

PARKING SERVICES

2019 BUSINESS PLAN

PUBLIC WORKS & ENVIRONMENTAL SERVICES DEPARTMENT



SUMMARY

PURPOSE

The Council-approved *Municipal Parking Management Strategy* requires that the Municipal Parking Management Program have an “Annual Budget and Work Plan” approved by Council annually and a “Capital Program Plan” approved by Council and updated as required. The 2019 Business Plan fulfills these reporting requirements.

This document summarizes the Municipal Parking Management Program’s operating and capital budgets, the long-term plan for the Parking Reserve Fund, and the key initiatives planned for 2019. It shows how the Municipal Parking Management Program will fulfill its operating and capital commitments and that they are in alignment with the *Municipal Parking Management Strategy*.

FORECASTING

The forecast contained in this document was developed with the best data available at the time of finalizing the 2019 Budget. All financial information is consistent with the Parking Services submissions contained in the 2019 Budget. However, it is subject to change due to operational requirements, competing 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 recover entirely 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.

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 and Environmental Services 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*.

MUNICIPAL PARKING MANAGEMENT STRATEGY

The *Municipal Parking Management Strategy*, approved by Council in 2009, serves as the guiding document for the Municipal Parking Management Program. Most importantly, it establishes the five strategic objectives of the program, which are:

1. Provide and maintain an appropriate supply of affordable, secure, accessible, convenient, and appealing public parking.
2. Provide and promote affordable short-term parking services, and fair and consistent enforcement services, that support local businesses, institutions, and tourism.
3. Promote, establish, and maintain programs and facilities that encourage the use of alternative modes of transportation including public transit, car/van pooling, taxis, auto sharing, cycling, and walking.
4. Support residential intensification and resolve parking problems within residential areas caused by significant traffic generators or conflicting uses of the roadway, including implementing on-street permit parking programs to relieve area residents and visitors from parking regulations directed at the non-resident.
5. Ensure the revenues generated by the Municipal Parking Program are sufficient to wholly recover all related operating and life-cycle maintenance expenditures; contribute to a reserve fund to finance future parking system development, operation, and promotion; and then assist in the funding of related initiatives to encourage the use of alternative modes of transportation.

A review of the *Municipal Parking Management Strategy* is currently underway, with an update to be tabled at Council in Fall 2019.

2019 OPERATING BUDGET

As directed by the *Municipal Parking Management Strategy*, all operating expenses for the Municipal Parking Management Program are funded by parking revenues. Parking Reserve Fund contributions consist of the annual net surplus between parking revenues and expenses. Parking revenues and expenses therefore always net to zero because any excess revenue is recorded as a transfer (an expense) to the Parking Reserve Fund.

Table 1 - Operating Budget (all figures in thousands of dollars)

Revenues	2018	2019
On-street parking	7,096	7,096
Off-street parking	7,995	7,861
Parking permits	696	696
Total revenues	15,787	15,652

Expenses	2018	2019
Salaries, wages, and benefits	1,187	1,217
Overtime	42	42
Materials and services	5,153	5,153
Transfers/grants/financial charges	3,404	3,267
Fleet costs	41	41
Program facility costs	736	708
Other internal costs	5,427	5,427
Recoveries & allocations	-203	-203
Total expenses	15,787	15,652

2019 CAPITAL BUDGET

All funds are drawn from the Parking Reserve Fund unless otherwise noted.

Table 2 – Capital Budget (in thousands of dollars)

Renewal	2018	2019
Lifecycle Renewal – Parking Facilities	1,775	800
Lifecycle Renewal – Parking Facility Improvements	0	825
On Street Facility Modification	150	270
Lifecycle Renewal - On/Off Street Payment Systems	500	0
Parking Studies (DC) – (Parking Reserve portion)	40	248
Parking Studies (DC) – (Development Charge portion)	10	62
Total renewal	2,475	2,205

PARKING RESERVE FUND

PURPOSE

The Parking Reserve Fund is used to fund parking program requirements consistent with the *Municipal Parking Management Strategy*, in accordance with the Parking Reserve By-law (2009-148) and the *Municipal Act, 2001*. It ensures that funds are available for the capital program plan and to fulfill future capital commitments.

CONTRIBUTIONS & EXPENDITURES

Parking Reserve Fund contributions consist of the annual net surplus between parking revenues and expenses. Parking Reserve Fund expenditures are used for funding parking related programs consistent with the *Municipal Parking Management Strategy*, including the financing of future parking system development, operation and promotion.

Table 3 – Parking Reserve Fund Spending Plan (in thousands of dollars)

Capital expenditures	2019	2020	2021	2022
Lifecycle Renewal – Parking Facilities	800	1,250	750	750
Lifecycle Renewal - Parking Facilities Improvements	825	750	750	750
Lifecycle Renewal - On-Street Facility Modification	270	150	155	160
Lifecycle Renewal - On/Off Street Payment Systems	0	0	1,400	1,400
Parking Studies	248	40	40	40
Total capital expenditures	2,143	2,190	3,095	3,100

Table 4 – Parking Reserve Fund Balance (in thousands of dollars)

Fund balance	2019	2020	2021	2022
Opening balance	23,795 ¹	25,249	26,670	27,251
Contributions ² (plus interest)	3,597	3,611	3,676	3,732
Total capital expenditures	2,143	2,190	3,095	3,100
Year-end balance³	25,249	26,670	27,251	27,883

¹ Amount has been re-stated from the amount presented in the 2019 Operating & Capital Budget documents in the continuity schedule.

² Total operating budget contributions including Payment In Lieu of Taxes (PILT).

³ Opening balance plus contributions and interest minus total capital expenditures.

ADDITIONAL PARKING RESERVE FUND OPPORTUNITIES

Opportunities related to technology and new public parking facilities are being considered and assessed on an ongoing basis. These are typically tentative in nature, dependent on different factors and outcomes. At its current level, the Parking Reserve Fund is sufficient to accommodate any such future investment. As part of the pending update to the *Municipal Parking Management Strategy*, the Funding Model and the Parking Reserve Fund will be reviewed to ensure the balance is strategically maintained.

PARKING CASH-IN-LIEU FUND

PURPOSE

In the past, the Parking Cash-in-Lieu Fund has been used to develop parking spaces where the most need occurs in the City in accordance with the Parking Cash-in-Lieu Fund By-law (2004-321, as amended by By-law No. 2005-555) and the *Planning Act, R.S.O. 1990*.

FUND STATUS

On July 17, 2013, City Council repealed the Parking Cash-in-Lieu by-laws for the former City of Ottawa (251-96), the former City of Vanier (2661) and the Corporation of the Township of Rideau (77/95). The remaining balance of the fund itself, including the by-law governing how the fund was to be spent, remained in effect.

On March 28, 2018, City Council approved the Reserves Review report, which recommended combining the Parking Cash-in-Lieu Fund with the Parking Reserve Fund. Following the approval of this report, the entire balance of the Parking Cash-in-Lieu Fund (\$3.6 million) was transferred to the Parking Reserve Fund.

USAGE OF FUNDS

In alignment with the original purpose of the Parking Cash-in-Lieu Fund, and on Council direction, the \$3.6 million that represented the entire balance of the former Parking Cash-in-Lieu Fund has been set aside to be used towards the parking facility component of the Ottawa Public Library's new Central Library project. It is anticipated that these funds will be withdrawn starting in 2019.

2019 PROJECTS & INITIATIVES

Municipal Parking Management Strategy Refresh and Governance Review: The process to update the *Municipal Parking Management Strategy* began in 2018 and will be completed in 2019. The review is intended to ensure that the *Municipal Parking Management Strategy* remains current and responsive to community needs. Staff will continue to work towards updating the strategy and undertake in a Governance Review to determine the preferred model for the Municipal Parking Management Program. In response to Council direction, a report will be provided to Transportation Committee and Council in June 2019. This will address both the Municipal Parking Management Strategy Refresh and the Governance Review process.

On-Street Occupancy & Compliance Surveys: Surveying on-street paid occupancy and compliance is required to ensure that *Municipal Parking Management Strategy* objectives are being met through the on-street paid parking program. Data will be collected manually for all on-street paid spaces twice in 2019 (spring and fall). To compliment these surveys, Parking Services also undertakes turnover studies that collect more detailed information in more concentrated areas. Approximately 20 areas will be assessed in 2019. These allow staff to track both duration data as well as occupancy data, and monitor trends over time.

Off-Street Rate Reviews: Rates at City-managed facilities are comprehensively reviewed three times each year (winter, spring and fall). Reviewing the rates for off-street parking facilities (surface lots and garages) is required to ensure that *Municipal Parking Management Strategy* objectives are being met and ultimately that the facilities are being properly managed. Any recommended changes are presented to the Councillor and applicable Business Improvement Area (BIA) for comments, implemented in accordance with the Delegation of Authority By-law and disclosed in the Annual Report.

Central Area Parking Study (CAPS): Regular updates are undertaken to both determine changes in parking supply and to address any parking-related issues in the core downtown area. These updates are divided into “CAPS East” (east of the Rideau Canal, including Downtown Rideau and the ByWard Market), and “CAPS West” (west of the Rideau Canal to Bronson, with Gloucester Street as the southerly limit). The update to CAPS West will be completed in Q2 2019, while the CAPS East update will be completed later in the year.

Local Area Parking Studies and Assessments: The Local Area Parking Study (LAPS) Program represents a key mechanism in ensuring the objectives of the *Municipal Parking Management Strategy* are realized. The Assessment process retains the key aspects of a LAPS, specifically in terms of data collection and stakeholder consultations, but responds to a focused issue, inquiry or direction without launching into a comprehensive and prolonged review. A LAPS identified for the Glebe will commence in 2019. Ongoing assessments for localized areas in the ByWard Market and downtown core will be completed in 2019. Other assessments will be initiated as issues arise.

Lifecycle Projects – Parking Facilities: In conjunction with the Planning, Infrastructure and Economic Department, there is an ongoing commitment to ensure that parking infrastructure is appropriately maintained and upgraded to meet service level standards. In 2019, some projects from 2018 will be completed, including at the Gloucester Street Garage (Lot 3), the Dalhousie Garage (Lot 5) and the North River Road surface lot (Lot 20). In terms of new projects scheduled for 2019, the Somerset / Cambridge surface lot (Lot 11) in Chinatown will be resurfaced and there will be minor work undertaken at the ByWard Garage (Lot 4).

Facility Improvement Initiatives – Parking Facilities: At City Hall, the Parking Guidance System will be expanded to account for all reserved spaces. This will improve service delivery and provide greater accuracy of vehicle counts. Signage and door upgrades are also anticipated at City Hall. At other facilities, there are various projects to improve signage, lighting and landscaping.

Automated Data Collection – On-Street and Surface Lots: Following up on the successful initiative to install Parking Guidance System technology in five municipally-managed parking garages, different technologies are being explored which would allow for a similar level of data collection for both on-street spaces and at municipally-managed surface lots. A Proof-of-Concept test will be undertaken on technology options in 2019 to determine possible next steps.

Installation of Bike Parking Facilities: As part of normal business, Parking Services will continue to respond to requests to install ring and post bicycle parking facilities in paid parking areas and additional racks will be installed as required and as resources permit. In response to directions from City Council, Parking Services will also install bike racks at OC Transpo bus stop locations (completion of 25 locations from 2018 and starting on 50 new locations in 2019).

Bike Parking Strategy: At the conclusion of the *Municipal Parking Management Strategy* Refresh and Governance Review, Parking Services will lead the development of a Bicycle Parking Strategy. This will account for the various areas within the City that manage and maintain bicycle parking, and will establish a cohesive and coordinated approach. This will include clear roles and responsibilities as well as criteria and guidelines related to where bicycle parking should be located, types of bicycle parking and data collection approaches.

Tour Bus Parking Strategy: Located throughout the downtown core, Parking Services provides 27 paid tour bus parking spaces that offer a convenient place for tour bus operators to park their buses so that tour groups can embark and explore the city. In 2019, staff will update the 2013 Tour Bus Parking Strategy, which will involve surveying existing conditions, collecting and analyzing usage data, identifying issues and determining opportunities.

2018 Annual Report: This fulfills the annual reporting requirements of the *Municipal Parking Management Strategy*, by providing an overview of accomplished goals and objectives of 2018, a review of performance measures, as well as a report on changes to paid parking made by staff under the Delegation of Authority By-law.

2019 MUNICIPAL PARKING RATES

OFF-STREET PARKING RATES

The Delegation of Authority By-law (2014-435) permits staff to vary off-street parking rates at any time throughout the year to reflect seasonal and market adjustments or to encourage alternative modes of transportation, provided the variation be within the range approved by City Council as part of the annual budget.

Table 5 – Maximum Off-Street Parking Rates

Rate Type	2017	2018	2019
Hourly <i>(increments of no more than 30 minutes)</i>	\$6.00	\$6.00	\$6.00
Daily maximum	\$22.00	\$23.00	\$24.00
Lost ticket charge	\$28.00	\$30.00	\$30.00
Monthly parking permit	\$220.10	\$240.00	\$245.00
Seasonal parking permit (Mooney's Bay) ¹	\$60.00	\$60.00	\$60.00
Seasonal parking permit (Petrie Island) ¹	\$30.00	\$30.00	\$40.00

¹ *Parking rates and hours of operation are set by the Recreation, Cultural & Facility Services Department in consultation with Parking Services.*

ON-STREET PARKING RATES

The Delegation of Authority By-law also permits staff to vary on-street parking rate hours and locations at any time throughout the year. This is provided the variation of the rates is consistent with the *Municipal Parking Management Strategy*, is within the range approved by City Council as part of the annual budget, and providing the Ward Councillor, Business Improvement Area(s) and Community Association(s) concur.

Table 6 – Maximum On-Street Parking Rate

On-Street	2017	2018	2019
Standard vehicle (<i>per hour</i>)	\$3.00	\$3.00	\$3.00
Motorcycle (<i>per hour</i>)	\$1.50	\$1.50	\$1.50
Tour Bus (<i>per hour</i>)	\$6.00	\$6.00	\$6.00

Table 7 – On-Street Parking Permit Rates

Permit Type	2017	2018	2019
Residential parking permit (<i>per year</i>)	\$648.00	\$660.00	\$673.00
Residential parking permit (<i>per month, Apr. – Nov.</i>)	\$30.00	\$31.00	\$31.50
Residential parking permit (<i>per month, Dec. – Mar.</i>)	\$140.00	\$143.00	\$146.00
Residential parking permit, refund fee	\$30.00	\$31.00	\$31.50
Residential Visitor Parking (<i>per week, Apr. – Nov., no refunds</i>)	\$7.50	\$7.75	\$8.00
Residential Visitor Parking (<i>per week, Dec. – Mar., no refunds</i>)	N/A	\$35.75	\$36.50
Guest Parking (<i>per year</i>)	\$25.00	\$26.00	\$26.50
Day Care Permit Parking (<i>per year</i>)	\$260.00	\$268.00	\$273.25
Temporary Consideration Parking Permit (<i>per month, Apr. – Nov.</i>)	N/A	\$31.00	\$31.50
Temporary Consideration Parking Permit (<i>per month, Dec. – Mar.</i>)	N/A	\$143.00	\$146.00

Permit Type	2017	2018	2019
Special Events Parking Permit <i>(per event, per area)</i>	\$25.00	\$26.00	\$26.50
Business Identity Card <i>(per vehicle)</i>	\$118.00	\$122.00	\$124.50
Tour bus permit	\$25.00	\$25.00	\$30.00
Musician and Artist Loading Permit	N/A	N/A	\$50.00
Replacement permit (all except Musician and Artist Loading Permit)	\$10.00	\$10.50	\$11.00
Replacement permit (Musician and Artist Loading Permit)	N/A	N/A	\$10.00