet the current peak parking demand in the area and there is no need to provide any additional public parking in Port Credit in the short term (i.e. less than 5 years).

10.1.2 In the longer term, up to 160 public parking spaces could be eliminated due to a variety of initiatives (e.g. the potential construction of rapid transit on Hurontario Street, Port Street and Lakeshore Road, as well as bicycle lanes on Lakeshore Road).

In addition, some underutilized private surface lots, currently functioning as public parking, may redevelop and some commercial sites may utilize payment-in-lieu of providing parking (PIL) to meet some of the parking supply requirements, which could add an additional parking demand for approximately 380 spaces.

Taken together, these factors could result in a potential need to provide an additional 150 public parking spaces in the Port Credit node area.

10.1.3 To ensure there are sufficient shared public parking resources in Port Credit to support future development, the City should proactively plan to provide additional public parking so that it is able to do so expeditiously should the need arise. The first and most crucial step in developing the plan is to review the feasibility of providing new public parking garages and parking lots. Potential locations for new municipal parking include:

- a parking garage on the existing Port Credit Public Library parking lot;
- a parking garage on the existing J.J. Plaus Park municipal parking lot;
- a potential public parking garage along the south side of Port Street in joint venture with the redevelopment of the Port Credit Harbour Marina lands;
- a parking lot and potential future garage on the Imperial Oil lands near Lakeshore Road West;
- a parking garage under the Riverside Public School playground area;
- a parking garage on the existing Elmwood Avenue public parking lot and adjacent LCBO site;
- an expanded surface parking lot at Cayuga Avenue; and
- a reconfiguration of several on-street parallel parking areas to perpendicular or angled parking.

10.1.4 The City should establish an initial goal of providing 100-200 additional public spaces in the Port Credit Primary Node Commercial Area to offset future changes to the parking supply. A logical first garage location is on the Port Credit Public Library parking lot. The

City already owns the property, and the site is well located in the centre of the node and could provide the requisite amount of parking as well as grade related commercial space along Lakeshore Road.

10.1.5 Minimal change is expected to the parking situation in the Secondary Eastern Commercial Area (i.e. east of Rosewood Avenue) in the short to medium term (i.e. less than 10 years). The only change anticipated to the supply is the potential loss of roughly 57 on-street spaces on Lakeshore Road East due to a plan to add bicycle lanes. Based on the parking observations, the loss of 57 spaces can be accommodated within the remaining supply, however the City should investigate opportunities in the area to replace the lost public parking in order to maintain a good level of service for customers.

A new public parking garage could be constructed in the Secondary Eastern Area to act as a catalyst for redevelopment. A garage could be developed on the Elmwood surface lot and adjacent LCBO store site in conjunction with new grade level commercial space in order to act as a catalyst for redevelopment in the area and offset some of the lost on-street parking described above.

10.1.6 The City should also consider developing a new surface lot on the Imperial Oil lands in the vicinity of Port Street and Mississauga Road in order to:

- act as a catalyst for new commercial development along the south side of Lakeshore Road;
- provide convenient parking for Clarke Hall and other existing development in the area;
- provide parking for J.C. Saddington Park, thereby allowing the master plan for the park to proceed with a reduction of 135 stalls in the existing park lot; and
- provide land for a potential future parking garage.

10.1.7 The City should convert the following existing free on-street parking areas into paid parking in order to better manage the existing supply and generate additional revenue to fund future parking improvements and TDM programs:

- in the high density area north of Lakeshore Road East, between Hurontario Street and Stavebank Road;
- along Front Street north and south of Lakeshore Road West;
- along Queen Street in the vicinity of Mentor College; and
- Rosewood Avenue.

Should there be any significant use by residents; the City may need to implement a permit parking system to enable residents to park for an extended period (overnight).

10.2 Parking Strategy for Lakeview

- 10.2.1 The Lakeview study area is centred on the Lakeshore Road East corridor from Seneca Avenue to Etobicoke Creek. The City currently has minimal public parking in this area. Unlike Port Credit, on-street parking is generally not permitted on Lakeshore Road East through the Lakeview study area with the exception of two small pockets, totalling approximately 15 spaces located on the south side of Lakeshore Road East, opposite Greaves Avenue and Cawthra Road. In addition, parts of the boulevard on the north side of Lakeshore Road East have been recently reconstructed with a rolled curb condition to allow for parallel parking.
- 10.2.2 In order to support future economic development, good urban design, and TDM, the City should seek to play a significant role in the provision of shared public parking resources in the corridor. A reasonable long term goal (i.e. greater than 10 years) for Lakeview would be to achieve 40% share of the commercial parking supply which is roughly equivalent to the current proportion of public parking in Port Credit. To meet this long term goal, the City should create approximately 660 public parking spaces in the area.
- 10.2.3 A short term (less than 5 years) goal for the City should be to implement significant on-street parking along Lakeshore Road East. Implementing on-street parking could create approximately 200 parking spaces along Lakeshore Road East and an additional 75 spaces on side streets within 25-30 metres of Lakeshore Road East.
- 10.2.4 Any public parking that cannot be achieved through maximizing the use of on-street parking will need to be provided by creating new off-street public parking lots. Considering the on-street potential is approximately 275 spaces, the City will therefore need to create approximately 385 new off-street spaces to achieve the long term 40% public parking supply.
- 10.2.5 To achieve the long term desired off-street public supply, the City should identify two to three strategically located sites along the Lakeshore Road East corridor that could provide at least 100 surface parking spaces but also be expanded to include future above or below grade garages with grade related commercial space.
- 10.2.6 The City should start to look for opportunities to provide new off-street parking spaces by:
- utilizing PIL funds to purchase properties for the purpose of off-street parking;
 - partnering with the private sector to obtain public parking as part of development requirements; and
 - utilizing Section 37 (Bonus Provisions) of the Planning Act to secure public parking facilities in new development projects.
- 10.2.7 The Phase II Parking Strategy for Lakeview focuses on the Lakeshore Road East corridor. Strategic parking recommendations for the OPG lands south of Lakeshore Road East are provided, but because a Master Plan and land uses have yet to be endorsed by City

Council, detailed parking recommendations for the redevelopment are not addressed in this report.

- 10.2.8 The City should establish a policy framework which ensures that all new public streets built as part of the Inspiration Lakeview vision are carefully assessed at the design stage in terms of optimizing the on-street parking supply. This policy direction should be incorporated into the criteria applied to the Environmental Assessment process for new streets in the area. In this regard, virtually all streets in the Inspiration Lakeview community should be able to provide parking on at least one side.

10.3 Zoning By-Law Considerations

- 10.3.1 The parking occupancy surveys undertaken by BA Group indicate that the peak commercial parking demand in the Port Credit Primary Node CPA is well below current Zoning By-law requirements.

This is a common occurrence in main street commercial areas which tend to exhibit lower parking demand characteristics compared to similar suburban commercial centres, which are often used as the basis for establishing zoning requirements.

The City has already taken some steps to recognize these characteristics by reducing retail and personal service rates from the City-wide standard of 5.4 to 4.0 spaces per 100m² GFA and more recently by reducing the requirement for restaurants from 16.0 spaces per 100m² to 9.0 spaces per 100m² GFA.

- 10.3.2 The existing Zoning By-law parking supply requirements are resulting in an oversupply of private parking on many individual development sites. Requiring new developments to provide excess parking adds cost to each development and may be hindering the redevelopment of sites in the Port Credit area. It is also not supportive of good urban design and TDM.

- 10.3.3 It is recommended that the City reduce parking supply requirements in the Zoning By-Law to reflect actual need and achieve broader urban design objectives.

Generally, the goal should be to reduce existing rates where appropriate while also trying to consolidate as many uses as possible in order to make land use changes easier to accommodate. With this in mind, it is recommended that the following revisions to the existing Zoning By-law rates for commercial uses be implemented for C4 zones:

- 3.0 spaces per hundred square metres GFA for retail, personal service, repair establishments, art galleries and museums;
- 4.85 spaces per hundred square metres GFA for financial institutions, real estate offices, medical offices and take-out restaurants; and
- 3.0 spaces per hundred square metres GFA for office uses.

These rates represent a 25% reduction for retail, personal service, repair, real estate and medical office uses, a 19% reduction for take-out restaurants, a 17% reduction for art galleries and museums, a 12% reduction for financial institutions and a 6% reduction for office uses compared to current By-law rates. It is important that they only be applied to land uses in a main street type setting that are zoned C4. Larger scale suburban type commercial developments should provide parking at the non C4 zone rates in the Zoning By-law.

- 10.3.4 It is recommended that the City adopt the same parking supply requirement reductions for commercial developments in the Lakeview area in order to facilitate economic development, good urban design and TDM.
- 10.3.5 From a policy perspective the City should also reduce the requirements for apartments in the Port Credit Node in order to facilitate compact urban and transit oriented development near the Port Credit Mobility Hub. The approximate boundary of this reduced parking zone for apartments would be Port Street to the south, the Credit River to the west, and Elmwood Street to the east- about a 500 metre radius or ten minute walking distance from the GO Station. The reduced requirements should match those used in the City Centre:

- a minimum of 1.0 space per unit for residents; and
- a minimum of 0.15 space per unit for visitors.

The reduced parking supply rate zone should be extended in the future to reflect the LRT line along Hurontario Street and Port Street.

- 10.3.6 In addition to the base parking supply rates, it is important to revise the shared parking schedule in the existing By-law to better reflect the temporal variations in demand found in traditional main street areas compared to suburban locations. The recommended shared parking schedule for C4 zones is provided in Table 13.

10.4 Cultural Use Considerations

- 10.4.1 The City can facilitate cultural uses by adopting the reduced commercial parking requirements recommended in this report that includes specific cultural uses such as art galleries, museums, and offices for cultural organizations.

- 10.4.2 The City currently supports cultural uses by allowing heritage buildings to utilize the PIL system when developing.

To further encourage the adaptive reuse and designation of heritage sites, the City should implement a parking exemption for buildings located on designated heritage properties that meet the criteria described in this report.

- 10.4.3 The City can also support cultural uses by effectively managing the area's total public parking supply for special events held in Port Credit and Lakeview.

These events may result in occasional spikes in the parking demand in and around the commercial area. Because of their occasional nature, the City should not increase public parking to accommodate special events. Rather, the City should maximize the use of existing parking located within Port Credit outside of the primary commercial area. By way of example, the Port Credit GO Station lots are typically empty during special events (i.e. on evenings and Saturdays) and these parking lots could be used as a supplementary parking area for special events. To promote use of these lots, the City or BIA could offer a free shuttle to/from these lots in order to ensure access is convenient. Further, temporary bicycle parking corrals or bicycle valets can be introduced for special events.

- 10.4.4** The City should continue to support the Transformative Parking Space project by permitting on-street parking to be converted into places that benefit the public realm such as patios, public art, bicycle parking, etc. Information provided by City staff indicates that the City could convert between 20 and 30 on-street spaces in Port Credit in the next several years. If the transformations prove successful, the City should continue to seek new opportunities within Port Credit and Lakeview for parking spaces conversions while at the same time ensuring that there is sufficient parking overall by implementing the other recommendations in this report.

10.5 Bicycle Parking Considerations

- 10.5.1** The City should implement a bicycle parking supply and end of trip facility requirement in the Zoning By-law for Port Credit and Lakeview. It is recommended that the City adopt rates as shown in Section 7.1 of this report.
- 10.5.2** When incorporating bicycle parking standards into the Zoning By-law, the City should include a minimum floor area exemption for renovations and for small redevelopment sites. A threshold of 2,500 square metres for office uses and 1,500 square metres for retail developments is recommended, which generally implies that any development that requires a total of 5 bicycle spaces or less is exempt.
- 10.5.3** The City should allow a cash payment option for visitor bicycle parking for smaller developments. This will allow the City to collect money from smaller developments so that it can deploy visitor bicycle parking in strategic areas, rather than having each development provide a small number of visitor bicycle spaces in an uncoordinated fashion. In doing so the City can strategically locate bicycle racks for visitors in visible areas to best meet the needs of the entire area.
- 10.5.4** The City should implement a requirement for showers and change rooms in the Zoning By-law for any non-residential use to further encourage cycling in the Port Credit area and Lakeview. It is recommended that the City adopt shower and change room requirements as shown in Section 7.4 of this Strategy. Developments with less than 2,325 square metres (approximately 25,000 sq. ft.) of office space and 4,700 square metres (50,650 sq. ft.) of retail/restaurant/personal service uses should be exempted from this requirement.

- 10.5.5 In order to provide bicycle parking facilities for existing development in Port Credit that has largely not provided any to date, approximately 180 spaces should be supplied by the City including an initial allocation of 120 visitor spaces and 60 staff spaces.

Of the 120 bicycle parking spaces recommended in the Primary Node Commercial Area, 40 are recommended to be provided as secure, weather protected spaces for staff, and 80 are recommended in visible, convenient bicycle racks for visitors. Of the 60 spaces recommended for the Secondary Eastern Commercial Area, 20 are recommended in secure weather protected spaces for staff, and 40 are recommended as visible, convenient bicycle racks for visitors.

Funding for the bicycle parking facilities should come from the surplus revenues generated by the Port Credit municipal parking operation.

10.6 Financial Considerations

- 10.6.1 The City's current overall PIL account balance is approximately \$3.5 million, of which approximately \$2.5 million is directly associated with funds generated within Port Credit, and approximately \$40,000 is associated with funds generated within Lakeview.

- 10.6.2 A review of both the revenues and expenses associated with municipal public parking currently provided on-street and in eight surface lots and one shared use garage indicates that the City's public parking operation in Port Credit is approximately covering its costs and earning a modest \$20,000 net surplus per year.

- 10.6.3 The medium to long term need for a 200 space parking garage in Port Credit will likely cost in the order of \$7.0 million if it is an above grade garage with grade level commercial space. The City's PIL account balance is not sufficient to cover this cost and the City should develop a plan and business case to finance the portion of the garage that cannot be covered by the Port Credit portion of the PIL account (approximately \$4.5 million).

- 10.6.4 The current net surplus generated by the City's parking operation is not sufficient to cover the estimated \$400,000 in annual costs associated with financing and operating the recommended parking garage without a significant contribution from another source in the City's budget. The City will therefore need to increase parking revenues in Port Credit in order to fund the future garage on a break even basis.

- 10.6.5 In order to proactively plan for future parking facilities, generate revenue to fund future capital repair costs for existing parking facilities and fund TDM initiatives in Port Credit the City should implement the following initiatives:

- increase existing on-street parking rates from \$1.00 to 1.50 per hour;

- implement paid parking in the nine to ten off-street lots serving the main commercial area at a rate of \$1.00 per hour;¹²
- Implement monthly parking for the general public and municipal employees (Port Credit Library) in the off-street lots in order to generate revenue for parking and TDM programs, and encourage transit use and carpooling;¹³
- add more on-street pay for parking zones as described in this report;
- charge for \$2.00 per day for parking on the City-owned unopened road allowance adjacent to the Port Credit GO Station when the lease of this parking by Metrolinx expires in 2016; and
- expand the time periods for paid parking to include weekday and Saturday evenings to 9pm and Sundays from 10am to 6pm. This will distribute the cost of providing public parking more equitably between the commercial uses that benefit from it through the day, and stores and restaurants that operate into the evenings and on Sundays.

10.6.6 A rough revenue analysis undertaken by BA Group suggests that the approximately \$400,000 / year can be raised by increasing the current on-street parking rates, charging for parking in the off-street lots, expanding the current pay for parking periods to include weekday evenings and Sundays, and charging for parking on the GO Transit parking area on the Queen Street right-of-way, etc.

10.6.7 The additional revenue raised through the parking operation should be deposited to a dedicated reserve fund that can be used to augment the PIL account balance to construct the future public parking garage and fund other capital expenditures as well as TDM programs and initiatives.

10.6.8 The City could also implement a validation program that would allow business owners to purchase tokens that they could distribute to customers to off-set part, or all, of the parking charges. The City could further elect to offer the Port Credit BIA a bulk discount on token purchases, although it should be noted that this would likely reduce the amount of revenue generated by the parking meters.

10.6.9 It is recommended that the City continue to offer PIL in Lakeview to support redevelopment. Currently PIL funds collected in Lakeview are lumped into an "Other Areas of the City" account. Given the expected increase in development in the Lakeview area it is recommended that a separate PIL account be established for Lakeview, similar to that of Port Credit.

10.6.10 It is recommended that the City continue to support and encourage the use of PIL in Port Credit in order to facilitate the creation of municipal shared parking resources.

¹² Includes the Port Credit Village garage as well as the Lakeshore/Wesley, Marina North, Library, JJ Plaus Park, Helene South, Elmwood, Hiawatha & Cayuga surface lots and perhaps the Harold E. Kennedy/Credit Valley Outdoor Pool surface parking lot..

¹³ Updates to the City Employee Paid Parking and Commuter Options Corporate Policy will be required to reflect the paid parking environment in Port Credit.

- 10.6.11 The City should review PIL values for Port Credit and Lakeview to reflect the estimated cost incurred by the City to provide shared public parking resources in each area.

In Port Credit, at the present time, the City provides virtually all of its public parking in off street surface lots and one small portion of a joint venture underground garage. This parking strategy suggests that most future additions to the public parking system in Port Credit would be in garages rather than surface lots. The next garage would likely be an above grade garage in the 200 space range and would increase the off street public parking supply to a total of approximately 674 spaces. The average blended replacement cost for this parking, using the current City PIL values would be \$25,267 per space.¹⁴ The maximum 50% PIL value would be \$12,633 per space compared to the existing surface lot value of \$10,700. When the City has confirmed the feasibility of the next garage and established a business plan and budget for it, the PIL rate should be adjusted accordingly to reflect the current estimated blended cost to the City of providing public parking resources.

10.7 General Management and Parking Operation Considerations

- 10.7.1 The Port Credit BIA has asked the City to consider increasing the existing 2 hour time limit for on-street paid parking in order to provide more convenience for customers who need extended time to conduct their business and minimize the number of tickets issued for exceeding the time limit.

- 10.7.2 If the City adopts the recommendation in section 8.2.2 to increase on-street parking rates from \$1.00 to \$1.50 per hour, the time limit for on-street parking could be eliminated because the cost of parking for five or more hours would discourage employees from using the spaces and encourage people to park in cheaper off-street lots. However, people not paying for sufficient parking should be diligently enforced to discourage abuse by employee parkers and others.

If the City does not increase the on-street parking rates, then the time limit could be extended to three hours, but the cost of the third hour should be \$2.00.

- 10.7.3 Short term recommendations for the effective planning and delivery of parking services include:
- modify existing practices to ensure a more proactive financial planning and reporting approach for each of the areas in the City where public parking resources are being offered or planned;
 - ensure all off-street paid parking lots are operated under the management of the Transportation and Works Department;
 - develop a regular communications and marketing program for each area; and

¹⁴ Based upon 431 existing surface spaces at \$21,400, 43 existing underground garage spaces at \$40,382 and 200 new above ground garage spaces at \$30,382 current PIL Values).

- develop a business plan for future parking development and operations, including a capitalization and financial plan.

10.7.4 This study provides the basis for the creation of a business plan for the Port Credit area and strategic guidance regarding the eventual implementation of municipal shared public parking resources in the Lakeview area. Since 2009 the responsibility of managing City parking resources has been consolidated in the Municipal Parking Office which has experienced increasing success with managing and delivering public parking resources. In the longer term, as the function and business of City parking program continues to expand and become more complex, and the municipal paid parking operation is able to operate on a financially self-sustaining basis, a distinct organizational structure (e.g. a Transportation Management Association) may become desirable to ensure that the City is maximizing its investment in municipal parking facilities from an economic development, urban design, transportation demand management and self-sustaining business perspective.

10.7.5 This Parking Strategy and the City's Transportation Demand Management objectives share many of the same goals. The City should leverage the Parking Strategy in Lakeview and Port Credit to support TDM. For example, the following TDM initiatives should be introduced in Port Credit and eventually Lakeview in order to reduce future parking demand and encourage more sustainable transportation options:

- implement public employee and visitor bicycle parking facilities as per this report;
- facilitate the implementation of car share services;
- provide a guaranteed ride home service;
- provide car-pool parking spaces;
- provide employee trip planning assistance that encourages alternative travel modes.

The cost of these programs should be funded from municipal parking revenues for each area.

FIGURE 14: PHASE II PARKING STRATEGY ACTION PLAN ¹

		2014	2015	2016	2017	2018+		
1. Port Credit Parking Strategy								
1.1	Implement additional on-street paid parking.	PLAN		IMPLEMENT			Municipal Parking	
1.2	Develop a plan to provide additional new municipal parking in the Primary Node to support future development.		PLAN		IMPLEMENT WHEN FEASIBLE		Municipal Parking	
1.3	Undertake a feasibility plan for a parking garage at the Port Credit Library and / or J.J. Pious Park.	PLAN	IMPLEMENT				Municipal Parking	
1.4	Review potential of constructing a new parking lot on the Imperial Oil lands adjacent to Port Street to support redevelopment on Lakeshore Road West, provide additional parking for Clarke Hall and support Waterfront Parks Master Plan objectives.		PLAN		IMPLEMENT WHEN FEASIBLE		Municipal Parking/Strategic Community Initiatives/Policy Planning	
2. Lakeview Parking Strategy								
2.1	Implement on-street parking along Lakeshore Road East.		IMPLEMENT				Municipal Parking	
2.2	Develop a plan to provide approximately 385 new off-street municipal parking spaces in Lakeview to achieve a target of approximately 40% of the total parking supply municipally.			PLAN		IMPLEMENT	Municipal Parking	
2.3	Develop a policy framework for future redevelopment of OPG lands that requires on-street parking and supports overall parking goals of Lakeview area.				PLAN	IMPLEMENT	Municipal Parking/Strategic Community Initiatives/Policy Planning	
3. Cultural Considerations								
3.1	Reduce Zoning-By-law requirements for Art Galleries, Museums and Cultural association offices as recommended in Section 5.0.	IMPLEMENT					Policy Planning/Municipal Parking	
3.2	Implement a heritage exemption into the Zoning By-law to support adaptive reuse of buildings on designated heritage properties.	IMPLEMENT					Policy Planning	
3.3	Support events and festivals through parking management. Develop a communications plan for residents that informs people of where additional parking areas (e.g. GO Transit lots) are located and a financial business plan to fund a free shuttle bus during events.	PLAN		ONGOING			BIA/Municipal Parking/Culture/Recreation	
3.4	Support the transformative parking space project.	ONGOING						Municipal Parking/Culture
4. Zoning By-law Considerations								
4.1	Implement reduced parking requirements for commercial and apartment uses into Zoning By-law for Port Credit and Lakeview consistent with Section 5.0.	IMPLEMENT					Policy Planning/Municipal Parking	
4.2	Implement new bicycle parking requirement and shower / change room requirements into Zoning By-law.	IMPLEMENT					Policy Planning/Cycling Office	
4.3	Implement designated heritage building exemption and reduce parking requirement for some cultural uses consistent with Items 3.1 and 3.2 above.	IMPLEMENT					Policy Planning/Municipal Parking/Culture	
5. Financial Considerations								
5.1	Develop a business plan to finance and construct new parking facilities in Port Credit.		PLAN		IMPLEMENT - NOTE 2		Municipal Parking	
5.2	Increase parking revenues to fund future parking resources as outlined in recommendation 10.6.5. Establish a reserve fund.		PLAN		ONGOING IMPLEMENTATION		Municipal Parking	
5.3	Create a separate PIL account for Lakeview.	IMPLEMENT					Policy Planning/Finance	
5.4	Review Corporate PIL Policy to reflect the cost to the City of providing shared public parking resources.	IMPLEMENT					Policy Planning/Municipal Parking	
5.5	Revise internal accounting practices to better track expenses associated with parking operations in Port Credit and Lakeview with information being reported to the Parking Manager.		PLAN		IMPLEMENT		Municipal Parking/Finance	
6. General Management & Operational Considerations								
6.1	Parking Manager engagement with the Port Credit BIA	ONGOING						Municipal Parking
6.2	Develop a parking communications and marketing program for both Lakeview and Port Credit.		PLAN		IMPLEMENT		Municipal Parking	
6.3	Develop a business plan for future parking development and operations.		PLAN		IMPLEMENT		Municipal Parking	
6.4	Eliminate time limits for on-street parking if rates increased to \$1.50 per hour or introduce \$2.00 for third hour.			PLAN		IMPLEMENT	Municipal Parking	
6.5	Implement municipal bicycle parking development recommendations as per Section 7.2.	IMPLEMENT					Cycling Office	
6.6	Place the nine to ten off-street parking facilities in Port Credit being converted to paid parking under the management of Transportation & Works Dept.	IMPLEMENT					City Manager/Municipal Parking/Parks	

Notes: 1. Timelines are subject to change.

2. Parking garages will not be built until existing demand demonstrates need.