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**TO:** GENERAL COMMITTEE


**SUBJECT:** PARKING STRATEGY AND RATE REVIEW


**PREPARED BY AND KEY CONTACT:** J. SHARP, C.E.T.  
SENIOR TRAFFIC TECHNOLOGIST (EXT. 4304) 

**SUBMITTED BY:** R. W. MCARTHUR, P. Eng.   
DIRECTOR OF ENGINEERING

D. FRIARY  
DIRECTOR OF ROADS, PARKS & FLEET 

**GENERAL MANAGER APPROVAL:** R.J. FORWARD, MBA, M.Sc., P. Eng.  
GENERAL MANAGER OF INFRASTRUCTURE, DEVELOPMENT & CULTURE

J. SALES  
GENERAL MANAGER OF COMMUNITY OPERATIONS 

**CHIEF ADMINISTRATIVE OFFICER APPROVAL:** CARLA LADD  
CHIEF ADMINISTRATIVE OFFICER 

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**RECOMMENDED MOTION**

1. That the following parking principles (strategies) be adopted:
  - a) Ensure the City of Barrie collaborates and communicates openly and regularly with its key stakeholders such as the Downtown Barrie Business Improvement Area (BIA), Historic Neighbourhood Strategy Group (HNC), Barrie Downtown Neighbourhood Association (BDNA), the community and other groups affected by parking to ensure that common goals are attained. A committee, including representatives from the community interest groups and City Departments, will be continued.
  - b) Ensure that the parking policies are resilient enough to withstand projected growth and demographic changes.
  - c) Paid parking services will be provided in consideration of supporting and complementing transit and other transportation modes; it will endeavour to create a people/transit environment with diminished use of, and dependency, on cars. To this end, monthly parking passes should cost at least 20% more than monthly adult transit passes.
  - d) The parking supply must be rationalized against demand and be designed and constructed in a manner considering the needs and demands of customers including walk times to destinations and functional and aesthetic designs with a target of 85% occupancy of available supply.
  - e) A positive business case should be made to support any development or investment in parking lots, structures and equipment, and the business case must financially support the goal of sustainability.
  - f) Performance measures will be developed, monitored and reported on a quarterly and annual basis. For example, but not to be limited to: OMBI Measures including public and private supply, occupancy rates, revenue and expenses by lot, customer satisfaction and enforcement costs and effectiveness.

- g) Ensure that the parking supply is operated and structured in a way that is able to support new traffic demand management initiatives.
  - h) Continue to have a parking reserve that is user rate funded and is sustainable. Sustainable means the degree to which financial obligations and service commitments are maintained.
  - i) Rates should be competitive and supportive of policy decisions – neither the highest nor the lowest when compared to similar parking services and other municipalities. Parking must be perceived as having a value. Free or discounted parking must be carefully considered and aligned to strategy, desired goals and behaviors.
2. That the following parking rate strategies be adopted to address the current financial situation of the Parking Reserve Fund:

Tiffin Boat Launch Parking Lot (commencing July 2012)

- a) That By-law 2012-035, Schedule "J" "Section 5 – Parking Fees", be amended to permit \$4.00 per hour, \$20.00 maximum per day, Monday to Sunday or a \$250 non transferable annual parking pass.
- b) That By-law 80-138, Schedule "G", "Parking Meter Zone," be amended to include the following:

Tiffin Boat Launch – Part of Lot 26, Concession 5, Vespra and Part of the water lot in front of Lot 26, Concession 5, Vespra, being bounded as follows: Lakeshore Drive to the West, Hotchkiss Creek to the North, Kempenfelt Bay to the East and a line drawn on an easterly projection from the southerly limit of Tiffin Street to the edge of Kempenfelt Bay.

- c) That two (2) Pay and Display machines and applicable parking lot signage be purchased at a cost of \$35,000 and funded from the Parking Reserve Fund.

Waterfront to be Paid Parking (Includes Lakeshore Drive, North Centennial and South Centennial, Gables Park, Minet's Point Park, Tyndale Park, Southshore Centre, Marina, Johnsons Beach, Kempenfelt Drive) (commencing in April 2015) subject to staff reporting back to Council with a detailed plan regarding paid waterfront parking

- a) That By-law 2012-035 Schedule "J", "Section 5 – Parking Fees," be amended to permit Waterfront paid parking, Monday to Sunday, commencing April 2015 as follows:
  - i) \$2/hour w/\$10 maximum per day
  - ii) Residents can pick up a free waterfront parking pass at multiple locations
  - iii) \$250 annual parking pass for boat slip renters to park in a dedicated marina lot

Monthly Parking Passes (commencing July 2012)

- a) That By-law 2012-035 Schedule "J", "Section 5 – Parking Fees," be deleted and replaced with Appendix "B" of Staff Report ENG008-12 to increase the monthly parking pass commencing July 2012 as follows:
  - i) Current rates of \$70/\$55 will become \$75/\$60, with a proposed \$5 increase in 2017 & 2022;

- ii) Parkade rate will be raised from \$70 to \$80, with a proposed \$5 increase in 2017 & 2022. 200 monthly passes will be made available for the Parkade to be adjusted as required annually to meet demand and business requirements;
- iii) Reassign four municipal parking lots from Yellow monthly permit pass to Green monthly permit pass. The municipal lots are Market Square, Clapperton Street Lot, Salvation Army Lot and the Bayfield Street Lot;
- iv) Passes for the Parkade will be honoured in lots requiring green or yellow passes, and green passes will be honoured in lots requiring yellow passes. The issuance of a pass does not ensure space is available in the intended lot. This will be reviewed annually to meet demand and business requirements.

Hours of Paid Operation (commencing September 2012)

- a) That By-law 2012-035, Schedule "J", "Section 5 – Parking Fees", be deleted and replaced with Appendix "A" of Staff Report ENG008-12 to increase hours of paid operation until 11:00 p.m. Monday to Friday commencing September 2012 (enforced October 2012).
- b) That two (2) permanent full time Municipal Law Enforcement Officer II's be hired for deployment in September 2012 with any realized net 2012 cost estimated at \$17,700 (\$45,700 - \$28,000) funded from the Parking Reserve Fund.

Cash-in-Lieu of Providing Parking Space

- a) That the Cash-in-lieu of Parking Policy be amended to increase the cash-in-lieu of parking rate to \$15,000.00 per stall.

Parking Fines (commencing July 2012)

- a) That the set fine and early payment for parking at an expired meter be increased to a set fine of \$30 and early payment of \$20, commencing July 2012, and that staff make application to the Ministry of the Attorney General for approval.

Website Enhancements/Mobile Application Solutions (commencing April 2013)

- a) That staff investigate opportunities through existing City Websites and mobile application solutions to enable online access to parking information by the public and that an upset limit of \$25,000 be funded from the Parking Reserve Fund in 2012 to develop this new technology.
- 3. That the Financial Policy Framework be updated to identify parking fees being maintained at a full-cost recovery level, and that the Parking Reserve Fund (12-05-0570) only be utilized for operating and capital needs for fees based parking facilities.
  - 4. That staff investigate having the costs of paid parking enforcement as well as fine revenues from associated tickets included as part of the Parking Reserve Fund and report back as part of the 2013 Business Plan.

**PURPOSE & BACKGROUND**

- 5. In 2010, a Parking Services & Rate Review Team was formed to recommend parking strategies, policies, procedures and rates within the City of Barrie to ensure the viability of the downtown commercial activity, appropriately support both intensification and growth, while also supporting the parking needs of the key stakeholder groups, in a financially sustainable fashion, over the next 20 years.

6. The following departments and stakeholders took part in the Parking Services & Rate Review Team:

- i) Engineering Department
- ii) Roads, Parks & Fleet Department
- iii) Legal Services Department
- iv) Leisure Transit and Facilities Department
- v) Downtown Barrie BIA
- vi) Barrie Downtown Neighbourhood Association (BDNA)

7. Comparisons under the Ontario Municipal Benchmarking Initiative (OMBI) indicate that Barrie has an abundance of paid parking spaces with relatively low utilization, extremely competitive parking rates, low revenues as well as low operating costs and low gross fine revenues per ticket (see Appendix "H" for OMBI results).

8. One of the underlying reasons for the creation of the Parking Strategy & Rate Review Team was the realization that the current Parking Rate Strategy was financially unsustainable as its own user rate and would eventually need the support of the tax rate to subsidize the annual shortfall. The following graph was developed prior to the inception of this working group, which illustrates the projected year over year balance of the Parking Reserve Fund. All apparent revenues and expenses related to the delivery of parking service were thought to be included in this graph (with the exception of enforcement) at the time of development. As the graph illustrates, projections suggest that towards the end of 2013 the Parking Reserve Fund will be overdrawn and would likely need to rely on the tax rate for subsidization.



9. Copies of the Parking Strategy and Rate Review Report are available in the Councillor's Lounge and the City of Barrie website.

10. Two (2) previous parking studies have been used by staff as a reference for the 2011 Parking Update. The studies are as follows:

- i) Downtown Barrie Parking Study, BA Group, February 2007, and
- ii) Barrie Waterfront Parking Study, C.C. Tatham & Associates, 2005

11. By-law 80-138 currently sets out that parking within the Downtown Business Improvement Area be regulated by way of pay and display (on and off street) and metered parking. Such areas are currently enforced Monday to Friday from 9:00 am to 5:00 pm (not including Statutory Holidays).

12. Overnight on-street parking is prohibited within the Downtown Core from December 1<sup>st</sup> to March 31<sup>st</sup>, between 3:00 a.m. and 6:00 a.m. for the purpose of snow clearing.
13. Parking infractions within the Downtown Core, specifically related to parking at expired meters, without a permit or with an expired permit, the early payment is \$12.00 with a set fine of \$16.00.
14. Downtown parking rates are currently structured as follows:
  - a) \$1 per hour on-street
  - b) \$0.75 per hour off-street, \$5.50 daily max
  - c) Monthly permits depending on location
    - i) Parkade (Blue) Permit \$70 per month
    - ii) Green Permit \$70 per month
    - iii) Yellow Permit \$55 per month

Refer to Appendix "C" regarding the location of the monthly permits.

15. Grace period tags are placed on the windshields of vehicles who have paid to park on street but are running up to 15 minutes late.
16. All existing waterfront parking is free of charge with the exception of the existing pay parking lots located north of the Marina including the Spirit Catcher and Heritage parking lots. However, time restrictions have been implemented to limit the duration a vehicle can park. Refer to Appendix "D" regarding the location and time restriction for waterfront parking.
17. The City of Barrie currently has an inventory of 2,562 parking spaces available which includes 939 on-street stalls and 1,623 off-street stalls although this number changed with the opening of the Allandale Waterfront GO station which has 195 free spaces. The off-street parking also includes 303 covered stalls in the Collier Street Parkade. Currently, the City has approximately \$1.2 million invested in Parking Control devices which include 800 meters and 80 pay and display machines
18. A Parking Strategy Open House was held on September 14, 2011 to provide residents an opportunity to discuss various parking options and the proposed parking principles. Survey sheets were made available at the following locations:
  - East Bayfield Recreation Center
  - Holly Recreation Center
  - Allandale Recreation Center
  - BIA Office
  - Clerks Department –City Hall
  - Municipal Law – Cedar Pointe Drive
  - Finance Department – City Hall
  - Engineering Department – City Hall
  - City of Barrie Website

Residents were surveyed to provide input if they liked or disliked each of the options provided within the survey. The survey questions provide various options regarding the increase of hourly and monthly rates, extending hours of paid operations, implementing paid parking along the waterfront and increasing parking fines. Results of the survey have been provided in the Parking Strategy and Rate Review Report

19. The City of Barrie is currently in the process of developing a new Multi-Modal Active Transportation Master Plan for the City. As a component of the Master Plan, a 2011 Parking Study has been conducted by Genivar Inc. The 2011 Parking Study updates the previous 2005 Waterfront Parking Study and the 2007 Downtown Parking Study to reflect current conditions and future demands generated by intensification and higher density development within the City. A Copy of the 2011 Parking Study is appended to the Parking Strategy & Rate Review Report.
20. Municipal Law Enforcement staff are assigned to patrol the Downtown Business Improvement Area on foot. To provide efficient coverage of the BIA during daytime hours, the area has been divided into two (2) patrol areas referred to as the East Beat & West Beat.
21. Review of the beats is carried out from time to time to ensure efficiencies and required coverage. It is estimated that on average it takes 2 to 2 ½ hours to patrol each beat on foot. This will vary slightly based on the number of vehicles observed, status of the parking meter/permit (i.e. compliance, in a "grace period", in violation, weather conditions, etc.). Patrols include municipal lots, metered areas and on-street pay and display areas within the respective beat.
22. Full time staff currently begins patrolling at 9:00 a.m and continue until 4:00 p.m. with patrol between the hours of 4:00 p.m. and 5:00 p.m. being carried out by part time officers, as available. This provides for 1 full patrol of each beat in the morning and afternoon.
23. If a developer is unable to provide the total number of parking spaces required per zoning requirements, a cash-in-lieu contribution of \$2,500 per space is assessed.
24. As part of the 2011 Draft Parking Study conducted by Genivar a weekday and Saturday parking utilization and duration survey was conducted on both on-street and off-street parking facilities in the downtown and waterfront areas. For the 2011 Parking Study the waterfront area was expanded to include the area surrounding the Allandale Waterfront GO Station.
25. A comparison of the 2007 and 2011 downtown parking survey confirms the following:
  - a) Supply has increased from 2,231 to 2,424 parking spaces, a net increase of 193 units;
  - b) Average weekday daytime utilization has decreased from 43% to 36%;
  - c) Peak weekday daytime utilization has decreased from 59% to 45%; and
  - d) Average weekday duration has increased from 1.43 to 1.83 hrs.
26. The 2011 Waterfront Parking survey provided the following data:
  - a) Peak weekday occupancy of 669 vehicles;
  - b) Peak evening occupancy of 722 vehicles;
  - c) Peak Saturday occupancy of 979 vehicles; and
  - d) Average parking Duration of 1.79 hours.
27. City of Barrie parking services are now provided by staff in several departments. In 2011, operational responsibilities were consolidated to Roads, Parks and Fleet Operations. Engineering and Municipal Law Enforcement and Prosecutions also provide essential efforts in support of parking services.
28. The resources providing parking services are not dedicated solely to parking responsibilities. Current complement and commitments marginally meets the immediately projected requirements and will require additions or adjustments in other responsibilities to meet projected service requirements.

## **ANALYSIS**

### Parking Principles (Strategies)

29. The Parking Strategy and Rate Review Team recommends that the principles (strategies) identified in recommendation 1 (one) be adopted. These principles will ensure the viability of the downtown commercial activity; appropriately support both intensification and growth, while also supporting the parking needs of the key stakeholder groups, in a financially sustainable fashion, over the next 20 years.

### Waterfront Parking

30. Staff has conducted a survey of municipalities in regards to parking rate fees associated with their public boat launch facilities. For complete survey results please refer to Appendix "E".
31. Based on the survey results staff recommends the following parking rate strategies be adopted for the use of the Tiffin Boat Launch parking lot for both resident and non-resident users to address the current sustainability issue with the Parking Reserve Fund:
- a) That By-law 2011-049, Schedule "J", "Section 5 – Parking Fees", be deleted and replaced with Appendix "A" of Staff Report ENG008-12 to permit \$4.00 per hour, \$20.00 maximum per day, Monday to Sunday or a \$250 annual parking pass.
  - b) That By-law 80-138, Schedule "G", "Parking Meter Zone", be amended to include the following:

Tiffin Boat Launch – Part of Lot 26, Concession 5, Vespra and Part of the water lot in front of Lot 26, Concession 5, Vespra, being bounded as follows: Lakeshore Drive to the West, Hotchkiss Creek to the North, Kempenfelt Bay to the East and a line drawn on an easterly projection from the southerly limit of Tiffin Street to the edge of Kempenfelt Bay.

32. The Tiffin Boat Launch Parking Lot is a parking lot with 31 spaces dedicated to vehicles with trailers using the free boat launch with each parking space in the lot equivalent to two (2) traditional parking spaces. The proposed parking fees for this lot are similar to parking fees in Oro-Medonte and Innisfil of \$20 per day.
33. Staff will work closely with the Communications and Intergovernmental Affairs Department to create a media package to inform City residents of the changes to the Tiffin Boat Launch Parking Lot. Information signage will be installed within the parking lot and Launch area to notify all users in advance of implementation.
34. Upon the completion of the reconstruction of Lakeshore Drive from the Marina Parking Lot to South Centennial Parking lot, staff recommends paid parking along the Waterfront, Monday to Sunday commencing in 2015. Staff has conducted a survey of municipalities which currently charge for waterfront parking. Daily rates range from a flat fee of \$25 per day for non-residents to free for residents during the busy summer months. For complete survey results please refer to Appendix "E".
35. Based on the municipal survey and to address the current sustainability issue staff recommend that By-law 2011-049, Schedule "J", "Section 5 – Parking Fees", be amended to permit Waterfront paid parking, Monday to Sunday, commencing April 2015 as follows:
- i) \$2 per hour, with \$10 maximum per day;
  - ii) Residents can pick-up a free waterfront parking pass; and
  - iii) \$250 parking pass for boat slip renters to park in a dedicated marina lot.

36. Staff will work closely with various City Department to ensure the necessary plans are in place to commence paid parking along the waterfront in 2015.

Monthly Parking Passes

37. Based on the municipal survey and to address the current sustainability issue staff recommends that By-law 2011-049, Schedule "J", "Section 5 – Parking Fees", be deleted and replaced with Appendix "B" of Staff Report ENG008-12 to increase the monthly parking pass commencing July 2012 as follows:
- i) Current rates of \$70/\$55 will become \$75/\$60, with a proposed \$5 increase in 2017 & 2022;
  - ii) Parkade rate will be raised from \$70 to \$80, with a proposed \$5 increase in 2017 & 2022; and
  - iii) Reassign four municipal parking lots from Yellow monthly permit pass to Green monthly permit pass permits. The municipal lots are Market Square, Clapperton Street Lot, Salvation Army Lot and the Bayfield Street Lot.
38. For complete survey results of municipal monthly parking permit rates please refer to Appendix "F". To review the recommended July 2012 monthly permit rates on our Downtown Parking Map please refer to Appendix "G"
39. Current monthly parking passes are discounted approximately twenty eight percent (28%) for green permits and forty four (44%) for yellow compared to paying the daily rate of \$5.50. The proposed monthly pass rates for the Green permits and the Parkade permits are similar in cost to the monthly transit pass (\$77). The Parkade monthly parking rate is higher than the other two parking pass options as the public is receiving a higher level of service in a covered parking facility with security.
40. Staff have chosen a July 2012 implementation date to accommodate Staff working closely with the Communications and Intergovernmental Affairs Department to create a media package to inform City residents of the changes to the monthly parking permits. An increase to the monthly pass is a quick process to implement and will help with the financial sustainability of the Parking Reserve Fund.
41. Monthly parking permits will now permit transferring between different coloured passes at municipal parking lots from Blue to Green to Yellow. If you purchase a Parkade pass (Blue) it is now good for all monthly permit lots, a Green pass is good at all Green and Yellow lots with the Yellow lots only being permitted within Yellow parking lots

Hours of Paid Operation

42. Increasing the hours of paid operation until 11:00 p.m. Monday to Friday from 5:00 p.m. will help address the current sustainability issue.
43. Staff recommends that By-law 2011-049, Schedule "J", "Section 5 – Parking Fees", be deleted and replaced with Appendix "A" of Staff Report ENG008-12 to increase hours of paid operation until 11:00 p.m. Monday to Friday.
44. Extending the paid operation until 11:00 p.m. takes no additional capital cost to implement as the parking meters and pay and display machines are already in place and the recommendation is supported by the BIA as it captures the patrons of the downtown business whom operate in the evening creating a level playing field for owners of businesses in the downtown.

45. Based on the recommendation of this report to establish regulated paid parking between the hours of 9:00 a.m. and 11:00 p.m. within the BIA, the current enforcement hours of 35 hours per week will increase to a total of 70 hours per week representing a 100% increase in hours of service delivery.
46. Patrols of the downtown during the extended period will cover the same geographic area as daytime patrols. Based on statistical information collected by the consultant, it is anticipated that overall, the level of parking activity is unlikely to match that observed during regular weekday daytime hours.
47. It is therefore proposed that at the onset of the program, enforcement will be carried out by a single team of two (2) additional permanent full time Municipal Law Enforcement Officer II's. It is anticipated based on usage, that patrols of periphery areas within the BIA can be carried out utilizing mobile patrols thereby expediting the process, with core areas (specifically Dunlop Street), where anticipated use of the parking stalls is higher, patrolled on foot. Based on observations of officers, this model may be modified over the course of time.
48. Issues and results will be monitored to determine whether or not additional enforcement resources are required to address enforcement or safety concerns.
49. In order to enable the roll out of the notice period one month prior to implementation of the extended paid parking, the additional MLEO II's will be required to be on staff commencing approximately September 1, 2012. Notices will be served in lieu of parking tickets during the month of September with full enforcement commencing October 1, 2012. The reprogramming of all parking equipment and other adjustments will also take several months to complete.

#### Cash-in-lieu of Providing Parking Space

50. Staff recommends that the Cash-in-lieu of Parking rate be amended to increase to \$15,000 per deficient parking stall. This new rate will provide fifty (50) percent of the true construction cost to build a parking structure space minus land acquisition costs. Staff do not envision purchasing multiple properties within the core to construct surface parking lots and therefore the cost would be associated with constructing parking garages.

#### Parking Fines

51. Staff recommends that the set fine and early payment for parking at an expired meter be increased to a set fine of \$30 and \$20 early payment commencing July 2012 and that staff make application to the Ministry of the Attorney General for approval.
52. Increasing the set fine and early payment for parking at an expired meter will bring the fine structure in line with other parking fines outside the BIA and reduce the number of delinquent parkers as our studies show twenty (20) percent of users are currently not paying their parking fines.
53. The recommended fine requires approval from the Ministry of the Attorney General which can take up to six (6) months. Legal Services would process the application for the set fines to the Ministry of the Attorney General.

#### Monitoring

54. Quarterly meetings will still occur for team members of the Parking Services & Rate Review to review and monitor parking revenue and expense projections, to ensure consistency with modelled projections and financial assumptions, to monitor parking supply and occupancy and to monitor customer satisfaction.

55. Parking study updates for both the downtown and waterfront parking areas are planned to be conducted every five (5) years to reflect current conditions and future demands generated by intensification and higher density development within the City. These parking studies will assess whether the assumptions that were made are still valid.

Parking Supply

56. The 2011 Genivar Draft Parking Study references the Downtown Commercial Master Plan and the future intensification projected for the designated Urban Growth Centre which includes the majority of the Downtown Area and part of the Allandale Community. The Consultant also met with City representatives to evaluate the redevelopment potential of strategic municipal parking facilities in the downtown area by 2031. It is expected that redevelopment will provide approximately 50% of the parking supply requirements, with the remainder to be accommodated by the municipal parking system.
57. No new dedicated municipal parking structures are required in the downtown study area to meet the 2031 parking demand projections based on current growth plans. The anticipated overall parking utilization in the downtown by 2031 will be about 87% which is consistent with the principle of desired parking utilization of 85%.
58. Opportunities for additional new parking supplies to be provided in the downtown should continue to be evaluated as existing parking lots are replaced by redevelopment.
59. The study also recommends that the entire downtown study area should be subject to a parking monitoring program that would review parking supply and demand as redevelopment proceeds in the downtown and Allandale areas.

Development Opportunities

60. Revenues, expenditures and utilization rates are monitored regularly for all parking lots. Opportunities exist to sell and/or develop underutilized or high value lots thereby eliminating poor performing lots, increasing tax assessment and intensification. Assumptions have been made regarding development potential of existing parking lots.

Transit and Active Transportation

61. One of the Parking Principles identifies that the parking service will be supportive of and complementary to transit and other transportation modes such that a people/transit environment is created with diminished dependency on cars. Monthly parking passes should cost more than a monthly transit pass. Parking supply should be operated and structured in a way that supports new traffic demand initiatives.

Enhanced Parking Service

62. Staff will investigate opportunities through existing City websites and mobile application solutions to enable online access to parking information. Numerous applications exist which allow the public to readily determine the nearest available public parking.
63. Staff have established new standards for pay and display machines which allow convenient payment options such as credit card/debit card. Older pay and display machines are being replaced with machines meeting the new standard.

BIA/BDNA

64. Representatives from the BIA and BDNA are members of the Parking Strategy and Rate Review Team. Presentations to both organizations were made prior to finalizing the recommendations. Attached as Appendix "I" is a letter from the BIA outlining their general support for the recommendations. Some adjustment to implementation dates have been made for practical and financial reasons.
65. The BIA has requested that consideration be made in the Zoning By-law to address C1 residential conversions, specifically for single small scale property owners within the BIA area such that no cash-in-lieu of parking would apply. This request is not being supported in the recommendations as presented.

ENVIRONMENTAL MATTERS

66. There are no environmental matters related to the recommendation.

ALTERNATIVES

67. There are three (3) alternatives available for consideration by General Committee:

Alternative #1 General Committee could decide to modify any of the parking principles (strategies).

This alternative is not recommended as the parking principles (strategies) are consistent with municipalities throughout North America and by leading experts in parking sustainability.

Alternative #2 General Committee could decide to reduce the Cash-in-lieu of parking rate to \$3,250 per stall.

This alternative is not recommended as \$3,250 is fifty (50%) of the cost to construct a surface lot parking stall. However, Staff do not envision purchasing multiple properties within the downtown core to construct surface parking lots and therefore the proposed costs should be associated with constructing parking garages minus land acquisition.

Alternative #3 General Committee could decide to adjust the implementation schedule.

This alternative is not recommended as the proposed implementation schedule provides financial stability for the Parking Reserve Fund.

FINANCIAL

68. By implementing the recommended motion, the Parking Reserve Fund will remain in a positive balance resulting in a sustainable parking business.
69. Assumptions have been made in developing the Parking Financial Model which will be monitored quarterly moving forward. Adjustments to rates and strategies will be recommended as required annually as part of the business planning process. The assumptions relate to the following:
- parking utilization rates, waterfront utilization by non-residents (rates derived from 2011 Parking Studies and historical trends)
  - rate of downtown growth and intensification (utilized growth rates from Growth Management Strategy resulting in utilization rates projected at 87% in 2031)

- commercial development of existing parking lots (Page 18 of Background Parking Report identifies assumed calendar year of certain parking lot/commercial development)
- amount of parking provided by developers in the C1 zone (assumed Developers provide 50% of parking need for commercial properties within the C1 zoning)
- actual operating, maintenance and life cycle costs (utilized OMBI maintenance data and historical trends)
- approval of increased parking fines (assumed 25% of delinquent users will pay with increased fines)
- number of parking infractions, tickets issued (extrapolated amount of infractions based on utilization and extended hours).

70. Below are the financial details related to the various recommended changes to the Parking Strategy:

**a. Tiffin Boat Launch Parking Lot:**

- i. Projected Additional Annual Revenue - \$20,000
- ii. Cost to Implement – Cost of Signs and two PDM's is approx. \$35,000
- iii. Projected Operating Expenditures - \$15,000

Currently all operating expenditures for this parking lot are funded from Tax Rate. After implementation, all revenues and expenditures will be assessed to the Parking Reserve Fund.

**b. Monthly Parking Passes**

- i. Projected Additional Annual Revenue – The initial annual increase is projected to be approximately \$65,000, an additional \$18,000 annually beginning in 2017 and another \$18,000 beginning in 2022.

**c. Hours of Paid Operation**

- i. Projected Additional Annual Revenue - \$822,000
- ii. Cost to Implement – minimal cost to implement. Basically just need to convert hours of operations on the Pay and Display Machines and meters.
- iii. Projected increase to Annual Operating Expenditures – Sustainable additional costs, as the parking lots are already maintained 24 hours per day 7 days a week.

**d. Cash-in-lieu**

- i. Projected Additional Annual Revenue – Based on historical trends and projected future development the city will collect cash-in-lieu parking on an average of 2 spots per year. This represents an additional \$25,000 per year in revenue.

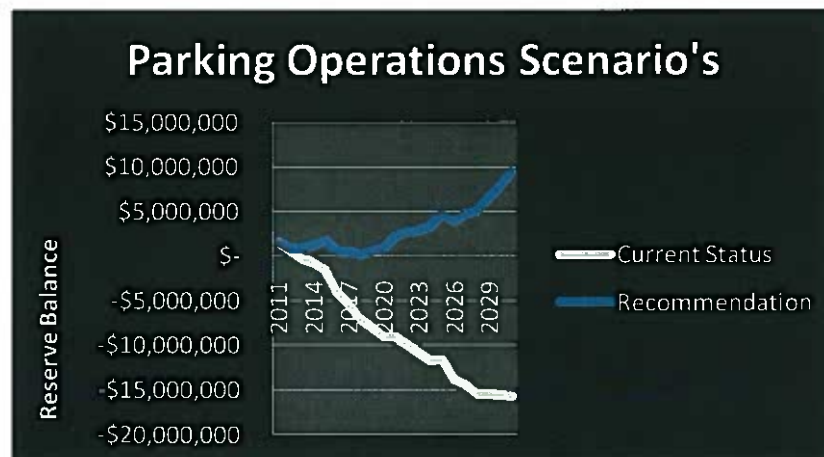
**e. Parking Fines**

- i. Current fine revenue (\$12/\$16) associated with offences of parking at expired meters or with expired permit for the 9:00 to 5:00 period is estimated at \$179,000 annually.
- ii. Increasing fines (\$20/\$30) would result in additional revenue of \$140,000 annually assuming the number of tickets remain constant, however, the number of tickets issued will decrease with increased fines.

**f. Waterfront Parking Lots(commencing in 2015)**

- i. Projected Additional Annual Revenue - \$1,200,000
- ii. Cost to Implement – The cost and timing to implement the paid parking at the waterfront parking lots is relative to the Lakeshore Drive realignment. Currently, the project is scheduled to begin construction in 2013, with completion in 2015. The cost to reconstruct the parking lots is currently estimated at \$4,200,000. The Parking Reserve will not have a sufficient balance to fund the project. The parking lot component will likely need to be debt financed with payback from the Parking Reserve Fund.
- iii. Projected Annual Operating Expenditures – Include approximately \$432,000 in annual operating expenses and \$382,000 in debt principle and interest payments with payment from the Parking Reserve Fund. Annual operating expenditures will no longer be funded from tax rate.
- iv. Complete staffing details will be provided prior to implementation in 2015. However, it is anticipated that an increase in enforcement and administrative staff will be required.

71. The recommendations above support the need to address the current financial issues occurring in the Parking Rate. The following graph illustrates the projected financial benefit of implementing these recommendations.



The Parking Reserve Fund receives revenues from parking metre revenue including pay and display machines, parking permit revenues, leased parking space revenue, cash-in-lieu of parking payments and sale of property.

The Parking Reserve Fund expenditures include salaries and benefits, general operations (maintenance, snow-clearing, repairs, security), utility costs, lease equipment, corporate support, debt principal and interest payments and capital expenses including life cycle costs. These expenditures relate to all parking infrastructure that generates revenue.

- 72. Website enhancements and mobile application solutions will be developed in 2012 at an upset limit of \$25,000 to be funded from the Parking Reserve Fund.
- 73. The parking strategy was built on the mandate that parking services should be financially self sustaining, with no tax based subsidies. Staff will be recommending that the Parking Reserve Fund (12-05-0570) should only be utilized for the operating and capital needs associated with fees based parking facilities.

74. Currently, costs of paid parking enforcement as well as revenues from associated tickets are contained within the Legal Services Department – Municipal Law Enforcement budget. Staff will investigate having these costs and revenues included in the Parking Reserve Fund. Staff will report back as part of the 2013 Business Plan.

Enforcement

75. Staff carried out a review of the financial impact on the Municipal Law Enforcement budget specifically as it relates to the recommendations related to this project.
76. Salaries, benefits and shift premiums associated with the hiring of two full time MLEO II officers are estimated in the range of \$124,500 in 2013 with Municipal Law departmental operating costs including uniforms and training estimated at approximately \$9,500. This total estimated impact to the Municipal Law Enforcement budget of \$134,000 would be offset by parking fine revenues resulting from enforcement. Parking fine revenues will fluctuate based on number of violations as well as payment trends.
77. For the purpose of revenue estimates, staff have referred to daytime enforcement data as well as evening parking stall usage statistics. Revenue projections have also been based on the assumption that the payment trends will continue as seen in 2011 and the recommended set fine of \$30 will be approved by the Ministry of the Attorney General. With these assumptions in mind, preliminary calculations suggest that fine revenues in the range of \$111,250 could be realized from enforcement efforts, offsetting the departmental operating costs in 2013.
78. MLEO Departmental costs to deliver this project in 2012 (September – December) are estimated to be in the range of \$45,700, with offsetting revenues projected at approximately \$28,000.

**LINKAGE TO COUNCIL STRATEGIC PRIORITIES**

79. The recommendations included in this Staff Report support the following goals identified in the 2010-2014 City Council Strategic Plan:
- Strengthen Barrie's Financial Condition
  - Create a Vibrant and Healthy City Centre
80. The proposed parking strategy will strengthen Barrie's financial condition by ensuring the Parking Reserve Fund is sustainable and not using the tax rate to subsidize parking.
81. The proposed parking strategy accommodates future parking demands related to growth and provides parking availability adjacent to downtown commercial businesses.
82. There is a correlation between the economic vitality of the downtown and the sustainability of the Parking Reserve Fund.

**APPENDIX "A"**

Schedule J  
Operations Department

Section 5: Parking Fees

Item	2012 Proposed Fee
Bayfield Street – Worsley Street to Simcoe Street	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Bayfield Street and Maple Avenue (Salvation Army) Lot	\$0.75/ hr, \$5.50 daily max 9:00AM – 11:00PM Mon - Fri
15 Bayfield Street – Bayfield Street Lot	\$0.75/hr \$5.50 daily max 9:00AM -11:00PM Mon - Fri
Bradford Street Lot	\$0.75 per hour \$5.50 daily maximum 9:00AM -11:00PM Mon -Fri
City Hall Lot	\$0.75 hr, 5 hour max 9:00AM – 11:00PM Mon - Fri
Clapperton Street Lot	\$0.75/ hr, 5 hour max 9:00AM – 11:00PM Mon - Fri
Clapperton Street – Worsley Street to McDonald Street	\$1.00/ hr 9:00AM – 11:00PM Mon - Fri
Clapperton Street – Collier Street to Worsely Street	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Clapperton Street – Dunlop Street to Collier Street	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Collier Street – Bayfield Street to Mulcaster Street	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Collier Street – Mulcaster Street to Poyntz Street	\$1.00/ hr, 9:00AM – 11:00PM Mon - Fri
Collier Street Lot	\$0.75/ hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
Cumberland Street – Essa Road to William Street	\$1.00/hr 9:00AM – 11:00PM Mon - Fri
Dunlop Street East – Mulcaster Street to east of Sampson Street	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Dunlop Street West – Toronto Street to Mulcaster Street	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Essa Road – Gowan Street to south of Cumberland Street	\$0.40/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Fred Grant Square	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Gallie Court	\$1.00/ hr 9:00AM – 11:00PM Mon - Fri
H-Block	\$0.75/ hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
Heritage Park Lot	\$0.75/ hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
High Street – West side, Dunlop Street to Park Street	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
High Street – East side, Dunlop Street to Park Street	\$1.00/ hr, 1 hour max 9:00AM – 11:00PM Mon - Fri
Lakeshore Lot	\$0.75 per hour \$5.50 daily maximum 9:00AM -11:00PM Mon -Fri

Lakeshore Drive – Mulcaster Street to Bayfield Street	\$1.00/ hr, 2 hour max 9:00AM -11:00PM Mon -Fri
Lakeshore Mews	\$0.75/ hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
Library Lot	\$0.75/ hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
Market Square (IGA) Lot	\$0.75/ hr, \$5.50 daily max. 9:00AM –11:00PM Mon - Fri
Maple Avenue – Ross Street to Simcoe Street	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Maple Avenue and Ross Street Lot	\$0.75/hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
Maple Avenue Lot	\$0.75/hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
Maple Avenue and Dunlop Street Lot	\$1.00/ hr, 5 hour max 9:00AM – 11:00PM Mon - Fri
Mary Street – Simcoe Street to Dunlop Street	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Mary Street – Dunlop Street to Ross Street	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
Mary Street Lot	\$0.75/ hr, \$5.50 daily max 9:00AM – 11:00PM Mon - Fri
McDonald Street – Mulcaster Street to Codrington Street	\$1.00/ hr 9:00AM – 11:00PM Mon - Fri
McDonald Street – Clapperton Street to Owen Street	\$1.00/ hr, 9:00AM – 11:00PM Mon - Fri
McDonald Street – Mulcaster Street to Poyntz Street	\$1.00/ hr 9:00AM – 11:00PM Mon - Fri
Mulcaster Street Lot	\$0.75/hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
Mulcaster Street – Worsley Street to Codrington Street	\$1.00/ hr 9:00AM – 11:00PM Mon - Fri
Mulcaster Street – Lakeshore Drive to Worsley Street	\$1.00/ hr, 2 hour max, 9:00AM – 11:00PM Mon - Fri
North Marina Lot	\$0.75 per hour \$5.50 daily maximum 9:00AM -11:00PM Mon -Fri
Owen Street – Collier Street to Sophia Street	\$1.00/ hr, 9:00AM – 11:00PM Mon - Fri
Owen Street – Dunlop Street to Collier Street	\$1.00/ hr, 2 hour max, 9:00AM – 11:00PM Mon - Fri
Owen Street Lot	\$0.75/ hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
Park Street	\$1.00/hr, 9:00AM – 11:00PM Mon - Fri
Parkside Drive – Park Street to Ross Street	\$0.50/ hr, \$3.00 daily max. 9:00AM – 11:00PM Mon - Fri
Poyntz Street – Dunlop Street to Collier Street	\$1.00/ hr, 9:00AM – 11:00PM Mon - Fri
Ross Street - Toronto Street to Parkside Drive	\$1.00/ hr, 2 hour max, 9:00AM – 11:00PM Mon - Fri
Chase McEachern Way Lot	\$0.75/ hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
Simcoe Street and Bayfield Street Lot	\$0.75/ hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri

<b>Simcoe Street – Mary Street to Toronto Street</b>	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
<b>Simcoe Street – north side, Bayfield Street to Maple Avenue</b>	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
<b>Chase McEachern Way – north side, Fred Grant Square to Bayfield Street</b>	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
<b>Spirit Catcher Lot</b>	\$0.75/ hr, \$5.50 daily max 9:00AM – 11:00PM Mon - Fri
<b>Tiffin Street</b>	\$0.40/ hr, 2 hour max 9:00AM – 11:00PM Mon - Fri
<b>Toronto Street – Ross Street to Park Street</b>	\$0.75/ hr, \$5.50 daily max. 9:00AM – 11:00PM Mon - Fri
<b>Toronto Street – Park Street to Dunlop Street</b>	\$1.00/ hr, 2 hour max 9:00AM – 11:00PM Mon- Fri
<b>Worsley Street - Bayfield Street to Poyntz Street</b>	\$1.00/ hr, 9:00AM – 11:00PM Mon- Fri
<b>Tiffin Boat Launch</b>	\$4/hr, \$20 daily max. Mon - Sun

\*\*\* HST is included in the parking meter posted price. NOTE: NO CHARGE FOR OFF STREET PARKING DURING THE MONTH OF DECEMBER, EXCEPT FOR PARKING AT THE COLLIER STREET PARKADE

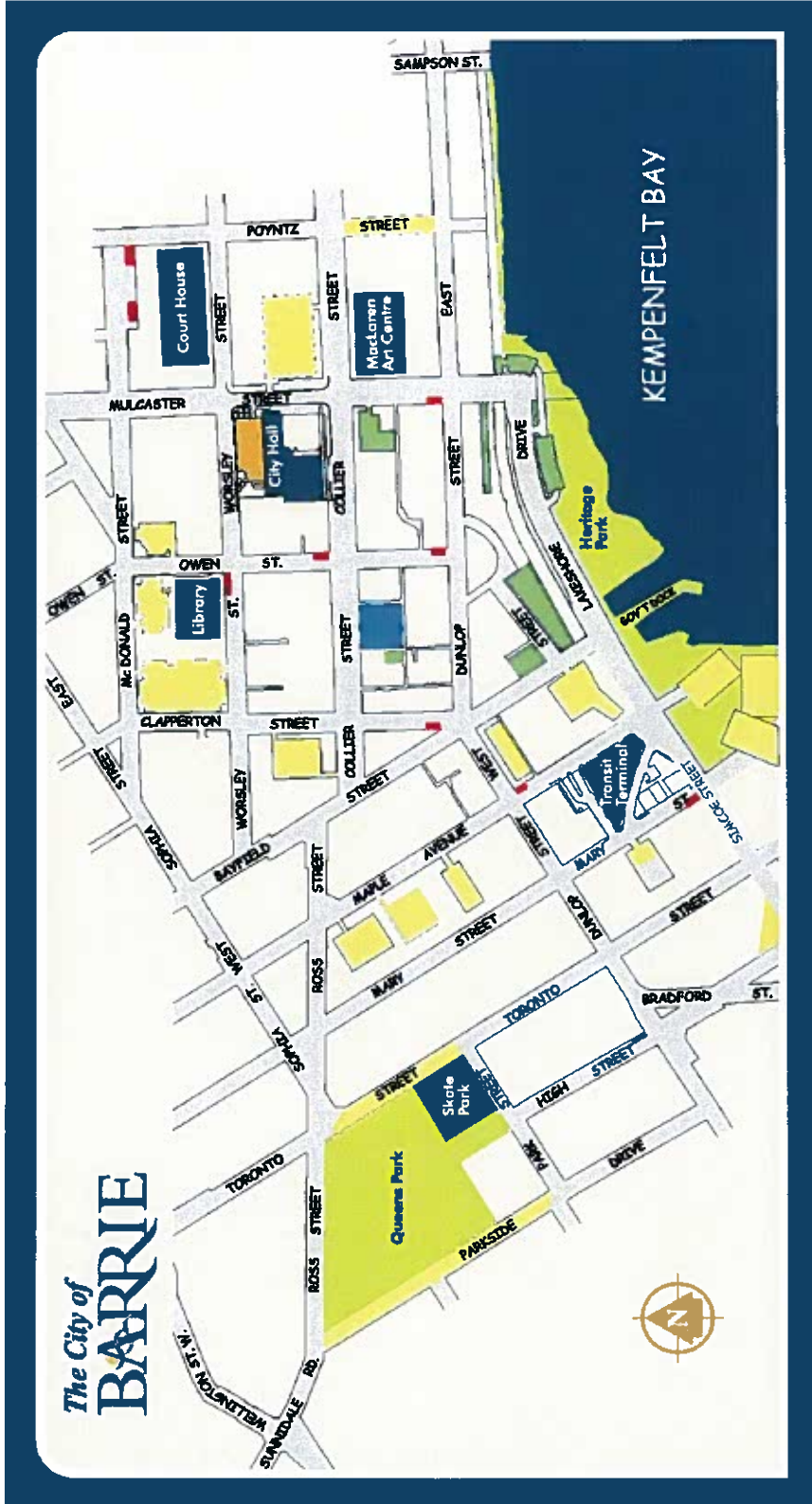
**APPENDIX "B"**

Schedule J  
Operations Department

Section 5: Parking Fees

Item	2012 Approved Fee	July 2012 Proposed Fees Increase
<b>Parking Permit Fees</b>		
Annual Permits	\$1,400.00	
<b>Monthly Permits:</b>		
15 Bayfield St. Lot	\$70.00 per month	\$75.00 per month
Bradford St. Lot	\$55.00 per month	\$60.00 per month
Collier St. Parkade	\$70.00 per month	\$80.00 per month
Georgian Fields Parking Lot	\$20.00 per month	\$20.00 per month
Lakeshore Lot	\$55.00 per month	\$60.00 per month
Library Lot	\$55.00 per month	\$60.00 per month
Chase McEachern Way Lot	\$70.00 per month	\$75.00 per month
Bayfield St. and Simcoe St. Lot	\$55.00 per month	\$75.00 per month
Bayfield St. and Maple Ave. Lot	\$55.00 per month	\$75.00 per month
Collier St. Lot	\$55.00 per month	\$60.00 per month
23 Collier St. Lot	\$70.00 per month 9:00 a.m. – 5:00 p.m., Monday to Saturday	\$75.00 per month 9:00 a.m. – 5:00 p.m., Monday to Saturday
H-Block Lot	\$55.00 per month	\$60.00 per month
Lakeshore Mews	\$70.00 per month	\$75.00 per month
Maple Ave. and Ross St. Lot	\$55.00 per month	\$60.00 per month
Market Square Lot	\$55.00 per month	\$75.00 per month
Mary St. Lot	\$55.00 per month	\$60.00 per month
Mulcaster St. Lot	\$70.00 per month	\$75.00 per month
North Marina Parking Lot	\$55.00 per month	\$60.00 per month
Owen St. Lot	\$55.00 per month	\$60.00 per month
Parkside Dr. – Park St. to Ross St.	\$55.00 per month	\$60.00 per month
Toronto St. – Ross St. to Park St.	\$55.00 per month	\$60.00 per month
Spirit Catcher Lot	\$55.00 per month	\$60.00 per month
Clapperton St. Lot	\$55.00 per month	\$75.00 per month
Tiffin Boat Launch Lot	-	\$250 annually

**APPENDIX 'C'**



**Downtown Parking Map Legend**

- Monthly Permit Lots = \$70 / month + Taxes
- Monthly Permit Lots = \$70 / month + Taxes
- Monthly Permit Lots = \$55 / month + Taxes
- \$0.75 / hour - 5 hour parking maximum
- Disabled Parking

Parking enforced from Monday to Friday 9 a.m. to 5 p.m. excluding statutory holidays & weekends.

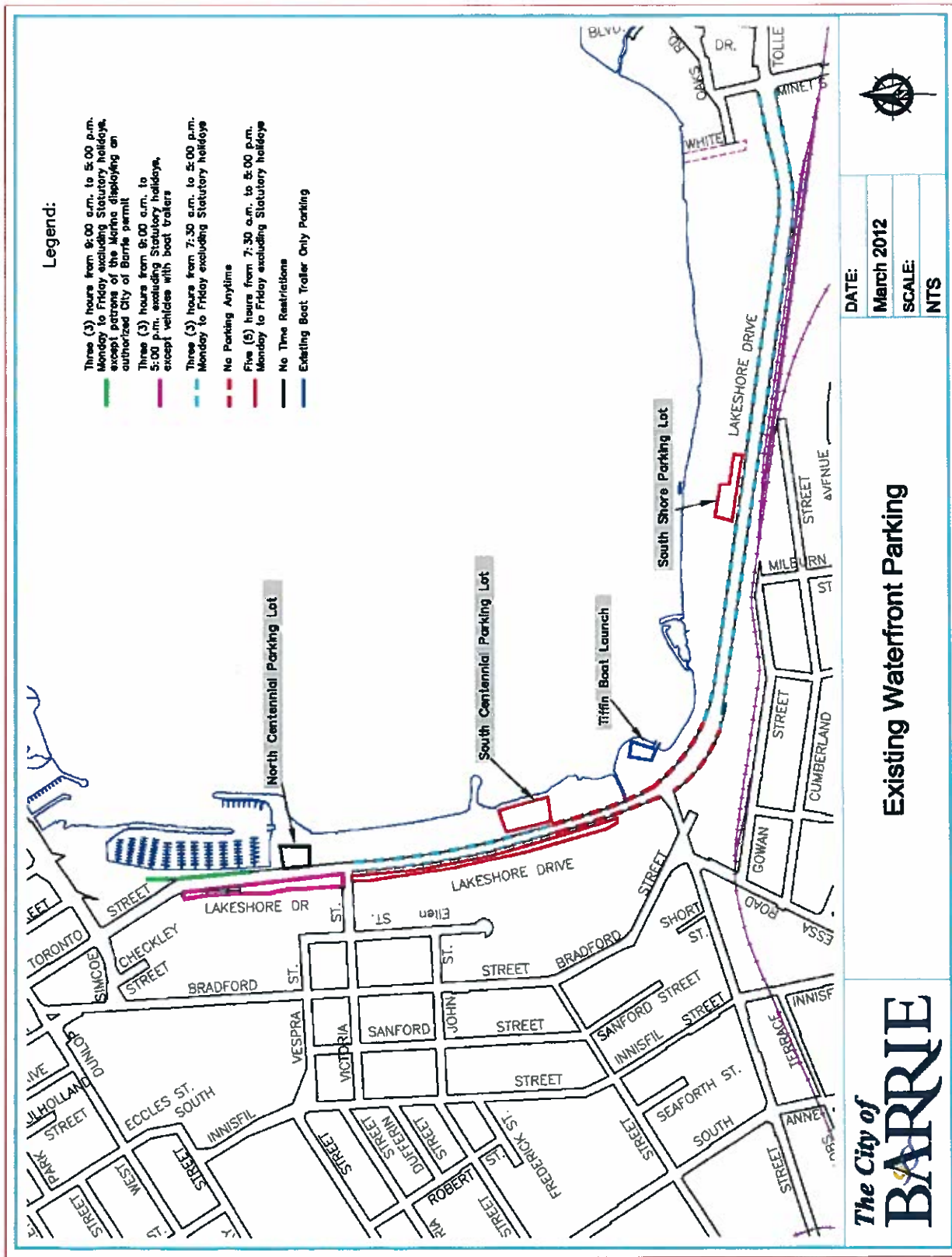
**Daily Rates**

- Off Street Parking Lots = \$5.50 / day
- Hourly Rates for Off Street Parking Lots = \$0.75 / hr
- Hourly Rates for On Street Parking Lots = \$1 / hr

**Monthly parking permits are available at the following locations:**

- City Hall, 70 Collier Street, Barrie, ON 705-739-4232
- Downtown Barrie Business Association, 4 Simcoe Street, Barrie, ON 705-734-1414
- Barrie Transit Terminal, 24 maple Avenue, Barrie, ON 705-737-2766

**APPENDIX "D"**



**APPENDIX "E"**

Waterfront and Boat Launch Paid Parking Rates:

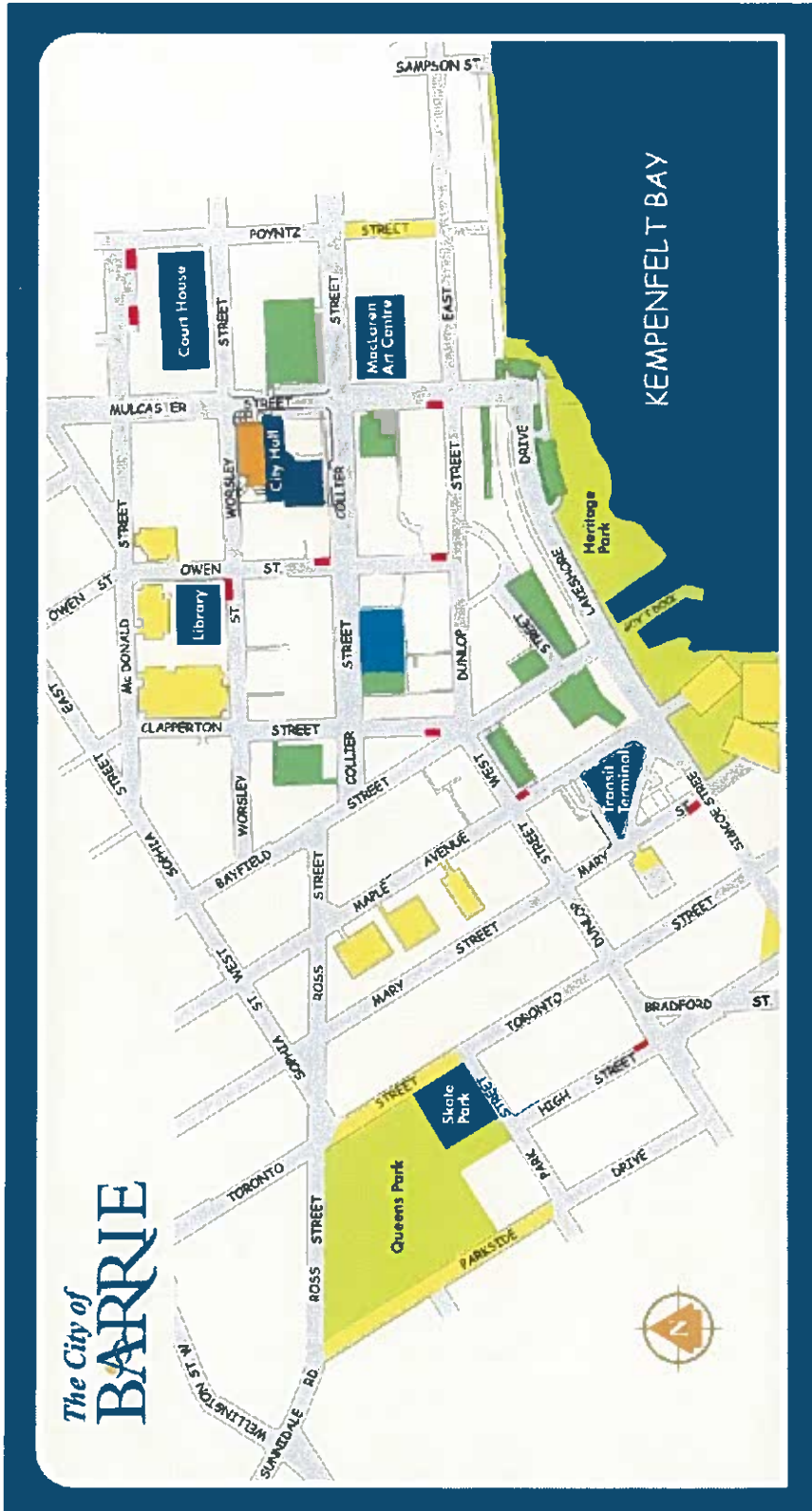
Municipality	Waterfront Parking	Boat Launch Parking
<b>City of Burlington</b>	\$1.50/hr	No municipal boat launch.
<b>Town of Oakville</b>	Free parking for residential - first come first serve	\$17/day Residential permit - \$150/year Non-Resident - \$175/year Commercial - \$325/year
<b>City of Kingston</b>	Zone 1 – \$1.5/h 2 hr max Zone 2 – \$1.0/h 2 hr max Zone 3 - \$1.0/h 3 hr max	One (1) Time - \$13.70 Five (5) Times - \$47.96 Ten (10) Times - \$95.92 Parking (vehicle and trailer) - \$7.12/day
<b>Tiny Township</b>	Residents - \$15/permit (no-limit) Non-residents - \$75/permit (150 limited) \$2/hr, max \$15 daily	No charge, but require a parking permit
<b>Town of Innisfil</b>	Free residents permit Non-residents \$25/vehicle.	Free for residents Non residents \$25
<b>Town of Wasaga Beach</b>	\$2/hr, \$10 daily max	Free
<b>Township of Oro-Medonte</b>	Resident permit free (Two (2) per property) Non-Resident – Free on weekdays, \$20/day on weekends and statutory holidays	Residents free with permit Non-Residents – Free on weekdays, \$20/day on weekends and statutory holidays

**APPENDIX "F"**

Municipal Monthly Parking Rates:

Municipality	Off-Street Lot	Parking Garage
City of Barrie	Up to \$70	Up to \$70
City of St. Catharines	Up to \$60.50	Up to \$95
Town of Oakville	Up to \$56.50	\$90.40
City of Oshawa	\$73	Up to \$87
City of Guelph	Up to \$79.10	\$79.10
City of Burlington	Up to \$104	\$117
City of Kingston	\$Up to \$86.44	Up to \$86.44
City of Kitchener	Up to \$140.13	Up to \$168.16
City of Toronto (Downtown)	NA	Up to \$330

**APPENDIX "G"**



**Downtown Parking Map Legend**

- Monthly Permit Lots = \$75 / month + Taxes
- Monthly Permit Lots = \$80 / month + Taxes
- Monthly Permit Lots = \$60 / month + Taxes
- \$0.75 / hour - 5 hour parking maximum
- Disabled Parking

Parking enforced from Monday to Friday 9 a.m. to 5 p.m. excluding statutory holidays & weekends.

**Daily Rates**

- Off Street Parking Lots = \$5.50 / day
- Hourly Rates for Off Street Parking Lots = \$0.75 / hr
- Hourly Rates for On Street Parking Lots = \$1 / hr

Monthly parking permits are available at the following locations:  
 City Hall, 70 Collier Street, Barrie, ON 705-739-4232  
 Downtown Barrie Business Association, 4 Simcoe Street, Barrie, ON 705-734-1414  
 Barrie Transit Terminal, 24 Maple Avenue, Barrie, ON 705-737-2766

**APPENDIX "H"**

Ontario Municipal Benchmarking Initiative (OMBI)



**1.0 Average Hourly Rate for On-Street Parking (2010)**

Barrie	Calgary	Hamilton	London	Ottawa	Sudbury	Thunder Bay	Toronto	Windsor	Winnipeg (2009)
\$1.00	\$2.95	\$1.00	\$1.25	\$2.95	\$1.00	\$1.00	N/A	\$1.25	\$1.00

**2.0 Gross Parking Revenue Collected per Paid Parking Space (2010)**

Barrie	Calgary	Hamilton	London	Ottawa	Sudbury	Thunder Bay	Toronto	Windsor	Winnipeg
\$476.77	\$3,551.63	\$1,027.52	\$1,127.06	\$2,289.46	\$903.88	\$461.83	\$2,731.33	\$752.40	\$1,500.36

**3.0 Parking Services Operating Cost per Paid Parking Space Managed (2010)**

Barrie	Calgary	Hamilton (2009)	London (2009)	Ottawa	Sudbury	Thunder Bay	Toronto	Windsor	Winnipeg
\$405.60	\$1,488.59	\$775.33	\$465.44	\$1,047.83	\$547.26	\$372.63	\$1,248.97	\$703.42	\$944.52

**4.0 Number of Paid Parking Spaces Managed /100,000 Population (2010)**

Barrie	Calgary	Hamilton	London	Ottawa	Sudbury	Thunder Bay	Toronto	Windsor	Winnipeg
1,900.7	1,301.1	1,427.2	821.5	764.1	1,195.7	2,795.6	1,539.6	2,049.7	804.6

**50.0 Gross Fine Revenue Per Ticket (2010)**

Barrie	Calgary	Hamilton	London	Ottawa	Sudbury	Thunder Bay	Toronto	Windsor	Winnipeg
\$20.03	\$52.33	\$37.58	\$25.63	\$47.10	\$21.43	\$18.73	N/A	\$27.33	\$39.29

**APPENDIX "I"**



November 25, 2011

Downtown Barrie Business Association (BIA) Board of Management Parking Program Considerations

The Board of Management moves a motion to request that the City of Barrie implement the new parking program with the following considerations:

- Hours of Operation expansion be implemented as of January 1<sup>st</sup> 2013, instead of July 1<sup>st</sup>, 2012,
- The parking app be developed for January 1<sup>st</sup>, 2013 – to coincide with the implementation of the expanded hours of operation and provide a marketable value added service to the new program
- Considerations be made to the zoning by-law to address C1 residential conversions specifically to single small scaled property owners with within the Downtown Barrie Business Improvement Area (BIA).
- Tiffin Boat launch payment plan be implemented for 2012 as presented.

Motion moved by Mr. Wayne Hay and seconded by Mr. Tom Ambeau. All in favour.

Regards – on behalf of the BIA Board of Management,

Craig Stevens

Managing Director,

Downtown Barrie Business Association (BIA)

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