

Service Business Plan



Service Name	Parking Management	Service Type	Public
Service Owner Name	Paul Yager	Budget Year	2019
Service Owner Title	Supervisor of Parking Services		

Service Description

A public service to manage parking in Burlington.

Current State

<p>Customers & Their Expectations</p>	<p>This service is delivered to:</p> <ul style="list-style-type: none"> • Parking customers (residents, visitors, business owners), who expect competitive fees and safe, convenient and accessible parking. • Residents and visitors, who expect parking by-laws (fire route, accessibility and idling) to be enforced for violations. These may occur on city streets, public spaces, city properties and private properties (shopping centres, condos, apartments, medical centres, churches and schools).
<p>Existing Service Delivery</p>	<p>Existing Service Delivery PARKING SPACES & SIGNS: The service manages parking spaces on the street, city properties and private properties throughout the City.</p> <p>DOWNTOWN: The downtown area has one garage with seven levels, 14 surface lots controlled by 104 multi-space pay station that offer various payment options (coin, credit card in person or on-line) for customer convenience and loading zones for delivery vehicles, for a combined total of 1,534 parking spaces.</p> <p>CITY-WIDE: Parking officers drove over 190,000 km of City roads and responded to 7,000 resident complaint requests, which covered 1,200 fire routes, 650 accessible sites and 390 private properties. Developed and implemented the Residential Pay Parking Permit program within the Alton Community to assist residents who cannot accommodate extra vehicles in the garage or driveway.</p> <p>PARKING TICKETS: Parking Management manages this process from ticket issuance to resolution through Screening & Hearing Meetings, as legislated under the Administrative Monetary Penalties By-law. The City issued 44,717 tickets in 2017. Of these, 8,140 (18%) were disputed, with a resolution of 8,058 tickets for a 99.0% success rate.</p> <p>ENGAGEMENT: Customers can reach Parking Management services by web, social media, parking mailbox, email and telephone.</p>

Existing Customer Engagement Tools / Methods	<p>Parking studies and management plans, public engagement meetings, site visits and public notification. Officers patrol City streets and public properties 24 hours a day/ 7 days a week.</p> <p>The service offers an engagement process for parking spaces and signs. A complaint process allows customers to discuss parking tickets in person and by telephone.</p>
Is this Service Provincially Legislated?	No N/A
For this Service are there Approved Service Standards?	Yes Administrative Monetary Penalties By-Law to enforce parking and idling violations. The legislation regulates the enforcement, administration and appeal process for parking tickets.
Sub-Services	
Parking Space Management	<p>Identification and creation of parking spaces including appropriate signage and parking payment machines required on street, at City facilities, and on private properties to regulate public parking at regular and accessible spaces and on fire routes.</p> <p>Parking spaces are identified in new developments including accessible parking & fire routes at retail, commercial and industrial properties and in existing locations with deficient spaces or signs; responsible for regulating fire routes and accessible spaces to ensure conformity with applicable by-laws.</p> <p>Management of the Private Property Enforcement Program.</p>
Parking Revenue Management	Responsible for the sale of parking permits, collection of pay station funds and collection of ticket fines.
Parking By-law Enforcement	<p>Officers patrol City streets, municipal properties, public properties (i.e. retail, commercial, industrial where Private Property Enforcement Program is in effect) in City vehicles and on-foot to ensure parking and other related by-laws are followed. Emphasis on education and informing the public of by-laws and rational for enforcement</p> <p>Enforcement is delivered through 3 City Staff, 12 contract officers from the Canadian Corps of Commissionaires and 10 officers from two private property agencies. The service also handles private property enforcement and administration.</p>

Recent Continuous Improvement Initiatives

In 2018, Parking Management accomplished the following:

Continued with the installation of occupancy counters for all downtown parking lots and individual spaces to obtain data that will provide lot utilization for future planning. This project included the installation of 25 digital way finding signs that direct drivers to the nearest available parking spaces.

Worked collaboratively with the construction team on the reconstruction municipal parking lot located at 500 Locust Street. This includes:

- Improved layout to increase total spaces from 88 spaces to 94
- Walkway from accessible spaces directly to sidewalk on Locust St.
- Removal of brush and improved landscaping
- New west fence to be added in the spring

The Elgin St. promenade walkway was completed in municipal Lot 4 located at 421 John Street.

Approval from the Ontario Government Workplace Electric Vehicle Charging Incentive Program. Parking Services installed an additional 18 electric vehicle charging spaces in the downtown. This bring a total of 27 spaces available for downtown employees and visitors.

Introduction of on-line parking permit renewal and on-line payment. This new form allows customers to renew their parking permit online, when previously only able to do so in person at City Hall

Deployment of Honk Mobile, online app that allows customers to purchase and top-up meter time from the convenience of their smartphones.

Expanded hours of operation for the parking ticket appeals office to mirror City Halls hours of operations and improve the customer experience.

Emerging Opportunities and Anticipated Risks

<p>Emerging Opportunities</p>	<p>Expand the appeal process for parking tickets with on-line technology to provide customers an opportunity to access appeals 24 hours a day.</p> <p>Using new occupancy sensor technology, develop an app for residents to view available downtown parking in "real-time" on any smart phone or mobile device.</p> <p>Continued investment in Electric Vehicle Charging Stations including the exploration of solar car port charging technology.</p> <p>Two additional properties were purchased on Caroline Street. These parcels will be redeveloped to include an additional parking lot with 60 new parking spaces by the spring of 2019.</p>
<p>Anticipated Risks</p>	<p>While the permit parking system provides options for some residents, it may be opposed by residents who may not be in favour of the system.</p> <p>The pay parking permit system allows vehicles to park beyond the 5-hour limit, overnight between 1am-6am and during snow removal activity. Without this permit system, there may be more vehicles parking on the street.</p> <p>With the city's intensification plans there may be an effect on the use of cars as a primary mode of transportation and therefore an impact on parking lots.</p> <p>Global, autonomous vehicle trends are projected, resulting in an unquantified impact to future parking management services.</p>

Service Objectives	Target Completion
<p>DOWNTOWN CONSTRUCTION Reconstruction of parking lot located at 500 Locust St. and 2019 Caroline St.</p>	<p>May 2018</p>
<p>DOWNTOWN PARKING FUTURE NEEDS ASSESSMENT Strategic study utilizing real-time occupancy and duration metrics (recently installed occupancy counters) to establish current day parking demands, while projecting future needs based upon in-stream and approved development projects within the Downtown. Results of the study will guide future decision making as it relates to land acquisition and development of new parking facilities in the Downtown.</p>	<p>Jan 2020</p>
<p>ELECTRIC VECHICLE CHARGING STATIONS Using the downtown parking reserve fund and Ontario grant money, Parking Services continues to invest in green technology through electric vehicle charging stations. As of December 2018, the City has installed 30 charging station spaces in various parking lots downtown and at City facilities. Continued investment in this technology will continue to provide this service to customers.</p>	<p>Dec 2020</p>

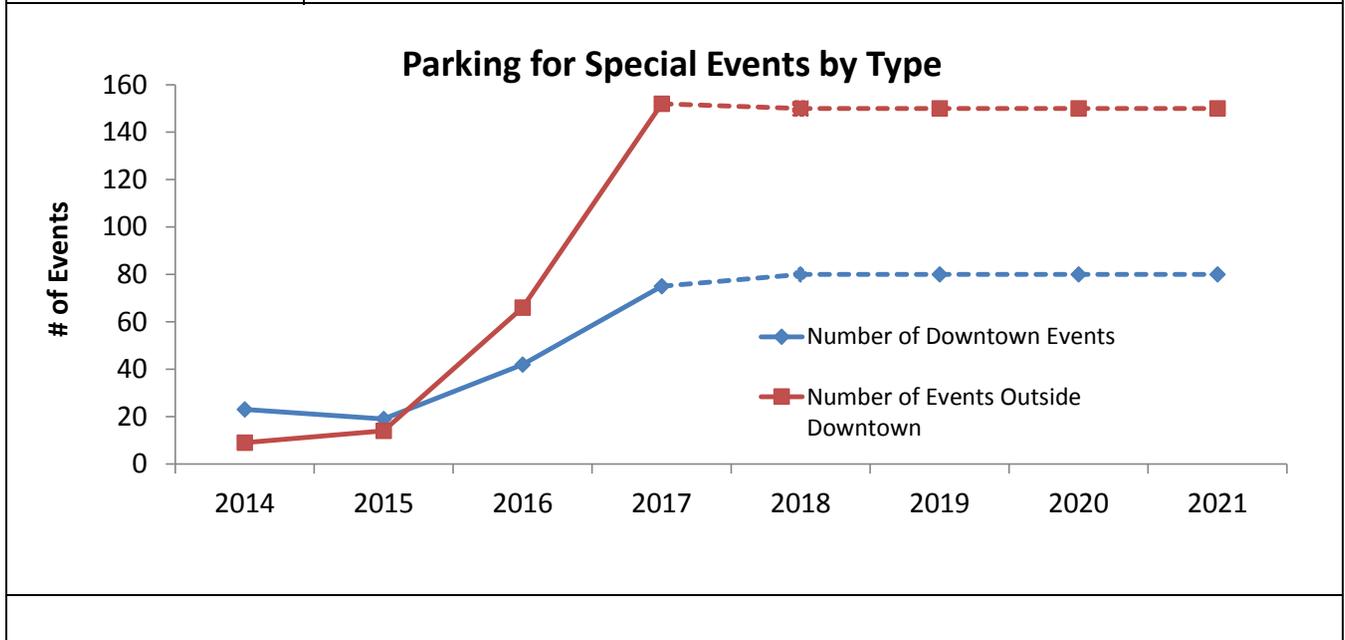
MEASURING SUCCESS

How much did we do?

Performance Measurement	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
Number of Downtown Spaces	1,419	1,419	1,519	1,534	1,611	1,691	1,776	1,865
Number of Tickets Issued	33,609	30,728	40,780	44,717	42,000	44,000	46,000	48,000
Number of Tickets Appealed	6,700	5,454	6,899	8,140	8,300	8,640	9,000	9,360
Total Number of Multi-Space Parking Machines	23	23	104	104	104	104	0	0
Number of Special Events that Involve a Parking Management Plan	32	33	108	227	230	230	230	230

How well did we do it?

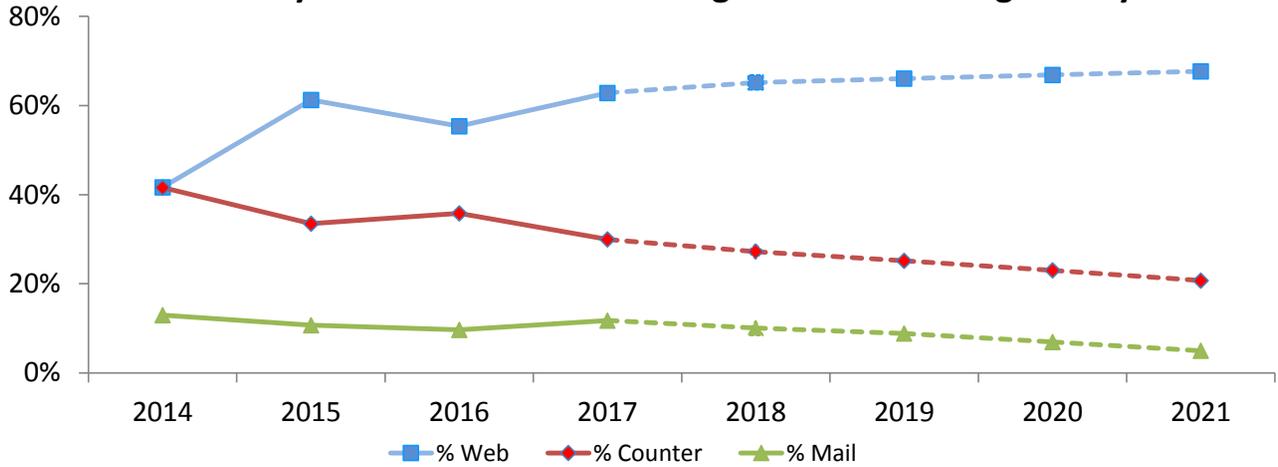
Performance Measurement	Parking for special events by type (downtown vs outside downtown events)
Story behind the data	There has been an increase of Events in Burlington for 2017. Burlington has become a destination for events in the GTA area. Due to available dates and locations, there is not a forecast of an increase for future years.



Is anyone better off?

Performance Measurement	Year-over-year, maintain or increase the percentage of online payments for parking tickets and lot permits for ease of use.
Story behind the data	Due to an increase of on-line ticket payment capabilities, there has been an increase of web payments since 2016. A reduction of both counter and mailed payments are identified for 2017.
Where do we want to go?	Continued increase of on-line parking ticket payments and reduction of counter and web payments.

Payment Methods for Parking Tickets & Parking Facility Permits



Performance Measurement	Year-over-year, increase the number of disputes escalating to a formal trial (hearing), while improving driver understanding through education.
Story behind the data	Improved technology in parking ticket issuance equipment including electronic notes and photos in real-time have resulted in successful arbitration in our Screening Office resulting in reduced number of tickets proceeding to a formal hearing.
Where do we want to go?	Continued successful reduction of the number of trials while providing excellent customer service to residents in parking ticket disputes.

Resolution Meetings to Parking Tickets Issued

