

DOCUMENT 1

Municipal Parking Management Strategy

City of Ottawa

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1 Mandate

The Municipal Parking Management Program's Principles and Objectives are based on the role of the parking program, are aligned with the Transportation Master Plan and are the result of extensive consultation processes during the original development of the Municipal Parking Management Strategy in 2008 and 2009 and the subsequent Municipal Parking Management Strategy Refresh process during 2018 and 2019.

The following statement serves as the Key Principle that will guide the Municipal Parking Management Program's policies and objectives and guide its actions:

The Municipal Parking Management Program is committed to providing efficient, transparent, and sustainable parking services in collaboration with stakeholders who will be regularly consulted in a timely manner.

The following Objectives of the Municipal Parking Management Program clarify its purpose and will serve as the basis for policy and performance appraisals, and act as glue that binds the entire organization together.

1. **Provide an appropriate and optimized supply of general use public parking** that is secure, accessible, convenient, appealing, and fairly and consistently enforced.
2. **Prioritize short-term parking** that is responsively priced to support businesses, institutions, and tourism while considering the impact on the local community.
3. **Promote sustainable modes of transportation** by supporting and maintaining programs and facilities that encourage sustainable mobility choices (public transit, cycling, walking) and alternative modes, including electric vehicles, car sharing, and new technologies as they emerge.
4. **Resolve parking-related issues in residential areas** caused by sources of high parking demand.
5. **Ensure financial sustainability** by ensuring that revenues are sufficient to support the objectives of the MPMS, recover all Parking Services operating and capital expenditures, and contribute to the Parking Reserve Fund to finance future parking system development.

2 Funding Model

Overall Financials

The Municipal Parking Management Program will be financially self-sustaining as a whole.

Revenues

Municipal Parking Management Program revenues will consist of the following components:

- On- and Off-street Paid Parking Fees
- Parking Permit Fees
- Net proceeds obtained from the sale of any public parking facility (balance after any related expenses to go into the Parking Reserve Fund)

Expenditures

Revenues generated by the Municipal Parking Management Program shall be used to fund the Municipal Parking Management Program, which includes:

- Operating costs related to the on-street and off-street paid parking programs
- Lifecycle, development, and depreciation costs related to off-street paid parking facilities
- Equipment and technology costs (including depreciation)
- On-street Parking Permit Program
- Local Area Parking Study Program
- Tour Bus Parking Program
- Program support services (Finance, Legal, HR, IT, Supply, Records, Administration, etc)
- Marketing and promotion related to the Municipal Parking Management Program
- BIA Parking Initiatives Grant Program (maximum of \$10,000 annually per BIA per year for promotion and projects in keeping with Municipal Parking Management Strategy objectives)
- Debt servicing
- Installation and maintenance of bicycle parking facilities
- Road and sidewalk maintenance / lifecycle costs (in paid parking areas)
- Support for the maintenance, operation and development of Park & Ride facilities for transit users
- Other related initiatives to encourage the use of sustainable modes of transportation
- Contributions to the Parking Reserve Fund

Opportunity Costs

Where paid parking spaces are temporarily removed from service (special events, construction projects, road closures, etc.), lost parking revenue and other parking costs related to the temporary removal should be tracked and estimated.

Services between Departments

Where the Municipal Parking Management Program is provided a service by another area of the City, such as Roads Services (snow clearing, sweeping, road/sidewalk maintenance in paid parking areas), OC Transpo (coin processing), or Facility Operations (parking garage and administrative building operations), the funds returned to these groups will be earmarked specifically for Municipal Parking Management Program support services.

Long Term Planning

A Capital Program Plan shall be maintained to plan costs and revenues over the longer term and to ensure the Municipal Parking Management Program assets are maintained and new assets are built or provided through other means such as public-private partnerships as required.

Parking Reserve Fund

The Parking Reserve Fund (PRF) was established in 2009 and shall be used for funding parking related programs consistent with the Municipal Parking Management Strategy, per By-Law 2009-148. On an annual basis, surplus revenues from the Municipal Parking Management Program are contributed to the PRF.

For the management of the PRF, parameters are required to establish a required minimum balance as well as a maximum balance. The purpose of each is as follows:

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. At year-end, any amount in the PRF in excess of the maximum will be contributed to the following City capital accounts related to MPMS objectives:

- Park & Ride Lots (acquisition, development, expansion)
- Curb, sidewalk and parking lane lifecycle costs (in paid parking areas)

Approvals / Financial Documents

- Annual Budget – *approved by Council annually as part of annual budget process*
- Annual Report – *reviewed and received by Council annually*

The above documents will be made available to the Parking Stakeholder Consultation Group for review and feedback.

3 Parking Rate Setting Guidelines

General Provisions

- Maximum rates will be set by Council on an annual basis as part of the approval of the annual budget.
- All areas and facilities subject to paid parking will be monitored with respect to utilization rates. Turnover / duration data will be collected as required.
- Off-street public parking rates may be varied by staff at any time throughout the year to reflect seasonal and market adjustments or to encourage sustainable modes of transportation, provided the variation of the rates is consistent with the Municipal Parking Management Strategy and is within the range approved by City Council as part of the annual budget.
- On-street parking rate zones will be established and may be adjusted so as to capture similar characteristics related to parking demand. They may cover a broader area and will have a single rate in order to best enable communication of rates and rate changes.
- On-street public parking rates and locations may be varied by staff in alignment with the provisions below under “*Adjusting On-Street Rates – Existing Areas and Times*”, “*On-Street Paid Parking in New Areas*”, and “*Adjusting Days / Hours of On-Street Paid Parking*”.
- On-street rate changes should be considered when peak occupancy either exceeds practical capacity (greater than 85%) or demonstrates substantial underutilization (less than 50%).
- Consideration should be given to raising the on-street hourly rates when the cumulative effects of inflation align with a 50-cent increase.
- Transportation modes that take up less than half of a regular parking stall (such as motorcycles, scooters, and smart cars), or otherwise reduce the demand for space in parking facilities (auto share vehicles or registered car/van pool vehicles) should be considered for a reduced rate where practical.
- Unsecured bicycle parking should be provided free of charge; secured bicycle parking may be provided based on the recovery of operational costs.

Adjusting On-Street Rates – Existing Areas / Times

- Where on-street paid parking exists, collect occupancy data twice a year at different time points (day of week / time of day). Data collection for the purpose of assessing rates will be carried out during a representative / ‘typical’ period (i.e. not during the busiest or least busy months, not during special events, etc.).
- On-street public parking rates may be varied by staff provided the variation is within the range approved by City Council as part of the annual budget and is consistent with the following parameters:
 - Adjust hourly rates up by 50-cents within a zone if, at peak, occupancy is greater than 85% over two consecutive data collection periods
 - Adjust hourly rates down by 50-cents within a zone if, at peak, occupancy is less than 50% over two consecutive data collection periods
- Consideration will be given to removing paid parking if the hourly rate reaches \$1.00 and the parking is still substantially underutilized at peak (less than 50%)

On-Street Paid Parking in New Areas

- Requires a Local Area Parking Study or Parking Assessment which would:
 - Indicate peak occupancy levels of greater than 85% over multiple surveys
 - Consider and address impacts of implementing paid parking
 - Include consultation with area stakeholders
- Where warranted based on the results of a Local Area Parking Study or Parking Assessment, on-street parking rates may be established by staff provided doing so is consistent with the Municipal Parking Management Strategy, the rate is within the range approved by City Council part of the annual budget and the local Ward Councillor, BIA and Community Association concur.
- When there is not complete concurrence per above, City Council will be asked to approve moving forward with implementation.
- When on-street paid parking is introduced to a new area, a special introductory rate should be considered, and a communication plan should be developed to advise the public of the change.

Adjusting Days / Hours of On-Street Paid Parking

- Requires a Local Area Parking Study or Parking Assessment which would:
 - Indicate peak occupancy levels of greater than 85%
 - Consider and address the impacts of changes to paid parking
 - Include consultation with area stakeholders
- Where warranted based on the results of a Local Area Parking Study or Parking Assessment, the hours / days for on-street parking rates may be expanded / adjusted by staff provided doing so is consistent with the Municipal Parking Management Strategy, the rate is within the range approved by City council part of the annual budget and the local Ward Councillor, BIA and Community Association concur.
- When there is not complete concurrence per above, City Council will be asked to approve moving forward with implementation.

The specific approaches and criteria detailed above should be reviewed on a continuing basis. Any adjustments that are necessary in order to further develop the Program will be submitted for Council approval.

4 Performance Measures

A Performance Measurement Program will be maintained for the Municipal Parking Management Program. It will include Performance Objectives as well as corresponding Key Business Indicators and Key Operational Indicators.

The Performance Measurement Program will be updated at least every four years (once per term of Council), and approved by City Council. The Parking Stakeholder Consultation Group will be consulted in the development of any updates.

An Annual Report will be prepared, provided to Council and made available to stakeholders on an annual basis. It will include:

- A review of Key Business Indicators per the Performance Measurement Program
- An overview of identified goals and objectives and a summary of progress towards meeting them
- Financial summary information, including revenues and expenses as well as the status of the Parking Reserve Fund with an updated summary of the Capital Program Plan
- A summary of parking inventory and rate information by zone / facility

5 Supporting Functions and Accountabilities

A variety of City departments are responsible for different aspects of the Municipal Parking Management Program. These accountabilities are documented and key coordination points / lead roles are referenced below.

High Level Policies

The Strategy for the Municipal Parking Management Program must align to overarching policy documents and programs managed by internal and external interests. The following are examples:

- Highway Traffic Act
- Municipal Act
- The Official Plan & Transportation Master Plan
- The Cycling Plan

Municipal Parking Management

All of these high-level policies have contributed to the creation of the Municipal Parking Management Strategy, which is a single document that brings focus and establishes the role of the management of municipally controlled parking. The following documents support the delivery of the Municipal Parking Management Program and are a reflection of the Municipal Parking Management Strategy:

- Terms of Reference for Local Area Parking Studies and Parking Assessments
- Parking Stakeholder Consultation Group Terms of Reference
- Performance Measurement Program / Annual Report (for Parking Services)
- Technology Road Map (for Parking Services)
- Bike Parking Strategy
- Capital Program Plan (for Parking Services)
- Tour Bus Strategy

Tools for Implementation

There are a number of tools used to implement the different high-level policies. The use of these tools must be coordinated, understanding that many of them have broader concerns that must be balanced with Municipal Parking Management Strategy objectives. These include:

- Community Design Plans*
- Transit-Orientated Development and Secondary Plans*
- Neighbourhood Planning Initiatives*
- The Comprehensive Zoning Bylaw*
- The Traffic and Parking Bylaw**
- Local Area Parking Study Program ***
- Parking Stakeholders Consultation Group***
- Park & Ride Strategy****

* Led by Planning and involve multidisciplinary teams

** Led by Traffic Services and involve Parking Services, Parking Enforcement and others as appropriate

*** Led by Parking Services and involve Traffic Services, Enforcement, Planning, Economic Development and others as appropriate.

**** Led by Transportation Planning and involve OC Transpo, Parking Services and others as appropriate

Supporting Functions to Ensure Success

A successful Municipal Parking Management Program requires effective coordination of the following functions:

- On- and Off-Street Paid Parking Programs
- On-street Permit Parking Program
- Tour Bus Strategy
- Parking Enforcement

6 Technology

To account for the continuing emergence of new technologies and their impacts on parking from both a customer and parking management perspective, it is necessary to maintain a current perspective and a plan to ensure the Municipal Parking Management Program is responsive to any opportunities and risks that may present themselves.

A Technology Road Map will be developed and maintained through updates at least every four years (once per term of Council). These updates will be summarized in the Annual Report. The Technology Road Map will account for trends within both the parking industry and the broader transportation sphere. At a minimum, the following components will be accounted for. Other components that become evident by way of a newly emerging / adaptive technology or alignment with the Municipal Parking Management Program should be accounted for as well when carrying out an update.

- Parking Guidance Systems
- Website and mobile apps
- Payment technologies – on-Street and off-Street
- Data collection & analytics
- Parking enforcement
- Electric vehicle charging
- Impacts of autonomous vehicles and technology-based transportation providers

The Technology Road Map should consider the short-, medium- and long-term horizons in order to properly identify operational and strategic opportunities and risks. Any potential initiatives that emerge from this and can be clearly defined should be accounted for in the Capital Program Plan.