

PARKING SERVICES

2024 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 key parking inventory and rate information, and present 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 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.

2024 ANNUAL REPORT OVERVIEW

Based on the Municipal Parking Management Strategy requirements, the Parking Services 2024 Annual Report presents the following information:

- Highlights for the Municipal Parking Management Program in 2024, including the status of the implementation of the Public Bike Parking Strategy.
- An overview of the Parking Stakeholder Consultation Group.
- Key accomplishments and achievements in 2024 aligned to five themes consistent with Parking Services' Performance Measurement Program:
 - Customer Experience
 - Parking Studies
 - Building Community Relationships
 - Operational Enhancements
 - Environmental Sustainability

- The 2024 year-end results across 13 key business indicators with a comparison to 2023 and 2022.
- Information related to the demand for on-street parking by zone and updates on the implementation of the demand-based pricing model (this information is new for the 2024 Annual Report)
- A summary of changes made to paid parking in 2024.
- An inventory of all paid municipal public parking from 2024.
- 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](#) was approved by Council in April 2021. The key purposes in developing this Strategy were to align the various functions relating to bicycle parking that were previously undertaken by different departments, clarify criteria relating to the location and type of bike parking installations and provide direction for the newly created Public Bike Parking Program.

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 in 2021 to implement the initiatives and recommendations included in the Public Bike Parking Strategy.

In 2024, the Public Bike Parking Program continued to evolve and follow through on the implementation of the Public Bike Parking Strategy. This involved a number of actions, including:

New Installations

- Installation of 102 new spaces within the right-of-way (41 racks).
- Installation of three new on-street bike corrals representing 21 bike parking spaces. There are now 12 bike corrals representing 114 bike parking spaces that are installed seasonally.
- Additional inventory added through road reconstruction projects - 11 new bike racks, representing 27 spaces.
- Activation of three secure bike lockers at Dalhousie Garage, Glebe Garage and Slater Parking Lot, representing 18 secure bike parking spaces which can be accessed by smartphone app.
- Supported the acquisition of one bike rack under the “Hello Vélo” program which makes bike racks available for installation on private property at a reduced cost.
- Installation of 16 bike racks representing 74 bike parking spaces at nine Recreation, Culture and Facility Services (RCFS) locations through an existing partnership / funding model.

Repairs / Replacement

- Completed the repair / replacement of 110 bike racks representing 220 parking spaces from proactive seasonal inspection processes which occur each Spring and Fall.

Bike Repair Stations

- Installation of two new bike repair stations through the community groups / private entities sponsorship model.
- Repair/replacement of 87 tools found to be damaged or missing on 28 bike repair stations from proactive seasonal inspection processes.
- Refurbishment of 23 bike repair stations with updated branding (example below).



Other Initiatives

- Launched an interactive map on ottawa.ca which has bike repair stations and winter-maintained bike racks.
- Updated the framework for abandoned bikes, highlighting roles and responsibilities, and key actions to optimize bike parking space availability.
- Completed a background study, needs assessment and scoping exercise for a City-managed Event Bike Parking program to support cycling to public and private events throughout the city.
- Provided winter maintenance services for 89 bike parking facilities (racks and lockers) at 45 locations, including two new outdoor bike lockers to keep them free of snow / ice.
- Addition of new wide-circle bike racks to the overall bike rack inventory. These racks form part of Parking Services preferred options for alternative bike racks for over-sized bikes (e.g., cargo bikes, tricycles).



- Started the development of a strategy to guide the expansion of the secure bike parking program.
- Continued to improve the GIS database of bike parking facilities and bike repair stations to support various operations of the Public Bike Parking Program.
- Continued existing partnership with Velocity Media which resulted in the management of approximately 397 bike racks (366 seasonal and 31 year-round) representing 1,588 parking spaces.
- Parking Services staff were involved in updating the official design standards for bike racks.

2024 HIGHLIGHTS – MUNICIPAL PARKING MANAGEMENT PROGRAM

Aside from the accomplishments and progress that has been made with respect to bike parking, below are some additional highlights for Parking Services in 2024. Some of these align with the various themes in this report and are expanded on in the subsequent sections.

- Completed an update to the 2020 Technology Road Map for Parking Services.
- The Kitchissippi Parking Study Update was approved by Council on July 10, 2024, and will result in the implementation of paid parking in Westboro and Wellington West in 2025.
- Provided operational support for 22 on-street electric vehicle (EV) charger units (11 locations). Use of these chargers increased 59% in 2024 compared to 2023.
- Collaborated with external partners to develop comprehensive Electric Vehicle Readiness Assessments for various garages and parking lots. The outcome provided information related to the feasibility of increasing the network of EV chargers at each facility.
- Successfully introduced digital on-street tour bus permits through pay-by-phone platform.
- Two BIA Parking Initiative Grants were approved (Downtown Rideau and Somerset-Chinatown).
- Updated criteria for the BIA Parking Initiatives Grant Program to factor in the number of on-street paid parking spaces within a BIA when determining eligibility (changes to take effect in 2025).
- Formalized the on-street demand-based parking framework with the first changes taking effect in August 2024.
- A total of 26 rate adjustments were made at off-street facilities as a result of the periodic off-street rate review process (further details on page 32).
- Completed stakeholder consultations on the evening and weekend on-street parking rate review in alignment with the Municipal Parking Management Strategy.
- Piloted License Plate Recognition (LPR) technology with vehicle-mounted equipment to collect occupancy and duration data.
- Completed a contract extension for pay-by-phone services with the vendor PayByPhone.
- Completed a detailed review and business case analysis related to the future direction for the on-street parking payment system and mobile parking payment system.
- Completed the Ottawa Public Library (OPL) parking garage construction, including infrastructure for the Parking Guidance System and design layout for parking

equipment loops. Library and garage anticipated to open in 2026.

- Completed various capital projects related to lifecycle requirements, including stairwell replacement at the Dalhousie Garage, and the completion of phase one of the rehabilitation project covering repairs to concrete walls, columns, soffits, and expansion joint at the Gloucester Street Garage.
- Supported regulatory / signage changes which resulted in the permanent removal of six tour bus spaces on Fleet Street and four tour bus spaces on Sparks Street due to new developments and the addition of eight new tour bus parking spaces on Wellington Street just east of Booth Street to partially offset the lost spaces.
- Provided parking-related comments on five Zoning By-law amendments and eight planned active and alternate transportation projects in 2024 (e.g. Kent Street, North River Road, Cumberland Street / Murray Street cycling facilities and the Bank Street active transportation project).

PARKING STAKEHOLDER CONSULTATION GROUP

The Parking Stakeholder Consultation Group (PSCG) was established with the approval of the Municipal Parking Management Strategy in 2009. Consisting of 13 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 and projects that support the objectives of the Municipal Parking Management Program. Regular consultation with the PSCG ensures transparency, 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 concurrent with the term of Council. Meeting minutes are available at ottawa.ca/parking.

PSCG MEMBERS – 2024

- Chair – Quentin Levesque, Director, Roads & Parking Services.
- Business Improvement Area Representatives – Judy Lincoln (Westboro Village BIA), Darrell Cox (Glebe BIA), SabriNa Lemay (Centretown BIA), Colleen Gyor (Downtown Rideau BIA).
- Community Association Representatives – James Grant (Old Ottawa South Community Association), Ken Hahn (Wellington Village Community Association), Derrick Simpson (Federation of Citizen's Associations)
- TDM/Cycling/Pedestrian Representative – Daniel Spence (University of Ottawa)
- Ottawa Tourism & Convention Authority Representative – Julia Cosentino
- Development Industry Representative – Dean Karakasis (Building Owners and Managers Association)
- Places of Worship Representative – Greg Fyffe (Knox Presbyterian Church)
- Accessibility Representative – Ana Maria Cruz-Valderrama
- Council on Aging – Asaf Mitta

The Parking Stakeholder Consultation Group held three meetings in 2024, providing updates to members on the work plan and budget for the year as well as a variety of topics related to the Municipal Parking Management Program. Discussions included parking lifecycle projects, rate policy reviews and implementation, bike parking, EV charging, the Technology Road Map update and the procurement of a new parking payment system.

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 Services provided support through different initiatives that served this purpose. The following are two key examples.

MONITORING AND UPDATING OF INFRASTRUCTURE

In 2024, Parking Services continued proactive monitoring inspections of Pay and Display machines, bike racks and bike repair stations which ensured operational performance, user satisfaction, and an optimal level of service delivery.

To help ensure minimal downtime for Pay and Display machines, a full and detailed inspection was carried out across the entire network. Staff also regularly assessed transaction data to identify issues with machines accepting specific forms of payment.

For bike parking facilities, seasonal (Spring and Fall) inspections of the entire network ensured bike racks were in good condition and accessible to bike users. Overall, 110 damaged racks were identified and repaired. Included in these inspections were the bike repair stations. In total, 87 tools found to be damaged or missing were repaired across 28 stations and 23 bike repair stations were fully refurbished.

AFTER-HOURS ACCESS – CITY HALL

One of the objectives of the Municipal Parking Management Program is to ensure secure and accessible public parking. To support this, there has been a project to ensure the parking garage at City Hall is accessible at all times. In May 2024, the project was completed and a separate entrance was opened on the north side of the building which ensures access to the garage when the building is otherwise closed.

PARKING STUDIES

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

KITCHISSIPPI PARKING STUDY UPDATE

The [Kitchissippi Parking Study Update](#), initiated in 2023, serves as a follow-up to the 2017 Westboro Local Area Parking Study and the 2017 Wellington West Local Area Parking Study.

The study update addressed parking issues in the commercial areas of the Wellington West and Westboro Village BIAs. Presented to the Transportation Committee in June 2024, it reflected extensive work and broad stakeholder engagement, resulting in eight recommendations.

On July 10, 2024, Council approved the implementation of paid parking with a 2-hour time limit on designated sections of Richmond Road, Wellington Street West, Somerset Street West, Danforth Avenue, Churchill Avenue, Holland Avenue, and adjacent side streets with commercial continuity. This will be implemented in 2025.

LICENCE PLATE RECOGNITION (LPR) PILOT

Use of LPR technology to support and improve data collection processes is something that was considered as part of the original Parking Services Technology Road Map in 2020.

Through 2024, Parking Services piloted this technology with vehicle-mounted equipment to collect occupancy and duration data. This pilot will be fully evaluated in 2025 towards determining its longer-term role in supporting the data collection process.

SPRING AND FALL DATA COLLECTION

Parking occupancy across all paid rate zones is surveyed semi-annually (Spring and Fall) to monitor trends, identify issues, and respond to changing conditions. Surveys are conducted five times daily (morning, midday, afternoon, evening, and night) on weekdays, Saturdays, and Sundays during typical conditions. Among other things, data collected through these surveys support demand-based rate adjustments in alignment with the rate setting guidelines.

In 2024, the implementation of demand-based pricing and use of this data resulted in rate changes in 11 of the 20 paid parking zones. These adjustments help optimize short-term parking availability and balance the needs of businesses, institutions, and tourism.

BUILDING COMMUNITY RELATIONSHIPS

Parking Services aims to support local businesses in various ways beyond ensuring the availability of parking. Building and maintaining positive relationships with local communities is a key component for the continued success of the Municipal Parking Management Program. A number of stakeholders were actively engaged in 2024 through various programs, projects and operational initiatives. The following captures key examples of the continuing work to actively build and maintain relationships.

BIA PARKING INITIATIVES GRANT PROGRAM

The BIA Parking Initiatives Grant Program continues to provide an opportunity to collaborate with Business Improvement Areas to fulfill components of the Municipal Parking Management Program.

Since 2019, the program has evolved, increasing the maximum grant per eligible BIA (up to \$10,000 per year) and expanding the criteria to include additional activities that are aligned with the updated Municipal Parking Management Strategy. In 2024, staff completed a review to account for BIA size when determining grant amounts. Starting in 2025 BIA's will either be eligible for \$5,000, \$10,000 or \$15,000 depending on the amount of on-street paid parking within their boundaries.

In 2024, staff held an information session for BIAs to review the BIA Parking Initiatives Grant Program framework and criteria. The sessions covered terms and conditions, eligible expenses, grant procedures, the application process, and the approval process. Additionally, staff provided examples of past BIA projects that received funding, as well as project ideas to help BIAs explore potential funding opportunities.

STAKEHOLDER CONSULTATION

Parking Services engaged extensively with stakeholders on projects such as the demand-based pricing model, a review of paid parking hours and days city-wide, and the Kitchissippi Parking Study Update. Across these initiatives, there were a total of 25 consultations with different groups.

Consultation on the program as a whole and other initiatives were also focused through the Parking Stakeholder Consultation Group. Engaging with this group in 2024 allowed staff to gather valuable feedback and insight on a number of initiatives, including the Parking Services 2024 Work Plan, updates to the BIA Parking Initiatives Grant Program and the pending procurement of a new parking payment system.

OPERATIONAL ENHANCEMENTS

In addition to on-street paid parking, Parking Services manages 17 facilities and 5,831 bike parking spaces. Ensuring that the supply of municipal paid parking / bike parking is properly maintained and that existing infrastructure is appropriately managed and accessible as an important part of operational performance. The following are some examples of works undertaken in 2024 towards this.

PARKING TECHNOLOGY ROAD MAP UPDATE

The Municipal Parking Management Strategy (MPMS) highlights the need to address the rapid pace of technological advancements in parking and transportation-related systems. In response, the first Technology Road Map was developed in 2020 and served as a strategic reference point for planning and prioritizing initiatives. Per the MPMS, there is a requirement to update the Technology Road Map once per term of Council. In 2024, an update was completed which considers changes to technology options as well as trends in other municipalities and the parking industry as a whole.

Consistent with the original Technology Road Map, this update focused on several key areas, such as payment technology, parking enforcement and data collection / management. The Technology Road Map provides a number of considerations that will be accounted for as opportunities arise to consider and adopt different approaches and innovations. The updated Technology Road Map has played a key role in informing the processes and decisions related to the pending changes to the city's parking payment systems.

REVIEW OF PAY AND DISPLAY MACHINE PLACEMENT

The City of Ottawa converted from single-space parking meters to Pay and Display machines in 2010 and subsequently added pay-by-phone as an additional payment option in 2012. Pay-by-phone use now represents over one-third of all transactions.

In 2024, Parking Services completed a review of the network to adapt to evolving payment methods and address equipment requirements. The review considered the extent of paid parking on a block-by-block basis, the number of machines and standards in other Canadian cities. With input from the Parking Stakeholder Consultation Group, Parking Services established a standard for deploying Pay and Display machines which will result in machine reductions in some locations. These reductions have started and will continue in 2025.

The new standard will ensure an objective reference point when making decisions related to machine placement and will also ensure that the system is being run in an optimal and cost-efficient manner while continuing to effectively serve the public.

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 (e.g. public transit, cycling, walking) and alternative modes, including electric vehicles, car sharing, and other modern technologies as they emerge. Parking Services was involved in several projects throughout 2024 that encouraged these types of initiatives, including the following.

LAUNCH OF SECURE BIKE LOCKERS

As part of the Public Bike Parking Strategy, Parking Services launched bike locker service in September 2024 at three locations: Dalhousie Garage (141 Clarence Street), Glebe Garage (170 Second Avenue) and the Slater Parking Lot (234-250 Slater Street).

These lockers form part of the City's approach towards meeting current and future demands for secured bike parking for residents, commuters, and visitors in strategic locations. Ultimately, the purpose is to make cycling more accessible for more people.

Parking Services is looking to further expand the availability of secure bike parking lockers starting in 2025 through the development of a strategic approach that will account for both barriers and opportunities to serve those that stand to benefit most from these facilities. This will account for different types / options of secure bike parking.

INTER-DEPARTMENTAL SUPPORT

Annually, Parking Services funds a portion of the costs of other groups such as Transit Services, Roads Services, and Transportation Planning. In particular, the transfer to Transportation Planning supports programs promoting sustainable modes of transportation which relate to the Municipal Parking Management Program. The transfer to Transit Services is to cover costs related to the maintenance of Park & Ride facilities. In 2024, the total transfer for this purpose was \$606,448.

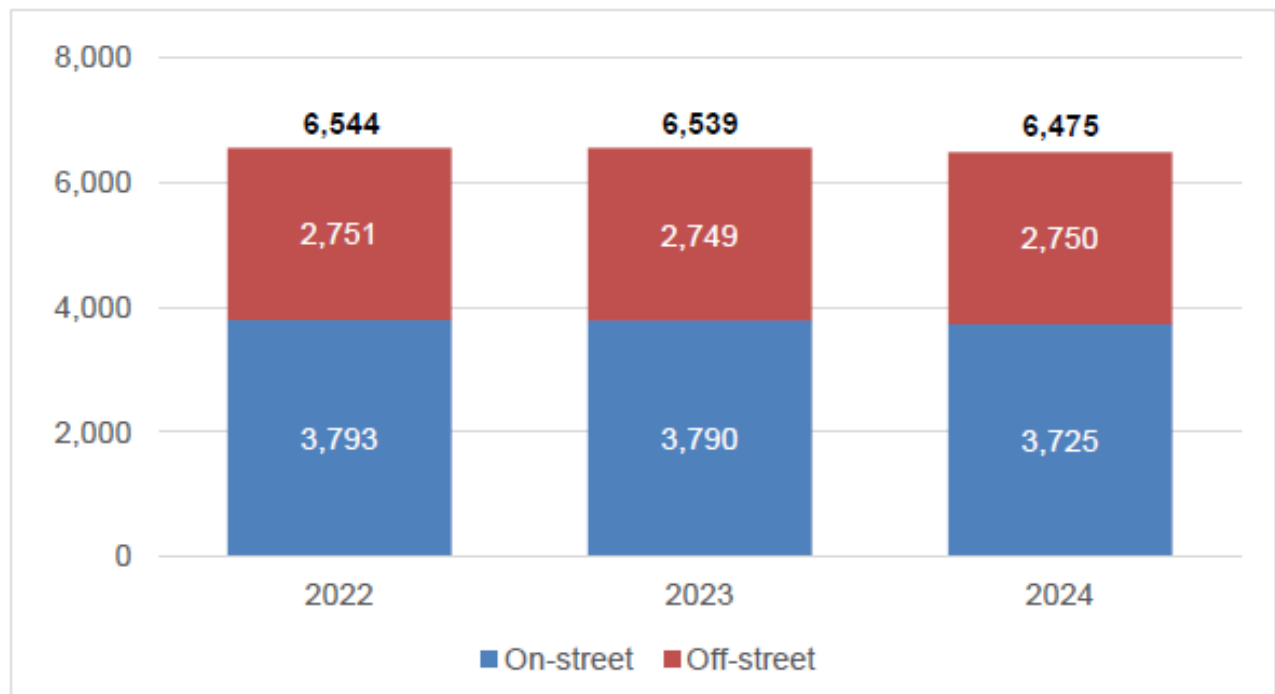
In addition, Parking Services supports Recreation, Culture and Facility Services (RCFS) annually by providing up to \$50,000 towards the purchase and installation of bike racks at City of Ottawa facilities. In 2024, RCFS installed 16 new bike racks representing 74 bike parking spaces at nine locations using this funding source.

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 13 key business indicators have been selected to indicate the overall performance of the branch and are presented on the following pages:

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



Total Parking Space Managed	2022	2023	2024
On-street	3,793	3,790	3,725
Off-street	2,751	2,749	2,750
Total	6,544	6,539	6,475

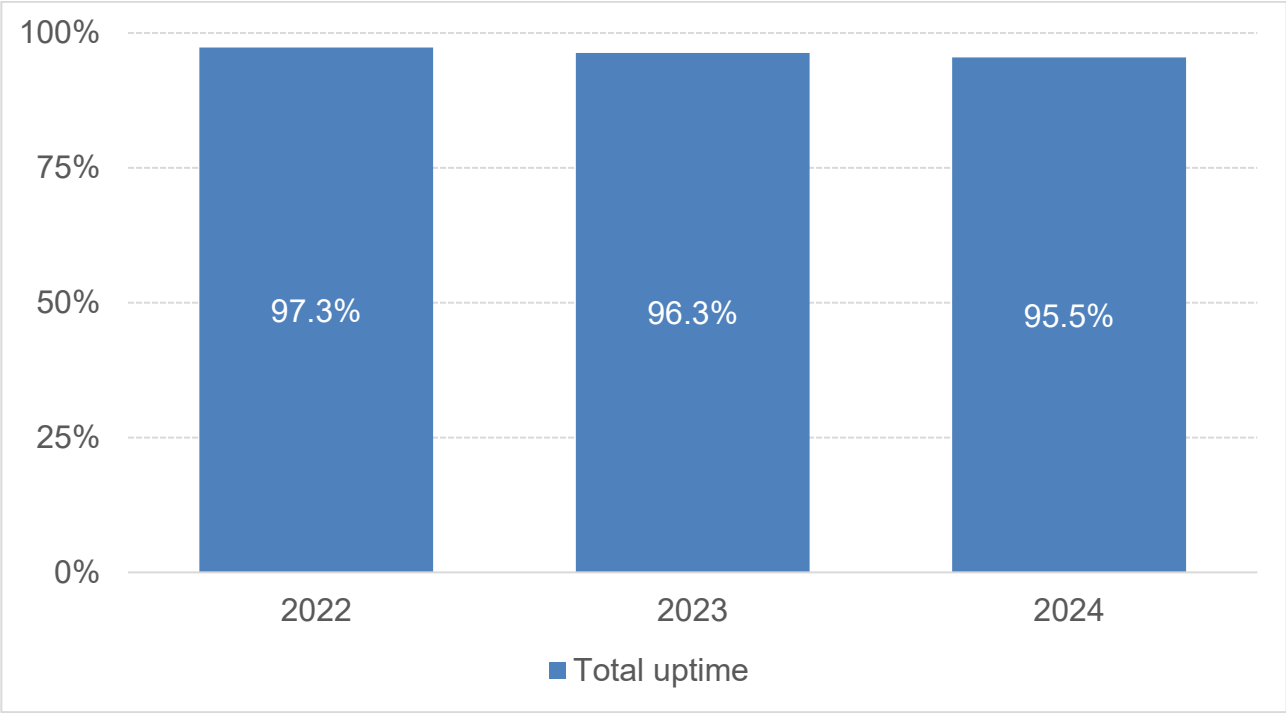
ANALYSIS

Parking Services managed a total of 6,475 paid parking spaces in 2024, consisting of 3,725 on-street spaces and 2,750 off-street spaces. This includes all spaces that were active at some point during 2024.

There was a decrease of 65 on-street spaces (-1.7 per cent) compared to 2023. The key factors contributing to this decrease was the replacement of parking stalls with relocated tour bus parking (primarily to lower demand areas), road/curbside reconstruction, and updated regulations due to developments.

The number of off-street paid spaces saw a slight net increase of only one space compared to 2023.

2. PARKING EQUIPMENT UPTIME



Parking Equipment Uptime	2022	2023	2024
Total Uptime	97.3 per cent	96.3 per cent	95.5 per cent

ANALYSIS

The uptime rate represents the amount of time the Pay and Display machines are fully functional.

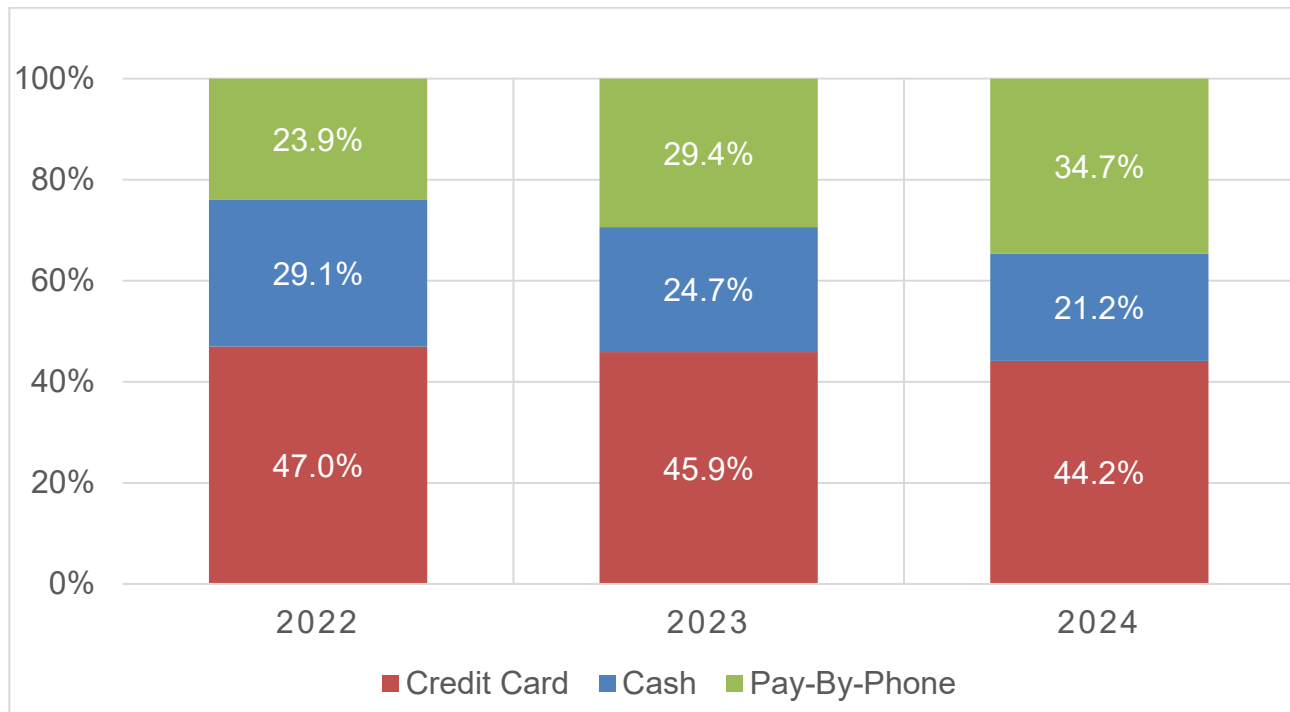
At the end of the 2024, there were 628 active Pay and Display machines in total with 603 located on-street spaces and 25 serving off-street parking facilities.

The uptime rate overall for 2024 was 95.5 per cent, a decrease of 0.8 per cent compared to the preceding year.

The decrease in uptime is primarily due to an increase in coin payment failures, printer malfunctions, and card reader faults, which may be indicative of aging equipment. The network of Pay and Display machines will be replaced in 2026.

Despite this decline, uptime remains high overall and the equipment will continue to be closely and proactively monitored. Parking Services staff will also continue to work with Precise Parklink to ensure timely resolution of equipment issues towards minimizing service disruptions.

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



Transactions by Payment Type	2022	2023	2024
Pay-by-Phone	23.9 per cent	29.4 per cent	34.7 per cent
Cash	29.1 per cent	24.7 per cent	21.2 per cent
Credit Card	47.0 per cent	45.9 per cent	44.2 per cent

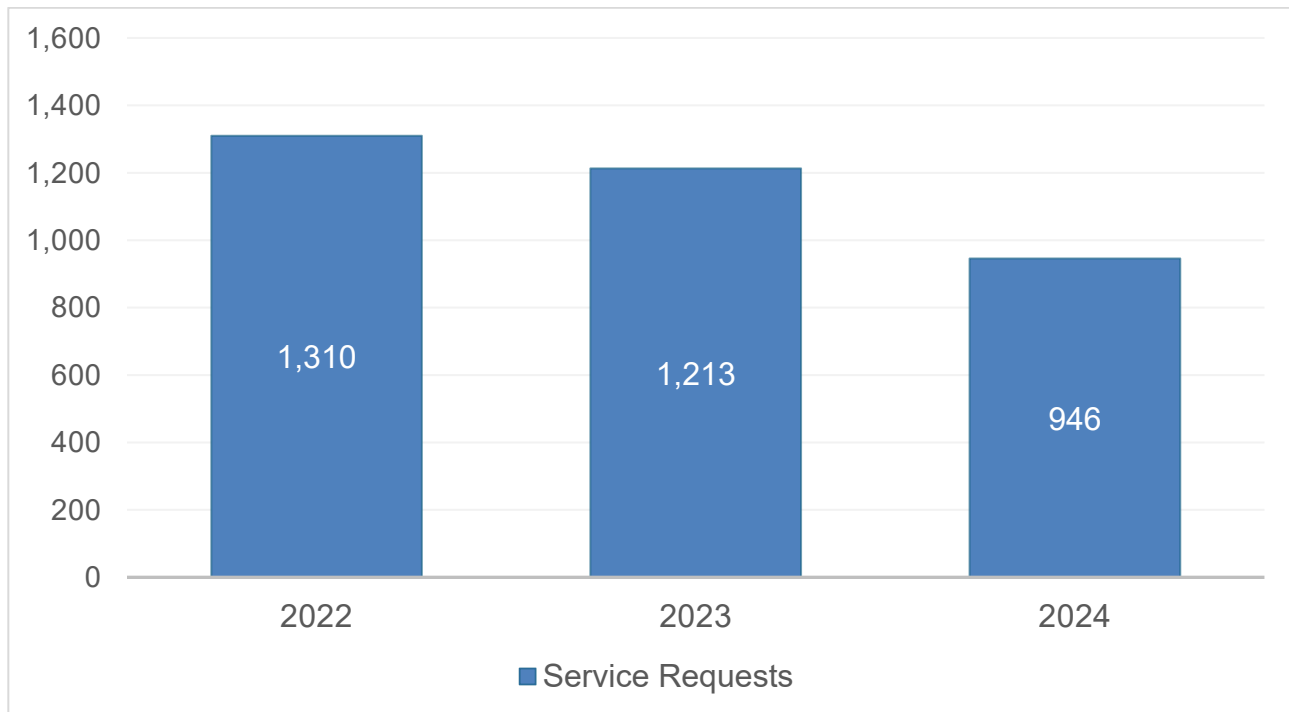
ANALYSIS

Previous trends continued in 2024, highlighted by consistent growth in the use of the pay-by-phone option. Pay-by-phone use continues to eclipse the use of cash and now represents over one third of all transactions. In alignment with the Technology Road Map, Parking Services has been actively pursuing continued growth in the use of the pay-by-phone option and will work with the vendor where feasible to develop initiatives towards that goal.

Less than one quarter (21.2 per cent) of all transactions are now using cash. This continues a consistent trend in the reduction of cash transactions which were almost two-thirds (63.4 per cent) of all transactions ten years ago (in 2014).

For the third straight year there was a reduction in the proportion of credit card transactions in lieu of more people using pay-by-phone.

4. SERVICE REQUESTS – PARKING EQUIPMENT



Service Requests - Parking Equipment	2022	2023	2024
Number of Service Requests	1,310	1,213	946

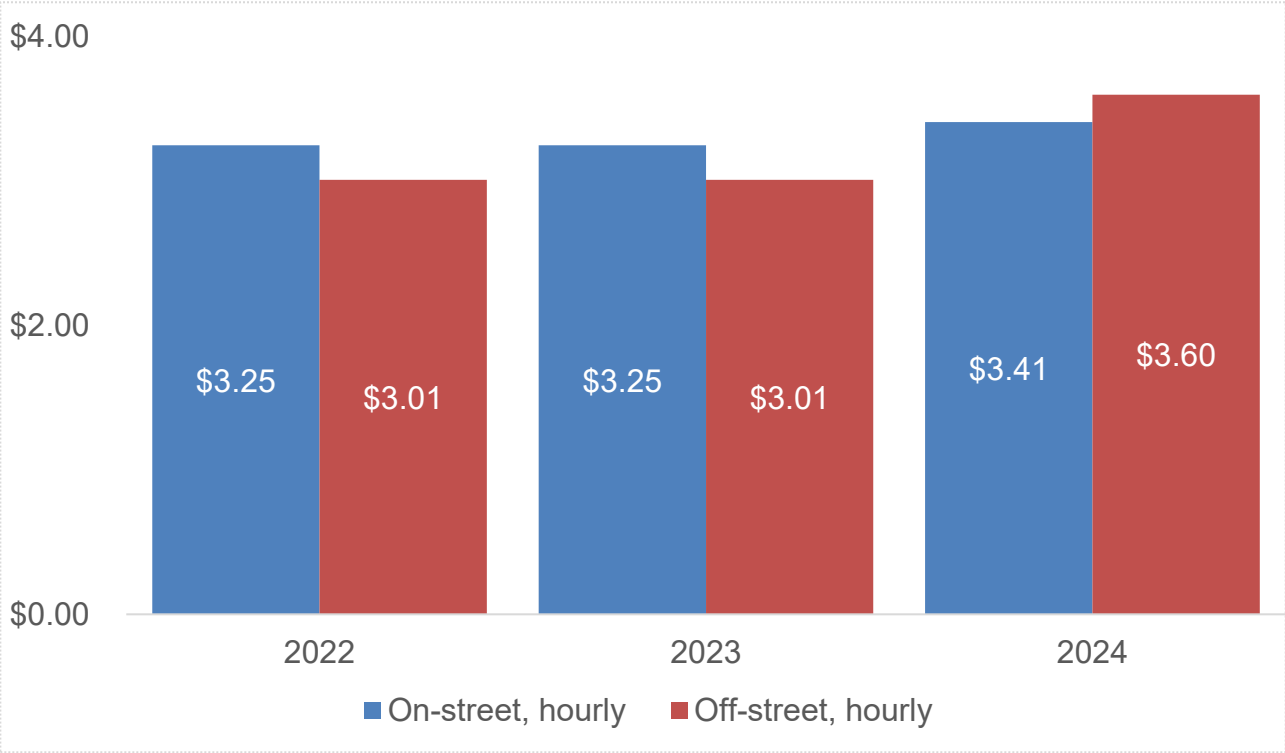
ANALYSIS

In 2024, a total of 946 service requests were registered relating to parking equipment, which equates to 1.5 service requests per Pay and Display machine over the course of the year.

The most common types of service requests for Pay and Display machines include card reader issues and a lack of available tickets.

In 2024, there was a 22 per cent decrease compared to 2023 and the 946 service requests represents the fewest number in a year since the implementation of the Pay and Display system in 2010. The decrease may be attributed to ongoing monitoring and reporting initiatives implemented by Parking Services but can also be attributed to the reduced use of kiosks in favour of the pay-by-phone option.

5A. AVERAGE HOURLY RATES (WEEKDAY)



Average Hourly Rates	2022	2023	2024
On-street	\$3.25	\$3.25	\$3.41
Off-street	\$3.01	\$3.01	\$3.60

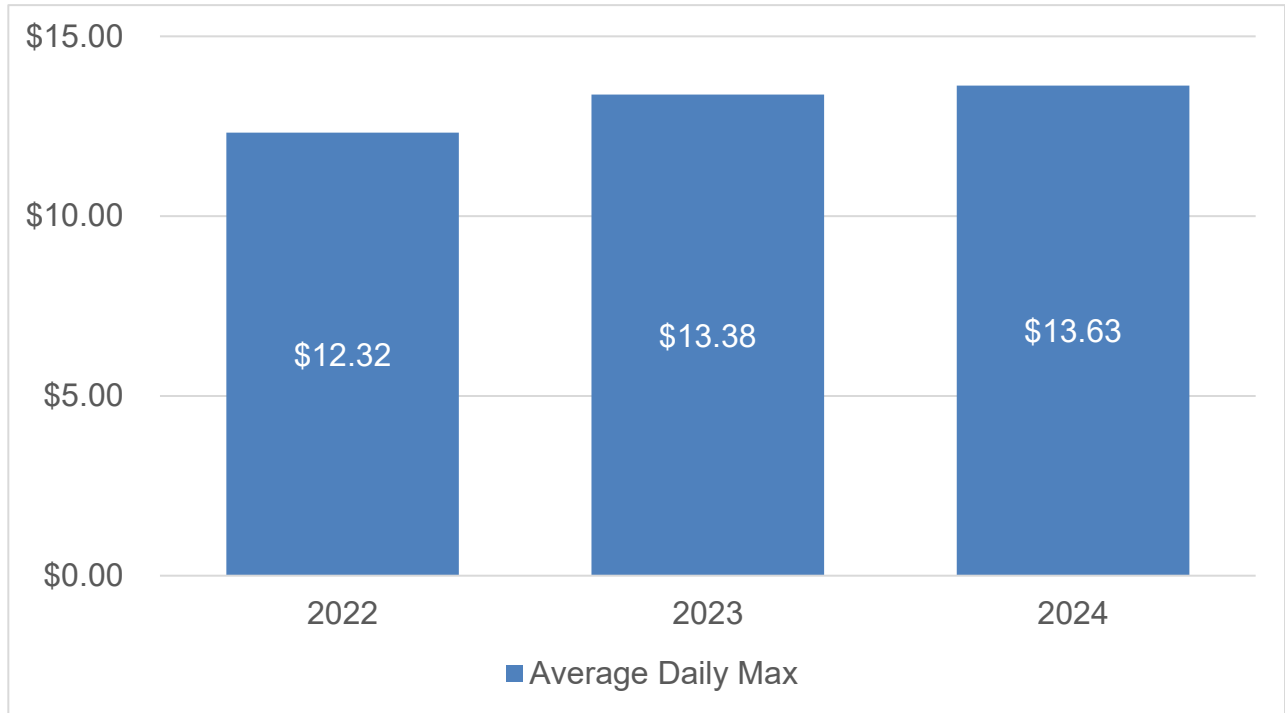
ANALYSIS

In 2024, the demand-based pricing model for on-street parking was first implemented which resulted in rate adjustments in 11 of 20 paid parking zones. This involved seven instances of rates being increased and four decreases (see page 33 for more information). Moving forward, Parking Services will continue to assess for and apply on-street rate changes in alignment with this model.

As a result of these changes, the average on-street hourly rate increased by 4.9 per cent to \$3.41.

Regularly through the year, Parking Services staff assess the rates at all parking facilities and make adjustments in response to factors such as the level of demand and comparative rates in the area towards aligning with the Municipal Parking Management Strategy and optimizing each facility. In 2024, this involved nine hourly rate adjustments which collectively increased the average hourly rate 19.6 per cent to \$3.60 (see page 32 for more information).

5B. AVERAGE DAILY MAXIMUM RATE (WEEKDAYS)



Average Daily Maximum Rate	2022	2023	2024
Off-Street	\$12.32	\$13.38	\$13.63

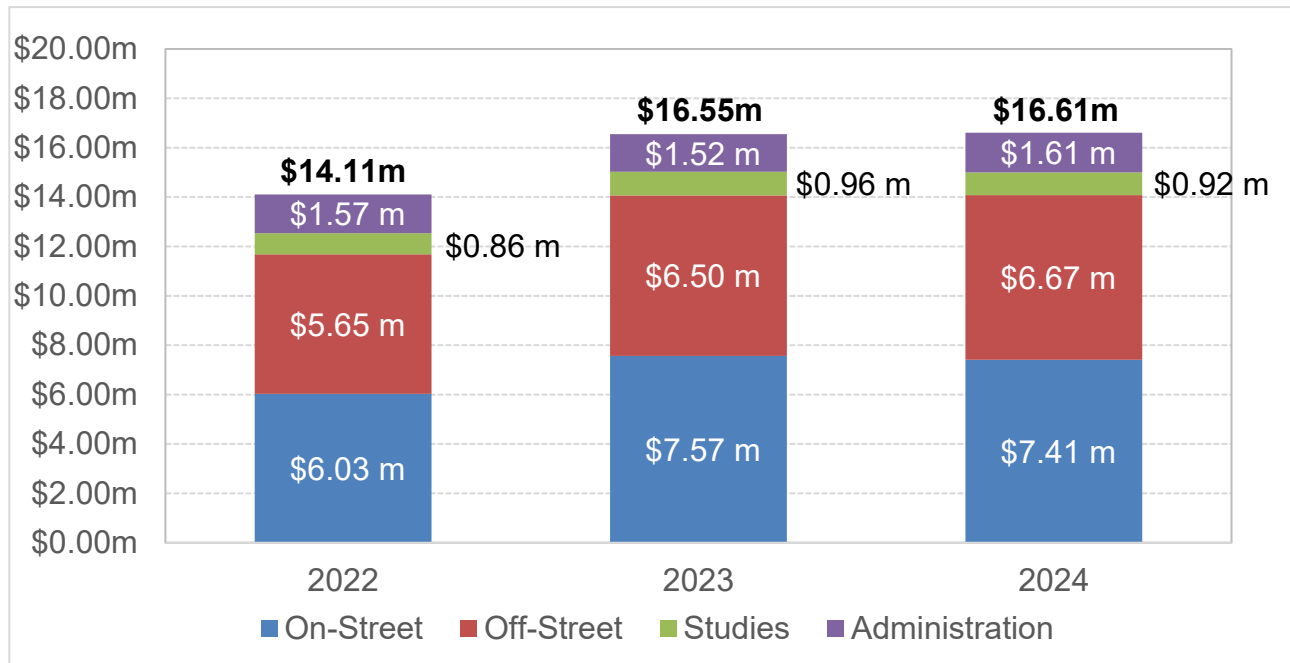
ANALYSIS

As part of the same process discussed with the previous measure related to off-street rates, the daily maximum was increased at six parking facilities in order to best manage the facilities and align with the Municipal Parking Management Strategy (see page 32 for more information related to where the increases occurred). The average weekday daily max was \$13.63 in 2024, which is 1.9 per cent higher than in 2023.

Rate increases typically occur as a result of assessing comparative rates in the adjacent area and ensuring the City's rates are set accordingly.

Rate increases may also be attributed to changes in the cost of a transit pass or the need to better prioritize short-term use of these facilities.

6. OPERATING EXPENSES (EXCLUDING PRF CONTRIBUTION)



Operating Expenses	2022	2023	2024
On-Street	\$6.03 m	\$7.57 m	\$7.41 m
Off-Street	\$5.65 m	\$6.50 m	\$6.67 m
Studies	\$0.86 m	\$0.96 m	\$0.92 m
Administration	\$1.57 m	\$1.52 m	\$1.61 m
Total	\$14.11 m	\$16.55 m	\$16.61 m

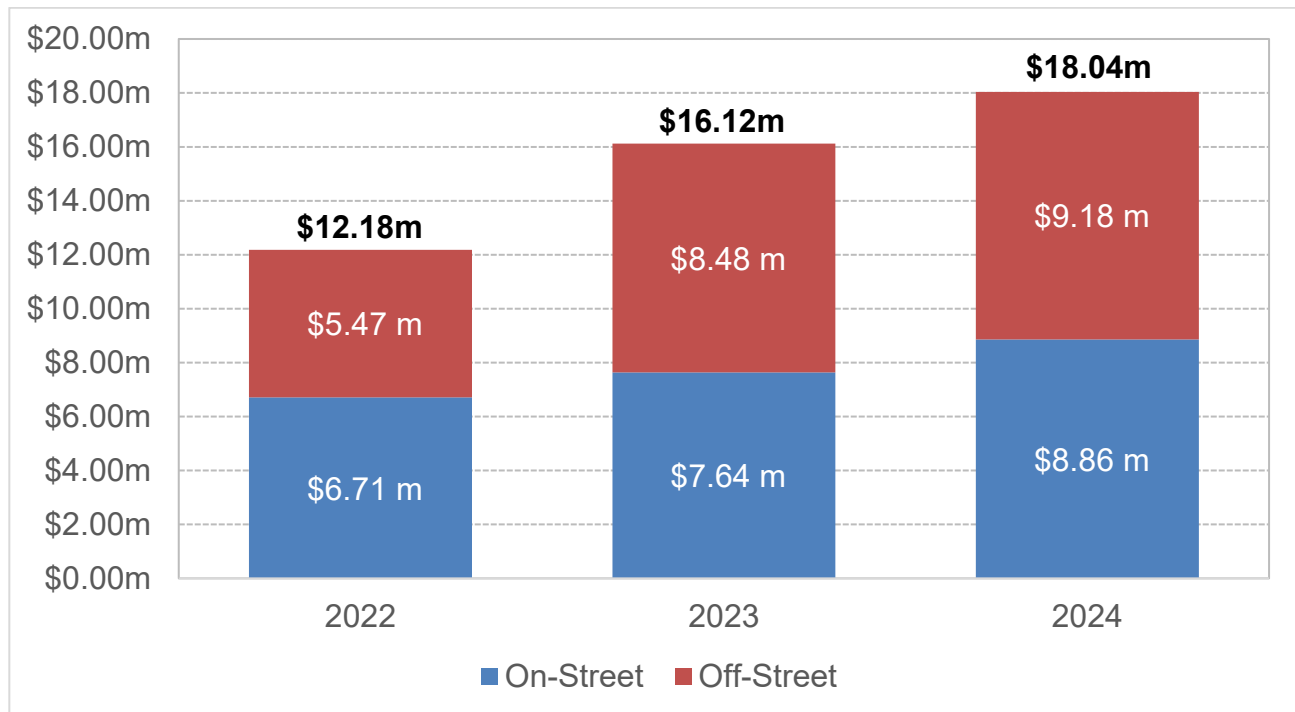
ANALYSIS

Overall, costs remained very much in line compared to 2023 across each category of expenses. Total costs increased 0.4 per cent in 2024.

The most significant change by category was in Administration where costs increased by 5.9 per cent. This was the result of additional compensation costs caused by the requirement for temporary resources in 2024.

Some costs related to on-street expenses and OC Transpo Park & Rides had been incorrectly allocated in 2023 and/or 2024. These corrections have been applied in this report for the purpose of reflecting the true costs per year and the 2023 off-street value has been restated relative to the 2023 Annual Report.

7. PARKING FEE REVENUE



Revenue	2022	2023	2024
On-Street	\$6.71 m	\$7.64 m	\$8.86 m
Off-Street	\$5.47 m	\$8.48 m	\$9.18 m
Total	\$12.18 m	\$16.12 m	\$18.04 m

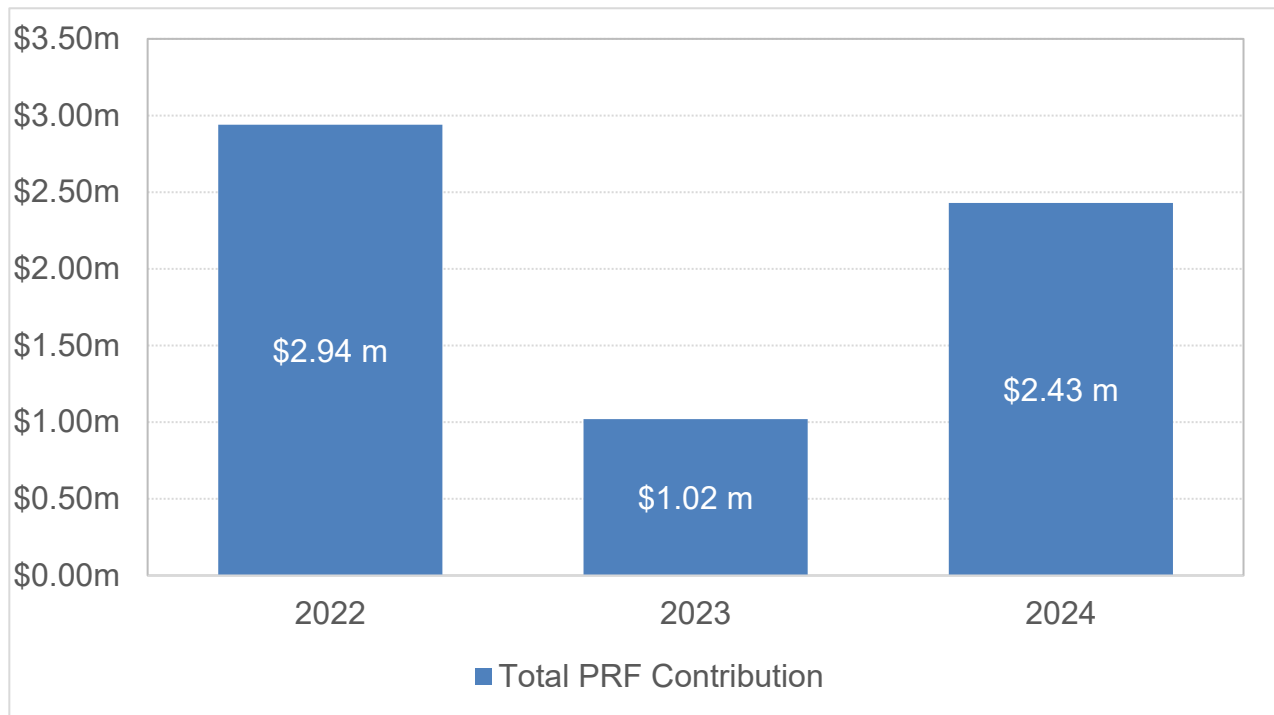
ANALYSIS

Parking revenues increased again in 2024, both off-street and on-street. Overall, there was 12 per cent more revenue from parking fees in 2024 compared to 2023.

Off-street revenues increased by \$700,000 in 2024. This is in part reflective of increases in demand for longer-term parking as a greater portion of employees returned to the workplace on a part-time or full-time basis. Pricing adjustments that were implemented in 2024 also factored into the increased revenues.

On-street parking fee revenues increased by \$1.2 million over 2023, which is reflective of rebounding demand levels that are now very close to pre-pandemic city-wide. The increased revenues also account for adjustments in parking rates which occurred as a result of the implementation of the demand-based pricing framework, as well as incremental increases to permit parking rates (which occur annually in line with inflation).

8. PARKING RESERVE FUND (PRF) CONTRIBUTION



PRF Contribution	2022	2023	2024
Total Contribution	\$2.94 m	\$1.02 m	\$2.43 m

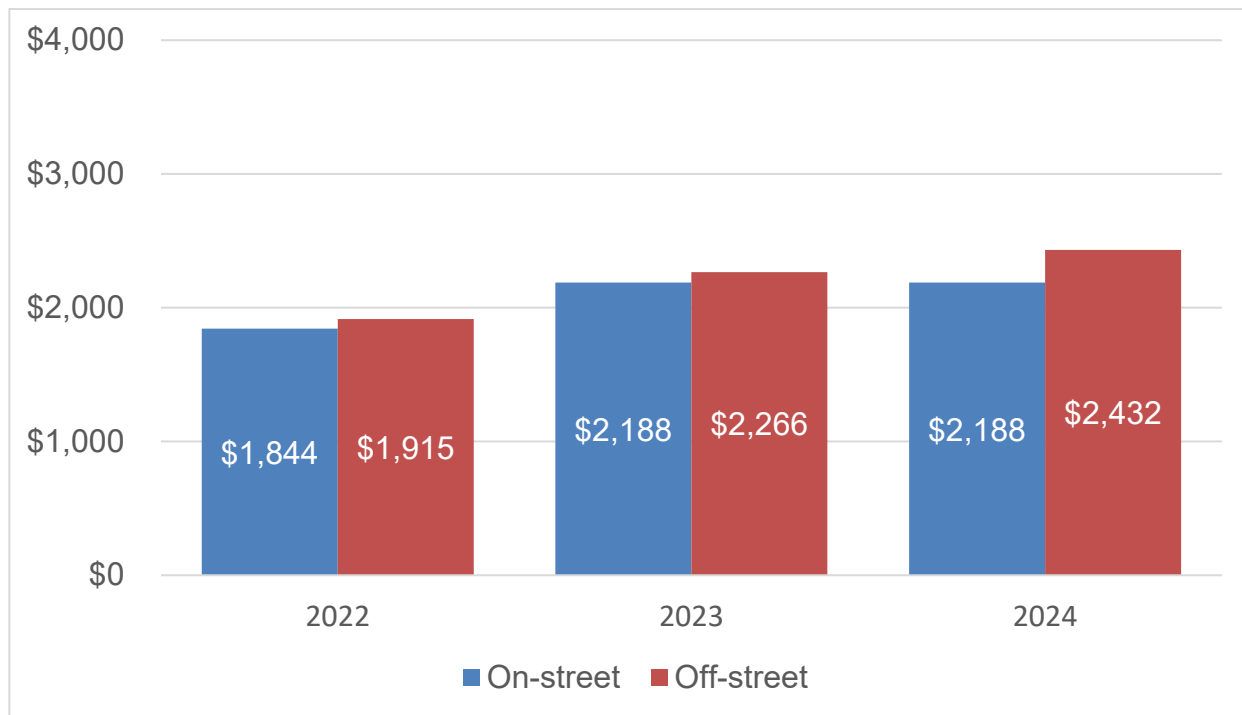
ANALYSIS

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

The calculation of the Parking Reserve Fund contribution accounts for revenue inputs beyond what is accounted for in the previous metric. As such, the outcome is different than simply subtracting the expenses (Operating Expenses – page 22) from revenues (Parking Fee Revenues – page 23).

In 2024, the Parking Reserve Fund contribution rebounded back to more typical levels after a significant decrease in 2023, which occurred due to typical costs combined with still recovering revenues from the pandemic.

9. AVERAGE EXPENSE PER SPACE



Average Expense Per Space	2022	2023	2024
On-street	\$1,844	\$2,188	\$2,188
Off-street	\$1,915	\$2,266	\$2,432

ANALYSIS

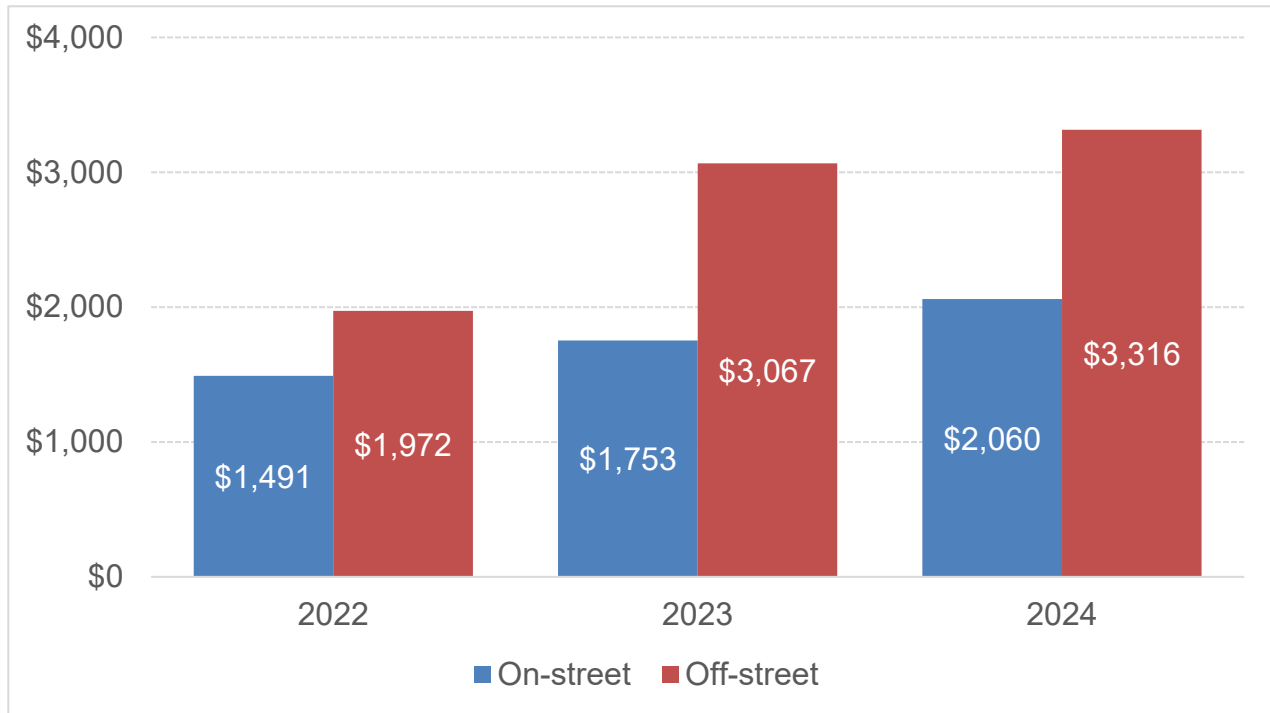
This measure accounts for the costs related to operating the on-street and off-street paid parking network (see page 22) and does not include Park & Ride spaces / costs.

In 2024, the average expense per on-street parking space remained consistent with 2023 expense per space of \$2,188.

Conversely, the average expense per off-street parking space increased by 7.3 per cent to \$2,432 in 2024, compared to \$2,266 in 2023. This is largely attributed to increased security and program facility costs.

Of note, 2023 the on-street number has been restated from \$2,185 to \$2,188 due to a correction in the calculation.

10. AVERAGE REVENUE PER SPACE



Average Revenue Per Space	2022	2023	2024
On-street	\$1,491	\$1,753	\$2,060
Off-street	\$1,972	\$3,067	\$3,316

ANALYSIS

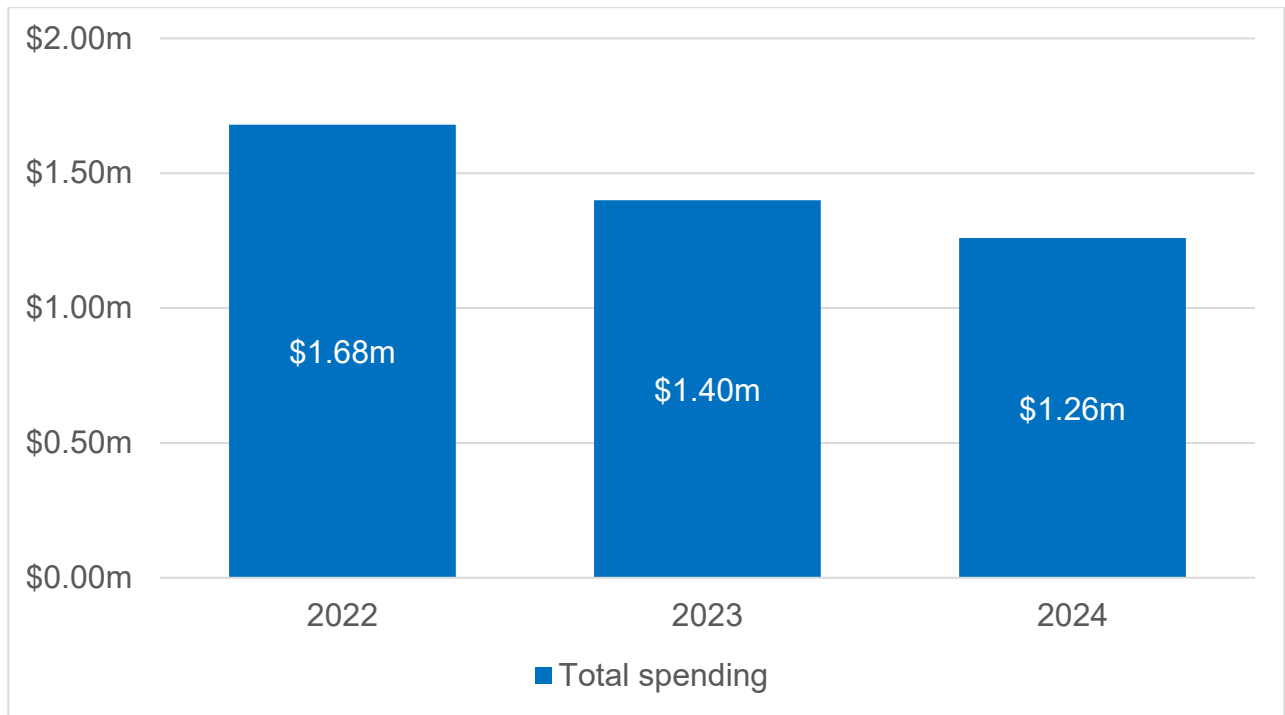
In 2024, both on-street and off-street parking saw an increase in average revenue per space. This can be attributed to continued higher utilization rates stemming from a return to more typical parking demand levels relative to pre-pandemic, as well as demand-based rate increases implemented in 2024.

The average revenue per on-street space in 2024 was \$2,060, which represents a 17.5 per cent increase from the previous year.

Similarly, the average revenue per off-street space in 2024 reached \$3,316, reflecting an 8.1 per cent increase compared to 2023.

Of note, the 2023 on-street number has been restated from \$1,750 to \$1,753 due to a correction in the calculation.

11. SPENDING ON SUSTAINABLE MODES OF TRANSPORTATION



Spending on Sustainable Modes	2022	2023	2024
Total Spending	\$1.68 m	\$1.40 m	\$1.26 m

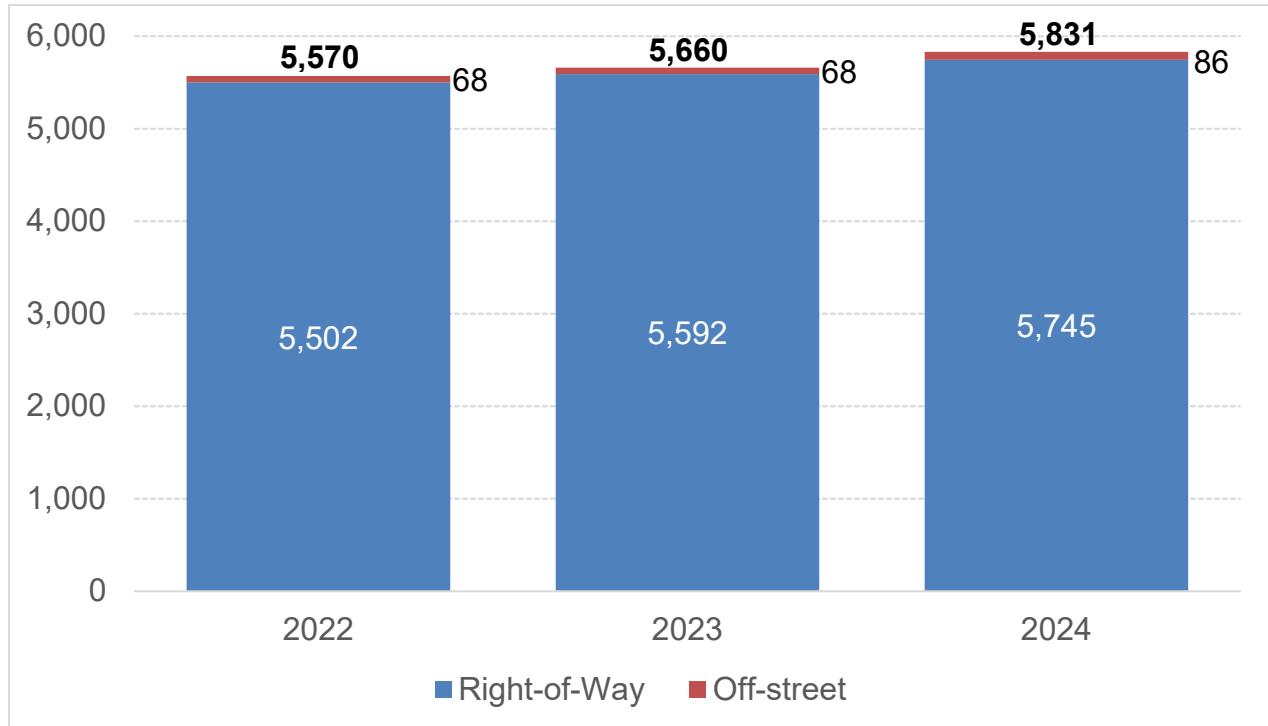
ANALYSIS

Investing in sustainable transportation aligns with the Municipal Parking Management Strategy's objectives and represents an opportunity to allocate parking fee revenues towards advancing the City's broader transportation objectives.

In 2024, total spending in support of sustainable transportation totaled \$1.26 million which was comprised of spending on various operations and initiatives that support things like bike parking, transportation demand management and transit use. The lower amount relative to 2023 is largely due to lower costs tied to the maintenance of Park & Rides in 2024 due to reduced winter requirements. Spending on bike parking and transfers in support of applicable City programs remained relatively the same in 2024.

These amounts account for the corrected and re-stated amounts related to Park & Ride maintenance in 2023 and 2024.

12. TOTAL BICYCLE SPACES MANAGED BY PARKING SERVICES



Total Bicycle Spaces Managed	2022	2023	2024
Right-of-Way	5,502	5,595	5,745
Off-street	68	68	86
Total	5,570	5,663	5,831

ANALYSIS

As part of the Public Bike Parking Program and consistent with the Public Bike Parking Strategy, Parking Services manages and maintains different types of bike racks that are located within the right-of-way and at off-street public parking facilities.

The total inventory increased by 168 (+3 per cent) in 2024, resulting from:

- Installation of 41 new on-street racks representing 102 bike parking spaces.
- Installation of three new on-street bike corrals representing 21 bike parking spaces.
- Additional inventory added through road reconstruction projects - 11 new bike racks, representing 27 spaces.
- Additional bike locker spaces at three off-street garages / lots

Of note, the 2023 right-of-way number has been re-stated from 5,592 to 5,595 due to an inventory review and correction.

ON-STREET METRICS BY ZONE

Starting in 2024, Parking Services implemented a demand-based model which prescribes rate adjustments in instances where peak parking demand in a zone is either too high or too low. The purpose is to ensure the appropriate rate is charged in each area to best support businesses, institutions and tourism in alignment with the Municipal Parking Management Strategy.

Where parking demand is too high, there will be a lack of available short-term parking which can be addressed by incentivizing turnover through higher rates. Conversely, where parking demand is too low, lowering rates is a tool that is available to better optimize the parking supply.

With the evolution of the Rate Setting Guidelines through the adoption of the demand-based model and other pending initiatives, there is an opportunity and an increasing requirement to be transparent with the data that is being collected and driving these decisions.

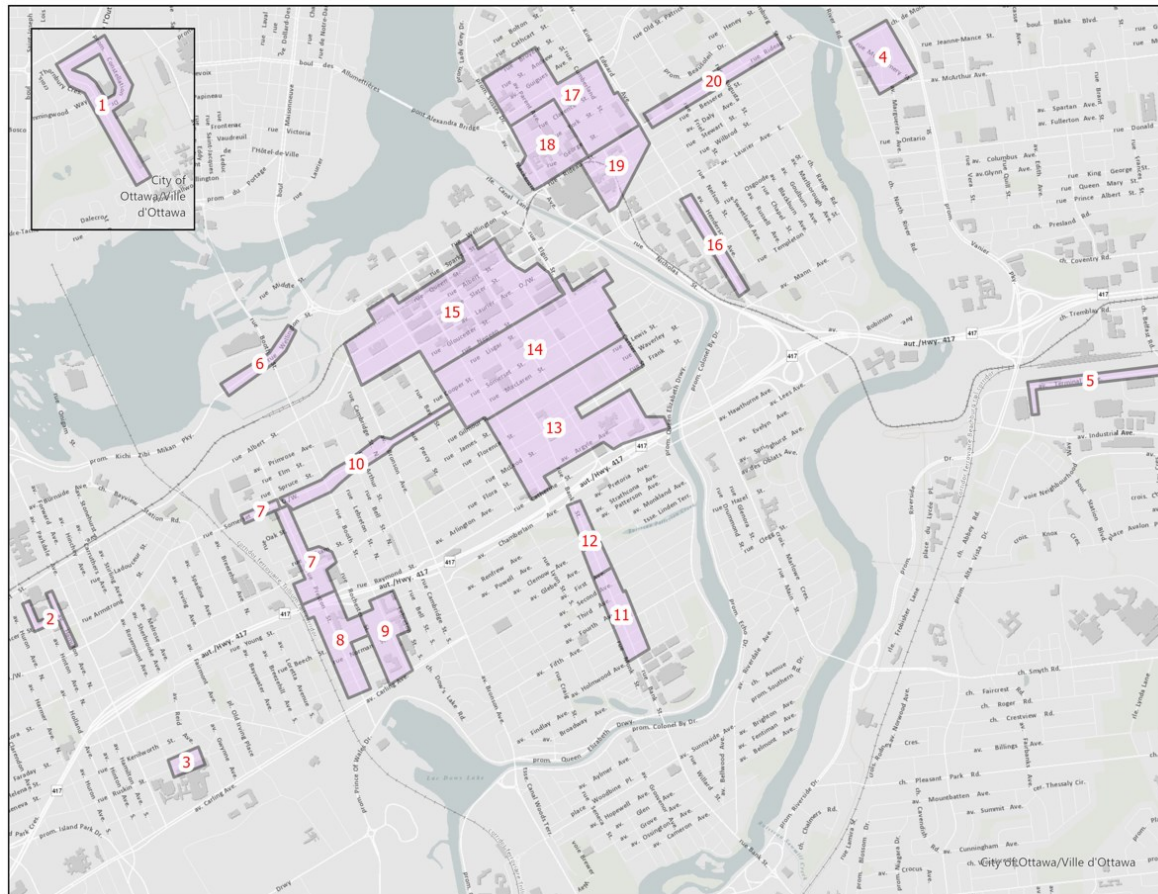
To this point, there has been a data collection exercise across the entire on-street paid parking network in the Spring and Fall of each year. This is the data on which the demand-based adjustments are being made.

In alignment with the Rate Setting Guidelines, the following is a summary of the approach taken to adjust on-street rates by zone:

- The peak weekday daytime demand will be identified and will be used to identify if demand is too high (greater than 85 per cent), too low (less than 50 per cent) or within target (50-85 per cent)
- Changes to rates will be pursued when there have been two consecutive periods of sustained demand that is either too high (up by 50-cents) or too low (down by 50-cents)
- Data from a particular area will not be considered until there has been at least six months from the implementation of a previous rate increase or decrease

The on-street paid parking network is divided into 20 zones. This will increase to 25 zones once paid parking is implemented in Westboro and Wellington West in alignment with the Kitchissippi Parking Study Update which was approved by Council in 2024.

The current zones are distributed as follows:



Recent peak data and changes under the demand-based pricing model by zone are identified on the next page. Rate changes are carried out under delegated authority and communicated to the public through various means. The values for each period express the peak occupancy (i.e. percentage of spaces occupied at the busiest surveyed time).

Zone #	Zone Name	Spring 2023	Fall 2023	Spring 2024	Fall 2024	Hourly Rate	Most Recent Rate Change
1	Constellation	11	6	14	13	\$3.00	April 2025: Decreased \$0.50
2	Holland Cross	32	42	58	75	\$1.00	August 2024: Decreased \$0.50
3	Ruskin	96	95	98	102	\$4.50	August 2024: Increased \$0.50
4	Vanier	47	17	30	47	\$1.50	August 2024: Decreased \$0.50
5	Terminal	4	15	38	77	\$1.00	August 2024: Decreased \$0.50
6	War Museum	9	1	4	3	\$3.00	April 2025: Decreased \$0.50
7	Little Italy North	40	33	44	41	\$3.00	April 2025: Decreased \$0.50
8	Little Italy South	79	53	53	56	\$4.00	August 2024: Increased \$0.50
9	Rochester	78	69	69	73	\$3.50	January 2020: Increased \$0.50
10	Chinatown	36	51	40	48	\$4.00	August 2024: Increased \$0.50
11	Glebe South	60	47	55	58	\$4.00	August 2024: Increased \$0.50
12	Glebe North	19	24	18	27	\$3.00	April 2025: Decreased \$0.50
13	Centretown South	29	26	33	32	\$3.00	April 2025: Decreased \$0.50
14	Centretown North	46	48	53	55	\$3.50	January 2020: Increased \$0.50
15	Downtown	70	63	64	76	\$4.00	August 2024: Increased \$0.50
16	King Edward	25	81	38	88	\$4.00	August 2024: Increased \$0.50
17	ByWard North/East	49	34	42	42	\$3.00	April 2025: Decreased \$0.50
18	ByWard Core	81	77	82	73	\$4.00	August 2024: Increased \$0.50
19	Besserer	25	35	23	50	\$3.50	January 2020: Increased \$0.50
20	Rideau	15	7	11	10	\$1.00	August 2024: Decreased \$0.50

As the rate setting policy related to other times of day (e.g. weekends and evenings) is further developed, additional data to reflect those times will be included here in future Annual Reports.

PAID PARKING ADJUSTMENTS IN 2024

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 through the Annual Report. The following is the list of changes in 2024.

OFF-STREET RATES & HOURS

ByWard Market Garage (70 Clarence Street) - Lot 4

- Increased daytime hourly rate to \$4 (Monday to Saturday)
- Increased Sunday & Holiday daytime max rate to \$8
- Increased Sunday & Holiday overnight max rate from to \$8
- Lost ticket charge increased to \$25

Dalhousie Garage (141 Clarence Street) - Lot 5

- Increased daytime hourly rate (Monday to Friday) to \$3
- Increased weekday daytime max to \$12

City Hall Garage (110 Laurier Avenue West) - Lot 6

- Increased daytime hourly rate to \$5 (Monday to Friday)

Slater Parking Lot (234-250 Slater Street) - Lot 9

- Increased daytime hourly rate to \$6 (Monday to Friday)
- Eliminated holiday parking rate

Bank Street Parking Lot (574 Bank Street) – Lot 10

- Increased daytime hourly rate to \$2 (Saturday)
- Increased monthly permit to \$130

Somerset and Cambridge Parking Lot (687 Somerset) – Lot 11

- Increased daytime hourly rate to \$3 (Monday to Friday).
- Increased weekday daytime max rate to \$12
- Increase weekend max (daytime) rate to \$6
- Increased monthly permit to \$130

Preston Parking Lot (301 Preston Street) - Lot 14

- Increased daytime hourly rate from \$2to \$3 (Monday to Friday).
- Increased weekday daytime max to \$12
- Increased monthly permit to \$140

Tech High School Parking Lot (422 Slater Street) - Lot 18

- Increased daytime hourly rate to \$4 (Monday to Friday)
- Increased weekday daytime max rate to \$20

North River Road Parking Lot (400 North River Road) - Lot 20

- Increased weekday daytime max to \$16
- Increased monthly permit to \$140

Cyr Avenue Parking Lot (283 Cyr Avenue) – Lot 22

- Increased daytime hourly rate to \$1.50 (Monday to Friday)
- Increased weekday daytime max rate to \$8
- Increased monthly permit to \$85

PAID ON-STREET RATES & HOURS (BY ZONE)

Holland Cross (Zone 2)

- Decreased hourly rate to \$1.00

Ruskin (Zone 3)

- Increased hourly rate to \$4.50

Vanier (Zone 4)

- Decreased hourly rate to \$1.50

Terminal (Zone 5)

- Decreased hourly rate to \$1.00

Little Italy South (Zone 8)

- Increased hourly rate to \$4.00

Chinatown (Zone 10)

- Increased hourly rate to \$4.00

Glebe South (Zone 11)

- Increased hourly rate to \$4.00

Downtown (Zone 15)

- Increased hourly rate to \$4.00

King Edward (Zone 16)

- Increased hourly rate to \$4.00

ByWard Core (Zone 18)

- Increased hourly rate to \$4.00

Rideau (Zone 20)

- Decreased hourly rate to \$1.00

OFF-STREET INVENTORY

- ByWard Market Garage (70 Clarence Street) – One space added due to a realignment of spaces

PAID ON-STREET INVENTORY

- Albert Street – 14 spaces added on the North block face between Bay Street and Bronson Avenue due to road reconstruction
- ByWard Market Square – Three spaces added on the east block face between George Street and York Street
- Kent Street – Three spaces added between Somerset Street and Cooper Street due to new parking area
- Murray Street – Three spaces added between Parent Avenue and Sussex Drive due to bus stop removal
- Preston Street – Two net spaces added between Laurel Street and Larch Street due to depressed curb removal
- Elgin Street – Two spaces added between Gilmour Street and MacLaren Street due to loading zone removal
- Nepean Street – Two net spaces added between Metcalfe Street and O'Connor Street due to construction completed
- George Street – One space added between Sussex Drive and William Street due to e-Scooter parking removal
- Hamilton Avenue – One space added between Armstrong Street and Wellington Street due to redevelopment
- Queen Street – One space added between Metcalfe Street and O'Connor Street due to new parking area
- Albert Street – Five spaces removed on the south block face between Bay Street and Bronson Avenue due to road reconstruction
- Augusta Street – One space removed between Rideau Street and Besserer Street due to new bulb out construction
- Fourth Avenue – Six spaces removed between Bank Street and O'Connor Street due completion of new development
- Gilmour Street – One space removed between Bank Street and O'Connor Street due to new driveway
- MacLaren Street – One space removed between Elgin Street and Cartier Street due to new loading zone
- O'Connor Street – Three spaces removed between Lewis Street and Waverley Street due to bike lane
- Somerset Street – One space removed between Lyon Street and Bay Street due to pedestrian crossover
- Somerset Street – One space removed between Percy Street and Bay Street due to bus stop addition
- Dalhousie Street – Two spaces removed between Rideau Street and Besserer Street due to a new 20 min unpaid zone added

- O'Connor Street – Two spaces removed between Nepean Street and Lisgar Street due to bike lane
- Rochester Street – Two spaces removed between Carling Avenue and Norman Street due to pedestrian crossover installation
- Somerset Street – Two spaces removed between Percy Street and Bronson Avenue due to loading zone addition
- Argyle Avenue – Three spaces removed between Metcalfe Street and Elgin Street due to new development
- ByWard Market Square – Three spaces removed on the west block face between George Street and York Street due to incorrect space count
- Metcalfe Street – Three spaces removed between Nepean Street and Gloucester Street due to spaces merged with existing segment
- O'Connor Street – Three spaces removed between Gloucester Street and Nepean Street due to bike lane
- Rideau Street – Six spaces removed between Nelson Street and Friel Street due to bus stop addition
- Slater Street – Eight spaces removed between Bronson Avenue and Bay Street due to road reconstruction
- Somerset Street – Net loss of one space between Arthur Street and Empress Avenue due to loading zone addition
- O'Connor Street – Five spaces removed between Lisgar Street and Cooper Street due to bike lane
- Rideau Street – Six spaces removed between King Edward Avenue and Nelson Street due to bus zone extension
- Rideau Street – Eight spaces removed between Charlotte Street and Wurtemberg Street due to bus stop addition
- Wellington Street – 23 spaces removed between Portage Bridge and Booth Street due to tour bus parking addition
- Various – Paid spaces added/removed due to remeasurements and other roadway modifications.
 - Rideau Street – Three spaces added between Chapel Street and Friel Street
 - O'Connor Street – One net space added between Cooper Street and Somerset Street
 - Cooper Street – One space added between Metcalfe Street and Elgin Street
 - McLeod Street – One space added between Metcalfe Street and O'Connor Street
 - York Street – Two spaces added between Dalhousie Street and Cumberland Street
 - York Street – One space added between William Street and Dalhousie Street
 - Cumberland Street – One space removed between York Street and Clarence Street
 - Metcalfe Street – One space removed between Somerset Street and Cooper Street
 - Norman Street – One space removed between Rochester Street and Booth Street
 - Somerset Street – One space removed between Elgin Street and Cartier Street

- Daniel McCann Street – Six spaces removed between Booth Street and LeBreton Street

ON-STREET PAID PARKING INVENTORY

Zone #	Zone Name	Parking Spaces
1	Constellation	156
2	Holland Cross	85
3	Ruskin	55
4	Vanier	75
5	Terminal	74
6	War Museum	102
7	Little Italy North	97
8	Little Italy South	107
9	Rochester	125
10	Chinatown	150
11	Glebe South	137
12	Glebe North	76
13	Centretown South	439
14	Centretown North	619
15	Downtown	540
16	King Edward	16
17	ByWard North/East	347
18	ByWard Core	313
19	Besserer	90
20	Rideau	96
	Tour Bus parking (Various locations)	26

OFF-STREET PAID PARKING INVENTORY

PARKING GARAGES

Garage	Parking Spaces	Accessible Spaces	Hourly Rate (weekday day)
210 Gloucester Street	212	7	\$4.00
ByWard (70 Clarence Street)	290	6	\$4.00
Dalhousie (141 Clarence Street)	459	6	\$3.00
City Hall (110 Laurier Avenue)	845	20	\$5.00
Glebe (170 Second Avenue)	144	7	\$2.50

PARKING LOTS

#	Lot	Parking Spaces	Accessible Spaces	Hourly Rate (weekday day)
9	234-250 Slater St.	62	1	\$6.00
10	574 Bank Street	19	1	\$3.00
11	687 Somerset Street	46	2	\$3.00
13	Parkdale Market	20	1	\$1.50
14	301 Preston Street	60	3	\$3.00
18	422 Slater Street	10	1	\$4.00
19	474 Elgin Street	20	1	\$3.00
20	400 North River Road	78	4	\$2.50
22	283 Cyr Avenue	25	2	\$1.50
23	2950 Riverside Dr.	186	3	\$2.00
30	795 Trim Road	274	3	\$1.50

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 revision 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 supplies where needed. Periodic investments are budgeted as placeholders based on identified requirements.
- **Payment System:** This captures anticipated purchase requirements related to new payment equipment to ensure continuity of service.

PARKING SERVICES TECHNOLOGY ROAD MAP

As part of the Municipal Parking Management Strategy, the development of a Technology Road Map is included 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 term of Council. In 2024, an updated Technology Road Map was completed which has helped to ensure decisions related to things like the parking payment system replacement are being made with current information.

In developing and updating the Technology Road Map, the areas of focus have been as follows:

- Payment Systems (on-street, off-street and cell phone)
- Parking Guidance Systems
- Website and Mobile Apps
- Data Collection and Analytics
- Parking Enforcement
- Vehicle Technologies

For each focus area, 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 the City of Ottawa might look like.

The following summarizes the recommended outcomes and considerations of the updated 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. Develop a protocol for determining the quantity of and features of kiosks in light of a higher number of cell phone payments and fewer cash payments
5. Test alternatives to camera-based parking sensor technology for surface lots and on-street parking
6. Assess licence plate recognition and Bluetooth technology at parking garages
7. Consider a vehicle-based licence plate recognition system for enforcement.
8. Continue to test vehicle-based licence plate recognition systems for data collection.
9. Plan new parking for increasing EV use.
10. Assess the potential for expanding the existing garage-based parking guidance system to provide on-street directional signage.
11. Include potential autonomous vehicle impacts and best practices regarding parking supply needs when considering future new garages.

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.

TRENDS AND EXPECTED CHANGES

Through 2020-2022, there were reductions in both on-street and off-street parking revenue due to lower demand through the pandemic period. 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, returned to pre-pandemic levels in 2023 and exceeded those levels in 2024. This helps to mitigate the risk and uncertainty that had previously existed, but the impact of the pandemic on parking revenues reinforced that proper management of the Parking Reserve Fund and accounting for potential risks will ensure that there will be available funds for necessary program-related requirements in the future.

Through the pandemic, there were also much higher inflation rates. This has had an impact on both the anticipated operating and capital costs going forward. Examples of increased operating costs that have already had an impact are for security services, and related to

internal transfers to cover the costs of road maintenance within on-street paid parking and permit zones.

From a capital perspective, there has been cost escalation with regards to existing lifecycle projects.

Upcoming revenue increases will help to offset the impacts of these cost escalations. On-street paid parking in two new areas (Westboro and Wellington West) will take effect later in 2025, and, if approved by Council, changes to the Rate Setting Guidelines could result in further increases in revenue from extended parking hours in some areas (evenings / weekends). The expected revenue from Westboro and Wellington West has been included in the calculations relating to expected Parking Reserve Fund contributions while the additional revenue relating to evening and weekend paid parking will be accounted for in the next update to the Capital Program Plan if the changes to the Rate Setting Guidelines are adopted by Council.

Further to these changes, there are additional considerations which are on the horizon but which are either planned to be further out or have some uncertainty related to when they will take effect. The following is a summary of these considerations:

- There will be continuing changes to both on-street and off-street rates as warranted from existing and approved processes to adjust rates in response to high and low on-street demand and the market rates and optimization of the off-street facilities.
- The future of the parking garage at 70 Clarence Street (Lot 4) is tied to the extent of required lifecycle work and re-development plans as part of the ByWard Market Public Realm Plan. A decision is currently pending on when it will be taken out of service in which case it would be likely to be demolished to allow for public use of the space and future development. This scenario would eliminate both revenue and operating expenses associated with this facility. Projected lifecycle costs beyond 2026 for this facility have been excluded from the Capital Program Plan pending further clarification related to next steps.
- Initiatives related to the replacement of public parking in the ByWard Market are being pursued as part of the ByWard Market Public Realm Plan. These involve different options, including exploring underground parking and partnering with developers to provide public parking within existing or new developments. Either of these could required investment from the Parking Reserve Fund.
- Parking Services will assume operational management of the parking garage to be located at the new central library location (Ādisōke). This will represent additional operational and lifecycle costs but will also generate revenue. Ādisōke is projected to open at some point in 2026.

- The following two surface lots are expected to be redeveloped to allow for affordable housing within the next few years. Projected lifecycle costs beyond 2026 for these facilities have been excluded from the Capital Program Plan.
 - Lot 10 (574 Bank Street)
 - Lot 11 (687 Somerset Street)
- As part of the Lansdowne 2.0 development, Parking Services will assume some of the costs and revenue associated with the operation of a parking garage tied to the development. The costs are projected to net at \$600,000 per year and will take effect in 2029 or thereabouts.
- In 2023, staff were directed to report back to Council in 2025, with recommendations on an appropriate bike share model that would serve the needs of the City. Work has been underway to determine potential options, and both the relative impacts and requirements related to investment. A report is expected in Q4 2025 which will have additional information.

CAPITAL PROGRAM PLAN – EXISTING BUDGET ALLOCATIONS

The capital allocations are re-assessed and updated twice per year, once through this process and once for the Budget submission. Most recently, as part of the 2025 Budget, the following allocations were identified for 2025 to 2028.

Capital Program	2025 (in 000's)	2026 (in 000's)	2027 (in 000's)	2028 (in 000's)
Lifecycle Renewal – Parking Facilities	\$1,350	\$5,206	\$5,377	\$2,754
Parking Facilities Improvement	\$50	\$50	\$400	\$50
On-Street Facility Modification	\$50	\$50	\$50	\$600
Bike Parking	\$400	\$400	\$400	\$400
New Facilities	--	--	--	--
Parking Studies	\$120	\$120	\$120	\$120
Parking Payment Systems	--	\$1,500	\$1,500	\$1,500
Total	\$1,970	\$7,326	\$7,847	\$5,424

CAPITAL PROGRAM PLAN – UPDATED EXPENDITURES

The budgeting 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.

Since the 2025 budget was approved, updated cost estimates and project requirements have been prepared for lifecycle-related work across all of parking facilities and the total 2026-2030 costs have stayed relatively the same, decreasing \$183,000 (-1.0 per cent).

Relative to what was contained in the 2025 Budget, the only other change relates to future spending for the parking payment system replacement. Instead of an amortized amount of \$1.5 million over an extended period, the amount has been revised to be \$2.5 million over five years. This procurement will take place later in 2025 and adjustments will be made based on actual costs and the actual timeframe as part of the next Capital Program Plan in 2026.

The updated capital requirements are captured in the table below. Barring any further developments, these revised amounts will be tabled for Council approval as part of the 2026 Budget process.

Capital Program	2025 (in 000's)	2026 (in 000's)	2027 (in 000's)	2028 (in 000's)	2029 (in 000's)	2030 (in 000's)
Lifecycle Renewal – Parking Facilities	\$1,350	\$4,701	\$5,172	\$3,277	\$2,183	\$2,369
Parking Facilities Improvement	\$50	\$50	\$400	\$50	\$50	\$50
On-Street Facility Modification	\$50	\$50	\$50	\$600	\$50	\$50
Bike Parking	\$400	\$400	\$400	\$400	\$400	\$400
New Facilities	--	--	--	--	--	--
Parking Studies	\$120	\$120	\$120	\$120	\$120	\$120
Parking Payment System	--	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Total	\$1,970	\$7,821	\$8,642	\$6,947	\$5,303	\$5,489

To further clarify expected capital funding by year, in each year (2026-2030) there are allocations that relate to the following:

- As required parking facility upgrades / improvements (e.g. to increase customer service or enhance safety / security)

- Improvements to the existing on-street parking network, including those related to a pending pilot to create designated accessible on-street spaces
- Funding for continuing bike parking initiatives in alignment with the Public Bike Parking Strategy, including continued expansion of secure bike parking
- Fulfillment of requirements to complete studies and support initiatives related to the Municipal Parking Management Strategy
- Incremental funding for the replacement of the parking payment systems (on-street and off-street)

Beyond those, the following captures the allocations that are specific to each year:

2026	<ul style="list-style-type: none"> • Forecasted lifecycle works, including concrete repair and door replacement at City Hall, and projects at the Gloucester Street Garage to replace exterior features (grills / guards / doors), and updates related to the stairwells.
2027	<ul style="list-style-type: none"> • Forecasted lifecycle works, including ramp replacements and concrete repairs at City Hall and the replacement of the membrane at the Glebe Garage and Dalhousie Garage • Expansion of EV charging facilities at lots/garages
2028	<ul style="list-style-type: none"> • Forecasted lifecycle works, including the continued membrane replacement at the Dalhousie Garage, lighting replacements at City Hall and repainting at the Glebe Garage. • Expansion of EV charging facilities on-street
2029	<ul style="list-style-type: none"> • Forecasted lifecycle works, including the continued membrane replacement and repainting at the Dalhousie Garage.
2030	<ul style="list-style-type: none"> • Forecasted lifecycle works, including hard landscaping / paver work at City Hall and both lighting and a ramp replacement at the Gloucester Street Garage.

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.

	2025 (in 000's)	2026 (in 000's)	2027 (in 000's)	2028 (in 000's)	2029 (in 000's)	2030 (in 000's)
Opening Balance	\$21,352	\$22,079	\$18,358	\$13,816	\$10,969	\$9,766
Contribution	\$2,640	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100
Total Capital Expenditures	\$1,970	\$7,821	\$8,642	\$6,947	\$5,303	\$5,489
Capital Funds Returned	\$57					
Year-End Balances	\$22,079	\$18,358	\$13,816	\$10,969	\$9,766	\$8,377

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. In 2025, there is \$56,692 that will be returned to the Parking Reserve Fund. This is attributed to the closure of a 2018 lifecycle renewal account that was deemed to longer be required due to project completions.

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 any recommended changes will be included as part of the City Treasurer's reporting on reserves.