

PARKING SERVICES

2020 ANNUAL REPORT

PUBLIC WORKS AND ENVIRONMENTAL SERVICES 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 capture key business indicators, progress towards meeting the program's goals and objectives, parking inventory and rate information, and 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 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.

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.

2020 ANNUAL REPORT OVERVIEW

Based on the Municipal Parking Management Strategy requirements, the 2020 Annual Report presents the following information:

- Highlights for Parking Services in 2020, including the status of the implementation of the updated Municipal Parking Management Strategy.
- An overview of the Parking Stakeholder Consultation Group.
- The key accomplishments and achievements of 2020, aligned to five themes consistent with Parking Services' Performance Measurement Program:
 - Customer Experience
 - Parking Studies
 - Building Community Relationships
 - Operational Enhancements
 - Environmental Sustainability

- The 2020 year-end results across 13 key business indicators with a comparison to 2019 and 2018.
- A summary of changes made to paid parking in 2020.
- An inventory of all paid municipal public parking that was active in 2020.
- A Capital Program Plan which summarizes the program's capital budget and longer-term plans for the Parking Reserve Fund.

MUNICIPAL PARKING MANAGEMENT STRATEGY REFRESH UPDATE

An update to the Municipal Parking Management Strategy was completed in 2019 and includes an Implementation Plan which outlined various operations and initiatives. The following summarizes the status of some of the key initiatives:

- A Technology Road Map was completed in 2020. The purpose of this was to identify and explore potential benefits and impacts of new technologies on our parking system in order to help guide decisions moving forward. The Technology Road Map focuses on various components, including: payment technologies and systems, parking guidance systems, data collection and analytics, and electric vehicle charging. Further details of the Technology Road Map can be found in the Capital Program Plan section.
- The development of the Public Bike Parking Strategy started in 2020 and was finalized in early 2021. The key purposes to this Strategy was to align the various functions relating to bicycle parking that are already undertaken by different departments and also clarify criteria for locations, circumstances, and types of bicycle parking installations.
- The implementation of on-street rate changes were completed in early 2020. All areas with a \$3.00 per hour on-street parking rate were increased to \$3.50 per hour.

A number of things are currently on hold, pending a return to more typical conditions as the pandemic has prevented the collection of reliable and representative data. This includes implementing demand-based pricing and further assessment of paid parking for new areas and times.

2020 ADDITIONAL HIGHLIGHTS

- Received Council approval on a five-year extension of the Precise Parklink contract following a comprehensive analysis of the contract and proposed

amendments which formed the basis of a resolution. Two external reviews supported the process of confirming that the extension was warranted.

- Refurbishment continued on Pay and Display machines in order to update components and address aesthetic issues. A total of 187 units were refurbished in 2020.
- Continued support for the ring-and-post bike parking program, installing 59 racks at various locations in 2020, many of them at OC Transpo bus stop locations.
- A GIS-based inventory of Parking Service's ring-and-post bike racks was completed which will assist with the implementation of the Public Bike Parking Strategy and improve tracking of these facilities. This also helped to establish a correct inventory and identify where gaps have emerged in the number of actual bike racks versus expected racks.
- Through the pandemic, Parking Services has provided support to the public through offering permit suspensions and helping to facilitate both the use of City Hall as a COVID-19 testing site and the availability of permits and corresponding payments online.

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 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 – 2020

- Chair - Alain Gonthier, Director, Roads & Parking Services (replacing Laila Gibbons)
- Business Improvement Area (BIA) Representatives – Jasna Jennings, Andrew Peck, 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 five times in 2020, contributing significantly to the development of the Public Bike Parking Strategy and providing input on various other aspects related to the Municipal Parking Management Program.

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.

MONTHLY PERMIT HOLDER SUSPENSIONS

In order to recognize the difficulty with the pandemic situation monthly permit holders were provided with the option to suspend their permits. An average of 248 monthly parker requests were processed each month for suspensions in 2020. This initiative has continued in 2021.

PAY & DISPLAY REFURBISHMENT

A program was initiated in 2018 to update components and address aesthetic issues related to the over 700 Pay & Display kiosks that are on-street, at City-managed surface lots and at some garages. This is intended to improve the operations of the equipment and the overall customer experience. In 2020, the process continued with machines in the Byward Market, Rideau, Elgin and parts of the downtown core replaced. A total of 187 units were refurbished in 2020. As of December 2020, two-thirds of all Pay & Display kiosks have been replaced. This initiative will continue in 2021 until all machines are refurbished.

FREE OVERNIGHT WINTER PARKING

During overnight winter parking bans, the City of Ottawa continued to offer free overnight parking at all six municipally managed public parking garages, and at a University of Ottawa parking garage. Two overnight winter parking bans were called in 2020 that resulted in an average of 581 vehicles per event parked at these facilities.

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.

DATA COLLECTION

As a result of the ongoing pandemic there was a decrease in regularly conducted field data collection during the spring and early summer of 2020 due to lower utilization of on-street and off-street parking infrastructure. Prior to the start of the pandemic in 2020, a parking assessment was completed at Brewer Park.

As businesses and services began to re-open mid year, some field data collection was conducted. This included monitoring (e.g. parking turnover studies in Westboro and Wellington West and in the ByWard Market), minor assessments (e.g. in Barrhaven and on Elgin Street) and the City-Wide Fall 2021 On-Street Occupancy Study, which for the first time involved counting the number of parking bicycles throughout paid parking areas.

Using available data, a total of 11 memorandums were prepared and provided to the Planning, Infrastructure and Economic Development Department on applications for zoning amendments related to parking.

OFF-STREET INVENTORY PROJECT

In lieu of collecting typical parking data on a more regular basis in 2020, there was an opportunity for Parking Services to leverage available resources and technology to expand and improve on some key reference data.

A project was undertaken which involved consolidating all existing off-street inventory data from recent parking studies and rate reviews, using aerial imagery to identify and categorize off-street parking facilities, and establishing sample areas in order to develop projections and estimates.

The results of this data collection and analysis will be finalized in 2021 and will provide for an excellent reference point when making decisions relating to parking requirements and parking policy.

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. A number of stakeholders were actively engaged in 2020 through various programs, projects, parking assessments and operational initiatives.

BIA PARKING INITIATIVES GRANT PROGRAM

The Business Improvement Area (BIA) Parking Initiatives Grant Program, established as part of the Municipal Parking Management Strategy, continues to provide an opportunity to work with BIA's to fulfill the Municipal Parking Management Program. It now features an increased amount per eligible BIA (maximum of \$10,000 per year) and expanded criteria to include additional activities that are now in alignment with the updated Strategy. A total of three BIAs applied for and received the grant in 2020: Byward Market, Chinatown-Somerset, and Bank Street.

STAKEHOLDER CONSULTATIONS

Most stakeholder consultations in 2020 were focused on the development of the Public Bike Parking Strategy. In addition to the Parking Stakeholder Consultation Group meetings, the public, Councillors, Business Improvement Areas, cycling groups and other external groups were actively engaged in this process during 2020 through meetings, surveys and public information sessions.

As part of the development of the Public Bike Parking Strategy, there were a total of 36 meetings with stakeholders and over 400 responses to a public survey which was conducted from late July to early September.

OPERATIONAL ENHANCEMENTS

In addition to on-street paid parking, Parking Services manages six 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 is a sample of the work undertaken in 2020 towards parking facility improvement, maintenance, and cleanliness.

LIFECYCLE RENEWAL INITIATIVES

Based on the results of structural and site reviews, a number of lifecycle renewal initiatives were completed in 2020. Included in this, the elevator lobby doors at City Hall on both levels of the parking garage were replaced and are fully compliant with Accessibility for Ontarians with Disabilities Act (AODA) standards. As well, at the Glebe Parking Garage the elevator was repaired to improve reliability, and construction commenced to the repair the roof's membrane. Damaged glass and doors have been repaired at several facilities as part of an on-going initiative.

PARKING FACILITY MAINTENANCE AND CLEANLINESS

Parking Services strives to provide and maintain an appropriate supply of secure, accessible, and appealing public parking. Parking facilities are monitored on a continuous basis by City staff and by a security contractor to ensure all public spaces are clean, safe, and accessible. Staff patrols are completed seven days a week and cleaning is done as required. A monthly deep clean of parking garages is also done during the summer months which includes pressure washing of all stairwells. Soft landscaping is completed during the spring and summer to cut back brush, remove weeds and prepare flower beds for the upcoming season. Cleanliness has become even more important due to COVID-19. Cleaning protocols have been enhanced to go above and beyond our regular activities and extra care is taken to sanitize all common touch points.

ENVIRONMENTAL SUSTAINABILITY

PUBLIC BIKE PARKING STRATEGY

Finalized in early 2021, the majority of the work developing the Public Bike Parking Strategy was in 2020. Staff partnered with consulting firm Stantec, Inc. to undertake in a comprehensive process through research and extensive consultation.

The purpose of a Public Bicycle Parking Strategy will be to better align the various functions relating to bicycle parking that are already undertaken by different departments and to establish criteria for determining the type, location and circumstances of bicycle parking installations.

SUPPORT FOR BICYCLE PARKING

Aside from developing the Bicycle Parking Strategy which will provide an important reference for the program, Parking Services staff completed a number of bicycle parking initiatives in 2020 which complement the strategy. A total of 59 ring-and-post racks were installed at various locations, including OC Transpo bus stops. In addition, a GIS-based inventory of numbered bicycle parking was finalized to improve tracking, bike parking demand was integrated into existing regular data collection processes, and staff have taken an active role in supporting the construction of a second secured bike cage at City Hall.

INTER-DEPARTMENTAL SUPPORT

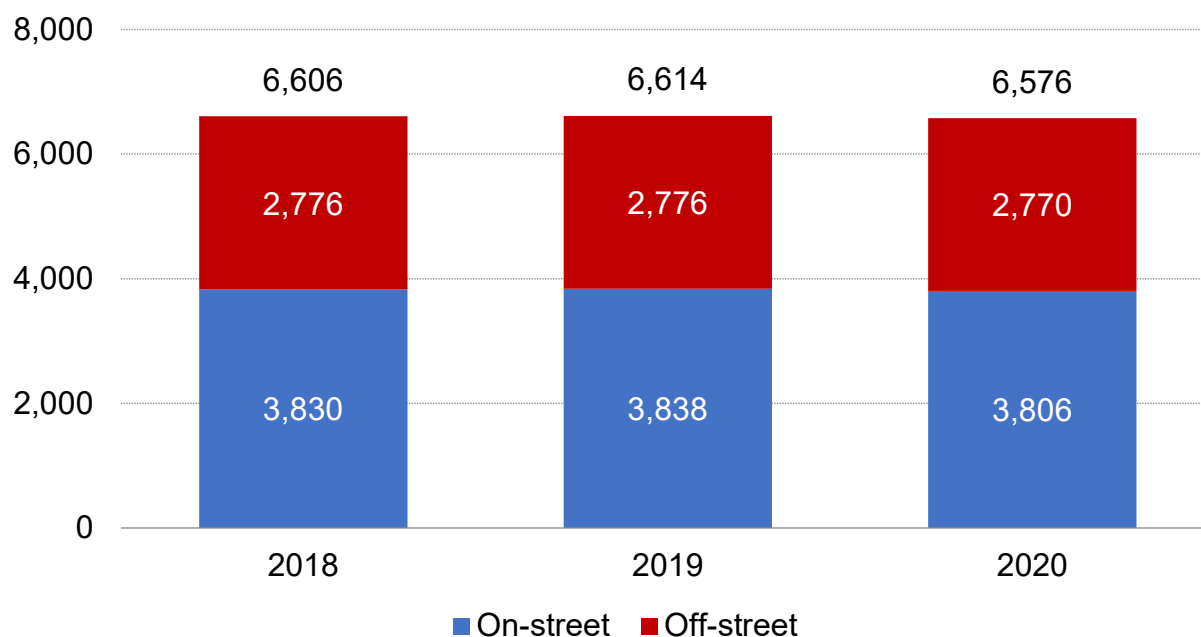
Annually, Parking Services transfers a portion of its revenues internally to groups such as Transit Services and Transportation Planning with the purpose of supporting programs that promote the use of sustainable modes of transportation and that are related to the Municipal Parking Management Program. For example, funds are provided to Transit Services to be used towards the maintenance of Park & Ride facilities. In 2020, a total of \$1.11 million was transferred for this specific purpose. Parking Services also secured funding for the development of an on-street EV charging pilot project, implementation of which is expected to start in 2021.

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 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	2018	2019	2020
On-street	3,830	3,838	3,806
Off-street	2,776	2,776	2,770
Total	6,606	6,614	6,576

ANALYSIS

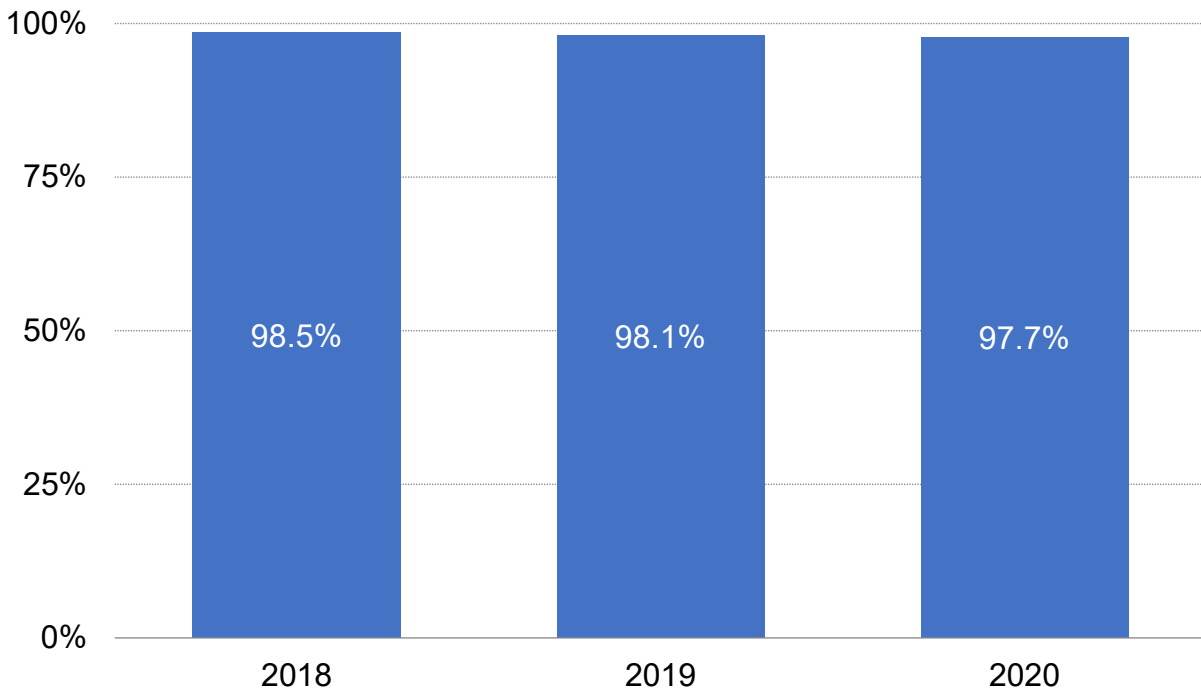
As of December 31, 2020, Parking Services managed 3,806 paid on-street parking spaces and 2,770 paid off-street spaces, for a total of 6,576 paid parking spaces.

The slight reduction in the number of off-street parking spaces compared to 2019 is due to revisions to the count based on corrected inventory at three facilities.

The number of on-street paid spaces dropped by 32 (-0.8%). This was primarily due to the Elgin Street redevelopment (31 fewer paid spaces). The remainder of the reduction was the result of various minor adjustments (up and down) to curbside regulations city-wide.

The number of on-street spaces for 2018 and 2019 have been re-stated to account for an updated count of spaces lost due to the Queen Street redevelopment.

2. PARKING EQUIPMENT UPTIME



Parking Equipment Uptime	2018	2019	2020
Total Uptime	98.5%	98.1%	97.7%

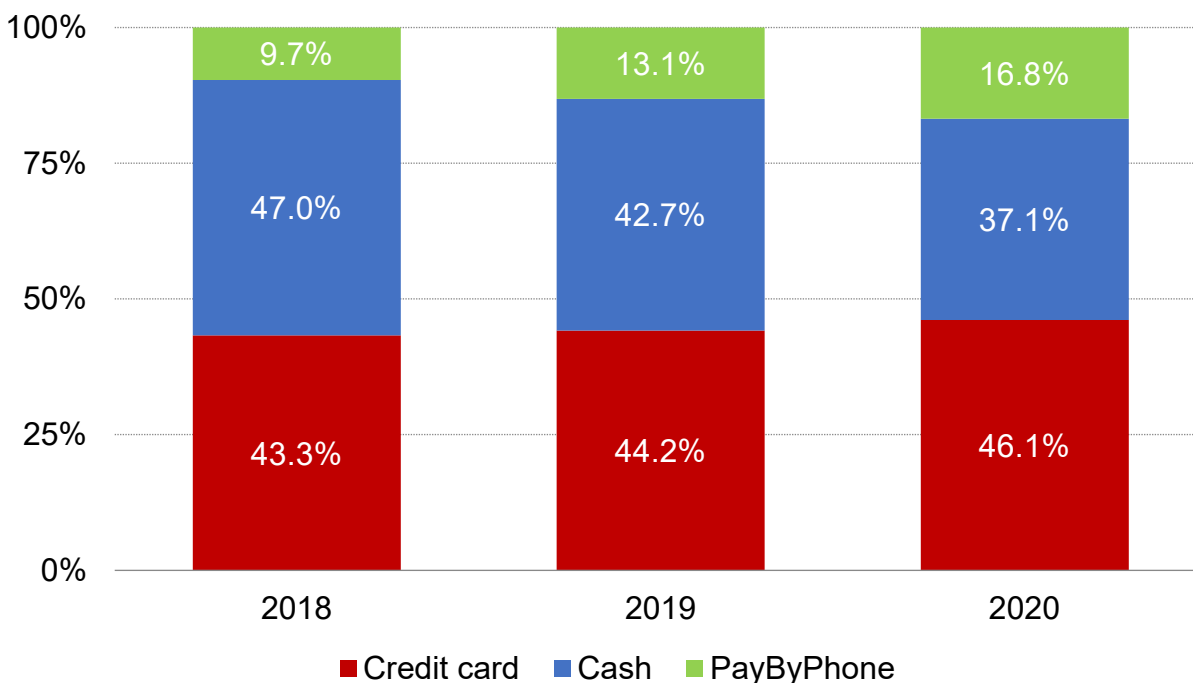
ANALYSIS

The uptime rate for parking equipment was 97.7% in 2020, slightly lower than the previous year. Data for this measure was derived from reporting information from the vendor that supplies and maintains the equipment.

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

Completing the Pay & Display refurbishment initiative is expected to ensure continued and improving reliability of the equipment. Staff are also continuing to develop processes and accountabilities to target a higher level of performance.

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



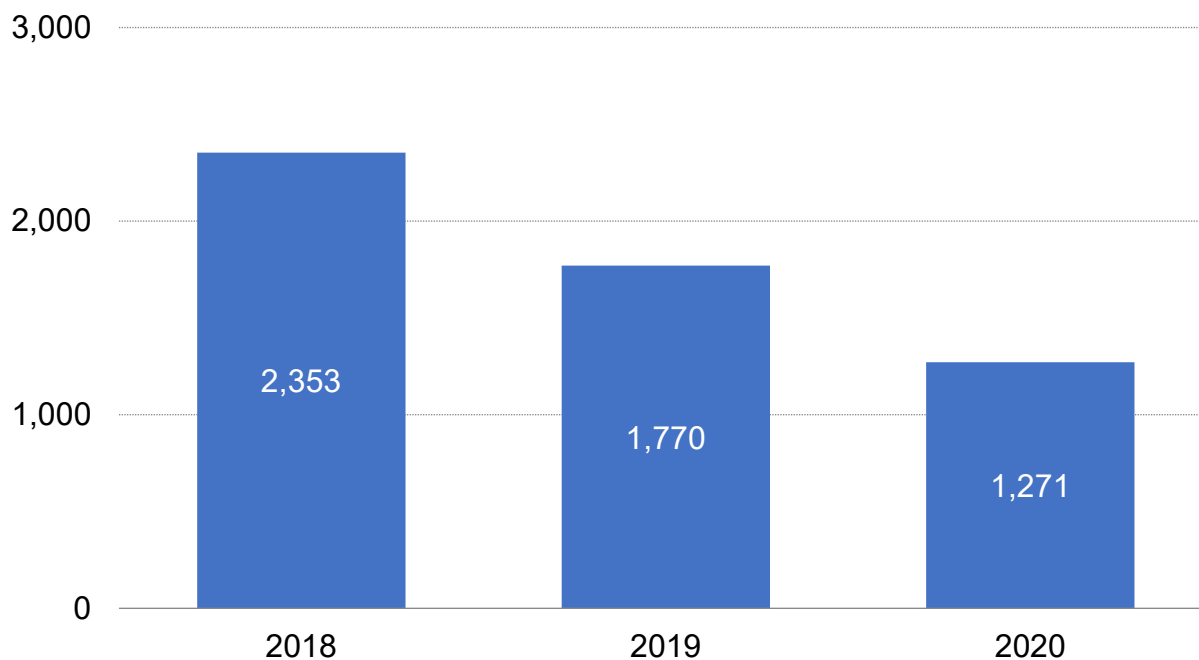
Transactions by Payment Type	2018	2019	2020
Pay-By-Phone	9.7%	13.1%	16.8%
Cash	47.0%	42.7%	37.1%
Credit Card	43.3%	44.2%	46.1%

ANALYSIS

The proportion of on-street Pay & Display transactions conducted with a credit card increased to 46.1% in 2020, from 44.2% in 2019. The proportion of cash transactions continues to steadily decrease to 37.1% in 2020, from 47.0% in 2018.

The usage of Pay-By-Phone continues to increase, representing 16.8% of all on-street transactions in 2020, up from 13.1% in 2019. As part of the Technology Road Map, there is a recommended direction to target a further increase to 50% over the next three years. This is something that Parking Services will start to more actively pursue.

4. SERVICE REQUESTS – PARKING EQUIPMENT



Service Requests - Parking Equipment	2018	2019	2020
Number of Service Requests	2,353	1,770	1,271

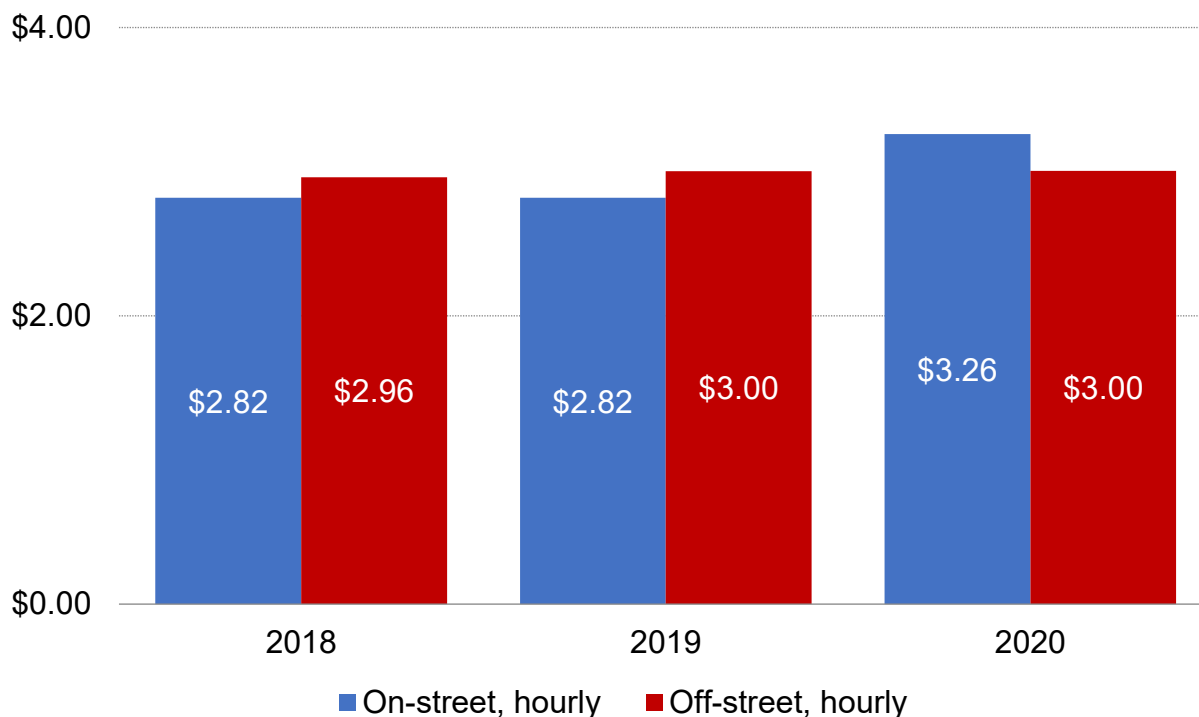
ANALYSIS

In 2020, 1,271 service requests were registered relating to parking equipment, a decrease of 28.2% compared to 2019.

The decrease in calls in 2020 is in part a result of the positive impact of the equipment refurbishment program that began in 2018 and continued in 2020, and on-going improvements to monitoring initiatives. The decreased utilization of on-street and off-street parking infrastructure during the pandemic has also had a significant impact in lowering the number of service requests in 2020.

There are continuing initiatives to work with the vendor to further improve the customer experience and reduce the number of related service requests.

5A. AVERAGE HOURLY RATES (WEEKDAY)



Average Hourly Rates	2018	2019	2020
On-street	\$2.82	\$2.82	\$3.26
Off-street	\$2.96	\$3.00	\$3.00

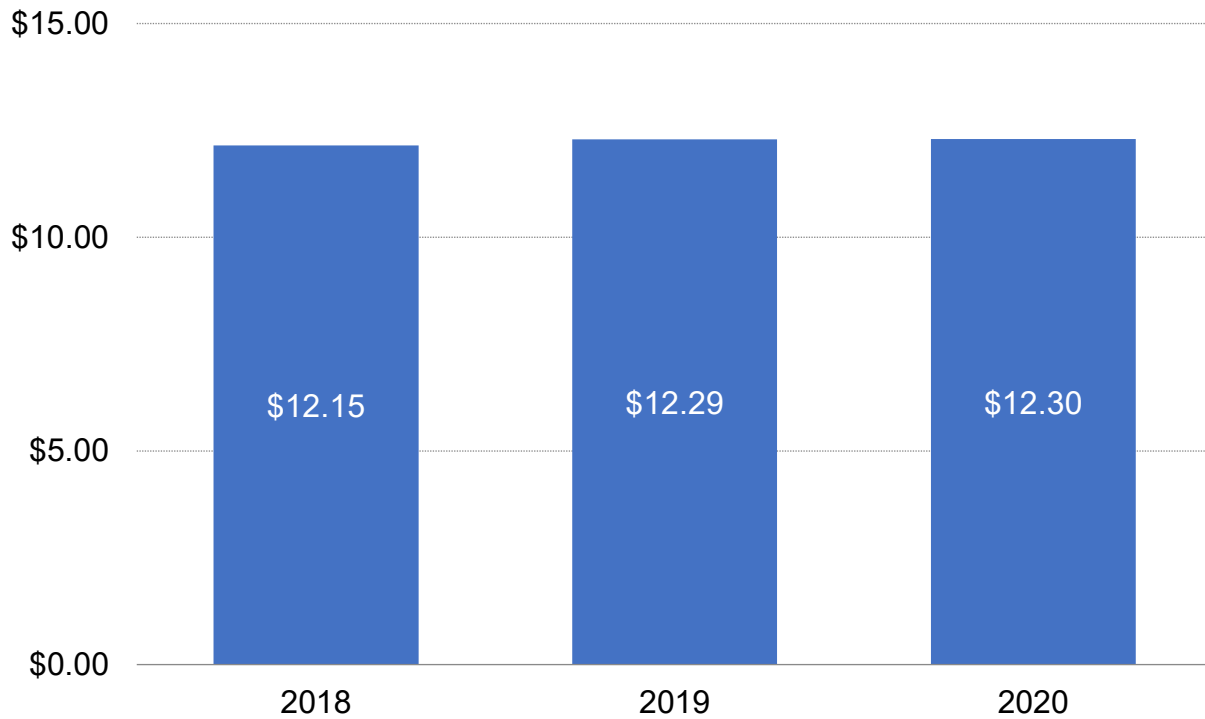
ANALYSIS

Average hourly on-street parking rates increased to \$3.26 in 2020, up from \$2.82 in 2019. The increase is due to the implementation of on-street rate changes in early 2020. Where the on-street rate was \$3.00 per hour, the rate was increased to \$3.50 per hour as outlined in the Municipal Parking Management Strategy Refresh.

Average hourly off-street parking rates remained the same as in 2019 as there were no changes in any hourly rates.

The average hourly off-street parking rates for 2018 and 2019 have been re-stated to properly account for some past rate updates as well as updates to publicly available space counts.

5B. AVERAGE DAILY MAXIMUM RATE (WEEKDAYS)



Average Daily Maximum Rate	2018	2019	2020
Off-street	\$12.15	\$12.29	\$12.30

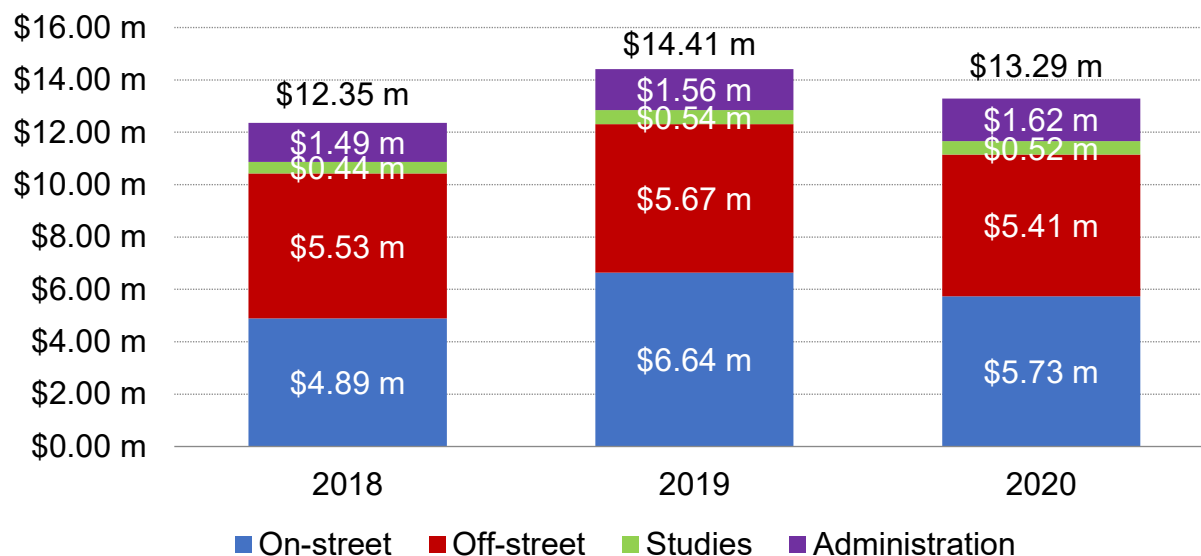
ANALYSIS

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

There was an increase in this measure from 2018 to 2019 due to several daily maximum increases at larger parking facilities including City Hall and the Gloucester Street garage. In 2020, while there were no changes to daily max rates, the minor increase of \$0.01 is the result of the updated space count which had a minor effect on the average.

The average off-street daily maximum rates for 2018 and 2019 have been re-stated to properly account for previous rate changes and previously discussed adjustments to publicly available space counts.

6. OPERATING EXPENSES (EXCLUDING PRF CONTRIBUTION)



Operating Expenses	2018	2019	2020
Administration	\$1.49 m	\$1.56 m	\$1.62 m
Studies	\$0.44 m	\$0.54 m	\$0.52 m
Off-street	\$5.53 m	\$5.67 m	\$5.41 m
On-street	\$4.89 m	\$6.64 m	\$5.73 m
Total	\$12.35 m	\$14.41 m	\$13.29 m

ANALYSIS

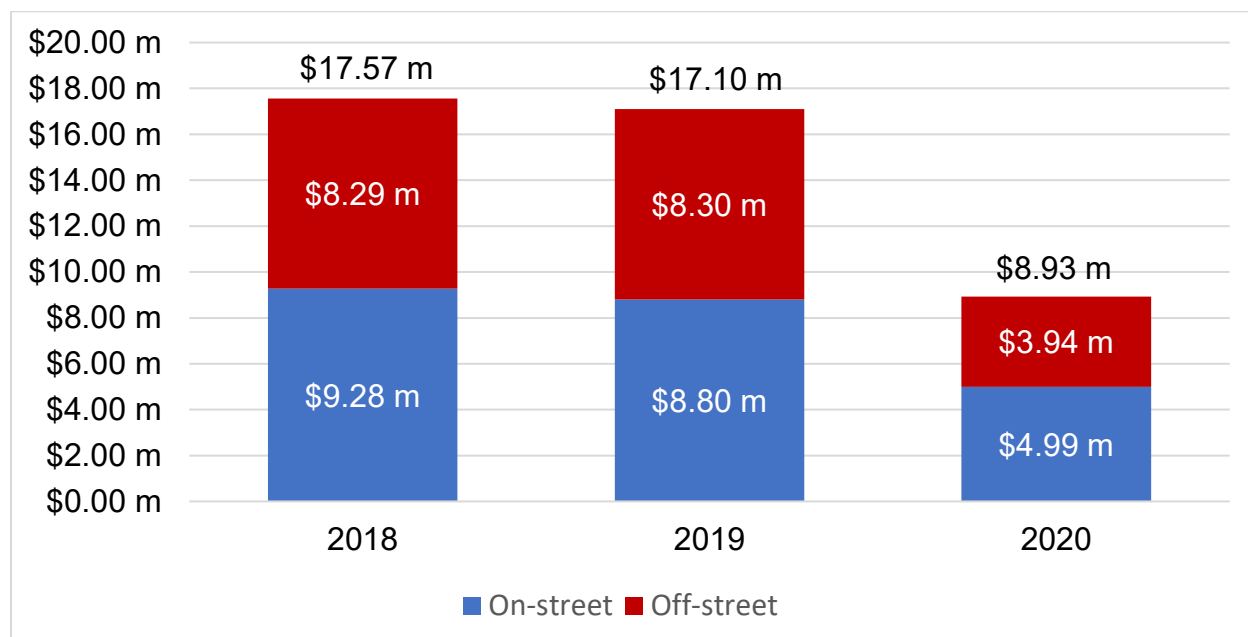
Overall, expenses in 2020 were 7.8% lower than 2019.

In 2019, on-street expenses were higher due to a larger transfer to Roads Services to cover costs during the 2018-19 winter season. This transfer reverted to more normal levels in 2020.

Off-Street, Studies and Administration expenses were similar to 2019.

In 2020, there was a \$2 million accrual for off-street expenses as a one-time adjustment to be paid to the province to account for amounts owed related to City Hall revenue sharing agreements. This is not captured as an annual operating expense for 2020 above as the adjustment covered a period back to 2013.

7. PARKING FEE REVENUE



Average Expense Per Space	2018	2019	2020
On-street	\$9.28 m	\$8.80 m	\$4.99 m
Off-street	\$8.29 m	\$8.30 m	\$3.94 m
Total	\$17.57 m	\$17.10 m	\$8.93 m

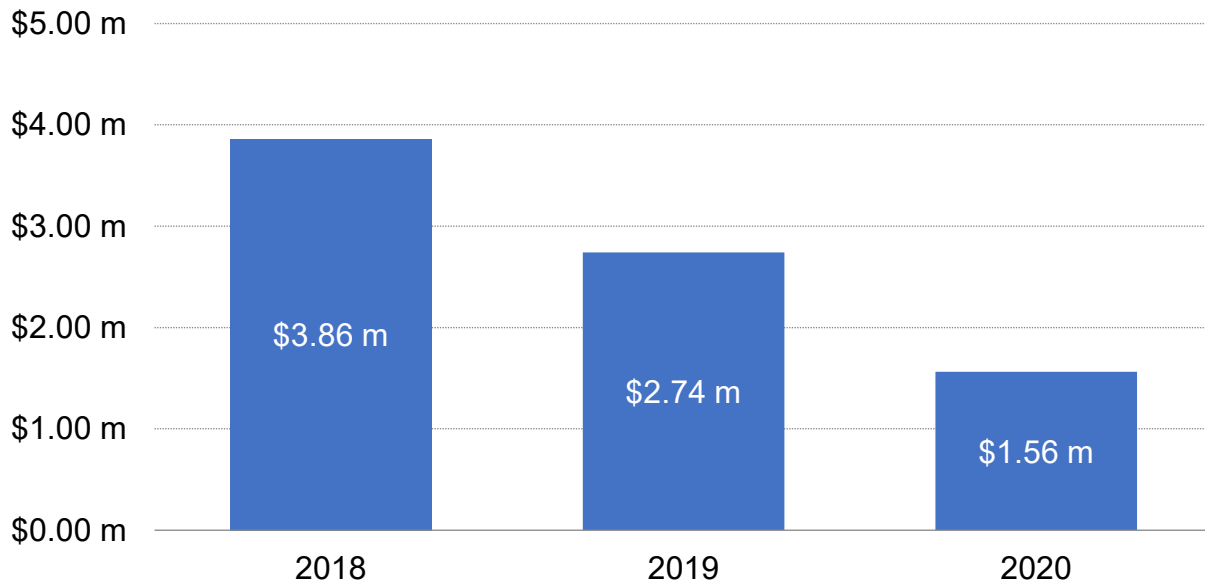
ANALYSIS

As a result of the pandemic, there was a significant decrease in demand for parking through most of 2020. In turn, revenues fell significantly compared to the previous year (-43% on-street and -53% off-street). Overall, Parking Services received \$8.2 million less in parking fee revenue in 2020 compared to 2019.

To account for the revenue impacts, Parking Services received some of the provincial Safe Restart funding which addressed pandemic impacts. The \$7.92 million allocated to Parking is not reflected in the parking fee revenues above. This transfer will help to ensure the program remains viable and will enable the investments that are identified in the Capital Program Plan.

Beginning in 2016, a portion of the on-street revenue has been allocated to offset deferred liability related 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



Parking Reserve Fund Contribution	2018	2019	2020
Total contribution	\$3.86 m	\$2.74 m	\$1.56 m

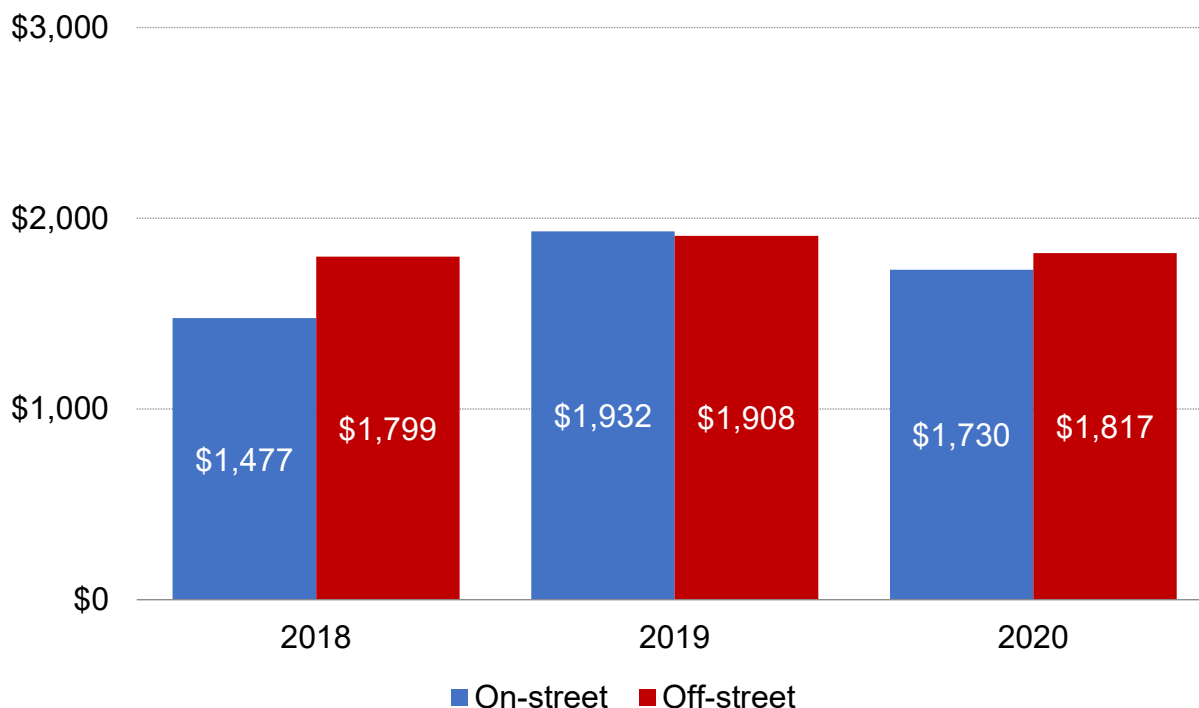
ANALYSIS

The contribution to the Parking Reserve Fund consists of 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 contribution to the Parking Reserve Fund in 2020 accounts for the \$7.92 million transfer from the province.

The status of the Parking Reserve Fund and projected contributions / expenses over the next five years are discussed as part of the Capital Program Plan summary later in this report.

9. AVG EXPENSE PER SPACE (EXCLUDING PRF CONTRIBUTION)



Average Expense Per Space	2018	2019	2020
On-street	\$1,477	\$1,932	\$1,730
Off-street	\$1,799	\$1,908	\$1,817

ANALYSIS

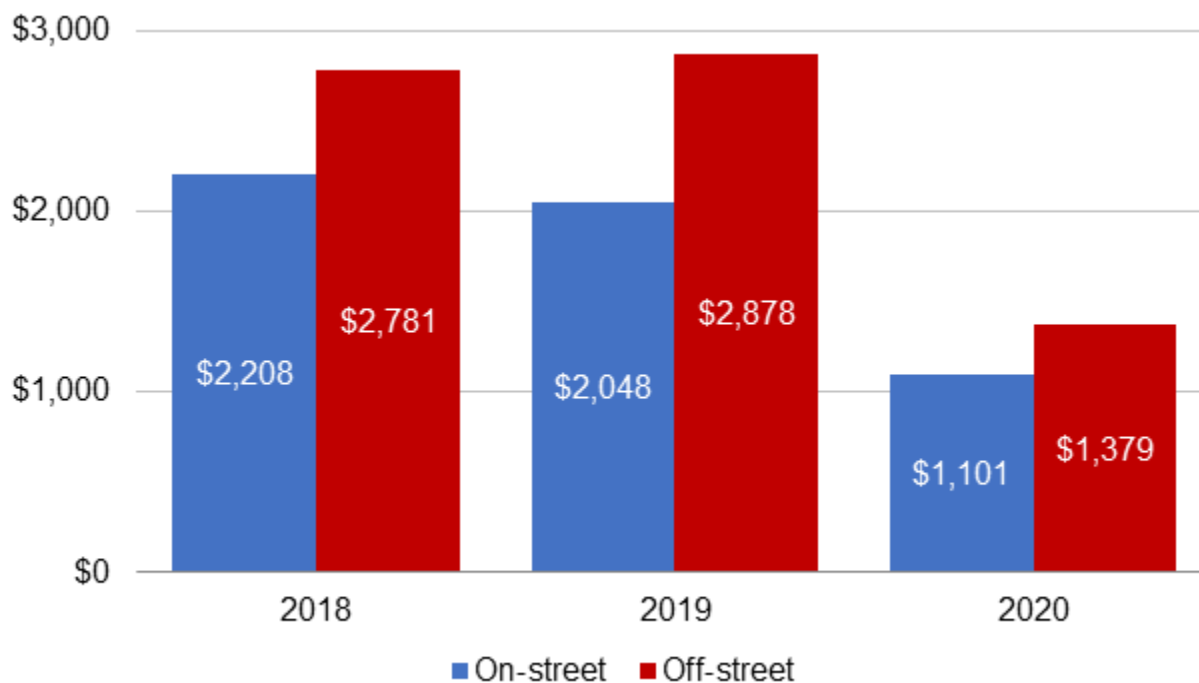
The average expense per on-street space in 2020 was \$1,730, a decrease from \$1,932 in 2019.

The average expense per off-street space in 2020 was \$1,817, down from \$1,908 in 2019. This includes applicable administration costs.

Variations are attributed to changes in expenditures. See page 18 for further details.

In alignment with the re-statement of the number of on-street spaces, the average on-street expense per space has also been re-stated.

10. AVERAGE REVENUE PER SPACE



Average Revenue Per Space	2018	2019	2020
On-street	\$2,208	\$2,048	\$1,101
Off-street	\$2,781	\$2,878	\$1,379

ANALYSIS

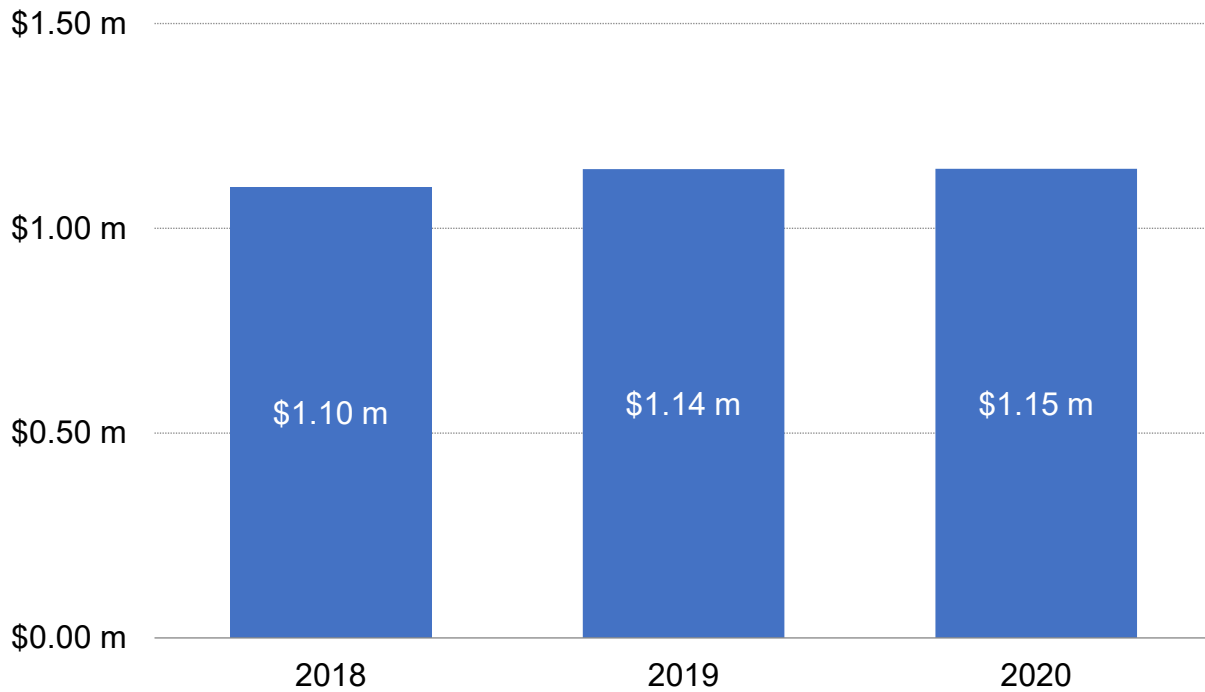
The decrease in average revenue per space for on-street and off-street parking was due to lower utilization rates as a result of the pandemic.

Average revenue per on-street space in 2020 was \$1,101, a 46% reduction from 2019.

Average revenue per off-street space in 2020 was \$1,379, a 52% reduction from 2019.

In alignment with the re-statement of the number of on-street spaces, the average on-street expense per space has also been re-stated.

11. SPENDING ON SUSTAINABLE MODES OF TRANSPORTATION



Spending on Sustainable Modes	2018	2019	2020
Total spending	\$1.10 m	\$1.14 m	\$1.15 m

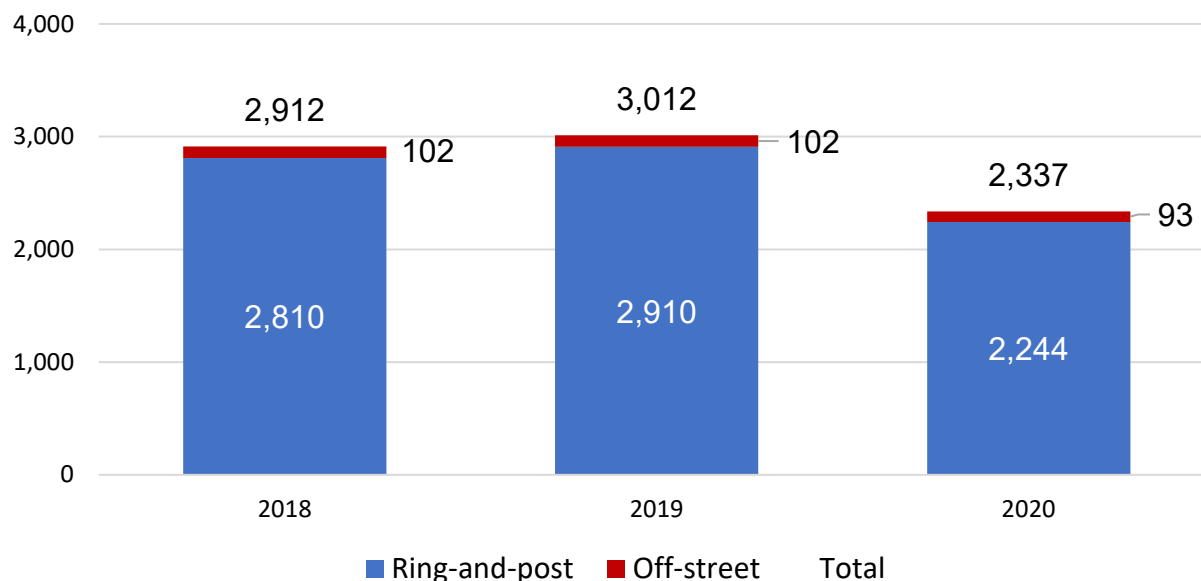
ANALYSIS

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 \$1.15 million in 2020. The fluctuations in expenditures are largely due to OC Transpo Park and Ride maintenance costs, which are covered by Parking Services through transfers to Transit Services.

Other components include the costs related to the ring-and-post bike parking program, and 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



Total Bicycle Spaces Managed	2018	2019	2020
Streetside (Ring-and-Post)	2,810	2,910	2,244
Off-street	102	102	93
Total	2,912	3,012	2,337

ANALYSIS

In 2020, there were a total of 45 new ring-and-post rack installations near OC Transpo bus stops and 14 additional ring-and-post racks in other locations.

The reduction in the number of racks managed by Parking Services compared to previous years is an outcome of improved inventory tracking systems which have been developed. Through removals and attrition, there has been a natural reduction which is now quantifiable through an accurate count.

The improved inventory-related processes combined with the recently approved Public Bike Parking Strategy put Parking Services in an excellent position to develop a Public Bike Parking Program and identify / address gaps. Part of this program going forward will involve the maintenance and tracking of additional types of bike parking that occurs in the City of Ottawa.

PAID PARKING ADJUSTMENTS IN 2020

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 2020.

RATES & HOURS

- 70 Clarence Street parking garage (Byward Parking Garage – Lot 4)
 - Monthly rate increased from \$194.99 to \$210.00 (*January 2020*)
- 141 Clarence Street parking garage (Dalhousie Parking Garage – Lot 5)
 - Monthly rate increased from \$194.99 to \$210.00 (*January 2020*)
- 110 Laurier Avenue West parking garage (City Hall – Lot 6)
 - Free parking was removed at City Hall on Nov 2, 2020 to coincide with the completion of Elgin Street redevelopment
 - Evening / Overnight 30-minute rate returned to \$0.50
 - Evening / Overnight max returned to \$2.00
 - Weekend 30-minute rate returned to \$0.50
 - Weekend daily max returned to \$2.00
- On-street rates for all locations that were \$3.00 per hour increased to \$3.50 per hour (*January 2020*)

OFF-STREET INVENTORY

- Six fewer spaces are included in the total inventory due to adjustments at 234-250 Slater (Lot 9), 301 Preston Street (Lot 14) and 400 North River Road (Lot 20)

PAID ON-STREET INVENTORY

- Elgin Street – net loss of 31 paid parking spaces due to road redevelopment
- Catherine Street – 9 paid spaces removed due to the establishment of a no stopping zone between Queen Elizabeth Drive and Elgin Street on the South side
- Catherine Street – 5 paid spaces added due to removal of a no stopping zone between Queen Elizabeth Drive and Elgin Street on the North side
- Gilmour Street – 5 paid spaces returned due to the removal of a no stopping zone between Metcalfe Street and Elgin Street
- Queen Street – 2 paid spaces removed due to the addition of a Para Transpo bus stop between Kent Street and Lyon Street

- Queen Street – 4 paid spaces removed due to the addition of a bus stop and police vehicle zone between Bank Street and O’Connor Street
- Clarence Street – 1 paid space removed due to the establishment of a no stopping zone between William Street and Dalhousie Street
- Various – 5 paid spaces added due to re-measurements and other roadway modifications

ON-STREET PAID PARKING INVENTORY

ALL LOCATIONS

Area	Parking Spaces	Hourly Rate (weekday)
ByWard Market & Downtown Rideau	803	\$3.50
CentrepoinTE	160	\$3.50
Centretown ¹	1310	\$3.50
Chinatown ²	150	\$3.50
Civic Hospital	61	\$3.50
Downtown ³	280	\$3.50
Glebe	211	\$3.50
Holland Cross	84	\$1.50
King Edward	16	\$3.50
Preston & Booth Street Complex	309	\$3.50/\$1.50 ⁴
Rideau east of King Edward	121	\$1.50
Sanford Fleming & Terminal	74	\$1.50
Vanier	78	\$2.00
War Museum (Wellington Street)	122	\$3.50

Area	Parking Spaces	Hourly Rate (weekday)
Tour bus parking (various locations)	27	\$4.50

¹ The area south of, and including, Gloucester Street, west of the Rideau Canal, north of the Queensway and east of Bay Street.

² Somerset Street from Preston Street to Bay Street, including side streets.

³ The area north of Gloucester Street, and east of Bronson Street to the Rideau Canal.

⁴ Reduced rate is in effect for spaces in this area on Rochester Street, Booth Street, Norman Street and Daniel McCann Street.

OFF-STREET PAID PARKING INVENTORY

PARKING GARAGES

#	Garage	Parking Spaces	Accessible Spaces	Hourly Rate (weekday day)
3	210 Gloucester Street	212	7	\$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
12	760 Somerset Street	19	1	\$2.00

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

#	Lot	Parking Spaces	Accessible Spaces	Hourly Rate (weekday day)
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

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 as part of the Business Plan. Per the updated Municipal Parking Management Strategy, this is now a requirement of the 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.

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.

Pursuant 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 six different categories for budgeting and tracking purposes. A new category will be created for bicycle parking following the development of the Public Bike Parking Strategy which was finalized in early 2021. 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 existing parking facilities to enhance the customer experience and operational efficiencies
- **On-Street Facility Modification:** Supports improvements to the existing on-street paid parking network, including initiatives to assess performance and the implementation of measures intended to help fulfill the Municipal Parking Management Strategy
- **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 respond to internal and external requirements for parking-related information
- **New Facilities:** In the past, funds periodically 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 established requirements
- **Payment Systems:** When required, purchase of new payment equipment to ensure continuity of service

PUBLIC BIKE PARKING PROGRAM

An outcome of the Municipal Parking Management Strategy Refresh approved by Council in 2019 was the development of a Public Bike Parking Strategy which was finalized in early 2021. To this point, year-to-year capital requirements related to bike parking had been captured under the On-Street Facility Modification or Parking Facility Improvement capital accounts. With the approval of the Strategy, a new capital program will be created for bike parking that will account for the execution of the Public Bike Parking Program and allow progress and spending to be tracked. This new capital program will account for costs related to the implementation of the Public Bike Parking Strategy, including adding infrastructure (e.g. additional bike corrals, unsecured bike parking, and developing secure bike parking locations and facilities).

PARKING SERVICES TECHNOLOGY ROAD MAP

As part of the Municipal Parking Management Strategy Refresh, 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 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:

- Payment technology (on-street and off-street)
- 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 Technology Road Map:

1. Increase cell 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 EV use and test EV stations for on-street parking.

Some of these outcomes and initiatives have been accounted for in previous budget allocations (e.g. on-street EV charging stations and License Plate Recognition for data collection). Others such as off-street sensor technology are accounted for in planned future spending as part of the Capital Program Plan.

IMPACTS OF COVID-19 PANDEMIC

In 2020, there was no Capital Program Plan presented due to the uncertainty related to the pandemic. On-street and off-street parking revenue decreased significantly due to lower utilization rates and the impacts of the pandemic remain substantial in 2021. No contribution to the Parking Reserve Fund was projected in 2020, however a contribution of \$1.56 million was made following a provincial transfer which addressed lost revenues. A level of uncertainty remains moving forward as parking revenues are expected to gradually return to pre-pandemic levels over the next few years. Proper management of the Parking Reserve Fund and accounting for expected revenue impacts will ensure that there will be available funds for necessary program-related capital requirements in the future.

CAPITAL PROGRAM PLAN – EXISTING ALLOCATIONS

As part of the 2021 Budget, the following forecasts are identified for 2022 to 2025.

	2022 (in 000's)	2023 (in 000's)	2024 (in 000's)	2025 (in 000's)
Lifecycle Renewal – Parking Facilities	\$750	\$1,030	\$900	\$1,000
Parking Facilities Improvement	\$750	\$765	\$780	\$795
On-Street Facility Modification	\$500	\$150	\$155	\$160
Parking Studies	\$255	\$260	\$265	\$270
Parking Payment Systems	\$1,400	\$1,400	\$1,400	\$1,400

The budget process is continuously evolving and requires review on a regular basis to ensure planned expenditures are up to date. The following captures some of the recent developments that have led to proposed changes to the Capital Program Plan for Parking Services going forward. These revised amounts are discussed further on and will be tabled for Council approval as part of the 2022 budget process.

- New envelope required to accommodate implementation of the Public Bike Parking Strategy, which was approved in April 2021.
- Funds for a new parking system are not required until 2026 due to the extension of the Precise Parklink contract, as approved by Council in October 2020.
- New parking replacement requirements have been identified, including as part of ByWard Market Public Realm Plan in early 2021.
- Additional funding identified for follow-on investments in EV charging infrastructure both on-street and at facilities, as warranted, in response to objectives related to the Climate Change Master Plan – Energy Evolution: Ottawa’s Community Energy Transition Strategy Final Report ([ACS2020-PIE-EDP-0036](#)).
- Revenue reductions resulting from the pandemic are expected to continue which is a continuing consideration when assessing available funds and the viability of the Parking Reserve Fund.

CAPTIAL PROGRAM PLAN – UPDATED EXPENDITURES

Based on previous forecasts and accounting for the Technology Road Map and various other factors, the following is a provisional 5-year plan for capital spending from the Parking Reserve Fund.

	2022 (in 000's)	2023 (in 000's)	2024 (in 000's)	2025 (in 000's)	2026 (in 000's)
Lifecycle Renewal – Parking Facilities	\$3,827	\$1,500	\$1,500	\$1,000	\$1,000
Parking Facilities Improvement	\$300	\$400	\$100	\$100	\$100
On-Street Facility Modification	\$100	\$100	\$600	\$100	\$100
Parking Studies	\$150	\$150	\$150	\$150	\$150
New Facilities	\$7,000			\$7,000	
Bike Parking	\$700	\$500	\$400	\$400	\$400
Parking Payment Systems					\$2,000
Total	\$12,077	\$2,650	\$2,750	\$8,750	\$3,750

These allocations would require approval from Council as part of the annual budget process.

The following clarifies the expected capital spending by year:

2022	<ul style="list-style-type: none"> • Lifecycle works, including at City Hall (exhaust system and ramp replacement) and at the Dalhousie Garage (membrane replacement and refinishing of stairs) • Expand sensor technology at surface lots • Fulfill requirements to complete studies and support initiatives related to the Municipal Parking Management Strategy • Fulfill anticipated requirements to provide / replace public parking in a high demand location (e.g. ByWard Market, Little Italy) • Secure bike parking facilities, additional bike corrals, purchase of unsecured bike parking for inventory •
2023	<ul style="list-style-type: none"> • Forecasted lifecycle works • Expansion of EV charging facilities at lots / garages • Additional investment to expand the number of secure bike parking locations

	<ul style="list-style-type: none"> • Fulfill requirements to complete studies and support initiatives related to the Municipal Parking Management Strategy
2024	<ul style="list-style-type: none"> • Forecasted lifecycle works • 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 • Fulfill requirements to complete studies and support initiatives related to the Municipal Parking Management Strategy
2025	<ul style="list-style-type: none"> • Forecasted lifecycle works • Expansion of on-street EV charging • Additional secure bike parking and facilities as required • 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
2026	<ul style="list-style-type: none"> • Forecasted lifecycle works • Fulfill anticipated requirements to provide / replace public parking in a high demand location (e.g. ByWard Market, Little Italy) • 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

Investments in new facilities will only be pursued to the extent they have been confirmed as being required and with the intent to account for and balance both the needs of the area in question and the different options that are available from a transportation perspective. These investments are likely to generate additional revenues for the Municipal Parking Management Program which increases the level of funding that is possible for all facets of the program, including options such as bike parking and support for other forms of sustainable transportation.

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 standing of the Parking Reserve Fund and projected contributions need to be accounted for.

	2021 (in 000's)	2022 (in 000's)	2023 (in 000's)	2024 (in 000's)	2025 (in 000's)	2026 (in 000's)
Opening Balance	\$22,464	\$23,218	\$14,001	\$14,268	\$14,493	\$8,778
Contribution	\$2,804	\$2,860	\$2,917	\$2,975	\$3,035	\$3,096
Total Capital Expenditure Funding	(\$2,050)	(\$12,077)	(\$2,650)	(\$2,750)	(\$8,750)	(\$3,750)
Year-End Balances	\$23,218	\$14,001	\$14,268	\$14,493	\$8,778	\$8,124

Due to an expected continuation of reduced parking demand and revenues as a result of the pandemic, there could be implications with respect to the contributions being made to the Parking Reserve Fund if funding is not received from the province to offset the revenue shortfall. The table above assumes funding will be received until things fully return to normal.

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. During the Municipal Parking Management Strategy Refresh process, a requirement for parameters was 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 (i.e. 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 will be 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. Based on the projected spending plans and the importance of maintaining a minimum Parking Reserve Fund Balance of \$8 million, staff are recommending that as part of this Capital Program Plan that the current balance of \$22.5 million (year-end 2020) be retained.