



2012 Work Plan

PUBLIC WORKS DEPARTMENT
PARKING OPERATIONS, MAINTENANCE & DEVELOPMENT



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Introduction

The Public Works Department is pleased to present the **Parking Operations, Maintenance and Development Branch 2012 Work Plan!** The second such annual Work Plan to be presented to Transportation Committee and Council, this document serves to outline the projects and initiatives that the Branch has planned for 2012.

Since the 2009 Council approval of the Municipal Parking Management Strategy, the Branch has successfully managed many positive changes to the way in which parking services are provided by the City of Ottawa. Serving as the guiding document for the Municipal Parking Program, the Municipal Parking Management Strategy clearly identifies parking as a service that is responsible for providing and maintaining an appropriate supply of affordable, secure, accessible and convenient parking that supports local businesses, institutions, and tourism.

2012 promises to be another exciting year for the Parking Operations, Maintenance & Development Branch. From the launch of a Pay-by-Phone system, to the introduction of parking guidance system technology, the Branch is committed to providing world-class parking services to the nation's capital.

The Branch values transparency, accountability, and is dedicated to fulfilling the mandate of the Municipal Parking Management Strategy. As such, this Work Plan serves to clearly illustrate the direction and approach that the Branch will take in 2012.

Branch Reporting

The Municipal Parking Management Strategy requires the Branch to produce the following documents on an annual basis:

1. Work Plan;
2. Business Plan; and,
3. Annual Report

The **2012 Work Plan** (this document) identifies the projects and initiatives that are planned for 2012.

In Q2 2012, the **2011 Annual Report** will be released. It will serve to fully illustrate the Branch's achievements in 2011 as well as report on a number of key business indicators.

Accompanying the 2011 Annual Report will be the **2012 Business Plan** (formerly the *Financial Summary & Capital Program Plan*) which presents, in detail, the projected revenue and proposed operational expenses for 2012, as well as the planned spending from the Parking Reserve Fund to support the capital programs outlined herein. The Business Plan also outlines the long-term planning that has been undertaken to ensure a viable parking reserve.



Branch Overview

As of December 31, 2011, the Branch manages 4,034 paid on-street spaces on approximately 100 streets in 12 business areas. It also oversees 2,816 off-street spaces in 5 multi-story parking structures and 11 surface parking lots¹.

Parking Stakeholder Consultation Group

The Parking Stakeholder Consultation Group (PSCG) was established with the approval of the Municipal Parking Management Strategy in April 2009. Consisting of members who represent various key stakeholder groups, its mandate is to act as a channel between the City, stakeholders, and affected citizens and groups. It also provides advice and guidance on parking management policy that supports the objectives of the Municipal Parking Management Program as well as the parking objectives of the Transportation Master Plan.

The 12 member group serves for a period that runs concurrently with the term of Council. The General Manager of the Public Works Department chairs the meetings which are held four times a year. These meetings present an opportunity for staff to update and engage stakeholders on various issues associated with the Municipal Parking Program and the on-going implementation of the Municipal Parking Management Strategy. Feedback received from the PSCG is valuable towards ensuring a properly informed approach and allows the Branch to view its services through the lenses of stakeholders with respect to the provisions of the Municipal Parking Program.

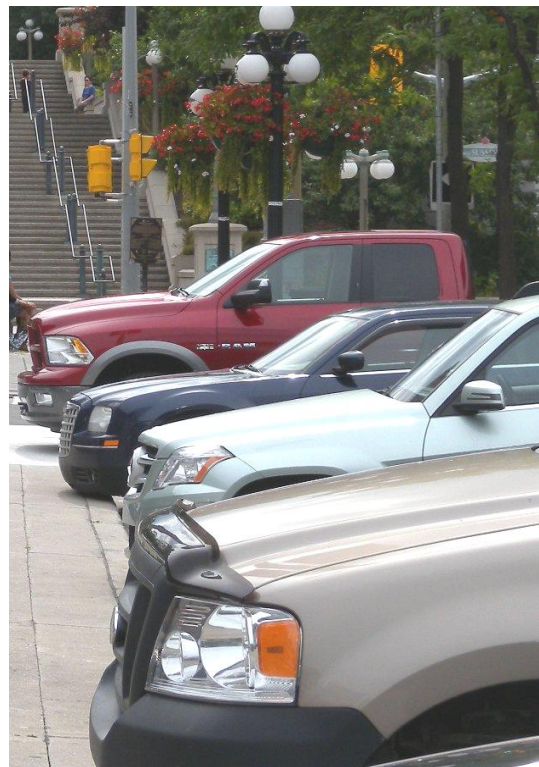
The Parking Stakeholder Consultation Group was consulted during the development of this

¹ The total supply of parking spaces may vary over time due to impacts of construction projects, road reconfiguration and facility maintenance, for example.

2012 Work Plan and was invited to provide feedback. Some examples of feedback from the group, which have been factored into the 2012 Work Plan include:

- The need for a Parking Guidance System (PGS) in the ByWard Market parking facilities (70 Clarence St and 141 Clarence St);
- Scoping suggestions for the Local Area Parking Studies (LAPS) program;
- Input regarding the Facility Improvement Plan;
- How to address mobility and accessibility needs; and,
- Discussion about how to leverage the benefits of Pay-by-Phone systems and other technology to enhance the customer experience.

The input from the Parking Stakeholder Consultation Group is greatly appreciated and is critical to ensuring that the Branch aligns its services with community needs and wants.



Municipal Parking Management Strategy

The Council-approved Municipal Parking Management Strategy was the result of extensive consultation with the community and the various stakeholders related to parking services. It was further coordinated with a number of other projects, including the updating of the Transportation Master Plan, the review of Cash-in-Lieu of parking, the procurement of Pay and Display technology and the 2008 Audit of the Parking Function.

A key guiding statement in the Municipal Parking Management Strategy states that:

The Municipal Parking Management Program values efficiency, transparency, and clarity. Stakeholders will be engaged through regular and timely communications and opportunities for consultation.

The following objectives for the Municipal Parking Management Program were identified to clarify its purpose and serve as the basis for policy and performance appraisals and serve as the overarching objectives of the City's parking program:

1. Provide and maintain an appropriate supply of affordable, secure, accessible, convenient, and appealing public parking;
2. Provide and promote affordable short-term parking services, and fair and consistent enforcement services, that support local businesses, institutions, and tourism;
3. Promote, establish, and maintain programs and facilities that encourage the use of alternative modes of transportation, including walking, cycling, public transit, car/van pooling, taxis, and auto sharing;
4. Support residential intensification and resolve parking problems within residential areas caused by significant traffic generators or conflicting uses of the

roadway, including implementing on-street permit parking programs to relieve area residents and visitors from parking regulations directed at non-residents; and,

5. Ensure the revenues generated by the Municipal Parking Program are sufficient to wholly recover all related operating and life-cycle maintenance expenditures; contribute to a reserve fund to finance future parking system development, operation, and promotion; and assist in the funding of related initiatives to encourage the use of alternative modes of transportation.

This establishes the Municipal Parking Program as a **service provider** as opposed to a revenue generator. The Municipal Parking Management Strategy also provides a number of tools and requirements to direct the fulfillment of the identified objectives. These include:

- Rate Setting Guidelines;
- Terms of Reference for Local Area Parking Studies;
- Terms of Reference for the Parking Stakeholder Consultation Group;
- Establishment of a Parking Reserve Fund; and,
- An Implementation Plan.

The Municipal Parking Management Strategy and its corresponding objectives and tools clarify the purpose of the Municipal Parking Management Program and how it operates. In addition to this, the Parking Operations, Maintenance & Development Branch aligns with City of Ottawa corporate standards and initiatives that address such things as financial planning/reporting, transportation planning, and service delivery. To accomplish this, the Branch collaborates extensively with many other program areas, integrating our services and policies with staff in enforcement, urban planning, traffic regulations and many other areas.

Service Excellence

One of the key City-wide initiatives that has had a significant influence in the development of the Branch's work plan is Service Excellence.

Service Excellence is a corporate initiative which has the ultimate goal of creating positive experiences every time a service is provided to the public. This outcome is interdependently influenced by three key drivers:

- Client Satisfaction;
- Operational Performance; and,
- Employee Engagement.

The Branch developed a branch-specific Service Excellence Plan in 2010. Staff were engaged throughout the planning process to determine goals and objectives.

As a result, a multi-year Service Excellence Plan designed to contribute to the goal of providing service excellence to the City's residents was produced. A number of initiatives were identified to be completed over a three year timeframe.

In 2011, the Branch embarked on the following Service Excellence initiatives:

2011 Service Excellence Initiatives

- Develop/Implement Performance Measurement Framework
- Develop Business Continuity Plan
- Develop/Implement Parking Facilities Improvement Strategy
- Create an Annual Training/Development Plan
- Develop Employee Engagement Plan
- Create/Implement Data Management Strategy (In Progress)

Continuous Improvement

During 2012, on-going implementation of the Employee Engagement Plan will be leveraged to

reinforce a culture of open dialogue, innovation and employee empowerment amongst all staff within the Branch. City-wide, a focus on staff engagement is being used to continually enhance operational performance and client satisfaction. Initiatives planned within the Branch's Service Excellence and Service Improvement programs will contribute to the Branch's Continuous Improvement program.

For 2012, the Branch has selected a number of Continuous Improvement initiatives to undertake. These include:

2012 Continuous Improvement Initiatives

- Facilities Improvement Plan;
- Expanded and Enhanced Performance Reporting;
- Leveraging of New Technology to Enhance Service Delivery

2012 Priorities

In developing the work plan for the Branch, a series of priorities have been established to assist in identifying projects and operational needs. They include:

- Continued implementation of the Municipal Parking Management Strategy;
- Launch of the Pay-by-Phone parking system;
- Upgrading of City parking garage facilities;
- Implementation of the Branch's Continuous Improvement Plan;
- Examination of the parking program's long-term financial model to ensure sustainability in accordance with the Municipal Parking Management Strategy and the Municipal Act; and,
- Evaluation of the affect on parking services of planned major City infrastructure projects such as Ottawa on the Move and Light Rail Transit.

2012 Work Plan

Initiatives to be undertaken in 2012 by the Parking Operations, Maintenance & Development Branch include:

Parking Facilities Signs*

Related to the overall parking facilities improvement strategy, the Parking Facilities Signs project will simplify and consolidate facility signage, improve the profile and appeal of City parking facilities, and create fresh and consistent messaging for our customers. It is being developed for potential adoption/use at all of our off-street facilities as a clear and recognizable parking brand. The two ByWard Market parking facilities (70 & 141 Clarence Street) will receive the new signage in 2012.

Objectives in 2012

- Continued consultation with stakeholders regarding design and placement
- Finalize design
- Acquire necessary permits
- Select a suitable vendor to produce the final product
- Installation

Timeline

Q1 – Q4

Parking Guidance System*

Related to the overall parking facilities improvement strategy and customer service strategy, the Parking Guidance System project will optimize off-street parking space use and vehicle flow by efficiently guiding motorists to available parking. The Parking Guidance System will be first rolled out in the ByWard Market. It will re-balance demand in the two municipally owned parking facilities located at 70 and 141 Clarence Street by integrating displays outside and inside both facilities to show parking availability.

Objectives in 2012

- Conduct stakeholder consultation
- Develop and finalize design
- Acquire necessary permits
- Select a suitable vendor to produce the final product
- Installation

Timeline

Q1 – Q4

*Procurement and installation of the Parking Facilities Signs and Parking Guidance System are closely interrelated and subject to stakeholder consultation and appropriate permit approvals.

Continuous Improvement Implementation

An extension of the Service Excellence and Service Improvement initiatives, Continuous Improvement Implementation will be an ongoing process that will see elements of the Service Excellence Plan developed and implemented within the Parking Operations, Maintenance & Development Branch. Implementation of the Employee Engagement Plan will be leveraged to reinforce a culture of open dialogue, innovation and employee empowerment amongst all staff within the Branch to continually enhance operational performance and client satisfaction.

Objectives in 2012

- Determine initiatives to bring forward in 2012
- Develop implementation plans for each
- Incorporate identified initiatives into day-to-day operations

Timeline

Q1 – Q4

Business Cycle Reports

Building on the Branch's Performance Measurement Framework, this project will include a comprehensive Monthly Branch Management Report to be used by management in assessing Branch performance, setting targets and engaging staff in issue analysis and decision-making. It will document and systematize our annual business cycles, facilitate consistent management and focused program management, and leverage tools such as our Balanced Scorecard, financial reports, operational reports, and customer activity reports.

Objectives in 2012

- Develop report frameworks, generate draft reports
- Finalize report, begin circulating reports on a regular basis

Timeline

Q1 – Q2

Facilities Improvement Plan – Implementation

This represents a significant commitment to major upgrades of existing parking facilities aimed at improving the customer experience and fulfilling the Branch's vision of providing world-class parking services. This will include the implementation of the Facilities Improvement Plan that was developed based upon input received during stakeholder consultation input and recommendations from assessments of current facility conditions, accessibility, and security. The Facilities Improvement Plan includes numerous associated initiatives.

Objectives in 2012

- Continued consultation with internal stakeholders
- Coordinate implementation for each initiative with internal and external stakeholders
- Ensure effective implementation

Timeline

Q1 – Q4

Pay-by-Phone Launch

As part of the Branch's on-going leveraging of new parking technology to improve service, the Pay-By-Phone parking system will offer additional convenient payment options for customers who use the City's on-street parking spaces and non-gated off-street public parking lots. It will allow customers to initiate and extend parking time using their cellular phones, mobile applications, landlines and the Internet, and have the time charged to their credit card. It will incorporate near field communication (NFC) features that will allow customers to pay for parking by waving their NFC-enabled cell phones near a reader.

Objectives in 2012

- Finalize operational details with service providers
- Perform testing of the Pay-by-Phone system
- Develop and initiate communications strategy to ensure public awareness and education (as required)
- Hold launch event

Timeline

Q1

2011 Annual Report

A requirement mandated by the Municipal Parking Management Strategy, the 2011 Annual Report will be the second such document to be presented to the Transportation Committee and Council. The 2011 Annual Report will present a detailed review of the initiatives and achievements of 2011, explain any changes to parking policy (rates, hours, etc), and report on key business performance indicators as described in the Branch's Performance Measurement Framework.

Objectives in 2012

- Develop framework for Annual Report and staff report
- Present to Parking Stakeholder Consultation Group
- Present to Transportation Committee and Council

Timeline

Q1 – Q2

2012 Business Plan

A requirement mandated by the Municipal Parking Management Strategy, the 2012 Business Plan Report replaces the Financial Summary & Capital Program Plan Report and will be the second such document to be presented to the Transportation Committee and Council. The report will present the projected revenue and expenses for 2012 and beyond, including the Parking Reserve Fund.

Objectives in 2012

- Draft 2012 Business Plan and staff report
- Present to Parking Stakeholder Consultation Group
- Present to Transportation Committee and Council

Timeline

Q1 – Q2

170 Second Avenue Parking Facility Scoping & Needs Study

A June 2010, a Council motion directed staff to commence a Request For Proposal process for a new parking facility located a 170 Second Avenue. The 170 Second Avenue Parking Facility Scoping & Needs Study will use data from the Glebe Local Area Parking Study to determine appropriate capacity (the number of required spaces) and propose potential usage types (e.g. a mix of residential permit parking and hourly parking, hourly parking only, etc) based on stakeholder input. It will also identify feasible facility configurations (e.g. height, footprint, type, etc), propose facility composition (e.g. parking only, mixed parking and commercial, etc), and review best practices in consultation with stakeholders.

Objectives in 2012

- Engage stakeholders to determine community requirements
- Identify potential options
- Finalize recommendations

Timeline

Q2

Local Area Parking Study #6 (Chinatown)

The Chinatown Local Area Parking Study will consist of a thorough review of current parking conditions in the Chinatown area (Somerset St. estimated from Bay St. to Rochester St.). Local stakeholders will be consulted throughout the study process to ensure transparency and that the parking needs of the local community are accurately assessed. The study will determine total parking supply, reveal typical usage patterns by day, identify community parking issues, and suggest options.

Objectives in 2012

- Complete a terms of reference and select a consultant
- Conduct stakeholder consultation
- Identify major issues
- Undertake parking utilization surveys

Timeline

Q2 – Q4
 (conclude in 2013)

2010 Audit of the Use of City Vehicles and Mileage (New Permit Procedures)

The 2010 Audit of the Use of City Vehicles and Mileage conducted by the Office of the Auditor General (OAG) contained recommendations related to the issuance and use of staff parking permits. In response to fulfilling the requirements of the audit, the Parking Operations, Maintenance & Development Branch will develop, draft, and implement a new set of procedures that will provide a consistent and systematic structure for issuing and using parking permits.

Objectives in 2012

- Liaise with internal stakeholders to determine requirements
- Develop and draft procedures and forms
- Review and finalize procedures with other impacted groups
- Provide a final response to the OAG’s recommendation

Timeline

Q1 – Q2

Local Area Parking Study #3 (Westboro)

The Westboro Local Area Parking Study will consist of a thorough review of current parking conditions in the Westboro area. Local stakeholders will be consulted throughout the study process to ensure transparency and that the parking needs of the local community are accurately assessed. The study will determine total parking supply, reveal typical usage patterns by day, identify community parking issues, and suggest options. The Study consists of 2 phases. Phase 1 (Background, Existing Conditions) is substantially complete. Phase 2 (Detailed Data Collection and Analysis, Consultation, Development of Options) is underway.

Objectives in 2012

- Continue stakeholder consultation
- Identify major issues
- Prepare report and submit to Transportation Committee and Council

Timeline

Q1 – Q4
(conclude in 2013)

Local Area Parking Study #4 (Glebe)

The Glebe Local Area Parking Study will consist of a thorough review of current parking conditions in the Glebe area. Local stakeholders will be consulted throughout the study process to ensure transparency and that the parking needs of the local community are accurately assessed. The study will determine total parking supply, reveal typical usage patterns by day, identify community parking issues, and suggest options. This Local Area Parking Study became necessary after a Council direction in June 2010 regarding building a parking structure at an existing City-owned surface lot.

Objectives in 2012

- Continue stakeholder consultation
- Identify major issues
- Prepare report and submit to Transportation Committee and Council

Timeline

Q1 – Q4
(conclude in 2013)

Report – Local Area Parking Study #5 (Old Ottawa South)

The Old Ottawa South Local Area Parking Study will consist of a thorough review of current parking conditions in the Old Ottawa South area. Local stakeholders will be consulted throughout the study process to ensure transparency and that the parking needs of the local community are accurately assessed. The study will determine total parking supply, reveal typical usage patterns by day, identify community parking issues, and suggest options. This Local Area Parking Study is a result of a January 2009 motion from Council for staff to carry out a comprehensive parking study for Old Ottawa South.

Objectives in 2012

- Continue stakeholder consultation
- Identify major issues
- If required, prepare and conduct Phase 2
- Prepare report and submit to Transportation Committee and Council

Timeline

Q4

Q1	Q2	Q3	Q4
	2012 Business Plan Presentation		
2011 Annual Report Development	2011 Annual Report Presentation		2013 Work Plan Report
Parking Facilities Signs – Design Consultation, Procurement & Installation			
Facilities Improvement Plan – Implementation >			
Continuous Improvement Plan >			
Business Cycle Reports			
Pay-by-Phone Launch	170 Second Ave New Garage Scoping & Needs Study	2010 Audit of the use of City Vehicles and Mileage	Report – Local Area Parking Study #5 (Old Ottawa South) – Phase 1
Local Area Parking Study #3 (Westboro) >			
Local Area Parking Study #4 (Glebe) >			
Local Area Parking Study #6 (Chinatown) >			

Key Contact

For more information regarding the content of this document, or any other topic related to the City's paid parking program, please contact:

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Additional information regarding the Municipal Parking Program can be found at
www.ottawa.ca/parking

