



CITY OF RICHMOND

REPORT TO COMMITTEE

TO: General Purposes Committee
FROM: Sandra Tokarczyk
Manager, Community Bylaws and Administration
RE: PARKING PROGRAM

DATE: July 12, 2000

FILE: -

STAFF RECOMMENDATION

That:

1. The City's parking program, as outlined in the July 12, 2000 staff report, be approved in principle.
2. An additional Parking Patroller position be created and added to the City's position complement control.
3. Staff:
 - a) develop and conduct a public consultation process to determine the level of enforcement services the community would like to see for "on" and "off" street overtime parking as well as commercial vehicle infractions.
 - b) develop a proposal call based on the outcome of the public consultation process.

Sandra Tokarczyk
Manager, Community Bylaws and Administration

FOR ORIGINATING DIVISION USE ONLY		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Transportation	Y <input type="checkbox"/> N <input type="checkbox"/>	
R.C.M.P.	Y <input type="checkbox"/> N <input type="checkbox"/>	
Budget	Y <input type="checkbox"/> N <input type="checkbox"/>	

STAFF REPORT

ORIGIN

The City has introduced its vision and asked all of its units to focus their efforts on achieving the vision. The Parking section have worked through a process to align their activities with the City's strategic vision. Given the scope of changes, it was felt that this was an appropriate time to bring the program to Council.

A document outlining Richmond's existing strategically focussed parking program has been prepared and is attached (Attachment A) for Council's information and consideration. Council is being asked the following questions on the existing parking program:

- Is the purpose of the program appropriately defined? (Att. A, p. 3 - B).
- Is the focus of City resources on priorities 1 and 2 - safety and liability duties appropriate? (Att. A, p. 3 – B Table) and if so then,
 - Is the concept of developing a private partnership on priorities 3 and 4 acceptable? (Att. A, p. 3 –B Table and p. 14).
- Is the "break even" budget concept for services provided appropriate? (Att. A, p. 1 last paragraph).
- Is the education ratio appropriate? (Att. A, p. 5 - D).
- Is the public relations gestures for out of Province/Country tourists on timed infractions only appropriate? (Att. A, p. 5 - C).
- What is Council's direction on the timing of the pay parking pilot project review? (Att A, p. 14 last paragraph).

Staff are also suggesting, in this staff report, changes to the current program. Council is being asked the following questions on the proposed changes to the existing parking program:

- Is the new shift schedule acceptable? (see "Shift Changes" below) and if so,
 - Can Council support the creation of a new Parking Patrol position number now? (p 3 staff report – Financial Implications of Shift Change).

PARKING PROGRAM HIGHLIGHTS

The highlights of the existing parking program are as follows:

- The purpose of the program was re-defined and re-focussed to enhance the City's liveability (safety), beautification (abandoned vehicle removal), and be well managed by reducing the City's liability risks through the enforcement of its parking and traffic related bylaws.

- The program was developed and implemented based on providing a customer-focussed education program with a parking ticket ratio target of 90% education and 10% enforcement. The additional goal of running this type of program at no cost to the City was also set.
- The concept of the City focussing on key safety and liability issues and developing a private partnership to provide enforcement services for timed and commercial related offences is suggested. A one year trial with a private partner to provide off-street parking enforcement services, through the introduction of pay parking, in several City lots is in progress. A proposal for a range of services and delivery options would be produced. Part of the process would allow for resident and business community input and identify possible parking related actions or taxation through the Greater Vancouver Transit Authority.

SHIFT CHANGES

The current shift schedule shown in Att A (Att 2) was reviewed for service effectiveness. We found that the shift could be adjusted to provide more effective service as follows:

- Saturday/Sunday (afternoons) – commercial businesses areas ie – Auto Mall; Aberdeen, Steveston, Mitchell Island, major arterials (no stopping).
- Monday-Friday (days and afternoons) – School zones, street sweeper program, core area, stopping offences on major arterials, complaints (via RCMP), truck enforcement (hours of parking – afternoon shift) and 7am-9am no stopping zones – dayshift – arrive 8am.

The new schedule (Att B) provides for parking enforcement services on a 7 day a week basis vs. the current 6 days a week. Saturday and Sunday are two of the busiest traffic days and create demands for service. The concept of two shifts (day and afternoon) and compressed days remain, however they no longer rotate. CUPE Local 718's membership have approved the schedule in principle. The times of the shifts are proposed to be altered are as follows:

From:

To:

Days

8:15 am – 5:00 pm (M-F)

7:15 am – 4:00 pm (M-F)

Afternoons

2:15 pm – 11:00 pm (Thu/Fri)

12:15 pm – 9 pm (M-Sun)

12:15 pm – 9:00 pm (Sat)

The earlier start on the day shift allows for better coverage of major arterials where “no parking” restrictions are installed. The mid day start allows for more officers on staff during the peak afternoon period in the core area. The ending of the shift at 9:00 pm coincides with the slowing down of traffic issues. The practice of not working statutory holidays would continue along with reduced or no services on the traditional Christmas and New Year's Eve.

The amount of officers on any given day has been brought to a level averaging 2-3. The old shift provided for anywhere between 0 and 3 officers on various days. The schedule includes the addition of one Parking Officer to provide effective community coverage. Attachment C to the staff report shows comparisons of parking enforcement services provided in some selected other lower mainland cities.

Two of the three current Parking Patroller positions are vacant (due to promotions). It was felt that this would be an appropriate time to bring forward the changes to the shift schedule and program. Staff would like to recruit for all of the vacant positions at one time and have them hired on the basis of the new shift and trained at the same time on the customer service principles.

FINANCIAL IMPLICATIONS OF SHIFT CHANGE

A summary of the financial implications of the shift change are as follows:

- Overtime costs reduced by \$2,880
- Shift Premium costs reduced by \$2,910
- Base Salary costs increase at an additional level by \$25,065 for the 4th position
- Annual operating expenses increase by \$5,100 (\$4,030 vehicle, \$50 membership, \$1,000 uniform)
- One-time expense of \$5,500 for handheld ticket machine

The expenses incurred in the year 2000 for the additional officer can be absorbed in the current section's budget (due to vacancies). Funds at the base operating level totalling \$30,200 would be included in the year 2001 budget with the expenses off set by equal additional incoming revenues.

DEVELOPING A PRIVATE PARTNERSHIP

It is recommended that the City focus the efforts of its core parking enforcement services staff (recommended level at 4 Patrollers) on safety and liability issues. It is also recommended that the remaining parking enforcement services, such as timed and commercial infractions, be done through the development of a contract with a private partner (as is currently the case with the private pay parking company).

The community's expectations in regards to the level of enforcement for timed and business infractions (priority 3's and 4's) should be sought, a strategy developed around those expectations, and private service delivery methods explored. Greater flexibility in relation to reacting to community demands for service can be achieved. The public process might include some random sample surveying, discussions with the Chamber of Commerce, and review of existing requests for this type of service delivery.

A distinct separation between the safety and liability service providers and the timed and commercial infraction duty service providers may be seen by the public. A resulting benefit might be a stronger community support for the Parking Patrol function with a safety/liability focus and improved public image.

CONCLUSION

The City's current parking program should be changed to improve service. A private partnership should be explored to provide for timed and commercial parking infractions, based on community input.

Sandra Tokarczyk
Manager, Community Bylaws and Administration



City of Richmond



Parking Program

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Attachment 1-B	Bylaws Enforced
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Attachment 3	Patrol Routes and Zones (Text and Map)
Attachment 4	On-Street Time Zones
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Attachment 6	Customer Service Principles
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Attachment 8	Parking Ticket Flowchart

ORGANIZATIONAL BACKGROUND

In the mid to late 1980's the Parking Program was created in the then Permits and Licenses Department. It went through many staff level changes during that period and eventually settled with three regular full-time Parking Patrollers, one temporary full-time clerk, and auxiliary Patrollers. In October of 1997, the program was moved to the newly created Property Use and Administration Department in the Urban Development Division.

Since the move to the interim City Hall, there were three further organizational changes as follows:

1. A regular full-time clerk position was added to the Parking Section. Both Frances Marcal and Tracy Christopherson provide support services to both the Parking and Property Use Sections. The equivalent of one full-time clerk's services is provided to each section. Their main purpose is to act as customer service representatives and deal with the parking ticket and property use administrative processes.
2. The auxiliary parking staff program was ineffective and subsequently eliminated. The auxiliary funding was re-directed within the program's regular salary budget.
3. A Parking Supervisor position was introduced on a trial basis to supervise the day-to-day needs of the unit, respond to written complaints (through investigation), and incidents, requests for service, equipment needs, work process reviews, customer service issues, and the development of better working relationships within the organization, and the community.

The organizational changes introduced to date have proven effective and are key to the unit's continued success.

The current organizational structure is shown below:

Bruce Howie, Parking Supervisor

Tracy Christopherson/Frances Marcal, Parking (and Property Use) Support

Parking Officer (currently vacant)

Kevin Kientz, Parking Officer

Parking Officer (currently vacant)

In an average year when all positions are filled, the staff issue approximately 12,200 tickets. The Parking Program would normally break even with annual expenses of \$240,400 and an average net revenue return of \$240,000.00. On average the City loses 30% of the potential parking ticket revenue.

PROGRAM CHALLENGES

Since the program's original inception there have been different leaders and various messages on the unit's purpose, method of operation, and economic purpose. The shift towards pursuing the City's vision has compounded the section's uncertainty on a number of fronts and created the need to re-define the program.

To start the re-defining of the program, interviews were conducted with a number of key City staff leaders in order to determine their thoughts on the Parking Program. Attachment 1-A contains a summary of those interviews. In addition to the key staff interviews, a number of workshops were held with the parking staff to solicit their views.

The resulting feedback was placed into three major areas: Direction, Program, and Support.

A. Direction

It was clear that there were a number of issues that needed to be addressed before a clear strategically linked direction for the Parking Program could emerge. Council and key staff leaders need information on the current and future Parking Program in order to understand it, direct it, and subsequently support the emerging program. Parking Section staff require a clear understanding of their program, needed an opportunity to input into the future program, as they would ultimately be implementing that program.

B. Program

The current Parking program's priorities, services, and resources should be clearly detailed and re-defined in a strategically focussed direction with a customer service emphasis.

C. Support

For this program to be successful it requires not only staff leadership support, but also political, City staff, and community support.

Both the RCMP and Transportation Department indicated support for the program and were concerned about the limited number of Patrollers available to respond to non-moving traffic issues.

A. Direction

The Parking Section staff, through a series of workshops has prepared this report on the Parking Program. Through this process the staff have clarified and is supportive of the program direction. It is presented for the purposes of seeking Council’s support and understanding of the program and its strategic focus.

B. Program

The Program Section is broken down into: their mandate, what duties they currently perform and how, with an emphasis on customer service, efficiencies, performance measurements, safety, and working with others.

What is their Purpose?

“The Parking Section’s purpose is to enhance the City’s safety, liveability, beautification, and reduce liability risks through the enforcement of its parking and traffic related bylaws.”

What Duties Do They Currently Perform?

The Parking Patrollers deal with “non-moving” motor vehicle bylaw infractions as detailed in Attachment 1-B. Their primary focus is placed on pursuing safety and liability infractions (shown as priorities 1 and 2 below). The second and third ranked priorities are generally focussed around timed or business-related stationary motor vehicle infractions.

Safety and Liability Infractions (Ranked Priority 1 and 2 in no particular order)	
Priority 1	Priority 2
Over 30" from curb (obstruction/double parking)	Construction zones
Fire hydrants	Unlicensed vehicles
Yellow curbs	Handicapped on-street and in City lots
No stopping (major arterials and fire lanes)	Unattached trailers
Bus zones	Abandoned vehicle removal
No parking (including school zones)	
Driveway clearances	
Crosswalks	
Parked facing traffic	
Blocked sidewalks	
Public complaints (Priority 1 or 2)	

Time and Business Infractions (Ranked Priority 3 and 4)	
Priority 3	Priority 4
Loading zones	Timed infractions
On-street commercial vehicles (restricted hours)	Commercial decals

The Parking program contributes to the City's vision in the following ways:

Liveability: ensuring that traffic along the City's arterials keeps moving and aren't obstructed by stationary vehicles; ensuring that the City's sidewalks, bike & fire lanes, bus stops, and public handicapped stalls are kept clear for the designated use; addressing public complaints that are affecting a residents' liveability.

Beautification: investigating and addressing abandoned and unlicensed vehicles found on City owned/leased properties, by ticketing and/or towing.

Safety & Liability: fire hydrants, yellow curbs, school zones, crosswalks, construction zones, and the sidewalks are kept clear from obstruction and damage; ensuring that private driveway entrances are not obstructed.

Their duties are performed on a pro-active basis wherein the uniformed officer observes the offence and takes appropriate progressive enforcement action based on their customer service principles. Complaints are received in many different manners and dealt with in a timely and re-active manner. Details of when and where these duties are performed are shown below.

Where and When Are These Duties Currently Performed?

The three Parking Patrollers currently operate on a rotating shift covering dayshift from 8:15 am to 5:00 pm Monday to Friday; an afternoon shift from 2:15 pm to 11:00 pm Thursday to Friday; Saturday 12:15 pm to 9:00 pm; and an early overtime shift once a week starting at 6:45 am. There are currently no Sunday patrols. Attachment 2 shows their current schedule.

The patrol routes were developed and based on known problem areas in the community.

Parking patrols are made on a regular basis in a vehicle or on foot throughout the City. The City is divided into three zones N (north), SE (south-east), and SW (south-west) as shown on Attachment 3. Attachment 3 also shows the frequency of the patrols and provides additional details.

Attachment 4 shows the three areas in which the officers pursue on-street "timed infractions".

The first area "Steveston" is patrolled once or twice a year and requires all three officers to complete the enforcement process.

The second area "Auto Mall" is patrolled eight times per month for safety infractions. However, business owners ask for timed infraction patrols as well as safety patrols.

The third area "The Core" is patrolled daily for safety infractions. Eighteen of the City's lots are patrolled occasionally for safety infractions and are dealt with (Attachment 5) on a complaint basis only.

How Do They Do Their Program?

The following program has been formatted into selected strategic headings focussing on: Customer Service, Efficiencies, Performance Measurements, Safety, and Working with Others (Partnerships).

Customer Service

A number of initiatives shown A-H identify the customer service component of the Parking Program.

A. *Principles*

As part of the City's Customer Service Program the staff of the Parking Section developed the attached service principles. See Attachment 6.

B. *Ambassador*

The term "Ambassador of the City" was coined and reflects the fact that the Patrollers represent the City and as such their actions and statements reflect on the image of the City in a positive or negative way.

The Patrollers act as Ambassadors in many ways, however, the best examples are:

- Asking questions **before** ticketing and offering assistance to those who are illegally parked and in need;
- By providing directions to those who are lost; and
- Offering assistance to those whose vehicle may have broken down (by offering to call BCAA, a tow truck, or protect the vehicle if in a dangerous place (using cones or vehicle wigwags).

Patrollers may choose to mail vs. deliver a ticket when they feel their safety is at risk. Potential ticket recipients who conduct themselves in an inappropriate manner towards the Patroller are likely to receive a ticket vs. a warning.

C. *Out of Province/Country Tourists*

License plates can be used to identify out of province/country "tourists" who are visiting Richmond. There is an opportunity to treat these "on the street" vehicles differently should Council wish to do so for tourism and "Ambassadorial" purposes. If this is the case, a break should only be given for the less serious infractions such as timed however, not apply to City lots for which pay parking has been introduced. This change would likely have a minimal impact on revenue.

D. *Education Ratio*

An "education ratio", high on the education, has been established (ie. 90% service - 10% regulatory). The last measurement shows the unit running at an 83% service, 17% regulatory ratio as detailed in Attachment 7.

Currently there are several other mechanisms that are used for “education” purposes as follows:

- “New Regulation” warning signs are placed to advise drivers of new regulations;
- Letters are sent to affected property owners/residents advising of new regulations to be introduced in their area;
- Community education is introduced through the Traffic Safety Advisory Committee which holds the annual “Traffic Safety Week” and provides a conduit to the RCMP, ICBC, and Richmond School Board and School Facility staff and parents; and
- Meetings with repeat business offenders are held - two are targeted per year (ie. Armoured Car or Bus Charter companies) for problem resolution and discussion purposes.

In addition, the following “Progressive Enforcement” customer service component also includes many “educational” opportunities.

E. Progressive Enforcement

The following progressive enforcement tools are used in the bylaw enforcement process:

- “Shoo” along using vehicle horn, lights, or hand wave;
- On-street education with vehicle operator;
- Issuance of a “warning” ticket vs. “real” ticket (officer discretion - accompanied with education if vehicle operator is present);
- Issuance of a “real” ticket (if vehicle operator present it is accompanied with education);
- Towing (fire access or unlicensed/abandoned vehicle);
- Warning letter (after 10 days of non-payment);
- Summonses;
- Court; and
- Collection agency (after 30 days).

Attachment 8 shows the normal ticket flow in chart format.

F. Complaint Process

This unit annually receives approximately 250 complaints direct from the public and an additional 350 are generated through the RCMP. Complaints and inquiries are received by phone, in writing, in person, and through the RCMP report desk and radio system. Complaints are dealt with promptly and on a priority basis with the officers leaving their regular patrols to address complaints. The Bylaw Enforcement Clerk and the Parking Supervisor play key roles in answering inquiries and reviewing complaints prior to generating a call for service. They review the requests for possible enforcement ramifications and seek direction as needed (particularly in residential neighbourhoods). The Bylaw Clerk and Supervisor act as “customer service” representatives leaving the officers free to conduct their duties in the field.

The complaint processes are shown below, based on how the complaint was generated:

Phone

- Requests for parking enforcement services (complaints) are directed through the RCMP non-emergency number directly to Patrollers on the road.
- Requests for bylaw clarification or direction on problem resolution are directed to the Bylaw Enforcement Clerk or Supervisor who acts as a “funnel” for complaints. Answers questions, gives “here’s what I can do” vs. “can’t do” options, and asks if the caller wants a follow-up call.
- Addresses issue with appropriate group (Traffic or RCMP).

Radio

- Complaint received at RCMP complaints desk.
- Enters complaint into RCMP computer complaint system.
- Complaint directed to information communications operator.
- Information sent to Patroller via RCMP radio.
- Reacts and concludes.

Letter (regarding Request for Service)

- Received and directed to Supervisor.
- Yellow complaint form completed and responds to complainant.
- Given to officer for action.
- Entered on the quarterly corporate complaint log if directed from the Mayor, Council, or GM’s offices.

On-Street/In Person

- Concern received verbally (asked if follow-up wanted).
- React and conclude.

Complaint on Officer Conduct or Ticket Issuance

- Complaint received and directed to Supervisor.
- Supervisor conducts investigation (officer input sought).
- Respond to complainant and provide explanation (written or verbal).
- Action as appropriate based on investigation.

G. *Ticket Fixing*

The opportunity to change tickets after they have been issued for personal benefit exists and if this occurs, could possibly lead to criminal charges. Ticket fixing has generated some media attention in the Lower Mainland (ie. Vancouver and North Vancouver) albeit at the RCMP level. However, one can draw a similar parallel to these cases and as such, clear criteria for changing tickets to warnings have been created to avoid any potential concerns.

The parking programs from various cities are regularly compared by the revenues and numbers of tickets they produce.

All complaints about tickets issued under the “safety and liability” categories should be forwarded to the Parking Supervisor or Property Use Manager for investigation and based upon the findings determine the validity of the ticket. This would exclude all other City staff from this decision making process and requires support from above. If the ticket stands, the recipient still has the option to pursue the matter in traffic court and the Judge can decide.

Complaints about tickets issued that do not affect community safety or liability can be treated differently in that they are deemed “less serious” in nature and provide some opportunity for “customer service” or “ambassador” opportunities (as long as they are not used for personal gain). The following have the authority to direct that a ticket in this category be changed:

1. Mayor;
2. Chief Administrative Officer (CAO);
3. General Managers (GM);
4. Manager, Customer Service;
5. Manager, Property Use and Administration;
6. Parking Supervisor;
7. Patrollers; and
8. Bylaw Clerk.

In all cases, appropriate written documentation (ie. e-mail) should be provided when requesting that a ticket be changed to a “warning”. For customer service or ambassador purposes the documentation should include details of the conversation with the complainant (who, what, where, when, and why), and their reason for changing the ticket. Some examples are as follows:

Example 1: Ticketed for parking in handicapped without valid hanger.

Spoke with Mr. Smith on January 4, 1999 at 1:30 pm. Mr. Smith indicated his wife was in hospital for a serious illness and he forgot to display his hangar in his panic to reach the hospital. Mr. Smith produced his hanger #12345 expire December 31, 1999. Request ticket #77889 be changed given the difficult personal circumstances of Mr. Smith and his wife. Mr. Smith was advised that his ticket would be changed to warning and also advised of the importance of displaying his decal in the future and that the Patrollers were simply doing their job as requested by the disabled community.

S. Tokarczyk, Manager, Property Use and Administration

Example 2: Ticketed for parking in the wrong spot on a City patrolled lot.

Spoke with Ms. Jones (City staff) on January 4, 1999 at 1:30 pm. Ms. Jones indicated that the Xerox repairman had come in to City Hall to service our machine on a very snowy day and parked in the wrong spot. Request ticket #99988 be changed as it is felt that the service provided, given the snowy circumstances, was exceptional and merited some form of acknowledgement. Advised Xerox repairman that ticket will be changed and why and that the Patrollers were doing their job and to be aware of where he parks in future.

J. Bruce, General Manager, Finance

The details of the ticket changing will be appended to the ticket for audit and legal purposes. Specific details (to identify the ticket issued) are needed along with the reasons for the change (to avoid any personal gain concerns). A copy of the ticket change would be given to the issuing officer for their information and changing of the ticket in the computer system. It is also recognized that the changing of tickets to warnings has a monetary impact.

H. Breaks

The concept of giving a “break” before issuing tickets has been integrated into this unit's business practices for some time. Examples of the “breaks” given are as follows:

When observing a vehicle which appears to be in violation of a safety restriction such as:

- Within 6 m of a stop sign, an intersections street, or crosswalk; and
- Within 5 m of a fire hydrant;

they generally measure and only issue the ticket when the offending vehicle is less than two-thirds the stated distance. For example, two-thirds of 6 m is 4 m, so the offending vehicle would only be ticketed if there is less than 4 m clearance - thus giving a 2 m grace distance.

When dealing with posted restricted areas (including yellow curbs) they only ticket if over half the vehicle is in the restricted area or in the case of large vehicles, one-half the restriction such as the yellow curb is obstructed.

When dealing with items such as within 1.5 m of a driveway, ticketing occurs when a vehicle is “even” with the edge or in front of the driveway.

All of the breaks given above are tempered with discretion at the time - for example, in a case where two vehicles are obstructing the same fire hydrant (one is beside and one is within 3.5 m of the hydrant) both would be ticketed for consistency and perceived fairness by ticket recipients.

Towing is treated with the same leniency in that only vehicles that pose a high hazard risk are towed - for example, in a high traffic area or obstructing a fire access in such a manner as to totally block the access of emergency vehicles. In addition, unlicensed vehicles with expired plates, which are adjacent or in the vicinity of an owner's residence would not be towed, they would be ticketed and stickered (which is an intent to tow notice if not moved) and after two days, if not moved or licensed, then towed. Vehicles not located adjacent to residences are towed immediately with expired or no plates.

C. Support

Support from City staff, Council, and the community in general is desired and required in order for the program to truly succeed. There are a number of negative aspects that are prevalent in the staff and community realm, the primary ones are identified below:

1. Parking Patrollers are “meter maids”, implying that their function is to only bring in money for the City;
2. Parking Program is a “cash cow”, implying that the City is only in this program for the money;
3. Staff have identified that the number of “incidents” and “rage” both verbal and physical is on the rise; and
4. Patrollers are regulatory, unfeeling, and therefore it's okay to abuse them.

A strategy to combat these negative aspects is outlined on the following pages.

City Staff

There is a perception by some City staff that they should be, by virtue of their employer or role they perform, be treated differently -- in their eyes infractions ignored or that if caught they should be given a greater break than the general public. Staff sometimes sees them as regulatory and unfeeling. Negative comments from our own City staff in this regard alienate the Patrollers, facilitate the “bad guy” image, and cause hard feelings.

The following opportunities could be pursued to change the staff perception:

- The CAO communicate to staff in some manner his support for the program and the responsibility of staff in obeying the on-the-street regulations;
- The opportunity to “ride along” be extended to all City staff;
- A write up in the staff newsletter “Applause” on the parking program be pursued;
- A “staff responsibility” message be included in the staff orientation manual on parking;
- Opportunities to educate and send a positive message to City staff be pursued (ie. workshops, open houses, staff meetings, etc.);
- A brochure on the role and responsibility of the Parking Section be written and used in education moments; and
- Parking Patrol staff be phased out of the role of enforcing off-street infractions with City staff.

Politicians

Provide an opportunity for Council to input into the new Parking Program now that it has been reviewed and supported by the GM's.

Community

As with staff, there are few if any positive community messages in regards to the role of the Parking Section -- only negative media articles. Positive information on their role could be given in the following ways:

- Mayor's Cable TV Forum;
- Contribute to any Police or Traffic Safety Week mall displays and distribute brochure on parking's role in the community;
- Produce a video on their role;
- Enhance the City's Web Site on parking;
- Incorporate positive messages on tickets, vehicles, uniforms; and
- Annually place information on most common offences and include the role of officers in the City Notice Board.

PERFORMANCE MEASUREMENTS

When the unit was asked how they wanted their performance measured, the following was identified and was measured for the first time in 1999:

1. Ask our key customers about our service once a year (Transportation and RCMP);
2. Produce education ratio statistics bi-annually;
3. Produce revenue/expenditure cost ratio statistics annually; and
4. Identify and report on efficiencies introduced annually.

WORKING WITH OTHERS

The work program identifies a goal of developing improved working relationships with key internal customers. To date the following efforts have been made:

1. Development application proposals, of a larger scale, are routed through the Parking Section for comment. This allows them to identify potential parking enforcement problems before they occur;
2. The Parking Supervisor attends the Transportation Department's regular section meeting to provide additional opportunities for feedback and direction;
3. New RCMP officers are offered an opportunity to ride along with the Parking and Bylaw Enforcement Officers in an attempt to gain a greater understanding of these functions;
4. The RCMP and Transportation Department, as key customers, are included in the work program direction process; and
5. The Parking Supervisor has attended the Community Services Section meeting to open the lines of communication with this group and discuss the Parking Section's role and desire to provide service based on their needs.

Opportunities exist to "partner" with several external provincial agencies that have the ability to enhance the operation of this unit. They have been identified as:

- ICBC;
- WCB; and
- Provincial Motor Vehicle Licensing Branch

However, partnering ideas and strategies have to be developed further and dialogue commenced. One of the ideas was to develop a list of common Richmond parking offences and discuss them with ICBC and the Motor Vehicle License Branch which could lead to an enhanced education approach (such as information sheets on the offence issued with the ticket) as well as potential changes in the license testing process in Richmond. Opportunities for obtaining funding assistance for education from ICBC would be pursued.

PARTNERSHIPS AND FUTURE DEMANDS

The community sent a clear message that livability and transportation were key issues in their last Official Community Plan feedback. There is no doubt that focussing on priorities one and two (safety and liability) will enhance the City's livability and provide more effective and focussed service to the RCMP and Transportation Department.

However, the change in direction would leave the following priority 3 and 4 duties hanging:

- Priority 3: loading zones and on-street commercial vehicles (restricted hours); and
- Priority 4: timed infractions and commercial decals.

In addition, there are potential demands for service that could impact the Parking Patrollers they are:

1. Enhancing traffic safety around Richmond schools (April 1999 report from the Transportation Department);
2. Protection of City's road infrastructure through enforcement of overweight vehicles regulations (the RCMP have asked for this service);
3. Enforcement of handicapped parking stalls on private property (Richmond Committee on Disability has asked for this);
4. Development of a parking strategy for the City Centre (Transportation Department); and
5. Increase in the number of restricted parking areas on major arterials.

This unit has partnered with a private company to provide pay parking services on four of the City's "problem" parking lots (those adjacent to existing private pay parking lots). Pay parking as an enforcement tool was to be evaluated in November 2000 with the parking strategy for the City Centre. However, the preparation of the strategy has been delayed due to competing regional project demands. The potential taxing of parking spaces may affect the project and strategy.

ATTACHMENTS

Attachment 1-A	Parking Program – Interview Comments, City Leaders and Key Customers
Attachment 1-B	Bylaws Enforced
Attachment 2	City of Richmond – Parking Officers' Schedule for 2000
Attachment 3	Patrol Routes and Zones (Text and Map)
Attachment 4	On-Street Time Zones
Attachment 5	Eighteen (18) City Lots
Attachment 6	Customer Service Principles
Attachment 7	Education Ratio
Attachment 8	Parking Ticket Flowchart

ATTACHMENT 1-A

Parking Program – Interview Comments ➤ City Leaders and Key Customers

George Duncan – January 13, 1999

- Didn't know much about the program.
 - Officers are the Image of the City:
 - Like to see a change in focus from regulatory to customer service (10% regulatory - 90% service) where revenue is not an issue.
 - More verbal interactions and warnings.
 - No ticket and running.
- Develop minimums from a safety perspective that we wouldn't go beyond in applying the 10-90 ratio.
- Would like to have the public understand the rules.

Jim Bruce

- Would like an improvement on the approach to customer service.
- Would like to clarify why are we doing the program. Is it to keep:
 - Cars moving;
 - Public parking spaces turned over; and
 - Safety.

David McLellan

- Would like the program to focus on safe environment on the roads.
- Be respectful and helpful to staff.
- Conduct selves in a manner that doesn't generate public complaints about conduct or ticket.
- Pay for itself.

Jane Fernyhough (Liveability Chairman)

- Would like the staff and public to understand what we do.
- Change in demeanour (approachable, friendly to staff).
- Would like to see it be part of the organization.
- Linked to Liveability Strategic Direction (Safety/Protection and Transportation/Mobility) – become involved and linked to the organization.

Anne Stevens (Customer Service Chairman)

- Move away from the perception of "I've sneaked one over on this person" "Ticket and run".
- Group be in sync – Each wear's a negative label when a bad event happens, but group doesn't share a positive label when a good event happens.
- Deal with the issue of leaving with dignity (self and public) when an interaction is "hot".

RCMP

(Sgt. Hobbs and Cpl. While) Indicated they were happy with the intent of the current program. There was no mention of any problems.

Both indicated a need for more officers in the field as they felt 3 was not sufficient for the amount of issues that needed to be addressed on a constant basis.

Transportation Department Service Comments

(Gordon Chan, Manager)

Commented on the good job our officers were doing currently and welcomed their support.

His main concerns were safety issues especially during PEAK Traffic Hours. He outlined his concerns in this order.

1. Major corridors of the City. Keep them clear.
2. Illegal lane closures by trucks and equipment during construction. ie: leaving their pup trailers on the street while they unload etc.
3. He is especially concerned about Gilbert Rd and Number 2 Rd. Officers should be dealing with safety issues and keep these two major roadways clear especially during Peak traffic hours.
4. Richmond should follow Vancouver City's lead in Enforcement.
5. Would like to see more Parking Patrol Officers to handle the workload.

(Carlos Rocha, Traffic Technician)

Response to specific requests is excellent. More patrols are needed at schools during pick-up time, City centre infractions, fire hydrants, corner clearances, etc.

Construction zone permit abusers/illegal construction unloading (with no permit).

ATTACHMENT 1-B

Bylaws Enforced

Traffic Bylaw 5870

The Traffic Bylaw 5870 governs all city streets, as defined in the Traffic Bylaw, within the jurisdiction of the City of Richmond. Offences include time parking; parking against signs; unlicensed and uninsured vehicles parked on city streets; parking of commercial vehicles on city streets and stopping offences such as fire-hydrants, stop signs, bus zones, driveways and sidewalks. If a vehicle is found to be in violation of the Traffic Bylaw, the vehicle may be ticketed and/or ticketed and towed by a Parking Officer.

Off-Street Parking Bylaw 7094

The Off-Street Parking Bylaw 7094 governs 18 City-owned or leased properties within the jurisdiction of the City of Richmond. Offences in this bylaw fall under various parking categories.

Commercial Vehicle Licencing Bylaw 4716

The Commercial Vehicle Licencing Bylaw 4716 deals specifically with the licencing of Commercial Vehicles operating within the jurisdiction of the City of Richmond.

Parks and School Grounds Bylaw 6959

The Public Parks and School Grounds Bylaw 6959 regulates the use of public parks and school grounds within the jurisdiction of the City of Richmond. The Parking Officers assist in enforcing regulations regarding the parking and operating of vehicles in public parks/school grounds.

City of Richmond - Parking Officers' Schedule for 2000

January																																																				
	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT									
Kientz 185	S/H	/	/	D	D	D	D	/	/	/	C/D	D	D	A	A	A	/	/	D	D	A	A	A	/	/	C/D	D	D	D	/	/	/	D	D	D	D	/	/	/	D	D	D	D	/	/	/	C/D	D	D	D	/	
Wilson 572	S/H	/	/	D	D	D	D	/	/	/	D	D	D	D	C/D	/	/	/	D	D	D	D	/	/	/	C/D	D	D	A	A	A	/	/	D	D	D	D	/	/	/	D	D	D	D	/	/	/	C/D	D	D	D	/
Newton 640	S/H	/	/	C/D	D	A	A	A	/	/	D	D	D	D	C/D	/	/	/	D	D	D	D	/	/	/	C/D	D	D	A	A	A	/	/	D	D	D	D	/	/	/	D	D	D	D	/	/	/	C/D	D	D	D	/

February																																								
	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT							
Kientz	D	D	D	D	/	/	C/D	D	D	D	/	/	D	D	D	D	/	/	C/D	D	D	A	A	A	/	/	D	D	D	D	/	/	/	D	D	D	D	/		
Wilson	D	D	A	A	A	/	/	C/D	D	D	/	/	D	D	D	D	/	/	D	D	D	D	/	/	D	D	D	D	C/D	/	/	/	D	D	D	D	/			
Newton	C/D	D	D	D	/	/	D	D	D	A	A	A	/	/	C/D	D	A	A	A	/	/	D	D	D	D	/	/	/	D	D	D	D	/	/	/	D	D	D	D	/

March																																													
	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT						
Kientz	D	A	A	A	/	/	C/D	D	D	D	/	/	D	D	D	D	/	/	C/D	D	D	D	/	/	D	D	D	D	/	/	/	D	D	D	D	/	/	/	D	D	D	D	/		
Wilson	D	D	D	/	/	C/D	D	D	A	A	A	/	/	D	D	A	A	A	/	/	C/D	D	D	/	/	D	D	D	D	/	/	/	D	D	D	D	/	/	/	C/D	D	A	A	A	
Newton	D	D	D	/	/	D	D	D	D	D	/	/	C/D	D	D	D	/	/	/	D	D	D	D	/	/	/	D	D	D	D	/	/	/	D	D	D	D	/	/	/	D	D	D	D	/

April																																					
	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	
Kientz	/	/	C/D	D	D	A	A	A	/	/	D	D	A	A	A	/	/	C/D	D	D	S/H	/	/	/	S/H	D	D	D	/	/	/	D	D	D	D	/	
Wilson	/	/	D	D	D	C/D	/	/	/	D	D	D	D	/	/	/	C/D	D	D	A	S/H	A	/	/	S/H	/	D	A	A	A	/	/	D	D	D	D	/
Newton	A	/	/	D	D	D	/	/	/	C/D	D	D	D	/	/	/	D	D	D	D	S/H	/	/	/	S/H	C/D	D	D	D	/	/	/	D	D	D	D	/

D = Day (0815-1700) | A = Afternoon (Thu/Fri 1415-2300; Sat 1215-2100) | C/D = Compressed Day | S/H = Stat. Holiday | / = RDO

City of Richmond - Parking Officers' Schedule for 2000

	May																																											
	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN									
Kientz 185	C/D	D	D	D	D	/	/	D	D	D	D	D	/	/	C/D	D	D	A	A	A	/	/	D	D	D	D	D	/	/	D	D	D	D	D	/	/	C/D	D	D	D	D	/	/	
Wilson 572	/	C/D	D	D	D	/	/	D	D	D	D	D	/	/	/	/	C/D	D	A	A	A	/	/	D	D	D	D	D	/	/	D	D	D	D	D	/	/	C/D	D	D	D	D	/	/
Newton 640	D	D	D	A	A	A	/	/	/	C/D	D	A	A	A	/	/	/	/	D	D	D	D	/	/	/	/	D	D	D	D	/	/	/	/	D	D	D	D	/	/				

STAT HOLIDAY FOR MAY

	June																																	
	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT			
Kientz	D	D	/	/	D	D	D	D	/	/	C/D	D	D	D	D	/	/	D	D	D	D	D	/	/	C/D	D	D	D	A	A	A			
Wilson	A	A	A	/	/	D	D	A	A	A	/	/	C/D	D	D	D	/	/	D	D	D	D	D	/	/	D	D	D	D	D	/	/		
Newton	D	D	/	/	C/D	D	D	D	/	/	D	D	D	A	A	A	/	/	/	/	C/D	D	A	A	A	/	/	D	D	D	D	D	/	/

	July																														
	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT		
Kientz	S/H	/	/	D	D	A	A	A	/	/	C/D	D	D	D	/	/	D	D	D	D	D	/	/	D	D	D	D	D	/	/	
Wilson	S/H	/	/	D	D	D	D	/	/	C/D	D	D	A	A	A	/	/	D	D	A	A	A	/	/	C/D	D	D	D	D	/	/
Newton	S/H	/	/	C/D	D	D	D	/	/	D	D	D	D	D	/	/	C/D	D	D	D	D	/	/	D	D	D	A	A	A	/	/

	August																															
	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT						
Kientz	D	D	D	D	/	/	S/H	C/D	D	A	A	A	/	/	D	D	A	A	A	/	/	C/D	D	D	D	/	/	D	D	D	D	
Wilson	D	D	D	D	/	/	S/H	D	D	D	C/D	/	/	D	D	D	D	D	/	/	C/D	D	D	A	A	A	/	/	D	D	D	A
Newton	C/D	D	A	A	A	/	/	S/H	/	D	D	D	/	/	C/D	D	D	D	D	/	/	D	D	D	D	D	/	/	C/D	D	D	D

D = Day (0815-1700) | A = Afternoon (Thu/Fri 1415-2300; Sat 1215-2100) | C/D = Compressed Day | S/H = Stat. Holiday | / = RDO

City of Richmond - Parking Officers' Schedule for 2000

September																														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT
Kientz 185	D	/	/	S/H	C/D	D	D	D	/	/	D	D	D	D	D	/	/	C/D	D	D	A	A	A	/	/	D	D	D	D	A
Wilson 572	A	A	/	S/H	/	C/D	D	D	/	/	D	D	D	D	D	/	/	D	D	D	D	C/D	/	/	/	D	D	D	D	D
Newton 640	D	/	/	S/H	D	D	A	A	A	/	/	C/D	D	A	A	A	/	/	D	D	D	D	/	/	/	C/D	D	D	D	/

October																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE
Kientz	/	/	C/D	D	D	/	/	/	D	D	D	D	D	/	/	C/D	D	D	D	D	/	/	D	D	D	D	/	/	/	C/D	D
Wilson	/	C/D	D	D	A	A	/	/	D	D	A	A	A	/	/	/	C/D	D	D	D	/	/	D	D	D	D	/	/	/	D	D
Newton	/	D	D	D	D	/	/	/	C/D	D	D	D	D	/	/	D	D	D	A	A	A	/	/	C/D	D	A	A	A	/	/	D

STAT HOLIDAY FOR OCTOBER

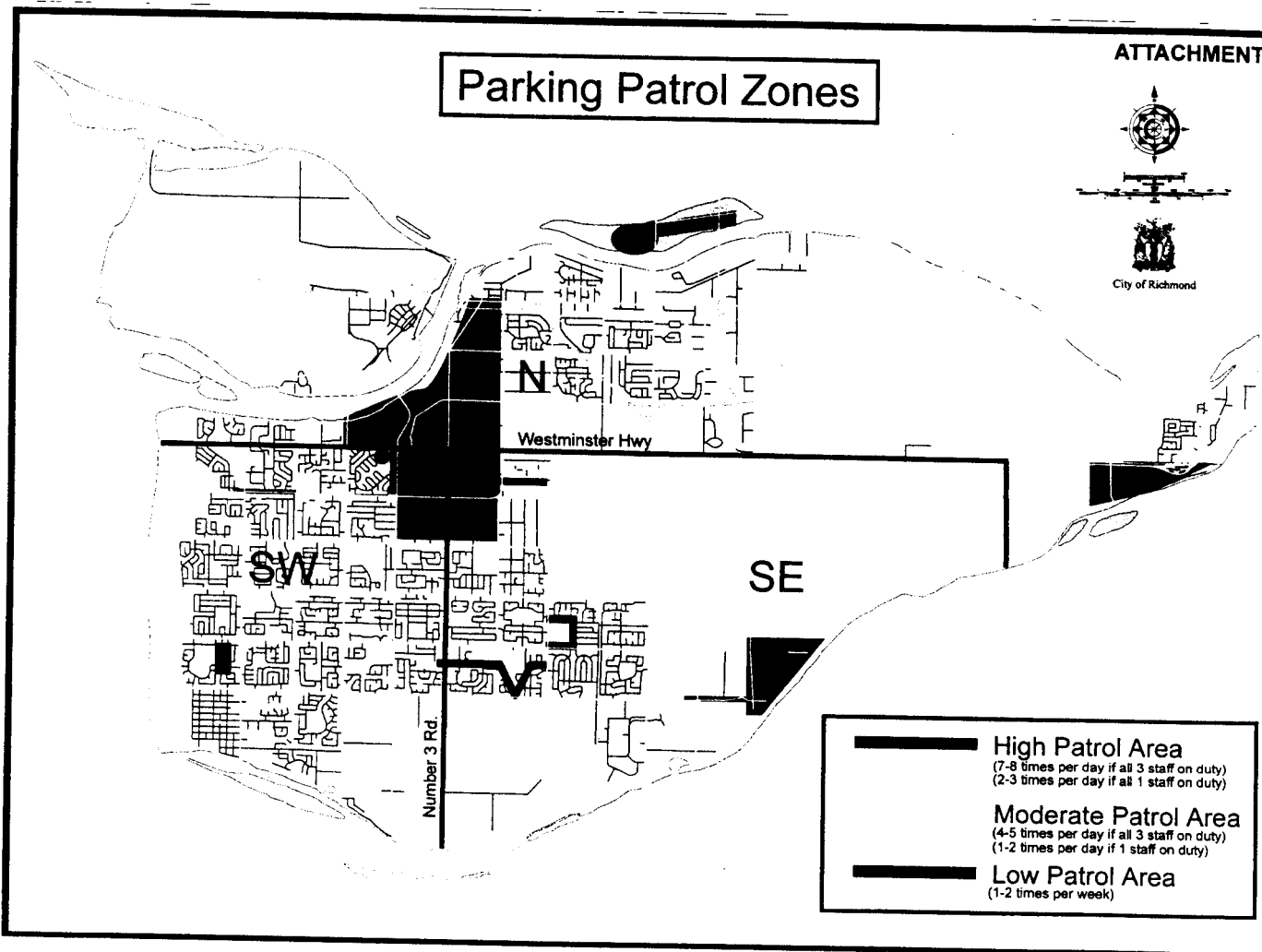
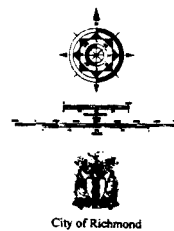
November																														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU
Kientz	D	A	A	A	/	/	D	D	A	A	S/H	/	/	C/D	D	D	/	/	D	D	D	D	/	/	/	C/D	D	D	D	
Wilson	D	D	C/D	/	/	D	D	D	D	D	S/H	/	/	C/D	D	A	A	A	/	/	D	D	A	A	A	/	/	C/D	D	D
Newton	D	D	D	/	/	C/D	D	D	D	D	S/H	/	/	D	D	D	/	/	C/D	D	D	D	/	/	/	D	D	D	A	

December																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
Kientz	D	/	/	D	D	D	D	D	/	/	C/D	D	D	A	A	A	/	/	D	D	A	A	A	/	/	S/H	S/H	/	C/D	D	/
Wilson	D	/	/	D	D	D	D	/	/	D	D	D	D	C/D	/	/	D	D	D	D	/	/	/	/	S/H	S/H	C/D	A	A	A	
Newton	A	A	/	/	C/D	D	A	A	A	/	/	D	D	D	D	/	/	C/D	D	D	D	/	/	/	/	S/H	S/H	D	D	D	/

A-COR000CH WKS / REVISED 99-08-23

D = Day (0815-1700) | A = Afternoon (Thu/Fri 1415-2300; Sat 1215-2100) | C/D = Compressed Day | S/H = Stat. Holiday | / = RDO

Parking Patrol Zones



ATTACHMENT 3

Patrol Routes and Zones

1. General

The areas indicated on the attached map are colour coded to show the level of patrolling in a particular area conducted by the Parking Officers. The map also indicates the "zones" that the officers are assigned to on a daily basis. Complaints are not noted on the map, as there are approximately 600 calls a year to various locations throughout the city. The zones and patrol areas shown are for dayshift only; the afternoon shift patrol areas are slightly different although they generally overlap.

2. Zones

The officers are not assigned to a specific zone for an extended period of time. The various shifts and weekend workdays worked by the officers can often result in days when there is only one officer on duty. In order for there to be coverage over the entire city at any given time the zones are kept flexible. Although they patrol alone at all times, occasionally the officers will work on a particular complaint together such as a school zone.

The zones are indicated on the map by a heavy black line. "North Zone" is above Westminster Highway and includes East Richmond. The two "South Zones" are split along No. 3 Road from Westminster Highway south to the river.

3. Patrol Levels

High Frequency (Red)

Indicates frequent patrolling and generally the areas, which have the most violations. These zones typically will have an officer patrol two to three times per day if working alone and up to seven to eight times per day if there are two or three officers on duty. In many of these cases the lack of off-street parking and the large volume of users cause the most violations. An example would be Alexandra Road, which generally has an adequate amount of on-street and off-street parking. During peak times the number of people who come to the area quickly overflow the parking lots and soon fill the available street parking. Other areas such as the city core are constantly under pressure and have a high incidence of convenience parkers, (people who take the chance to run into a location for a few minutes, generally parking in No Stopping zones, Bus Stops, etc.). This zone is made up primarily of Commercial and Multi-family zoned properties.

Moderate Frequency (Yellow)

Indicates an area, which still has frequent patrols but is not an area that results in a large number of violations. These areas are generally commercial, industrial or residential adjacent to commercial/industrial zones. These zones will have an officer typically patrol one to two times per day if they are working alone and four to five times per day if all the officers are on duty. An example of a moderate patrol area would be Voyageur Way, which draws customers daily to the area as well as larger delivery trucks. Generally the street is 80% occupied by employees of an adjacent business and when others arrive they tend to use available open restricted spaces such as fire hydrants and driveway clearance zones. Alta Court is an example of a residential area, which is patrolled regularly as a result of being impacted by adjacent business employees. The area in the vicinity of Steveston High School also falls into this category but it is students and parents who cause the problem for the residents. The City's section line roads also fall into this level, as they are restricted primarily during the daytime with the exception of No. 2 Road, Williams Road and Railway Avenue.

Low Frequency (Blue)

This is an area that is patrolled infrequently perhaps one to two times per week. The area has been identified as requiring some form of patrolling because it has a high incidence of complaints or is a commercial/industrial area where commercial vehicle violations are found. Mitchell Island is such a location. Numerous complaints are received regarding "Abandon Auto's". This location is a popular dumping spot for old cars. The businesses here also attract a number of tractor-trailer units and it is not unusual to find a number of commercial vehicle violations. The East End of the city also falls into this category, as it seems the industrial area here is often used for short-term storage of trailers and trucks.

Complaint Only (Gray)

The gray area of the map is not part of the patrol pattern for the officers. The time spent maintaining an effective level of patrol in the more troublesome areas limits the patrols in the residential areas. **These areas are attended only on complaint as they are primarily residential and have a very low incidence of safety related violations.** Regular patrolling in a residential area causes a strong reaction from the residents and is often the source of irate citizens who feel that their quality of life has been infringed upon.

4. Summary

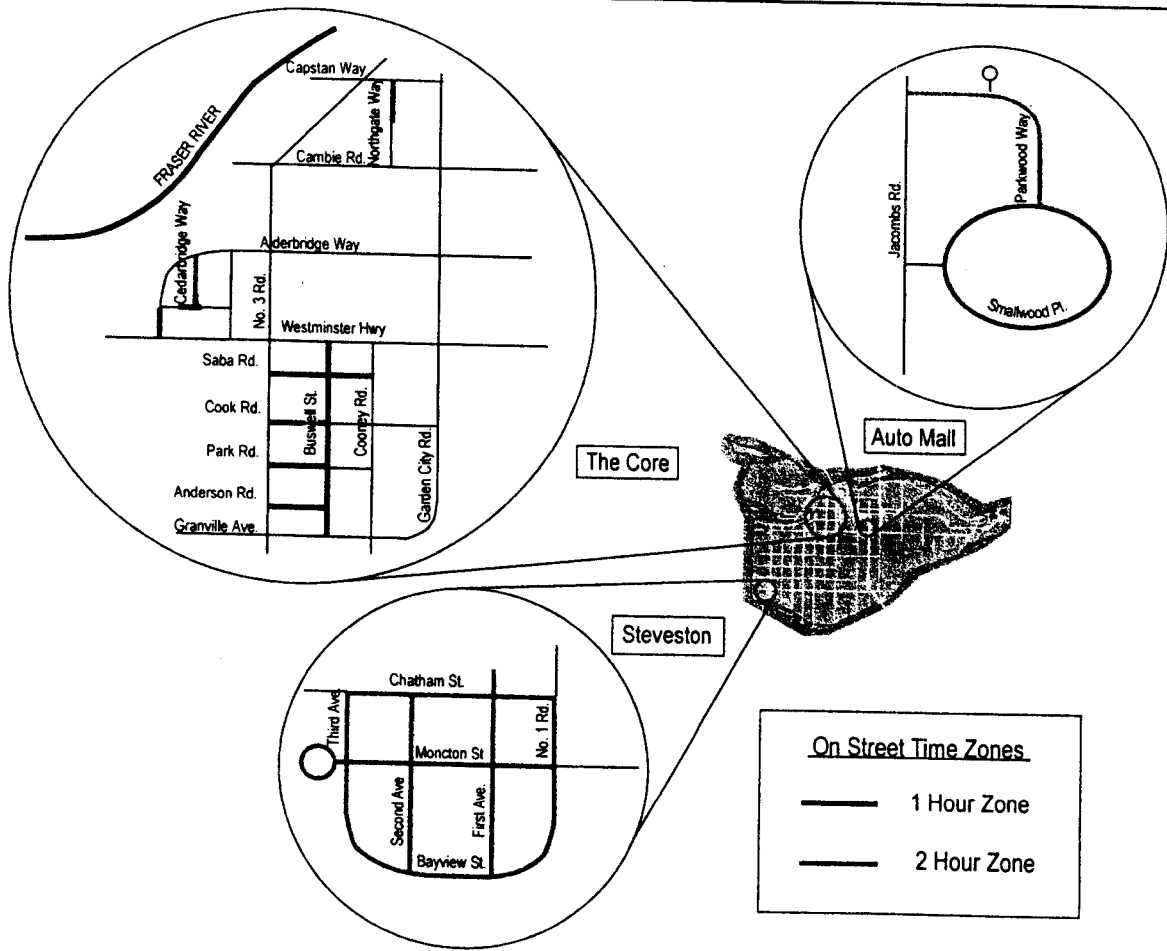
Patrols are made with the intent of maintaining a **high level of safety** for drivers using the City's streets, to keep clear **life safety zones such as fire hydrants and fire access zones** and to keep public service areas such as Bus Stops clear for bus use. Complaints received from the public and maintaining enforcement in the high patrol areas are the first priority for the officers. The other areas are then attended to on a regular routine.

Factors that can affect the patrol routes and the number of times an area is patrolled are:

- Complaints, follow-ups and special events (as directed by City staff);

- Schools are a special concern as they are difficult to deal with generally. The violators are mostly parents who tend to park illegally to get as close to the school as possible rather than parking legally and walking into the school to pick up their child.

The Transportation Department is working with the School District, RCMP and Parking units to develop a strategy to deal with this community safety issue. This will likely have an impact on service requests. There are 53 school zones of which we patrol on average four a month.



ATTACHMENT 5

Eighteen (18) City Lots

Bylaw No. 7094 **SCHEDULE "A"**

AREAS GOVERNED OR INCLUDED IN BYLAW NO. 7094

1. **Minoru Park**, Lot A, Plan 5323, Section 8, Block 4 North, Range 6 West.
2. **Minoru Lakes and Bowling Green area**, Lot 26, Plan 24068, Section 8, Block 4 North, Range 6 West.
3. **City Hall and Public Safety Building and Grounds**, Lot A, Plan 38670, Section 8, Block 4 North, Range 6 West.
4. **Brighthouse Park**, Lot 1, Plan 12593, Section 17, Block 4 North, Range 6 West.
5. **Hugh Boyd Park, West Richmond Community Centre, and The Richmond Pitch and Putt Golf Course**, Part of Lot 4 Plan 24055, Section 26 Block 4 North, Range 7 West; Lot 2 Section 26 B4N R7W Plan 21269; Lot 61 Plan 46200 Section 26 B4N R7W.
6. **Steveston Community Centre and Park**, Lot 1, Section 11, Block 3 North, Range 7 West, Plan 68610; Lot 12, Block 8, Section 11, Block 3 North, Range 7 West, Plan 943; Lot A of Block 8, Section 11, Block 3 North, Range 7 West, Plan 5368; Lot 9 of Block 8, Section 11, Block 3 North, Range 7 West, Plan 943; W 1/2 of Lot 8, Block 8, Section 11, Block 3 North, Range 7 West, Plan 943; E 1/2 of Lot 8, Block 8, Section 11, Block 3 North, Range 7 West, Plan 943; Lot A, Section 11, Block 3 North, Range 7 West, Plan 4245; Lot B of Block 5, Section 11, Block 3 North, Range 7 West, Plan 4245; Lot 139, Section 2, Block 3 North, Range 7 West, Plan 42625; Lot 2, Sections 2 and 11, Block 3 North, Range 7 West, Plan 13722; described as the 2973.6m² portion of park dedicated on Plan 13722.
7. **South Arm Community Centre, Pool and Park**, Lots 1 & 2, Section 34, Block 4 North, Range 6 West, Plan 12915; Lot C, Section 34, Block 4 North, Range 6 West, Plan 15654.
8. **King George Park and the East Richmond Community Centre**, Lot 50, Section 31, Block 5 North, Range 5 West, Plan 35908; Lot A, Section 31, Block 5 North, Range 7 West, Plan 11696.
9. **Garry Point Park**, Lot A, Section 9, Block 3 North, Range 7 West, Plan 17350.
10. **McDonald Beach**, District Lot 309, Sections 11/12 B5N R7W, Plan 7020.
11. **Richmond Nature Park**, 5991 Jacombs Road and 11851 Westminster Highway.

12. **Thompson Community Centre**, Lot 2, Section 12, Block 4 North, Range 7 West, Plan 11626.
13. **City Building**, Lot 55, Section 5, Block 4 North, Range 6 West, Plan 35949.
14. **City Centre Parking Lot**, Lot 4, Section 5, Block 4 North, Range 6 West, Plan 19859.
15. **Steveston Parking Lot**, Lots 14, 15, 16, 17, all of Block 2, Section 10, Block 3 North, Range 7 West, Plan 249; and undeveloped thirty three feet (33 ft.) wide lane to the east of the easterly property lines of Lots 15 and 16, Block 2, Section 10, Block 3 North, Range 7 West, Plan 249.
16. **Britannia Shipyards**, Lot I, Sections 11 & 12, Block 3N, Range 7W, Plan 70037 S & E, Plan 72772, 77126 & NWP 87861.
17. **Hamilton Community Centre**, Lot C, Section 1 B4N R4W, Plan 7643.
18. **Cambie Community Centre**, Lot A, Section 31 B5N RW, Plan 12768; Lot G, Section 31 B5N R5W, Plan 7550.

ATTACHMENT 6

Customer Service Principles

RESPECTFUL

- ⇒ Acknowledge any contact.
- ⇒ Initiate contact with any person in the vehicle.
- ⇒ Greet in an appropriate and respectful manner.
- ⇒ Listen.

RESPONSIVE & WILLING TO HELP

- ⇒ Look for extenuating circumstances (do you need assistance).
- ⇒ Make positive assumptions (assume they didn't know).
- ⇒ Use discretion (based on circumstances).
- ⇒ Continue to develop working relationships with customers.
- ⇒ Listen to customer feedback.
- ⇒ Look at decal/hanger.

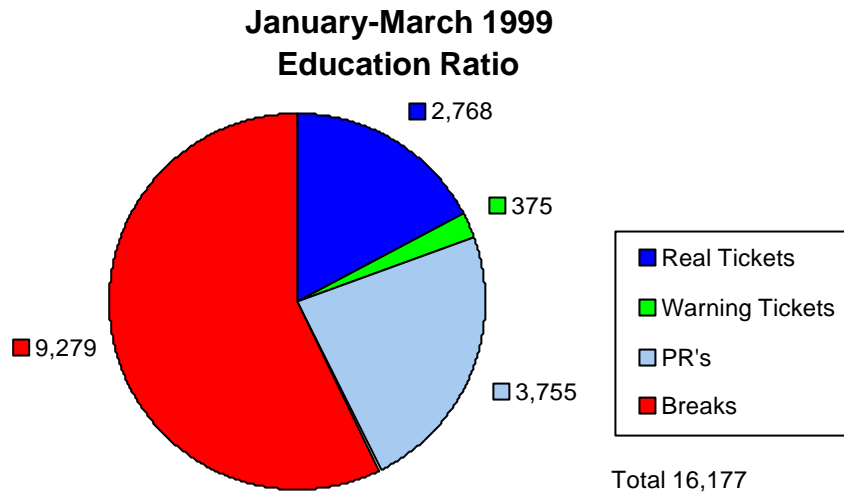
SAFETY

- ⇒ Follow established safety protocol and procedures.
- ⇒ Re-evaluate safety protocol and procedures annually.
- ⇒ Maintain good driving habits (use of radio and wig wags).
- ⇒ Maintain vehicle in good repair.
- ⇒ Use the vehicle as a shield.
- ⇒ Think where you park.
- ⇒ Keep body language positive (Don't turn your back - be aware of others').

PROFESSIONAL

- ⇒ Understand the focus of the program.
- ⇒ Pursue corporate support and consistency.
- ⇒ Be consistent in our group approach.
- ⇒ Commit to holding each other accountable.
- ⇒ Ensure uniforms portray a positive outlook daily.
- ⇒ Keep defensive behaviour to self.
- ⇒ Give positive self-talk.
- ⇒ Re-evaluate procedures annually.
- ⇒ Re-evaluate education tools and opportunities annually.

ATTACHMENT 7 Education Ratio



Notes

Traditionally the first and fourth quarters' figures are lower than the second and third quarters.

The first quarter stats are based on three full-time issuing officers.

Eighty-three percent (83%) education, 17% regulatory.

Terms

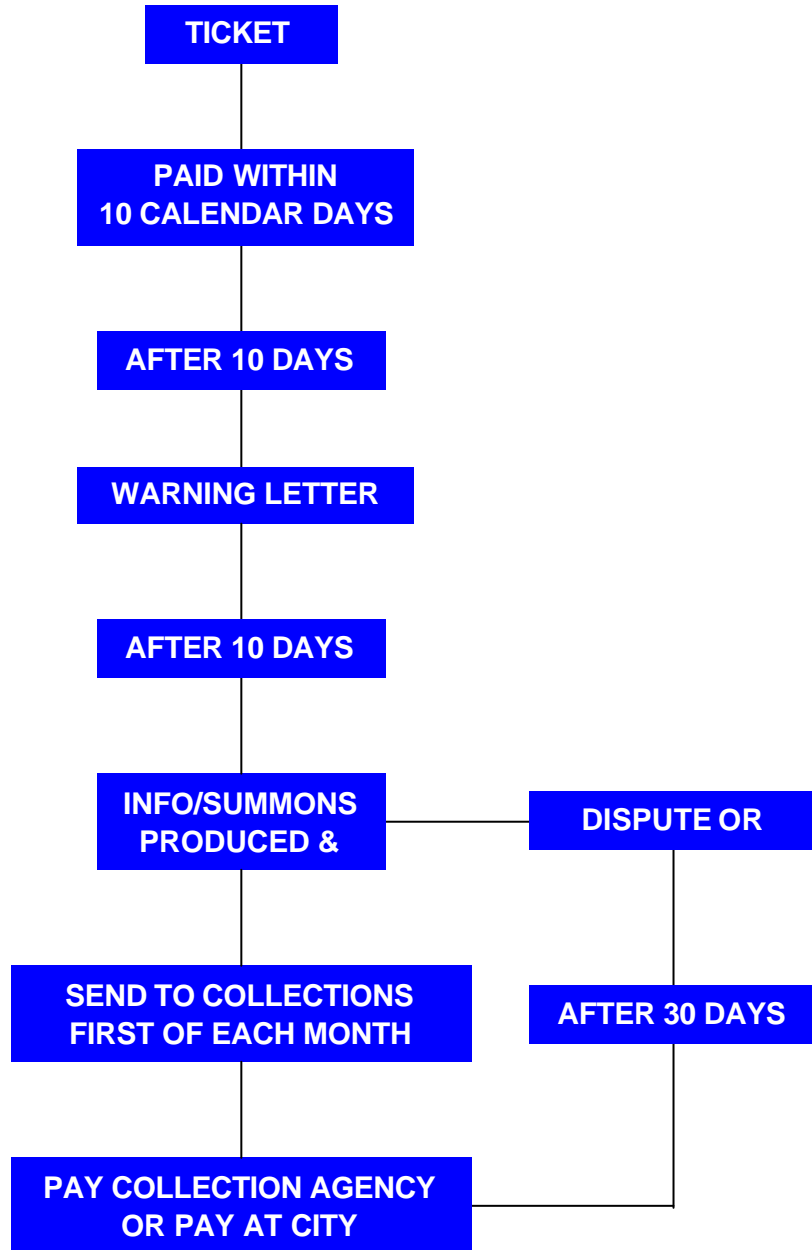
Real Tickets are tickets for which a fine is due and have been issued under the Customer Service parameters. This may or may not involve interaction with the ticket recipient.

Warning Tickets are tickets recorded as a formal break with repeaters receiving a "real" ticket next time. This normally involves verbal interaction with the ticket recipient.

PR's involves interaction, but no real or warning ticket issued.

Breaks refer to actual bylaw infractions, however, "breaks" are given based on Customer Service Guidelines and focussing on serious offences only. Normally, there is no public interaction with this observance.

ATTACHMENT 8 Parking Ticket Flowchart



ATTACHMENT B

	SUN	MON	TUE	WED	THU	FRI	SAT
WEEK ONE							
Officer 1		0715-1600	0715-1600	0715-1600	0715-1600	CD	
Officer 2		0715-1600	0715-1600	0715-1600	0715-1600	0715-1600	
Officer 3	1215-2100			CD	1215-2100	1215-2100	1215-2100
Officer 4	1215-2100	1215-2100	1215-2100	1215-2100			1215-2100
Service Lvl	2	3	3	3	3	2	2
WEEK TWO							
Officer 1		0715-1600	0715-1600	0715-1600	0715-1600	0715-1600	
Officer 2		CD	0715-1600	0715-1600	0715-1600	0715-1600	
Officer 3	1215-2100			1215-2100	1215-2100	1215-2100	1215-2100
Officer 4	1215-2100	1215-2100	1215-2100	CD			1215-2100
Service Lvl	2	2	3	3	3	3	2
WEEK THREE							
Officer 1		0715-1600	0715-1600	0715-1600	0715-1600	CD	
Officer 2		0715-1600	0715-1600	0715-1600	0715-1600	0715-1600	
Officer 3	1215-2100			CD	1215-2100	1215-2100	1215-2100
Officer 4	1215-2100	1215-2100	1215-2100	1215-2100			1215-2100
Service Lvl	2	3	3	3	3	2	2
WEEK FOUR							
Officer 1		0715-1600	0715-1600	0715-1600	0715-1600	0715-1600	
Officer 2		CD	0715-1600	0715-1600	0715-1600	0715-1600	
Officer 3	1215-2100			1215-2100	1215-2100	1215-2100	1215-2100
Officer 4	1215-2100	1215-2100	1215-2100	CD			1215-2100
Service Lvl	2	2	3	3	3	3	2

The above schedule is based on a 9 day fortnight week, including Compressed Days.

Shifts: Day 0715-1600 with 1 hour unpaid meal break
 Afternoon 1215-2100 with 1 hour unpaid meal break

Stat Days would NOT be worked and taken as they fall on the day

Staff Meetings would occur Tuesday Week 2, and Thursday Week 4

ATTACHMENT C

COMPARISON OF PARKING ENFORCEMENT SERVICES*

City	Population	Km of Roads	# of Officers	Revenue
Richmond	159,500	559.5 km	3	\$240,000
Vancouver	558,232	1220 km	66 f/t 26Aux	\$23 million
White Rock	17,300	81 km	8 summer 4 winter	\$1,418,000 (net)
Burnaby	198,105	373.36 km	7 f/t 2 Aux.	\$455,000
North Vancouver	42,000	148km	3	\$529,430

*The numbers provided are approximates and are presented for general comparison purposes only.