



Governance and Priorities Committee Report

Date: March 21, 2014

From: Ismo Husu, Manager, Parking Services

Subject: Additional Information Regarding the Parking Services Review

Executive Summary

The purpose of this report is to respond to the Committee's request on February 13, 2014, for additional information relating to the Parking Services Review, and seek direction to proceed with implementing parking demand management strategies and customer service improvements.

High turnover in short term parking spots is critical to the well-being of a healthy downtown. In urban centres, creating turnover is facilitated through time limits and fees for parking. Over the past year, a review has been completed and several changes are recommended to support greater on-street turnover and an improved downtown parking experience. Six recommendations relate to demand management strategies designed to shift motorists from on-street parking to parkades. Additional strategies relate to improving interactions with customers.

A review of downtown parking behaviour highlights the demand for on-street parking exceeds available capacity while there is space within parkades. In an effort to shift motorists from over-demand on-street spots to available spaces in parkades, free evening parking in parkades and a blanket "first hour free" in all parkades is recommended. A corresponding 17% rate increase for higher demand on-street spots - those within a three minute walking distance from the City's five parkades- is also recommended as part of a larger tailored rate and time limit approach to on-street parking.

Overall, of the 3,845 parking spaces in the downtown, the recommended rate changes result in decreased rates for 2,359 (61%) of downtown parking spaces and increased rates for 837 (22%) parking spaces. The remaining 649 downtown spaces remain at the same rate and time limits will be extended.

In recognition of the desired increased use of parkades and the importance of providing fair and positive customer interaction across the entire parking services model, a number of improvements are planned. Customer service improvements that provide more options, flexibility, consistency and improved information are the focus. There is also recognition that parking behaviour has recently favoured on-street, and a shift to parkades will require improved information about and within, parkades. It is critical the improved safety and security aspects of parkades be predominantly communicated. Since making physical security improvements and introducing 24/7 security in the parkades six years ago police calls for service have been reduced by over 75%.

A proactive communications and customer service program will be developed to support changes in rates and improved service, as well an audit of all communications tools is being completed to improve information on signage, tickets, and online.

Building on several customer service improvements made since 2007, new pay-by-cell technology, more loading options for parking cards, and improved online tools are planned. Frontline staff in the parkades will be engaged in focus groups about how to improve public information and parkade experience. A two-pronged partnership with the Downtown Victoria Business Association is contemplated to provide "downtown ambassador" training for all parking services personnel and educational outreach to downtown businesses and their employees is planned timed with the proposed changes to rates.

Since presenting preliminary recommendations to the Governance and Priorities Committee in February, additional data has been collected and further issues identification completed with representatives from the Downtown Victoria Business Association, the Greater Victoria Chamber of Commerce and Tourism Victoria. As a result, the earlier recommendation to introduce evening rates for on-street parking has been removed.

The financial impacts of these recommendations will be closely monitored over time, however, the revised recommendations forecast increased investment in customer service and security enhancements and no additional revenue over previous years.

Upon endorsement from Council, formal consultation with the elected boards of these three stakeholder groups is recommended and public feedback will be collected through the website for the coming month. Staff will report back to Council within 30 days with the input collected. Staff proposed to bring a follow up report to Council on May 8, 2014 for Council's consideration.

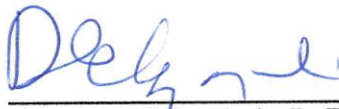
Recommendations:

1. Direct staff to undertake consultation on the proposed customer service, parkade safety and six draft demand management strategies outlined in this report.
2. Direct staff to report back to Council on May 8, 2014 with a report on the results of consultation for Council's consideration on adopting Parking Demand Strategy's.
3. Direct staff to report back to Council on customer service enhancements in January 2015.

Respectfully submitted,



Ismo Hysu
Manager, Parking Services



Dwayne Kalynchuk, P. Eng.
Director, Engineering and
Public Works

Attachments:

- 1) Map: Proposed On-Street Parking Variable Tariff Map
- 2) February 13, 2014 GPC Minute
- 3) Parking Strategy 2007
- 4) Project Charter

Report accepted and recommended by the City Manager: _____

Date: _____



March 21, 2014

Purpose

The purpose of this report is to respond to the Committee's request for additional information relating to the Parking Services Review, and seek direction to proceed with implementing parking demand management strategies and customer service improvements.

Background

The City of Victoria offers 3,845 parking spaces through metered on-street spaces and off-street spaces in five parkades. There are roughly equivalent numbers of on-street spaces to off-street spaces, with 1,989 spaces on-street spaces and 1,856 spaces in parkades.

On February 13, 2014, the Governance and Priorities Committee received an update on the Parking Services Review that outlined a series of preliminary recommendations to increase on-street turnover and improve customer service. Information on a variety of topics, including additional data and further analysis was requested.

The requested information has now been compiled and further consultation with key downtown stakeholders including Ken Kelly from Downtown Victoria Business Association, Bruce Carter and Frank Bouree from the Greater Victoria Chamber of Commerce and Paul Nurse at Tourism Victoria. This has resulted in this updated report with revised recommendations and corresponding financial impacts.

Customer Service

The guiding principles of parking services, as outlined in the Parking Services Strategy (attached), as they relate to customer service are to provide excellence in customer service, create incentives to position downtown as the destination of choice, promote a safe and inviting downtown parking environment, and improve parking technology to make it more user friendly. Over the past six years a number of customer service improvements have been introduced and this continues to be a primary focus within the management of parking services across the city. Consistency of approach, utilizing technology, increasing education and awareness and supporting positive enforcement, are foundations of the customer service approach.

Timed with changes to the demand management strategies to encourage increased use of City parkades, a proactive communications strategy will be developed to support changes in rates and improved communications, as well an audit of all communications tools will be completed to improve the information on signage, tickets, and online. Frontline staff within parkades and parking services will be engaged in identifying improvements to public information and customer service. A Request for Proposals for a new "pay by cell" payment system for use with the City's on-street parking machine system has been issued and a system should be in place by the end of the year.

A new training program for all parking enforcement and parking services staff is planned. A partnership with the Downtown Victoria Business Association (DVBA) is contemplated to educate parking staff on the importance of economic vitality and a positive customer service experience in the downtown.

Downtown employees utilizing on-street parking while on shift continues to be a challenge for ensuring parking spaces are available for downtown customers. The City will partner with the DVBA to provide improved information and outreach in this regard.

A review of the Parking Review Office will also be completed to make it easier to find, and to improve customer interaction. It will be more accurately and consistently presented as a Parking Review Office, not as a dispute office. As part of the operational plan for parking services, staffs work plan for customer service enhancements for this year includes:

| | Customer Service-Related Initiatives | Estimated Completion Date |
|-----|--|--|
| 1. | Facilitate focus groups with parkade staff to identify ways to improve information and customer service | July 2014 |
| 2. | Enhancing the City website and online City GIS map parking layer to provide more information to the public | September 2014 On-going |
| 3. | Updating and improving all on and off-street parking signage to enhance the clarity of the information provided | Parkade signs – September 2014 On-street signs – September 2014 |
| 4. | Developing a communications program to support changes and improved communications and customer service | September 2014 |
| 5. | Commissionaire contract review | November 2014 |
| 6. | Developing and introducing a pay-by-cell application. | December 2014 |
| 7. | Reviewing opportunities to add new locations for parking card loading | December 2014 |
| 8. | Installing counters on parkade signs to alert parkers to the number of available stalls | March 2015 |
| 9. | Reviewing operations at the Parking Review Office for opportunities to improve customer service | On-going |
| 10. | Renovating the Parking Review Office to make it more welcoming and investigating ways to make the Office easier to find from City Hall | January 2015 |
| 11. | Expanding payment options in parkades through the installation of “pay-on-foot” and “pay-in-lane” machines | Pay on Foot: One in 2014, 2015 and 2016 Pay in Lane: One in 2014, 2015 and 2016 |
| 12. | Partnering with the Downtown Victoria Business Association to develop and deliver an annual customer service training program for all parking services and enforcement staff | January 2015 |

The Parking Services Equipment and Infrastructure Reserve Fund along with operating budgets will fund these customer service initiatives in 2014.

In 2014, staff will also continue to investigate opportunities for further improvements and achieving operational efficiencies, including:

- increasing and promoting specialty spaces in parkades
- reviewing on-street “specialty” spaces, including loading zones, to ensure efficient use of space and improve downtown traffic
- adjusting monthly parkade rates to ensure parking is priced according to use
- expanding on-street metered areas in congested areas to increase turnover
- reviewing external contracts including commissionaires contract and report back to Council
- investigating adjudication processes, and
- developing advertising policies for pay stations and within parkades

In January 2015, staff will report on progress to date. Where appropriate, on-going updates will be included in quarterly reports to the Governance and Priorities Committee and annual report on parking services will be presented to Council each January.

Safety in Parkades

Enhancing security and safety in parkades have been a focus for the past six years. All recommendations outlined in a *Crime Prevention through Environmental Design* study completed in 2007 have been completed.

Physical improvements have focussed on increasing visibility in the parkades, removing hidden areas, and introducing new way-finding signage throughout each facility. New paint and lighting have made the parkades brighter, windows into stairwells have been introduced, and 24/7 on-site security is in place in all parkades. In 2009, the VicPD also introduced the bait car program in City parkades.

As a result of improvements and focussed efforts to improve security and the perception of safety, statistics provided by the Victoria Police Department show a marked decrease in calls for service such as property crime, vandalism, and disorderly people since 2007. Police Calls for Service have consistently declined each year and overall have been reduced by over 75%. To address perceptions of safety, it is critical the improved safety and security aspects of parkades be predominantly communicated.

| ADDRESS OF PARKADE | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|--------------------|------------|------------|------------|------------|------------|------------|------------|
| 575 YATES ST | 250 | 178 | 144 | 146 | 81 | 97 | 55 |
| 645 FISGARD ST | 48 | 30 | 14 | 24 | 8 | 11 | 12 |
| 743 VIEW ST | 93 | 47 | 43 | 38 | 18 | 28 | 26 |
| 745 BROUGHTON ST | 122 | 96 | 85 | 71 | 53 | 56 | 58 |
| 750 JOHNSON ST | 52 | 21 | 16 | 12 | 21 | 10 | 9 |
| Total | 565 | 372 | 302 | 291 | 181 | 202 | 160 |

Security is increased as needed during peak times and in parkades with the greatest calls for service. This is routinely monitored and adjusted. In addition, security guards will accompany anyone to their car in parkades should they request it. This will be communicated more broadly in future.

The Parking Services Equipment and Infrastructure Reserve Fund, approved by Council as part of annual budget, is allocated \$200,000 per year. This fund along with annual operating budgets will fund these safety initiatives.

Issues and Analysis

Transaction data from on-street pay stations demonstrates that there is excess demand for on-street parking at peak hours of the day and on specific blocks of the downtown. At the same time, there is capacity (200-400 spaces during peak times) within the parkades. Parking demand strategies, in combination with improved information, can be used to attract drivers to the City's parkades and increase turnover and availability of on-street parking.

According to best practices (the publication: "High Cost of Free Parking" and parking strategies from other cities including San Francisco), the ideal occupancy rate at any time of day is 85%. This occupancy rate should provide at least one available space on each block at any given time. Transaction data for on-street parking for the period April 2012 to April 2013 notes an average occupancy rate of 75% for the period 9 a.m. to 6 p.m. However, during peak periods of 11 a.m. to 2 p.m. and 5 p.m. to 6 p.m., the average on-street occupancy rate increased to 85%. This does not account for 80-200 spaces on average that are occupied by on-street permit holders, parkers who's parking time has

expired, or where spaces are unavailable due to construction or special events. As a result, on-street parking is often over ideal capacity.

Demand Management

Six demand management strategies designed to shift motorists from parking on-street to parkades are outlined below for Council consideration and staff recommended feedback from the public and stakeholders on these strategy's.

1) Introduce standard "First Hour Free" in all parkades

Currently the City sells 'First Hour Free' coupons to participating downtown businesses for 10 cents per coupon. In 2012, 255,000 coupons were sold. Offering the first hour offered free automatically to all users will provide added financial incentive to park in parkades, be easier to communicate, eliminate cost and effort for businesses, and will eliminate administration costs of the program.

Upon review of 2012 parkade use and coupon sales data, offering the first hour free would result in an estimated revenue loss of \$500,000, however, this loss will be offset by the recommended variable on-street parking rate structure.

2) Reduce and Standardize Parkade Rates:

Current rate schedules are not customer friendly. To improve consistency and ease of understanding that all parkades offer the same parking rates.

This will result in a blanket first hour free and subsequent hours at \$2 an hour (based on 15 minute increments of \$0.50). Daily maximums will be \$12 at all parkades except for Bastion Square Parkade which is a higher daily rate of \$14 due to higher demand.

It is difficult to predetermine the behaviour change that will occur and the impact to revenue as a result. Based on previous experience, when rates were increased in 2011, the City saw a reduction in use and a reduction in revenue. If parkade use returns to 2010 levels with this rate change there will likely be an increase in usage and revenue. Based on past experience, a revenue loss of \$50,000 is estimated.

3) Introduce variable rate structure for metered on-street parking:

Currently to encourage turnover on-street, all metered parking spaces are regulated with a standard single rate of \$2.50 per hour and a 90 minute time limit. An extended trial in the Harris Green area with different rate structures in areas with a lower rate and longer time allowance has proved, by comments from the public, to be very positive. Varying the fees and time limits to different areas can provide a more positive experience for the public in less used areas. It can also provide more options to motorists as they have greater flexibility for selecting parking spaces based on convenience, cost and/or duration.

An on-street rate range from \$1 to \$3 per hour, with time limits ranging from 90 minutes to all day be implemented. The attached map (see Appendix A) outlines recommended rates and time restrictions for the City's 1,989 on-street parking spaces. On-street rates will be reviewed on a semi-annual basis and adjusted to ensure parking is priced according to use. Rates will be adjusted by staff and reported to Council.

If Council approves this approach, timed with rate changes and incentives to park in parkades, a Downtown Parkade Zone will be created which will include the 837 on-street parking spaces generally within a three minute walk of a City parkade. These spaces are considered higher demand and would realize a 17% increase in rates, and metered spaces further away from parkades would be a lower rate.

According to transaction data, a revenue increase of \$800,000 can be expected if recommended rate changes are implemented and usage remains consistent with 2013 levels.

4) Offer Free Parking in Parkades After 6 p.m.:

Encourage downtown evening employees and residents to use off-street parking and create availability of on-street spaces for short-term downtown parkers, free evening parking in parkades is recommended. Currently, on-street spaces are free in the evening and there is a cost to park in parkades. With this change there is greater incentive for employees to park in parkades, freeing up spaces for potential customers.

Based on 2012 data, an annual revenue decrease of \$200,000 can be expected.

5) Designate Longer Term Parking on Upper Floors in Parkades:

Currently, it is common for monthly parkers to arrive early at the parkades and fill the lowest, most convenient spaces which results in short term parkers having to travel to higher floors.

Increase convenience and create greater turnover within the parkades themselves, upper floors have designated space for monthly parking, thereby freeing up lower floors for shorter duration parkers.

6) Eliminate Use of On-Street Parking Permits within the Downtown Parkade Zone:

Each year, about 200 permits are issued by the City (free and paid) that allow for long-term parking in on-street metered spaces.

Although, the use of street parking on a long-term basis is appropriate in some areas of the City; permits issued to City staff and elected officials could be limited to parkades when parking within the Downtown Parkade Zone. The passes would still be accepted at all five parkades, surface parking lots and parking spaces outside of the downtown parkade zone.

In summary, of the 3,845 parking spaces in the downtown, the proposed rate changes will result in decreased rates for 2,359 (60%) of parking spots and increased rates for 837 (22%) on-street parking spaces in the downtown core. The remaining 649 downtown spaces will remain at the same rate and time limits will be extended.

Financial Impacts:

| | Current | Proposed | Impact to Revenue Based on Estimation of Usage due to Changes in Parking Behaviour and Rates (\$) |
|---|---|---|---|
| Parkades | | | |
| First daytime hour (9 a.m. to 6 p.m.) | \$1 (or free with coupon from participating business) | Free | -500,000 |
| Subsequent daytime hours (9 a.m. to 6 p.m.) | \$2.25 per hour | \$2 per hour | -50,000 |
| Daily Maximum | \$13.50 | \$12 for all, and \$14, at Bastion Square. Monthly parkers on upper floors. | |
| Evenings (6 p.m. to 9 a.m.) | \$2 | Free | -200,000 |

| | | | |
|---|---|---|----------|
| Sundays and holidays | Free | Free | 0 |
| On-Street | | | |
| Blue "Downtown parkade zone" <ul style="list-style-type: none"> 837 spaces estimated to represent 70% of metered space revenue | \$2.50 per hour with a 90 minute maximum parking time | \$3 per hour with a 90 minute maximum parking time | 800,000 |
| Yellow <ul style="list-style-type: none"> 649 spaces estimated to represent 25% of metered space revenue | \$2.50 per hour with a 90 minute maximum parking time | \$2.50 per hour with a 2 hour maximum parking time | 0 |
| Red <ul style="list-style-type: none"> 328 spaces Estimated to represent 4% of metered space revenue | \$2.50 per hour with a 90 minute maximum parking time | \$2 per hour with a 3 hour maximum parking time | -25,000 |
| Orange <ul style="list-style-type: none"> 175 spaces Estimated to represent 1% of metered space revenue | \$2.50 per hour with a 90 minute maximum parking time | \$1.50 per hour with a 24 hour maximum parking time | -25,000 |
| Evenings, Sundays and holidays | Free | Free | 0 |
| Total | | | 0 |

The Parking Services Equipment and Infrastructure Reserve Fund along with operating budgets will fund customer service and security improvements.

Public Engagement:

Since presenting preliminary recommendations to the Governance and Priorities Committee in February, additional data has been collected and further issues identification completed with Ken Kelly from Downtown Victoria Business Association, Bruce Carter and Frank Bouree from the Greater Victoria Chamber of Commerce and Paul Nursey at Tourism Victoria. As a result, the earlier recommendation to introduce evening rates for on-street parking has been removed.

Upon consideration from Council, public feedback from the elected boards of these three stakeholder groups is recommended and public consultation, including businesses, will be collected through the website for the coming month.

Public opportunities to provide feedback on recommendations will be encouraged through established mediums and working with membership organizations. Staff will report to Council within 30 days with all input collected.

Recommendations

1. Direct staff to undertake consultation on the proposed customer service, parkade safety and six

draft demand management strategies outlined in this report.

2. Direct staff to report back to Council on May 8, 2014 with a report on the results of consultation for Council's consideration on adopting Parking Demand Strategy's.
3. Direct staff to report back to Council on customer service enhancements in January 2015.

Appendix A - Proposed On-Street Parking Variable Tariff Map



3. MINUTES

3.1 MINUTES

Action: Councillor Isitt moved that the Minutes of the Governance & Priorities meeting held January 30, 2014, be approved.

CARRIED UNANIMOUSLY 14/GPC086

4. DECISION REQUEST

4.1 Encroachment Agreement for 1101 Fort Street

Committee received a report dated February 4, 2014, regarding an Encroachment Agreement between the City of Victoria and Abstract Development for the property located at 1101 Fort Street. The agreement seeks to allow anchor rods to remain in the City Street during and upon completion of the construction of the new building.

Action: Councillor Madoff moved that Committee recommends that Council direct City Staff to prepare and enter into an Encroachment Agreement for the excavation of a portion of the street during construction and allow the shoring material to remain in the right-of-way after completion of the project for a fee of \$750 plus \$25 per area of exposed shored face during construction.

CARRIED UNANIMOUSLY 14/GPC087

4.2 Parking Services Review Update

Committee received a report dated February 5, 2014, regarding an update on the Parking Services Review. Since the approval of the Project Charter in April 2013, staff have completed a technical review and initial consultation with key downtown stakeholders. The initial issues identification outlined a common and strong desire to see greater turnover on downtown streets, making it easier to find parking. This has resulted in a set of preliminary recommendations that are designed to increase on-street parking turnover and encourage greater use of parkades.

These recommendations include a number of changes to current fee structures, both for parkades and for on-street parking and include:

- First Hour Free in Parkades
- Change Parkade Rates
- Free Parking in Parkades after 6 p.m.
- Three hour limited parking on lower Parkade levels
- Increase and streamline payment options in Parkades

If fully implemented, the rate changes are estimated to result in an annual increase of \$170,000 in parking revenue which will in turn cover the costs of funding additional items that address improvements to customer service and enforcement.

Committee discussed the following:

- Parking upgrades:
 - The City dedicated \$5 million in rehabilitating parkades to make them safer and cleaner and better able to function.
 - A safety study identified several items such as closing off areas where people could hide such as under stairways and providing 24 hour security.
- Safety and the concern that on street parking is perceived as safer for late night workers.

Councillor Isitt withdrew from the meeting at 10:18 a.m. and returned at 10:27 a.m.

- Parkade automation is convenient; having a security person working onsite would make a site more secure.
- Options to encourage day time workers to park on the upper levels.
- How the City can communicate that the parkades have improved and are now safe and clean.
- The perception that the City is trying to make revenue. The intended goals are to increase on-street parking, reduce traffic emissions, the amount of traffic and to improve the downtown experience.

Councillor Helps withdrew from the meeting at 10:46 a.m. and returned at 10:50 a.m.

- If front line parking staff were asked for their input and if their comments could be added to the final report.
- Misconceptions about where the downtown parkade zone is and the importance of the public understanding what areas are affected.
- If the City will be looking at different delivery models for meter reading in the future.
- Parking cards and if the ability to reload them at locations other than City Hall will be available in the future.
- Why all of the surface parking owned by the City was not included in the study.
 - Royal Athletic Park is under the Parks Departments operation and the Save On Foods Memorial Centre lot has never been run by the City.
- If the automation of some parkades should be put on hold as usage could increase with the proposed changes.

Mayor Fortin withdrew from the meeting at 11:01 a.m. and Councillor Young assumed the Chair.

Mayor Fortin returned to the meeting at 11:07 a.m. and assumed the Chair.

Action: Councillor Madoff moved that Committee refers the Parking Services Report back to staff to provide further information and report back to Committee within the next two to four weeks.

CARRIED UNANIMOUSLY 14/GPC088

Councillor Gudgeon withdrew from the meeting at 11:22 a.m. and returned at 11:25 a.m.

5. NEW BUSINESS

5.1 Motion – Review of the Portable Sign Bylaw

Action: Mayor Fortin moved that Committee recommends that Council approve the following resolution:

WHEREAS, Council has approved regulations for portable signs that impose a fee structure on businesses that wish to display a portable sign; and

WHEREAS, the intent of the Portable Sign Bylaw is to balance the safe management of public property with the desire to allow the use of portable signs to facilitate trade and enhance downtown vibrancy; and

WHEREAS, an unintended consequence of the fee structure is potential financial pressure for businesses who opt to display a portable sign;

THEREFORE BE IT RESOLVED that Council review the fee structure and consider lowering the annual permit fee to \$30 and the annual use of public space charge to \$5, for a total annual fee of \$35.

Committee discussed:

- The fee was imposed in an effort to regulate sign usage and to prevent danger created by obstacles on the sidewalk. It was not meant to be punitive. The goal was to provide small businesses an opportunity to advertise and to charge a nominal fee for the commercial use of public property.

Action: Councillor Helps moved that Committee amend the motion as follows:

That Committee recommend that Council direct staff to prepare a bylaw amendment where the use of one portable sign is considered included as part of the \$100 annual business license fee and come up with a creative solution for businesses in arcades where their business license fee would include eligibility to be listed on a sign as described in Section 10 2.a (5).

Councillor Madoff raised a point of order that the amendment is contrary to the motion on the table.

Mayor Fortin ruled that Councillor Help's amendment was out of order as it would fundamentally change the motion.

Councillor Helps appealed the ruling of the Chair and stated that the though the language of the amendment may be different the spirit was to try to streamline the process and reduce the fee to zero.



Parking Strategy 2007





Committed to the Economic Vitality of the Downtown

As the centre of one of North America's most liveable cities, Victoria has much to offer and is famous for being friendly and accessible. The downtown core provides patrons a unique destination for shopping, dining, entertainment, tourism, and business.

A sustainable Parking Strategy is a fundamental part of creating a positive downtown experience for residents, businesses, tourists, and shoppers. The City of Victoria has been continually assessing the parking needs for the downtown and the changing needs of our community (Urban Systems: Downtown Victoria Parking Assessment, April, 2007).

The city's evolving plan aims to enhance the living and business activities in the downtown and support a healthy, safe, convenient, inviting and friendly downtown. Many forward-thinking improvements have been made over the years, and others will follow, all designed to optimize parking options and services that increase the vitality of our downtown for future generations.

A Sustainable Vision for an Economically Vital and Vibrant Downtown

As the capital city of British Columbia and one of North America's most popular tourism destinations and a gateway to Vancouver Island, Victoria has grown in development, population and traffic over the years - and so has the need to understand parking demands.

To help manage parking demands, the City opened its first parkade in 1962. Today the City operates five parkades and three surface lots. There are now over 9,200 parking stalls in the downtown core and over 11,000 including the surrounding area (City and privately owned).

The Parking Strategy's guiding principles will:

- Support sustainable transportation and land-use plans and policies
- Complement the CRD's TravelChoices Study for the region
- Support the economic vitality of downtown
- Offset parking expenditures through revenues
- Continue to focus on supplying short term parking opportunities
- Assist The Downtown Plan Update which is under review to provide further guidance regarding parking policies and regulations

Goals, Objectives, Strategies and Performance Measures

The Community Charter states that the City must state its objectives and report annually on the progress towards meeting these objectives.

The City has developed performance measures to foster results-based management and comply with the Community Charter. The performance measures have been aligned with parking strategies; and the strategies support each overall objective. The over-arching objectives are linked to all four goals of the City's Corporate Strategic Plan 2007-2009. These Council goals are Environmental Sustainability, Social and Cultural Development, Economic Vitality and Service and Staff Excellence.

The objectives of the Parking Strategy include the following:

- Provide excellence in customer service
- Create incentives to position downtown as the destination of choice
- Promote a safe and inviting downtown parking environment
- Improve parking technology to make it more user friendly
- Ensure that the parking system is self sufficient and sustaining
- Ensure parking demands are addressed for both today and the future





1 Provide Excellence in Customer Service

- Enhance the role of the Parking Officers (emergency first aid, added downtown security, provide information, warning tickets)
- Provide specialized customer service training for the Parking Officers and Staff
- Create a new Parking Services website to enhance service delivery

- Percentage of citizens reporting satisfaction measured in the Citizen Survey and other surveys (B, %)
- State of new vision, mission, and values for Parking Officers (4th quarter 2007) (D)
- Parking Services staff to attend the specialized customer service training (100% attendance by 4th quarter 2007) (B, %)
- Establish new contract for Parking Officers (4th quarter 2007) (D)
- Enhance information of new Parking Services Website (T)

2 Create incentives to position Downtown as the destination of choice

- Make parking Downtown convenient by providing alternative methods to pay
- Continue the Holiday Courtesy Program and expand the use of warning tickets as an educational tool
- Continue grace period at on-street meters, limited time zones, parkades and surface lots
- Review and encourage more small vehicle parking in the Downtown
- Review and encourage more parking for persons with disabilities in the Downtown
- Consider reduced rates for van/car pools in parkades
- Support and enhance bike storage in parkades

- Numbers of customers using alternatives payment methods (B, %)
- Number of holiday courtesy and warning tickets issued (B, %)
- Number of small vehicle parking spaces (20 spaces, % increased based on demand)
- Number of parking spaces for persons with disabilities (33 spaces, % increased based on demand)
- Number of van/car pool parking spaces (16 spaces, % increased based on demand)
- Number of bike lockers in Parkades (60 lockers, % increased based on demand)

* Those measures for which a baseline has to be established have been denoted as "B".
The type of performance measure has also been indicated as: Percentage (%); Trend (T); or Descriptor (D).



3 Promote a safe and inviting Downtown parking environment

- Implement safety and security upgrades to all parkades and surface lots using CEPTED principles
- Enhance and rehabilitate the parkades
- Ensure the parkades and surface lots are clean and well maintained
- Perform a condition audit of all the parkades
- Increase on-site security at all City parkades (24 hr)
- Meet or exceed national standards and earn Parking Facility Standards Awards for City-owned parkades

- Complete safety and security improvements at each parkade and surface lot (4th quarter 2008) (D)
- Complete rehabilitation on all City owned parkades (over 5 years) (D)
- Number of times the parkades and surface lots are cleaned (B, %)
- Condition of the parkades according to facility condition index (B, %)
- Provide 24 hr security at all City parkades (4th quarter 2007)

4 Improve parking technology to make it more user friendly

- Convert parking meters to multi-pay and display dispensers
- Update the parking ticket dispensers in the parkades
- Upgrade the messaging on the ticket dispensers for clarity
- Review and implement parking identification and way-finding signage (static and/or dynamic)
- Enhance the quality of the tickets and minimize disputes and court cases
- Investigate the potential for real-time wireless parking enforcement
- Investigate on-street parking meters “pay by cell phone”
- Expand the number of locations to reload parking cards
- Expand the availability of alternative payment methods

- Number of multi-pay ticket dispenser installed (over 5 years) (4th quarter 2007, %)
- Number of parkade ticket dispenser upgrades (completed)
- Percent of ticket dispenser signage upgraded (B, %)
- Number and type of signs related to parking identification and way-finding signs (D, B, %)
- Reduction in the number of tickets disputed and court cases (B, %)
- State of the advanced parking technologies (D)
- Numbers of parking card reload locations (B, %)
- Percentage of varying alternative payment methods (T, %)



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VANPOOL #1

5 Ensure the parking system is self sufficient and sustaining

- Review and update the parking meter rates
- Review and update the short and long term parking rates for parkades and surface lots
- Review and update parking fines
- Ensure the parking revenues offset or exceed parking expenses
- Investigate a tiered parking zone system to encourage turn-over and accessibility
- Review alternative funding strategies to support the parking system

- Increase in parking meter rates (\$2.00/hr, review annually)
- Increase short-term parking rates in parkades (\$1.00 first hour, \$2.00 for each additional hour, review annually)
- Increase monthly parking rates in parkades (\$110 Centennial Square; \$140 Johnson Street; \$160 Broughton Street; \$160 Bastion Square; \$175 View Street, review annually)
- State of parking revenues versus expenses (T)
- Introduce longer metered zones in specific areas (D, based on demand)
- Increase in parking fines (\$15.00 to \$20.00 etc.)

6 Ensure parking demands are addressed for both today and the future

- Complete the Downtown Victoria Parking Assessment
- Review and update the need for more short term parking
- Re-allocate long term parking to short term to meet demand
- Review and update the long term parking requirements for Downtown
- Explore new areas of paid parking
- Create a Parking and Transportation reserve for future improvements
- Introduce Sunday limited time zone in downtown metered areas (D)

- Downtown Parking Assessment (completed)
- Number of short-term parking spaces and usage (B, T, %)
- Number of long term parking spaces and usage (B, T, %)
- Parking and Transportation reserve fund (3rd quarter 2007)

* Those measures for which a baseline has to be established have been denoted as "B".
The type of performance measure has also been indicated as: Percentage (%); Trend (T); or Descriptor (D).

Next Steps

Following City Council's endorsement of the 2007 Parking Strategy, the Parking Services Division will align its business plan with the goals and objectives of the Corporate Strategic Plan and an external communication plan will follow to promote the Strategy to the public. The Parking Services Division will outline the initiatives and work planned to fulfill the parking strategies as well as the budget needed to support these activities.

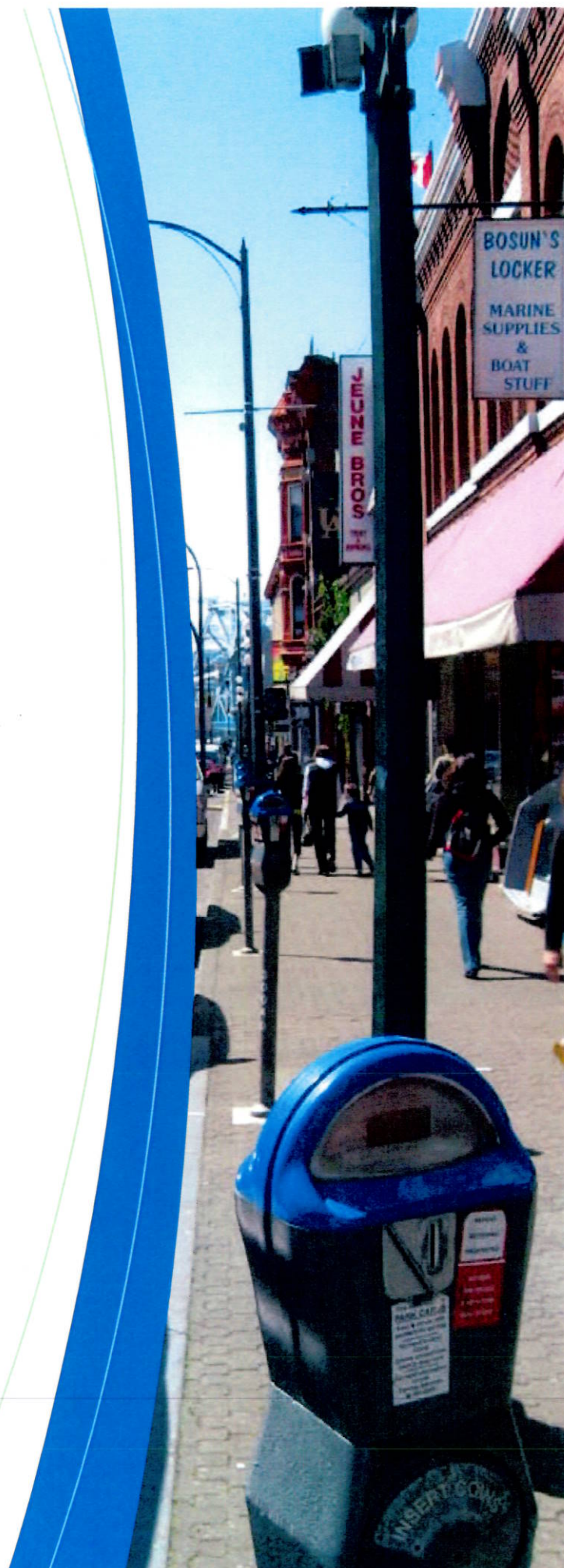
Linking the divisional business plans, and all other levels of planning, to the Strategic Plan ensures that all activities are working towards the same goals and objectives.

Ongoing monitoring and progress reporting will ensure the Parking Strategy continues to be a fundamental part of creating a positive downtown experience.

We would like to thank City Council and the Mayor's Task Force, which included representatives from the Downtown Victoria Business Association, Downtown Advisory Committee, Canadian Corps of Commissionaires and Victoria Chamber of Commerce, for their contribution in creating this plan.

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Eco-Audit



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PARKING SERVICES REVIEW

PROJECT CHARTER

1. Project Objective

The objective of the project is to review Parking Services operations, policies and procedures to improve the customer experience parking downtown, reduce operational costs, and increase turnover on-street making it easier to find parking

2. Project Sponsor

The project sponsor is Dwayne Kalynchuk, Director of Engineering and Public Works.

3. Background

The City of Victoria is committed to the economic vitality of the Downtown and serves as the economic hub and the major employment centre for the Capital region. Victoria's daily population grows to over 200,000 each day and hosts over three million tourists per year. It is the regional destination for entertainment, festivals and events.

The City of Victoria oversees a parking inventory consisting of nearly 2,000 on-street metered parking spaces, five parkades, four surface parking lots and enforces parking regulations throughout the City of Victoria. A review of Parking Services has been outlined by Council as a priority initiative by City Council.

In 2012 Parking Services generated over \$15.6 million in revenue accounting for 8% of the City's annual operating budget. \$7.8 million of the parking revenue was used in 2012 to fund other City services thus reducing the funding required from property taxes. Recognizing that the majority of motorists parking downtown are from outside of Victoria, it is one of the City's only funding mechanisms for municipal costs driven by regional demands.

The Parking Strategy initially developed in 2007 has served as a guiding document for Parking Services over the past five years and set a clear direction and outlined specific actions and targets. This review will follow these same guiding principles and objectives and will focus on new enhancements and updated policies in order to continue to meet the established principles and objectives outlined below:

The guiding principles for a sustainable parking strategy include:

- Support sustainable transportation and land-use plans and policies;
- Support the economic vitality of the Downtown;
- Offset expenditures through parking revenues; and
- Continue to focus on supplying short-term parking opportunities.

The objectives of Parking Services include:

- Provide excellence in customer service;
- Create incentives to position Downtown as a destination of choice;
- Promote a safe and inviting Downtown parking environment;
- Improve parking technology to make parking more user friendly;
- Ensure that the parking system is self-sufficient and sustaining; and
- Ensure parking demands are addressed for both today and the future.

As a strategic operating document the current Parking Strategy remains consistent with the City's Strategic Plan to ensure alignment of overall goals and objectives in the delivery of parking services for residents, businesses and visitors. The proposed Parking Services Review will integrate with the Official Community Plan, Economic Development Strategy, Downtown Core Area Plan, Victoria Sustainability Framework and other master planning documents.

4. Issues

Administration of parking in Victoria needs to remain flexible in order to adjust with economic, environmental and technological changes. This flexibility can be highlighted as potential improvements to all aspects of parking should occur quickly and decisively through the use of trials/pilots which allow the City to measure impact on service levels and fine-tune accordingly.

Within the Parking Services review a number of identified and emerging issues will be addressed:

1. Parking Space Availability - The economic vitality of the downtown core depends on the availability on and off-street parking for both long and short term uses. Hours of operation, variable rates and time limits will be reviewed to create optimum turnover of public parking spaces throughout the City.
2. Notable Reduction in Parkade Use – There has been a notable decrease in off-street parking usage over the last few years. This can be attributed to unfriendly rates, economic downturn, partial closures due to parkade rehabilitation, fuel costs and a marked change in transportation choices. Rate structure and other incentives will be considered to increase use of parkades, resulting in more on-street availability.
3. Improved Awareness and Public Information – Public awareness of bylaws, clear messaging on signs and facilitating a better experience of downtown parking by providing information to the public improves the parking experience and makes it easier to find and pay for parking. There are communications and technological opportunities to improve payment options (smart phone or contactless payments) for parking as well as for parking violations.
4. Improve Internal Operations – Seek best practices to maximize efficiencies through internal processes and policies to improve service and reduce expenses. New revenue sources including advertising and possible inter-municipal parking services agreements to be considered.
5. Partial Automation of Parkades During Slow Periods- Review opportunities to automate some parkades during slow periods to reduce expenses while ensuring the service level in the parkades is maintained at a high level. This is potential change must be determined in 2013 to realize reductions to 2014 operating budget.
6. Parking Enforcement & Violation Collection – Improve on the quality of violations being issued and investigate new methods for collecting on outstanding violations in an attempt to reduce amount of tickets written off annually.

7. Parkade Security – Investigate options to ensure City parkades continue to feel safe and secure to the public in an efficient and cost effective manner.
8. City Reliance on Parking Revenue – Review policy on amount of parking revenue directed into general City revenue. The City's 2013 Budget is relying on \$8.05 million in parking revenue to fund other City services, thus reducing funding required from property taxes. Parking Services net revenue had a \$305,000 shortfall in 2012.

5. Scope and Deliverables

The scope of the project will include examination of the issues identified above, as well as any additional process and policy issues that are identified as the project progresses.

The Parking Services Review will encompass on-street parking rates, restrictions and usage; off-street operational efficiencies as well as rates and possible incentives; seek improvements to payment options and to the way bylaws and restrictions are communicated to the public; consider new revenue sources; and maximize efficiencies within the Parking Services Section.

Should research and analysis of an issue identify need or require significant resources, it will be identified and prioritized.

The Parking Services review will investigate the following:

- Improvements to the current parkade operational model, including partial automation of some parkades and streamline parkade security;
- Updated cohesive rate structure options between on and off-street parking;
- On-street pay by cell options;
- Residential zone enforcement options;
- Updated and improve parking signage and information plan;
- A review of specialty parking spaces;
- New revenue options and expense reduction solutions;
- Options for improved enforcement and violation collections;
- Enhanced communication strategy and tools to raise awareness of changes and improvements;
- Improved website information and interactive parking map; and

In recognition of the potential impacts to downtown stakeholders and the need to build understanding and awareness among those same stakeholders through this process, an administrative advisory committee of affected parking stakeholders will be established to inform development of options.

Staff will report to Council with findings and options and provide recommendations. An implementation plan and communication strategy to support implementation will follow.

6. Timelines

Key tasks for each deliverable of the project are described below. Key milestones for the project include:

| | |
|-----------------------|--|
| April 2013 | Project charter approved |
| May/June 2013 | Technical review of options and develop recommendations |
| July 2013 | Present options and recommendations to Council |
| September 2013 | Consult with broader stakeholders if required* |
| October 2013 | Present final report to Council for approval |
| October/November 2013 | Develop implementation plan and communication strategies |
| January 2014 | Implementation |

*consultation need will be determined by proposed recommendations. Too early to outline at this time.

7. Budget and Staff Resources

The review of Parking Services can be completed using existing staff resources. Additional funding will be outlined where required to implement specific recommended changes to Parking Services. These costs will be factors when considering options for the new business process model.

The table below estimates the time commitment required from staff in various departments. These estimates do not include time required for implementation of the new business process model, as that will depend upon the chosen model and the staff and departments involved. For many project participants, this means that hours for 2013 are to be determined.

| Department or Section | Position | Hours | Role |
|---|-------------------------------|-------|--|
| Mayor/Manager's | City Manager | 10 | <ul style="list-style-type: none"> • Strategic advice • Review and approve reports and recommendations |
| | General Manager of Operations | 10 | |
| Engineering and Public Works | Director (Project Sponsor) | 20 | <ul style="list-style-type: none"> • Strategic advice • Review and approve reports and recommendations |
| Transportation and Parking Services Engineering | Assistant Director | 20 | <ul style="list-style-type: none"> • Strategic advice • Review and approve reports and recommendations |
| | Manager – Parking Services | 150 | <ul style="list-style-type: none"> • Lead issue identification and analysis of options • Recommend policy change and creation • Develop reports and recommendations |
| | Transportation Technician | TBD | <ul style="list-style-type: none"> • Evaluate on-street sign design to improve clarity • Review on-street specialty space use |
| | Parking Services Clerks | 15 | <ul style="list-style-type: none"> • Participate in issue identification and analysis of options • Data collection/analysis |
| Engineering Support Services | GIS Technician | 5 | <ul style="list-style-type: none"> • Provide GIS map for review |
| Corporate Communications | Director | 20 | <ul style="list-style-type: none"> • Guide Communication Strategy |
| | Coordinator | 100 | <ul style="list-style-type: none"> • Develop Communications Strategy and assist where appropriate |
| Sign & Paint Shop | Supervisor | TBD | <ul style="list-style-type: none"> • Participate in review of sign design |
| City Solicitor's Office | Assistant City Solicitor | 20 | <ul style="list-style-type: none"> • Examine parking violation collection processes |

| Department or Section | Position | Hours | Role |
|------------------------------|--------------------|--------------|--|
| Finance | Assistant Director | 2-5 | <ul style="list-style-type: none"> • Analysis of budget impact of options and recommendations |
| Information Systems | Business Analyst | TBD | <ul style="list-style-type: none"> • Develop Pay by Cell Project Charter |