Keating Business District Parking Strategy

Submitted to the District of Central Saanich
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Prepared by Watt Consulting Group

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KEATING BUSINESS DISTRICT PARKING STRATEGY

Final Report

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In collaboration with the District of Central Saanich, WATT Consulting Group would like to thank all those citizens, elected officials, District staff, stakeholders, and businesses in the Keating Business District who provided their invaluable feedback on this parking strategy.

We would also like to acknowledge that the District of Central Saanich is located within the unceded traditional territory of the W̱SÁNEĆ peoples, represented today by W̱JOŁEŁP (Tsartlip), STÁUTW̱ (Tsawout), and W̱SIḴEM (Tseycum), BOḰEĆEN (Pauquachin), and MÁLEXEŁ (Malahat) First Nations. The W̱SÁNEĆ People have been here since time immemorial, and this is their home.

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EXECUTIVE SUMMARY

Introduction

WATT Consulting Group was retained by the District of Central Saanich to prepare a parking strategy for the Keating Business District (KBD). The main objectives of this study were to:

1. Understand on-street and off-street parking utilization over the course of the day as well as parking challenges throughout the KBD;
2. Undertake a future parking demand forecast to project the amount of parking required by 2050; and
3. Provide short-term and long-term recommendations (including transportation demand management measures) to address parking challenges, achieve the District's sustainable transportation mode share targets, and support future growth.

The Keating Business District is a unique asset for Central Saanich, the Saanich Peninsula, and Southern Vancouver Island. It currently supports 3,140 jobs in various industries including wholesale trade, manufacturing, transportation, warehousing and logistics, and construction. While the area has not yet realized its full potential, it could see as many as 3,470 new jobs over the next 25 years. One of the key challenges facing the Keating Business District—and the larger municipality—is growth management. And, related to that, is how to manage parking as the business park and municipality continue to see more residential, industrial, and commercial growth.

To respond to the objectives outlined above, the consultant team utilized a multifaceted approach that relied on a robust data collection process, detailed parking and spatial analysis, and the development of parking management and transportation demand management solutions tailored to the Keating Business District.

Public & Stakeholder Consultation

Community engagement took place from March 4 to March 31, 2022. It included a public online survey available on the **Let's Talk, Central Saanich** website and interviews with businesses in the KBD conducted via video conferencing, phone, and email. Four stakeholders participated in the interview process. The public identified several

challenges that they would like to see addressed in the Keating Business District Parking Strategy, which included insufficient off-street parking supply for employees, busy on-street parking conditions with spaces filling up first thing in the morning, commercial vehicles / large trucks taking up on-street spaces that could be used for personal vehicles, and poor on-street signage and markings / communication of parking restrictions, among others.

Parking Conditions

Existing Conditions

The data collection—and subsequent parking analysis—revealed the following key findings about the existing parking conditions in the KBD:

- In total, the study area has 493 on-street parking spaces and 87 parking lots with 2,825 parking spaces.
- For on-street parking, across all the street segments, the average parking utilization throughout the day was 56%. The busiest times of the day were 9:00 am and 11:00 am, which both had an average utilization of 69%.
- For on-street parking, the three main commercial / industrial corridors in the study area are Veyaness Road, Oldfield Road, and Kirkpatrick Crescent. Overall, Oldfield Road (South) was not very busy throughout the day—seeing no more than 47% utilization (at 11:00 am) and as low as 10% (at 5:00 pm)—while Veyannes Road, Oldfield Road (North), and Kirkpatrick Crescent had between 92% to 131% utilization from 9:00 am to 1:00 pm.
- For off-street parking, across all the parking lots, the average daily utilization was 55%. The busiest time of day was 11:00 am, which had an average utilization of 66%. Utilization was generally higher in the morning and began to drop off in the mid-afternoon, with a sharp decrease at 5:00 pm when most parking lots were empty or nearly empty.
- For off-street parking, a total of 18 of the 87 parking lots (about 20%) had an average daily utilization that was greater than 85%. Of these, three had an average daily utilization greater than 100%. The parking lots with over 100% utilization were primarily located in the northeast quadrant of the study area.

Future Conditions

Parking conditions for the Keating Business District for the future 2050 horizon was forecast with consideration to expected development, improvements to transportation services and facilities, and implementation of parking and transportation demand management strategies. Two scenarios were utilized: scenario A (business as usual), which assumed no change in transportation mode share and where none of the strategy's recommendations are adopted. Scenario B (sustainable mode share targets) assumed that the District would achieve its mode share targets and adopt the TDM recommendations in this strategy. The results from the parking demand forecast are shown below.

Off-Street Parking Demand	Scenario A		Scenario B	
	50% Growth	100% Growth	50% Growth	100% Growth
Average Peak Parking Utilization	86%	86%	75%	72%
% of Parking Lots Exceeding 85% occupancy target	60%	58%	28%	18%

Guiding Principles

Three guiding principles were established to inform the strategic framework and recommended actions for the Keating Business District Parking Strategy. They include:

- **Education & Culture** | The culture around both public and private parking supplies needs to change to improve overall parking management. The District will utilize signage, time restrictions, and parking enforcement to communicate the expectations around public parking and will regularly communicate with private businesses about parking challenges—and solutions—in the KBD.
- **Climate Leadership** | Sustainable transportation options and transportation demand management will continue to be prioritized in the KBD.
- **Parking Data Management** | The management of parking is only as effective as the data collected. As the area continues to undergo change and growth, data will need to be regularly collected to understand trends and potentially change parking management approaches.

Strategy Areas

The Keating Business District Parking Strategy is guided by three distinct strategy areas. All three strategy areas were developed based on the existing and future parking conditions analysis, public and stakeholder consultation, and the Guiding Principles. A total of 19 recommended actions are included across the three strategy areas.

Strategy Area no.1: On-street Parking Management

- Action 1A: Delineate Parking Spaces on Higher Demand Streets
- Action 1B: Install Signage Showing Preferred On-street Parking Configuration for Unpaved Roads
- Action 1C: Implement A Two-Hour Parking Restriction
- Action 1D: Implement A One-Hour Parking Restriction on Higher Demand Blocks
- Action 1E: Reform Parking Bylaw Enforcement Approach
- Action 1F: Enhance Bylaw Enforcement Efforts in Areas with High Parking Utilization
- Action 1G: Invest in Parking Enforcement Technology

Strategy Area no.2: Off-street Parking Management

- Action 2A: Establish Vehicle Parking Requirements for the Keating Business District
- Action 2B: Establish a Cash-in-Lieu Policy
- Action 2C: Introduce Transportation Demand Management Guidelines
- Action 2D: Promote Parkade as a Long-Term Parking Option

Strategy Area no.3: Transportation Demand Management

- Action 3A: Prioritize Active Transportation Improvements in KBD
- Action 3B: Commit to Bicycle Parking Improvement Funding
- Action 3C: Develop Travel Map For KBD
- Action 3D: Work with BC Transit to Enhance Transit Service in KBD
- Action 3E: Introduce Carsharing Services in KBD
- Action 3F: Implement Priced Parking to Manage demand
- Action 3G: Conduct a Regular Parking Survey of Both On-street and Off-street Lots
- Action 3H: Undertake a Travel Survey with Employers to in KBD

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1.0 INTRODUCTION

1.1 STUDY PURPOSE

The District's Official Community Plan (OCP) update process has confirmed the importance of the Keating Business District (KBD). It is a unique asset for Central Saanich, the Saanich Peninsula, and Southern Vancouver Island. The light industrial businesses in the area help to diversify the job base, playing an important function for the health and vibrancy of the region. The area currently supports 3,140 jobs in various industries including wholesale trade, manufacturing, transportation, warehousing and logistics, and construction. While the area has not yet realized its full potential, a 2017 business analysis found that Keating Business District could see as many as 3,470 new jobs over the next 25 years.

One of the key challenges facing the Keating Business District—and the larger municipality—is growth management. And, related to that, is how to manage parking as the business park and municipality continue to see more residential, industrial, and commercial growth. One of the recommendations in the 2017 business analysis is to undertake a parking study of the area for three main reasons:

1. The OCP calls for a parking management or transportation demand measures to be implemented as part of transportation choices policies.
2. Parking and traffic are significant challenges to the community and business owners.
3. Future growth and attraction to the KBD should be supported by well-managed parking and traffic.

1.2 STUDY OBJECTIVES

To that end, WATT Consulting Group ("the consultant team) was retained by the District of Central Saanich to prepare a parking strategy for the Keating Business District (KBD). The main objectives of this study were to:

1. Understand on-street and off-street parking utilization over the course of the day as well as parking challenges throughout the KBD;
2. Undertake a future parking demand forecast to project the amount of parking required by 2050; and
3. Provide short-term and long-term recommendations (including transportation demand management measures) to address parking challenges, achieve the District's sustainable transportation mode share targets, and support future growth.

2.0 BACKGROUND

2.1 STUDY AREA

The Keating Business District is an industrial and commercial area located within the District of Central Saanich on the Saanich Peninsula. It is close to Brentwood Bay and Saanichton Village, both of which have commercial and retail centres. There is also a range of residential housing nearby.

Central Saanich is located on the traditional territory of the W̱SÁNEĆ people, which includes the W̱JOŁEŁP (Tsartlip) and STÁUTW̱ (Tsawout) First Nations. The municipality is surrounded by the Tsartlip, Tsawout, Saanich, and North Saanich communities.

The Lochside Regional Trail, a multi-use trail that spans 29 km from Swartz Bay to Victoria, is about 1.5 km from the KBD (about a 5-minute bike ride). Additionally, the Pat Bay Highway (#17) links the KBD to the Greater Victoria area and the rest of Vancouver Island, while the Swartz Bay Ferry Terminal (about 16 km away) and Victoria International Airport (about 10 km away) provide further transportation connections.

A truck and bicycle travelling along Keating Cross Road through the Keating Business District.

The KBD currently supports 3,140 jobs, and a 2017 business analysis found that the area could see as many as 3,470 new jobs over the next 25 years.

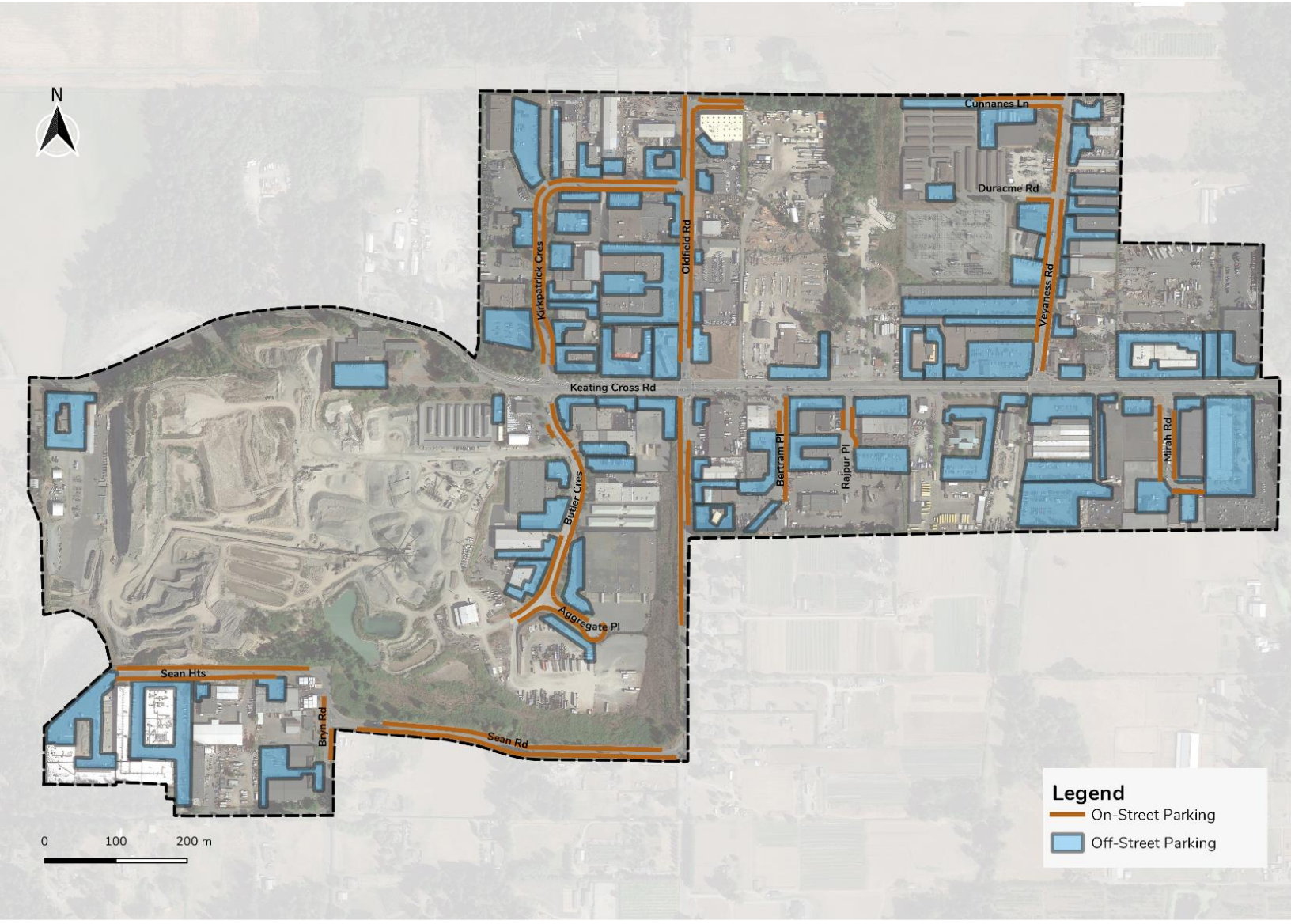
Industries within the KBD include:

- Wholesale trade
- Manufacturing
- Transportation
- Warehousing & logistics
- Construction

Figure 1 shows an overview of the study area including parking lots and on-street parking. In total, the study area has **493 on-street parking spaces** and **87 parking lots with 2,825 parking spaces**. The three main commercial / industrial corridors in the study area are Veyaness Road, Oldfield Road, and Kirkpatrick Crescent. There is a total of approximately 275 on-street parking spaces on these roads.

The on-street parking conditions of Kirkpatrick Crescent during the peak time.

Figure 1. Study Area



2.2 PLANNING, POLICY, & REGULATORY CONTEXT

The following sections provide an overview of the City's regulations and policies pertaining to on-street parking and parking management more broadly.

2.2.1 OFFICIAL COMMUNITY PLAN (CURRENTLY BEING UPDATED)

The District of Central Saanich is in the final stage of its Official Community Plan (OCP) update, which presents the long-term vision for the community, setting out objectives and policies that guide planning and land use management decisions. The transportation section of the draft plan has several parking-related policies, including:

RELEVANCE TO PARKING STRATEGY
Includes several policies related to parking, specifically including one to review parking regulations in the Keating Business District.

- Consider variances to reduce parking requirements when effective Transportation Demand Management (TDM) measures are provided to reduce reliance on private automobiles and encourage active transportation and the use of public transit, such as transit pass programs, car-share vehicles and memberships, and end-of-trip facilities.
- Public bike parking facilities should include E-bike charging, repair stations, lighting and incorporate Crime Prevention Through Environmental Design (CPTED) design principles.
- Undertake a comprehensive review of parking regulations, including short-term parking for goods loading and delivery, HandyDART, taxis and other short-term users, and explore the feasibility of the District to own and manage parking facilities in the Village Centres or Keating Business District.

- Consider establishing a parking fund to collect cash-in-lieu of providing on-site parking, with funds to be used to improve publicly accessible parking and alternative transit infrastructure.

2.2.2 ACTIVE TRANSPORTATION PLAN (2021)

The District of Central Saanich adopted its Active Transportation (AT) Plan in 2021. The vision of the AT Plan is as follows:

"The Central Saanich Active Transportation Plan will enable people of all ages and abilities to walk and cycle throughout the community, while respecting our unique character and heritage."

Priorities that are particularly relevant to the KBD include:

- Pedestrian and cycling improvements along, and connecting to, Keating Cross Road.
- An east-west multi-use pathway on the Meadowbank / Cunnanes Lane alignment as an alternative to cycling on Keating Cross Road.
- Expanded public bicycle parking on Keating Cross Road at Veyaness Road.
- Improved passenger amenities at the westbound bus stop on Keating Cross Road at Mirah Place.
- Establish a Parking Cash-In-Lieu Policy and Reserve Fund to generate funds for active transportation projects through land development.

RELEVANCE TO PARKING STRATEGY
Improving active transportation opportunities within, to, and from Central Saanich will make it easier to access the KBD by non-vehicle modes, reducing the demand for parking. Further, several of the priorities in the AT Plan are specific to Keating Cross Road and the KBD.

2.2.3 KEATING BUSINESS DISTRICT IMPLEMENTATION PLAN (2017)

Focused on identifying strategies and actions for the KBD, this plan is the final component in a series of deliverables for the District of Central Saanich. It was informed by a business analysis that provided an overview of the strategic benefits and framework for retaining, enhancing, and growing the employment lands. The plan includes the following recommendations:

- Undertake a parking study of current and future demand.
- Consider amending the parking section of the Land Use Bylaw to reflect Parking Management Plan (PMP) techniques.
- Revise the current Land Use Bylaw according to parking maximum and minimum standards.
- Develop flexible parking standards.
- Implement a Cash-in-Lieu for Parking (CILP) Amendment policy followed by amendment to the Official Community Plan and Land Use Bylaws that would allow funds to be collected and allocated for parking or Transportation Demand Management (TDM) initiatives.

RELEVANCE TO PARKING STRATEGY
The plan includes specific recommendations about parking in the KBD. These include the implementation of parking and transportation demand management measures, as well as updated parking standards and policies.

2.2.4 CLIMATE LEADERSHIP PLAN (2020)

The Climate Leadership Plan is part of a series of steps the District has taken to advance climate action initiatives and reduce its carbon footprint. The plan has set out a few action areas to achieve two goals:

- Goal 1: 100% less GHG emissions by 2050, relative to 2007
- Goal 2: 100% renewable energy community-wide by 2050

The action area that is most applicable to this plan is related to transportation and land use, with two main objectives:

1. To make significant shifts toward active modes of transportation that support a healthy, safe, and vibrant community
2. To transition toward electric and biofuel sources of energy for all vehicle transportation needs, making use of cleaner fossil fuels in the shorter-term to support the transition

RELEVANCE TO PARKING STRATEGY
The plan introduces a mode shift target of 50% of all trips made by walking, cycling and transit by 2050. Achieving this target would reduce parking demand significantly.

2.2.5 TRAFFIC & HIGHWAYS REGULATION BYLAW (2019)

Part 4-11 of this Bylaw includes regulations for "Stopping, Standing, and Parking". Specifically, it states 40 instances where no person shall stop, stand, or park a vehicle, except when necessary to comply with the directions of a peace officer. Additionally, Part 4-12 provides direction on "Disabled Persons' Parking Permits", including when it is lawful for a person to stop, stand, or park a vehicle in a "Disabled Zone".

RELEVANCE TO PARKING STRATEGY
Provides existing regulations for parking within Central Saanich.

2.2.6 LAND USE BYLAW (2017)

RELEVANCE TO PARKING STRATEGY
Provides existing regulations for parking within Central Saanich.

Part 6 of this Bylaw includes regulations for "Off-Street Parking, Loading, and Screening". It requires every owner of land to provide and maintain off-street motor vehicle parking spaces on the same site as the development, building, or use they are intending to serve, in accordance with the Part 6 regulations. These regulations include use of parking facilities, design standards, minimum required number of off-street parking spaces for each land use category, provision of bicycle parking spaces, and provision of off-street loading facilities.

2.3 APPROACH

The following summarizes the approach the consultant team followed to produce the Keating Business District Parking Strategy.

2.3.1 PUBLIC AND STAKEHOLDER CONSULTATION

Businesses owners—especially in urban environments—often have the most nuanced understanding of the "parking challenges" facing their staff and customers. This knowledge is important to tap into, not only to understand the range of challenges facing them, but also the specific solutions they would like to see addressed. Hearing from customers / visitors is also helpful for identifying potential parking management solutions. To better understand the parking related challenges occurring in the KBD, two types of consultation activities were undertaken:

Public Online Survey

The **Let's Talk, Central Saanich** engagement platform was used to conduct a short survey with KBD business owners / employers, employees, and customers / visitors. It was focused on gathering information about current travel behaviours and parking experiences, as well as feedback on challenges and potential solutions.

Virtual Interviews with Stakeholders

Interviews were conducted with businesses in the KBD via video conferencing, phone, and email. The purpose was to extract key insights from businesses, including feedback on parking challenges, parking enforcement, and ideas for future parking and transportation demand management approaches. Businesses were contacted if [a] they had been identified by the District as a key stakeholder to speak with and / or [b] they were observed to have busy parking conditions around their business. Representation was sought from a variety of key locations across the KBD to gain a broader understanding of the parking conditions throughout the area.

2.3.2 PARKING ANALYSIS

The parking analysis approach included collecting data on parking occupancy for both on-street and off-street parking spaces within the KBD, and then producing a series of charts and graphs to communicate the overall study area findings related to time-of-day utilization, overall peak period occupancy, and overall parking supply by restriction and configuration. Parking conditions were also analyzed based on location within the study area to determine if parking occupancy rates are particularly high or low in certain areas. The parking occupancy data was then utilized for the future parking demand forecast, along with data from the District on planned commercial growth in the area to 2041 (drawing from the District's 2017 business analysis).

2.3.3 PARKING AND TRANSPORTATION DEMAND MANAGEMENT

Transportation demand management (TDM), and sustainable transportation more broadly, is integral to Central Saanich's future. The District's current OCP and Active Transportation Plan provide clear direction about the need to emphasize and prioritize sustainable modes such as walking, cycling, and transit over private vehicle use. Further, the Climate Leadership Plan also directs the District to increase the share of trips by active transportation. These policy directions were considered in preparing the recommended strategy areas and actions in **Section 6.0**.

The TDM recommendations were developed and informed by the concerns heard by the business community. Further, the recommendations align with the transportation policies that are included in the District's OCP update. They also draw from TDM strategies that have had success in other areas / jurisdictions.

3.0 PUBLIC & STAKEHOLDER CONSULTATION

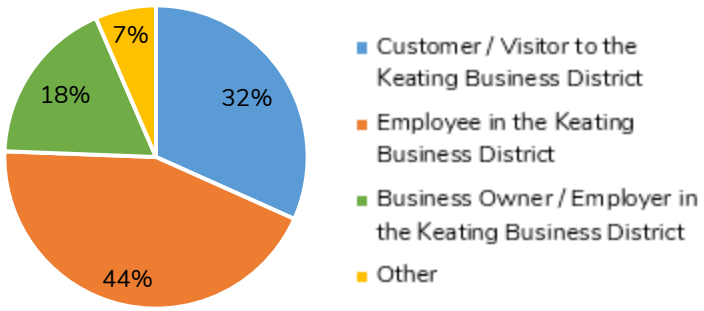
3.1 OVERVIEW

Community engagement took place from March 4 to March 31, 2022. It included a public online survey available on the **Let's Talk, Central Saanich** website and interviews with businesses in the KBD conducted via video conferencing, phone, and email. Four stakeholders participated in the interview process.

The public survey was promoted through a press release, social media, an ad in Peninsula News Review, the District of Central Saanich's website, and a letter mailed to almost all of the business owners and operators in the KBD. A total of 124 survey responses were received.

Figure 2 shows the different types of respondents to the online survey. Most responses came from either employees (44%) or customers / visitors to the KBD (32%). 18% of responses came from business owners / employers. Respondents who selected 'Other' included residents and commercial property owners.

Figure 2. Online Survey Respondent Types



A more detailed analysis of the consultation is available in the **Keating Business District Parking Strategy What We Heard** report.

3.2 WHAT WE HEARD

3.2.1 TRAVEL AND PARKING EXPERIENCES

Several patterns arose from the online survey in terms of the travel and parking experiences of employees and customers / visitors in the KBD. These include:

Trip Origin: Most (52%) employees travel to the KBD from a community in the Core (i.e., Esquimalt, Oak Bay, Saanich, Victoria, and View Royal), while 77% of customers / visitors live in Central Saanich.

Trip Frequency: Employees generally travel to the KBD either daily (79%) or a few times a week (19%) and are almost always parked for more than four hours.

Most customers / visitors (87%) travel to the KBD at least once a week, with 15% making daily trips and 62% making a few trips a week. They are typically parked for less than one hour.

Satisfaction with Parking: Employees have greater difficulty finding parking, with 43% indicating that their main challenge is finding an off-street space and 33% indicating that their main challenge is finding an on-street space.

Customers / visitors have higher levels of satisfaction with parking in the KBD and most do not experience challenges finding parking.

3.2.2 KEY PARKING CHALLENGES

Between the online survey and interviews with businesses, the following **key parking challenges** emerged:

- **Insufficient off-street parking supply for employees**, often contributing additional pressure to on-street parking conditions throughout the KBD.
- Inadequate supply and design of **accessible parking spaces**.
- **Busy on-street parking conditions** with spaces filling up first thing in the morning. Survey respondents indicated that it is consistently difficult to find parking on Butler Crescent, Oldfield Road, Kirkpatrick Crescent, Veyannes Road, and Keating Centre (Co-op Plaza).
- **Commercial vehicles / large trucks** taking up on-street spaces that could be used for personal vehicles.
- **Parking and turning needs of large trucks.** Stakeholders indicated that vehicles parked on-street make it difficult for large trucks to maneuver in and out of businesses to make deliveries etc.

Example of an accessible space with faded paint

Example of busy on-street conditions, including a large commercial truck parked on-street

- **Poor on-street signage and markings / communication** of parking restrictions.

3.2.3 POTENTIAL PARKING SOLUTIONS

Survey participants and interviewees were also asked about potential parking solutions for the KBD. The following parking solutions were most preferred by survey participants:

- Dedicated **long-term parking** (selected by 56% of total respondents)
- Improving **transit service** to and from the KBD (41%)
- Improving bicycle and pedestrian infrastructure on streets (37%)
- Improving safety and comfort (31%)

Furthermore, employees have a greater preference for dedicated long-term parking, while customers / visitors have a greater preference for time-limited on-street parking with short-term time restrictions.

The interviewed businesses also suggested several potential parking and transportation demand management strategies to better manage parking in the future, listed below:

Parking Management

- Introducing time limits for on-street parking to allow more turnover
- Do not allow parking on-street overnight
- Implement better signage to communicate the restrictions

Transportation Demand Management

- Shuttle service
- Ridesharing
- More secure bike racks for e-bikes
- Better cycling connections (including to the Lochside Trail) and bike lanes along Keating Cross Road

Another potential parking solution that the public and stakeholders were asked about was the parkade at Gateway Park and whether they or their employees would consider using it if it was available for long term (i.e., all day). Overall, most survey respondents and interviewees indicated that the parkade would not be used by most people in the KBD. However, some respondents would consider using it if:

- A shuttle service were available
- Parking prices were affordable
- Their usual parking lot was full
- They worked in the area

4.0 PARKING CONDITIONS

4.1 EXISTING CONDITIONS

4.1.1 METHODOLOGY

In November 2021, the project team developed an inventory of all on-street parking and off-street parking lots in the study area. The inventory included the total number of parking spaces as well as any time and/or user restrictions. The inventory was initially created using Google Earth and Google Street view and subsequently validated through an in-field assessment to ensure that all parking stalls were recorded and measured correctly.[1]

Following the parking inventory, manual observations of parking occupancy were conducted for the study area. This involved counting the number of parked vehicles on each street segment and off-street parking lot within the study area at five times throughout the day, on Tuesday, November 30th and Wednesday, December 1st, 2021. Five parking counts provided utilization data over the course of the day and ensured that peak hour patterns were accurately captured. Refer to the **Keating Business District Parking Strategy Phase 1 Summary Memo** for more details on the methodology.

4.1.2 PARKING SUPPLY

In total, the study area has 493 on-street parking spaces and 87 parking lots with 2,825 parking spaces. The number of spaces for each parking restriction is shown in **Table 1**. The majority of on- and off-street parking spaces have no restrictions (75% and 58% respectively). On-street restrictions primarily apply to commercial vehicles. There is a variety of off-street parking restrictions including several time-based restrictions as well as accessible parking and electric vehicle (EV) charging spaces. Approximately a quarter (27.5%) of the off-street spaces are reserved, which includes staff spaces, and 2.7% are designated for visitors / customers.

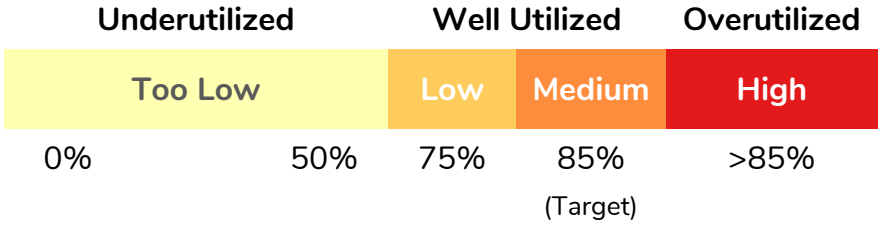
[1] Where either on-street or off-street parking was not clearly demarcated on the pavement, parallel parking spots were measured using a length of 7 m per space and perpendicular spots were measured using a width of 3.5 m per space.

TABLE 1. STUDY AREA PARKING SUPPLY

Parking Restriction / Space Type		Quantity	Percentage
On-Street	No Restrictions	370	75.1%
	No Commercial Vehicles	65	13.2%
	No Commercial Vehicles 10PM-6AM / 3-HR Parking 6AM-10PM	30	6.1%
	Commercial Trucks 3-HR Parking 10AM-6PM / No Parking Commercial Trucks 10PM-6AM	18	3.7%
	Perpendicular	10	2.0%
	Total	**493**	**100%**
Off-Street	No Restrictions	1,635	57.9%
	Reserved / Staff	777	27.5%
	3 Hour Max	108	3.8%
	Small Car	96	3.4%
	Visitor / Customer	77	2.7%
	Accessible	54	1.9%
	EV Charging	20	0.7%
	Loading	17	0.6%
	2 Hour Max	14	0.5%
	Motorcycle	12	0.4%
	Carpool	5	0.2%
	10 Min Max	4	0.1%
	15 Min Max	4	0.1%
	30 Min Max Loading	2	0.1%
	Total	**2,825**	**100%**

4.1.3 SUMMARY KEY FINDINGS

A summary of the key findings from the existing parking condition analysis is shown below. The parking utilization results are discussed in relation to a target occupancy rate (utilization) of 85%. This is a commonly used number in the industry that represents an optimal balance between supply and demand, where parking supply meets demand but is not oversupplied. When parking utilization is greater than 85%, there is a higher likelihood that vehicles will spend more time circling the block to search for parking (i.e., "cruising for parking"), which can exacerbate traffic congestion and result in driver frustration.



For more details, refer to the **Keating Business District Parking Strategy Phase 1 Summary Memo**.

On-street Parking Conditions

- Across all the street segments, the average parking utilization throughout the day was 56% (see **Figure 3**). The busiest times of day were 9:00 am and 11:00 am, which both had an average utilization of 69%. There were between 54-57 vehicles parked illegally during the peak time.[2]
- Across all the street segments, the number of illegally parked vehicles ranged from 22 (at 5:00 pm) to 59 (at 1:00 pm)—about 4% to 12% of the total on-street parking supply. The streets that had the most instances of illegal parking were

[2] An illegally parked vehicle refers to a vehicle that was observed to not park in the correct parking configuration and/or parked in an area where parking was not permitted.

Sean Heights, Bertram Place, and Cunnanes Road, with respective daily averages of 11, 7, and 10 illegally parked vehicles.

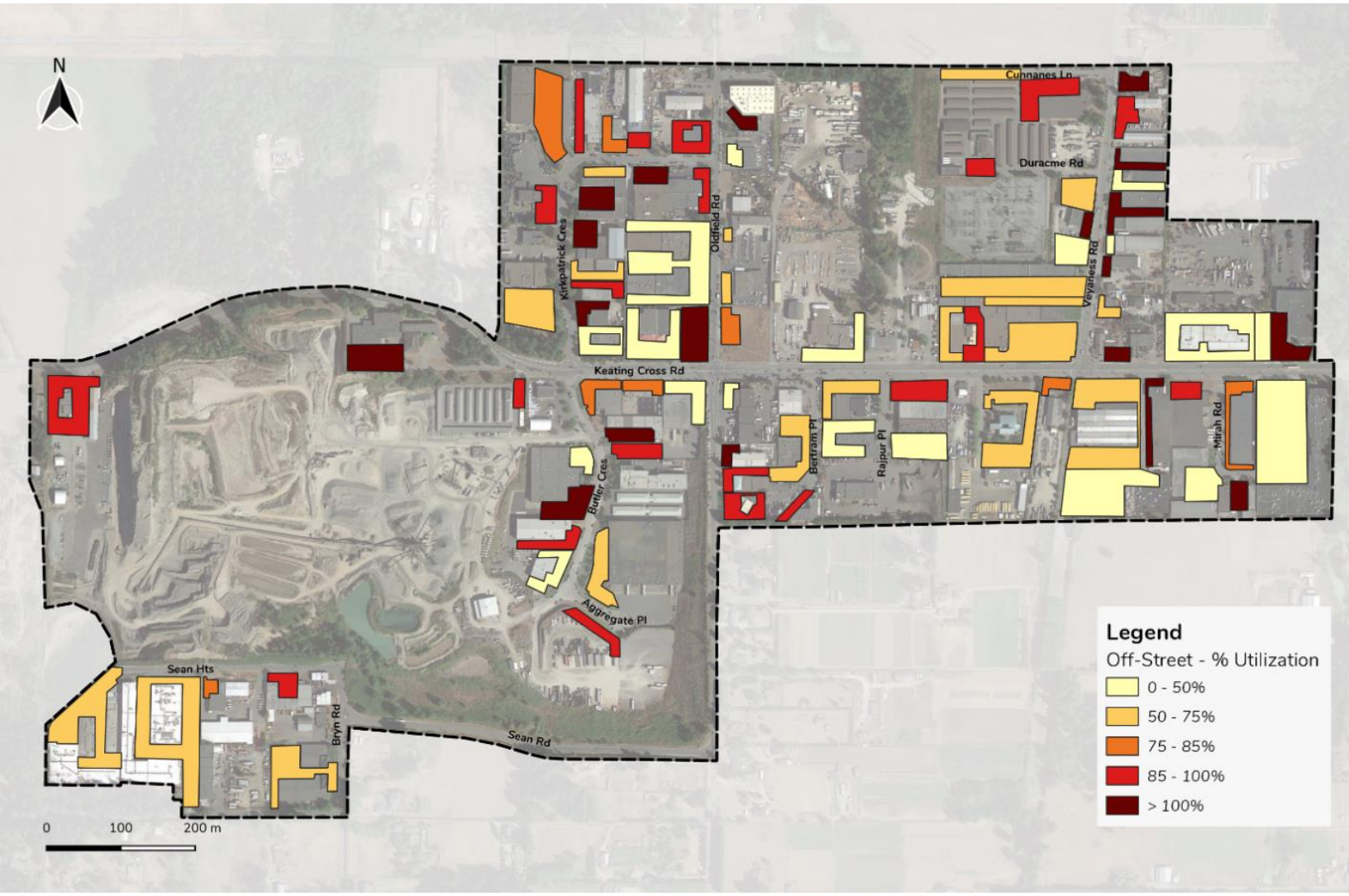
- The three main commercial / industrial corridors in the study area are Veyaness Road, Oldfield Road, and Kirkpatrick Crescent. Overall, Oldfield Road (South) was not very busy throughout the day—seeing no more than 47% utilization (at 11:00 am) and as low as 10% (at 5:00 pm)—while Veyannes Road, Oldfield Road (North), and Kirkpatrick Crescent had between 92% to 131% utilization from 9:00 am to 1:00 pm.

Off-street Parking Conditions

- Across all the parking lots, the average daily utilization was 55%. The busiest time of day was 11:00 am, which had an average utilization of 66% (see **Figure 4**). Utilization was generally higher in the morning and began to drop off in the mid-afternoon, with a sharp decrease at 5:00 pm when most parking lots were empty or nearly empty. There were between 64 vehicles parked illegally during the peak time.
- Overall parking utilization varied considerably across the study area. Some off-street lots were consistently underutilized throughout the day while others exceeded capacity with several vehicles parked outside of delineated spaces.
- A total of 18 of the 87 parking lots (about 20%) had an average daily utilization that was greater than 85%. Of these, three had an average daily utilization greater than 100%. The parking lots with over 100% utilization were primarily located in the northeast quadrant of the study area.
- Along Veyannes Road, Oldfield Road (North), the upper portion of Kirkpatrick Crescent, and Butler Crescent, utilization of on-street parking seemed to correlate with the off-street parking utilization. When the parking lots in these areas experienced high utilization, so did the adjacent street segments—suggesting that people are having to park on-street due to those lots being full.

Figure 3. Peak Utilization, On-street Parking

Figure 4. Peak Utilization, Off-street Parking



4.2 FUTURE CONDITIONS

4.2.1 METHODOLOGY

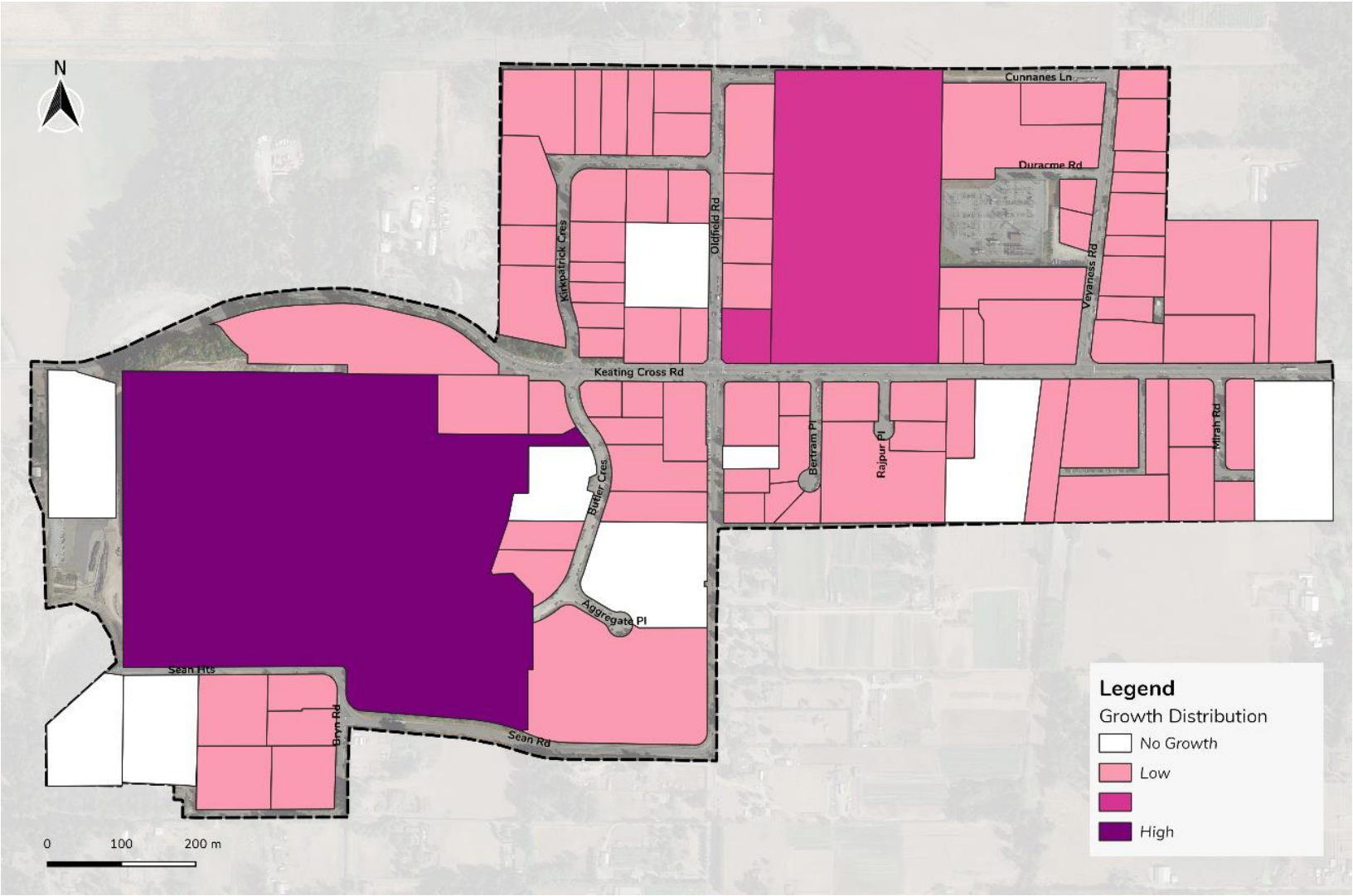
Parking conditions for the Keating Business District for the future 2050 horizon was forecasted with consideration to expected development, improvements to transportation services and facilities, and implementation of parking and transportation demand management strategies.

Land Use

To assess parking conditions in the future, the consultant team forecasted parking demand for 2041 to be consistent with the original business analysis study completed in 2017. As such, two growth options were developed: the first assumes a 50% growth from the existing floor area, and the second option assumes a 100% growth. The first option represents a more conservative growth, which reflects the level of growth in the area over the last 5 years. The second option is more aggressive and is expected to represent the higher end for density. For the purposes of this assessment, it is assumed that these projections will remain the same until the year 2050.

The growth distribution is aligned with the OCP and the 2017 Keating Business District business analysis. See **Figure 5** for the growth distribution in the study area.

Figure 5. Growth Distribution Study Area



Parking Demand

In addition to analyzing the future growth in the Keating Business District, the forecast included an analysis of transportation mode share for the area and how it will change over the next few years. Based on the District's Climate Leadership Plan, it is estimated that the percentage of active transportation modes (i.e., walking, cycling, transit) will reach 50% by 2050. Currently, based on Statistics Canada data, it was estimated that 20% of all work / school trips are made by an active transportation mode. Therefore, the District will need to increase its active transportation mode share by 30% over the next 28 years. **Section 6** includes several recommendations that will help the District achieve its active transportation mode share target. Further, it is assumed that other initiatives and transportation improvements will take place such as the implementation of the Peninsula RapidBus and transit improvements in the area, and the District's continued efforts to develop compact and complete communities.

For this reason, two parking demand scenarios were analyzed within each growth option. The first one assumes that mode share will remain the same as today with 20% of the trips being made by an active transportation mode, whereas the second scenario assumes that 50% of the trips will be made by an active transportation mode (walk, bike, transit).

Based on the findings from the parking data collection, it is assumed that the parking requirements for some of the observed land uses will be updated to reflect the parking demand that was observed. **Table 2** presents the parking rates for the principal land uses in the Keating Business District. This includes the existing parking requirement per the District's Land Use Bylaw. It also includes the assumed parking requirement and the observed parking demand, which are based on the data collection that was completed for the study. The forecast utilized the observed parking demand to project the total parking demand by 2050. However, for the office and commercial uses, the observed parking demand was deemed to be too low. Therefore, the observed parking supply for those uses was used for the forecast.

The following table identifies the rates that were used for the forecast.

TABLE 2. PARKING DEMAND RATES

Land Use	Existing Parking Requirement	Assumed Parking Requirement for KBD	Observed Parking Demand	Expected Parking Demand by 2050
Office*	1 space per 28 m^2	1 space per 31 m^2	1 space per 70 m^2	1 space per 100 m^2
Commercial*	1 space per 20 m^2	1 space per 62 m^2	1 space per 79 m^2	1 space per 113 m^2
Light Industrial & Manufacturing	1 space per 62 m^2	1 space per 82 m^2	1 space per 82 m^2	1 space per 117 m^2
Warehouse and Storage	1 space per 200 m^2	1 space per 217 m^2	1 space per 217 m^2	1 space per 310 m^2

*For these land uses, the assumed parking requirement was based on the observed parking supply.

4.2.2 SCENARIO A – BUSINESS AS USUAL

In this scenario, expected parking demand was assumed to remain the same as today and the two growth options were assessed. As expected, in most instances off-street parking was near full capacity or even exceeding it, meaning that on-street parking supplies would experience more pressure. On average, it is expected that off-street parking utilization would be close to 86% for both growth options, with approximately 60% of the parking lots seeing peak utilization over 85%.

In this scenario it is expected that some on-street parking areas will experience overflow parking from the private off-street parking lots if parking demand and mode share remains the same in the future. Streets such as Veyaness Road, Oldfield Road (North), Kirkpatrick Crescent, and Butler Crescent might see significant demand from people wanting to park given that projections show high demand for parking in those areas. These streets should be carefully monitored in the future as on-street utilization was high based on the existing conditions data.

The table below shows the rates that were used for this scenario.

TABLE 3. PARKING DEMAND RATES – SCENARIO A

Land Use	Assumed Parking Requirement for KBD	Expected Parking Demand (2050)
Office	1 space per 31 m^2	1 space per 70 m^2
Commercial	1 space per 62 m^2	1 space per 79 m^2
Light Industrial & Manufacturing	1 space per 82 m^2	1 space per 82 m^2
Warehouse and Storage	1 space per 217 m^2	1 space per 217 m^2

Figure 6. Peak Off-Street Parking Utilization – Scenario A – Business as Usual (Low)

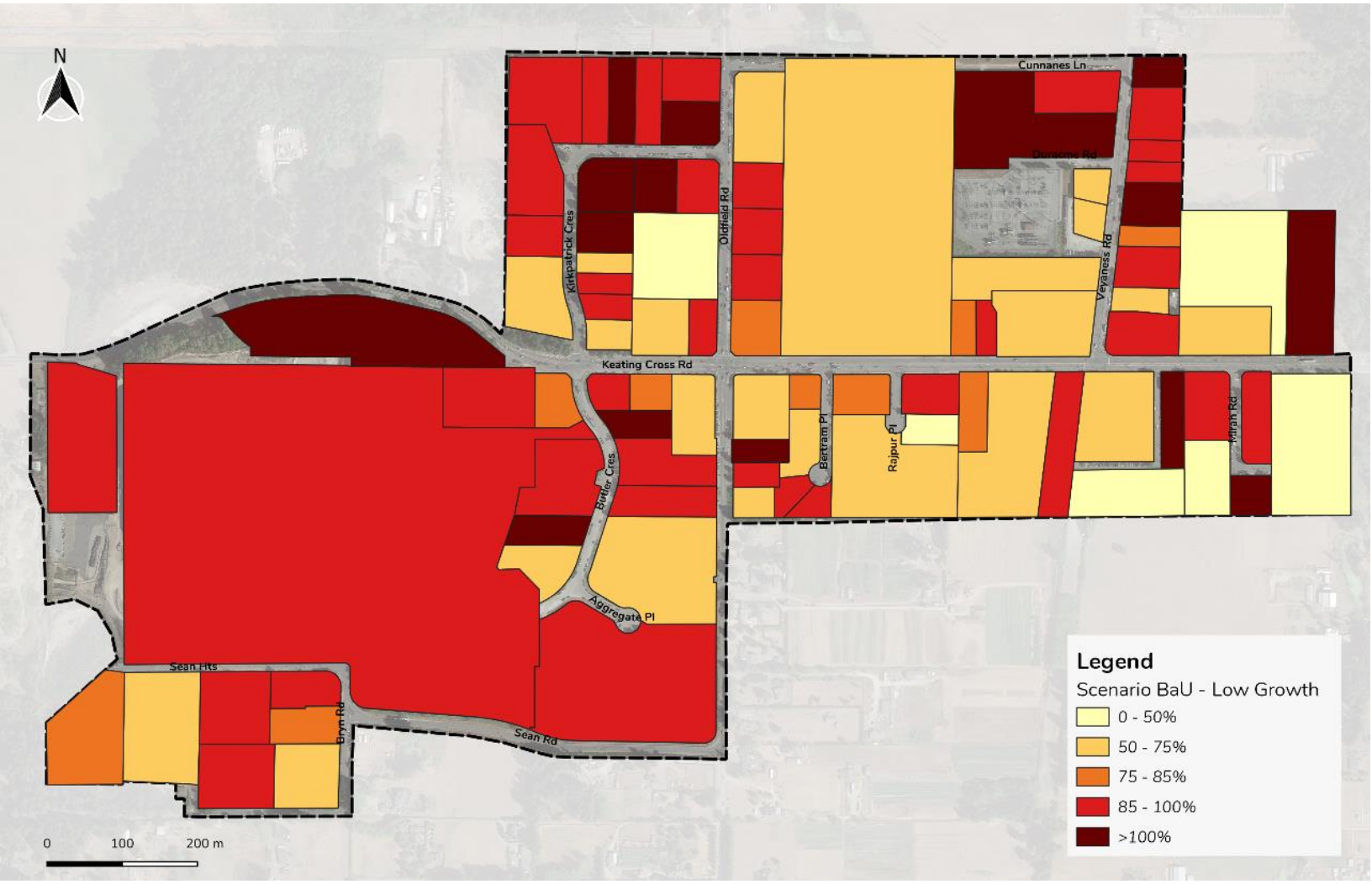
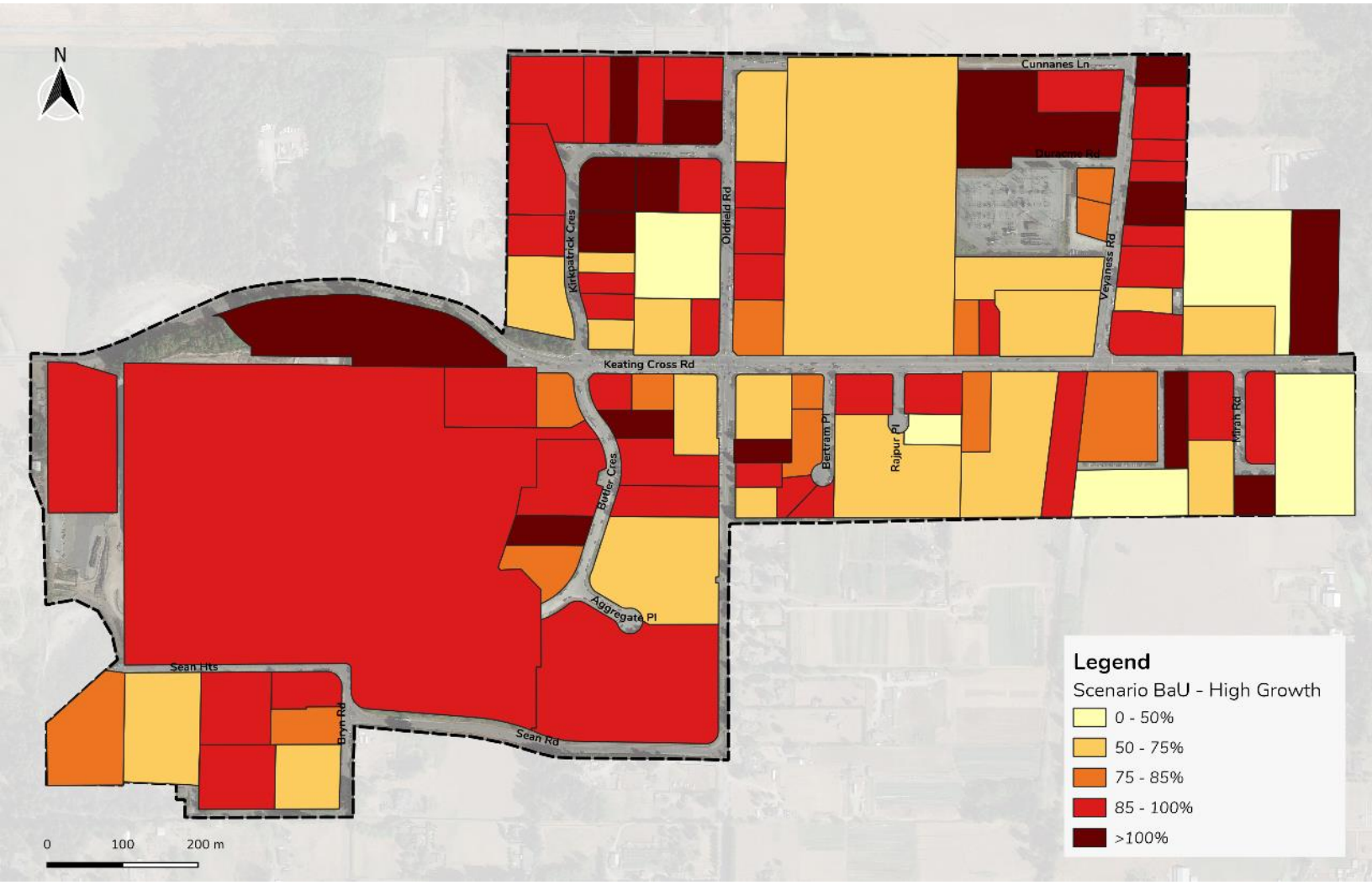


Figure 7. Peak Off-Street Parking Utilization – Scenario A – Business as Usual (High)



4.2.3 SCENARIO B – 2050 MODE SHARE TARGET

This scenario assumes that the recommended actions presented in **Section 6** have been implemented to achieve the 50% of all trips made by walking, cycling, and transit. Like the previous scenario, the two growth options were assessed. Parking utilization is significantly lower than the Business-as-Usual scenario. For the low growth option, it is expected that peak parking utilization for the Keating Business District will be on average 75%. This would translate to 28% of all parking lots experiencing parking utilization higher than 85%. The high growth option shows even lower utilization, averaging 72% for the Keating Business District and with 18% of the off-street parking lots seeing peak utilization exceeding 85%.

On-street parking is expected to face significantly less pressure in this scenario, with only a handful of parking lots seeing parking spillover to the street. Except for Oldfield Road, the District should carefully monitor Veyaness Road, Kirkpatrick Crescent, and Butler Crescent as those corridors are experiencing already high demand for on-street parking.

The table bellow shows the rates that were used for this scenario.

TABLE 4. PARKING DEMAND RATES – SCENARIO B

Land Use	Assumed Parking Requirement for KBD	Expected Parking Demand (2050)
Office	1 space per 31 m^2	1 space per 100 m^2
Commercial	1 space per 62 m^2	1 space per 113 m^2
Light Industrial & Manufacturing	1 space per 82 m^2	1 space per 117 m^2
Warehouse and Storage	1 space per 217 m^2	1 space per 310 m^2

Figure 8. Peak Off-Street Parking Utilization – Scenario B – Mode Share Target (Low)

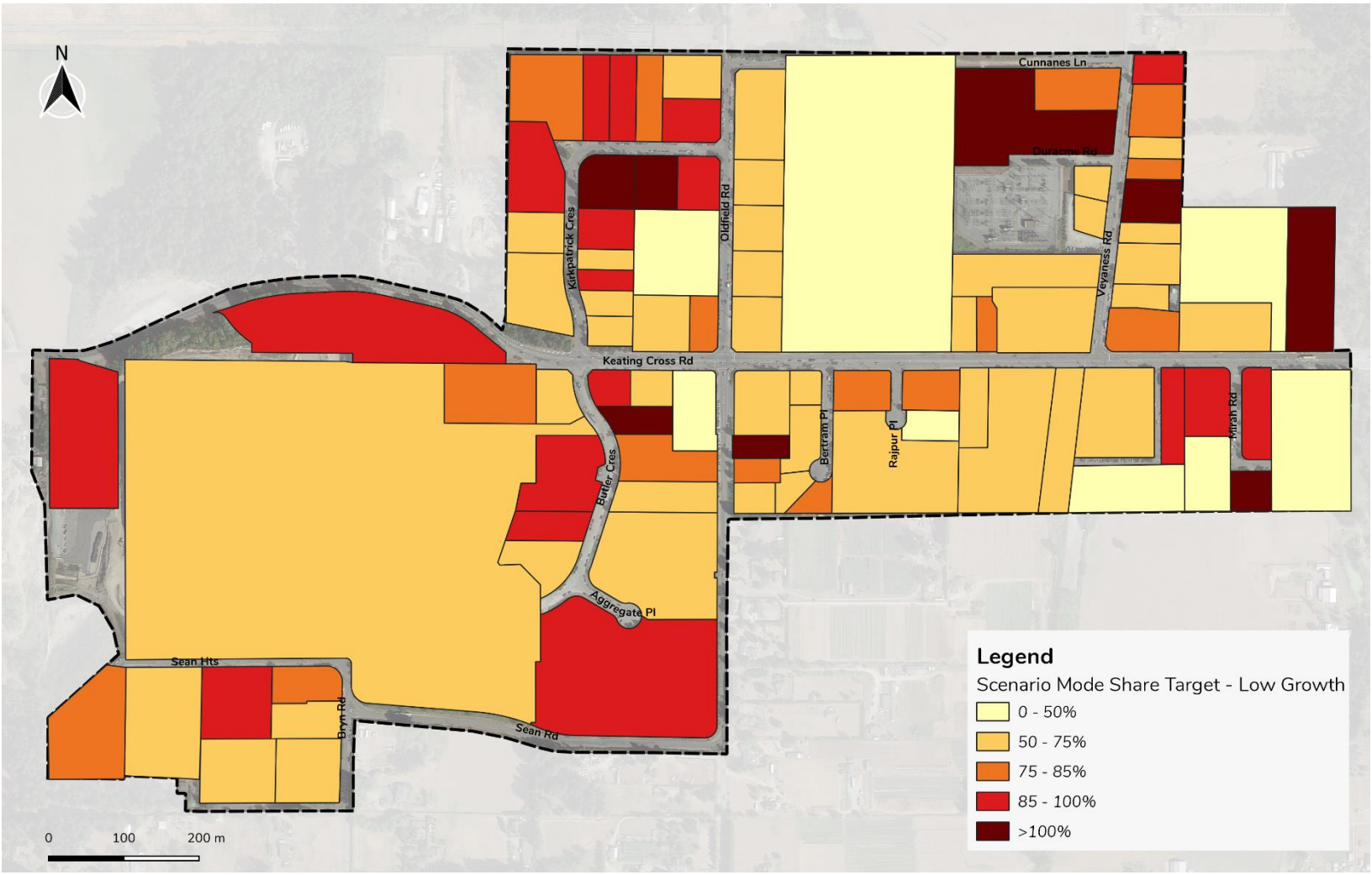
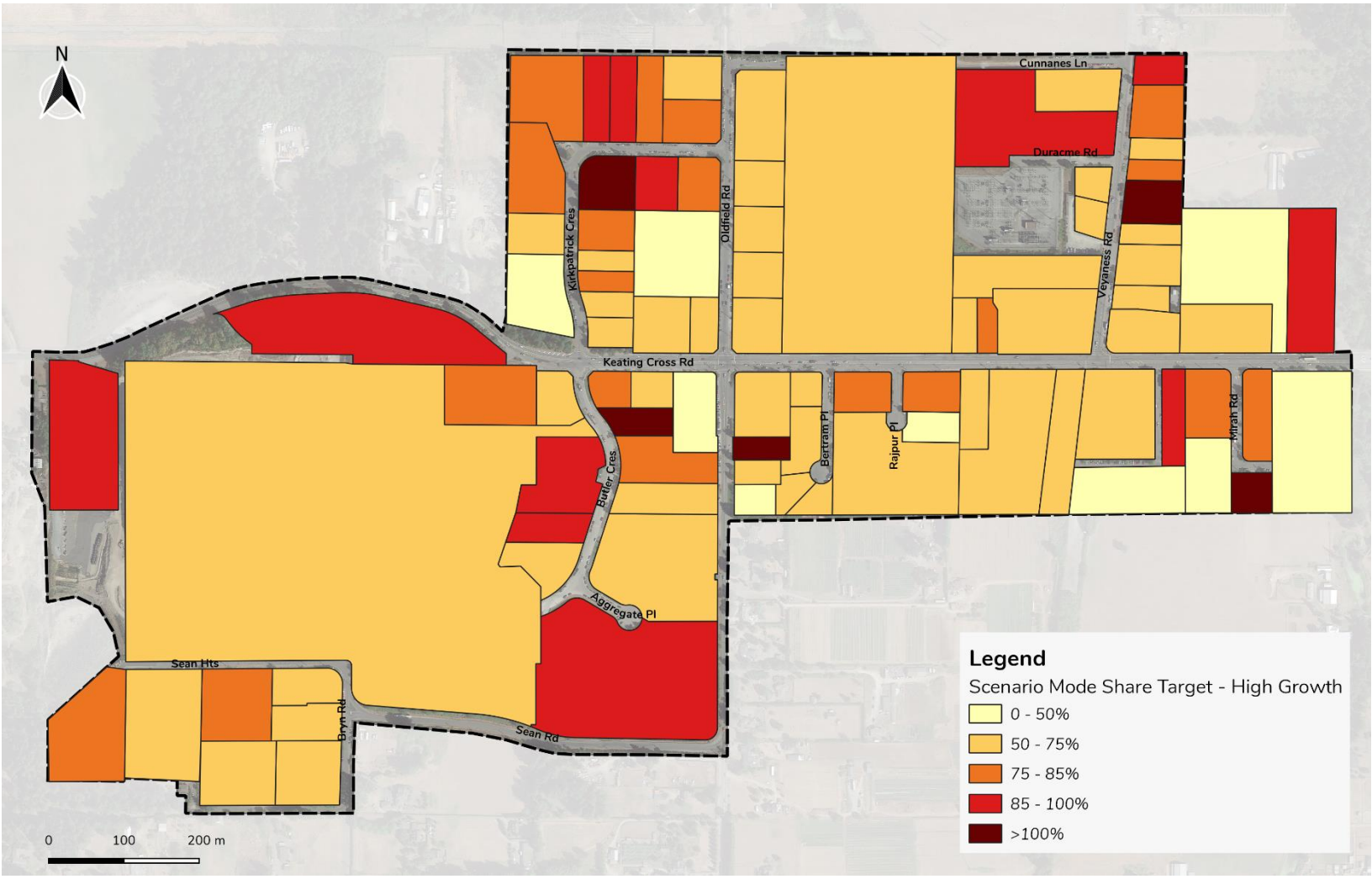


Figure 9. Peak Off-Street Parking Utilization – Scenario B – Mode Share Target (High)



4.2.4 SUMMARY KEY FINDINGS

The key findings from the parking demand forecast are shown in **Table 5** below.

TABLE 5. SUMARY OF PARKING DEMAND FORECAST

Off-Street Parking Demand	Scenario A		Scenario B	
	50% Growth	100% Growth	50% Growth	100% Growth
Average Peak Parking Utilization	86%	86%	75%	72%
% of Parking Lots Exceeding 85% occupancy target	60%	58%	28%	18%

Note: the range in the numbers above are due to the two growth options that were assessed.

5.0 GUIDING PRINCIPLES

Three guiding principles were established to inform the strategic framework and recommended actions for the Keating Business District Parking Strategy. Specifically, the guiding principles are intended to assist the District in decision-making around managing public parking supplies and parking enforcement. They are also intended to inform how transportation and mobility will change in the Keating Business District—and larger municipality—over time in alignment with the OCP, Active Transportation Plan, and Climate Leadership Plan.

Education & Culture | The culture around both public and private parking supplies needs to change to improve overall parking management. The District will utilize signage, time restrictions, and parking enforcement to communicate the expectations around public parking and will regularly communicate with private businesses about parking challenges—and solutions—in the KBD.

Climate Leadership | In alignment with the OCP, sustainable transportation options and transportation demand management will continue to be prioritized in the KBD.

Parking Data Management | The management of parking is only as effective as the data collected. As the area continues to undergo change and growth, data will need to be regularly collected to understand trends and potentially change parking management approaches.

6.0 STRATEGY AREAS

The Keating Business District Parking Strategy is guided by three distinct strategy areas. All three strategy areas were developed based on the existing and future parking conditions analysis, public and stakeholder consultation, and the Guiding Principles.

Each strategy area is described in more detail below and includes a suite of recommended actions that will assist the District in managing public parking within the Keating Business District and promoting more sustainable transportation options for employers.

6.1 ON-STREET PARKING MANAGEMENT

All the on-street parking in Central Saanich is within the District's public right-of-way and overall street network. Per the Traffic and Highways Regulation Bylaw, the District has authority over regulating—and managing—on-street parking. Even though the bylaw contains some time limited parking restrictions, the parking restrictions do not reflect the dynamic and temporal nature of on-street parking in places such as the Keating Business District where people park for different lengths of time.

On-street parking within the Keating Business District requires restrictions that balance the needs of different user groups. The following actions are recommended to improve the management of publicly owned on-street parking spaces within the study area.

6.1.1 ACTION 1A: DELINEATE PARKING SPACES ON HIGHER DEMAND STREETS

Rationale: None of the 493 on-street parking spaces in the study area are delineated or "marked". As a result, some drivers may not park their vehicles properly or as efficiently as they could, leading to challenges with road safety, pedestrian accessibility, inefficient parking and other potential issues. In many downtown and commercial settings, it is common to see marked on-street parking spaces. The benefits of delineating on-street parking include:

- Improves overall road safety and pedestrian accessibility. Delineating the parking space can keep vehicles within the parking lane, which can reduce instances of the vehicle parking in the pedestrian through zone[3] and/or encroaching the vehicle travel lane.
- Increases the overall efficiency and capacity of on-street parking. In the study area, there were several instances of large gaps between two vehicles parked on-street. Delineating the on-street parking spaces can reduce instances of "double-parking", which could allow for more vehicles to park on the street segment and thereby increase the parking capacity of that block.
- Lastly, delineating on-street parking spaces could also provide the District with a formal parking inventory. Each space could be numbered, which would allow the District to accurately track the parking conditions of that space including utilization, duration, and turnover. This could allow the District to manage the parking space with more specific time restrictions, for example. Further, marking of the spaces would also position the District to establish metered (i.e., paid parking) in the future, if warranted.

[3] The BC Active Transportation Design Guide defines the pedestrian through zone as the area that is intended for pedestrian movement, where people travel, interact with each other, and access destinations along a street. More information about this term is available in Chapter C (Pedestrian Facilities) in the BC Active Transportation Design Guide, available online at: https://www2.gov.bc.ca/gov/content/transportation/transportation-infrastructure/engineering-standards-guidelines/traffic-engineering-safety/active-transportation-design-guide

The online survey that was conducted as part of the project found that "clearer on-street signage and markings" was one of the top five desired improvements to address parking issues.

Example of vehicle parked farther away from curb (left) and vehicle parked on sidewalk (right). The delineation of on-street parking can help alleviate these inefficient forms of parking that may lead to road safety and pedestrian accessibility issues.

Application: In the short-term, it is recommended that the District prioritize the delineation of parking spaces on the three main commercial / industrial corridors including Veyaness Road, Oldfield Road (north of Keating Cross Road), and Kirkpatrick Crescent. These three roads have a combined 160 on-street parking spaces. The parking analysis found that all three roads had between 92% to 131% utilization from 9:00 am to 1:00 pm. Marking the spaces on these corridors is anticipated to help address some of the concerns that were heard in the public and stakeholder consultation process.

Over time, the District could delineate on-street parking spaces on other roads within the study area as demand warrants.

6.1.2 ACTION 1B: INSTALL SIGNAGE SHOWING PREFERRED ON-STREET PARKING CONFIGURATION FOR UNPAVED ROADS

Rationale: Almost all streets in the study area are paved and include a parking lane for on-street parking. However, the one exception is Oldfield Road (south), which is one of the main industrial / commercial corridors in the study area. The parking utilization on Oldfield Road (south) is lower than the other corridors; however, there are still several vehicles that seek parking on this street.

Due to the lack of signage and stall delineation on Oldfield Road (south), vehicles were observed to be parked in both parallel and perpendicular configurations. This results in parking inefficiency and potential safety issues with conflicting configurations. As the cross-section standard is built out in the future, the parallel parking configuration will be easier to maintain. In the meantime, signage should be implemented to ensure consistent parking configuration among drivers.

Example of inconsistent parking configurations on Oldfield Road.

In addition, a parallel parking configuration could also help improve the pedestrian experience. According to the District's Active Transportation Plan (ATP), several residents expressed concern about the walking conditions on Oldfield Road. Specifically, concerns were raised about narrow roads with high traffic volumes and truck traffic. The Long-Term Walking + Rolling Network identified in the District's ATP shows a future roadside pedestrian facility on Oldfield Road south of Keating Cross Road. A parallel parking configuration would provide the space required to construct a pedestrian facility and improve overall safety and connectivity for people walking in this part of the Keating Business District.

The Long-Term Walking + Rolling Network identified in the District's ATP shows a future roadside pedestrian facility on Oldfield Road south of Keating Cross Road.

Application: Install "parallel parking only" signage along the west side of Oldfield Road (south) from Keating Cross Road to 6665 Oldfield Road. There are approximately 72 parking spaces on the west side of the road. A parallel parking configuration would reduce the effective parking supply by just over half, resulting in approximately 30 on-street spaces on the west side. The parking utilization determined that there are anywhere from 8 to 49 vehicles parked along this segment of the road. Therefore, by changing the parking configuration to parallel only, there may be instances where the parking utilization is over 85%. Those vehicles would need to park elsewhere and/or find other ways of travelling to the Keating Business District.

6.1.3 ACTION 1C: IMPLEMENT A TWO-HOUR PARKING RESTRICTION

Rationale: There are several recommended changes to the existing on-street parking restrictions. As a first step, consideration should be given to establishing a two-hour time limit. As shown in **Table 6** below, there are two specific restrictions that apply to a "standard parking" space, which refers to a parking space intended for passenger vehicles. These restrictions include (1) 'No Commercial Vehicles' and (2) 'No Commercial Vehicles 10PM-6AM / 3-HR Parking 6AM-10PM', which amount to 95 parking spaces.

Parking duration data was not collected as part of the parking counts. As such, the consultant team was not able to determine whether vehicles were parking for three hours or less. Nonetheless, parking spaces with these two restrictions are likely attracting both employees and customers / visitors. The online survey reported that most customers / visitors only park for one hour or less. Further, while some employees may be parking in the 'No Commercial Vehicles' spaces, these spaces should be intended for customers / visitors as they provide direct and convenient access to the businesses. Employers in the study area should encourage their staff to park off-street, where possible.

TABLE 6. ON-STREET PARKING SUPPLY

Parking Restriction / Space Type		Quantity	Percentage
On-Street	No Restrictions	370	75.1%
	No Commercial Vehicles	65	13.2%
	No Commercial Vehicles 10PM-6AM / 3-HR Parking 6AM-10PM	30	6.1%
	Commercial Trucks 3-HR Parking 10AM-6PM / No Parking Commercial Trucks 10PM-6AM	18	3.7%
	Perpendicular	10	2.0%
	Total	**493**	**100%**

The two-hour time restriction should also be extended to some of the on-street parking spaces with no restrictions. As shown in **Table 6**, unrestricted spaces represent most spaces in the study area (75%). These spaces are likely utilized by all user groups, especially employees who require all-day parking. Some of these spaces should also be converted to the two-hour restriction to minimize overuse and promote turnover.

Application: It is recommended that the District:

- Convert all spaces restricted as 'No Commercial Vehicles' and 'No Commercial Vehicles 10PM-6AM / 3-HR Parking 6AM-10PM' to a two-hour restriction across the study area. The two-hour restriction could be written as 'No Commercial Vehicles 10PM-6AM / 2-HR Parking 6AM-10PM'.
- Convert all unrestricted spaces to two-hour parking on street segments that have an average (mean) utilization of 50-85%, which includes:
    - Veyaness Road (east side), from Keating Cross Rd to Duracme Rd
    - Mirah Road (both sides)
    - Raipur Place (east side)
    - Butler Crescent (both sides)
    - Oldfield Road, south (both sides), from Keating Cross Road to 6665 Oldfield Rd
    - Oldfield Road, north (both sides), from Keating Cross Road to Kirkpatrick Cres
    - Oldfield Road, north (both sides), from Kirkpatrick Cres to end of road
    - Kirkpatrick Crescent (east side), from Keating Cross Road to 6809 Kirkpatrick Cres

6.1.4 ACTION 1D: IMPLEMENT A ONE-HOUR PARKING RESTRICTION ON HIGHER DEMAND BLOCKS

Rationale: Some of the blocks in the study area had an average (mean) utilization of 85% or higher over the course of the day. When parking utilization is greater than 85%, there is a higher likelihood that vehicles will spend more time circling the block to search for parking (i.e., "cruising for parking"), which can exacerbate traffic congestion and result in driver frustration.

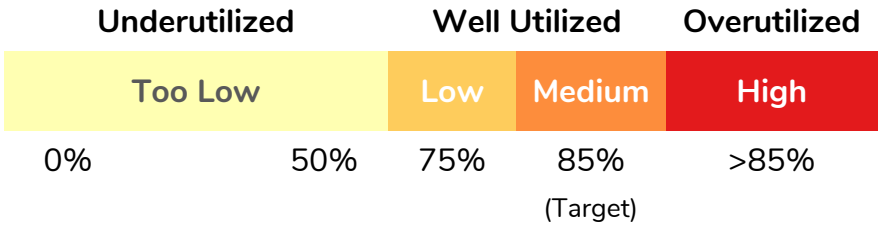
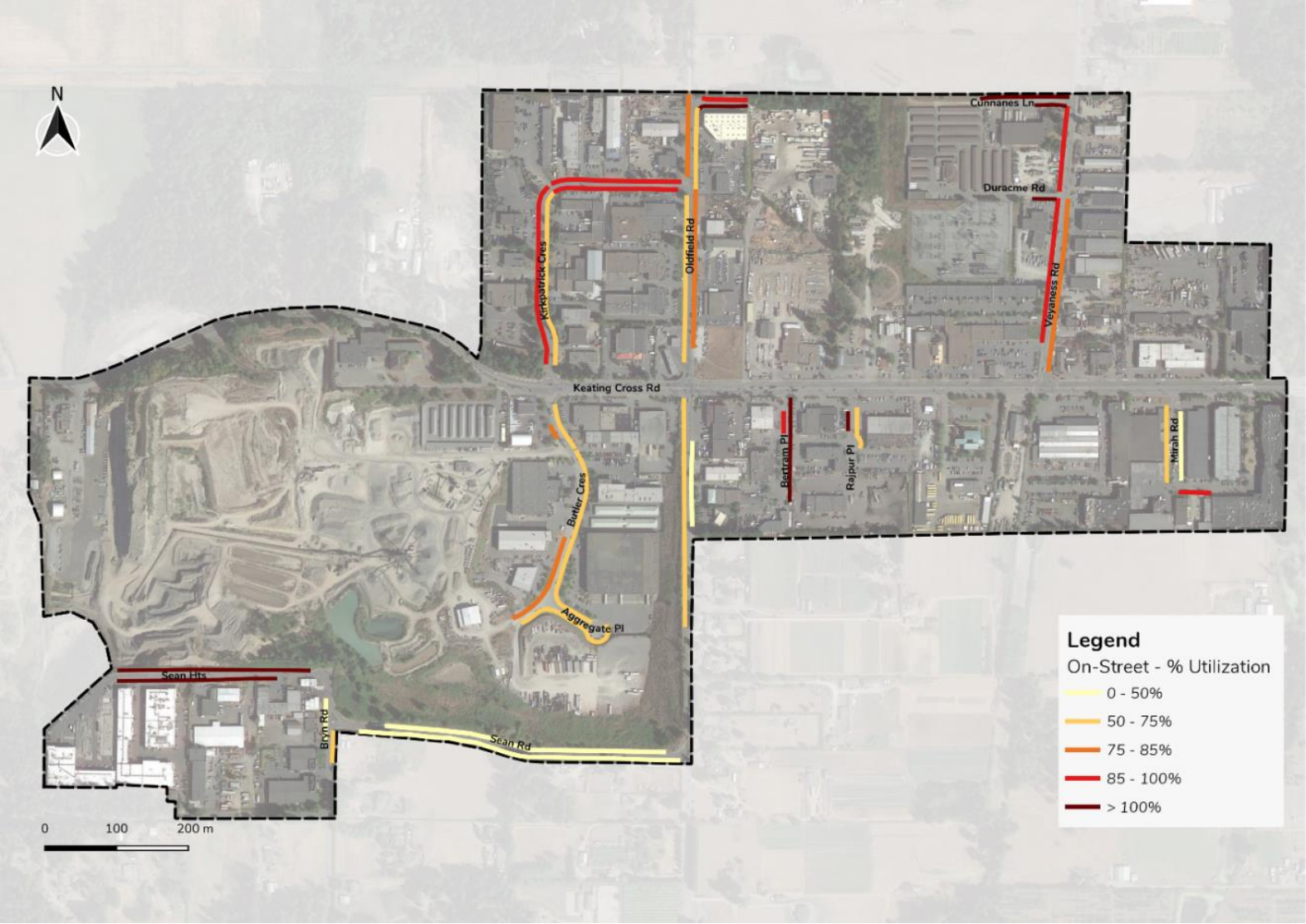


Figure 10 shows the blocks that were found to be 'overutilized', which include parts of Kirkpatrick Crescent, Sean Heights, the west side of Veyaness Road, and the cul-de-sac of Oldfield Road, among other blocks. The provision of a one-hour time restriction on these blocks will promote turnover and allow more people to access convenient parking. Some customers/visitors may require more time than the one-hour restriction would allow. They could either park farther down the block in a space with a two-hour limit or in an unrestricted space.

Figure 10. Average Daily On-street Parking Utilization



Application: It is recommended that the District:

- In the short-term, introduce the one-hour time limit on the blocks located on the three main commercial / industrial corridors. Specific blocks that are candidates for the one-hour limit include:
    - Kirkpatrick Crescent, west side (Keating Cross Rd to 6808 Kirkpatrick Cres)
    - Oldfield Road cul-de-sac (north side)
    - Veyaness Road, west side (Keating Cross to Cunnanes Ln)
- In practice, it may not be feasible to sign each parking space with the one-hour limit in these locations. Therefore, the spaces that are directly along the businesses' frontage should be prioritized.
- In the medium to long-term, and as the District conducts more regular parking observations, other blocks that consistently have a parking utilization over 85% should be candidates for one-hour parking.

6.1.5 ACTION 1E: REFORM PARKING BYLAW ENFORCEMENT APPROACH

Rationale: The current parking enforcement model in the District is ambiguous and ineffective to meet the challenges facing on-street parking demand in places like the Keating Business District. Both the Central Saanich Police and the District's Bylaw Enforcement department are responsible for parking enforcement and record the number of parking related violations on an annual basis. While the District currently has a voluntary compliance rate of 85% (referring to parked vehicles that comply with an initial parking complaint), this system is not sustainable moving forward as the Keating Business District—and the larger municipality—witnesses more growth and greater demand for its on-street parking.

The District currently uses the Municipal Ticket Information (MTI) system, which means the bylaw enforcement staff cannot issue tickets directly (i.e., in real-time) to a vehicle where there is a violation of the bylaw. Bylaw staff must initially leave a copy of the ticket on the vehicle, process the ticket at the office, then return to the vehicle to serve the vehicle owner. Once the licensed plate has been checked, the bylaw staff may discover that the vehicle belongs to a resident in a different municipality. This system results in a time consuming and cumbersome process and is not effective for dealing with parking violations. Further, the MTI system does not allow bylaw staff to efficiently track bylaw violations. All of the warnings and tickets are manually written, which requires more time to check information about a violation and whether there are repeat offenders.

Common Types of Offence Notice Systems for Parking Violations

Municipalities commonly use one of two types of offence notice systems for bylaw violations including parking tickets. Central Saanich currently uses the 'Municipal Ticket Information' system. The key difference between these two types of systems is that the Bylaw Offence Notice allows a resident to dispute violations out of court via an independent adjudicator who will hear all disputes.

Bylaw Offence Notice (handwritten or computer generated):

- May be issued to a person, company, or vehicle
- Used for first time offenders or minor offences
- Disputes are heard by a dispute resolution adjudicator appointed by the province and held at the local government level
- Fines of up to $500 per offence

Municipal Ticket Information (handwritten):

- May be issued to a person or company
- Used for repeat offenders or more serious offences
- Disputes are heard in the Provincial Court of B.C., usually by a Judicial Justice of the Peace. There is no screening process
- Fines of up to $1,000 per offence
- Must be disputed within two weeks via process on back of the ticket

Source: *City of Kelowna Bylaw Enforcement*

The District requires a new approach to parking enforcement, which it can pilot in the Keating Business District before implementing District-wide.

Application: Based on an interview with the District's Bylaw Officer & Business License Inspector and a review of best practices from other jurisdictions, the following steps are recommended for parking enforcement reform:

1. As a first step and to improve the overall tracking process, the District should create a separate email for parking complaints. All existing bylaw complaints have to be sorted and categorized, which is a laborious process and takes up limited staff time.
2. Once the recommended time restrictions are adopted (see **Actions 1C-1D**), the District should monitor how many parking related complaints it receives and where they are occurring in the Keating Business District. This would allow bylaw enforcement to determine the rate of voluntary compliance with more geographic accuracy.
3. The District could do some targeted enforcement based on where the complaints are likely to occur (see **Action 1F**).
4. Lastly, based on the data the District receives, and the number of parking related complaints and violations, the District should assess whether it should change its system from the Municipal Ticket Information to the Bylaw Offence Notice.

6.1.6 ACTION 1F: ENHANCE BYLAW ENFORCEMENT EFFORTS IN AREAS WITH HIGH PARKING UTILIZATION

Rationale: As discussed in the preceding actions above, there are several blocks in the study area that had an average parking utilization that exceeded the recommended occupancy target of 85%. **Action 1C** and **1D** include recommendations for time restrictions on these blocks as a strategy to promote turnover and balance on-street parking demand. However, while time restrictions can assist in encouraging parking turnover, high occupancy blocks will continue to be most sought-after and require

targeted enforcement to increase the supply of parking available to customers and visitors.

Application: Given the District's limited resources for bylaw enforcement, it is recommended that enforcement be limited to the blocks with the highest parking utilization, which is where the one-hour restrictions are recommended. Once the time limited signage is installed and/or updated, the District could initially undertake targeted enforcement on the three main commercial / industrial corridors, which include Kirkpatrick Crescent, Oldfield Road, and Veyaness Road. This would ensure that the applicable parking regulations (e.g., time restrictions, parking configuration) are being followed and help encourage turnover.

6.1.7 ACTION 1G: INVEST IN PARKING ENFORCEMENT TECHNOLOGY

Rationale: Over time, as the District pilots changes to parking enforcement in the Keating Business District, consideration should be given to utilizing parking enforcement technology. Given the limited resources of staff, a more modern approach that relies on parking software can streamline the process and reduce the staff time needed to process complaints and tickets.

Parking enforcement technology such as handheld tablets or phones with an app provide several benefits, such as:

- Track and expedite the enforcement process
- Access real-time information and historical data
- Reduce staff time and allow to cover more ground
- Effective in encouraging parking turnover
- Enable electronic ticketing, which can eliminate manual entry of tickets, increase revenue by reducing errors, and reduce overall staff time

An example of such technology is the T2 system[4], which can be used in tandem with android phones and wireless printers. The T2 system offers an integrated software platform with multiple features and functions. It is used for parking permit management to sell and manage permits. It also offers a parking enforcement software that enables citation management and allows enforcement officers to have access to real-time information including past parking violations.

A more advanced form of technology is called "Automated License Plate Recognition". This type of technology uses infrared colour cameras and special software to read license plates at a rate of up to 3,000 per hour. The cameras are typically mounted on police vehicles and/or municipal bylaw vehicles, and scan license plates on parked or moving vehicles.[5]

Application: It is recommended that the District:

- In the medium to long term, invest in handheld tablet or smartphones and an app technology (for example T2) for parking enforcement, which would help address challenges facing parking enforcement in the KBD and the wider District today. This technology would also allow the enforcement of paid parking, should the District decide to implement that in the future.
- Over time and depending on the demands placed on parking enforcement, explore the feasibility of an Automated License Plate Recognition system.

[4] More information about the T2 system is available online at: https://www.t2systems.com/permits-enforcement/
[5] Government of British Columbia. (No date). Automated License Plate Recognition (ALPR). Available online at: https://www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc/road-safety-auto-crime/auto-licence-place-recognition

6.2 OFF-STREET PARKING MANAGEMENT

All of the off-street parking spaces in the Keating Business District are privately owned. As such, the District cannot actively manage these spaces or modify their restrictions. However, the District does have the ability to regulate *new* off-street parking spaces through the zoning bylaw process. The following actions are recommended to improve the District's existing Land Use Bylaw to align regulations and requirements with current trends and best practices.

6.2.1 ACTION 2A: ESTABLISH VEHICLE PARKING REQUIREMENTS FOR THE KEATING BUSINESS DISTRICT

Rationale: The existing parking bylaw provides parking minimums for new developments for each individual use. The Keating Business District Parking Strategy relied on parking utilization data completed through observations of both on-street and off-street parking. The results found that for some uses the observed parking demand was significantly lower than the bylaw supply requirement. Therefore, the bylaw rates should be amended to reflect actual parking demand.

Application: It is recommended that the District amend the existing Land Use Bylaw 2072, Part 6 – Off-street Parking, Loading and Screening Regulations and specifically Table 2: Number of Required Parking Spaces Based on Land Use to include Keating Business District specific requirements for the following land uses:

- Office – 1 space per 31 m^2
- Light Industrial & Manufacturing – 1 space per 82 m^2
- Warehouse and Storage – 1 space per 217 m^2

6.2.2 ACTION 2B: ESTABLISH A CASH-IN-LIEU POLICY

Rationale: Currently, the District does not have a cash-in-lieu policy. All planning documents that were reviewed (OCP, ATP, KBD Implementation Plan) recommend the implementation of a cash-in-lieu policy. This policy would allow prospective developers to pay cash in-lieu of required parking spaces. All funds must be used toward providing public parking facilities or on infrastructure that supports walking, cycling, transit, or other forms of alternative transportation.

Application: It is recommended that the District amend the existing Land Use Bylaw 2072, Part 6 – Off-street Parking, Loading and Screening Regulations to include a cash-in-lieu policy that would benefit the District as the revenue collected could be directed to transportation improvements (e.g., public parking, sidewalks, bike lanes, bicycle parking, etc.).

The policy should include information on:

- Applicable land uses for the program
- Appropriate cost per parking space
- Establish geographic extent for the Cash-in-Lieu program
- Maximum percent of spaces that can be paid through the Cash-in-Lieu policy
- Consideration for other conditions that might enable the Cash-in-Lieu policy, such as proximity to transit, TDM, and flexibility specific to retrofit developments

6.2.3 ACTION 2C: INTRODUCE TRANSPORTATION DEMAND MANAGEMENT GUIDELINES

Rationale: In an effort to achieve the mode shift target of 50% of all trips by sustainable modes by 2050, the District should consider a TDM guidelines program to support and promote walking, cycling, and taking transit. The TDM guidelines would be intended to encourage sustainable transportation through incentives, education, and awareness and balance the future needs for off-street parking. The guidelines can set an initial budget for new developments to allocate for TDM measures (e.g., establish a rate of $ per 100 m^2 for new developments). The District should also define the TDM measures that are considered appropriate and as new opportunities become available, the list of acceptable TDM measures could be expanded. New developments would then have to commit to acceptable TDM measures set by the District and to the appropriate monetary amount based on the size of development.

Application: It is recommended that the District explore the introduction of a TDM guidelines program for the KBD, in tandem with **Action 2A**, so that new developments are incentivized to provide TDM. The program could be refined after discussions with developers and further research, but as a starting point the following structure could be assessed.

Eligible land uses: Office, Commercial, Light Industrial, Manufacturing, Warehouse and Storage
TDM Value: $1,000 per 100 m^2 GFA for new office and/or commercial spaces; $500 per 100 m^2 GFA for new light industrial / manufacturing / warehouse and storage spaces.
Eligible TDM Measures: Public Transit (provide subsidized transit passes for employees), Carshare Memberships (provide carshare memberships and/or driving credits).
Complementary TDM Measures: TDM Sustainable Travel Information (A resource to support travel planning for employees, increasing awareness of sustainable transportation options, see **Action 3C**); Wayfinding Signage (Appropriate signage that will increase awareness of on-site parking for customers and employees).

6.2.4 ACTION 2D: PROMOTE PARKADE AS A LONG-TERM PARKING OPTION

Rationale: The Gateway Park parkade has 582 parking spaces. It is privately managed and utilized by employees working in the Gateway Park at 2261 Keating Cross Road. The parkade was included as part of the data collection and found to have a parking occupancy of less than 50% during the peak time, indicating that the parkade is largely underutilized.

The online survey reported that employees in the Keating Business District have a hard time finding parking, specifically an off-street parking space. 'Dedicated long-term (i.e., all day) parking' was identified as the top parking solution among employees with 70% of survey respondents selecting this option. And even though most survey respondents indicated that they would not utilize the Gateway Park parkade if it was available for long-term parking, there is still an opportunity to capitalize on this underutilized facility to help address the long-term parking challenges facing some employees in the KBD.

Application: While the parkade is not municipally managed, the District can explore a few different options. It is recommended that the District:

- Approach the current owner of the parkade facility to explore if 50 spaces (or the top level of the parkade) could be made available as all-day parking for other employers in the KBD.
- The District could support the owner by providing funding for signage at the entrance of the parkade to indicate that all-day parking is available (9:00 a.m. to 6:00 p.m.). The District should work with the owner and encourage them to provide the parking free of charge initially with consideration for priced parking as demand warrants.
- The District should undertake a campaign to promote the all-day parking spaces to create awareness and generate interest among employers in the area.

6.3 TRANSPORTATION DEMAND MANAGEMENT

Transportation demand management (TDM) refers to policies, programs, and services that influence why, when, where, and how people travel. TDM initiatives typically aim to reduce single-occupant vehicle (SOV) trips and encourage sustainable travel options such as walking, cycling, public transit, and shared rides. Successful TDM initiatives can result in the reduction of parking demand, fewer vehicle trips, and associated benefits of decreased greenhouse gas (GHG) emissions, improved personal health and well-being, reduced traffic congestion, and lower infrastructure costs.

Section 4.9 in the District's draft OCP contains several objectives that are supported by TDM, including [a] more walking and cycling [b] improve transit and [c] climate action. The District has set a target of 50% of all trips occurring by active transportation by 2050. Achieving this target will require significant investments in new infrastructure and in programs that can help incentivize Central Saanich residents to commute by a sustainable transportation option.

The following recommendations focus on actions that the District can consider to reduce parking demand and single-occupancy vehicle travel to and from the Keating Business District.

6.3.1 ACTION 3A: PRIORITIZE ACTIVE TRANSPORTATION IMPROVEMENTS IN KBD

Rationale: Central Saanich is still a car-dependent community. According to the 2017 CRD Origin-Destination Household Travel Survey, about 79% of all trips within the District are by vehicle (63% as driver and 16% as passenger). This is compared to 19% of trips within the District by a sustainable transportation mode (transit, walk, bike). For commute trips, the 2016 federal census indicated that 81% of residents travelled to work by private vehicle with 5% as a passenger. Approximately 12% of commute trips are completed by a sustainable mode, which is higher than North Saanich but below Sidney

and the Victoria CMA.[6] Even though the District's mode share may have changed since 2016-2017, the data indicate that active transportation mode share has significant room to grow.

In addition to the mode share targets established in the draft OCP, it also contains several objectives and policies to support transportation options that reduce reliance on private vehicles. More specifically, the District's 2021 Active Transportation Plan identifies various active transportation infrastructure projects within the Keating Business District. The recommendations include a combination of new roadside pedestrian facilities, on-road cycling routes, and connector cycling routes, as shown in Map 4 and 6 in the District's ATP.

While the ATP does not identify any priority projects in the Keating Business District, consideration should be given to expediting active transportation investments in the area. The Keating Business District is identified as one of the core commercial areas in the draft OCP, where new commercial and retail services will be encouraged, which means more employees and more commuting over time. Further, the online survey that was conducted as part of the project reported that 'improving bicycle and pedestrian infrastructure on streets' is one of the top desired improvements to help address parking issues.

Application: The District's ATP identifies several active transportation facilities in and surrounding the Keating Business District. It is recommended that the District consider the following in order of priority to make active transportation a more viable commuting option for KBD employees.

- Multi-Use Pathway facilities on Meadowbank Road / Cunnanes Lane
- On-road Cycling Route on Central Saanich Road from East Saanich Rd to Tanner Rd
- On-road Cycling Route / Connector Cycling Route on Keating Cross Road from Central Saanich Road to Benvenuto Avenue

[6] Central Saanich Official Community Plan Review. Background Research Report.

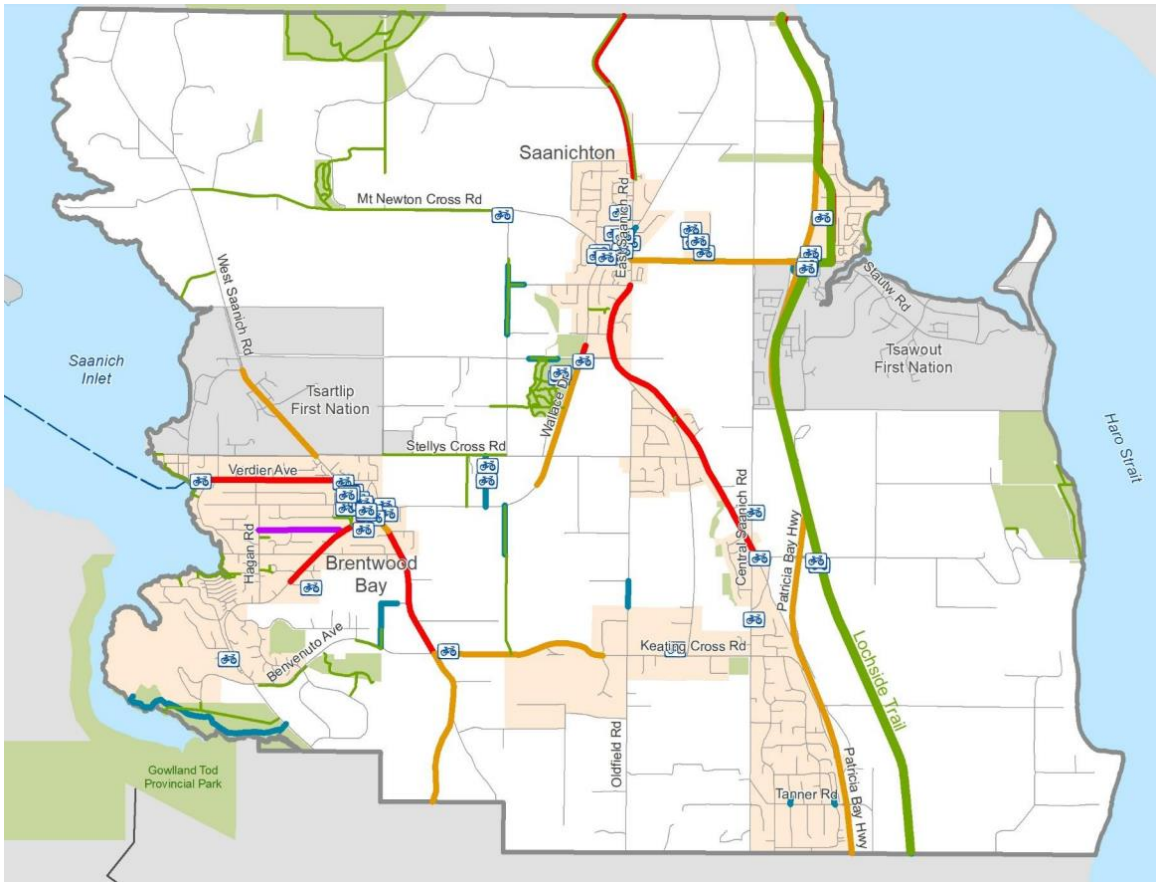
- Roadside Pedestrian Facility on Oldfield Road south of Keating Cross Road
- Roadside Pedestrian Facility on Sean Road from Oldfield Road to Bryn Road

The ATP notes that the Keating Cross Road corridor lacks dedicated cycling facilities and is among the busiest vehicle corridors with over 15,000 vehicles per day. Even though the ATP identifies a future on-road cycling facility on Keating Cross Road, it indicates that priority should go towards the Meadowbank and Cunnanes Lane Multi-Use Pathway. The construction of this facility would provide important connectivity to Brentwood Bay and Saanichton Village, both of which are identified as core commercial areas and where more residential density is expected.

6.3.2 ACTION 3B: COMMIT TO BICYCLE PARKING IMPROVEMENT FUNDING

Rationale: The provision of both short-term and long-term bicycle parking is a critical part of building an active transportation network. Secure bike parking (i.e., long-term), is especially important to help address the fear of bike theft. As part of developing the Central Saanich ATP, the District developed a bicycle parking inventory to map locations for publicly accessible bicycle parking. They found that most bike parking is concentrated in the Brentwood Bay and Saanichton Village areas with little to no parking available in the Keating Business District.

Figure 11. Public Bicycle Parking Locations in Central Saanich (2020)[7]



This was confirmed in the Keating Business District Parking Strategy online survey where employees flagged the need for more long-term bicycle parking including secure bike lockers and cages. New developments in the Keating Business District are subject to bicycle parking requirements in the District's Land Use Bylaw. However, the District could also provide publicly accessible bicycle parking in the Keating Business District to provide an option for employees who do not have access to secure bike parking.

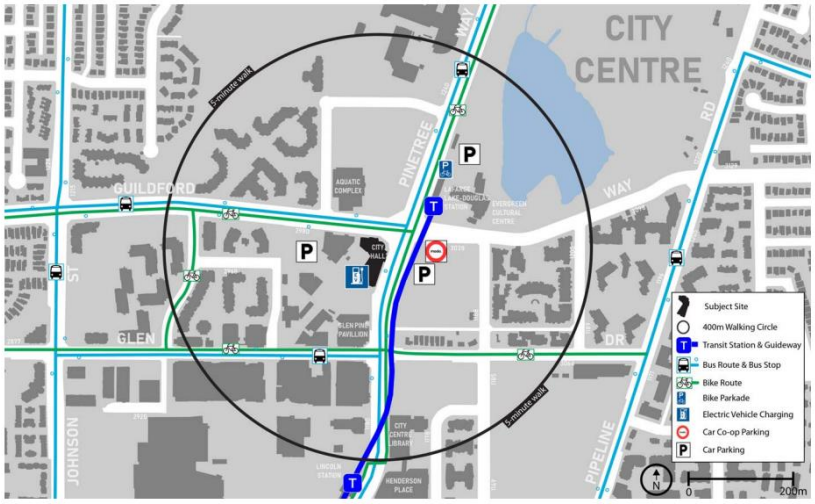
[7] Map 5 (Existing Cycling Network) from Active Transportation Plan.

Application: "Bicycle Parking Improvement Funding" is identified as one of the priority cycling projects in the District's ATP. This refers to funding that would expand bicycle parking in public spaces throughout Central Saanich. Keating Cross Road at Veyaness Road is identified as one of four priority locations.

It is recommended that the District prioritize the provision of bicycle parking in this location in the short-term.

6.3.3 ACTION 3C: DEVELOP TRAVEL MAP FOR KBD

Rationale: The design of a map that shows the nearby transit stops and routes, in tandem with active transportation infrastructure and any available public parking can have a positive impact to people trip planning as they would understand better their available transportation options. The District could then distribute that map to businesses of the KBD, as well as post it on the District's website for the public to access. The map could be potentially used as part of a wayfinding strategy at key locations within the area (such as strip malls, major intersections, etc.). Similar initiatives have been observed at other municipalities in the region.

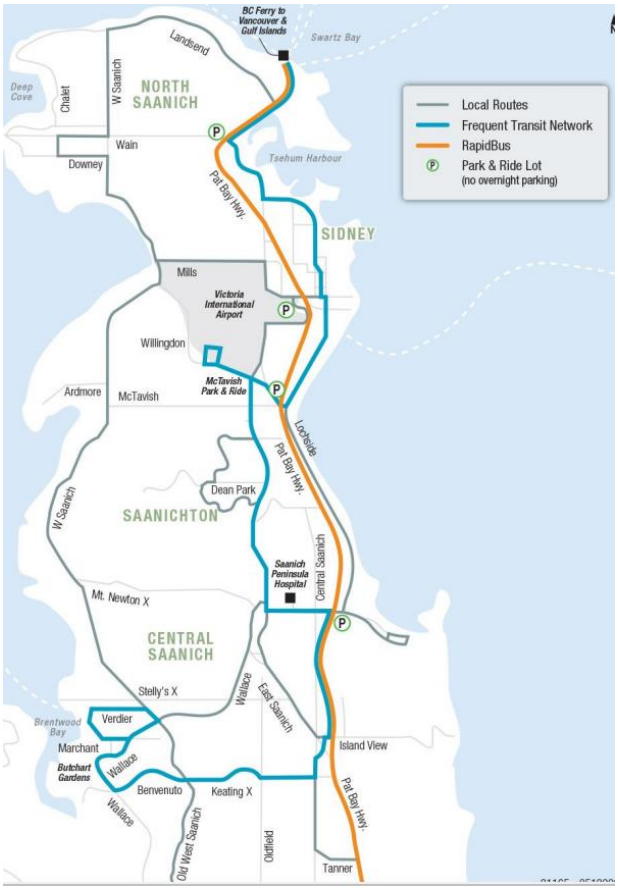


Example of travel map from the City of Coquitlam.

Application: Design a map that is publicly available that shows information about alternative transportation options to SOV, such as transit (stops, routes, frequency), active transportation (sidewalks, trails, bike lanes), and available public parking.

6.3.4 ACTION 3D: WORK WITH BC TRANSIT TO ENHANCE TRANSIT SERVICE IN KBD

Rationale: In the online survey, participants indicated that their second most preferred parking solution the improvement of transit service to and from the KBD. Good connections to transit hubs will reduce waiting time for commuters and make travel more seamless. The District can work with BC Transit to explore ways to improve transit service to and from the KBD, as well as ensure that there are excellent transit amenities (e.g., bench, shelter, receptacle for garbage and recycling, lighting, bike parking, etc.) on the key bus stops within the area. Even though some of the elements might be outside of the District's jurisdiction, the District should ensure that there is pedestrian infrastructure connecting the bus stops to the local businesses, as well as crosswalks that will allow the safe crossing of people.



Application: It is recommended that the District:

- Promote and educate employers in the Keating Business District about the "81 Keating Extension", which is identified as a short-term priority in the BC Transit Peninsula

Local Area Transit Plan.[8] It would extend the routing of the 81 to the Keating Business District and Tanner Ridge by adding 1,700 annual service hours.

- Designating Keating Cross Road as a Frequent Transit Network is identified as a long-term priority in the Peninsula Local Area Transit Plan. The District should work with BC Transit to enhance the amenities along all bus stops on Keating Cross Road to make transit even more appealing to future employees in the area.
- Ensure that pedestrian infrastructure (e.g., sidewalk, crosswalk) is safe and convenient for people using transit that want to access the businesses across KBD.
- Once the Peninsula RapidBus is implemented in the long-term, the District should work with BC Transit and undertake a marketing campaign to promote the new service to KBD employers.

6.3.5 ACTION 3E: INTRODUCE CARSHARING SERVICES IN KBD

Rationale: Carsharing enables users of the service to access cars located nearby, providing participants with the mobility benefits of access to a car without having to own one. Research shows that people who participate in carsharing are likely to drive less, less likely to purchase a personal vehicle or continue owning an existing one, and more likely to use other modes of travel more.[9]

There are two models of carsharing available in the CRD:

- **One-way** carsharing: In this model the user can start their trip in one location and end it at a different location. For instance, Evo Car Share is a one-way carsharing provider, where users can end their trips anywhere within an operational area ("home zone"). Currently, City of Victoria is the only operational area, however it

[8] BC Transit. (2022). Transit Future: Local Area Transit Plan Peninsula. Available online at: https://www.bctransit.com/documents/1529716646896

[9] Elliot Martin and Susan Shaheen,"The Impact of Carsharing on Household Vehicle Ownership," ACCESS, 38: 22-27, Spring 2011; Susan A. Shaheen and Adam P. Cohen, "Carsharing and Personal Vehicle Services: Worldwide Market Developments and Emerging Trends," *International Journal of Sustainable Transportation*, 7(1): 5-34, 2012, doi: 10.1080/15568318.2012.660103

is possible to expand the operational area to specific locations without the need to designate an entire municipality as an operational area. This could benefit employees that might want to use transit one-way, but would prefer a carshare for the other trip. Similarly, this option would be useful to visitors of the KBD area.

- **Two-way or roundtrip** carsharing: The difference with this model is that the user must return the vehicle at the same place that the trip originated. A local example is Modo. Modo currently has three vehicles within the District of Central Saanich (one in Brentwood Bay and two in Saanichton), but none in the Keating Business District area. As KBD and the wider area is densifying with more businesses and multi-family units, a case can be presented to Modo to consider the expansion towards KBD. This might benefit local businesses as Modo has a wide range of vehicles and therefore could provide a type of vehicle that meets the needs of businesses situated within KBD in order to use it when they need it, share it with other businesses and that way save resources from purchasing and maintaining a vehicle for the business.

Application: It is recommended that the District:

- Continue working with Modo to enhance further two-way carsharing in the KBD area.
- Work with Evo Car Share to expand the operational area ("home zone") to cover the KBD area.

6.3.6 ACTION 3F: IMPLEMENT PRICED PARKING TO MANAGE DEMAND

Rationale: Priced parking is widely considered as one of the most effective ways to reduce vehicle parking demand and one of the most impactful TDM measures. However, its application must be carefully evaluated to ensure it is effective, equitable, and warranted. If implemented prematurely, it could act as a burden to businesses in the KBD (i.e., create a real or perceived barrier to accessing the area).

Two components are equally important to be assessed prior to implementing such measure: (1) consistent high vehicle parking demand and (2) reliable, safe, and convenient

alternative ways for people to reach that area (i.e., alternative modes to single-occupancy vehicle travel). Some of the advantages of such an approach is the reduction of vehicle parking demand, higher turnover in highly sought-after parking spaces, and revenue that can partially offset costs for bylaw enforcement. This measure should be considered in the long-term for the Keating Business District.

Application: It is recommended that the District:

- In the long-term, assess whether paid parking is warranted in on-street spaces with a one-hour parking restriction.
- A market analysis should be done at the time to determine what an appropriate rate (price) is for on-street parking in the Saanich peninsula
- Typically, the paid parking would be in effect during business hours on weekdays (i.e., Mon – Fri from 9:00 am to 5:00 pm)

6.3.7 ACTION 3G: CONDUCT A REGULAR PARKING SURVEY OF BOTH ON-STREET AND OFF-STREET LOTS

Rationale: The impact of parking management and TDM cannot be fully understood without collecting data. Therefore, continuing to conduct regular parking data collection exercises could provide the District with an understanding of how parking occupancy is changing over time and what the impacts are of adopting the recommended parking management and TDM actions outlined in this strategy. On-going data collection will also allow the District to track how parking demand and supply differs across the study area, whether the parking "hotspots" continue to show high demand, and can support on-going planning initiatives using a data-driven approach.

Application: It is recommended that the District:

- Conduct a parking survey in the Keating Business District area every five years.

6.3.8 ACTION 3H: UNDERTAKE A TRAVEL SURVEY WITH EMPLOYERS IN KBD

Rationale: Similar to **Action 3G**, the monitoring of travel mode share in the KBD can provide insight into how the parking management and TDM initiatives perform over time. A travel survey can potentially offer data that can further shape the specific actions that are offered in this strategy by understanding [a] where people are commuting from [b] their preferred transportation mode and [c] why they are not using sustainable transportation modes to access the KBD, for example.

Application: It is recommended that the District:

- Conduct a travel survey in the Keating Business District area every five years in tandem with **Action 3G**.

7.0 IMPLEMENTATION PLAN

7.1 OVERVIEW

An implementation plan has been prepared to guide the District with each of the recommended actions outlined in **Section 6**.

The implementation plan identifies when the action could be implemented, who can help support its implementation, and the overall mechanism or approach for implementation. The following information is provided for each action.

1. **Timeframe/Priority**: A timeframe for implementation including the short-term (1-5 years), medium-term (6-10 years), and long-term (10+ years). All of the actions identified in the short-term are deemed to be a higher priority and should be considered first.
2. **Role/Responsible Party**: Designation of a primary and secondary role for implementation. The District of Central Saanich will be responsible for most actions, but other important partners may need to be involved to help support the action.
3. **Implementation Approach**: How each recommended action will be implemented:
    a. Capital Project – New monies required from the District's 2023 Financial Plan and subsequent plans to pay for the action.
    b. Operating Expenditure – Monies from the planned operating expenditures in the District's 2023 Financial Plan from relevant service areas including Planning and Development, and Engineering.
    c. Planning & Management – Refers to the District's existing approach to administering and managing its parking services. It includes management of parking spaces (e.g., time restrictions), enforcement, and commitment of implementation of policies and actions identified in the District's planning documents.
    d. Policy & Regulation – Refers to establishing a new District policy and/or amending a bylaw.

7.2 ACTION PLAN

Strategy Area no. 1 **On-street Parking Management**		Time Horizon	Responsibility		Implementation			
			Primary	Secondary	Capital	Operating	Planning & Management	Policy & Regulation
1A	Delineate Parking Spaces on Higher Demand Streets	Short-term	District	N/A	■	■	■	
1B	Install Signage Showing Preferred On-street Parking Configuration for Unpaved Roads	Short-term	District	N/A	■		■	
1C	Implement A Two-Hour Parking Restriction	Short-term	District	N/A	■		■	
1D	Implement A One-Hour Parking Restriction on Higher Demand Blocks	Short-term	District	N/A	■		■	■
1E	Reform Parking Bylaw Enforcement Approach	Short-term	District	N/A			■	■
1F	Enhance Bylaw Enforcement Efforts in Areas with High Parking Utilization	Short-term	District	N/A				■
1G	Invest in Parking Enforcement Technology	Medium-term	District	N/A	■	■	■	

Strategy Area no. 2 **Off-street Parking Management**		Time	Responsibility		Implementation			
			Primary	Secondary	Capital	Operating	Planning & Management	Policy & Regulation
2A	Establish Vehicle Parking Requirements for the Keating Business District	Short-term	District	N/A				
2B	Establish a Cash-in-Lieu Policy	Medium-term	District	N/A				
2C	Introduce Transportation Demand Management Guidelines	Medium-term	District	N/A				
2D	Promote Parkade as a Long-Term Parking Option	Short-term	Owner of Parkade	District				

Strategy Area no. 3 **Transportation Demand Management**		Time	Responsibility		Implementation			
			Primary	Secondary	Capital	Operating	Planning & Management	Policy & Regulation
3A	Prioritize Active Transportation Improvements in KBD	Short-term	District	N/A	■		■	
3B	Commit to Bicycle Parking Improvement Funding	Short-term	District	N/A	■	■	■	
3C	Develop Travel Map For KBD	Ongoing	District	N/A	■		■	
3D	Work with BC Transit to Enhance Transit Service in KBD	Short-term	District	BC Transit			■	
3E	Introduce Carsharing Services in KBD	Short-term	Modo	District			■	
3F	Implement Priced Parking to Manage demand	Long-term	District	N/A			■	
3G	Conduct a Regular Parking Survey of Both On-street and Off-street Lots	Ongoing	District	N/A			■	
3H	Undertake a Travel Survey with Employers to in KBD	Ongoing	District	N/A			■	

7.3 MONITORING & EVALUATION

The following indicators can be utilized by the District to monitor and evaluate the recommendations outlined in Section 6.

Strategy Area no. 1: On-street Parking Management

- **Parking Occupancy:** Overall on-street parking utilization across Keating Business District.
- **Parking Supply:** Total number of on-street parking spaces.
- **Complaints:** Total number of parking-related complaints.
- **Violations:** Total parking violations.

Strategy Area no. 2: Off-street Parking Management

- **Parking Occupancy:** Overall off-street parking utilization across Keating Business District.
- **Parking Supply:** Total number of off-street parking spaces across Keating Business District including private and District-owned spaces.
- **Cash-in-lieu revenues**: Amount of money collected from cash-in-lieu of parking.

Strategy Area no. 3: Transportation Demand Management

- **Travel Mode Share**: How residents, employees, employers, and customers travel to and from the Keating Business District.
- **Bicycle Parking**: The total supply of private and District-owned short-term and long-term bicycle parking spaces.
- **Transit Ridership**: Total number of transit boardings and alightings at the bus stops along Keating Cross Road.

8.0 NEXT STEPS

As the Keating Business District continues to grow over time, it will be critical for Central Saanich to take a pro-active approach to managing public parking. Further, building on the strategic direction and recommendations identified in the Climate Leadership Plan and Active Transportation Plan, there is an opportunity to help shift the *culture* of parking and transportation in the KBD by providing more sustainable transportation choices for those working and visiting the area. The implementation of the Keating Business District Parking Strategy is anticipated to put the area on the right path toward better parking management and more diverse sustainable transportation choices.

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