

Parking

Led by: Director of Mobility

Service Description

The Parking Service facilitates parking and innovative use of space including patios for businesses and communities to benefit Calgarians. This is achieved by providing paid and timed parking and loading, the enforcement of The City's parking policies and bylaws, administration of permitted parking, and space management for special events and seasonal activities. The mission is to contribute to vibrant, safe and accessible communities by managing and administering parking resources.

The Parking Service is self-supported and generates a revenue stream that allows for reinvestment in communities, business areas and other Council priorities.

Service Updates

Key Service Results

With the integration of the Calgary Parking Authority into The City of Calgary, rethinking parking services for Calgarians was a focus area. Service highlights included building awareness for the MyParking app, Flex Pass and parking rate promotions to provide affordable parking options for Calgarians. As parking revenue continues to be reinvested in our communities, increased engagement with Business Improvement Area (BIAs) addressed concerns, built trust, and informed revised policies for commercial on-street areas. Parking Safety & Compliance officers also engaged with Calgarians at events such as the Mayor's Environment Expo, the 'Coffee with a Uniform' community program and the Centre for Newcomers sessions.

Surface parking lots and Parking Lot 7 were retrofitted with energy-efficient lighting. The initial deployment of ParkPlus 2.0 was also completed along with security enhancements to reduce payment vulnerabilities. A new website was launched with user-friendly navigation, enhanced user experience, improved accessibility, and usability on mobile devices. A new satellite yard for the Municipal Impound Lot has also been completed to improve service for large vehicle owners.

Service Challenges

With a year of integration into The City, alignment regarding policies is ongoing to address challenges and changes that naturally exist during an integration. Service challenges experienced during the year included the Residential Parking Permit program fee implementation. Additionally, there were higher expectations for the parking service to support internal City of Calgary groups and non-profit organizations.

Trends & Potential Uncertainties

Cyber security incidents continue to occur globally wherever technology systems are used, and this trend impacts the technology infrastructure and systems of the parking service. Information technology systems and infrastructure tend to become obsolete earlier than other types of infrastructure such as building components. The service is experiencing an increase in disrespectful behaviour from the public. There is also an increasing inability to hire and retain information technology professionals.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

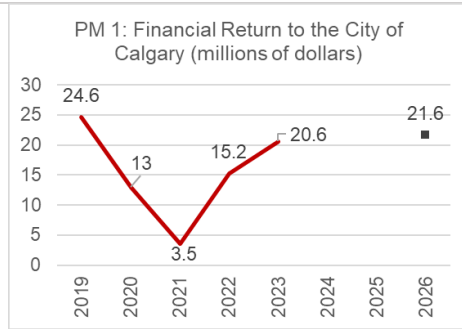
→ Progressing as planned

⊖ Not progressing as planned

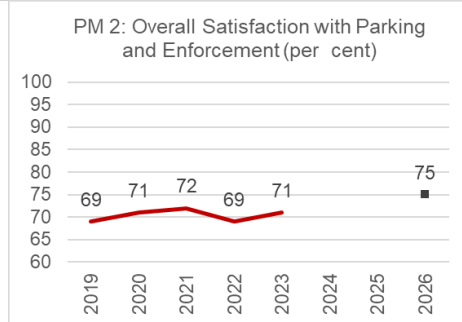
Performance Measures

Story behind the numbers

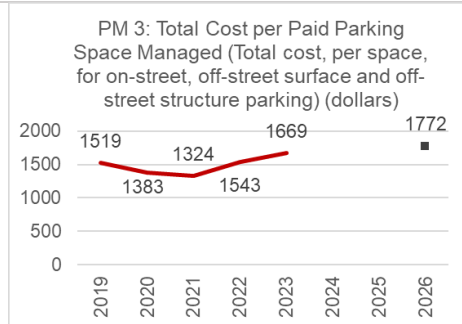
Status



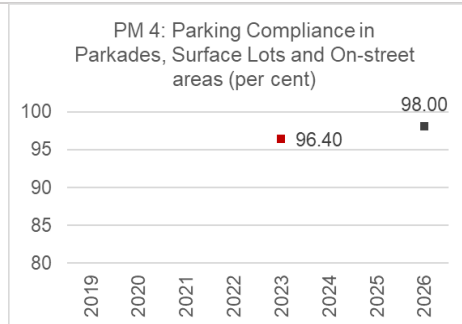
Parking revenues continued to trend upwards in 2023 as parking demand returns after the COVID-19 pandemic. As a result, Calgary Parking was able to meet revenue return commitments of \$11 million from parking operations. Revenue after expenses from enforcement operations are also returned to The City. In 2023, enforcement operation revenue after expenses was \$9.6 million.



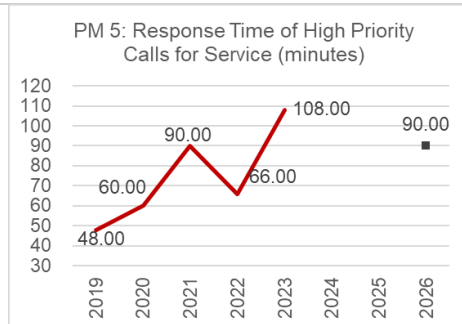
Overall parking and enforcement satisfaction remains high, and customers rate Calgary Parking higher than competitors in terms of product quality. New products and promotions provide variety in mobility choices. With service integration into The City, the Citizen Satisfaction Survey is the data source for this measure. Hence, this measure is not directly comparable to previous measures. In 2023, 71% of survey respondents were very satisfied and somewhat satisfied with parking & enforcement. It is expected that the new Residential Permit Parking program permit fees may impact this rating in 2024.



In 2023, the cost per parking stall increased primarily due to higher salary and wages in union positions after the former Calgary Parking Authority's integration with The City of Calgary's unions. Additionally, due to increased parking activity in 2023, several costs that vary with demand are higher such as credit card processing fees, towing expenses, utilities, repairs, and maintenance.



Parking compliance remains high and is expected to stay at these levels. Compliance values are 98% for parkades, 95% for surface lots and 97% for on-street parking. After relaxing enforcement practices over the pandemic, activities are now returning to 2019 levels. It is expected that increased parking activities will continue to improve compliance such as fewer instances of parking in 'no parking' zones during rush hour. Increased emphasis on enforcement in Residential Parking Permit program areas will help support the system after the recent changes.



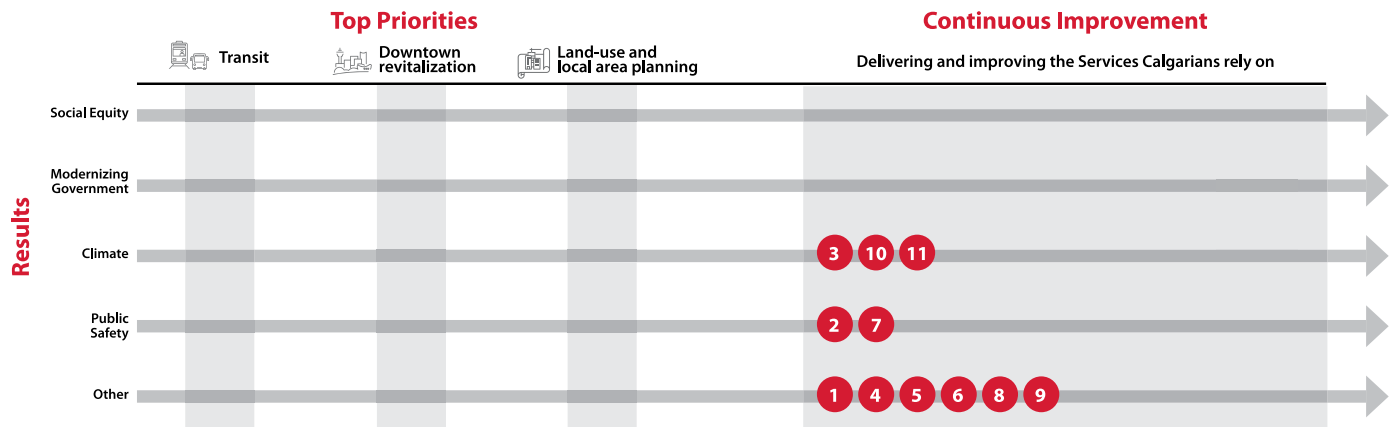
Parking enforcement provided corporate support and had a lower capacity to respond to high priority calls. High priority calls for service include calls related to obstructed driveways, road hazards, private property, and service disruption such as water services. Transitioning enforcement calls to the Calgary Parking Contact Centre and additional parking service staff hired at the end of 2023 should contribute to performance measure improvement in 2024.










Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
 - Progressing as planned
 - Not progressing as planned
 - Not started
 - Initiative number

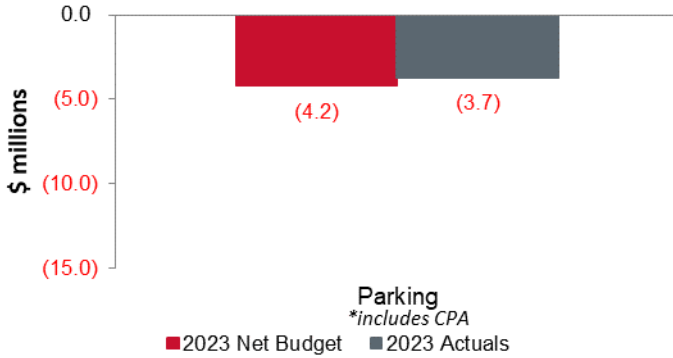
Initiative	Initiative Update	Status
1 Improve positive perception of the Parking Service by facilitating sponsorship and outreach programs where funding is allocated to groups or organizations that have mobility and transportation-related projects.	A partnership initiative between Calgary Parking and Business Improvement Areas (BIAs) included activities to understand BIA needs related to parking and collaborate on solutions. Calgary Parking completed engagement activities for the year which informed a revised parking revenue reinvestment program that will be proposed in 2024. Regular meetings with BIAs occur during the year to continue to build trust and address concerns.	
2 Deliver awareness of the ParkPlus System, the Traffic and Parking Bylaws to Calgarians by creating opportunities for Parking Safety & Compliance (PS&C) officers to engage with customers and Calgarians in the community.	Parking Safety & Compliance officers participated in outreach, communication, and engagement programs with Calgarians including festivals and other events such as the Mayor's Environment Expo, 'Coffee with a Uniform' community program and collaboration with security teams for events such as the World Petroleum Congress. Parking Safety & Compliance officers also engaged through school patrol teams, ward open houses, meetings with community associations, educational sessions at the Centre for Newcomers, and public safety campaigns around schools to amplify School Patrol Team messages.	
3 Decrease operating costs by upgrading to more fuel efficient fleet vehicles.	Procurement activities are ongoing to upgrade parking service vehicles to a more fuel-efficient fleet. Earlier in 2023, a pilot project was conducted to advance the objective of achieving an energy-efficient fleet. The initial set of electric vehicles have arrived, with more vehicles expected to arrive in 2024. As the parking operations team integrates new vehicles into service operations, the parking enforcement team is closely monitoring and projecting fleet requirements for continued systematic fuel-efficient vehicle integration.	
4 Reduce parkade operating costs by upgrading lighting and heating units.	Parkade operating costs are positively influenced by introducing efficiencies such as better lighting and heating equipment. All surface parking lots and Parking Lot 7 were retrofitted to energy-efficient Light-Emitting Diode (LED) lighting. Heating upgrades are also underway with completed assessments and a contract to implement additional changes to heating and lighting in 2024.	
5 Increase revenue through the Flex Pass program and other new products.	Parking service promotions occurred throughout the year, including app-only promotions and Calgary Parking products such as Flex Pass and the MyParking App. While rates at some facilities have increased due to demand, Flex Pass and other promotions such as lower daily rates at underused parkades continue to attract parking service customers. New promotions at the Platform Parkade also aim to increase parking service use. Overall, City parking lots continue to recover from pandemic losses.	
6 Allow for a better understanding of business recovery by developing Key Performance Indices (KPIs) focused on gross revenue and net revenue.	Parking revenue representations under different policy scenarios and with different products at different prices have been reviewed in preparation for the financial policies update in 2024. This update may lead to revised key performance indicators which would reflect different financial focus areas.	

Initiative	Initiative Update	Status
7 Maintain and operate safe facilities for customers, and increase efficiencies and reduce operational costs, by supporting the lifecycle and asset strategy, focusing on upgrading infrastructure (mechanical, electrical).	New contracts and design work were completed for parking facilities, with projects planned for 2024. In 2024 and 2025, heating and electrical systems will be upgraded at several parkades. Lighting will be upgraded in both surface lots and parkades. These upgrades aim at improving efficiency, reducing costs, and reducing the parking service's environmental footprint while enhancing safety and customer experience.	
8 Support and maintain the City's License Plate Recognition (LPR) enforcement capabilities by replacing aging technology, including mobile and/or vehicle License Plate Recognition equipment, and fixed facility-based License Plate Recognition equipment currently in use.	A Request for Proposal (RFP) to support and maintain The City's License Plate Recognition (LPR) enforcement capabilities was released for bidding in December 2023, and a service provider will be selected in early 2024. To support this initiative, a study of a new 'Lite Fixed Camera' solution was completed and demonstrated efficiency gains of LPR in smaller settings and cost savings over traditional fixed LPR installations. Current studies include a mobile-fixed camera test rig to allow fixed cameras to be tested on a pilot basis.	
9 Enhance user experience, data security, operation stability, reduce technology maintenance cost, provide faster responses to stakeholder needs and the industry's changing requests, and add new features and flexibility to integrate with third party applications, by enabling, supporting, and automating Calgary Parking Authority (CPA) parking management operation to support the lifecycle management of software solutions.	The Initial deployment of ParkPlus 2.0 is complete. Testing and upgrades will continue before a full rollout of the software occurs. Successful transition to the new software leads to the larger process of rebuilding the entire software suite. Additionally, with Calgary parking's commitment to quality service provision and adding value for customers, a new and improved Calgary Parking website was launched in Oct 2023. The new website provides efficiencies that include security enhancements to reduce payment vulnerabilities.	
10 Increase the number of Electric Vehicle charging stations in City-owned parkades in the short-term, and assess utilization demand and increase capacity as we advance.	The scope of work related to electric vehicle charging stations for City-owned parkade facilities has been established. A project charter has been completed by a consultant, with a strategy and implementation plan that provides specified charging station deliverables during the business cycle.	
11 Install Electric Vehicle charging stations on-street by working with the Calgary Sustainability team to assess demand and feasibility.	Although specific electric vehicle language was not included in Calgary Parking policy updates, ongoing work includes pilot projects to test the feasibility of on-street electric vehicle charging stations. Plans for 2024 include potential collaborations with other teams and assessing opportunities for a downtown on-street electric vehicle charging station pilot.	



Service Updates on Financial Performance

Net Operating Budget and Actuals as of December 31, 2023

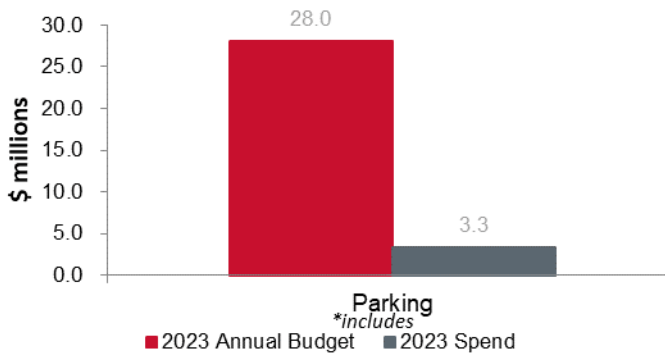


Operating Budget Updates - 2023 net operating budget vs actuals:

The Parking service had an overall unfavorable operating variance of \$0.6 million. This unfavourable variance was primarily due the distribution to The City of Calgary exceeding budget by \$7.9 million, the largest factors offsetting this were favorable variances in parkade revenues of \$4.4 million, mainly due to successful Flex Pass promotions, and favorable variances of \$2.8 million in Parking Safety & Compliance revenues.

Parking service operating revenues have largely recovered from the low points seen in the pandemic, but continue to be lower than pre-pandemic levels. 2023 saw an average of approximately 85 per cent of pre-pandemic revenues. This recovery has been further enhanced through efficiencies in governance by moving Calgary Parking into the City of Calgary and operating more efficiently under the Mobility business unit.

Capital Budget and Spend as of December 31, 2023



Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Parking has spent 11.7 per cent of the 2023 approved capital budget of \$28 million which consists of \$19.5 million in approved capital budget carried forward from the previous budget cycle and \$8.5 million in new projects. Of the newly approved \$8.5 million in capital budget, \$3.3 million was spent. Major work at Lot 25 is tendered, and upgrades at Lots 28 and 36 are being finalized for construction. However due to procurement lead times, the remaining unspent portion of \$5.2 million will occur in 2024.

Calgary Parking's capital budget is self-funded through contributions to its Capital Reserve Fund from residual income after annual distributions are made to The City of Calgary. With the former Calgary Parking Authority's successful integration into The City of Calgary in 2023, capital asset plans were reviewed for consistency and are in alignment with The City of Calgary's long-term objectives. The carried forward budget amount will be adjusted in 2024 to reflect these updated capital plans.