

Service Level for Parking Services

Scope

Service Level documents are prepared to allow citizens and customers of the City of Saskatoon (City) to review and understand the services *currently* provided. This document includes activities completed under the Parking service line.

Service Overview - what we do

The Parking Services section (Parking Services) in the Community Standards division includes six full time City staff and approximately 40 contract staff, and is comprised of five programs:

- Parking Operations;
- Parking Enforcement;
- Policy Management & Permitting Operations;
- Impound Lot Operations & Vehicle seizures (not included in this review); and
- Civic parking (not included in this review).

Parking Operations

Parking Operations installs, manages, and maintains the pay parking system and delivers and administers the Temporary Reserved Parking (TRP) program.

Public pay parking encompasses the downtown core, the Riversdale, Broadway, Sutherland, and River Landing business areas, City Hospital and St. Paul's Hospital areas; payment is required from 9 a.m. to 6 p.m., Monday to Saturday. Payment is not required outside of these hours, on Sundays, or on statutory holidays. Payment can be made at a terminal or by using the WayToPark mobile application. Parking operations provides regular maintenance and on-call support to ensure terminals and the app are operating as intended.

Temporary Reserved Parking allows businesses and customers to temporarily reserve City pay parking spaces for a specific amount of time. Spaces are typically reserved for construction purposes, special events, etc.

Parking Enforcement

Parking Enforcement delivers compliance expectations of Bylaw No. 7200, The Traffic Bylaw, including patrols, ticketing, and identification of vehicles to be seized. Enforcement also delivers summons and subpoenas to citizens whose presence is required in court.

Policy Management & Permitting Operations

The Policy Management and Permitting Operations program exists to develop, implement, and review bylaws, policies, and plans in order to efficiently and effectively deliver municipal parking systems along with communication. The City of Saskatoon's existing permit programs are:

- Residential Parking Program (RPP);
- Limited Residential Parking Program (LRPP);
- Exhibition Week and Fringe Festival Permit Programs; and
- Special Permits (Dignitary, Veteran, Disabled, Restricted and Unrestricted Permits, Employee Permits, Department Permits).

The Residential Parking Program (RPP) program covers residential areas across Saskatoon that experience significant on-street parking congestion, usually generated by development with insufficient off-street parking to accommodate the parking generated by the development. For example, a nearby hospital, educational institution, or business district. Residents of an RPP zone may be able to purchase a RPP permit which allows them to park their vehicle near their home beyond the posted time limit. Parking Enforcement regularly patrols RPP zones.

Saskatoon's current RPP zones are:

- Varsity View;
- City Park; and
- Caswell Hill.

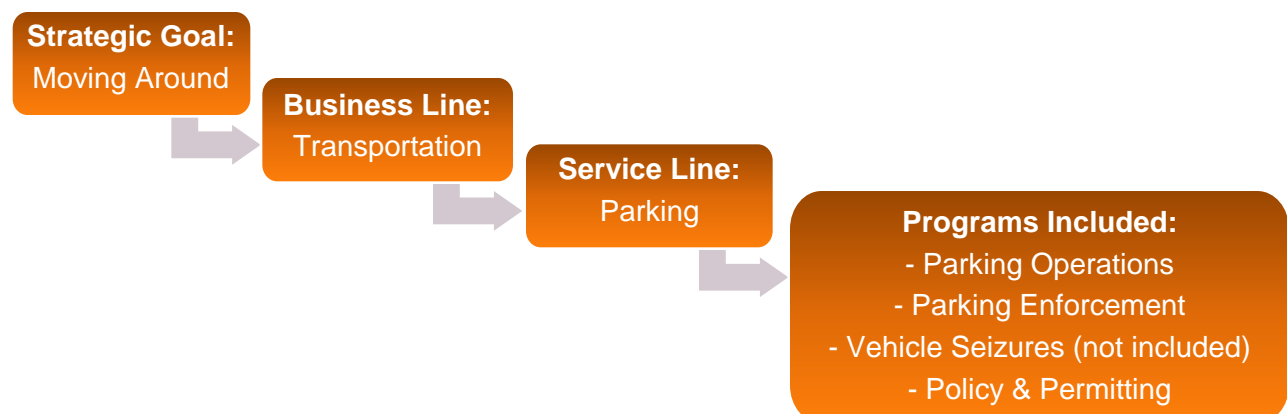
The Limited Residential Parking Program (LRPP) includes neighbourhoods where congestion is contained within a few blocks, rather than spread over a larger area. As with the RPP zone, LRPP zones impose maximum time limits for non-resident vehicles while permitted resident vehicles are able to park beyond the maximum posted time limit. However, LRPP zones are not continuously patrolled by Parking Enforcement vehicles. Residents must typically contact Parking Enforcement to report unpermitted vehicles that are parked beyond the posted time limit.

Saskatoon's current LRPP zones are:

- J.J. Thiessen;
- South Caswell Hill; and
- Pleasant Hill.

Purpose - why we do it

Parking Services provides a variety of parking options for citizens in high-volume areas to ensure both businesses and residents of these areas are largely unaffected by high-parking volume. The goal is to have available parking that is equitable, affordable, and safe.



Activities/ Programs within Service Line	Service Level Outcomes	Customer Performance Measures (2018 Baseline)
<p>1. Parking Operations</p> <p><u>Service Attributes/ Customer Values:</u> Safety Availability Accessibility Responsiveness</p>	<ul style="list-style-type: none"> • <i>Quality of Life:</i> Parking payment is quick, easy, and accurate; All people who park, pay for their parking time (no ticketing); Everyone pays in pay parking areas; Every person who parks within the City knows what is required of them for payment of parking. • <i>Economic Diversity & Prosperity:</i> On-street parking rates are affordable and the hours of use promote turnover sufficient for the needs of businesses while encouraging residents and visitors to spend time in these areas, contributing to vibrant business areas; Provide on-street parking for shorter durations and additional off-street parking for longer durations to support business, commercial, institutional, and entertainment patrons. • <i>Asset and Financial Sustainability:</i> Other necessary use of pay parking space that is non-traditional is accommodated while stabilizing revenue generated from pay parking spaces, providing predictable mill rate contributions and funding for other corporate initiatives from parking revenue. • Moving Around - Parking space supply, demand, and turnover is optimized. 	<ul style="list-style-type: none"> • Ratio of terminal, app, and TRP revenues to operating costs is 3:1. • Ratio of terminals to maintenance staff 109:1. • Actual revenue as a percentage of potential revenue (by parking space) – 40.3%. (Note: Parking terminal inventory taken out of service for TRP, construction and special events are not considered in this measure).
<p>2. Parking Enforcement</p> <p><u>Service Attributes/ Customer Values:</u> Safety Responsiveness Consistency Efficiency</p>	<ul style="list-style-type: none"> • <i>Quality of Life:</i> Every person who parks within the City knows what is expected of them for parking compliance. Parking compliance maintains harmonious neighbourhoods. • <i>Moving Around:</i> Municipal parking (parking within City limits) is enforced consistently in accordance with The Traffic Bylaw 7200 to ensure that parking areas are safe, parking supply is optimized, and the use of parking and parking permits are as intended (complies with City bylaws and policies). • <i>Sustainable Growth:</i> Parking within pay parking and RPP areas are patrolled and enforced in accordance with applicable bylaws to ensure people are parking in compliance with expectations of the City. 	<ul style="list-style-type: none"> • Parking is enforced in accordance to The Traffic Bylaw 7200. • 11,968 vehicles per parking enforcement officer FTE (2016). • 7046 calls received regarding parking complaints and enquiries. (2017 – Does not include calls on the Way-To-Park app).
<p>3. Policy & Permitting</p> <p><u>Service Attributes/ Customer Values:</u> Responsiveness Accessibility Effectiveness</p>	<p>Policy</p> <ul style="list-style-type: none"> • <i>Sustainable Growth:</i> Maintain effective municipal parking system governance that is adaptable and flexible to City growth and remains compatible with new long-term corporate strategic plans that may impact parking. • <i>Asset and Financial Sustainability:</i> Maintain accountable municipal parking system governance that has stable revenue and parking rates, ensures successful cost recovery 	<ul style="list-style-type: none"> • Processing time after an RPP request is submitted to implementation can take up to 1 year. • Residential Parking Permits are issued to applicants in accordance with RPP bylaw (currently under review). • New RPP or LRPP zones will be designated where

Activities/ Programs within Service Line	Service Level Outcomes	Customer Performance Measures (2018 Baseline)
	<p>programs, and treats all paying customers fairly and equitably.</p> <ul style="list-style-type: none"> <i>Quality of Life:</i> Policy development includes an ongoing plan that ensures that parking users are clearly informed of the expectations of the City. <p>Permitting</p> <ul style="list-style-type: none"> <i>Sustainable Growth:</i> Provide equitable availability of residential street parking for the needs of residents with consideration for the needs of the larger community. <i>Quality of Life:</i> Permitting manages the parking needs of special groups within the community. <i>Quality of Life:</i> Permitting manages the parking needs of those who live in densely populated or high parking demand residential areas. These permitted areas occur where 1) parking supply is limited, or 2) parking capacity is impacted and constrained by short-term events, or 3) parking overflows into residential areas from neighbouring land uses which have insufficient or costly parking. <i>Quality of Life:</i> Parking permits are issued in accordance with applicable policies and bylaws. Parking policy and bylaws are created to ensure parking is equitable for all parking users in the community. 	<p>transient parkers in the area are 25% or greater of the vehicles parking in the area and parking accumulation is greater than 70%.</p> <ul style="list-style-type: none"> 245 block faces in RPP zones, excluding LRPP. Note: 33 block faces will be added with the Varsity View expansion.

Resource Allocation – what it costs

2018 Budget:

Service Line	Number of Activities/Programs	2018 Budgeted Cost to Deliver Service	2018 Budgeted Revenue	Total
Parking	3	\$3,098,500	(\$5,899,600)	(\$2,801,100)

2018 Forecast:

Service Line	Number of Activities/Programs	2018 Forecasted Cost to Deliver Service	2018 Forecasted Revenue	Total
Parking	3	\$3,768,600	(\$6,328,000)	(\$2,559,400)

2018 Cost Variance	2018 Revenue Variance	Total 2018 Variance Forecast vs. Budget
\$670,100 (Unfavorable)	\$428,400 (Favourable)	\$241,700 (Unfavourable)

Forecasted expenditures based on 2018 actuals identify costs and revenues in excess of budget that are required to maintain operations in 2018. Some of these items include:

- Commissionaire costs above budget - \$116,300;
- Increased banking and parking app fees - \$106,400;
- Salary & payroll cost for new Customer Support Coordinator for 9 months - \$61,600;
- Varsity View RPP expansion implementation costs - \$32,000 for 2018; and
- Marketing and communications expenses - \$10,000.

Based on 2018 projections, the costs and revenues to provide these service levels broken down by program are:

Service Activity/ Program	2018 Forecasted Cost	2018 Forecasted Revenue	Total	Cost per Unit*
Parking Operations	\$2,080,400	(\$6,270,100)	(\$4,189,700)	(\$15.46) per citizen**
Parking Enforcement	\$1,250,700	\$0	\$1,250,700	\$4.62 per citizen
Policy & Permitting	\$437,500	(\$57,900)	\$379,600	\$88.67 per permit (after fee) \$102.20 per permit (total cost)

* Based on 4,281 residential parking permits and limited residential parking permits, including visitor permits (2018 budget) and population of 271,000 (July 1, 2017 estimate)

** Negative value (in brackets) indicates revenue.

The 2016 MBNCanada Performance Measurement Report provides 4 metrics to measure parking against 10 municipalities reporting on these measures. They include:

- Number of paid parking spaces managed per 100,000 population;
- Gross parking revenue collected per paid parking space;
- Total cost per paid parking space managed; and
- Revenue to cost ratio: on-street and off-street parking spaces (not available for Saskatoon).

Though exact items included in revenues and costs from the MBNCanada statistics are unknown, the following table outlines a best approximation of these measures in comparison to the City of Saskatoon.

Measure	MBNCanada Median	MBNCanada Lowest	MBNCanada Highest	City of Saskatoon
Paid spaces per 100,000 population	1,332	617 (Regina)	3,193 (Thunder Bay)	1,071¹
Gross revenue per paid parking space	\$1,698	\$587 (Thunder Bay)	\$6,048 (Montreal)	\$2,417²
Total cost per paid parking space	\$1,135	\$475 (Thunder Bay)	\$1,812 (Toronto)	\$1,284³

1. Based on 2,903 paid municipal parking spots and a population of 271,000 (July 1, 2017 estimate) using 2018 forecast figures (includes 309 spaces in River Landing)

2. Based on 2,594 parking spaces (excluding River Landing)

3. Costs of Operations & Enforcement using 2,594 parking spaces (excludes River Landing)

Note: River Landing financials are not included as the development is its own entity and meant to be 'self-containing' (Services pay for themselves). Costs to enforce River Landing are cost recovered in Parking Services financials

Financial Assumptions

Not included:

- Civic Employee Parking Lots;
- Impound lot and vehicle seizure financials;
- Costs and revenues for River Landing; and
- Revenues do not include parking tickets.

Included:

- Summons and Subpoena Delivery Services; and
- Financials for disabled permits are included under Parking Operations.

Constraints

Bylaws and policies that dictate a required level of service and/or amenities:

- The Traffic Bylaw No. 7200; and
- Residential Parking Program Bylaw No. 7862.

Risk factors that may currently impact the City's ability to deliver services as described above include:

- Approved staffing level is insufficient to meet current service level / not sustainable
 - Insufficient back-up coverage for key Parking personnel;
 - No specific staff to focus on customer service inquiries and complaints;
 - Existing staff currently working unpaid extra hours to maintain current service levels; and
 - Lack of resources to administer and enforce residential parking permit area expansions and population growth.
- Bylaws and policies in need of renewal;
- High turnover of commissionaires due in part to daily interactions with disgruntled citizens;
- As terminals age, more maintenance is required; and
- No reserve in place for terminal/system replacement.

Supporting References

- The Traffic Bylaw No. 7200;
- Residential Parking Program Bylaw No. 7862;
- Residential Parking Permit Program Policy C07-014;
- Downtown Parking Strategy City of Saskatoon – prepared April 19, 2016;
- 2016 MBNCanada Performance Measurement Report; and
- Ammons, David N. *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards*. Third Edition. M.E. Sharpe, Inc., 2012.

Optional Service Levels

The table below provides service level options and associated costs.

No.	Service Level Option	Description of change in Service Level Outcome	2018 Budget	Est. 2019 Annual Total *	Overall Funding Result
1	Status Quo	<ul style="list-style-type: none"> No change to Service Level The current service level results in many citizen complaints and employees working unpaid overtime hours in excess of normal working hours in order to keep up. Additional funds are required to maintain the minimum current service level, currently there are staff, equipment, and contractors required to maintain operations that are not accounted for in baseline budget. Staff will continue to identify improvements and efficiencies. 	Cost: \$3,098,500 Revenue: (\$5,899,600)	Cost: \$3,545,500 Revenue: (\$6,250,000)	\$447,000 annually <ul style="list-style-type: none"> \$125,000 for Varsity View RPP expansion. \$80,000 for Customer Support Coordinator. \$102,000 for Commissionaires base budget adjustment. \$140,000 base budget adjustment for increased banking & app transaction fees.
2	Increase Service: Add additional resources to reduce stress on employees and potentially reduce customer complaints	<ul style="list-style-type: none"> Currently, staff are "on loan" from other areas outside Parking Services to help with policy development because the current staff do not have capacity to take on this work. Continue to update and review current bylaws to bring Parking Services in line with current industry best practices. 	Cost: \$3,098,500 Revenue: (\$5,899,600)	Cost: \$3,769,500 Revenue: (\$6,250,000)	\$671,000 annually <ul style="list-style-type: none"> \$447,000 status quo (option 1). \$75,000 annually for 1 additional FTE (Permit & Signage Coordinator) to allow Parking Policy and Permitting Manager to focus on updating policy. \$82,000 inflation and terminal maintenance not covered under warranty. \$56,000 Terminal technician currently funded by capital. \$11,000 Armoured Courier (required but not currently funded).

No.	Service Level Option	Description of change in Service Level Outcome	2018 Budget	Est. 2019 Annual Total *	Overall Funding Result
3	Decrease Service: Maintain current resources which could increase complaints and decrease ticketing rate	<ul style="list-style-type: none"> Maintain current resources, removing help from outside of Parking Services. Less enforcement support means fewer tickets issued and less enforcement coverage. Reports, investigations, policy and bylaw updates will not be updated and kept current. 	Cost: \$3,098,500 Revenue: (\$5,899,600)	Cost: \$3,098,500 Revenue: (\$6,250,000)	No change

* **NOTE:** Repayment of CALE terminal stations is scheduled to complete mid-2019. Decreased payment costs are not included in Estimated 2019 Annual Costs, however repayment could significantly offset increased funding result.

Supporting Information

The Parking service line generates significant revenue that contributes to the mill rate from on-street parking fees, temporary reserved parking fees, and residential parking permits. Because there is a direct fee for service, parking has historically been a contentious topic with members of the public. Parking Services experiences a large volume of customer complaints and negative interactions with citizens. This, in turn, results in high turnover rates for commissionaires and a high risk of disengaged employees.

In addition, Parking Services currently does not have the resources it needs to complete all tasks required to keep the programs running successfully. Parking Services has enlisted the help of two City of Saskatoon staff from other areas outside of Parking Services, on a part-time basis, to assist in the day-to-day tasks and to maintain status quo operations. Issues arise when these staff are pulled away by other obligations, leaving parking services short-staffed. This is not a sustainable approach to addressing the staff resource needs of Parking Services.

A review of the current operations has identified areas where efficiencies could be made to existing processes; however key roles are still missing or left unfilled.