

Parking

Led by: Calgary Parking Authority, Roads & Transportation Planning

Description:

Manages municipal parking resources and facilitates movement and access to businesses, services and homes for the benefit of Calgarians. This is achieved by providing paid on-street and off-street parking, the enforcement of the City's parking policies and bylaws, administration of permitted parking, and space management for special events.

Customers:

The provision of parking resources serves vehicle and bicycle operators, and supports businesses and services across Calgary. Residents are served by the administration of permitted parking where required. Enforcement activity serves vehicle operators, residents, and businesses by providing safe movement and access to parking.

What is delivered to customers:

Manages parking to meet Calgary's needs by delivering appropriate parking resources throughout the city, such as paid, permitted and accessible parking. Develops and maintains City parking strategies, policies and associated bylaws. Ensures compliance with The City's parking bylaws and policies. Administers the parking revenue reinvestment program.

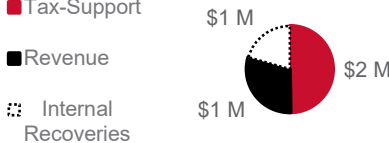

Partners:

Internally: Partners with Calgary Transit to support the enforcement of reserved parking stalls at CTrain stations. Externally: Partners with community associations and neighbourhoods, and Business Revitalization Zones. Also partners with third parties such as Calgary Zoo and Heritage Park as well as private sector businesses to manage parking services.

Service need (value proposition):

Recognizing that parking is a finite resource, this service ensures that parking is made available where most beneficial, facilitating movement across the City and access to homes, businesses and services. This includes the provision of special use zones such as commercial loading and accessible parking zones, and supporting parking for special events. Through enforcement activity, ensures that movement across the City is safe and parking is accessible, while also supporting emergency services through actions such as safeguarding access to fire hydrants. Also supports activities such as street cleaning and snow removal by ensuring roadways are clear of vehicles when required. By supporting City parking policies, assists in maintaining desirable traffic flow and the pursuit of The City's transportation goals.

Current state service value

<p>18,786 Number of Paid Parking Stalls</p> <p>87% Positive Customer Perception 2017</p>	<p>137,728 Customer Calls 2017</p> <p>225 Number of Bicycle Stalls</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <p>\$1.90 Cost per parking event</p>  <p>*Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget. In this box, the pie chart excludes the Calgary Parking Authority (CPA) while the Service Ratio includes CPA.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>This service has no sub-services.</p>
		<p>Key Capital Investments</p> <p>Capital is used to develop innovative parking solutions, build and maintain information technology infrastructure to support these solutions, fund lifecycle replacement of existing facilities and the development of new off-street parking facilities.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Key themes identified regarding values for Parking include:

- Providing more available and accessible parking throughout the city, in particular downtown, around LRT stations, and in close proximity to schools.
- Reducing parking fees and providing more affordable parking.
- Ensuring compliance and enforcement.

In ranking the values related to Parking as a service, citizens identify convenience and accessibility as most important, closely followed by safety and responsiveness in enforcement.

What Council has directed

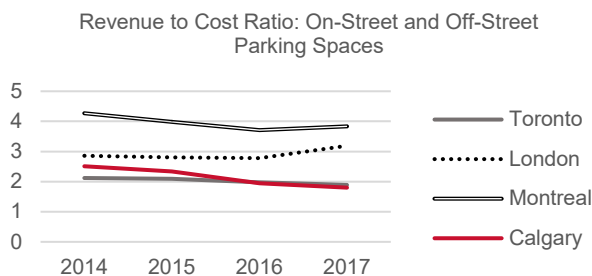
Council has directed Parking to be safe and provide attractive choices for Calgarians (M1 and M2). Parking contributes to this by facilitating the movement of people and goods throughout the city, enhancing Calgarian's safety on roads and reducing peak-hour traffic congestion. Council has provided the further direction to form partnerships that will enhance our transportation network (M3), which Parking supports through work such as car-sharing policies and programs. Council has also directed that these goals be met using innovative and technological solutions (M4), which Parking serves through forward thinking parking policies and bylaws, along with the continuous development and improvement of the technology we use. Parking aligns with the CPA 4-Year Strategic Plan, the Parking Policy Framework, the Calgary Transportation Plan and the Municipal Development Plan.

What are we watching?

The economic downturn continues to be an important trend to monitor, as the associated loss of jobs in the downtown core resulted in both a decrease in parking demand and an increase in parking supply.

Attention is also being paid to multiple technological advances and the impact they could have on this service. Some, such as electric vehicles, will have to be accommodated within the existing service. Others, such as automated vehicles, may require a significant overhaul to how the service operates and what it offers. This is a consideration when making long-term investments, such as ensuring new parking structures can potentially be converted for other uses or to serve a different composition of customer vehicle fleets.

Benchmarking



Source: Municipal Benchmarking Network Canada

Calculated by dividing total revenue by total operating costs, this benchmark represents the efficiency with which parking stall revenue is generated. The 2017 results show a continuation of the decline seen each year since 2014, with Calgary falling slightly below the national median of 1.89. This reflects the impact of the economic downturn and the related loss of jobs/commuters to the downtown core.

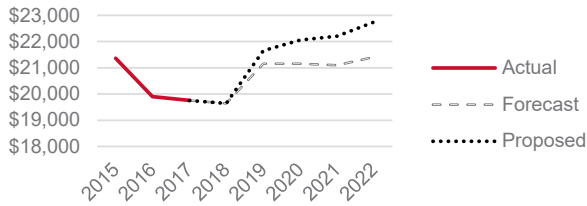
What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	Parking restrictions and enforcement support safety on roadways.
Convenience	Systems and signage make it easy to find and pay for parking when and where it is needed.
Accessibility	A sufficient amount of reasonably priced parking is provided for users with a variety of needs.
Responsiveness	Parking bylaws are enforced in a timely manner to support compliance.



How is the Service performing? Where we are headed and where do we want to go?

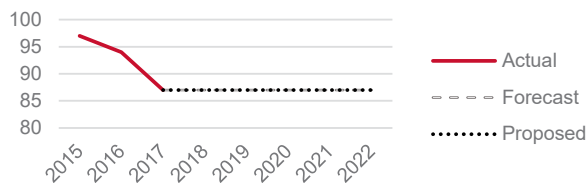
Financial Return to the City of Calgary (\$ return to the City of Calgary ('000s))



Story behind the curve

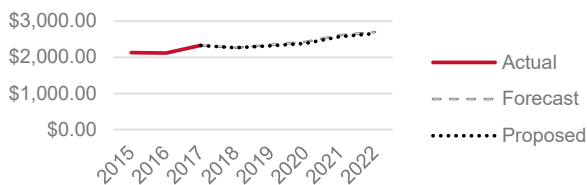
Parking revenues have been in decline since 2015, primarily due to job losses in the downtown core, resulting in a decreased demand for parking. This has been somewhat offset by increased enforcement revenue, driven by improvements to the systems and processes used. The baseline forecast predicts a stabilisation of revenues, with the potential for modest growth. The "turn the curve" forecast reflects proposed efficiencies and improvements designed to encourage more significant growth over the next four years.

Positive Customer Perception (% of Customers surveyed who are overall satisfied with their experience)



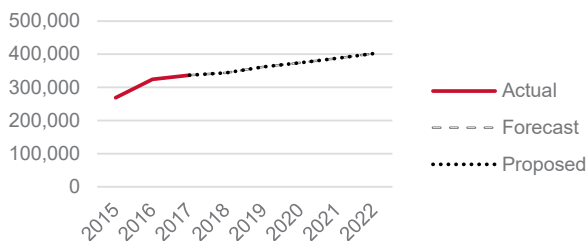
Although customer perceptions and satisfaction typically fluctuate over time, the overall percentage of customers who are satisfied with their experience with the Parking service is consistently very high. This is notable since Parking includes parking enforcement and some dissatisfaction may be expected from those who receive tags for parking violations. However, even those who are involuntary customers (i.e. their vehicles have been tagged) often provide positive feedback about their experience. Given that customer satisfaction is so high, the aim is to maintain this high level of positive customer perception over the next four years.

Total Cost per Paid Parking Space Managed (Total cost, per space, for on-street, off-street surface and off-street structure parking.)



Total cost per parking space managed is a useful measure of service cost and value. Calgary does have a higher cost per stall than other benchmarked municipalities, largely due to Calgary having a higher ratio of parkades than those municipalities. The total cost per parking space managed has increased modestly in recent years, and is expected to continue this trend through to 2022, with a larger increase in 2021 due to the anticipated opening of the new 9th Avenue Parkade in East Village. The "turn the curve" projections recognize that every effort must be taken to find efficiencies to keep costs low and value high for Calgarians. Such efficiencies were identified during this phase, and work will continue to identify more going forward.

Enforcement tags issued per year (Number)



The number of valid enforcement tags issued has increased over the past five years by an average of 3.6 per cent, per year. This is due to improvements in the systems and processes used, including the introduction of electronic ticketing and improvements to license plate recognition, along with the overall growth of Calgary as a city. The forecast predicts a continued increase of 3.6 per cent, per year over a five-year period, based on the expectation that systems and processes will continue to improve, and that Calgary will continue to grow, both at a rate consistent with the previous five years.



What do we propose to do?

What we propose to continue doing

STRATEGY
Operational Efficiencies.
Workforce Efficiencies.
Implement innovative methods to stabilize revenue from parking services.

Why?

The Parking service is mandated by City of Calgary bylaws and policies. Because of this, the proposed strategies focus on finding efficiencies within the service and maximizing the financial benefit to Calgarians.

What we propose to do less of

STRATEGY
Reactive software implementation and facility maintenance that do not result in long-term benefits.
Enforcement by foot patrol.

Why?

We want to ensure all development of software and facility maintenance activities are aligned with our long-term strategy. We can provide more effective and consistent service using vehicle patrols where possible rather than foot patrols.

What we propose to do more of or include as a new offering

STRATEGY
Development and implementation of proactive technology, asset management strategies, and new partnerships.
Enforcement by License Plate Recognition (photo enforcement vehicle patrols rather than foot patrols).
Use of technology to improve the customer experience and management of the administration and enforcement of residential parking zones.

Why?

We want to maximize convenience for our customers, including with our technology and by limiting the disruption of required construction and maintenance activities in our parkades and surface lots. We also need to leverage technology to maximize the efficiency of our operations and strive to continually improve our standards of service.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
Financial Return to the City of Calgary (\$ return to the City of Calgary ('000s))	19,641	↑
Positive Customer Perception (% of Customers surveyed who are overall satisfied with their experience)	87	↔
Total Cost per Paid Parking Space Managed (Total cost, per space, for on-street, off-street surface and off-street structure parking.)	2,264	↑
Enforcement tags issued per year (Number)	344,097	↑

Breakdown of net operating budget - Parking Service Excluding Calgary Parking Authority (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	1,575	1,601	1,627	1,653
Less Previous Year one Time	-	-	-	-
Base	1,575	1,601	1,627	1,653
Revenue Changes	-	-	-	-
Internal Recovery Changes	-	-	-	-
Inflation	2	2	2	2
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-
Efficiencies	-	-	-	-
Service Reductions	-	-	-	-
Service Increases	24	24	24	24
One Time	-	-	-	-
Realignments	-	-	-	-
Total	1,601	1,627	1,653	1,679

Total Operating Budget (\$000s) for Approval - Parking Service Excluding Calgary Parking Authority

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	3,165	3,191	-	3,191	3,217	-	3,217	3,243	-	3,243	3,269	-	3,269
Recoveries	(650)	(1,400)	-	(1,400)	(1,400)	-	(1,400)	(1,400)	-	(1,400)	(1,400)	-	(1,400)
Revenue	(940)	(190)	-	(190)	(190)	-	(190)	(190)	-	(190)	(190)	-	(190)
Net	1,575	1,601	-	1,601	1,627	-	1,627	1,653	-	1,653	1,679	-	1,679



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

Calgary Parking Authority Total Operating Budget (\$000s) for Approval

	2018 Budget At March 31	2019			2020			2021			2022		
		Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	59,204	55,779	1,295	57,074	57,268	-	57,268	58,133	-	58,133	58,920	-	58,920
Recoveries	(319)	(26)	-	(26)	(26)	-	(26)	(26)	-	(26)	(26)	-	(26)
Revenue	(87,140)	(87,066)	-	(87,066)	(87,604)	-	(87,604)	(88,857)	-	(88,857)	(90,166)	-	(90,166)
Net	(28,255)	(31,313)	1,295	(30,018)	(30,362)	-	(30,362)	(30,750)	-	(30,750)	(31,272)	-	(31,272)

Calgary Parking Committee recommends the above budget to Council for approval.



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		470	350	350	350	-	1,520
426955	Vehicles, Equipment and Other	470	350	350	350		1,520
Project(s)		1,725	2,132	1,700	1,700	-	7,257
426957	ParkPlus and Technology Improvements	1,725	2,132	1,700	1,700		7,257
Program(s)		7,900	12,000	11,900	7,750	-	39,550
426956	Facilities and Structural Improvements	7,900	12,000	11,900	7,750		39,550
Sub-Total (New Budget Requests)		10,095	14,482	13,950	9,800	-	48,327
Previously Approved Budget Remaining		19,642	-	-	-	-	19,642
Total Capital Investment		29,737	14,482	13,950	9,800	-	67,969

Calgary Parking Committee recommends the above budget to Council for approval.

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 426955: Vehicles, Equipment and Other

New Budget Request of \$1,520 thousand for the annual lifecycle replacement of vehicles and equipment.

Funding from Capital Reserves

Operating Impact of Capital: None

Project(s)

Activity 426957: ParkPlus and Technology Improvements

New Budget Request of \$7,257 thousand for advancing functionality and improving user experience with parking technologies including app and software development.

Funding from Capital Reserves

Operating Impact of Capital: None

Program(s)

Activity 426956: Facilities and Structural Improvements

New Budget Request of \$39,550 thousand for the structural improvement on parking facilities including parkades, surface lots and the impound lot.

Funding from Capital Reserves

Operating Impact of Capital: None