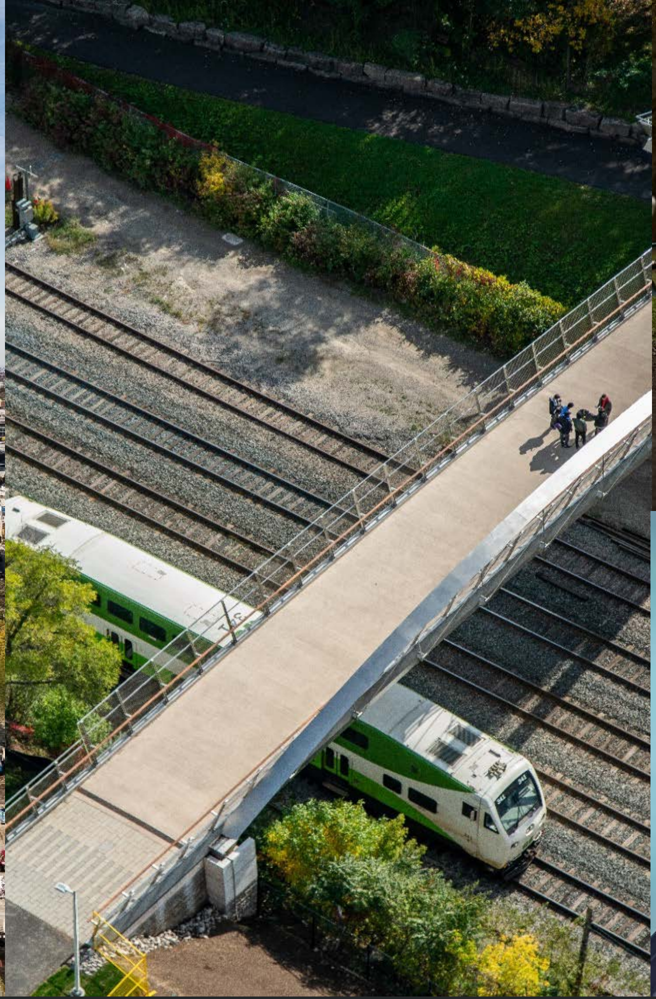

# City-wide Parking Portfolio

CreateTO Board Meeting: November 22, 2021

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# AGENDA

1. Introduction (Vic)
2. City-Wide Parking Strategy & Mobility Context (Barbara)
3. Real Estate Portfolio Plan (Ashmeed)
4. Active Projects on City Parking Lots (Nick)

## Purpose:

The Purpose of this presentation is to provide an update regarding the City-Wide Parking Strategy and key real estate initiatives associated with the City’s parking portfolio

## Key Context:

- At the CreateTO Board Meeting of September 13, 2021, Board Members requested additional information regarding broader context for parking decisions following a staff report outlining active projects impacting the Toronto Parking Authority (*Staff Report Link*)

- In 2019, the CreateTO Board and City Council adopted "The City-wide Real Estate Portfolio Strategy", as the strategic framework to best utilize the City's real estate assets to drive better value for the municipality. The City’s parking portfolio is one of eleven asset types identified for review under the portfolio strategy framework (*Staff Report Link*)

City Staff are in early stages of planning municipal parking in a **more strategic, coordinated fashion**

## City-Wide Parking Strategy

(Initiated – Transportation Services)

*A coordinated and collaborative city-wide strategy that will first establish a framework for identifying specific parking innovation initiatives that will be advanced in the context of existing City policies and mobility objectives.*

## Real Estate Portfolio Plan

(Initiated – CreateTO / CREM)

*A review of real estate assets utilized for parking purposes to (a) maximize public resources and (b) ensure the allocation of land is aligned to municipal parking objectives*

## Project Execution

(Active – CreateTO / CREM)

*Site specific plans to execute City-building projects approved by City Council*

# SECTION 1:
# City-Wide Parking Strategy

### POLICY FOUNDATION

Official Plan
TransformTO
Curbside Management Strategy
Freight and Goods Movement Strategy
Electric Vehicle Strategy
Transportation Demand Management
City-wide Real Estate Strategy
Zoning By-laws

### PARTNERS

Transportation Services
City Planning
CreateTO
Toronto Parking Authority
Economic Development & Culture
Business Improvement Areas
Other Stakeholders as Required

### STRATEGY INPUTS

Parking Data (Demand, Availability, Supply)
Pricing models
Public Consultation
Technology
Criteria for Decision Making

# CITY-WIDE PARKING STRATEGY

## OUTCOMES:

**Congestion management**

**Shift to active transportation modes**

**Reduced auto-dependence**

**Reduced parking demand in areas well serviced by transit**

**Effective management of city parking supply and assets**

**Maximize parking revenues to fund city building investments**

**Access to electric vehicle charging**

**Reduced carbon footprint**

# CITY-WIDE PARKING STRATEGY - UPDATE:

## Continued Coordinated Approach

Transportation Services,
City Planning, Toronto Parking
Authority, CreateTO

## Anticipated Staff Report

Committee of Council
January 2022

## Framework Methodology

Focus on key principles, high-level
issues to be addressed and a policy
framework

## Return to Council

In 2023 with a strategy that includes a
number of short, medium and long
term initiatives


# CITY-WIDE PARKING STRATEGY - 2022 OUTLOOK:

## Policy Framework Development

- Objectives
- Vision
- Goals
- Key Principles

## Highlight Specific Areas of Focus

- New technology, data collection requirements
- Evaluation/assessment of parking inventories and revenues
- Support for businesses
- Review of residential parking programs

## Alignment with Existing City Policy

- Official Plan
- TransformTO
- Congestion/Curbside/ Freight Management
- Other emerging policy initiatives and mobility objectives

## Ongoing Consultation

- Significant public and stakeholder consultation opportunities will be conducted

SECTION 2:

# Real Estate Portfolio Plan

# THE REAL ESTATE STRATEGY

In October 2019, Council approved the first ever City-wide real estate strategy - a new approach to maximize the civic value of municipal real estate assets.

The strategy provides overall direction for how the City's Real Estate Portfolio can be improved and better managed to **meet municipal real estate needs as a first priority**...

All 8,400+ properties have been organized into 11 asset types...

### 11 ASSET CATEGORIES

- Office
- Residential/ Housing
- Community Infrastructure
- Industrial
- Transit Stations
- Parking
- Emergency Services
- Tourism, Culture & Heritage
- Utility Infrastructure
- Transportation Infrastructure
- Minor & Misc.

## WHAT IS VALUE CREATION?

- **Operational Value:** Meet the needs of City Council & City Programs
- **Financial Value:** Unlock land value, optimize spending (OpEx, CapEx)
- **Strategic Value**: Generate economic, social & environmental benefits

To be evaluated for efficiencies and better use of land through

## 4 STRATEGIC OBJECTIVES:

### 1. MODERNIZATION
Improve service delivery through innovation and leading industry practices.

### 2. INTENSIFICATION
Maximize City building opportunities and public benefits on City lands.

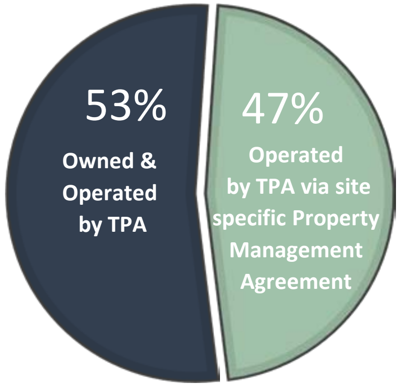
### 3. INTEGRATION
Promote partnerships and collaboration with internal and external stakeholders

### 4. RATIONALIZATION
Optimize the asset mix to support City goals and objectives

# The City operates approximately **~300 Commercial Off-Street Parking Lots**

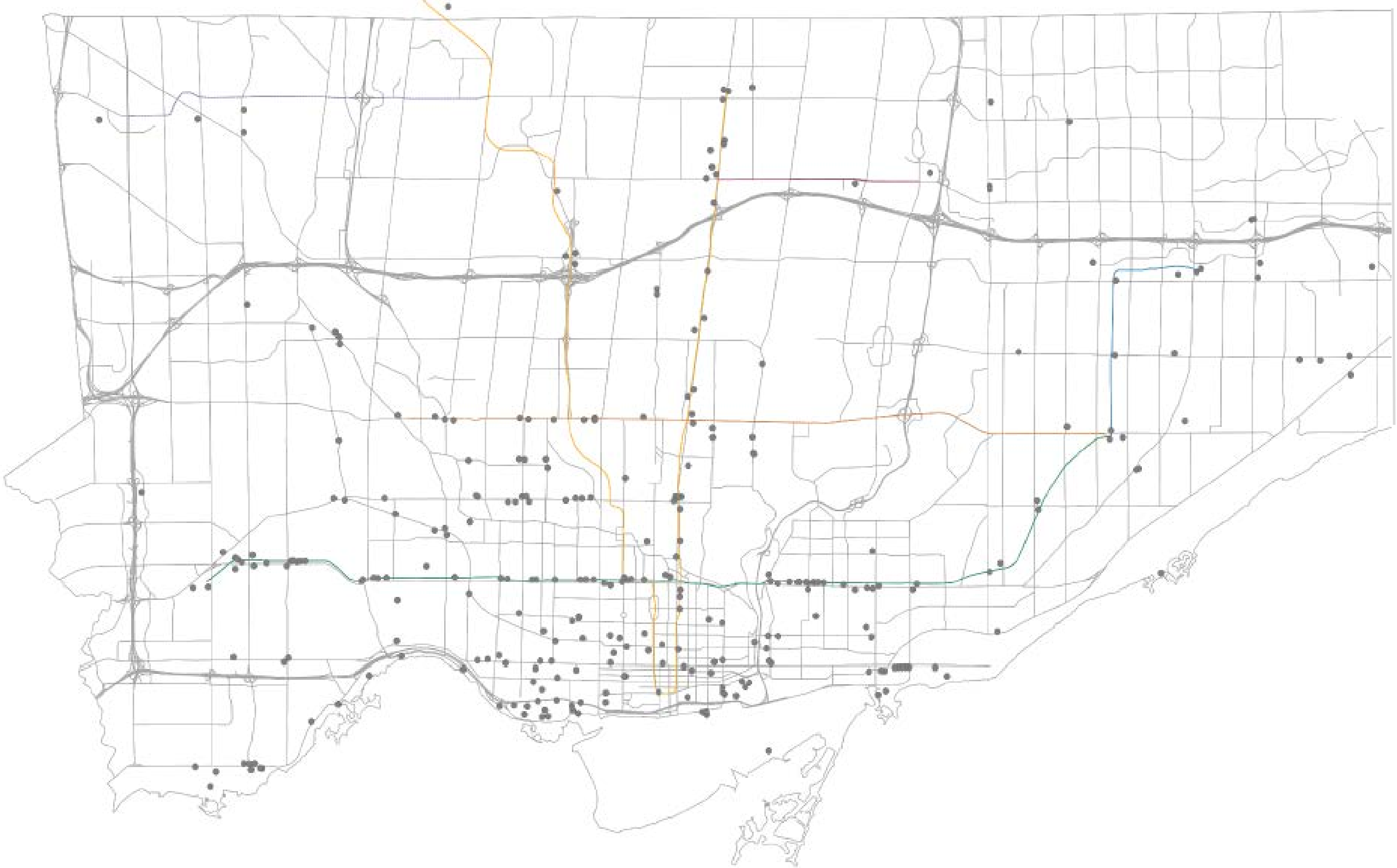
Staff estimate the City's Parking Portfolio contains:

- **~300 Off-Street Parking Assets** (Commercial Parking Lots typically managed by TPA for commercial and/or other public use)
- **~3,700 Ancillary Parking Lots** (Parking typically serves as a support function to another dominant use – eg. parks, libraries, etc.)
- **On-Street Parking Network** (Not shown in map / Figure 1)




On Behalf of City Agencies/Divisions
- Toronto Transit Commission
- Parks, Forestry & Recreation
- Exhibition Place
- Toronto Community Housing
- Shelter, Support & Housing
- Toronto Public Library
- CreateTO / CREM

FIGURE 1: ~300 Off-Street Parking Assets



## There is a **complicated mix** of City programs and policies with direct & indirect impacts to parking

### VARIOUS PROGRAM OBJECTIVES INFLUENCING PARKING DIRECTIONS

**CITY-WIDE PARKING STRATEGY**

**PROVINCIAL POLICY STATEMENT & GROWTH PLAN**
Reducing auto-dependence & promoting active transportation & public transit

**CURBSIDE MANAGEMENT STRATEGY**
Manage congestion; promote curbside activity that supports economic activity; meet stakeholder needs for various curbside functions

**COMMUTER PARKING STRATEGY (TTC)**
Support commuters and promote the use of Public Transit Ridership

**THE OFFICIAL PLAN**
Reducing auto-dependence, limiting surface parking, and reducing parking supply in areas well served by Transit

**CITY-WIDE REAL ESTATE STRATEGY (CTO/CREM)**
Optimize the use of the City's Real Estate Assets according to City-wide needs, policies and objectives

**ZONING BY-LAW**
Sets Minimum & Maximum Parking Standards in new developments (Parking Ratio report pending City Council direction)

**OTHER TRANSPORATION PROGRAMS & INIATIVES**
- Residential Parking Strategy
- Commercial Parking Strategy
- Complete Streets Guidelines
- Freight and Goods Movement Strategy

**TGS & TRANSFORMTO**
Promotes active transportation, reduced auto-dependency and carbon footprint

**TPA MANDATE**
Provide conveniently located and competitively priced off-street and on-street public parking in a financially sustainable manner

### OPPORTUNITIES FOR IMPROVEMENT:

1. **STRATEGIC ALIGNMENT & COORDINATION**
   Various initiatives and policies need to be aligned
   → Consider: *Improved Governance & Centralized Oversight*

2. **LAND USE DECISIONS**
   Unclear method to evaluate land allocation for parking purposes vs. other City needs/priorities (e.g. Housing)
   → Consider: *Improved Decision Making Criteria / Principles*

3. **INVESTMENT/DISINVESTMENT PLANNING**
   Realign parking portfolio to City policies and objectives
   → Consider: *Real estate portfolio plan & asset recommendations*

**New governance** is an area of opportunity to improve City-wide parking decisions, enabling better stakeholder coordination and alignment of City-wide goals

## BENEFITS OF A PARKING GOVERNANCE COMMITTEE

- ✓ Improved coordination: alignment of policies, program and Initiatives with Parking Impacts
- ✓ City Wide Planning: ability to develop long-term City-wide Parking Strategy (no silos)
- ✓ Better Decisions: consistent standards/criteria applied with the right expertise / input
- ✓ Leadership for Key Initiatives:
  - Commuter Parking Strategy
  - Staff Parking Policy (ModernTO)
  - New Parking Decisions (e.g. acquisitions, ECC)
  - Capital Investment Coordination (e.g. EV charging)

## EXAMPLE: PARKING GOVERNANCE COMMITTEE

**EXAMPLE MANDATE:** The Governance Committee will be responsible for senior-level coordination, collaboration and input respecting significant parking policies, projects, and plans, while ensuring alignment to City-wide goals and objectives.

**EXAMPLE MEMBERSHIP:**

- Transportation Services
- City (Transportation) Planning
- Economic Development & Culture
- Toronto Parking Authority
- Toronto Transit Commission
- CreateTO / Corporate Real Estate Management (CREM)
- As needed: Environment & Energy, Municipal Licensing & Standards, Parks, Forestry & Recreation, Exhibition Place Board, Police Services, etc.

The total **value proposition** of parking should be evaluated, on a site-by-site basis, to inform asset management decisions. **Criteria is currently under development**, including:

**(1) FINANCIAL PERFORMANCE**
*e.g. profitability of parking operation; value of land*

**(2) ECONOMIC & COMMERCIAL SUPPORT**
*e.g. degree of support for local businesses*

**(3) NEIGHBOURHOOD FUNCTION**
*e.g. criticality to local community needs*

**(4) SURROUNDING SUPPLY & SUBSTITUTION**
*e.g. alternative parking options & alternative mobility options (eg. TTC)*

**(5) TRANSPORTATION DEMAND MANAGEMENT**
*e.g. desired mobility patterns; future transportation network (e.g. King St.); congestion management, parking demand & utilization*

**(6) LAND USE ALTERNATIVES**
*e.g. real estate potential, alterative uses (eg. Parkland, Affordable Housing)*

**(7) ENERGY & ENVIRONMENTAL IMPACTS**
*e.g. climate mitigation goals (EV Charging, Car-share, bikeshare)*

**(8) EQUITY & ACCESSIBILITY CONSIDERATIONS**
*e.g. Late night shift workers, residents without transit alternatives*

Note: The above themes and criteria have been influenced by various City division/agencies, subject matter panel experts, and the City-Building Committee, but not yet reviewed by new parking governance committee. The evaluation of the parking portfolio will depend on further input/consultations and availability of data/information.

The parking portfolio will be reviewed in context to the City-Wide Parking Strategy, City-Wide Real Estate Strategy and broader City policy objectives. **Early areas of review include:**

## TRANSIT ORIENTED DEVELOPMENT

**Example:** review lots within MTSA Zones – Provincial policy direction to meet intensification requirement for 'jobs and people' (Review with TTC and City Planning)

## AFFORDABLE HOUSING OPPORTUNITIES

**Example:** review lots with Official Plan & Zoning By-Law designations suitable for housing purposes (Review with Housing Secretariat & City Planning )

## PARKLAND & COMMUNITY INFRASTRUCTURE

**Example:** review lots in "Parkland Acquisition Priority Areas" or in areas with deficient community infrastructure (Review with PF&R)

## ECONOMIC DEVELOPMENT

**Example:** review lots located within Business Improvement Areas to support commercial & economic activity (Review with Economic Development)

## FISCAL PRUDENCE

**Example:** review of parking lots generating negative net operating income annually, or with a high opportunity cost of land

## NEW PARKING OPPORTUNITIES

**Example:** Review City-owned parking operations that are not currently managed by Toronto Parking Authority (e.g. Civic Centers, PFR)

SECTION 3:

# Active Projects

# GENERAL CONTEXT:

- There are 30 projects impacting City-owned parking lots (25 managed by the Toronto Parking Authority), all of which have been approved by City Council under various programs and initiatives (e.g. Housing Now, ModernTO), or via site specific reports / Councillor motions, except for 2 (See Appendix A)

- CreateTO Board will receive information pertaining to these projects through future reports once staff have completed the necessary progress on these sites.

- All Development opportunities are determined with input from DACs and the local Councillor, while considering City building needs for the area.

- Parking needs are informed by TPA (via financial analysis and supply/demand evaluation) – methodology and governance is being updated as part of the parking strategy to ensure broader alignment of City-wide objectives

There are currently **30 Active Projects** on City-owned Parking Lots in various stages of the development process, as summarized below (see Appendix A for details):

**HOUSING NOW**

**10 Parking Lots**
1 TPA - 5 TTC - 4 CREM*

**MODULAR HOUSING**

**2 Parking Lots**
1 TPA - 1 PF&R*

**OTHER CITY BUILDING PROJECTS**

**14 Parking Lots**
12 TPA - 1 TTC - 1 CREM

3 Parking Lots → Non-Profit Operated Affordable Housing

3 Parking Lots → Parkland

2 Parking Lots → Community Hub Uses

6 Parking Lots → Other Joint Ventures

**MODERNTO**

**2 Parking Lots**
1 TPA - 1 TTC

**METROLINX TRANSIT**

**2 Parking Lots**
2 CREM

* Indicates a total of 5 parking lots which are not operated by TPA. Remaining 25 lots are either TPA-owned (15 Parking Lots) or TPA operated on behalf of DACs via Property Management or other site specific agreements (10 Parking Lots)

SECTION 4:

# Next Steps and Timing

# NEXT STEPS:

1) Transportation Services Parking Strategy Framework – Phase 1 (January 2022)
    - Final Report expected in 2023

2) Real Estate Portfolio Directions Report to CreateTO Board - Feb/March 2022

3) Updates and progress reports regarding active projects on City parking lots – Ongoing

# Thank you

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| # | Address (Carpark) | Management Jurisdiction | Program/Initiative | City Council and/or Board Direction |
|---|---|---|---|---|
| 1 | 3330 Bloor Street (CP. 802) | TTC[1] | Housing Now (Ph.1) | Yes - Council - EX1.1 (Jan 2019) |
| 2 | 50 Wilson Heights Boulevard (CP. 811) | TTC[1] | Housing Now (Ph.1) | Yes - Council - EX1.1 (Jan 2019) |
| 3 | 705 Warden Avenue (CP. 822) | TTC[1] | Housing Now (Ph.1) | Yes - Council - EX1.1 (Jan 2019) |
| 4 | 777 Victoria Park Avenue (CP. 824) | TTC[1] | Housing Now (Ph.1) | Yes - Council - EX1.1 (Jan 2019) |
| 5 | 770 Don Mills Road | CREM | Housing Now (Ph.1) | Yes - Council - EX1.1 (Jan 2019) |
| 6 | 805 Don Mills Road | CREM | Housing Now (Ph.1) | Yes - Council - EX1.1 (Jan 2019) |
| 7 | 1250 Eglinton Avenue West | CREM | Housing Now (Ph.1) | Yes - Council - EX1.1 (Jan 2019) |
| 8 | 405 Sherbourne Street (CP. 79) | TPA | Housing Now (Ph.2) | Yes - Council - CC21.3 (May 2020) |
| 9 | 2450 Eglinton Avenue East (CP.826) | TTC[1] | Housing Now (Ph.2) | Yes - Council - CC21.3 (May 2020) |
| 10 | 158 Borough Drive | CREM | Housing Now (Ph.2) | Yes - Council - CC21.3 (May 2020) |
| 11 | Trenton & Cedarvale | PF&R | Modular Housing | Yes - Council - PH21.1 (Mar 2021) |
| 12 | 321 Dovercourt (formerly 150 Harrison St.) | TPA | Modular Housing | Yes - Council - PH14.8 (Jun 2020) |
| 13 | 33 Queen Street East (CP. 26) | TPA | ModernTO | Yes - Council - EX9.2 (Oct 2019) |
| 14 | 130 Elizabeth Street (CP. 263) | TTC[1] | ModernTO | Yes - Council - EX9.2 (Oct 2019) |
| 15 | 44 Parliament Street (CP. 233) | CREM (Under transfer) [1] | Metrolinx Transit | Yes - Council - EX23.3 (May 2021) |
| 16 | 271 Front Street East (CP. 268) | CREM (Under transfer) [1] | Metrolinx Transit | Yes - Council - EX23.3 (May 2021) |
| 17 | 838 Broadview Avenue (CP. 282) | CREM[1] | Other City-building Initiative | Yes - TPA Board - PA10.4 (Nov 2019) |
| 18 | 105 Spadina Avenue (CP. 227) | TPA | Other City-building Initiative | Yes - Council - GL19.11 (Dec 2020) |
| 19 | 363 Adelaide Street West (CP. 212) | TPA | Other City-building Initiative | Yes - Council - GL19.11 (Dec 2020) |
| 20 | 101 Grangeway Avenue (CP. 700) | TPA | Other City-building Initiative | No Council Direction - Joint Venture Opportunity Under Review |
| 21 | 15 Price Street (CP. 195) | TTC[1] | Other City-building Initiative | No Council Direction - Joint Venture Opportunity Under Review |
| 22 | 35 Bellevue Avenue (CP. 71) | TPA | Other City-building Initiative | Yes - Council - MM23.19 (July 2020) |
| 23 | 15 Denison Avenue (CP. 106) | TPA | Other City-building Initiative | Yes - Council - MM30.20 (Mar 2021) |
| 24 | 1117 Dundas Street West (CP. 204) | TPA | Other City-building Initiative | Yes - TPA Board - PA 10.6 (Apr 2018) |
| 25 | 15 Wellesley Street East (CP. 5) | TPA | Other City-building Initiative | Yes - Council - CC30.9 (Mar 2021) |
| 26 | 1325 Queen Street West (CP.158) | TPA | Other City-building Initiative | Yes - Council - EX11.6 (Dec 2019) |
| 27 | 34 Hanna Avenue (CP. 224) | TPA | Other City-building Initiative | Yes - T&EYCC - TE16.58 (July 2020) |
| 28 | 1 (20) Shortt Street (CP. 663) | TPA | Other City-building Initiative | Yes - Council - MM30.24 (Mar 2021) |
| 29 | 20 Castlefield Avenue (CP. 39) | TPA | Other City-building Initiative | Yes - Council – NY14.3 (May 2020) |
| 30 | 1169 Weston Road (CP. 651) | TPA | Other City-building Initiative | Yes - Council - MM34.6 (Jun 2021) |

**[1]** Carpark Operated by Toronto Parking Authority via Property Management Agreements (PMAs) and/or other site specific agreement types
***Note:** All of the above properties (except for 44 Parliament Street & 271 Front Street East) are owned by the City of Toronto