



City of Richmond

Report to Committee

To: Community Safety Committee

Date: November 22, 2004

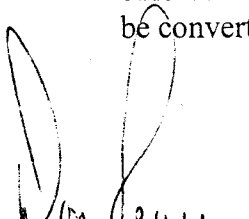
From: Don Pearson
Manager, Community Bylaws

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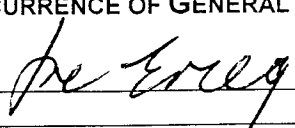


Re: Parking Program Review – 2004

Staff Recommendation

1. THAT the details in the attached Report outlining the performance and features of the Parking Program to date for 2004 be received for information purposes.
2. THAT, based on the performance and advantages outlined, the management and administration of the Parking Program continue in its present form as an in-house operation of the City of Richmond.
3. THAT, based on the performance and advantages outlined, the enforcement function of the Parking Program, which includes pay parking, safety & liability issues and animal control, continue in its present form as an in-house operation of the City of Richmond.
4. THAT, in support of the decision to continue in-house management, administration and enforcement, the present seven temporary full-time positions for Bylaw Liaison Officers be converted to seven regular full-time positions.



Don Pearson
Manager, Community Bylaws
(604.276.4269)

| FOR ORIGINATING DIVISION USE ONLY | | | |
|-----------------------------------|---|--|---|
| ROUTED TO: | CONCURRENCE | CONCURRENCE OF GENERAL MANAGER | |
| | |  | |
| REVIEWED BY TAG | YES <input checked="" type="checkbox"/>  NO <input type="checkbox"/> | REVIEWED BY CAO | YES <input checked="" type="checkbox"/>  NO <input type="checkbox"/> |

Staff Report

Origin

Further to direction given by the Council during its Regular Meeting of July 28, 2003,

“That staff undertake an evaluation for the purpose of considering whether to continue the pay parking program as a City operation or to go to a public tender, and report to Committee in the Spring or Fall of 2004.”

staff has prepared this report on the performance and initiatives of the City of Richmond Parking Program.

Analysis

The pay parking component of the City's Parking Program has gone through a number of challenges and transitions since its inception in the Summer of 2002. Prior to the addition of pay parking, the safety and liability component at best broke even but typically lost money on an annual basis.

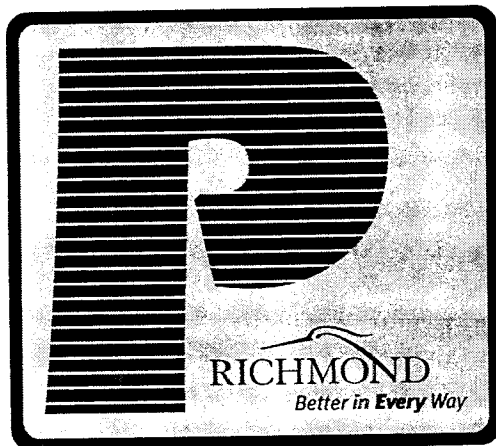
The first year of operations, commencing August, 2002 for the combined program, was under the control of a contracted management company, EasyPark, owned by the City of Vancouver. Following the experiences during the first year of operations, Council announced on August 25, 2003 that it had decided not to exercise the option of extending the EasyPark contract for an additional four years and to embark on an in-house administration model including enforcement provided by existing Bylaw Officers. The only services that remained under contract to EasyPark were the collection and settlement of coin from the parking meters and a 24-hour contact line for customers to report meter problems. In conjunction with the transition in management, the inventory of parking meters was reduced from eighty-one to forty-two based on lower-than-anticipated revenue in many locations. In the waning months of 2003, the Parking Program was being transformed to an in-house operation incorporating the efficiencies of combining the safety & liability component of Bylaw Enforcement with the pay parking component. The transition lasted through the balance of 2003 with the removal of excess meters completed in November, the addition and reallocation of staff completed in November and streamlining of the program commenced in December, 2003. The costs of closing up the EasyPark office in Richmond were finally settled as the year came to a close.

The beginning of 2004 saw a more efficient Parking Program combining a coordinated approach to enforcement with the application of industry standards and procedures to the pay parking component. This balance of the year has seen the following improvements and initiatives:

- through the effective separation of on-street transient meter operations from on-street permit operations, the average revenue per space from overall meter operations has increased by 47.7% with specific entertainment & dining areas such as McKim Way increasing by 73.3%
- senior parking staff took a proactive approach through participation in the Traffic Safety Advisory Committee and the sub-committee dealing specifically with programs to

promote student safety in Richmond and alternate transportation modes at the elementary and secondary levels

- a new approach to 'branding' the Parking Program for the City of Richmond through the development of a unique and identifiable "P" logo used for on-street directional signs, identification of on-street parking meters and off-street Municipal facilities



- development of new material to educate drivers regarding the application of existing Bylaws to school zones, bus zones, no stopping zones, etc along with published articles in local newspapers (Richmond News) and newsletters (Blockwatch) to outline basic enforcement objectives and particular sections of the applicable Traffic Bylaw
- enhanced liaison with local venues such as the Seniors' Centre, Minoru Arenas, Board of Education and the Gateway Theatre for enforcement and pay parking arrangements, in support of specialized programs or events, including wellness fairs, tournaments, track meets, graduation events, temporary parking, plays and productions, etc; in particular, such arrangements at the Gateway Theatre involve the reduction in normal parking fees during scheduled productions which amounts to over \$50,000 during their production season
- the in-house enforcement program utilizing uniformed Bylaw Liaison officers has been very effective from the view of public relations, timely response to resident complaints, school safety and effective communications
- the use of in-house enforcement staff was one of the basic components of the management model adopted in 2002; CUPE and the City have worked closely to ensure the successful implementation and operation of the Parking Program with additional benefits for the City's recent assumption of animal control operations; any consideration of contracting out these enforcement duties would affect anywhere from eight to eleven existing unionized positions and result in the expected labour relations issues
- development of more secure and convenient options for pay parking, either on-street or off-street, through advanced technology such as cellular payment and enforcement, to be identified as Richmond's "autoPAY" option, which is expected to be launched in early 2005; this would allow drivers with a cell phone to make payments from the secure, dry and convenient environment of their vehicle without making a trip to the parking meter

- liaison with the participating municipalities in the present Pilot Program for the implementation of a more efficient adjudication process, for violations under dispute, to replace the existing Provincial Court process under the auspices of Provincial Bill 65; our understanding is that this option would be available to the City of Richmond after January 1, 2005

Commencing on September 1, 2004, the City undertook the day-to-day enforcement and licencing components of the animal control contract previously provided by the staff at the SPCA's Richmond Shelter. The Bylaw Enforcement personnel, who primarily provide safety & liability and pay parking patrols, are also providing educational services and a high-profile level of enforcement for animal control in support of the shelter services still provided by the SPCA. Given that we have only experienced these new responsibilities for less than three months, we cannot provide a comprehensive report at this time. The initial feedback shows the following:

- regular patrols of on-leash and off-leash parks as well as the peripheral dyke trails
- total of thirty-eight responses to resident complaints or reports since September 1st
- total of seventy-three applications for new dog licences (although a large percentage were underage) along with twenty-two licences sold since September 1st in response to regular enforcement and patrols

Financial Impact

The financial performance of the Parking Program has been shaped by the following factors:

- the strict enforcement of the Traffic Bylaw to separate short-term transient parking from long-term permit parking has worked to optimise the revenue from both categories
- the perception of a fair and consistent enforcement program has increased our voluntary payment level to over 80% - an increase of 10% over the past 8 months; this tends to reduce the number of violations under dispute, Court action or collection and the costs of addressing these violations
- the suspension of Provincial Court hearings for parking violations during the latter part of 2003 and the majority of 2004 has cut this budgeted revenue to nil; for example, as of the end of July, 2004 there existed over 1,150 pending cases potentially valued at approximately \$70,000 awaiting the resumption of Provincial Court proceedings
- the confusion regarding the service of Notices of Violation by regular mail in March of this year resulted in a temporary suspension of this practice and a reduction in enforcement revenue from school safety patrols of approximately \$3,200 a week for three months or \$45,000; the resulting Bylaw changes included an extension to the early payment period to comply with the provisions of the Provincial Bill 65
- the sourcing of an efficient and cost-effective cleaning and graffiti-removal process has assisted in maximizing the integrity and life-cycle of the parking meters – a significant

investment on the City's part; the sourcing of comparable customized ticket stock for the parking meters at a 50% saving

- 2004 is the first year of operations for the Parking Program which reflects the actual cost of all components of the pay parking component; the attached statement includes the amortized cost of the parking meters set at \$56,780 per annum
- the change in management model from the fully-contracted model to the present in-house model has reduced the average monthly operating expenses from \$85,100 in fiscal 2003 to \$59,325 so far in 2004
- the assumption of animal control patrol and education duties by our existing in-house Bylaw Liaison officers has identified annual savings to the animal control contract for the City of approximately \$103,000 which is not reflected in the attached financial statement

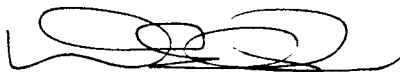
The attached Statement of Revenue & Expenses shows that, as of October 31, 2004, Net Revenue for the Parking Program is running approximately 20% behind budgeted figures due to the factors outlined above. However, this situation is due to extenuating circumstances during 2004 and 2005 revenues are expected to meet budget projections.

Conclusion

Based on the experiences and results to date, the decision by Council to change to an in-house model for administration and enforcement of parking has promoted more efficient, cost-effective delivery of these services and has facilitated achievement of the net parking revenue target. In addition, savings in the animal control contract have been achieved by utilizing parking enforcement officers for multiple duties.

Staff recommends

- the adoption by Council of the present in-house model for parking management, administration and enforcement
- the conversion of the present seven temporary full-time Bylaw Liaison Officer positions to seven regular full-time positions



Wayne G. Mercer
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WGM:wgm

Parking Program - 2004 Budget

| 2004 Budget | Revenue | Expenses | Net Revenue |
|---------------------------------|--------------------|------------------|------------------|
| Pay Parking | \$967,800 | \$505,386 | \$461,914 |
| Safety & Liability | \$242,000 | \$385,614 | -\$143,614 |
| Combined Parking Program | \$1,209,800 | \$891,500 | \$318,300 |

Parking Program Statement of Revenue and Expenditures As at October 31, 2004

| | Annual Budget | Prorated Budget Year to Date | Actual Year to Date | Variance | Percentage |
|-----------------------------------|--------------------|---------------------------------|------------------------|--------------------|---------------|
| Revenues | | | | | |
| Pay Parking | \$ 967,800 | \$ 806,500 | \$ 662,217 | (\$144,282.77) | 82.11% |
| Safety & Liability | 242,000 | 201,667 | 185,111 | (\$16,556.13) | 91.79% |
| Total Revenues | \$1,209,800 | \$1,008,167 | \$ 847,328 | (\$160,839) | 84.05% |
| Operating Expenditures | | | | | |
| Pay Parking | \$332,486 | \$ 277,072 | \$ 345,408 | -\$ 68,336 | 124.66% |
| Safety & Liability | 385,614 | 321,345 | 233,436 | 87,909 | 72.64% |
| Total Operating Expenses | \$718,100 | \$598,417 | \$578,844 | \$19,573 | 96.73% |
| Internal Expense Repayment | | | | | |
| Pay Parking Meter Purchase (1) | 173,400 | 144,500 | 56,780 | \$87,720 | 39.29% |
| Total Expenses | 891,500 | 742,917 | 635,624 | 107,293 | 85.56% |
| Net Revenues: | | | | | |
| Pay Parking | \$ 461,914 | \$ 384,928 | \$ 260,029 | (\$124,899) | 67.55% |
| Safety & Liability | (\$143,614) | (\$119,578) | (\$48,325) | \$71,353 | 40.38% |
| Net Parking Revenues | \$318,300 | \$265,250 | \$211,704 | -\$53,546 | 79.81% |

(1) 1st Year Repayment of the Purchase of 42 pay stations

Factors Impacting Revenues

Temporary Suspension of Notices of Violations delivered by regular mail
 No Provincial Court Trial Dates were held for Disputed Violations for the Year 2004
 Change in Early Violation Payment Terms from 15 to 28 days affects payment cycle and number of tickets that would have doubled in price
 Recent Sale of City Centre Parking Lot at 7371 Westminster Highway displaced monthly permit parkers and transient traffic