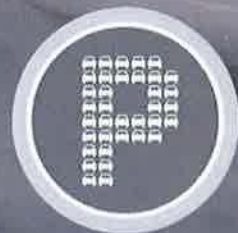


2019-2022

STRATEGIC PLAN

CITY OF CALGARY
COUNCIL CHAMBER
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CALGARY PARKING AUTHORITY

The 2019-2022 Strategic Plan builds on the CPA's strengths and sets a course for continued success as the context of parking continues to shift. It clearly outlines the CPA's mandate, and clarifies our mission and vision to highlight the important role public parking resources have in creating vibrant communities.

Over the next four years the CPA will act in alignment with our newly formed strategic priorities, guided by our updated values, enabling the CPA to fulfill our mandate from City Council effectively and enable us to achieve our mission and vision.

In February 2018, the Calgary Parking Committee launched a process to review and update the CPA strategic plan. The CPA's last strategic plan, implemented in 2014, guided the organization to improve in many ways. The CPA continues to operate without any tax dollars and provides significant financial returns that are reinvested annually to benefit Calgary communities. Over the past four years, the organization has taken steps to improve its services to customers, including a transition to digital residential parking permits, enhanced ParkPlus pay machines and mobile app, and improvements in existing parkades. The CPA has also expanded its services to provide support and resources to more people and places, such as the planned construction of a new future-focused City parkade in the East Village – the 9th Avenue SE Parkade & Innovation Centre.

In the midst of these successes, the context of parking in Calgary has shifted. Since 2014, changes in the economy, cultural shifts in the nature of work, investments in transit and active modes of transport, and advances in technology have begun to change the ways that people commute and travel to access businesses, services, and amenities.

These challenges and opportunities are clearly reflected in the 2019-2022 Strategic Plan. In addition to a clarified mission and vision, and updated organizational values, the 2019-2022 Strategic Plan identifies three strategic priorities to guide the organization over the next four years:

1. Planning for the future
2. Innovating to improve
3. Meeting parking needs in the communities we serve

Our 2019-2022 Strategic Plan is also well timed to coincide with and support The City of Calgary's 2019-2022 budget cycle and Council's Priorities and Directives for 2019-2022. This plan has been developed with these other processes and goals in mind.



MANDATE

The CPA, governed by a Committee of Council, is entrusted to manage, control, operate and maintain designated off-street parking areas, structures, and facilities owned and leased by The City of Calgary. As established in the Calgary Parking Authority Bylaw 28M2002, the CPA is established for the purpose of:

- ➔ Implementing the parking policies and framework established by Council;
- ➔ Arranging for the provision of parking facilities;
- ➔ Managing and operating the parking facilities that are owned or leased by The City and which have been designated by Council for management by the CPA;
- ➔ Providing parking services for parking facilities owned or leased by third parties, or manage and operate such parking facilities;
- ➔ Managing and operating a parking enforcement program pursuant to the provisions of the Calgary Traffic Bylaw 26M96 as amended, and the Traffic Safety Act;
- ➔ Managing and operating municipal impound lots;
- ➔ Reporting to and advising Council, and City business units as appropriate, on matters related to the parking of vehicles in the City;
- ➔ Generating sufficient funds from its operation of parking facilities to finance its ongoing operations, service capital debt and meet financial return expectations established by Council;
- ➔ Demonstrating leadership in customer service by taking a proactive approach to customer complaints and feedback, regularly communicating with customers and tracking performance metrics;
- ➔ Ensuring Authority operations are efficient and effective;
- ➔ Performing all duties and functions delegated by Council pursuant to Bylaw 28M2002, subject to provisions of the Municipal Government Act;
- ➔ Managing parking permit programs;
- ➔ Managing CPA records; and
- ➔ Developing, maintaining, utilizing, enhancing and/or commercializing parking-related technologies.

Broadly, the CPA is required to follow all City bylaws and has responsibilities under Council policies including the Calgary Parking Policies, the Municipal Development Plan and the Calgary Transportation Plan.



Mission

To contribute to vibrant, safe and accessible communities by managing and administering parking resources.



Vision

All of The City of Calgary's parking resources working to create optimum economic and social benefits for the communities we serve.



Values

Creating safe and healthy environments – we work to maintain, protect and enhance the safety and well-being of employees, customers, and the general public in our facilities, on City streets, and in our workplace.

Collaborative problem solving – we work proactively, with internal and external stakeholders, to understand diverse perspectives, balance competing interests, and find creative solutions.

Expert parking management – we strive to be leaders and are knowledgeable about the parking industry and the CPA to ensure that the information we share, and the solutions and advice we provide, is accurate, consistent, helpful and accessible.

Proactive, continuous improvement – we take action and support each other to build on our experiences and find new, better ways of doing things.

Accountable to the public interest – we are good stewards of public resources, are a positive presence in the community, and do what we say we are going to do.



STRATEGIC PRIORITY #1

Planning for the Future

The CPA is focused on sustainable management of our parking resources now, and in the future.

The CPA uses patented technology to provide public parking and manage and enforce The City's Traffic Bylaw. CPA assets include its ParkPlus technology, and City-owned surface parking lots and parkades. Parking and enforcement revenues are returned to The City of Calgary and reinvested to benefit Calgarians.

Although we have been successful at managing and administering our parking resources to date, we recognize that the context of parking is shifting. Changes in the economy, cultural shifts in the nature of work, investments in transit and active modes of transport, and advances in technology are changing the ways that people commute and travel to access businesses, services, and amenities. It is important for us to anticipate and adapt to these changes so that we can continue to add value for the communities we serve.

Through projects like the new 9th Avenue SE Parkade, expected to be completed in 2020, we can meet current parking demand, accommodate the needs of multi-modal users, and plan for the future, anticipating that future generations of Calgarians may have different needs. The CPA will remain committed to supporting mobility choice for Calgarians and prepare for the role parking will play in smart cities and connected vehicles.

By continuing to collaborate with City partners and industry, we will gather information and develop strategies and solutions that will ensure long-term sustainability for our operations and assets. We will look at ways to make better decisions with the data we own and will examine opportunities to generate alternative forms of revenue. We will also strive to anticipate and adapt our services to provide new services in the context of parking technologies, modes of vehicle transportation, driver needs, and Council priorities.



STRATEGIC PRIORITY #2

Innovating to Improve

The CPA is focused on identifying new ways to optimize the economic and social benefit it provides to our communities.

The CPA is committed to innovation. ParkPlus, first deployed in 2007, was the first application of 'pay-by-plate' technology worldwide and we have since continued to expand and improve our services. Recent initiatives to modernize the residential parking program, enhance ParkPlus Pay Machines, and expand opportunities for event rentals have made CPA operations more efficient and effective, improving the customer experience, and providing enhanced economic and social benefits to the communities we serve.

We will continue to evaluate opportunities for the CPA to be more effective and efficient. The CPA has a unique role as a public parking operator that has the ability to develop parking solutions in-house, and makes significant returns to The City of Calgary each year. It is crucial that we can demonstrate value in everything we do. As the context of parking shifts this will become increasingly important. Changes in parking demand and corresponding advances in technology present both the risk of falling behind and the opportunity to grow our services and products.

The CPA will continue to embrace innovation and take action to change things that aren't working, and utilize data more effectively. We will also work to maximize the return on investment in ParkPlus by optimizing our product and service offering, finding our niche, and being strategic in commercializing our parking-related technologies.



STRATEGIC PRIORITY #3

Meeting Parking Needs in the Communities We Serve

The CPA recognizes that it manages and administers parking resources to help people to safely move through spaces in our communities.

Good management of parking resources is important to creating vibrant, economically healthy communities. The CPA is unique in the context of parking providers – no other public or private parking provider does all of the things that we do. In addition to providing public parking in Calgary, we manage permit programs and enforcement, operate third-party lots in the city, and sell our ParkPlus products and services to third-parties in Calgary and in other jurisdictions. We do a lot of things, and it is important that we do them well to achieve Calgary’s vision for “a city that moves” and create economic and social benefits for the communities we serve.

To ensure that we are effective at meeting the diverse needs of people in the communities we serve, we will take a customer-focused approach to identifying and addressing issues that impact their parking experiences including safety, convenience, responsiveness and accessibility. We will build relationships and engage stakeholders to collect evidence and information that will help us to make informed, data-driven decisions that maximize the public good. This includes taking steps to ensure that the programs and services we offer are effectively meeting the needs of people who use and benefit from them. The CPA must serve a diverse group of stakeholders including but not limited to residents and visitors in residential parking zones, residents in and visitors to commercial areas, customers in our parkades and surface lots, parkers in on-street spaces, and ParkPlus customers.

IMPLEMENTATION PLAN

Implementation of the 2019-2022 Strategic Plan will occur throughout the organization and at all levels of decision-making. Consistent with previous practice, annual action plans and multi-year strategies will ensure that operations align with the organization's mandate, mission, vision, values and strategic priorities.

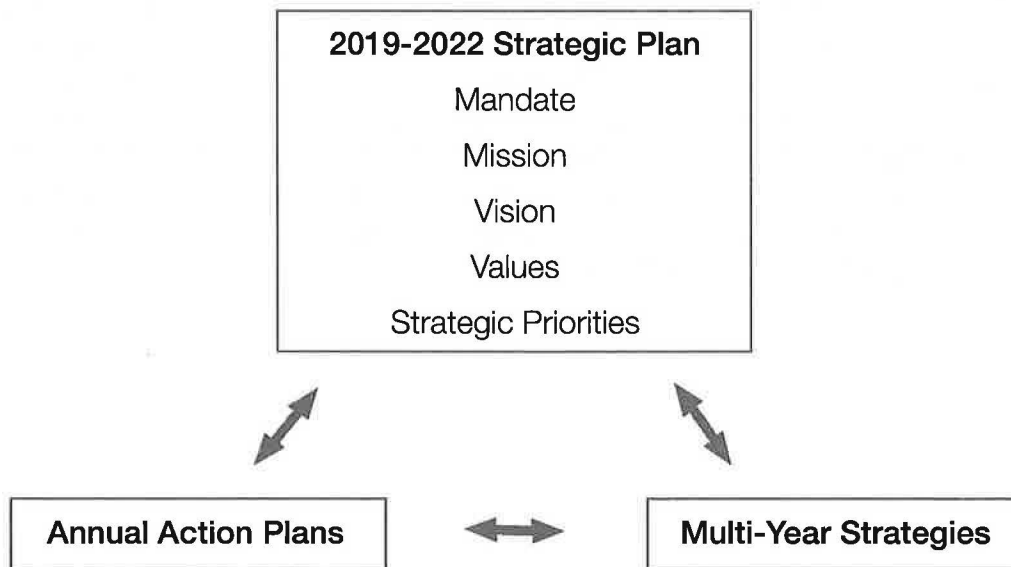
Calgary Parking Committee responsibilities:

- ➔ Monitoring progress
- ➔ Conducting an annual review of changes in the CPA's operating environment and Strategic Plan successes
- ➔ Using the 2019-2022 Strategic Plan to guide decision-making

CPA Administration responsibilities:

- ➔ Creating annual action plans and multi-year strategies that align with the 2019-2022 Strategic Plan
- ➔ Enacting tactics to fulfill the organization's mandate and work in the pursuit of the mission and vision
- ➔ Regular reporting to the Calgary Parking Committee
- ➔ Using the 2019-2022 Strategic Plan to guide decision-making
- ➔ Using the CPA's values to guide actions and decisions

Overview:



STRATEGIC PLANNING OVERSIGHT SUBCOMMITTEE

The ad-hoc Strategic Planning Oversight Subcommittee provided direction and oversaw the development of the 2019-2022 Strategic Plan.

John Pantazopoulos (Chair)
Calgary Parking Committee
Elector Member Representative

Michael Thompson
General Manager, Transportation
The City of Calgary Administration Representative

Loren Falkenberg
Strategic Advisor
Citizen Representative

Sean Chu
Councillor, Ward 4
Council Representative

Glen Furtado
General Manager
CPA Administration Representative (Commencing May 2018)

Shelley Trigg
Acting General Manager
CPA Administration Representative (February to May 2018)



Thank you to all Calgary Parking Authority employees who contributed to the development of the
2019-2022 Strategic Plan.

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Fernando Panattoni
Glen Furtado
Greg Hewison
Jared Foulds
Jennifer Whitaker
Jessica Polivchuk
Joan Hay

Joseph Flores
Kathleen Francis
Kathy Lidbury
Kelly Tong
Kurt McCaw
Kyle Dunford
Larry Corvino
Lola Dosunmu
Mark Novak
Michael Crosby
Miguel Stamile
Mindy Jensen
Rabia Aslam
Reachel Knight
Richard Simpson
Rob Clayton
Shaun Darragh
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Tammy Livingstone
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