



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