



Corporate Report

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DATE: January 13, 2009

TO: Chair and Members of the Planning and Development Committee
Meeting Date: February 2, 2009

FROM: Edward R. Sajecki
Commissioner of Planning and Building

SUBJECT: **Parking Strategy for Mississauga City Centre: Final Report –
Mississauga Plan Review**

- RECOMMENDATION:**
1. That the report titled *Parking Strategy for Mississauga City Centre: Final Report*, dated January, 2009, prepared by BA Group Transportation Consultants, be received.
 2. That the Parking Strategy goals, key parking management conclusions, recommendations and action plan outlined in the report titled "*Parking Strategy for Mississauga City Centre: Final Report – Mississauga Plan Review*" dated January 13, 2009, from the Commissioner of Planning and Building be endorsed as:
 - the basis for the preparation of new Official Plan policies;
 - input into the City Centre comprehensive master plan project, known as Downtown21; and
 - direction for the mandate of the new parking management group established within the Transportation and Works Department, responsible for the parking management function and implementation of Transportation Demand Management strategies and programs.

3. That a public meeting be held at the Planning and Development Committee to consider amendments to Zoning By-law 0225-2007, as amended, regarding the establishment of a distinct shared parking formula for the City Centre Planning District, the provision for shared off-site parking and bicycle parking standards.
4. That the required amendments to the Fees and Charges By-law and the Corporate Policy and Procedure regarding the establishment of a City Centre category related to the Payment-in-Lieu of Off-Street Parking be undertaken.
5. That a by-law be enacted to establish a City Centre Payment-in-Lieu of Off-Street Parking reserve fund account (#35356).

BACKGROUND:

BA Group, Transportation Consultants, were retained to prepare Phase 1 of the Parking Strategy, focusing on parking management solutions necessary for the creation of a vibrant, mixed-use, pedestrian-oriented City Centre. This project is part of the work undertaken for the Mississauga Plan Review (Appendix 1).

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.

A series of stakeholder meetings were held in March and April of 2008 with the commercial and 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 rationale behind the Phase 1 of the Parking Strategy, 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.

On June 23, 2008, Planning and Development Committee considered a report titled "*Parking Strategy for Mississauga City Centre: Primary Goals and Objectives Report*" dated June 12, 2008. This report outlined the basis for the finalization of Phase 1 by summarizing the proposed key recommendations, the role and

potential scope for City involvement in public parking, financial considerations and a cursory implementation plan. The recommendations that the report be circulated for comment to the City Centre stakeholders and that the City Centre Parking Strategy be finalized based on the “*Primary Goals and Objectives Report*”, were approved and subsequently adopted by City Council on July 2, 2008. Additional recommendations included the referral of matters regarding the implementation of employee paid parking to the Office of the City Manager and Leadership Team and budgeting for the next phase of the Parking Strategy involving Port Credit and Lakeview areas.

In accordance with the recommendations, the report dated June 12, 2008 was circulated to all stakeholders, including City Centre landowners and developers, condominium corporations, and residents who have expressed interest in City Centre parking issues, to allow for comment prior to the finalization of the Parking Strategy. No comments were received. Further, a final, detailed plan was completed titled *Parking Strategy for Mississauga City Centre: Final Report* and is attached under separate cover.

This report summarizes the goals, conclusions and recommendations of the *Parking Strategy for Mississauga City Centre: Final Report*, outlines the progress that has transpired since June 2008, discusses the Action Plan necessary to implement the strategy and requests permission to move forward with part of Policy and Regulatory Initiatives suggested in the Action Plan identified for 2009.

COMMENTS:**Key Parking Strategy Goals, Principles and Recommendations****Primary Goals for Parking Management in City Centre**

Decisions regarding parking management for the City Centre should fulfil one or more of the following primary goals of the strategy as follows:

- to support good urban design and contribute to creating a walkable downtown by minimizing surface parking and encouraging higher density development through the use of parking garages 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 and transportation alternatives; and
- to implement Transportation Demand Management (TDM) by influencing commuter mode choice through parking supply management and pricing.

A Stronger Role for the City in Public Parking

- 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;
- On-street parking is a critical component of the overall plan providing relatively low cost and convenient parking. The City should establish a policy framework which ensures that existing and new public streets are carefully assessed in terms of maximizing the on-street parking supply;
- The City involvement in the provision of new off-street commercial parking facilities could begin with an institutional project, a hotel development, a mixed-use building with office/retail and residential space or a new office building. 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;
- The long-term potential scope for municipal involvement in parking facilities could range from approximately 4,680 to 6,380 parking stalls over the next 25 years, including approximately 850 on-street parking stalls; 2,500 to 4,200 parking stalls primarily located in new garage structures; and 1,330 existing stalls in garages beneath the City Hall, Central Library and Living Arts Centre¹;
- The City 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 might include

¹ Excludes 152 reserved spaces for City Council and senior staff.

mixed-use developments with office/hotel or residential/office uses. It could also include existing or future parking garages located on Square One lands; and

- The City may 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 is 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.

Establish an Economic Value for Parking

An economic value for the use of parking facilities or spaces in the City Centre should be established to increase transit use, car/van pooling and auto share by:

- creating a fee basis for the use of all existing and future publicly-owned or controlled streets and parking facilities. This includes implementing paid staff parking in City Centre² to demonstrate civic leadership regarding the use of parking pricing to encourage more sustainable transportation options, decouple the cost of parking from the cost of building use and contribute to the capital and operating cost recovery of parking investments;
- encouraging the separate identification of parking costs by unbundling them from building occupancy costs for development projects; and
- encouraging existing building owners/operators to work with the City to initiate test cases for user-paid parking.

To facilitate the implementation of paid parking in the existing garages in City Centre, it is recommended that pedestrian access to the garages be improved to external entry/exit for the general public 24 hours/day. This will require way-finding signage for pedestrians and drivers, improved lighting and enhanced painting. A detailed implementation plan should be prepared and a preliminary budget of \$750,000 is estimated for all three garages.

² Paid parking at City facilities should include 201 City Centre Drive and could be expanded outside the City Centre to include other City-owned facilities such as 950 Burnhamthorpe Road West, Semenyk Court and the Mavis Works Offices.

A Stronger Focus on Transportation Demand Management

As transportation planners and government officials have increasingly realized, there is a limit to the amount of road and freeway infrastructure that can be constructed from a financial and environmental sustainability perspective. More emphasis must be placed on developing effective transit service and on managing transportation infrastructure, including parking, in a more efficient manner through TDM policies and techniques. The City has recognized these factors in its new Strategic Plan. “Developing a Transit Oriented City” is one of the identified strategic pillars, in addition, the importance of providing mobility choices for residents, including transit, walking, cycling, and other active modes is recognized in its objectives for “Completing Our Neighbourhoods” pillar.

Free and abundant parking encourages people to drive alone rather than car/van pool, be dropped off or picked up, walk, cycle or take transit. When parking is provided free of cost to the user, but public transit is not, public transit is at a substantial marketing disadvantage.

Parking fees are the most effective tool available to encourage transit use and car/van pooling, which in turn will maximize the return on the substantial public investment in new transit facilities.

The strategy recommends the following TDM measures:

- the current cost of a transit pass is \$99/month. It is important from a TDM perspective to have parking costs at least equal to monthly transit costs as soon as possible in order to drive a shift in the use of alternative transportation modes;
- it is important that the City include a TDM program that is integrated within the parking program and introduced in conjunction with paid parking on City Centre streets, in the three existing City-owned garages and the leased space at 201 City Centre Drive. The TDM program should include:
 - reduced corporate level transit pass rates for bulk purchases;
 - a City supported auto sharing service;
 - reduced cost car/van pool spaces in priority locations;

- designated parking for scooter, motorcycle and bicycle use;
and
- guaranteed ride home service.
- the program should be wholly or partially funded through a portion of the revenues generated by the Paid Parking Program prescribed in the strategy; and
- in the future, the municipal employee TDM program should be expanded to include City Centre residents, through Condominium Corporation Boards, and employees in private developments.

Align the Regulatory Framework with the Parking Strategy

The planning framework including the Official Plan, Zoning By-law, Urban Design Guidelines and Payment-in-lieu of Off-Street Parking Policy should be aligned with the Parking Strategy.

Policy and guiding principles should be added to the Official Plan. The following statements are applicable to the City Centre and some will apply to nodes and corridors where high density transit-oriented development is expected to occur. Applicability of these policies and principles to specific nodes and corridors outside of the City Centre will be determined through the Official Plan Review and future phases of the Parking Strategy. The Official Plan policies should include:

- an explanation of the Parking Strategy goals - to support good urban design, foster economic development and implement TDM;
- a statement that the City will use parking policies and zoning requirements to facilitate compact urban development by:
 - encouraging shared parking, including off-site parking within a reasonable walking distance;
 - reducing minimum parking requirements following the implementation of the Bus Rapid Transit initiative and/or the Hurontario Street High Order Transit project;
 - considering the introduction of maximum parking supply limits; and
 - requiring 80% of new parking to be provided in parking garages rather than surface lots.

- a statement that the parking policy should be closely co-ordinated with a City Centre focused TDM program, in order to effectively co-ordinate and link transit planning, parking and other related issues in a comprehensive manner;
- a statement that new development may be required to provide Transportation Demand Management Plans;
- a statement encouraging participation in a City Centre-focused TDM program;
- a statement regarding the importance of maximizing on-street public parking opportunities throughout the City Centre and a requirement that this needs be taken into account in conducting environmental assessments for new streets;
- a development application requirement for the preparation of Parking Implementation and Phasing Plans to demonstrate how the parking supply will be developed over time on large blocks of land where multiple buildings will be constructed;
- a statement that the City expects to partner with private developers in delivering municipal parking garages that will be used as a shared public; and
- consider extending appropriate elements of the strategy to the City's other nodes and corridors, where appropriate.

The Zoning By-law should be aligned with the Parking Strategy by:

- reducing the minimum office parking requirement from 3.2 to 2.7 spaces/100 m² (3.0 to 2.5 spaces/1 000 sq.ft.) GFA when the Bus Rapid Transit Project opens in 2012;
- creating a distinct shared parking schedule for the City Centre that recognizes the captured market effects of a mixed-use urban area;
- allowing shared off-site parking arrangements to be made on adjacent privately held lands, where available, and appropriate;
- requiring a minimum of 80% of parking for office, residential and institutional development be in garage structures;
- requiring car/van pool spaces for office and institutional uses;

- require non-residential uses to provide bicycle parking for employees and visitors, change/shower/washroom facilities and clothing lockers; and
- require residential apartments and townhouses/horizontal multiple dwellings (without exclusive use garage and driveway) to provide bicycle parking for residents and visitors.

Urban Design Guidelines and Payment-in-lieu of Off-Street Parking Policy should be aligned with the Parking Strategy by:

- enhancing existing urban design standards and guidelines for parking facilities;
- amending the existing Payment-in-lieu of Off-Street Parking (PIL) Program to include a specific City Centre category. The Parking Strategy recommends that surplus funds generated by the implementation of paid on and off-street parking in the City Centre be directed to a reserve fund. With the introduction of a separate PIL category for City Centre, a reserve account for the area will be established as required by the Corporate Policy and Procedure, whereby, the funds collected through the PIL program and well as net revenue from parking charges in the area will be deposited; and
- the suggested initial rate for payment-in-lieu of parking is approximately \$14,500/stall which is the estimated cost of providing surface parking in the City Centre today. In future, the value should be based upon a 50% discount to the estimated actual development cost of a parking stall in a multi-storey above grade parking garage.

The Organizational Structure

A parking management group within the City's corporate structure should be established to effectively implement the strategy and be responsible for the overall parking management function and TDM programs and strategies. The mandate of the group should be to:

- develop and/or operate parking facilities in garages or temporary surface lots on City-owned or controlled land, with an on-street 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; and
- develop a business plan and capitalization plan.

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 in the form of a Parking/TDM Authority may be considered.

Financial Considerations

There are three major sources to fund the long-term capital and operating costs of the Parking Strategy, including user fees, cash-in-lieu of off-street parking and Directed Downtown Tax Reserve/Tax Increment Financing (TIF).

A Three-Phase Implementation of the Parking Strategy

Phase 1 should be implemented in 2009 and have a primary emphasis as follows:

- implement on-street paid parking on existing and new streets;
- implement TDM initiatives;
- implement paid parking in the City Hall, Central Library and Living Arts Centre for both visitors and staff and provide car/van pool, bicycle and motorcycle parking spaces;
- establish a designated parking management function within the corporate structure of the City with a mandate to develop a business and capitalization plan, actively identify public parking opportunities and implement TDM strategies and programs in an integrated fashion;
- establish City Centre specific PIL policies;
- incorporate the goals, objectives and guiding principles of the strategy into the Official Plan Review; and
- amend the Zoning By-law to include a City Centre specific shared parking schedule, allow for off-site use of shared parking between different properties and include bicycle parking standards.

In Phase 2 the City would actively pursue public parking involvement and enhance zoning by-law requirements by:

- expanding the municipal employee TDM program into a City Centre focused TDM program which includes residents and employees in private developments;
- continue on-street paid parking program as new streets are built;
- seek new opportunities to create municipally-owned or controlled public off-street paid parking facilities;
- work with development proponents to establish locations for future public parking facilities in conjunction with PIL program; and
- encourage residential developers to utilize PIL policies to reduce on-site visitor/commercial parking by using on-street parking and public parking garages where available within reasonable walking distance.
- amend the Zoning By-law to:
 - reduce office parking requirement from 3.2 to 2.7 spaces/100 m² (3.0 to 2.5 spaces/1,000 sq.ft.) GFA, in conjunction with the arrival of BRT service in 2012;
 - require a minimum of 80% of new parking facilities for office, institutional and residential development to be provided in above or below-grade garages; and
 - require 10% of the parking supply for office and institutional uses to be provided at reserved car/van pool spaces.

In Phase 3 the City would:

- actively pursue the development of off-street parking garages;
- consider joint venture parking development/operation opportunities on private development sites; and
- consider further reductions in parking requirements and the need for parking supply maximum for office space.

Progress Related to the Implementation of Parking Strategy

Staff Committees

Staff committees have been established by the Office of the City Manager and Leadership Team; the first to review and recommend

modifications to the City's corporate organizational structure to establish a new group which will largely implement the recommendation of the Parking Strategy; the second, to develop an implementation plan for the introduction of employee paid parking at municipal facilities within City Centre.

The latter committee has completed its review and recommended the establishment of a new parking management group within the Transportation and Works Department and the re-allocation of several existing job functions to the new group. The new parking group became effective on January 2, 2009 and is responsible for the overall parking management function within the City and the implementation of TDM strategies and programs as prescribed by the Parking Strategy.

The Employee Paid Parking Committee continues to itemize, review and research matters involved with the introduction of paid parking for visitors and staff in Civic Centre precinct. Recommendations will be made in 2009 on how to proceed with these matters.

Expanded Implementation of On-Street Parking Program

The Transportation and Works Department continues to work towards establishing an economic value for the use of on-street parking spaces and in that regard has received approvals to extend the future pay and display program onto Webb Drive and introduce paid on-street overnight parking for selected streets in City Centre.

Parking Structure Partnerships

The City has had discussions with potential partners regarding a joint venture parking garage and maximizing the utilization of existing parking infrastructure.

Transportation Demand Management Initiatives

Progressive work continues regarding the TDM initiatives outlined in the Parking Strategy. The City, working in conjunction with Smart Commute Mississauga and its internal TDM co-ordinator, has begun developing a discount transit pass program and guaranteed ride home service. Necessary approvals for preferential carpool parking and the introduction of auto sharing service at Civic Centre buildings are also ongoing. These initiatives are expected to be implemented in

2009/2010.

Metrolinx

The recommendations of the Parking Strategy for Mississauga City Centre are consistent with the directions of Regional Transportation Plan for the Greater Toronto Area and Hamilton prepared by Metrolinx.

Downtown21

In January 2009, the City formally began the process of undertaking a comprehensive master plan for the City Centre. The project, referred to as Downtown21, is intended to develop a master plan for the phased development, redevelopment and evolution of Mississauga's City Centre into a vibrant, walkable, compact, urban downtown. The master plan will articulate land uses, proposed infrastructure investment strategies (including parking) and financial tools required to make the plan a reality.

The Parking Strategy will be a key implementing tool of Downtown21. As such, at the conclusion of the Downtown21 project, the Parking Strategy will be reviewed to ensure that it conforms with and implements the vision that is articulated in the master plan. Codes will be developed to control the future design of parking structures and suitable locations for parking structures.

The Action Plan and Next Steps

The itemized actions necessary to move the Parking Strategy forward have been group by subject and put into an Action Plan with associated timelines. The Action Plan found in the strategy has been modified to identify which staff group will take the lead on the required action. The modified Action Plan is found in Appendix 2.

The majority of work necessary to move the Parking Strategy forward in terms of improving the management of the existing system, transportation demand management initiatives and new parking infrastructure investment, falls within the mandate of the new Parking Management Group. Items which require the renovation of municipal facilities or potential staff matters include the Facilities and Property Management and Human Resources groups, respectively.

The majority of regulatory initiatives, including Official Plan policies and Zoning By-law items will be dealt with by the Policy Planning Division. There are several exceptions which will be further reviewed and brought forward by the Downtown21 project.

With regard to the regulatory initiatives which can move forward immediately, the strategy will be the basis for the preparation of new Official Plan policies related to parking and TDM. Further, permission to hold public meetings to consider amendments to the Zoning By-law related to the establishment of a distinct shared parking formula for the City Centre Planning District, the provision for shared off-site parking and bicycle parking standards is requested. Direction is also requested to establish a Payment-in-Lieu of Off-Street Parking (PIL) reserve account for the City Centre area and make associated amendments to the Fees and Charges By-law and the Corporate Policy and Procedure regarding the Payment-in-Lieu of Off-Street Parking Program.

FINANCIAL IMPACT: The strategy estimates the initial on-street paid parking program and the introduction of paid parking at the Civic Centre precinct garages should generate approximately \$950,000 in annual revenues after one full year of stabilized operation. This figure assumes \$2/hour on-street parking, \$5 on-street overnight parking, \$1/hour with a daily maximum of \$8 and \$60/month for underground parking. It is planned that future parking revenues will fund future parking investments.

To facilitate the implementation of paid parking in the existing civic garages, a detailed implementation plan and renovation of the garage structures is recommended through the Parking Strategy. A preliminary budget of \$750,000 is estimated for all three garages. A budget of \$1 million was requested in the 2009 Transportation and Works Department Capital Budget but is currently unfunded.

To facilitate the City's increased role in the provision of public parking, the strategy has recommended that City become involved with new off-street commercial parking facilities. 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.

CONCLUSION:

A comprehensive Parking Strategy has been completed for Mississauga's City Centre. The conclusions, recommendations and action plan outlined in the strategy will facilitate the City Centre's transition from a suburban, auto-oriented environment to a vibrant, compact, mixed-use, walkable downtown. The strategy approaches the management of parking in a comprehensive manner considering aspects related to good urban design, sustainable economic development and transportation demand management principles. Parking can no longer be viewed as just a place to leave a vehicle; it is an important land use that can be instrumental in the building of a successful downtown.

ATTACHMENTS:

Attached under separate cover: *Parking Strategy for Mississauga City Centre: Final Report*, dated January, 2009, prepared by BA Group Transportation Consultants

APPENDIX 1: Mississauga Plan Review - Overview

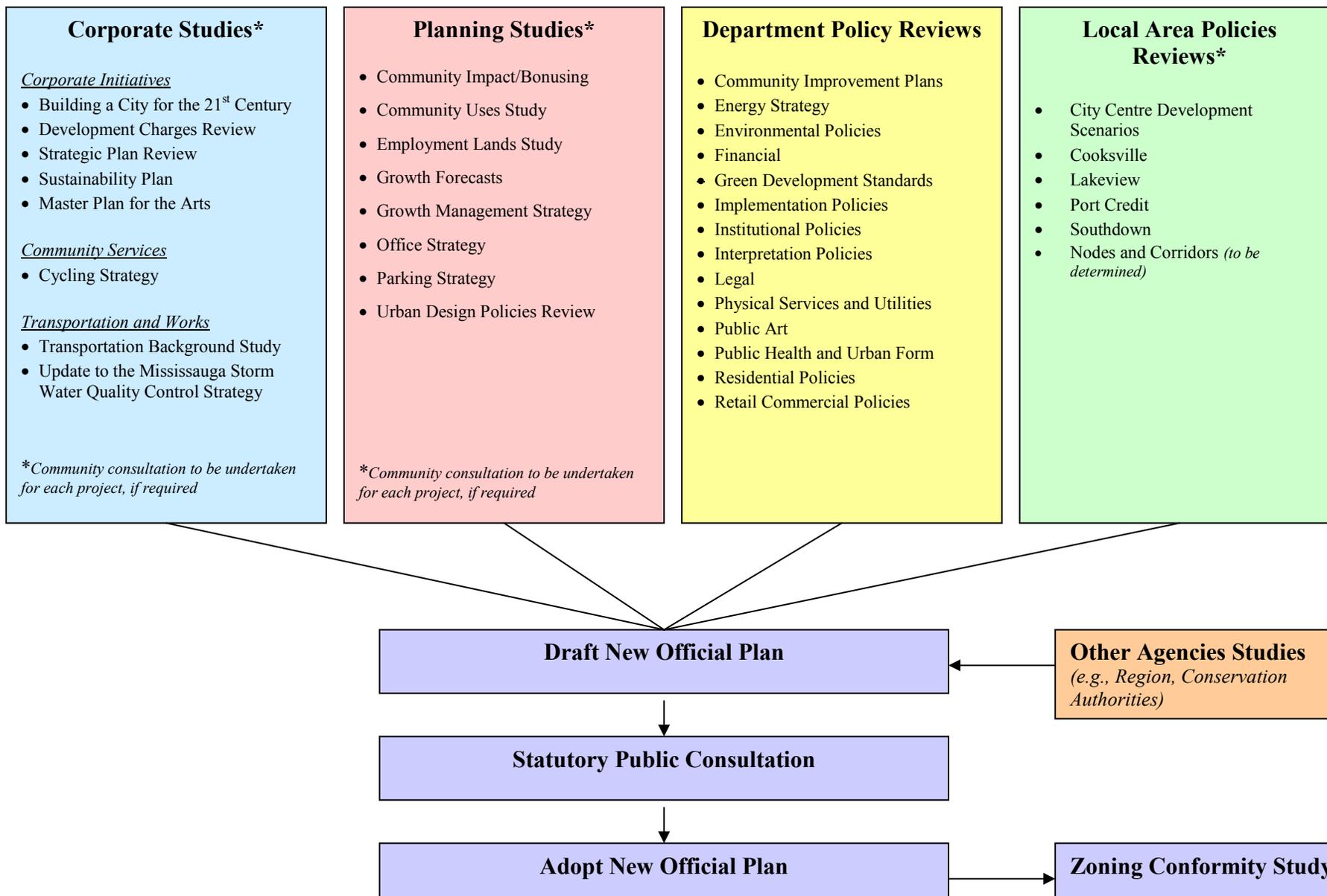
APPENDIX 2: Action Plan - Mississauga City Centre Parking Strategy

Original Signed By:

Edward R. Sajecki
Commissioner of Planning and Building

Prepared By: Teresa Kerr, Planner, Community Planning, Policy Planning Division

Mississauga Plan Review – Overview

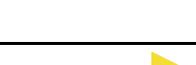


2009	2010	2011	2012	2013+
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1. IMPROVED MANAGEMENT OF EXISTING SYSTEM						LEAD FOR ACTION
1.	Implement On-Street Paid Parking					New Parking Management Group
2.	Revitalize & Open Up Existing Garages to Public <ul style="list-style-type: none"> • Civic Centre • Library • Living Arts Centre 					Facilities and Property Management/New Parking Management Group
3.	Implement Paid Parking in Civic Garages					New Parking Management Group/ Human Resources
4.	Add 750 Burnhamthorpe Parking Lot to Municipal Parking Portfolio with Paid Parking					Facilities and Property Management/New Parking Management Group/Human Resources
5.	Add Parking Management Software					New Parking Management Group
6.	Create Web-Based Marketing & Communications Program					New Parking Management Group
7.	Initiate Paid Parking Test Programs on Private Properties					New Parking Management Group

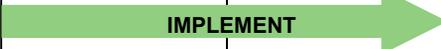
Action Plan
Mississauga City Centre Parking Strategy

2009	2010	2011	2012	2013+
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2. POLICY & REGULATORY INITIATIVES						LEAD FOR ACTION
1.	City Centre PIL Policy	IMPLEMENT 				Policy Planning Division
2.	Incorporate Parking Strategy Goals & Objectives into Official Policy Plan Review & District Policies	IMPLEMENT 				Policy Planning Division
3.	New City Centre Shared Parking Schedule	IMPLEMENT 				Policy Planning Division
4.	Require Bicycle Parking for New Commercial / Institutional & Residential Development	IMPLEMENT 				Policy Planning Division/Cycling Committee
5.	New Requirement for 80% of Parking in Garages		IMPLEMENT 			Downtown 21
6.	Require Designated Car / Van Pool Parking for New Office / Institutional Development		IMPLEMENT 			New Parking Management Group/ Policy Planning Division
7.	Require Parking Staging Plans for Phased New Developments		IMPLEMENT 			Design and Development Division
8.	Revise and Improve Parking Facility Urban Design Guidelines		IMPLEMENT 			Downtown21
9.	Require Transportation Demand Management Plans for New Developments	IMPLEMENT 				New Parking Management Group/ Design and Development Division
10.	Reduced Office Parking Requirement to 2.7 / 100 m ²			IMPLEMENT 		Policy Planning Division

Action Plan
Mississauga City Centre Parking Strategy

2009	2010	2011	2012	2013+
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3. TRANSPORTATION DEMAND MANAGEMENT INITIATIVES					LEAD FOR ACTION
1. Deliver TDM through Municipal Parking Program					New Parking Management Group
2. Discount Transit Pass Program					New Parking Management Group
3. Add Car Share Service <ul style="list-style-type: none"> • Reduced Rate Car Share Parking • Car Share Corporate Membership 					New Parking Management Group
4. Add Employee Bicycle Spaces / Lockers in Civic Garages <ul style="list-style-type: none"> • 30 new spaces 					New Parking Management Group
5. Provide Emergency Ride Home Program					New Parking Management Group
6. Create Car / Van Pool Program <ul style="list-style-type: none"> • Add 72 City Staff Priority Stalls in Civic Garages 					New Parking Management Group
7. Provide Motorcycle / Moped Spaces in Civic Garages <ul style="list-style-type: none"> • 15 to 25 new spaces 					New Parking Management Group
8. Engage City Centre Employers <ul style="list-style-type: none"> • Provide Comprehensive TDM Services • Link with Parking Program 					New Parking Management Group

Action Plan
Mississauga City Centre Parking Strategy

2009	2010	2011	2012	2013+
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4. NEW PARKING INFRASTRUCTURE INVESTMENT					LEAD FOR ACTION
1. New On-Street Parking <ul style="list-style-type: none"> 408 spaces on New City Centre Streets Charge \$2.00 / hour 					New Parking Management Group
2. Partner with Private Sector to Deliver New Garage with Institutional or Hotel Development <ul style="list-style-type: none"> 350 to 900 stalls 					New Parking Management Group
3. Partner with Private Sector to Deliver New Garage in North City Centre <ul style="list-style-type: none"> 625 to 1,500 stalls 					New Parking Management Group
4. Partner with Private Sector to Deliver New Garages in South East City Centre <ul style="list-style-type: none"> 625 to 1,000 stalls 					New Parking Management Group
5. Partner with Private Sector to Deliver New Garage in South West City Centre <ul style="list-style-type: none"> 500 to 750 stalls 					New Parking Management Group

Action Plan
Mississauga City Centre Parking Strategy

2009	2010	2011	2012	2013+
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5. FINANCIAL RESOURCES					LEAD FOR ACTION
1. Charge for All City Centre Municipal Parking	IMPLEMENT →	ONGOING →			New Parking Management Group/ Human Resources
2. Regularly Increase Parking Fees <ul style="list-style-type: none"> • Monthly Rates @ 10% per year • Hourly Rates @ 25% every 5 years 	DIRECT SURPLUS REVENUE TO GARAGE FUND →				New Parking Management Group
3. Set up Parking Reserve Fund to retain annual surplus revenue	DIRECT SURPLUS REVENUE TO GARAGE FUND →				Finance
4. Payment-In-Lieu Policy <ul style="list-style-type: none"> • Create Private / Public Partnership Opportunities 	IMPLEMENT →	DIRECT SURPLUS REVENUE TO GARAGE FUND →			New Parking Management Group
5. New Commercial Development Realty Tax Uplift <ul style="list-style-type: none"> • Use Portion to Fund Garages 			DIRECT SURPLUS REVENUE TO GARAGE FUND →		New Parking Management Group/ Finance

Action Plan
Mississauga City Centre Parking Strategy

2009	2010	2011	2012	2013+
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6. MANAGEMENT STRUCTURE AND DIRECTION						LEAD FOR ACTION
1.	Approve Guiding Principles	APPROVE →	→ ONGOING IMPLEMENTATION →			City Council
2.	Create Separate Parking / TDM Division <ul style="list-style-type: none"> • Management Position • Multi-disciplinary team 	COMPLETED →				New Parking Management Group/ Leadership Team
3.	Create Parking / TDM Authority?				POST 2013 →	New Parking Management Group/City Council