

Service Business Plan



Service Name Parking Management

Service Lead Name Hayley Parkinson

Service Lead Title Supervisor of Parking Services

Service Description

A public service to manage parking in Burlington.

Strategic Alignment with Vision to Focus Plan

Improving integrated city mobility

Delivering customer centric services with a focus on efficiency and technology transformation

Service Goals

To provide provide safe, convenient and accessible parking for the public

To provide enforcement

To continue to investigate, research and implement new parking technology, policies and processes to meet the service needs of the public

"We are committed to being innovative leaders in Transportation, providing a safe and efficient, multi-model network for all".

Current State

Customers & Their Expectations

This service is delivered to:

- 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).

Existing Service Delivery

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PARKING SPACES & SIGNS:

The service manages parking spaces on the street, city properties and private properties throughout the City.

DOWNTOWN: The downtown area has one seven level parking garage; totaling 350 parking spots, 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, 15 electric vehicle parking stations, 22 loading zones for delivery vehicles (mixed between 20 minute loading zones and large vehicle loading zones), for a combined total of approx. 1,595 parking spaces in the downtown area.

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.

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 38,979 tickets in 2018 and 20,143 tickets up to August 2019.

ENGAGEMENT: Customers can reach Parking Management services by web, social media, parking mailbox, email and telephone.

Existing Customer Engagement Tools / Methods	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. 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.
Is this Service Provincially Legislated?	Yes Administrative Monetary Penalties By-Law to enforce parking and idling violations. The legislation regulates the enforcement, administration and appeal process for parking tickets.
For this Service are there Approved Service Standards?	No

Programs

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 in the downtown are managed by the City of Burlington's BI department through communication with our back end software. The data is collected via our parking occupancy puck sensors that help provide a better understanding of occupancy in our downtown core.</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>
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 and enforced.</p> <p>Enforcement is communicated through 2 full-time employees and 1 part-time employee. Enforcement is delivered by up to 20 contract officers from the Canadian Corps of Commissionaires and up to 10 officers from two private property agencies. The service also handles private property enforcement and administration. Training is provided to the officers quarterly to ensure they are educated on our by-laws to provide adequate and excellent customer service.</p>

Recent Continuous Improvement Initiatives

In 2019, Parking Services 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 Lot3 expansion (Caroline & John Street). Due to the expansion Parking Services was able to add an additional 66 parking spots to the parking stall inventory.

Implementation of a Customer Relationship Management software within the Transportation Department. This software will provide a positive customer experience. The software supports online payment for permits, tickets and delivery of service.

Proposing city wide Paid Parking Permit in all wards throughout the City

Environmental Considerations

Environmental considerations such as climate action and supporting a resilient environment are always part of the development of strategy with Parking.

In response to the City updating many of it's plans in relation to climate change and declaring a climate emergency; Parking Services is committed to increasing our Electric Vehicle charging station inventory and incorporating green space should new parking lot facilities be developed.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	<p>Future Opportunities in Parking Services:</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</p> <p>Replacement of our back-end ticketing software</p>
Anticipated Risks	<p>Anticipated Risks:</p> <p>While the development of the occupancy sensor technology will provide "real-time" data to residents there is the risk of there being 'glitches' or inaccurate data collection resulting in poor customer service.</p> <p>With the downtown development, there may be an increase in parking demand</p>
Enterprise Risk Considerations	<p>Labour Market and Workforce - Attraction, Retention, Skills</p> <p>Technology - IT Systems, Speed of Change</p> <p>Transportation - Master plan development and implementation</p> <p>Climate Change - Severe Weather Events, Increasing Frequency of Severe Weather Events. Severe weather events can shorten the life expectancy of our parking assets (EV chargers, parking lot maintenance).</p>

Service Initiatives

Target Completion

<p>DOWNTOWN PARKING FUTURE NEEDS ASSESSMENT</p> <p>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>	Jan 2020
<p>ELECTRIC VEHICLE CHARGING STATIONS</p> <p>Using the downtown parking reserve fund and Ontario grant money, Parking Services continues to invest in green technology through electric vehicle charging stations. Year to date, the City has installed 15 charging station (dual charging heads) in various parking lots downtown and at City facilities. Continued investment in this technology will continue to provide this service to customers.</p>	Dec 2020

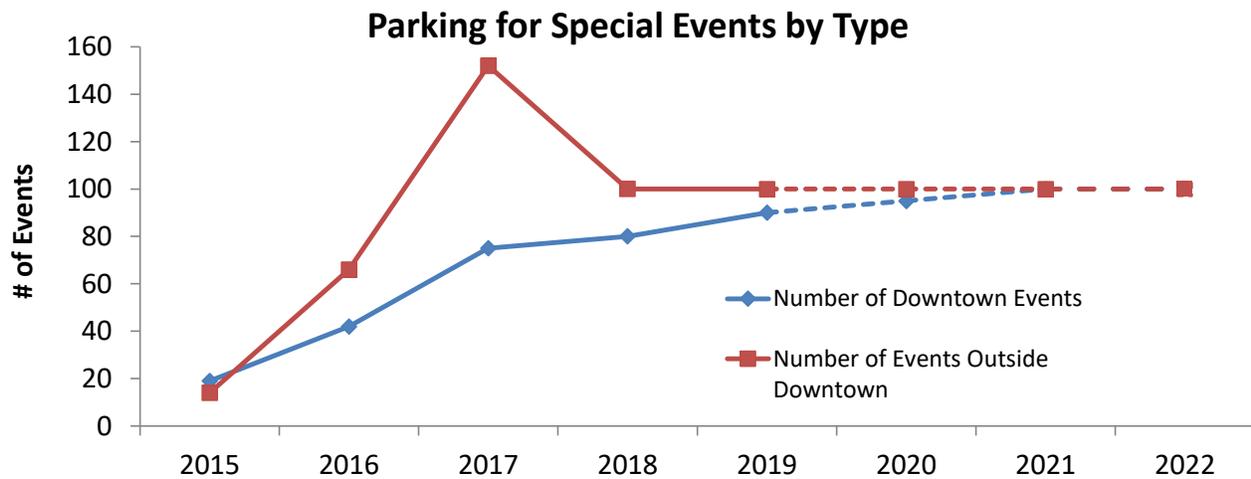
MEASURING SUCCESS

How much did we do?

Performance Measurement	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
Number of Downtown Spaces	1,419	1,519	1,534	1,611	1,691	1,776	1,865	1,958
Number of Tickets Issued	30,728	40,780	44,717	38,282	39,000	42,000	44,000	46,000
Number of Tickets Appealed	5,454	6,899	8,140	8,319	8,500	8,700	8,900	9,100
Total Number of Multi-Space Parking Machines	23	104	104	104	104	0	0	0
Number of Special Events that Involve a Parking Management Plan	33	108	227	180	190	195	230	230

How well did we do it?

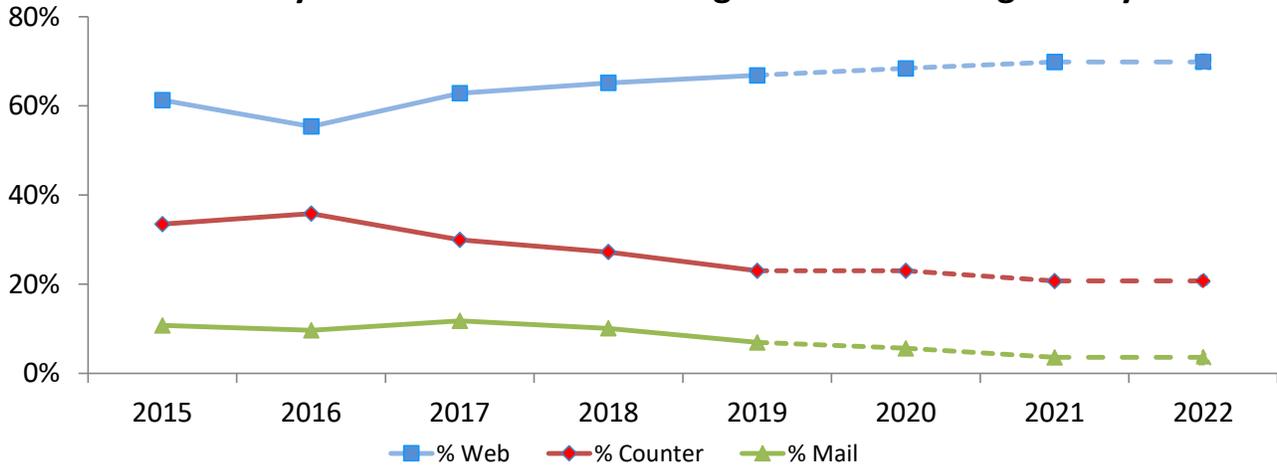
Performance Measurement	Parking for special events by type (downtown vs outside downtown events)
Story behind the data	There has been an increase of Events in Burlington. It is believed that events will increase , thus increase parking needs for events within Burlington due to increase of tourism and population. Alternatives and considerations to car parking are part of future discussions and plans.



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 and implementing CRM (Customer Relationship Management) it is encouraged to residents to pay online for parking tickets which has lessened all other payment options. Online web payment is the future state of ticket payment.
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	2019 was a unique year, resulting in a higher volume of hearing meetings. Moving forward with the improved technology in parking ticket equipment including electronic notes and photos in real-time has and will result in successful arbitration in our Screening Office. This equipment will reduce the number of tickets proceeding to a formal hearing.
Where do we want to go?	Education and compliance to residents and visitors is the direction Service Burlington wants to strive for; this will reduce the number of tickets issued and in turn reduce the number of scheduled hearings. All while providing excellent customer service to our visitors and residents of Burlington.

