

PARKING SERVICES

2022 ANNUAL REPORT

PUBLIC WORKS DEPARTMENT



SUMMARY

PURPOSE

The [Municipal Parking Management Strategy](#) requires that an Annual Report for the Municipal Parking Management Program be received and reviewed by Council on a yearly basis. The Annual Report is intended to illustrate trends in key business indicators, describe progress towards meeting the program's goals and objectives, capture parking inventory and rate information, and present a summary of the Capital Program Plan.

MUNICIPAL PARKING MANAGEMENT PROGRAM OVERVIEW

The City of Ottawa provides paid public parking through the Municipal Parking Management Program. Delivered by Roads and Parking Services within the Public Works Department, the Municipal Parking Management Program is mandated to provide public parking services that are in alignment with the goals and objectives of the Municipal Parking Management Strategy.

The Municipal Parking Management Strategy, in alignment with the Municipal Act, requires that the Municipal Parking Management Program be financially self-sustaining. This means that parking revenues must be sufficient to entirely recover all related operating and capital lifecycle maintenance expenditures, including contributions to the Parking Reserve Fund to finance future parking system development, operation, and promotion.

2022 ANNUAL REPORT OVERVIEW

Based on the Municipal Parking Management Strategy requirements, the 2022 Annual Report presents the following information:

- Highlights for Parking Services in 2022, including the implementation status of the Public Bike Parking Strategy
- An overview of the Parking Stakeholder Consultation Group
- The key accomplishments and achievements of 2022, aligned to five themes consistent with Parking Services' Performance Measurement Program:
 - Customer Experience
 - Parking Studies
 - Building Community Relationships

- Operational Enhancements
- Environmental Sustainability
- The 2022 year-end results across 13 key business indicators with a comparison to 2021 and 2020
- A summary of changes made to paid parking in 2022
- An inventory of all paid municipal public parking that was active in 2022
- A Capital Program Plan which summarizes the program's capital budget and longer-term plans for the Parking Reserve Fund.

PUBLIC BIKE PARKING STRATEGY UPDATE

The Public Bike Parking Strategy ([ACS2021-PWE-RPS-0001](#)) was approved by Council in April 2021. The key purposes in developing this Strategy was to align the various functions relating to bicycle parking that were previously undertaken by different departments and to clarify criteria relating to the location and type of bike parking installations.

The objectives contained in the Public Bike Parking Strategy are as follows:

1. Provide an appropriate and optimized supply of public bike parking that is accessible and convenient while balancing all needs associated with the public space
2. Balance the bike parking requirements of various cycling trip generators to accommodate all types of cyclists
3. Adhere to data-based processes in the planning, implementation, and maintenance of all types of bike parking

The Public Bike Parking Program was launched to implement the initiatives and recommendations included in the Public Bike Parking Strategy.

In 2022, the Public Bike Parking Program has continued to evolve and follow through on the implementation of the Public Bike Parking Strategy. This involved:

- The installation of seven new and three replacement bike corrals representing 74 bike parking spaces
- The installation of 73 additional new bike racks representing 166 new spaces
- Full implementation of seasonal inspection processes (Spring and Fall)
- Replacement or repair of 178 bike racks

- Financial and strategic support through collaboration with Recreation, Culture and Facility Services which lead to the installation of four new bike racks totaling 32 spaces
- Launched a program to provide low-cost bike racks for businesses and institutions under the “Hello Vélo” banner. Seven bike racks were acquired by six customers, including: a church, schools, a multi-unit building and other community organizations.
- Completed procurement of three secure bike parking lockers (installation will occur in Spring 2023)
- Winter maintenance pilot initiated in 2022 to clear 85 bike racks of snow and ice at 39 locations.

2022 HIGHLIGHTS

Aside from the accomplishments and progress that has been made with respect to bike parking, below are some additional highlights for Parking Services in 2022. Many of these align with the various themes in this report and are expanded on in the subsequent sections.

- Continuation of a pilot at surface parking lots to implement and test camera-based technology to collect real-time data
- Implemented upgrades to the Parking Guidance Systems (PGS) server to improve monitoring and occupancy recording capabilities at City of Ottawa parking lots
- Updated security camera servers in the Glebe Garage to better support mandate for secure and appealing parking.
- Funding and operational support provided to 12 new electric vehicle (EV) charging stations that were installed on-street in early 2022, including snow clearing and ice treatment to ensure they remain accessible
- Three meetings were held with the Parking Stakeholder Consultation Group, providing updates, and obtaining feedback on various initiatives
- Three BIA Parking Initiative Grants were approved
- Continued to offer free parking during overnight winter parking bans at six municipally managed public parking garages
- Free parking at lots / garages in the downtown core in March 2022 in support of the businesses following the convoy protests

- Carried out mobile data collection of unpaid parking inventory in several City of Ottawa neighbourhoods to clarify total parking supply
- Updated signage in both ByWard and Dalhousie garages to provide clear communication for customers
- Refreshed paint at City Hall garage to improve operations and the overall customer experience

PARKING STAKEHOLDER CONSULTATION GROUP

PURPOSE

The Parking Stakeholder Consultation Group (PSCG) was established with the approval of the Municipal Parking Management Strategy. Consisting of 14 members who represent a wide variety of key stakeholder groups, its mandate is to act as a channel between the City, stakeholders, and affected citizens and groups. The group also provides feedback on parking management policy that supports the objectives of the Municipal Parking Management Program as well as the parking-related objectives of the Transportation Master Plan. Regular consultation with the PSCG ensures transparency and that community stakeholders remain well informed on issues related to municipal parking and that services offered by Parking Services remain aligned with community needs.

The group serves for a period that runs concurrently with the term of Council. Meetings are held approximately 3-4 times per year and minutes from the meetings are now available at ottawa.ca/parking.

PSCG Members – 2022

- Chair – Quentin Levesque, Director, Roads & Parking Services
- Business Improvement Area (BIA) Representatives – Kalin McCluskey, Patrick Burke, Christine Leadman, Dennis Van Staaldunen
- Community Association Representatives – John Verbaas, Alice Nakanishi, James Grant
- TDM/Cycling/Pedestrian Representative – Daniel Spence
- Ottawa Tourism & Convention Authority Representative – Kelly Haussler
- Development Industry Representative – Dean Karakasis
- Places of Worship Representative – Greg Fyffe
- Accessibility Representative – Vania Karam
- Council on Aging – John Woodhouse

The Parking Stakeholder Consultation Group met three times in 2022, providing updates to members on a variety of items related to the Municipal Parking Management Program, including the 2022 work plan, the implementation of the Public Bike Parking Strategy, the Parking Services Capital Program Plan update, and different operational and technology initiatives.

CUSTOMER EXPERIENCE

Service excellence and the corresponding impact on the customer experience plays a significant role for Parking Services – it means striving to provide a level of operational performance that exceeds the expectations of the residents and visitors to Ottawa. In alignment with the Municipal Parking Management Strategy, parking is a public service that supports a multitude of purposes.

WINTER MAINTENANCE – ON-STREET FACILITIES

In 2022, the Public Bike Parking Program set out to create a winter snow and ice removal pilot to support year-round cycling. The pilot began in the Winter of 2022 with the maintenance of 85 racks at 39 locations close to various essential services such as grocery stores and pharmacies.

Parking Services also developed a snow and ice control requirement for the newly installed on-street Electric Vehicle (EV) charging stations. The main objective is to provide safe and accessible facilities for all users by reducing the hazards caused by snow and ice accumulation.

These two initiatives complement existing snow clearing operations for over 600 Pay & Display machines throughout the city.

OFF-STREET PARKING SECURITY UPGRADES

One of the objectives of the Municipal Parking Management Program is to ensure the provision of secure and appealing public parking. To support this, security upgrades have been implemented and initiated at various City of Ottawa off-street lots by Parking Services in 2022.

Improved signage was implemented at the ByWard and Dalhousie garages encouraging customers to "Pay at Exit" in order to reduce loitering in the lots and encourage customers to exit the garage quickly and safely. The installation of a stairwell camera at the Dalhousie Garage was carried out in 2022, as well as upgraded camera servers and

connections at both the Glebe and ByWard garages to help improve monitoring and keep customers safe while using the garages.

Additional camera requirements were also identified for the Gloucester Street Garage (for installation in early 2023).

PARKING STUDIES

Parking Services conduct various parking studies and data collection throughout the city to ensure the objectives of the Municipal Parking Management Strategy are met. An emphasis is placed on accurate and up-to-date data to ensure decision-making processes are based on the best available information.

ZONING AMENDMENTS

Parking Services regularly provides input to the Planning, Real Estate and Economic Development Department on applications for zoning amendments related to parking by summarizing key issues, collecting missing parking data, and ensuring that the objectives of the Municipal Parking Management Strategy are accounted for. In 2022, 16 memorandums were prepared in response to zoning amendment applications relating to parking. The preparation of these memorandums involved reviewing existing on and off-street parking in the area, collecting data, identifying potential impacts, and evaluating proposals against the objectives of the Municipal Parking Management Strategy.

UNPAID PARKING INVENTORY COLLECTION

In 2021, Parking Services began collecting unpaid on-street parking inventory to support the analysis of parking patterns and trends across different City of Ottawa neighborhoods. Along with the inventory, unpaid parking regulations and available space information were collected simultaneously. This information can help in determining an area's overall parking supply characteristics, which could impact paid parking availability in surrounding neighbourhoods.

In 2022, the project continued with the collection of on-street unpaid inventory using the mobile application, ArcGIS Field Maps. From May-December 2022, 9,263 parking segments and their regulations were collected, totaling 21,899 available spaces.

BUILDING COMMUNITY RELATIONSHIPS

Building and maintaining positive relationships with local communities is a key component for the continued success of the Municipal Parking Management Program. Many stakeholders were actively engaged in 2022 through various programs, projects, and operational initiatives.

BIA PARKING INITIATIVES GRANT PROGRAM

The Business Improvement Area (BIA) Parking Initiatives Grant Program continues to provide an opportunity to collaborate with BIAs to fulfill components of the Municipal Parking Management Program. Starting in 2019, the program features an increased amount per eligible BIA (up to of \$10,000 per year) and expanded criteria to include additional activities that are aligned with the updated Municipal Parking Management Strategy. Somerset-Chinatown, Wellington West and the Bank Street BIA were the three BIAs that applied for and received the grant in 2022.

BIKE RACKS FOR BUSINESSES / INSTITUTIONS

The Public Bike Parking Strategy identified an opportunity to expand cycling infrastructure by making lower cost bike racks available to the community, for installation on private property. The Public Bike Parking Program identified the feasibility, cost, and what the anticipated operating and maintenance requirements would be for such a program. In August 2022, this program was launched with bike racks available to businesses and any other private organization/institution. In 2022, six clients were served with seven bicycle racks provided at half the actual cost. This program also launched the Hello Vélo branding which will support various initiatives related to bike parking going forward.

STAKEHOLDER CONSULTATIONS

Stakeholder consultations are generally focused through the Parking Stakeholder Consultation Group. Through these meetings, updates were provided on Parking Service's work plan and budget for 2022, EV charging progress and plans, the implementation of the Public Bike Parking Strategy as well as various technology-related initiatives.

Parking Services remained regularly and directly engaged with other stakeholder groups as well in 2022, including Bike Ottawa and individual Business Improvement Areas.

OPERATIONAL ENHANCEMENTS

In addition to on-street paid parking, Parking Services manages five parking garages and 11 surface parking lots. Ensuring that the supply of municipal paid parking is properly maintained, and that existing infrastructure is appropriately managed and accessible is an important part of operational performance. The following are some examples of related Parking Services initiatives during 2022.

PARKING PERMIT DATABASE MANAGEMENT AND SERVER UPGRADES

In 2022, Parking Services implemented upgrades to the monthly parking permit management system. Using the application Microsoft Power BI, a data analysis tool was developed to quickly reference parking permit statistics for reliable, real-time reporting. This tool will allow for quick analysis of parking-related issues leading to well-informed decision making.

In 2014, the Parking Services introduced Parking Guidance Systems (PGS) to monitor and display the number of parking spaces available for the public. To date, six systems have been installed, providing occupancy counts to the PGS server at 70 Clarence. The systems transmit the number of parking spaces available for the public to onsite signage and the City's Interactive Traffic Map in real time. In 2022, the PGS server hardware and software was upgraded for improved security and reporting capability.

SEASONAL MAINTENANCE INSPECTIONS

Seasonal inspections of bike parking facilities (in both the Spring and Fall) were fully implemented in 2022 using Field Maps, a Geographic Information Systems (GIS) mobile data application. By integrating GIS and inspection information the accuracy of data collection is enhanced by providing a unique location to each facility for analysis and decision-making purposes.

2022 saw further enhancements to the GIS data collection process. The mobile data collection form was simplified allowing users to select from drop-down menus, and only editing fields necessary for the task. This allowed for higher levels of accuracy and timeliness of project completion. Seasonal bike parking inspections and the established Spring Pay & Display machine inspections will continue to ensure the operational performance of all parking infrastructure.

ENVIRONMENTAL SUSTAINABILITY

One of the objectives of the Municipal Parking Management Strategy is to promote sustainable modes of transportation by supporting and maintaining programs and facilities that encourage sustainable mobility choices (public transit, cycling, walking) and alternative modes, including electric vehicles, car sharing, and modern technologies as they emerge. Parking Services was involved in several projects throughout 2022 that encouraged these initiatives, including the following.

BIKE CORRAL EXPANSION

The City of Ottawa's Public Bike Parking Strategy included a recommendation that the City identify preferred options for several types of bike parking. Bike corrals were identified to be a flexible parking tool that can offer high-density bike parking on a seasonal basis within the right of way.

For years, there has been a limited program of three bike corrals which take up an on-street parking space. Expanding this program with updated and increased facilities was a priority in 2022.

New corrals were procured after feedback from stakeholders, which included adapting the corrals to accommodate different types of bikes and the program expanded to seven corrals in 2022 with the installation of five full-sized corrals and two half-sized corrals.

INTER-DEPARTMENTAL SUPPORT

Annually, Parking Services funds a portion of the costs of other groups such as Transit Services, Roads Services, and Transportation Planning. This transfer supports programs promoting sustainable modes of transportation which relate to the Municipal Parking Management Program. For example, funds are provided to Transit Services to be used towards the maintenance of Park & Ride facilities. In 2022 the total transfer for this purpose was \$737,994.

In addition to the regular annual transfers, in 2022, Parking Services began supporting Recreation, Culture and Facility Services by providing up to \$50,000 per year to purchase and install bike racks on their property. In 2022, this led to the installation of four new bike racks equivalent to 32 spaces.

PERFORMANCE MEASURES

Measuring performance plays a critical role in the decision-making process. To this effect, Parking Services' Performance Measurement Program is integrated as part of the Municipal Parking Management Strategy. The clearly defined approach assists in ensuring the Municipal Parking Management Program's functions are aligned with the City's strategic objectives. The following key business indicators have been selected to indicate the overall performance of the branch and are presented on the pages that follow:

1. Total Parking Spaces Managed
2. Parking Equipment Uptime (proportion of time equipment is fully functional)
3. Parking Transactions by Payment Type (on-street)
4. Service Requests – Parking Equipment
5. A) Average Hourly Rates (weekday)
B) Average Daily Maximum Rates (weekday)
6. Operating Expenses (excluding Parking Reserve Fund contribution)
7. Parking Fee Revenue
8. Parking Reserve Fund Contribution
9. Average Expense per Space (excluding Parking Reserve Fund contribution)
10. Average Revenue per Space
11. Spending on Sustainable Modes of Transportation
12. Total Bicycle Spaces Managed by Parking Services

1. TOTAL PARKING SPACES MANAGED

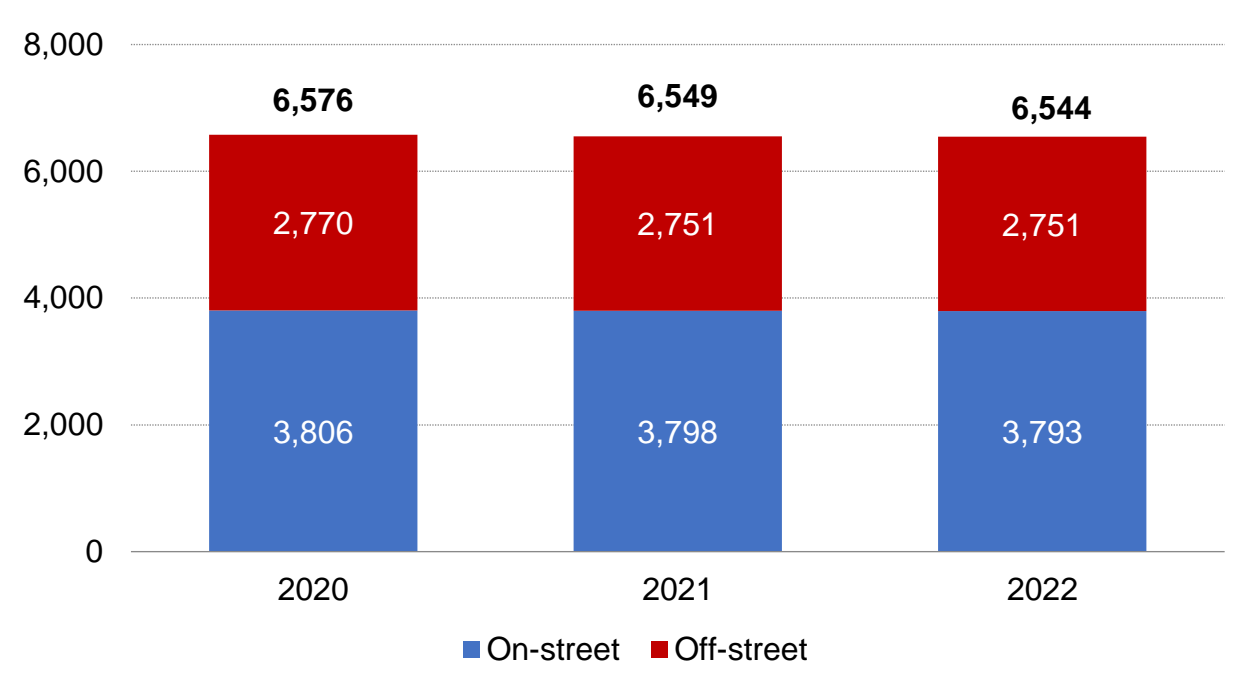


Figure 1 - Total Parking Spaces Managed

Total Parking Space Managed	2020	2021	2022
On-street	3,806	3,798	3,793
Off-street	2,770	2,751	2,751
Total	6,576	6,549	6,544

Table 1 - Total Parking Spaces Managed

ANALYSIS

As of December 31, 2022, Parking Services managed 3,793 paid on-street parking spaces and 2,751 paid off-street spaces, for a total of 6,544 paid parking spaces.

The reduction of on-street paid spaces was the net result of various minor adjustments (increases and decreases) to curbside regulations, including the addition of unpaid 15-minute parking along the west side of ByWard Market Square between George Street and York Street which resulted in the loss of six angled paid spaces.

The loss of 16 paid spaces along ByWard Market Square between York Street and George Street (east side) was also reflected in the inventory change. These spaces were re-designed from angled to parallel which reduced the number of available spaces.

2. PARKING EQUIPMENT UPTIME

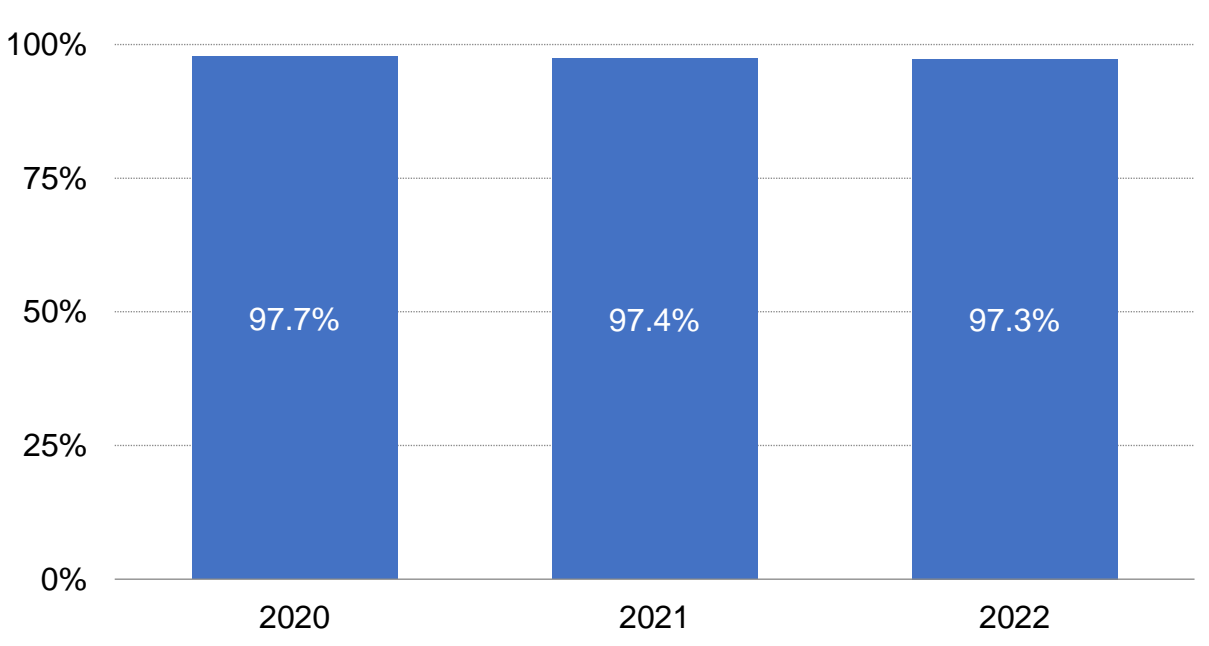


Figure 2 - Parking Equipment Uptime

Parking Equipment Uptime	2020	2021	2022
Total Uptime	97.7%	97.4%	97.3%

Table 2 - Parking Equipment Uptime

ANALYSIS

The uptime rate represents the proportion of time that the Pay & Display machines are fully functional. In 2022 it was 97.3, slightly lower than the previous year (by 0.1 per cent). Data for this measure was derived using reporting information from the vendor that supplies and maintains the equipment.

Overall uptime remains very high and will continue to be monitored to ensure that a high level of service continues to be offered to customers.

Parking Services staff continued to work with the vendor in 2022 to update and clarify processes to improve the response to issues that impact parking payment equipment performance.

3. PARKING TRANSACTIONS BY PAYMENT TYPE (ON-STREET)

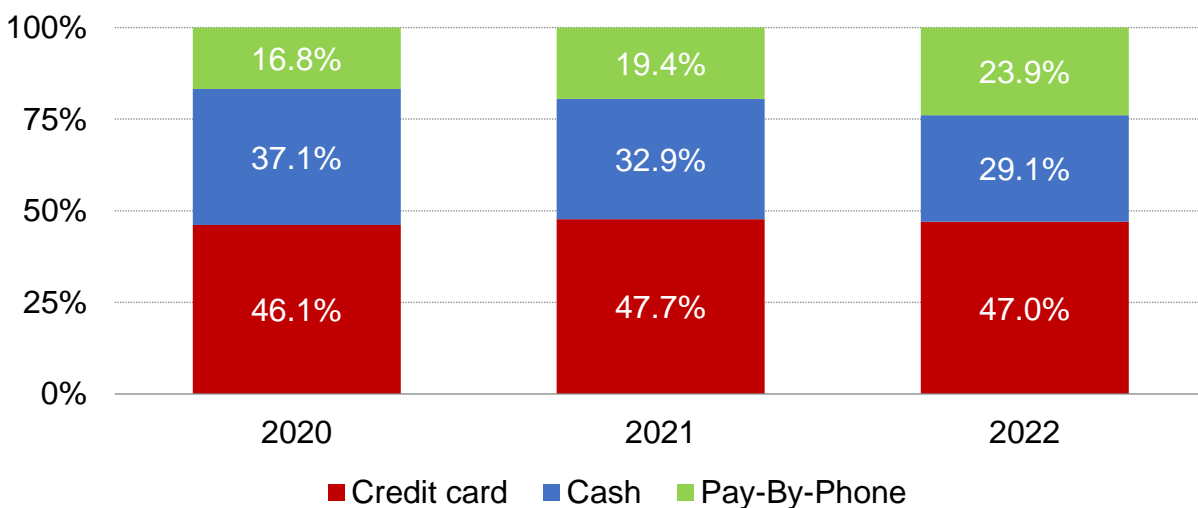


Figure 3 - Parking Transactions by Payment Type (On-Street)

Transactions by Payment Type	2020	2021	2022
Pay-by-Phone	16.8%	19.4%	23.9%
Cash	37.1%	32.9%	29.1%
Credit Card	46.1%	47.7%	47.0%

Table 3- Parking Transactions by Payment Type (On-Street)

ANALYSIS

The proportion of on-street Pay & Display transactions conducted with a credit card decreased slightly to 47.0 per cent in 2022, down from 47.7 per cent in 2021. The proportion of cash transactions continued to steadily decrease to 29.1 per cent in 2022, down from 32.9 per cent in 2021.

Parking Services is actively promoting use of the pay-by-phone option in alignment with the Parking Services Technology Road Map as it offers convenience to the customer and the potential for operational benefits for the department. Pay-by-phone usage reached 23.9 percent in 2022 and credit card usage as a percentage of all transactions dropped for the first time since 2010.

4. SERVICE REQUESTS – PARKING EQUIPMENT

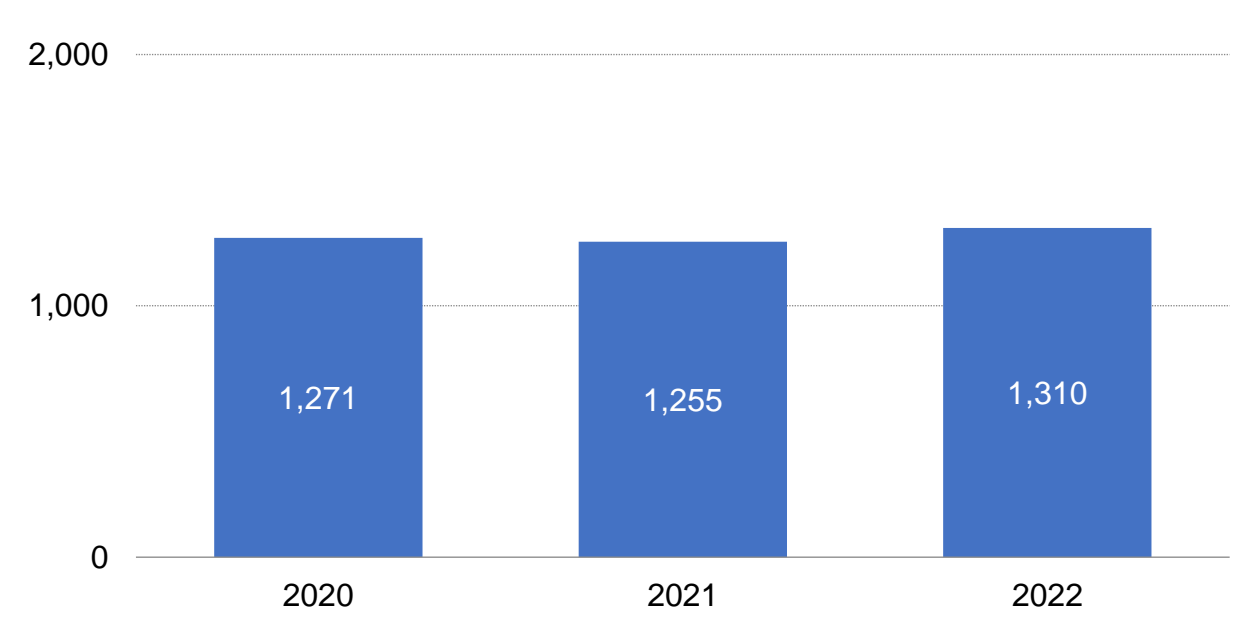


Figure 4 - Service Requests for Parking Equipment

Service Requests - Parking Equipment	2020	2021	2022
Number of Service Requests	1,271	1,255	1,310

Table 4 - Service Requests - Parking Equipment

ANALYSIS

In 2022, 1,310 service requests were registered relating to parking equipment. This equates to approximately two service requests per machine over the course of the year. Compared to 2021, there was a 4.4 per cent increase.

There was a significant decrease in the number of service requests in 2020 (from 1,770 in 2019). Since then, the number of service requests year-to-year has been very stable and consistent.

The slight increase in service requests from 2021 can be attributed to the increased utilization of on-street and off-street parking infrastructure as on-street parking use has increased as we continue to progress past the pandemic.

5A. AVERAGE HOURLY RATES (WEEKDAY)

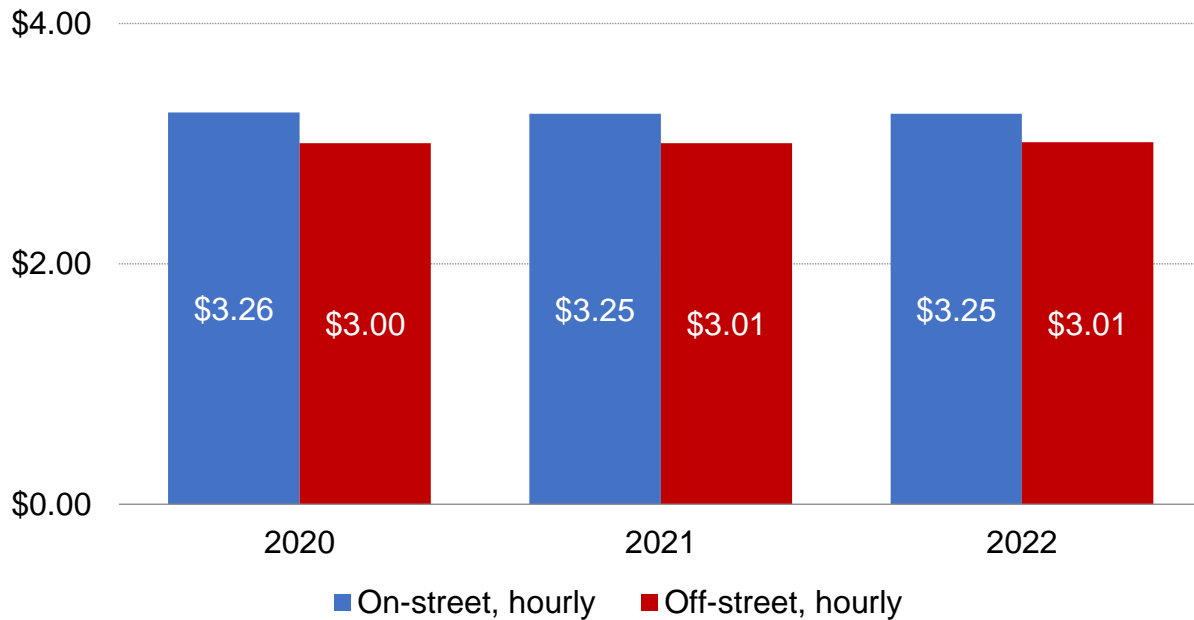


Figure 5 - Average Hourly Rates (Weekday)

Average Hourly Rates	2020	2021	2022
On-street	\$3.26	\$3.25	\$3.25
Off-street	\$3.00	\$3.01	\$3.01

Table 5 - Average Hourly Rates (Weekday)

ANALYSIS

Average hourly on-street parking rates in 2022 were \$3.25. These rates were the same as 2021.

The average hourly off-street rate was \$3.01 which is the same as 2021. The 2021 value has been re-stated from the previous Annual Report. The \$0.01 change from 2020 to 2021 is the result of an off-street inventory change which updated the calculation.

5B. AVERAGE DAILY MAXIMUM RATE (WEEKDAYS)

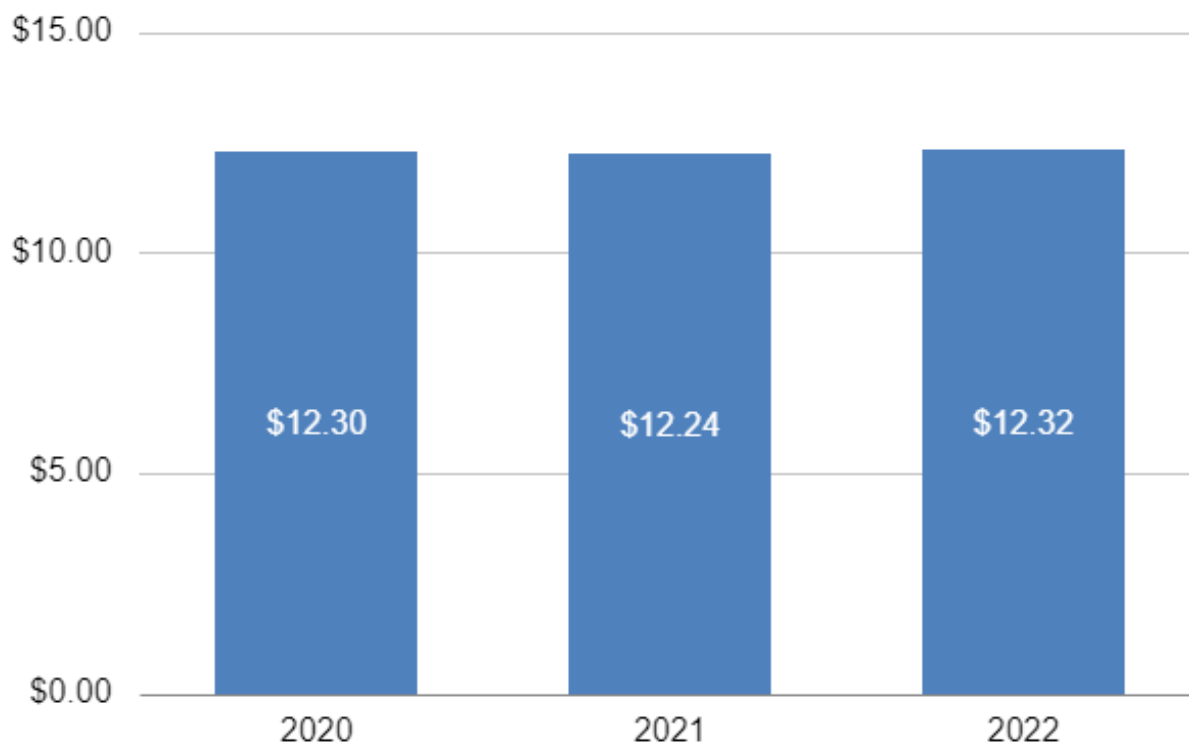


Figure 6 - Average Daily Minimum Rate (Weekday)

Average Daily Maximum Rate	2020	2021	2022
Off-street	\$12.30	\$12.24	\$12.32

Table 6 - Average Daily Maximum Rate (Weekday)

ANALYSIS

This measure helps to illustrate trends related to how long-term parking is priced.

The average daily weekday daily max was \$12.32 in 2022, which is \$0.08 higher than in 2021.

Off-street daily max rates did not change in 2020 and 2021, however the number of parking spaces classified as hourly parking at two facilities did change. These re-classifications resulted in changes to the weighted average daily max rate. The 2021 value has been re-stated from the previous Annual Report to reflect this.

In early 2023, Parking Services will resume the process of reviewing and adjusting off-street parking rates three times per year. This is something that had been temporarily suspended while the longer-term impacts of the pandemic were unclear.

6. OPERATING EXPENSES (EXCLUDING PRF CONTRIBUTION)

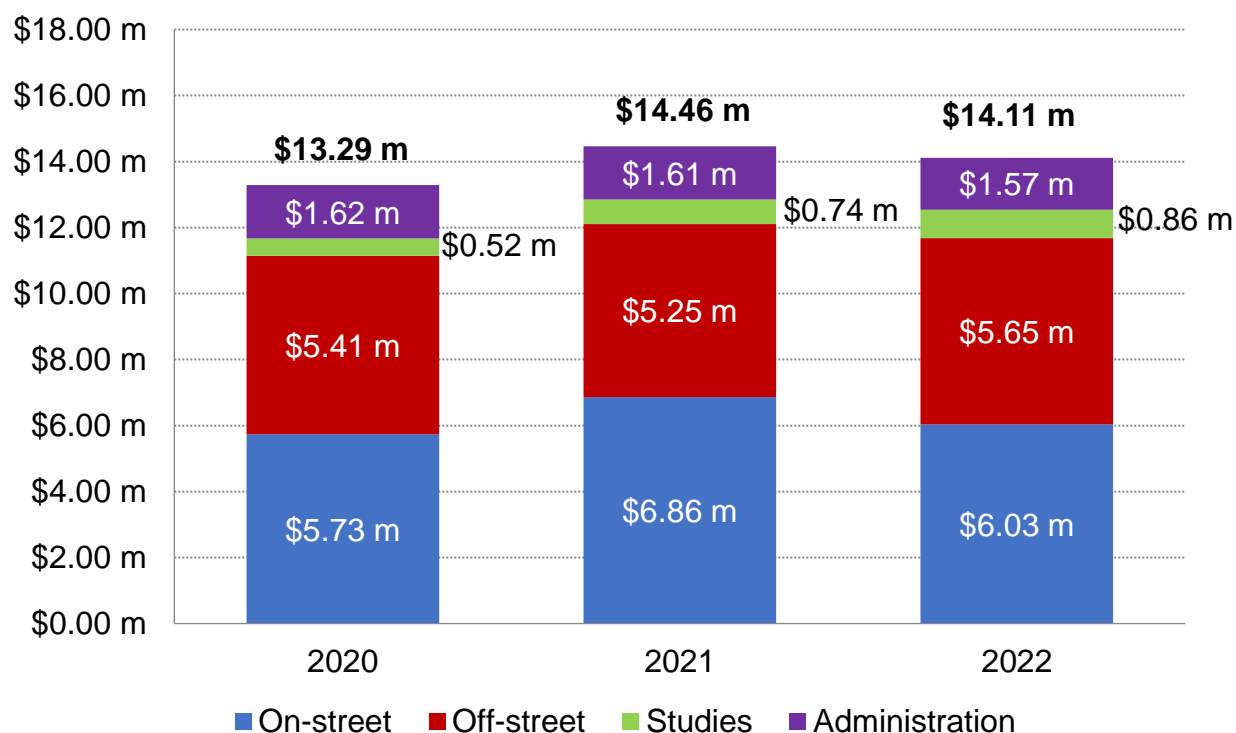


Figure 7 - Operating Expenses (Excluding Parking Reserve Fund Contribution)

Operating Expenses	2020	2021	2022
Administration	\$1.62 m	\$1.61 m	\$1.57 m
Studies	\$0.52 m	\$0.74 m	\$0.86 m
Off-street	\$5.41 m	\$5.25 m	\$5.65 m
On-street	\$5.73 m	\$6.86m	\$6.03m
Total	\$13.29 m	\$14.46 m	\$14.11 m

Table 7 - Operating Expenses (Excluding Parking Reserve Fund Contribution)

ANALYSIS

Overall, operating expenses in 2022 were 2.4 per cent lower than in 2021.

This decrease was largely driven by a smaller transfer to Roads Services to cover operating costs related to the maintenance of on-street paid parking spaces. This transfer was \$3.33 million in 2022, \$702,000 less than what it was in 2021.

There were some increases in off-street costs, including compensation which rose \$120,000 due to increased staffing requirements related to maintenance, as well as grants-in-lieu of taxes which increased \$173,000.

7. PARKING FEE REVENUE

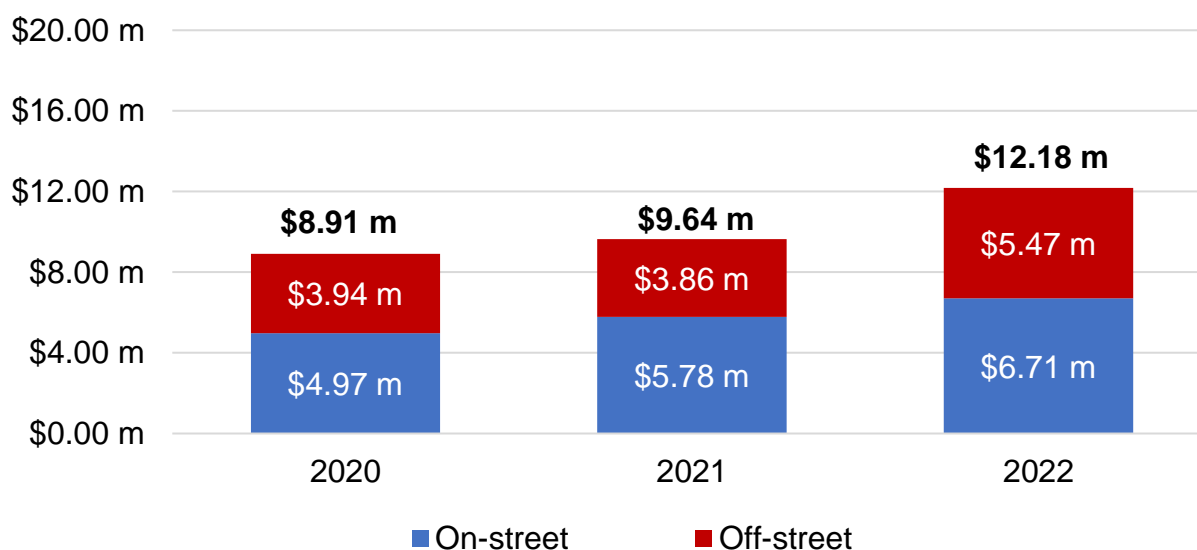


Figure 8 - Parking Fee Revenue

Revenue	2020	2021	2022
On-street	\$4.97 m	\$5.78 m	\$6.71 m
Off-street	\$3.94 m	\$3.86 m	\$5.47 m
Total	\$8.91 m	\$9.64 m	\$12.18 m

Table 8 - Parking Fee Revenue

ANALYSIS

Demand for on-street and off-street parking has increased compared to the previous year. Overall, there was a 26 per cent increase in parking revenues compared to 2021. This revenue increase can be attributed to the return to parking demand patterns similar to pre-pandemic. Overall, pre-pandemic 2019 revenues were \$17.10 million. 2022 on-street revenues were 76 per cent of 2019 levels and 2022 off-street revenues were 66 per cent of 2019 levels.

To account for the revenue impacts, Parking Services received provincial Safe Restart funding to account for revenue shortfalls (\$1.86 million). This is not reflected in the parking fee revenues above. This transfer from the province helped to ensure the program remains viable and enables investments identified in the Capital Program Plan. The on-street revenue values for 2020 and 2021 have been re-stated to properly reflect the deferred liability relating to parking equipment (Pay & Display machines and Parking Facility Payment Systems) as a result of the contract with Precise Parklink.

8. PARKING RESERVE FUND (PRF) CONTRIBUTION

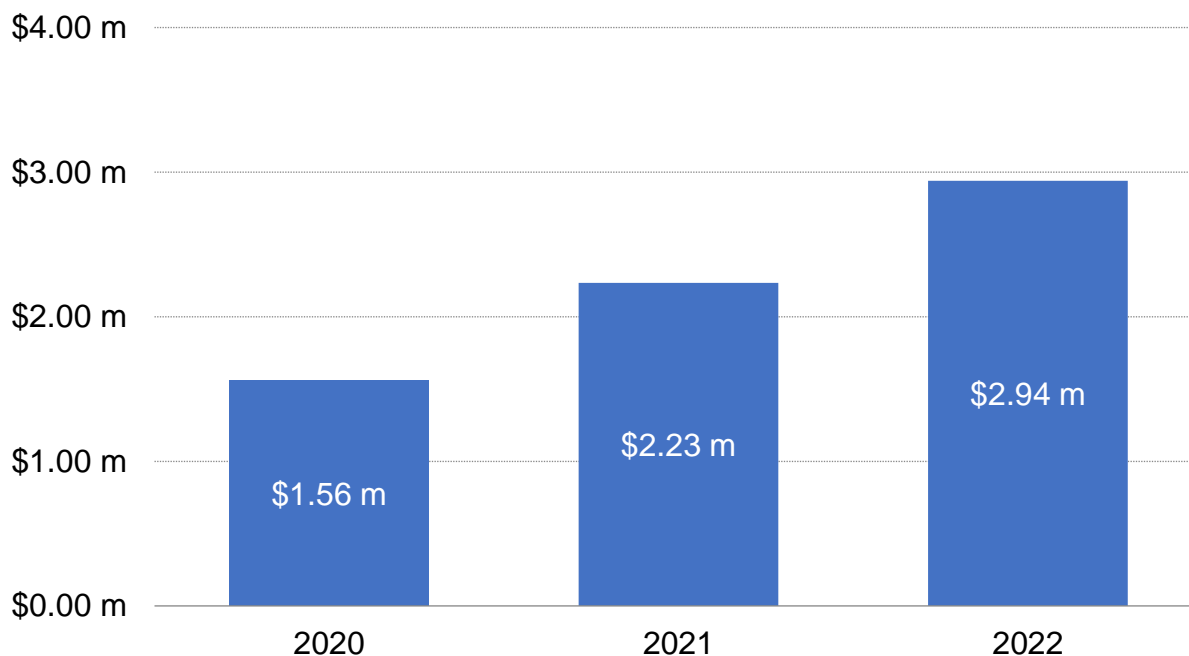


Figure 9 - Parking Reserve Fund Contribution

Parking Reserve Fund Contribution	2020	2021	2022
Total Contribution	\$1.56 m	\$2.23 m	\$2.94 m

Table 9 - Parking Reserve Fund Contribution

ANALYSIS

The contribution to the Parking Reserve Fund represents the difference between revenues and expenditures and is key to ensuring that the revenues generated by the Municipal Parking Management Program are sufficient to wholly recover all expenses and otherwise finance future parking system development, operation, and promotion.

The increase in contributions since 2020 is attributable to the increases in revenue. The \$2.94 million contribution in 2022 is just less than the pre-pandemic contributions which averaged \$3.5 million between 2017 and 2019.

9. AVERAGE EXPENSE PER SPACE (EXCL. PRF CONTRIBUTION)

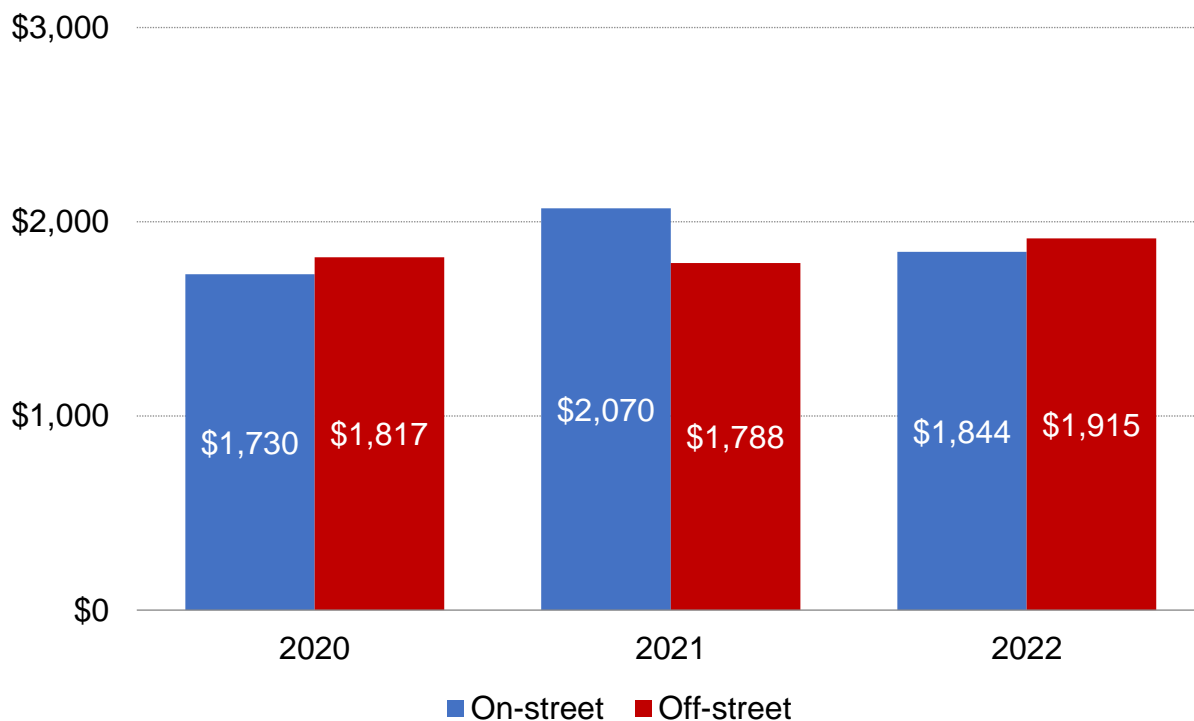


Figure 10 - Average Expense per Space (excluding Parking Reserve Fund Contribution)

Average Expense Per Space	2020	2021	2022
On-street	\$1,730	\$2,070	\$1,844
Off-street	\$1,817	\$1,788	\$1,915

Table 10 - Average Expense per Space (excluding Parking Reserve Fund Contribution)

ANALYSIS

The average expense per on-street space in 2022 was \$1,844, a decrease from \$2,070 in 2021.

The average expense per off-street space in 2022 was \$1,915, up from \$1,788 in 2021. This includes applicable administration costs.

Variations are attributed to changes in operating expenses. See page 19 for further details.

10. AVERAGE REVENUE PER SPACE

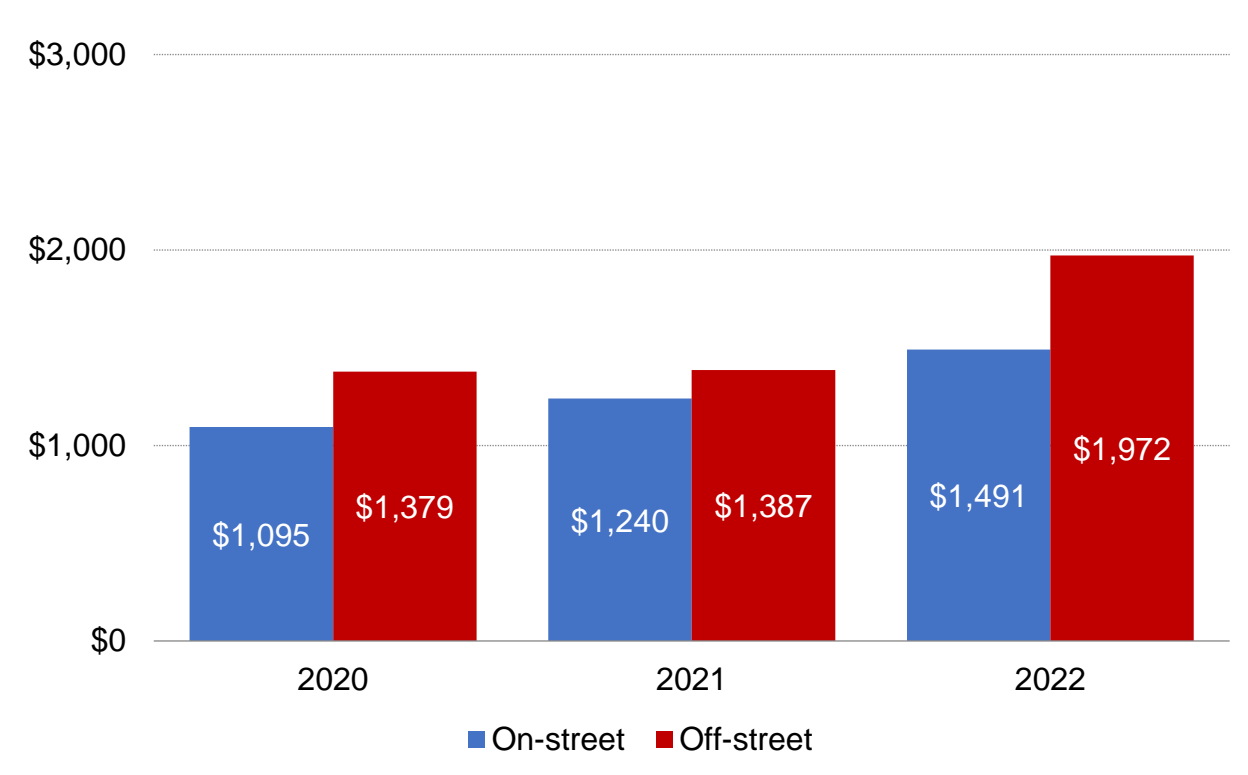


Figure 11 - Average Revenue per Space

Average Revenue Per Space	2020	2021	2022
On-street	\$1,095	\$1,240	\$1,491
Off-street	\$1,379	\$1,387	\$1,972

Table 11 - Average Revenue per Space

ANALYSIS

In 2022, average revenue per space on-street and off-street both increased significantly. This increase is attributed to higher utilization rates due to a return to more normal parking demand levels as pandemic restrictions were removed.

Average revenue per on-street space in 2022 was \$1,491, a 20.2 per cent increase from 2021.

Average revenue per off-street space in 2022 was \$1,972, a 42.2 per cent increase from 2021.

In alignment with the re-statement of the on-street revenues for 2020 and 2021, the average on-street revenue per space has also been re-stated.

11. SPENDING ON SUSTAINABLE MODES OF TRANSPORTATION

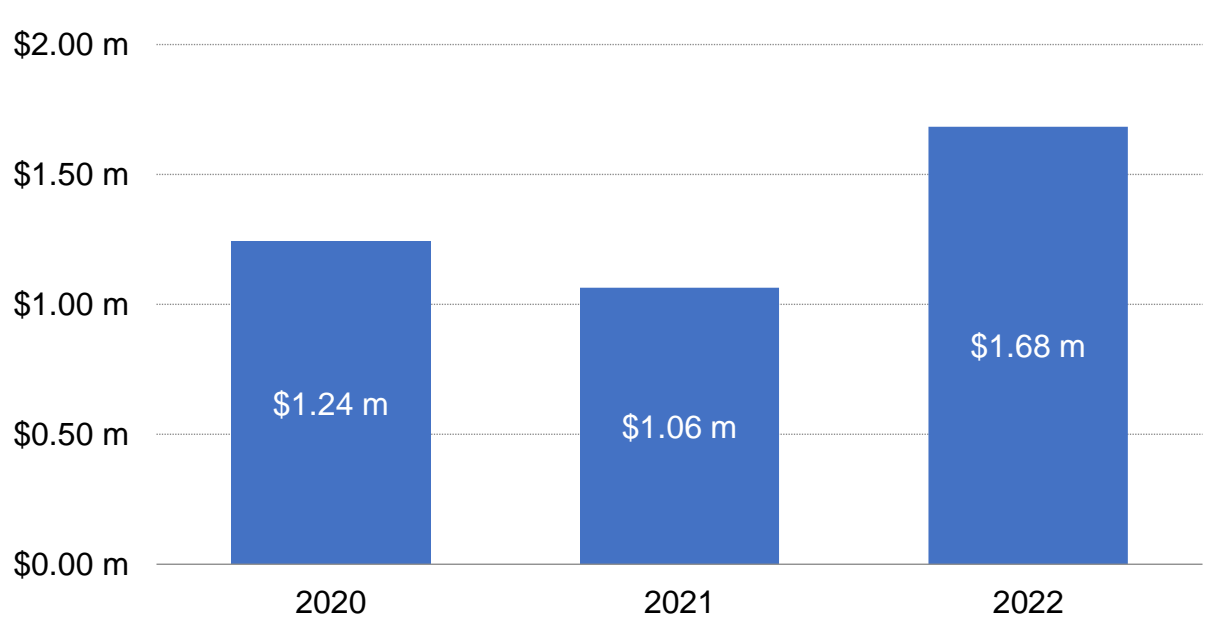


Figure 12- Spending on Sustainable Modes of Transportation

Spending on Sustainable Modes	2020	2021	2022
Total Spending	\$1.24 m	\$1.06 m	\$1.68 m

Table 12 - Spending on Sustainable Modes of Transportation

ANALYSIS

Spending in support of sustainable modes of transportation aligns with the objectives of the Municipal Parking Management Strategy and provides an opportunity to allocate parking fee revenues in a way that supports the City’s broader transportation goals.

Total spending in support of sustainable modes of transportation was \$1.68 million in 2022. The increase in expenditure from \$1.06 million in 2021 is largely due to capital spending on new electric vehicle charger installations and other costs relating to the Public Bike Parking Program. Winter maintenance costs for Park & Rides represent the largest single costs (\$737,994 in 2022).

Other components include transfers to different internal departments in support of transportation demand management initiatives and sustainable urban planning programs.

12. TOTAL BICYCLE SPACES MANAGED BY PARKING SERVICES

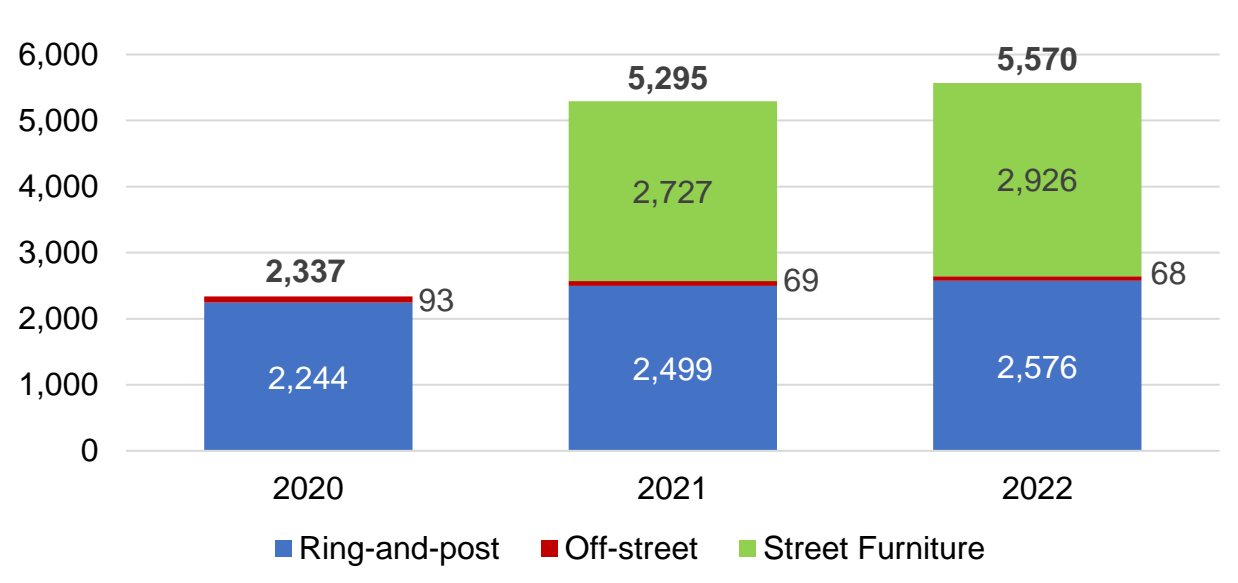


Figure 13 - Total Bicycle Spaces Managed by Parking Services

Total Bicycle Spaces Managed	2020	2021	2022
Right-of-Way (Ring-and-Post)	2,244	2,499	2,576
Off-Street	93	69	68
Street Furniture	N/A	2,727	2,926
Total	2,337	5,295	5,570

Table 13 - Total Bicycle Spaces Managed by Parking Services

ANALYSIS

Up to 2020, Parking Services managed and maintained a specific type of ring-and-post racks which were originally introduced to replace parking meters in 2010. In developing the Public Bike Parking Program following the approval of the Public Bike Parking Strategy in 2021, roles related to bike parking have been streamlined and clarified and Parking Services is now responsible for all types of bike parking infrastructure in the right-of-way (including those related to street furniture installations). In turn, the total inventory of bike parking spaces more than doubled from 2020 to 2021.

In 2022, Parking Services installed 120 bike racks for a total of 305 new spaces which addressed new bike rack requests and identified gaps in existing facilities.

PAID PARKING ADJUSTMENTS IN 2022

Parking Services is required to report on any changes made to parking rates, hours, and locations during the year under the Delegation of Authority By-law in its Annual Report. The following is the list of changes in 2022.

RATES & HOURS

- In 2022 there were no changes to rates or hours for any City of Ottawa lots or garages.

OFF-STREET INVENTORY

- The off-street inventory count remained the same as 2021 at 2,751 spaces.

PAID ON-STREET INVENTORY

- ByWard Market:
 - Loss of 16 spaces on the east side of ByWard Market Square between George Street and York Street due to parking space redesign from angled spaces to parallel.
 - Six paid spaces converted to eight angled 15-minute parking spaces along ByWard Market Square, west side, between George Street and York Street.
- Preston Street – Two paid spaces lost due to the addition of a loading zone on the east side of Preston Street between Balsam Street and Willow Street.
- Catherine Street – Four paid spaces added on the north side of Catherine Street between Queen Street and Elgin Street.
- Cumberland Street – Four additional spaces counted in the 2022 inventory on Cumberland Street, west side, from York Street to George Street.
- Various – 11 paid spaces added due to re-measurements and other roadway modifications

ON-STREET PAID PARKING INVENTORY

ALL LOCATIONS

Area (Zones)	Parking Spaces	Hourly Rate (weekday)
ByWard Market & Besserer (17,18,19)	748	\$3.50
CentrepoinTE (1)	156	\$3.50
Centretown (13,14,15)	1,608	\$3.50
Glebe (11,12)	212	\$3.50
King Edward (16)	16	\$3.50
Little Italy (7,8)	222	\$3.50
Ottawa River Parkway (6)	126	\$3.50
Rideau East of King Edward (20)	115	\$1.50
Rochester (9)	134	\$1.50
Ruskin & Civic Hospital (3)	56	\$3.50
Sanford Fleming & Terminal (5)	74	\$1.50
Somerset & Chinatown ¹ (10)	156	\$3.50
Vanier (4)	78	\$2.00
Wellington West (2)	81	\$1.50
Tour Bus Parking (Various Locations)	27	\$4.50

Table 14 - On-street Paid Parking Inventory

¹ Somerset Street from Preston Street to Lyon Street, including side streets.

OFF-STREET PAID PARKING INVENTORY

PARKING GARAGES

#	Garage	Parking Spaces	Accessible Spaces	Hourly Rate (weekday day)
3	210 Gloucester Street	212	9	\$4.00
4	ByWard (70 Clarence Street)	289	6	\$3.00
5	Dalhousie (141 Clarence Street)	461	6	\$2.50
6	City Hall (110 Laurier Avenue)	845	20	\$4.00
8	Glebe (170 Second Avenue)	144	7	\$2.50

Table 15 - Off-street Paid Parking Garages Space Inventory

PARKING LOTS

#	Lot	Parking Spaces	Accessible Spaces	Hourly Rate (weekday day)
9	234-250 Slater Street	62	1	\$5.00
10	574 Bank Street	19	1	\$3.00
11	687 Somerset Street	46	2	\$2.50
13	Parkdale Market	20	1	\$1.50
14	301 Preston Street	60	3	\$2.00
18	422 Slater Street	10	1	\$3.00
19	474 Elgin Street	20	1	\$3.00
20	400 North River Road	78	4	\$2.50
22	283 Cyr Avenue	25	2	\$1.00
23	2950 Riverside Drive	186	3	\$2.00
30	795 Trim Road	274	3	\$1.50

Table 16 - Off-street Paid Parking Lots Space Inventory

CAPITAL PROGRAM PLAN

PURPOSE

Since the original Municipal Parking Management Strategy was approved in 2009, the development of a Capital Program Plan has been a requirement and has been reported to Council every year. Starting in 2020, the Capital Program Plan has been captured as part of the Parking Services Annual Report. The purpose of the Capital Program Plan is to summarize the program's capital budget and projected plans for the Parking Reserve Fund over the next five years.

FORECASTING

The forecast in this document was developed with the best information and data available at the time. However, it is subject to change due to changes in revenue, operational requirements, alternate assigned priorities, inflationary pressures, interest rate fluctuations, or other factors beyond the control of the Municipal Parking Management Program.

FUNDING MODEL

The Municipal Parking Management Strategy requires that the Municipal Parking Management Program be financially self-sustaining, as a whole. This means that parking revenues must be sufficient to entirely recover all operating and capital lifecycle maintenance expenditures related to the program. This includes contributions to the Parking Reserve Fund to finance future parking system development, operation, and promotion.

Consistent with the Municipal Act, any spending from parking fee revenues must align with the Municipal Parking Management Strategy and there must be a reasonable connection to parking. Additional details related to Municipal Parking Management Program revenues, expenses and the Parking Reserve Fund can be found in the Funding Model portion of the Municipal Parking Management Strategy.

PARKING SERVICES CAPITAL PROGRAMS

Existing capital programs for Parking Services can be broken down into seven different categories for budgeting and tracking purposes. The following is an overview of the purpose of each existing capital account:

- **Lifecycle Renewal – Parking Facilities:** Projects necessary to adapt and extend the life of parking infrastructure and to ensure the safety and convenience of parking customers.
- **Parking Facilities Improvement:** Supports improvements to the existing parking facilities to enhance the customer experience and provide operational efficiencies. This includes the funding of electric vehicle (EV) charging infrastructure.
- **On-Street Facility Modification:** Supports improvements to the existing on-street parking network, including initiatives to assess performance and the implementation of measures intended to help fulfill the Municipal Parking Management Strategy. This includes the funding of electric vehicle (EV) charging infrastructure.
- **Parking Studies:** Supports various parking studies and parking data collection throughout the City related to growth and parking trends. These activities are required on an on-going basis to ensure parking data is up-to-date and to support decisions related to the application of the Municipal Parking Management Strategy.
- **Bike Parking:** Accounts for costs related to the implementation of the Public Bike Parking Strategy, which includes the purchase, implementation and maintenance of both secure and unsecure bike parking facilities.
- **New Facilities:** Funds designated for the design and construction of new public parking facilities. Partnership opportunities are being pursued to work with developers to ensure appropriate parking supply where needed. Periodic investments are budgeted as placeholders based on identified requirements.
- **Payment Systems:** When required, this captures anticipated purchase requirements related to new payment equipment to ensure continuity of service.

PARKING SERVICES TECHNOLOGY ROAD MAP

As part of the update to the Municipal Parking Management Strategy, the development of a Technology Road Map was identified as a requirement to enable proper strategic planning. The initial Technology Road Map was developed by the external firm BA Group and was completed in 2020. Per the Municipal Parking Management Strategy, updates to the Technology Road Map are required at least once per Council term.

In developing the Technology Road Map, the areas of focus were as follows:

- On-street Payment Technology

- Off-Street Payment Technology
- Payment Systems
- Parking Guidance Systems
- Website and Mobile Apps
- Data Collection and Analytics
- Parking Enforcement
- Vehicle Technologies

For each, it was necessary to identify where the Municipal Parking Management Program currently stands, what the current trends and options are, and what future considerations for Parking Services might look like.

The following summarizes the recommended outcomes of the current Technology Road Map:

1. Increase smart phone and web-based payment.
2. Improve the Parking Services website and allow online parking permit purchases.
3. Evaluate the benefits of implementing pay-by-plate technology for existing Pay & Display machines.
4. Test and implement overhead camera-based parking sensor technology at surface lots and on-street.
5. At parking garages, consider License Plate Recognition / Bluetooth technology for future parking access and revenue control system upgrades.
6. Consider a vehicle and handheld based License Plate Recognition system for enforcement.
7. Test and evaluate the potential for vehicle-based License Plate Recognition systems for data collection.
8. Increasing electric vehicle (EV) use and test EV stations for on-street parking.

Some of these outcomes and initiatives have been accounted for in previous budget allocations and planned future spending as part of the Capital Program Plan (e.g. on-street EV charging stations).

IMPACTS OF COVID-19 PANDEMIC

Since 2020, there have been reductions in on-street and off-street parking revenue due to lower utilization rates. The contributions to the Parking Reserve Fund in 2020 (\$1.56 million), 2021 (\$2.23 million) and 2022 (\$2.94 million) occurred following provincial

transfers which addressed lost revenues. Revenues started to stabilize in 2022 but there remains some uncertainty related to the levels of revenue that will be achieved going forward. Proper management of the Parking Reserve Fund and accounting for the potential of continuing revenue impacts will ensure that there will be available funds for necessary program-related capital requirements in the future.

CAPITAL PROGRAM PLAN – EXISTING BUDGET ALLOCATIONS

As part of the 2023 Budget, the following allocations are identified for 2023 to 2027.

	2023 (in 000's)	2024 (in 000's)	2025 (in 000's)	2026 (in 000's)	2027 (in 000's)
Lifecycle Renewal – Parking Facilities	\$1,080	\$6,314	\$1,942	\$4,181	\$1,603
Parking Facilities Improvement	\$400	\$100	\$100	\$100	\$400
On-Street Facility Modification	\$100	\$600	\$100	\$100	\$100
Bike Parking	\$500	\$400	\$400	\$400	\$400
New Facilities			\$7,000		
Parking Studies	\$120	\$120	\$120	\$120	\$120
Parking Payment Systems				\$2,000	\$2,000
Total	\$2,200	\$7,534	\$9,662	\$6,901	\$4,623

The budget process is continuously evolving and requires review on a regular basis to ensure planned expenditures are up to date. As additional work is done, particularly with respect to the lifecycle requirements, these amounts may be revised accordingly. The updated capital requirements are captured and discussed in the next section. These revised amounts are what is currently expected be tabled for Council approval as part of the 2024 budget process.

CAPTIAL PROGRAM PLAN – UPDATED EXPENDITURES

Based on previous forecasts and accounting for the Public Bike Parking Strategy and

Technology Road Map, the following is a provisional 5-year plan for capital spending from the Parking Reserve Fund.

	2023 (in 000's)	2024 (in 000's)	2025 (in 000's)	2026 (in 000's)	2027 (in 000's)
Lifecycle Renewal – Parking Facilities	\$1,080	\$4,248	\$2,227	\$4,102	\$1,074
Parking Facilities Improvement	\$400	\$100	\$100	\$100	\$400
On-Street Facility Modification	\$100	\$600	\$100	\$100	\$100
Bike Parking	\$500	\$400	\$400	\$400	\$400
New Facilities			\$7,000		
Parking Studies	\$120	\$120	\$120	\$120	\$120
Parking Payment Systems				\$2,000	\$2,000
Total	\$2,200	\$5,468	\$9,947	\$6,822	\$4,094

There have been some adjustments to the lifecycle renewal requirements to capture updates in planned work/timing. Overall, lifecycle project costs between 2023 and 2026 work have decreased by \$2.34 million. The reasons for the decrease have to do with expected cost and scope changes.

The following further clarifies the expected capital spending by year:

2023	<ul style="list-style-type: none"> • Forecasted lifecycle works relating to monitoring, planning and design work at the Gloucester Street Garage, ByWard Market Garage and City Hall • Expansion of EV charging facilities at lots/garages • Continued implementation of secure bike parking locations and fulfillment of the Public Bike Parking Strategy • Fulfill requirements to complete studies and support initiatives related to the Municipal Parking Management Strategy
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<p>2024</p>	<ul style="list-style-type: none"> • Forecasted lifecycle works, including fan replacement at City Hall, ramp repairs at both the Dalhousie Garage and Gloucester Street Garage and door replacements at the Gloucester Street Garage • As required parking facility upgrades/improvements • Expansion of EV charging at on-street locations • Fund continuing bike parking initiatives in alignment with the Public Bike Parking Strategy, including continued expansion of secure bike parking • Fulfill requirements to complete studies and support initiatives related to the Municipal Parking Management Strategy
<p>2025</p>	<ul style="list-style-type: none"> • Forecasted lifecycle works, including localized asphalt/membrane repairs and replacement of drains at the Dalhousie Garage as well as asphalt replacement at the Cyr Lot and exterior steel grill replacements at the Gloucester Street Garage • Fulfill anticipated requirements to provide/replace public parking in a high demand location (e.g. ByWard Market, Little Italy) • Fund continuing bike parking initiatives in alignment with the Public Bike Parking Strategy, including continued expansion of secure bike parking • Fulfill requirements to complete studies and support initiatives related to the Municipal Parking Management Strategy
<p>2026</p>	<ul style="list-style-type: none"> • Forecasted lifecycle works, including asphalt/membrane replacement at the Gloucester Street Garage and replacement of the sprinkler lines at the Dalhousie Garage • Incremental funding for replacement of existing parking payment system • Fund continuing bike parking initiatives in alignment with the Public Bike Parking Strategy • Fulfill requirements to complete studies and support initiatives related to the Municipal Parking Management Strategy
<p>2027</p>	<ul style="list-style-type: none"> • Forecasted lifecycle works, including design work for replacement of asphalt/waterproofing at the Dalhousie Garage • Expansion of EV charging facilities at lots/garages • Incremental funding for replacement of the existing parking payment system • Fund continuing bike parking initiatives in alignment with the Public Bike Parking Strategy • Fulfill requirements to complete studies and support initiatives related to the Municipal Parking Management Strategy

PARKING RESERVE FUND

The Parking Reserve Fund was established to fund parking-related programs consistent with the Municipal Parking Management Strategy. On an annual basis, surplus revenues from the Municipal Parking Management Program are contributed to the Parking Reserve Fund.

To ensure the forecasted capital costs can be fully paid for by the Parking Reserve Fund, the current status of the Parking Reserve Fund and projected contributions need to be accounted for.

	2023 (in 000's)	2024 (in 000's)	2025 (in 000's)	2026 (in 000's)	2027 (in 000's)
Opening Balance	\$19,838	\$22,732	\$20,239	\$13,327	\$9,601
Contribution	\$2,917	\$2,975	\$3,035	\$3,096	\$3,169
Total Capital Expenditures	\$2,200	\$5,468	\$9,947	\$6,822	\$4,094
Capital Funds Returned	\$2,177				
Year-End Balances	\$22,732	\$20,239	\$13,327	\$9,601	\$8,676

Every year, a review of existing capital accounts is completed to determine if any funds are no longer required and can be returned to the Parking Reserve Fund. For 2022, there is \$2.177 million that will be returned to the Parking Reserve Fund. This is attributed to 2022 lifecycle renewal funds that were approved but are no longer deemed to be required. The 2022 budget approval accounted for \$3.827 million but following a review of required works only \$1.650 million worth of work has been planned.

PARKING RESERVE FUND PARAMETERS

Due to changing conditions in parking, the development of new technologies, and requirements related to additional public parking, it can be difficult to predict requirements and opportunities for capital spending from the Parking Reserve Fund. When the Municipal Parking Management Strategy was updated in 2019, parameters

were established to ensure proper management of the Fund. Per the Municipal Parking Management Strategy, the following clarifies each threshold:

- **Minimum** – ensures that there will be available funds for necessary program related capital requirements
- **Maximum** – ensures that the fund will not grow beyond forecasted requirements
The required minimum and maximum will be re-assessed on an as required basis and will be reported as part of the Capital Program Plan

If the Parking Reserve Fund exceeds the maximum, Council can approve the allocation of excess funds to specific City capital accounts which relate to Municipal Parking Management Strategy objectives (e.g. Park & Ride lots or lifecycle costs related to the right-of-way in paid parking areas).

When the updated Municipal Parking Management Strategy was approved in 2019, the thresholds were set at \$8 million (minimum) and \$20 million (maximum). The Municipal Parking Management Strategy specifies that the status of the Parking Reserve Fund and the limits should be re-assessed on an as-required basis, and this is accounted for as part of the annual review of the Capital Program Plan.

The minimum limit of \$8 million continues to be a sufficient reserve amount to cover necessary program-related operating and capital requirements. The requirement for a sufficient minimum balance has become all the more evident in light of the impacts that have been seen as a result of the pandemic situation.

The current Parking Reserve Fund balance of \$19.838 million (year-end 2022) falls just below the maximum. While the forecasted balances at year-end 2023 and 2024 are projected to be over \$20 million, any decisions on how to address that will be made as part of subsequent updates to the Capital Program Plan when the exact requirements are better understood.