

PARKING SERVICES

2021 ANNUAL REPORT

PUBLIC WORKS DEPARTMENT



SUMMARY

PURPOSE

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

MUNICIPAL PARKING MANAGEMENT PROGRAM OVERVIEW

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

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

2021 ANNUAL REPORT OVERVIEW

Based on the Municipal Parking Management Strategy requirements, the 2021 Annual Report presents the following information:

- Highlights for Parking Services in 2021, including the status of the implementation of the new Public Bike Parking Strategy.
- An overview of the Parking Stakeholder Consultation Group.
- The key accomplishments and achievements of 2021, aligned to five themes consistent with Parking Services' Performance Measurement Program:
 - Customer Experience
 - Parking Studies
 - Building Community Relationships
 - Operational Enhancements

- Environmental Sustainability
- The 2021 year-end results across 13 key business indicators with a comparison to 2020 and 2019.
- A summary of changes made to paid parking in 2021.
- An inventory of all paid municipal public parking that was active in 2021.
- 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 development of the Public Bike Parking Strategy started in 2020 and was approved by Council in April 2021. The key purposes of this Strategy were to align the various functions relating to bicycle parking that are already undertaken by different departments and clarify criteria for locations, circumstances, and types of bicycle parking installations. The objectives contained in the Public Bike Parking Strategy are as follows:

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

The Public Bike Parking Program has been launched to implement the initiatives and recommendations which were included in the Public Bike Parking Strategy.

Following Council approval of the Public Bike Parking Strategy, Parking Services immediately began implementation of the Strategy. In 2021, the following accomplishments were achieved:

- Formalization of internal roles and responsibilities related to the Program
- Centralized the intake process for new bike parking requests
- Finalized a list of preferred bike rack types
- Started proactive seasonal inspections
- Digitized the City-wide bike rack inventory, and
- Integrated bike parking data collection into existing parking studies processes.

2021 HIGHLIGHTS

Aside from the accomplishments and progress that has been made with respect to bike parking, below are some additional highlights for Parking Services in 2021. Many of these align with the various themes in this report and are expanded on in the subsequent sections.

- Completion of the refurbishment program to update components at all active Pay & Display machines
- Improvement of Pay-by-Phone service offerings (integration of beach parking passes and a select-by-map feature).
- Three meetings were held with the Parking Stakeholder Consultation Group, providing updates and obtaining feedback on various initiatives.
- A total of four BIA Parking Initiative Grants were approved.
- Started a pilot project at a City-owned surface lot to implement and test camera-based sensor technology for the purpose of collecting real-time data.
- Completion of an off-street inventory of all publicly available parking in the central area, including public spaces at privately operated facilities.
- Updated exterior lighting and wayfinding signage at City Hall to improve safety features and the overall customer experience.
- Continued to offer free overnight parking during winter parking bans at all six municipally managed public parking garages.
- Provided support to the e-scooter pilot through identifying locations for designated parking areas.
- Through the pandemic, Parking Services has provided support to the public by offering permit suspensions until September 1, 2021 and helping to facilitate the use of City Hall as a COVID-19 testing/vaccination site.

PARKING STAKEHOLDER CONSULTATION GROUP

PURPOSE

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

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

PSCG Members – Current Term

- Chair (current) – Quentin Levesque, Director, Roads & Parking Services (replacing Laila Gibbons)
- Business Improvement Area (BIA) Representatives – Kalin McCluskey (replaced Jasna Jennings in 2021), Patrick Burke (replaced Andrew Peck in 2021), Christine Leadman, Dennis Van Staalduinen
- Community Association Representatives – John Verbaas, Alice Nakanishi, James Grant
- TDM/Cycling/Pedestrian Representative – Daniel Spence
- Ottawa Tourism & Convention Authority Representative – Kelly Hausler
- Development Industry Representative – Dean Karakasis
- Places of Worship Representative – Greg Fyffe
- Accessibility Representative – Vania Karam
- Council on Aging – John Woodhouse

The Parking Stakeholder Consultation Group met three times in 2021, providing updates to members on a variety of items related to the Municipal Parking Management Program, including the 2021 work plan, the Public Bike Parking Strategy, Capital Program Plan and different operational and technology initiatives.

CUSTOMER EXPERIENCE

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

CENTRALIZED INTAKE FOR BIKE PARKING

Parking Services now serves as the single point of contact for new bike parking requests and will collaborate with Transit Services, the Velocity Bike Program, and Recreation Culture & Facility Services for new installations. Previously, requests for new installations were forwarded to multiple departments. Residents will be able to use ottawa.ca/parking as a centralized single intake option with new online information to simplify the process and improve internal tracking procedures.

PAY & DISPLAY REFURBISHMENT

The refurbishment program to update components and address maintenance issues related to Pay & Display machines started in 2018 and was completed in 2021 resulting in all 660 active Pay & Display machines being refurbished. Pay & Display kiosks located on-street, at City-managed surface lots and some garages were upgraded to improve the operations and reliability of the equipment and the overall customer experience.

PAY-BY-PHONE SYSTEM MODIFICATION

Two major additions to the Pay-By-Phone system were adopted in 2021 which further improved convenience and increased the number of options available to customers. Beach parking passes were integrated into the existing system replacing physical beach passes and a map feature was added to the Pay-By-Phone mobile app by the vendor with the support of Parking Services staff. Parking Services also worked alongside the vendor to increase the visibility and profile of the Pay-By-Phone system which resulted in monthly Pay-By-Phone usage surpassing 20 per cent in December.

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.

OFF-STREET INVENTORY PROJECT

In lieu of collecting typical parking data on a more regular basis during the pandemic, there was an opportunity for Parking Services to leverage available resources and technology to expand and improve on some key reference data. The project 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 to develop projections and estimates. The results of this data collection and analysis were finalized in 2021 and will provide an excellent reference point when making decisions relating to parking requirements and parking policy.

LICENSE PLATE RECOGNITION

Parking Services put out a Request for Information (RFI) in 2021 seeking information on License Plate Recognition (LPR) and vehicle counting technologies. Parking data is currently manually collected and processed to support various projects, studies, and decisions. LPR and vehicle counting equipment and services would automate existing processes, increasing data sampling and improving parking analysis.

ZONING AMENDMENTS

Parking Services regularly provides input to the Planning, Real Estate and Economic Development Department on applications for zoning amendments related to parking by summarizing key issues, collecting data (where applicable), and ensuring that the objectives of the Municipal Parking Management Strategy are observed. In 2021, 19 memorandums were prepared in response to zoning amendment applications which is a significant increase from the 11 memorandums prepared in 2020. The memorandums included reviewing existing parking in the area, gathering and/or analyzing existing data, identifying potential impacts, and evaluating proposals against the objectives of the Municipal Parking Management Strategy.

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 2021 through various programs, projects 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. As of 2019, it features an increased amount per eligible BIA (maximum of \$10,000 per year) and expanded criteria to include additional activities that are aligned with the updated Strategy. A total of four BIAs applied for and received the grant in 2021: ByWard Market, Somerset Street Chinatown, Preston Street, and Wellington West.

STAKEHOLDER CONSULTATIONS

Stakeholder consultations at the beginning of 2021 were largely focused on the development of the Public Bike Parking Strategy which was approved in April 2021. Subsequent Parking Stakeholder Consultation Group meetings provided updates on the Capital Program Plan and the implementation of the Bike Parking Strategy. Parking Services continues to engage with various stakeholder groups on a variety of initiatives including License Plate Recognition (LPR) and overhead camera-based parking sensor technologies.

OPERATIONAL ENHANCEMENTS

In addition to on-street paid parking, Parking Services manages five parking garages and 11 surface parking lots. Ensuring that the supply of municipal paid parking is properly maintained and that existing infrastructure is appropriately managed and accessible is an important part of operational performance. The following is a sample of the work undertaken in 2021 towards parking facility improvement, maintenance, and cleanliness.

SURFACE LOT SENSOR PILOT

A new pilot project commenced at 687 Somerset Street West (Lot 11) to test overhead camera-based parking sensor technology. Four cameras were installed on existing infrastructure to provide continuous data for internal data collection and analysis. The pilot project will allow Parking Services to assess and adapt the technology to other surface lots and communicate to the public in alignment with what's in place at City parking garages.

SEASONAL MAINTENANCE INSPECTIONS

Parking Services staff have begun implementing the initiatives and recommendations which were developed in the Public Bike Parking Strategy. Seasonal inspections of bike parking facilities (Spring and Fall) have been initiated and will provide a proactive approach to bike rack maintenance. Seasonal bike parking inspections and the established Spring Pay & Display machine inspections will continue to ensure operational performance of all existing parking infrastructure.

PARKING FACILITY MAINTENANCE AND CLEANLINESS

Per the Municipal Parking Management Strategy, 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. The level of reporting and data collection related to incidents has been improved to assist staff and ensure an optimal response to various types of issues. Where required, 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. Cleaning protocols have been enhanced to improve upon the regular activities as cleanliness has become even more important due to COVID-19.

ENVIRONMENTAL SUSTAINABILITY

PUBLIC BIKE PARKING STRATEGY

The development of the Public Bike Parking Strategy started in 2020 and was approved by Council in April 2021. The key purposes of this Strategy were to align the various functions relating to bicycle parking that are already undertaken by different departments and establish criteria for determining the type, location, and circumstances of bicycle parking installations. Ultimately, the goal is to ensure appropriate and effective bike parking towards better supporting and encouraging cycling in the City of Ottawa.

Parking Services staff have launched the Public Bike Parking Program to begin implementing the initiatives and recommendations which were developed in the Public Bike Parking Strategy. The following initiatives were completed in 2021:

- 120 bike racks were installed for a total of 305 new spaces which addressed a combination of new requests and identified gaps in existing facilities.
- Internal roles and responsibilities related to the Program have been clarified and formalized.
- The intake process for new bike parking requests has been centralized. Parking Services now serves as the single point of contact on behalf of and in collaboration with Transit Services, Recreation Culture & Facility Services, and the Velocity Bike Rack Program.
- A list of preferred bike rack types has been established based on this Strategy's guidelines and principles, research, consultation, and operational considerations.
- Existing digital (GIS) inventory sources have been consolidated and will be expanded to develop a City-wide inventory of public bike parking.
- Seasonal inspection protocols for proactive maintenance of bike racks have been developed and initiated.

INTER-DEPARTMENTAL SUPPORT

Annually, Parking Services funds a portion of the costs of other groups such as Transit Services, Roads 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, Parking Services funds maintenance costs for some Park & Ride facilities on behalf of Transit Services (\$691,000 in 2021). See page 23 for additional information.

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

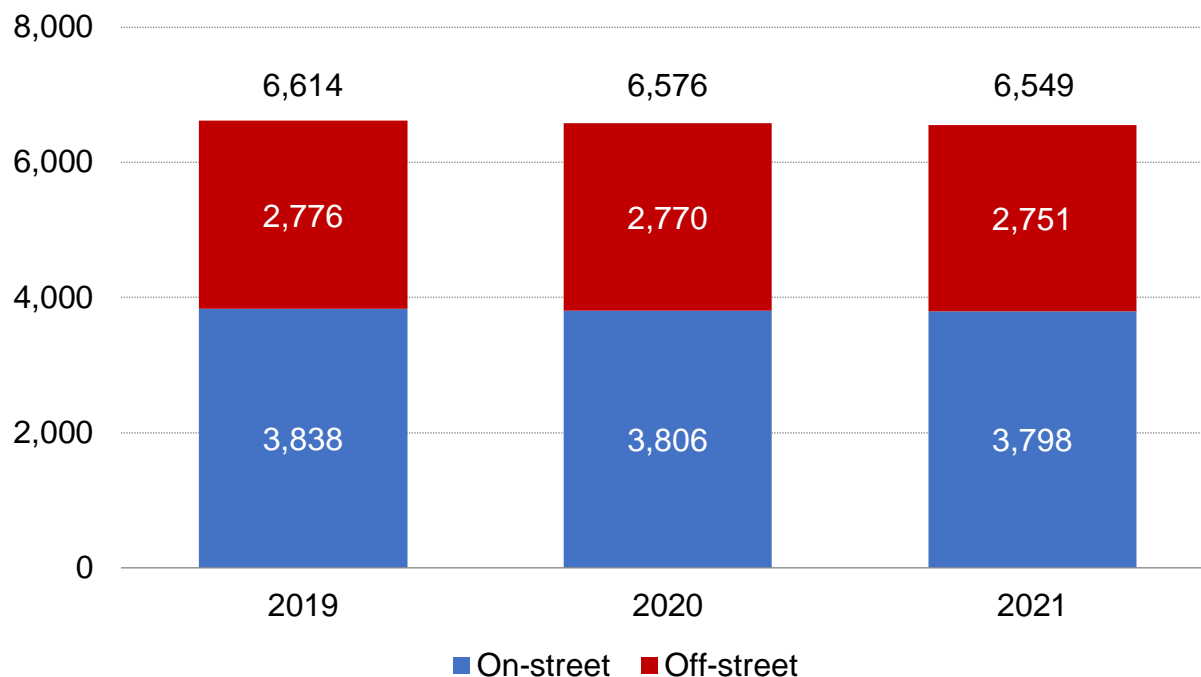


Figure 1 - Total Parking Spaces Managed

Total Parking Space Managed	2019	2020	2021
On-street	3,838	3,806	3,798
Off-street	2,776	2,770	2,751
Total	6,614	6,576	6,549

Table 1 - Total Parking Spaces Managed

ANALYSIS

As of December 31, 2021, Parking Services managed 3,798 paid on-street parking spaces and 2,751 paid off-street spaces, for a total of 6,549 paid parking spaces.

The reduction in the number of off-street parking spaces compared to 2020 is due to the closure of the parking garage located at 762 A Somerset Street West (Lot 12).

The number of on-street paid spaces dropped by eight (-0.2 per cent). This reduction was the net result of various minor adjustments (increases and decreases) to curbside regulations city-wide.

2. PARKING EQUIPMENT UPTIME

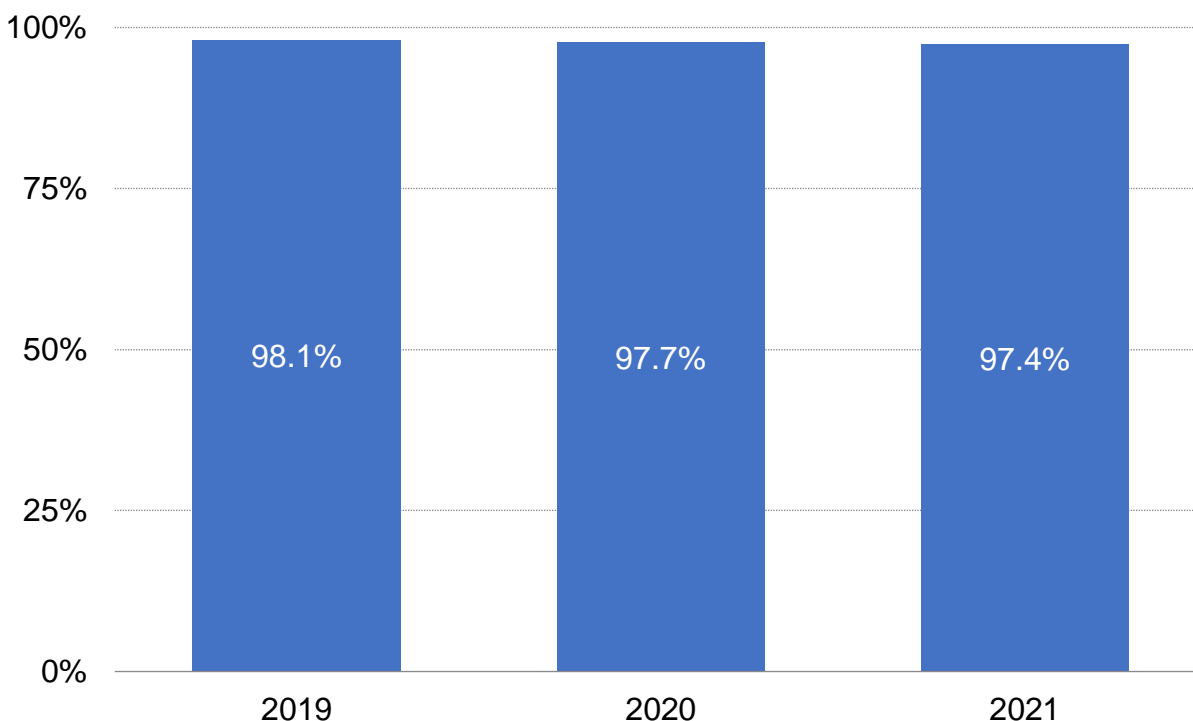


Figure 2 - Parking Equipment Uptime

Parking Equipment Uptime	2019	2020	2021
Total Uptime	98.1%	97.7%	97.4%

Table 2 - Parking Equipment Uptime

ANALYSIS

The uptime rate for parking equipment was 97.4 per cent in 2021, slightly lower than the previous year. Data for this measure was derived using 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.

The completion of the Pay & Display refurbishment initiative is expected to ensure the continued reliability of the equipment. There have also been developments to processes to pursue an even higher level of performance.

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

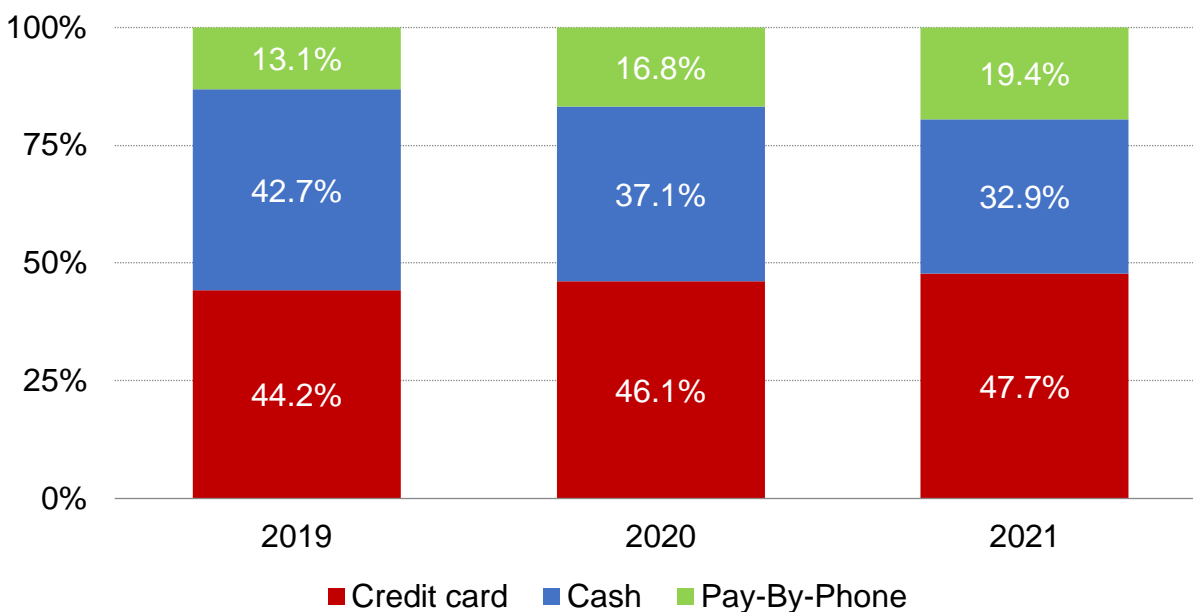


Figure 3 - Parking Transactions by Payment Type (On-Street)

Transactions by Payment Type	2019	2020	2021
Pay-by-Phone	13.1%	16.8%	19.4%
Cash	42.7%	37.1%	32.9%
Credit Card	44.2%	46.1%	47.7%

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

ANALYSIS

The proportion of on-street Pay & Display transactions conducted with a credit card increased to 47.7 per cent in 2021, up from 46.1 per cent in 2020. The proportion of cash transactions continues to steadily decrease to 32.9 per cent in 2021, down from 37.1 per cent in 2019.

Pay-by-Phone usage continues to increase, representing 19.4 per cent of all on-street transactions in 2021, up from 16.8 per cent in 2020. As part of the Technology Road Map, there is a recommended direction to target a further increase to 50 per cent over the next two years. In 2021, Parking Services started to work with the vendor (PayByPhone) to increase the visibility and profile of the Pay-by-Phone system. This

continuing initiative pushed the proportion of Pay-by-Phone transactions over 20 per cent for the first time in December.

4. SERVICE REQUESTS – PARKING EQUIPMENT

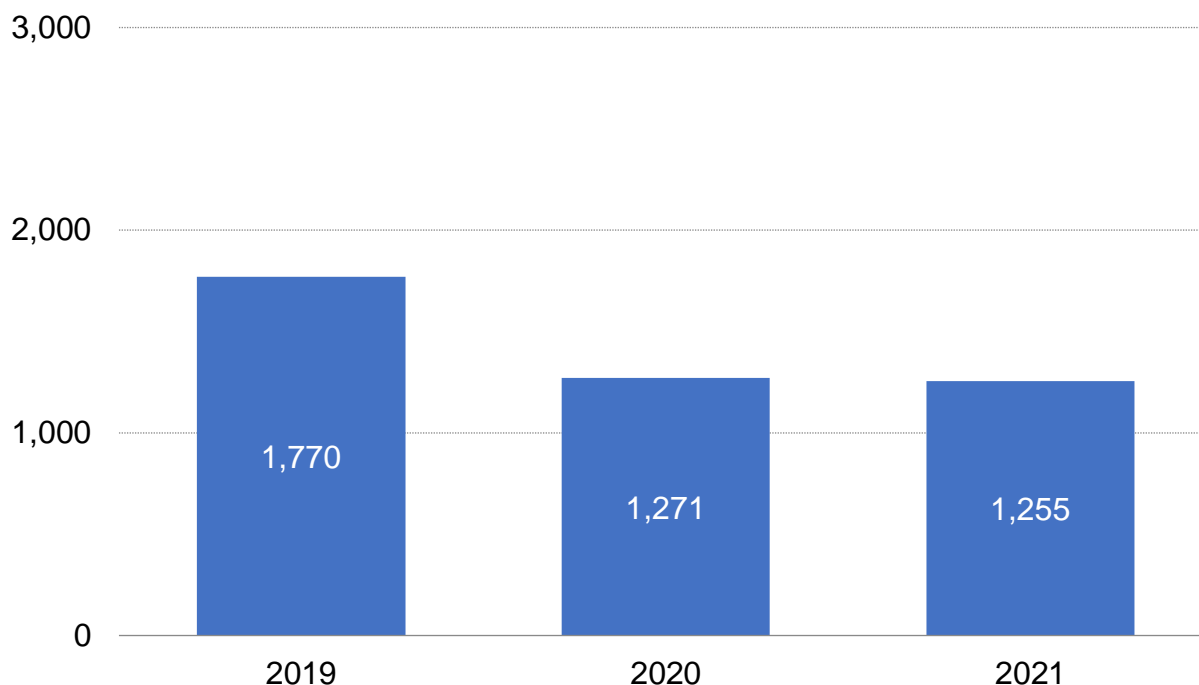


Figure 4 - Service Requests for Parking Equipment

Service Requests - Parking Equipment	2019	2020	2021
Number of Service Requests	1,770	1,271	1,255

Table 4 - Service Requests - Parking Equipment

ANALYSIS

In 2021, 1,255 service requests were registered relating to parking equipment, a decrease of 1.3 per cent compared to 2020.

Service requests continued to decrease in part due to the positive impact of the equipment refurbishment program that began in 2018 and was completed in 2021, 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 both 2020 and 2021.

There are continuing initiatives to work with the vendor to proactively monitor for issues and improve the customer experience.

5A. AVERAGE HOURLY RATES (WEEKDAY)

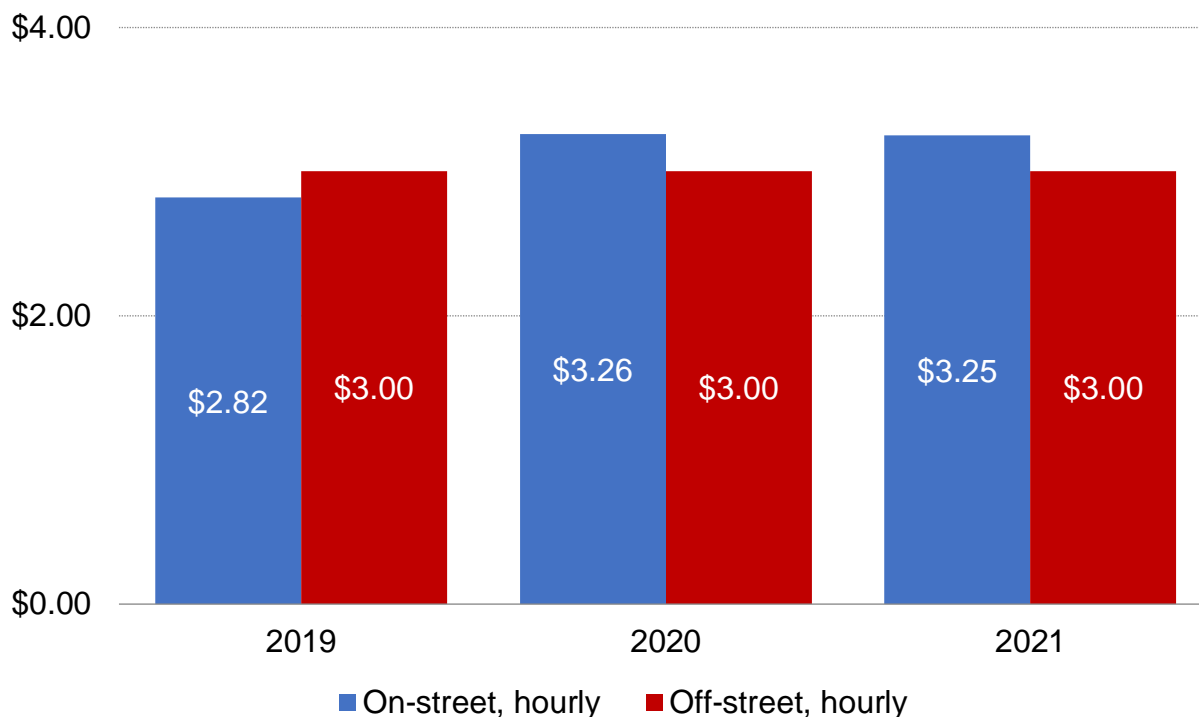


Figure 5 - Average Hourly Rates (Weekday)

Average Hourly Rates	2019	2020	2021
On-street	\$2.82	\$3.26	\$3.25
Off-street	\$3.00	\$3.00	\$3.00

Table 5 - Average Hourly Rates (Weekday)

ANALYSIS

Average hourly on-street parking rates slightly decreased to \$3.25 in 2021, down from \$3.26 in 2020. This reduction was the result of various minor adjustments (increases and decreases) to curbside regulations city-wide.

Average hourly off-street parking rates remained the same as in 2019 and 2020 as there were no changes in any hourly rates.

5B. AVERAGE DAILY MAXIMUM RATE (WEEKDAY)

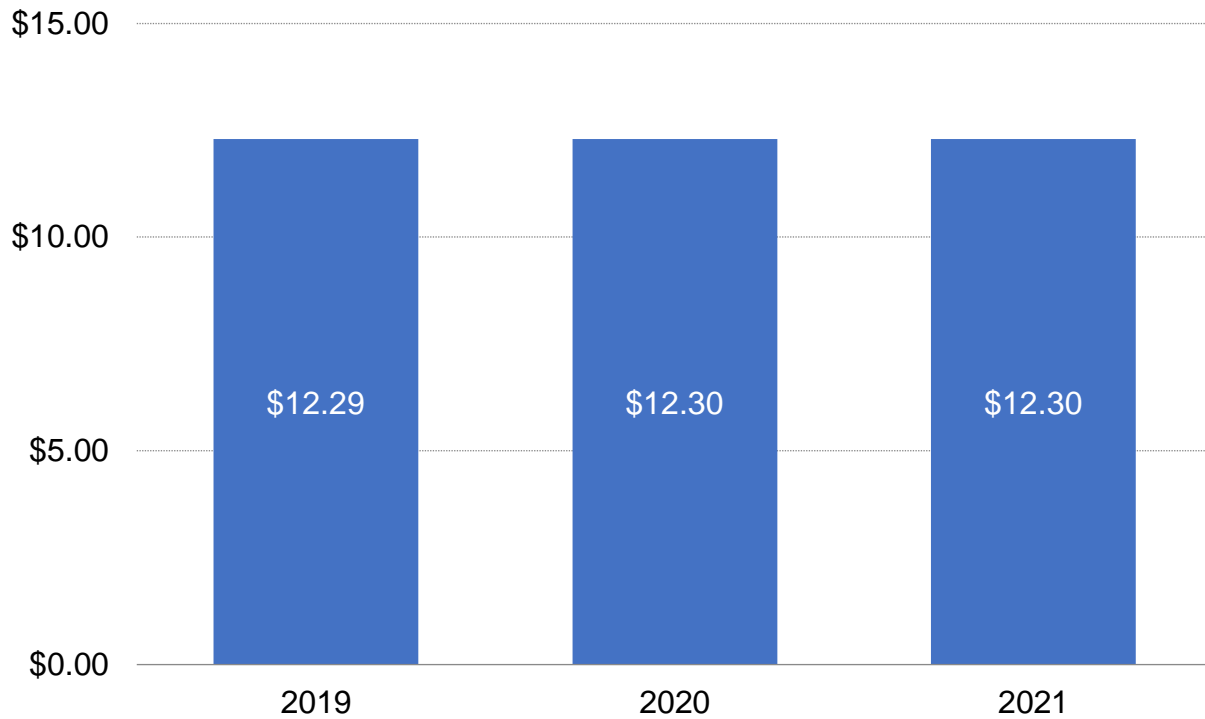


Figure 6 - Average Daily Minimum Rate (Weekday)

Average Daily Maximum Rate	2019	2020	2021
Off-street	\$12.29	\$12.30	\$12.30

Table 6 - Average Daily Maximum Rate (Weekday)

ANALYSIS

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

In 2020, while there were no changes to daily max rates, the minor increase of \$0.01 was the result of the updated space count which had a minor effect on the average. In 2021, the average remained the same as there were no changes to daily max rates.

6. OPERATING EXPENSES (EXCLUDING PRF CONTRIBUTION)

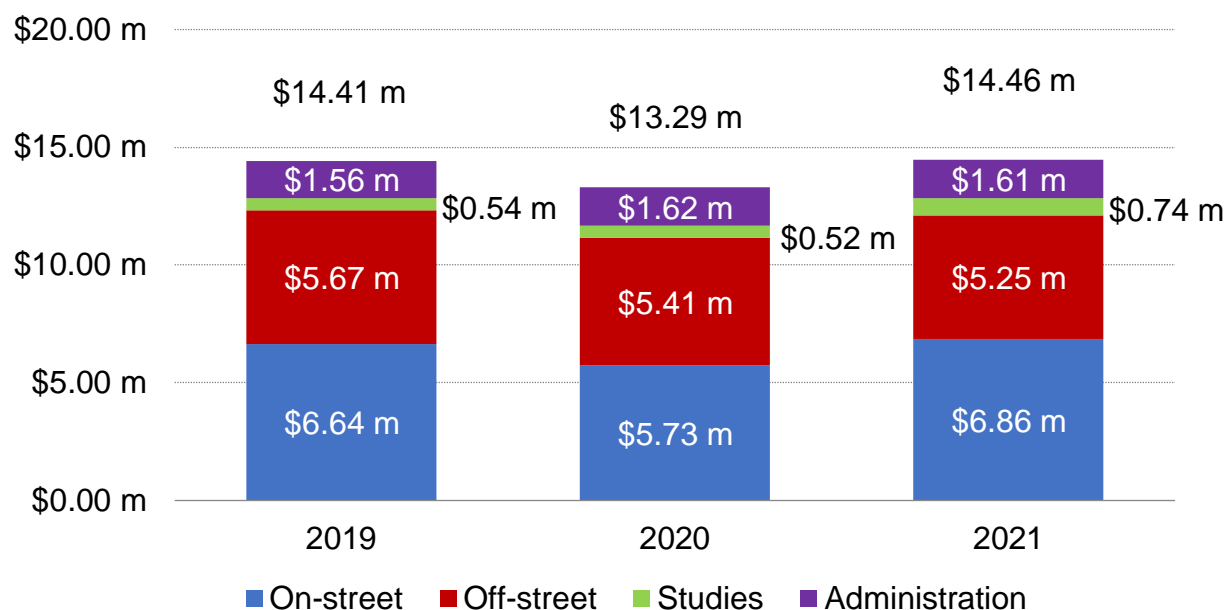


Figure 7 - Operating Expenses (Excluding Parking Reserve Fund Contribution)

Operating Expenses	2019	2020	2021
Administration	\$1.56 m	\$1.62 m	\$1.61 m
Studies	\$0.54 m	\$0.52 m	\$0.74 m
Off-street	\$5.67 m	\$5.41 m	\$5.25 m
On-street	\$6.64 m	\$5.73 m	\$6.86m
Total	\$14.41 m	\$13.29 m	\$14.46 m

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

ANALYSIS

Overall, expenses in 2021 were 8.8 per cent higher than in 2020. Total operating expenses in 2021 were similar to expenses in 2019.

The most notable change is with the on-street expenses where there was a \$1.13 million increase relative to 2020. The bulk of this is due to an increase in the transfer to Roads Services to cover maintenance-related costs in paid parking areas.

In 2021, there was a \$247,000 accrual for off-street expenses to complete an 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 2021 above as the full adjustment covered a period back to 2013.

7. PARKING FEE REVENUE

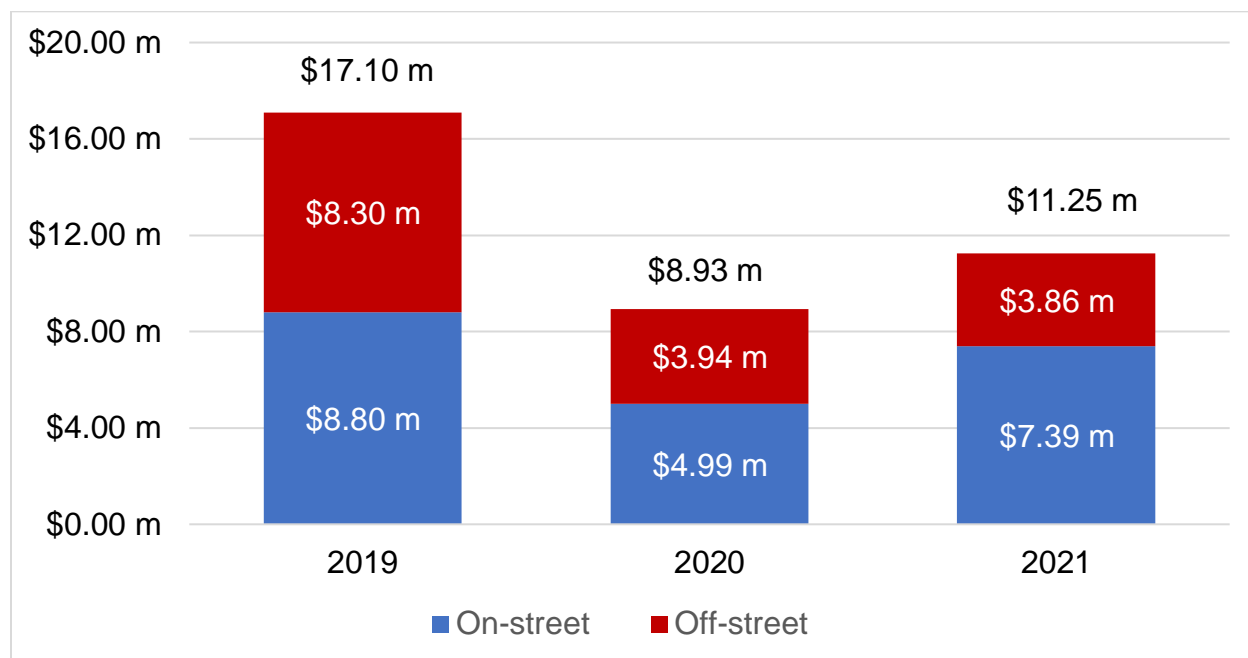


Figure 8 - Parking Fee Revenue

Revenue	2019	2020	2021
On-street	\$8.80 m	\$4.99 m	\$7.39 m
Off-street	\$8.30 m	\$3.94 m	\$3.86 m
Total	\$17.10 m	\$8.93 m	\$11.25 m

Table 8 - Parking Fee Revenue

ANALYSIS

Demand for on-street parking increased significantly compared to the previous year while off-street parking was very similar. Overall, there was a 26 per cent increase in parking revenues compared to 2020. While the situation has improved, there is still a significant shortfall relative to pre-pandemic levels.

To account for the revenue impacts, Parking Services received some of the provincial Safe Restart funding which addressed pandemic impacts. The \$5.71 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

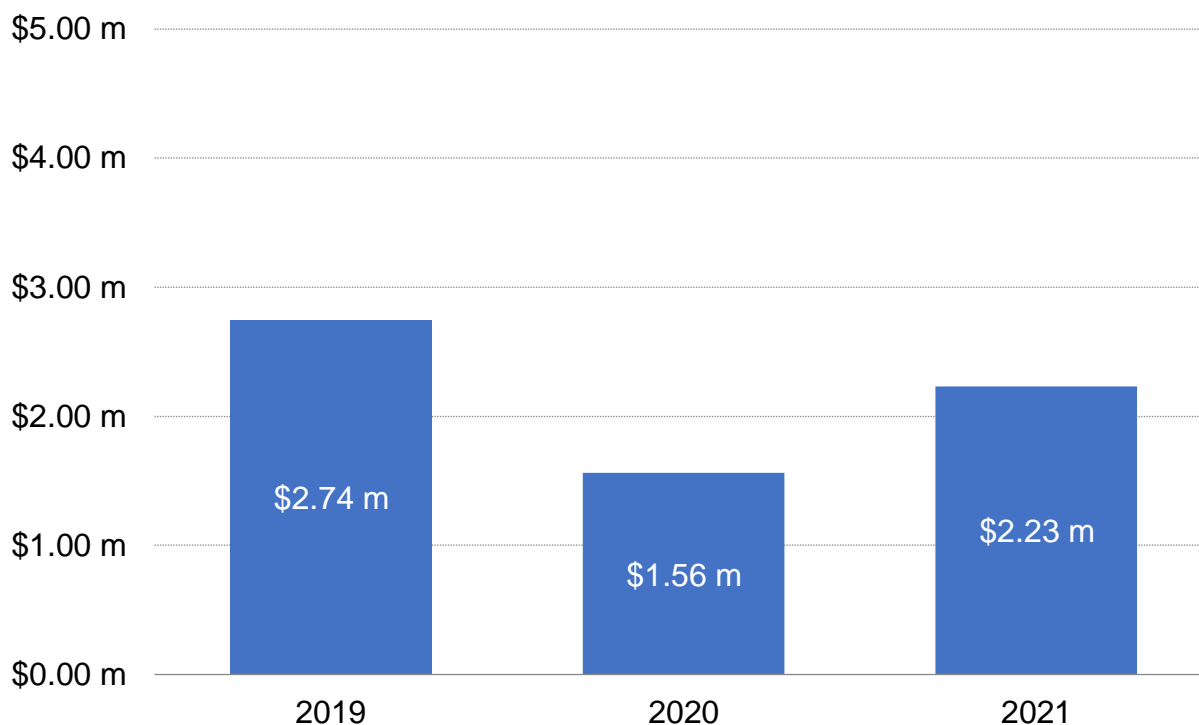


Figure 9 - Parking Reserve Fund Contribution

Parking Reserve Fund Contribution	2019	2020	2021
Total Contribution	\$2.74 m	\$1.56 m	\$2.23 m

Table 9 - Parking Reserve Fund Contribution

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 revenue component towards determining the contribution to the Parking Reserve Fund in 2021 accounts for the \$5.71 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. AVERAGE EXPENSE PER SPACE (EXCL. PRF CONTRIBUTION)

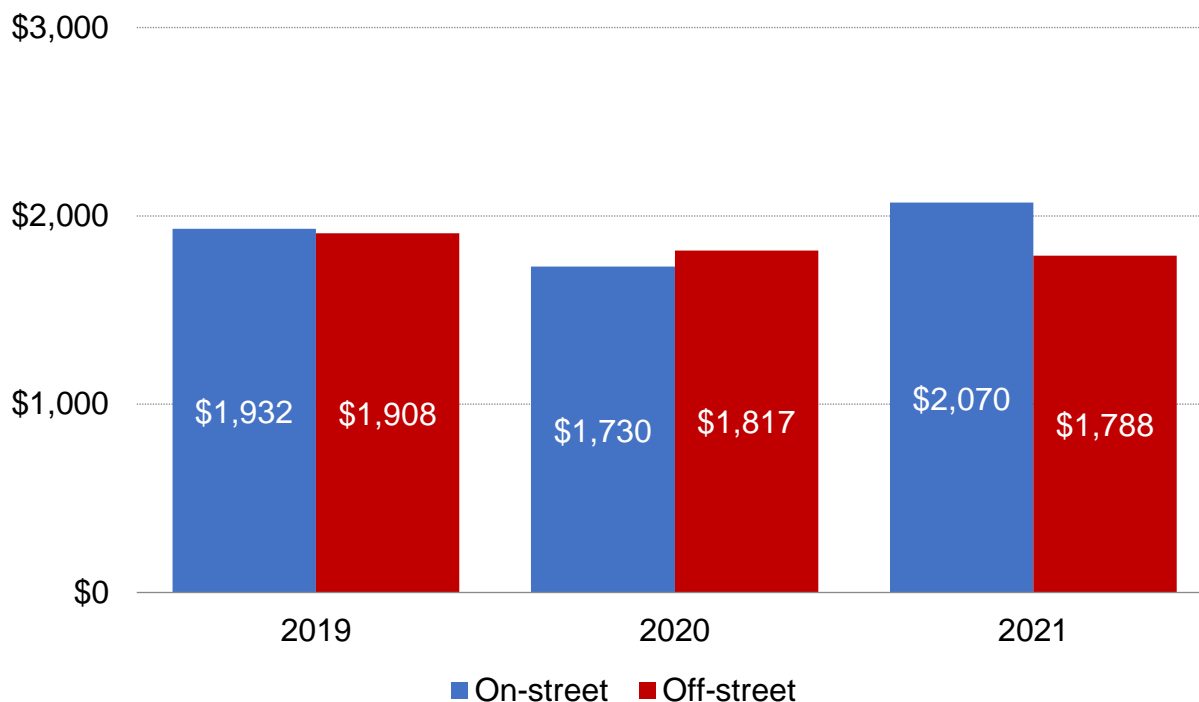


Figure 10 - Average Expense per Space (excluding Parking Reserve Fund Contribution)

Average Expense Per Space	2019	2020	2021
On-street	\$1,932	\$1,730	\$2,070
Off-street	\$1,908	\$1,817	\$1,788

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

ANALYSIS

The average expense per on-street space in 2021 was \$2,070, an increase from \$1,730 in 2020.

The average expense per off-street space in 2021 was \$1,788, down from \$1,817 in 2020. This includes applicable administration costs.

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

10. AVERAGE REVENUE PER SPACE

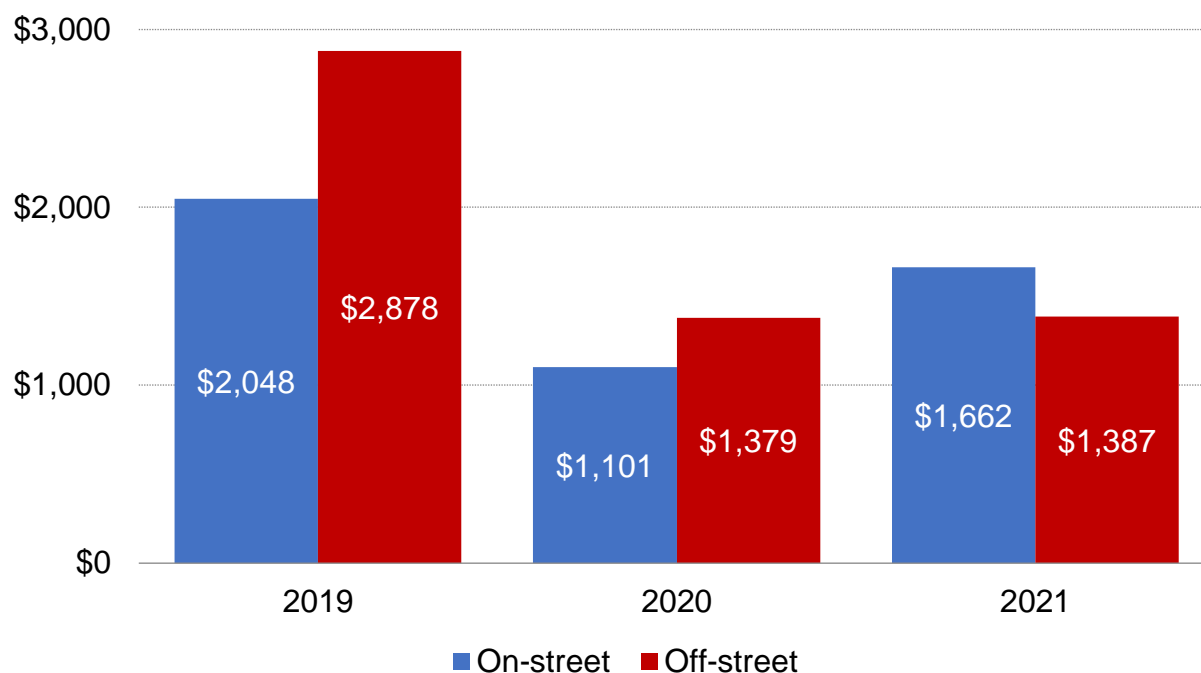


Figure 11 - Average Revenue per Space

Average Revenue Per Space	2019	2020	2021
On-street	\$2,048	\$1,101	\$1,662
Off-street	\$2,878	\$1,379	\$1,387

Table 11 - Average Revenue per Space

ANALYSIS

The decrease in average revenue per space for on-street and off-street parking in 2020 was due to lower utilization rates as a result of the pandemic. In 2021, average revenue per space on-street increased significantly while average revenue per space off-street was virtually unchanged.

Average revenue per on-street space in 2021 was \$1,662, a 51 per cent increase from 2020.

Average revenue per off-street space in 2021 was \$1,387, a 0.6 per cent increase from 2020.

11. SPENDING ON SUSTAINABLE MODES OF TRANSPORTATION

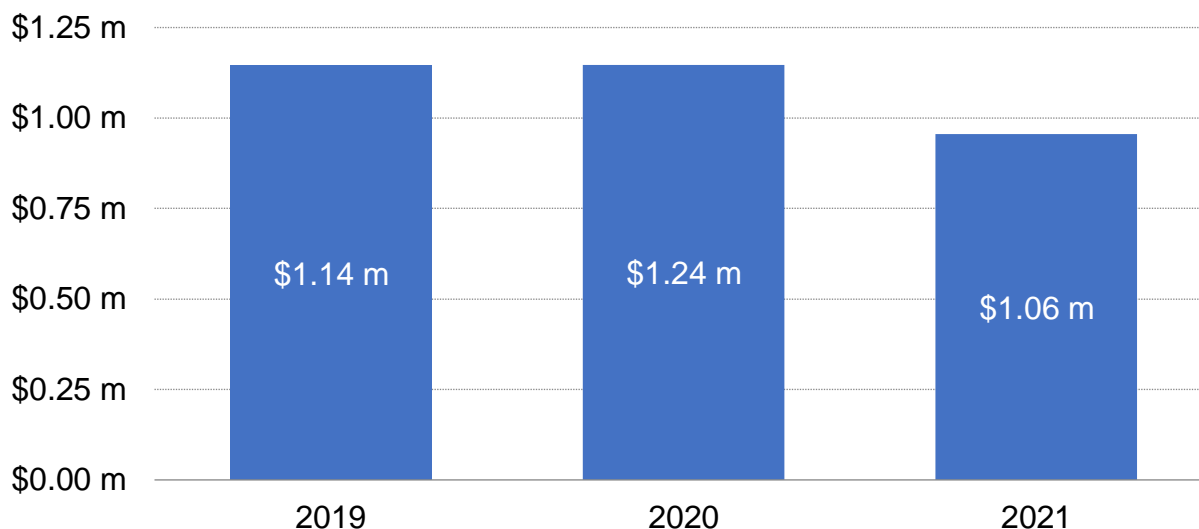


Figure 12- Spending on Sustainable Modes of Transportation

Spending on Sustainable Modes	2019	2020	2021
Total Spending	\$1.14 m	\$1.24 m	\$1.06 m

Table 12 - Spending on Sustainable Modes of Transportation

ANALYSIS

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

Total spending in support of sustainable modes of transportation was \$1.06 million in 2021. 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. Winter maintenance costs are the biggest influence on the amount transferred.

Other components include the costs related to the Public Bike Parking Program, the provision of on-street electric vehicle charging, and transfers to different internal departments in support of Transportation Demand Management initiatives and sustainable urban planning programs.

The value for 2020 has been re-stated to account for costs related to the development of the Public Bike Parking Strategy.

12. TOTAL BICYCLE SPACES MANAGED BY PARKING SERVICES

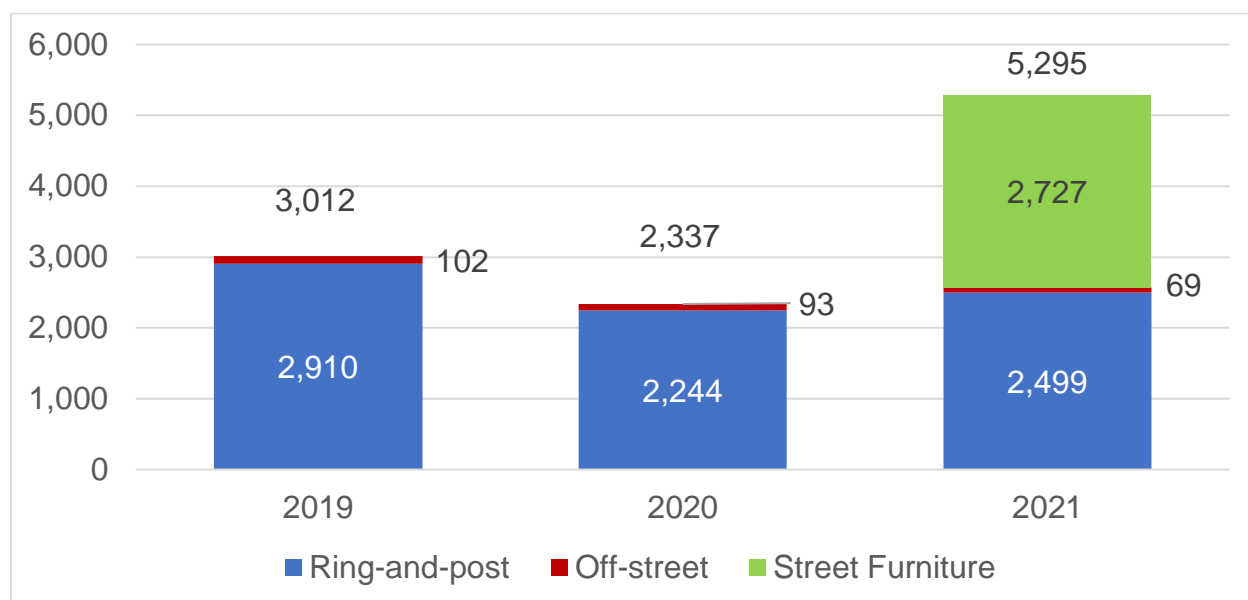


Figure 13 - Total Bicycle Spaces Managed by Parking Services

Total Bicycle Spaces Managed	2019	2020	2021
Right-of-Way (Ring-and-Post)	2,910	2,244	2,499
Off-street	102	93	69
Street Furniture	N/A	N/A	2,727
Total	3,012	2,337	5,295

Table 13 - Total Bicycle Spaces Managed by Parking Services

ANALYSIS

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

In 2021, Parking Services installed 120 bike racks for a total of 305 new spaces which addressed new bike rack requests and identified gaps in existing facilities.

PAID PARKING ADJUSTMENTS IN 2021

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 2021.

RATES & HOURS

- 762 A Somerset Street West parking garage (Lot 12)
 - New Sunday rate structure providing free morning parking: new paid parking period was 1:00pm to 5:30pm (formerly 8:30am to 5:30pm) until the lot was returned to the property owner to manage (see below)
- 422 Slater Street parking lot (Lot 18)
 - New Weekday rate allowing early payment at 6:00am (formerly 7:00am)

OFF-STREET INVENTORY

- In December 2020, the garage at 762 A Somerset Street West (Lot 12) was returned to the property owner to manage and is no longer the responsibility of the City of Ottawa. This resulted in the loss of 19 off-street parking spaces.

PAID ON-STREET INVENTORY

- York Street – 21 paid spaces lost due to an angled space redesign between Sussex Drive and ByWard Market Square
- Somerset Street – 2 paid spaces removed due to the addition of a Para Transpo bus stop between Bank Street and Kent Street
- Besserer Street – 2 paid spaces added due to a new parking area between Nicholas Street and Waller Street
- Dalhousie Street – 4 paid spaces added due to a new parking area between Rideau Street and Waller Street
- Queen Street – 1 paid space removed due to the addition of a no stopping zone between O'Connor Street and Bank Street
- Bank Street – 2 paid spaces removed due to the addition of a vendor space between Powell Avenue and Clemow Avenue
- Cooper Street – 3 paid spaces added due to the removal of a hotel zone between Elgin Street and Cartier Street
- Various – 9 paid spaces added due to re-measurements and other roadway modifications

ON-STREET PAID PARKING INVENTORY

ALL LOCATIONS

Area (Zones)	Parking Spaces	Hourly Rate (weekday)
ByWard Market & Besserer (17,18,19)	764	\$3.50
Centrepointe (1)	156	\$3.50
Centretown (13,14,15)	1609	\$3.50
Glebe (11,12)	212	\$3.50
King Edward (16)	16	\$3.50
Little Italy (7,8)	204	\$3.50
Ottawa River Parkway (6)	116	\$3.50
Rideau East of King Edward (20)	115	\$1.50
Rochester (9)	134	\$1.50
Ruskin & Civic Hospital (3)	56	\$3.50
Sanford Fleming & Terminal (5)	74	\$1.50
Somerset & Chinatown ¹ (10)	156	\$3.50
Vanier (4)	78	\$2.00
Wellington West (2)	81	\$1.50
Tour Bus Parking (Various Locations)	27	\$4.50

Table 14 - On-street Paid Parking Inventory

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

OFF-STREET PAID PARKING INVENTORY

PARKING GARAGES

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

Table 15 - Off-street Paid Parking Garages Space Inventory

PARKING LOTS

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

Table 16 - Off-street Paid Parking Lots Space Inventory

CAPITAL PROGRAM PLAN

PURPOSE

Since the original Municipal Parking Management Strategy was approved in 2009, the development of a Capital Program Plan has been a requirement and has been reported to Council every year. Since the Municipal Parking Management Strategy was updated in 2019, 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.

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. 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 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
- **Bike Parking:** Accounts 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).
- **New Facilities:** Funds designated for the design and construction of new public parking facilities. Partnership opportunities are being pursued to work with developers to ensure appropriate parking supply where needed. Periodic investments are budgeted as placeholders based on identified requirements.
- **Payment Systems:** When required, this captures anticipated purchase requirements related to new payment equipment to ensure continuity of service.

PARKING SERVICES TECHNOLOGY ROAD MAP

As part of the 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:

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

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

The following summarizes the recommended outcomes of the 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 and planned future spending as part of the Capital Program Plan (e.g. on-street EV charging stations).

IMPACTS OF COVID-19 PANDEMIC

In 2020 and 2021, on-street and off-street parking revenue decreased significantly due to lower utilization rates and the impacts of the pandemic remain substantial in 2022. The contributions to the Parking Reserve Fund in 2020 (\$1.56 million) and 2021 (\$2.23 million) occurred following provincial transfers 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 2022 Budget, the following allocations are identified for 2022 to 2025. The 2026 amounts that were included as part of the 2020 Annual Report are also represented below.

	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
Bike Parking	\$700	\$500	\$400	\$400	\$400
New Facilities	\$7,000			\$7,000	
Parking Studies	\$150	\$150	\$150	\$150	\$150
Parking Payment Systems					\$2,000
Total	\$12,077	\$2,650	\$2,750	\$8,750	\$3,750

Table 17 - Capital Program Plan – Existing Allocations

The budget process is continuously evolving and requires review on a regular basis to ensure planned expenditures are up to date. As additional work is done, particularly with respect to the lifecycle requirements, these amounts may be revised accordingly. The updated capital requirements are captured and discussed in the next section. These revised amounts will be tabled for Council approval as part of the 2023 budget process.

CAPTIAL PROGRAM PLAN – UPDATED EXPENDITURES

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

	2023 (in 000's)	2024 (in 000's)	2025 (in 000's)	2026 (in 000's)	2027 (in 000's)
Lifecycle Renewal – Parking Facilities	\$1,550	\$2,350	\$1,600	\$3,050	\$750
Parking Facilities Improvement	\$400	\$100	\$100	\$100	\$400
On-Street Facility Modification	\$100	\$600	\$100	\$100	\$100
Bike Parking	\$500	\$400	\$400	\$400	\$400
New Facilities			\$7,000		
Parking Studies	\$120	\$120	\$120	\$150	\$150
Parking Payment Systems				\$2,000	\$2,000
Total	\$2,670	\$3,570	\$9,320	\$5,800	\$3,800

Table 18 - Capital Program Plan – Updated Expenditures

There have been some adjustments to the lifecycle renewal requirements to capture updates in planned work/timing. Overall, lifecycle project costs between 2023 and 2026 work have increased by \$3.55 million. The reasons for the increase have to do with expected cost and scope increases associated with works at City Hall (notably related to the exhaust system) and at the Gloucester Street Garage (notably related to sprinkler system replacement and the need for resurfacing).

The following further clarifies the expected capital spending by year:

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

Table 19 - Expected Capital Spending by Year

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.

	2022 (in 000's)	2023 (in 000's)	2024 (in 000's)	2025 (in 000's)	2026 (in 000's)	2027 (in 000's)
Opening Balance	\$23,845	\$18,376	\$18,623	\$18,028	\$11,743	\$9,039
Contribution	\$2,518	\$2,917	\$2,975	\$3,035	\$3,096	\$3,169
Total Capital Expenditures	\$12,047	\$2,670	\$3,570	\$9,320	\$5,800	\$3,800
Capital Funds Returned	\$4,060					
Year-End Balances	\$18,376	\$18,623	\$18,028	\$11,743	\$9,039	\$8,408

Table 20 - Parking Reserve Fund Projected Contributions

Parking demand at facilities and in paid parking areas has been reduced during the pandemic. While a draw from the Parking Reserve Fund is no longer projected (as it was in 2021), it is expected that contributions will take another couple of years to return to what they have typically been.

Every year, a review of existing capital accounts is completed to determine if any funds are no longer required and can be returned to the Parking Reserve Fund. For 2022, there is \$4.06 million that will be returned to the Parking Reserve Fund. This is largely attributed to an amount related to capital payments as part of the Precise Parklink contract (\$3.832 million). Given the extension with Precise Parklink until 2026, this provision is no longer required and no outlay from capital is anticipated in the future. The other amount returned to the Parking Reserve Fund relates to previous facility lifecycle accounts that have no future projects tied to them.

PARKING RESERVE FUND PARAMETERS

Due to changing conditions in parking, the development of new technologies, and requirements related to additional public parking, it can be difficult to predict requirements and opportunities for capital spending from the Parking Reserve Fund. When the Municipal Parking Management Strategy was updated in 2019, parameters were established to ensure proper management of the Fund. Per the Municipal Parking Management Strategy, the following clarifies each threshold:

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

If the Parking Reserve Fund exceeds the maximum, Council can approve the allocation of excess funds to specific City capital accounts which relate to Municipal Parking Management Strategy objectives (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 is accounted for as part of the annual review of the Capital Program Plan.

The minimum limit of \$8 million continues to be a sufficient reserve amount to cover necessary program-related operating and capital requirements. The requirement for a sufficient minimum balance has become all the more evident in light of the impacts that have been seen as a result of the pandemic situation. 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 \$23.845 million (year-end 2021) be retained.