



Corporate Report

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DATE: June 12, 2008

TO: Chair and Members of the Planning and Development Committee
Meeting Date: June 23, 2008

FROM: Edward R. Sajecki
Commissioner of Planning and Building

SUBJECT: **Parking Strategy for Mississauga City Centre: Primary Goals and Objectives Report – Mississauga Plan Review**

- RECOMMENDATION:**
1. That the report titled "*Parking Strategy for Mississauga City Centre: Primary Goals and Objectives Report - Mississauga Plan Review*" dated June 12, 2008, from the Commissioner of Planning and Building, be circulated to City Centre stakeholders for comment.
 2. That a Parking Strategy for Mississauga City Centre be finalized based on the *Parking Strategy for Mississauga City Centre: Primary Goals and Objectives Report* and comments received from the Planning and Development Committee and City Centre stakeholders.
 3. That matters regarding the implementation of paid parking be referred to the Office of the City Manager and the Leadership Team for review and that a report outlining these matters be prepared and brought to a future meeting of the General Committee.
 4. That a transfer of \$95,000 from the Planning Process Update Reserve to retain a consultant to undertake the Port Credit and Lakeview Parking Strategies, be approved and that the required by-laws and operating budget adjustments for the 2008 Operating Budget, be approved.

BACKGROUND:

The *Parking Strategy for Mississauga City Centre: Primary Goals and Objectives Report* (hereafter referred to as the *Primary Goals and Objectives Report*) is attached under separate cover. It is part of the work undertaken for the Mississauga Plan Review (Appendix 1).

BA Consulting was retained to prepare Phase 1 of the Parking Strategy which focuses on parking management solutions for the City Centre. As Mississauga completes its greenfield development phase and moves into its second generation of development, parking will be a critical element in shaping the community. Parking is particularly important in the creation of a vibrant, mixed-use downtown.

On October 15, 2007, Planning and Development Committee considered a report titled “*Introduction to Mississauga Parking Strategy – Phase 1 – Mississauga Plan Review*”. At that meeting, Ralph Bond, Senior Vice President with BA Consulting, outlined the philosophy on which the Parking Strategy would be based and the various approaches that have been taken to address parking management in other municipalities across Canada.

At that meeting, staff were directed to expedite the work program for Phase 2 of the Parking Strategy which was to address parking outside the City Centre.

The purpose of this report is to present the *Primary Goals and Objectives Report* which outlines the basis for the finalization of Phase 1 of the Parking Strategy. Ralph Bond from BA Consulting will be available to present the recommendations and answer questions. Based on the response to this report, a final detailed strategy will be prepared. Additionally, this report outlines a work program for Phase 2.

COMMENTS:**Key Recommendations**

The key recommendations of the *Primary Goals and Objectives Report* are outlined below.

- The parking strategy goals should be to:
 - support good urban design;
 - foster economic development; and
 - implement transportation demand management.
- The City should take an active role in providing for the future commercial-institutional parking supply in the City Centre.

- Establish an economic value for parking facilities in the City Centre by instituting a parking fee for existing and future publicly-owned or controlled streets and parking facilities. Further, private building owners and developers should be encouraged to separate the cost of parking from other building occupancy costs.
- Expand the implementation of the paid on-street parking program to include Webb Drive. Paid on-street parking stalls should be introduced concurrent with the opening of new streets in the City Centre.
- Amend the existing Payment-in-lieu of Parking (PIL) program to include a specific category for the City Centre.
- Create distinct shared parking and off-site parking provisions for the City Centre.
- Stipulate that a minimum of 80% of required parking for office, residential and institutional development to be provided in structures.
- Require office and institutional developments to provide bicycle parking and to designate 10% of required parking stalls for car/van pools and auto share spaces.
- Enhance the urban design standards for parking facilities.
- Encourage developments in the City Centre to participate in Transportation Demand Management (TDM) programs and prepare 'Parking Implementation and Phasing Plans'.
- Implement the Parking Strategy through an organizational structure with a mandate to:
 - develop and/or operate all City-owned or controlled parking facilities;
 - enter into agreements to purchase or lease land for parking related purposes;
 - enter into agreements to acquire and/or operate parking facilities or purchase capital equipment;
 - regulate parking rates, collect revenues and establish parking policies;

- develop and implement a business plan that integrates parking policies and fee structures with transit and TDM planning, program initiatives and marketing; and
- develop a capitalization plan to implement the business plan that identifies revenues required to fund operations and potential surplus revenues.

The above should be managed within the City's corporate structure by, as a first step, creating a senior management position to be responsible for all parking programs throughout the City and to integrate these programs with TDM strategies.

- The City's involvement in a new off-street parking facility should begin with an institutional project, a hotel development, an office building or a mixed use office/retail and residential building. The size and location would depend on the proposed project and require a PIL contribution from the developer with the remaining cost financed over a 20-year amortization term. The first structure could range in size from 250 to 650 stalls and cost approximately \$8.75-\$22.75 million for a below ground garage or \$6.25-\$16.25 million for an above ground garage. Public-private joint ventures should be pursued. Possible locations for parking facilities are identified in the *Primary Goals and Objectives Report*.
- The primary sources to fund parking are:
 - user fees
 - PIL payments
 - directed City Centre Tax Reserve or Tax Increment Financing (TIF)
- A three-phase implementation program is proposed.

Phase 1: - implement on-street paid parking;
- implement TDM initiatives;
- implement paid parking in the City Hall, Central Library and the Living Arts Centre; and
- establish the designated parking management function within the corporate structure of the City.

Phase 2: - encourage residential developers to utilize PIL for visitor and commercial parking requirements;
- continue implementing on-street paid parking as new streets are built;

- seek opportunities to create municipal-owned or controlled off-street paid parking facilities;
- work with development proposals to establish the location of future public parking facilities in conjunction with the PIL program;
- integrate the TDM with the corporate parking management function; and
- expand the TDM program to private developments in the City Centre.

- Phase 3:
- actively pursue development of off-street parking structures with user fees; and
 - consider joint venture parking development/operation opportunities on private development sites.

Next Steps

Stakeholder Consultation

A series of stakeholder meetings were held on March 25th and April 18th, 2008 with the commercial development industry, the residential development industry, the residents of City Centre and senior management of the YMCA/Living Arts Centre/Central Library. The purpose of these meetings was to explain the purpose of the Parking Strategy – Phase 1, discuss the objectives and guiding principles for the provision of parking in the City Centre, and, most importantly, to identify the key parking concerns of the community.

Formal circulation of the *Primary Goals and Objectives Report* to landowners, developers and residents in the City Centre is proposed to allow for comment prior to the finalization of the Parking Strategy for Mississauga City Centre.

Implementation and Costing Plan for Paid Parking

Should paid parking be approved, there are a number of implementation issues including implications for City staff. The issue of an implementation plan should be referred to the Office of the City Manager and the Leadership Team and brought to a future meeting of the General Committee.

Phase 2 of the Parking Strategy

In response to the direction given to staff at the October 15, 2007 meeting of the Planning and Development Committee regarding Phase 2 of the Parking Strategy, a detailed work plan including the timing and budget for each component was completed (see Appendix 2). Generally, Phase 2 includes the following components:

- a strategic parking management plan for City-owned parking resources located outside of the City Centre area;
- strategic policies for parking at major transit facilities; and
- parking management strategies for specific geographies including Port Credit, Lakeshore Road corridor through the Lakeview Planning District, five areas along Hurontario Street to be reviewed in conjunction with the Hurontario Higher-Order Transit, Land Use and Urban Design Feasibility/Master Plan Study, Clarkson, Streetsville and the Dundas Street East Corridor.

The total budget for Phase 2 is \$330,000 and is planned to be undertaken over a two-year period, 2009/2010. The Port Credit and Lakeview Planning Districts are currently undergoing review and it is, therefore, recommended that the parking management strategies for these two areas be initiated in 2008. It is requested that the \$95,000 budget required to undertake a parking management strategy for the Port Credit Planning District and the Lakeshore Road corridor through the Lakeview Planning District be transferred from the Planning Process Update Reserve. The remaining \$235,000 will be requested in the 2009/2010 budget.

FINANCIAL IMPACT: The \$100,000 budget for Phase 1 of the Parking Strategy has been accommodated in the 2008 budget approved by City Council. Recommendations resulting from the project may have a financial impact depending on future City Council decisions.

Phase 2 of the Mississauga Parking Strategy will require a total budget of \$330,000. It is recommended that the parking study for the Port Credit and Lakeview Planning Districts be initiated in 2008 and that, as noted above, \$95,000 from the Planning Process Update Reserve be allocated to this study. The remaining \$235,000 required for Phase 2 will be requested in the 2009/2010 budget.

CONCLUSION:

The consultant retained to prepare the Parking Strategy for the City Centre has recommended the goals and objectives for the strategy. Prior to finalizing the strategy, feedback from Planning and Development Committee and City Centre stakeholders should be obtained. Also, matters regarding the implementation of paid parking should be referred to the Office of the City Manager and Leadership Team for review and a report outlining these matters should be prepared and brought to a future meeting of the General Committee.

Phase 2 of the Parking Strategy outlines a work program for the preparation of parking studies for areas outside of the City Centre. It is recommended that funds to initiate the parking studies for the Port Credit and Lakeview Planning Districts in 2008, be transferred from the Planning Process Update Reserve.

The recommendations of the *Parking Strategy for Mississauga City Centre: Primary Goals and Objectives Report* are consistent with the directions included in the White Papers prepared by Metrolinx that will be used in the formulation of a comprehensive Regional Transportation Plan for the Greater Toronto Area and Hamilton.

ATTACHMENTS:

Attached under separate cover: *Parking Strategy for Mississauga City Centre: Primary Goals and Objectives Report*

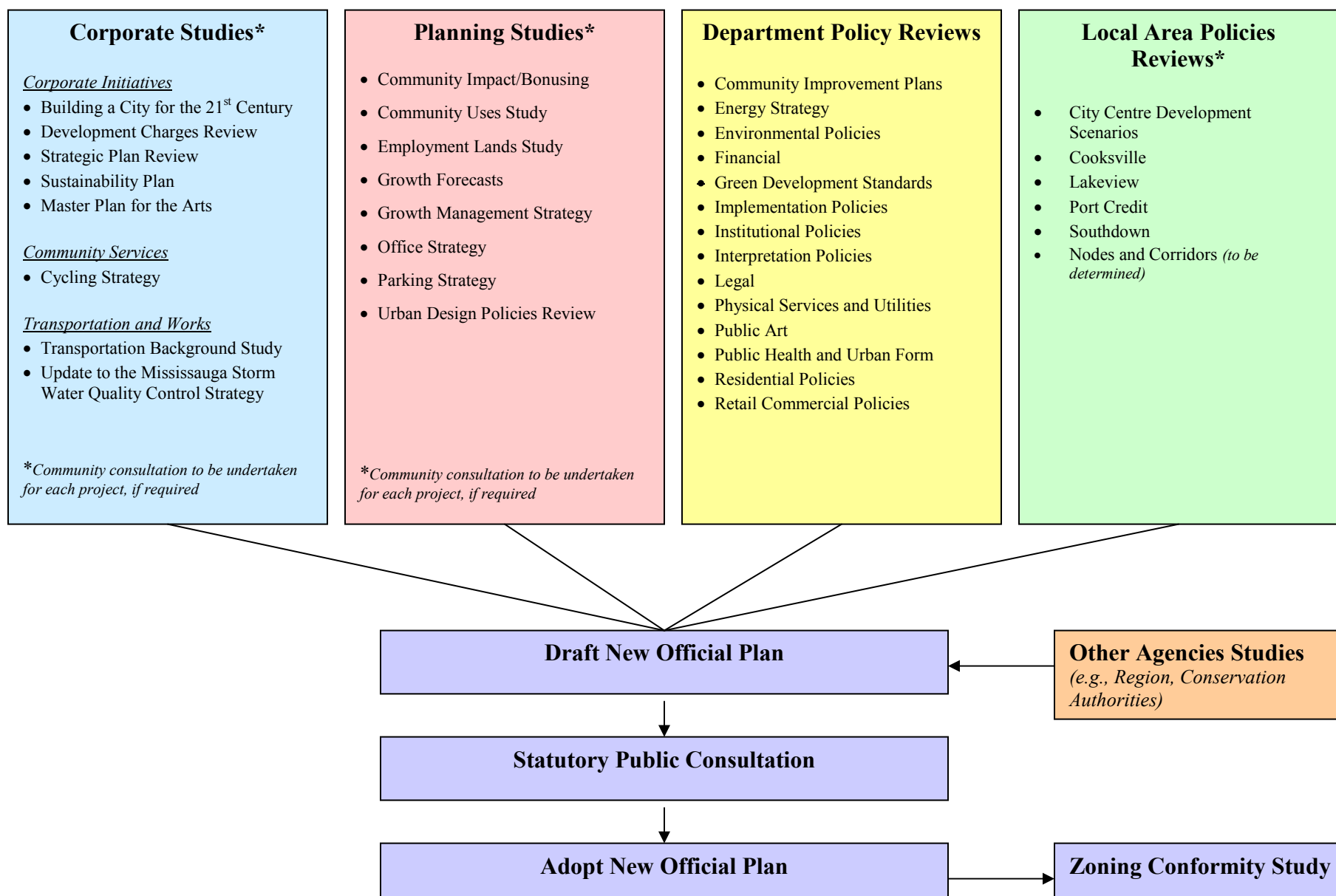
APPENDIX 1: Mississauga Plan Review - Overview

APPENDIX 2: Mississauga Parking Strategy - Phase 2

Edward R. Sajecki
Commissioner of Planning and Building

*Prepared By: Teresa Kerr, Planner, Research and Special Projects,
Policy Planning Division*

Mississauga Plan Review – Overview



**Mississauga Parking Strategy – Phase 2
Study Components, Timing and Estimated Budget**

Components	Related Studies	Project Initiation	Estimated Budget
Parking Management Plan for City-Owned Resources	Parking Strategy – Phase I	2009	\$25,000
Policies for Parking at Major Transit Facilities (GO Transit, BRT, City Bus Stations)	Transportation Master Plan	2009	\$25,000
Geographies:			
Clarkson Node	Clarkson Village Study – draft to be completed by Summer 2008	2010	\$25,000
Streetsville Node	District Policies Completed	2010	\$25,000
Port Credit Planning District	Port Credit District Plan Review – Directions Report to be completed by July 2008, drafting policies July-Dec 2008	2008 – 2009	\$75,000
Lakeshore Corridor	Lakeview District Plan Review – Directions Report to be completed by July 2008, drafting policies July-Dec 2008	2008 – 2009	\$20,000
Dundas Street East Corridor	Metrolinx has identified funding for “studies” Not recommended in the near future. Waiting for Metrolinx and Regional Transportation Plan.	2010	\$20,000
Hurontario Corridor:			
Cooksville	HHOTS* 2008 – 2009	2009	\$75,000
Mineola	Mineola – Special Site 2 HHOTS* 2008 – 2009	2009	\$40,000
Fairview/Mississauga Valleys	HHOTS* 2008 – 2009	2009	
Uptown (Hwy 403 - Matheson)	HHOTS* 2008 – 2009	2009	
Upper Hurontario (Matheson – Brampton)	HHOTS* 2008 – 2009	2009	
Total Cost	\$330,000		

Notes: * Hurontario Higher-Order Transit, Land Use and Urban Design Feasibility/Master Plan Study



Parking Strategy for
Mississauga City Centre
Primary Goals & Objectives Report

Prepared For:
The City of Mississauga

June, 2008



1.0 Study Purpose

The City Centre Parking Strategy is intended to guide and direct the City in meeting future public parking needs, in association with private sector development, in manner that will facilitate the area's transition to a truly urban environment.

This strategy must reflect the longer term urban design, economic development and transportation planning policies established for the area. These include a compact urban form, providing a diversity of uses including significant office and institutional employment opportunities, as well as supporting existing and future transit investment through the use of Transportation Demand Management (TDM) policies and techniques.

Figure 1 illustrates the Study Area boundaries and context.

2.0 Study Scope

The development of the recommended parking strategy includes an assessment of the following factors:

- land use forecasts to project future parking demand;
- transportation planning targets for future transit, vehicle occupancy and auto use;
- potential roles for the City regarding the provision of public parking;
- parking supply options for public involvement including identification of strategic locations and the approximate size of facilities;
- implementation test cases on specific development blocks;
- the critical relationship between the parking strategy, transit planning and transportation demand management initiatives;
- potential order of magnitude capital and operating costs for public parking involvement;
- options for financing the potential parking strategies;
- regulatory support provisions for the Official Plan and Zoning bylaw;
- implementation plans and organizational structures for public parking involvement;
- Mississauga Centre stakeholders input.

3.0 Parking Strategy Goals

The primary goals for the City Centre Parking Strategy should be:

- to support **Good Urban Design** by minimizing surface parking and encouraging higher density development through the use of parking structures that are well located and integrated with primary development;

- to foster **Economic Development** by assisting the private sector in achieving the development vision for the City Centre through strategic public investment in the provision of municipal parking facilities;
- to implement **Transportation Demand Management** by influencing commuter mode choice through parking supply management and pricing.

4.0 Primary Recommendations

To achieve these primary goals the City should:

- take an active role in providing a significant portion of the *future* commercial-institutional parking supply in appropriate locations within the City Centre;
- align the City Centre policy and regulatory framework to support the parking strategy by;
 - establishing a medium term parking supply target of 2.70 stalls per 100 sq. metres GFA for office uses compared to the existing general by-law rate of 3.2 in order to recognize the higher level of transit accessibility provided at the City Centre;¹
 - creating a distinct shared parking schedule for the City Centre that recognizes the captured market effects of a mixed use urban area;
 - requiring a minimum of 80% of all required (by-law) parking for office, residential, and institutional development to be in garage structures;
 - requiring office and institutional developments to designate 10% of the total parking supply for car and van pool as well as auto share spaces;
 - requiring office and institutional uses to provide designated bicycle parking in a secure area at the rate of 0.20 spaces per 100 sq. metres of floor space;
 - encouraging developments to participate in City Centre focused Transportation Demand Management programmes;
 - requiring 'Parking Implementation and Phasing Plans' to be submitted and approved as part of the first site plan application for a block or planning area;
 - amending the existing payment-in-lieu of parking policy to include a specific category for the City Centre;
 - proactively establishing paid on-street parking at every opportunity;
 - enhancing urban design standards or guidelines for parking facilities;
 - permitting shared-use and off-site parking provisions to be made on adjacent privately held lands where available and appropriate.

¹ Current by-law requirements are 3.2 stalls per 100 square metres (3.0 per 1000 sq.ft.) GFA. This rate should be reduced to 2.7 stalls per 100 square metres (2.5 per 1000 sq.ft.) following the implementation of the BRT initiative and/or the Hurontario Street High Order Transit project.

- encourage establishment of a distinct economic value for the use of parking facilities or spaces in the City Centre in order to increase transit use as well as car & vanpooling and auto sharing by:
 - establishing a fee basis for the use of all existing and future publicly owned or controlled streets and parking facilities;
 - encouraging the separate identification of parking costs within building occupancy costs as determined by building owners and developers.
- implement the parking strategy through an organizational structure with a mandate to:
 - develop and/or operate parking facilities in garages or temporary surface lots on City owned or controlled land, commencing with an on-street paid parking program;
 - enter into arrangements to acquire land or an interest in land through purchase or lease;
 - enter into arrangements to acquire and/or operate surface or structured parking facilities or purchase capital equipment;
 - regulate parking rates, collect revenues and establish parking policies within the City Centre area and other identified areas throughout the City;
 - develop a business plan that integrates parking policy planning, rate structure and operations with City Centre transit and TDM planning, programmes and marketing initiatives;
 - develop a capitalization plan that implements the business plan by identifying revenues required to fund operations and potential surplus revenues that may be allocated to a dedicated reserve within the overall City Centre financial strategy.

Parking Strategy implementation should be managed within the City's corporate structure within a framework that recognizes the strategic and multidisciplinary nature of parking as a key component in achieving a strong mix of commercial and institutional uses in the City Centre. With this in mind, a senior management position should be established to deal with all parking programs throughout the City and also be responsible for the successful integration of Transportation Demand Management strategies and programs in conjunction with the City Centre Parking Strategy.

5.0 Potential Scope for City Parking Involvement

5.1 Municipal Parking Supply Concept Plan

A critical component of the Parking Strategy reflects the need to address the financial challenges associated with the provision of large amounts of parking in the City Centre, particularly for office/employment and institutional uses, but also for retail and possibly

residential uses as well. Large quantities of parking in garages do not make economic sense for private developers at the present time, given current land costs and the state of the office development market. Developers have indicated that they would welcome a plan which reduces the development costs associated with providing parking as long as sufficient supply is made available to meet building occupant demands at a reasonable price and level of service.

The recently completed Mississauga Office Strategy identifies the parking supply financial challenge described above as one of the primary impediments to attracting new Class A office buildings to the City Centre. That study recommends that the City play a major role in overcoming this challenge by actively offering to provide municipally owned garages to serve new office development, in return for a payment-in-lieu of parking contribution from the developer.

The Office Strategy Study estimates that the long term 25 year demand for new office space in the City Centre could reach 2.5 million square feet GFA, if the existing economic disincentives are successfully overcome in the short to medium term. As the Highway 403/Eglinton Bus Rapid Transit (BRT) and Hurontario Street High Order Transit improvements are implemented and the City Centre becomes a more pedestrian friendly location, land values in the City Centre are expected to escalate, and new office and institutional development will need less assistance from the City in overcoming the economic challenges associated with expensive garage parking.

It is also possible that the City could facilitate a new full service hotel in the City Centre by supplying all or a substantial portion of the garage parking required to service such development, particularly if the municipal garage could also be used to meet some of the parking demand associated with other adjacent land uses.

In order to understand the potential location and magnitude for potential City involvement in the provision of municipally owned or controlled parking facilities, a high level conceptual outlook of the likely location for future office, institutional and hotel uses was prepared in consultation with the Planning Department. While office uses are permitted in various locations throughout the City Centre, it is estimated that the primary concentration of larger scale Class A buildings are likely to locate adjacent to Highway 403 and the Hurontario Street corridor. While future hotel development is also permitted in various locations throughout the City Centre, the City has been encouraging such development to take place in or near the Civic Centre Precinct adjacent to the Living Arts Centre, City Hall, Library and future central park. This future development outlook is graphically illustrated on Figure 2.

Based upon the future development potential described above, and the expected decline in demand over the long term for municipally provided garages, the approximate potential for future City owned or controlled parking garages has been estimated. The long term potential scope for municipal involvement in parking facilities could range from approximately 4,680 to 6,380 parking stalls over the twenty five year expected build out period for the City Centre. This could include:

- approximately 850 on-street parking stalls;
- approximately 2,500 to 4,200 parking stalls primarily located in new garage structures;
- 1,330 public stalls in existing garages beneath the City Hall, Central Library and Living Arts Centre.

A Municipal Parking Supply Concept Plan has been developed which indicates in general terms the desirable location, approximate size and facility type for municipal parking involvement within the City Centre. Figure 3 illustrates the potential on-street parking supply concept. Figure 4 illustrates the potential for future municipally owned or controlled garages.

This concept plan should be utilized to guide and direct the City regarding the implementation of the recommended Parking Strategy. It is important that the City select public parking garage projects strategically, in order to maximize the utilization of the garage during both daytime and evening hours as well as on weekends. This can best be accomplished by having garages located so that they can serve more than one land use type.

The details of each specific parking project will be confirmed as development plans are prepared and submitted for approval, primarily through the preparation of the recommended block level Phasing and Implementation Plans by the applicant and guided by parking business plans approved by City Council.

5.2 The Importance of On-Street Parking Facilities

The opportunity to provide relatively low cost and convenient on-street parking is an important component of the overall plan. The City should establish a policy framework which ensures that every new public street is carefully assessed at the design stage in terms of maximizing 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 City Centre and any new streets achieved through draft plan on development approval. Each existing public street in the City Centre should also be reviewed to maximize the amount of on-street parking that can be retroactively provided at the earliest opportunity. Figure 3 illustrates the recommended location and approximate number of paid on-street parking stalls.

5.3 Staged Implementation of Off-street Parking Facilities

City involvement in the provision of new off-street commercial parking facilities could begin with a institutional project, a hotel development, a mixed use building with office/retail and residential space or a new office building.

The size and location for the first municipal public parking garage investment will depend upon the success of the new planning and modified payment-in-lieu policies in attracting new office or institutional development. The first garage could range in size from 250 to 650 stalls. If the garage is located below ground, the approximate cost could be \$8.75 to \$22.75 million. An above ground garage cost could be \$6.25 million to \$16.25 million. The City would presumably proceed with a payment-in-lieu contribution for the stalls from the developer which would cover \$2.5 to \$6.5 million of the capital cost², leaving the remainder to be funded by system wide user fees and other sources, including long term debenture funding over a 20 year amortization period.

Under some circumstances, the City might consider on a limited basis, the operation of temporary surface lots, which might in turn become future garage sites. The primary purpose of early involvement in paid surface lots would be to control the use of temporary parking facilities, establish a market for parking fees at the earliest opportunity and secure strategic locations for future public parking structures.

5.4 Potential Public Private Joint Venture Parking Facilities

In some cases, the City's may consider participation in a joint venture parking structure which forms part of a private development project whereby the City might contribute financing or lease the facility for operation on a public basis. Such locations would probably include mixed use developments with office/hotel or residential/office uses. It could also include existing or future parking garages located on the Square One regional shopping centre site, due to the substantial shared parking potential associated with the shopping centre and other land uses and property owners. Possible locations that can be identified at this time are illustrated on Figure 4.

6.0 Financial Considerations

There are three primary sources to fund the long term capital and operating costs of the plan:

- User fees (Parking Charges);
- Cash in Lieu Funds;
- Directed City Centre Tax Reserve/ Tax Increment Financing (TIF);

Public parking in the City Centre should be financed by a combination of all three funding sources, the proportion of which will change over time as parking fees are escalated.

² Based upon an initial payment-in-lieu amount of \$10,000 per stall, to be confirmed prior to adjusting the Municipal fee schedule.

6.1 Parking Charges

Parking fees should be implemented immediately in existing City owned garages with the objectives of:

- demonstrating civic leadership regarding the use of parking pricing to encourage more sustainable transportation options;
- decoupling the cost of parking from the cost of building use;
- contributing to the capital and operating cost recovery of parking investments;
- setting the example for future paid parking facilities.

Parking fees are the most effective tool available to encourage transit use and car pooling, which in turn will maximize the return on the substantial public investment in new transit facilities. The current cost of a transit pass is \$98 per month with taxes. It is important from a transportation demand management perspective to have parking costs at least equal monthly transit costs as soon as possible in order to drive a shift in the use of alternative transportation modes. It is vitally important that the City introduce a TDM programme that is integrated within the parking programme and introduced simultaneously with paid parking in the three existing City owned garages. The TDM program should include:

- reduced corporate level transit pass rates for bulk purchases;
- a city supported auto sharing service;
- priority car/van pool spaces;
- designated parking for scooter, motorcycle and bicycle use;
- guaranteed ride home service.

The TDM program should be expanded from municipal employee use to include residents and employees in private development who become members of a City Centre focused Transportation Management Association (presently Mississauga Smart Commute). The TDM program costs should be wholly or partially funded through a portion of the revenues generated by the Paid Parking Program prescribed in this Strategy.

In implementing paid parking at the existing garages in the Civic Centre Precinct, it is recommended that pedestrian access to the garages be improved to facilitate easy external entry/exit for the general public 24 hours per day. This will require that internal and external way finding signage be deployed for pedestrians and drivers. Lighting in the garages may need to be improved to highlight pedestrian access routes and the location of parking revenue and access control equipment. Enhanced painting in some areas may also be required to increase lighting levels and aid in identification of specific areas in the garages. A detailed implementation plan should be prepared in consultation with the Facilities and Property Management Division.³

³ A rough preliminary budget of \$750,000 is estimated for all three garages.

6.2 Payment-in-lieu of Parking Program

The existing payment-in-lieu program should be modified to include a specific City Centre category to reflect the clear intent to construct municipally owned/controlled public parking in garage structures. This will allow a developer to choose to pay cash in lieu of providing the required parking on a specific development site, with the intent that the City would supply the parking over time in a municipally operated public parking facility.

The payment-in-lieu amount would be set at a discount to the actual cost of providing the parking to:

- provide a financial incentive for developers to contribute to the creation of strategically located public parking facilities;
- recognize that the City will be able to recover some of the costs through user fees;
- recognize that as a municipal facility, the parking may not be subject to certain taxes;
- recognize that the parking spaces are not allocated to specific users on a reserved basis, although the general supply will be available to meet demand;
- recognize that the contributor will not have an ownership interest in the public parking facilities.

Initially, the payment-in-lieu policy will take on an economic development role in facilitating the construction of new office, institutional or hotel buildings in the City Centre with parking costs that are competitive with those incurred at suburban sites outside the City Centre. Over time, as land values and commercial building activity increases, the program will facilitate development at higher densities by relieving the builder from the full cost and design issues associated with providing on-site parking.

The initial rate for payment-in-lieu of parking would be approximately \$10,000 per stall, which is the estimated cost of providing surface parking at competing suburban locations.⁴ In future, the value should be based upon a 50% discount to the estimated actual development cost of approximately \$25,000 per stall for a multi storey above grade parking garage.

6.3 Directed City Centre Tax Reserve/TIF Funds

Capital funds could be made available from within the City Centre financial strategy through access to a directed City Centre tax reserve that would capture a portion of the increased tax assessment and realty tax generated by new buildings that occur due to the City's payment-in-lieu program, to assist in funding a portion of future municipal garage development costs.

Initially, some funds could be dedicated from local municipal tax dollars with the expectation of additional tax capture from other levels of government over time to help fund structures such as an allocation of a portion of tax funding from the Region and/or through TIF legislation (tax increment financing) enacted by the Province.

⁴ The appropriate value will be confirmed prior to enacting the revised PIL policy and Municipal Fee Schedule.

It is important that this funding source not be used to reduce the user fees or parking charges below the cost of a monthly transit pass in order to use parking fees as an effective transportation demand management tool.

7.0 Getting Started

7.1 Phase One Parking Program

An initial City Centre Parking Program should be implemented in 2008-2009. The primary emphasis of this program is:

- to implement on-street paid public parking on existing and new streets in the Mississauga Centre, and other appropriate areas of the City;
- actively implement transportation demand management initiatives in an integrated fashion with the City Centre Parking Strategy;
- to implement paid parking in the City Hall, Central Library and Living Arts Centre for both visitors and staff;⁵
- establishment of a designated parking management function at the City with a mandate to develop a business and capitalization plan that would initially implement the Phase One program described above, actively identify public parking opportunities and implement TDM strategies and programs in an integrated fashion.

City Council has already approved an initial phase Paid Parking Program throughout the City Centre, starting with the following on-street locations which total approximately 408 stalls:

- Confederation Parkway (93 stalls);
- Living Arts Drive (93 stalls);
- Prince of Wales Drive (60 stalls);
- Princess Royal Drive (40 stalls);
- City Centre Drive (48 stalls);
- Burnhamthorpe Road (30 stalls);
- Shipp Drive (14 stalls);
- Kariya Gate (14 stalls);
- Sussex Gate (16 stalls).

This plan should be extended to include the following locations as soon as possible, adding an additional 195 stalls:

- Webb Drive (195 stalls).

⁵ Paid parking at City facilities could be expanded outside the City Centre to include locations such as 950 Burnhamthorpe Road, Semenyk Court and the Mavis Works Offices in order to implement a broader based transportation demand management program and generate revenue to offset municipal parking costs.

Paid parking should be incorporated in appropriate locations on all subsequent new streets in the City Centre as they are built and opened. The City should also continue to explore and where feasible, initiate paid parking opportunities in other areas of the City Centre as they arise, in accordance with an approved business plan. An additional 250 on-street stalls are identified on Figure 3 for deployment as the western and northern portions of the City Centre develop. This would bring the total paid on-street parking supply to approximately 853 stalls.

7.2 Phase 2 – Initial New Development

The City would actively pursue public parking involvement by:

- actively encouraging residential developers to utilize existing payment-in-lieu of parking policies to reduce on-site visitor/commercial parking by using on-street parking and public parking garages where available within reasonable walking distance;
- continuing to place on-street paid parking along new public streets as they are constructed;
- seeking opportunities to create municipally owned or controlled public off-street paid parking facilities in existing and new developments;
- working with development proposals to establish locations for future public parking facilities in conjunction with the payment-in-lieu of parking program;
- Integrating the Parking Planning and Management function with the Transportation Demand Management function, in a distinct organizational structure;
- Actively expanding the TDM program to residents and employees in private development sites who become members of a City Centre focused Transportation Management Association.

7.3 Phase 3 – Development Intensification

The City would:

- actively pursue the development of off-street parking structures;
- consider joint venture parking development/operation opportunities on private development sites.

8.0 Nodes & Corridors Parking Policies

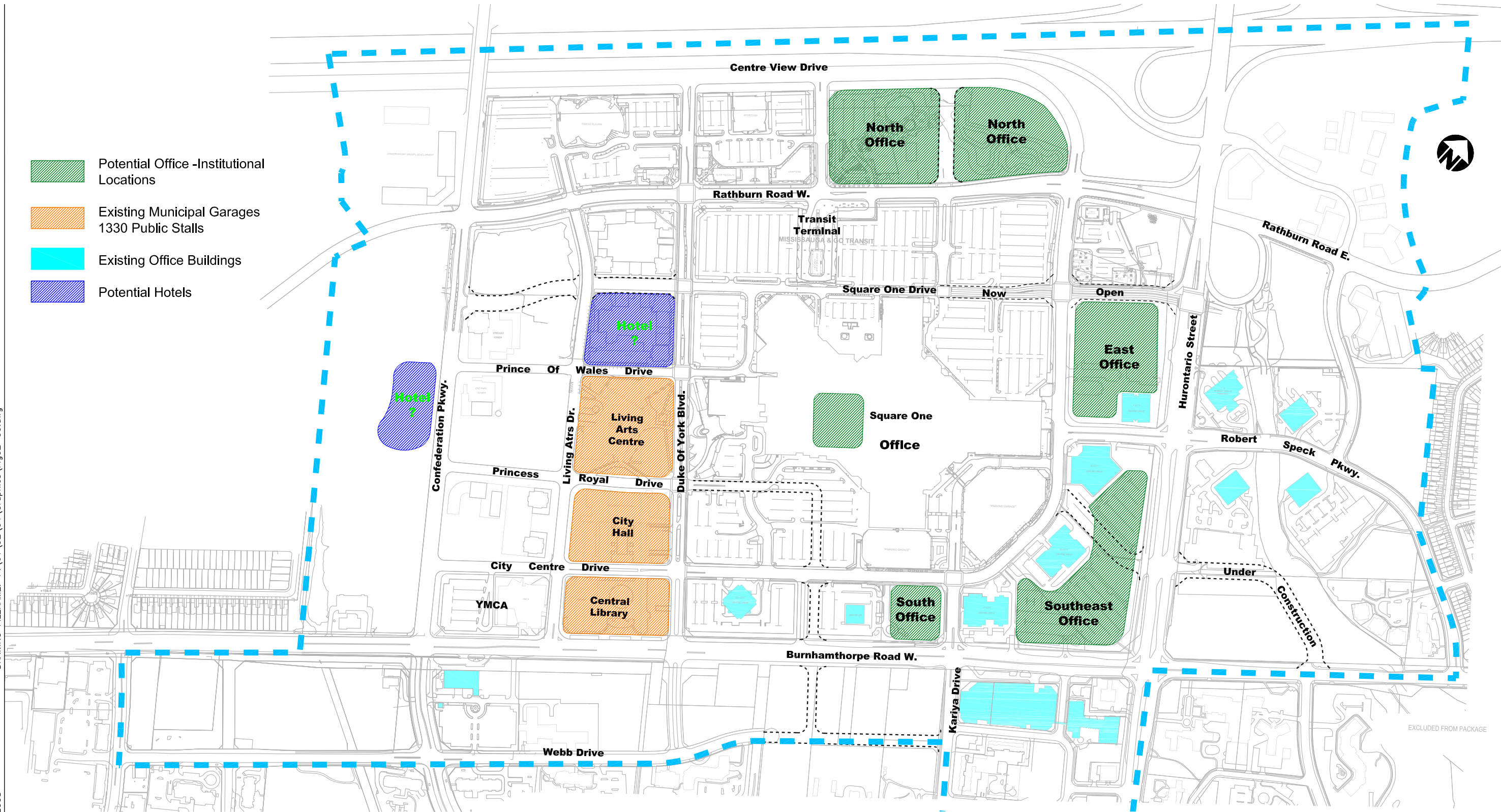
Given the desire to create higher density transit oriented development along major corridors and in some nodes throughout the City, appropriate parking policies for these areas should be prepared, based in part upon the principles described in this report. This will serve to provide a consistent policy framework regarding parking and its critical relationship with transportation demand management, good urban design and economic development.



STUDY AREA CONTEXT PLAN

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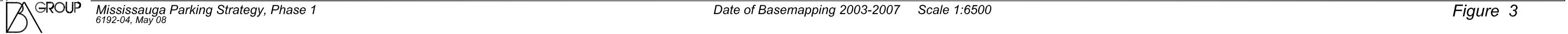
DATE PLOTTED: June 12, 2008

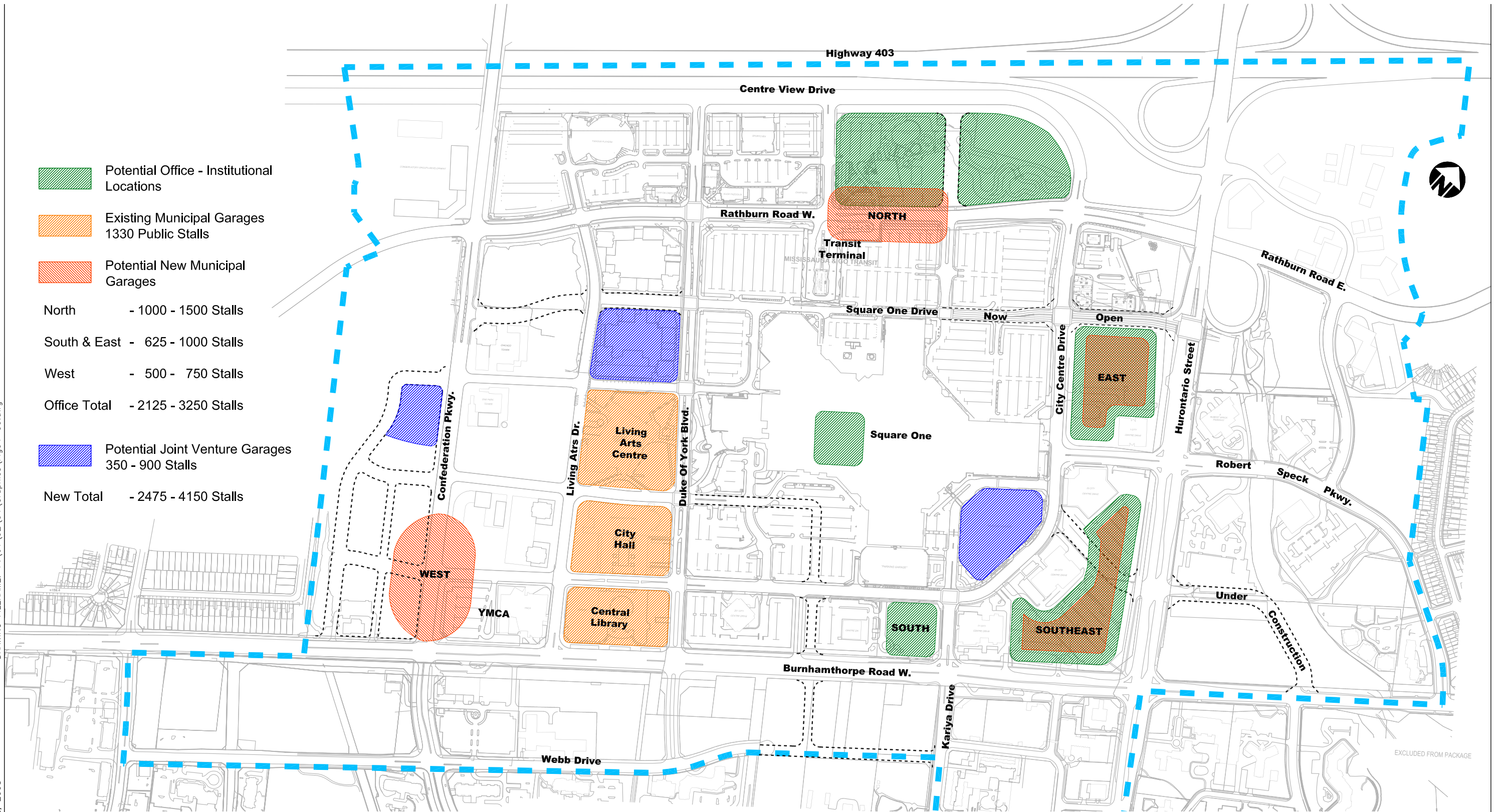


2,500,000 sq.ft. Office

POTENTIAL FUTURE
OFFICE, INSTITUTIONAL & HOTEL DEVELOPMENT







POTENTIAL MUNICIPAL PARKING CONCEPT PLAN DRAFT