



TO: GENERAL COMMITTEE

SUBJECT: 2020 PARKING STRATEGY

WARD: ALL

**PREPARED BY AND KEY CONTACT: T. WILLIAMS, BUSINESS SERVICES ANALYST, EXT. 5169
T. TURNER, MANAGER OF BUSINESS SERVICES, EXT. 5187**

SUBMITTED BY: B. FORSYTH, DIRECTOR OF TRANSIT AND PARKING STRATEGY

GENERAL MANAGER APPROVAL: R. JAMES-REID, EXECUTIVE DIRECTOR OF ACCESS BARRIE

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTIONS

1. That the 2020 Parking Strategy attached as Appendix "A" to Staff Report TPS006-20 be approved in principle as the guiding document to 2041.
2. That the capital budget requests listed below be approved and funded from the Parking Rate Reserve in order to advance the goals of the Parking Strategy:
 - a) Spillover Signage (\$66,000): To enable enforcement of new parking controls, signs will need to be manufactured and installed throughout the periphery of the Downtown, Waterfront and Royal Victoria Regional Health Centre, to an upset limit of \$66,000; and
 - b) Parking Hardware (RP1163): Increase existing budget from \$40,000 to \$90,750 to support the ongoing upgrade of single-space metres to pay stations.
3. That Traffic By-law 80-138 be repealed and replaced with the draft Traffic By-law attached as Appendix "B" to Staff Report TPS006-20 in order to implement the amendments summarized below, to be effective January 1, 2021, unless otherwise stated and that during the transition period Traffic By-law 80-138 shall remain in effect:
 - a) Allow vehicles without trailers to park at the North Centennial and Tiffin Boat Launch parking lots from December 1st to March 31st each calendar year effective December 1, 2020;
 - b) Reduce the maximum time limit for parking sessions at the City Hall Lot from five (5) hours to three (3) hours;
 - c) Limit parking sessions at the Library lot to a maximum of three (3) hours;
 - d) Implement on-street paid parking on Collier Street between Poyntz Street and Berczy Street;
 - e) Remove on-street paid parking at the following locations:
 - i) Owen St between McDonald Street and Sophia Street; and

- ii) Essa Rd between Burton Avenue and Gowan Street.
 - f) Create consistency in the application of the two-hour time limit for on-street paid parking in the Downtown by adjusting the following locations:
 - i) Convert the one (1) hour time limit to two (2) hours on the east side of High Street between Park Street and Dunlop Street W; and
 - ii) Add two (2) hour time limit to portions of Owen Street, Park Street, Parkside Drive, Toronto Street and Poyntz Street.
 - g) Extend paid parking in the Hospital Area from Monday to Friday to Monday to Sunday;
 - h) Increase the early payment fine from \$20.00 to \$50.00 for paid parking infractions in the Hospital Area;
 - i) Implement a maximum two (2) hour time limit for previously uncontrolled on-street parking within a 500 metre walking distance of the Downtown to reduce spillover from paid parking into residential areas effective April 23, 2021;
 - j) Create consistency in the spillover area by converting the three (3) hour time limit to two (2) hours on portions of Amelia Street, Berczy Street, Codrington Street, Owen Street, Peel Street, Sampson Street and Sophia Street effective April 23, 2021;
 - k) Designate signed areas as “No Parking Except by Permit” as per the Waterfront Spillover Parking Policy;
 - l) Designate the parking lots at White Oaks Road, Dock Road Park and The Gables Park for the exclusive use of vehicles displaying a valid City of Barrie “Resident Waterfront Parking Pass” on a seasonal basis effective June 15, 2021; and
 - m) Extend paid parking to include weekday evenings in the Downtown area by extending hours of enforcement from 9:00 a.m. to 5:00 p.m. to 9:00 a.m. to 9:00 p.m. effective April 4, 2022.
4. That the Waterfront Spillover Parking Policy attached as Appendix “C”, be approved.
5. That the City Clerk be authorized to make minor updates to the Waterfront Spillover Parking Policy to remain compliant with other City Policies and legislative changes.
6. That Schedule J of Fees By-law 2020-009 be repealed and replaced with proposed Schedule J attached as Appendix “D” to Staff Report TPS006-20 in order to implement the amendments listed below:
- a) Optimize parking pass structure by making the following adjustments effective January 1, 2021:
 - i) Discontinue blue monthly pass;
 - ii) Designate parking lots with high utilization as green monthly and annual pass as per Appendix “E” to Staff Report TPS006-20;
 - iii) Designate parking lots with low utilization as yellow monthly and annual pass as per Appendix “E” to Staff Report TPS006-20; and

- iv) Offer Annual Green Pass to complement Annual Yellow Pass.
- b) Increase pass rates in the Downtown area effective January 1, 2021:
 - i) Monthly rates increase from \$60 to \$66 for yellow monthly passes and from \$75 to \$82.50 for green monthly passes;
 - ii) Annual rate increase from \$576 to \$633.60 for yellow annual passes; and
 - iii) Annual rate for green annual pass at \$792.00.
- c) Increase rates in the Hospital area effective January 1, 2021:
 - i) Hourly rate increases from \$2/hr to \$5/hr.
- d) Remove annual and monthly pass access to on-street parking on Collier Street, Poyntz Street, Parkside Drive and Toronto Street effective January 1, 2021;
- e) Increase rates in the Spirit Catcher, Lakeshore Drive and North Marina parking lots to match the waterfront rate structure of \$10/hr and \$50/day effective January 1, 2021;
- f) Remove yellow and green annual and monthly pass access to Waterfront Parking Areas effective January 1, 2021;
- g) Remove yellow and green annual and monthly pass access to the Library lot effective January 1, 2021;
- h) Expand Marina seasonal pass access to include the Spirit Catcher and Lakeshore Drive parking lots effective April 30, 2021; and
- i) Increase transient rates in the Downtown area effective October 4, 2021:
 - i) Hourly on-street rate increases from \$1.25/hr to \$1.50/hr;
 - ii) Hourly off-street rate increases from \$1.00/hr to \$1.25/hr; and
 - iii) Daily off-street rate increases from \$5.50/day to \$7.00/day.
- 7. That the Spirit Catcher, North Marina and Lakeshore Drive parking lots as be designated "Hybrid Parking Lots" with the "Resident Waterfront Parking Pass" not being eligible to be utilized.
- 8. That Council grant the Executive Director of Access Barrie delegated authority to issue additional "Resident Waterfront Parking Passes" in exceptional scenarios when two passes per property is deemed inappropriate.
- 9. That Council extend eligibility of the "Resident Waterfront Parking Pass" program to include all valid municipal addresses regardless of the land use.
- 10. That the intent of the Parking Equilibrium Policy described in Appendix "A" to Staff Report TPS006-20, be endorsed in principal and that staff in the Economic and Creative Development Department be directed to review the disposition strategy for downtown parking lots as needed in collaboration with the Transit and Parking Strategy, Legal Services, and Development Services Departments

and identify methods to mitigate the impacts of parking supply losses in the event of redevelopment of specific lots.

11. That staff in the Legislative and Court Services Department (Enforcement Services Branch) be authorized to apply for set fines from the Ministry of the Attorney General ranging between \$30.00 to \$1,000.00 depending on the nature of the offence.

BACKGROUND

Overview

1. This Staff Report presents the specific recommendations in need of council approval, including a supporting rationale, estimated financial impact and target for implementation. Recommendations are categorized by area of impact: downtown, waterfront, technology, and financial. Appendix "B" and "D" include the amended bylaws.
2. This staff report is meant to be read in combination with the Parking Strategy guiding document prepared by IBI Group (see Appendix "A"). The Parking Strategy contains the detailed research and analysis that supports the recommendations. Although the guiding document was developed prior to the outbreak of the COVID-19, best practices in the parking industry prevail and therefore most recommendations remain relevant. Some public health measures such as social distancing even heightened the importance of the recommended shift to digital parking passes and contactless payment.

Origin

3. The City of Barrie has changed significantly since the last Parking Strategy was completed in 2012; the City started charging visitors for parking on the waterfront, municipal parking lots were designated surplus and promoted for redevelopment, the new Transportation Master Plan set progressive targets to increase walking, cycling and transit ridership, and the Official Plan Project was launched to design policies that will help our community accommodate growth.
4. In this context, this updated Parking Strategy project was initiated in 2019 with the intent to create a guiding document that identified solutions for existing business problems and laid the foundation for a financially sustainable approach to parking that will manage evolving parking demand in the future.
5. The Parking Strategy was led by staff in the Transit and Parking Strategy department working closely with transportation consultant IBI Group, who contributed technical expertise and industry knowledge of best practices, based on their extensive experience preparing parking studies for municipal governments across Ontario. A Working Group of key internal stakeholders including representatives from Traffic Services, Development Services, Enforcement Services and Economic and Creative Development provided guidance on key decision points.

Approach

6. Municipal parking is a public asset that provides access to a wide variety of activities that bring life to our community, including visiting friends and family, working, shopping, participating in events and enjoying recreation opportunities. The goal of municipal parking is to use proactive management strategies to better meet the diverse needs of residents seeking to access these activities.
7. Pricing and time limits are two strategies commonly used in mid-sized cities such as Barrie where land is scarce at busy destinations in the downtown and waterfront. Pricing is calibrated to manage

demand, so that popular parking locations cost more than underutilized parking locations. This allows residents to choose what is more valuable to them: paying a premium to park as close to their destination as possible; or saving money by parking further away from their destination and the walking the rest of the way.

8. Time limits are used to encourage turnover of parking spaces so that there is parking available for short-term activities such as grabbing a coffee from your favourite local cafe. The site-specific application of pricing and time limit strategies must be weighed against the value of a predictable and consistent parking system, therefore an evidence-based and holistic approach to decision-making is crucial to the success of municipal parking.
9. It is important to note that municipal parking is not the only way the City can provide access to activities. The Official Plan Project is exploring policy tools to cultivate “Complete Communities” where land uses are clustered together, making it easier to access everyday activities without driving. The Transportation Master Plan identifies key infrastructure improvements that will make it more convenient to walk, cycle or take transit to access activities. Today driving is the most popular mode of transportation in Barrie, therefore parking plays an integral role in providing access, however changing resident attitudes and intensification may lead to parking playing a supporting role in the future. This shift does not need to come at the expense of drivers. In fact, the more people that choose alternative modes of transportation, the less congestion there will be on the roads and the less demand there will be on the parking system, making it easier to find available parking.
10. Parking Guiding Principles were developed through discussion with the internal working group, advice from the senior management team and council endorsement (19-G-200). Each recommendation was evaluated against the guiding principles to ensure stakeholder impacts and alignment with Council’s Strategic Priorities were considered.
 - a) **Financial Sustainability** – The Parking Reserve should be sustainable in both the short-term and long-term in order to maintain levels of service to the community and meet financial obligations. Parking is intended to remain its own user rate with expenses funded from parking revenues.
 - b) **Downtown Enrichment** – Parking should support an attractive, vibrant downtown and waterfront that are inviting to residents, visitors, and businesses.
 - c) **Transportation Diversification** – Parking should support the comprehensive transportation initiatives of the City.
 - d) **Continuous Improvement** – Parking should be a cohesive service that is citizen-driven and future-ready.

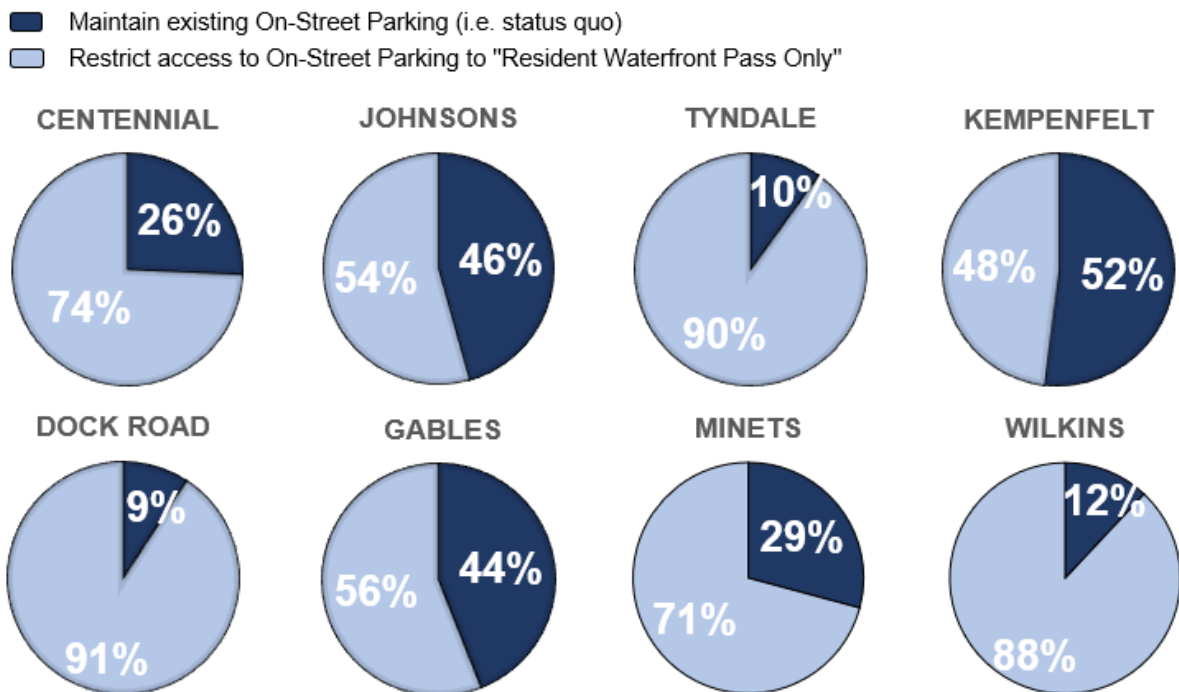
Engagement

11. There are many stakeholders with a vested interest in parking, including residents, employees, business owners and visitors. The Engagement Plan was designed to provide all the stakeholders multiple opportunities to provide feedback both in-person and online, including an interactive map, surveys for business owners and members of the public, educational video, roundtable discussion, public open house and guided walking tours of the study area led by the project team with stakeholders.
12. Special emphasis was placed on engaging with the Downtown Barrie Business Association (BIA). Staff visited businesses in person to encourage participation in a survey and received responses from over 50 businesses. BIA staff and board members contributed feedback during the walking

tour, roundtable discussion, public open house and dedicated meetings with the project team. The BIA changed leadership during the course of the project, however staff are committed to working closely with the new board to implement the Parking Strategy and improve the frontline parking experience.

13. Feedback was collected from residents impacted by the temporary parking restrictions implemented during the summer of 2020, including the neighbourhoods near Johnsons Beach, Kempenfelt Park, Centennial Beach, Minets Point Park, Gables Park, Tyndale Park, Dock Road Park and Wilkins Park. Some of the Wilkins Park feedback was reported to council on August 10th, 2020 (DEV026-200810).
14. Although the majority of respondents were in support of making the on-street parking restrictions permanent during the summer season (see Figure 1), there were consistent concerns about the impact on guests, contractors and homecare workers from out of town. Many residents requested that the City provide "Exemption Parking Passes." Other municipalities that provide "Exemption Parking Passes" are typically supported by technology that the City of Barrie doesn't have at this time. Although a hangtag pass may be an option, staff are concerned about the potential for misuse and backlogs at Service Barrie, which spends a considerable amount of time administering the existing parking programs. Staff will prioritize the procurement of new technology that could streamline the administration and enforcement of a potential "Exemption Parking Pass."
15. To address resident feedback, staff developed the Waterfront Spillover Parking Policy that applies a flexible and localized approach. Staff will have the discretion to extend or reduce the 500 metre walking distance based on the approval of the ward councillor, resident feedback and parking utilization data.

Figure 1: Results of the Waterfront Spillover Parking Investigations





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16-G-20, 16-G-213, 16-G-269, 15-G-160, 16-G-037, 15-G-049, 18-G-212

16. Resident feedback included thoughtful suggestions that went beyond the scope of parking. These suggestions were compiled thematically and shared with staff in the appropriate departments including Development Services, Parks and Forestry, Traffic Services and Enforcement Services. Staff recommend these suggestions be reviewed as part of the Waterfront Parks Master Plan exercise. More details on the findings and recommended actions specific to the waterfront spillover parking for each neighbourhood will be shared on Building Barrie.

Key Findings

17. **Status quo is not enough** to address the issues identified through this project, such as the existing waterfront parking demand on summer weekends, the unevenly distributed demand in the downtown parking system and the unsustainable deficit of the parking reserve.
18. **Demand is projected to exceed effective supply** in the year 2041, therefore parking lots should only be redeveloped in strategic situations where the project will act as a catalyst for positive growth in the downtown. Ideally, public parking supply will be replaced on-site or nearby, as per the Parking Equilibrium Policy.
19. **Upgrading technology will improve customer experience and unlock data for evidence-based decision making**, therefore investment into new technology must consider integration to ensure synergies are maximized across the parking system.
20. **Financial sustainability is possible**, with commitment from decision makers to uphold proposed changes to the pricing structure and allow the parking reserve to reach a neutral position over time.

Implementation

21. The Analysis section of this staff report includes a detailed chart that includes the target quarter for implementation. The intent of the chart is to identify “quick wins” in order to maintain momentum and make positive change in the short-term to demonstrate the City’s commitment to improvement. Further, this staff report includes many “housekeeping” recommendations due to the time elapsed since the last Parking Strategy, therefore there is a desire to remedy these items as soon as possible. The chart also lays out a long-term plan to transition the parking services from piecemeal and outdated to a holistic and future-ready by investing in new technology.
22. During the course of the study, there were some issues that were identified as out of scope but were deemed important to revisit once the Parking Strategy is approved. These include the development of a Special Events Parking Strategy and an investigation into city-wide parking controls to manage the number of vehicles residents can park on-street outside their home. Staff believe waiting to address these issues will be beneficial because it creates the opportunity to leverage new technology such as the Parking App, Digital Parking Pass Solution and Licence Plate Recognition (LPR).
23. The only funding requests that are seeking Council Approval at this time are listed in paragraph 2 of the recommendation. The remaining funding requests identified in this staff report and the Parking Strategy guiding document will be submitted as intake forms for review and approval through Business Plan process. The 2021 Business Plan will include items such as the Waterfront Shuttle Pilot Project, Digital Parking Pass Solution, and Wayfinding Master Plan, a corporate-wide initiative led by Economic and Creative Development.

ANALYSIS

Downtown

24. The City manages a total of 2,326 parking spaces downtown, comprised of approximately 1,253 off-street parking spaces in surface lots, 303 spaces in the parkade, and 770 on-street parking spaces. These parking spaces serve the downtown business community, including the customers and employees that patron the government offices, professional services, restaurants, bars and retail stores in the area.
25. Monthly and annual parking passes can be purchased for frequent users of the Downtown parking system. There are three pass options: yellow, green and blue. Yellow is the least expensive but provides access to the least parking lots. Blue is the most expensive and includes access to the most parking lots. Passes are hangtags that must be displayed in a vehicle's rear-view mirror.
26. Hourly and daily parking can be purchased from either a meter or Pay-and-Display machine. Rates for on-street parking are higher than off-street parking. Proof of purchase from Pay-and-Display machines must be displayed in the dash.
27. Analysis of utilization data shows that peak demand occurs midday on weekdays when the system reaches 50% capacity. Parking industry standards consider 85-90% to be "effective capacity," meaning that once utilization reaches this threshold, it becomes difficult for a driver to find a parking space. The utilization data shows localized clusters where demand exceeds 85%. These hot spots are located on the eastern edge of the downtown system, near major employment trip generators, including City Hall, the Courthouse, and the Canada Revenue Agency. Although the parking system has enough capacity to meet demand, the demand needs to be redistributed across the system to improve the parking experience.
28. Future parking demand was projected based on anticipated population growth, changes in travel behaviour, infill development and changes to the municipal parking supply. These projections indicate peak demand will reach 88% by 2041, meaning demand will exceed effective capacity.
29. Based on feedback from engagement, analysis of existing conditions and future parking demand, staff recommend the following changes to the downtown parking system:

Recommendation	Rationale
<p>D1. Adopt Parking Equilibrium Policy through Official Plan</p>	<p>Gives the City a negotiation tool during the sale and redevelopment of municipal parking lots to ensure supply is replaced on-site or nearby.</p> <p>Maintains strategic opportunities to use the redevelopment of parking lots at a catalyst for positive growth in the downtown</p> <p>Retains parking supply to meet future demand.</p>
<p>D2. Optimize Parking Structure</p> <ul style="list-style-type: none"> • Eliminate blue monthly parking pass • Adjust parking lot designations based on utilization • Introduce annual green pass 	<p>Creates a simpler, more intuitive system with two price points: high (green) and low (yellow). See Appendix "E" for a summary of proposed changes by lot.</p> <p>Eases congestion at busy lots & promotes underutilized lots, including the Collier Street Parkade. This was the</p>

<ul style="list-style-type: none"> Remove underutilized on-street paid parking 	<p>intent of the existing pricing structure but it needs to be updated to reflect the latest trends in demand.</p> <p>Underutilized on-street paid parking is recommended for removal on Essa Rd to address safety concerns regarding sight lines. Underutilized on-street paid parking on Owen St is recommended for removal to reduce ongoing maintenance costs and drive demand towards the core by constricting supply.</p>
<p>D3. Introduce parking controls to the Library Lot to prioritize short-term customers</p> <ul style="list-style-type: none"> Introduce three-hour maximum time limit. Remove monthly and annual pass access. Move 12 reserved parking spaces for staff to H-Block. 	<p>Encourages turnover of parking spaces.</p> <p>Improves access for library patrons.</p>
<p>D4. Reduce maximum time limit at City Hall Lot from five (5) hours to three (3) hours</p>	<p>Encourages turnover of parking spaces and creates more availability for patrons.</p> <p>Creates consistency in parking system by mirroring parking controls at the Library Lot.</p>
<p>D5. Remove monthly and annual pass access to on-street parking locations including:</p> <ul style="list-style-type: none"> Collier St Poyntz St Toronto St Parkside Dr 	<p>Encourages turnover of parking spaces.</p> <p>Improves access to nearby businesses for customers.</p>
<p>D6. Implement Downtown Spillover Controls</p> <ul style="list-style-type: none"> Two (2) hour maximum Enforcement during business hours Monday to Friday 	<p>Deters spillover which in turn drives revenue.</p> <p>Simplifies parking system.</p> <p>Currently paid parking is monitored 9 am – 5 pm. Staff are recommending extending this range to 9 am – 9 pm as a strategy to improve financial sustainability. Spillover controls will transition to mirror this time frame.</p>

Waterfront

30. The City manages 842 parking spaces on the waterfront, comprised of approximately 761 off-street parking spaces in surface lots and 81 on-street parking spaces. Parking on the Barrie waterfront serves residents and visitors enjoying leisure activities and recreation facilities, as well as employees of seasonal businesses.

31. Every household in the City is entitled to two free “Resident Waterfront Parking Passes” with no expiry. Additional passes and replacement passes are available with proof of residency for a nominal fee. Passes are typically tracked by municipal address. Staff recommend formally extending this approach to include non-residential properties, such as businesses. This is in line with practices of other municipalities with waterfront parking passes such as Georgina and Innisfil. These municipalities do not differentiate between land uses. Instead, they simply issue a standard number of passes to each valid municipal address.
32. Staff requested that Council grant the Executive Director of Access Barrie the delegated authority to issue additional “Resident Waterfront Parking Passes” in exceptional scenarios when the two passes per property is deemed inappropriate. For example, there are residents of long-term care homes that still drive. Under the current approach, there can be issues when they request a parking pass because they share a single municipal address and do not have a unique unit number.
33. There are some parking lots on the waterfront that are also within walking distance of the downtown, such as the Marina, North Marina, Lakeshore Dr and Spirit Catcher. In 2014, these lots were designated as “hybrid,” meaning they were enforced 24/7, charged downtown rates and were not eligible under the “Resident Waterfront Parking Pass.” This combination of rules was designed to prevent rate evasion from both residents seeking to park for free while working in the downtown and visitors seeking to access the waterfront. In summer 2020, these lots were temporarily reclassified as “Waterfront” lots, in order to bring the rates in alignment with waterfront parking lots.
34. Staff recommend returning to a “Hybrid” approach that applies the waterfront rates but does not extend eligibility of the “Resident Waterfront Parking Pass.” These adjusted rules will prevent rate evasion as downtown employees return to work and capture higher revenue for non-residents visiting the waterfront during the summer season.
35. Non-residents can purchase hourly and daily parking through a Pay-and-Display machine. Proof of purchase from Pay-and-Display machines must be displayed in the dash. An Annual Waterfront Parking Pass is also available for purchase to non-residents who frequently visit the Barrie waterfront. Marina slip renters can purchase a dedicated parking pass for the Marina Lot and North Marina Lot.
36. Analysis of recent utilization data shows that peak demand occurs in the summer on weekend afternoons when the system reaches 100% capacity. This means that demand surpasses effective capacity, and the typical driver will be unlikely to find a parking space. It is important to note that this issue is isolated to summer weekends and major holidays, therefore most of year the existing parking supply is sufficient to meet demand.
37. Future parking demand was projected based on population growth and changes in travel behaviour. These projections indicate that peak demand will reach 143% by the year 2041, meaning that demand will exceed effective capacity and drivers may resort to illegal parking. Although the seriousness of this issue should not be underestimated, supplemental analysis verified this issue will remain limited to summer weekends. Parking supply expansion is not recommended, due to the high cost of building and maintaining parking facilities, and the loss of green space on the waterfront.
38. Pending budget and council approval, staff plan to complete a Facilities Condition Assessment of all municipal paid parking facilities in the near future. The findings will include cost estimates to pave and reconfigure gravel parking lots such as Tyndale and 15 Bayfield. Staff will consult with the Parks & Forestry, Development Services and Economic and Creative Development departments, as the desired use of these locations should drive the quantity and configuration of parking provided.

39. Based on feedback from engagement, analysis of existing conditions and future parking demand, staff recommend the following changes to the waterfront parking system:

Recommendation	Rationale
<p>W1. Pilot Shuttle Service connecting downtown parking to waterfront amenities during summer weekends during summer 2021.</p>	<p>Manages demand while avoiding costs of parking lot expansion.</p> <p>Retains green space.</p> <p>Promotes sustainable transportation.</p> <p>Creates branding opportunities to partner with BIA and Tourism Barrie.</p>
<p>W2. Control parking near all parks with waterfront access to Kempenfelt Bay including:</p> <ul style="list-style-type: none"> • Designate Dock Rd Park Lot, Gables Park Lot and White Oaks Rd Lot for the exclusive use residents displaying a Resident Waterfront Parking pass • Install Pay-and-Display machines on Ellen St, John St and Lakeshore Dr in front of South Shore Community Centre to allow non-residents to purchase parking. Residents can use their pass to park for free. 	<p>Creates consistency within the waterfront parking system.</p> <p>Reduces the number of visitors to community parks that lack key facilities such as washrooms.</p> <p>Opens up overflow parking available for events by allowing non-residents to pay for parking at strategic locations near Centennial Beach.</p>
<p>W3. Formalize Waterfront Spillover Policy</p> <ul style="list-style-type: none"> • Install “No Parking Except by Permit” signage in residential neighbourhoods near waterfront access points • 500 metre walking distance from access points will be used as a starting point • Seasonal relief (effective June 15th – September 15th) • Overnight relief (effective 9am - 9pm) • Annual review process for adjustments • Review on-street parking capacity and identify areas where “No Parking” is appropriate 	<p>Enables staff to use discretion to extend or reduce 500 metre range based on resident feedback, ward councillor approval and parking utilization data.</p> <p>Balances need to control spillover with the resident’s right to enjoy their property.</p> <p>Drives compliance which in turn increases revenue.</p>
<p>W4. Remove yellow and green pass access from waterfront parking, including the Marina lot.</p> <p>The Non-Resident Waterfront Parking Pass will remain as an option.</p>	<p>Separates downtown and waterfront parking systems.</p> <p>Simplifies inspection process for Enforcement.</p>
<p>W5. Allow vehicles without trailers to park at Tiffin Boat Launch and North Centennial from December 1st to March 31st each year.</p>	<p>Addresses requests from winter recreationists that require access to the boat launch.</p>

<p>W6. Expand the eligibility of the Marina pass to include the Lakeshore Dr and Spirit Catcher lots at no added cost.</p>	<p>Increases opportunities to find parking close to slips.</p>
<p>W7. Contribute to a Wayfinding Master Plan for both the Downtown and Waterfront in partnership with key partners including but not limited the Downtown Barrie BIA and Tourism Barrie.</p>	<p>Increases awareness of parking availability and thereby redistributes demand.</p> <p>Responds to feedback in the COVID-19 Economic Recovery Action Plan.</p> <p>Creates opportunity to revise downtown/waterfront naming convention that causes confusion due to “hybrid” parking lots such as the Spirit Catcher.</p>
<p>W8. Refine Waterfront Parking Pass Structure</p> <ul style="list-style-type: none"> • Investigate Simcoe County parking pass • Grant all municipal addresses eligibility for two passes 	<p>Opportunity to review business case for Non-Resident Parking Pass.</p>
<p>W9. Adjust hybrid lot rate structure</p> <ul style="list-style-type: none"> • Maintain waterfront rates at Lakeshore, North Marina and Spirit Catcher lots • Revoke Resident Waterfront Parking Pass Eligibility 	<p>Reduces opportunities for rate evasion.</p> <p>Maintains parking availability for Marina Pass patrons.</p>

Technology

40. Advancements in technology have made it possible to completely transition away from physical hangtags and receipts to digital parking passes. In these digital systems, all parking transactions are tied to licence plate numbers. Staff believe this is the direction the City of Barrie should pursue, because of the convenience for the customer, the efficiencies for enforcement, the new pool of data for evidence-based decision-making and the public health benefits. The findings of the Parking Strategy affirmed this approach and strengthened the business case for ongoing projects. Based on the feedback from engagement, analysis of existing issues and opportunities, and future demand projections, staff recommending the following:

T1. Upgrade payment hardware to Smart Meters

41. End of life parking meters and pay-and-display machines should be replaced with more modern payment hardware that can process credit card transactions and transmit licence plate data to a central system. The opportunities for replacement have increased with construction and expansion of the paid parking boundary, but the budget for payment hardware remained the same, therefore staff are requesting an increase from \$40,000 to \$90,750 in order to capitalize on the trend.

T2. Procure Parking App

42. Offering a parking app in the City of Barrie will address the two most common issues identified through the engagement process: inconvenient payment process and poor wayfinding. There are also opportunities to use the parking app to issue promotional codes that could be used incentivize customers during construction or boost event attendance. At the time of writing this staff report, a kickoff meeting is scheduled to start planning the soft launch. A soft launch is necessary to ensure unforeseen technical issues can be resolved before a full launch. This approach is used in other municipalities to provide a continuous level of service to customers and ensure the roll out of a new technology is successful.

T3. Leverage Licence Plate Recognition (LPR)

43. Fair and efficient enforcement is crucial to the success of the parking system. Currently enforcement officers have to leave their vehicle frequently to complete a visual inspection for proof-of-payment and chalk the tires of parked vehicles to track the length of time in each space, then manually conclude if a violation has occurred. The LPR technology would allow an enforcement officer to drive continuously until the LPR identifies a parking violation through the pre-determined parameters resulting in the potential for a significant increase in productivity. Staff will complete a pilot project to test LPR-based enforcement that could be used to patrol spillover areas more proactively and collect utilization data. In the future, LPR could be used to enforce the parking app, pay-by-plate machines and digital parking passes.

T4. Transition from Hangtags to Digital Passes

44. If the early results from the LPR Pilot Project are favourable, staff will investigate the possibility of procuring a Digital Parking Pass Solution that can facilitate backoffice administration and online customer purchases. Staff propose a soft launch starting with the transition of the Resident Waterfront Parking Pass from hangtags to digital passes because it presents an opportunity to validate residency through vehicle registration and reduce misuse of the program. If the soft launch is successful, staff will take the necessary steps to make the full transition.
45. New technology is poised to transform the parking business model and improve the customer experience significantly. However, as technology becomes more central to parking operations, it will add a layer of complexity to the way we do business. A dedicated resource with an IT skillset is required to ensure the proposed projects progress and maintain current service levels as new processes are implemented. Tasking a single position with leading simultaneous technology projects, including the Parking App Full Launch, LPR Pilot Project and Digital Parking Pass Solution, will maximize opportunities for integration and optimization between projects. An intake for a temporary position will be submitted through the 2021 Business Plan.
46. Now that the City of Barrie offers parking spaces designated for charging Electric Vehicles (EV), staff will collect utilization data to determine the true demand for this service. Charging stations will be added, removed or relocated to different parking lots to meet demand.
47. During a benchmarking exercise, staff noted that the City of Barrie provides significantly more EV charging stations than its peers. Staff will build on this achievement by investigating opportunities to provide EV charging infrastructure when designing new municipal parking facilities or resurfacing existing parking facilities. For example, during the resurfacing of the Courthouse Parking Lot, conduit will be laid to support future charging stations.

Financial

48. As of 2020, the parking reserve is in a deficit and it is projected to decrease into further deficit. Both revenue and expenses have been relatively consistent over the past several years, suggesting that the financial health will not improve without intervention.
49. A peer review of 12 municipalities showed that most parking operations are funded through a user-rate. Most municipalities indicated that covering operating costs through user fees is achievable, but it is usually capital expenditures and associated debt servicing that prompt deficits given the high cost of building and maintaining structured parking. Based on these findings, staff believe parking should continue to operate as a user-pay system. This model is the most fair to the City as a whole because it only impacts those who use the municipal parking system (i.e. those that drive in vehicles).

50. In March 2020, Enforcement Officers were redeployed to focus on public health and safety issues due to the outbreak of COVID-19. Paid parking operations in the downtown resumed September 8th, 2020. This unprecedented period of free parking negatively impacted the balance of the Parking Reserve. Although the increased waterfront parking rates recouped losses in the waterfront system, they were not enough to account for losses in the downtown system. Nonetheless, staff analyzed the financial projections developed prior to the outbreak of COVID-19 and confirmed they still represent a reasonable estimate of the Parking Reserve in the future.
51. Staff worked with the consulting team to identify financial interventions that would put the parking reserve on a path to financial sustainability, then created future reserve balance projections based on scenarios that represented different combinations of financial interventions, as shown in Figure 2. These scenarios include the costs of proposed service improvements, but do not include a contingency fund for future parking facility expansion.
52. The financial modelling shows that a significant intervention is necessary to improve the financial sustainability of the parking reserve. Although Scenario 5 would have the least impact on stakeholders, it is not projected to lift the parking reserve out of a deficit. Staff are recommending the financial interventions in Scenario 2, because the upward trending suggests it will bring the parking reserve to a neutral position in the early 2030s.
53. To achieve a neutral position in a shorter period of time, more drastic action is necessary, such as implementing a larger rate increase in the downtown (see Figure 4) or charging all users for parking on the waterfront (see Scenario 4 above). Staff do not recommend considering Scenario 4 at this time, because engagement clearly demonstrated that the Resident Waterfront Parking Pass is popular and there is no public support to discontinue the pass. Revenues and financial sustainability aside, charging all users including residents for parking on the waterfront may be necessary to manage parking demand as utilization grows in the future.

Figure 2: Annual Projected Reserve Balance

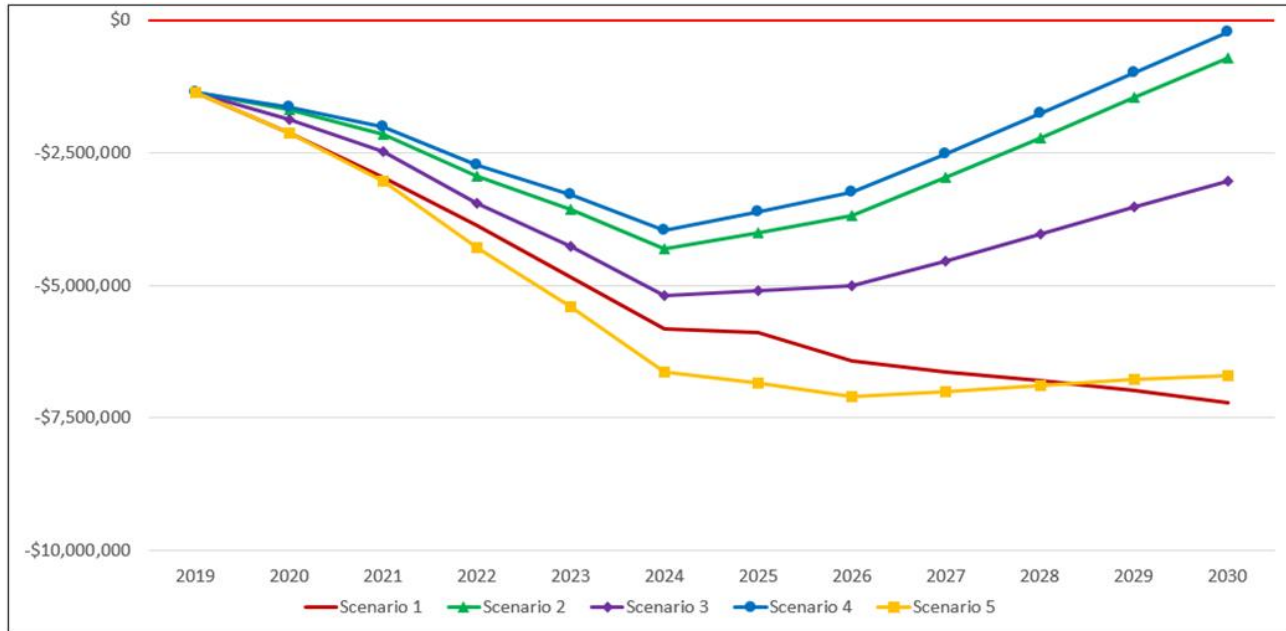


Figure 3: Financial Scenarios

Financial Interventions	Scenario 1 Status Quo	Scenario 2 Evening Paid Parking	Scenario 3 Saturday Paid Parking	Scenario 4 Waterfront Paid Parking*	Scenario 5 Rate Increases Only
F1. Increase Waterfront Rates (non-residents only)	No	Yes	Yes	Yes	Yes
F2. Increase Hospital Rates	No	Yes	Yes	Yes	Yes
F4. Increase Downtown Rates	No	Yes	Yes	Yes	Yes
F5. Evening Paid Parking	No	Yes	No	No	No
Saturday Paid Parking	No	No	Yes	No	No
Waterfront Paid Parking* (including residents)	No	No	No	Yes	No
		Recommended Scenario			



Figure 4: Rate Required to Reach Neutral Position in Five Years

	(A)	(B)	(C)	(D)	(E)	(F)
	Current Revenue	Current Rate	Proposed Rate	Annual Revenue Change	Rate Required to Reach Neutral Position in Five Years	Annual Additional Revenue
Downtown (On-Street)	\$ 332,400	\$ 1.25/Hr	\$ 1.50/Hr	\$ 66,400	\$ 2.25/Hr	\$ 199,200
Downtown (Lots)	\$ 861,700	\$ 1.00/Hr	\$ 1.25/Hr	\$ 215,500	\$ 1.75/Hr	\$ 431,000
Downtown (Evening)	-	-	-	\$ 529,600	-	\$ 264,800
Downtown (Permits)	\$ 422,300	\$60.00 - \$85.00 Per Month	\$66.00 - \$82.50 Per Month (10%)	\$ 42,200	\$ 78.00 - \$97.50 Per Month (30%)	\$ 84,400
Downtown (Total)	\$ 1,616,400	-	-	\$ 853,700	-	\$ 979,400
Waterfront	\$ 432,600	\$10/Hr, \$50 Max	\$10/Hr, \$50 Max	-	-	-
RVH Area	\$ 131,900	\$2.00/Hr	\$5.00/Hr	\$ 198,000	-	-
Total	\$ 2,180,900	-	-	\$ 1,051,700	-	\$ 979,400

54. Please note the following for the above revenue and rate table:
- Column A – represents the breakdown of existing parking revenues
 - Column B – represents the existing parking rates
 - Column C – highlights the proposed rates within the Parking Strategy being presented to Council. These changes are anticipated to achieve financial sustainability within 10 years (2030).
 - Column D – illustrates the additional annual revenue expected by the proposed rate changes
 - Column E – represents the rates that would be required to achieve financial sustainability within the Parking Reserve within 5 years. This information is included for illustrative purposes.
 - Column F – identifies the additional annual revenue that would be achieved by the rate changes in Column E.

55. **F1. Increase rates and fines for paid parking infractions in the Waterfront area**
In June 2020, council approved an hourly rate of \$10 and daily rate of \$50. In August 2020, the Ministry of the Attorney General approved an early payment fine of \$75 and a set fine of \$100 for parking infractions in the Waterfront area.
56. **F2. Increase rates and fines for paid parking infractions in the Hospital area**
Staff recommend increasing hourly rates from \$2/hr to \$5/hr and extending paid parking to seven days a week to align more closely with the rates and hours charged at RVH (\$6.50/hr). Staff recommend increasing the early payment fine from \$20 to \$50 and increasing the set fine from \$30 to \$60 in the Hospital Area. The proposed fines will not be effective until they are approved by the Ministry of the Attorney General.
57. Fine revenues are used to cover the costs of enforcement and therefore do not directly contribute to the parking reserve. The intent is to drive compliance by ensuring there is a financial incentive to pay for parking compared to the risk of receiving an expensive ticket. There are no changes proposed to the fine structure in the downtown at this time.
- F3. Increase rates in the Downtown area**
58. Staff recommend the following increases in the downtown:
- Hourly on-street rate increases from \$1.25/hr to \$1.50/hr;
 - Hourly off-street rate increases from \$1.00/hr to \$1.25/hr
 - Daily off-street rate increases from \$5.50/day to \$7.00/day
 - Monthly rates increase from \$60 to \$66 for yellow monthly passes
 - Monthly rates increase \$75 to \$82.50 for green monthly passes
 - Annual rate increase from \$576 to \$633.60 for yellow annual passes
 - Introduction of green annual pass rate of \$792
59. The intent of these changes is to better align with comparable municipalities and the rate of inflation, given that rates haven't increased in the downtown area since 2014 (see Figure 5). The timing of the proposed rate increases has been delayed as much as possible to give the downtown business community time to recover from the impacts of the Dunlop Streetscape construction and COVID-19 pandemic.
60. Staff recommend continuing with a standard rate increase every five years, as part of the annual business plan process. This approach will provide predictability to customers and the business community, and ensure the rates keep pace with the rate of inflation.

Figure 5: Downtown Parking Rate Comparison (as of October 2020)

<i>On-Street Hourly Rate (Low)</i>		<i>On-Street Hourly Rate (High)</i>		<i>Off-Street Hourly Rate (Low)</i>	
Burlington	\$ 1.75	London	\$ 2.25	Brampton	\$ 2.00
St Catharines	\$ 1.75	Brampton	\$ 2.00	Burlington	\$ 1.75
Hamilton	\$ 1.50	Greater Sudbury	\$ 2.00	St Catharines	\$ 1.75
Kingston	\$ 1.50	Kingston	\$ 2.00	Kingston	\$ 1.50
London	\$ 1.50	Oakville	\$ 2.00	Sudbury	\$ 1.30
Barrie - proposed	\$ 1.50	Burlington	\$ 1.75	Oshawa	\$ 1.25
Sudbury	\$ 1.30	St Catharines	\$ 1.75	Peterborough	\$ 1.25
Orillia	\$ 1.25	Hamilton	\$ 1.50	Barrie - proposed	\$ 1.25
Oshawa	\$ 1.25	Barrie - proposed	\$ 1.50	London	\$ 1.00
Peterborough	\$ 1.25	Orillia	\$ 1.25	Oakville	\$ 1.00
Barrie - existing	\$ 1.25	Oshawa	\$ 1.25	Orillia	\$ 1.00
Brampton	\$ 1.00	Peterborough	\$ 1.25	Barrie - existing	\$ 1.00
Oakville	\$ 1.00	Barrie - existing	\$ 1.25	Hamilton	\$ 0.50

<i>Off-Street Daily Rate (Low)</i>		<i>Off-Street Monthly Rate (Low)</i>		<i>Off-Street Monthly Rate (High)</i>	
Burlington	\$ 14.00	Burlington	\$ 83.00	Hamilton	\$ 150.00
Brampton	\$ 9.00	Kingston	\$ 79.50	Kingston	\$ 136.75
Peterborough	\$ 8.75	Oshawa	\$ 73.00	Burlington	\$ 132.00
Sudbury	\$ 8.25	Barrie - proposed	\$ 66.00	London	\$ 113.00
Oshawa	\$ 8.00	Barrie - existing	\$ 60.00	Oakville	\$ 101.70
Barrie - proposed	\$ 7.00	Hamilton	\$ 55.00	St Catharines	\$ 100.00
Hamilton	\$ 6.00	London	\$ 50.00	Sudbury	\$ 93.00
Barrie - existing	\$ 5.50	Orillia	\$ 50.00	Peterborough	\$ 90.00
St Catharines	\$ 5.25	St Catharines	\$ 50.00	Oshawa	\$ 87.00
Oakville	\$ 5.00	Brampton	\$ 44.00	Barrie - proposed	\$ 82.50
London	\$ 4.50	Peterborough	\$ 42.00	Barrie - existing	\$ 75.00
Kingston	\$ 3.00	Sudbury	\$ 41.00	Orillia	\$ 60.00
Orillia	-	Oakville	\$ 39.55	Brampton	\$ 44.00

F4. Introduce evening paid parking in the downtown

- 61. Staff recommend expanding the hours of enforcement from 9:00am to 5:00pm to 9:00am to 9:00pm Mondays through Fridays in the downtown area, which may require additional Enforcement measures. The results of the stakeholder survey indicate business owners prefer implementing paid evening parking over paid Saturday parking as a method to address the deficit. Staff believe this approach is equitable and consistent, because currently the customers of businesses that are open predominantly during the daytime have to pay for parking. Extending paid parking until 9:00pm will mean that customers of evening businesses will also have to pay for parking. This intervention will also capture the second peak in demand that occurs in the evening (see Figure 6 and 7).

Figure 6: Downtown Parking Utilization – Off-Street Lots

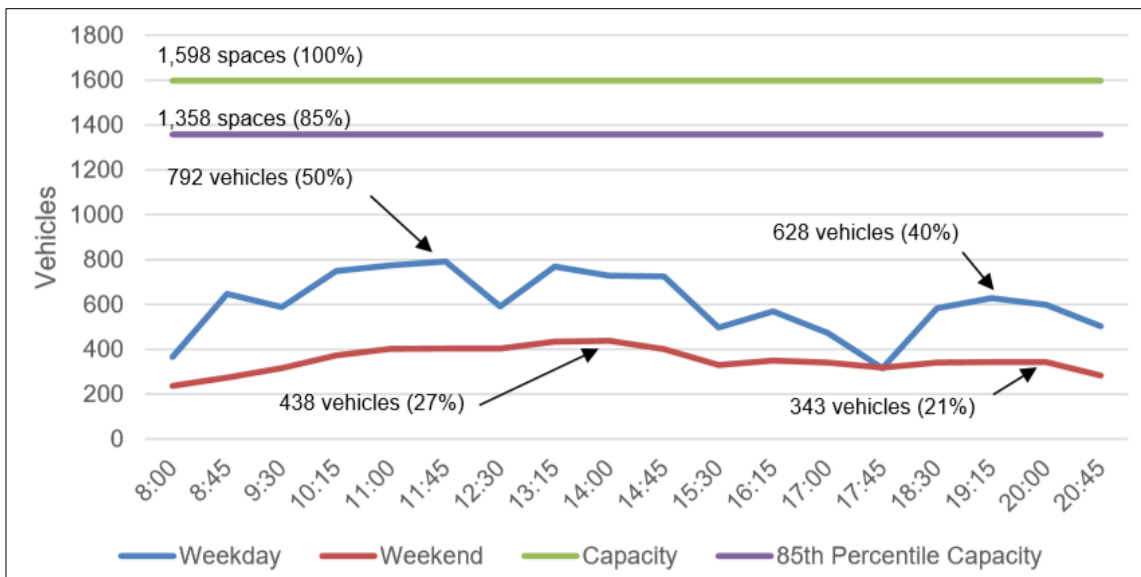
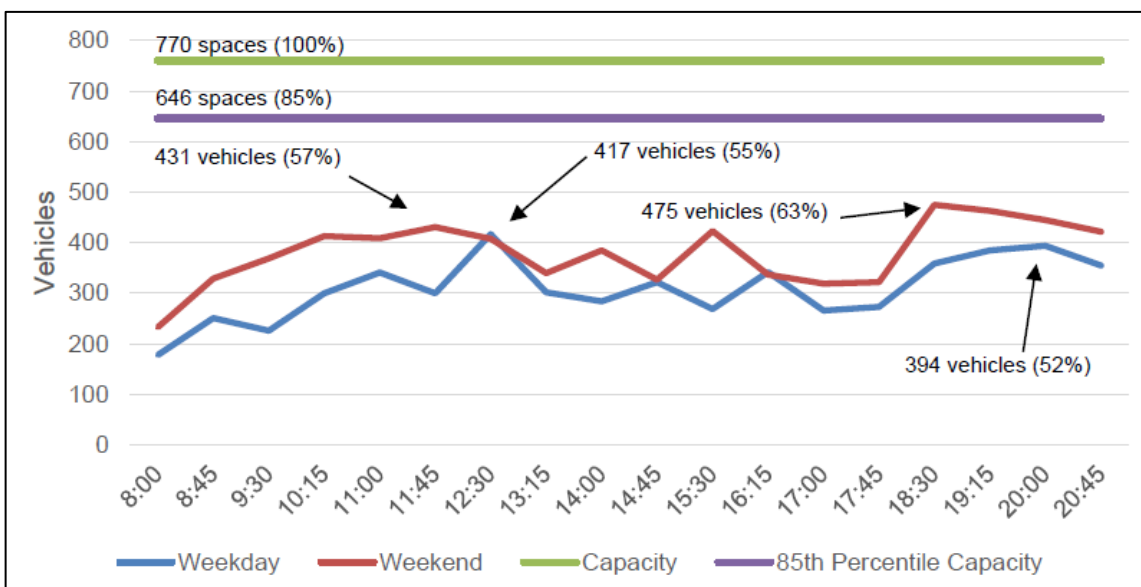


Figure 7: Downtown Parking Utilization – On-Street Parking



ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

63. The following environmental and climate change impact matters have been considered in the development of the recommendation:
- a) Efforts to improve wayfinding and distribute parking demand will make it easier to find a parking space. In turn, greenhouse gas emissions caused by idling and cruising for parking will be reduced.

ALTERNATIVES

64. The following alternatives are available for consideration by General Committee:

Alternative #1 General Committee could maintain the status quo approach to parking and not approve the recommendations.

This alternative is not recommended as it will not address the issues identified through this project including the existing waterfront parking demand on summer weekends, the potential that the downtown parking system will surpass effective capacity in the future and the unsustainable deficit of the parking reserve.

Alternative #2 General Committee could advance select recommendations and reject other recommendations.

This alternative is not recommended because many of the recommendations are synergistic. Implementing some and not all of the recommendations may diminish or alter the impact of the interventions.

Alternative #3 General Committee modify select recommendations before approval.

This alternative is not recommended because the Parking Strategy was developed to be comprehensive and holistic. Modifying some of the recommendations could have unintended impacts on other recommendations.

FINANCIAL

65. The only funding requests that are seeking Council Approval at this time are listed in Motion 2. The combined cost of these requests (\$156,750) will be funded by the Parking Reserve. The remaining funding requests identified in this staff report and the Parking Strategy guiding document will be submitted for review and approval through the 2021 Business Plan process, and future business plans.

LINKAGE TO 2018–2022 STRATEGIC PLAN

66. The recommendation(s) included in this Staff Report support the following goals identified in the 2018-2022 Strategic Plan:
- Offering Innovation and Citizen Driven Services
 - Improving the Ability to Get Around Barrie



67. The recommendations of the Parking Strategy were designed to improve the customer experience by making it easier to find and pay for parking.

List of Appendices

A – 2020 Parking Strategy: Guiding Document for Implementation prepared by IBI Group

B – Proposed Traffic Bylaw

C – Waterfront Spillover Parking Policy

D – Proposed Schedule J of Fees Bylaw

E – Summary of Proposed Changes by Lot