



**CITY OF HAMILTON**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Transportation Planning and Parking Division**

<b>TO:</b>	Chair and Members Planning Committee
<b>COMMITTEE DATE:</b>	April 20, 2021
<b>SUBJECT/REPORT NO:</b>	Draft Parking Master Plan (PED20051(a)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Amanda McIlveen (905) 546-2424 Ext. 6009
<b>SUBMITTED BY:</b>	Brian Hollingworth Director, Transportation Planning and Parking Planning and Economic Development Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That staff be directed to consult with the public on the Draft Parking Master Plan (PMP) attached as Appendix “A” to Report PED20051(a) and report back to the Planning Committee on the results of the public consultation and with the recommended Final PMP;
- (b) That staff be directed to continue to advance and report back as needed on actions emerging from the Parking Master Plan for which the need has been accelerated by the effects of COVID-19, such as adapting curb-side parking and loading to support short pick-up and deliveries and creation of a monthly parking “flex-pass” that allows commuters greater flexibility to switch between working from home, commuting by car, or taking sustainable transportation modes.

### EXECUTIVE SUMMARY

The City of Hamilton Parking Master Plan (PMP) was initiated in 2019 to examine existing public parking operations, and provide direction for parking policy, planning, operations and enforcement that will align with other City-wide transportation and planning policies. The consulting firm, IBI Group, was retained to undertake the PMP following a comprehensive scope including data collection, review of best practices, consultation and engagement, policy development and financial analysis. The purpose of this Report is to provide a summary of the work undertaken, key findings, proposed strategies, and the Draft PMP. The development of the Draft PMP and its

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recommendations has been a collaborative initiative with the consulting team and staff in order to ensure that the recommendations reflect local needs and opportunities but are also grounded by industry best practices.

A core objective of the PMP is to provide direction on how the parking system should evolve over the next decade. Perhaps more so than ever, there has been a rapid change in how cities are looking at parking. Many disruptive changes are occurring with respect to technology, urban development patterns, modal choices, business needs, and how parking is viewed from a financial perspective. Unlike past studies, it was necessary for the current study to look beyond the simple question of demand and supply and answer a broader range of questions. This includes some challenges unique to Hamilton such as how to balance previous Council direction with respect to the disposition of selected parking lots to support development of affordable housing, with the prevailing concerns about ensuring there is enough parking to support business needs and economic development. In addition, since commencing the PMP, COVID-19 and its drastic impacts emerged as a dominant factor for which the lasting impacts on travel habits and parking needs are yet to be understood.

The Draft PMP attached as Appendix “A” to this Report includes a total of 24 recommendations categorized under a set of four general principles as follows:

1. Financial Sustainability – Operate the Parking System as a Self-Funded Organization with Fair and Transparent Pricing Policies;
2. Economic Development – Support Local Business and Stimulate Development by Efficiently Managing Parking Supply;
3. Environmental Sustainability – Reduce Climate Impact by Supporting Sustainable and Environmentally Friendly Transportation Mode Choices; and,
4. Resiliency – Prepare for an Uncertain Future.

These principles and their component recommendations are intended to guide the evolution of the parking system over the coming decade, and to provide an overall framework for the many day-to-day operational decisions around parking that will need to be made as the City transforms.

Beyond the specific recommendations, an over-arching objective of the PMP is to assess the financial sustainability of the municipal parking system. Over the past decade, Hamilton Municipal Parking System (HMPS) has successfully generated net revenues from parking, and after expenses, and on average, HMPS has transferred between \$1.2 M-\$2 M to the levy, in addition to amounts paid in property taxes. With a declining supply of parking in the core area, in combination with increased expenses, this net levy contribution is expected to decline placing HMPS at risk of not being

financially sustainable. Accordingly, the PMP includes recommendations aimed at ensuring financial sustainability, including optimizing pricing policies and adopting a dynamic pricing model. The financial analysis also recognized that parking pricing and parking demand are intrinsically linked. Marginal increases in price and corresponding reductions in demand, can mitigate the need for capital intensive parking supply expansions.

Outside of the recommendations of the IBI Group Study, it is important to recognize that HMPS will need to continue to evolve as the nature and make-up of parking within the City changes. Longer term, anticipated structural changes that are anticipated include:

- A reduced portfolio of off-street parking and greater focus on managing on-street parking;
- Increased role in facilitating new mobility options that off-set the need for expanded parking supply; and,
- Increased requirement to consider cost mitigation measures to maintain financial sustainability, and/or recognition that net revenues and contributions to the levy from parking will decline over time.

**Alternatives for Consideration – See Page 15**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: N/A

Staffing: N/A

Legal: N/A

**HISTORICAL BACKGROUND**

HMPS was created in 1998 when the Parking Authority Board was dissolved, and paid parking operations were integrated with other City parking services. Since 1998, HMPS has been operating as an integrated business unit within the Planning and Economic Development Department (PEDD) and preceding departments. In 2018, a new Division within PEDD was created which brought together Transportation Planning and Parking (TPP).

Over the past decade and a half, there have been two significant strategic parking studies. In 2005, a City-wide Parking and Loading Study was undertaken. This Study was primarily aimed at providing a projection of future parking demand and supply options to accommodate this demand and included recommendations on potential locations for downtown parking structures. In 2013, the Downtown Hamilton Parking Study and Parking Garage Assessment was completed. This Study was primarily

intended to re-assess parking use and demands, to forecast future demands for parking, to examine options to provide additional parking, as well as, to complete a financial assessment for constructing new parking facilities in Downtown Hamilton. An outcome of this Study was the issuance of a Request for Information (RFI) to gauge the level of private sector interest in participating with the City in the development of a parking structure in one of the two Downtown “high demand parking areas”, a process which has since been completed with mixed results.

In addition to the above Studies, there have been several other recent reports that have had an influence on the evolution of the parking system including:

- In 2017, Council approved Report PED17219 Properties and Process for Disposition of Lands for Affordable Housing which included several surface parking lots in the list of properties for disposition;
- In late 2019 and early 2020, several reports were received by the Planning Committee and Council on parking rate increases, including Report PED19238(a) Parking Fee Update Info Report; and,
- In June 2020, Report PED20051 Parking Master Plan Review/Update was presented to the Planning Committee and provided an interim update on the PMP. Several issues were raised for consideration by Committee members at this time, including the increased need for curb-side parking, as well as, the financial impacts of COVID 19 on the Parking System.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The PMP is a strategic document informed by a number of City-wide policy documents including the Transportation Master Plan (TMP), the Official Plan, and various Secondary Plans.

The TMP indicates that “parking influences both transportation and land use patterns. Having effective parking management strategies can support modal choice and active modes of travel, transit-oriented development, and ultimately economic growth. Pricing strategies, Zoning By-Law requirements, and the application of emerging technologies can improve the efficiency of the municipal parking system and improve customer experience. As Hamilton shifts towards a balanced approach to transportation, there is a need to integrate parking through the development of a City-wide parking master plan.”

## **RELEVANT CONSULTATION**

Public and stakeholder engagement has been an important component of the PMP. To date, substantial engagement has been undertaken throughout the Study. A summary

of the engagement process and comments received is included in Appendix “B” attached to this Report with additional details provided in Appendix “D” attached to this Report. The engagement approach has followed the core principles of public engagement identified in the City’s Public Engagement Charter and has provided the public and external stakeholders with well-balanced and objective information, as well as, an opportunity for all parties to ensure their concerns have been addressed and heard.

A number of tools have been used to gather input from the public and key stakeholders, including:

- A web-based survey and mapping tool;
- Direct e-mail stakeholder survey;
- Formal Public Information Centre (PIC);
- BIA meetings; and,
- Targeted stakeholder interviews.

The majority of respondents to the public survey tended to agree on the following:

- Improved parking wayfinding is needed;
- New technologies would be welcomed for increased accessibility;
- Reducing parking demand by introducing Transportation Demand Management (TDM) strategies is a good strategy; and,
- There is a desire to minimize increases to parking rates.

The majority of respondents to the stakeholder survey tended to agree on the following:

- Increased accessibility of payment options for parking would increase the customer experience and benefit the business community;
- Wayfinding improvements are desired; and,
- A desire to minimize increases to parking rates.

On January 21, 2020, the first PIC meeting was held at City Hall in a drop-in format. Four key themes were identified through consultation with attendees:

- Parking operations should continue to be self-funded and priced appropriately to encourage alternate modes of transportation;
- On-street patios are a good tool for businesses but do occupy desired parking space;
- An increase to long-term off-street parking supply is desired; and,
- Expansion of the City’s cycling network through the removal of on-street parking.

Top requests from BIAs and other City business partners include:

- Adding additional parking supply in key areas where demand out-paces current supply levels or where transportation hubs exist; and,
- Additional wayfinding capabilities that would benefit customers by adding an ease when looking for parking availability.

Reviewing parking regulations and policies around universities, colleges, and hospitals is important to support business growth.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

In July 2018, Council directed staff to undertake a PMP to identify the need for a strategic, comprehensive, City-wide plan to align parking operations with current planning and transportation policies, such as the updated Official Plan and the TMP.

Continued investment and economic growth in Hamilton have brought new businesses and residential and cultural developments to the area which are attracting more residents and visitors. In order for HMPS to support the positive momentum and growth in many areas of the City, a new vision and overarching strategy for parking in Hamilton needs to be created.

Through a competitive process, the consulting firm of IBI Group was retained to carry out the PMP. Working closely with staff, the development of the PMP to date has included the following major components:

- Data collection and initial consultation;
- Plan development, including Downtown and City-wide parking strategies, and creation of a financial model; and,
- Development of the Draft PMP.

Following consideration of the Draft PMP by Committee and Council, the next step will be to host a second PIC to receive feedback from the public and key stakeholders on the draft recommendations. Following this further public consultation, the PMP Report will be refined and finalized.

## **Existing and Future Parking Demand**

HMPS offers a wide range of parking facilities for residents, visitors and employees. On-street parking is available in most business hubs in the City which ensures high turnover to support short-term parking needs. Further, HMPS operates a full scale on-street residential parking program with permit parking and manages all on-street parking regulations. Off-street Municipal Car Parks and two parking garages in the downtown core provide vehicle users with long-term parking. These facilities offer

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monthly permit parking and are the main parking facilities for large scale events in the Downtown Core.

Parking utilization surveys were completed in November 2019 and covered the following areas:

- Municipal Car Parks (City-Wide);
- Private Car Parks in the Downtown; and,
- On-street parking spaces in BIAs and other selected corridors.

Appendix “B” attached to this Report provides a full review of the parking surveys and existing conditions. Based on the Fall 2019 surveys (which were conducted prior to COVID-19), the Downtown parking system peaked at noon during the weekday with a utilization of 80%. This represents an average of all spaces, including public and privately accessible lots. It is noted that several sub-areas experience a utilization peak closer to 100%. The 2019 data indicates a significant increase in utilization as compared to conditions in 2013 where utilization was 68%. The parking supply and demand assessment indicates that the Downtown Hamilton parking system is sufficient to accommodate the existing parking demand.

While capacity is sufficient, overall, pre-COVID-19, some parking facilities were observed to operate near or above effective capacity, particularly in the north-west quadrant of the downtown near King and Bay, the area around John Street and Wilson Street, and most of the lots within and south of International Village. These are also the areas of significant change in terms of new capacity (George/Caroline garage), redevelopment of existing lots (King and Bay) and new developments on existing private lots. All of these recent and pending changes in supply have been taken into account in the development of future forecasts as discussed below.

As part of the PMP, forecasts of future parking demand were developed, in part to inform the assessment of potential deficiencies, but also to help inform the development of overall strategies, and the different levers including supply, pricing, and demand management. Forecasts considered the following:

- Population and employment growth;
- Known new developments;
- Changes to parking supply due to redevelopment of off-street facilities or repurposing of on-street spaces in favour of other uses; and,
- Changing travel patterns including dependency on personal vehicles, adoption of transit and active transportation options, impacts of micro-mobility services.

Appendix “C” attached to this Report provides technical information on future parking demand. Overall, the demand for parking in Hamilton is expected to continue to grow

over the next ten years based on population growth and increased commercial and retail activity, even after accounting for potential shifts in modal preferences. It is noted; however, that this does not consider any potential lasting impacts of COVID-19 on remote working, and on-line shopping. The overall findings, which are detailed in the Draft PMP Background Report, are as follows:

- Within the Downtown, based on known changes and prevailing pricing policies, both private and public off-street parking will be over capacity at peak times with an estimated shortage of some 400-500 spaces. This shortage is to a large extent due to the redevelopment of several major surface lots including King/Bay, Bay/Cannon and Catherine/Hunter, and numerous private lots. Although these developments will include a parking component, increased supply is largely to serve the development and does not off-set losses in public parking;
- On-street parking within the Downtown is also projected to operate close to capacity. This does not include any losses in on-street parking that may result from rapid transit; and,
- Outside of Downtown and International Village, parking supply in most other BIAs is generally enough to accommodate future needs. Areas of concern include Downtown Stoney Creek, and the Waterdown Village Core.

These findings are not significantly different than the 2013 and 2005 parking Studies. However, unlike those Studies, which recommended new structured parking to accommodate demand, the current PMP includes a broader range of solutions, including demand management.

### **Parking Policy and Best Practices Review**

In order to inform the recommendations for Hamilton, IBI Group carried out a review of the City's current practices and how these compare to what are viewed as practices across the parking industry. The following were identified as areas for review:

- Financial Sustainability

In order for the HMPS to operate as a financially sustainable business unit, it is imperative that parking fees are restructured to ensure revenues exceed operational costs. Annual, fixed rate increases indexed to inflation will assist in ensuring expenses do not out-pace revenues. Operating cost efficiencies will also need to be considered as the base of parking supply declines due to repurposing of lots.

Implementing performance and dynamic based pricing in all City-owned and operated facilities is a strategy that will assist to improve revenues, as well as, assist in achieving



the City's mode share targets. Further, non-payment of parking fees by accessible permit holders in municipal car parks and on-street meters should be reviewed due to recent changes in technology making payment more accessible.

- On-Street Residential Parking

A review of the on-street Accessible Parking Program, inclusive of a fee structure, is appropriate to provide efficiency and effectiveness of the long-term sustainability of the program.

- Cash-in-Lieu of Parking Policy

The City's current Cash-In-Lieu of Parking (CILP) Policy authorizes the City to consider a cash-in-lieu (CIL) payment for all or part of the parking required under the applicable 'in force' zoning by-law. The current balance of the CILP Reserve is \$656 K which provides for limited new stand-alone parking supply. There is an opportunity to review the CIL policy and look into alternative options of utilizing the funds collected.

- Residential Boulevard Agreement and Access Permit Processes

A review of both the residential boulevard agreement and access permit processes are necessary in order to streamline and become more customer friendly. While the intent is not to extend these programs outside of the original City of Hamilton, the policies and requirements surrounding these programs have not been reviewed in some time and it is essential to reform these policies to minimize impact of parking on urban design and pedestrian activity.

- Enforcement

While current parking enforcement practices have seen several recent improvements inclusive of live (real-time) parking enforcement and pay-by-plate technology through both the mobile application for parking and new pay and display machines, further advancements in enforcement technology such as License Plate Recognition (LPR) should be explored. Many other municipalities are adopting LPR technology to improve overall efficiency of operation.

- Supply Expansion

Given increasing land costs, and the cost of structured parking, which is in the range of \$40 K-\$50 K per space, the potential for the City to locate and build one or more standalone parking structures is becoming challenging. Hamilton is not alone in this challenge. Moreover, single purpose standalone parking structures carry a high financial risk.

Increasingly, cities are seeking out partnerships with the private sector to build multi-purpose facilities and best practices suggest Hamilton should pursue additional public parking supply through new developments and private public partnerships.

Further, underutilized private parking facilities should be viewed as potential “public” parking supply enhancement opportunities. For example, different activities require parking at different times of the day and week. When complementary activities are close together, there is the potential to share non-reserved parking facilities, resulting in more intense use of fewer total parking spaces. Offices, for example, need parking during the day and entertainment or dining facilities need parking during the evening. Therefore, there is an opportunity for shared parking which lowers both demand and the need to add more supply.

### **Financial Outlook**

- Impacts of COVID-19

Since March 2020, there have been significant impacts to HMPS due to the COVID-19 pandemic. During this time, parking priorities have pivoted in order to support public health and safety, local businesses, and other support services across the City. Revenue declines have been experienced across all areas including on-street meters, off-street lots, and parking penalty issuance. Compared to 2019, on-street meter revenues decreased by 50% due to business and social restrictions. Parking demand in the Downtown Core and BIAs has decreased substantially due to intermittent closures of commercial businesses and the cancellation of special events.

On the enforcement side, the number of parking penalty notices issued has decreased by 32% due to relaxed on-street and off-street enforcement throughout much of the Pandemic, and lower overall parking activity in general. The total revenue from collected parking penalty notices decreased by 25% in 2020, with a significant impact directly from Ministry of Transportation (MTO) driven revenues due to Service Ontario closures and the relaxing of license plate renewals.

Overall parking revenues in 2020 were down by approximately 33% (\$4.6 M) compared to the previous year. For 2020, these losses have been mitigated emergency funding from senior levels of government. However, it is uncertain by how much these measures will continue into 2021.

For the purpose of the development of a ten-year forecast for the PMP, it is assumed that the unprecedented reductions in parking demand due to COVID-19 restrictions will even out over time. Accordingly, the 2019 revenues and costs were used as the base for the financial analysis.

○ Ten-Year Financial Forecast

In 2019, the year prior to COVID-19 on-set, gross revenues for HMPS were approximately \$14.7 M which encompasses on-street meter and annual permit revenue, municipal car park transient and monthly permit revenue, administration fees, parking ticket revenue, and plate denial fees from the MTO. In comparison, expenses were approximately \$12.2 M, comprised of employee costs, maintenance, vehicles, property taxes, and contractual costs. Historically, the net surplus is used to fund the parking reserve, as well as, off-set the general levy. On average, HMPS transfers between \$1.2 M-\$2 M to the levy, in addition to amounts paid in property taxes.

Over the next decade, there will be many changes to the parking system, and it is, therefore, important to understand and influence the financial sustainability of the parking system and the ability for HMPS to continue to operate as a self-sustaining business unit.

As part of the PMP, four different financial scenarios were developed:

1. Scenario One – Status Quo;
2. Scenario Two – Revised Pricing Framework;
3. Scenario Three – Revised Pricing Framework & Modest Rate Increases; and,
4. Scenario Four - Revised Pricing Framework, New Infrastructure, & Modest Rate Increases.

As detailed in Appendix “A” attached to this Report, Scenario One assumes that parking prices will increase in line with inflation, while scenarios Two and Three apply increases in both on-street and off-street prices to better manage parking demand and ensure the financial sustainability of the parking system. Scenarios Two and Three are based on the premise that small increases in parking prices can help off-set the need for large capital investments required to expand supply. Conversely, Scenario Four builds in the cost of a new Downtown parking structure.

Under all scenarios, the parking system is projected to remain financially sustainable including maintaining contributions to the levy and capital reserve.

An advantage of the revised pricing regimes under Scenario Two and Three is it provides the opportunity for greater investments in the parking system, such as improved technology, that in turn maximizes the efficiency of existing supply; and provides for a better user experience. At the same time, these scenarios maintain the predictability of contributions to the levy. Thus, it is Staff’s recommendation that Scenario Three is the most appropriate long-term, financial scenario to be considered for the sustainability of the parking operation until 2030.

While Scenario Four is also financial sustainable and can provide funding for increased parking supply, it will place a significant draw on the parking capital reserve, provide for less contributions to the levy, and potentially constrain opportunities to invest in other aspects of the parking system.

### **Transportation Demand Management**

TDM strategies that modify travel behaviour are essential to lessening the demand for parking in much of the Downtown Core and other highly utilized business areas. Since reducing the demand for parking is closely linked with reducing vehicle trips, many of the programs recommended for reducing parking demand and increase mode share are the same ones recommended for trip reduction through TDM. In addition to City-wide initiatives to invest in transit and active transportation, reducing drive-alone trips and associated parking can be supported by the following programs:

- Carpooling permit program and carpool matching system (current Smart Commute Program);
- Increasing carshare spaces;
- Promoting one-way car share and developing strategies around on-street parking usage of carshare vehicles;
- Increasing number of secure bike storage lockers by reviewing underutilized space in current parking facilities;
- Increasing parking supply in areas that easily connect to ride-share or walkable paths;
- Developing a curb-side management strategy which will assist both ride-share services and Autonomous Vehicle Technology (AVT); and,
- Supporting bikeshare by adding revenue streams to provide funding.

In the City's recent update to the TMP, a new vision for a balanced transportation system that supports economic growth and healthy and safety communities has been established. HMPS can continue to support the strategies laid out in the TMP regarding land use and improving transportation patterns.

### **Parking Technology Review**

- Recent and In-progress Initiatives

Several recent initiatives that have supported parking City-wide have been completed by HMPS, inclusive of a pay-by-phone parking application, pay-by-plate technology with new credit card pay and display machines, live enforcement software, and moving historic and current data into the Cloud environment. In addition to these initiatives, numerous operational changes will be undertaken by Staff in the coming months:

- Upgrading traditional on-street, single space meters with new smart meters and pay and display machines (selected locations);
  - Upgrading the Microsoft Access “Municipal Administrative Parking Permit System” (MAPPS) parking permit databases to a customer friendly, web-hosted parking management application with an e-commerce front-facing solution;
  - Upgrading the Parking Access and Revenue Control System (PARCS) in the Convention Centre Parking Garage;
  - Purchasing three new vehicles with LPR technology for efficient enforcement (Capital Project ID No. 4902057200);
  - Implementation of 24, dual-head Electric Vehicle (EV) charging stations City-wide; and,
  - A public-facing Geographic Information System (GIS) map of City-wide parking regulations.
- Medium to Long-Term Technology Upgrades

Many stakeholders, inclusive of the public, BIAs and other business organizations, have noted the importance of increasing parking technology in order to achieve increased accessibility and compliance with customers and end-users. While, in the last two years, Staff have introduced the ability for real-time parking enforcement, pay-by-phone and pay-by-plate technology, and credit card capability in over 90% of municipal off-street lots, additional technologies are available to improve the parking operation including:

- LPR technology which is used in combination with pay parking technologies that record vehicle license plates, such as pay-by-plate technology and parking apps, to provide a more efficient method of parking enforcement;
- Automated Occupancy Counters which connect individual parking spaces into a system, allowing users and operators to view parking utilization and availability through a connected application or backend management system;
- Hardware-less On-Street Parking Zones;
- Smart Parking Meters;
- Adding Additional Mobile Applications for Payment; and,
- E-Commerce Customer Database and Permit Solution.

### **General Principles for Parking Master Plan**

In consultation with the public and key stakeholders during the course of the Study, the PMP envisions a new way forward for HMPS which will align better with the priorities of the City’s strategic plan and expected growth over the next decade and beyond.

As demographics continue to change, travel patterns and mode share preferences will evolve, and technology will increasingly influence travel choices and the operation of the parking system. The Draft PMP outlines four guiding principles that seek to clarify and reimagine the core operating principles of the Parking System:

1. Financial Sustainability – Operate the Parking System as a Self-Funded Organization with Fair and Transparent Pricing Policies

Costs are incurred by HMPS to build, operate and maintain both on-street and off-street parking. HMPS is a fully user-fee supported system and to maintain financial sustainability, fees for parking must be fair and policies surrounding the implementation of fees must be transparent in order to be supported by both the public and business community;

2. Economic Development – Support Local Business and Stimulate Development by Efficiently Managing Parking Supply

A well planned and managed parking system supports economic development and serves a wide range of needs from short-term parking for local businesses to monthly parking programs for residents and employees. It does this while at the same time allowing for new development, intensification of our urban areas, and making an efficient use of land. The key to achieving this is to minimize the space required for parking by maximizing the efficiency of the current parking supply and integrating new parking supply within new developments;

3. Environmental Sustainability – Reduce Climate Impact by Supporting Sustainable and Environmentally Friendly Transportation Mode Choices

The City has recognized the importance of reducing its carbon footprint and greenhouse gas emissions in order to achieve a sustainable future. It is vital that HMPS support sustainable initiatives, such as those recommended in the most recent TMP, in order to achieve long-term environmental sustainability. HMPS can adopt pricing structures to disincentivize the high demand for parking, introduce flexible passes which are multi-use, and utilize revenues to support mobility initiatives to encourage the usage of different modes of transportation. Further, HMPS can provide charging infrastructure for electric vehicles and retrofit surface parking lots to be more environmentally friendly in support Hamilton’s Climate Change Action Plan; and,

4. Resiliency – Prepare for an Uncertain Future

There is uncertainty surrounding parking demand due to both long-term trends in increase usage of sustainable modes of transportation and the recent COVID-19 pandemic, and changes to both traffic patterns and parking behaviours. HMPS is

ready to be dedicated to managing current supply levels more efficiently to avoid committing to building new parking structures, developing a curb-side management strategy to effectively manage short-term use of the curb, developing a long-term electric vehicle charging plan, and planning for automated vehicles and their impact on parking operations.

These principles and their component recommendations are intended to guide the evolution of the parking system over the coming decade, and to provide an overall framework for the many day-to-day operational decisions around parking that will need to be made as the City transforms. They have resulted in a total of 24 strategic recommendations that are detailed in Appendix “A” attached to this Report.

These principles and recommendations apply City-wide but may be applied differently across the City in accordance with the local context. For example, the actions required to ensure the adequacy of future parking supply in Downtown Hamilton are very different than those required to achieve the same goal in Dundas but the principle of serving existing and future parking demand are applicable within both contexts.

## **ALTERNATIVES FOR CONSIDERATION**

Council could decide to postpone the consultation for the PMP for a period of six months until the effects of COVID-19 on longer-term parking needs are better understood. This is not recommended as the recommendations of the PMP are strategic in nature and can respond to different scenarios. A delay in the finalization of the PMP may also have cost implications for the consulting assignment.

## **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

### **Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

### **Economic Prosperity and Growth**

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

## **APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” - Draft Parking Master Plan

Appendix “B” – Background Report I Existing Conditions and Best Practices

Appendix “C” – Background Report II Future Conditions and Financial Assessment

Appendix “D” – Parking Master Plan Supporting Appendices

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