For Action

TTC Commuter Parking Lot Strategy

Date: May 14, 2025
To: TTC Board
From: Chief Strategy & Customer Experience Officer

Summary

At its February 2023 meeting, the Board directed staff to review the TTC's Commuter Parking Lot Strategy (the "Strategy") in response to a significant increase in fees to license Hydro One Networks Inc. (HONI) lands for use as commuter parking lots. TTC has completed the review and, in this report, proposes a refreshed strategic direction.

To develop this new direction, TTC has considered various factors, including operating costs, current and projected utilization, pricing, North American transit station parking best practices, local and regional policies and plans, legislation and trends, and peer reviews, which have informed the analysis and recommendations of this report.

The policy context in which TTC's commuter parking lots are situated has changed over the past decade. In March 2024, City Council directed staff to explore specific real estate portfolios, including City-owned parking facilities, that could support city building, the City's housing plan and fiscal sustainability goals, as part of the Long-Term Financial Plan Update and from the agreement between the City and the Province, as part of the *Recovery Through Growth Act (City of Toronto), 2023.* Furthermore, a need to increase non-fare revenue has been identified to better support the provision of TTC services and reduce TTC's reliance on the farebox. The Strategy supports the TTC's Corporate Plan, by increasing non-fare revenue, as highlighted in *Action 5.2.3. Maximize Non-Fare Revenue Streams*. The Strategy also aligns with TTC's Non-Fare Revenue Strategic Review, which outlines additional opportunities to maximize the use of TTC assets, including parking lots for revenue generation. The TTC's Non-Fare Revenue Strategic Review is expected to be brought to the Board for approval in Q2 2025.

TTC's commuter parking portfolio includes 23 parking lots, as outlined in Attachment 1 – List of TTC Commuter Lots. The list identifies seven lots that are planned to be repurposed for Housing Now projects, as approved by City Council. All parking lots are under evaluation in collaboration with CreateTO to assess their redevelopment potential as directed by City Council in the Long-Term Financial Plan. Early analysis shows that most lots have limited redevelopment potential due to non-City-ownership (*e.g.*, HONI Lands), or restrictive encumbrances (*e.g.*, utility corridors, parking under an overpass). Of the 23 parking lots, three parking lots are currently closed and repurposed for bus operations or construction. For the remaining parking lots, performance was assessed

based on utilization and financial viability. Ten are considered well utilized, two fall below the target range, and seven are underutilized. Benchmarks for categorization can be found on page 12 and 13 of this report. The Yorkdale Station lot is excluded from the utilization analysis as it is not operated by Toronto Parking Authority, while the Victoria Park Station lot is excluded as it will be permanently closing in June 2025.

Overall, TTC commuter parking lots have been operating at a financial loss over the past several years. According to utilization data, direct revenue generated from parking rates does not cover the expenses for maintenance, snow clearing and leases. Additionally, only 2% of TTC customers accessing the subway park in a TTC parking lot, meaning that fares of non-drivers and City subsidies are being used to make up for the lost revenue required to maintain and lease these parking lots.

This report provides recommendations on opportunities to optimize parking assets, support city building objectives, offset inflationary costs, increase ridership and enhance overall TTC revenue. Furthermore, TTC will continue to progress 5-Year Service & Customer Experience Action Plan initiatives to facilitate easier last kilometre transfers to and from TTC stations.

Recommendations

It is recommended that the TTC Board:

1. Approve revised parking rates at nine TTC commuter parking lots effective July 1, 2025, as indicated in Attachment 1, including:

    a. Increasing daily rates to $8.00 for well-utilized lots with a $4.00 afternoon rate
    b. Increasing daily rates by 25% for lots with below-target utilization, to a maximum of $8.00 daily
    c. No change to the rates for under-utilized lots

2. Approve re-negotiating the leases respecting the Finch West Station and the Pioneer Village Station parking lots to reduce the size of the lots (reducing the number of parking spaces) to better match current demand.

3. Approve retaining the following, non-City-owned, leased parking lots for customer use and monitor lots underutilized or below target utilization for potential future changes in alignment with demand and lease/license conditions:

    - Kipling Station – North (well utilized)
    - Kipling Station – South (well utilized)
    - Finch Station – West (well utilized)
    - Finch Station – East (below target)
    - Islington Station – Lomond (well utilized)
    - Highway 407 Station (well utilized)
    - Yorkdale Station (underutilized)
    - Islington Station – Fieldway (below target)
    - Don Mills (underutilized)

4. Approve retaining the following City-owned parking lots for customer use while continuing to monitor utilization and investigating opportunities for alternative TTC uses, community uses and/or future redevelopment potential with City partners as operational needs evolve:
   - Lawrence East Station (underutilized)
   - Ellesmere Station (underutilized)
   - Keele Station (well utilized)
   - Kennedy Station – South (currently repurposed for bus operations)
   - Leslie Station (well utilized)
   - Wilson Station –Transit Road (well utilized)

5. Approve the revised Corporate Policy "Commuter Parking" in Attachment 5 to:

   a. eliminate requirements to replace parking spaces on a 1 for 1 basis when parking lots are redeveloped;
   b. commit to reviewing and adjusting parking rates concurrently with transit fare adjustments; and
   c. include a target utilization rate for parking lots at 85% with rates adjusted to optimize usage and ensure availability.

Financial Summary

Recommendation 1, increasing full day and afternoon parking rates at the noted parking lots, is expected to increase parking revenue but result in a small decrease in ridership revenue due to fewer customers using parking lots, resulting in an incremental estimated financial impact of $1.0 million in additional overall revenue in 2026.

Recommendation 2, reducing the size of the leased areas of the Pioneer Village Station and Finch West Station commuter parking lots result in a net savings of an estimated $1.5 million per year. There is no estimated revenue impact associated with the reduction in leased areas. The resulting savings are reflected in the 2025 Operating Budget. Detailed analysis relating to the proposed reductions are included in Attachment 3. Table 1 illustrates the financial impact of these recommendations.

Table 1: Financial Impacts of Report Recommendations in 2026

	Recommendation	Ridership Impact (Per Day)	Parking Revenue (Millions)	Fare Revenue (Millions)	Cost Savings (Millions)	Total Financial Impact (Millions)
1	Increase the full day parking rate at well-utilized parking lots to $8.00 and the afternoon rate to $4.00	Weekdays: (550) Weekends: 0	$2.1	($1.1)	$0.0	$1.0
2	Reduce the leased size of two parking lots to match capacity with demand	Weekdays: 0 Weekends: 0	$0.0	$0.0	$1.5	$1.5
Total			$2.1	($1.1)	$1.5	$2.5

Table 2 illustrates the current and longer-term impacts of implementing the recommendations in this report on direct parking revenue with projections out to 2031 and 2041 in 2025 dollars excluding inflation. Table 3 illustrates these projected impacts on indirect fare revenue resulting from customers parking at TTC lots and from transit-oriented development (TOD) on former TTC parking lot lands in future years.

Table 2: Direct Parking Revenue Outlook

(in Millions)	2024 (Actual)	2026 (Proposed)	2031	2041
Total projected annual revenue from parking rates	$7.7	$9.7	$10.5	$11.0
Parking Operating Costs				
TPA operations and maintenance	$4.2	$4.2	$3.7	$3.5
Property taxes	$0.1	-		
HONI License & Realty Fees	$8.3	$6.9	$6.9	$6.9
Total Parking Operating Costs	$12.6	$11.1	$10.6	$10.4
Total (Direct Parking Revenue less Costs)	($4.9)	($1.4)	($0.1)	$0.6
Total weekday parking lot transactions	6,040	5,280	4,740	5,320
Total weekend parking lot transactions	1,870	1,870	1,690	1,920

Table 2 Assumptions
1. Projected annual revenue to reflect an increase in parking rates in 2025 and beyond.
2. All other revenues and costs are in 2025 dollars.
3. Future major capital costs (parking lot reconstructions) are not included in the analysis.
4. No new TTC parking lots or new parking spaces in existing lots will be added to the supply.

Table 3: Indirect Fare Revenue and Ridership Outlook

(in Millions)	2024 (Actual)	2026 (Proposed)	2031	2041
Indirect Fare Revenue				
Projected fare revenue from parking lot users	$10.1	$8.8	$8.6	$9.1
Potential new fare revenue from transit-oriented development (TOD) (2041+)	-	-	$2.6	$4.2
Total Indirect Fare Revenue	$10.1	$8.8	$11.2	$13.3

Total weekday parking lot transactions	6,040	5,280	4,740	5,320
Total weekend parking lot transactions	1,870	1,870	1,690	1,920
Total weekday TTC rides generated by parking & TOD	14,930	13,070	16,170	18,940
Total weekend TTC rides generated by parking & TOD	4,630	4,640	6,270	7,620

Parking Demand Analysis Methodology

Commuter parking lot utilization is tracked based on the number of parking transactions incurred per day, and future parking demand considers projected population growth, pricing changes and potential redevelopment. In response to pricing changes and parking availability, park-and-ride commuters may react in various ways such as: driving to another commuter parking lot nearby with spare capacity, driving all the way to their destination, or taking transit instead for their entire journey. The likelihood of each reaction was informed by a commuter parking survey conducted in 2023 and was used to project future change in parking revenue and associated fare revenue.

Transit trips generated by redevelopment are projected on a transit trip rate per household basis, as reported in the 2022 Transportation Tomorrow Survey. Survey results showed that existing apartment dwellers in the vicinity of existing stations with commuter parking lots produce on average one transit trip per household per weekday. Upon completion of redevelopment, occupants in new housing units are assumed to exhibit similar travel patterns and transit trip rates.

Equity/Accessibility Matters

TTC strongly believes that all customers should enjoy the freedom, independence and flexibility to travel anywhere on its transit system. TTC's commitment to providing equitable, inclusive and accessible transit services is at the forefront of its 2024-2028 Corporate Plan and 5-Year Accessibility Plan. TTC's customer car parking strategy aims to balance financial sustainability, efficient utilization of parking assets and broader City goals. Several of the recommendations in this report have the potential to impact equity-deserving groups. The analysis below identifies both positive and negative impacts on these groups and potential mitigation measures for any negative impacts.

Parking Rate Increases

The proposed parking rate adjustment reflects the need to modernize pricing after several years without any increases. Importantly, the new rates will continue to remain more affordable than nearby alternatives, offering a competitive and cost-effective option for TTC parking lot users. Additionally, TTC will continue to provide free weekend parking at most lots to maintain accessibility to transit for weekend users.

The recommended rate increase may impact affordability for customers with low-income who rely on TTC parking lots; however, the rate increase addresses the disproportionate benefit that is given to car drivers. The 2022 Transportation Tomorrow Survey (TTS) found that 38% of all TTC trips were taken by customers who do not own a vehicle. For trips taken by customers with a household income of less than $40,000, the percentage increases to 75%. Of the 62% of customers who do own a vehicle, fewer than 3% park at TTC stations to access transit. The parking rate increase will help ensure that the costs of parking are borne by those who directly benefit. Any additional revenue generated from increased parking rates could be reinvested towards improving transit service, benefiting the majority of TTC customers.

Customers driving in from outside of the City of Toronto may be more dependent on TTC parking lots and if pricing becomes a barrier, they may choose to drive to their destinations instead of taking transit. However, this is unlikely as the combined costs for parking and TTC fare will remain more affordable than driving and parking at most off-street parking lots in the City, especially those located downtown. Additionally, Ontario's One Fare Program has made it more affordable to connect between the TTC and neighbouring transit systems.

Reduction of the Size of Leased Parking Lots

The recommended reduction in parking lot size / spaces, at the Pioneer Village and Finch West station parking lots is not expected to have negative impacts on equity-deserving groups. The parking lots will continue to provide sufficient capacity to meet current and future projected demand. The cost savings associated with reducing the sizes of these leased parking lots could be reinvested towards improving transit service.

Potential Redevelopment of Parking Lots

This report recommends evaluating several TTC commuter parking lots for redevelopment potential and alternative uses as operational needs evolve. Although the displacement of parking lots could negatively impact those who rely on these parking lots to access transit, redevelopment would benefit equity-deserving groups by supporting the City's housing targets. Any parking lots allocated to the City's affordable housing pipeline (e.g. Housing Now) could be developed into mixed-use facilities that support affordable housing and other City-building goals, typically resulting in more ridership and fare revenue generated as compared to the current parking use.

Closing parking lots would require customers who use them to change their travel routine. According to TTC's 2023 parking lot survey, 52% of customers stated that if the

parking lot they use was closed they would drive to another TTC station or private parking lot nearby, while 22% stated they would instead take a bus or streetcar to a station. However, if lots are closed without strong first- and last-kilometre connections, it could reduce mobility for those who lack viable alternatives. Accordingly, this report recommends a focus on 5-Year Service & Customer Experience Action Plan initiatives that facilitate easier last-kilometre transfers to and from TTC stations.

Retain Highly Utilized Parking Lots

Parking lots with high utilization are recommended to be maintained and will continue to serve the customers who heavily rely on them. This recommendation is not expected to have any negative or positive impacts on equity-deserving groups.

Retain Low Utilized Parking Lots, Monitor Utilization, and Investigate Opportunities for Alternate Uses

Based on preliminary analysis, staff identified several underperforming TTC commuter parking lots with limited potential to repurpose due to non-City-ownership (e.g. Hydro Lands) or restrictive encumbrances (e.g. utility corridors, overpasses). This report recommends these lots be retained for customer use and monitored for potential future changes in alignment with demand and lease/license conditions

This report also recommends continued evaluation of City-owned TTC commuter parking lots for TTC uses, community uses and/or redevelopment as operational needs evolve. Diverse uses for these spaces could include hosting package or grocery delivery hubs, cultural/food festivals, bike valets, retail pop-ups and farmers markets. Alternative uses could provide underrepresented groups and local business owners with spaces for cultural and social activities and could enable customers to pick up items during their trips, reducing time and costs required to make additional trips. Diverse uses support City goals by repurposing underutilized TTC assets to better serve community needs. Although the displacement of parking could negatively impact those who rely on these parking lots to access transit, repurposing would benefit equity-deserving groups by supporting the City's housing targets or other Council objectives. For instance, parking lots declared surplus to TTC operational needs could potentially be redeveloped into mixed-use facilities that support affordable housing and other City-building goals.

Revisions to the Commuter Parking Policy

The report recommends revising TTC Corporate Policy "Commuter Parking" to eliminate parking minimums. Removing parking minimums supports transit-oriented development and can lower the cost of development due to the high costs that are required to provide parking, with estimated capital costs of upwards of $80,000 per space to build parking structures[1]. Lower development costs could potentially allow for increased numbers of

[1] Moore, O. (2024, September 27). *In space-crunched Toronto, debate deepens over what's more important: parking or affordable housing*. Retrieved from The Globe and Mail: https://www.theglobeandmail.com/canada/article-toronto-parking-lots-conversion-housing/

affordable housing units to be built near transit, benefitting low-income households and those who rely on transit.

In alignment with the City-Wide Strategic Parking Framework, this report recommends using pricing to manage parking utilization. Adoption of the industry standard target utilization rate of 85% would result in reduced rates at lots with lower utilization, and increased rates where utilization is higher. This pricing model would provide more equitable access to parking, ensuring that spaces are available all day, not just to early morning commuters.

Reviewing parking rates alongside future fare adjustments would ensure that customers who do not drive to TTC stations are not disproportionately burdened by fare increases to offset the increasing costs of parking lots. Parking rate adjustments will help to compensate for the costs associated with the short-term use of highly valued publicly owned real estate. However, simultaneous parking and fare increases could discourage transit use for those who need to drive. Consequently, the next steps noted in this report to facilitate easier last kilometre transfers to and from TTC stations will help mitigate potential impacts and encourage shifts to more sustainable modes.

Accessibility

All TTC commuter parking lots have accessible parking spaces. Implementing the recommendations of this report would reduce the overall number of customer car parking spaces, including a reduction in the total number of accessible parking spaces system-wide when parking lots are permanently closed. All remaining parking lots will continue to meet the requirements for accessible parking in the Accessibility for Ontarians with Disabilities Act (AODA) regulations.

The recommendations of this report have no impact on TTC's Passenger Pick-up and Drop-off (PPUDO) facilities which contain accessible spaces.

The Advisory Committee on Accessible Transit (ACAT) Service Planning Subcommittee has been consulted on the recommendations of this report.

Innovation and Sustainability Matters

TTC's Corporate Plan outlines the key principles that underpin our work, two of the principles are Environmental Sustainability and Innovation. The Innovation and Sustainability Strategy, approved by the Board in September 2024, outlines actions to eliminate greenhouse gas (GHG) emissions (Workstream 2.1), protect natural ecosystems (Workstream 2.2) and enhance resilience to climate change impacts (Workstream 2.4). The redevelopment efforts outlined in this report aim to increase long-term ridership and will contribute to increasing city-wide avoided GHG emissions in line with TTC's emissions reduction goals.

Decision History

May 25-27, 2009: Principles of a Real Estate Strategy and Declaration of Surplus for Sale/Transfer or Turnover to Build Toronto. City Council declared four TTC customer car parking lots surplus to transfer these lands to Build Toronto for housing development once they were no longer required for TTC operations. Report: Principles of a Real Estate Strategy and Declaration of Surplus for Sale/Transfer or Turnover to Build Toronto. Decision: City Council Decision.

December 19, 2013: Commuter Parking Strategy. The Board approved assessing the effect of planned parking lot closures on utilization and trip diversions and measures to address short and long-term parking deficiencies, including the timing and deferral of planned closures. Report: Commuter Parking Strategy. Decision: TTC Board Decision.

December 20, 2016: Commuter Parking Update. The Board received a Commuter Parking Update which described rate increases and an approach to tender the maintenance and operations of parking lots. Further Commuter Parking Operations Updates were received in February 2017 and December 2017. Report: Commuter Parking Update. Decision: TTC Board Decision.

June 12, 2018: Toronto Parking Authority Contract – TTC Commuter Parking. The Board approved awarding a 10-year contract to operate and maintain TTC's commuter parking lots. Report: Toronto Parking Authority Contract – TTC Commuter Parking. Decision: TTC Board Decision.

December 20, 2021: Real Estate Investment Plan. The Board approved the TTC's first Real Estate Investment Plan which contains considerations for commuter parking lots. Report: TTC 15-Year Capital Investment Plan, Real Estate Investment Plan and 2022 – 2031 Capital Budget & Plan. Decision: TTC Board Decision.

April 6-7, 2022: Developing a Parking Strategy for Toronto. City Council approved developing a new parking strategy. Report: Developing a Parking Strategy for Toronto. Decision: City Council Decision.

February 28, 2023: TTC Customer Parking Lot Lease Renewal. The TTC board authorized a renewal of license agreements for parking lots on HONI lands and directed staff to develop a strategy for customer car parking. Report: TTC Customer Car Parking Lot Lease Renewal. Decision: TTC Board Decision.

September 6, 2023: Updated Long-Term Financial Plan. City Council approved the Updated Long-Term Financial Plan which recommended that a review of underutilized City assets take place to support affordable housing and enhance revenue generation potential. Report: Updated Long-Term Financial Plan. Decision: City Council Decision.

Issue Background

2013 TTC Parking Strategy

TTC's current Strategy was completed in 2013 in response to then-planned parking lot closures for redevelopment to ensure that forecasted demand could be accommodated in the short-term. The effect of planned closures on utilization and parking trip diversions and provided recommendations to address short- and long-term parking deficiencies, including the timing and deferral of closures, was assessed, and, set out strategic directions for the redevelopment and/or expansion of the remaining TTC-operated commuter parking lots, and the creation of new parking lots.

Parking deficiencies were anticipated prior to the Line 1 extension opening if planned parking lot closures were implemented without a mitigation plan to minimize the impact on TTC customers. The mitigation plan recommended the deferral of parking lot closures, new parking lots or expansion of existing parking lots, and price changes during the day to address capacity deficiencies. It was expected that forecasted parking demand would taper off over time as new transit infrastructure shifted automobile trips to transit trips, and a conservative approach, including a limited number of parking lot expansions, was recommended over the long term.

February 2023 – HONI Licence Renewals

As reported to the Board in February 2023, the costs of leasing HONI lands for commuter parking lots more than doubled compared to the previous five-year term, significantly reducing the overall profitability of the lots and their value to TTC. HONI agreements for the current term, beginning on January 1, 2022, and ending on December 31, 2026, will cost approximately $27 million over five years, including realty fees but and excluding costs for parking lots at Pioneer Village and Highway 407 stations which are currently under negotiation. TTC worked with City staff to ensure that the agreements were as favourable as possible to TTC. The agreements include the ability for TTC to cancel the agreement on six months notice.

2025: Toronto Strategic Parking Framework

City Council will be considering the Toronto City-Wide Strategic Parking Framework in 2025. The framework is intended to "Guide the City to comprehensively address Toronto's parking challenges with a city-wide lens" to effectively and efficiently support city-wide goals, including parking mandates of City agencies, while working towards sufficient parking supply, where needed. Several actions within the framework aim to address issues which affect the TTC. These actions include implementing pricing to re-direct on-street parking to off-street lots, which could include directing parking to TTC parking lots. Another action is to review parking at TTC stations to support access to higher order transit for people from areas with poor transit connectivity. To do this, the City will develop geographical areas of the city to manage parking supply at an area level. TTC is a partner in this strategy and has conducted its current strategic review in alignment with the City's Strategic Parking Framework.

Repurposing Underutilized City-owned Spaces

The policy direction of the City of Toronto is to evaluate the potential to repurpose underutilized City-owned spaces, such as TTC customer car parking lots, for alternative uses in support of City Council goals, such as affordable housing. Since 2009, the Board and City Council have approved repurposing 15 TTC customer car parking lots, a total of 5,575 parking spaces, with the intention to transfer these lands for redevelopment once no longer required for TTC operations. Several of these parking lots are now permanently closed with redevelopment in varying stages of completion. When redevelopment of all 15 parking lots is completed, it is estimated that there will be at least 10,000 units of housing, including affordable housing, plus parks, retail, offices, and other community uses built on former TTC parking lots.

Comments

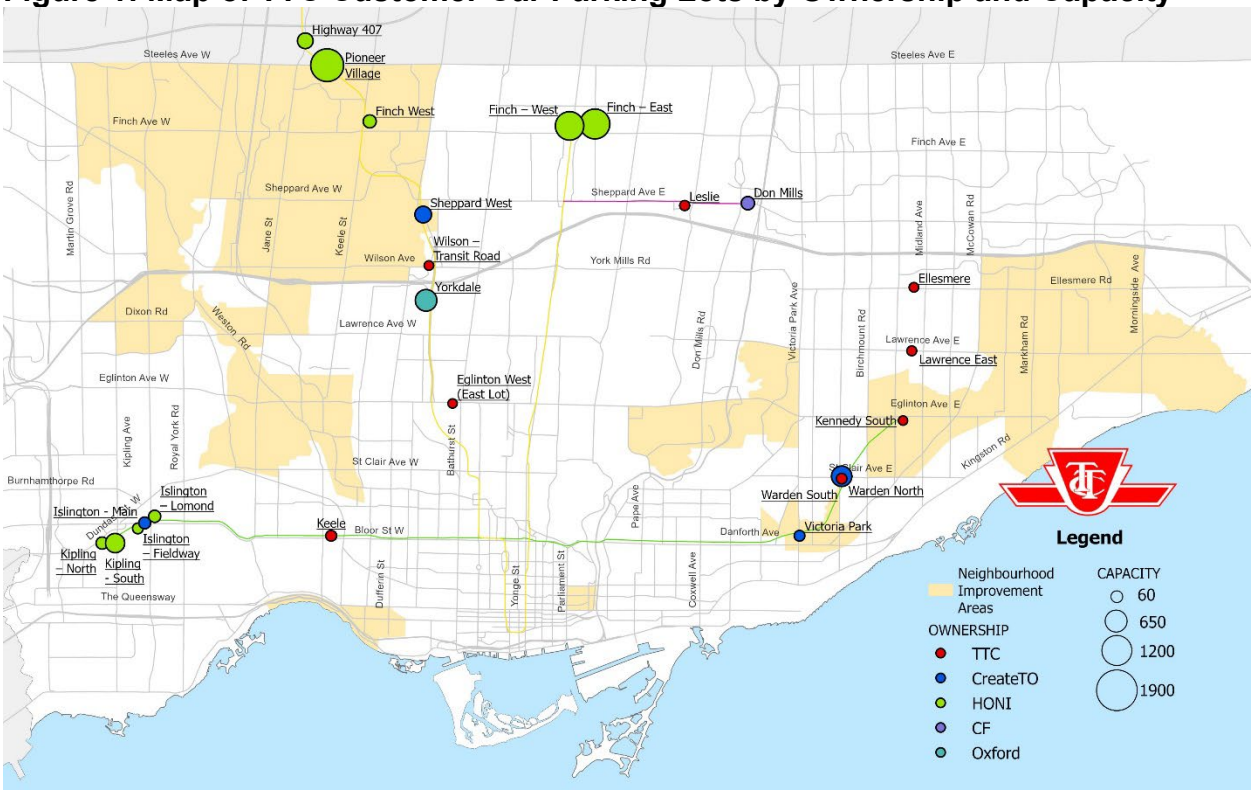
Current Status and Usage of TTC Car Parking Lots

TTC currently has a total of 23 car parking lots at 17 subway stations. These lots range from 68 to 1,675 parking spaces for a total of 12,043 parking spaces. As three parking lots are currently repurposed for bus operations or construction, 11,442 parking spaces at 20 parking lots are currently available for customer use. Nine of these lots, at four stations, are wholly or partly on lands owned by HONI. Except for the parking lots at Yorkdale and Don Mills stations, which are on privately owned lands, the remainder of the parking lots are on lands owned by the City, with operational management under TTC and/or the City/CreateTO.

Most TTC customer car parking lots, except for the parking lots at Yorkdale and Don Mills stations, are operated under contract by the Toronto Parking Authority (TPA). TPA is the largest operator of municipally owned commercial parking in North America with over 60,000 spaces; operates Bike Share Toronto, which is the third largest Bike Share program in North America; and operates the largest municipally owned electric vehicle (EV) charging network in Canada with 450+ EV chargers.

Refer to Attachment 1 for a list of TTC customer car parking lots and the Figure 1 map below.

Figure 1: Map of TTC Customer Car Parking Lots by Ownership and Capacity



Car parking at TTC subway stations is one of several methods customers use to access the transit system. According to the 2022 Transportation Tomorrow Survey, 2% of customers accessing the subway park at TTC parking lots while another 3% access the subway as auto, taxi or rideshare passengers. In comparison, 61% of customers walk to subway stations, 29% take a connecting bus or streetcar, and 5% connect from a cross-boundary transit system. Of those who park at a TTC parking lot, 58% originate in Toronto, 29% in York Region, 10% in Peel Region, 2% in Durham Region, and 1% from elsewhere.

Car parking lots are operated on a pay-per-use basis, with the rates at each lot set to local prevailing market conditions. Prices range from $3.00 to $8.00 flat rate for all-day parking. The average price across all 23 TTC parking lots is $5.71. Since 2022, the TPA has increased the parking rates at a portion of its of Green P Parking lots across the City of Toronto based on several factors, including utilization, demand, competitor rates, parker behaviour and elasticity. With the updated parking rates, commuter parking lots had an average all-day parking rate of $18.00 for gated facilities and $13.00 for top performing surface lots. Green P lots located within 500 metres of a TTC station currently have daily rates ranging from $5.00 to $32.00 (7 am to 6 pm), with an average of $15.34. Some lots near TTC stations only offer hourly rates which average $4.68 per hour. It is important to note that several TTC stations do not have a Green P lot within 500 metres of the TTC station. In comparison to the average all-day parking rate at Green P lots across the City, TTC parking lots have remained below market rates.

TTC parking lot rates were last adjusted in 2016-2018 and are set to encourage commuters, many of whom are employed in the downtown core, to take transit instead of driving to their destination. Many TTC parking lots feature lower afternoon or evening

rates, and most parking lots are free on weekends and holidays, enabling customers to drive to a subway station to take transit to easily access opportunities across the City.

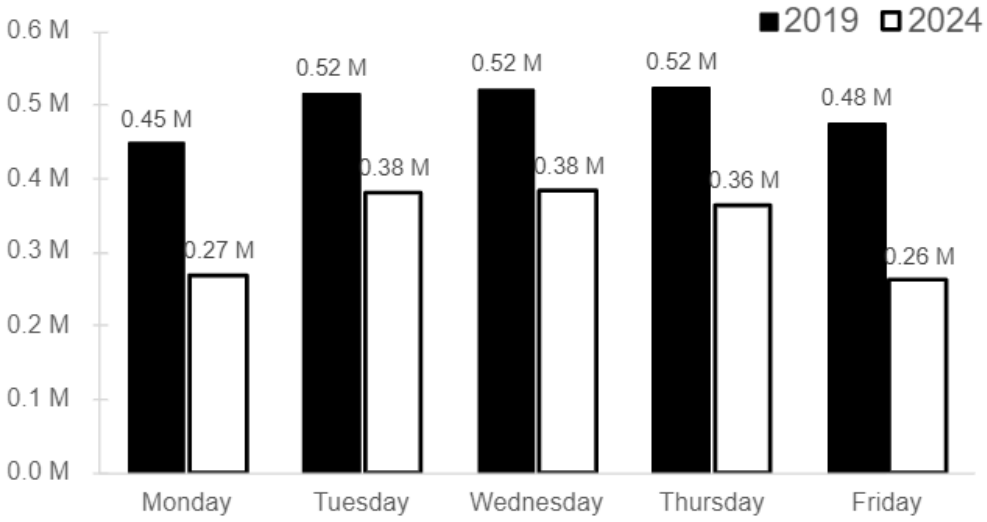
As shown in Figure 2 below, usage of TTC's customer car parking lots has declined significantly from 2,489,857 customers in 2019 to 1,659,577 customers in 2024, which is largely attributed to the increase in prevalence of hybrid work following the COVID-19 pandemic. Benchmark ranges, in line with those used by the City, provide a framework for evaluating parking lot utilization. Industry practices suggest that an optimal utilization rate of approximately 85% ensures sufficient availability of parking spaces while maximizing revenue. Parking lots can be categorized as follows:

- Well-Utilized: 71% to 100% average daily peak occupancy rate.
- Below Target: 50% to 70% average daily peak occupancy rate.
- Underutilized: 0% to 49% average daily peak occupancy rate.

Annual average parking utilization is calculated by dividing the total annual weekday transactions by the lot's capacity. This method may overestimate utilization, as it assumes all users on a given day are present simultaneously; however, it is used due to the absence of gate systems that record exit times.

An analysis of parking lot utilization rates in 2019 found that most lots were well-utilized. However, even prior to the pandemic, the Pioneer Village, Finch West Station and Warden North parking lots were underutilized, with average weekday rates below 38%. The parking lots at Don Mills and Ellesmere stations also had below-target utilization rates.

Figure 2: Total Parking Lot Transactions by Day of Week (2019 and 2024)



Applying these benchmarks to the 20 TTC car parking lots available for customer use, ten are considered well utilized, two fall below the target range, and seven are underutilized. The Yorkdale Station lot is excluded as it is not operated by Toronto Parking Authority.

Before the pandemic, the net financial position of parking lots was positive, and the parking portfolio was profitable when considering only parking revenues and direct

costs. However, the recent increase in fees to lease the HONI lands for parking lots has resulted in a net negative financial position when considering parking revenue alone. When also considering fare revenue deriving from parking lot users, the portfolio of lots is still profitable as nearly all parking lot users access the subway and pay a round-trip fare. To assess financial performance, parking lots can be categorized based on net cash flow (net operating income including fare revenue minus estimated annual capital expenses), using the following benchmark ranges:

- Profitable: Greater than $100,000 per year net cash flow.
- Breakeven: $0 to $99,999 per year net cash flow.
- Unprofitable: Less than $0 per year net cash flow.

Of the 20 TTC parking lots currently available for customer use, 14 are profitable, two operate at break-even, and four are unprofitable.

Review of capital expenses is not in the scope of this review of TTC's commuter parking portfolio. However, several TTC parking lots have been refreshed in recent years including re-paving and increasing the number of accessible spaces to meet AODA standards.

Change in Local Context Since 2013

Since the initial development of the Strategy in 2013, the context in which TTC's commuter parking lots are situated has changed in several ways, including:

<u>Operational/Construction-related Changes</u>

- Opening the Line 1 extension in 2017 and availability of 2,918 new parking spaces at Finch West, Pioneer Village, and Highway 407 stations.
- Permanent reduction in parking capacity due to Line 5 and Line 2 extension construction.
- Planned and executed transfer of several parking lots to the City/CreateTO for redevelopment.
- Improvements to TTC's bus network which overall operates more frequently and includes several more express bus corridors than in 2013, all of which provides faster access to subway stations for customers.

<u>Provincial Policy Changes</u>

- Implementation of the One Fare program that eliminated double fares for customers transferring between the TTC and neighbouring GTA transit systems.
- Transition of the Subway Program to the Province, including decision making and funding of any parking associated with new subway lines or extensions.
- Legislation changes, including new minimum planned density requirements for Major Transit Station Areas.

Environmental/Market Changes

- The impact of the COVID-19 pandemic and transition to hybrid work and work from home.
- The increasing uptake of electric cars in the market, including associated car charging requirements and customer expectations.
- Improvements to the City's cycling network, including new cycle tracks and corridors, bike repair and expansion of bike parking at subway stations, and expansion of Bike Share stations across Toronto, which contributes to making it easier to access TTC stations by modes other than the personal car.
- The rise of microtransit and new forms of personal mobility.

Lessons Learned from Commuter Parking Strategies at Peer Transit Agencies

TTC has reviewed parking strategies at over 20 peer transit agencies. Table 4 illustrates several lessons learned from the strategies, including how they can be applied to TTC.

Table 4: Lessons Learned from Peer Agencies and TTC Context

Lesson Learned	External examples	TTC Context
1. **Revenue generation requires a multifaceted approach**	• Dynamic pricing, monthly permits, zonal pricing • Carpool program reserves spaces via an app (Bay Area Rapid Transit - BART) • Automated enforcement (Toronto Police) • Free parking at stations shifts costs from car drivers to all transit riders (GO Transit, Portland TriMet)	• TTC parking lot users can pay for their parking via the Green P app • The City-Wide Strategic Parking Framework focuses on leveraging data and digital tools to enhance parking management • Dynamic pricing is unnecessary as most users are commuters with consistent demand patterns • Avoid zonal pricing as it may create inequities • Maintain paid parking to ensure equitable cost distribution • Revisit parking fees more frequently to optimize utilization and revenue • TTC has on occasion, repurposed lots for alternative revenue generation
2. **Aligning parking strategies with transit goals enhances connectivity**	• Transit-oriented development (TOD) redevelops parking into mixed use spaces that generate revenue (New York MTA, Miami-Dade County) • Shared mobility increases transit access (Kansas City, Chicago CTA, Metrolinx)	• Through the 5-Year Service and Customer Experience Action Plan the TTC is implementing initiatives to facilitate easier last kilometre transfers to and from TTC stations • TTC can benefit from TOD via higher ridership and fare revenue

Lesson Learned	External examples	TTC Context
3. **Parking lots can serve broader city and community goals**	• Lots redeveloped for affordable housing (Atlanta, MARTA) • Sustainable mobility hubs integrate EV charging, car-sharing, and green spaces (Toronto, Montreal) • Lots repurposed for electric bus charging (New York) • Underused lots transformed into community spaces (Calgary Parking Authority)	• Since 2009, the TTC Board and City Council have approved repurposing 15 TTC customer car parking lots with the intention to transfer these lands for redevelopment once they were no longer required for TTC operations • Many TTC lots are not suitable for redevelopment due to encumbrances such as overpasses • Opportunity to explore community, retail and other uses
4. **Parking should be treated as a "meanwhile use", not a permanent fixture**	• TOD, increased land values, and multimodal connectivity make dedicating land to parking inefficient in dense urban settings • High-ridership cities priorities TOD (New York, London, Tokyo) • Market-based pricing optimizes parking use	• TTC Corporate Policy "Commuter Parking" requires revisions to eliminate parking minimums • Commuter Parking Policy does not set a target utilization rate to optimize parking use
5. **Challenges highlight the importance of balancing competing needs and priorities**	• Community pushback on redevelopment (Hamilton, San Francisco) • Equity concerns arise with pricing • Ensure future adaptability by designing parking garages that can be repurposed (BART)	• Local community concerns when TTC lots have been closed for redevelopment • Equity concerns with price increases

Public Engagement and Consultation Summary

In Spring 2023, TTC conducted a survey to better understand customer perspectives on customer car parking lots. TTC received 372 responses. Methods to communicate the survey and raise awareness amongst parking lot users included:

1. A digital media strategy using TTC social media accounts.
2. Postcards with a QR code and website link to the online survey which were placed on windshields of vehicles parked at TTC customer car parking lots.
3. In-person intercept surveys at 11 of the busiest subway stations with parking lots.

In addition to asking questions about origin of trip, destination of trip, trip purpose and perceptions of safety, the survey asked for reaction to potential changes to price, additions of amenities, and travel behaviour if parking lots were reduced in size or permanently closed. The following are highlights from the survey:

- 93% of customers use the transit system after parking at TTC parking lots.
- For 42% of customers, using the transit system was their main reason for using commuter parking lots, while avoiding traffic was a secondary reason.

- 41% of customers use TTC parking lots daily while 40% use parking lots a few times a week.
- 85% of customers use the TTC parking lot to go to work or school while 28% park to go to entertainment events such as sports games, festivals, etc.
- 11% of respondents indicated that they would pay a premium for a guaranteed parking spot, while 69% indicated that this should not be an option at all.

Customers were also asked if they would change their routine (drive straight to their destination, carpool, etc.) if the TTC charged $1.00 to $5.00 more for parking. At the lower end of the scale, there was an even distribution of responses (unlikely to change vs extremely likely to change) if rates were $1.00 to $2.00 more.

Finally, many customers expressed strongly that the TTC should help address the City's housing crisis by repurposing parking lots.

Survey results were used to inform the list of options developed and analyzed as part of this strategic review.

Strategic Review of TTC Customer Car Parking Lots

Guided by the Board's direction to refresh the Strategy, action 5.2 of the TTC's Corporate Plan to "Maximize Revenue, Protect Customer Affordability", the City's Strategic Parking Framework, revised Provincial policy direction, changes in local context over the previous decade, customer survey results, and lessons learned from peer transit agencies, TTC has analyzed potential changes to parking supply and pricing with the objective of maximizing both parking and fare revenue. The review considered price elasticity, ridership revenue from parking lot users, and an estimate of development potential.

Several options were reviewed, including:

i. Status quo, assuming no changes to parking lot supply or rates, aside from currently planned lot closures for City/CreateTO developments.
ii. Permanently closing all TTC parking lots.
iii. Increasing parking rates by various amounts on weekdays and/or weekends.
iv. Reducing the size of leased HONI lots to better match parking lot capacity with projected demand.
v. Alternative uses for TTC parking lots
vi. Future use of Line 3 parking lots.
vii. New customer amenities, such as electric car charging stations.
viii. Revising TTC's "Commuter Parking" Corporate Policy.

Other options such as adding reserved parking spaces with monthly prepayment were screened out from consideration due to lack of expected demand from customers, based on the results of the survey undertaken during the consultation process.

i. <u>Status Quo – Do Nothing</u>

Overall, TTC commuter parking lots have been operating at a financial loss over the past several years. According to utilization data, direct revenue generated from parking

rates does not cover the expenses for maintenance, snow clearing and leases. The lack of overall profitability is attributed to low parking prices which have not aligned with inflation, and a change in demand due to various factors.

Maintaining the status quo would exacerbate the disproportionate benefit towards drivers who use parking lots to connect to transit. Only 2% of TTC customers access transit by parking in a TTC parking lot, meaning that fares of non-drivers and City subsidies are being used to make up for the lost revenue required to maintain and lease parking lots. These costs are at the expense of service improvements that could benefit riders across the transit system. Without increasing rates at busy lots, utilization rates are expected to remain the same, making it difficult for drivers to find a space at busy lots, since there is no mechanism to disperse demand to other parking lots.

ii. Permanently Closing All TTC Parking Lots

When customers were asked what they would do if the parking lot they used was no longer available, 48% of survey respondents indicated that they would drive directly to their destination while 15% would no longer make their trip at all. This change in behaviour would result in the TTC losing much of the fare revenue currently derived from commuter parking, especially at well-utilized parking lots at or near terminal stations such as Kipling and Finch. The remaining customers who currently park at TTC parking lots would continue to use the transit system but would use other modes to access subway stations, including private parking, connecting buses and streetcars, walking, cycling, and drop off.

Several of TTC's customer car parking lots are also located on HONI lands that cannot be used for more productive uses such as housing, while others are encumbered by overpasses. Closing these lots would be of little benefit to the TTC or to the City. Therefore, it is not recommended to permanently close all parking lots.

iii. Parking Rate Analysis

Through effective pricing, public transit agencies can manage parking demand and maximize the public benefits of parking assets. If parking rates are too high and many parking spaces remain unoccupied, or if parking rates are too low and no parking spaces are available, potential customers may choose to drive directly to destinations or not make a trip and potential fare revenue is lost. Furthermore, as TTC parking rates have not been adjusted in many years, there is an opportunity to broadly increase parking rates to generate additional revenue and address inflationary cost increases.

Parking rate adjustments are based on a structured analysis of utilization levels, revenue impacts, and strategic pricing to optimize parking lot usage. The goal is to align parking demand with the target utilization rate of 85%, while balancing parking revenue generation and potential effects on ridership which generates fare revenue. Current parking rates range between $3.00 to $8.00 for all-day flat rate parking. For each $1.00 increase in parking rate, an estimated additional $1.0M in parking revenue can be expected. This is partially offset by an estimated $0.3M loss in fare revenue due to fewer customers using the parking lots.

Parking lots were categorized into three groups based on utilization. For underutilized lots (less than 50%), raising parking rates could further discourage use. Keeping parking rates unchanged may result in more parking lot customers over time, especially as demand shifts from parking lots with higher parking rates.

For parking lots which are below target utilization (51% to 70%), it is recommended to implement an inflationary increase in daily rates of 25%, in line with the rate of inflation since the last time that rates were raised. This increase in rates would allow for additional revenue generation without significantly discouraging use. As an example, a daily rate that is now $5.00 would be increased to $6.25.

For well-utilized parking lots (greater than 71%), parking rates can be standardized at a flat rate of $8.00 per day to ensure consistency across high-demand locations while optimizing revenue. Some of the parking lots are already at this parking rate, while others would increase to meet the new standard.

Of the 19 parking lots that will be available for use on July 1, 2025, nine would maintain their current parking rates, while 10 would have an increase in rates. Refer to Attachment 1 for recommended daily rates for each parking lot. The parking rate increases are between $1.00 and $4.00 with an average increase of $1.85. Introducing weekend parking rates to parking lots which currently do not have weekend parking rates is not recommended because they are projected to reduce ridership and fare revenue by about the same amount as the new parking rates would bring in.

These parking rate adjustments account for price sensitivity and customer behaviour, recognizing that customers may react differently depending on their parking and transit options. However, customer survey results suggest that moderate parking rate increases will not significantly deter demand. The survey found that an average increase of $2.30 in parking rates across all parking lots would not have a significant impact on the travel routine of over half of parking lot users, especially at lots that will only have a $1.00 rate increase. Customers who responded that they would change their travel routine said that they would park at other TTC or private parking lots, utilize alternative modes, or drive to their destination. Based on the responses and expected travel behaviours, the proposed rate increases would improve the overall supply of parking, as demand would be dispersed among other TTC parking lots and modes.

The revised parking rates will be adjusted over time based on demand. Staff will continue to monitor parking utilization, and a lot-by-lot pricing review will be conducted at the time of the next fare adjustment. Rates will be adjusted as needed to ensure alignment with the target utilization rate while balancing affordability, inflation and financial performance. The TTC will launch targeted customer communications campaigns to ensure that customers receive notice of price increases ahead of any rate changes.

iv. Reducing the Size of Parking Lots on HONI Leased Lands

The parking lots at Finch West and Pioneer Village stations have been operating under capacity since they opened. As these lots are on leased lands, it is unsustainable to continue to operate and maintain them as-is. Reducing parking rates to encourage more

demand is not recommended as the rates are competitive with other nearby parking lots and, even with lower rates, it is expected that the lands on which these lots are located will cost more to lease and operate than the parking and fare revenues they generate. Table 5 shows the capacity, rates and utilization of the parking lots at these stations.

Table 5: Capacity and Utilization of Parking Lots at Finch West and Pioneer Village Stations

Parking Lot	Capacity (Spaces)	Flat Rate	2024 Utilization
Finch West Station	329	$7.00	7.6%
Pioneer Village Station	1,881	$7.00	14.4%

Given the low utilization rates, analysis was conducted to determine the projected usage of these parking lots in future years, with the following assumptions:

- usage is likely to increase due to other nearby parking lot closures
- post-pandemic ridership recovery
- population and employment growth

It was determined that the size of these two parking lots could be reduced by 50% while still accommodating demand that may shift to these parking lots from other nearby TTC parking lots that are planned to be redeveloped. Reducing the size of the leased space of these parking lots would lower TTC's costs with no impact on revenue. Refer to Attachment 3 for further information and analysis.

v. Alternative Use Analysis

The City's Strategic Parking Framework, revised Provincial policy direction, changes in local context over the previous decade, and lessons learned from peer transit agencies all point to the benefits that can be accrued by redeveloping surface parking lots for higher density residential and mixed-use transit-oriented development (TOD). However, many TTC customer car parking lots do remain highly used by customers and are relied on to provide access to the transit system, especially by customers living in outlying areas who have less access to frequent transit service.

A high-level analysis was conducted to determine the potential of repurposing TTC parking lots for community uses and/or housing opportunities. The majority of TTC's parking lots are located on leased lands (from HONI, Oxford, and Cadillac Fairview), are already planned for redevelopment by the City/CreateTO, or are not suitable for redevelopment due to encumbrances such as overpasses or Official Plan designations (e.g. Utility Corridors). The City-owned portfolio will continue to be evaluated as per Council direction in the Long-Term Financial Plan.

Analysis has found that once a surface parking lot is redeveloped as high-density residential use or mixed use, significantly more ridership and fare revenue could potentially be generated as compared to the revenue generated today by the current parking use. This is a long-term investment given that fare revenue will only grow once development is complete whereas parking lot revenue loss is immediate when a lot is closed.

It is recognized that existing customers who currently park in parking lots to be redeveloped may face challenges in continuing to access the transit system by car. However, TTC is not the only provider of public parking lots near transit stations. Numerous subway stations have Green P Parking lots located nearby and have observed similar commuter parking behaviour (i.e. length of stay greater than 7 hours). Additionally, private parking lot operators provide parking targeted towards transit customers where demand exists, including at Dundas West and Vaughan Metropolitan Centre stations. Should demand for commuter parking continue to exist at stations where TTC parking lots close for redevelopment, it is likely that nearby private parking lot operators will choose to offer paid parking targeting TTC customers.

vi. Future Use of Line 3 Parking Lots

With Line 3 permanently closed, the TTC customer car parking lots at Lawrence East and Ellesmere stations no longer provide convenient access to the transit system. These parking lots are located underneath the Ellesmere Road and Lawrence Avenue East bridges over the former Line 3 right-of-way and the Metrolinx rail corridor and have limited to no redevelopment potential. As there is no longer TTC commuter parking available at Kennedy Station, it is recommended that the TTC retain these lots as an alternative for customers to use once the Line 3 replacement busway is constructed and service resumes to Ellesmere and Lawrence East stations. It is further recommended that Staff explore other TTC uses for these lands, such as storage, construction site offices, etc.

vii. New Customer Amenities

Through the customer survey conducted, TTC explored customer perspectives on adding new amenities to parking lots, such as bicycle parking, electric car charging spaces and designated carpool spaces. About 1 in 5 customers surveyed were interested in electric car charging spaces. As outlined in the Innovation and Sustainability Strategy, the TTC will address indirect emissions from commuting to the TTC, by encouraging active transportation, and enabling the use of electric vehicles through the deployment of customer EV charging infrastructure. Due to cost, implementing this amenity may not be recommended for TTC's parking lots that are scheduled for redevelopment in the near term or that are highly underutilized. As TPA is Canada's largest municipally owned operator of EV charging, TTC will explore with TPA and HONI the possibility of expanding its electric car charging opportunities at well-utilized parking lots that are expected to remain in TTC's parking portfolio over the long-term.

viii. Revising TTC's "Commuter Parking" Corporate Policy

TTC's current Corporate Policy "Commuter Parking" has been reworded to eliminate requirements to replace parking spaces on a 1 for 1 basis when customer car parking lots are redeveloped and to better clarify internal planning and day-to-day operational responsibilities. Additions to the policy include the commitment to review and adjust parking rates concurrently with fare adjustments and establishing an 85% target utilization rate for parking lots, with rates adjusted to optimize usage and ensure

availability. Industry practices often target a utilization rate of approximately 85%, which is supported by industry research and advice received through the City-wide Parking Framework. The revised policy is included in Attachment 5.

Next Steps

Following approval of the refreshed Strategy, staff will implement approved recommendations and continue to progress actions from related TTC strategies.

Improving Station Access – 5-Year Service & Customer Experience Action Plan

Customers who park at TTC commuter parking lots to access the transit system make up a small proportion of TTC customers. As part of the 5-Year Service and Customer Experience Action Plan and other initiatives across the organization, TTC is actively working to facilitate and promote access to and from the transit system from all modes. These initiatives include:

- Improving the speed, reliability, and frequency of transit service.
- Working with the City to enhance connections to and from the TTC for cyclists and pedestrians.
- Providing cycling infrastructure, including parking and repair stands, at TTC stations.
- Partnering with Bike Share Toronto to expand its network, including, where feasible, bike share stations on TTC property near station entrances.
- Improving access to TTC stations for private, microtransit shuttle services.
- Providing consistent and recognizable wayfinding for customers connecting to and from the transit system.
- Participating in the One Fare program and continuing to work on a service integration plan with neighbouring transit agencies.

Through the work above, TTC will continue to investigate opportunities that improve access to and from the transit system, and, when required, will seek funding in future budget cycles to implement these opportunities.

Repurposing TTC Car Parking Lots for Non-Fare Revenue Generation

Parking lots have the potential to be an important source of non-fare revenue for the TTC, including for non-parking purposes. Like transit agencies worldwide, the TTC has implemented diverse strategies to use parking assets for revenue generation, including temporary uses for filming, storage, and hosting cultural events.

Alternative revenue generation is limited at parking lots not owned by the TTC. Contractual agreements require approval for use of the parking lands for any other use besides parking. Despite these limitations, the TTC has been able to sublease some underutilized HONI-owned lots to generate revenue. For example, a portion of the Pioneer Village Station lot was briefly subleased to United Parcel Service for fleet vehicle parking during the holiday season. Another potential source of revenue generation to explore could include reserved spaces for car sharing vehicles or other

complementary mobility services, as has been advanced by TPA through their mobility hub concept.

The TTC's Non-Fare Revenue Strategic Review outlines additional opportunities to maximize the use of TTC assets, including parking lots for revenue generation, and is expected to be brought to the Board in mid-2025.

Innovation & Sustainability Strategy Parking Action Items

TTC will collaborate with the TPA and HONI to review operational, maintenance, capital practices as well as capital improvement for the parking lots recommended for retention, seeking opportunities to enhance sustainability performance. Opportunities for consideration may go beyond TPA's existing Design Guidelines for Greening Parking Lots, and include:

- Instigating opportunities to shift from higher polluting transit modes to lower polluting ones by providing electric vehicle chargers and secure bicycle storage.
- Reviewing material selection for maintenance practices such as crack sealing, pavement repairs, and fence repairs, for embodied carbon reduction measures.
- Evaluating energy use and site characteristic to identify energy reduction strategies, opportunities for renewable energy generation, and battery storage solutions aimed at reducing operational GHG emissions and enhancing grid independence.
- Identifying opportunities to improve resilience to climate change impacts, minimizing the heat island effect in response to rising summer temperatures and enhancing the ability of catch basins to cope with increasing precipitation.
- Evaluating light trespass from on-site lighting fixtures to identify ways to minimize light pollution.

Contact

Matt Hagg, Head, Strategy & Foresight (A)
416-393-3514
matt.hagg@ttc.ca

Signature

Josh Colle
Chief Strategy and Customer Experience Officer

Attachments

Attachment 1: List of TTC Customer Car Parking Lots
Attachment 2: Parking Policy Framework Review
Attachment 3: Lessons Learned from Customer Strategies at Peer Transit Agencies
Attachment 4: Pioneer Village and Finch West Stations Lot Reductions
Attachment 5: Revised TTC Corporate Policy “Commuter Parking”

Attachment 1: List of TTC Customer Car Parking Lots

The table below provides the current ownership status of TTC parking lots, current rates and utilization (2024 Average Daily Peak Occupancy for Weekdays), and proposed recommendations.

	Green P #	Parking Lot	# of Spaces	Current Daily Rates	Proposed Daily Rates	Ownership / Operational Management	2024 Weekday Utilization	Current Status / Proposed Recommendation
1	814	Finch Station East Side	1,653	$5.00	$6.25	HONI	51.0%	Retain parking lot
2	813	Finch Station West Side	1,552	$5.00	$8.00	HONI	70.9%	Retain parking lot
3	800	Kipling North	283	$7.00	$8.00	HONI	137.8%	Retain parking lot
4	801	Kipling South	829	$6.00	$8.00	HONI	102.4%	Retain parking lot
5	804	Islington Lomond	258	$8.00	$8.00	HONI	106.1%	Retain parking lot
6	831	Islington Fieldway	217	$5.00	$6.25	HONI	58.5%	Retain parking lot
7	833	Finch West	329	$7.00	$7.00	HONI	7.6%	Retain parking lot and reduce in size
8	834	Pioneer Village	1,881	$7.00	$7.00	HONI	14.4%	Retain parking lot and reduce in size
9	835	Highway 407	589	$7.00	$8.00	HONI	101.4%	Retain parking lot
10	829	Wilson Transit Rd	69	$5.00	$8.00	TTC	92.3%	Retain parking lot; monitor & evaluate for future redevelopment and/or alternate uses (note: Wilson Main Lot is a Housing Now site closed for redevelopment)
11	805	Keele	162	$5.00	$8.00	TTC	102.6%	Retain parking lot; monitor & evaluate for future redevelopment and/or alternate uses

	Green P #	Parking Lot	# of Spaces	Current Daily Rates	Proposed Daily Rates	Ownership / Operational Management	2024 Weekday Utilization	Current Status / Proposed Recommendation
12	815	Leslie	101	$7.00	$8.00	TTC	80.0%	Retain parking lot; monitor & evaluate for future redevelopment and/or alternate uses
13	827	Sheppard West	632	$5.00	$5.00	TTC/CreateTO	46.0%	Housing Now - Planned CreateTO redevelopment
14	802	Islington Main	260	$6.00	$8.00	TTC/CreateTO	115.6%	Housing Now - Planned CreateTO redevelopment
15	822	Warden North	920	$4.00	$4.00	TTC/CreateTO	28.0%	Housing Now - Planned CreateTO redevelopment
16	823	Warden South	151	N/A	N/A	TTC	N/A	Closed for Easier Access construction
17	824	Victoria Park	173	$4.00	N/A	TTC/CreateTO	129.6%	Housing Now - Planned CreateTO redevelopment. The parking lot will be permanently closed as of June 3, 2025.
18	818	Lawrence East	90	$3.00	$3.00	TTC	5.7%	Retain and re-evaluate after Line 3 Busway opens
19	817	Ellesmere	68	$3.00	$3.00	TTC	26.1%	Retain and re-evaluate after Line 3 Busway opens
20	821	Kennedy South	450	N/A	N/A	TTC	N/A	Repurposed for temporary bus terminal; evaluate for future redevelopment (note: Kennedy North Lot is a Housing Now site closed for redevelopment)
21	816	Don Mills	366	$7.00	$7.00	CF	17.6%	Retain parking lot
22	N/A	Yorkdale	1,010	$7.00	$7.00	Oxford	N/A	Retain parking lot, contract expires in 2026
23	807	Eglinton West	TBC	N/A	TBC	TTC/CreateTO	N/A	Housing Now - Reopening in 2025 following Line 5 construction. Planned CreateTO redevelopment.

Attachment 2: Parking Policy Framework Review

A comprehensive review of relevant TTC, City of Toronto and Provincial policies, plans, and legislation was conducted to inform this refresh of the TTC's Customer Car Parking Strategy. Highlights include:

TTC Corporate Plan

A key strategic direction of the 2024-2028 TTC Corporate Plan is "*Addressing the Fiscal Challenge*". One objective to address that challenge is to "*Narrow the Revenue to Expenditure Gap without compromising affordability for Customers*". Priority Actions under this objective including seeking opportunities:

- To reduce reliance on the farebox, by undertaking the development of a non-fare revenue strategy to maximize to the extent possible additional revenue sources to fund operations.
- In collaboration with key partners to maximize new streams of funding for transit capital including a Commuter Parking Strategy and working with CreateTO, which is responsible for all City agency and division real estate, to maximize opportunities associated with Transit Oriented development across the TTC network.

TTC Commuter Parking Policy

TTC's Policy and Instruction Manual includes a Commuter Parking policy. The purpose of the policy is:

> *"To accommodate transit users and attract new transit riders by providing commuter parking in a cost-effective manner, taking into account the optimum use of property assets. It is also the purpose of [the] policy to define the procedures that would govern the redevelopment of commuter parking lands to other uses."*

The policy is dated and does not reflect current organizational and operating arrangements. The redevelopment of commuter parking lots is a stated goal of the Commuter Parking Policy consistent with the City of Toronto's Official Plan policy of intensification adjacent to rapid transit stations and the TTC's objective of encouraging transit-oriented development and increased ridership. However, the policy establishes a general principle that spaces displaced by development should be replaced on a one-for-one basis, preferably at the same station location, or a different amount based on historical, current and forecast demand for commuter parking at the location. Redevelopment must generate new ridership greater than or equal to the ridership losses forecast to result from the displacement of commuter parking spaces. The current policy states that TTC would also consider cash in lieu of replacement spaces, particularly those used by non-transit users.

TTC Design Manual

The TTC Design Manual contains requirements for the design of parking lots at subway stations. It states that "the number of parking spaces provided at a particular station shall depend upon the demand, the ability of the street system to feed the station and the availability of land." Hinging on demand and land availability, this requirement

provides flexibility that enables the organization to effectively align parking infrastructure changes with the City's long-term land use objectives.

TTC Real Estate Investment Plan

The TTC's First Real Estate Investment Plan (REIP) was approved by the Board in December 2021 and most recently updated in January 2025. The REIP provides property-focused strategies and objectives to ensure that the TTC's real estate asset portfolio is fully optimized to maximize facility and operational efficiencies, incorporates resiliency into projects and processes to advance sustainability and provides a roadmap for TTC and City partners to ensure TTC service needs are integrated into City building initiatives. Parking-related initiatives in this plan include working with CreateTO to coordinate commuter parking and assessing parking at Finch Station due to the Yonge North Subway Extension, and it seeks to maximize value creation opportunities for TTC surplus properties.

Toronto Official Plan

The Official Plan contains policies intended to ensure that the City of Toronto evolves, improves and realises its full potential in areas such as transit, land use development, and the environment. There is no Official Plan policy that requires the provision of public commuter parking at transit stations; rather, policy 2.4(8) states consideration will be given to the redevelopment of surface commuter parking lots on City-owned land at transit stations and along major transit routes. Generally, the Official Plan stresses the importance of mutually supportive transportation and land use policies to reduce auto-dependence and limit the amount of land occupied by automobile parking.

City of Toronto Parking Strategic Parking Framework

City Council will be considering the Toronto City-Wide Strategic Parking Framework in 2025. The framework is intended to "Guide the City to comprehensively address Toronto's parking challenges with a city-wide lens" which will effectively and efficiently support city-wide goals, including parking mandates of City Agencies, while ensuring that there is a sufficient parking supply where needed. Several actions within the framework aim to address issues which affect the TTC. These actions include implementing pricing to re-direct on-street parking to off-street lots, which could include directing parking to TTC parking lots. Another action includes reviewing parking at TTC stations to support access to higher order transit for people from areas with poor transit connectivity. To do this, the City will develop geographical areas of the city to manage parking supply at an area level. The TTC is a partner in this strategy.

Long-Term Financial Plan Update

In March 2024, City Council adopted EX12.4 - Long-Term Financial Plan Update: Leveraging City-Wide Real Estate Opportunities for Affordable Housing, Complete Communities and Financial Sustainability, which directed staff to explore specific real estate portfolios, including City-owned parking facilities, that could support city building, the City's housing plan and fiscal sustainability goals

CreateTO Strategic Plan 2023-2027

CreateTO is an agency of the City of Toronto that was launched in 2018 and which centralizes the governance and delivery of real estate services. CreateTO works closely

with the City of Toronto's Corporate Real Estate Management (CREM) division to apply a city-wide lens and ensure the most effective use of real estate assets.

TPA Annual Operating Plan

Toronto Parking Authority (TPA) is a city agency that operates paid on-street and off-street parking facilities in Toronto, as well as the Bike Share Toronto program and 450+ electric vehicle (EV) chargers. TPA operates almost all TTC's commuter parking facilities under a parking management contract. TPA has reimagined its parking facilities as mobility hubs that bring together parking, Bike Share, EV charging and other mobility uses. TPA's 2025 Annual Operating Plan priorities include driving sustainable growth, connecting with customers, and innovating with City partners.

Planning Act

The Planning Act governs land use planning in Ontario and establishes a framework for how a municipality must implement land use planning decisions. It enables inclusionary zoning as a land-use planning tool to accommodate affordable housing by requiring a certain percentage of new development to include affordable units.

Bill 108 (the More Homes, More Choice Act, 2019) amended the Planning Act to limit inclusionary zoning to Protected Major Transit Station Area (PMTSA) and areas where a Development Permit System is in place. Major Transit Station Areas (MTSAs) are delineated areas surrounding a higher-order transit station or stop. PMTSAs are MTSAs that have been specifically identified as "protected" by a municipality, and for which specific Official Plan policies have been incorporated.

Provincial Policy Statement

The Provincial Policy Statement (PPS), 2024 provides policy direction related to land use planning and development. Section 3 of the Planning Act requires that all land use planning decisions are to be consistent with the PPS. It includes policies relating to transit-supportive development, through a vision that intends to "prioritize compact and transit-supportive design, where locally appropriate, to support convenient access to housing, quality employment, services and recreation for all Ontarians".

Major Transit Station Areas (MTSA)

MTSAs are defined in the PPS, 2024 as areas within an approximate 500 to 800 metre radius of a transit station. The PPS, 2024 prescribes a minimum density targets for MTSAs of 200 residents and jobs per hectare for subway stations.

At its meeting on July 22, 2022, City Council adopted the recommended MTSA and PMTSA Official Plan Amendments (OPAs) to add a combined total of 115 MTSAs and PMTSAs to Chapter 8 of the Official Plan. The OPA's are under Ministry review and awaiting a ministerial decision.

Nearly all TTC commuter parking lots are located within a MTSA, except for portions of parking lots on HONI lands at Finch and Pioneer Village stations, and the lots adjacent to the now-closed Ellesmere and Lawrence East Line 3 stations.

Recovery Through Growth Act (City of Toronto), 2023

On November 27, 2023, the Government of Ontario and City of Toronto announced Bill 154 (New Deal for Toronto Act, 2023), to help achieve long-term financial stability and sustainability for the city. Bill 154, which received Royal Assent on December 6, 2023, enacts the Recovery Through Growth Act (City of Toronto), 2023, under which, the City and Province commit to the use of provincial and municipal surplus lands within the City of Toronto to more effectively address housing needs, including the supply of all forms of housing and other priorities of the Province and the City of Toronto. Under the Act:

> *"The City and Province commit to highest and best use of their owned lands to meet the goal of building more homes of all kinds faster (inclusive of rental, affordable, and attainable housing).*
>
> - *Within 6 months identify all properties owned by the City of Toronto and Province and the determination of priority surplus sites to support building more homes of all kinds faster.*
> - *Within 18 months have key projects started."*

Provincial Subway Program

Metrolinx is responsible for planning and constructing designated priority subway projects. Metrolinx has indicated that they are not currently planning to construct any new parking lots for customer use as part of the Provincial Subway Program projects which include the Ontario Line (OL), Scarborough Subway Extension (SSE), Yonge North Subway Extension (YNSE), and Eglinton Crosstown West Extension (ECWE).

Attachment 3: Lessons Learned from Commuter Parking Strategies at Peer Transit Agencies

1. Revenue generation requires a multifaceted approach

Maximizing revenue from parking lots requires diverse and adaptive strategies. Many transit agencies use dynamic pricing, adjusting rates based on demand, time, and location. Zonal pricing, charges higher rates near transit hubs to capitalize on premium locations. Selling monthly permits or premium reserved spaces provides steady revenue. Bay Area Rapid Transit's (BART) carpool program allows riders to reserve parking in designated permit sections of lots via the BART app, ensuring better access for carpoolers and encouraging shared rides.

Some agencies, such as GO Transit and Portland TriMet, offer free parking to encourage ridership. However, "free" parking carries significant costs. When parking is provided without charge, these expenses are absorbed into the overall operating budget of the transit agency. As a result, parking costs are indirectly passed on to all customers through higher fares or reallocated funding, meaning that customers who do not use parking lots subsidize those who do.

Technology can also enhance revenue optimization. Mobile payment apps and license plate recognition systems reduce labour costs and improve user experience. Ottawa is exploring demand-responsive pricing, while the Toronto Police Service uses automatic license plate recognition for modernized enforcement.

2. Aligning parking strategies with transit goals enhances connectivity

Parking lots can be powerful tools for advancing transit objectives. One effective strategy is transit-oriented development (TOD), which transforms underutilized parking lots into mixed-use space with housing, retail and offices. This generates long-term lease revenue and fosters walkable communities. For example, Infrastructure Ontario is advancing transit-oriented communities to provide housing and jobs near or at new transit stations as part of the Provincial Subway Program. In the US, New York MTA partnered with the Town of Babylon to redevelop Wyandanch Station into a pedestrian-friendly neighbourhood with 300 residential units, a park, and other community amenities. Miami-Dade County has completed 17 TOD projects, generating over $5 million in annual rent revenue, while enhancing transit access.

Another approach is supporting last-kilometre connectivity. Installing bike racks and rideshare zones in parking facilities, makes transit more accessible. In Toronto, TPA has used off-street car parking lots to facilitate Bike Share growth and expanded electrification of e-bike stations in conjunction with their EV charging expansion. Kansas City's BikeWalkKC initiative integrates shared mobility options, such as bicycles, e-bikes, and scooters, into transit. Chicago's CTA partnered with car sharing companies to reduce parking and encourage multimodal travel. Similarly, Metrolinx has a partnership with Turo enabling customers to pick up car share vehicles at GO Transit parking lots. These efforts improve access to public transit and reduce dependence on private vehicles.

3. Parking lots can serve broader city and community goals

Transit agencies have repurposed parking lots to address housing affordability, sustainability, and public space deficits. One important lesson is the potential for parking lots to support affordable housing. In Atlanta, an affordable housing development at the Edgewood-Candler Park MARTA Station converted an underused parking lot into a mixed-use development with 350 homes, boosting ridership and supporting community needs.

Sustainability initiatives have also redefined the role of parking lots. Parking authorities in Toronto and in Montreal have developed mobility hubs combine electric vehicle charging stations, car-sharing services, and self-service bicycles with green infrastructure elements, like tree planting and rainwater management, reducing urban heat islands. New York MTA repurposed an underutilized parking lot in the Bronx into a battery-electric bus charging facility, furthering its zero-emission goal.

Parking lots can also become community spaces. In Toronto, TPA hosts holiday events and farmers markets at parking lots in partnership with local business improvement areas (BIAs). Calgary Parking Authority's placemaking projects converted underused parking areas into parks with basketball courts, outdoor movie spaces, and event venues, generating revenue while strengthening community engagement.

4. Parking should be treated as a "meanwhile use", not a permanent fixture

Parking can support transit ridership in some contexts, but it should not always be a long-term solution, especially in growing areas with rising land values. As TOD becomes viable, dedicating large amounts of land to parking becomes an inefficient use of valuable real estate.

High-quality transit service increases land values around stations, but extensive parking presumes low land value. This contradiction results in transit agencies subsidizing drivers by prioritizing car access to transit stations over more space-efficient and sustainable modes, preventing higher-value land uses. The impact of this subsidy is especially pronounced in dense urban areas with frequent, high-ridership transit services, where demand for developable land is strongest.

While parking still has a role in strategic locations, such as undevelopable land, long-term transit success relies on shifting station access away from parking. Parking can help attract initial riders in the early phases of transit development, but high-ridership systems benefit most from dense, walkable station areas. As land values rise, the best ridership growth strategy is to support TOD while investing in local transit service, cycling facilities, and pedestrian infrastructure as demonstrated by cities with high transit ridership such as New York, London, and Tokyo.

Market-based pricing is the only sustainable approach where parking remains necessary. Free and underpriced parking distorts demand and limits availability, but pricing can ensure spaces are used efficiently. This approach also acknowledges the inherent trade-off: subsidizing parking means diverting resources from improvements that could serve more riders.

5. Challenges highlight the importance of balancing competing needs and priorities

Transit agencies often face challenges balancing the need for revenue with community and equity considerations. Redevelopment projects often meet resistance from local community partners. In Hamilton, a plan to redevelop a parking lot in Stoney Creek was rejected to maintain 27 parking spots. There was considerable community opposition for the development, with a petition garnering over 1,000 signatures, despite the proposal to construct 67 new affordable units. Similarly, San Francisco saw the rejection of plans for housing and a hotel tower after community backlash to preserve a parking garage.

Equity concerns also arise when implementing pricing strategies. Dynamic pricing maximizes revenue but can disproportionately impact low-income customers. Cities like Seattle have responded by investigating low-income parking permit programs, while Milwaukee offers free night parking permits for night-shift workers. Engaging local communities is vital to ensure that changes, such as reducing parking availability to support TOD, are accepted and aligned with public interests.

Transit agencies must also consider long-term foresight. As demand shifts due to hybrid work and increased adoption of TOD, flexibility in parking lot design becomes essential. For example, BART designs parking garages with flat floors and higher clearances to allow for future reuse, ensuring that facilities can adapt to changing urban needs.

Attachment 4: Pioneer Village and Finch West Stations Lot Reductions

The Pioneer Village and Finch West station parking lots are operating significantly under capacity, despite competitive parking rates when compared to other available parking options. Reducing the parking rates at these two parking lots to encourage more customer demand is not recommended, as with lower rates it is expected that these lots will still cost more to lease than the parking and fare revenues they generate. Furthermore, these lands are unusable for most purposes other than parking or parkland, limiting their potential for more productive revenue generating uses. Analysis of projected utilization of these lots in future years (2040+) determined that the size of these lots could be reduced by 50% while still accommodating future demand, even when other nearby TTC parking lots, such as at Sheppard West station, are no longer available.

These two parking lots are leased from Hydro One Networks Inc. (HONI) at a cost of $3.4 million per year, an increase of 152% from $1.35 million in 2023. Reducing the size of these lots to reflect current and projected future usage would result in savings of $1.18 million per year in leasing, operations, maintenance, and property tax costs while maintaining sufficient capacity for TTC customers.

Background – Pioneer Village and Finch West Stations Customer Car Parking

The Line 1 Extension to Vaughan opened in December 2017 and included three new customer car parking lots at Finch West, Pioneer Village, and Highway 407 stations with a total capacity of 2,778 spaces. Usage of the Finch West and Pioneer Village parking lots has fallen below expectations since they opened, while usage of the Highway 407 Station lot is meeting expectations.

It was anticipated that the Pioneer Village and Finch West station lots would absorb demand from customers who were parking at Wilson Station, however, three of the four original lots at Wilson Station have now closed and no increase in parking usage has been noted at either Pioneer Village or Finch West stations.

The Pioneer Village Station parking lot lease agreement with HONI has expired and TTC now could reduce the amount of space required. The Finch West Station lot is presently under contract, however, TTC will request that HONI reduce the size of this parking lot as well. In preliminary discussions with HONI regarding this request, they advised that they will consider the proposal; however, they may also opt to end the lease agreement and take back these lots in their entirety should they have another entity willing to operate and maintain them as full parking lots.

Should HONI end the lease agreement for the Finch West Station parking lot, a separate agreement will have to be entered into to maintain access and use of the Passenger Pick-Up and Drop-Off (PPUDO), unless direction is given to relinquish this property as well.

Further savings to be realized by reducing the size of these lots include lower snow clearing costs, landscape costs and Toronto Parking Authority operations and maintenance costs.

Current Utilization

Parking utilization has been consistently low at both the Pioneer Village Station and Finch West Station lots, even before the COVID-19 pandemic (Figure 1). In 2019, Pioneer Village Station had an average of 332 transactions per weekday, indicating that only around 18% of the 1,881 available parking spaces were used. Similarly, Finch West Station had an average of 69 vehicles parked each weekday in 2019, resulting in a utilization percentage of approximately 20% in the 350-space lot.

In tandem with ridership, parking utilization plummeted during the pandemic and has not returned to pre-2020 levels. In 2024, parking at both Pioneer Village and Finch West station lots was lower than in 2019, with Tuesdays, Wednesdays, and Thursdays seeing the most use (Figures 2-3). Parking utilization has remained low in 2024. On a typical weekday, 271 vehicles are parked at Pioneer Village station (14.4% utilization), and 25 vehicles at Finch West station (7.6%).

Figure 1: 2019-2024 Average weekday Pioneer Village and Finch West station parking lot utilization

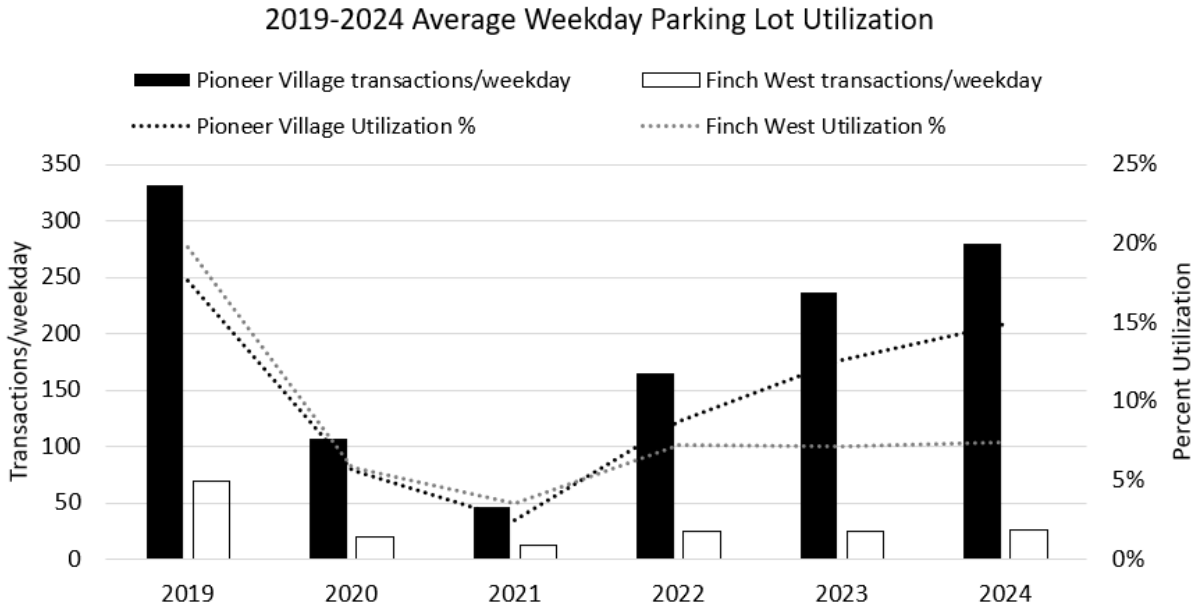


Figure 2: Pioneer Village Station parking lot 2019 vs 2024 total parking transactions by day of week

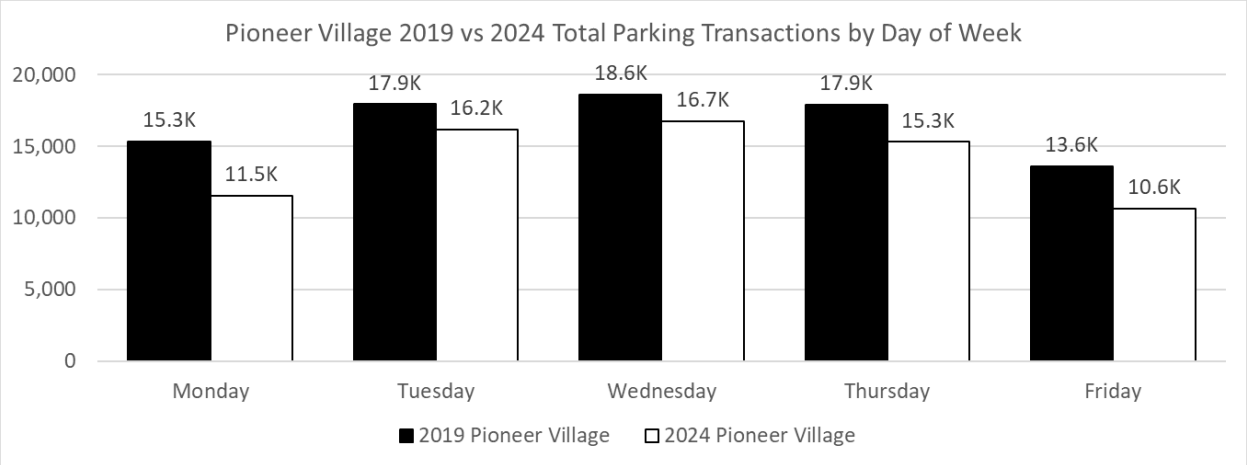
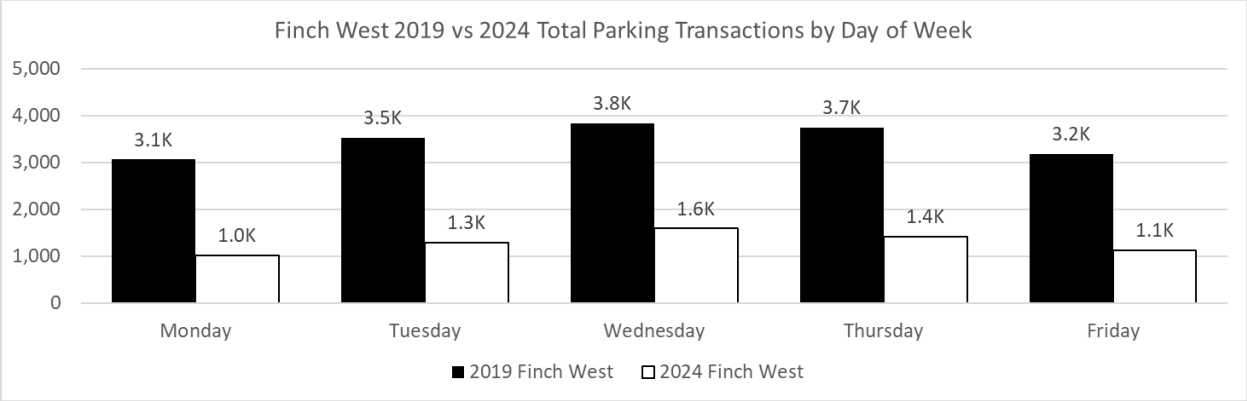


Figure 3: Finch West Station parking lot 2019 vs 2024 total parking transactions by day of week



Future Utilization

In 2041, with a 50% reduction in the size of these parking lots, it is expected that 688 vehicles will park at Pioneer Village Station (941 spaces, 73.1% utilization), and 41 vehicles at Finch West Station (175 spaces, 23.4%).

Financial Summary - Finch West and Pioneer Village Stations Parking Lot Size Reductions

<u>Pioneer Village Station Commuter Parking Lot</u>

The annual maintenance expense to maintain the Pioneer Village Station parking lot is approximately $0.5 million. In 2024, the original term of the HONI license fee at the Pioneer Village Station lot expired and is up for renewal, with the cost of the license fee increasing from approximately $0.9 million to $2.3 million (167%) annually. As a result of this increase, the operating and maintenance cost for the Pioneer Village lot is now approximately $2.8 million per year, and with revenues of approximately $0.3 million per

year, the net operating loss of the Pioneer Village lot is $(2.5) million per year, as shown in Table 2 below.

After a review of the lot utilization, it was determined that a 50% reduction in the lot size would neither impact revenue nor customer utilization but would potentially allow for a proportionate reduction in the HONI license fees. Under the proposed 50% lot size reduction, the HONI fees would potentially be reduced to approximately $1.15 million per year, resulting in a change in net profitability of $1.22 million per year compared to the current status quo, as shown in Table 1 below.

Table 1: Pioneer Village Station Commuter Parking Lot Reduction Financial Impact

Pioneer Village Station Lot	2024 Actual	Current Status Quo	Proposed 50% Lot Reduction	Proposed vs Current Status Quo
Annual License Fee*	$0.9M	$2.3M	$1.15M	($1.15M)
Maintenance Expense	$0.5M	$0.5M	$0.43M	($0.07M)
Total Annual Expense	**$1.4M**	**$2.8M**	**$1.58M**	**($1.22M)**
Revenue	$0.3M	$0.3M	$0.3M	-
Net Profit	**($1.1M)**	**($2.5M)**	**($1.28M)**	**$1.22M**

Finch West Station Commuter Lot

The current annual maintenance costs and license fee for the Finch West Station commuter parking lot is approximately $0.6 million per year. Like Pioneer Village Station, this lot is significantly underutilized and generates approximately $0.04 million per year, operating at a net loss of approximately $(0.56) million per year, as shown in Table 2 below.

After a review of the lot utilization, it was determined that a 50% reduction in the lot size would neither impact revenue nor customer utilization but would potentially allow for a proportionate reduction in the HONI license fees. Under the proposed 50% lot size reduction, the HONI fees would potentially be reduced to approximately $0.25 million per year, resulting in a change in net profitability of $0.26 million per year compared to the current status quo, as shown in Table 2 below.

Table 2: Finch West Station Commuter Parking Lot Reduction Financial Impact

Finch West Station Lot	Current Status Quo (2024 Actual)	Proposed 50% Lot Reduction	Proposed vs Current Status Quo
Annual License Fee	$0.49M	$0.25M	($0.24M)
Maintenance Expense	$0.11M	$0.09M	($0.02M)
Total Annual Expense	**$0.6M**	**$0.34M**	**($0.26M)**
Revenue	$0.04M	$0.04M	-
Net Profit	**($0.56M)**	**($0.30M)**	**$0.26M**

Overall, the proposed reduction to the size of both parking lots by 50% will result in net savings of $1.5 million per year from the status quo, under the new HONI license fee proposals. The resulting savings are reflected in the 2025 Operating Budget.

Attachment 5: Revised TTC Corporate Policy "Commuter Parking"

Commuter Parking

1.0 RESPONSIBILITY

Head of Property, Planning and Development

2.0 PURPOSE

To accommodate transit users and attract new transit riders by providing commuter parking in a cost-effective manner, taking into account the optimum use of property assets. It is also the purpose of this policy to define the procedures that would govern the redevelopment of commuter parking lands to other uses.

3.0 GENERAL

3.1 The TTC operates a network of commuter parking lots under lease from Hydro One, through licence agreements with the City of Toronto, or on land held on title by the City of Toronto, but under the jurisdiction of the TTC. The TTC contracts the day-to-day operations, maintenance and snow plowing of the lots to a third party. The TTC is responsible for major capital repairs, ~~the replacement of fare collection equipment, the collection of cash revenue,~~ signage, and pricing and policy issues related to the lots.

3.2 The Property, Planning and Development Department is responsible for the administration of this policy and the preparation of commuter parking lot operating budgets. It is also responsible for the administration of contracts for the day-to-day operation and maintenance of the lots, determination of revenue collection technologies, annual inspections of lots to identify maintenance requirements to be addressed by contracted forces, the coordination of the conceptual design of new or expanded lots throughout the TTC system, and the acquisition of property to implement expansion of the commuter parking network. As well, Property ~~Development~~, Planning and Development staff will circulate for review all recommendations for land development negotiation and will represent the TTC in negotiations for land development of all commuter parking lots. This includes responsibility for property issues associated with the jurisdictional transfer of land and assisting Engineering staff in the negotiations for site plan approval of new or expanded lots. Property Development has the lead role in identifying new opportunities for commuter parking lot expansion for consideration in the capital budget.

3.3 The Strategy and Foresight ~~Service Planning~~ Department and Marketing and Customer ~~Communications~~Experience Department are responsible for providing support for negotiations related to proposals for the land development of all commuter parking lots, the need for general location and size of new lots, the retention, monitoring and the use of existing lots, parking policy development, and the marketing of price/access changes.

3.4 Responsibility for the design of commuter parking signage rests with the Marketing and Customer ~~Communications~~ Experience Department in

consultation with the Property, Planning and Development and Engineering Departments.

3.5 The Engineering, Construction and Expansion Group is responsible for the design and construction of new commuter parking lots and capital repairs to lots in consultation with the Property, Planning and Development Department. This includes the preparation of the capital budget (including capital repairs resulting from pavement condition surveys).

3.6 The ~~Revenue Operations and~~ Finance Department ~~is~~are responsible for ~~revenue collection,~~ reconciliation, and reporting of commuter parking revenues.

3.7 The appropriate department will be responsible for liaison with the community through the respective Councillors with respect to changes or proposals that are made which would impact on the neighbouring communities, and no required changes be made without consultation with the area Councillor(s).

3.8 The Plant Maintenance Department is responsible for undertaking pavement condition surveys as required for input to the capital budget process.

3.9 The Research & Analytics ~~Strategy and Service Planning~~ Department is responsible for conducting utilization counts and ~~. The Customer Communications Department is responsible for~~ origin-destination surveys of commuter parking lot patrons.

3.10 The Special Constable Service~~Transit Enforcement Unit~~ is responsible for monitoring criminal activity in commuter parking lots and coordinating any investigations or joint operations with police of commuter parking lots, including special investigations.

4.0 LEGISLATIVE AUTHORITY

Under the City of Toronto Act, 1997 (No. 2), the TTC has the following powers with respect to commuter parking.

> "If the Commission considers it desirable, to establish, construct, manage and operate parking lots for the parking of vehicles in connection with its local passenger transportation system, and to charge fees for parking therein."

5.0 REDEVELOPMENT OF COMMUTER PARKING LOTS

Consistent with the City of Toronto Official Plan policy of intensification adjacent to rapid transit stations and consistent with the TTC's objective of encouraging transit-oriented development and increased ridership, the TTC will encourage redevelopment of existing commuter parking lots, subject to the following conditions:

~~5.1 As a general principle, the spaces displaced by development should be replaced on a 1 for 1 basis, preferably at the same station location.~~

5.1~~2~~ ~~Notwithstanding the general principle of 1 for 1 spot replacement, the~~ Any specific amount of commuter parking to be replaced to facilitate development will be determined by the Board on the recommendation of the Property, Planning

and Development and Strategy and Foresight Departments based on historical, current, and forecast demand for commuter parking at the location, and taking into account the net financial impact on the TTC.

5.2~~3~~ The proposed redevelopment must generate new ridership and revenue that is greater than or equal to the forecasted losses in parking and ridership revenue ~~or calculated to~~ resulting from displaced ~~the~~ commuter parking spaces ~~that are displaced~~, minus the costs to operate and maintain parking.

5.3~~4~~ ~~Alternatively to 5.1 above, the TTC would consider, subject to the approval of the Commission, cash in lieu of replacement spaces, particularly for spaces used by non-transit users.~~

5.4~~5~~ Replacement parking must be safe and convenient for commuters to access the connecting TTC services and meet TTC design standards for such facilities.

5.5~~6~~ Replacement lots should be located such that the walking distance for the replacement lot(s) is comparable to that of the existing commuter parking lot that is displaced and no worse than the maximum walking distance from comparable existing commuter lots.

5.7~~6~~ Replacement commuter parking must be provided at no cost to the TTC, including the capital cost to construct the replacement spaces and consideration of future maintenance and operational costs.

5.7~~8~~ The non- commuter parking provisions of the proposed development that will utilize commuter parking lands will be limited to the minimum levels allowed by applicable zoning bylaw(s) in order to encourage travel by transit rather than by car.

6.0 PRICING AND REVENUE STRATEGIES

The pricing and revenue strategies for new or existing lots are to be developed jointly by the Property, Planning and Development, Strategy and Foresight ~~Service Planning,~~ and Marketing and Customer ~~Communications~~Experience Departments and approved by the Board.

6.1 Parking pricing is to be reviewed concurrently with transit fare adjustments. The target utilization rate for TTC commuter parking lots is set at 85%. If utilization rates deviate significantly from this target, parking rates may be adjusted to optimize usage and ensure availability of spaces.

7.0 REFERENCE SOURCES

- ~~–~~City of Toronto Act, 1997 (No. 2)
- City of Toronto Official Plan