SUBJECT: Increasing Parking Meter Rates and Installing Paid Parking in All Commercial Areas (PED08059(b)) (City Wide)

RECOMMENDATION:

(a) That on-street parking meter rates be increased to $1.00/hour City wide.

(b) That paid parking be implemented in all commercial areas of the City.

(c) That the estimated Capital cost of $230,000.00 for purchasing additional revenue control equipment be financed from the Parking Capital Reserve #108021.

(d) That the revenue sharing concept as outlined in 2006 Report PED06003, attached as Appendix “B” to Report PED08059(b), be endorsed, and that staff be directed to again consult with the Hamilton Association of Business Improvement Areas (HABIA) and report back for approval to implement this as part of the 2010 Budget process.

EXECUTIVE SUMMARY:

As part of the 2008 Budget process, staff was directed by the Economic Development and Planning Committee to investigate and report on new/enhanced revenue sources including both fees and fines. In addition to other parking and animal control revenue generators, consideration was given by both the Economic Development and Planning Committee and the Committee of the Whole to increasing parking meter rates City wide.
to $1.00 per hour and installing paid parking on and off-street in all commercial areas of the City.

In finalizing the 2008 Budget however, Committee of the Whole, at its April 21, 2008 meeting, deferred a decision on increasing parking meter rates and installing paid parking in all commercial areas of the City until the 2009 Budget deliberations and directed staff to provide the final consultant’s report, together with all public consultation results, by September 2008. Staff was further directed to report back to Committee as soon as possible on the details for conducting a market impact assessment for expanding paid parking and increasing rates and the implications on local businesses in the community. Information in the final consultant's report was received by Committee of the Whole at its August 2008 meeting (Report PED08059(a) attached as Appendix A to this report). This report was referred back to the Committee of the Whole for consideration as part of the 2009 Budget deliberations.

**BACKGROUND:**

As part of the 2008 Budget process, staff was directed by the Economic Development and Planning Committee on January 8, 2008, to investigate and report on new/enhanced revenue sources including both fees and fines. In addition to other parking and animal control revenue generators, consideration was given by both the Economic Development and Planning Committee and the Committee of the Whole to increasing the parking meter rates City wide to $1.00 per hour and installing paid parking on and off-street in all commercial areas of the City.

At the April 21, 2008 Committee of the Whole meeting, Marty Hazell and Geri Kozorys-Smith of the MMM Group Limited provided an overview of MMM’s report on parking fees, hours of operation, etc. which was commissioned to deal with the inequities and inconsistencies in the City's municipal parking program created by municipal amalgamation in 2001. The consultant’s report was still in draft form at that time.

Committee of the Whole deferred a decision on increasing the parking meter rates and installing paid parking in all commercial areas of the City until the 2009 Budget deliberations and directed staff to “provide the final consultant’s report together with all public consultation results on the report by September 2008”. Staff was further directed “to report back to Committee as soon as possible on the details for conducting a market impact assessment regarding the expansion of paid parking and increase in rates and the implications on local businesses in the community”.

Staff reported back to Committee of the Whole in Report PED08059(a) dated August 20, 2008 attaching a copy of the MMM Group’s final (June 2008) “City of Hamilton Parking Study” which included a listing of all who took part in the stakeholder consultation phase of the study, as well as their comments regarding the various components of the study (attached as Appendix A to this report). It was also reported that, after discussing the market impact assessment matter with a marketing consultant and three parking consultants, it was concluded that such a study would be difficult to do and would not likely provide reliable information because of the multitude of factors which influence parking. Factors such as the local economy, weather and gas prices,
for instance, can significantly affect shopping patterns and parking. Committee and City Council agreed to remove the market impact study from the unfinished business list. As well, City Council, on September 10, 2008, referred the consultant’s report and the proposal to increase meter rates and install meters in new commercial areas back to Committee of the Whole for consideration as part of the 2009 Budget deliberations.

MMM Group’s final report recommends, among other matters:

- higher on-street parking rates; ultimately $1.25/hour downtown and $1/hour everywhere else but phased in over two years (i.e. $0.75/hour the 1st year, and $1.00/hour ($1.25/hour downtown) the 2nd year).

- paid parking in all commercial areas, but only when certain criteria are met (e.g. a minimum of 60% support is obtained from the businesses in the area).

- deferral of acquiring property and construction of one or more new off-street parking facilities until such time as there is support for the introduction of paid parking.

- endorse revenue sharing within the Business Improvement Areas (BIAs).

However, staff do not support a two-tier rate system or a requirement for 60% agreement to implement paid parking, but continue to recommend that paid parking be implemented in all commercial areas of City and that on-street parking meter rates be increased to $1.00/hour City wide. Staff also continues to support the concept of revenue sharing as outlined in 2006 Report PED06003, a copy of which is attached as Appendix “B” to this report, and recommends that staff be directed to again consult with HABIA to report back for approval as part of the 2010 Budget process.

**ANALYSIS/RATIONALE:**

In addition to the potential new revenues, staff continue to recommend paid parking in all commercial areas to deal with some of the inequities and inconsistencies in the City’s municipal parking program created by municipal amalgamation in 2001.

Staff endorse the concept of revenue sharing in an effort to establish partnerships with local businesses with respect to the municipal parking program.

**ALTERNATIVES FOR CONSIDERATION:**

Take no action, and continue with different parking rates in different commercial areas of the City, and forego lost revenues in the order of $1.3 million annually.
FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The implementation of paid parking in commercial areas of the City (i.e. Locke, Stoney Creek, Ancaster and Waterdown) will result in estimated additional revenues in the order of $800,000.00 annually.

Increasing the parking meter rates to $1.00/hour City wide would generate additional revenues in the order of $500,000.00 annually.

However, the implementation of a rate increase and new paid parking areas are estimated to take 20 weeks due to detailed design, tendering, purchasing and installing equipment, while maintaining current levels of service within the Hamilton Municipal Parking System. It should be noted that external agencies and other Departments (e.g. Public Works, Finance (Purchasing), etc.) will be involved in this project.

Capital requirements (estimated at $230,000.00) for these initiatives can be funded from the Parking Capital reserve and are estimated to be as follows:

- $180,000.00 (Parking Meters)
- $50,000.00 (Pay and Display Machines)

Based on the 2006 recommended formula, sharing 10% of the net Hamilton Municipal Parking System Budget would return an estimated $130,000.00 (2009) to BIAs for funding such initiatives as beautification of parking lots, walkways or streets with paid parking, funding “free” parking events, construction of walkway connections to parking lots etc.

POLICIES AFFECTING PROPOSAL:

n/a

RELEVANT CONSULTATION:

HABIA was consulted respecting the revenue sharing proposal as part of the 2006 report/recommendation which was not approved by Council.

Increasing meter rates and installing paid parking in all commercial areas was dealt with in the 2008 Budget process, and several stakeholders participated in the public Budget session.

CITY STRATEGIC COMMITMENT:

By evaluating the “Triple Bottom Line”, (community, environment, economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

Community Well-Being is enhanced.  

\[ \square \text{Yes} \quad \square \text{No} \]

A fair and equitable municipal parking program
Environmental Well-Being is enhanced. √ Yes □ No

Parking rates are established which encourage other modes of transportation in accordance with the Transportation Master Plan principles.

Economic Well-Being is enhanced. √ Yes □ No

On and off-street municipal parking facilities generally assist commercial areas which cannot provide adequate street parking on their own.

Does the option you are recommending create value across all three bottom lines? √ Yes □ No

Do the options you are recommending make Hamilton a City of choice for high performance public servants? □ Yes √ No

n/a

MH:dt

Attach. (1)
MMM Group Limited

City of Hamilton
Parking Study

Prepared for: City of Hamilton

COMMUNITIES
TRANSPORTATION
BUILDINGS
INFRASTRUCTURE

MMM GROUP

June 2008 | 1607080-001-T01
D16-08035
June 12, 2008
16-07080-001-T01

City of Hamilton
Parking & By-law Services Division
77 James Street North
P.O. Box 2040 LCD1
Hamilton, ON L8N 0A3

Attention: Marty Hazell, Director of Parking & By-law Services

Dear Mr. Hazell,

Re: City of Hamilton Parking Study

MMM Group Limited (formerly known as Marshall Macklin Monaghan Limited) is pleased to present our Parking Study to address various remnant parking related matters that were not part of the mandate of the City-wide and Downtown Parking and Loading Study completed by Marshall Macklin Monaghan Limited on behalf of the City of Hamilton in 2005.

The study approach has focused on harmonization for the amalgamated City, while being cognizant of local differences and needs. This includes standardizing and in most cases increasing the parking rates. These rate increases should only be approved if the revenue increases are allocated to reserve funds to build new, as well as to maintain, existing parking facilities and if some of the parking revenues are allotted for other improvements in the areas where the additional parking revenues will be generated. The other recommendations address ‘free’ Christmas parking, hours/days of paid parking and areas that are subject to paid versus ‘free’ parking.
We thank you for the opportunity to undertake this study. We would be pleased to respond to any questions should they arise.

Yours truly,

MMM GROUP LIMITED

Geri Kozorys-Smith, MCIP, RPP
Senior Project Manager
Transportation Planning
Partner

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## APPENDICES

Appendix A: List of Meeting Attendees
Appendix B: Survey of Other Municipalities
1.0 INTRODUCTION

Following amalgamation, in October, 2005 Marshall Macklin Monaghan Limited completed the City-wide and Downtown Parking and Loading Study for the newly amalgamated City of Hamilton. That study addressed the consolidation and harmonization of parking and loading standards following the amalgamation of the former municipalities of Dundas, Flamborough, Glenbrook, Stoney Creek, Hamilton and Ancaster into the new City of Hamilton. The study also developed a parking strategy for downtown Hamilton and addressed several related matters such as payment-in-lieu.

However several remnant parking related matters still remain that were not part of the mandate of the City-wide and Downtown Parking and Loading Study. These topics include matters related parking fees, time limits, hours of operation, areas to which paid parking is applicable, as well as the allocation of parking revenues. Currently inequalities exist between different parts of the city that were incorporated into the new City of Hamilton following the amalgamation. The MMM Group (formerly Marshall Macklin Monaghan Limited) was retained once again by the City of Hamilton to undertake a further parking study to address these matters.

The study has now been completed, with the findings and recommendations addressed herein.
2.0 STUDY APPROACH

The study included a review of all of the background documentation and data that had been provided; visits to all of the areas; surveys of the best practices of other municipalities; assessment and most importantly, stakeholder consultation with those most directly impacted by any changes to the policies or practices.

The findings of the stakeholder consultation are addressed in the next section of the report.

The municipalities contacted with respect to ‘best practices’ included the following:

- City of Mississauga
- City of Brampton
- City of London
- City of Ottawa
- City of Kitchener
- City of Windsor
- City of Burlington
- Town of Oakville
- City of Brantford
- City of St. Catharines

A total of 8 municipalities responded to the survey.

The findings of the best practices are summarized under the specific topic areas.
3.0 STAKEHOLDER CONSULTATION

3.1 PROCESS

Prior to contemplating any changes to the existing policies, practices and procedures it was important to understand the viewpoints of those who would be impacted.

Four stakeholder meetings were held in total: one each in the afternoon and evening of November 19th, and then once again one each in the afternoon and evening of November 22nd. Those invited included representatives of all of the Business Improvement Associations (BIA’s), various neighbourhood associations in proximity to these commercial areas, Chamber of Commerce representatives, merchant association representatives, as well as others who may have a direct interest. A list of those organizations invited and who attended is provided in Appendix A. Although the representatives were invited to attend a specific meeting oriented toward one or more specific areas of the city, it was also indicated on the invitation that they were welcome to attend any one of the other three meetings if they could not attend the specific meeting that had been indicated for their area.

Unfortunately the meetings were not well attended despite the invitations, with only 15 stakeholders attending the four meetings combined.

Those attending represented the following groups:

- Concession Street BIA
- Farmers Market (Downtown)
- Stoney Creek BIA
- Ottawa Street BIA
- Durand Neighbourhood Association
- Downtown and Community Renewal
- Locke Street BIA
- Downtown Dundas
- St. Joseph’s Health Care and Hamilton Health Sciences
- Downtown Hamilton BIA
- Hamilton Conservatory for the Arts
- Kirkendall Neighbourhood Association
- North End Neighbours Inc.
- Strathcona Neighbourhood Association

A list of questions was also posted on the City’s website, providing another means to provide feedback on this topic. No responses were received.

Only one written submission was received, this from the Durand Neighbourhood Association.
3.2 INPUT RECEIVED

One of the key points made at most of the meetings was that notwithstanding the desire to harmonize the parking rates, practices, and policies between the various main street commercial core areas, it needs to be acknowledged that the areas are indeed different and require different responses to parking.

The other key points made at the meetings are summarized below, by topic:

TIME LIMITS

- Need for stricter time limits to discourage employees from parking on-street in the Downtown Core. The problem may be acerbated by the renovations at City Hall, with City Hall employees simply parking where it is most convenient for them to do so, rather than in the designated locations.

- On-street parking by employees is also an issue in the Concession Street area.

- For the Concession Street area a one hour limit was not long enough, but since the meters have been converted to a two-hour limit, this has been much improved.

- The three hour time limit in the Ottawa Street BIA area is not an issue in terms of turnover. Would prefer to keep it at 3 hours.

- Two hour limits work well in Dundas.

- Keep two hour limit in the Downtown (general support), although a 1.5 hour limit was also suggested.

- Two hours not long enough for some uses along Locke Street (e.g. salons, spas) since customers stay longer than 2 hours. Perhaps need three hour time limits.

FREE PARKING/PAID PARKING

- Two hours free parking is appropriate for the Farmers’ Market.

- Free parking on Saturdays is causing problems for the Farmers’ Market as spaces are being occupied by employees, and therefore not available for customers. Two hour limit would likely also be more appropriate on Saturdays.

- Avoid free parking in the vicinity of hospitals since spaces will be occupied by staff.

- Provide free parking only if it is strictly monitored.
Parking Study
City of Hamilton

- Two hour free parking time limit in Stoney Creek works well.

- Ottawa Street BIA is opposed to free parking due to concern about abuse by employees.

- It is fine to offer free parking for an occasional special event, but not on a regular basis.

- Introduce a token program again? (According to City, program was not well used in the past.)

- Concern over introducing paid parking in Stoney Creek since it would be an issue for seniors on fixed incomes.

- Recognize that paid parking (e.g. meters) helps to control parking.

- Introduce paid parking into new areas on a trial basis ("in a friendly way") to allow customers to become accustomed (e.g. Locke Street BIA) (e.g. first on Saturdays).

- Provide free parking on weekends.

- Each area should be able to decide whether to have free or paid parking.

- Provide free parking all the time in the Downtown since the public wants free parking.

- If free parking is available, City should ensure that local businesses do not abuse the system.

- If there is a demand, people should pay.

HOURS OF PAID PARKING

- Standardize paid parking only until 6 p.m. weekdays to compete in the evenings with local malls. (Currently paid parking until 6 p.m. Monday through Wednesday, but until 9 p.m. on Thursday and Friday).

- Discrepancy in paid parking hours between on and off-street facilities.

- Lots of parking available in the evening both in Dundas and in the Locke Street BIA in the evening.

- Provide free parking after 5 or 6 p.m.

- Keep the current hours for paid parking near the hospitals.
If no free parking in the evening then those going to a restaurant will park on a residential street instead.

MIS-USE OF DISABILITY STICKERS

Issue of store owners getting disability stickers and then parking in front of their establishments all day. (Three hours of free parking on-street with a disability sticker is only enforced on complaint.)

PARKING PRIORITIES/EQUALITY

Equality is an issue since some BIA’s receive more attention and funding than others. Would like parity across the board.

Priorities vary by area (eg. keeping parking costs low to compete with shopping malls).

Another priority is to keep taxes down. (Note: parking is self funding, not from tax revenues.)

Each community has its own unique needs.

Dundas does not need protection as Downtown Hamilton does. Dundas has a local built-in market and does not compete with malls.

There are no off-street lots in the Locke Street BIA, which may be discouraging customers from visiting this BIA.

Try to standardize parking between areas, however still consider the individual needs of the BIA’s.

Balancing act between keeping parking rates down and creating additional parking. (In Dundas, the BIA assembled the property and then turned it over to the City to operate.)

Provide free parking and build new parking lots.

Consistency between areas is not an issue.

PARKING RATES

Establishing an appropriate rate is important when considering the need to revive the Downtown Core.

Acknowledgement that convenient spaces should cost more than less convenient spaces intended for long stay parkers.

Don’t increase the parking rates in Dundas since people are used to them.
○ On-street rates should be higher than off-street rates (common response).

○ Current rates are generally fine, but could be reduced in order to restore confidence in the Downtown.

○ Monthly rates are too low.

○ Rates should be consistent throughout.

○ Increase the numbers of parking meters, but decrease the rates charged.

○ Higher rates in areas of more popular destinations.

○ Price of parking in the Downtown is not a deterrent to going Downtown. Price is not a factor. It’s lack of draw/attractions to shop Downtown. Downtown is currently not a destination for shopping.

○ Increase Downtown parking rates if it would help to reduce Downtown traffic congestion.

STREETS WHICH SHOULD BE SUBJECT TO PAID PARKING

○ Consider adding parking meters to McNabb Street.

○ Consider adding parking meters to Poplar Street near Henderson Hospital.

○ Consider adding meters on Dundurn.

PARKING ALLOCATION

○ Monthly parkers should be located in farthest lots.

REVENUE SHARING

○ It is a good idea to share some of the parking revenues with the BIA’s.

○ If the City can’t provide free parking, then it should share parking revenues with the BIA’s.

○ Share revenues with the Durand Neighbourhood Association since significant parking revenues are generated in this area, with no BIA representation.
PARKING SPILLOVER INTO RESIDENTIAL AREAS

- There is some spillover of parking onto residential streets in Dundas (likely business owners and their employees).

- Parking spillover is a problem in the vicinity of hospitals. (Frequent complaints by residents living near the hospital that staff are parking on their streets.) May need to provide permits to residents to help to control this.

- Kirkendall Neighbourhood Association is against permit parking.

- Parking meters are a nuisance, not a deterrent.

- Provide metered parking in residential areas, but provide free passes to the residents.

CHRISTMAS PROGRAMS

- Current program is appropriate Downtown.

- Best to recognize the differences and individual needs of the various BIA’s rather than trying to impose a uniform program (eg. need for the Ottawa Street BIA to have its program run earlier than the other BIA’s).

- Need for consensus on the program.

- Free Christmas parking program is not material as to whether would shop there. Would stop there regardless of whether parking is free or not at Christmas time.

OTHER

- Inappropriate use of commercial unloading zones.

- Employees are the worst for breaking the rules.

- Meters should be better labelled so that time limits are clearly evident.

- Need for more customer loading zones in the Downtown Core (eg. one space per block).

- Parkers with disabled stickers using customers loading zones.
4.0 PHILOSOPHICAL APPROACH TO ASSESSMENT

It is recognized that the current parking rate structures, practices and policies are for the most part a reflection of those which were in place within the former municipalities prior to amalgamation. As the City of Hamilton is now one unified municipality, the need exists to rationalize and harmonize the approaches to dealing with parking across the various historic commercial core areas, for reasons of fairness between areas, as well as for clarity of the users of the parking.

On the other hand, many of the stakeholders who attended the meetings expressed the need to recognize the unique characteristics and requirements of these historic commercial core areas. They clearly differ in many respects including size, mix of uses, location, adjacent uses and other considerations.

The approach taken herein has been to balance the desire for harmonization and rationalization across the municipality, with the recognition that differences do exist between the areas that are worthy of unique treatment. The over-riding consideration has been one of fairness. It is important that the areas be treated equitably, notwithstanding the differences and unique requirements.
5.0 OFF-STREET PARKING RATES

The City of Hamilton operates over 4,700 off-street parking spaces in Hamilton currently. These include 63 surface lots, as well as two parking structures. Of these, 13 of the lots, as well as both parking structures, are situated in Downtown Hamilton, representing about 3,250 of the parking spaces. For purposes of this study the Downtown Core is defined as the area which is included within the Downtown Hamilton Community Improvement Plan Area, as shown in Figure 1.

5.1 CURRENT RATES

The hourly rates (where paid parking is in force) for off-street lots vary by location. In Downtown Dundas they are either $.60 or $.85 per hour. In Downtown Hamilton they are as low as $.80 per hour, $1.00 per hour, $1.10 per hour, $1.50 per hour, $1.60 per hour, $2.00 per hour and $2.50 per hour. In Hamilton East the rates are $.50 per hour, $.55 per hour or $.80 per hour. In the Hamilton Mountain area the rates are $.50 per hour, $.55 per hour and $.80 per hour.

The majority of Hamilton’s off-street, municipally operated parking facilities do not have maximum daily rates. This is because there are specific maximum time limits (eg. 2 hours, or 3 hours, or 5 hours), such that a daily rate is not applicable. For those that do have a maximum daily rate, the rates are diverse, varying from $2.00 to $7.50 per day (eg. $2.00, $2.20, $3.00, $3.20, $3.50, $4.00, $5.00, $7.00 and $7.50). The parking facilities with daily rates are for the most part located Downtown.

Some facilities located at or near the Convention Centre or other Downtown attractions have special evening or special event rates, varying by location.

Parking rates geared to employees are also offered in some lots. Dundas is unique in that yearly rates ($260.00) are available in all of the municipal lots. This works out to be a very low hourly rate for someone who may be working full-time in the area. None of the City’s other parking facilities offer yearly rates, although monthly rates are available in some facilities. Monthly rates vary between $31.50 and $108 ($31.50, $35.00, $40.00, $43.00, $50.00, $51.30, $55.00, $60.00, $69.49, $75.00 and $108.00). The most common monthly rate is $31.50.

5.2 BEST PRACTICES OF OTHER MUNICIPALITIES

Off-street hourly parking rates within the Downtown Cores of the municipalities that were surveyed tend to vary between $1.00 and $1.65 per hour, with London, Oakville and St. Catharines at $1.25 per hour, and both Brampton and Ottawa at $1.50 per hour. The highest is Kitchener at $1.65 per hour which may in part be in compensation for the ‘free’ on-street parking. The one exception is Brantford with an exceedingly low hourly rate of only $.60 per hour. A comparison of the rates of the various municipalities that responded to the survey is provided in Appendix B.

In London, St. Catharines, Oakville and Brampton the Downtown on and off-street hourly parking rates are identical. In Ottawa and Windsor the off-street hourly rates are higher than the on-street rates.
Figure 1
Downtown Hamilton Community Improvement Area
There are substantial variations in the Downtown Core daily maximum rates, both within municipalities and between municipalities. In London the daily maximum rates are fairly low, in the $4.00 to $5.25 range throughout the municipality. Brantford is similar at $5.00 per day. Oakville is in between at $6.00 to $7.00 per day in the core, and $4.00 in the periphery. Kitchener is in the $7.00 to $8.00 range, with Brampton also at $8.00. At the higher end of the range are Ottawa ($5.00 to $12.00) and St. Catharines ($10.00).

A great deal of variation exists in the monthly rates identified for the municipalities that responded to the survey. The highest monthly rates are within the Downtown Cores. They range between $35 and $40 in Downtown Brantford, through to $166.75 in Downtown Ottawa. In Downtown London they vary between $46.00 and $100.00. In the Downtown peripheries of the various municipalities the rates are lower. They are the same, as the Downtown peripheries, or somewhat lower in other Core Areas outside of the Dtowns and Downtown peripheries.

5.3 STAKEHOLDER INPUT

From a stakeholder perspective it is important to keep the parking rates as low as possible in order to maintain and foster the economic viability of the respective Core Areas. At the same time some stakeholders acknowledged that parking rate increases could help to fund additional parking and/or other physical improvements in their areas. It was also acknowledged by some that parking rates are not a determining factor in attracting or discouraging shoppers. If the area is viewed as a destination, the shoppers will come. If the area is not viewed as a destination, no reduction in rates or free parking will attract them.

5.4 ASSESSMENT

Parking rate structures are at least in part market driven related to supply and demand. There are also related economic considerations such as the costs to supply the parking, with land costs in the Downtown generally being higher than those elsewhere in the municipality. Parking structures are also substantially more costly to build and maintain than surface parking lots. Based on the above, it is reasonable to expect variations in parking rates between different areas of the City, with the highest rates being in the Downtown Core.

Municipalities that responded to the survey cited various considerations/methodologies in establishing their parking rates including:

- Review of rates of other similar municipalities
- Review of the market place and to keep the municipal rates below those of privately operated lots in the area
- Based on future infrastructure needs in general, and for specific areas
- Based on the wealth of the reserve funds
- Parking supply and demand
- In consideration of transit rates and policies in the OP

In the case of Hamilton many of the parking rate structures are hold overs from the pre-amalgamation days, with slight changes since that time, but with no overall rationalization of the
rates. Currently there are 12 different hourly rates varying between $.50 per hour and $2.50 per hour. With the exception of Brantford, Hamilton's rates are generally lower than those of the other municipalities that responded to the survey.

From this assessment it is evident that the rates need to be rationalized and to be increased in some areas.

In addition to the need to rationalize the rates, other considerations that need to be addressed include:

- Equality between like areas of the City. For example, areas along the periphery of the Downtown should be treated equitably.

- Use of the parking rates to achieve other objectives, for example to encourage employees and other long stay parkers to park in off-street lots rather than on-street. On the other hand if the rates are too high, employees may be tempted to look for 'free' on-street parking in adjacent residential areas.

- Perceived ability to compete with 'free' parking at shopping centres.

### 5.5 Recommendations Related to Off-Street Parking Rates

While it is important to consider market forces when setting rates, it is equally important to consider other factors including:

- The desire to encourage higher transit usage by employees. This is difficult to achieve where monthly transit passes are more expensive than monthly parking charges. In Hamilton a monthly transit pass currently costs $71.00. This is higher than the monthly parking rates for the majority of the lots, resulting in little, or no incentive, to switch to public transit.

- The need to rationalize the parking rates charged to create more equitable rates between the areas and greater consistency for the users.

On that basis the following is recommended:

- That the hourly rates be increased in most cases and standardized into fewer categories:
  - $.50, $.55 and $.60 per hour now to $.75 per hour
  - $.80, $.85, $1.00 and $1.10 per hour now to $1.00 per hour
  - $1.50 and $1.60 per hour now to $1.75 per hour
  - $2.00 per hour now to $2.25 per hour
  - $2.50 per hour now to $2.75 per hour

This would reduce 12 hourly rate categories to 5 hourly rate categories. Further rationalization should be considered in the future.
That the daily maximum rates also be rationalized and increased in most cases as follows:

- $2.00, $2.20, $3.00, $3.20, $3.50 and $4.00 now to $4.00 per day
- $5.00 now to $6.00
- $7.00 and $7.50 now to $8.00

This would rationalize the nine daily maximums rates categories into three categories.

It is recognized that for those who are currently paying $2.00 or $2.20 per day this represents a substantial increase. It must also be recognized however, that these are exceedingly low rates today as compared to other municipalities. These rates are also not reflective of the true costs of building and maintaining these parking spaces.

That consideration be given to converting the yearly rate which is only currently available in Dundas, to a monthly rate, again to provide greater parity with the rest of the City. This also provides greater flexibility to those who may not necessarily require parking for 12 months of the year. It is recognized that the need for monthly renewals is less convenient to the users and necessitates more administration for the City, however this is one of the trade-offs that would be required.

That regardless of whether the City maintains a yearly rate for the parking lots in Dundas or converts to a monthly rate, consideration should be given to increasing the rate. The current rate works out to be only $21.67 per month. With the exception of Windsor, this is the lowest monthly rate offered for a core area outside of the Downtown.

That consideration be given to rationalizing the monthly rates as well, recognizing that there are 12 categories today, although $31.50 is the most common monthly rate. Again the rates are low in many cases, as compared to those of other municipalities. It is also recognized that the rates are set in consideration of the market conditions in the area, including the rates charged by private parking operators. Consideration should be given to the following:

- Bringing the minimum rate for the Wilson/Cannon lot (Car Park 50) gradually in line, in steps, with the overall minimum monthly rate for the City. This lot which currently has an exceedingly low rate of $18.55 per month only caters to monthly parkers.

- Increasing the most prevalent rate of $31.50 per month to $35.00 per month. This represents an 11 percent increase, which is still less than half of the cost of a monthly transit pass. Consideration should be given to further increases in the future so that over time transit can be made a more competitive alternative.

- To the extent possible, standardizing the other monthly rates, to reduce the number of monthly categories and to increase the rates so as to be
competitive with public transit. At the moment only the monthly parking rates at the Convention Centre and at Car Park 80 (Bay/King) are competitive with transit.

- That these rate increases at this time only be approved if the increases in revenue are allocated to reserve funds to build new, as well as to maintain existing parking facilities. Secondly, the rate increases should be subject to some of the parking revenues being allocated for other improvements in the area where the additional parking revenues will be generated. It would be up to the Business Improvement Associations and other representatives in these areas to determine how these additional revenues would be reinvested to address the needs of these areas within the Council approved list of eligible initiatives. This is further discussed in Section 10.0.
6.0 ON-STREET PARKING RATES

The City of Hamilton operates and maintains over 2,500 on-street parking meters in various areas of Hamilton currently.

6.1 CURRENT RATES

Currently parking rates vary between $0.50 per hour, $0.85 per hour and $1.00 per hour, generally summarized as follows. This is not a comprehensive listing, but rather an indication of current practices:

- $1.00 per hour
  - James Street South
  - John Street South

- $0.85 per hour
  - Dundas

- $0.50 per hour
  - Barton Street East
  - King Street East
  - James Street North
  - Main Street East
  - Other Downtown streets with metered parking
  - Main Street West
  - Concession Street

6.2 BEST PRACTICES OF OTHER MUNICIPALITIES

As noted, a total of eight municipalities have responded to the survey. Four of the municipalities have an on-street rate of $1.25 per hour in the Downtown Core (London, St. Catharines, Oakville and Windsor). The City of Brampton is at $1.50 per hour in the Core. Ottawa is the highest at $2.50 per hour. Brantford and Kitchener offer ‘free’ on-street parking. Further details are provided in Appendix A.

In the case of Kitchener the time limit for free parking is 2 hours and no re-parking in the area is permitted within a 5 hour period. Handheld units are used to track the licence plate numbers and to match those attempting to re-park in the area. In the case of Brantford ‘free’ parking was introduced in the Downtown area in the mid 1990’s in two phases, in response to concerns that the Downtown needed ‘free’ on-street parking to help it to compete successfully with suburban shopping malls. Similar to Kitchener, a 2 hour limit exists, with no re-parking permitted. Tires are chalked, however tickets for re-parking in the area are only issued on complaint. Although there has been some discussion about re-introducing paid parking (pay n’display), it is unlikely to be implemented, at least over the foreseeable future.

In Ottawa, St. Catharines and Windsor the on-street parking rates are consistent throughout the municipality (i.e. the same for the Downtown Core, Downtown Periphery and for other core areas outside of the Downtown).
In Brampton the rates are slightly lower in the Downtown periphery at $1.00 per hour, but similar to the Downtown in the other core areas outside of the Downtown at $1.50 per hour. In London the rates are consistent at $1.25 per hour within the Downtown Core and Downtown Periphery, but vary between $.75 and $1.25 per hour elsewhere in the City. In Oakville the on-street rates are $.75 per hour in the Downtown Periphery.

6.3 STAKEHOLDER INPUT

Keeping parking rates as low as possible is a key concern of business owners, who view that they must compete with ‘free’ parking at suburban shopping centres.

6.4 ASSESSMENT – ON-STREET PARKING RATES

Currently there does not appear to be a logical basis for the geographic distribution of the on-street parking meter rates. For example, some of the parking rates charged outside of the Downtown Core are higher than the rates within the Downtown Core, where typically the opposite would be expected.

Under normal circumstances:

- On-street parking should be more expensive than off-street parking because on-street spaces are more convenient and it is desirable to turn over the on-street spaces more frequently throughout the day than off-street spaces. However this is not always borne out by those municipalities such as Kitchener and Brantford that have ‘free’ on-street parking, but paid off-street parking.

- Parking rates should be higher in the Downtown Core than outside of the Downtown Core for various reasons (higher demands, higher land costs, higher costs to construct the parking if in structures, etc.). Again, this is not always the case, with some municipalities having fairly consistent on-street parking rates throughout the municipality. Ottawa is one example where the on-street rates are consistent.

- On-street parking revenues help to subsidize the costs of constructing off-street lots.

As compared to the parking rates of the other municipalities that were surveyed, Hamilton’s on-street parking rates are almost in all cases lower for those municipalities that have paid on-street parking.

Residents and business owners in Hamilton are generally accustomed to paying for on-street parking in the commercial core areas of the City. Although stakeholders indicated a desire to keep parking rates as low as possible, there generally is an acceptance of paid on-street parking within the commercial core areas.
6.5 RECOMMENDATIONS – ON-STREET PARKING RATES

Carefully weighing the various considerations as they apply to Hamilton, it is recommended that the on-street parking rates in the Downtown Core as identified in Figure 1, be increased to $1.25 per hour, provided that the additional revenues are used for the benefit of this area, for example, to be put into a reserve fund to help build new, or expanded parking facilities, or other capital improvements and/or to be put back into the hands of the Business Improvement Associations to help fund other physical improvements. This is discussed further in Section 10.0.

There is also a substantial variation in the fees between other areas in Hamilton. As noted, there is a basis for having higher fees in some areas as compared to others (e.g. land costs to buy land for new parking lots, with land costs being higher in the Downtown). However, the current variations are substantial. As noted, it is recommended that the ‘Downtown’ rate be set at $1.25 per hour. It is further recommended the peripheral rates and those for the other areas be set at $1.00 per hour. For those areas where the rate is currently $.50 per hour this would represent a doubling of the parking fees, so for these areas the increase should be made in two steps – to $.75 per hour, now and to $1.00 or $1.25 per hour a year from now, depending on whether the on-street parking is within, or outside of the Downtown Core. This will require some parking meters to be reprogrammed twice a year apart. However, this would phase in the impacts of the fee increases on these areas. Again, these recommended increases are contingent upon the additional surplus revenues being put back into parking and/or other improvements to serve these areas, such that the merchants, customers and others being asked to pay more for parking will be able to see tangible benefits from these additional fees.
7.0 PRE-CHRISTMAS "FREE" PARKING PROGRAMS

7.1 CURRENT PRACTICES

Staff have endeavoured to achieve a comprehensive Christmas "free" parking strategy with respect to consistency in the hours, months and other details. The concern has been that the current practices result in confusion on the part of the public, contributing to complaints, and parking tags for those who may have misinterpreted the rules in place at that time. Rather than being viewed positively, the "free" Christmas parking has encountered criticism. Minor revisions have been made to the Christmas "free" parking program over the years in response to specific requests made by the BIA's. The last changes were made in 2005.

The current "free" Christmas parking program consists of the following:

<table>
<thead>
<tr>
<th>BIA</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Westdale Village BIA</td>
<td>2 hours of &quot;free&quot; on-street parking for the 8 Saturdays prior to Christmas with no weekdays &quot;free&quot; parking due to concerns about McMaster University students using this parking on weekdays.</td>
</tr>
<tr>
<td>Ottawa Street BIA</td>
<td>2 hours of &quot;free&quot; on-street parking for all days from November 15th to December 15th.</td>
</tr>
<tr>
<td>Downtown BIA</td>
<td>2 hours of &quot;free&quot; on-street parking in November and December.</td>
</tr>
<tr>
<td>Barton Village BIA</td>
<td>2 hours of &quot;free&quot; on-street parking on in November and December.</td>
</tr>
<tr>
<td>King Street West BIA</td>
<td>2 hours of &quot;free&quot; on-street parking in November and December.</td>
</tr>
<tr>
<td>Dundas BIA</td>
<td>2 hours of &quot;free&quot; off-street parking in November and December.</td>
</tr>
</tbody>
</table>

Not all BIA's participate in this program. For example, the Concession Street BIA does not, due to concerns related to employee and visitor parking associated with the hospital.
7.2 BEST PRACTICES OF OTHER MUNICIPALITIES

In the interests of keeping the questionnaire to a reasonable length and since this is a topic that may not be of direct relevance to all municipalities, questions were not posed about special parking programs at Christmas time.

7.3 STAKEHOLDER INPUT

The stakeholders who provided input stressed the need for the Pre-Christmas “Free” Parking Program to be sympathetic to localized needs.

7.4 ASSESSMENT – “FREE” CHRISTMAS PARKING

The City of Hamilton has done an excellent job in responding to the needs and wishes of the individual business improvement associations, while at the same time attempting to achieve consistency in the program City-wide, to the extent possible. This has not been an easy task.

7.5 RECOMMENDATION

Although it would be desirable to achieve greater consistency across the municipality with respect to the pre-Christmas “Free” Parking program, primarily to provide for clarity of the customers availing themselves of the program, no change is recommended in the program at this time. As noted, a great deal of dialogue has occurred with the BIA’s to arrive at the current arrangements, to best address the needs of each of these areas. There are logical arguments given for the current arrangements to best address the needs of the local merchants and their customers. Also, this program applies only for a limited period of the year, such that there is less need for consistency than in the case of considerations that apply year round.
8.0 HOURS/DAYS OF PAID PARKING

8.1 CURRENT PRACTICES

Currently most off-street parking facilities where paid parking is in force charge for parking from Monday through Saturday, excluding Sundays and holidays. However the hours tend to vary, based on the businesses being served:

- 9 a.m. through to 6 p.m. (eg. Dundas)
- 9 a.m. through to 2 a.m. (eg. some Downtown locations)
- 9 a.m. through 9 p.m. (eg. some Hamilton East, and some Downtown locations)
- 9 a.m. through to 10 p.m. (eg. some Hamilton East locations)
- 24 hour (eg. in Downtown Hamilton Convention Centre)
- 8 a.m. to 10 p.m. (eg. some in Downtown Hamilton)
- 9 a.m. to 11 p.m. (eg. some in Hamilton East)
- 7 a.m. to 10:30 p.m. (eg. in Downtown Hamilton (York Boulevard Parkade))
- 12 hour (eg. Victoria at Barton)

For on-street metered spaces, paid parking is in force from 8:00 a.m. through to 6:00 p.m. Monday through Friday inclusive of the area of the Downtown bounded by York Boulevard/Wilson Street on the north, Wellington Street on the east, Jackson Street on the south and Bay Street on the west. In Dundas on-street metered parking is in effect from 9 a.m. through 6 p.m. from Monday to Friday. In all other areas of the City paid parking at on-street meters is in effect from 8:00 a.m. to 6:00 p.m. from Monday through Wednesday, from 8:00 a.m. to 9:00 p.m. on Thursday and Friday, and from 8:00 a.m. through to 6:00 p.m. on Saturday.

8.2 BEST PRACTICES OF OTHER MUNICIPALITIES

Most of the municipalities surveyed have paid parking in force either 6, or 7 days per week. An exception is St. Catharines where consistently both on and off-street paid parking is applicable only Monday through Friday from 9 a.m. to 6 p.m. In Brampton it is from 8 a.m. to 7 p.m. Monday through Friday off-street and from 9 a.m. through to 4 or 6 p.m. Monday through Saturday on-street. In Kitchener it is 8 a.m. through to 6 p.m. all week except in the vicinity of the hospital where it is 8 a.m. to 12 a.m. all week. In Kitchener the on-street parking is free.

8.3 STAKEHOLDER INPUT

A concern was expressed about the free Saturday parking in the vicinity of the Farmers’ Market, with employees taking advantage of the free parking, and as a result not having these parking spaces turn over and being available for customers. A two hour free parking limit on Saturdays was noted as being more appropriate than all day free Saturday parking. Others noted no problems with free parking on weekends resulting in employees occupying the prime spaces. Discrepancies between on and off-street paid parking hours were also noted.

Support was expressed for having more standardized hours of paid parking between the days of the week (eg. only to 6 p.m.), to help the BIA’s compete with the local malls in the evenings.
However, it was noted that some BIA's (eg. Ottawa Street) do not have any businesses open on a Thursday or Friday evening, or that most parking spaces are vacant in the evening (eg. in Downtown Dundas, Locke Street).

It was also noted that if paid parking was to be extended into the evening then some restaurant patrons may choose not to pay, instead parking in the adjacent residential areas.

8.4 ASSESSMENT

To the extent possible, it would be desirable to harmonize the hours of the day, as well as the days of the week that paid parking is in force. This is a matter of not only fairness between different areas of the amalgamated City, but also to reduce uncertainty and confusion for those making use of the parking facilities.

Currently the time from which paid on and off-street parking is in effect on weekdays varies between 7 a.m., 8 a.m. and 9 a.m., although there are some exceptions, with 24 hour paid parking. There is also a discrepancy between on-street and off-street paid parking start times, further adding to the confusion. The other municipalities surveyed typically have either an 8 or 9 a.m. start for paid parking.

End times of the day for paid parking should be reflective of localized requirements. Generally 6 p.m. is appropriate for on-street spaces. Paid on-street parking until 9:00 p.m. on Thursday and Friday evenings had validity when stores only had extended hours during those two evenings of the week. Now that many retail establishments in shopping centres are open into the evening throughout the week, the focus on extended store hours on Thursday and Friday evenings is no longer relevant. Most other municipalities have on-street paid parking in effect only until 6:00 p.m. The on-street spaces are then available free of charge in the evening for customer use for any retail establishments that are open in the evening, as well as for restaurants and bars. It is doubtful that employees would make use of this parking in the evening, so this should not be a concern.

For off-street facilities, some flexibility as to end times is required to reflect localized requirements, however room exists for some harmonization. As noted in Section 8.1, end times vary between 6:00 p.m., 9:00 p.m., 10:00 p.m. 10:30 p.m. and 2:00 a.m. Substantial variations also exist between other municipalities as to the end times for paid off-street parking, ranging from 6:00 p.m., to 7:00 p.m., to 11:00 p.m. to 12:00 a.m., to no restrictions (eg. 24 hour paid parking).

Although some municipalities such as London, Ottawa, Windsor, Brantford and Kitchener have paid parking in effect seven days of the week, this is not the case in Hamilton. In the case of some such as Kitchener this may be to compensate for the ‘free’ on-street parking. No pressing reasons exist to extend paid parking throughout the week in Hamilton.

However, the matter of paid on-street parking on Saturdays warrants consideration. Currently there is no on-street paid parking on Saturdays in several areas of the City, including part of the Downtown and Dundas. In all other areas with on-street paid parking, paid parking is in force from 8:00 a.m. through to 6:00 p.m. on Saturdays. It is recognized that the introduction of paid
on-street parking on a Saturday could be viewed as a deterrent to shoppers who may choose to shop elsewhere where "free" parking is available. However, the presence of many vibrant downtowns where paid parking is in effect, attests to the fact that shoppers are not deterred by paid parking where the goods, services, ambience and overall shopping experience compares more favourably to that of a shopping centre. This point was also made in a slightly different way by some of the stakeholders that it was not the lack of parking, or cost of parking, that was deterring them from shopping Downtown, but rather that there was nothing specific to attract them to shop there. The issue was also raised at one of the stakeholder meetings that free on-street parking on Saturdays is being inappropriately used by staff and is therefore not available for the Farmers' Market customers.

This points to one of the reasons for paid on-street parking on a Saturday, that being to ensure that it is not being used inappropriately by employees, but rather is available for use by short-term parkers such as customers and visitors to the area.

8.5 RECOMMENDATIONS

With greater flexibility in work hours the typical 8:30 or 9:00 a.m. start time for office uses is no longer always the norm. Also, institutional uses such as hospitals have a greater variation in shift times. Based on the above, it is recommended that paid parking be in effect from 8:00 a.m., both on and off-street.

For on-street parking it is recommended that paid parking be in effect only until 6:00 p.m. for the reasons outlined in Section 8.4. This would be until 6 p.m. on Saturdays also. Notwithstanding the desire to harmonize the off-street paid parking hours to the extent possible, it is also recognized that the evening parking demands in the historical core areas (eg. Dundas, Stoney Creek) are far lower than those of other areas of Hamilton, such as the Downtown Core and in proximity to the Downtown Core. For those other areas it is recommended that paid parking continue to be in effect only until 6:00 p.m. both on and off-street. From a practical perspective it also does not make sense to extend paid parking into the evening in these areas in view of the enforcement costs relative to potential revenues.

For areas where the parking is used throughout the day and night such as at the Convention Centre, 24 hour paid parking should remain. Locations that currently have paid parking until 2:00 a.m. should also be harmonized to 24 hour parking. For the balance of the off-street parking facilities it is recommended that all paid parking end times be harmonized to 10 p.m.

With respect to on-street parking it is recommended that paid parking be extended to include Saturdays in all parts of the City where on-street paid parking exists, or is proposed, for the following reasons:

- To ensure that the prime on-street spaces are turned over several times a day including on Saturdays, rather than being occupied by the same users throughout the day.

- To provide for more equitable treatment between different areas of the City.

Thus these recommendations would result in the following:
Paid on-street parking from 8:00 a.m. through to 6:00 p.m. Monday through Saturday for all on-street metered or otherwise controlled paid parking spaces.

Paid off-street parking from 8:00 a.m. through to 10 p.m. Monday through Saturday with some exceptions:

- Only until 6:00 p.m. outside of the Downtown Core.
- Continuation of 24 hour paid parking where it exists today.
- Implementation of 24 hour paid parking for those facilities that currently have 9 a.m. to 2 a.m. paid parking.

Continuation of free parking on Sundays and holidays.
9.0 AREAS THAT ARE SUBJECT TO PAID VERSUS 'FREE' PARKING

9.1 CURRENT PRACTICES

Historically on-street paid (metered) parking was introduced along virtually all streets in the former City of Hamilton where commercial establishments were located and where those establishments were dependent on on-street parking. As a result, the former City of Hamilton has isolated pockets of metered parking comprised of a few parking spaces, as a holdover to that practice.

For the balance of the former municipalities that now are part of the City of Hamilton no consistency exists. Some, such as the former Stoney Creek, continue to have ‘free’ parking as they did prior to amalgamation, whereas others such as Dundas, have in the past, and continue to have paid parking in the core area of this former municipality. In Stoney Creek only monthly parkers are required to pay for parking.

On-street parking, whether metered or ‘free’, is provided where it is practical to do so from a traffic operations, and capacity perspective. For example, no on-street parking is provided along certain sections of East Main Street East, for traffic reasons. Where the additional road capacity is only required during peak periods, on-street parking is available during the balance of the day.

9.2 SURVEY OF OTHER MUNICIPALITIES

The policies and practices of the other municipalities that were surveyed vary from municipality to municipality with respect to the extension of paid parking to other areas, or other streets.

For example, in London areas that are commercial in nature and which have on-street parking that has high utilization or low turnover, are considered for paid parking. However Council has directed that new parking meters not be installed in residential areas, regardless of the need.

Most municipalities noted that they look at the parking supply and demand for the area. Some indicated that they look at the abuse of the current regulations, types of businesses served, as well as the number and nature of the complaints received.

Some, such as St. Catharines, also seek residents' opinions, as well as those of businesses and other stakeholders. Windsor requires that 60 percent of the businesses must agree in principle to alter the parking rates, or limits of the area.

9.3 STAKEHOLDER INPUT

A concern was expressed about introducing paid parking to Stoney Creek, in view of the number of seniors on fixed incomes who reside in this area.

Reference was also made to a previous ‘free’ parking token program that had been tried, with store owners purchasing parking tokens from the City and then providing them free of charge to preferred customers. (According to the City this program was not well used.)
The suggestion was made that paid parking be introduced in the Locke Street BIA area on a trial basis, to help customers become adjusted to paid parking. It was noted that this area is considered to be a destination, rather than relying on pass-by traffic.

It was noted that employee parking spill over onto adjacent residential streets appears to be an issue in downtown Dundas.

The comment was made that each area BIA should decide whether paid parking should be applicable for that area.

The Downtown Hamilton BIA would like free parking at all times, but recognizes that this may not be a realistic option.

9.4 CONSIDERATIONS/ASSESSMENT

The matter of paid parking needs to be considered at two levels:

- More globally, considering areas that do, or do not, have paid parking
- On a local basis to assess whether parking should be extended beyond the current limits of the paid parking.

On the former, global question the key issue relates to fairness between different areas of the city to fund new parking facilities and to maintain the upkeep of existing parking facilities. There is no such thing as ‘free’ parking, as described in the Hamilton Municipal Parking System “Debunking the ‘Free’ Parking Myths”. It is neither fair nor equitable to use the parking revenues collected in one area of the City to fund parking facilities in another part of the City, unless this is reciprocal. Currently parking in core areas such as downtown Stoney Creek is provided free of charge to users, with the exception of monthly parkers. It is recognized however, that these areas have historically had free parking, which was carried through into amalgamation. It is also recognized that there are both perceived and real hardships when paid parking is introduced. The introduction of paid parking can also result in parkers parking further afield on neighbouring residential streets, in order to avoid paying for parking.

There also has to be a critical mass for the introduction of paid parking. This mass should relate to a commercial node, or corridor of at least 3 or 4 blocks of commercial uses. There currently exist small pockets of paid parking with only a handful of on-street paid parking spaces in each case. Historically these were introduced when commercial uses were introduced (e.g. when conversion from another use to a retail use took place). These small pockets neither make sense to the users, nor from an administrative sense as to the potential revenues relative to the costs to administer these spaces.

The question of whether to extend on-street paid parking beyond the current limits depends on several conditions including:
o Whether these on-street parking spaces are being turned over under the current time limits/enforcement. The on-street spaces are typically viewed as being the most convenient, and therefore should be used by visitors/customers rather than occupied by all-day parkers. It may be that employees are occupying these spaces because it is convenient for them to do so at no cost. Traditionally time limits have been enforced through the ‘chalking of tires’. Some parkers have simply moved the vehicle to avoid being tagged for parking longer than the time limit permits. Municipalities have responded by either extending paid parking to those streets, or through other means such as introducing a ‘re-parking’ policy (eg. Kitchener). Their enforcement staff record license plate numbers and this information is tracked electronically. That same vehicle is tagged if found to be re-parked elsewhere within the same district within a specified time limit. Thus this driver is subject to being fined, even if the vehicle is moved, but still parked elsewhere in the area.

o In the case of residential streets, whether the introduction of paid parking would aid in freeing up parking on their street, or impose a further inconvenience. Some municipalities prohibit the introduction of paid on-street parking on residential streets. Others do so if the majority of residents are in support of this. Paid parking is sometimes introduced along the block flankage abutting a commercial use which fronts on a commercial street, but which has flankage on an otherwise residential street. A third option to deal with the spill-over of employee parking onto residential streets is to simply not allow any on-street parking prior to 10:00 or 10:30 in the morning, by which time most employees are at work already.

o Whether it makes sense from an economic perspective related to the additional costs (equipment, fee collection, enforcement) to operate the paid parking, relative to the potential additional revenues collected.

9.5 RECOMMENDATIONS

It is recommended that all commercial core areas within the City of Hamilton including Downtown Stoney Creek, Locke Street South and Dundurn Street South be subject to paid parking, but that the introduction of paid parking be phased in over time in response to the need for increased turnover, and as the need for new off-street parking facilities is identified in these areas. The need for those parking facilities would be identified jointly between the City and the BIA or other business association representing that business community. Paid parking would only be introduced with 60 percent or more support of the businesses in that area. Should the introduction of paid parking both on and off-street be not supported, then the consideration of acquiring property and constructing one or more new off-street parking facilities would also be deferred until such time as there is support for the introduction of paid parking. In the interim, the maintenance of any existing off-street parking facilities would continue to be funded through the revenues collected from the other areas of the City with paid parking, recognizing that this represents an inequality in the interim.

As a general principle it is recommended that paid on-street commercial parking not be introduced along residential streets unless specifically requested by the residents and with support of at least 60 percent of the residents. To control the spill over of employee parking onto
residential streets it is recommended that other regulations, coupled with increased enforcement, be used. Those may include for example, on-street parking restrictions before 10:30 a.m.

At the stakeholder meetings several streets had been suggested for the introduction of paid parking. These, as well as the other areas where paid parking is currently in force, were visited to assess whether on-street parking should be extended into those areas. On that basis it is recommended that consideration be given to the extension of paid on-street parking to include the following:

- The balance of Poplar Avenue in the vicinity of Henderson Hospital
- Queenston Road west of the Red Hill Valley Parkway (excluding peak hours)
- Church Street in the Dundas Core area.
10.0 SHARING OF PARKING REVENUES

10.1 CURRENT PRACTICE

Currently surplus revenues collected by the Hamilton Municipal Parking System and which are not required to finance parking related capital projects, are returned to the City's general levy to help off-set tax increases. In 2006 this amounted to $422,140.

10.2 PREVIOUS PROPOSAL

In December, 2005 a report was submitted to the Mayor and Members of the Committee of the Whole from the Planning and Economic Development Department recommending the following:

"That, as part of the 2006 Budget process, consideration be given to allocating 10% of the Hamilton Municipal Parking System's net operating surplus to fund an ongoing reinvestment strategy supporting parking related programs or projects to the benefit of those Business Improvement Areas that are regulated by parking meters or other user-pay devices that regulate parking."

Although this proposal had been supported by representatives of the Hamilton Association of Business Improvement Areas (HABIA), ultimately it was not adopted, with all surplus revenues being used to help off-set tax increases.

10.3 FINDINGS OF SURVEY OF OTHER MUNICIPALITIES

All of the municipalities that responded to the questionnaire use surplus revenues to build new parking facilities/improve existing parking facilities and/or to off-set general tax levies. None of the municipalities surveyed had indicated that they share their surplus parking revenues with others.

10.4 STAKEHOLDER INPUT

As noted, the sharing of surplus revenues with the BIA's was previously endorsed by the Hamilton Association of Business Improvement Areas (HABIA). Support for the proposal was also noted at the stakeholder meetings.

Following the stakeholder meetings a letter was received from the Durand Neighbourhood Association, requesting the opportunity to also participate in any "Revenue Sharing" program proposed for BIA's. The association noted that although a BIA does not exist in their area, significant parking revenues are generated in the area due to the proximity to the Downtown, as well as through the resident parking permit system.
10.5 ASSESSMENT

The sharing of surplus parking revenues is an innovative, and logical step, for the following reasons:

- It provides some discretionary funding to the areas where the parking revenues are generated, to be used for parking related improvements or initiatives.
- It helps to foster goodwill.
- It is a very small amount of money relative to the overall general levy such that the potential benefits to the communities being allocated these revenues, far outweigh the relative contributions being made to the general levy to help off-set tax increases.
- This sharing would only take place if there are surplus parking revenues to share, thus this does not place any financial burden on the City.

10.6 RECOMMENDATIONS

It is recommended that, subject to further consultation with HABIA, 10 percent of the Hamilton Municipal Parking System’s net operating surplus each year be allocated for reinvestment in parking related programs or projects to the benefit of those areas regulated by parking meters or other user-pay devices that regulate parking. This would be similar to the proposal that had previously been put forward, including the following:

- The policy would apply only to BIA’s, which are legally recognized entities with Council approved budgets. Although it would be desirable to also share revenues with other formally recognized associations in areas contributing to parking revenues and which do not have BIA’s (e.g. a neighbourhood or residential association, another business association), these associations do not have the same legal status.
- The entitlement would be directly proportional to the percentage of the parking revenues generated within that area.

Eligible programs/projects would need to be directly or indirectly related to parking such as:

- Beautification of parking lots with landscaping and, walkways ahead of the planned programs of improvement.
- Beautification of the street adjacent to on-street parking (eg. tree plantings, improved lighting, signage, etc.)
- To help fund ‘free’ parking for special events such as during street festivals.
- Improved walkway connections to off-street lots.
The eligible BIA's would have their entitlement calculated annually, and would draw down on their accounts for the implementation of Council approved projects. Any surplus could be held over into the next year.
11.0 SUMMARY AND RECOMMENDATIONS

It is recognized that it is not possible to address everyone's wishes in a study such as this. This review has heard the thoughts of those who gave of their time to provide input to the study. The study has attempted to balance various viewpoints and critically examine contentious parking matters such as parking rates and areas to which paid parking is applicable, recognizing the need to provide greater parity, while being sensitive to local differences. This is a difficult balance to achieve.

Based on this approach of working toward harmonization for the amalgamated City, while being cognisant of local differences and needs, the following is being recommended:

OFF-STREET PARKING RATES

- That the hourly rates be increased in most cases and standardized into fewer categories:
  - $.50, $.55 and $.60 per hour now to $.75 per hour
  - $.80, $.85, $1.00 and $1.10 per hour now to $1.00 per hour
  - $1.50 and $1.60 per hour now to $1.75 per hour
  - $2.00 per hour now to $2.25 per hour
  - $2.50 per hour now to $2.75 per hour

  Further rationalization should be considered in the future.

- That the daily maximum rates also be rationalized and increased in most cases as follows:
  - $2.00, $2.20, $3.00, $3.20, $3.50 and $4.00 now to $4.00 per day
  - $5.00 now to $6.00
  - $7.00 and $7.50 now to $8.00

- That consideration be given to converting the yearly rate which is only currently available in Dundas, to a monthly rate, again to provide greater parity with the rest of the City. This also provides greater flexibility to those who may not necessarily require parking for 12 months of the year.

- That regardless of whether the City maintains a yearly rate for the parking lots in Dundas or converts to a monthly rate, consideration should be given to increasing the rate.

- That consideration be given to rationalizing the monthly rates as well, recognizing that there are 12 categories today, although $31.50 is the most common monthly rate. Consideration should be given to the following:

  - Bringing the minimum rate for the Wilson/Cannon lot (Car Park 50) gradually in line, in steps, with the overall minimum monthly rate for the City.
Increasing the most prevalent rate of $31.50 per month to $35.00 per month. Consideration should be given to further increases in the future so that over time transit can be made a more competitive alternative.

To the extent possible, standardizing the other monthly rates, to reduce the number of monthly categories and to increase the rates so as to be competitive with public transit.

That these rate increases only be approved if the increases in revenue are allocated to reserve funds to build new, as well as to maintain existing parking facilities. Secondly, the rate increases should be subject to some of the parking revenues being allocated for other improvements in the areas where the additional parking revenues will be generated.

ON-STREET PARKING RATES

That the on-street parking rates be increased from $1.00 to $1.25 per hour, in the Downtown Core as defined as the Downtown Hamilton Community Improvement Area, provided that the additional revenues are used for the benefit of those areas.

That the rates for the area peripheral to the Downtown Core and in other paid parking areas of the City be set at $1.00 per hour.

Where the on-street rate is currently $.50 per hour, the increase should be phased in two steps, to $.75 per hour today, and to $1.00 or $1.25 a year from now.

That the surplus revenues collected through these parking rate increases be used to benefit the areas where the funds are collected, either to be put into a reserve fund to help build new or expanded parking or related improvements, and/or to be put back into the hands of the Business Improvement Associations to help fund other physical improvements or initiatives in those areas.

“FREE” CHRISTMAS PARKING

That the current program remain unchanged. Although it would be desirable to achieve greater consistency across the municipality primarily to provide for clarity of the customers availing themselves of the program, it is recognized that the needs vary between the various BIA’s.

HOURS/DAYS OF PAID PARKING

That more equitable treatment be provided between different areas of the City.

That paid on-street parking be in effect from 8:00 a.m. through to 6:00 p.m. Monday through Saturday for all on-street metered or otherwise controlled paid parking spaces.
○ That paid off-street parking be in effect from 8:00 a.m. through to 10:00 p.m. Monday through Saturday with some exceptions:

○ Only until 6:00 p.m. outside of the Downtown Core.

○ Continuation of 24 hour paid parking where it exists today.

○ Implementation of 24 hour paid parking for those facilities that currently have 9:00 a.m. to 2:00 a.m. paid parking.

○ That “free” parking on Sundays and holidays continue.

AREAS THAT ARE SUBJECT TO PAID VERSUS ‘FREE’ PARKING

○ That all commercial core areas within the City of Hamilton including downtown Stoney Creek, Locke Street South and Dundurn Street South be subject to paid parking.

○ That the introduction of paid parking be phased in over time, in response to the need for increased turnover and as the need for new off-street parking facilities is identified in these areas.

○ That paid parking only be introduced with 60 percent or more support of the businesses in that area. Should the introduction of paid parking, both on and off-street, be not supported, then the consideration of acquiring property and constructing one or more new off-street parking facilities should also be deferred until such time as there is support for the introduction of paid parking.

○ That no new paid on-street commercial parking not be introduced along residential streets unless specifically requested by the residents, and with support of at least 60 percent of the residents.

○ That consideration be given to extending paid on-street parking to include the following:

○ The balance of Poplar Avenue in the vicinity of Henderson Hospital

○ Queenston Road west of the Red Hill Valley Parkway (excluding peak hours)

○ Church Street in the Dundas Core area.
SHARING OF PARKING REVENUES

o That subject to further consultation with HABIA, 10 percent of the Hamilton’s Municipal Parking System’s net operating surplus each year be allocated for reinvestment in parking related programs or projects to the benefit of those areas regulated by parking meters or other user-pay devices that regulate parking. This would apply only to the areas that have organized BIA’s in place.

o That eligible program/projects as defined by Council would need to be directly or indirectly related to parking.
APPENDIX A
List of Meeting Attendees
Appendix A
List of Meeting Attendees

Meeting No. 1- November 19, 2007
Concession Street BIA- Lorne Lozinski
Farmers Market (Downtown)- Nick Giannini
Stoney Creek BIA- Nadia Gigliotti
Ottawa Street BIA- Patty Despinic
Durand Neighbourhood Association- Janice Brown
Downtown and Community Renewal- Eileen Maloney
HMPS- Sebastian Stula
Ted Arnold

Meeting No. 2- November 19, 2007
Locke Street BIA- Tony Greco
Downtown Dundas- Jim Watson

Meeting No. 3- November 22, 2007
St. Joseph’s Health Care and Hamilton Health Sciences- Shelley Moneta
Downtown Hamilton BIA- Kathy Drewitt
Hamilton Conservatory for the Arts- Vitek Wincza

Meeting No. 4- November 22, 2007
Kirkendall Neighbourhood Association- April Fiddler-Thibeau
North End Neighbours Inc- John Mattinsen.
Strathcona Neighbourhood Association- Dawn Graham
<table>
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<tr>
<th>Municipality</th>
<th>Downtown Core</th>
<th>Downtown Parkway</th>
<th>Other Core Area Outside of the Downtown (For Parked Vehicles)</th>
<th>Methodology to Establish Parking Rates &amp; Description relative to Parking</th>
<th>Time Limit</th>
<th>Tread</th>
<th>Allocation of Surplus Parking Revenues</th>
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<td>Parking Rates is determined by demand and supply, with an emphasis on preserving pedestrian safety and reducing congestion.</td>
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<td>City of London</td>
<td>1.25</td>
<td>440.00 - 460.00</td>
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<td>City of Guelph</td>
<td>$1.00</td>
<td>620.00 - 640.00</td>
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<td>City of Kitchener</td>
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CITY OF HAMILTON

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Downtown Renewal Division

Report to: Mayor and Members Committee of the Whole

Submitted by: Lee Ann Coveyduck
General Manager
Planning and Economic Development Department

Date: December 16, 2005

Prepared by: Marty Hazell
(905) 546-2424 Ext. 4588
Paul Buckle
(905) 546-2424 Ext. 2597

SUBJECT: Reinvestment of a Portion of Hamilton Municipal Parking System Net Operating Surplus to Benefit Eligible Business Improvement Areas (PED06003) (Wards 1, 2, 3, 4, 6, 7 and 13)

RECOMMENDATION:

That allocating 10% of the Hamilton Municipal Parking System's net operating surplus to fund an ongoing reinvestment strategy supporting parking related programs or projects to the benefit of those Business Improvement Areas that are regulated by parking meters or other user-pay devices that regulate parking is not recommended at this time due to the 2006 Budget pressures.

Lee Ann Coveyduck
General Manager
Planning and Economic Development Department

EXECUTIVE SUMMARY:

As suggested by the Committee of the Whole in 2003, discussions were initiated between representatives of the Hamilton Association of Business Improvement Areas (HABIA) and staff respecting parking and its affect on the revitalization of various business communities throughout the City. These discussions resulted in a mutually agreed upon proposal whereby a percentage of the annual net operating surplus of the Hamilton Municipal Parking System (HMPS) would be made available for reinvestment into programs or projects of special interest to HABIA and its members.
SUBJECT: Reinvestment of a Portion of Hamilton Municipal Parking System Net Operating Surplus to Benefit Eligible Business Improvement Areas (PED06003) (Wards 1, 2, 3, 4, 6, 7 and 13) - Page 2 of 6

Such annual funding would be limited to 10% of the HMPS' budgeted net operating surplus and, as previously indicated, said funds would only be used to help finance programs/projects that are specifically related to parking, such as the beautification or improvement of municipal parking facilities, the provision of complimentary parking during special events taking place within a given Business Improvement Area (BIA) and the posting and maintenance of "way finding" signs.

Staff and HABIA have agreed that only BIAs contributing to parking revenues through the operation of parking meters or other user pay devices that regulate parking (such as "pay-and-display" machines) within their boundaries should benefit from the proposed strategy, and that the portion of the 10% of net operating surplus to which a given BIA is entitled would be directly proportionate to the percentage of parking revenues generated within said BIA.

Under the proposed strategy, currently referred to as the Reinvestment of Parking Surplus (RIPS) Program, each eligible BIA would identify which programs or projects they believe would be of the greatest benefit to their member businesses and, through HABIA, request that funds be dedicated to the identified programs or projects. Subject to confirmation that the criteria governing the RIPS program were satisfied, HMPS would apply an appropriate proportion of the 10% of the net operating surplus to the identified programs or projects. HABIA and each member BIA would be entitled to request reinvestment of the subject net operating surplus in programs or projects in accordance with their own priorities.

BACKGROUND:

At its meeting of March 4th, 2003, the Committee of the Whole discussed the matter of paid parking in commercial areas and, during that discussion, it was suggested that revenues generated from parking meters within BIAs might be returned to the BIAs for their benefit. Councillor Collins, then the Chairman of the Hamilton Association of Business Improvement Areas, in a letter to the Mayor and Members of Council dated August 6th, 2003, indicated that HABIA fully supported such an initiative and had already entered into discussions with HMPS.

Discussions between HABIA and staff have resulted in the following agreed upon terms:

1. The RIPS Program will only benefit BIAs having paid regulated parking within their boundaries.

2. The Dundas BIA will be included under special provisions to accommodate the ParkSmart contract.2

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1 On-street signage directing motorists to off-street parking lots.
2 The percentage of parking revenues attributed to the Dundas BIA will be based upon the City's portion of said revenues, exclusive of ParkSmart's portion, until the contract with ParkSmart is concluded, at which time 100% of the meter revenues generated in Dundas will be factored in.
3. The RIPS Program will not affect existing "free" parking programs, however the dedicated revenue surplus may by applied to offset the costs associated with the creation of new free parking programs or the expansion of existing free parking programs.

4. Each of the nine eligible BIAs will have access to a portion of the 10% of the net operating surplus consistent with the average parking revenues produced within the boundaries of each BIA that accrue to the City. For clarity, the percentage of the shared surplus available to a given BIA will be equal to the percentage of on and off street parking revenues said BIA generates.

5. The subject 10% of the net operating surplus shall remain in the accounts of HMPS until a program or project requiring funding has been identified by HABIA, at which point, funds for that program shall be expended by HMPS.

6. Said funds shall not exceed 10% of the HMPS' budgeted net operating surplus in any given year. However, such funds or a portion thereof, may be set aside in a "Reserve Fund" account to support long term programs or to support projects having a cost that is greater than one year's available funding.

7. Eligible items for expenditure with funds that the HMPS will set aside for use by the BIAs will include:

   (a) Expanding Free Parking Programs where HMPS operations allow.

   (b) Parking Associated Capital Expenditures (parking signage, upgraded lighting, planters, landscaping, new parking machines etc.)

   (c) Advertising/promotion of parking programs (a maximum contribution of up to 50% of the cost).

   (d) Special Event related parking expenses.

The foregoing terms shall define the general provisions under which any policies and procedures are developed to implement and facilitate the RIPS Program.

**ANALYSIS/RATIONALE:**

While extensive research into the practice of dedicating parking revenues to finance improvements within Business Improvement Areas has not been undertaken, staff is aware of at least two municipalities that have successfully implemented similar programs.

In 1992, the City of Saskatoon approved the financing of various streetscape and parking improvements within its three "Business Improvement Districts" relying on funds

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3 All annual maintenance impacts of capital expenditures are to be addressed prior to implementation.
SUBJECT: Reinvestment of a Portion of Hamilton Municipal Parking System Net Operating Surplus to Benefit Eligible Business Improvement Areas (PED06003) (Wards 1, 2, 3, 4, 6, 7 and 13) - Page 4 of 6

generated by parking meters. In a report submitted by their Director of Planning and Development dated November 18, 1992, which was subsequently adopted by the Council of the City of Saskatoon, it was recommended that 43% of parking revenues (net of the GST) be allocated to the “Streetscape Reserve” and that 3% be allocated to Business Improvement District Operating Grants.

Similarly, the City of Old Pasadena, in 1993, borrowed $5M to finance the “Old Pasadena streetscape and alleyways project” and dedicated its parking meter revenue to repaying the debt. The bond proceeds paid for street furniture, trees, tree grates, and historic lighting fixtures throughout the business district and dilapidated alleys were turned into safe, functional walkways with access to shops and restaurants.

While the proposal set out in this report is not as extensive as the programs cited above, the experiences of Saskatoon and Old Pasadena do establish a precedent which indicates that reinvesting some portion of parking revenues in the Business Improvement Areas is a viable consideration.

ALTERNATIVES FOR CONSIDERATION:

Allocating 10% of the Hamilton Municipal Parking System’s (HMPS) Net Operating Surplus

Council could consider allocating 10% of the Hamilton Municipal Parking System’s (HMPS) net operating surplus to fund an ongoing strategy supporting parking related projects or programs to the benefit of those Business Improvement Areas (BIAs) that are regulated by parking meters or other user pay devices that regulate parking notwithstanding the 2006 Budget pressures.

Variation of Percentage of Available Surplus

A 10% limit of the HMPS’ net operating surplus has been identified by staff as the “optimal” level for private sector directed reinvestment, i.e. large enough to be of some value to HABIA but small enough to assure the management of any negative effect on the HMPS Capital and Operating Budgets.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial Implications

The Hamilton Municipal Parking system is a self-sustaining business unit which receives no tax support, but is supported totally by its users through parking fees, fines and other

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4 Figures published in September of 2004 at www.sfn.saskatoon.sk.ca indicate that Parking Meter revenues in Saskatoon average $2,500,000 per annum and that some $925,000 per annum is dedicated to streetscape enhancement projects.

miscellaneous revenues. All capital projects are also “self-financed”. The recommended 2006 HMPS Budget provides for a net operating surplus of $422,140.

At present, all parking surpluses (i.e. $422,140 based on the 2006 Maintenance Level Budget) are returned to the City’s general levy to help off-set tax increases. Accordingly, if Council agreed to provide 10% of the HMPS’ net operating surplus for reinvestment into BIA parking related programs/projects, it would reduce the funds returned to the levy by approximately $42,210 for 2006. For 2007 and each year thereafter, BIA parking funding (10% of the HMPS net operating surplus) would be included as a line item in each year’s budget.

Staffing Implications

N/A.

Legal Implications

N/A.

Policies Affecting Proposal

The recommendation is consistent with the City’s policies respecting the development of public/private sector partnerships and supports the City’s policies respecting downtown renewal.

Relevant Consultation

Legal Services and Corporate Counsel were consulted and raised no concerns. Finance and Administration were consulted and advised as to the implementation of the proposed program through the Budget process. HABIA and its constituent BIA organisations were consulted and support the recommendations.

City Strategic Commitment

By evaluating the “Triple Bottom Line”, (community, environment, economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

Community Well-Being is enhanced. ☑ Yes ☐ No
Partnerships are promoted.
The relationship between the City and the participating Business Improvement Areas is enhanced.

Environmental Well-Being is enhanced. ☐ Yes ☑ No

Economic Well-Being is enhanced. ☑ Yes ☐ No
Investment in Hamilton is enhanced and supported.
Reinvestment in parking related programs and infrastructure.
SUBJECT: Reinvestment of a Portion of Hamilton Municipal Parking System Net Operating Surplus to Benefit Eligible Business Improvement Areas (PED06003) (Wards 1, 2, 3, 4, 6, 7 and 13) - Page 6 of 6

Further, the recommendation speaks to the intent of the City’s Strategic Plan by supporting fiscal accountability, encouraging innovation and promoting excellence in service since the reinvestment of a portion of the net operating surplus in parking related programs and projects will further promote the HMPS mandate to operate as a “self sustaining business unit” and, ultimately, contribute to the continued reduction of the tax burden borne by the constituency.

Does the option you are recommending create value across all three bottom lines?  
☐ Yes ☑ No

Do the options you are recommending make Hamilton a City of choice for high performance public servants?  
☐ Yes ☑ No

As a final note, the recommendation supports the achievement of service excellence by effectively managing change and adopting best practices. The recommendation is consistent with HMPS Mission to manage the life cycle of its parking facilities “in support of the residential and business communities and the City’s Land Use, Transportation and Economic Development initiatives”.

MBH/PDB/kag