



Working together with our community

Council-In-Committee Meeting - February 14, 2023

Subject: Paid Parking Pilot Project Summary
Report Number: CAO-22-152
Division: Office of the Chief Administrative Officer
Department: Clerks and By-law
Ward: All Wards
Purpose: For Decision

Recommendation(s):

THAT Staff Report CAO 22-152 Re: Paid Parking Pilot Project Summary be received for information;

AND THAT Council approve the community contribution from the net revenues of the paid parking pilot project to be allocated as outlined in the "Use of Revenues" section of this report;

AND FURTHER THAT staff be directed to bring back a report prior to the end of April for Council consideration of extending the Paid Parking Pilot Project in 2023 for a period of June to September.

Executive Summary:

Staff Report CAO 22-152 provides a summary of the Paid Parking Pilot Project implemented in 2022 in Long Point and Port Dover. The addition of increased fines for two "Seasonal Waterfront" parking infractions in the communities of Port Dover, Turkey Point and Long Point are also addressed. Staff are seeking direction in relation to the use of revenues from the project, public consultation, and direction to bring forward consideration of allowing the project to run for the summer of 2023 to add statistical data and determine if the continuation of paid parking is a viable option for Norfolk County going forward.

Discussion:

Background:

Staff presented [Staff Report CAO 21-85](#) at the December 13, 2021 Council-in-Committee meeting to introduce the concept of a Seasonal Paid Parking Pilot Project. The report outlined the proposed intent, scope and duration of the project and sought Council's support to explore further and bring back a report with more concrete details.

Staff completed several advance public engagement and consultation sessions in relation to the proposed pilot project which resulted in an even split of those in favour of the proposed project and those against. Research with respect to implementation using a third-party vendor was also undertaken. The proposed project scope included both paid parking zones as well as increased fines for parking infractions in the lakefront communities of Long Point, Port Dover and Turkey Point.

At the [March 8, 2022](#) Council-in-Committee meeting, [Staff Report OPS 22-004](#) provided a comprehensive report seeking Council's consideration to implement the pilot project in three communities (Port Dover, Turkey Point and Long Point) for the period of June to September, 2022. Council initially approved the recommendation at the Committee meeting, then amended the scope at the March 22, 2022 Council meeting, limiting the project to several streets in the waterfront area of Port Dover and to the Abigail Becker parking lot in Long Point as well as amending the two specific parking offence rates for all three waterfront areas.

Discussion

Implementation:

The Paid Parking Pilot Project was implemented and ran from June 15 to September 15, 2022 from 10:00 am to 7:00 pm daily as follows:

- Long Point – Abigail Becker Parking Lot; \$3/hour
- Port Dover: \$5/hour, with the 1st hour free
 - Walker – north side – between the beach and Main street
 - Walker – south side – between St George and Main
 - St George – both sides – between Walker and Harbour
 - Clinton Street municipal parking lot (utilized for 6 weeks)
 - Harbour – north side – between St. George and Main
 - Harbour – south side – between St Andrew and the lift bridge
 - Lift bridge parking lot

Staff proceeded with contracting HotSpot, a third-party vendor, to provide a combination of an online parking app and stationary pay-stations to accommodate both paid parking areas. Six solar powered payment terminals were purchased and installed for the project; five in Port Dover and one at the Abigail Becker lot on Long Point.

Communications:

A communications plan was rolled out to inform residents and visitors of the pilot project, including both the paid parking areas and the increased fine amounts for two offences in all three Seasonal Waterfront zones ("Park Where Prohibited" and parking over a prescribed time limit). The communication strategy consisted of print media, social media and radio advertisement. Signage was erected at the entry points to each community as well as in the designated paid parking areas.

Enforcement:

By-law Enforcement dedicated three Summer Students to actively enforce parking issues in the communities of Long Point, Port Dover and Turkey Point seven days a week, with coverage from 10:00 am through 7:00 pm. Port Dover received enhanced enforcement efforts in consideration of the fact that the community was the primary location for the paid parking project. As such, one student was assigned full time to that location. Regular By-law enforcement officers also provided paid parking enforcement throughout the summer months in Port Dover, and on an overtime basis on Saturdays, to assist the students and deal with high traffic volumes in all areas.

The seasonal parking increased fines portion of the project were specific to “No Parking” areas and “Park in excess of permitted time”, both of which were intended to help reduce illegal and nuisance parking issues by creating a pecuniary deterrent.

In addition to the **860** regular parking tickets issued for other violations across the County, a total of **682** tickets were issued for Unpaid Parking offences. Further, **126** tickets were issued for Park Where Prohibited (No Parking) and **5** tickets issued for Park in Excess of Permitted Time under the temporary increased seasonal fine structure.

Total Fine Types by Community:

Port Dover:

Unpaid Parking – 497
Park Where Prohibited – 15
Park in Excess of Permitted Time - 5

Turkey Point:

Park Where Prohibited – 92

Long Point:

Unpaid Parking – 185
Park Where Prohibited – 19
Park in Excess of Permitted Time - 0

Total pilot project charges – **813** tickets of which 535 have been paid to date.

Enforcement (Paid Parking)

When a customer made use of paid parking, either through the HotSpot parking Application, Tap Sign or by using a pay station, data including time, date, location, method of payment and parking time paid for was all associated to a specific license plate number entered by the user, which was then uploaded to the HotSpot parking server. Parking enforcement officers equipped with handheld scanners patrolled paid parking areas in Port Dover and Long Point scanning license plates for payment compliance. License plates scanned as “Unpaid” were then issued a \$75 parking ticket which included a reduced early payment option of \$50 if paid within 7 days.

Using the licence plate scanning process provided a more efficient, trackable, consistent and time-saving method than chalking tires and returning at a later time;

which is the traditional means of monitoring parking usage when there is not a digital registration option available.

Enforcement (Seasonal Fines)

Parking enforcement officers also patrolled the communities of Port Dover, Turkey Point and Long Point observing for parking infractions related to Park Where Prohibited (No Parking) and Park in Excess of Permitted Time violations. Vehicles found in violation of one of these offences were issued a ticket under the Seasonal Waterfront Fine structure set up specifically as an addition to this summer 2022 project. The approved fine for both offences was \$100, with a reduced payment option of \$75 if paid within 7 days. Similar tickets issued during the rest of the year are \$75 with a \$50 reduced payment option available.

- 682 Paid Parking tickets issued
- 131 Seasonal Waterfront tickets issued (126 - Prohibited, 5 - Park over Time Limit)
- 813 Total tickets issued during the project**

As of the report date, 535 tickets have been paid with a net income of \$33,000.

Paid Parking (Usage)

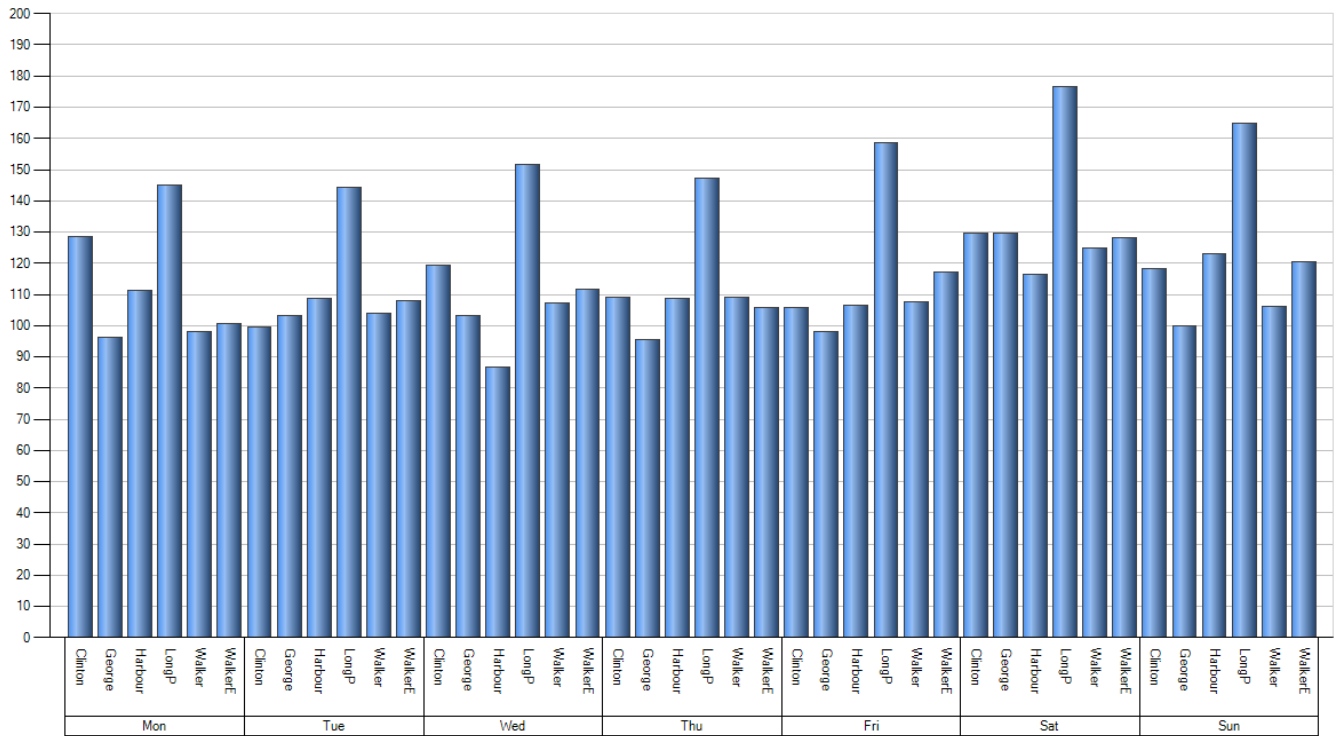
The HotSpot online payment system allowed customers to either register and use the vendor’s mobile App or to scan a QR code using a “Tap Sign”, available at numerous locations across paid parking zones, to register their license plate and a paid parking session. The usage of Tap Signs was found to be the preferred method for digital users.

Customers could also make use of pay stations which accounted for just over half of all transactions during the project. The pay stations were typically used by those who had a higher comfort level with that kind of traditional payment system over cell phone technology.

Table 1 – Usage Data

Transaction Type	June	July	August	September	Total
HotSpot					
Cell Phone App	85	496	460	139	1,180
Fast Tap Signs	1,496	5,060	4,207	1,062	11,825
HotSpot Total	1,581	5,556	4,667	1,201	13,005
Pay Stations					
Long Point (Abigail Becker lot)	436	1,732	1,273	322	3,763
Port Dover (Clinton)	90	345	-	-	435
Port Dover (Harbour West)	-	-	407	146	553
Port Dover (Harbour East)	153	628	443	80	1,304
Port Dover (St. George)	374	806	817	220	2,217
Port Dover (Walker West)	647	1,274	1,253	477	3,651
Port Dover (Walker East)	472	1,015	984	337	2,808
Pay Station Total	2,172	5,800	5,177	1,582	14,731
Grand Total of Transactions	3,753	11,356	9,844	2,783	27,736

Table 2 – Average Parking Time by Terminal and Day of Week



The data in Table 2 represents the average length (in minutes) of paid parking time purchased in Port Dover and Long Point by day of the week. Customers purchased an average of 1.9 hours of paid parking per session in Port Dover over the summer and 2.7 hours at Long Point. Not unexpectedly, Friday, Saturday and Sunday were found to be the busiest days for paid parking overall, with Long Point consistently the busiest zone every day of the week and especially weekends with an average of about 3 hours per paid parking session at that location.

Challenges:

Some of the challenges experienced during the pilot project included customer misunderstanding regarding how to use the online parking App, instructions and interface of the pay-stations, connectivity, available payment options and advertising/signage of the paid parking areas. To address these issues staff increased the media presence, by-law staff provided education to users, staff worked with the third-party vendor to enhance the interface on the screens with additional verbiage and readability and met with area businesses to address concerns. A significant and unforeseen challenge occurred at the beginning of the implementation phase in June when the Project Management transferred due to unforeseen circumstances. Staff from Bylaw, Operations and Clerks pivoted to problem-solve, resolving numerous issues together in a timely manner.

Locations and Time

There was some misunderstanding by residents and visitors regarding the actual paid parking areas, especially in Port Dover, and staff fielded numerous calls and emails. Staff regularly advised inquirers that the paid parking areas in Port Dover were limited to the lower lakefront/prime beach area only and that there was ample free parking available within walking distance to the lakefront, local businesses and shops. Callers were also reminded that paid parking was only in effect for 9 hours daily from 10 am to 7 pm, and that there was no cost to park for 15 hours daily from 7 pm to 10 am. Significant additional time was spent educating users about the available “first hour free” parking in Port Dover and that a license plate had to be registered into the HotSpot parking system to permit this free hour in the paid parking areas.

Accessible Parking

There were some complaints regarding limited designated Accessible parking spots near the waterfront (there are 7) and the belief by some users that those with an Accessible parking permit could park anywhere within the paid parking area for free. Policy developed for the project was that no payment was required if a user parked in an Accessible parking spot using a valid MTO-issued Accessible permit, however the Accessible parking permit did not allow a driver to park anywhere else in a paid parking zone at no cost. There were additional complaints received from some residents in a new waterfront condo building in a paid parking zone that there was no longer adequate free parking nearby for guests.

Payment Types

Some users questioned why the pay-stations did not accept cash or debit cards. Prior to the start of the project, staff wanted to provide full customer convenience and had ordered and paid for pay stations equipped with both a credit card reader and a scanner that would enable debit cards to be used. Cash was not an available option due to operational considerations regarding cash collection and remittance. Due to North American supply chain issues the debit card readers were not received in time to be used during the project. The readers were finally received and installed in all 6 pay stations in December of 2022.

Signage

Staff sourced a number of no-cost signs from the vendor, however creating new County paid parking signage, removing existing signage, installing paid parking signage and then removing it and re-installing regular signage again resulted in staff time and labour expense to the project. The paid parking signage has been stored and is available if Council were to decide to pursue paid parking again. Despite initial messaging and consultation by the County, numerous initial questions were received from the public and several business owners related to how components of the project worked which added significant staff time spent on education. Typical initial concerns related to items such as how the 1-hour free feature worked in Port Dover, whether a “ticket” (receipt) was required for display in the vehicle, Accessible parking policy, how to power up the pay station if the screen was blank, available payment options, which buttons to press on the pay station and the absence of mapping to more clearly mark out paid parking

areas. Staff developed a list of these issues and resolved many of them as the project proceeded. Going forward, should Council wish to revisit paid parking, staff have a plan in place to better address communication needs and to ensure the public is better informed of policy and available options, including where nearby additional free parking can be found.

Administration

The paid parking pilot project required a greater increase in staff resources for both enforcement and administration than had been anticipated. One issue that quickly arose involved users who failed to enter their license plate information correctly, primarily while using a pay station. In those instances the customer had paid for a parking session and believed that the information they had entered was correct, however once their plate was scanned and not found in the database a ticket was issued as non-payment was indicated. During this project, staff were contacted 63 times by vehicle owners who had been ticketed, many upset at the County for allegedly making a ticketing error when in fact a data entry error had been made by the user. Staff developed a policy for the project whereby tickets issued due to honest data entry errors would be forgiven, provided that proof of payment was available. Each instance took significant time to research and complete the required administrative work to “void” the ticket and in many cases to issue a refund if a ticket had already been paid. Should Council wish to pursue paid parking again, it would be Staff’s recommendation that suitable messaging be clearly displayed at each pay station and online indicating that users are wholly responsible for double-checking and accurately entering their license plate information into the system, and responsible for any enforcement action should they fail to do so.

With the almost doubling of parking tickets over the summer due to this project, administrative functions and staff time to deal with the complete ticketing process also doubled. This included initial data entry into the ticketing database, Clerk’s processing time, letters to debtor’s, accessing MTO data for vehicle owner information and significant POA court staff time including sending overdue fines out for collection and setting up trial time for those who wished to contest a ticket. Should Council wish to pursue paid parking again, staff would recommend the addition of one additional parking student position and possibly a 4-month full-time contract position for administrative data entry support.

Successes:

The first season of paid parking showed vehicle turnover which was the original intent of the project with Port Dover showing an average time of two (2) hours being purchased and a little longer in Long Point. The project was revenue-positive after all costs for pay stations, signage (both reusable) and enforcement were factored in.

The paid parking pilot project provided some significant data to the County that we would not have had otherwise. Staff are now much better educated regarding the specific technological, administrative, communications and customer service needs associated with a paid parking program and have had the chance to share those

experiences, and to learn from other municipalities who have decided to utilize seasonal paid parking. Important cost/benefit information has also been obtained that will better inform Council regarding potential income which could be used to offset the operational, enforcement and administrative costs of providing other services to the community.

Data collected with respect to parking usage and turnover in the lakefront communities is anticipated to be of benefit to the current year-long county-wide parking study.

Staff received feedback from the public that the increased seasonal fines helped to reduce some of the pain points related to visitors parking illegally on private and public properties.

Public awareness related to the parking issues within the lakefront communities generated feedback that was used for internal process efficiencies.

Feedback received from some members of the public and businesses also indicated that parking turnover increased. Please refer to the community feedback section for community consultation results.

Community Contribution

During the initial proposals for the paid parking pilot project staff suggested that some of the proceeds should be allocated to the communities where it was generated.

Recognizing that community consultation is an important part of program delivery, there is a benefit in obtaining community input to determine relevant community contribution considerations.

Considerations

Use of Revenues:

As outlined in the initial consideration of the project by Council, some revenues from the project would be directed back to the impacted communities. Staff are seeking guidance from Council on allocation of those revenues.

Staff are suggesting that most of the net revenues for the 2022 paid parking portion of the pilot project be allocated back to the two communities who were the trial group for the process, with a portion being allocated to a dedicated parking reserve.

The County will need to determine the appropriate use and distribution of the revenues for County use vs direct community contribution. Staff would recommend that a portion of the revenues be used for projects related to signage, street lighting, line painting, garbage bins/collections, and/or washroom facilities with the intent that the percentage provided to each community would be based on the net revenue generated in each specific community. Staff would also recommend that a portion be designated directly for community driven projects. As noted, Council may wish to obtain community feedback in order to select appropriate projects.

Staff suggest the following revenue allocation for consideration:

- 25% to a Reserve fund designated for future parking projects
- 50% to designated County initiatives within each community to be allocated in 2023
- 25% to designated community driven projects within each community to be allocated in 2023

A guideline for the use is provided as follows:

Reserve fund

A designated account whereby the funds will be available for allocation for County-wide parking initiatives, as directed by Council.

County initiatives

Designated projects as determined by the Operations department to meet service needs including but not limited to line painting, garbage receptacles, signage, washrooms, benches, parking lot repairs.

Community Driven Projects

Direct funding to community organizations for project specific activities, as directed by Council.

Community Feedback:

A public consultation survey was completed between December 20, 2022 and January 27, 2023. 2,275 visitors viewed the survey with 1,502 contributors providing responses. Results are shared on Attachment A.

A summary of the key findings of the survey are provided below:

There were a total of 27 questions in the survey with a combination of 'radio button' style questions where the respondent chose between the available answers and 'essay' style questions where the respondent was able to write in their own answers or make comments.

The first question in the survey asked "Did you use paid parking in Long Point or Port Dover in 2022" and the answers from this question set the tone for the survey to show if respondents were answering from their own personal experience with the program or just what their thoughts were about the program in general. 827 (55.6%) people responded that they used the paid parking vs. 661 (44.4%) who did not use the paid parking and there were 14 people who skipped the question altogether. The next several questions broke down in which community respondents used paid parking, how they paid for their parking session, if they tried different methods of payment, which type of payment they preferred, and if they experienced any problems.

419 (55.1%) of 760 respondents answered that they had problems with purchasing their parking session. At this point in the survey respondents were asked their first 'essay' style question related to if they had problems with purchasing their session and an

ability to indicate what those issues were. 329 responses were received with some commonalities but several responses had nothing to do with the question being asked.

The most common themes were:

- Difficulty using the pay station,
- Confusing and poor instructions on the pay station
- Payment issues at the pay station including not reading credit cards properly
- App was difficult to use, understand and general issues using the app
- Not enough pay stations
- Confusion on getting the free hour of parking in Port Dover
- Users did not have a cell phone or data on their phone
- Difficulties with the QR Code system
- Cell reception issues in Long Point

A debit card payment option was also mentioned throughout the written responses and one of the questions in the survey asked if people would prefer a debit card option for payment. The debit card option was part of the original purchase of the pay stations but due to supply chain issues they were not able to be installed during the paid parking pilot project period. The pay station machines were returned to the supplier at the end of 2022 when the supply was available to have the debit card readers installed.

The survey asked respondents if they felt that the rates for parking were reasonable with 787 (70.0%) responding 'no' and 338 (30.0%) responding 'yes'. In the next question respondents were asked to elaborate and 494 people responded with several comments that appeared to not be directly related to the question posed.

The common points in the responses were:

- Parking should be free, respondents indicated that they pay taxes to live here so residents shouldn't have to pay for parking
- Too expensive
- A resident rate or parking pass should be implemented
- Charges were reasonable
- Several responses suggested a rate for parking different from what was offered

The next couple of questions in the survey involved what people considered a reasonable rate and if there should be a daily rate. When it came to what people would consider a reasonable rate per hour, there were 1,006 responses where 642 (63.8%) chose \$2.00, 136 (13.5%) chose \$3.00, 126 (12.5%) chose \$5.00 and then the options of \$4.00, \$6.00 and \$10.00 received a low percentage of responses. When asked if a daily rate should be included there were 1,137 responses with 763 (67.1%) of people responding 'Yes'.

Respondents were asked if the paid parking program remains, what days of the week should be in effect, with the majority responding 'weekends and holidays', then 'weekends only, followed closely by '7 days a week' and then a small portion answering 'weekdays only'.

A question was asked in regards to there being adequate signage notifying users of the paid parking areas and there were 1,141 responses with 584 (51.2%) saying 'No'. Staff in the off season of the paid parking program completed comparisons with other areas across the province that have paid parking and determined that there are more informative manners of signage including signage that provide distinction from other street signage. The next question was a follow-up related to adequate signage. Again there were many responses that did not answer the question that was being asked.

Common themes were:

- Not enough signs
- Not enough signs showing where the pay stations were located
- Signs didn't clearly mark the paid parking areas
- Signs were hard to notice or they did not stand out from other signs
- Adequate signs

One of the purposes of the paid parking program was to encourage turnover in the parking spaces where paid parking was implemented. Respondents were asked if they felt this occurred. 1,306 people responded to the question with 640 (49.0%) responding 'don't know/didn't notice', 492 (37.7%) responding 'No' and 177 (13.6%) saying 'Yes'.

Respondents were asked if they were more willing to pay for parking if it meant they were closer to their destination with 1,357 people responding and 989 (72.9%) responding 'No'. If free parking options are available further away from their destination would they use the free option with a total of 1379 responses and 1125 (81.6%) said they would take advantage of the free parking.

When asked to elaborate the common themes from respondents included:

- They would use the free parking options if they are within a reasonable distance
- Are unable to take advantage of the free parking areas because some users require accessible parking or elderly can't walk far distances
- Depends on nature of visit and length of stay required
- Will always look for free parking

When respondents were asked if there was an option to purchase a monthly or seasonal parking pass, 1,343 responses were received with 1,081 (80.5%) responding 'No'.

When asked do you support the paid parking program 1,455 responses were received with 1,027 (70.6%) people saying 'No'. Respondents were then asked to elaborate on their answer.

Common themes were:

- Depends on what revenue was generated and what it was used for
- Parking comes at a cost

- Drives away tourism
- Expansion needed in Long Point
- Generates revenue to offset services provided like garbage, toilets, etc.
- Keep paid parking
- Provide adequate free parking for residents or offer a parking pass
- Do not support paid parking
- Refused to use paid parking or avoided Port Dover altogether

The last set of questions asked in the survey involved the increased seasonal parking fines. One question was if people were aware of the program in Port Dover, Turkey Point and Long Point where 1,449 responses were received and 775 (53.5%) of respondents answered 'No'. One question asked if people felt the increased parking fines deterred people from parking in no parking zones with 1,346 responses and 829 (61.6%) responding 'No'. When asked to elaborate on the increased seasonal parking fines, majority of the responses did not answer the question, and the common themes from those who responded were:

- Enforcement is critical
- People are willing to pay the fine
- Should be higher to deter illegal parking
- Locals should not be fined or charged

When reading through all the comments made in the 'essay' style responses, it was clear that a lot of people responding did not know where the paid parking actually was or had an understanding of the program. This appeared to be more relevant in Port Dover. Many of the comments were made about not willing to shop in Port Dover if they have to pay for parking when in reality paid parking was only along 3 streets down by the beach/pier area and not along Main St. where the majority of stores are located. There were comments made related to not being able to go to local restaurants to eat because of paid parking. It is noted that the two larger restaurants where the paid parking was in place have their own parking lots for their patrons along with the street parking options.

One shortcoming of the survey was determining where the respondent was from (Norfolk County resident, visitor and what community). This would have helped to better understand where some of the concerns were coming from.

Staff also completed direct consultation with the Port Dover Board of Trade and the Long Point Ratepayers Association.

Takeaways from the meeting with the Long Point Rate Payers Association (LPRPA) in regards to the Paid Parking Pilot Project include.

- With only Abigail Becker Parkway included in the paid parking program it is hard to see the full picture of the effects of having paid parking in Long Point.
- LPRPA fully support paid parking in Long Point and feel that it needs to be expanded to Erie Blvd.

- The paid parking program brings in revenue to help pay the costs of tourism in the area such as garbage collection, washrooms, etc.
- Some the of the feedback they received from individuals who used the paid parking said they are ok with paying for parking as it gave them piece of mind that they have a set time limit and not have to worry about moving their car around due to time limits like they would have to on Erie Blvd.
- A daily rate would be beneficial
- They would like to see parking limited to certain hours. For example, daylight hours only to avoid the recklessness and camping on the beaches in the late hours.
- Consideration of no parking after 9 PM.
- Enforcement is critical for the paid parking program.
- They do not support cottage owners offering up their private property to visitors who offer to pay to park. This is in contravention to Norfolk County's Bylaw which coincides with their comment on enforcement being critical.
- They support a resident pass for parking providing it is handled and issued correctly.
- Made a comparison to Huntsville where portions of the revenue from the paid parking went back into the community or used to promote tourism.
- They believe that the paid parking decision is a Council decision for the betterment of the county.
- Where paid parking was in place they noticed that it was very well utilized and the parking was always full.
- The LPRPA fully supports the increased fines program.
- Free parking should remain on Erie Blvd from Pike Lane to the west as this serves the business's on Erie as well cottagers rely on this on street parking for their own vehicles and many cottages to the west do not have driveways.
- When asked what their thoughts were on the fees being charged for the paid parking they felt that \$6.00 was reasonable and comparable to other similar tourist areas. It was a consensus that the fees should be the same across the county in the tourist areas to be less confusing.
- As shown in the survey they also heard complaints on confusion on how to use the pay stations and mobile app almost impossible to use due to lack of cell reception.

Feedback from the Port Dover Board of Trade (BOT) included:

- The BOT circulated their own survey to the local business owners with a total of 25 surveys being completed. The majority of the respondents experienced issues with the paid parking.
- Communication related to the program including the locations, and signage was inadequate. Better and increased communication was needed in relation to how the paid parking worked, how the pay stations worked and how to get the free hour.
- There was a consensus that there was some overflow of parking into the free areas as some users tried to avoid the paid parking areas

- It was mentioned that the original purpose of the paid parking was to increase vehicle turnover and they were not able to visually notice if this happened or not. Provision of statistics from the parking transactions would be beneficial to quantify.
- More information is required to better determine the merit of the program related to the number of transactions, vehicle turnover or revenues generated from the program.
- There was a concern that this was strictly money driven versus the initial purpose of vehicle turnover.
- Some members do not support the idea of a parking pass for residents as they believe a free hour provides ample time for residents to do business in the paid areas. The fear is that a resident pass would still cause the issue of not having vehicle turnover as residents would then park all day in the prime locations.
- The BOT believes future surveys need to include data on where the survey respondent resides.
- Some members expressed that the variation in fees across the different communities was appropriate to capture the different types of users and community characteristics.

In consulting with the two groups it is clear they have some of the same views but still have different opinions on the paid parking program. Both groups confirmed that a review the program details expected to be outlined within this report will allow for a better determination on the impact of the pilot project.

Future:

The 2022 paid parking pilot project was the first experience for Norfolk County using a paid parking platform. Although parking meters had been in place in downtown Simcoe many years ago, applicable data was not kept as to the financial or resource impacts. It is also noted that the technology for paid parking has improved significantly over the past decade.

As with any new endeavor there were many lessons learned throughout this project implementation, by both the municipality and the community. Staff tackled the challenges quickly and effectively to pivot and ensure the project continued to improve throughout its duration. Staff are confident that by the end of the 3-month pilot project, the parking initiative had improved significantly. Although there was some concern from the public that the paid parking would deter individuals from supporting the lakefront communities, the parking data from the paid areas show substantial usage, over 20,000 paid transactions during the peak summer months of July and August alone and over 27,000 in total. Staff are confident that the implementation of seasonal paid parking did not decrease visitor usage, but rather provided an opportunity for parking turnover and revenue generation.

The paid parking project resulted in positive net revenues that could be used to provide increased parking enforcement, additional operational services and possible community contributions. A number of learning lessons occurred and staff were able to investigate

additional options for consideration in relation to paid parking including resident passes, payment options, identified parking zones, increased signage, enhanced communication, and educational materials.

As noted, the pilot project also included a seasonal waterfront fine component with increased penalties. Staff believe these seasonal fines provided a positive impact in reducing infractions in these communities. The increased fines also provided additional revenues to offset the cost of dedicated parking enforcement in these communities.

Based on initial data, staff can see merit in extending the project for an additional period from June 15 to September 15, 2023 using the lessons learned from this initial season, implementation of a resident pass program and implementing some enhanced processes to address some of the community concerns related to the 2022 project. Staff are prepared to bring forward a report prior to the end of April for Council's consideration.

Financial Services Comments:

Paid parking

Table 3 below summarizes the operating impact of the paid parking pilot project, excluding the by-law enforcement component which is an indirect supporting piece with separate considerations.

Table 3 – Paid parking pilot project budget to actuals comparison *

	Notes	Budget (\$)	Actuals (\$)	Variance (\$)	Variance (%)
REVENUES					
HotSpot - Cell phone app		-	4,947	-	-
HotSpot - Fast Tap Signs		-	80,594	-	-
Pay stations		-	72,762	-	-
TOTAL REVENUES	1	125,100	158,303	33,203	26.5%
EXPENDITURES					
VARIABLE COSTS					
HotSpot revenue share	2	25,020	31,807	6,787	27.1%
Credit card processing fees	3	3,740	5,385	1,645	44.0%
Pay station connectivity	4	4,800	-	(4,800)	-100.0%
TOTAL VARIABLE COSTS		33,560	37,192	3,632	10.8%
GROSS MARGIN		91,540	121,111	29,572	32.3%
FIXED COSTS					
Parking Pay Stations	5	106,000	56,960	(49,040)	-46.3%
Informational signage	6	30,300	3,832	(26,468)	-87.4%
Communications Plan	7	15,000	6,706	(8,294)	-55.3%
Hotspot "tap and go" signs	8	-	2,000	2,000	0.0%

TOTAL FIXED COSTS	151,300	69,498	(81,802)	-54.1%
NET LEVY SURPLUS/(DEFICIT)	(59,760)	51,613	111,374	-186.4%

Notes:

* Budget has been adjusted for the approved scope of the paid parking pilot which was reduced from the scope of the initial budget presented within report OPS 22-004. The same methodology was used for revenue projections which were based on HotSpot vendor metrics provided.

1. Revenue budget is based on 55 parking spots at Abigail Becker parking lot x \$5.10 revenue per spot per day x 92 days; and 127 parking spots in Port Dover x \$8.50 revenue per spot per day x 92 days (per HotSpot vendor metrics). Budget was not segregated by payment type. Actuals are based on reconciled gross deposits net of HST and invoices provided by the applicable vendor.
2. 20% revenue share agreement with HotSpot shown net of HST. Vendor calculates fee based on total revenue collected which includes HST (Note: Paid parking revenue is shown net of HST).
3. Credit card processing fees of 2.99% applied on transactions processed through HotSpot app or tap payment methods and 4% on Precise Parking pay station transactions per established agreement.
4. Initial budget included separate allocations for pay station hydro and internet connectivity, however, enhanced pay stations procured included solar power operation and wireless communications included in licensing agreement with HotSpot.
5. Staff procured 6 enhanced pay stations which included solar power operation, card readers, delivery and installation at a total cost of \$56,960 (including net HST). The budget is based on a resolution by Council to purchase and install stand-alone pay stations at a cost not to exceed \$106,000 which equates to approximately 9 pay stations at the estimated cost of \$10,000 plus \$2,000 installation per unit. Actual pricing was more favourable on the 6 units acquired.
6. Informational signage costs of \$3,832 include the development of generic pay parking rate/time signs to be used within each area, as well as signage erected at the entry points to each community, and to identify designated paid parking areas. Actual signage requirements were significantly lower than anticipated resulting in the favourable variance. The budget was based on a high-level estimate of 110 signs (if all proposed zones were implemented) at \$75 per sign plus installation by Operations staff of \$200 per sign.

7. As outlined in the body of this report the communication strategy consisted primarily of print media, social media and radio advertisements at a cost of \$6,706. There is some overlap conceptually with informational signage and the communication strategy.
8. A number of Hotspot "tap and go" signs were provided by the vendor at no cost. Operations staff completed the installation of all signage and removal of existing signage as required at an estimated cost of \$2,000.

The net surplus generated by the paid parking pilot totaled \$51,600 which was limited primarily by the reduced scope and significant one-time fixed costs associated with the procurement of physical pay stations and implementation of the communications plan and specific signage for the pilot period. The gross margin indicated of \$121,100 would be more indicative of the ongoing operating impact of the program in its current configuration. The average gross margin contributed per parking session is approximately \$4.37 based on observed actuals.

As outlined in the body of the report, 75% of the net revenue generated from the 2022 program is suggested to be allocated to projects within the communities (50% County driven and 25% Community driven). As it is now 2023, this revenue will form part of the overall surplus/deficit for County operations in 2022 and will be contributed to the Contingency reserve as part of the year end process. As such, Contingency Reserve funding will be brought in to 2023 operations to fund these costs, ensuring no 2023 levy impact.

By-law enforcement

The increased seasonal parking fine revenue was not included in the paid parking operating figures as the income was not related to paid parking, however it did form part of the overall scope of the project. Council approved an additional By-law parking enforcement summer student at a cost of \$13,300 to support the paid parking pilot project (April 12 CIC; Resolution No. 20), however, this position was unable to be filled prior to the commencement of the project, therefore no additional costs were incurred.

As noted earlier in the report total revenue collected related to tickets issued for the seasonal fine increases is \$33,000. If all unpaid fines issued during the pilot project were paid the County will generate approximately \$21,000 in additional revenue. The total approved 2022 budget for by-law parking enforcement fine revenue of all types is \$80,500, however, it should be noted that budget is based on average actual fines paid each year, not issued.

Based on the analysis provided, the paid parking pilot achieved its financial objective of producing positive net cash flows for the County after covering significant one-time implementation costs.

Interdepartmental Implications:

The Clerks department, By-law Enforcement, Operations, Roads, Finance, Service Norfolk and POA were impacted by this project.

Consultation(s):

Consultation on this report included Operations, By-law, Clerks, and Finance. The Long Point Ratepayers Association and the Port Dover Board of Trade were also consulted.

Strategic Plan Linkage:

This report aligns with the 2019-2022 Council Strategic Priorities "Build and Maintain Reliable, Quality Infrastructure", "Focus on Service" and "Build Solid Foundations"

- Explanation: facilitate innovative solutions to address infrastructure management strategies, modernize Norfolk County's approach to by-law development and enforcement and finding savings, efficiencies and continuous improvement.

Conclusion:

Based on the summary provided in relation to the paid parking pilot project in 2022; the project generated revenues and resulted in both challenges and successes.

Recognizing that the first year of implementation of any type of project results in a learning curve, staff believe a second season of the pilot project would provide better data to inform Council on the feasibility of a permanent paid parking program.

Staff are seeking direction to bring forward a future report to request Council's consideration of an extension of the pilot project in 2023. Staff are also seeking guidance on distribution of the net revenues from the 2022 pilot project.

Attachment(s):

- Attachment A: Public Survey Results
- Attachment B: Signage Used
- Attachment C: Map of Paid Parking Pay Station Locations

Approval:

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