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# Performance Measurement Program

Parking Operations  
Maintenance &  
Development



March 2011

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## Introduction

The City of Ottawa’s Parking Operations, Maintenance and Development Branch (POMD) is responsible for providing and maintaining an appropriate supply of affordable, secure, accessible, convenient and appealing public parking that supports local businesses, institutions and tourism and encourages the use of alternative modes of transportation.

In 2010, a new “Pay and Display” parking system was introduced. This transition presented an ideal opportunity for management to better link its operations to the City’s approach to **Service Excellence** (Figure 1) and establish specific performance measures.

A **Performance Measurement Program**, specifically tailored to the POMD Branch, has been developed that will assist in the on-going management of Branch functions and the demonstration of accountabilities.

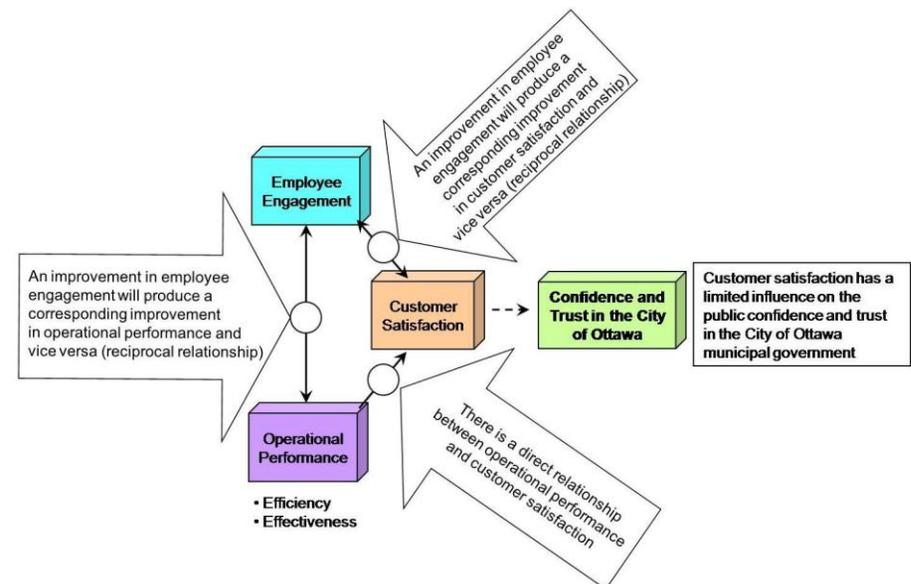
## Background

Central to the City of Ottawa’s public paid parking policy is the **Municipal Parking Management Strategy**. Developed throughout 2008 and into 2009 through consultations with local BIAs, community associations, and members of the general public, the Strategy identifies the specific objectives of the Parking Operations, Maintenance & Development Branch. These five objectives can be summarized as follows:

1. Provide an adequate supply of parking;
2. Provide short-term parking services that support local business, public services, and tourism;
3. Encourage the use of alternative modes of transportation.
4. Support on-street residential parking; and,
5. Ensure parking revenues are sufficient to cover related expenditures.

An effective **Performance Measurement Program** can serve as a mechanism to ensure these strategic objectives are achieved. Achieving the strategic objectives is vital for fostering public trust and confidence in the City of Ottawa – a central theme of the City’s Service Excellence Strategy.

Figure 1 – Service Excellence Model



## The Framework

Using the elements of logic model of the Service Excellence Strategy – employee engagement, operational performance, and customer satisfaction – and combining them with principles of the **Balanced Scorecard** (Figure 2), a customized performance measurement program has been developed for POMD that reflects both the City’s corporate vision and widely accepted performance measurement tools.

The **POMD Performance Measurement Program** focuses on the following six **performance objectives**:

1. Customer Engagement;
2. Financial Management & Accountability;
3. Operational Effectiveness & Efficiency;
4. Staff Engagement & Growth;
5. Environmental Sustainability; and,
6. Good Governance.

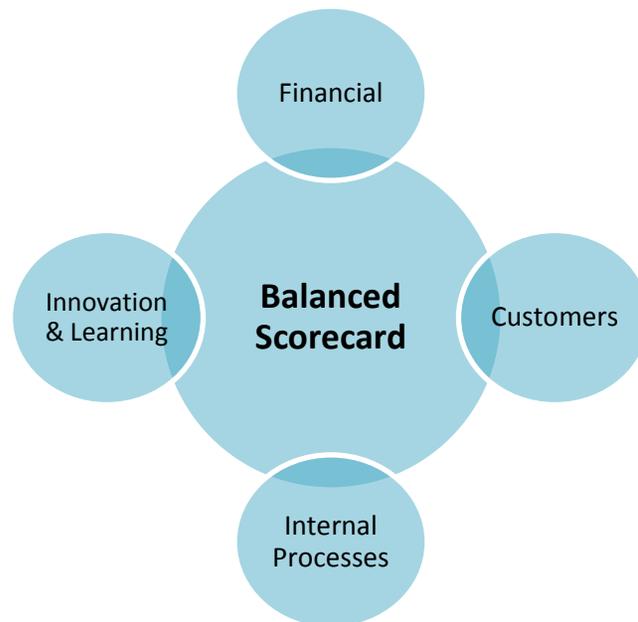
## Key Indicators

A catalogue of potential performance measures has been developed for each to the six performance objective areas. A total of over 225 measures are included in this list.

From the catalogue, ‘Key Indicators’ have been identified that will become the focal point for measuring and reporting on the performance of the Branch. These indicators have been selected in such a way to ensure that all aspects of the Branch’s service delivery functions are accounted for.

Two different types of Key Indicators have been identified: **Key Business Indicators** and **Key Operational Indicators**. These are intended to align with specific requirements to report to different audiences. The Key Business Indicators will be used to report outwardly on the Branch’s performance whereas the Key Operational Indicators will be expressed through internal reporting to Branch and Departmental Management.

Figure 2 – Balanced Scorecard Model



## Implementation / Reporting

Collection of data for the indicators that have been identified started in Q4 2010 with regular reporting to commence in Q2 2011. Two types of reporting will take place:

- For **Key Business Indicators**, these will be reported to Transportation Committee and Council by way of the Branch's Annual Report (as directed by the Municipal Parking Management Strategy). This is expected to be put forward in Q2 of each year (for the year prior).
- For **Key Operational Indicators**, these will be reported through a regularly produced Balanced Scorecard document that will be available to Branch Management to help guide decision making processes.

## Next Steps

Following implementation of the Performance Measurement Program and the commencement of regular reporting, it is critical that the indicators remain fluid. Considering the likelihood for regular adjustments both to the service delivery functions as well as the priorities and expectations of the Branch, it is necessary to conduct regular reviews of the indicators being used. At a minimum, these reviews should take place on an annual basis at the end of each year.

Additionally, it is important that **performance targets** be established where appropriate. Until initial data is captured it is premature to establish such goals, but an exercise should take place in 2011 to utilize baseline data and establish functional targets.

The catalogue of potential measures will be reviewed and updated on a regular basis. With the implementation of the Branch's Service Excellence Plan starting in 2010, there are a number of potential measures that could either become available or become increasingly relevant. For example, strategic initiatives associated with Customer Engagement, Employee Engagement and Sustainable Parking will all be developed and implemented between 2010 and 2012 and may provide additional data or require measurement and/or benchmarking.



<b>Performance Objective</b>	<b>1. Customer Engagement</b> <i>Build trust and confidence in the City of Ottawa.</i>	<b>2. Financial Management &amp; Accountability</b> <i>Provide financial transparency for all services to ensure a good value for money.</i>
<b>Summary</b>	<p>Customer engagement involves strengthening the relationship between the City and its customers – the residents of Ottawa. The improved relationship will build trust and confidence in the City and provide better customer satisfaction.</p> <p>In the context of POMD, customer engagement can be achieved by anticipating and responding to parking needs, providing convenient and useful information about parking, and enhancing the role of parking enforcement officers.</p>	<p>Providing effective financial management and demonstrating accountability are necessary to ensure that taxpayers receive good value for their tax dollars. By using generally accepted accounting principles, best practices, and the triple bottom-line approach, the City can provide excellent services while respecting budget realities.</p> <p>POMD can demonstrate financial management and accountability by presenting financial information to management on a regular basis, by monitoring expenditures, and tracking parking revenue.</p>
<b>Key Business Indicators</b>	<ul style="list-style-type: none"> <li>• Total paid parking spaces managed (on/ off-street)</li> <li>• Parking equipment uptime (total)</li> <li>• Parking transactions by payment type</li> <li>• Number of 3-1-1 calls related to parking equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Average hourly rates (on/off-street)</li> <li>• Operating expense by type (on/off street, studies, etc.)</li> <li>• Revenue by type (on/off-street)</li> <li>• Amount contributed to Parking Reserve Fund</li> </ul>
<b>Key Operational Indicators</b>	<ul style="list-style-type: none"> <li>• Parking equipment uptime (P&amp;D and POF)</li> <li>• Number of inquiries / complaints (by type)</li> <li>• Off-Street time spent at capacity (by lot)</li> <li>• On-Street paid utilization rate (by area)</li> <li>• Website hits (ottawa.ca/parking) – by subject</li> </ul>	<ul style="list-style-type: none"> <li>• Actual vs. budgeted capital expenses (year-to-date)</li> <li>• External operating costs (contractors, consultants, etc.)</li> <li>• Internal operating costs (by type)</li> <li>• Revenue by type (on-street, off-street, etc.)</li> <li>• Off-street rates by lot</li> </ul>

(t) – Measure to be presented in text (descriptive) portion of the Annual Report

<b>Performance Objective</b>	<b>3. Operational Effectiveness &amp; Efficiency</b>  <i>Continually strive for a high level of operational performance.</i>	<b>4. Staff Engagement &amp; Growth</b>  <i>Provide real opportunities for staff to contribute to the workplace and to develop new skills and abilities.</i>
<b>Summary</b>	<p>Operational effectiveness and efficiency is critical for a good customer experience. Providing services that are directly relevant to the operation, eliminating as much “red tape” as possible, and streamlining service delivery help achieve this goal.</p> <p>POMD can examine operational effectiveness and efficiency by comparing its policies and procedures to the outcomes of the services it provides. By measuring real-world-data to the stated targets, and making adjustments where necessary, effectiveness and efficiency can be gauged.</p>	<p>Engaged staff not only allow the City to function, but to grow, thrive and prosper. Clear roles and responsibilities and ensuring the corporate vision is embraced are key components. Closely related to customer satisfaction and operational performance, staff engagement is an important part of the City’s Service Excellent Strategy.</p> <p>By determining instances of staff being involved in the decision making process, the clarity of expectations for each job/role, the empowerment of staff to make decisions, and opportunities for career growth, POMD can reflect on its staff engagement &amp; growth efforts.</p>
<b>Key Business Indicators</b>	<ul style="list-style-type: none"> <li>• Number of parking improvement initiatives (t)</li> <li>• Average expense per space (on/off-street)</li> <li>• Average revenue per space (on/off-street)</li> <li>• Number of on-street motorcycle/scooter transactions (t)</li> </ul>	<ul style="list-style-type: none"> <li>• Average years of experience within parking (t)</li> </ul>
<b>Key Operational Indicators</b>	<ul style="list-style-type: none"> <li>• Duration of stay at off-street garages</li> <li>• Average expense per space (on/off-street)</li> <li>• Average revenue per space (on/off-street)</li> <li>• Pct. of on-street parking spaces at 50-57% paid occ.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of development plans submitted</li> <li>• Training hours</li> <li>• Training expenditure</li> <li>• Mandatory training completed</li> <li>• Number of memberships in professional associations</li> </ul>

(t) – Measure to be presented in text (descriptive) portion of the Annual Report

<p><b>Performance Objective</b></p>	<p><b>5. Environmental Sustainability</b></p> <p><i>Achieve goals and performance targets while respecting environmental concerns.</i></p>	<p><b>6. Good Governance</b></p> <p><i>Promote good policy that reflects official documents and responds to political direction.</i></p>
<p><b>Summary</b></p>	<p>Achieving environmental sustainability involves adopting a sound business model that meets the desired targets and goals of an organization that also reflects practices that reduce environmental impacts. Environmentally sustainable business practices can include education and awareness initiatives that inspire customers and clients to also adopt sustainable lifestyles.</p> <p>While the very intention of POMD’s business supports vehicular use, the rates of carpooling, bike usage, and environmentally friendly parking lot design can be used to evaluate environmental sustainability of the group.</p>	<p>Embracing sound decision making processes that reflect official City planning documents, directions from Council, and best practices are the essential elements of good governance. Planning for the needs of today while anticipating for the requirements of the future produce robust policies that are beneficial to the City.</p> <p>POMD can measure good governance by demonstrating how its Parking Strategy reflects official City documents, how its parking policies reflect the realities of the City, and how its policies compare to other municipalities.</p>
<p><b>Key Business Indicators</b></p>	<ul style="list-style-type: none"> <li>• Number of designated spaces for shared vehicles (t)</li> <li>• Total bike parking available at off-street facilities</li> <li>• Spending on support of alternative modes of transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Number of PSCG meetings (t)</li> <li>• Is capital program in place (t)</li> <li>• Number of community events contributed to (t)</li> </ul>
<p><b>Key Operational Indicators</b></p>	<ul style="list-style-type: none"> <li>• Total bike parking available at off-street facilities</li> <li>• Utilization of bike parking at off-street facilities</li> <li>• Spending on support of alternative modes of trans.</li> <li>• Spending on support of sustainable initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Branch Management Team meetings</li> <li>• Number of community events contributed to (time)</li> <li>• Funding contributed to community events</li> </ul>

## Key Indicators – Definitions

1. Customer Engagement			
Key Business Indicators		Key Operational Indicators	
<ul style="list-style-type: none"> <li><b>Total paid parking spaces managed (on- and off-street)</b></li> </ul>	<i>On-street paid parking spaces + Off-street paid parking spaces at municipal facilities</i>	<ul style="list-style-type: none"> <li><b>Parking equipment uptime (P&amp;D and POF)</b></li> </ul>	<i>Total functioning time of all parking payment machines / Total expected operational time (subdivided by P&amp;D and POF equipment)</i>
<ul style="list-style-type: none"> <li><b>Parking equipment uptime</b></li> </ul>	<i>Total functioning time of all parking payment machines / Total expected operational time</i>	<ul style="list-style-type: none"> <li><b>Number of inquiries / complaints (by type)</b></li> </ul>	<i>Parking-related inquiries received through 3-1-1 + parking-related inquiries received directly via e-mail/phone</i>
<ul style="list-style-type: none"> <li><b>Parking transactions by payment type</b></li> </ul>	<i>Number of cash/credit card/parking card transactions at all parking machines</i>	<ul style="list-style-type: none"> <li><b>Off-Street time spent at capacity (by lot)</b></li> </ul>	<i>Total time that off-street lots are at capacity / Total operational time of off-street lots (subdivided by individual lots and time of day)</i>
<ul style="list-style-type: none"> <li><b>Number of 3-1-1 calls related to parking equipment</b></li> </ul>	<i>Number of parking-related calls received by 3-1-1 that relate to parking equipment (malfunctions, etc.)</i>	<ul style="list-style-type: none"> <li><b>On-Street paid utilization rate (by area)</b></li> </ul>	<i>Total revenue collected on-street / Maximum possible on-street revenue (subdivided by area)</i>
		<ul style="list-style-type: none"> <li><b>Website hits (ottawa.ca/parking) – by subject</b></li> </ul>	<i>Total number of visits to ottawa.ca/parking (subdivided by subject of destination point)</i>

2. Financial Management & Accountability			
Key Business Indicators		Key Operational Indicators	
<ul style="list-style-type: none"> <li><b>Average hourly rates (on/ off-street)</b></li> </ul>	<p><u>On-Street</u>  <i>Hourly Rate * Number of spaces at that rate</i></p> <p><i>Calculated for each hourly rate with the products added together = Total Rate Hours</i></p> <p><i>Total Rate Hours / Total Number of Spaces = Average Hourly Rate</i></p> <p><u>Off-Street</u></p> <p><i>For each lot, Weighted Average Hourly Rate calculated and multiplied by Number of Spaces</i></p> <p><i>This value for each lot is added and multiplied by the total number of off-street spaces</i></p> <p><i>(considers the full vehicle rate, as opposed to any motorcycle / scooter rates that may be in effect)</i></p>	<ul style="list-style-type: none"> <li><b>Actual vs. budgeted capital expenses (year-to-date)</b></li> </ul>	<p><i>For each capital program, budgeted amount and amount spent year to-date displayed, along with percentage representation of what has been spent [Total spent year-to-date / Total Budgeted]</i></p>

<ul style="list-style-type: none"> <li>• <b>Operating expense by type (on/off street, studies)</b></li> </ul>	<p><i>Actual full-year operating expenses for the following categories:</i></p> <ul style="list-style-type: none"> <li>• <i>Off-street management</i></li> <li>• <i>On-street management</i></li> <li>• <i>Parking Studies</i></li> <li>• <i>Administrative</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>External operating costs (contractors, consultants, etc.)</b></li> </ul>	<p><i>Total operating costs towards services that are external to the City, by the following categories:</i></p> <ul style="list-style-type: none"> <li>• <i>Ext. service providers</i></li> <li>• <i>Professional services</i></li> <li>• <i>Parking studies</i></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Revenue by type (on-street, off-street, etc.)</b></li> </ul>	<p><i>Total revenue received for the year by the following types:</i></p> <ul style="list-style-type: none"> <li>• <i>Off-Street</i></li> <li>• <i>On-Street</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Internal operating costs (by type)</b></li> </ul>	<p><i>Total operating costs towards services that are internal to the Branch, by the following categories:</i></p> <ul style="list-style-type: none"> <li>• <i>Staff costs</i></li> <li>• <i>Maintenance</i></li> <li>• <i>Office Expenses</i></li> <li>• <i>Debt Servicing</i></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Amount contributed to Parking Reserve Fund</b></li> </ul>	<p><i>Total Year-End Gross Revenue – Total Year-End Operating Expenses</i></p>	<ul style="list-style-type: none"> <li>• <b>Revenue by type (on-street, off-street, etc.)</b></li> </ul>	<p><i>Total revenue received for the year by the following types:</i></p> <ul style="list-style-type: none"> <li>• <i>Off-Street – Daily Use</i></li> <li>• <i>On-Street – Daily Use (does not include residential pkg permits)</i></li> </ul>
		<ul style="list-style-type: none"> <li>• <b>Off-street rates by lot</b></li> </ul>	<p><i>For each lot, the hourly, daily max, evening max and monthly permit rates are displayed</i></p>

<b>3. Operational Effectiveness &amp; Efficiency</b>			
<b>Key Business Indicators</b>		<b>Key Operational Indicators</b>	
<ul style="list-style-type: none"> <li><b>Number of parking improvement initiatives</b></li> </ul>	<i>Total number of initiatives implemented in the year that improved local parking conditions (to be expressed as a listing of initiatives)</i>	<ul style="list-style-type: none"> <li><b>Duration of stay at off-street garages</b></li> </ul>	<i>Average duration of stay at City operated garages with gated entry (subdivided by each garage)</i>
<ul style="list-style-type: none"> <li><b>Average expense per space (on/off-street)</b></li> </ul>	<i>Total operating expenses / The number of on-street and off-street spaces managed (calculated separately for on-street and off-street)</i>	<ul style="list-style-type: none"> <li><b>Number of hours spent doing studies/evaluations</b></li> </ul>	<i>Total staff time (in hours) spent doing all studies and evaluations related to policy (rates, hours, etc.)</i>
		<ul style="list-style-type: none"> <li><b>Average expense per space (on/off-street)</b></li> </ul>	<i>Total operating expenses of the on-street and off-street parking program / The number of on-street and off-street spaces managed (calculated separately for on-street and off-street)</i>
<ul style="list-style-type: none"> <li><b>Average revenue per space (on/off-street)</b></li> </ul>	<i>Total revenue / Number of spaces managed (calculated separately for on-street and off-street)</i>	<ul style="list-style-type: none"> <li><b>Average revenue per space (on/off-street)</b></li> </ul>	<i>Total revenue / Number of spaces managed (calculated separately for on-street and off-street)</i>
<ul style="list-style-type: none"> <li><b>Number of on-street motorcycle / scooter transactions</b></li> </ul>	<i>Total motorcycle / scooter transactions at on-street Pay and Display machines</i>	<ul style="list-style-type: none"> <li><b>Pct. of on-street parking spaces at 50-57% paid occupancy</b></li> </ul>	<i>Total time spent at 50-57% paid occupancy for each on-street parking spaces / Total operational time of the space</i>

4. Staff Engagement & Growth			
Key Business Indicators		Key Operational Indicators	
<ul style="list-style-type: none"> <li>• <b>Average years of experience within parking</b></li> </ul>	<i>Total years of experience within the parking industry among all full-time employees / Number of full-time employees</i>	<ul style="list-style-type: none"> <li>• <b>Number of development plans submitted</b></li> </ul>	<i>Total number of development plans submitted / Number of full-time employees of the Branch (subdivided by union type)</i>
		<ul style="list-style-type: none"> <li>• <b>Training hours</b></li> </ul>	<i>Total number of hours spent by staff on training or professional development</i>
		<ul style="list-style-type: none"> <li>• <b>Training expenditure</b></li> </ul>	<i>Total spent on the training or professional development of Branch staff</i>
		<ul style="list-style-type: none"> <li>• <b>Mandatory training completed</b></li> </ul>	<i>Total mandatory training courses completed / Number of required mandatory training courses</i>
		<ul style="list-style-type: none"> <li>• <b>Number of memberships in professional associations</b></li> </ul>	<i>Total number of memberships in professional associations for all full-time employees of the Branch</i>

5. Environmental Sustainability			
Key Business Indicators		Key Operational Indicators	
<ul style="list-style-type: none"> <li>Number of designated spaces for shared vehicles</li> </ul>	<i>Total number of spaces in off-street facilities that are designated for shared vehicle use or car pooling</i>	<ul style="list-style-type: none"> <li>Number of designated spaces for shared vehicles</li> </ul>	<i>Total number of spaces in off-street facilities that are designated for shared vehicle use or car pooling</i>
<ul style="list-style-type: none"> <li>Total bike parking available at off-street facilities</li> </ul>	<i>Total number of bike parking spaces at all City operated off-street facilities</i>	<ul style="list-style-type: none"> <li>Total bike parking available at off-street facilities</li> </ul>	<i>Total number of bike parking spaces at all City operated off-street facilities</i>
<ul style="list-style-type: none"> <li>Spending on support of alternative modes of transportation</li> </ul>	<i>Amount spent on initiatives that support or promote the use of alternative modes of transportation</i>	<ul style="list-style-type: none"> <li>Utilization of bike parking at off-street facilities</li> </ul>	<i>Number of bikes parked at bike parking spaces at City operated off-street facilities / Total number of parking spaces at all City operated bike parking spaces at City operated bike parking facilities</i>
		<ul style="list-style-type: none"> <li>Spending on support of alternative modes of trans.</li> </ul>	<i>Amount spent on initiatives that support or promote the use of alternative modes of transportation</i>
		<ul style="list-style-type: none"> <li>Spending on support of sustainable initiatives</li> </ul>	<i>Amount spent on initiatives that support environmental sustainability or increase the level of environmental sustainability within Branch operations</i>

6. Good Governance			
Key Business Indicators		Key Operational Indicators	
<ul style="list-style-type: none"> <li>• <b>Number of PSCG meetings</b></li> </ul>	<i>Total number of Parking Stakeholder Consultation Group meetings in a given year</i>	<ul style="list-style-type: none"> <li>• <b>Number of Branch Management Team meetings</b></li> </ul>	<i>Total number of Branch Management Team meetings held</i>
<ul style="list-style-type: none"> <li>• <b>Is capital program in place</b></li> </ul>	<i>Confirmation that there is a capital program in place and it has been reviewed in the previous year</i>	<ul style="list-style-type: none"> <li>• <b>Number of community events contributed to (time)</b></li> </ul>	<i>Number of community events that POMD staff have contributed time to assist in the coordination or provide parking-related service or expertise</i>
<ul style="list-style-type: none"> <li>• <b>Number of community events contributed to</b></li> </ul>	<i>Number of community events that POMD staff have contributed time to assist in the coordination or provide parking-related service or expertise (as a list)</i>	<ul style="list-style-type: none"> <li>• <b>Funding contributed to community events</b></li> </ul>	<i>Total amount of funding directed to support community events + Foregone revenue as a result of lot closures, parking space removals, etc.</i>